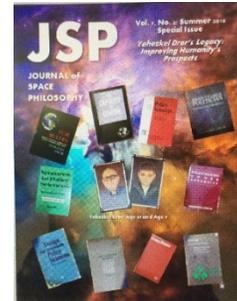
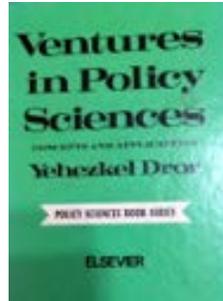
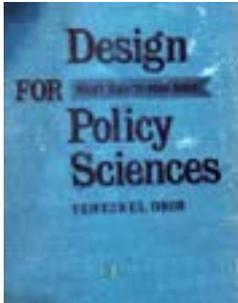




5E. Futures



Editors' Introduction: Future contemplation has always been a part of human curiosity, thinking, and imagining. Nowadays, many public, private, and non-profit organizations, government agencies, businesses, academic and general publications, and scholarly endeavors engage in various forms of futures studies. But Dror is quite skeptical about many of them, thinking they are not really deep or sophisticated.

Following the classic work *The Art of Conjecture* by Bertrand de Jouvenel (whom Dror hosted at the RAND Corporation), Dror emphasized that all planning and choice often is and always should be based on thinking in terms of alternative futures and the variables influencing their relative likelihood, with the choice in substance manipulating those variables to increase the likelihood of the preferred alternative futures and reducing the likelihood of the bad ones – all subject to constant learning.

However, going through all outlook approaches, ranging from extrapolation, through analogues and modeling, and up to imagination, he finds them inadequate when facing leaping historic processes and, especially, the Singularity.

Therefore, side by side with debugging main outlook biases and illusions and upgrading outlook approaches, Dror emphasis the need for coping with deep uncertainty – leading to the innovative concept of *fuzzy gambling* and the need for its recognition and handling – as further discussed in this issue. **Bob Krone and Gordon Arthur.**