



# THE FUTURES OF KNOWLEDGE

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METAFUTURE.ORG

# Messages

- Learn from the future – become **futures** literate
- Challenge the used future and **co - invent** the desired vision
- Communicate strategy and futures through data and narrative: **numbers and metaphors**

- To become  
futures literate -  
Knowledge as a  
learning journey

# Overwhelmed by data and fear

## We don't learn – closed mind

More information often leads to doubling  
down on our viewpoint

- Planning
- Incremental
- Problem solving
- Future is stable
- *Just do it!*

# Being Kodaked

- 1988 Kodak had 145,000 employees

13 employees, 30 million customers

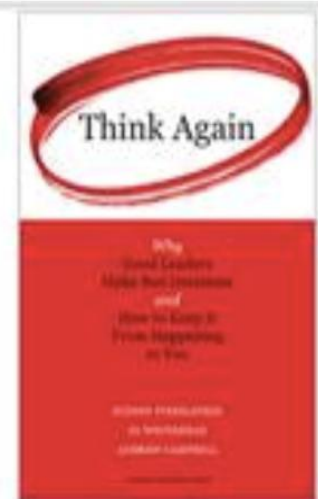


# Misleading assumptions

## When strategy fails... why? **The costs of prejudice**

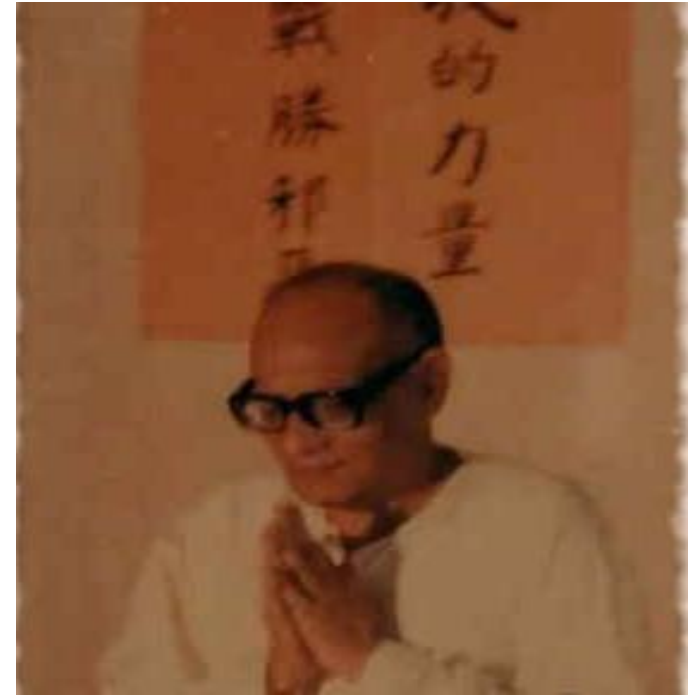
**Analysis of 83 cases of 'failed strategies'**  
(% of major/some cause):

- **"Misleading assumptions"** = 82%
- "Misleading experiences" = 64%
- "Inappropriate self-interest", including wanting to be popular = 69%
- "Inappropriate attachments" = 43%



