

COPENHAGEN INSTITUTE FOR FUTURES STUDIES



Cyprus
Human Resource Management
Association

ANNUAL CONFERENCE 23 MAY 2025

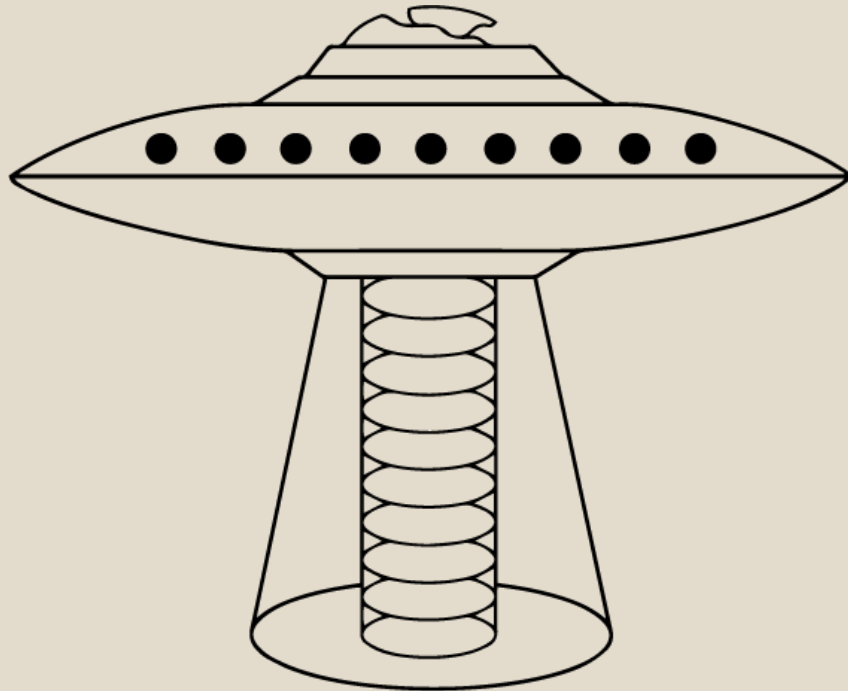
Venue: Party City, Nicosia



HRMakingAnImpact

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Deloitte.



Futures Revisited

Take a moment to reflect on the below questions.

- Looking back, what future would you have expected to be here by now?
- What future is already here that you wouldn't have expected?



THIS PRESENT
MOMENT
USED TO BE
THE UNIMAGINABLE
FUTURE



The future is always
IMPORTANT



It's just never
URGENT



From ‘What now?’...



