

MANAGING THROUGH PROSPECTION- CONCEPTS AND GUIDELINES

Abstract

The management world is under the constant pressure of change. Under the vortex of turbulent change, the whole business and the organizations world is in search of new techniques, theorems, and new ideologies from future paradigms. The new world order today, from the point of businesses, is under the quest for sustainability is dictating to consider or to re-consider the contrastive as well as the dichotomic logics for change through the philosophy of limits. As the future is uncertain and characterized by only happenings; the management thinkers need to adapt their approaches under 'prospection'. Managing through prosppection in achieving the global focus for sustainability is nothing but an embracement of futuristic management. Here, an attempt is made to develop a concept under the caption "managing through prosppection". In developing the concept of managing through prosppection with help of the nuances of futuristic management needs to adopt advanced, innovative, ahead-of-time, revolutionary, and ultra-modern thinking to fit in future management. To maintain the pace of the advancing world, management must begin with common senses that emanate from concepts of past and present. The search for pattern thinking infuses the logic for imagining the activities and strategies for a complex and perplexing world. As the future world will be managed by those humans, who will be known as techno-human (half technology in humans), I feel the need for understanding management from a techno-humanism point of view. Keeping the relevance for managing techno-humanism, corporate world management must be led by leaders who seriously connect the ideology of society and technology for transforming the

Authour

Arup Barman

Professor

Department of Business Administration

Assam University, Silchar

Assam, India

abgeet@gmail.com

organizational world through heterodox. The future will be full of technology in the context of business. In the process of technology management, there is a need for ethical codes of conduct for technology development as well as for implementation resulting in organizational sustenance. Managing a futuristic organization needs futuristic concepts and theorems. By tangling down the major convergences and the divergences in the futuristic management in question; this chapter devotes itself to designing and developing the concept along with the guidelines for managing through prospection in future.

Keywords: Prospection, Commonsense, Techno-Human, Transformation, Wisdom, Pattern Thinking

I. INTRODUCTION

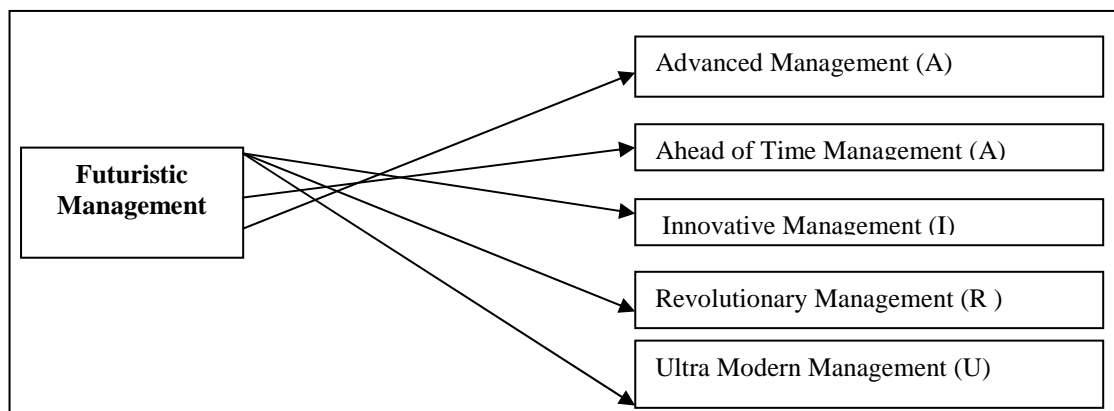
“If we continue to develop our technology without wisdom or prudence our servant may prove to be our executioner.”- General Omar Bradley

