

**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.

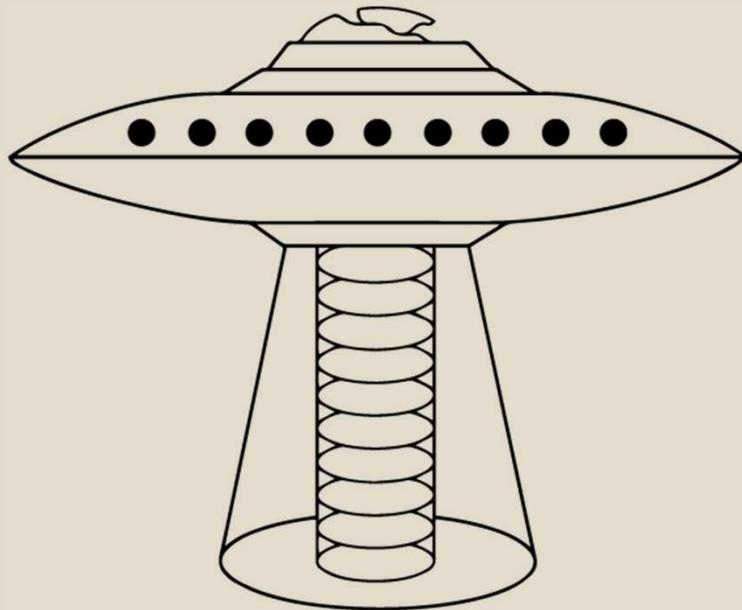




Futures Revisited

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?’



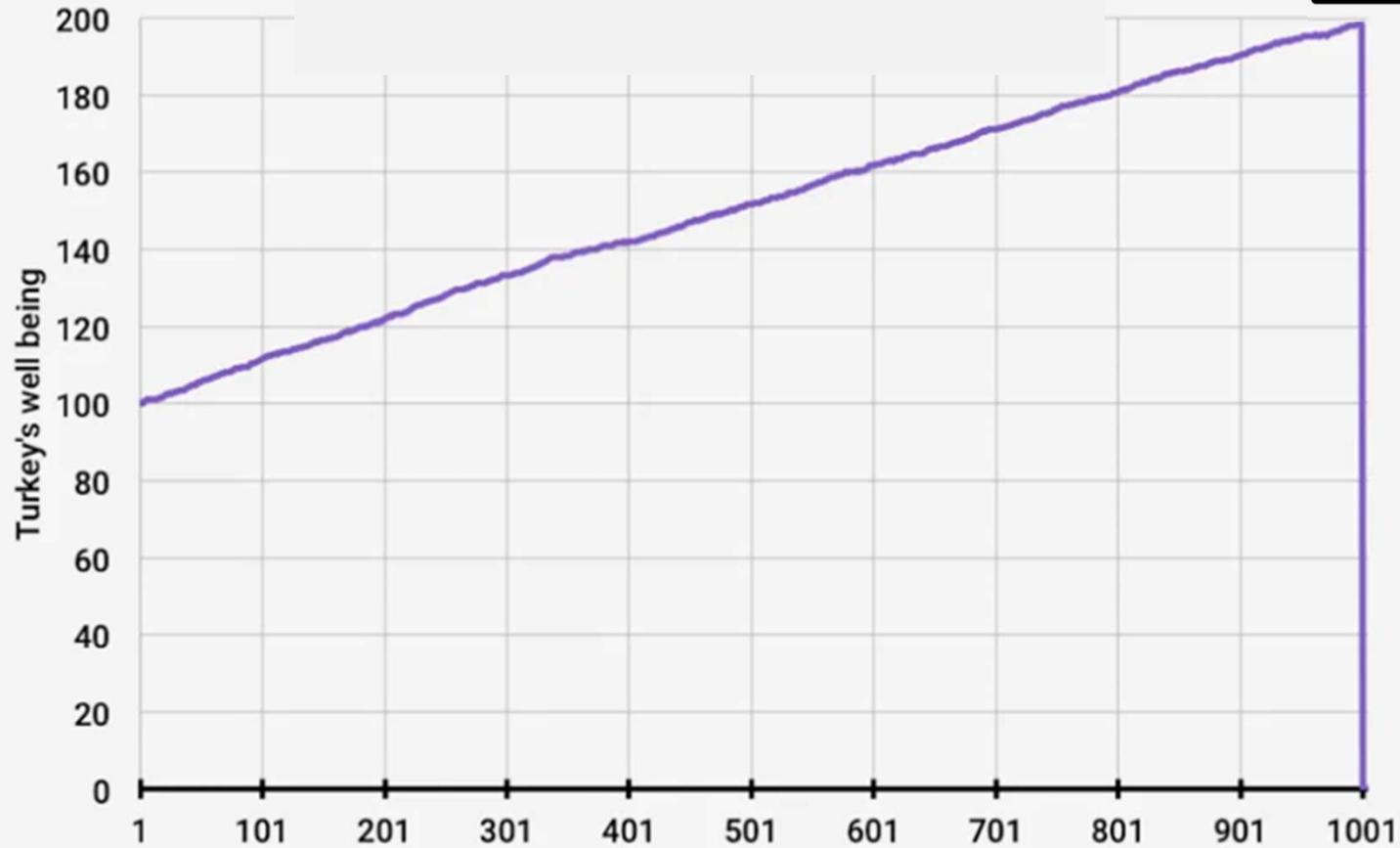
What do turkeys know about blind forecasts?



