BLOG

Future Management: A New Paradigm for Organizational Success

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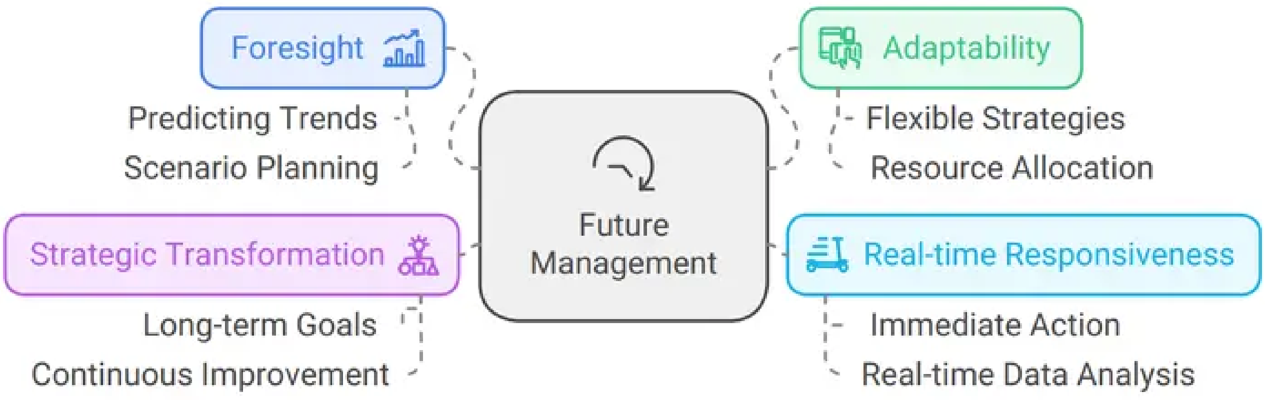
Jay Goldman February 14, 2025

In an era where change occurs at unprecedented speeds, organizations face the challenge of not just adapting to the future but actively shaping it. Dr. Ahmed Al Tarawneh, Partner at Crowe UAE and creator of the Future Management discipline, describes this acceleration perfectly: "The future started out like maybe riding horseback, at a speed of about 20 kilometers an hour… and then all of a sudden, right after COVID in 2019 and 2021 when we first got hit by the GPTs and the LLMs… I could see immediately that the future has switched from that 20 kilometer an hour horse to a Hyperloop at a speed of about 1200 kilometers an hour."

What is Future Management?

Future Management represents a paradigm shift from traditional approaches to organizational planning and execution. Unlike conventional future forecasting and foresight methods, which typically focus on predicting and preparing for potential futures, Future Management provides a comprehensive framework for actively shaping and managing the future on a day-to-day basis.



Dr. Al Tarawneh explains the key distinction: "I look at future forecasting, future foreseeing as tools... But then in future management, it is actually a model, a framework. It's a toolkit. It's an action plan that needs to be implemented every day. So instead, this is where employees go to work every day, they log in to their computers, and they manage a future one day at a time."

The framework encompasses several key organizational components that work together to create a comprehensive approach to managing future change:

People and Workforce Development

- Measurement and development of digital maturity and dexterity
- Integration of multiple generational perspectives (5-6 generations in modern workplaces)
- Continuous upskilling and reskilling programs
- Focus on innovation and creative problem-solving capabilities

Process Optimization and Transformation

- Real-time process mining and analysis
- Continuous improvement methodologies
- Integration of AI and automation
- Agile and adaptive workflow systems

Technology Integration

- System interoperability and data flow optimization
- Implementation of emerging technologies
- AI and machine learning integration
- Digital twin development and deployment

