

THE GLOBAL UNCERTAINTY and THE SOCIAL FUTURISM

Poland and Regions – The Perspectives of development in the XXI Century
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We don't need the return to irrationalisms of the past,
neither of passive approval of changes nor despair or the nihilism.
However, we need a new, strong strategy ". (A.Toffler)¹

Introduction

- 1. Civilization breakthrough. Post-industrial economy of the impermanence.**
- 2. Mistakes "at the top".**
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CONCLUSIONS

Introduction

Problems of forecasting and rational moulding the future are one of Gordian knots of the present. Under the influence of unprecedented dynamics of technological progress and technical, economic innovations, in it financial and social and political, the world economy is becoming less and less stable, more and more "transferable", and next waves of innovations are not only leading to desired "creative reconstruction", to creative destruction but they also bring about irreparable destruction, or destruction that is difficult to be reversed, destruction that has long-range social, economic, ecological and spatial effects, and radically changes the situation and living conditions of people, enterprises, the institution and countries.

Enterprises, countries and entire regions of the global economy are more and more often surprised by unexpected series of events and negative, difficult to predict and to control social, economic, ecological phenomena, in it climatic and others. Spectacular evidence of it is the present, initiated in 2007 global financial crisis and the dynamism of the destruction it is bringing about. Such titles of analyses of these issues as: "Turbo capitalismus. Bankruptcy of the last „pipe dream” (Utopia), or „We are facing an

¹ Toffler, A., Szok Przyszłości [Shock of the Future], ed. Zysk & S-ka, p.443.

epoch-making change „ speaks for themselves². They point out that "the financial crisis destroyed the Wall Street myth and now it is shaking the social awareness³. G. Soros has been criticizing the market fundamentalism stressing that for about 25 last years the world of finances has been developed on the basis of false conceptions and pointing out to the need of a critical look at the world⁴.

It reflects the complicated network of connections in the globalized and more and more globalizing world economy. A kind of the "domino effect" appears here what is accompanied by various pathologies in the economy, the society and the politics; in addition conflicts resulting from the civilization division and the extreme diversification of the world are particularly dangerous⁵. Thus it is already today that one may ask, following A. Kukliński and others, a "dramatic and maybe tragic question whether the liberal - democratic civilization of the integrated order of America and Europe will be a leading superpower of world of the year 2050 or whether autocratic, imperial China will be this superpower⁶.

The turbulently changing world and "changes in views/notions/ideas at the end of XXth and the beginning of XXIst centuries are so deep that they also require a brand new look into the future, that is of the new futurology. Shocks that the world is experiencing at present are highlighting pointedly that a vision and strategic imagination and futurological analysis have been missing. Admittedly, the very notion of futurology was questioned by theses about the end of the history and by the neo-liberal doctrine, but today it is obvious that this doctrine lost its importance after the IT revolution, at the beginning of the new epoch diversely called the service society, the post-industrial one, or the information, or the network society, the knowledge based economy or the knowledge civilization. Thus, claims that it is not possible, and so one should not predict the future, are a-historical in character, they are an expression of the definite ideology (let the market alone determine the future without any predictions because predictions question the superior role of the free market), which distorts the historical experience of the man. And in the epoch following the information revolution when *everything is changing and everything can happen*, forecasting the future is certainly more difficult but also more needed, especially, if it is understood as *constructing the future*"⁷. However, it requires a thorough examination of the reality and changes in the economy.

² Steingart, G., „Plajta ostatniej utopii” [Bankruptcy of the last “pipe dream” (Utopia)], Forum Weekly, No. 41, 2008, “Czeka nas epokowa zmiana” [“We are facing an epoch-making change ”], Forum Weekly, No. 41, 2008.

³ Bofinger, P., “Czeka nas epokowa zmiana”, op.cit., p.

⁴ Soros, G., „Dostaliśmy z bańki” [„We were hit straight in the face”], Forum Weekly, No. 42, 2008.

⁵ Comapare: Toffler, A., Zmiana władzy. Wiedza, bogactwo i przemoc u progu XXI stulecia [Change of power. Knowledge, wealth and violence on the eve of XXI century], ed. Zysk i Ska, Poznań 2003, and Toffler, A., and H., Budowa nowej cywilizacji. Polityka trzeciej fali [Building new civilization. The policy of the third wave], ed. Zysk i Ska, Poznań 1996.

