

RESEARCH REPORT

FUTURE SIGNALS 2025



DESIGN THINKING JAPAN
HUMAN CENTERED, AI ACCELERATED



INTRODUCTION TO THE FUTURE SIGNALS 2025

In a world of accelerating technological change, executives face a fundamental challenge: distinguishing meaningful transformation from temporary novelty. The Future Signals 2025 analysis was created to provide clarity amid this complexity.

Rather than cataloging every emerging technology, this report identifies four fundamental shifts in the human-technology relationship that will drive sustainable competitive advantage. These signals transcend individual technologies to reveal the deeper patterns reshaping how organizations create value.

Design Thinking Japan developed this analysis through a unique combination of human-centered insight and technological expertise. Our methodology synthesizes quantitative trend data with qualitative understanding of human needs and behaviors—revealing not just what technologies are emerging, but how they will transform business and society.

This report is designed for leaders navigating strategic decisions in an increasingly complex landscape. We invite you to leverage these four signals as a framework for evaluating opportunities, prioritizing investments, and reimagining possibilities within your organization.

The future belongs to those who can see beyond technological novelty to understand how these fundamental shifts will transform human experience and organizational capability to create unprecedented competitive advantage, unlock new market opportunities, and solve complex business challenges.

We offer this analysis as a compass for navigating that future with clarity and confidence.



MESSAGE FROM THE CEO



Brittany Arthur

Chief Executive Officer

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The Signals research began as an internal compass for our strategic work. What we discovered was a widespread hunger across industries for clarity beyond the AI hype cycle—insights that translate directly to competitive advantage.

While our insights have traditionally been reserved for our clients and partners, today's AI landscape demands a more transparent approach. That's why we've chosen to share this report publicly. Our commitment is to drive meaningful conversation about what Human Centered, AI Accelerated™ means in practice.

This report reveals how forward-thinking executives are turning AI's inflection point into strategic dominance—creating unprecedented value at the convergence of human wisdom and AI capability.

Welcome to your signals.



EXECUTIVE SUMMARY

2025 represents a pivotal moment in the relationship between humanity and technology. Four interconnected signals are reshaping the possibilities for organizations across every sector:

Signal 1: AI + Human

AI has evolved from a tool to a collaborative partner, fundamentally reframing what's possible when human creativity and judgment converge with machine intelligence. This isn't about replacement but amplification—creating outcomes neither could achieve independently. Organizations strategically deploying these capabilities are experiencing dramatic productivity gains while simultaneously unlocking unprecedented creative and analytical possibilities.

Signal 2: Autonomous Partnerships

AI agents have transcended basic automation to become proactive partners operating with increasing independence across time and scale. These autonomous systems don't merely execute tasks—they manage entire workflows, make contextual decisions, and maintain consistency in domains where human performance naturally fluctuates. This partnership is redefining organizational capabilities by extending human expertise and intention beyond traditional constraints.

Signal 3: Immersive Reality

The boundaries between physical and digital environments are dissolving, creating a fluid continuum where we can move seamlessly between domains—taking the best of each according to our needs. From digital twins that transform asset management to immersive collaboration environments that eliminate distance as a constraint, these technologies are creating entirely new possibilities for how organizations operate, collaborate, and deliver value.



Signal 4: Biological Interactions

The final barrier between human intention and technological response is falling as interfaces evolve to recognize and respond to natural human expression—from gesture and voice to neural signals and unconscious biological responses. This shift fundamentally inverts our historical relationship with technology: rather than humans adapting to machines, technology is adapting to human biology and expression.

Together, these signals aren't merely technological trends but components of an integrated paradigm shift that will redefine competitive advantage. Organizations that recognize this inflection point and respond strategically will unlock extraordinary possibilities—creating value through capabilities that were previously unimaginable. Those that approach these signals as isolated technologies or mere efficiency tools will miss their transformative potential. The future belongs to leaders who orchestrate these capabilities to amplify human potential in ways that transcend traditional boundaries between human and technology.

Now is the moment for strategic reinvention. The choices organizations make today will determine their relevance tomorrow.



INTRODUCTION: THIS IS A MOMENT FOR REINVENTION

In 2025, we stand at a transformative inflection point in human history. The relationship between humanity and technology is undergoing a profound evolution that will redefine what's possible across every domain of human endeavour.

Unlike other technological shifts we've witnessed throughout history, this is not merely another cycle of advancement. We are witnessing a fundamental reinvention of the human-technology relationship itself. For the first time, technology is adapting to human needs and behaviors rather than requiring humans to adapt to technological limitations. The powerful integration of artificial intelligence, autonomous systems, immersive environments, and natural interfaces has created an entirely new paradigm—one where the traditional boundaries between human capability and technological function are dissolving, opening possibilities that were previously unimaginable.

Organizations today have access to an unprecedented array of powerful technologies—from large language models and generative AI to spatial computing, neural interfaces, and autonomous agents. But the strategic question isn't simply which technologies to adopt. It's how to orchestrate these capabilities into integrated experiences that create entirely new possibilities for human achievement.

The stakes could not be higher. Organizations that recognize this paradigm shift and respond strategically will unlock extraordinary competitive advantages—productivity gains that seemed impossible just years ago, creative capabilities that transcend previous constraints, and value propositions that were previously unimaginable.

Those that approach these developments as mere incremental improvements or efficiency tools will increasingly find themselves at a structural disadvantage. The gap between leaders and laggards isn't merely widening—it's becoming qualitatively different in nature. The future belongs to those who recognize that we are entering an era of biological partnership



where technology functions as a natural extension of human capability rather than a separate domain requiring conscious operation.

This report identifies four interconnected signals that collectively define this new paradigm. Each signal represents a distinct facet of the evolving relationship between humanity and technology. Together, they create a framework for understanding not just what is changing, but why it matters and how organizations can respond strategically.

The coming decade will be defined by organizations that embrace this moment for what it truly is: an opportunity for comprehensive reinvention. The choices leaders make today will determine whether their organizations thrive in this new landscape or become increasingly irrelevant in a world where the boundaries between human and technological potential continue to dissolve.



THE ACCELERATING LANDSCAPE: MAKING SENSE OF TECHNOLOGICAL CHANGE

The pace of technological advancement has reached a breathtaking velocity. By April 2025, the landscape is characterized by simultaneous breakthroughs across multiple domains that collectively create a sense of transformation so rapid it challenges our ability to comprehend, let alone strategically respond.

Consider the diversity and significance of recent developments:

In artificial intelligence, we've witnessed the emergence of systems that can generate cinematic-quality videos from text prompts, write entire applications autonomously, and design novel proteins with specific therapeutic properties. The cost barriers to developing world-class AI capabilities have collapsed, with systems like DeepSeek-V3 demonstrating that sophisticated models can now be trained for under \$6 million—a fraction of previous costs.

Simultaneously, the boundaries between digital and biological domains are dissolving. Neural interfaces have entered consumer markets through Meta's brain-controlled gaming platform. Colossal Biosciences has successfully bred animals carrying genes from species extinct for 13,000 years. Humanoid robots are moving from laboratory curiosities to practical deployment in manufacturing facilities, delivering double-digit productivity improvements.

Quantum computing has progressed from theoretical potential to practical application, with systems like Microsoft's Majorana 1 processor delivering measurable business value in supply chain optimization. Spatial computing technologies are creating immersive environments that fundamentally change how we interact with information and each other. This rapid, multidimensional advancement creates both extraordinary opportunity and profound strategic challenges. Organizations struggle to distinguish between transformative technologies and ephemeral novelties. Innovation portfolios become fragmented across too



many initiatives without coherent vision. Technology adoption outpaces organizational readiness, creating implementation failures despite promising technological capabilities.

The fundamental challenge isn't technological—it's conceptual. Without a framework for understanding the underlying patterns in this seemingly chaotic landscape, organizations risk either paralysis in the face of overwhelming options or scattered investments that fail to create sustainable advantage.

This is precisely why the four signals identified in this report are so valuable. They provide a coherent framework for understanding the deeper currents beneath surface-level technological churn. By recognizing the fundamental shifts in how humans and technology relate to each other, organizations can make strategic choices that transcend individual technologies to create lasting advantage.

The signals don't simplify the complexity of the technological landscape—they reveal its underlying logic. They help leaders see past the bewildering array of specific innovations to recognize the fundamental shifts that will determine which technologies create sustainable value and which remain interesting but ultimately inconsequential novelties.

In a landscape where keeping pace with every technological development has become virtually impossible, this conceptual clarity becomes perhaps the most valuable strategic asset. The organizations that thrive won't necessarily be those with the most comprehensive awareness of every emerging technology, but those with the clearest understanding of how these technologies collectively transform the human-technology relationship—and the wisdom to shape their business aspirations around these fundamental shifts rather than pursuing isolated technological capabilities.



THE SHIFT TO HUMAN-LIKE TECHNOLOGY

Throughout technological history, humans have adapted to machines rather than the reverse. We've learned specialized interfaces, command structures, and interaction patterns designed for computational efficiency rather than human intuition. Technology has remained distinctly "unhuman"—think about how we call unemotional behavior "robotic"—powerful but alien in its operation and disconnected from our natural modes of interaction and expression.

In 2025, this fundamental dynamic is inverting. Technology is becoming increasingly human-like in both function and interaction. This shift represents more than improved user experience—it reflects a profound evolution in how technology integrates with human life and extends human capability.

Three key dimensions define this transformation:

Cognitive Alignment

Traditional AI systems operated in narrow, specialized domains with rigid parameters. Today's advanced systems demonstrate contextual understanding, nuanced interpretation, and adaptive learning that mirrors human cognitive patterns. They can grasp implied context, recognize emotional undertones, and balance multiple competing objectives—capabilities that were once exclusively human.

This cognitive alignment means technology increasingly "thinks" in ways compatible with human reasoning while simultaneously transcending human limitations in processing power and pattern recognition. The result is collaborative intelligence that combines the best of human and machine cognitive approaches.

Experiential Integration

Previous technologies existed as separate tools we consciously operated. Today's systems are becoming ambient and contextually aware - woven into environments rather than



distinct from them. Information and capability exist at the periphery of attention until needed, then seamlessly integrate into activity without disrupting flow.

