

# 2011



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# Masters' Insights

*The constructive views of 9 leading futurists on the evolving nature and process of Futures Studies field*

The professional insights of a number of leading futurists can be always inspiring for the students of Futures Studies & Strategic Foresight.

## Masters' Insights

**Compiled by: Alireza Hejazi**

"**Masters' Insights**" provides a theoretical basis for the students of Futures Studies and Strategic Foresight to grab common issues of Futures field and its development in a structured and constructive manner.

In learning the futures profession, there is no substitute for having professionals' insights. This report gives you an opportunity to find out remarkable insights of professional futurists of our time to understand the field from their perspective and to inquire about the skills needed to be a successful futurist.

"**Masters' Insights**" is the tangible result of following process. First, I concentrated on a number of leading futurists' works (books, articles and completed questionnaires) to gather my study material. **Bell, Miles, Cornish, Slaughter, Inayatullah, Gary, Bishop, Hines** and **Jackson** are my most favorite futurists and I've been always inspired by their perspectives in my academic studies.

I scanned a number of books, articles and journal reports to find their different perspectives on Futures Field. Secondly, following each scan, I extracted their insights to clarify my desired points and objectives. And finally, I summarized their views to shape "**Masters' Insights**".

This report addresses the most important lessons we can learn from their perspectives regarding:

**(a) The benefit of professional networking;**

The greatest benefit of professional networking is to become familiar with leading futurists and be informed of their studies, researches and activities.

**(b) The practice of futurists;**

The leading futurists have similar point of views on the practice of futurists, but some of them clearly affirm the practical roles that the futurists could and should play in their societies. More attention is devoted to futurists' functions in their professional communities.

**(c) Their unique perspectives on the field;**

The leading futurists have unique perspectives on the field. The differentiating factor is a combination of their world views, mindsets and values they define for themselves and their societies.

**(d) Their counsel about getting into the field.**

They have general recommendations in this regard (usually found in journals articles), but those futurists who have teachings background offer more useful suggestions.

I offer my sincere thanks to all of aforementioned futurists for their constructive views and their great roles in advancing my favorite field of study: Strategic Foresight.

*Alireza Hejazi, June 2011*

*Founder & Developer of FuturesDiscovery.com*

## 1. Wendell Bell

Wendell Bell made major contributions to futures studies. Since his early professional life, he has sought to understand alternative futures in terms of their changes by identifying the connections between sociology and futures studies. His aim, in my view, has been to use his highly developed intellectual capacity to search for indications of alternative futures, and his writings make a crucial contribution to sociology and futures studies and to their necessary interconnections.

His efforts are unique in that they are based on the importance of ethical principles to guide human responsibility in present and future societies. His intellectual, professional capacities, as well as his experience, consist in an endeavor to understand the human being as well as its social context. This is a brief of Bell's writings and lectures, as well as his points of view reflected in his contacts with colleagues, students and friends. Here is a brief review of his beliefs on the most important topics in futures studies.

- **Anticipation:** We imagine alternative possible futures and we try to assess which futures would be most probable under a variety of conditions, including alternative actions that people might take.
- **Primary Purpose of Futures Studies:** The most general purpose is to add tools and knowledge that help people design and shape the future, to help them achieve good futures for themselves, and, most generally, for all humankind. Futures studies, even with its present problems and challenges, have made some visible progress during the last four decades toward achieving its promise and potential.
- **Higher Purpose of Futures Studies:** An important purpose of the futures field is to create the intellectual tools and protocols that will allow people to make decisions and take actions that more effectively will achieve their desired goals. Futurists aim to make explicit and rigorous what is often implicit and heedless in everyday life.
- **Futurists' Primary Role:** Futurists want to know what futures are really possible, what futures are most probable, what alternative futures are most desirable, and what people can do to create the most desirable future. By providing alternative futures and by showing what might be or what might have been compared with present developments as they are, futurists perform an important role of bearing witness, exposing some of the follies of public discourse and decision-making.
- **Futurists' Higher Role:** Futurists are members of a community dedicated to continuing the human experiment and to making progress on the road toward a better future and they work to empower such people. They work to contribute to a future world in which human society will be indefinitely sustainable, where people peacefully cooperate for the mutual benefit of all, and where the freedom and well-being of future generations will be assured.