# P.R. Sarkar: the changing nature of nature

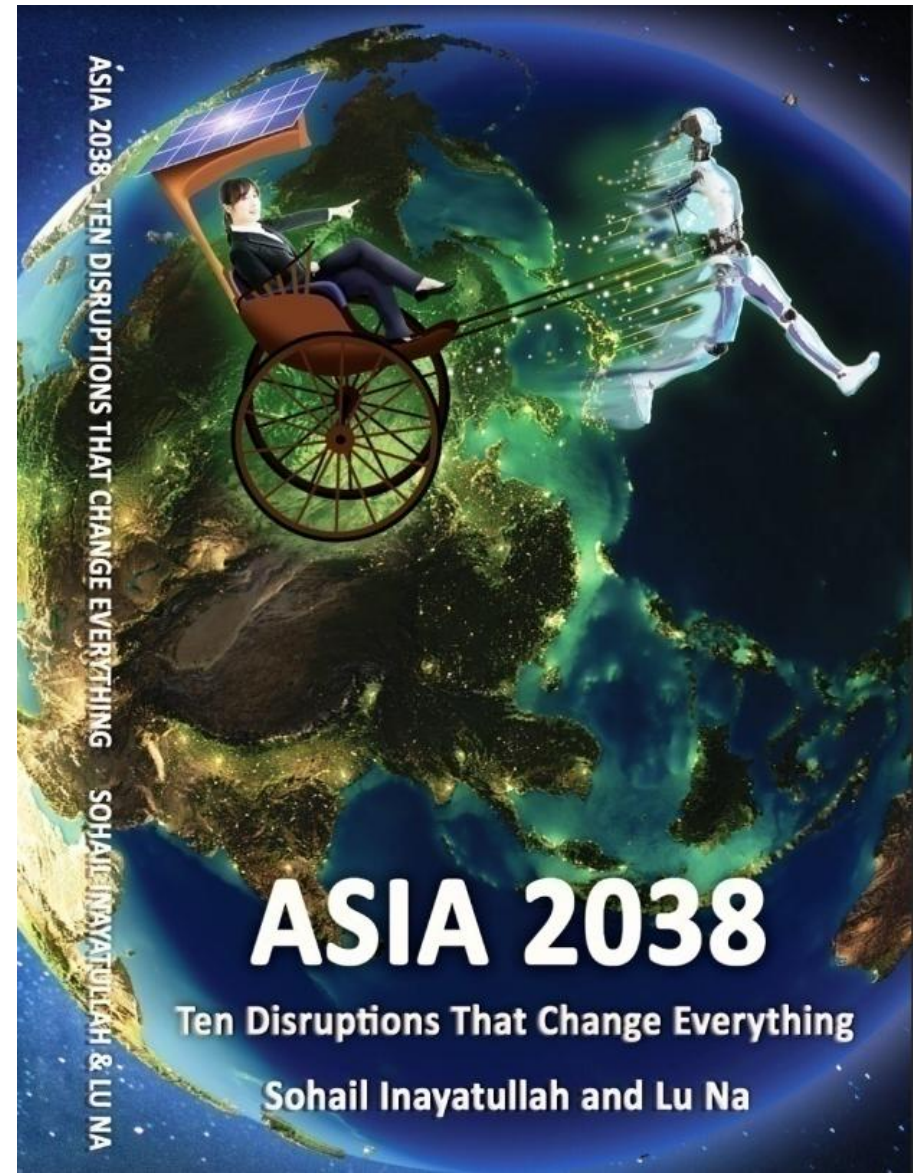
- You have entered a period of *galloping time*
- Exponential influence and impact





# Asia and global transformation: the seeds of change

1. The rise of women and gender equity
2. The real time genie and renewables
3. HAI and platform cooperativism
4. Learning as innovation and facilitation
5. An Asia that can say yes to itself



Creating learning and  
knowledge based  
organizations and  
institutions

Challenging core  
assumptions

*What don't I know?*



# MINISTRIES OF EDUCATION THROUGHOUT ASIA

- THE LECTURE
- CLOCK IN AND CLOCK OUT  
IE TIME AND  
SURVEILLANCE
- STEEP HIEARCHY
- FORCE-FEED
- THE LEARNING JOURNEY
- DIVERSE – PTP, FTF,  
AUGUMENTED,  
GAMING
- EXPERT PLUS CO-  
CREATED
- HEALTHY BUFFET



Deep learning, finding  
and creating your  
story

What are the  
narratives I use to  
make sense of the  
world?