Resource Management

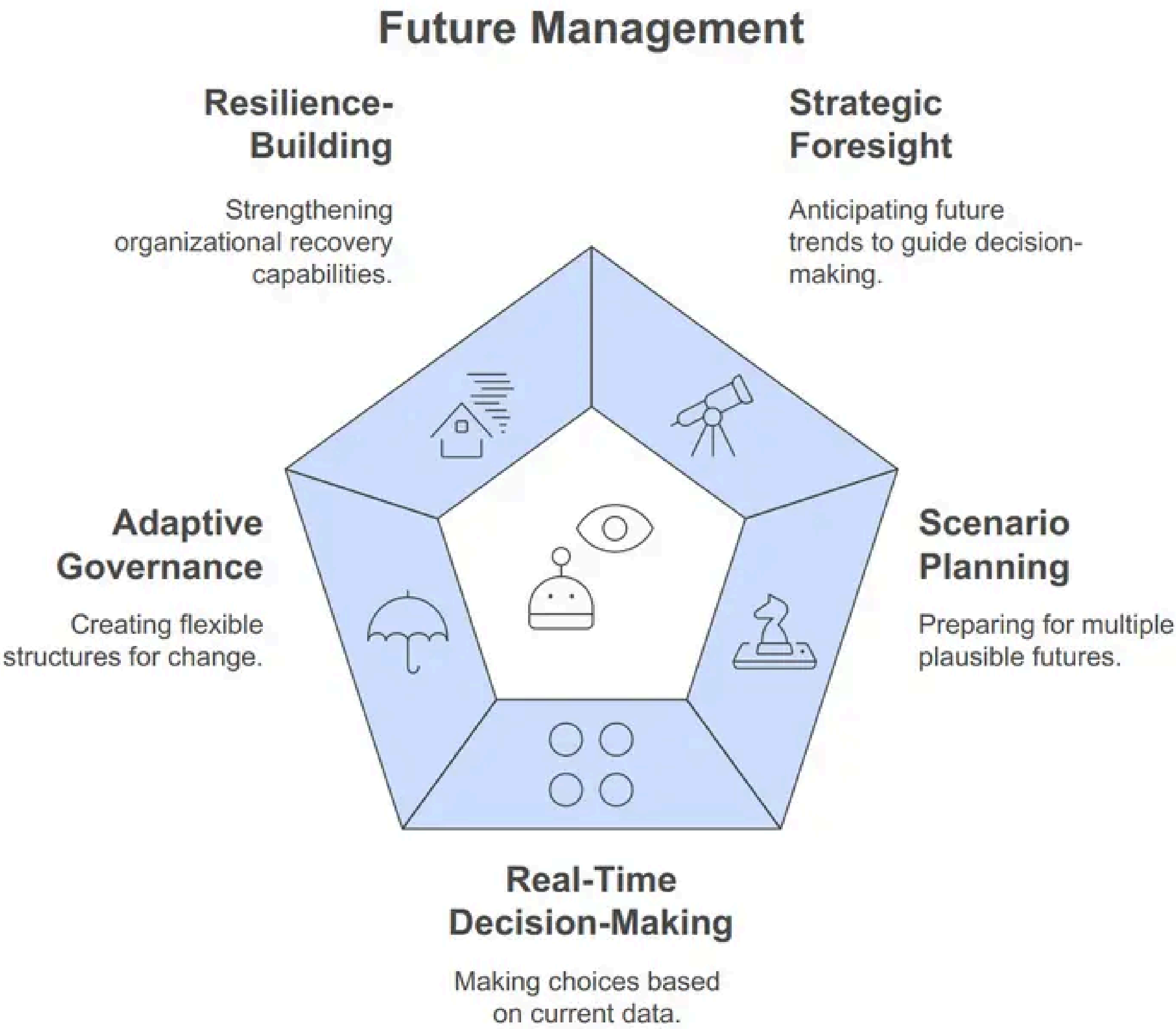
- Dynamic resource allocation
- Predictive resource planning
- Sustainability considerations
- Cost optimization strategies

Partnership Development

- Ecosystem approach to business relationships
- Strategic alliance formation
- Collaborative innovation initiatives
- Value chain optimization

Why is Future Management Important for Organizations?