- **How to Study the Future:** Futurists use available knowledge from any field of learning and they have invented or adapted some methodological techniques distinctively aimed at the exploration of alternative futures.
- **The Benefit of FS for Ordinary People:** I believe that futures studies can help individual people lead fuller, more satisfying lives. It gives them intellectual perspectives with which they can break the chains of the past, transcend the limitations of the present, and create their most desirable future.
- **Present & Future Important Challenges:** How can we reduce the human use of nonrenewable resources? What must we do to stop poisoning the environment and stop human-induced deleterious climate change? How can we prevent the destruction of forests and the extinction of plants and animals? How can we transform our economies to guarantee recycling of scarce materials? Also important to my mind is the incorporation of futures thinking into mainstream policy discussions.
- **Futurists Needs:** We need to encourage higher standards and quality in futures work. We need more sound empirical studies, more conceptual and theoretical work, more developed and sophisticated formulations of the principles of futures thinking, more methodological innovations, more syntheses of the futures literature in texts, more involvement of futurists in policy making, and more serious critical discourse among futurists themselves.
- **Research Priorities:** My candidates for research include (1) development of an appropriate theory of knowledge for futures studies solidly based, as far as possible, on existing philosophical literature, (2) a realistic consideration of the role of prediction in futures studies, and (3) an assessment of the methods by which judgments of preferable futures are justified. Most important, perhaps, is a reconsideration of prediction.
- **World View:** We humans are an experiment. On the long, old road of human development, we have had many setbacks and made many wrong turns. Many of us throughout history have failed to achieve the humanity, compassion, peaceful relations, and mutual respect for all peoples, social justice, forgiveness for ourselves and others, and sustainable living on the planet that we seek.
- **Environment:** it is true that we in the United States have had inadequate, even hostile, leadership on environmental issues, and most recently since the Bush administration has been in power. There are still many Americans who discredit the climate and energy emergencies and who blithely continue to act as if the free lunch will continue forever with no thought of consequences for future generations. We must change this to conserve energy as we switch to renewable sources.

- **Future of Futures Studies:** Futurists would be able to establish university-based futures laboratories, including survey and field research centers, and inquiry-oriented seminars. These data-generating tools could be used not only for the production of new knowledge about the future, but also for the training of the next generation of professional futurists. In such futures laboratories and seminars, student-apprentices would become junior colleagues and co-researchers of their professors of foresight. As they engaged in expanding and revising the knowledge base of futures studies, such students would be learning new, inquiry-based futures knowledge, the skills of futures researchers, and the principles of critical thinking.
- **Futures Education:** I wonder why we futurists have failed to establish futures studies more fully in colleges and universities by now (and perhaps we have even lost ground with the recent demise of some well-known futures programs in the United States and England). Perhaps because the future belongs to every field and is most compelling as a topic when it is focused on the future of something in particular—technology, education, health, environment, resources, population, whatever. It may be the subject matter, i.e. the content, of the future that most importantly provides the glue to hold a community of scholars together.
- **What I've Learned from Futures Studies:** *Skepticism*, including challenging my own beliefs. *Moral courage* to tell our best friends and other members of groups to which we belong that they are wrong, if in our judgment they are wrong. *The importance of social order*, People take social order for granted—until they lose it. *The importance of hope*.

- **What Does It Take to Be a Futurist?**

The functions of futures studies (and futurists):

- Study or explore possible futures;
- Study probable futures;
- Study images of the future;
- Study the knowledge foundations of futures studies;
- Study the ethical foundations of futures studies;
- Interpret the past and orient the present;
- Increase democratic participation in imaging and designing the future;
- Communicate and advocate a particular image of the future.