The word, “prospect” is the foundation of action i.e. “prospection”. The meaning of “prospect” (*a noun*) connotes chance, likelihood, or a thought of something in the future. Prospection means the action of actions based on the thought of something in the future which is almost a synonym of futuristic thinking. “Futuristic thinking makes human life more meaningful” (Allen. S, 2019). It is one among many important human philosophies and wisdom that can help in leading a human life. In the business and organizational spheres of human activities, the same philosophy is applicable in meaningful operation and management. Though it is simple wisdom, the human at the individual or the collective level finds it difficult to make it relevant. It is well-known fact that the majority of organizational actions are ruled by the present-based philosophy. Due to the complexity of organizational activities under the system dynamic, managing at present for the future is difficult. As the future is uncertain and under different connotations, e.g. volatile, uncertain, complex, ambiguity (VUCA), perplexity, etc., indicating the challenges of managing in future days to come. Against this backdrop, we feel the need for developing an exhaustive framework for futuristic management to figure out the distinctiveness of futuristic management from the past and the traditional theories.

II. DEFINITIONS OF FUTURISTIC MANAGEMENT

Both “prospection” and “futuristic” connotes the same meaning. We may understand managing through prospection from the perspective of futuristic management. To begin to define “Futuristic Management”, let us know the word-“Futuristic”. The dictionary meaning of “The Futuristic” (*an adjective term*), explains an idea or imagination based on what may happen in the future. Adding contexts, such as Futuristic design, futuristic books, and futuristic construction; connoting the creation based on the imagination of what will happen in the future.

Figure 1: Futuristic Management



Looking at the stock of synonyms for the word “Futuristic” in the English dictionary and thesaurus; futuristic means - ahead of time, advanced, innovative, revolutionary, and

ultra-modern. Adding futuristic with management, becomes “Futuristic Management” can be explained under different spikes.

Combining the etymological meanings as the characteristic of futuristic management (*figure-1*), the acronym is AAIRU and combined with the word “management”, we find AAIRU-Management that creates enough background for the development of management principles, theorems, and guidelines. In short, “futuristic management” means- management activities and techniques which connect present management to the future. Summarily, the management which manages entities by considering the present deeply to remain in the future can be termed, “futuristic management”.

III. BEGINNING THROUGH COMMON SENSE

Going through the popular knowledge sources on management we find innumerable definitions for management. To build the concept of managing through prospection, a few such popular definitions need to be taken into consideration. First, let us have a glance over the most popular parlance; as stated by Sethy. K “management is the process of designing and maintaining an environment in which individuals and people work together in groups efficiently to accomplish the selected aims”. From the interpretation, a common sense definition emanates as “management is the process by which a co-operative group directs actions towards common goals”. Everyone tends to think that there are 4-Ms, which are known as management resources. The four Ms are- Markets (M_1), Making Goods and Services (M_2), Men and Women (M_3), and the last is Money (M_4). The manager as the person uses these initial resources to get the end product(s) efficiently of which the value should be more than the initial inputs. Managers are the users of those initial inputs considered as the resources for accomplishing a common goal.

A plethora of definitions forwarded by many legendary management thinkers seemed to be very common definitions in the management jungles. The very common definition propounded by F.W. Taylor was- management- which “is knowing exactly what you want your men to do, and then seeing they do it in the best and cheapest way”. Peter F. Drucker, the father of modern management stated “management is a multipurpose organ that manages a business, manages managers, workers and the work”. In the same way, Mary Parker Follett defined “management as the art of getting things done through other peoples”. A very interesting definition was forwarded by Apley, L. that “management is the attainment of pre-established goals by the direction of human performance along the pre-established lines”. The American Management Association delineated management as the activities of guiding human and physical resources into dynamic organizational units which attain their objectives to the satisfaction of those served and with a high degree of morale and sense of attainment on the part of those rendering services”. Core focus of all these common definitions is the “human being”, as well as the human processes used in business or other social systems. The doyen thinker in management, is Henry Fayol, stated, “management is to forecast and to plan, to organize, to command, to coordinate, and to control”. Koontz & O'Donnell explained management as the creation and maintenance of an internal environment in an enterprise where individuals work together in groups, and can perform efficiently as well as effectively towards the attainment of group goals”. Interpreting Fayol's statement- management is to forecast, organize, command, coordinate, and control; but the

question is-“control of what, or to whom?”. Fayol too focused on human aspects in defining the management.