...to **‘What if?’**



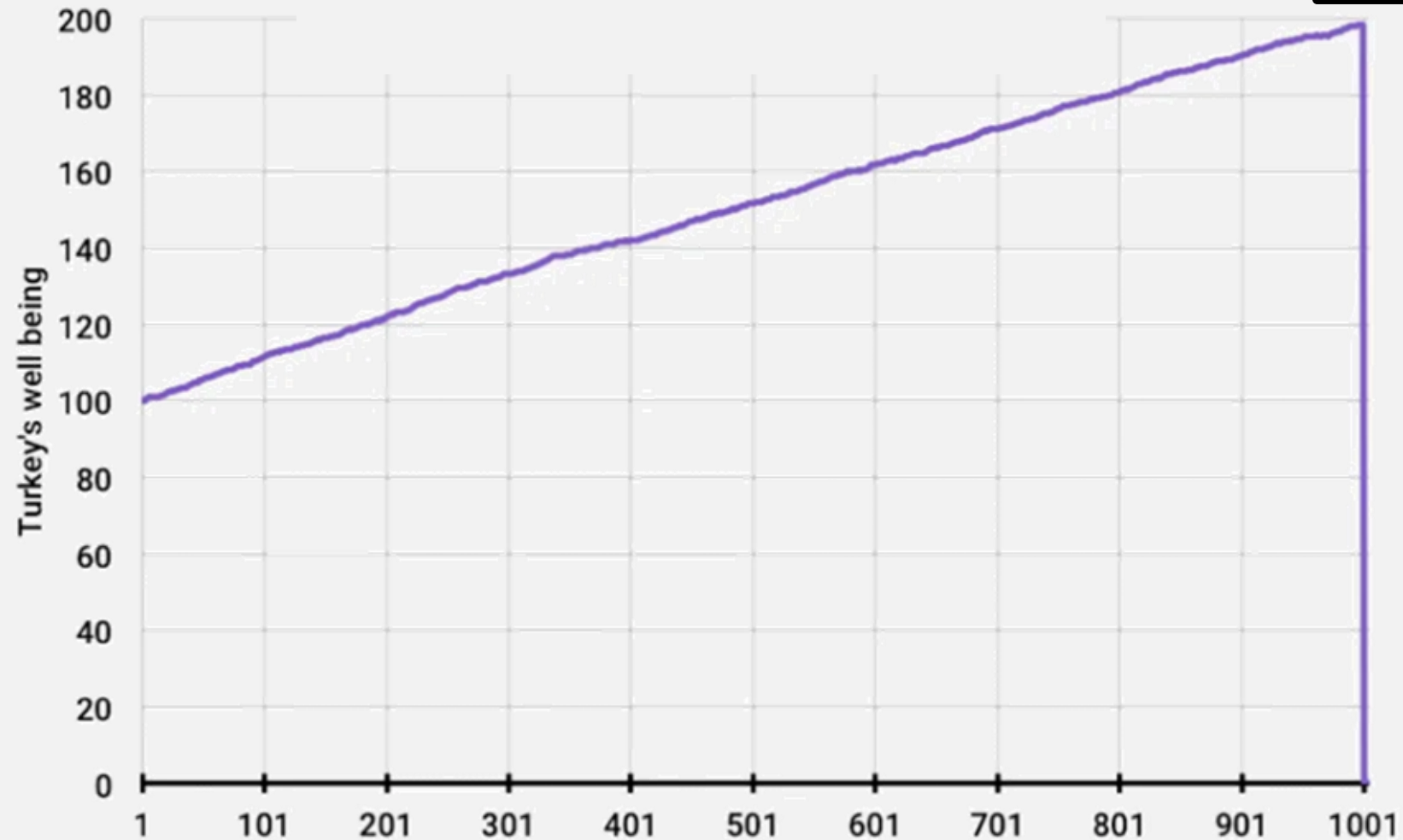
What do turkeys know about blind forecasts?



Taleb's turkey chart



DAY 1001 IN THE LIFE OF THE TURKEY





How to work with the future?

From gut feeling to structured analysis



Megatrends



Uncertainties



Unexpected events



... and understanding our own biases



Know Your Cognitive Biases!

1. CHANGE IS BAD FOR BUSINESS

[The status quo bias]

2. WHEN IN DOUBT, GO WITH WHAT YOU KNOW

[The confirmation bias]

3. THIS IDEA IS SO GOOD IT COULDN'T POSSIBLY FAIL

[The optimism bias]