Taleb's turkey chart



DAY 1001 IN THE LIFE OF THE TURKEY





How to work with the future?

From gut feeling to structured analysis



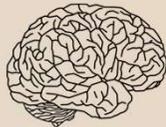
Megatrends



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

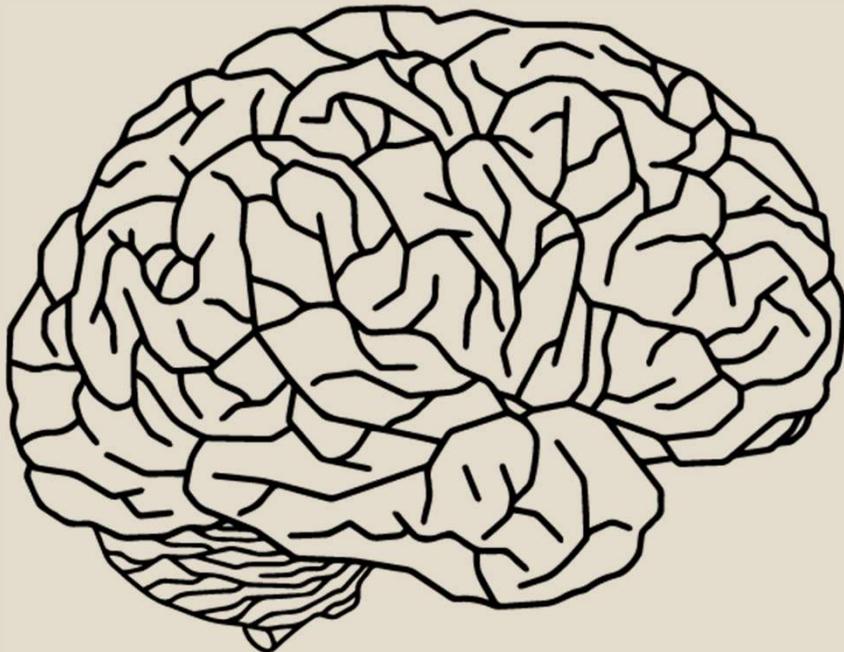
[The optimism bias]

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

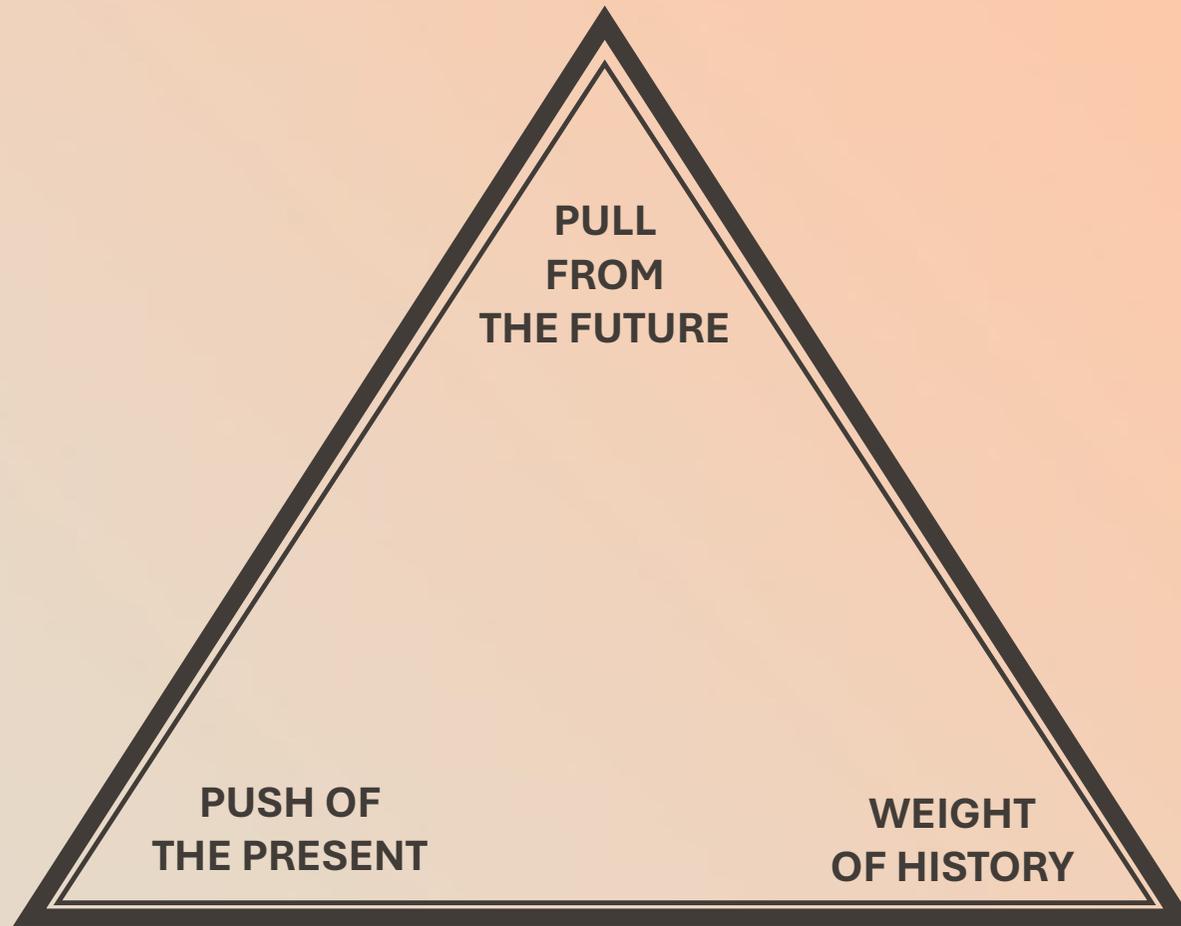
[The expert problem]