Interpreting these definitions from the parlance and the purpose can be concluded that management is a multipurpose organ (Peter F. Drucker); attainment of pre-established goals (Appley. L), attaining the objectives to satisfaction (American Management Association), and attainment of group goals stated by Koontz O Donnel. Management aims to integrate the individual purpose into the company’s performance by ensuring well-being through self-reinforcement.

IV. PATTERN THINKING UNDER THE SCIENCE OF COMPLEXITY

Futuristic management has gone beyond orientation toward the purpose mindset. Esko-kilpi (2017) in his webpage titled Future of Management stated that management has to “move toward an understanding of human action as a process of sense-making”. Furthering the interpretations Esko explained that “what an organization becomes emerges from the sense-making relationships of its members”. The choices of powerful individuals in the organization do not determine the organizational fate. Esko-Kilpi concluded that the fundamental dynamics of management evolution are not to usher in competitive selection but to inculcate interactive cooperation. As the tiniest changes may affect the actions and existence of the organization, human actions in the context of management cannot be considered deterministic. Management has to manage the organisation under the science of complexity by assuming the organization cannot be a system but need to consider the organisation as the pattern or as the interconnected patterns in time. Management will solve the problem through pattern-based thinking by applying analysis by predicting the closest or nearness of any incidents and consequences that management has not at all seen earlier (Clemons. E, 2019). Innumerable literature declares that the future state of management is all about the state of business analysis and innovation. For analyzing and initiating innovation to happen in management patterns thinking would work as the foundational input. Pattern thinking will be useful for understanding the minds of consumers. In understanding the minds through pattern thinking the consumer analyser must apply neuro and brain-based sciences in the area of consumer, services management, markets, retail management, and much-related analysis in the days to come (Dutta. T, 2020).

V. TECHNO-HUMAN MANAGEMENT

Futuristic or prospection-based management thinking will face an ultimate complexity due to the ever-increasing inventions of humans and machines. Even at present, we can understand the trend of these complexities; when we engage humans at work, we not only engage the human but also along with humans, we engage the techniques and the technologies that he possesses as a person. Though the human is about connections and networks, it is going to evolve further with technologies i.e. digital tech with human subjects, neuro-tech with humans, and robotics with humans. Even at present organizations are deploying digital platforms for people engagement, introducing personalized training and skill programs, by using automation at a large scale, and also at the speed of deploying analytics for decision making with insights and efficiency (Ganapathy, S. 2022). Organisations in future may bring the digital paperwork practice followed by the initiative to use artificial intelligence as the strategy for automating the entire human resource

management process. It is predicted that there are possibilities for a shift of paradigm in HR due to embracing digitalization from the standpoint of the system as well as the process. These shifts may usher organisations to define their goals and objectives continuously in future. The goal setting with evaluations of the processes, their impacts on employees' behaviour, organisational inputs, and work as the outputs would become a continuous activity in the organization of future.