Not just analysis but  
co-creation

Warm data



# From the Queen Elizabeth to patrol boats: Anticipatory action learning

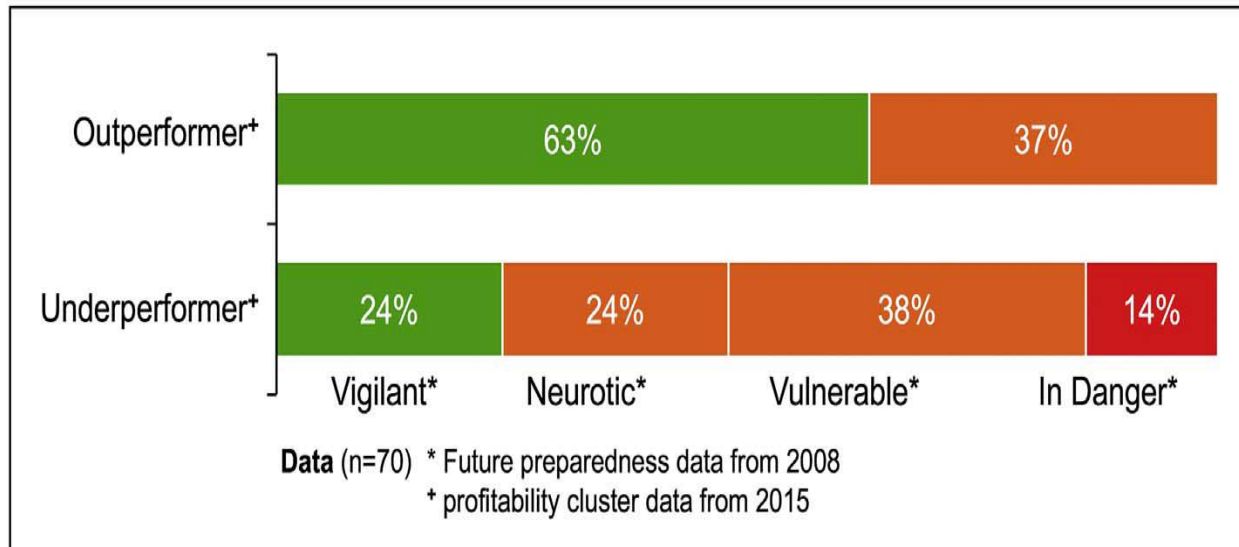


# Libraries in Australia and Southeast Asia

<b>Books loaned</b>	<b>People served</b>  (workshops, books, digital formats)
Organized rows of books	Spaces of difference – Innovation in brain science, 3d printing, publishing
The expert of the past	Co-curation of new futures
<b>Keeper of the collection</b>	<b>Innovators of the new gardens</b>



# Futures preparedness and performance



- Future preparedness a powerful predictor for becoming an outperformer in the industry
- For attaining superior profitability (plus 33%)
- For gaining superior market capitalization growth (plus 200%)

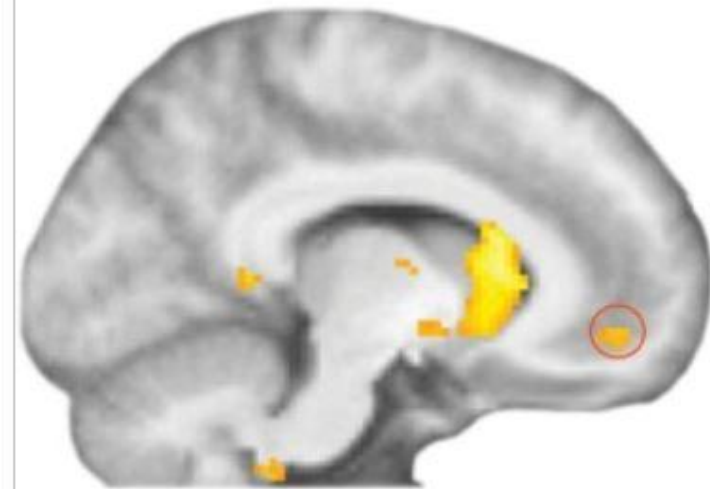
Rene' Rohrbeck and Menes Etingue Kum, Corporate foresight and its impact on firm performance: a longitudinal analysis



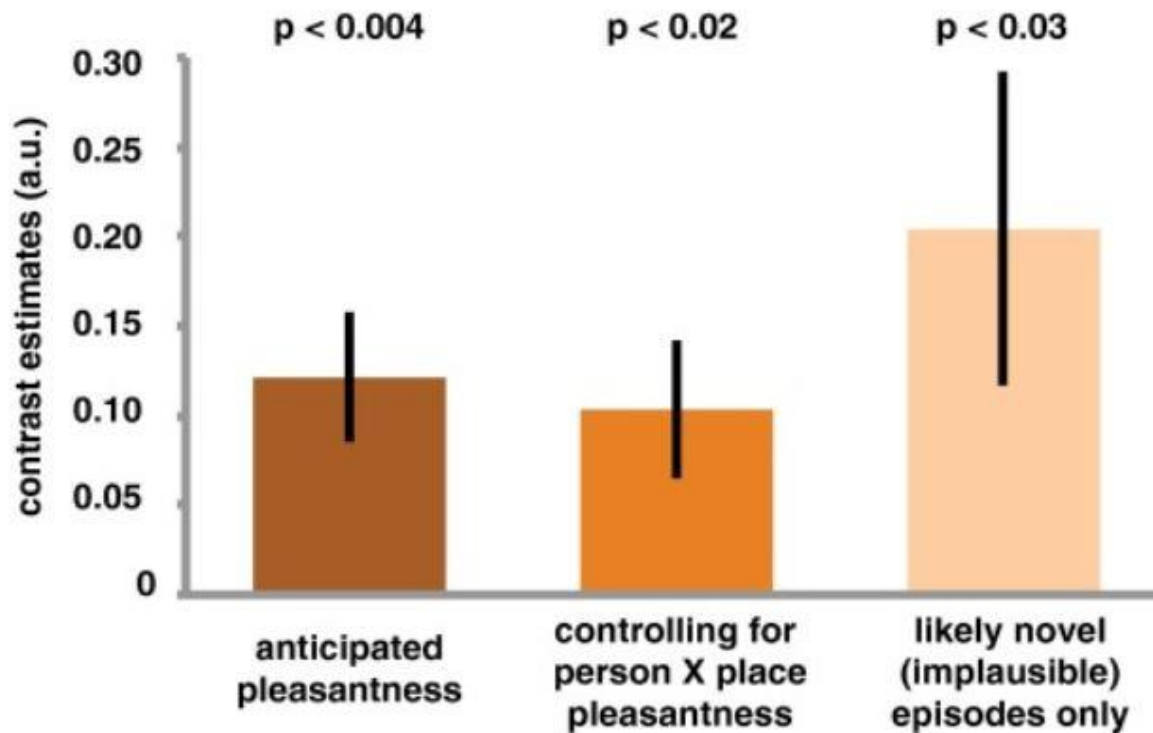
# Affective futures: immersion in the future enhances preparedness ie **you can't only prepare reports**