This integration transforms technology from something we actively use to something we intuitively engage with. The experience becomes less about operating tools and more about extended capabilities that feel like natural extensions of human intention.

Behavioural Adaptation

Perhaps most significantly, technology is increasingly adapting to human behaviours rather than requiring humans to adapt to technological constraints. Interfaces recognize natural gestures, expressions, and language patterns. Systems learn individual preferences and communication styles. Environments respond to presence, movement, and attention without explicit commands.

This adaptive quality creates technology that meets humans where they are—accommodating diverse capabilities, contexts, and needs rather than demanding standardized behaviours. The result is unprecedented accessibility and effectiveness across demographics and use cases.

Collectively, these dimensions represent a fundamental reimagining of the human-technology relationship. We're moving from an era where humans served as operators of alien systems to one where technology functions as a natural extension of human capability—responsive to our intentions, adaptive to our needs, and aligned with our cognitive and behavioural patterns.

This shift toward human-like technology underpins all four signals explored in this report. It creates the possibility for collaborative intelligence that enhances human creativity and judgment; autonomous partnerships that extend human capability across time and scale; immersive environments that transcend physical limitations; and natural interfaces that respond to biological expression without conscious translation.

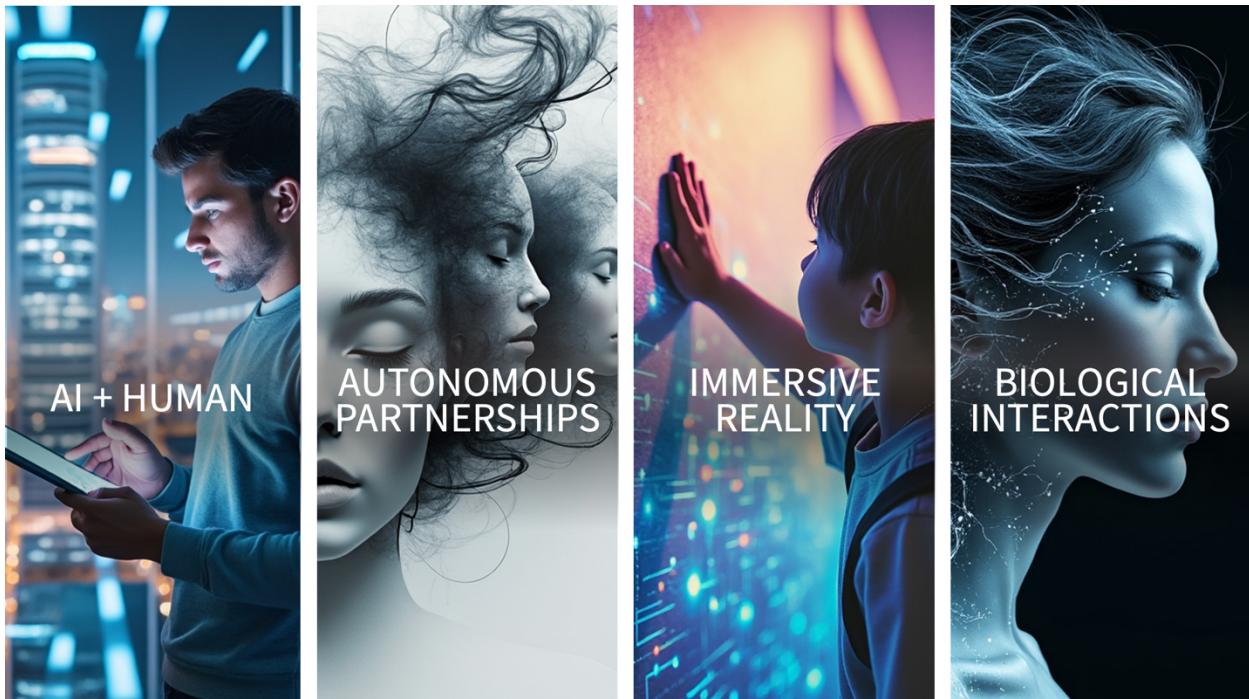


Organizations that recognize and embrace this shift will create experiences, products, and services that feel intuitive, accessible, and empowering. Think back to the mobile revolution: companies that simply put their desktop websites on phones struggled, while those who reimagined entire experiences around mobile-first thinking created entirely new markets and transformed industries. Those that continue designing technology around computational efficiency rather than human behaviour will increasingly find their offerings feeling outdated, cumbersome, and disconnected from how people naturally work and live. Worse yet, they risk losing the most precious commodity in today's market—consumer attention.



FUTURE SIGNALS 2025

In this section, we explore four key trends where technology is evolving to be more human-like, with updated examples from across industries.



A man with dark hair and a beard, wearing a teal long-sleeved shirt, stands in profile facing left, looking down at his smartphone which he holds in both hands. He is positioned in front of a large window that offers a view of a city skyline at night, with numerous skyscrapers and lights visible. The overall atmosphere is modern and tech-oriented.

SIGNAL 1

AI + HUMAN



SIGNAL 1: AI + HUMAN

The convergence of artificial and human intelligence represents a fundamental shift in how organizations create value. Far beyond simple automation, this convergence creates entirely new possibilities at the intersection of human creativity and AI's analytical power.

Forward-thinking organizations are already leveraging this convergence to:

- Transform creative workflows that once took weeks into processes that yield results in hours
- Reimagine knowledge work by handling pattern recognition and data integration at unprecedented scale
- Revolutionize research and discovery by exploring solution spaces humans alone couldn't navigate
- Create deeply personalized experiences that adapt to individual needs and contexts

The competitive advantages for early adopters are substantial and growing. Organizations that strategically deploy these capabilities are seeing productivity gains exceeding 30% across various domains while simultaneously improving quality and innovation rates. Meanwhile, those treating AI as merely a cost-cutting tool risk falling into a strategic gap that will become increasingly difficult to overcome.

From Tools to Partners: The Evolution of AI

The relationship between humans and artificial intelligence has undergone a profound transformation. What began as narrow, specialized systems designed for specific tasks has evolved into sophisticated partners capable of contextual understanding, nuanced interpretation, and creative contribution.

This evolution represents three distinct phases:



Phase 1: Automation of Routine Tasks

Early AI systems focused on automating repetitive, rule-based activities—handling structured data according to predefined parameters. While valuable for efficiency, these systems required extensive human oversight and couldn't adapt to novel situations.

Phase 2: Enhancement of Human Capability

As machine learning advanced, AI systems began augmenting human capabilities—suggesting options, identifying patterns, and processing information at scale. These systems served as powerful tools but remained fundamentally reactive to human direction.

Phase 3: Collaborative Intelligence

Today's convergence represents a qualitative shift to truly collaborative intelligence. Modern AI systems can understand context, interpret ambiguity, and generate novel outputs that complement human creativity and judgment. This creates a dynamic partnership where each brings distinctive strengths to complex challenges.

The Interface Revolution: From Users to Directors

Perhaps the most profound manifestation of this shift is how it transforms our relationship with technology itself. Historically, humans have been "users" of technology—forced to learn increasingly complex interfaces, commands, and workflows. With each software update or new tool, professionals would spend countless hours mastering technical details rather than focusing on their actual goals.

The AI-human convergence fundamentally inverts this relationship. Instead of humans adapting to technology's language, AI now adapts to human expression. Consider the evolution of creative software: professionals once spent years mastering intricate menus and functions in applications like Photoshop, only to repeat the learning cycle with each new version. Today, these experts can simply articulate their creative intent—"create a dramatic sunset scene with silhouetted figures"—and AI translates this direction into technical execution.



This shift mirrors how we relate to our own biology. When building physical strength, we don't consciously control individual cellular processes—we simply perform the exercise while our bodies handle the complex biological implementation. Similarly, AI now allows us to focus on outcomes while it handles technical implementation details. We've moved from being users to being directors of technology—expressing our intent while AI amplifies our capabilities through its technical mastery.

This transformation dramatically increases accessibility while simultaneously raising the ceiling on what experts can accomplish. Novices can now produce work that once required technical expertise, while professionals can explore creative possibilities at unprecedented speed and scale.

Transformative Applications Across Industries

The convergence of human and artificial intelligence is creating breakthrough capabilities across multiple domains:

Reimagining Creative Production

The creative industries are experiencing a renaissance through AI-human collaboration. What once required large teams and extensive resources can now be accomplished through partnerships between creative professionals and AI systems.

Consider the transformation in visual storytelling: A creative director can now sketch a conceptual scene, describe the desired mood and narrative context, and within minutes receive multiple fully-realized visual interpretations. This isn't about replacing human creativity—it's about removing technical barriers to expression and exploration.

One major studio reduced concept-to-production time by 60% while simultaneously increasing the number of creative variations they could explore. This allowed them to take creative risks that would have been prohibitively expensive under traditional workflows.



The implications extend far beyond entertainment. Product design, architectural visualization, marketing, and communications are all being transformed by this ability to rapidly translate conceptual thinking into visual reality.

Revolutionizing Knowledge Work and Decision-Making

In domains ranging from medicine to finance to legal analysis, AI-human convergence is fundamentally changing how professionals access and apply complex information.

Medical diagnostics provides a compelling illustration. Radiologists now work with systems that can analyze thousands of similar cases, incorporating the latest research findings and identifying subtle patterns across multiple images. This doesn't diminish the radiologist's expertise—it amplifies it by providing contextual intelligence that no individual could maintain.

One leading medical center implemented such a system and achieved remarkable results: diagnostic time reduced by 65% while accuracy improved by 23%. Most significantly, physicians reported being able to spend more time on complex cases and patient interaction—focusing their uniquely human capabilities where they create the most value.

Similarly, financial institutions are deploying systems that can analyze complex legal agreements at unprecedented speed and thoroughness. One investment firm implemented a system that could process 12,000 commercial credit agreements in hours—work that previously required 360,000 hours of analyst time annually. Beyond efficiency, the system identified contractual patterns and risks that even experienced analysts often missed.

Accelerating Discovery and Innovation

Perhaps the most profound impact of this convergence lies in its ability to accelerate discovery across scientific and technical domains.