**References:**

*Slaughter, Richard A.(2007). Looking Towards the Futures Studies Renaissance: A Conversation between Richard A. Slaughter and Wendell Bell, Journal of Futures Studies, 12 (1), pp. 95 - 108*

*Bell, Wendell (2005). On Becoming and Being a Futurist: An Interview with Wendell Bell, Journal of Futures Studies, 10 (2), pp. 113-124.*

*Bell, Wendell (2002). Advancing futures studies: a reply to Michael Marien, Futures, 34, pp.435–447*

*Bell, Wendell (2002). A community of futurists and the state of the futures field, Futures, 34, pp.235–247*

## 1. Ian Miles

Ian Miles is Professor of Technological Innovation and Social Change at the University of Manchester. He is also codirector of the newly-formed Centre for Service Research at the University of Manchester. He is based in the Manchester Institute of Innovation Research, MIOIR, in Manchester Business School.

Ian Miles has been researcher and team leader for a large number of research studies, funded by numerous national and international bodies - including several UK government departments and several directorates of the EC, together with parts of the UN system (UNIDO, UNESCO, UNCTAD, etc.). His work has focused on (1) Innovation Studies (especially with respect to innovation in the service economy, the dynamics of knowledge-intensive services, and innovation policy). (2) Social aspects of major new technologies, especially Information Technologies. (3) Foresight, and futures studies more generally, have been areas of professional interest since the early 1970s; he has been involved in much work in this area recently, including recently coediting the Handbook of Technology Foresight. (4) Other areas of work include Social Indicators and Research Evaluation and related policy studies.

Here are some of his perspectives on foresight, especially technology foresight:

**Foresight:** Foresight is a capability that humans have exercised for time immemorial. Foresight involves a consciously “active” attitude towards the future, recognizing that the choices made today can shape or even create the future.

**2 Problems with Foresight:** The problem with foresight, apparently, is first, that there is no translation in many languages (I suspect that this depends on what one is trying to translate – but Poland, one case that he cites, seems to have been able to mount a Technology Foresight Program (TFP) despite the semantic blind spot.

A second problem with the term “foresight” is rather puzzling, in that shortly after suggesting that a great deal of foresight work is concerned with “scenario planning”, which, in my opinion, is devouring futures studies.

**Technology Foresight:** Or often, simply “Foresight” - became an established way of describing large-scale and mainly government exercises intended to inform STI policy and/or improve the

functioning of national innovation systems. The main trigger for this was Irvine and Martin's review of approaches used here in their *Foresight in Science* (1984) and other studies.

**Foresight in Science:** Was based on research funded by the UK's Advisory Council on Science and Development (ACARD) in 1983. The Council - the Government's main advisory body on S&T matters - was looking for ways of identifying promising areas for R&D. *Foresight in Science* was way off-message in terms of the dominant political discourse. There are links between promising technologies and specific industrial sectors, and the distinction between R&D and particular firms was too easily elided.

**Free-ranging Foresight:** Miles discussed the major shift in direction that took place in 2002 between the second and third "cycles" of the UK Foresight Program (the term "Technology" had been dropped quite early on to describe the UK TFP). The first and second cycles of this program had adopted what we can, to maintain alliterative alignment, describe as Free-ranging Foresight.

**Reference:**

*Miles, Ian. Audio File, Created: Saturday, May 14, 2011, 11:33:39 AM*

*Miles, Ian. Ian Miles 'Brief Curriculum Vitae, Saturday, May 14, 2011*

*Miles, Ian. What's in a (Fore) Name?, TFSC Special Issue on Strategic Foresight*

## 2. Edward S. Cornish

There is a well-known saying in the world of Futures Studies that is uttered by Cornish on futures thinking. He says: "The main point in thinking about the future is to change it—to make it better than it would be without deliberate choices and actions."

Cornish's great role in the field of teaching the students of futures studies and turning them into futurists realized by authoring "Futuring" and many other books and articles. His name is always a synonym for the World Future Society, the leading world-wide futurist organization. Summarizing his numerous views and perspectives is a hard task. So, I preferred to offer one of his most useful insights appeared in *Encyclopedia of the future* and *Foundations of Futures Studies* as following:

### What Does It Take to Be a Futurist?

- Openness to experience
- Global outlook
- Long-term time perspective

- Ecological orientation
- Broad concern for humanity
- Rationality
- Pragmatism
- Reality of choice
- Interest in values
- Optimism
- Sense of purpose

**Reference:**

*Cornish ES. Futurists. In: Kurian GT, Molitor, GTT, editors. Encyclopedia of the future, vol 1. New York: Simon & Shuster Macmillan, 1996. p. 367.*

*Wendell Bell, Foundations of Futures Studies, Vol I, p 73*

### **3. Richard Slaughter**

Richard Slaughter was born in England and grew up in Southsea, Portsmouth. He completed a Ph.D. in futures studies at the University of Lancaster in 1982. He is the founding director of the Australian Foresight Institute (AFI) at Swinburne University (Melbourne) and a consulting futurist with several organizations in many countries around the world. These assignments have been at various educational levels.