The importance of Future Management stems from the rapidly accelerating pace of change in today's business environment. Traditional approaches to strategic planning and future forecasting, which might have worked well in a slower-paced environment, are becoming increasingly inadequate.



"The future was just picking up pace all the time," notes Dr. Al Tarawneh. "It is amazingly difficult to forecast and foresee the future 2 years from now when the future is happening actually next month." This acceleration, particularly in areas like artificial intelligence and digital transformation, requires a more dynamic and proactive approach to managing change.

The traditional model, where organizations might spend 80% of their efforts on future forecasting and 20% on future management, needs to be inverted. Dr. Al Tarawneh advocates for an "80% future management, 20% future forecasting" approach to ensure organizations can keep pace with rapid changes while maintaining efficiency and effectiveness.

Key Drivers of Future Management Importance:

1. Technological Acceleration

- Rapid advancement of AI and machine learning

- Emergence of new digital platforms and tools
- Increasing automation capabilities
- Evolution of communication technologies

2. Market Dynamics

- Changing customer expectations
- Global competition
- Rapid market entry of new competitors
- Shifting regulatory landscapes

3. Workforce Evolution

- Multi-generational workforce challenges
- Remote and hybrid work models
- Skills gap and talent shortages
- Changing employee expectations

4. Sustainability Imperatives

- Environmental considerations
- Social responsibility requirements
- Governance expectations
- Resource optimization needs

Benefits of Future Management

Organizations implementing Future Management can expect several tangible benefits across multiple dimensions of their operations:

1. Enhanced Real-Time Decision Making

Future Management transforms organizations from periodic to real-time data-driven decision-making through:

- Real-time data analytics and processing
- Advanced visualization capabilities
- AI-powered decision support systems
- Predictive analytics integration
- Dynamic response capabilities
- Automated alert systems

- Continuous monitoring and adjustment

2. Improved Value Creation

The framework integrates with value management principles, transforming:

- Project management into product management
- Work breakdown structures into benefit breakdown structures
- Traditional feasibility studies into benefit realization studies
- Cost centers into profit centers through innovative monetization strategies

Dr. Al Tarawneh emphasizes the importance of monetization: "There's another module, a whole module on monetization. Right? How do you monetize your people? How do you monetize your data?"

3. Measurable Impact

Organizations can track concrete improvements in:

- Customer effort reduction
- Employee efficiency enhancement
- Service error minimization
- Workplace well-being metrics
- Operational efficiency gains
- Innovation capability development
- Market responsiveness
- Resource utilization

4. Better Performance Measurement

The framework introduces a sophisticated hybrid measurement system that combines:

- Leading KPIs for predictive insights
- Lagging KPIs for performance validation
- Objective Key Results (OKRs) for goal alignment
- Real-time performance tracking
- Adaptive measurement frameworks
- Contextual performance indicators

Integration of Daily Operations and Long-term Planning

Future Management bridges the gap between daily operations and long-term strategic planning through several key mechanisms:

Data Life Cycle Management

Organizations must "manage that data life cycle... every day, for example, you have to be discovering data points and where you could get data from and what data is missing," explains Dr. Al Tarawneh. This continuous data management approach involves:

- Real-time data collection and analysis
- Predictive modeling and scenario planning
- Dynamic data visualization
- Automated reporting systems
- Data quality management
- Integration of multiple data sources
- Advanced analytics capabilities

Digital Maturity and Dexterity

The framework emphasizes the importance of workforce development, particularly in terms of digital capabilities. Dr. Al Tarawneh introduces the concept of digital dexterity: "Instead of measuring their digital maturity, we measure digital dexterity... You need about 80% of your people and organizations need to be digitally mature... but you need 20% of the people to be digitally Dexter... so that they can give you the innovation around those systems and models."