4. THE PROBLEM WITH EXPERTS IS THAT THEY DON'T KNOW WHAT THEY DON'T KNOW

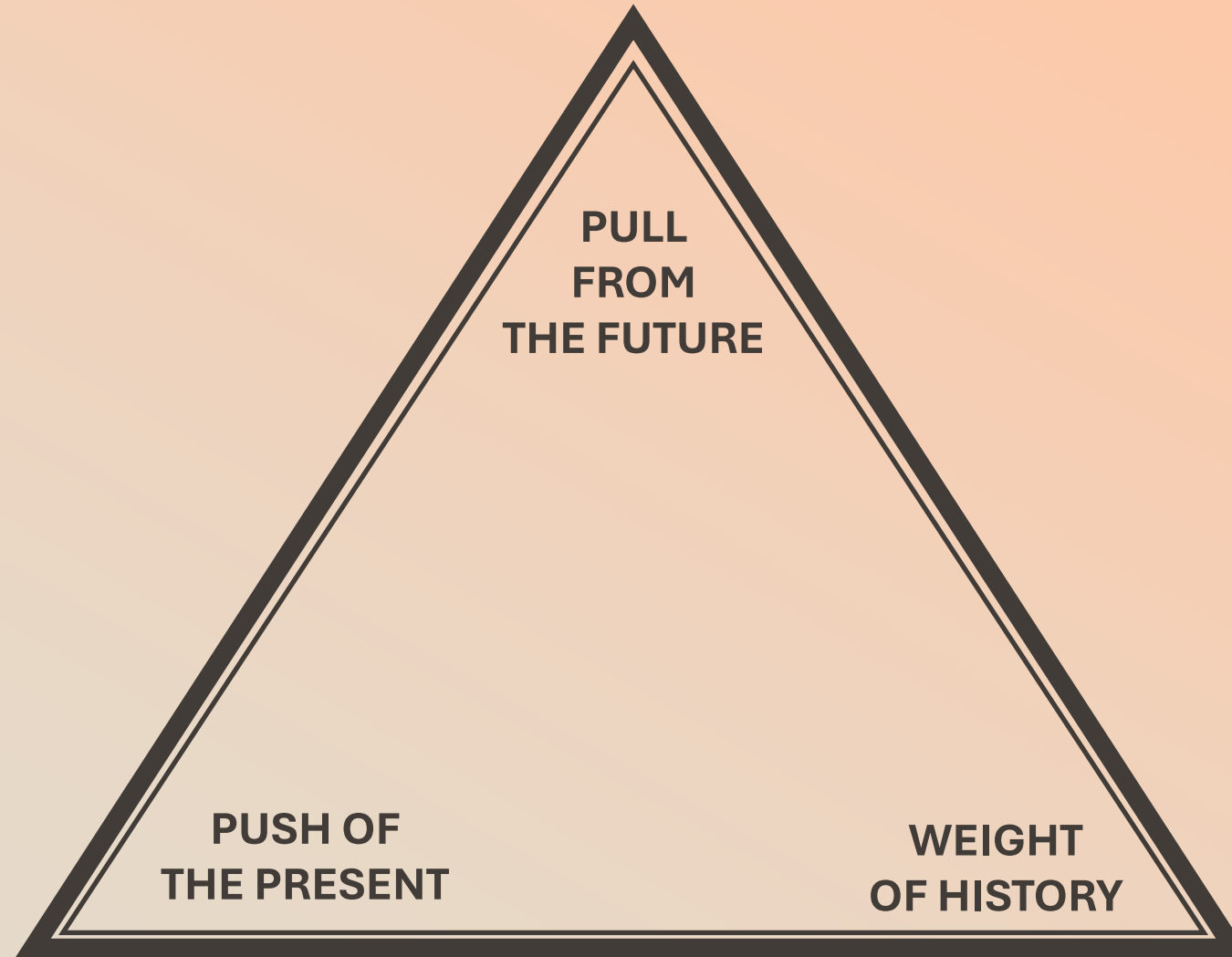
[The expert problem]