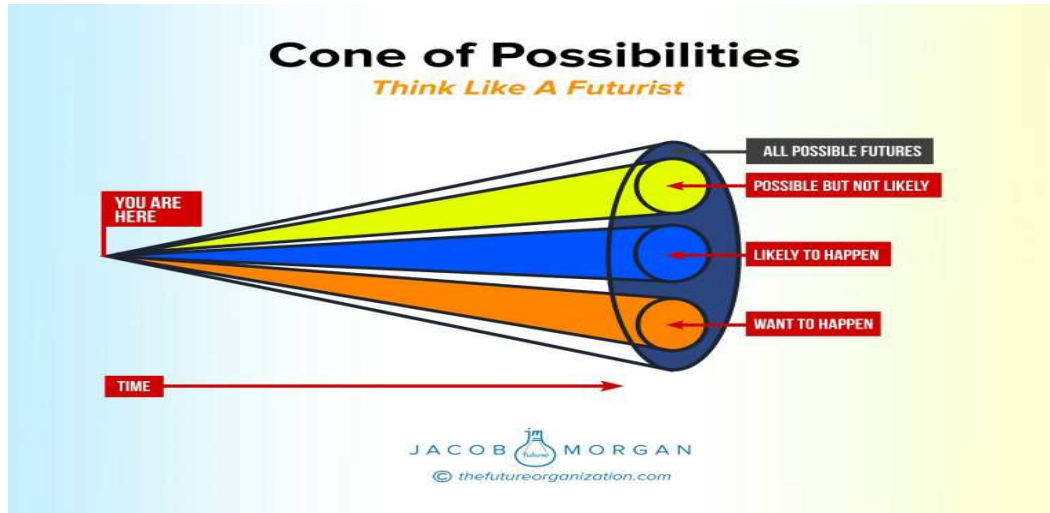
HR technologies may fundamentally become the centre stage in the process of human resource management. But the thesis of high-speed fashionable techno-humanism will be forced to face the anti-thesis of being human in the company and organisation. The logic behind the emerging anti-thesis is that every company or organisation in the world can exist without technology, without human beings, the existence of an organization is questionable. The basic wisecrack is “no matter how advanced any technology becomes, it will never totally replace humans” (Morgan. J, 2020). Today organizations are installing automation or high-profile technologies for stepping into operation, but humans are leaving actually to being human. Amid the state of technology becoming more prevalent and powerful, organizations must need to understand how to bring the biggest value to their humans. We know that technology cannot exercise what humans can do, i.e. “creativity, collaboration, self-awareness, innovation, coaching, mentoring, and much more” (Morgan. J, 2020¹). Along with technological growth, the organisations in future must embrace more human characteristics which make them unique from machines and technology. Sooner or just later, organizations in the world may declare “the people who are good at being human will be in high demand even above the people with advanced technical skills”. The future approach for managing through prospection will be the technology that will enable only creation of a more connected workforce or organizations to the operating models of management for the future to come (*Doel. J*). So, future management would emphasise “manage the man and his machine en suite to that man”.

VI. FUTURISTIC LEADERSHIP

To operate prospective organizations, a futuristic leader is a must. A futuristic leader literally “sees their future and makes it happen” (Feather. F, 2019). It is common sense that a true leader is futuristic and the futuristic leader always leads into the future. A futuristic leader is a futuristic thinker too, who “can look at past about the events of today and into the possibilities of tomorrow” (URL,<https://www.thecompleteleader.org/>). A leader with prospection obviously can visualize new ideas about customers, products, services, strategies and business models. Morgan². J (2020) explained (Figure-2) how futuristic thinkers or leaders with prospection look through the cone of possibility.

According to Morgan, J (2020)³, the two major challenges for future leaders will be futurising and humanizing. The leader must have to futurise by consolidating short-termism and long-term visions, adapting to technology, keeping up with the pace of change, and moving away from the status quo. Morgan explained that futuristic leaders would solve the problems of humanizing by leading diverse teams, attracting and retaining top talents, re-skilling and upskilling employees, doing good in the world, and finally making the organization a human organization.