Research teams in pharmaceuticals, materials science, and energy are using AI systems to explore solution spaces that would take decades to navigate through traditional methods.



These systems can propose novel hypotheses, design experimental protocols, and interpret results in ways that complement human scientific intuition.

One pharmaceutical firm reduced early-stage discovery time from years to months by implementing a system that could identify promising molecular combinations based on desired therapeutic properties. Importantly, the system proposed several combinations that human researchers had initially dismissed as nonviable—challenging assumptions and expanding the solution space.

This acceleration of discovery extends to nearly every domain where innovation is crucial. From designing more efficient battery chemistries to developing novel manufacturing processes, the convergence of human and artificial intelligence is compressing innovation cycles while simultaneously expanding the range of possibilities.

Organizational Intelligence: The New Competitive Frontier

As AI capabilities continue to advance, the critical strategic question shifts from "What can AI do?" to "How do we orchestrate human and artificial intelligence to create sustainable advantage?"

Organizations that excel in this new landscape share several distinctive approaches:

1. Strategic Capability Mapping

Leading organizations systematically identify where human-AI convergence creates the highest value. Rather than applying AI indiscriminately, they focus on domains where:

- The combination of human creativity and AI's analytical power can solve previously intractable problems
- Complex decision-making benefits from both human judgment and data-driven insight
- Creative processes can be enhanced while maintaining authentic human connection
- Specialized expertise can be amplified and extended through AI partnership



This targeted approach ensures investment flows to applications that create genuine competitive advantage rather than incremental efficiency.

2. Designing for Convergence

The most successful implementations don't simply insert AI into existing workflows—they fundamentally reimagine processes to leverage the distinctive strengths of both human and artificial intelligence.

This often involves:

- Creating continuous feedback loops where AI systems learn from human expertise while providing insights that refine human judgment
- Developing interfaces that present AI-generated options in ways that enhance human decision-making without overwhelming cognitive capacity
- Building transparency into AI systems so humans can understand their reasoning and provide meaningful oversight
- Establishing clear parameters for when decisions require human judgment versus when they can be delegated to AI systems

Organizations that excel in these design considerations create workflows where human and artificial intelligence continuously enhance each other rather than operating in isolation.

3. Cultivating Convergence-Ready Talent

As AI capabilities advance, the most valuable human skills shift toward those that complement rather than compete with artificial intelligence. Leading organizations are actively developing talent with:

- Contextual intelligence and systems thinking
- Creative problem-framing and ethical reasoning
- Interpersonal and emotional intelligence



- The ability to translate between technical capabilities and business value
- Comfort with ambiguity and rapidly evolving technologies

Importantly, this isn't just about technical training—it's about developing uniquely human capabilities that create value in concert with AI systems.

4. Experimental Culture and Governance

The convergence of human and artificial intelligence requires organizational cultures that balance experimentation with appropriate governance. Leading organizations:

- Encourage rapid prototyping of new human-AI collaborations
- Develop clear frameworks for measuring both tangible and intangible value
- Establish governance processes that address ethical considerations, potential biases, and appropriate boundaries
- Create mechanisms for capturing and sharing insights across the organization

This balanced approach enables innovation while ensuring that AI applications align with organizational values and strategic objectives.

The Path Forward: From Implementation to Transformation

For executives navigating this new landscape, the key question isn't whether to embrace the convergence of human and artificial intelligence, but how to do so in ways that create sustainable advantage.

Those who approach AI merely as a cost-cutting tool will find themselves increasingly disadvantaged compared to organizations that harness its transformative potential. The greatest opportunities lie not in automating existing processes but in reimagining what's possible when human creativity and judgment converge with AI's analytical power and pattern recognition.



The organizations that will thrive are those that view this convergence as core to their strategic identity—not simply as a technological initiative but as a fundamental reimagining of organizational capability. They recognize that the future belongs to those who can orchestrate human and artificial intelligence in ways that create value neither could achieve alone.



SIGNAL 2

AUTONOMOUS PARTNERSHIPS



SIGNAL 2: AUTONOMOUS PARTNERSHIPS

Building on the Great Convergence

Where Signal 1 explored the fundamental convergence of human and artificial intelligence, Signal 2 examines how this convergence evolves into increasingly autonomous partnerships. This represents a natural progression along the collaboration spectrum: as AI systems develop deeper contextual understanding and decision-making capabilities, they can operate with greater independence while remaining aligned with human intent.

The "user to director" transformation described in Signal 1 creates the necessary foundation for autonomous partnerships. Once humans can express intent rather than technical instructions, AI systems can take on expanded responsibilities—not just executing individual tasks but managing entire workflows across extended timeframes. The relationship evolves from moment-to-moment collaboration to an ongoing partnership where humans set strategic direction while AI systems handle implementation with increasing autonomy.

This progression doesn't diminish the importance of human-AI convergence—it amplifies it. Autonomous agents aren't replacing human-AI collaboration; they're extending it across dimensions of time, scale, and complexity that would otherwise remain beyond reach.

Strategic Imperative

Autonomous AI agents represent a paradigm shift that extends far beyond traditional automation. While earlier waves of technology excelled at executing predefined tasks, today's autonomous systems can manage entire workflows, make contextual decisions, and proactively address challenges without continuous human guidance.

This shift is creating unprecedented opportunities for organizations to:

- Scale operations without proportional increases in human resources
- Maintain continuous business functions across time zones and peak periods



- Deploy expertise consistently across all customer and stakeholder interactions
- Redirect human talent from routine management to high-value innovation and relationship building

The strategic advantage is substantial: Organizations effectively deploying autonomous agents are achieving 30-40% improvements in operational efficiency while simultaneously enhancing quality and consistency. More importantly, they're creating entirely new business capabilities that were previously impossible due to human capacity constraints.

The question for executives isn't whether to incorporate autonomous agents, but how quickly they can strategically integrate them into core business functions before competitors establish insurmountable leads in operational capability and customer experience.

From Reactive to Proactive: The Evolution of AI Agency

The journey toward autonomous partnerships has progressed through distinct phases, each representing a fundamental shift in the relationship between humans and technology:

Phase 1: Responsive Systems

Early AI systems operated on direct command—responding to specific inputs with predetermined outputs. These systems required explicit instruction for every action and lacked the ability to adapt to changing conditions without human intervention.

Phase 2: Contextual Automation

As machine learning capabilities advanced, systems began recognizing patterns and adapting to variations within defined parameters. These systems could handle increasingly complex scenarios but remained fundamentally reactive—waiting for triggering events before executing predefined responses.

Phase 3: Autonomous Partnerships

Today's autonomous agents represent a qualitative leap forward. These systems can:



- Proactively identify needs before they're articulated
- Make contextual decisions based on complex criteria
- Manage entire workflows across multiple systems
- Learn continuously from outcomes and human feedback
- Collaborate with both humans and other AI systems to achieve objectives

This evolution marks a shift from technology as a tool to technology as a partner—capable of taking initiative while remaining aligned with human priorities and values.

The Emotional Dimension: Beyond Cognitive Automation

Perhaps the most overlooked aspect of autonomous agents is their ability to maintain consistency in domains where human performance naturally fluctuates due to emotional and physiological factors.

Consider the challenging domain of sales outreach. Human sales professionals inevitably experience emotional responses to rejection—even the most resilient individuals show subtle signs of diminished energy and enthusiasm after repeated negative interactions. This emotional burden compounds throughout a workday, often leading to declining performance.

Autonomous agents transform this dynamic fundamentally. An AI sales agent can maintain precisely the same level of energy, enthusiasm, and positive framing on the hundredth call as on the first. It never experiences emotional fatigue, frustration, or diminished motivation.

This isn't simply about endurance—it represents a profound shift in how organizations can approach emotionally demanding tasks. The autonomous agent doesn't replace the human sales professional; it transforms their role by handling initial outreach and qualification, then transitioning promising conversations to human experts who can focus their emotional energy where it creates the greatest value.

This pattern extends across numerous domains where emotional consistency is crucial:



- Customer service during high-volume, high-stress periods
- Patient intake and preliminary assessment in healthcare
- Regulatory compliance monitoring and documentation
- Continuous performance optimization in complex systems

In each case, the autonomous agent serves not merely as a labor substitute but as an emotional complement—handling aspects of work that create psychological strain while elevating humans to focus on dimensions where their emotional intelligence and judgment create distinctive value.

Transformative Applications Across Industries

The impact of autonomous partnerships is already evident across multiple sectors:

Redefining Operations Management

Organizations are deploying autonomous agents to manage complex operational workflows that previously required continuous human monitoring and intervention. These agents don't simply execute predefined processes—they continuously optimize based on changing conditions and emerging constraints.

One global manufacturing enterprise implemented autonomous agents to manage supply chain operations across multiple facilities. Rather than following static rules, these agents continuously balance factors including inventory levels, production schedules, transportation costs, and emerging disruptions. The system proactively identifies potential bottlenecks days or weeks before they would become apparent to human managers, initiating mitigation actions without waiting for problems to manifest.

The result wasn't merely incremental improvement—the organization reduced inventory costs by 21% while simultaneously improving fulfillment reliability by 35%. More significantly, the human supply chain team shifted from reactive troubleshooting to strategic planning and relationship development.



Revolutionizing Customer Experience

The customer experience domain is being transformed by autonomous agents that can provide personalized, consistent service at unprecedented scale.

Leading organizations are deploying agents that go far beyond answering frequently asked questions. These systems can:

- Recognize customer intent from minimal information
- Access and integrate data across multiple systems to resolve complex issues
- Identify emotional cues and adapt communication approach accordingly
- Seamlessly transition between automated and human support when appropriate
- Proactively identify and address potential issues before customers raise concerns

One financial services provider deployed such a system and achieved remarkable results: customer satisfaction improved by 27% while cost-per-interaction decreased by 42%.

Notably, their human customer service teams reported significantly higher job satisfaction as they shifted from handling routine inquiries to resolving complex issues where their expertise and empathy created genuine value.