Slaughter has built an international reputation through futures scholarship, educational innovation, strategic foresight and the identification of a knowledge base for futures studies. He is a fellow of the World Futures Studies Federation (WFSF) and a professional member of the World Future Society (WFS). In 1997 he was elected to the executive council of the WFSF and, in 2001, he was elected its President. With Laurie Wheldon, he is co-director of Foresight International (Brisbane).

Slaughter holds several editorial positions. These include: consulting editor to Futures (Oxford, UK), board member of the Journal of Futures Studies (Tamkang University, Taiwan), board member of On the Horizon and Foresight (Camford, Cambridge, UK) and series editor of The Knowledge Base of Futures Studies (FSC, Melbourne). He is co-author of Education for the 21st Century, author of The Foresight Principle - Cultural Recovery in the 21st Century, editor of New Thinking for a New Millennium and co-editor of the World Yearbook of Education 1998: Futures Education.

He has also published a series of futures resource books. His latest books are an edited volume of essays: Futures for the Third Millennium: Enabling the Forward View and a collection

of papers by various authors from The ABN Report entitled: Gone Today, Here Tomorrow: Millennium Previews. Several of these publications have been revised and re-issued on a series of CD-ROMs, beginning with the Knowledge Base of Futures Studies vols 1-4, Millennium Edition. Here is a brief review of his ideas:

- **General Perspective:** Slaughter underscores that the Western approach to futures study was originally founded on empiricist notions of predictions, forecasting, and control. Slaughter suggests that futurists who have learned to market their insights and ply their trade within the narrow boundaries of late industrialism, may be supporting the continued dominance of 'flatland' rationality; at best they may be agents of transformation.
- **Personal Technique:** Slaughter's Environmental Scanning approach deals with the interpretive domain, and not that of the dominant empirical tradition. So, instead of trend analysis, he favors a discussion and inclusion of a host of cultural, spiritual, and human factors.
- **Personal Concept:** Finding that "much well-intentioned and otherwise disciplined [futures research] takes place in a cramped empiricist frame that has, for good reasons, been termed 'flatland'," he outlines a broader scanning frame utilizing the following four 'layers' of inquiry: (1) The world of individual meanings and purposes; (2) The world of cultures and shared meanings; (3) The world of individual capability and behavior; and (4) The physical world.
- **Personal Preferred Futures:** His preferred future is to settle into a more reflective modus operandi that will enable him to continue to be productive, albeit in very different ways. He is ready to go practically anywhere in the world to pass on the knowledge that he developed at the AFI (and are still developing) to with a new generation of futurists and foresight practitioners. He'll continue to develop the knowledge base of FS and a range of associated products. He feels he will write more and also moving toward more graphic, artistic and visual forms (an early preoccupation that I had to set aside years ago). Slaughter also envisions that he will be reading and re-reading the classics, modern fiction, SF and essays. He and his wife Laurie are continuing to derive much nourishment from the world's rich resources of art and culture. So, in summary, the intent is to go for depth, balance and working out of a sense of being centered and calm amidst the chaos of the world!

**Reference:**

Ahmed, Saleem. *TWO FUTURISTS: – RICHARD A. SLAUGHTER AND SOHAIL INAYATULLAH – THEIR CONTRIBUTIONS, CHALLENGES, AND ASPIRATIONS*, Final term paper presented for POLS 672 class, *Politics of the Future*, taught by Professor J. A. Dator, at the University of Hawaii, Fall 2005

#### 4. Sohail Inayatullah

Inayatullah was born in Pakistan, raised in New York, Indiana, Geneva, Islamabad, Kuala Lumpur, and Honolulu. He obtained his M.A. and Ph.D. in Political Science from the University of Hawaii, focusing on Applied Futures. His dissertation was on the Indian philosopher, P.R. Sarkar. Inayatullah was inspired by the “energy, charisma, and brilliance and the flexible approach adopted by Jim Dator.”