Figure 2:



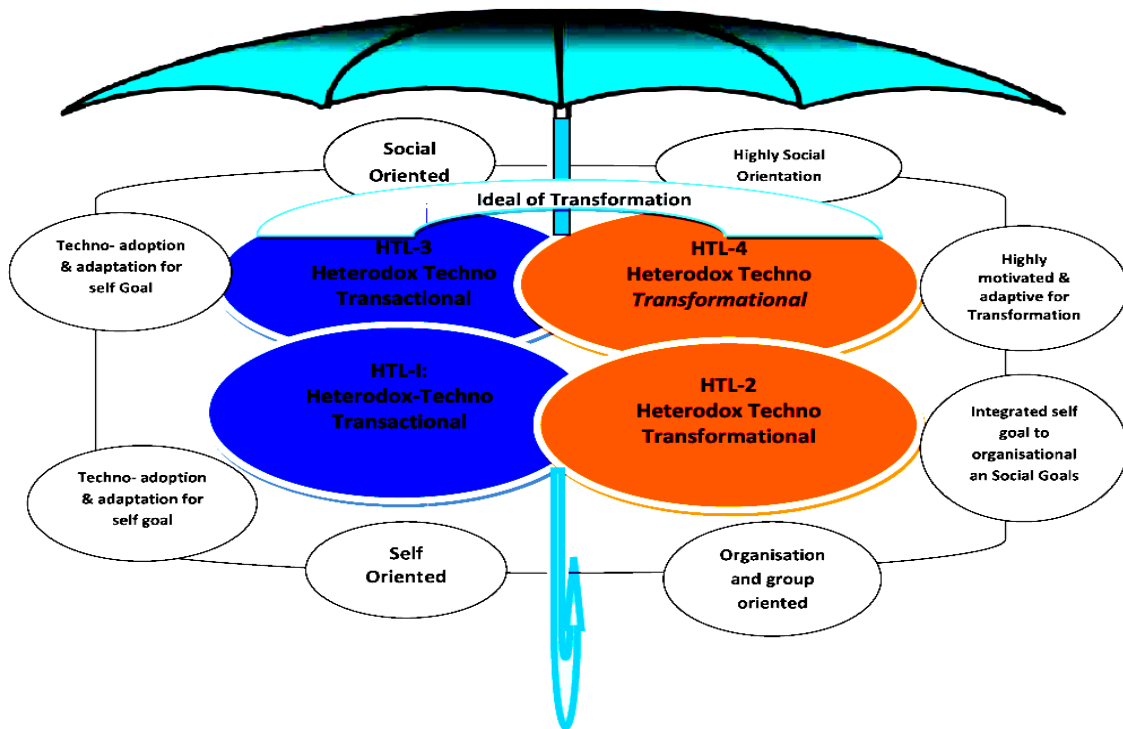
Source: Morgan. J (2020)

Taylor. B (2017) marked out four types of leaders who would create their future. They are – Learning Zealots, Personal Disruptors, Tough Minded Optimists, and the Eager Experimenters. Leaders in the future must possess wisdom and the “tendency to share the wisdom they have acquired over the course of their career with young colleagues who are hungry for time-tested advice”. The age has come to apply wisdom-based leadership with an equation “Wisdom= Knowledge+ Actions” connecting to the future and prospection. Jeewan S. R and Barman. A (2022), through their copyrighted theory of “JSR Heterodox Techno Leadership Model” explained the characteristics of a leader who plays the role of leadership through prospection. According to Jeewan and Barman. The leaders in future must forget orthodox ism and embrace heterodox techno-leader who would inculcate a culture of human excellence and technology together. A concept umbrella for heterodox leadership was designed by Barman. A, (2020) to explain pictorially the Heterodox Techno-leadership by corroborating many aspects of leadership through prospection.

The present world is in the motion of ubiquitous transformation. The heterodox techno leadership model assumes a leader who can excel in the techno-transformational journey in any system, i.e. may be in the social system, political system, or in any organisational system. The principles of wisdom connect the transformational aspects of leadership practices with technological adaptations. The wisdom principles discovered through the survey results by wisdom research professors McKenna and Rooney of the University of Queensland Business School (Thompson. M, and, Bevan, D, 2013) were accepted as assumptions in the JSR-Techno Leadership model propounded by Rajporuhit, J.S.R and Barman. A (2022). Heterodox techno-leadership as a theory explains that self-oriented techno-leaders promote techno-transformation from the point of self-centrism. The transformation from self-centrism to social centrism through an alignment of techno-interest-goal to the socio-centric techno goal is an ideal situation. From a futuristic point of view, all leaders need to use heterodox-techno-leadership instead of sticking to a self-centric techno-leader. Self-centric techno-leaders will get lost all relevance in the future days to come if an organization wants to survive with common sense organization for people and the planet. The Heterodox Techno-Leadership model after redrafting to fit pearls of wisdom for

transformation may incorporate the wisdom principles forwarded by Thompson & Bevan in their work. These principles are-

