

## Future-Study Management

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### ABSTRACT

Predicting future has been one of human being's permanent concerns. Today, along with knowledge progress, the combination of different sciences has allowed human to design his future life path. The holy Islam religion can enrich methods and resources of future-study benefitting from rich resources. Muslim scientists have created a new chapter in this knowledge by contemplating issues relevant with future-study, eternal next world life, advent era, destiny and expressed predictions in the religious narrations [20]. Today, future-study as knowledge cognition and future forming has an important position in the world and is entered into human life's different arenas such as culture, policy, economy, community and so on. In this newly created knowledge, it is rooted in the history, but it has a new order and particular principles, approaches and methods. Since the development and growth of future-study has been in the western world, its principles are affected by western modernism and are colored with omanism and scholarism. Therefore, in order to domesticate future-study, a serious filtration should be conducted in its approaches and principles and it should be dealt with from religious and Quranic perspective. The identification of Quran's futurological approaches and paying attention to the Mahdaviat teaching in it can significantly contribute to domesticate future-study and reinforce its religious aspects and make its findings more real [13]. Future-study is the conscious and active knowledge of forming the future making noble and original dreams and ideals of a nation fruitful. The most important aim of future-study is creating a picture of the future to improve it. One of the deceased's rights over us is considering their views and plans for making the future of society [2]. In an era, which constant change and uncertainty are among its important features and businesses are encountered with new and unknown future-made issues, how can make plans for the future? [3].

**KEYWORDS:** Future-study, Future Design, Growth and Development, Knowledge Progress, Domestication

### 1. INTRODUCTION

Human's concern for encountering with unknown and ambiguous future has created an ancient desire for travelling time in humans. For this reason, humans have been interested in knowing the future since a long time. Therefore, common tools in each era for predicting future are employed in accordance with their capacity and ability. Those who claim such abilities are always high profile for different groups. In a time, magicians, astronomers, astrologers, oneirocritics, theosophists and foretellers governed over society's reason and thought and had a special respect [20]. The present age is the age of future-study and future management, which are considered one of the fundamental strategies for managing human society. Change speed in today's world is higher than ever and all organizations, governments, groups should make themselves ready to confront with it by predicting the future and choose possible, enduring and preferred perspectives for themselves with the help of future-study [13]. Increasing speed of economic and social changes in today's competitive world makes managers to be ready for responding to these changes. Thus, managers, particularly country's economic managers should learn futurology science and its using way for management in the inconstant and dynamic environment of the future, because successful managers of the 21th century do not wait until opportunity is came to them, but while identifying and using opportunities, are able to convert threat to opportunity [19]. The important point to be taken into consideration is that in the present time, managers should be future making instead of mere future-beholder. This sentence is inferred from Peter Draker that modestly states with a century of experience that "if there is a certain predictable thing is that the future will be changes unexpectedly". Therefore, the third millennium's managers do not only predicting the future, but create, implement and make future themselves. The stability conditions in such society are changeability and even change creation. If organizations in the third millennium will be in the negligence sleep, undoubtedly, they will find certain death in their destiny [17]. With the increase of changes in the last years of the second millennium and the constant appearance of new issues in the world society, depending on the prediction-based planning methods did not satisfy countries' macro management need and the heavy shadow of uncertainties and appearance of inconstant and wonderful events have made the situation in a way that predicting the future in the change-filled world seemed a difficult issue for planners [6]. Peter Draker claims that he has expressed his last prediction in the late 1929. He predicted a fast improvement in the stock market. He vaccinated himself against next prediction mistakes, whereas, the instinct of caring about the future profoundly exists in the