5. HOW CONVENIENT THAT WE ALL THINK THE SAME

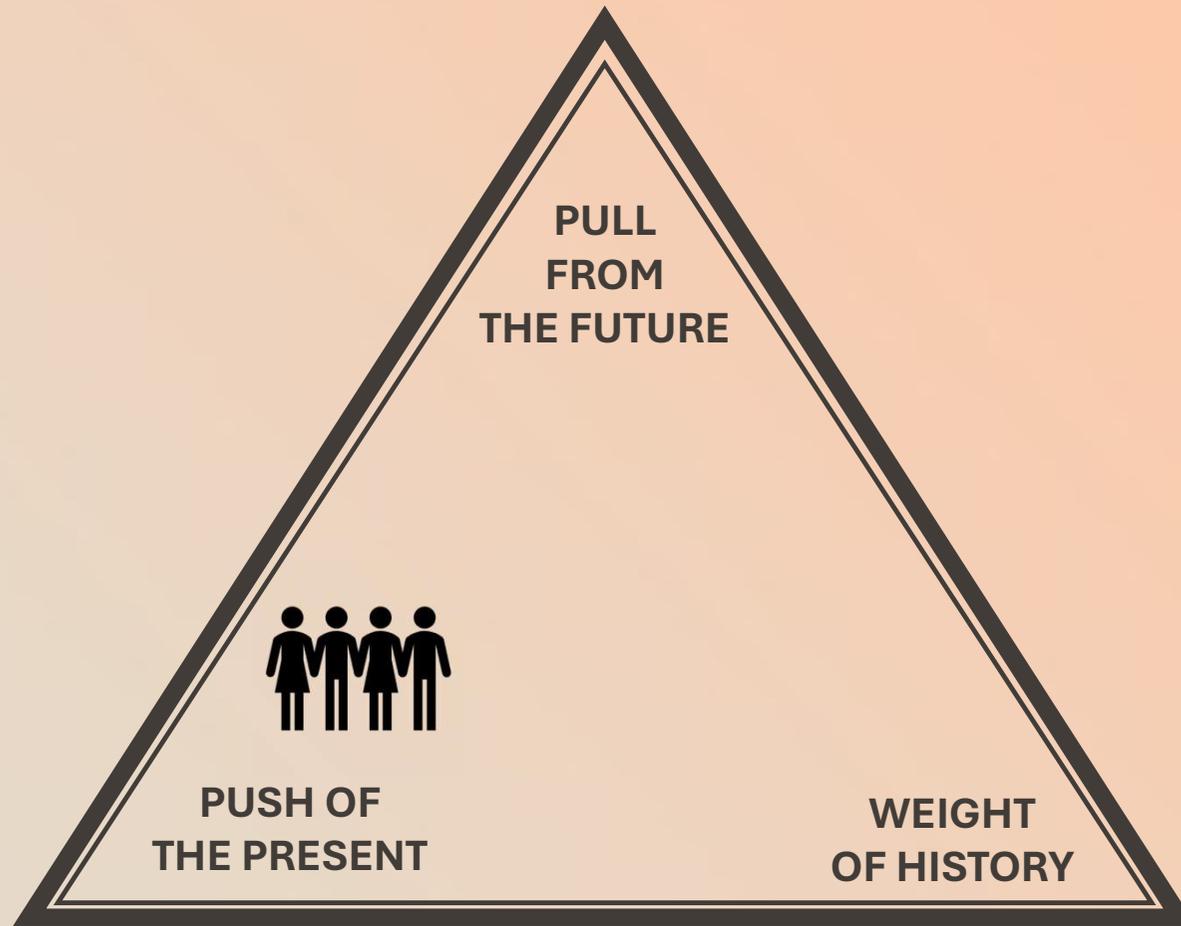
[Groupthink fallacy]



FUTURE TRIANGLE



FUTURE TRIANGLE





A BIT OF TIME TRAVEL



2025



20??