This approach requires:

- Comprehensive digital skills assessment
- Targeted training programs
- Innovation capability development
- Change management support
- Leadership development initiatives
- Continuous learning programs
- Performance monitoring and feedback

Continuous Transformation

Organizations implement changes through 90-day action plans while maintaining a longer-term vision. As Dr. Al Tarawneh notes, "It can be up to a 5 year plan. However, it is implemented with actionable things every 90 days... there are low hanging fruits happening every 90 days and it accumulates."

This involves:

- Regular progress reviews
- Milestone tracking
- Adjustment of plans based on results
- Stakeholder engagement
- Risk management
- Resource allocation
- Success measurement

The Future Management Institute (FMI)

The Future Management Institute serves as the central body for advancing the discipline of Future Management. According to Dr. Al Tarawneh, the FMI will function as "a vehicle that we will be using to grow, first of all, the concept, also to grow the number of practitioners... in terms of FMPs, future management practitioners, or professionals."

Key Functions:

1. Professional Development

- Certification programs for Future Management Professionals (FMP)
- Continuing education opportunities
- Skill assessment and validation
- Professional networking platforms

2. Knowledge Management

- Development and maintenance of the FMBOK
- Research and publication programs
- Case study development
- Best practice documentation

3. Community Building

- Global practitioner network
- Collaboration platforms
- Knowledge sharing forums
- Mentoring programs

4. Innovation Support

- Research initiatives
- Methodology development
- Tool creation and validation
- Framework evolution

A unique aspect of the FMI is its commitment to real-time evolution. The FMBOK will be "the first live BOK in the world... sustained and growing with the participation of the community of practice in real time," utilizing AI and GenAI tools to continuously update and improve the body of knowledge.

Getting Started with Future Management

Organizations interested in implementing Future Management can begin with the Future Readiness Lab approach developed by Crowe UAE. This structured process includes:

1. Initial Assessment (2 weeks)

The assessment phase involves:

- Creation of a 360-degree organizational view
- Identification of key ambitions and challenges
- Review of current projects and structure
- Analysis of digital capabilities
- Stakeholder mapping
- Resource assessment
- Risk evaluation

2. Future Readiness Lab Workshop (1 day)

The workshop focuses on:

- Validation of organizational assessment
- Co-creation of action plans
- Strategic alignment
- Implementation roadmap development
- Stakeholder engagement
- Resource allocation planning

- Risk mitigation strategies

3. Implementation Timeline

Dr. Al Tarawneh advises: "6 months is a minimum, 5 years is a maximum, but then obviously depends on the size of the organizations, how many geographical locations, how historically they've done business."

The implementation process includes:

- Phased approach to change
- Regular milestone reviews
- Continuous adjustment
- Stakeholder communication
- Progress measurement
- Risk management
- Success validation

Key Success Factors

1. Focus on people first - "Biggest challenge is people," emphasizes Dr. Al Tarawneh
2. Ensure proper digital maturity and dexterity levels
3. Implement changes gradually but consistently
4. Maintain real-time monitoring and adjustment capabilities
5. Foster a culture of continuous learning and adaptation
6. Engage stakeholders at all levels
7. Measure and communicate progress regularly

Conclusion

As organizations face an increasingly rapid pace of change, Future Management offers a structured approach to not just cope with the future but actively shape it. Through its comprehensive framework and daily implementation methodology, organizations can transform from reactive to proactive entities, better equipped to handle the challenges and opportunities of tomorrow.

For organizations considering Future Management, Dr. Al Tarawneh offers this crucial advice: "If you don't keep up, if you don't build the people and the tools and techniques necessary and the resilience needed and the change adoption and adaption needed to keep up with that speed, they're gonna pay... in terms of well-being, in terms of people leaving them, in terms of talent flying away."

The future of business belongs to organizations that can not just predict change but actively manage it. Future Management provides the framework, tools, and methodologies to make this possible, offering a comprehensive approach to organizational transformation in an increasingly dynamic business environment.

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