

# FUTURE TENSE EXECUTIVE SUMMARY

FUTURE TENSE 2024

powered by

**LÜRSEN**  
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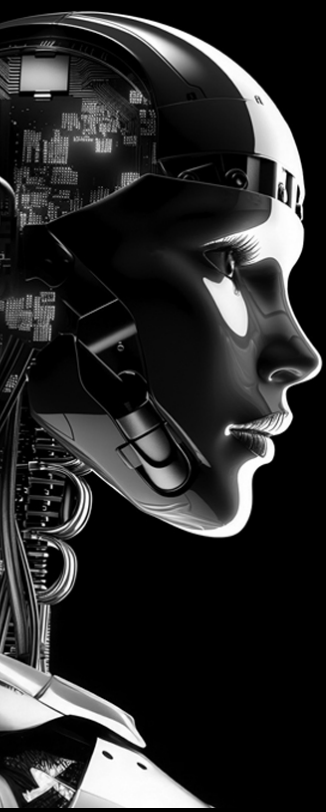
# FUTURE TENSE 2024

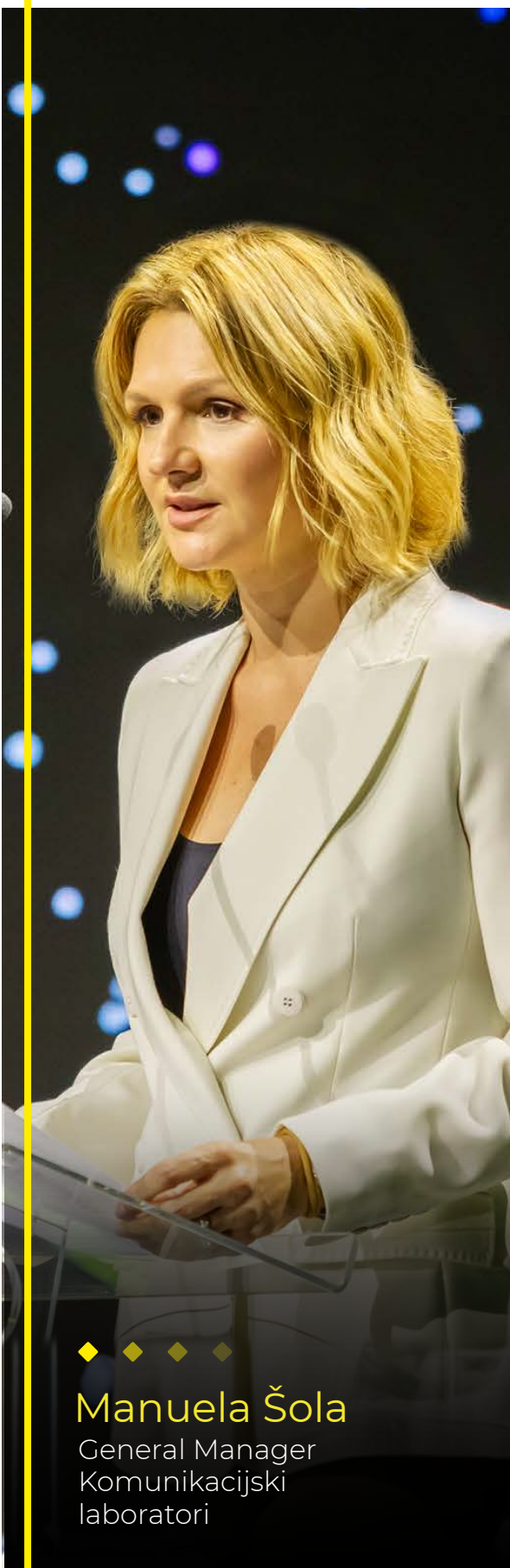
Technological, social, and political changes are occurring at an increasingly rapid pace, significantly impacting organizations that must adapt to new conditions in a short period. Artificial intelligence is undeniably one of the key concepts that has defined the past few years. While some already find it hard to imagine life without tools like ChatGPT, each day brings new advancements in the field of artificial intelligence, with its applications becoming ever more widespread and diverse. Consequently, organizations face the challenge of how to stand out in a market where artificial intelligence is becoming ubiquitous.

Change is inevitable, and the success of businesses hinges on how adeptly and swiftly leaders embrace and implement these changes. Beyond leadership, this year at the Future Tense powered by Lürssen conference we delved into critical themes like technology and sustainability, with a special focus on maintaining our humanity in a world increasingly driven by machines capable of tasks once reserved for humans.

Encyclopaedia Britannica defines futurology as „the study of current trends in order to forecast future developments“. With Future Tense powered by Lürssen, we aim to create a vibrant community of visionaries and leaders committed to shaping a better tomorrow. Together, we explore emerging trends, exchange cutting-edge knowledge, and develop the skills necessary to thrive in an ever-evolving business landscape.

Six keynote speakers from around the globe shared their visions about how our lives and businesses will look like in 10 or 20 years. How will we work and where, is there a way to save our planet and live happily ever after? Is falling in love with our digital assistant closer to reality than fiction? Emerge in the exciting world of futurology with our Future Tense powered by Lürssen Executive summary 2024.





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**Manuela Šola**

General Manager  
Komunikacijski  
laboratori

What are we talking about when we talk about the future?  
Is Future Tense a science-fiction or a business conference?

When we talk about the future, we are actually talking about the present and all the choices we make today that will affect the future we'll have tomorrow.

Maybe we've felt a bit overwhelmed by the recent news about the generative AI tools; some of us might even feel threatened by it. It's easy to feel scared by rapidly evolving new technologies.

The initial enthusiasm is slowly fading, and the narrative is becoming more realistic.

Fear of the unknown is a natural human response, as is the fear of an uncertain future.

But let's all remember the lesson we've learned many times before: technology without social context is nothing.

And while today, anyone with an internet connection can have their own virtual AI assistant with answers to everything, we are still the ones asking the questions.

Human curiosity, I believe, is not something you can put in code. It can, however, be taught and cultivated.

We know there are societies that already practice this kind of learning. Societies that value knowledge and education. Equality and justice in the forefront. Can we live in this kind of society?

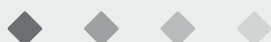
It is our responsibility to teach our children to be curious, think critically, and question everything.

It's on us to ensure that science is respected.

We need to practice empathy daily, so our children see its importance.

We know we can all benefit from that.

Let's start by asking questions. And if you don't get a satisfying answer, dig deeper. Be curious and be bold in your quest. This isn't a quest for the ultimate truth but for the knowledge that will help build a society our children will be proud of.





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**Justus Reinke**  
Managing Director  
Lürssen Group

The Lürssen Group is a family company founded in 1875 and next year we will celebrate 150 years of business.

But would the company exist today if in 1875 Lürssen family was only thinking about 1876? No. They were thinking at least 10, 20 or 50 years ahead. Today in 2024, we are thinking a little bit about 2025, but mostly we are thinking about 2050.

Why? Because we must start creating today what we want to experience in 2050.

We are implementing sustainable technologies in our daily business by investing in digital transformation and green transition efforts in maritime industry.

Sounds very in-human right? Many people think like that. I was recently engaged in a conversation, and someone asked me what's going to happen with us in the future. Are we going to become unnecessary and expandable?

People often get enthusiastic about technology but deep down they feel fear and anxiety. Perhaps, some of you may feel the same and wonder about your future career. You ask yourself: "Am I to become irrelevant?" Let me say NO. There is no future without people.