5. HOW CONVENIENT THAT WE ALL THINK THE SAME

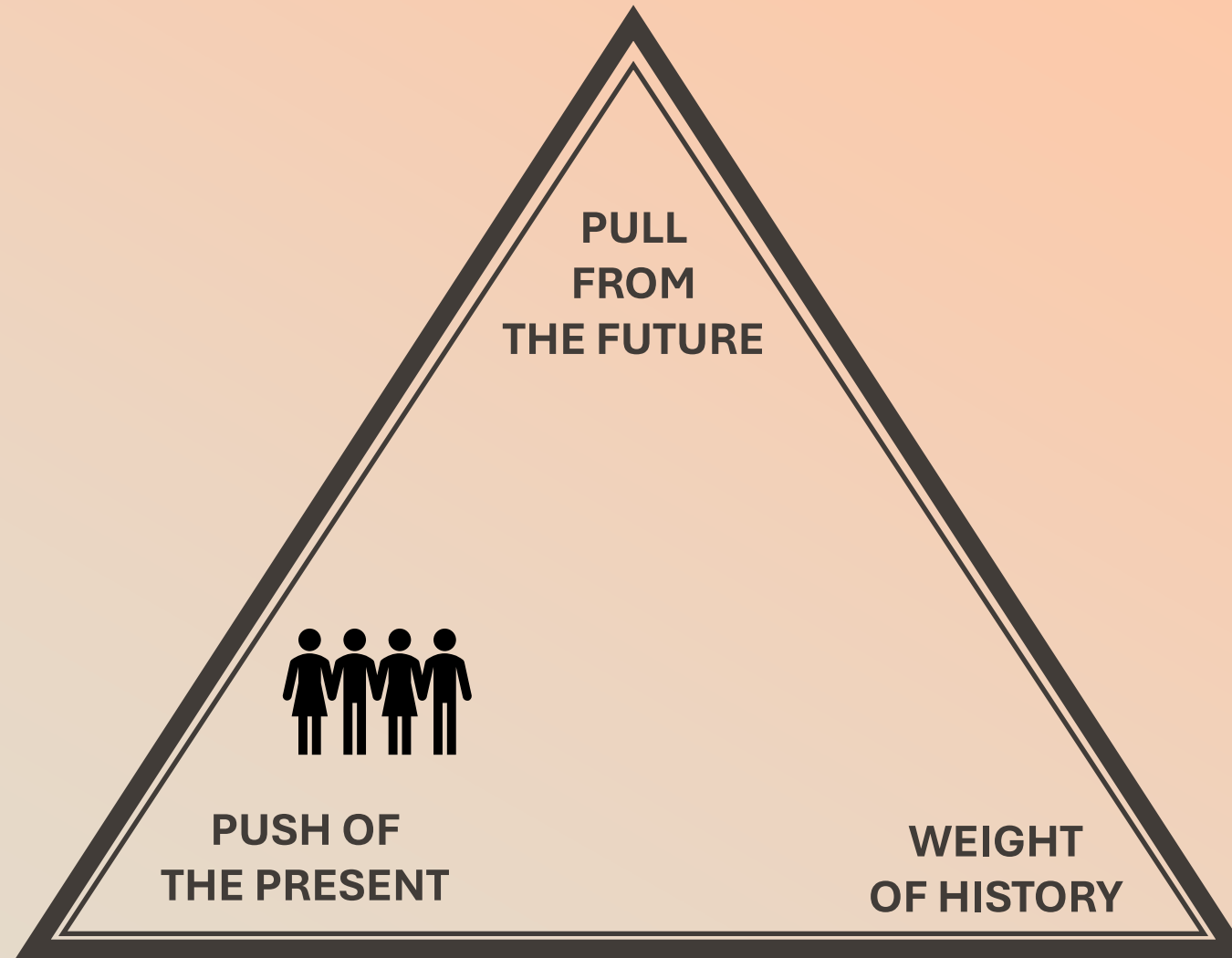
[Groupthink fallacy]



FUTURE TRIANGLE



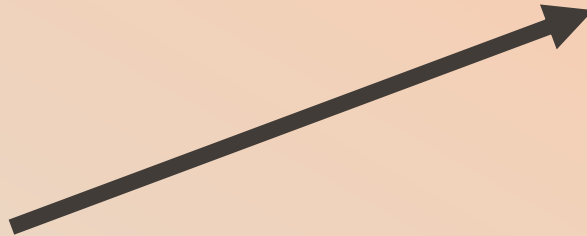
FUTURE TRIANGLE



A BIT OF TIME TRAVEL



2025



20??



A vibrant, mid-century modern illustration of a futuristic restaurant interior. In the foreground, a woman in a black dress serves food to a man in a brown suit. A man in a green suit stands near a counter with a shopping cart and a cat. A woman in a pink dress sits on a counter next to a television showing a man's face. In the background, a man in a black suit stands on a ladder near a large window showing a landscape with a plane. The scene is filled with various food items, a menu board, and a 'Channel 33' sign.