Figure 3:



Concept Umbrella:

Heterodox Techno Leader

Source: Pre-Copyright Work by Barman, A (2022), Unpublished

1. Heterodox techno-leaders as well as wisdom leaders, must have foresight;
2. Likewise, the Heterodox techno-leaders use reasons, experiences and observations;
3. Heterodox techno-leaders allow non-rational and subjective elements for decision
4. Heterodox techno-leaders have their intentions beyond self-interest and take actions for the common social good.

VII. MANAGING MANUFACTURING AND PRODUCTION THROUGH PROSPECTION

Manufacturing and production management through prospection would be a very critical aspect for the managers in future. Production management must have to tangle through the “philosophy and phenomenon of the impermanence of anything is the permanent phenomenon in the world” (Barman. A, 2022)². In his interpretation, manufacturing activities are run by human, so human has to follow instructions of the ultimate wisdom, in other words, the actions of manufacturing must follow the principles of wisdom economy. The economy adopting the system of management through prospection must have to consider wisdom which would even dictate the demand and supply. Barman explained many metaphors fit the wisdom economy aspects of manufacturing management. The system

applied to manufacturing will be complex and adaptive due to the impermanent character of ecology, market, or the brain. The future of technology in the prospective manufacturing world may use nano-technology, and advanced energy, and even will apply the logic derived from bio-mimicry. Productivity gained in this economy through prospection will leverage automation and high-end scientific discoveries, wise leadership, and wise expert works. The popular words of the present and futuristic management- such as agile, adaptive, value add; rapid proto-typing, customization through the interaction of consumer and producers; anticipation of consumer for future demand of the goods and services would control the demand and supply. The design for the manufacturing decision will be dictated by “what if?” and “what to do?”. The five Ps of manufacturing are- P_1 denotes the process, which means associated engineering; P_2 denotes profit which symbolizes economic goals; P_3 as the people, symbolizing the family and society; P_4 denotes the place which signifies where the people live, which means the planet, finally P_5 denoting the products which connect to quality of life. These five P's can ensure a true value or the total value for human life. Managing manufacturing for creating total value management would be the guiding principle for production and related engineering. Due to the deeply embedded issues for sustainability, manufacturing management would largely apply hybrid processes by using additive methods for the reduction of waste and management of environmental loss. Hybridization and additive technology may sharpen the process of resource efficiency that may extend product life. This phenomenon will enable scientists, engineers, and producers to the reconfiguration of value chains. Above all, prospection-based manufacturing management needs to consider the impending climate change integrating the predicted vortex of change in the holistic Economies.

VIII. FUTURISTIC TECHNOLOGY IN MANAGEMENT

Futuristic managers for their businesses are always in search of new technologies for managing through prospection. We find a long list of technologies that may impact businesses in the future days to come. But, which technology will have a long-lasting impact(s) on business, is a serious question in forecasting future business technologies. The expert panel of the Forbes Council Member of the Forbes Business Development Council listed fifteen (15) technologies through their prediction for 2020. The 15 technologies are-

Virtual and augmented realities (VR and AR) create computer-generated imagery and projections are used to create an immersive and interactive user experience, providing an enhanced hyper-reality (openworldlearning.com). VR and AR technology has not only been used in tourism but also in many other areas, such as critical business operations, consulting, and research and development. No doubt, any technology will grow, and as a consequence, the businesses on the earth would adopt new and emerging technologies to augment their business performance. Businesses through prospection in adopting technologies must apply a series of globally accepted principles. All businesses in existence in future, by principle, need to adopt people or human-centred technology transformation.