But only people who are reacting fast, who are not afraid of the change but embrace it, who see a challenge as an opportunity, who are willing to learn, unlearn and re-learn.

At Lürssen, we strongly invest in our people and challenge them to become well-rounded pioneers of the future.

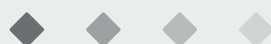
We are aware that we are living in an era of digital renaissance where most valuable assets are trust and time. Most successful companies recognize smart utilization of new technologies by taking over the burden of repetitive tasks from their teams, thereby enabling time for them to invest in meaningful partnerships.

Our core strength lies in the ability to gather young talented professionals, fostering continuous collaboration with academia and intense cooperation with companies smarter than us in their fields of expertise.

However, we are also very comfortable in getting out of our comfort zone by partnering with events like the Future Tense conference where we learn and get inspired by open-minded people.

This helps us to understand our industry better, to forecast future trends of the market, setting the path of the future by welcoming our partners on joint journey that starts today.

While the blend of tradition and innovation lies in the core of our DNA, in Lürssen we take pride in our past achievements.



# LEADERSHIP



## Strategy in a World of Continuous Disruption



Costas Markides



*Costas Markides is a Professor of Strategy and Entrepreneurship and holds the Robert P. Bauman Chair of Strategic Leadership at the London Business School (LBS). He has been a professor at LBS since 1990 during which he served as Chairman of the Strategy Department for six years and as a member of the Academic Board of Executive Education at the school for four years.*

*He also serves on the Editorial Boards of several academic journals and served on the Board of Directors of the Strategic Management Society (SMS) for six years from 2013 to 2019.*

*Currently, Mr. Markides is focusing his research on utilizing the technologies of the social era and exploring new and disruptive business models to address significant societal challenges, such as poverty, malnutrition, inner-city crime and climate change.*

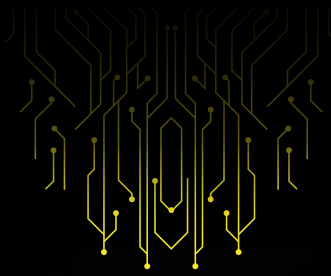
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Do you feel that in the last decade or so, we've been living from crisis to crisis; just as one ends, another begins? It's not just a feeling; we are indeed living in a time of constant disruption. The pace of change is so great that there is no longer any "rest" between challenges, which presents a unique opportunity for all organizations. Through strategies tailored to our conditions and goals, it is possible to come out on the other side and change not only the way we operate but also the way we think.

There are four key ingredients of every successful strategy that can help you achieve an innovative mindset and be on the winning side of this unique challenge we all face.

### **Constant Innovation**

Research shows that creativity drastically declines with age, influenced by our environment, education, and adaptation. Simply put, people are conformist beings, which is reflected in our ability to think creatively and innovatively, not only at work but also in our personal lives. That's why it's important to work on creating an innovation culture inside our organisation, so that it can be a simple process.



## **Resilience**

The ability to get up after every fall and failure and keep going is extremely important. Most people will get up the first time, but after the hundredth fall, only the most resilient and persistent will rise again. How can you encourage this behaviour? Your first instinct might be to use fear and negative emotions to force someone to keep going. But such conditioning is short-lived. Most people rationally know what they need to do, but without internal motivation, it will be difficult to make them do anything.

Engage emotions, awaken passion, and use symbolism and visualizations.

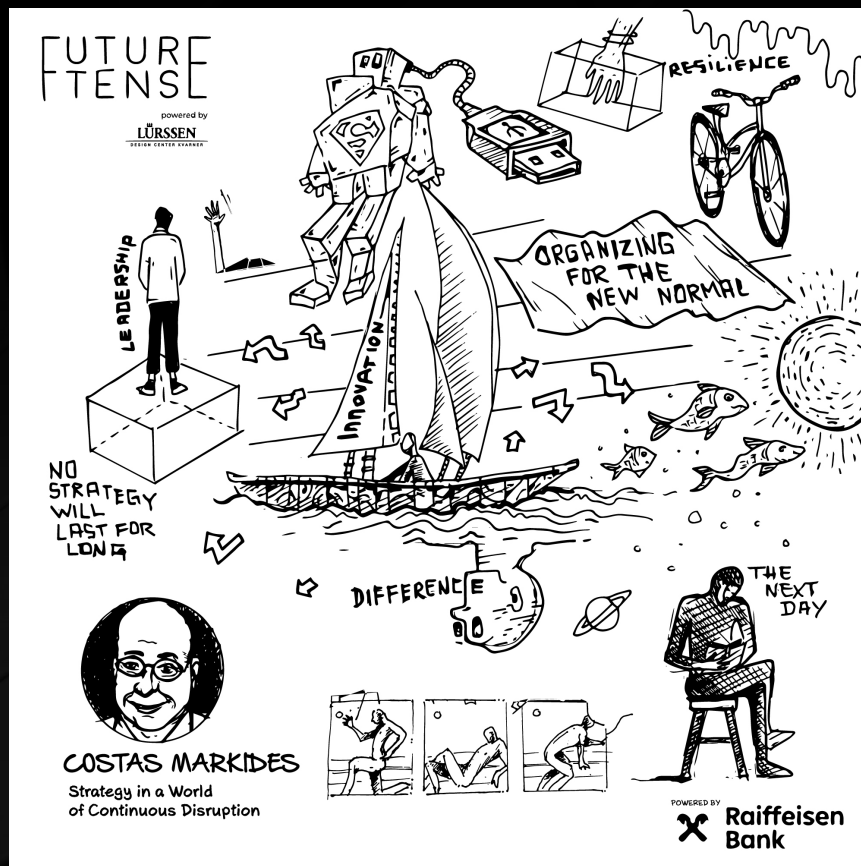
## **Agility**

How can organizations apply the ability to recognize change and respond quickly and meaningfully? The answer sounds simple, but the implementation is anything but: by developing a culture of innovation and psychological safety. In theory, we all want (or think we want) employees who are curious, unafraid to ask questions, and willing to experiment. In practice, we want to minimize the number of mistakes and risks, so with rules and processes, we do not encourage people to challenge us. But the solution exists and is actually right under our noses; you already know how to create an atmosphere of safety because you've done it at home. Develop it in your organization in the same way. Just as children learn by watching adults, not by listening to them, employees function the same way. Lead by example. No one will experiment just because you tell them to; but if you create a culture that encourages it, such behaviour will be driven by internal motivation.