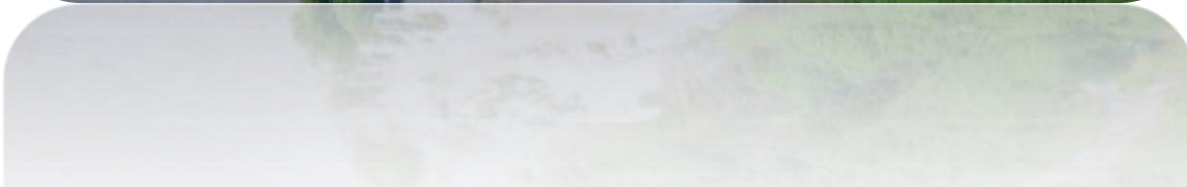
WHEN ASSUMPTIONS ARE NOT ENOUGH



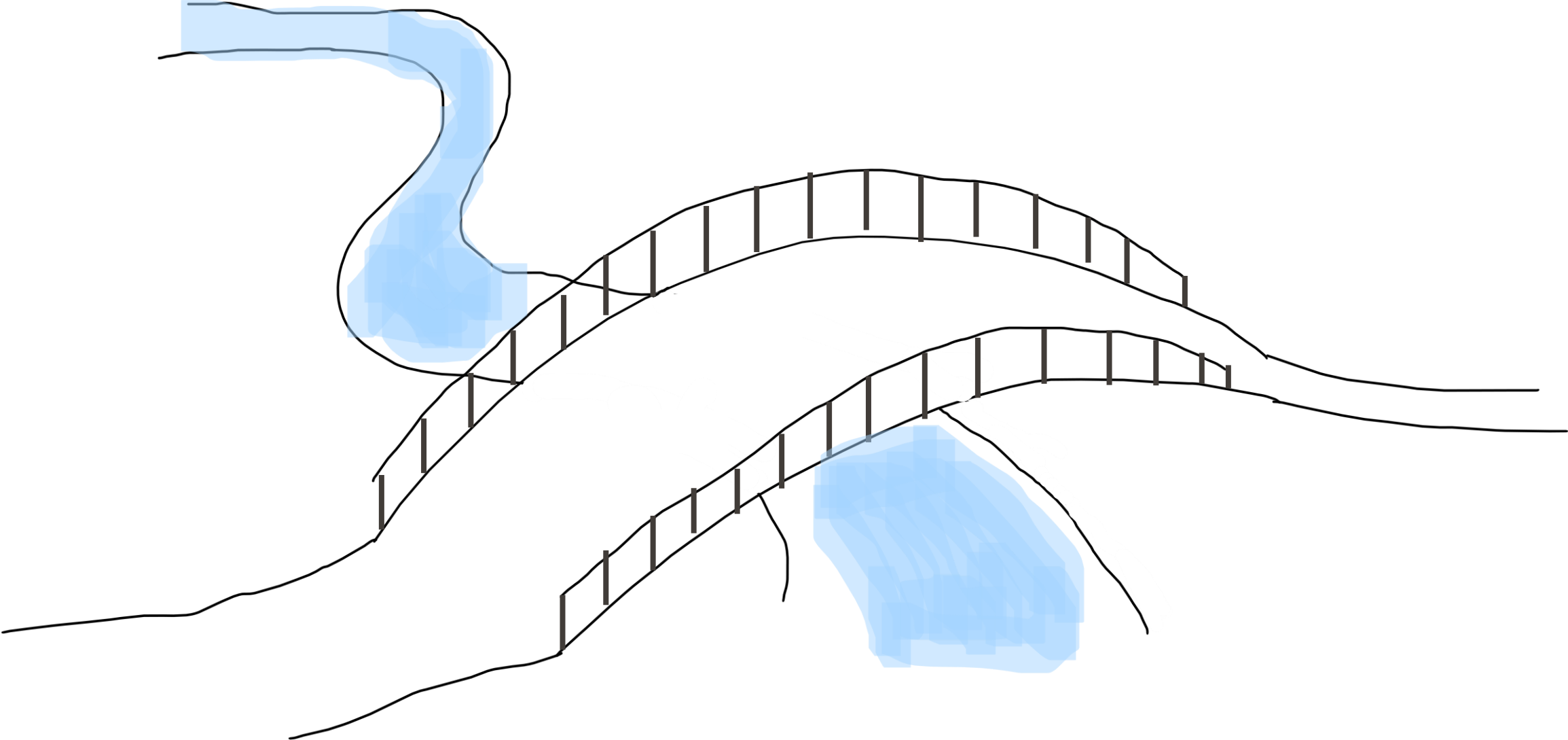
Built to last....



... Or to adapt?