American Lifestyle Magazine 1950

IMAGINING HOW IT IS TO LIVE IN THE YEAR 2000



WHEN ASSUMPTIONS ARE NOT ENOUGH



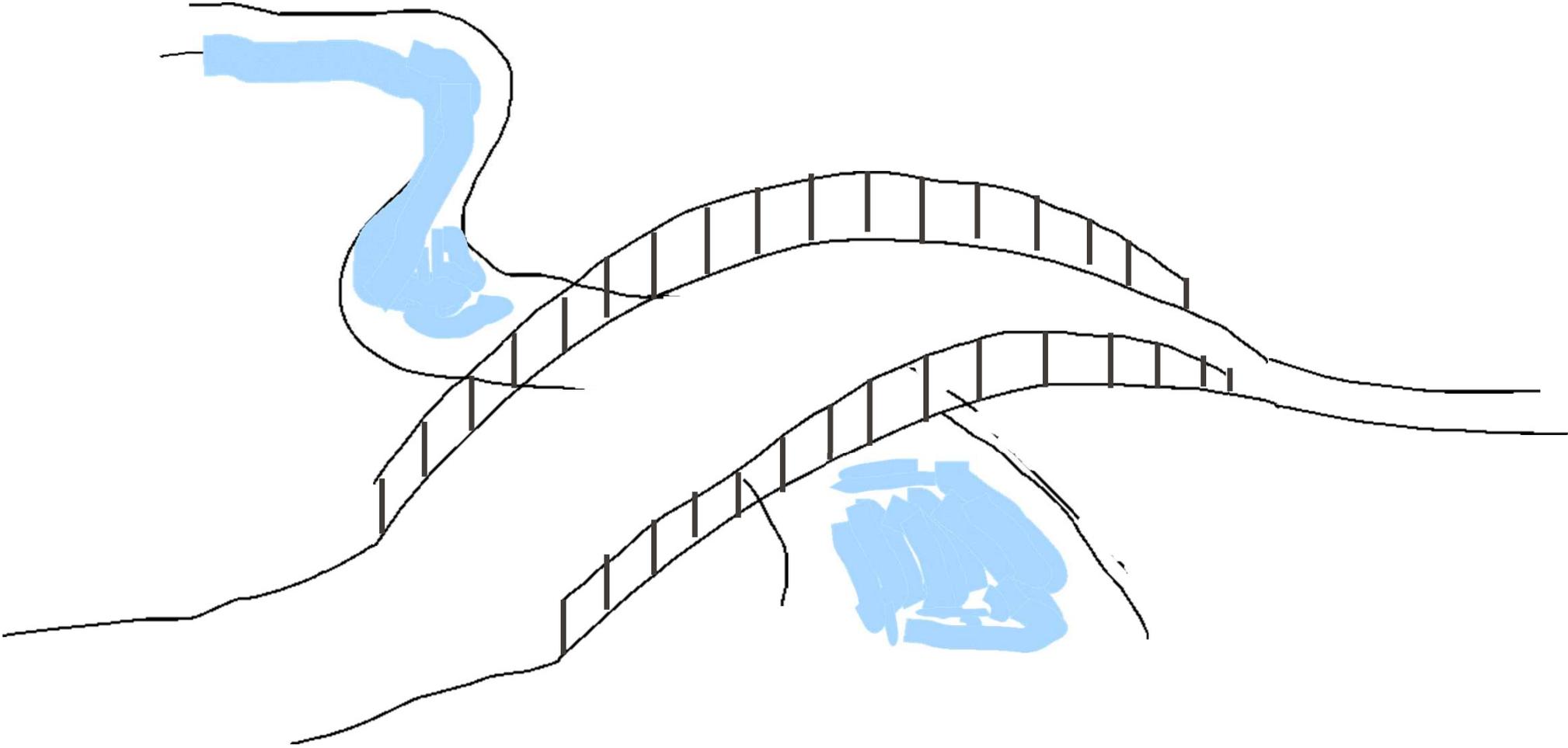
Built to last....



... Or to adapt?