Transforming Healthcare Delivery

Healthcare organizations are discovering that autonomous agents can significantly enhance both operational efficiency and care quality. These agents are being deployed to:

- Monitor patient vital signs and alert clinicians to subtle changes indicating potential complications
- Manage medication adherence through personalized reminders and engagement
- Coordinate complex care plans across multiple providers and settings
- Handle administrative tasks that previously diverted clinical staff from patient care

One major health system implemented autonomous agents to manage post-discharge follow-up for chronic condition patients. The system maintained continuous contact,



monitored adherence to treatment plans, and identified potential complications before they required emergency intervention. This resulted in a 32% reduction in readmissions while allowing care coordinators to focus on high-risk patients needing specialized attention.

Reimagining Financial Services

Financial institutions are leveraging autonomous agents to transform everything from investment management to regulatory compliance. These systems can:

- Monitor market conditions continuously and execute transactions based on sophisticated criteria
- Identify potential compliance issues across millions of transactions in real-time
- Provide personalized financial guidance based on individual behaviors and objectives
- Detect potentially fraudulent activities through pattern recognition across multiple dimensions

One investment management firm deployed autonomous agents to handle portfolio rebalancing across thousands of client accounts. Rather than applying simple rule-based approaches, these agents continuously evaluate market conditions, tax implications, and individual client preferences to make nuanced decisions. This enabled the firm to provide truly personalized portfolio management at scale while freeing human advisors to focus on complex planning and relationship building.

Organizational Strategy: Harnessing Autonomous Partnership

Organizations that excel in leveraging autonomous agents share several distinctive approaches:

1. Strategic Function Mapping



Leading organizations systematically identify functions where autonomous agents create the highest value. Rather than attempting to automate everything possible, they focus on domains where:

- Tasks require continuous attention beyond human capacity constraints
- Consistency and scalability are critical success factors
- Decision criteria can be clearly defined even if complex
- Human expertise can be codified and augmented through machine learning

This targeted approach ensures investments flow to applications that create genuine competitive advantage rather than incremental efficiency.

2. Human-Agent Ecosystem Design

The most successful implementations don't simply replace humans with autonomous agents—they create ecosystems where each contributes distinctive value. This involves:

- Designing clear handoff protocols between autonomous agents and human experts
- Creating interfaces that enable meaningful human oversight without requiring constant intervention
- Establishing feedback mechanisms that allow agents to learn continuously from human expertise
- Developing metrics that evaluate the combined performance of human-agent systems rather than measuring each in isolation

Organizations that excel in these design considerations create relationships where humans and agents continuously enhance each other's capabilities.

3. Building Organizational Readiness

Effectively deploying autonomous agents requires new organizational capabilities and mindsets. Leading organizations focus on:



- Developing data infrastructure that enables agents to access and integrate information across functional silos
- Building technical and business capabilities for effectively specifying agent parameters and success criteria
- Preparing workforce for shifting roles as routine tasks are handled by autonomous systems
- Creating governance frameworks that address ethical considerations, boundary conditions, and appropriate oversight

This comprehensive approach ensures that autonomous agents create sustainable value aligned with organizational objectives.

4. Evolving the Operating Model

As autonomous agents take on increasingly sophisticated roles, leading organizations are fundamentally rethinking their operating models. This often involves:

- Shifting from rigid hierarchical structures to more flexible, distributed decision-making
- Creating hybrid teams where autonomous agents and humans collaborate on complex objectives
- Developing new performance metrics that capture value creation rather than activity completion
- Establishing continuous learning loops where agent and human performance evolve in tandem

These operating model innovations enable organizations to capture the full strategic potential of autonomous partnerships rather than simply applying new technology to legacy structures.

The Path Forward: From Automation to Augmentation



For executives navigating this rapidly evolving landscape, the key insight is that autonomous agents represent far more than labor substitution—they enable fundamentally new organizational capabilities.

The most significant opportunities lie not in replacing human workers but in redefining human work to focus on dimensions where distinctly human capabilities create the greatest value. This directly builds upon the collaborative intelligence explored in Signal 1, but extends it across time and scale in ways that reshape organizational possibilities.

As we'll explore in Signal 3 (Immersive Reality), these autonomous partnerships become even more powerful when combined with spatial computing technologies that blur the boundaries between physical and digital environments. Autonomous agents operating within immersive spaces create entirely new possibilities for how we interact with information, systems, and each other.

The path forward requires strategic vision that extends beyond efficiency to reimagine what's possible when human creativity, judgment, and relationship building are combined with autonomous systems operating at unprecedented scale and consistency. The future belongs to organizations that can orchestrate these distinctive capabilities into integrated solutions that neither humans nor technology could achieve independently.

A young child with dark hair is shown from the side, reaching out with their right hand towards a wall. The wall is covered in a dense grid of glowing blue and orange lines, nodes, and data points, creating a futuristic, digital environment. The lighting is low, emphasizing the glowing elements on the wall.

SIGNAL 3

IMMERSIVE REALITY



SIGNAL 3: IMMERSIVE REALITY

Transcending Boundaries: Building on Convergence and Partnership

The first two signals laid essential foundations: The convergence of human and artificial intelligence created the possibility of true collaboration, while autonomous partnerships extended this collaboration across time and scale. Signal 3 introduces a spatial dimension to this evolution—blurring the boundaries between physical and digital worlds to create seamlessly integrated experiences.

This represents a natural progression in our relationship with technology. We began by collaborating with AI systems (Signal 1), then enabled these systems to operate with increasing autonomy (Signal 2), and now we're creating environments where these interactions can occur in spatially intuitive ways that transcend traditional interfaces.

When convergent intelligence and autonomous partnerships operate within immersive environments, we unlock unprecedented possibilities. No longer confined to screens and devices, intelligence becomes ambient—woven into the fabric of our physical spaces and responsive to our natural movements, gestures, and expressions.

Strategic Imperative

Immersive reality represents a fundamental transformation in how humans interact with information, systems, and each other. This shift extends far beyond entertainment and gaming to reshape core business functions across industries.

Organizations embracing immersive technologies gain critical strategic advantages:

- Elimination of distance as a constraint in collaboration, design, training, and customer engagement
- Dramatic acceleration of learning and skill acquisition through embodied, experiential interactions



- Unprecedented visualization of complex data enabling intuitive recognition of patterns and relationships
- Seamless integration of digital intelligence into physical workflows and environments
- Creation of entirely new value propositions that were previously impossible or impractical

Early adopters are already demonstrating the impact: Companies integrating immersive technologies into design processes report 40-60% reductions in development time. Healthcare providers using immersive training see skill retention improvements of 80% compared to traditional methods. Retailers deploying virtual try-on experiences are reducing return rates by 35% while increasing conversion.

The strategic question isn't whether immersive technologies will transform industries—it's how quickly organizations can integrate these capabilities before competitors establish insurmountable advantages in experience design, operational efficiency, and customer engagement.

Reality Reimagined: Moving Between Worlds

The boundary between physical and digital reality is dissolving in profoundly transformative ways. Unlike previous digital revolutions that created parallel realities (the "cyberspace" concept of the early internet era), today's immersive technologies are creating a fluid continuum where we can move seamlessly between physical and digital dimensions—taking the best of each according to our needs.

Think of the film "The Matrix," where characters could step in and out of digital and physical realms. Today's immersive technologies are creating a constructive version of this concept—not as escapism, but as a means of amplifying human capability by leveraging the strengths of both domains:

- Physical reality offers tangibility, intuitive navigation, and natural social interaction



- Digital reality offers infinite scalability, freedom from physical constraints, and real-time data integration

The most powerful applications emerge when we can move fluidly between these domains or blend them together:

A surgeon can practice a complex procedure in virtual reality, perfecting their technique without risk to patients, then seamlessly transition to the operating room where digital overlays guide their movements with millimeter precision.

An architect can sketch a concept in physical space, instantly see it rendered as a full-scale 3D model, walk through the virtual building making adjustments in real-time, then return to physical collaboration with colleagues who experienced the same immersive visit.

A manufacturing team can monitor a physical production line while simultaneously viewing digital overlays showing performance metrics, thermal patterns, and predictive maintenance alerts—creating a hybrid reality that combines tangible interaction with data-rich insights.

This fluid movement between physical and digital isn't limited to visual experiences. We're increasingly able to translate digital signals into physical actions and physical inputs into digital effects, creating a bidirectional flow that further blurs traditional boundaries:

A thought or gesture captured by a neural interface can trigger actions by autonomous systems anywhere in the world—allowing us to extend our reach and capabilities far beyond physical limitations.

Physical environments can respond intelligently to our presence, preferences, and needs—adjusting everything from lighting and temperature to information displays and automated systems.



The result is a reimagining of reality itself—not as two separate domains (physical and digital) but as a continuous spectrum where we can inhabit any point according to the specific needs of the moment.

Transformative Applications Across Industries

The impact of immersive reality is already evident across multiple sectors:

Asset Lifecycle Management and Digital Twins

One of the most compelling applications of immersive reality is the creation of comprehensive digital twins for physical assets—from industrial equipment and vehicles to entire buildings and infrastructure networks. These digital counterparts enable unprecedented visibility into asset condition, location, and performance throughout their lifecycle.

Consider the shipping industry, where vessels represent massive capital investments that operate in challenging environments. Traditional asset management approaches frequently fail to capture the real-time status of these assets, leading to critical maintenance issues being discovered too late, or worse, vessels being "forgotten" in remote locations where they deteriorate without proper oversight.

Organizations implementing digital twin technology for fleet management are creating persistent, accurate digital representations of each vessel—complete with real-time sensor data monitoring structural integrity, engine performance, environmental conditions, and location. These digital twins enable:

- Predictive maintenance that identifies potential failures before they occur, reducing downtime by up to 40%
- Complete visibility of asset location and status regardless of physical distance
- Historical tracking of all maintenance activities, modifications, and performance patterns



- Virtual inspections that allow experts to assess conditions without costly travel to remote locations
- Optimized utilization throughout the asset lifecycle, from deployment through decommissioning

The financial impact is substantial—one global shipping firm implementing this approach reduced maintenance costs by 28% while extending average vessel lifespan by 15%. Perhaps more significantly, the technology virtually eliminated the costly problem of "forgotten assets" that previously resulted in millions in avoidable losses.