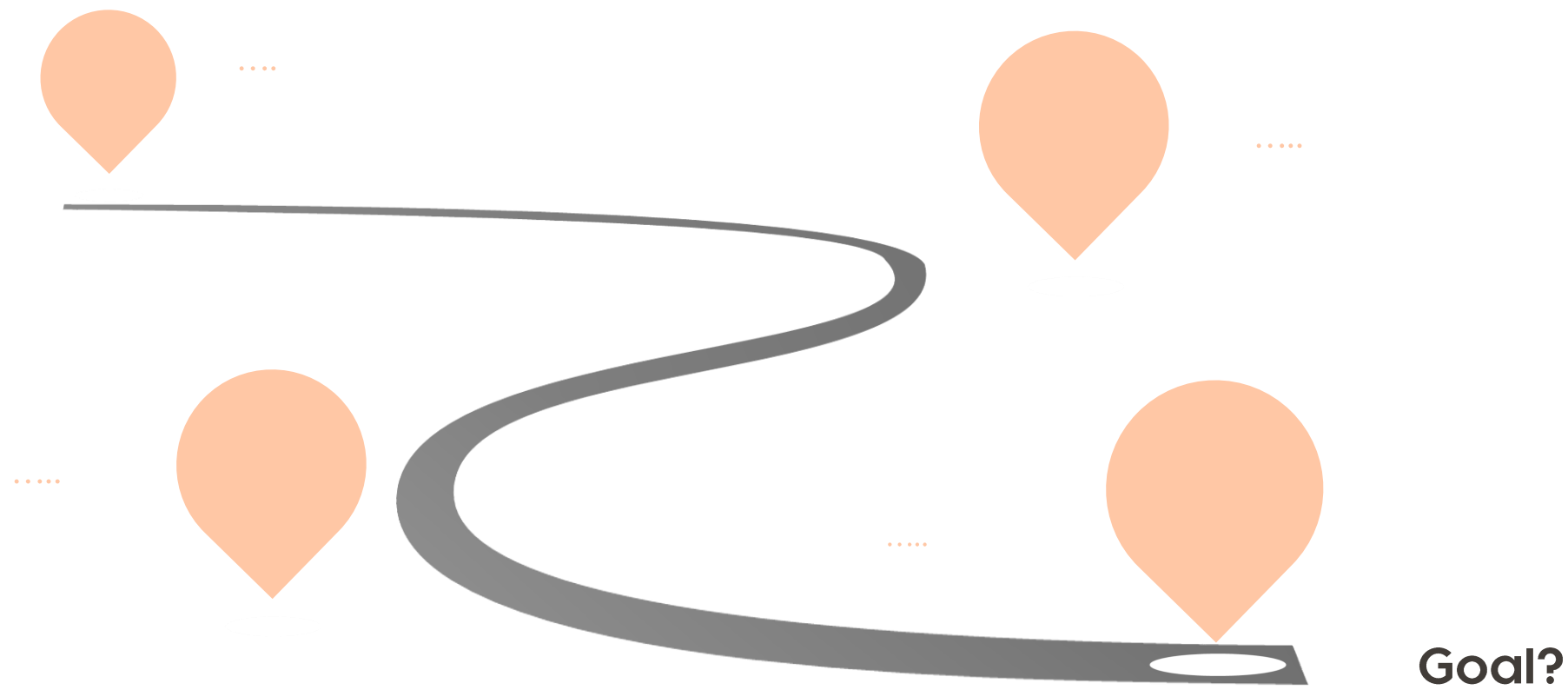
**Which bridges are you busy building or already have built?
And what shapes the rivers?**