human [14]. Today, managers are faced with the real problem for leading organizations in an uncertain and changeable environment and agreement on pursuing types of applicable and practical programs. The suggest question here is that how today's organizations develop their useful and meaningful programs in the uncertain environment, changeable technology and developing wrong competition over resources? [3]. One of the necessities of development and progress in every ground is having insight regarding environment, timely decision-making and having purposeful comprehensive and limiting and this issue is impossible, unless future-thought is conducted appropriately [4]. When innovation issue is suggested, minds are focused on the product innovation and partly its production process unconsciously, even in some situations, service innovation is not considered. While, we, in this period, need innovation in the all organization's processes namely support and operational processes particularly managerial process and without organizing these processes, practically innovation will not be a useful and effective [16]. In the terms of definition, the future is unknown. In other words, there are many possibilities concerning its nature. All individuals and organizations have numberless choices for the future. It seems that according to the idea of various possible futures, there are multiple futures in this direction that employees and organizations should make their special futures. We cannot allow to every event is happened for us. We cannot create the future through considering solutions right now namely where we are or how we act right now [3]. Future-study as the knowledge of identifying and forming the future, today as an important position in the world has entered into human's different arenas including culture, policy, economy and society. This newly founded knowledge, in site of its root in the past has a new organization and particular principles, approaches and methods [5].

## **2. Concepts of Future-study**

Today, surmising and predicting the future is converted into a type of knowledge. The speed of technology changes and science progress is in a way that we need future seeing techniques, planning and decision-making for our society [20]. Thinking regarding the future and its events dates back to the human's self-consciousness in a way that the people of all ages always have been eager to discover and know their future and temples of the ancient Greece and the prevalence of horoscopy profession among all nations and races are the evidence of this reality. This inherent interest and natural desire to identify the future in the ancient period gradually has been replaced with the necessity of identifying the future in the contemporary period, because the necessity of living in today's tumultuous and current world containing surprising and irrelevant changes with the previous background is studying the future as a modern science and the possibility of identifying coming opportunities and threats [11]. Future-study is among modern issues that in the current dominant uncertain atmosphere can satisfy the need of modern business atmosphere well. Future-study is applicable in the process of planning, strategic management and risk management. Furthermore, today it is used in predicting required future jobs [10].

Different definitions are suggested for future-study: future-study is a systematic attempt to look into the long-term future in the field of knowledge, technology, economy, environment and society that its main objective is identifying new opportunities and technologies as well as determining sectors which investment in them has the possibility of greater productivity. In other words, future-study means providing for the future and employing available resources in the best manner in the direction of values and objectives [11]. Future-study includes attempts that deal with visualizing potential the futures and planning for them using analysis of resources, models and change or constancy factors [18]. Future-study is an independent field that deals with the study of the future systematically. This field provides us with a picture of the future to make decision more effectively at present based on these pictures. In this direction, Wendell Bell, one of the most important thinkers of this research field, defines future-study as it is considered an independent field that its objective is studying the future orderly. Future-studiers are in pursuit of discovery, invention, presentation, test and evaluation of possible and better futures. They suggest different choices concerning the future for the humans and help them in selecting and founding the optimum future for them [21].

Wendell Bell, one of the most important thinkers of this research field, defines future-study as it is considered an independent field that its objective is studying the future orderly. Richard Slater introduces future-studier as a person who knows how to study possible and optimum futures. Such a person can use his studies regarding possible and optimum futures in a way that others can recognize different choices at present and consequently can select the best choice for making the future as much as possible. Therefore, future-study is directly at the service of strategic management and planning and can play a determining role in making choices and policies [9].

## **3. Necessity of Future-study**

In the distant past, people has enough time to found their life based on their habits and predict the future worrilessly, but with the progress of science and technology in recent centuries, the stability of a phenomenon is rare and change waves one after another are coming. These changes have types of novel social and economic phenomena with themselves and since they have novelty element, on the one hand, make us understood and on the other hand, pound the foundation of our habits. Although, the rapidity of change is a determined and objective force that has penetrated into the depth of our personal lives and makes us to take new roles, at the