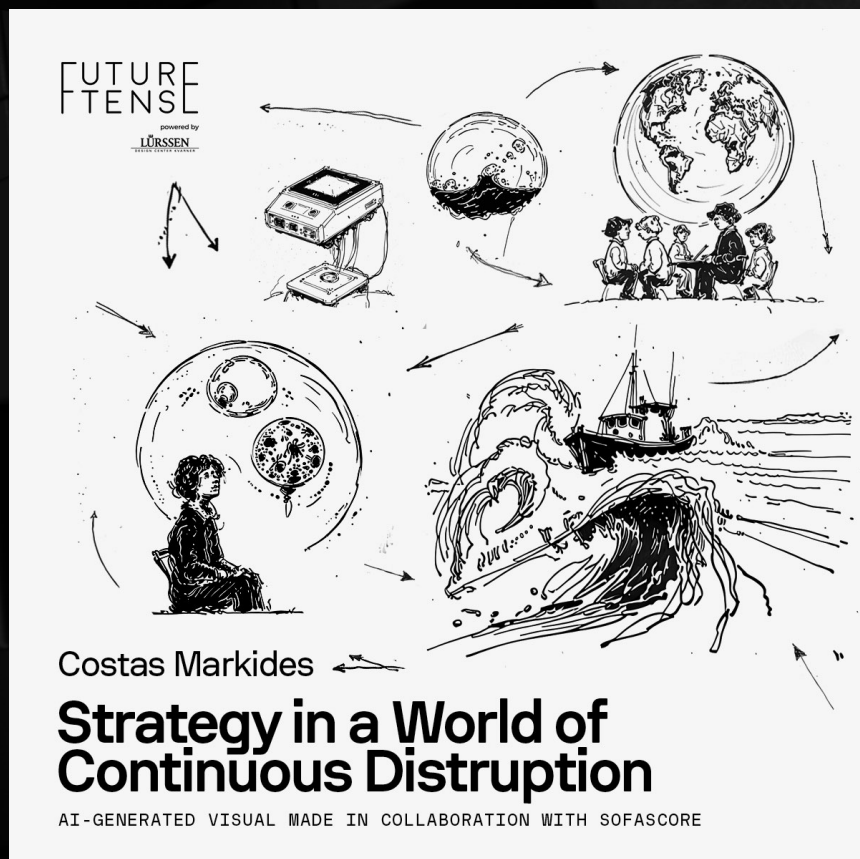
## **Leadership**

Due to constant challenges, our employees often feel insecure, so their leaders need to show them that they know what they are doing and that they stand behind them. One way to achieve this is through constant and clear communication of the strategy. Most employees do not know the strategy of the company they work for. A strategy is a set of decisions that guide the organization in a certain direction, towards achieving set goals. However, most organizations present strategy through empty phrases, further confusing employees. Clear communication of strategy requires courage – again, you need to lead by example and be a leader who helps them feel secure.





human



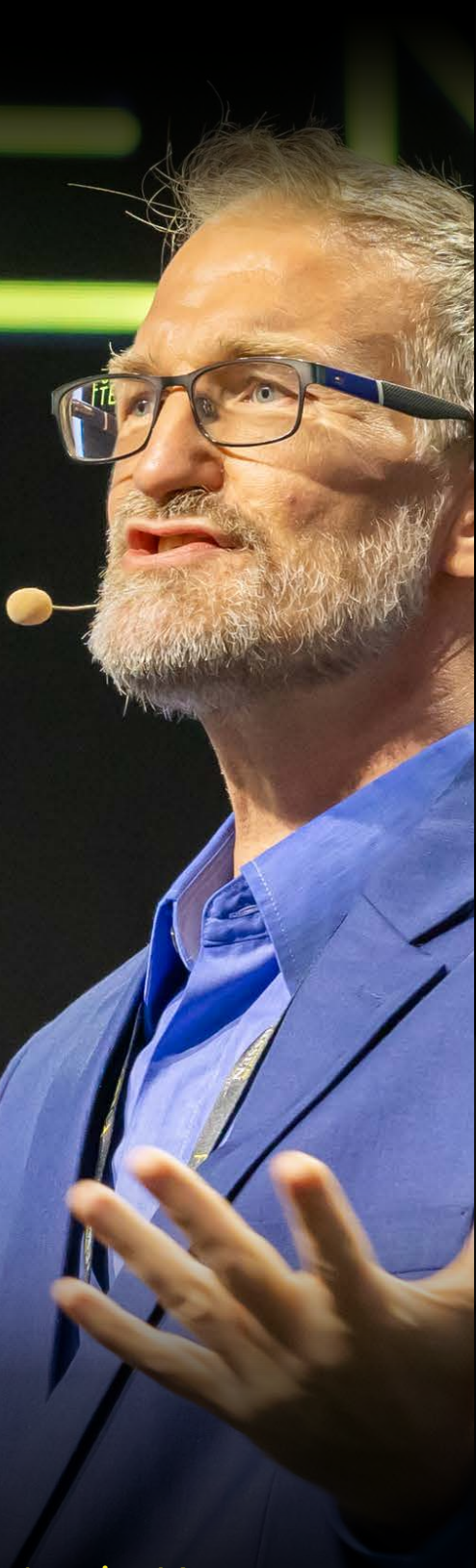
AI

Vivid visual summary of the keynote: one created by human hand,  
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# SUSTAINABILITY



## Sustainable Trends: Reshaping the Business Landscape



Martin Kruse



*Martin Kruse, who leads research on Environment and Resources, as well as Foresight and Futures Studies at the Copenhagen Institute for Futures Studies, is a seasoned expert in sustainability and futures studies. His work primarily focuses on the intersections of food, energy, climate, and water, with additional experience in building, housing, and security.*

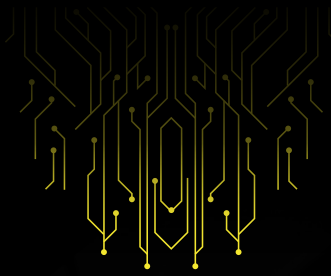
*Mr. Kruse's expertise extends to various domains, including climate change, energy, the food nexus, commodities, geopolitics, sustainability, green consumption, investment strategy, and the methodology of future studies. He has contributed to expert panels on green growth for the G20 meeting, showcasing his influence in shaping future strategies and sustainability initiatives.*

*Mr. Kruse has delivered talks to diverse audiences, including academia, business, and governmental bodies, further highlighting his broad influence and insights.*

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There are still people today who deny climate change. They don't believe in it, don't think it will affect their lives, or the life on the entire planet, and don't believe human civilization had anything to do with it. Everyone has the right to believe whatever they want, but that won't prevent what is inevitably going to happen. Climate change is irreversibly altering our planet and, with it, our way of life. There is no way for any of us to dodge this "bullet," both globally and personally.

The personal level is precisely where most of us face the biggest problem. We love traveling to distant parts of the world with our family or friends, buying new things that brighten our daily lives, from clothes to cosmetics and household necessities, and enjoying a juicy steak. Now we are being asked to voluntarily give all this up to save the planet. Such choices are very difficult because humans are not predisposed to behave in that way; it's in our nature to maximize everything that brings us pleasure.



Take Denmark for example, one of the most sustainable societies in the world. According to research presented by Mr. Kruse, 62% of Danes are concerned about climate change, 55% are willing to change their lifestyle, and even 40% are willing to pay higher taxes for this cause. However, only 21% believe they are doing something concrete to reduce their environmental impact, and only 5% live a so-called zero-CO2 lifestyle.

The fact is that people want the freedom of choice, but don't actually want to make the tough decisions. Politicians and the business community should make those decisions for them, being aware of the long-term impact of their decisions and policies and thinking not only about the current or upcoming generation but also about the generations yet to be born, who will have to live with the consequences of our decisions.

We currently live in an economy that pushes us to constantly buy new things rather than repair them. This is an example from everyday life, both private and business, that needs to change. End consumers now have no choice – they must buy, say, an entirely new lawn mower if just one part breaks, which could otherwise be replaced. Therefore, consumers must demand changes in such policies.