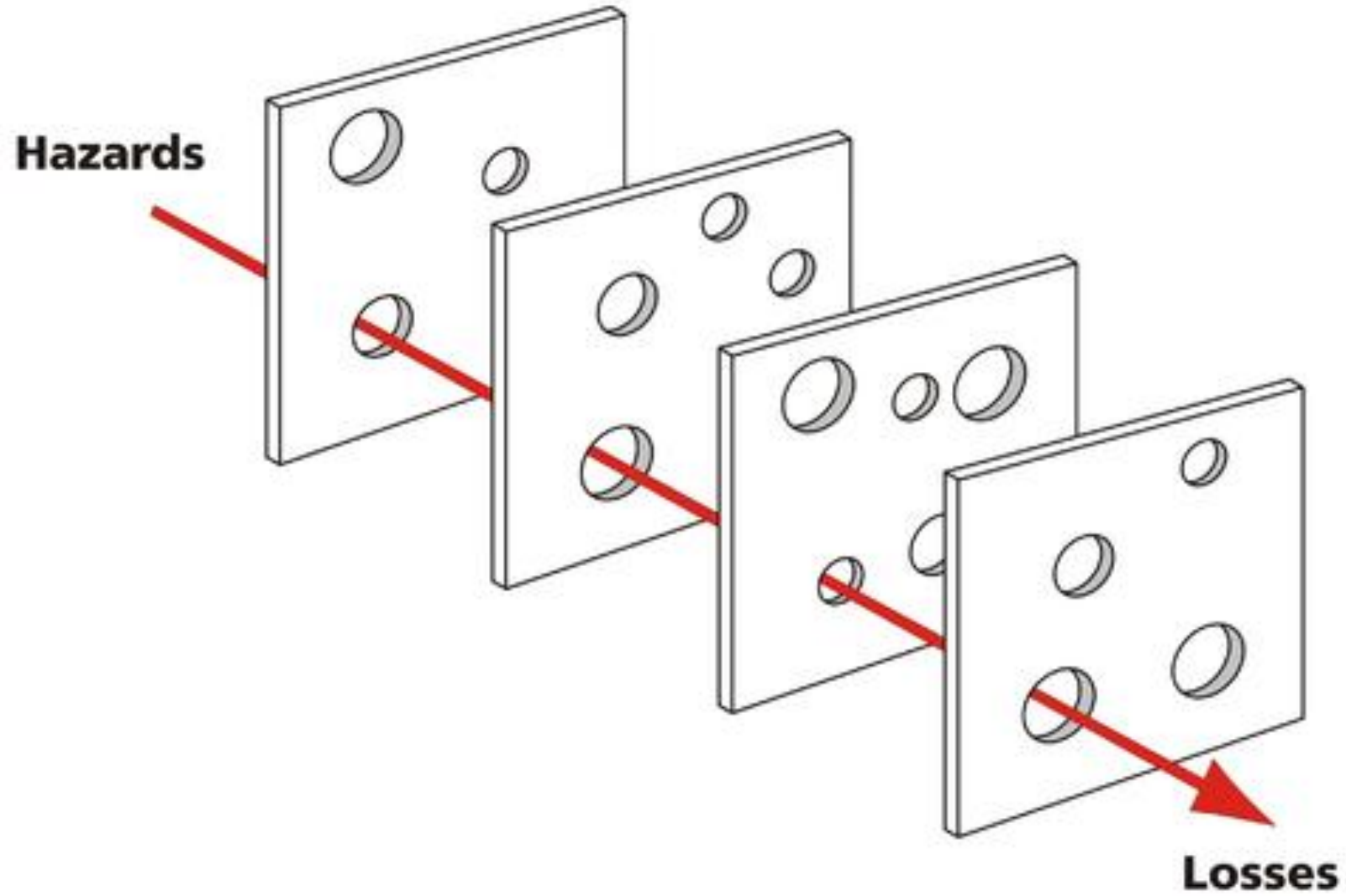


**What needs to be
TRUE?**

WHAT WILL YOU BE ASSUMING FOR YOUR STRATEGY?



In risk terms....







WORLD

CONCENTRATION OF WEALTH



GLOBALISATION

ECONOMIC GROWTH



POPULATION GROWTH

SERVICE ECONOMY



NETWORK ECONOMY



ECONOMY

ENGINEERING ADVANCES



GREATER INTERCONNECTEDNESS



BIOTECH REVOLUTION



AI & AUTOMATION



URBANISATION



ENVIRONMENTAL CHANGE & SUSTAINABILITY

PEOPLE & SOCIETY



AN AGEING WORLD



INDIVIDUALISATION & EMPOWERMENT



FOCUS ON HEALTH

GLOBAL
MEGATRENDS

TECHNOLOGY & SCIENCE