same time, this opportunity exists to predict change consciously and find a solution using the knowledge of future-study. Effective managers in the present century are those who have provided the will of making the future un themselves and are in interaction with social phenomena in an action way and to play such a role by the managers, the understanding of the future elements and principles and experiences in this arena are one of the necessities of the present era [15]. Almost all agree that in the 21th century, order and control method in organizations cannot be used. In today's changeable and dependent world, it is no longer possible that senior managers and organization's top individuals apply change. In the future trade era, individuals cannot be ordered to create massive necessary changes for changing organizations of industrial era. Successful organizations obtain their competitive advantage greatly from learning and lesser from control, but with the reanalysis of the main concepts of leadership and learning, we can start. First, we start from leadership. In the era of knowledge, we should end the legend of leadership as unique champions in managing organization. In organizations that orders are followed from the highest to the lowest, fear, distrust and internal competition reducing cooperation and coordination would be created. These organizations increases obeying instead of commitment, but they are unaware of this point that only real commitment can create bravery, imagination power, patience and perseverance. It is because that in the future leader should be present among individuals and teams [14]. Future-seeing is considered to be the basic of each planning. However, the new era has some features that make the systematic study of the future inevitable. Some of these factors are the increase of complexity and the acceleration of changes. Huxley, the great biologist, says that conducting inventions and important reformations in the early of the ancient stone would take 50000 years, but with the beginning of the civilization, the entire unit of change reduced to a century. He believes that in the three previous centuries, the counting of change speed is out of counters' ability. Technology is considered one of the main factors of accelerating of the human's different positions. According to Toffler, the current of technology innovation has three phases that these phases are attached together as a chain.

#### **Increase of Competition**

In respect to the rapid changes of the present era, the issue of competitiveness is an inevitable issue for decision-makers, because the mentioned institute will be eliminated from the competition wheel not in this case. For this reason, institutes which scientifically the future world, will achieve greater successes. Mahdi al-Monajera, the famous Muslim future-studier consider their surrender to the future as one of the dimensions of the Muslims' retardation. According to al-Monjera, the lack of future-seeing is not something but mastery over our destiny. Since Muslims depend on the others' scenarios and studies blindly and without thought, practically they have delivered their future to the foreign ones [8]. Today, changes are happened at higher rate. Technological changes consequently change in the other aspects of life, the increase of countries and nations' mutual dependence, the decentralization of existing societies and institutions that owing to the development of information technology are more accelerated, the increasing desire for globalization along with the preservation of national, racial and cultural characteristics and many more factors make the understanding of changes and the future necessary for governments, businesses, organizations and people. Future basically is uncertain. Whereas, some traces of information and realities rooted in the past and present can guide us to the future [11].

#### **4. History of Future-study**

Thinking regarding the future and its events dates back to the oldness of human's self-consciousness in a way that people of all ages have always been eager to know their future. This natural desire to identify the future in the ancient period gradually has been replaced with the necessity of identifying the future in the contemporary period, because the necessity of living in today's tumultuous and current world containing surprising and irrelevant changes with the previous background is studying the future as a modern science and the possibility of identifying coming opportunities and threats. Machiavelli and Moore's writings in the Renaissance delineated the future industrial society's main models that came true four centuries later. Two centuries after these two ones, the first person that refers to the importance of futurological studies as a scientific arena is Welter, the able French philosopher and satirist. Maybe, he perceived what is called analytical futurology today more than anyone else. The issue of futurology after the Second World War was suggested as what we know as modern futurology by Asip Flokhtaim and Bertrand Dozhunel and after them, future-study methods are entered into political, military and social fields under titles of future-thinking, future-studies and futurology broadly [19]. Although, always there were future-studiers that have thought concerning the future and the methods of better understanding of change, the developing time of future-study field, which has a completely interdisciplinary, was during the Second World War and the period after it. Future-study was started since 1960s and was founded as one of the new fields of science. The famous 1960s was the decade of developing future-study organizations across the world. In fact, it should be claimed that most of writers in recent century could develop a new way for the future-studiers by explaining the principles and issues of this science. In this attempt, famous future-studiers such as Wendell Bell and Richard Slavter participated [13]. Human's desire for knowing concerning the future has been existed since the ancient time. Foretellers and priests are samples of individuals who attempted to