Table 1: Technology Application

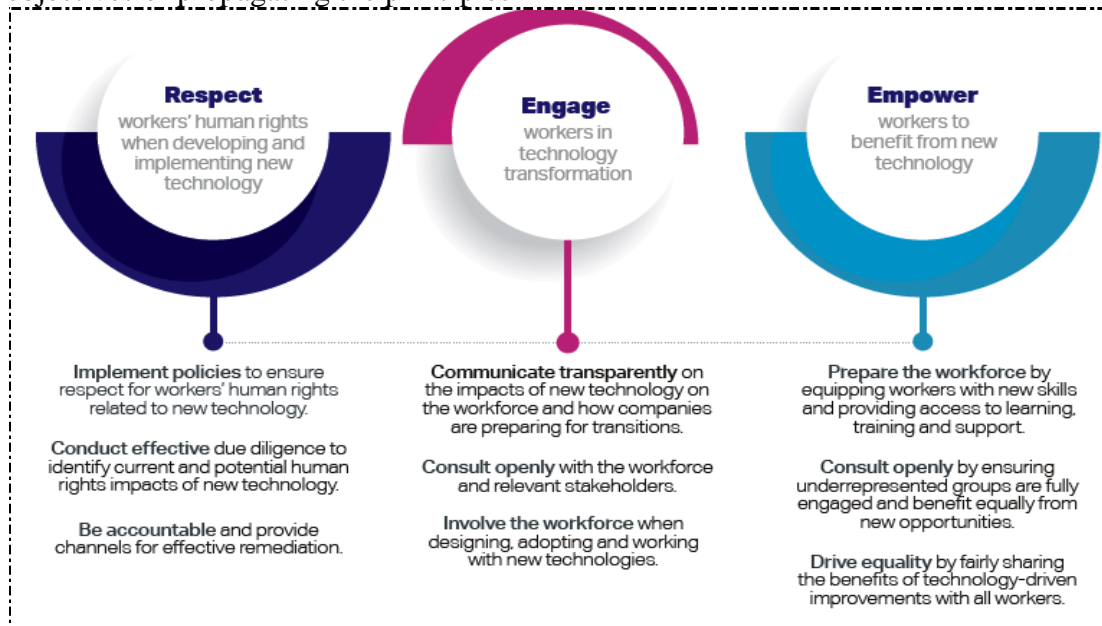
| Sl No | Business Technologies | Major Applications | Core Technologies Applied |
|-------|--------------------------------|--|---|
| 1. | Embedded Business Intelligence | Executive prediction | Embedded BI, applying AI and big data |
| 2 | Customer Communication Tools | Understanding customer | Online Tools, Video communication tools |
| 3 | Applied Visual Presentations | Biz development executives for reimagining virtual engagements. | Applied" presentations and content to add visual pizzazz, personalized insights and storytelling pivots |
| 4 | Personalized Video Messaging | To enhance the response rate of communication through Video Messages. | High-End Audio-Video Technology for Byte-Sized Video |
| 5 | Outreach.io | To drive deeper engagement by meeting customers and exploring prospects for all sizes where they are digitally present | Structures emails, calls and social dialogue machines. |
| 6 | Intent Intelligence | To know what customers' intent is before one approaches them. | Cognitive intelligence, intent-based networking |
| 7 | Attribution Technology | To connect marketers and decision makers to the marketing programs, sales and profitability | High-Level Data Extraction Technology for Decision. |
| 8 | Cloud Team Management | Manage the cloud team. | Cloud team management solutions technologies will help in connecting the dots. |
| 9 | Blockchain | Business Development. | Presently using Oracles, and many new things may disrupt the process |
| 10 | Artificial Intelligence | Time reduction and achieving with a high propensity to achieve the goals. | Computer vision, machine learning, natural language processing, robotics, and speech recognition |
| 11 | Conversation Intelligence | To develop relationships and deliver value to the customers. | AI, Analytical Technologies |
| 12 | Connect and Sell | To improve their call-to-connect rate with decision-makers. | Serial Dialing Technology |
| 13 | Augmented Analytics | Determining data types, automating suggestions and improving conversational analytics | AI's integration with BI |
| 14 | Machine Learning | To enable the business development team to become a hyper-focused on understanding their prospective clients. | Using AI, BI, Intent-Intelligence |