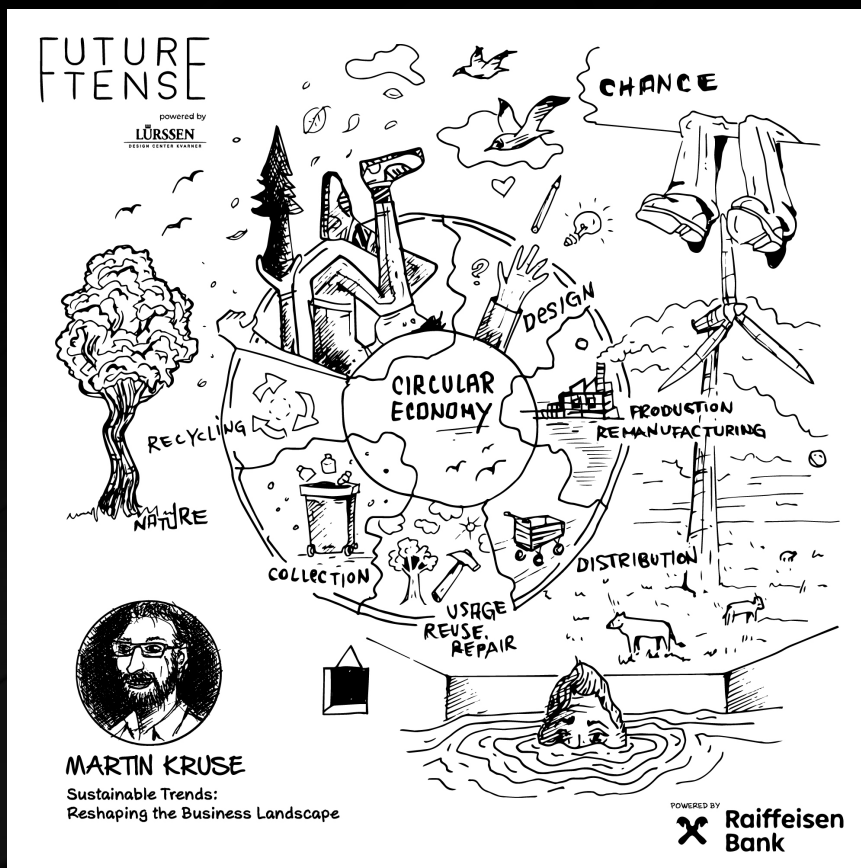
According to a Eurobarometer survey, 77% of Europeans would rather repair their electronic device than replace it, while 79% believe manufacturers should be required to provide repair or replacement options for their products in case of malfunction.

Initiatives by the European Commission aimed at promoting the circular economy could help with this. This is why the decision was made that all mobile phone chargers must be the same – to prevent the accumulation of electronic waste.

One of the new EU legislations, which will apply from 2026, requires all companies based outside the EU that want to sell their products or services in the EU to pay the same sustainability tax as European companies, which is significant.

Much will need to change to adapt to the new way of functioning, and this will have numerous benefits that we might not be aware of now. For example, our attitude towards waste will change – instead of accumulating and discarding it, waste will be used in production. This will also mean that many companies will form new partnerships between industries, as we are currently unaware of how our waste can help someone else in their production, and therefore its value is so low.

The shift towards green policies will certainly be systemic, occasionally disruptive to the entire system, but long-term and planned. It goes beyond consent; climate change will not wait for anyone, and there is no way to avoid it. If we don't pay now, we will pay later, and it will be a much higher price. Besides bringing industrial and decision-making changes at all levels, we need to be aware that it will also be a cultural change that will alter many aspects of our private lives – and most of it for the better. Not only for us but also for all those who come after.



human



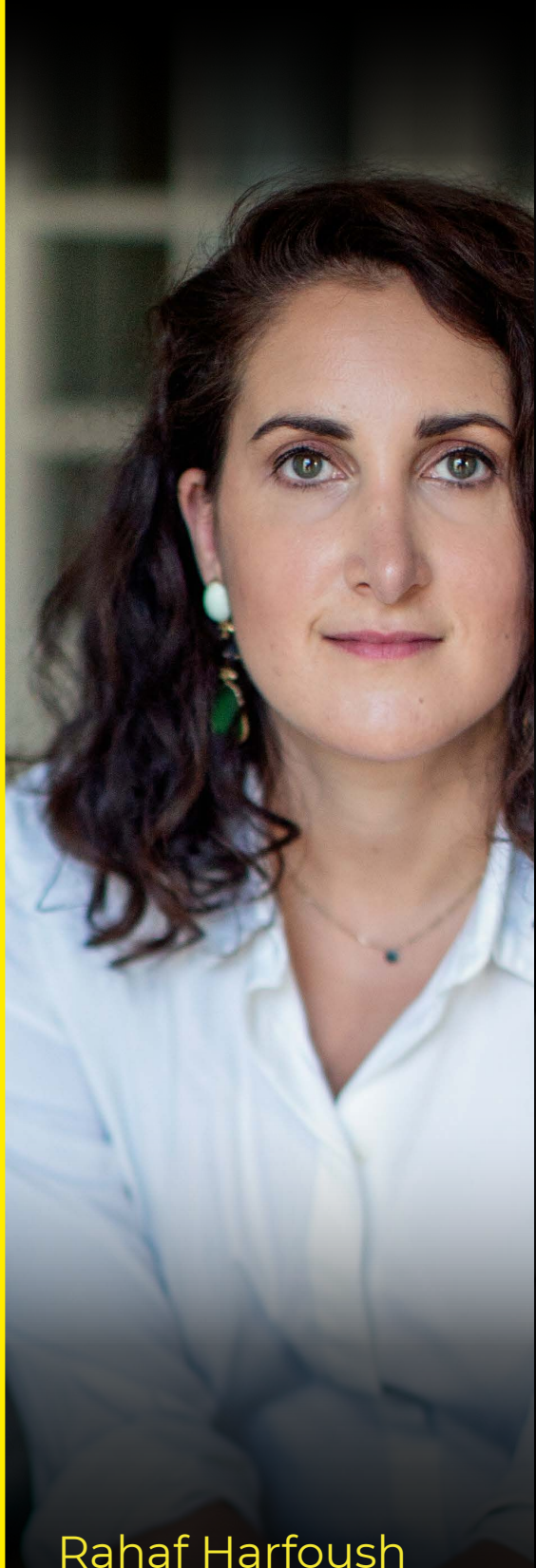
AI

Vivid visual summary of the keynote: one created by human hand,  
and the other generated by artificial intelligence

# SOCIETY



## Human-Centric Technology: Potential, Talent and Opportunity in the Age of Exponential Tech



Rahaf Harfoush



*Rahaf Harfoush is a Digital Anthropologist and New York Times best-selling author of three books, including her most recent work, **Hustle & Float: Reclaim Your Creativity and Thrive in a World Obsessed with Work**.*

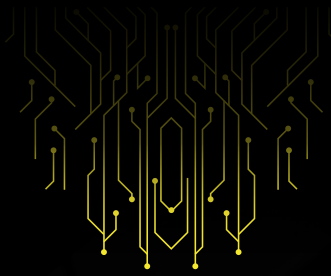
*She serves as the Executive Director of the Red Thread Institute of Digital Culture and teaches Innovation & Emerging Business Models at SciencePo's School of Management. Additionally, she is a member of France's National Digital Council and holds the position of Visiting Policy Fellow at the Oxford Internet Institute.*

*Rahaf was also appointed to President Macron's Commission on the role of Technology on Democracy. Previously, Rahaf was the Associate Director of the Technology Pioneer Program at the World Economic Forum.*

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Digital Anthropology is a discipline that studies the relationship between humans and technology, specifically how society and technology influence each other. When we talk about new technologies, we often focus on the superficial impacts they will have on our lives and work, such as "this will change the way we hire new employees" or "this will change the way we communicate with customers." At the same time, we tend to ignore the deeper cultural impact of technology, such as how it will change the way we communicate with the world. Only by understanding these "hidden" influences can we begin to actively work on creating a new world in collaboration with technology.