response this desire by the side of individuals and groups. The first signs of more serious attention of the human to the future are seen in the Age of Enlightenment, an age that human believed that sciences would find solutions for everything. Newton's laws regarding movement have made the understanding and analysis of many phenomena possible. Owing to the rapid growth of sciences in this period, the thinkers of the Age of Enlightenment really concluded that only time wants to make all laws and rules of the environment evident and manifest [11]. The first future-study activity was conducted in the form of a scientific research from 1930 to 1933 by a research group supervised by William F. Ogburn regarding sociology, which was a newly founded science in the US. This group founded scientific methodologies such as Extrapolation and scientific investigations concerning the US's social trends and while publishing the first catalog of trends in that country, was successful in important future-seeing such as the increase of immigration rate and divorce. Furthermore, immediately after the Second World War and following the analysis of used technologies in Germany and Japan, new methods were devised to future-study and as a result, the achievements of the important technologies of 1950s and 1960s including radar, continent-travelling ballistic missiles and air transportation were predicted before [11]. For future-seeing, no history can be determined because human can be considered as a future-seeker creature. Each of our purposeful behavior is made based on our conception of the future and to make a better future. We always predict our distant and close future and make plan for it. Apparently, the humans' very inherent desire to discover their uncertain tomorrow caused that the market of foretelling and astrology is so hot since thousands of years ago up to now. Future-seeing has seen different forms during thousands of human civilization. Babylonians and Iranians developed astrology with the motivation of astrological foretelling and Greece people were referred to the angel of Delphi Temple for knowing their future. In fact, different religions particularly divine religions also have appeared to guarantee the better future of humans in the world and another world [8]. Future-study accurately and practically was appeared in the middle of the 20<sup>th</sup> century. The systematic and analytical study of the future after the Second World War was started. The rapidity and complexity of social changes and technology constituted the main motivation for founding this new field. Maybe, Rand Think Tank in association with the US's Defense Ministry can be considered among the first centers of future study in the world. Kaplan, Rasher, Dalki and Gordon in this institute dealt with the future study based on the prediction [8]. Activities titled futuregraphy of science and technology are developing with an unprecedented rapidity are pursued and applied in most developing countries. Thus, certainly it can be mentioned that inability in predicting the future accurately as well as complexities of the ever-increasing changes have caused that researchers use the capacities of newly-founded knowledge of future-study and enter futuregraphy into the depth of planning activities and predicting scientific and technological changes. This approach was developed in the arena of future-studies among countries rapidly and travelled different arenas of science less than two decades. In this regard, the change in the fields of human and social science and attempt to lead macro studies of the future is essential [1].

## **5. Significance and Usefulness of Future-study**

Thinking regarding the future for human's works and attempts. Reaction without thinking concerning the future is possible. Thus, future images (ideals, aims, purposes, hopes, worries and dreams) are the pioneer of our current measures. Therefore, the future is an issue that people can design and form it by their purposeful measures [11]. The rapidity of changes is so perplexing that they no longer will be dealt with by traditional methods. If we are not in pace with changes, the great machine of change will be broken, but is there any facility for being cognizant of the future for us? Certainly, there is no certain thing concerning the future and this among the primary principles of the futurology, but there is another principle that human can affect the destiny of his future. Meanwhile, a kind of knowledge is created that tries to harness changes and make the society ready for these changes by predicting effective factors in the future changes in a dichotomy way. Future-study is beyond prediction and does not claim foretelling. Future-study is the art of forming the future in a form that we want. Persons, who have this knowledge, right now form their optimum and desired future world [11].