Source: Compiled by author from the Forbes Development Council Post On Dec 7, 2020.

IX. THE PRINCIPLES OF TECHNOLOGY TRANSFORMATION

WBCSD developed a set of shared principles to ensure technology transformation in the interest of the workforce in present and future (www.futureofwork.wbcd.org). On its

webpage of it, the punchline “putting the people at the heart of the future of work” speaks of the objectives of propagating the principles



Source: at URL <https://futureofwork.wbcsd.org/technology-principles>

Figure3: WBCSD- Business principles for people-centred technology transformation

X. GUIDELINES FOR MANAGING THROUGH PROSPECTION

Table 2: Guiding Values and Principles for Managing through Prospection

| Guide Posts | Guiding Values and Principles |
|--------------------------------------|--|
| Guiding Core Values | <ul style="list-style-type: none"> Think, think, think before they act (T₃BA). The logic behind this is managing through prospection. |
| Definitive Values | <ul style="list-style-type: none"> Manage through Advancement (A), Ahead of time (A), Innovative (I), Revolutionary Ideas (R), Ultra Modern (U) in short (AAIRU), Today or tomorrow the core subject of management will be only the human. |
| Engaging Techno-Human Mgt | <ul style="list-style-type: none"> “Manage the men and their machine associated with the men”. |
| Values of futuristic leadership | <ul style="list-style-type: none"> Ability to visualize new ideas about the customers, products, services, strategies and business models; Orthodox leaders cannot serve more without managing through prospection. The emerging leadership theorem will be “Heterodox-Techno leadership for techno-transformation”, which may role in corporations and society. Ambidexterity will be considered a core skill for leaders and managers. |
| Managing manufacturing & productions | <ul style="list-style-type: none"> Leverage automation and high-end scientific discovery, wise leadership, and wise expert work for manufacturing. Demand and supply would be ruled by the level of wisdom, not by scarcity. Consideration of the environment, climate change and human being together will guide the production and manufacturing in the future economy. |
| Values for futuristic technology | Managers must become conscious of the issue of people-centred technology and human-centred transformation in future. |

Source: Compiled by Author, Barman. A

Managing business through prospection means managing the behaviour of business by predicting the results. Sales prospecting is a popular concept today in the field of marketing that does not require a separate introduction. But managing through prospection is wider applied in the management context, especially in futuristic management. Managing through prospection required more interpretation and practice in future, we can outline a set of guidelines based on whatsoever we have discussed. Values those guiding in managing through prospection are-

XI. CONCLUSION

The fundamental aspect of managing an organisation in future will remain as difficult because the future is unclear. Amid all ambiguity, managers must have to provide steady and strategic directions to lead the organization in excellence. Lai. L (2019) suggested three actions to lead amid ambiguity, they are- “Take pragmatic action, cultivate emotional steadiness, and tap into others’ expertise”. Lai (2019) stated “doing something, anything, in support of the organisation success, makes individuals, teams feel better than doing nothing”, as the wisecracks of a pragmatic approach to dealing with uncertainty. For managing through prospection, managers can not be away from the fact of accepting the wisdom of thought leaders. Strategic agility, change leadership, adaptiveness, ambidexterity, and resilient thinking and behaviour, as attributes would provide the mileage in managing through prospection or futuristic management.

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