Currently, we are facing enormous changes in the world, including ecological, economic, political, and social shifts. It is difficult to cope with these changes. The first step to start understanding what is happening is to take a step back and look at the bigger picture of society and the changing world. There are three main themes to consider when thinking about the impact of technology on our lives today and in the future.



The first is how generative AI tools affect our ability to acquire knowledge and expertise. This is the first time in history that we are in an era of automatic creativity, with tools available that, like an assembly line, create artworks and creative solutions. As a result, we are evaluating the value of creative work for the first time and must consider how this will affect our ability to absorb knowledge and learn. The fact that we no longer have to search for answers in multiple places, as they are generated just for us, could seriously affect our ability to think critically. We know that the point of problem-solving is not just to come up with the right answer, but the process itself is an extremely useful skill. It's okay to use ChatGPT and similar tools to be faster and more productive in some tasks, but only if we have enough knowledge to verify the accuracy of its solutions.

The second theme is the extremely important question: "Who created the tools we use?" Every tool and new technology inherently contains the values of its founder, whether consciously or unconsciously. Essentially, technology is just a manifestation of a certain value system, of which there are many. At the core of every new tool is someone's belief about how the world should look; Uber was created by someone who believed that taxis should be a more accessible and straightforward service; Airbnb was made by someone who thought renting out one's apartment while on vacation should be easier. We know that today's generative AI systems learn from our comments and texts on the internet. This means they also inherit all the biases of today's society, from sexism and racism to chauvinism. What if such a tool decides who should get a promotion in a company? What if we use such a tool in the military?

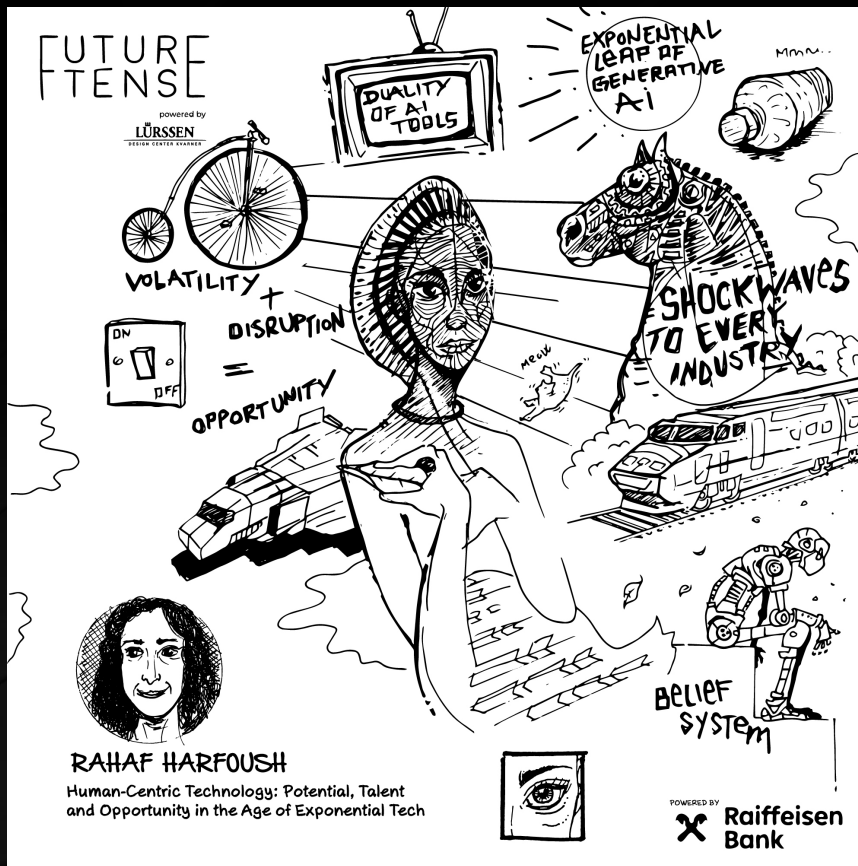
It is extremely important to be aware of this bias when using platforms, applications, and tools and to consider whether they reflect the values we stand for.

The third theme is the connection of emotions with the use of technology. Amazon recently announced that we will be able to use the voices of our deceased loved ones, such as a deceased grandmother, for Alexa, the digital assistant. The ethical questions raised are numerous: did the grandmother consent to being a digital assistant? Who owns her voice after we upload it into the system? What are the psychological impacts on us – will it help us cope with someone's death or hinder the process? How will we explain to children that "grandma" is in Alexa?

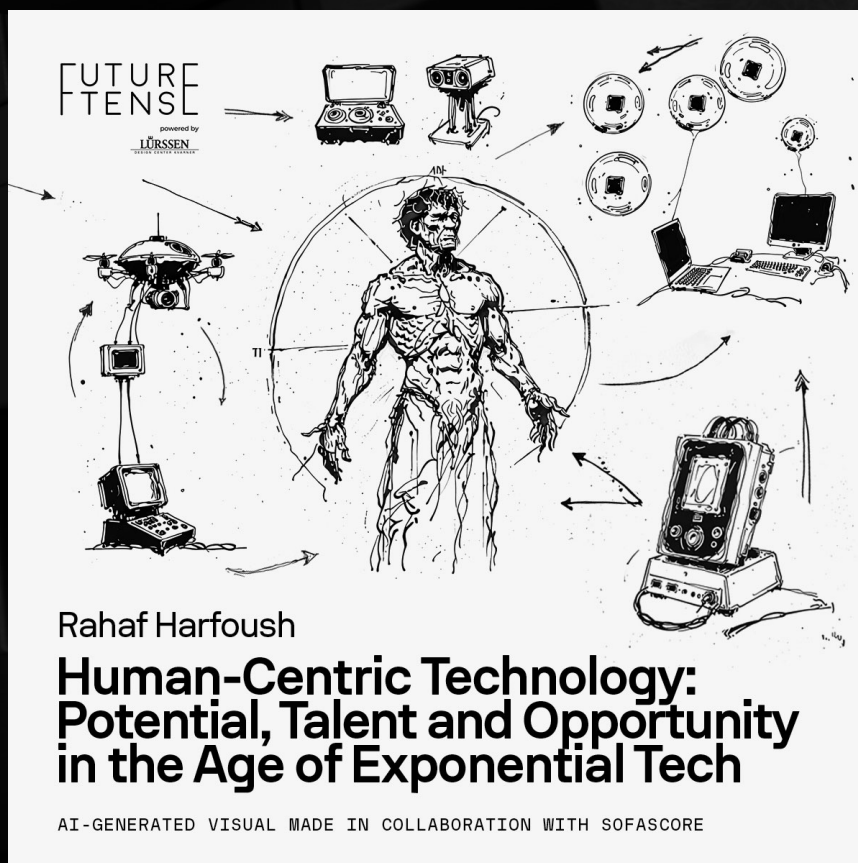
And further – what if "grandma" really wants you to subscribe to Amazon Prime?

