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# 2026 GLOBAL FUTURE READINESS INDEX™



Measuring Organizational Readiness in an Age of Disruption

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## AUTHOR

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## PUBLISHER

Future Readiness Institute  
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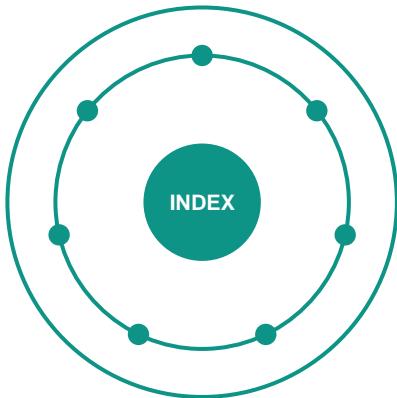
## YEAR

2026



# INDEX SCOPE & SCALE

The 2026 Global Future Readiness Index™



## 7 SIGNALS:

- Engagement
- Learning
- Collaboration
- Culture
- Innovation
- Execution
- People

### DATASET SCALE

- 1,000+ respondents
- 2022–2025 timeframe
- Multiple FULL & LITE assessments
- 49 standardized questions
- 49,000+ signal-level data points

### WHO WAS STUDIED

**Roles:**  
C-suite, Senior leaders, Tech leaders

**Organization Types:**  
Enterprises, Growth-stage,  
Associations & Public institutions

### INDUSTRIES COVERED

- Banking & Financial Services
- Healthcare
- Professional Services
- Real Estate & Infrastructure
- Education & Executive Leadership
- Public Sector & Associations

### GEOGRAPHIC FOOTPRINT

North America • Latin America • Global cohorts

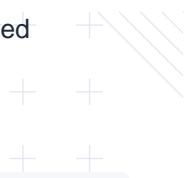
### WHAT THE INDEX DOES NOT DO

No rankings • No company names  
No raw scores • No public benchmarking

# METHODOLOGY

## Key Methodological Principles

The Global Future Readiness Index™ is informed by the Future Readiness Score™ (FRS), a structured diagnostic designed to assess how organizations sense, adapt, decide, and execute under change.



1

### Signal-based framework

Readiness is measured through seven behavioral and operational signals.

2

### Uniform structure

49 questions • 7 questions per signal • Equal weighting across all.

3

### Consistent scale

Five-point readiness scale from most negative to most positive response.

4

### Context-adaptive wording

Question language adapts by industry while preserving underlying constructs.

5

### Directional analysis

Data analyzed to identify patterns and drivers—not rankings or benchmarks.

6

### Anonymized & aggregated

All responses anonymized and analyzed at the signal level.

*"We don't measure outcomes. We measure readiness capability."*

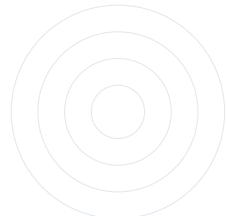
— Ian Khan

#### WHAT THIS ENABLES

- Cross-industry comparison
- Longitudinal stability
- Honest participation
- Repeatable insights

#### INTENTIONALLY EXCLUDED

- Individual organization scores
- Weighting formulas
- Proprietary calculations



# EXECUTIVE SUMMARY

Organizations across industries are investing heavily in transformation—digital, cultural, and strategic. Yet despite unprecedented spend, most initiatives stall, underdeliver, or fail to scale.

The 2026 Global Future Readiness Index™ was created to answer a fundamental question: Why do some organizations adapt and move forward, while others—despite strong intent—remain stuck?

**Future readiness is not a culture problem.  
It is an execution system problem.**

**Three signals consistently determine readiness outcomes:**

- Execution
- Collaboration
- Innovation

**Organizations struggle most with:**

- Engagement systems
- Instrumented collaboration
- Incentivized learning

*"Organizations don't fail because they lack vision. They fail because vision never survives contact with execution."*

— Ian Khan

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# THE STATE OF FUTURE READINESS 2026

## Board-Level Narrative Synthesis

### The Big Picture

In 2026, organizations face an unprecedented convergence of technological acceleration, geopolitical uncertainty, and workforce transformation. The question is no longer whether to adapt—but whether organizations possess the capability to do so at the speed the environment demands.



#### KEY BOARD INSIGHT

Our research reveals that future readiness is not a function of strategy quality or transformation investment—it is a function of execution system maturity. Organizations with strong execution signals outperform peers by 3x on adaptability metrics.

### What Boards Need to Know

1

#### Execution Trumps Strategy

Most transformation failures are not strategic—they are operational. Resources are approved but not deployed. Decisions are made but not cascaded. Initiatives are launched but not instrumented.