## vmPFC and the emergent affective quality of simulated episodes

parametric modulation: anticipated pleasantness



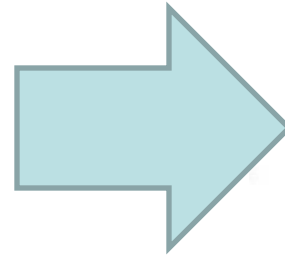
x = -10



# An international organization— create futures literacy



Old  
Blind  
Slow  
No longer relevant

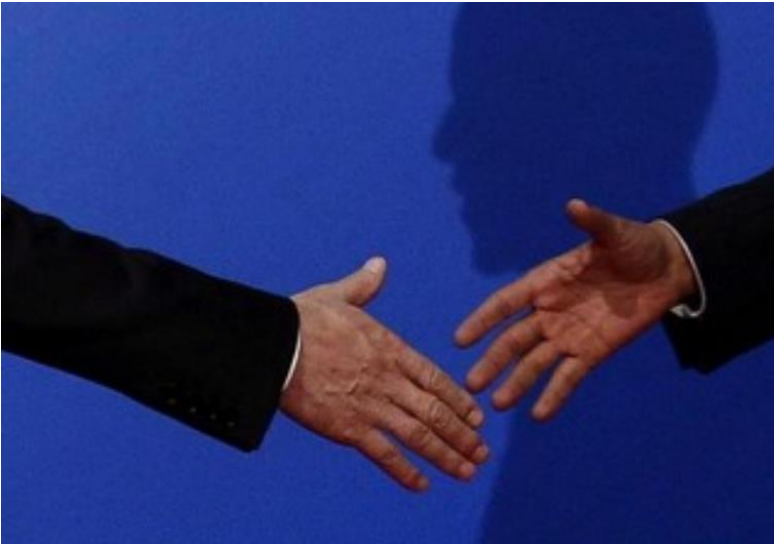


Smart  
Fast  
Complex  
Change shape

# The mismatch



- Vision statement:  
become center of  
knowledge excellence  
in the region in  
banking & finance
- Knowledge not  
important to our core  
functions – *who you  
know not what you  
know.*