This approach extends far beyond shipping to any industry with significant physical assets—from manufacturing equipment and aircraft to real estate portfolios and infrastructure networks. By creating a bridge between physical assets and their digital representations, organizations gain unprecedented visibility, control, and optimization capabilities across their entire asset base.

Revolutionizing Design and Engineering

Design-intensive industries are witnessing a fundamental transformation through immersive collaboration environments. These systems allow teams distributed across the globe to work together in shared virtual spaces that combine the intuitive navigation of physical environments with the boundless possibilities of digital creation.

Advanced manufacturing firms have implemented real-time 3D collaboration platforms where engineers can simultaneously interact with full-scale digital representations of products. Design changes made by a team member in Tokyo instantly appear for colleagues in Detroit, allowing them to evaluate implications and make refinements without the delays of traditional file-sharing and asynchronous feedback.

Beyond mere visualization, these platforms support sophisticated simulation of product performance under various conditions. Engineers can observe stress patterns, fluid dynamics, or thermal characteristics in real-time as they modify designs—compressing



months of physical prototyping and testing into days or even hours of immersive development.

The impact extends far beyond efficiency. One aerospace manufacturer reported that immersive collaboration unlocked design innovations that would have been nearly impossible to conceptualize using traditional methods. By literally standing inside their designs and experiencing them from multiple perspectives, teams identified opportunities for improvement that weren't apparent in conventional CAD environments.

Transforming Healthcare Education and Delivery

Healthcare organizations are leveraging immersive technologies to transform both professional training and patient care.

Medical education is being revolutionized through VR training platforms that allow students and practitioners to develop and refine skills in risk-free virtual environments. These systems provide realistic haptic feedback and anatomical detail that closely mimics the experience of actual procedures.

The impact on skill acquisition is profound: Surgeons training in immersive environments demonstrate proficiency after 40% fewer practice sessions compared to traditional methods. More importantly, these skills transfer effectively to real-world procedures, with one study showing a 230% improvement in surgical precision following VR training.

Beyond education, immersive technologies are enhancing clinical care through augmented reality guidance systems. Surgeons using these systems can see critical information—from patient vital signs to pre-operative imaging data—without shifting their attention away from the surgical field. The technology essentially gives them "X-ray vision," allowing them to visualize structures beneath the visible surface and navigate complex procedures with unprecedented precision.

For patients, immersive technologies are creating new therapeutic possibilities. Virtual reality treatments for conditions ranging from chronic pain to PTSD have demonstrated



efficacy comparable or superior to conventional approaches, often with fewer side effects and greater patient engagement.

Redefining Retail and Consumer Experience

Retail organizations are using immersive technologies to bridge the gap between digital convenience and physical shopping experiences.

Advanced virtual try-on services allow customers to visualize products—from clothing and accessories to furniture and home décor—in extraordinarily realistic ways. These aren't simple overlays but sophisticated simulations that show how fabrics drape, how lighting affects colors, and how products integrate into existing environments.

The business impact is substantial: Retailers implementing these technologies report conversion rate increases of 60-80% for products available for virtual try-on. Perhaps more significantly, return rates decline by 25-40%, addressing one of e-commerce's most persistent challenges.

Beyond product visualization, immersive technologies are enabling entirely new shopping experiences that blend physical and digital elements. Customers can walk through physical stores enhanced with digital information—seeing personalized recommendations, detailed product information, or alternative options that aren't physically present.

These hybrid experiences combine the sensory richness and social aspects of physical shopping with the personalization and efficiency of digital commerce—creating value propositions that neither purely physical nor purely digital retail can match.

Reimagining Workspace and Collaboration

Organizations across industries are using immersive technologies to create new models of collaborative work that transcend physical limitations.



Advanced virtual collaboration environments go far beyond video conferencing by creating shared spaces where teams can interact with 3D content, manipulate complex data visualizations, and engage in spatial problem-solving. These environments support natural interaction patterns—allowing participants to move around virtual objects, sketch ideas in three dimensions, and use gesture and movement in intuitive ways.

The impact on complex collaborative tasks is particularly notable. Teams engaged in scenario planning, system design, or creative development report 40-50% reductions in time-to-decision when using immersive collaboration tools compared to traditional methods.

Beyond scheduled collaboration sessions, immersive technologies are enabling persistent virtual workspaces that team members can access asynchronously. These spaces maintain context between sessions—preserving the state of projects, annotations from team members, and spatial relationships between elements. This persistence creates a shared mental model that enhances alignment and reduces the coordination overhead typical of distributed teams.

For organizations with specialized expertise distributed across multiple locations, immersive technologies enable "spatial presence sharing"—allowing experts to virtually enter remote environments and guide local personnel through complex tasks. This capability is transforming fields from manufacturing to healthcare, creating the experience of side-by-side collaboration despite physical separation.

From Interface to Environment: The Evolution of Spatial Computing

The progression toward immersive reality has unfolded through distinct phases:

Phase 1: Screen-Based Interfaces

Traditional computing confined interaction to flat screens via keyboards and pointing devices. Users had to translate their intentions into abstract commands within a limited visual field disconnected from their physical environment.



Phase 2: Mobile and Touch Computing

Mobile devices brought computing into diverse physical contexts and introduced more intuitive touch interfaces. However, interaction remained constrained to small screens that required focused attention away from the surrounding environment.

Phase 3: Spatial Computing

Today's immersive technologies fundamentally reframe the relationship between humans and digital systems. Information and interactions are liberated from devices to become part of the environment itself. Users can:

- Interact with digital content using natural movements, gestures, and voice
- View information contextually overlaid on relevant physical objects and spaces
- Manipulate three-dimensional data with intuitive spatial understanding
- Share immersive experiences with others regardless of physical location
- Extend their capabilities through synchronized physical and digital actions

This evolution represents a shift from interfacing with computers to inhabiting computational environments—a qualitative leap as significant as the transition from command lines to graphical user interfaces.

Organizational Strategy: Harnessing Immersive Reality

Organizations successfully leveraging immersive technologies share several distinctive approaches:

1. Experience Architecture

Leading organizations recognize that immersive reality requires fundamentally different design approaches than traditional digital interfaces. They focus on:

- Designing for spatial rather than sequential interaction patterns
- Creating environments that respond intuitively to natural human movements
- Ensuring seamless transitions between physical and digital elements



- Balancing immersion with selective focus on relevant information
- Accommodating varying levels of technological familiarity and comfort

This architectural mindset ensures immersive experiences enhance rather than overwhelm human cognitive capabilities.

2. Spatial Data Strategy

Effective immersive applications require rich, contextual data about both physical and digital domains. Leading organizations develop comprehensive strategies for:

- Creating and maintaining digital twins of physical environments and assets
- Integrating data from IoT sensors, cameras, and environmental monitoring systems
- Establishing spatial mapping and positioning infrastructure
- Developing protocols for real-time data synchronization across physical and digital elements
- Addressing privacy and security considerations unique to spatial computing

This foundational data layer enables immersive experiences that respond intelligently to real-world conditions and user needs.

3. Cross-Reality Workflow Design

The most successful implementations don't treat immersive technologies as isolated capabilities but integrate them into comprehensive workflows that span physical and digital domains. This involves:

- Identifying where immersive elements create the highest value within existing processes
- Designing seamless transitions between immersive and traditional interaction modes
- Creating appropriate division of labor between physical actions and digital augmentation



- Establishing protocols for collaboration between immersed and non-immersed participants
- Developing metrics that capture value creation across the physical-digital continuum

Organizations that excel in these design considerations create workflows where physical and digital elements complement each other rather than existing as separate domains.

4. Building Immersive Competency

Effectively leveraging immersive technologies requires new organizational capabilities and mindsets. Leading organizations focus on:

- Developing talent with both spatial design intuition and technical implementation skills
- Creating cross-functional teams that combine expertise in physical and digital domains
- Establishing rapid prototyping capabilities for testing immersive concepts
- Building partnerships with specialized providers of immersive hardware, software, and content
- Creating governance frameworks that address ethical considerations unique to immersive environments

This comprehensive approach ensures organizations can create sustainable value through immersive applications rather than simply deploying novelty experiences without strategic integration.

The Path Forward: From Segregation to Integration

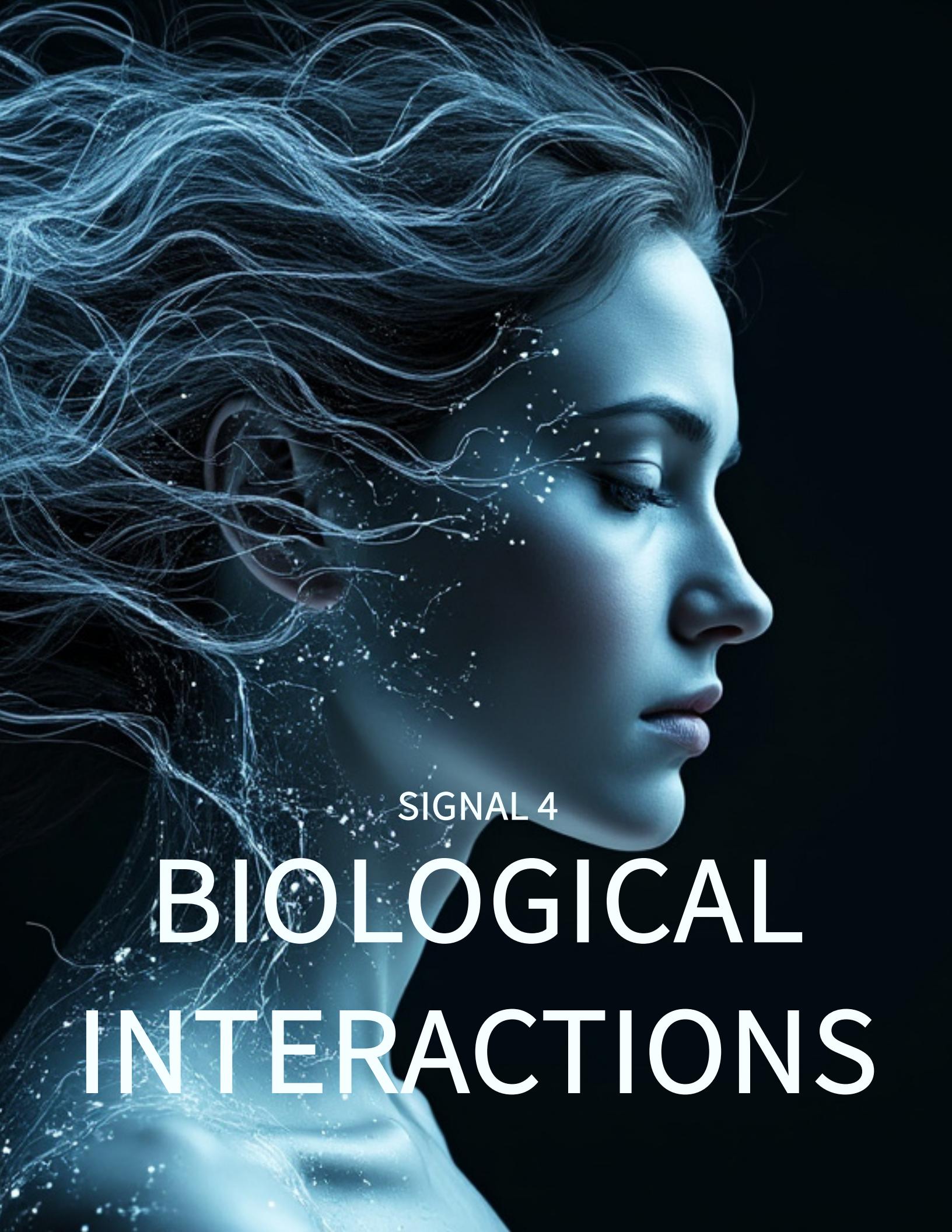
For executives navigating this rapidly evolving landscape, the key insight is that immersive reality isn't simply adding a new technology channel—it's fundamentally reframing the relationship between physical and digital domains.