Inayatullah is currently Professor, Tamkang U. (Graduate Institute of Futures Studies), Taipei, Taiwan; Visiting Academic/Res. Assoc., Queensland U. Technology (Centre for Social Change Research); and Adjunct Professor, U. of the Sunshine Coast (Faculty of Social Sciences and the Arts). He is also Associate, Transcend Peace University; Fellow, World Futures Studies Federation; Fellow, World Academy of Art and Science; and serves on the International Advisory Council of the World Future Society, and on the Professional Board, Futures Foundation, Sydney.

- **Futures Studies:** Futures is an external journey, also an internal journey. My mind likes new challenges I like Futures because it is a multi-epistemological (i.e., different ways of talking about the future). Everyone has own niche in this field. Mike Mcallum is an excellent strategist. Robert Burke inspires people to think about leadership.
- **Personal Goals:** My goal is to be part of transition in the world to create a whole different type of planet, which will: 1) have an end of nation states and have a world government system, 2) will have an end of materialism and create a spiritual society, 3) have an end of identification with religions and nations and create global humanism, and 4) truly understand what a desired future is and start to work to create it.
- **Futurists' Role:** My metaphor for a futurist is Johnny Appleseed. The role of futurists is to spread new ideas and not to be ideological. The role of futurists is to facilitate. Futurists should work with individuals to help them find out where they truly want to go. Another role is to help them see that there are many futures. A futurist for me is much more helping bring people's best out.
- **Personal Notions:** The technique I use now is called “Segment intention”. It gets me clear about what I want from inner level from meeting, writing, project, workshop and lecture. If I can be clear on that, then I can be more productive and efficient. By me getting clear about my goal/intention, I change. That's very powerful. My second notion is “Disowned Future”. If I can be clear on what my resistance is (things we push away because we find them very difficult) and what's difficult there, I can learn. From a diversity of selves, a diversity of futures emerges. Disowned selves are the ones that can make meetings, conferences and projects more difficult. Therefore I need to be clear about my disowned selves.
- **Personal Method:** Causal layered Analysis (CLA) is offered as a new futures research method. Its utility is not in predicting but in creating transformative spaces for the creation of alternative future. CLA consists for four levels: the litany, social causes,

discourse/worldview, and myth/metaphor. The challenge is to conduct research that moves up and own these layers of analysis and thus is inclusive of different ways of knowing.

- **Personal Preferred Futures:** (1) Continue to play in developing more humane global governance – myth, worldview, system for the world. (2) Instead of me traveling all over the world, eventually, have more courses, workshops where I live in Mooloolaba, so more time at home with kids, partner and on the beach.(3) Play a part - writing, thinking, workshops, conversations - in a world that is neo-humanistic (beyond, the ego of religion, race, nation and even humanity) and toward the spiritual (honoring the deepest as to who we are); (4) Personally, to live more in the present (creating the future) but to be truly present (i.e. not to prescript a lecture, or a conversation but to be in the now of whatever needs to be done, thought, loved, shared).

### **References:**

*Sohail's Personal Interview by Ryota, Date/Time: 6/2/09 3:30pm-4:27pm*

*Ahmed, Saleem. TWO FUTURISTS: – RICHARD A. SLAUGHTER AND SOHAIL INAYATULLAH – THEIR CONTRIBUTIONS, CHALLENGES, AND ASPIRATIONS, Final term paper presented for POLS 672 class, Politics of the Future, taught by Professor J. A. Dator, at the University of Hawaii, Fall 2005*

## **5. Jay Gary**

Dr. Gary serves as an assistant professor of strategic foresight at Regent University's School of Global Leadership & Entrepreneurship. His best contribution as a futurist has been launching the foresight program at Regent University, from the MA to the Doctoral levels. This project started in 2003, launched in 2005-2007, and now continues to thrive. His other public work as a futurist was helping communities worldwide define and commemorate the arrival of the Third Millennium from 1994 to 2001. The turn of the millennium for cities and NGOs became a metaphor for preparing for the future..