⁶ Kukliński, A., Problematyka Przyszłości Regionów. Piętnaście komentarzy. W poszukiwaniu nowego paradygmatu [Problems of the Future of Regions. Fifteen Commentaries. Looking for a new paradigm].

<http://www.mrr.gov.pl/Aktualności/Polityka%20regionalna/Documents/1561d8db763b4367a323cca68d4cc62dProbematykaPrzyszlosciRegionw15komentarzyWposzukiwa.pdf> and Rybiński, K., Węzły Gordyjskie XXI wieku [w:] Problematyka P.Jakubowska, A.Kukliński, P.Żuber, Problematyka przyszłości regionów. W poszukiwaniu nowego paradygmatu, Ministerstwo Rozwoju Regionalnego, Warszawa 2008. also: Europa w perspektywie roku 2050, Komitet Polska 2000 Plus, PAN, Warszawa 2007.

⁷ Wierzbicki, A.P., Nowa Futurologia [New Futurology], http://www.pte.pl/pliki2/11/Nowa_Futurologia.pdf

The inalienable task facing economists of moulding the economic future is all the more difficult that economics is a social science that is the science, in which one never has the universal certainty and none, even the best economist cannot guarantee such a certainty. At the same time moulding the future always, at least partly, is tied with the so-called "footpath of interrelations", connections with the past and "genetic", socio-economic, spatial and other conditionings.

Thus, in present conditions, generally speaking, is rational moulding of the future possible or is a strategic planning possible? Is the transition from the development "dependent on the footpath of interrelations" to creating a new footpath of development possible? Are economists responsible for moulding the future and to what extent, can they mould it this way as to protect people against undesirable, permanently destructive occurrences and at the same time in order to use in the controlled way ceaseless and more and more strong "waves of innovations" for the creative, effective transformation, reconstruction of the economy?

These are open questions, but at the same time these are questions to which international experiences bring in the positive answer, in it, among others, the experience of such countries as Norway. The answer to questions of this type is all the more essential that the growing uncertainty is one of the fast growing features in the last years of social and economic living conditions.

All the above considerations point to the necessity of in depth reflection about the creativity and the destruction in the economy. It is essential all the more that in spite of various measures taken in the global scale aimed at relieving disproportion and degenerations in the economy, to date no country can boast of fully satisfying and long-lasting solutions of the those problems⁸.

A. Kukliński, with reference to *invented tradition* - the conception functioning in the world literature - by way of analogy suggests the conception of *invented future*. He stresses that "invented future of the region of 2020 or 2050 is not such an insane task as it might seem *prima facie*. An invented future is a future in which new structures and new driving forces of developmental processes turn up which are conceivable with difficulty or inconceivable *hinc ah nunc*"⁹.

In such conditions the role of strategic reflection increases but paradoxically the need of strategic reflection is all the bigger, the greater the feeling of uncertainty is and risks of developmental abnormalities are. A. Kukliński calls it as the "Paradox of predicting the future", stressing that "predicting the future is impossible and yet necessary. It is not possible to imagine the process of making decisions *hinc et nunc* without one or another sort of vision of the future"¹⁰.

⁸ Mączyńska, E., Czynniki kreatywności i destrukcji w gospodarce przełomu [Factors of creativity and destruction in the economy of the breakthrough period], w "Rozwój-godność człowieka-gospodarowanie-poszanowanie przyrody" [Development-human dignity-management-protecting the environment], joint publication under Barbara Piontek, ed. PWE 2007, pp. 297-320.

⁹ Kukliński, A., Problematyka Przyszłości Regionów. Piętnaście komentarzy. W poszukiwaniu nowego paradygmatu, <http://www.mrr.gov.pl/Aktualności/Polityka%20regionalna/Documents/1561d8db763b4367a323cca68d4cc62dP> roblematyakaPrzyszlosciRegionw15komentarzyWposzukiwa.pdf

¹⁰ Kukliński, A., Problematyka Przyszłości Regionów. Piętnaście komentarzy. W poszukiwaniu nowego paradygmatu,

1. Civilization breakthrough. Post-industrial economy of the impermanence

The change taking place at present in the global scale in the civilization paradigm finds its expression in developed countries in progressing des-industrialization, departing from the industrial civilization and displacing it by another, post-industrial, still not fully defined one (or probably not very fortunately determined as the "knowledge based economy "). As a result of this current models of not only economy are being supplanted, generally speaking, but also models of managing, investing, trade, education, work, employment, consumption not to mention governments and family life are fast losing topicality. A majority of methods of communicating, producing and the trade exchange are being transformed. These processes are an object of many analyses and publications, among others of the forerunner of this type of examinations - A. of Toffler, in it of his famous " The Third Wave"¹¹.