Some tools can recognize our mood by the tone of our voice. What if one day you come home and "grandma" Alexa says: "I noticed you're very upset today, I ordered two boxes of your favourite ice cream to cheer you up, delivery is on the way." Will we be able to say "no" to "grandma"?

We need to be aware that this is not just about technology, but also about our relationship with ourselves, with other people, both living and deceased, as well as about digital intimacy and privacy. Over years of evolution, we have developed emotional systems that are now "colliding" with new technologies. We must be aware of the dual nature of new technologies; AI will destroy some jobs but create others. Technology will neither be a utopia nor a dystopia, but something in between. We must be prepared for this uncomfortable conversation because there are no easy solutions to these complex issues. Change is the new normal, but only for those who know where to find opportunities for growth and development.



human



AI

Vivid visual summary of the keynote: one created by human hand, and the other generated by artificial intelligence

# TECHNOLOGY



## Leading in the Age of AI: Embracing AI for Competitive Advantage with Foresight



Lasse Jonasson



*Lasse Jonasson is a senior futurist and director at the Copenhagen Institute For Futures Studies heading the advisory area. He is primarily engaged in advising organisations on long-term strategic transitions through scenario planning and through CIFS concept around Anticipatory Leadership, with decades of experience in delivering keynote talks.*

*Mr. Jonasson has recently been involved in a series of projects analysing the impact of new technologies on society in general and how this will change the leadership discipline as well as organisations at large.*

*He holds a master's degree in business economics and has previously worked as a senior executive within NETS, ATP, and Credit Agricole.*

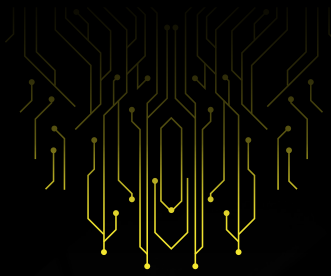
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To understand the future of artificial intelligence, understanding the future itself is paramount, rather than solely focusing on AI.

Imagine your children at the age you are now. What does their society look like? What does their typical day look like? How much time do they spend at work, and how much at home? What does their house look like, and what about their office? How much time do they spend on the phone – or in some other digital space? How do they communicate, and how does such a way of communication affect them? What is the purpose of work?

These are some of the questions we must ask ourselves if we want to understand not only the future of our children but also if we want to make quality, long-term, and sustainable decisions for ourselves and our companies.

AI is not "just another technology"; it is behind all other innovative technologies of today. It drives them; it is cognitively beneath everything else. ChatGPT, for instance, can now engage in dialogue, listen, and perceive. What's next?



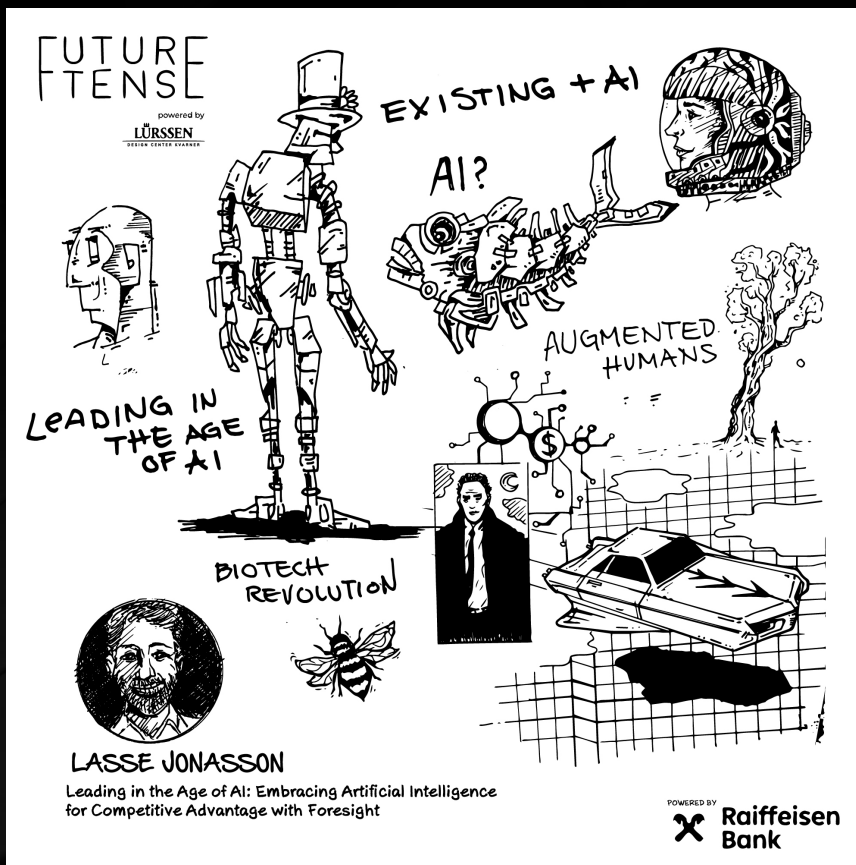
According to data, ChatGPT outperformed humans in creative tasks by up to 40 percent but lagged in solving concrete problems, excelling in only 23 percent of cases. Some doctors were alarmed when they saw research results showing that the chatbot was far more empathetic towards patients than "real" doctors. But is that really true?

Artificial intelligence is not empathetic because it is not human – it just acts more empathetically than humans. It is certain that it will develop; the question is only how far it will go and how much it will be regulated. We currently live in a time where there is the same message for all of us. However, it is possible that we will soon have access to completely personalized messages and services. Perhaps in a few years, we will be able to go to Spotify and listen to a song created just for us, at that moment in life, according to our current mood. We know that people tend to overestimate the short-term impact of technology and underestimate the long-term impact.

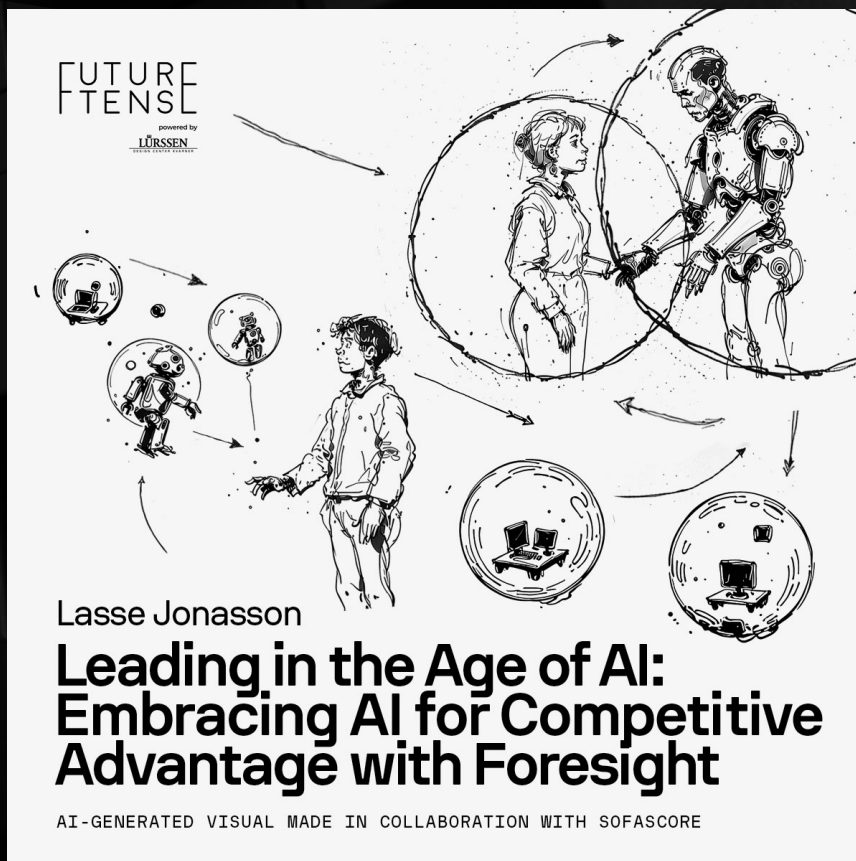
The world is becoming increasingly unpredictable, uncertain, and complex, and imagining potential futures is one of the best ways to create an opportunity for yourself and your organization.