2

#### Collaboration Is a Managed System

High-performing organizations treat collaboration as infrastructure—with owners, metrics, and accountability. Low performers treat it as culture, hoping it emerges organically.

3

#### Innovation Without Execution Is Theater

Innovation labs, pilots, and proof-of-concepts mean nothing without operationalization pathways. The gap between pilot and scale is where most innovation dies.

*"The organizations that thrive in 2026 will be those that treat readiness as a measurable capability—not an aspirational state."*

— Ian Khan



# WHY A FUTURE READINESS INDEX

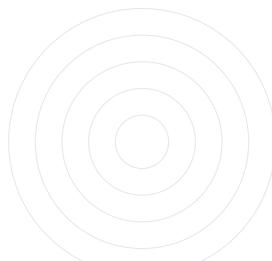
Most indices measure:

- Outcomes
- Financial performance
- Reputation
- Lagging indicators

**The Global Future Readiness Index™ measures something different:**

The organizational capability to sense, adapt, decide, and execute in uncertain conditions.

**It focuses on signals, not vanity metrics.**



# THE FUTURE READINESS FRAMEWORK

## 7 Signals

The Index is built on seven equally weighted readiness signals:



### 1 ENGAGEMENT

How organizations listen, respond, and adapt to stakeholders

2

### LEARNING

How capability is built, applied, and renewed

3

### COLLABORATION

How work moves across people, teams, and partners

4

### CULTURE

Trust, values, resilience, and behavioral norms

5

### INNOVATION

Adoption, experimentation, and future orientation

6

### EXECUTION

Strategy-to-action, coordination, and adaptability

7

### PEOPLE

Role clarity, purpose, leadership, and human systems

*"Wording changes. Signals don't." — Ian Khan*



# KEY FINDINGS — 2026

## 01

### Execution is the strongest predictor of future readiness

- Communicate strategy clearly
- Allocate resources decisively
- Adapt quickly to external change

*"Execution is the multiplier. Everything else is potential energy."*

## 02

### Collaboration separates leaders from laggards

- Treat collaboration as a managed capability
- Instrument collaboration with tools and ownership
- Measure outcomes, not activity

*"Collaboration without measurement is optimism, not strategy."*

## 03

### Innovation matters only when execution systems exist

- Decision authority is clear
- Funding is aligned
- Pilots are operationalized

*Innovation fails where it collides with legacy execution models.*



# KEY FINDINGS (CONTINUED)

## 04 Engagement is the most common readiness bottleneck

Across all cohorts: Feedback exists, accountability does not.

*"Listening without action destroys trust faster than silence."*



## 05 Learning is valued but weakly incentivized

Learning intent is high. Learning leverage is low.

### READINESS BANDS

#### LEADING

- Execution-driven
- Collaboration-instrumented
- Innovation-operationalized

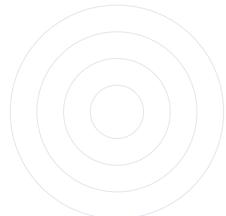
#### TRANSITIONAL

- Strong intent
- Inconsistent execution
- Fragmented systems

#### AT RISK

- Culture-heavy, execution-light
- Learning without leverage
- Engagement breakdowns

*"Most organizations are not broken. They're stuck in transition."*



# IMPLICATIONS FOR LEADERS

2026–2030

- 1 Stop over-investing in culture without fixing execution
- 2 Treat collaboration as infrastructure, not behavior
- 3 Incentivize learning outcomes, not participation
- 4 Close feedback loops or stop collecting feedback
- 5 Align innovation to execution capacity



## HOW TO USE THIS INDEX

**Boards:** Ask better readiness questions

**CEOs:** Diagnose execution bottlenecks

**Leaders:** Prioritize capability gaps

**Organizations:** Benchmark readiness signals



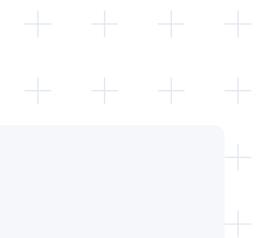
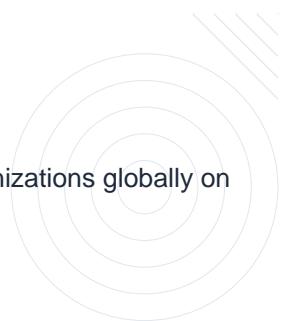
# ABOUT THE AUTHOR

## IAN KHAN

### The Futurist

Ian Khan is a futurist, author, and creator of the Future Readiness Score™. He advises organizations globally on leadership, transformation, and emerging technology readiness.

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