However, at present the dynamics of transformations are so great, that Toffler's Third Wave, based on the development of microelectronics is already the history, and the present is already based on nano-technologies and in addition subsequent, four, new "waves" have already developed ¹². It is hard to disagree here with R. Kapuściński who in one of radio interviews stated that at present *the past is becoming archaeology at once. The successor of the agrarian civilization (the first wave) – the industrial civilization (the second wave) initiated in the XVIIIth century by the Industrial Revolution, although still it has been embracing other areas and societies - is condemned to extinction*¹³. The contemporary development of science and technology and the decisive role of information, knowledge and classification have created a new developmental paradigm: the knowledge based economy (or rather the economy based on intellectual potential) ¹⁴. In addition knowledge or information is a unique, quite different from traditional, source of wealth: *it does not wear out, one who sells it he still has it*¹⁵. *Knowledge becomes a "universal substitute". It is possible at the same time to use it for creating wealth and to accumulate the very knowledge. Contrary to material goods and raw materials it is in-exhaustible.* It creates a huge potential of productivity¹⁶. At the same time free time found thanks to the increase in productivity may serve creativity, which is becoming the basic factor of wealth developing a kind

<http://www.mrr.gov.pl/Aktualności/Polityka%20regionalna/Documents/1561d8db763b4367a323cca68d4cc62dP roblematyAkPrzyszlosciRegionw15komentarzyWposzukiwa.pdf>

¹¹ Toffler, A. And H., Budowa nowej cywilizacji. Polityka trzeciej fali, Zysk i Ska , Poznań, 1996.

¹² Nano-technologies, it is a breakthrough difficult to be understood by a n amateur. I, as a laic, understand it for my own use in the following way: nano-technologies are something that you cannot see but they may do nearly anything. For example, thanks to nano-technologies posts of checkout assistants in supermarkets may disappear . Nano-technological system of marking products may enable customers self-service, it is another aspect of crowdsourcing development.

¹³ Zorska, A., Piąta fala. Strategiczne aspekty międzynarodowych fuzji i przejęć. Master of Business Administration – Pismo Wyższej Szkoły Przedsiębiorczości i Zarządzania im. L. Koźmińskiego i Międzynarodowej Szkoły Zarządzania, No. 4 (51) July and August 2001.

¹⁴ With reference to the above A. Kukliński points out that the Polish economy will have to switch from G.O.W.W. to G.O.W. (play on Polish words), that is from the economy based on coal and pork to the knowledge based economy, compare: A. Kukliński, Od G.O.W. do G.O.W. Od gospodarki opartej na węglu do gospodarki opartej na wiedzy. W: Gospodarka oparta na wiedzy, collection ed. by A. Kukliński, KBN, 2001, pp. 281-282 and the speech at the VIIIth Congress of Polish Economists, 30th November 2007.

¹⁵ Toffler, A., op.cit.

¹⁶ Rifkin, J., Die Teilung der Menschheit, FAZ, 12.08.2000, No. 186.

of the creativity epoch¹⁷.

Alexander Bard, the Swedish academic teacher, the writer and the pioneer of the Internet states that *we are living in two epochs at the same time, not always being aware of it. One, the passing epoch is capitalism. The second, connected with the computer revolution, it is an epoch of the Internet. In the passing epoch on the tip of the social pyramid we had manufacturers and bankers, and at the very bottom - proletariat. In the epoch that is coming, on peaks of the power one can find a small numerically, but fabulously rich network netocracy. The foot of the social pyramid is filled by consumtariat*¹⁸. These are groups affected with exclusion and the numerical illiteracy¹⁹.