The saying goes: "A fool with a tool is still a fool." The question is only whether you are the fool or the tool in this case – and which would you rather be?





human



AI

Vivid visual summary of the keynote: one created by human hand,  
and the other generated by artificial intelligence

# LEADERSHIP



## A Music - Filled Journey Through the Mind, Body, and Soul of Leadership



*Felipe is an accomplished executive with over 25 years of global entrepreneurial and general management experience. Additionally, he is a devout pianist who incorporates his musical talent into his business and leadership presentations, providing a unique and entertaining learning experience with the aid of a grand piano on stage.*

*Felipe is a frequent speaker at the world's most prestigious management and leadership conferences, including TED, WOB Management Week, Nordic Business Forum, the global Peter Drucker Forum, and the World Business Forum in cities such as New York, Sydney, Madrid, Milan, and Mexico City. He has delivered over a thousand performances in twenty-five countries.*

*He holds an MBA from the International Institute for Management Development in Switzerland, where he also completed a program on Leading Digital Business Transformation.*

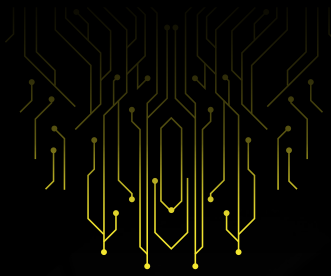
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Virtue can be described as a habit of good behaviour, and to prevent virtues from becoming vices, we must invest a lot of effort every day. Musicians and artists, who are disciplined in persistently practicing their skills, know this best. Although the term virtuoso is reserved for the musical and artistic world, we should use it in the business world as well, as we can glean valuable lessons from the habits of the world's finest musicians.

For instance, every virtuoso must possess a method, attitude, and passion – and constantly work on improvement. To perfect the method, it is necessary to work on three virtues: generosity, discipline (practice), and persistence.

Felipe Gomez





It is this constant work and forward movement that set virtuosos apart from all other musicians; most people progress to a certain point and then stop, often staying in their comfort zone for the rest of their lives. Virtuosos are those who push forward and consciously avoid stagnation. For example, The Beatles performed over 10,000 hours of concerts together before they recorded their first album. Attaining excellence in anything demands conscious effort and practice.

Why is attitude important? It is reflected in everything we do, it "sounds" through us, through our behaviour towards others. It also leads to connection with others, which is why it is so important.

We must therefore learn to listen to ourselves. What kind of "music" do people hear when we enter a room? Is it a gloomy melody or do we cheer them up?

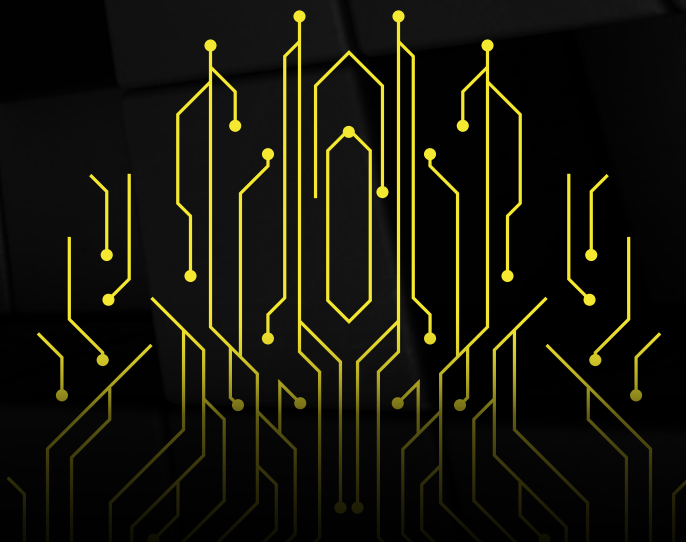
The virtues to develop in this segment are empathy, service, and humility. Musicians bow to the audience before and after a performance, especially those who are the best in the world. They are not arrogant, although they are very aware of their competencies. They do not boast about them but give the audience the opportunity to discover how good they are at what they do.

In business, attitude will be reflected in whether you maintain eye contact and smile when interacting with others. Do not forget your personal life either – the work on maintaining harmony between professional and personal life never ends. Not balance, because in balance someone always loses, while in harmony we all give our best and create the best music.

And of course, nothing without passion and love. If we do not work with passion, we will never ask ourselves, "How can we do this better?" Work with passion and love leads to innovation, and without that, we cannot expect anyone to follow us.

In addition to developing virtues that will make us virtuosos in our work, regardless of what kind of work it is, it is important not to go to extremes, because on both sides of virtue stands vice. For example, if discipline is a virtue, when we have too little of it, it is laziness, and when we have too much, it turns into rigidity.

In all endeavors, developing a method through persistence and practice, maintaining a clear and positive attitude, and infusing everything with passion are crucial. This way, we can achieve virtuosity in all aspects of life.





# HAPPINESS



## Performance and Well-Being Inspired by Trust



*Malene Rydahl, Senior Advisor at BCG (Boston Consulting Group) and lecturer at Sciences Po Paris, specializes in the themes of well-being, empathy, and business performance. Born in Denmark and deeply influenced by a cultural model that prioritizes trust and psychological safety, she has been based in France for over 25 years. Before transitioning into consulting for international groups, Malene Rydahl enjoyed a rich and demanding career in business as a Director of Corporate Communications.*

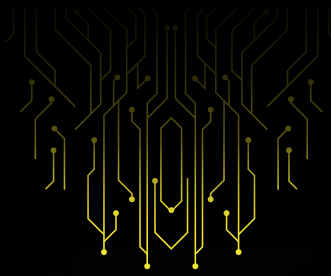
*Malene Rydahl is a best-selling author of three books. She has been part of the official delegation for French President Emmanuel Macron and served as an advisory member of the Positive Economy Forum. Currently, she is a partner at 42° Raw and a "Goodwill Ambassador" for the city of Copenhagen.*

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What makes you happy? This seemingly simple question becomes complicated due to numerous influences. We often assume that obtaining what we want will bring happiness. However, it frequently occurs that the initial happiness fades over time. This phenomenon is known as hedonic adaptation – people acclimate to their circumstances and begin taking even the greatest privileges for granted. Similarly, in companies, offering perks like free fruit and yoga classes may temporarily boost employee happiness, but they will eventually grow accustomed to these benefits and seek more.

Malene Rydahl





Research indicates that 50 percent of our happiness in life is determined by genetics, 40 percent by our attitude and actions, and only 10 percent by external influences. Therefore, the primary way we can influence our happiness is through our attitude. How we react to external circumstances – whether we adopt a pessimistic or optimistic outlook, or express gratitude – significantly impacts our overall happiness.