The most significant opportunities lie not in creating isolated immersive experiences but in weaving immersive capabilities into the fabric of how organizations operate, collaborate, and deliver value. This integration amplifies the collaborative intelligence developed in Signal 1 and extends the autonomous partnerships explored in Signal 2 into spatial dimensions that make them more intuitive and accessible.

As we'll explore in Signal 4 (Natural Interaction), the power of immersive reality becomes even greater when combined with interfaces that respond to gesture, gaze, voice, and even neural signals. When immersive environments can be navigated through natural human actions rather than artificial control mechanisms, we unlock unprecedented fluidity between intention and outcome.

The path forward requires strategic vision that transcends the historical separation between physical and digital domains. Organizations that continue to treat these as distinct realms with separate teams, processes, and infrastructures will find themselves increasingly disadvantaged compared to those creating seamless integration across the reality spectrum. The future belongs to those who can orchestrate physical and digital elements into unified experiences that capture the unique advantages of both domains.

A close-up profile of a woman's face, looking down and to the right. Her hair is dark and wavy, with glowing blue energy lines and small white particles flowing through it, suggesting a connection to nature or a spiritual state. The lighting is soft, highlighting her forehead and nose.

SIGNAL 4

BIOLOGICAL INTERACTIONS



SIGNAL 4: BIOLOGICAL INTERACTIONS

Completing the Paradigm Shift: Building on Previous Signals

The first three signals established a new relationship between humans and technology. Signal 1 showed how human and artificial intelligence converge into collaborative partners. Signal 2 extended this partnership through autonomous agents that operate across time and scale. Signal 3 blurred the boundaries between physical and digital environments.

Signal 4 completes this paradigm shift by transforming how we control and direct these powerful capabilities. Natural interaction represents the final barrier between human intention and technological response—moving from artificial control mechanisms that require conscious adaptation to interfaces that respond to our natural expressions, movements, and even thoughts.

This progression creates extraordinary fluidity: When convergent intelligence, autonomous partnership, and immersive environments can be navigated through natural human actions, we achieve unprecedented harmony between intention and outcome. The technology recedes from our awareness, becoming an intuitive extension of human capability rather than a separate system requiring deliberate operation.

Strategic Imperative

Natural interaction represents a fundamental shift in the human-technology relationship. For decades, humans have adapted to technology's limitations—learning keyboard shortcuts, menu hierarchies, command languages, and gesture schemes designed for machine convenience rather than human intuition.

This historical paradigm is now inverting: Technology is increasingly adapting to human biology and natural expression patterns. This shift creates profound strategic advantages for organizations that embrace it:



- Dramatic reduction in learning curves for complex systems and capabilities
- Unprecedented accessibility across demographics, abilities, and contexts
- Elimination of translation barriers between human intention and technological action
- Seamless integration of technological capabilities into existing human workflows
- Enhanced precision and control through direct neural or physiological connections

Early adopters are already demonstrating the impact: Companies integrating natural interfaces report 60-70% faster user onboarding compared to traditional interfaces. Healthcare providers using gesture and voice control in sterile environments see 40% reductions in procedural time. Industrial applications leveraging neural interfaces for complex machinery control show 50% improvements in precision alongside significant reductions in operator fatigue.

The strategic imperative is clear: As interaction becomes more natural, the distinction between human capability and technological augmentation dissolves. Organizations that continue relying on artificial interfaces requiring conscious adaptation will find themselves at an increasing disadvantage against competitors leveraging technology that responds to natural human expression and intent.

Biology as Interface: The Evolution of Human-Computer Interaction

The journey toward natural interaction with technology has unfolded through distinct phases, each representing a fundamental shift in how humans express intention to machines:

Phase 1: Command-Based Interfaces

Early computing required humans to learn abstract command languages with precise syntax and structure. Interaction was essentially a form of translation—converting human intentions into machine-readable instruction sets that bore little resemblance to natural expression.



Phase 2: Graphical & Touch Interfaces

The development of visual metaphors (windows, files, folders) and direct manipulation through pointing devices and touch created more intuitive interactions. However, these still required humans to learn artificial conventions and adapt their behaviors to technological constraints.

Phase 3: Natural Interaction

Today's interfaces are increasingly designed to recognize and respond to forms of expression that humans already use in their daily lives—speech, gesture, gaze, and even neural activity. This represents a fundamental inversion where technology adapts to human biology rather than vice versa.

This evolution parallels Signal 1's "user to director" transformation. Instead of humans learning technology's language, technology is learning to interpret human expression in all its forms—from explicit commands to subtle physiological signals that even the human might not consciously recognize.

The result is a profound shift in our relationship with technology:

From External Tools to Biological Extension

Advanced interfaces no longer feel like separate systems we operate but rather as extensions of our biological capabilities. Just as we don't consciously think about the muscular contractions required to walk, we increasingly don't need to think about the interface mechanisms connecting our intentions to technological outcomes.

From Conscious Operation to Intuitive Direction

Traditional interfaces require cognitive focus on the interaction itself—attention directed toward menu navigation, command execution, or button pressing. Natural interfaces allow attention to remain on the goal rather than the means, creating a direct channel between intention and outcome.



From Universal Design to Personalized Response

Unlike one-size-fits-all traditional interfaces, natural interaction technologies increasingly adapt to individual biological patterns and preferences. These systems learn from each user's unique expressions—whether vocal inflections, gesture styles, or neural signatures—creating personalized response patterns that feel increasingly intuitive over time.

This biological connection represents the culmination of a century-long journey in human-computer interaction—from punch cards to neural interfaces—with each step bringing technology into greater alignment with human physical and cognitive patterns.

Transformative Applications Across Industries

The impact of natural interaction is already evident across multiple sectors:

Revolutionizing Creative Expression

Creative industries are experiencing a renaissance through interfaces that translate natural human expression directly into digital creation. These systems bypass traditional technical barriers that separated artistic vision from execution.

Advanced creative platforms now allow artists to control complex digital tools through the same natural movements they would use with physical media. Painters can blend colors and apply brushstrokes through intuitive hand gestures that precisely mimic traditional techniques. Musicians can shape sound through natural movements that correspond to their instruments' physical expressions. Filmmakers can direct virtual cameras with gestures that mirror traditional cinematography.

The impact extends beyond individual creation to collaborative experiences. Design teams can shape 3D models through natural hand movements while discussing modifications in real time, creating a seamless blend of conversation and creation that mirrors natural collaborative processes.



One architecture firm implemented gesture-based modeling tools and reported that design iteration cycles decreased from days to hours while the number of innovative solutions explored increased by 200%. More significantly, team members with limited technical expertise could participate directly in the design process rather than communicating through technical intermediaries.

Transforming Healthcare Interaction

Healthcare organizations are leveraging natural interfaces to transform both clinical procedures and patient care.

In surgical settings, gesture and voice control systems allow physicians to access critical information and control equipment without breaking sterility or shifting attention away from the patient. These interfaces recognize precise hand movements and contextual voice commands, adapting to individual surgeon preferences and procedural requirements.

For patients with physical limitations, neural interfaces are creating revolutionary possibilities for independence and communication. These systems detect neural signals associated with intended movements or speech, translating them into actions or words without requiring physical capability. Individuals with paralysis can control assistive devices, communicate complex thoughts, and interact with digital environments through intention alone.

The emotional impact is profound. One patient described the experience: "For the first time in a decade, there's no gap between what I want to do and what I can do. My intentions flow directly into actions without the constant reminder of physical limitation."

Reimagining Industrial Control

Manufacturing and industrial operations are being transformed through natural interfaces that create unprecedented harmony between human expertise and machine capability.



Advanced control systems now allow operators to direct complex machinery through intuitive gestures, voice commands, and even direct neural connections. Rather than navigating abstract control panels and button sequences, operators can guide equipment through movements that mirror natural physical interactions with objects.

The precision and efficiency gains are substantial. One aerospace manufacturer implemented gesture control for complex fabrication processes and reported a 40% reduction in operator error alongside a 30% increase in production speed. Perhaps more significantly, operator fatigue and stress decreased dramatically as cognitive load shifted from interface navigation to core task execution.

For hazardous environments, these interfaces enable workers to project their presence and capabilities remotely while remaining physically safe. Operators can control robotic systems in dangerous or inaccessible locations with the same natural movements they would use if physically present, creating an intuitive extension of human capability across physical boundaries.