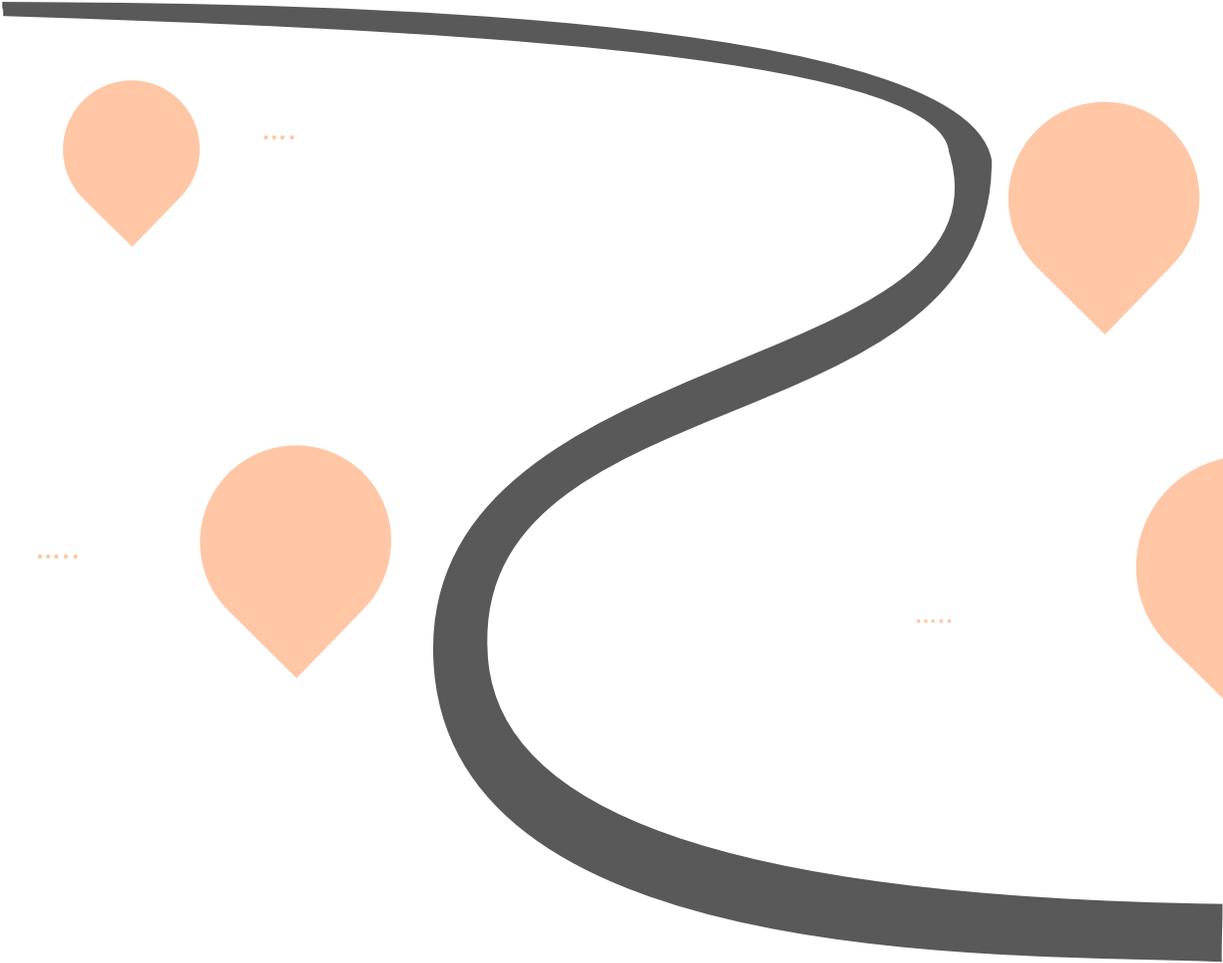
**Which bridges are you busy building or already have built?
And what shapes the rivers?**