Table 1. Civilization Transformations - Market Economy

Civilizations	Changes in the economic system	Changes in the type, the form of communication	Power and subordinates (the upper and lower social classes)
I. Agrarian	Feudalism	Epoch of the written word	Feudal lords Feudal peasants
II. Industrial	Capitalism	Epoch of the printed word	Manufacturers, bankers, Workers, hired workers
III. The post-industrial – the third wave (Toffler)	Capitalism (????) post-industrial	Epoch of the digital language	Netocracy (network aristocracy) consumtariat
IV. The Internet			
V. Supranational mergers and takeovers			
VI. The knowledge based economy (Age of access -Rifkin)			
VII. Age of creativity			

Source: the author's own study on the basis of A. Bard, op.cit.

In conditions of the new developmental paradigm the property relationships undergo a change what results from the fact that it is the intellectual capital and not the property of means of production like in the classic capitalism that is of decisive importance. "Access" to knowledge and information becomes the crucial category, and "exclusion" is its opposite. *Therefore, the cleverest countries and cities in the world are not only trying to provide their inhabitants with the fastest access to the Internet, but also at the lowest price in the most distant places*²⁰. Because information exclusion, information illiteracy and digital illiteracy are particularly ominous and fraught with consequences.

¹⁷ This process is exemplified in a suggestive way by T.L. Friedman who describes the case of a well known graphic artist. The development of computer techniques resulted in a fall in demand for his hand painted illustrations. So he

¹⁸ Netokracja i konsumtariat, czyli nowy podział społeczny w epoce Internetu.

[http://www. Teberia.pl/news.php?id=5250](http://www.Teberia.pl/news.php?id=5250), 2006, compare also J.Soderqvist, A. Bard NETOKRACJA Nowa elita władzy I życie po kapitalizmie, Wydawnictwa Akademickie i Profesjonalne, 2006.

¹⁹ Netokracja..., op.cit.

²⁰ Friedman, T.L., Świat jest płaski. Krótka historia XXI wieku. Ed. REBIS, Poznań, 2006, p. 358.

Some countries, including Sweden recognize that allowing for such exclusion infringes the essential elements of democracy, of democratic order and hence it puts the democracy at risk. That is why they intensify measures in order to prevent it²¹. In the world of business and politics a tough fight for power is under way, for controlling the areas, however, outlined by the passing away industrial civilization. Its material image in collision with the image of modern, but often incomprehensible to many people, virtual economy still seems attractive. Supporters of the industrial civilization stress its transparency, its being irreplaceable and its vitality (what is called as the "lascivious materialism"). Conflicts between supporters of the old and the new civilization delay transformations. "Every country which deliberately is choosing the road of the lascivious materialism is condemning itself to the role of Bangladesh of the twentieth first century"²².

In conditions of the knowledge based economy *ignorance of one's own ignorance* has been becoming the biggest developmental barrier. Here Confucius' thought is very much up to the point: "*to know that you know, what you know and to know that you don't know what you don't know - it is true knowledge*"²³. In conditions of the new developmental paradigm *it (knowledge) is everything, but at the same time as a result of sudden transformations – growing old unprecedentedly fast – it is easily becoming nothing*²⁴. Because *cycles of the life* of knowledge are becoming more and more short what is accompanied by the growing longitude of human life. Thus the knowledge is also becoming more and more undemocratic, extremely diversifying subjects and their chances. The new civilization wave "has been sinking, flooding" the unprepared whose number is constantly growing. It provides work to highly qualified persons, condemning others to unemployment. In addition, paradoxically, in spite of the huge and growing potential of productivity, for a few already years in developed economies of the world, a distinct slowing down in the growth in the economy has been taking place and in addition against current theories increasing dynamics of growth is not going hand in hand with the increase in employment²⁵.

The growing pace of globalization has been causing that – according to Thomas Friedman – *the world is becoming flat*; as a matter of fact it is the reference that he is making to the equally evocative, introduced in the 60ies of XXth century by Marshall McLuhan notion-phenomenon of the *global village*. The world – as Friedman has been proving – has become flat, thanks to the "online globalization", thanks to new information technologies that have enabled specialists from less advanced countries to compete with specialists from the most advanced countries. It helps decreasing differences between individual regions of the world, though paradoxically the gap has been spreading and this takes place in the situation of "the death of distance". But

²¹ Piontek, B., op.cit., p. 298 and following.

²² Toffler, A. And H., op.cit.