Enhancing Emotional Connection in Commerce

Retail and customer experience domains are being transformed by interfaces that respond to emotional and physiological signals alongside explicit commands.

Advanced consumer research platforms now allow customers to express preferences through emotional responses rather than explicit ratings or selections. By measuring subtle physiological signals—from facial expressions and voice patterns to neural activity and biometric responses—these systems detect reactions that customers themselves might not consciously recognize.

One luxury retailer implemented an emotion-sensing fragrance selection system that recommended scents based on unconscious physiological responses rather than stated preferences. The result was a 65% increase in purchase satisfaction and a 45% reduction in returns compared to traditional selection methods. Customers described finding "perfect



"matches" they would never have consciously selected based on descriptions or conscious preferences alone.

Beyond product selection, these technologies are enabling more authentic connections between brands and customers through experiences that adapt to emotional context. Physical and digital environments that respond to emotional signals—adjusting everything from lighting and sound to information density and interaction pacing—create experiences that feel intuitively responsive to individual needs and states.

The Biological Revolution: Understanding the Mechanisms

The advancement of natural interaction is occurring across multiple biological channels, each representing a different pathway between human intention and technological response:

Neural Interfaces: Direct Brain-Computer Communication

The most profound development in natural interaction is the emergence of practical neural interfaces that detect and interpret brain activity. These systems range from non-invasive headsets that detect general neural patterns to sophisticated implantable devices that capture precise neural signals.

The applications extend far beyond assistive technology for those with physical limitations. Knowledge workers are using neural interfaces to navigate complex information environments through thought patterns rather than explicit commands. Designers are expressing concepts directly from imagination to digital environment without intermediate translation steps. Analysts are flagging patterns of interest in complex datasets through attention signals rather than manual selection.

The impact on productivity and creative expression is substantial. One financial services firm implemented neural interfaces for data analysis teams and reported a 40% increase in pattern identification alongside a 30% reduction in analysis time. Team members



described the experience as "thinking with augmented capacity" rather than "operating analytical tools."

Gesture and Motion: The Language of Physical Expression

Advanced computer vision and sensor technologies are enabling systems that recognize and respond to the rich vocabulary of human physical expression—from dramatic gestures to subtle finger movements, from broad locomotion to microscopic facial expressions.

These systems go beyond simple gesture libraries to understanding contextual physical expression. They recognize not just the form of movement but its quality, intensity, and relationship to environmental context. This enables interfaces that respond appropriately to the difference between a confident, precise gesture and a tentative, exploratory one—adjusting their response accordingly.

The applications span from precise professional tools to ambient environmental controls. Surgeons can control robotic assistance with microscopic hand movements during delicate procedures. Factory workers can adjust complex machinery through intuitive physical expressions that match their conceptual understanding of the process. Home environments can respond to natural movements without requiring explicit control actions, adjusting to inhabitants' patterns and preferences.

Voice and Language: Natural Conversational Control

Voice interfaces have evolved from limited command recognition to sophisticated conversational systems that understand nuance, context, and intention. These systems recognize not just what is said but how it's expressed—interpreting tone, tempo, volume, and emotional quality alongside linguistic content.

The result is interaction that feels increasingly like natural human conversation rather than structured command sequences. Users can express complex, ambiguous intentions through natural language and receive appropriate responses that account for conversational history and situational context.



Beyond explicit voice commands, advanced systems are increasingly able to extract meaning from ambient conversation—identifying when certain topics, needs, or questions arise naturally and offering relevant support without requiring explicit invocation. This enables technology to function as a natural participant in human activities rather than a tool that must be deliberately operated.

Biometric Response: The Body's Silent Signals

Perhaps the most subtle form of natural interaction comes through interfaces that monitor physiological signals—from heart rate and respiration to microfacial expressions and galvanic skin response. These signals often reveal preferences, reactions, and needs that the individual might not consciously recognize or articulate.

By interpreting these biological signals, systems can adapt to emotional states, cognitive load, attention levels, and physical needs without requiring explicit communication. Environments can adjust lighting when they detect eye strain, presentations can simplify when they sense cognitive overload, and recommendations can refine based on unconscious preference signals rather than explicit ratings.

This dimension of natural interaction represents a profound shift from reactive to anticipatory technology—systems that respond not just to what we explicitly request but to what our biology indicates we need, often before we consciously recognize it ourselves.

The Truth in Our Bodies: Beyond Verbal Communication

Perhaps the most profound aspect of natural interaction is technology's emerging ability to understand what humans themselves often miss in communication. Consider a simple everyday scenario: a parent asks their child if they can have the last cookie on the plate. The child verbally says "yes" – being polite after having already eaten several – but their body tells a different story. Their eyes widen, their posture shifts subtly, and their hands make small, unconscious movements toward the cookie.



In traditional human interaction, we intuitively read these signals and understand the gap between spoken words and true desire. A parent might smile, recognize the conflict, and suggest sharing the cookie instead. This nuanced reading of biological signals is fundamental to authentic human connection.

Today's advanced interaction systems are beginning to achieve similar capabilities – recognizing not just what people say, but what their biological signals reveal about their authentic responses. Retail environments can detect when customers express verbal interest but show physical hesitation. Healthcare systems can identify when patients report feeling fine while exhibiting physiological stress signals. Educational platforms can recognize when students claim understanding while displaying biological indicators of confusion.

This represents a profound shift toward technology that understands humans with the same emotional intelligence that characterizes our best human interactions. By interpreting the full spectrum of biological communication – from microscopic facial expressions to subtle shifts in posture to changes in voice tonality – these systems achieve a more complete understanding of human needs and intentions than was previously possible through explicit communication alone.

The implications extend far beyond convenience or efficiency. These technologies have the potential to enhance genuine human understanding by making visible the patterns of biological communication that we ourselves often miss, creating more authentic connections between people as well as between humans and technology.

Organizational Strategy: Harnessing Natural Interaction

Organizations successfully leveraging natural interaction technologies share several distinctive approaches:

1. Biology-Centered Design



Leading organizations recognize that effective natural interfaces require deep understanding of human biological patterns and expression. They focus on:

- Designing interactions based on existing human behaviors rather than trained responses
- Creating systems that adapt to individual biological patterns and preferences
- Ensuring interactions feel intuitive across different contexts and emotional states
- Accommodating diverse physical capabilities and expression patterns
- Balancing explicit control with appropriate interpretation of implicit signals

This biologically-grounded approach ensures technologies enhance rather than conflict with natural human capabilities.

2. Multimodal Integration

The most successful implementations recognize that humans naturally communicate through multiple channels simultaneously. These organizations create systems that:

- Integrate input from various biological signals—neural, gestural, vocal, and physiological
- Weight different signals appropriately based on context and individual patterns
- Allow seamless switching between interaction modes based on situational needs
- Create consistent experience models across different interaction channels
- Support graceful fallbacks when primary interaction methods are constrained

This integrated approach creates resilient, flexible interaction patterns that adapt to changing human needs and environmental conditions.

3. Ethical Framework Development

Organizations at the forefront of natural interaction recognize the profound ethical implications of technologies that directly engage with human biology. They prioritize:



- Establishing clear boundaries around biological data collection and interpretation
- Creating transparent models for how biological signals influence system responses
- Ensuring users maintain appropriate control over biological monitoring
- Addressing potential biases in how systems interpret different biological patterns
- Developing governance frameworks specific to neural and physiological data

This ethical focus ensures natural interaction technologies enhance human agency rather than potentially compromising it through inappropriate biological monitoring or interpretation.

4. Capability Building and Integration

Successfully leveraging natural interaction requires new organizational capabilities and integration approaches. Leading organizations focus on:

- Developing expertise in biological signal processing and interpretation
- Creating cross-functional teams that combine biological understanding with technical implementation
- Building testing methodologies appropriate for biologically-responsive systems
- Establishing integration patterns between natural interfaces and existing systems
- Creating governance frameworks that address unique considerations of biological interaction

This comprehensive approach ensures organizations can create sustainable value through natural interaction rather than simply deploying novelty interfaces without strategic integration.



THE PATH FORWARD: FROM ADAPTATION TO EXTENSION

For executives navigating this rapidly evolving landscape, the key insight is that natural interaction doesn't merely make technology easier to use—it fundamentally transforms the relationship between human and technological capability.

When combined with the previous signals, natural interaction completes a new technological paradigm:

- Collaborative Intelligence (Signal 1) creates systems that complement human thinking
- Autonomous Partnerships (Signal 2) extends this collaboration across time and scale
- Immersive Reality (Signal 3) creates environments where this collaboration occurs spatially
- Natural Interaction (Signal 4) enables intuitive control of these powerful capabilities

Together, these signals create unprecedented fluidity between human intention and technological outcome—a paradigm where technology functions as a natural extension of human capability rather than a separate system requiring conscious operation.

The organizations that will thrive in this new landscape are those that recognize the transformative potential of this integrated paradigm. Rather than approaching each signal as a separate technological trend, they see the interconnected whole—a fundamental reimagining of the human-technology relationship that creates possibilities neither humans nor technology could achieve independently.

The path forward requires strategic vision that transcends traditional boundaries between human and technological capabilities. Organizations that continue to treat technology as a tool requiring conscious adaptation will find themselves increasingly disadvantaged compared to those creating seamless extensions of human intention through natural



interaction. The future belongs to those who can orchestrate these integrated capabilities to amplify human potential in ways previously unimaginable.

POSITIVE ENGINEERING: ETHICAL CONSIDERATIONS

The technologies explored in this report offer extraordinary potential for human advancement. However, their power carries proportional responsibility. As these systems become more capable, more autonomous, and more integrated into fundamental aspects of human life, the ethical stakes increase dramatically.

Organizations face complex challenges across multiple dimensions:

Privacy and Autonomy in a Connected World

As technologies become more responsive to human biological signals and behavioral patterns, they inevitably collect unprecedented data about individuals. Neural interfaces can potentially access thought patterns. Emotion recognition systems interpret unconscious biological responses. Immersive environments capture detailed behavioral data across contexts.

This capability creates profound tension between personalization and privacy. Systems that truly adapt to individual needs require deep knowledge of those individuals—yet this same knowledge creates potential for manipulation, surveillance, or exploitation if misused.