## **6. A Glance at Future-study in Countries**

### **6.1. Future-study in the US**

In the US, minimally there are three thousand strategic studies institutes that continually study the future processes. The issue of future-seeing is among the important principles of long-term plans in that country. For example, recently NASA has proclaimed that in 2050 will make a machine that can fax human. Seven ears ago, one thousand of American future-studiers gathered for designing its air force strategy in 2025 and designed four scenarios for the future of the world and the US. It is interesting that all of these scenarios were harmful for the future of the US and showed that the century of the US will be replaced with the millennium of Asia or the US will be confronted with circumstances that must have the role of fire fighter in the future world.

## **6.2. Future-seeing in Japan**

Japanese are among people who are famous for long-term future-seeing in the world in a way that it is said that they have plan for their 50 years later at national level and know each year where are they. Certainly, it does not mean that this 50-year program will be stable and unchangeable, but contrary to the long-term future-seeing-based programs, it is completely dynamic and every several years one time is revised and reformed to make it close to the reality [7].

## **7. Literature of Future-study in Iran**

The record of future-study in the literature of Iran is existed. In the time of Sultan Mahmud Ghaznavi, Anvari, the poet, claimed that such a storm would be blown that there will be nothing on the earth and all should be in the underground. He determined its hour and day, but also in that hour, not only there was no storm, but also no breeze was blown that fade the light of an old woman that was on the top of the city's minaret. The poet was treated with anger and after many years of aimlessness undertook that, he would not foretell. In 1948, Iran was entered into the phase that it greatly needed planning. According to Dr. Byazid Mardokhi, the expert of Management and Planning Organization, the first seven-year development program was compiled and started. In other words, for the first time, Iran thought that it should have a seven-year program, instead of a day or a month or a year, but this work was not future-seeing. The first future-study of Iran was conducted by Dr. Majid Tehranian in Delphi method in the plan of Radio and Television. He received help from different experts and questioned the future of Iran's society. Another work was conducted in 1996 that was publishes as the appendix of number 11 publication of program and budget and entered the methodology of future-seeing for the first time into the formal literature of the country's planning and offered some suggestions including founding a center for future-seeing studies in Iran. Another work was 1400 Iran that in a parallel way, two groups worked on it in the organization under the titles of oil-free economy and Shajareh Tayibeh (Pure Family Tree) [7]. Iranian society is considered one of the most complex human societies at present. The rapidity and complexity of Iran's society is so surprising that domestic and foreign analysts are unable to understand and predict its future [7]. In the compilation of the Fourth Development Program, Planning Organization concluded that no program could be compiled without having a picture of the future [12].

## **8. CONCLUSION**

In an attached world, there are mutual and complex relations among factors that business success depends on them and there is no way for modeling behaviors accurately. Traditional methods of strategic planning that are based on the complex predictions appear hard. The world is extremely complex for each company or organization, it is not important that the resources of that organization or company for producing a plan or program based on a scientific approach, is great [3]. The past is no longer in access and only some memories are remained in the mind, present is also fugitive and fleeting and does not bear the smallest effect, the future is the only thing, which is remained for us to live in [23]. Today, future-study is a distinct science which great value and attention is considered for it in the scientific centers and policymaking [20]. One of the most important achievements of future-study is achieving a common perspective and view at organization and country levels. Delineating a group perspective makes scientists, investment institutions, research users and all effective institutions consistent for reaching a common aim regarding challenges, solutions, opportunities and threats. This public congruency is the unity of the government and private sector. When a government is determined to have a definite picture of the future for itself and for movement in that direction has designed a systematic program, the private sector also sees its interests in accompany with the government. Up to now, effective outputs are produced or are doing in the country in the field of science, technology, culture and society with the future-seeing look.

## **9. Suggestions**

1. Forming technical committee of future-study in the government to study and make appropriate decision
2. Attaching importance to future-study in the appropriate path of creativity for organizations in the world participation
3. Encouraging individuals for greater participation in order to solve problems of different layers of society
4. Using genius and concerned individuals by the government for solving problems
5. Using practical knowledge for predicting the appropriate official trend for creating productivity
6. Using experienced individuals' ability and capacity for being free from problems in the different sectors

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