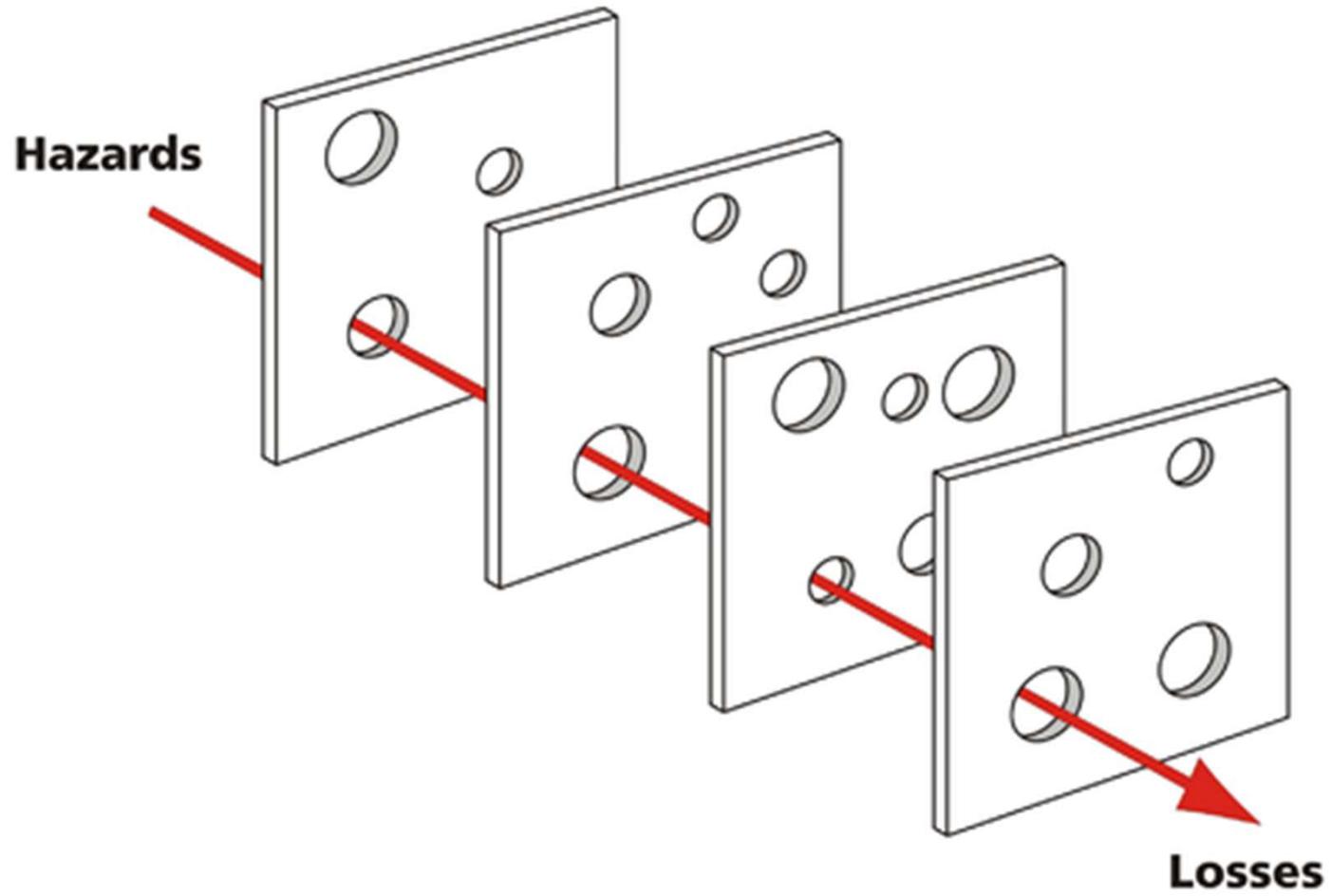
**What needs to be
TRUE?**

WHAT WILL YOU BE ASSUMING FOR YOUR STRATEGY?