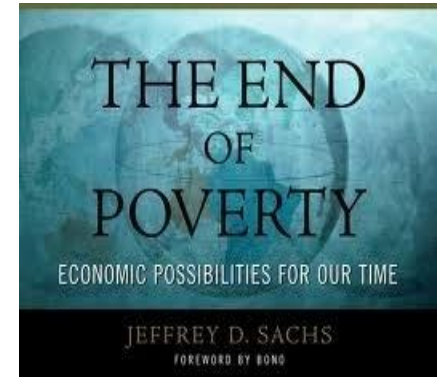


# CRIME DATA PRESENTED REMAINS THE SAME WITH EACH METAPHOR

Catching and jailing criminals



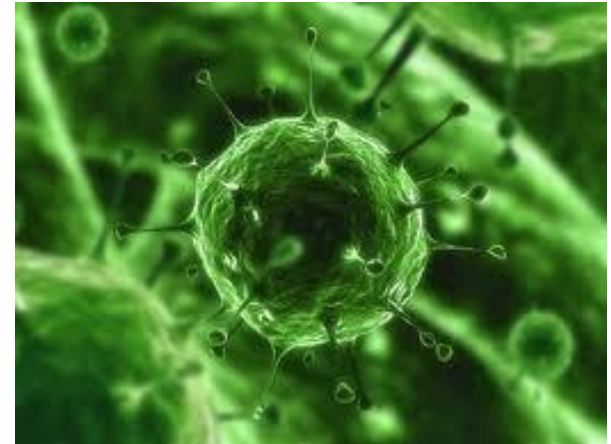
Education and ending poverty



Crime as a beast

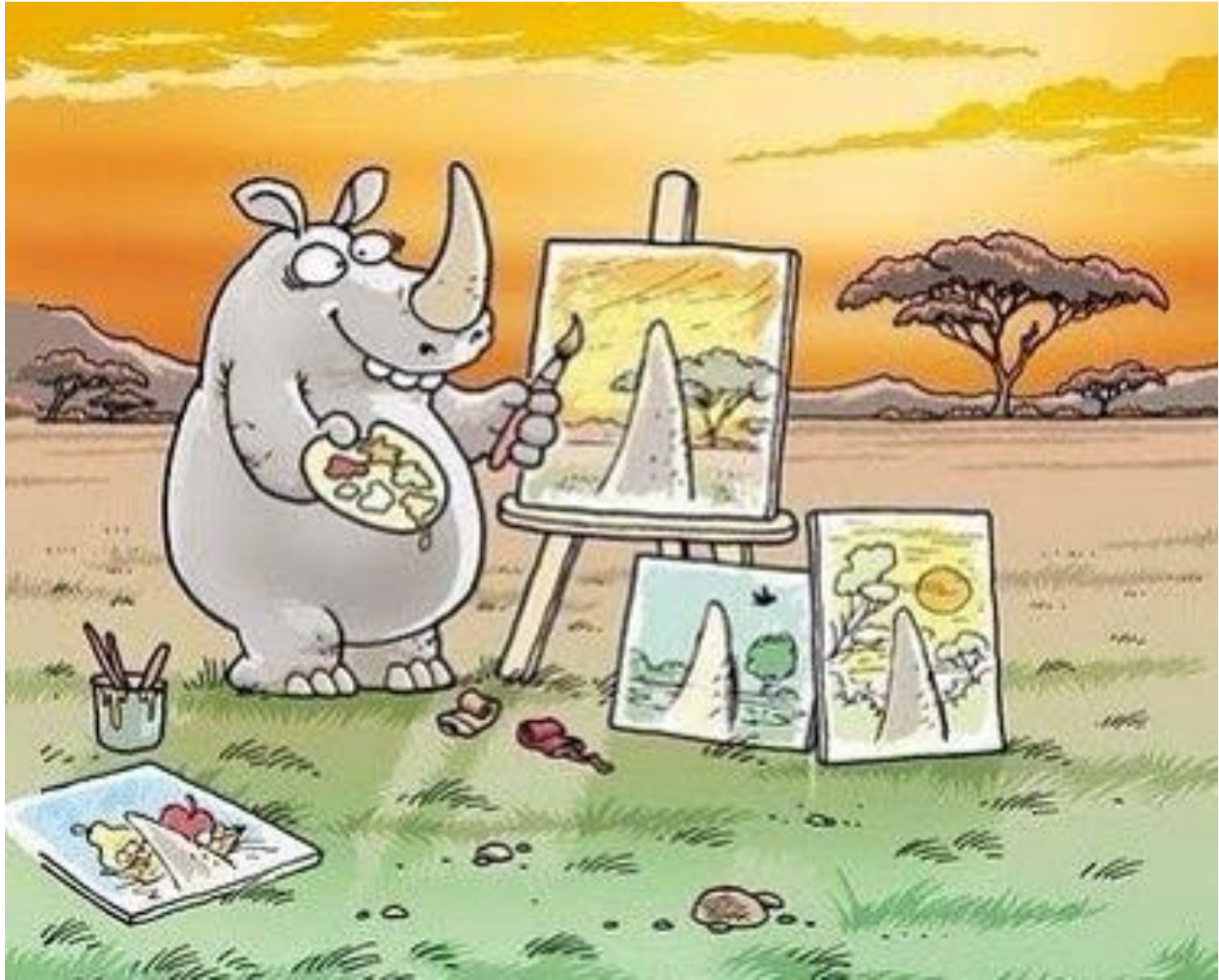


Crime as a virus

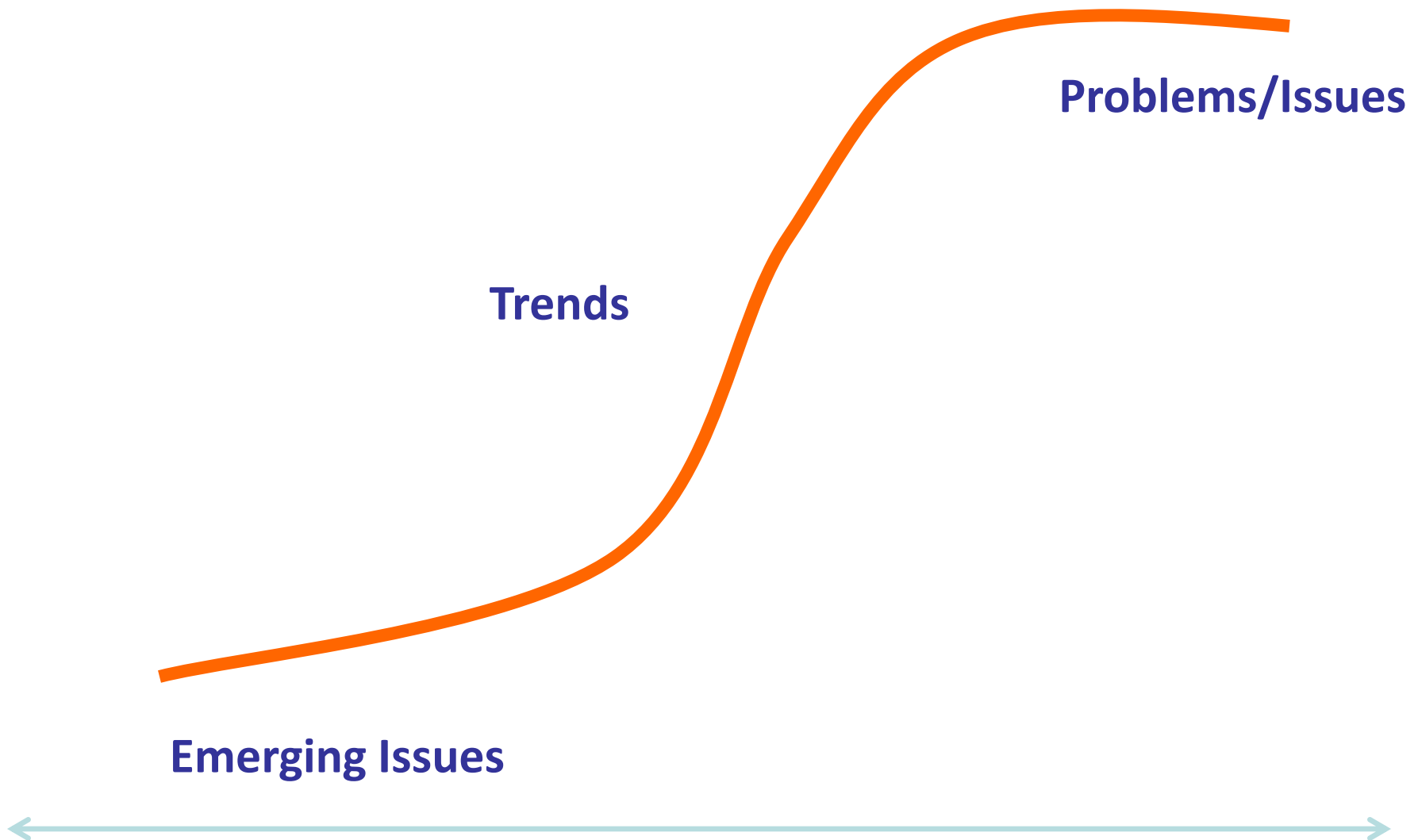




# The critical - reflective practitioner



# Reading the emerging future – disruptive knowledge



# Colas as the new tobacco!

## Become the world's largest wellness company by 2035



50% of revenue from healthier products

# PURPOSE, HEALTH AND PROFITS

- Purpose with profit – 50% of revenue from healthier products
- While big companies cant ignore markets they do not have to be slave to them either. They can shape the markets for the better



"Just because you are CEO, don't think you have landed. You must continually increase your learning, the way you think, and the way you approach the organization. I've never forgotten that."

– Indra Nooyi, PepsiCO.



# THE DISRUPTION AND ....

- Each household a producer of solar energy
- Create community energy cooperatives
- Use hai-platform sharing
- Uber of energy



# BUT

- how we used to know remains dominant and continues to repeat
- Knowledge that ensures used futures