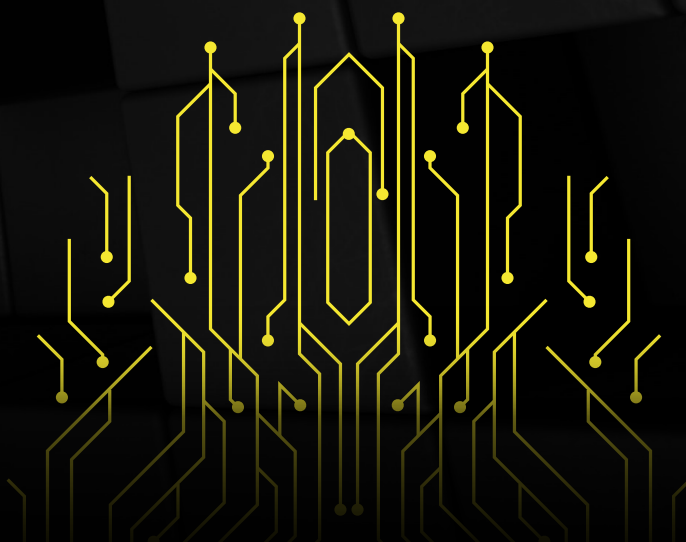
There are three key and straightforward questions that can reveal our attitude towards life: What is the world like? What are people like? What are you like?

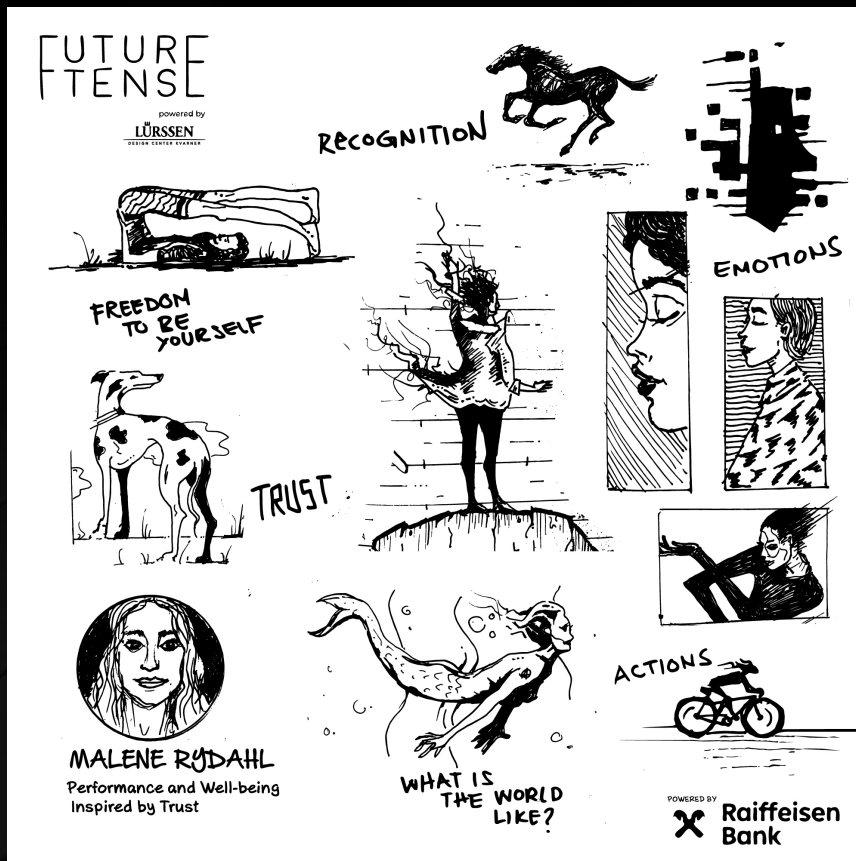
For instance, do you perceive the world as a dark place filled with insincere and malicious individuals? Do you view yourself as a capable person, or do you lack self-belief? Alternatively, do you have faith in others, the world, and your own abilities?

Ultimately, quality relationships contribute to long-term happiness, a desire that extends beyond our personal lives to the workplace. However, research indicates that as many as 94% of people come to work solely for money, rather than for internal motivation. How can this mindset be changed?

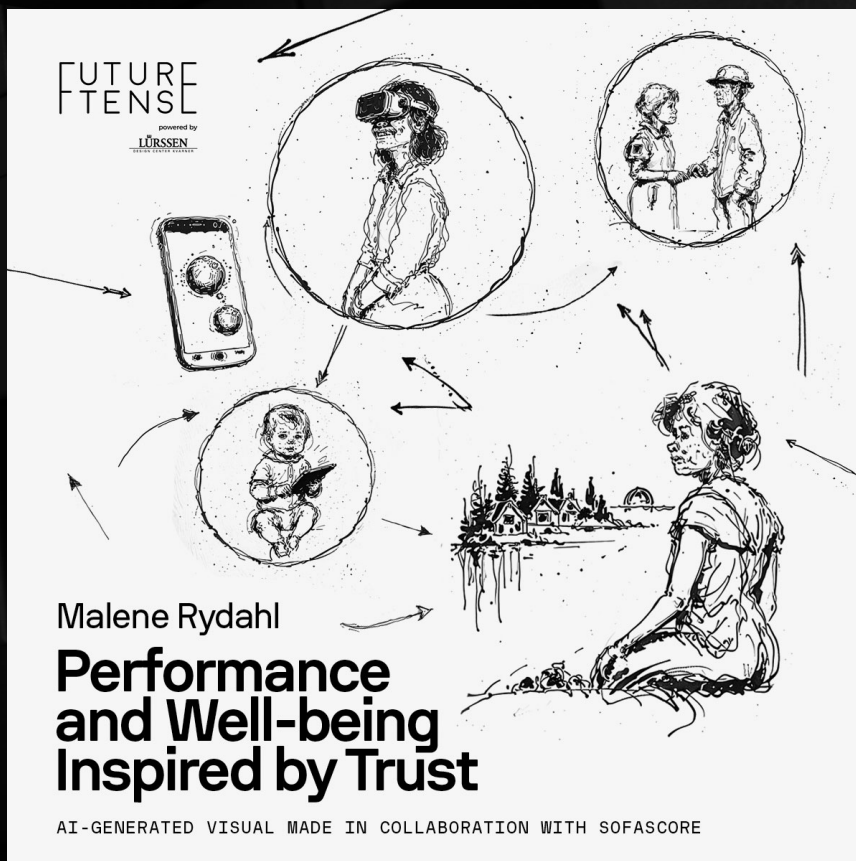
Denmark consistently ranks among the happiest countries globally for several reasons, including its high trust rate in others – 78%, well above the European average of 25%. Danish education emphasizes empathy, while experimentation and research cultivate confidence and trust in others. This culture encourages questioning and learning from mistakes, fostering a sense of community and belonging. In essence, Denmark prioritizes building psychological safety. Similarly, employers should strive to create an environment where employees feel valued and purposeful, fostering a culture of psychological safety.

The pillars of psychological safety include self-awareness, empathy, and trust in oneself and others. It's time to incorporate these principles into leadership styles to demonstrate a commitment to fostering a culture of psychological safety. Creating an environment where it's acceptable to ask questions, experiment, and occasionally make mistakes can mitigate imposter syndrome, a widespread issue among many.





human



AI

Vivid visual summary of the keynote: one created by human hand,  
and the other generated by artificial intelligence

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