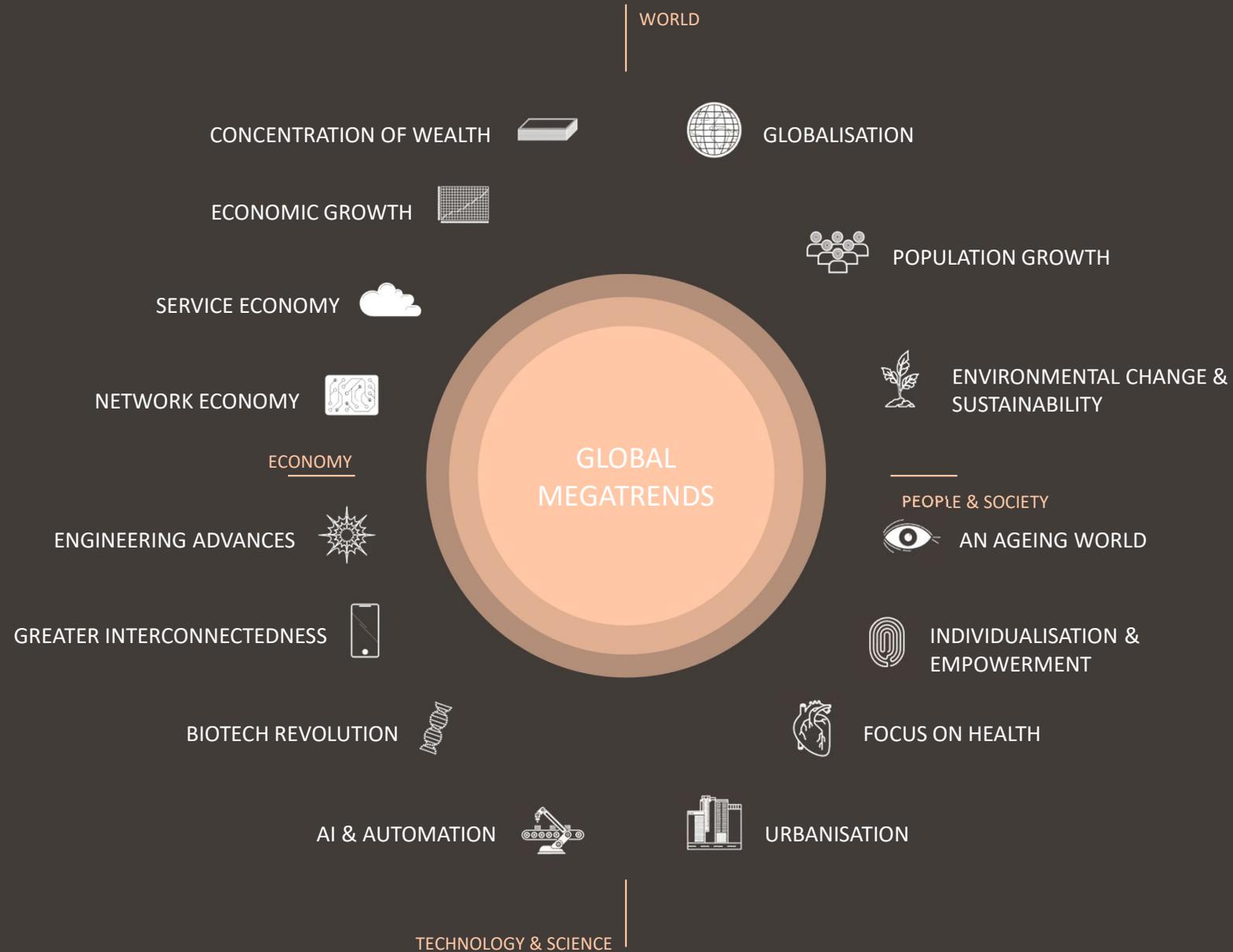


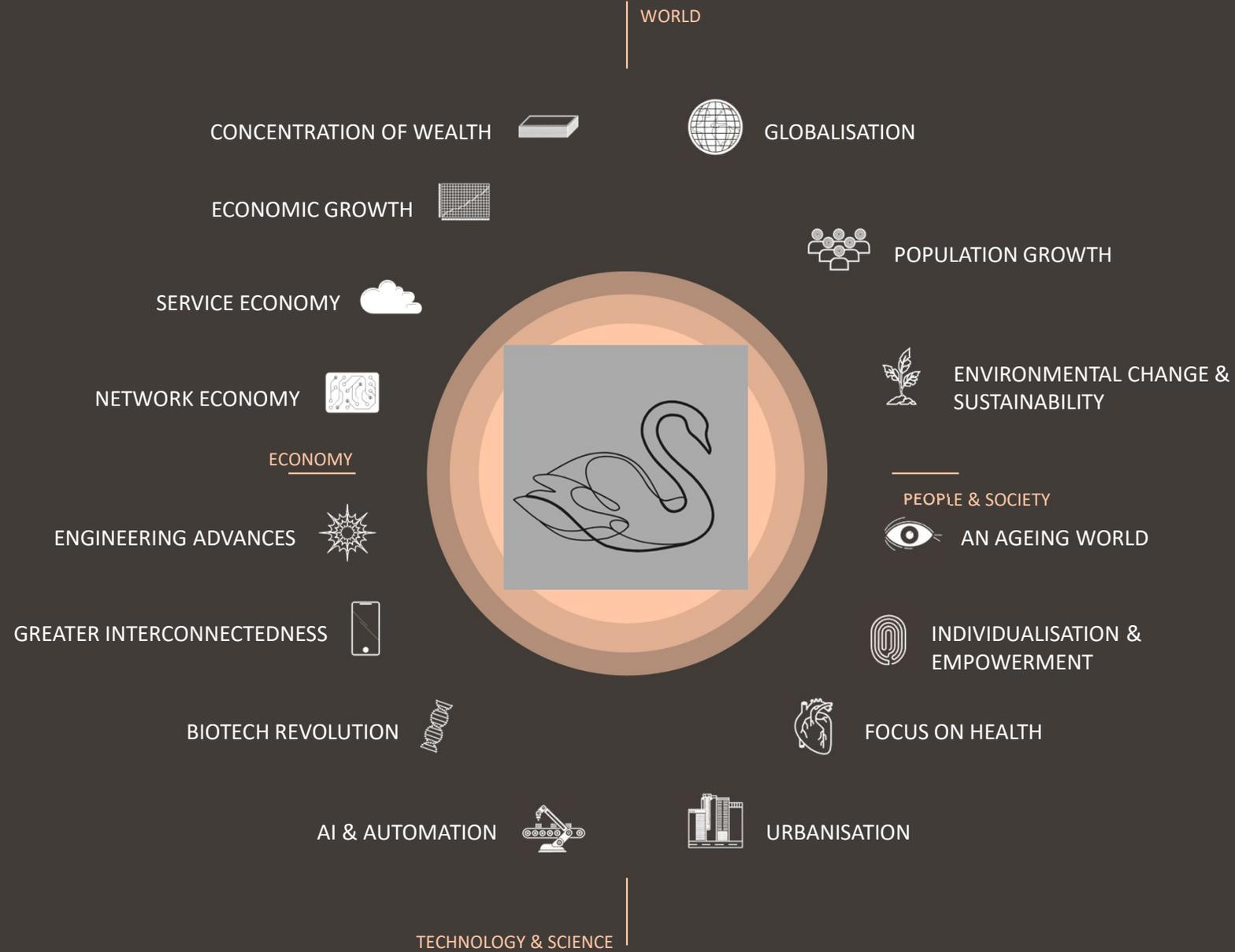
Goal?