# REINSCRIBING THE PAST

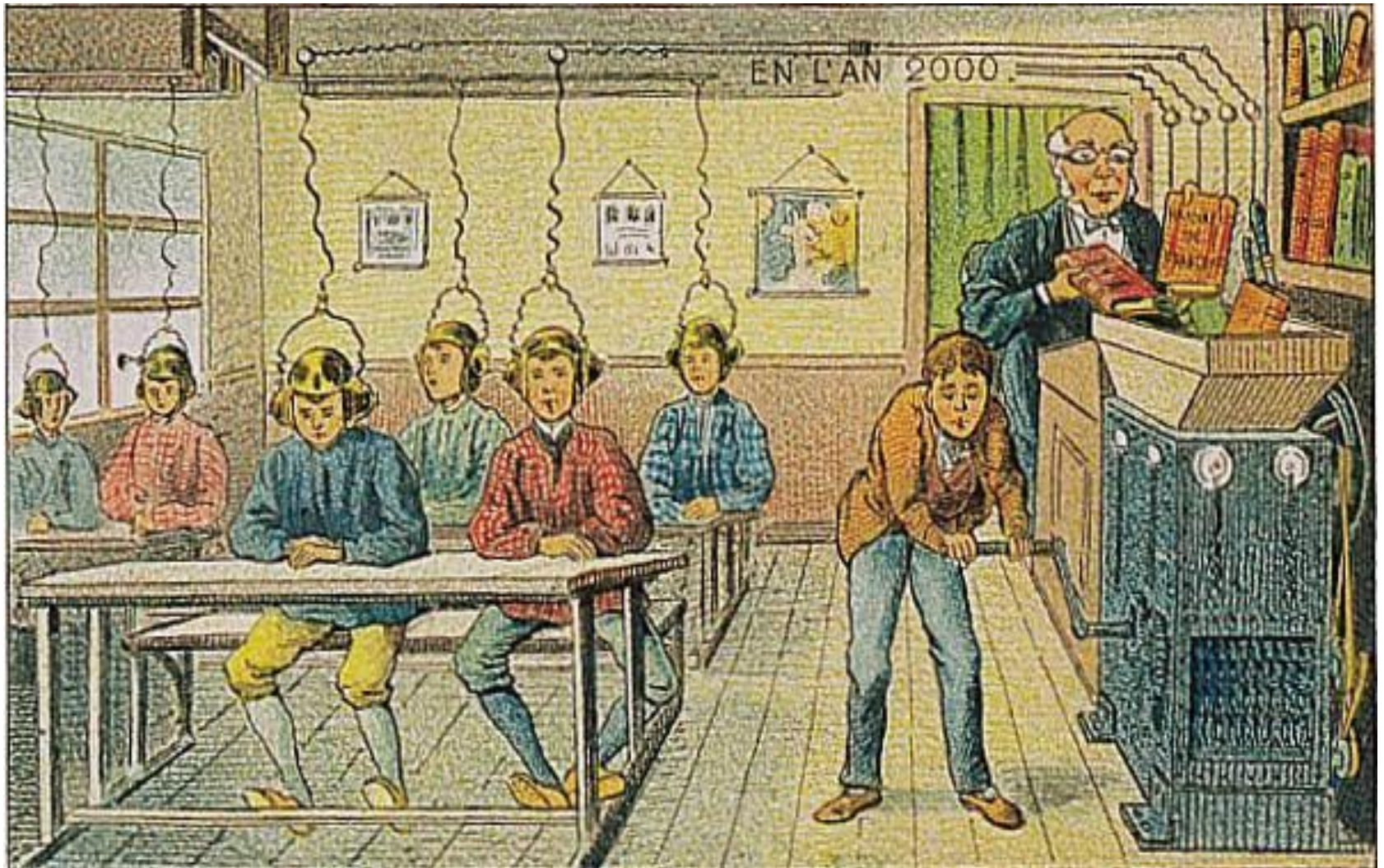


CLASS ROOM





In the year 2000





# Technical response or adaptive challenge?



# FUTURE 1 - NO CHANGE

TRAIN FOR THE  
1950S

ONE JOB

ONE CAREER

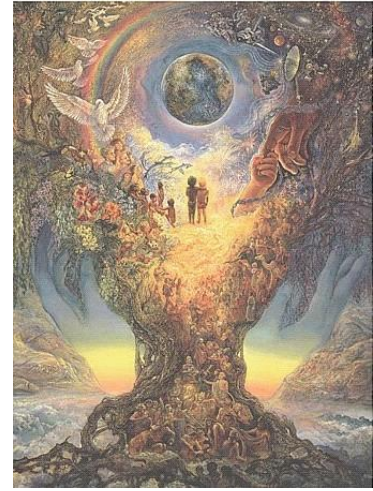
“for jobs that no  
longer exist”