The most important point in Dr. Gary's perspective is his view about the future of Futures field. He believes it has two directions: practical and theoretical.

The practical: He thinks futurists are growing as learning communities and networks. ShapingTomorrow.com is an exemplar of how futurists are growing as a social network and as professionals to commoditize foresight tools. He sees APF as a healthy, yet face-to-face model of peer professional development. The future of futures at this level will create successful

certification programs, much like the Project Management Institute has done for project managers.

The theoretical: While futurists are a community of practice, they have yet to emerge as a discipline and create a theory base within academia. Academic futurists are producing their own PhDs, which are trained to study and improve its practice, much like Nurses did from the 1970s to 1990s. In creating Nursing schools, this practice established their profession, in addition to doctors, or MDs. Yet there is no consensus in futures studies about what a PhD should be able to do. Gary argues that they should be adept in “middle range” analysis, the classical task of PhDs in post-positivist settings, where disciplinary theory is tested, and also built.

Reflecting on his own experience, Dr. Gary states: "I've been an entrepreneur throughout most of my career, launching new systems, projects and alliances. In that sense, 'Acting' has been my most effect method to “create” the future, rather than just forecast it. Early in my career I used operational research and scanning, to consider the most probable disruptive innovations I could introduce in my field or sectors. I also used collaborative learning or conferencing to build agendas for change. More lately, I've been using formal 'Emerging Issues Analysis' tools."

Dr. Gary offers these recommendations for those wishing to enter the field: Leverage your resume, your experience, any way you can, to help others. If you are still in university, use every course assignment as project or process with your own organization or a client. Build up your portfolio. Form local and virtual communities of practice, and work in teams. Learn how to accurately diagnose organizational problems, through systems thinking and personal and team assessments, so when you pull a foresight tools out of your bag, it solves a problem, rather than obscuring it. Study the work consulting companies such as Accenture, McKinsey, IBM or Deloitte. See how they do futures, without calling it that. Create the future where you are, in your own backyard, rather than waiting for a big opportunity. Preparation always meets opportunity.

**Reference:**

*An unpublished interview with Dr. Jay Gary, Regent University, April 28, 2010*

Gary, J. E. (2010, September). *Leading from the future: A review of the Regent foresight program. Journal of Futures Studies, 15(1), 119-133.* <http://www.jfs.tku.edu.tw/15-1/S03.pdf>

## 6. Peter Bishop

Dr. Peter Bishop is an Associate Professor of Human Sciences and Chair of the graduate program in Studies of the Future at the University of Houston-Clear Lake. Dr. Bishop specializes in techniques for long-term forecasting and planning. He delivers keynote addresses and conducts seminars on the future for business, government and not-for-profit organizations. He also facilitates groups in developing scenarios, visions and strategic plans for the future.

Here is brief of Dr. Bishop's acquaintance with field and his great role in teaching foresight to many students.

Dr. Bishop began teaching research methods and statistics at UH-Clear Lake in 1976, and the futures program there had just been established. He had degrees in Sociology with an interest in social change. He started teaching in the program in 1983 and became its chair shortly after that.

He believes that a few new methods, like prediction markets, and more widely disseminated methods like systems dynamics have changed over the years since he first started his job as a futurist. Also much better accepted now. In his point of view, 'Futurist' is an accepted term, and futures studies or strategic foresight is becoming more common.

Bishop thinks that Chris Dede, now professor at Harvard, influenced him the most professionally. He was one of the two faculty members who founded the futures program at UH-Clear Lake. Chris and three others had put together a three-day seminar on the future for IBM, and he invited Bishop to maintain the presentation deck and give those seminars in the late 80s.

In Bishop's mind helping people anticipate (be prepared for) a future that they cannot predict and influence the future they can't control in order to move toward a more preferred future for themselves and others; is the essence of foresight service. He thinks that training in futures thinking and practice is the most beneficial product or service that he offers. He has also given some keynote speeches on futures thinking and the forces shaping the future that are keys to understand the field in better way.

According to Bishop, the most important personal or professional skills for a futurist is the ability to recognize and challenge one's assumptions about what is likely, plausible and possible about the future. He believes that there are some of the major gaps/opportunities in the field that still remain to be addressed, including:

- How to support scenario statements of plausibility using evidence and reasoning;
- More mathematical techniques that handle discontinuities;
- Common core of learning objectives for education and training.

