MEET THE MAESTROS

# Meet the Maestros: Dr. Ahmad Altarawneh on Future Management

*Organizations are facing unprecedented challenges maintaining strategic relevance. Dr. Ahmad Altarawneh is here to talk you through solving that.*

Jay Goldman February 4, 2025

Watch: Meet the Maestros: Dr. Ahmad Altarawneh on Future Management

## Future Management: Transforming Organizations for an Accelerated Tomorrow

In an era where technological advancement is outpacing Moore's Law, organizations face unprecedented challenges in maintaining strategic relevance. A recent interview with Dr. Ahmad Altarawneh, Partner at Crowe UAE, reveals a pioneering approach to organizational transformation: Future Management. This framework represents a paradigm shift from traditional future forecasting to active future shaping, offering organizations a structured methodology for navigating rapid change.

## The Evolution of Future Planning

Dr. Altarawneh articulates a compelling metaphor for the acceleration of change: what began as a horse-paced future (20 km/h) evolved through the automobile era (100 km/h) and has now entered the hyperloop age (1,200 km/h), particularly post-2019 with the advent of generative AI and large language models. This acceleration demands a fundamental shift in how organizations approach future planning, transitioning from an 80/20 split favoring future forecasting to an 80/20 emphasis on future management.

## From Forecasting to Management: A Strategic Imperative

The distinction between future forecasting and future management emerges as crucial. While forecasting remains a valuable tool, future management represents a comprehensive framework for daily operational excellence. This approach enables organizations to manage future outcomes proactively through systematic, day-to-day actions rather than periodic strategic adjustments.

## Key Insights from the Future Management Framework

1. Real-Time Data Integration

- Transformation from periodic to real-time data-driven decision making

- Evolution from data lakes to data oceans

- Implementation of continuous monitoring and adjustment mechanisms

2. **People-Centric Digital Evolution**

- Introduction of digital dexterity as a critical organizational capability

- Strategic distribution: 80% digital maturity, 20% digital dexterity

- Management of multi-generational workforce dynamics

3. Value-Driven Transformation

- Shift from project management to product management mindset

- Integration of benefit breakdown structures alongside work breakdown structures

- Focus on measurable impact through hybrid KPI systems combining leading and lagging indicators

4. Total Experience (TX) Integration

- Evolution beyond customer experience (CX) to total experience

- Holistic integration of customer, employee, partner, and community experiences

- Design of services based on comprehensive stakeholder needs

5. Strategic Implementation Framework

- Minimum transformation period: 6 months

- Maximum transformation timeline: 5 years

- 90-day incremental value realization cycles

- Future Readiness Labs for organizational assessment and planning

## Implementation Methodology

The Future Management Institute (FMI) has developed a structured approach to organizational transformation, beginning with Future Readiness Labs. These intensive sessions create a 360-degree view of the organization, identifying top challenges and ambitions through data-driven analysis and AI-powered insights. The process emphasizes co-creation and practical implementation strategies, ensuring organizations can achieve meaningful progress in 90-day increments.

## Looking Ahead

As organizations grapple with accelerating change, the Future Management framework offers a structured approach to building adaptive capabilities. The launch of the Future Management Institute in early 2025 promises to advance this discipline through:

- Development of the Future Management Body of Knowledge (FMBOK)

- Certification programs for Future Management Professionals (FMP)

- Creation of a global community of practice

- Integration of AI-driven updates to maintain real-time relevance

## Conclusion

The future management framework represents a significant evolution in organizational transformation methodology. As Dr. Altarawneh emphasizes, "The sky is no longer the limit—it's just a target." Organizations that embrace this proactive approach to future management, rather than merely forecasting it, will be better positioned to thrive in an increasingly dynamic business environment.

For organizations contemplating this transition, the message is clear: the cost of inaction in an accelerating future far outweighs the investment in transformation. The future management framework offers a structured path forward, enabling organizations to build the resilience and adaptability required for sustainable success in an era of unprecedented change.

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## Frequently asked questions

### What is the difference between future forecasting and future management?

Forecasting predicts what the future will look like; future management actively shapes it through daily operational decisions. Dr. Ahmad Altarawneh, Partner at Crowe UAE, argues that as the pace of change has accelerated, organizations should invert their emphasis from 80% forecasting and 20% management to 80% management and 20% forecasting, treating the future as something managed every day rather than reviewed periodically.

### How long should an organizational transformation take?

Between six months and five years, delivered in 90-day increments. Altarawneh's framework sets six months as the minimum meaningful transformation period and five years as the maximum, with value realized in 90-day cycles so the organization sees measurable progress and can adjust before momentum is lost.

### What is digital dexterity and why does it matter in transformation?

The ability of people to adapt to and adopt new digital tools and ways of working, as distinct from digital maturity, which is the state of the organization's technology. Altarawneh's split is 80% investment in digital maturity and 20% in digital dexterity, on the view that technology without a workforce able to use it delivers little, particularly across multi-generational teams.

### Why pair a benefit breakdown structure with a work breakdown structure?

Because a work breakdown structure tracks activity while a benefit breakdown structure tracks value. Altarawneh advocates running both, alongside a hybrid KPI system that pairs leading indicators with lagging ones, so a transformation is managed on the outcomes it produces rather than only on whether the work got done, a product-management mindset rather than a project-management one.

### What is total experience (TX) and how does it differ from customer experience?

Total experience extends customer experience to include employees, partners, and the community, designing services around all stakeholders rather than customers alone. In Altarawneh's framework it is one of five pillars of future management, alongside real-time data, people-centric digital evolution, value-driven transformation, and a structured implementation approach.

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