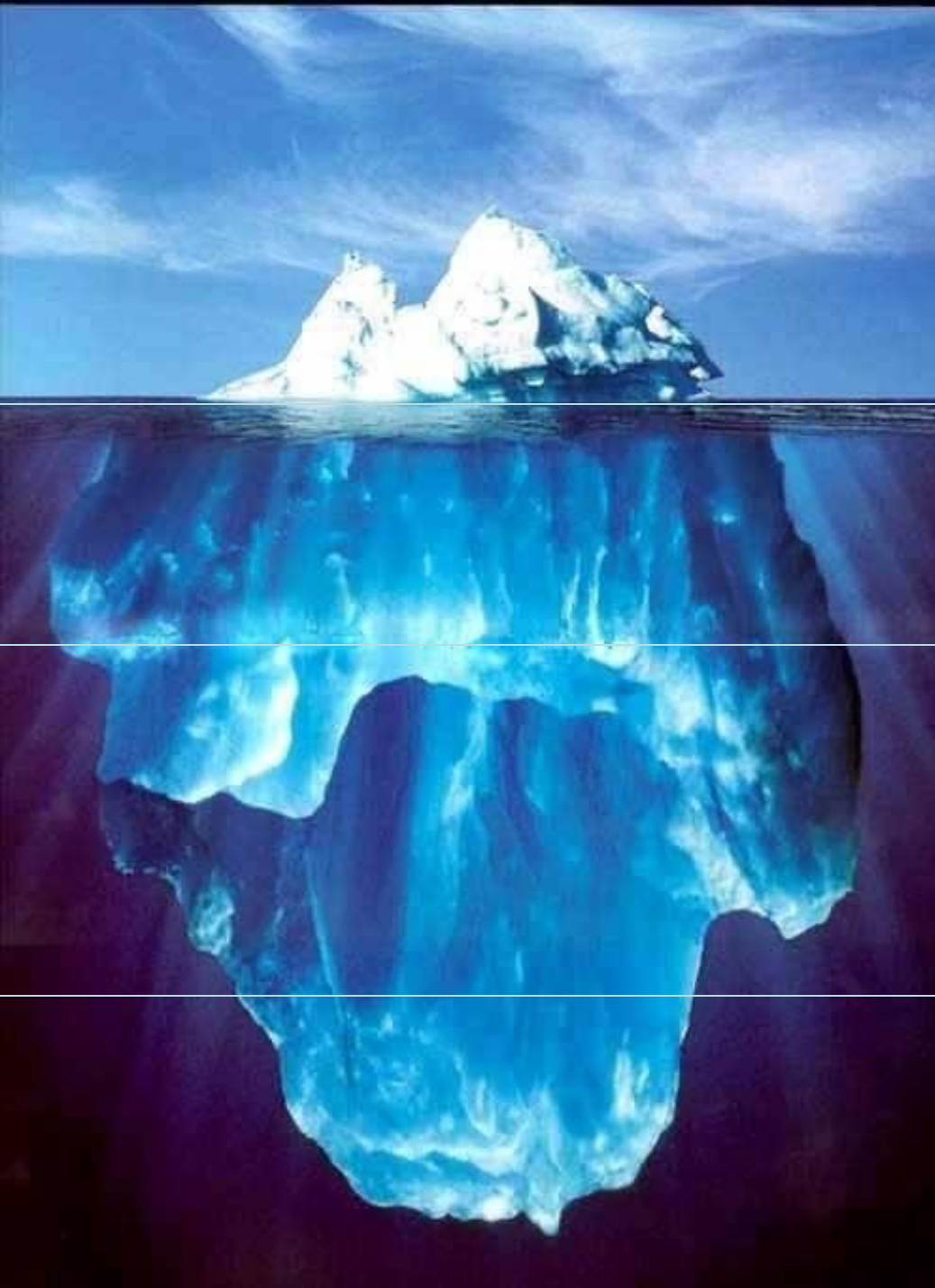


# FUTURE 2 - THE ADAPTIVE CHALLENGE

## FINANCING NEW FUTURES

- Robotics
- Bio-informatics
- Gender equity
- Peer to peer learning
- Care for the ageing
- Green communities
- 3d printing
- **Internet of emotions, things, nature, and people**
- BRFF (Best robot friend forever)





THE LITANY –  
UNQUESTIONED DATA,  
HEADLINES - technicians

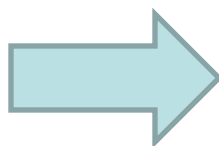
SYSTEMIC APPROACHES  
AND SOLUTIONS – the  
engineers and managers

WAYS OF KNOWING - the  
philosophers

MYTHS, METAPHORS –  
story tellers



2017 International Bank	2037 International Bank
Bank finances x number of kms of roads and other utility infrastructure	Bank finances integrated and sustainable (green, smart, equitable) urban and transport planning.  Minimize travel distance Minimize carbon emissions
Population growth, a greater number of cars, increased wealth, rising middle class, and larger flats	Driverless and autonomous vehicles  Smarter city systems that coordinate traffic and safety  Shared and pooled transport
Car-centric and ownership  The right to drive our car whenever and wherever	Human and connection centred  Mobility of persons via integrated planning as opposed to ownership
I love my car	I love my neighbourhood





"IT ALWAYS SEEMS  
IMPOSSIBLE UNTIL  
ITS DONE."

~NELSON MANDELA