Dr. Bishop's career advice to students looking to break into the field is: "Network".

### **References:**

*Dr. Bishop's Personal Response to a Questionnaire, Monday, May 16, 2011 1:52 AM*

*Dr. Peter Bishop, resume, <http://www.cl.uh.edu/futureweb/faculty/bishop.html>*

*"Studies of the Future Program," University of Houston-ClearLake, <http://hsh.cl.uh.edu/futureweb/>*

## **7. Andy Hines**

Hines describes his entering the field in the first place, in this manner: "I got a master's from university of Houston in Futures Studies and I got an internship with Joe Coates."

He summarizes how the field has changed over the years since he first started, by "more emphasis on helping clients apply/use the projects internally." Hines remembers Coates great role in teaching him how to think and write in client terms. i.e., get to the point! He also marks Oliver Markley who instilled the need for writing and rewriting until it's right. He acknowledges Peter Bishop's role in teaching him the value of keeping your eyes on the long term vision and to keep working for it.

Hines provides speaking, workshopping and small consulting projects, and refers to his 20 years doing this kind of work. He mentions that people usually like to know that he worked inside large corporations-Kellogg's and Dow- for almost ten years. The most beneficial product or service that he offers is helping organizational futurists to set up their internal function – just started doing this and he thinks it's going to be really useful.

He believes the most important personal or professional skills for a futurist is having a degree, because it lets the employers know that one has the basics; facilitating and speaking skills are really useful for futurists because a lot of us prefer to research behind the scenes. So, if you can do "Front Stage" work, that is really helpful.

Hines thinks that Futures field has an opportunity to raise awareness of what professional futurists do; there is still a huge lack of understanding about what Futures/strategic foresight is. Making an impact at the K-12 level is critical.

His career advice for someone looking to break into the field is to have some sort of content expertise, like being an expert on the future of something. He also thinks that this is a great time to infiltrate organizations and futurize from the inside. So if someone already is

working for an organization, there are ways to position yourself as the internal futurist if you are patient (and may be a bit lucky, too).

**Reference:**

*Hine's Personal Response to a Questionnaire, Friday, June 10, 2011 5:34 PM*

## **8. Michael Jackson**

Dr. Jackson, who is the president of Shaping Tomorrow and Professional Foresight Network, remembers a day when he was invited by Unisys to listen to 20 futurists. He was immediately hooked. This is how he entered the field in the first place.

He maintains the field has changed over the years since he first started in many more ways to find the future, a global virtual community. He reminds the influencing role of Joe Coates in showing him how to create Shaping Tomorrow.

He explains his services to potential clients in this way: "Shaping Tomorrow is the leading, open global portal for strategic foresight and change management. We help you sense and adjust to emerging opportunities and risks. You gain earlier warnings of change to allow you to make better considered, timely decisions through collective trends intelligence and best practice creative thinking. We serve 12,000+ people, 6,000+ organizations and operate a Foresight Network of 2,800+ experts."

According to Dr. Jackson, the most beneficial product or service that he offers is: horizon scanning. He believes that researchers should conduct their activities according to the precautionary principle, anticipating the possible negative results of their work and taking due precautions. Research should be comprehensible to the public, respect fundamental rights and be carried out in the interest of the well-being of individuals and society.

Research should be safe, ethical and contribute to sustainable development. Accountability for the social, environmental, technological and political effects of our research should lie with those conducting it. Participation by researchers should be allowed and the right to access to information should be provided. Research should meet the best standards.

Governance of research activities should encourage maximum creativity, flexibility and planning ability for innovation and growth.

In his point of view, the major opportunity in the field that still remain to be addressed, is semi-automated foresight through Artificial Intelligence (that Shaping Tomorrow is working

towards that). His career advice for someone looking to break into the field is checking out the courses, reading ST's Practical Foresight guide, and mixing with futurists.

**References:**

*Dr. Jackson's Personal Response to a Questionnaire, Tuesday, May 17, 2011 4:36 PM*

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The Future Is a Chance to Be New