In risk terms....







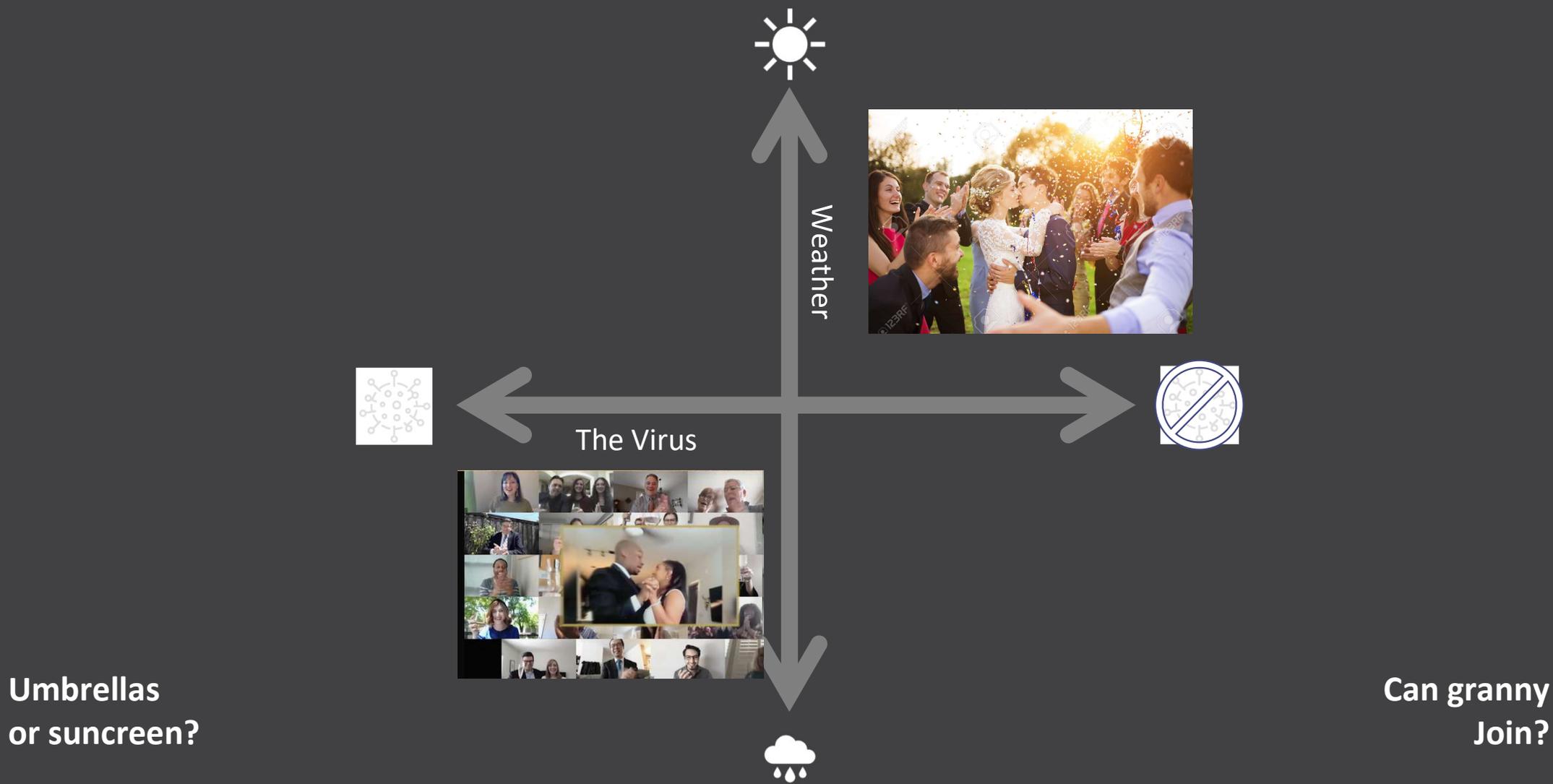


A CRISIS TURNS MANY 'GIVENS' INTO UNCERTAINTIES





Scenario planning a wedding



Future leadership