The strategic challenge for organizations isn't simply compliance with privacy regulations but designing for meaningful user agency within connected experiences. Leading organizations are creating architectures that:

- Provide transparent visibility into what information is collected and how it's used
- Enable granular control over personal data across different contexts and applications
- Preserve essential functionality even when users opt for higher privacy settings



- Establish clear boundaries around sensitive biological data like neural activity
- Design for collective privacy that protects vulnerable populations, not just individuals

Bias and Fairness in Autonomous Systems

AI systems that increasingly operate without continuous human oversight must be designed with rigorous attention to bias and fairness. As autonomous agents make more consequential decisions across domains from healthcare to financial services to hiring, preventing discriminatory outcomes becomes both an ethical imperative and a business necessity.

Organizations at the forefront of ethical AI deployment are implementing comprehensive approaches that:

- Audit training data for historical biases and implement corrective measures
- Test systems across diverse demographic groups to identify disparate impacts
- Establish continuous monitoring for emergent biases in real-world deployment
- Create transparent explanations of decision factors for affected stakeholders
- Design fallback mechanisms and human oversight for high-stakes decisions

The Changing Nature of Work and Economic Inclusion

The acceleration of autonomous systems and AI capabilities is reshaping labor markets at unprecedented speed. Reports estimate that 30% of tasks in 60% of current jobs could be automated by 2030, creating both tremendous productivity potential and significant workforce disruption.

Leading organizations are approaching this transition not merely as cost reduction but as an opportunity to enhance human potential through thoughtful human-machine collaboration. Their strategies include:



- Redesigning roles to leverage uniquely human capabilities like creativity, ethical judgment, and interpersonal connection
- Creating transition pathways that enable workers to move from automated tasks to higher-value activities
- Investing in continuous learning systems that help employees develop adjacent skills as technological capabilities evolve
- Designing autonomous systems that augment human capability rather than simply replacing human labor
- Contributing to broader societal solutions for economic inclusion as automation reshapes labor markets

Security and Resilience in Integrated Systems

As physical and digital worlds become increasingly interconnected, security vulnerabilities expand beyond traditional data breaches to include potential manipulation of physical environments and critical infrastructure. Immersive technologies, IoT systems, and autonomous agents create complex attack surfaces that span traditional security boundaries.

Organizations developing robust security approaches for this new landscape focus on:

- Implementing zero-trust architectures that verify every interaction regardless of origin
- Designing systems with graceful degradation that preserve core functionality during attacks
- Creating threat models that account for physical-digital convergence and novel attack vectors
- Establishing clear responsibility boundaries in complex ecosystems with multiple technology providers
- Developing incident response capabilities that address both digital and physical dimensions of security events



Ethics as Strategic Advantage

While these ethical considerations create complex challenges, they also represent strategic opportunities. Organizations that design for responsible innovation gain significant advantages:

- Trust Premium: Consumers increasingly prefer brands they trust with their data and wellbeing, creating loyalty that transcends feature comparisons
- Talent Attraction: Top talent increasingly considers ethical practices in employment decisions, with 83% of millennials and Gen Z prioritizing alignment with personal values
- Regulatory Resilience: Organizations with robust ethical frameworks adapt more easily to evolving regulations, avoiding costly redesigns and compliance penalties
- Reduced Risk Exposure: Proactive ethical design reduces liability, reputation damage, and market rejection associated with problematic implementations

The organizations that will thrive integrate ethics into their core development processes rather than treating it as a separate compliance function. They recognize that in an era of increasingly powerful and autonomous technologies, ethics isn't a constraint on innovation but a fundamental design principle that enables sustainable value creation.

This "positive engineering" approach—designing technology to enhance human potential while protecting core human values—will increasingly differentiate market leaders from those who find their innovations rejected by consumers, regulators, or society at large.

CONCLUSION – A TRANSFORMATIVE MOMENT

The four signals explored in this report aren't isolated trends—they're interconnected facets of a singular transformation in the human-technology relationship. Together, they create a new paradigm with unprecedented potential to extend human capability, creativity, and connection.



In this emerging landscape, competitive advantage won't come from simply deploying isolated technologies. It will emerge from orchestrating these capabilities into coherent experiences that fundamentally redefine what's possible:

- Collaborative Intelligence (Signal 1) creates systems that complement human thinking
- Autonomous Partnerships (Signal 2) extends this collaboration across time and scale
- Immersive Reality (Signal 3) creates environments where this collaboration occurs spatially
- Natural Interaction (Signal 4) enables intuitive control of these powerful capabilities

Organizations that recognize this integrated potential will create entirely new value propositions that transcend traditional industry constraints. Those that approach these developments as incremental improvements to existing products and services will increasingly find themselves at a structural disadvantage.

The strategic imperative is clear: This moment calls for reinvention, not optimization. Leaders must ask fundamental questions about how these technologies could reshape their entire business model rather than simply how they might improve current operations:

- How might collaborative intelligence transform not just what we create but how we conceptualize creativity itself?
- What becomes possible when autonomous systems operate continuously across timeframes and scales beyond human capacity?
- How do immersive technologies redefine the meaning of presence, expertise, and collaboration across physical distance?
- What new interactions emerge when technology responds directly to natural human expression and biological signals?



When these questions drive strategy, organizations discover possibilities that transcend incremental improvement. They create experiences, products, and services that would have been literally unimaginable within previous technological paradigms.

This is a transformative moment that will define competitive landscapes for decades to come. The organizations that thrive won't be those with marginally better applications of familiar technologies. They will be those that recognize we are entering an entirely new era in the relationship between human potential and technological capability—and respond with corresponding vision, courage, and imagination.

The future belongs to those who understand that 2025 isn't simply another step in technological evolution. It's the beginning of a fundamental reimagining of what technology is, how humans engage with it, and what becomes possible when we transcend the historical boundaries between human and machine domains.

The moment for reinvention is now. The question isn't whether these technologies will transform business and society—it's whether your organization will lead that transformation or be transformed by it.

METHODOLOGY: SYNTHESIZED INTELLIGENCE

The Future Signals 2025 analysis employs a novel "Synthesized Intelligence" methodology that represents an evolution in technology forecasting. This approach deliberately integrates advanced AI-powered research tools with human expertise and pattern recognition to identify emerging trends with greater precision and depth than traditional methods allow.

Multi-dimensional Data Analysis

Using specialized AI systems, we analyzed massive datasets spanning multiple industries, geographies, and technological domains simultaneously. This comprehensive view enabled the identification of cross-sector patterns and connections that typically remain invisible when examining industries in isolation.



The analysis incorporated diverse data sources:

- Industry reports and market analyses
- Academic research across relevant disciplines
- Patent filings and intellectual property trends
- Media coverage and public discourse
- Investment patterns and startup activity
- Regulatory developments and policy trends

This multi-dimensional approach revealed connections between seemingly unrelated developments that collectively signal fundamental shifts in the human-technology relationship.

Pattern Recognition and Signal Amplification

Advanced machine learning algorithms processed this diverse data to detect early indicators of technological transformation. The AI systems were particularly effective at identifying non-obvious correlations between emerging technologies and their potential applications.

This pattern recognition enabled the identification of "weak signals" that might be dismissed as isolated developments but collectively indicate significant directional shifts. By amplifying these signals and analyzing their interconnections, we identified the four fundamental trends explored in this report.

Experience-Informed Curation

While AI tools excelled at processing and correlating vast amounts of information, the critical differentiating factor in our approach was the application of human expertise to evaluate, contextualize, and prioritize the identified patterns.

This human-in-the-loop process separated meaningful signals from market noise, distinguishing between genuine paradigm shifts and temporary technological hype cycles.



The analysis drew on decades of collective experience in technology assessment, strategic foresight, and human-centered design to identify trends with lasting significance rather than ephemeral novelty.

Validation Through Cross-Reference

Each identified signal underwent rigorous validation through cross-referencing against multiple independent sources and verification of implementation examples across different sectors.

This validation process ensured that the selected signals represent fundamental shifts rather than isolated innovations or speculative possibilities. We prioritized trends with demonstrated real-world impact across multiple domains, verified deployment metrics, and clear indicators of continued development momentum.

Implications for Strategic Decision-Making

The consistent pattern revealed through this methodology points to a significant inflection point in the human-technology relationship. Across industries and applications, we're entering an era where technology is increasingly adapting to human behaviors, needs, and capabilities—reversing the historical paradigm where humans have primarily adapted to technological limitations.

This methodological approach not only identifies what technologies are emerging but provides deeper insight into how these technologies are fundamentally changing the nature of human-technology interaction, creating new strategic imperatives for organizations across sectors.

By understanding both the technical capabilities and their human implications, leaders can make more informed decisions about how to integrate these technologies into their strategic vision—not merely as tools but as transformative forces that redefine what's possible within their organizations and industries.





About Design Thinking Japan

Design Thinking Japan (合同会社デザイン思考日本) stands at the intersection of human-centered design and advanced AI capabilities. What makes Design Thinking Japan truly unique in the AI landscape is our end-to-end approach. Unlike traditional consultancies that start and sometimes end with technology, or design firms that never go beyond concepts, we offer an integrated practice that covers the complete technology lifecycle.

Our methodology begins by discovering where AI can create genuine value—then crucially, building it, testing it, and scaling it through responsible, rapid iterations. This full-spectrum approach means our team is committed to outcomes, not just ideas. Our practice keeps initiatives grounded in business reality—constantly measuring and improving real-world impact while maintaining the quality and ethical standards that advanced AI demands.

Pioneering design thinking adoptions across Asia Pacific since 2012, and a technical team, whose AI expertise has earned multiple patents and global innovation awards, our leadership team embodies the powerful combination of human insight and technological capability that defines our approach.

Through our Tokyo innovation hub, we deliver targeted services including our AI Discovery Sprints, AI Prototype Development and the AI x DT Leadership Academy, our space has become a center where executives don't just hear about emerging technologies—they actively shape how these technologies will transform their organizations through hands-on exploration and rapid prototyping on their journey toward human-centered, AI-accelerated innovation that delivers measurable business impact.

Visit us at designtinkingjapan.com to explore how we can help transform your AI aspirations into reality.

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