²³ Quotation from: *Myśli o biznesie* (chosen and edited by T. Sztucki, ed. Difin, Warsaw, p. 78. Thus the statement: „Každy jest ignorantem – tyle, że w różnych dziedzinach wiedzy.” [„Everybody is an ignoramus – but in a different field of knowledge”] takes on a new meaning, (Will Rogers), - (*Myśli o biznesie*, op.cit. p.94).

²⁴ Though it was A. Mickiewicz who pointed out that *nauka prędko gnije* [*knowledge rots quickly*] , *Dziady*, part III, scene II, compare *Cytaty mądre i zabawne* (selected by H. Markiewicz), ed. Wydawnictwo Literackie, Kraków, 2001, p. 179.

²⁵ See Mączyńska, E., *Słabnące tempo wzrostu w gospodarce światowej*. [Weakening rate of growth in the world economy], *Ekonomista* 2003, No.5.

perhaps here is a source of progress because after all already in 1854 John Stuart Mill stated that what "made the European family of people progressive rather than going round in circles part of the mankind" was not "some superiority, which if it exists it is an effect rather than a cause, but the notable diversity of character and cultures. Individuals, classes and nations were remarkably dissimilar to themselves; they paved the most diverse roads for themselves, from which every road led at some valuable target; and although in every period the ones which went by different roads, they did not tolerate each other and everyone would readily force all others to follow his trail, attempts of a kind of mutual hampering have rarely been successful and with time everyone accepted the good without opposition which others offered him"²⁶. Hence the observation that a source of versatile progress is stuck in an abundance of ways.

But in the dynamically changing world also knowledge is becoming outdated fast and the old theories are disappointing. It concerns also economics, including the theory of rational expectations. Practice has extremely pointedly confirmed it. Because how often for example, discussions about solutions concerning economic systems are accompanied by the deceptive conviction that it is possible to build social-economic systems according to assumed in advance detailed projects (trap of the constructivism) and in isolation from the social environment (trap of the technocratism)²⁷. The assumption about convergence of effects with intentions is also deceptive (trap of the determinism), and in addition the belief in the existence of general solutions is unfounded. It has been stressed by R. Frydman. "We have suggested the new way of building economic models in order to convince the community of economists that there is no sense pretending that they could discover something what in the very nature of things is not for the discovery, and it is not worthwhile any longer believing in subsequent created and announced models which must failnobody today wants to follow the trail that from the very assumption will never give a sense of certainty. But in social sciences – and economics is a social science – one is never sure. One who is seeking the universal certainty s/he is condemned to the defeat by the very nature of things. /.. / **Even the most outstanding experts will not free us from uncertainty**"²⁸.

Therefore, it is essential to take into consideration the factor of uncertainty as the inherent element of moulding systems and economic strategies. In conditions of uncertainty long-term strategies are becoming all the more essential, even in order to identify the causes of deviations from assumptions and take them into account in economic decisions (current and strategic). Paul Drewe, among others, draws our attention to this, quoting J. Bindé: "The 20th century was an age of arrogant predictions which have almost always disappointed. The 21st century will be an age of uncertainty, which means of prospective research"²⁹.

The economy in the contemporary world has been gaining to an ever-bigger extent features of the "economy of the impermanence". Professions, posts and positions in the managerial hierarchy have become impermanent. Supranational mergers and takeovers

²⁶ <http://prawo.uni.wroc.pl/~kwasnicki/CytatyEkon.htm>.

²⁷ Koźmiński, A., op.cit. p. 1 and 2.

²⁸ *Ekonomia niepewności...*, op.cit. p.3.

²⁹ Drewe, Paul, *Koncepcje rozwoju miast i regionów miejskich w Europie*, in *Problematyka przyszłości...*, op.cit. p. 322 and J. Binde, „L'avenir du temps”, *IE monde DIPLOMATIQUE*, 2002, March, pp. 28-29 (quotation from P. Drewe).

are accompanied by the emergence of a new group of employees – "corporate Gypsies"³⁰. Not only production entities but also theories have become impermanent, including economic ones. Thorough redefinitions of views and theories find their expression among others in the world economics literature where they point at the necessity of redefinition, the revision of some old theories that become outdated in the changed and dynamically changing reality. P. Samuelson, among others, points to the loss of the relevance of the theory of comparative costs, and in turn M. Friedman – the guru of monetarists and conservatives – has been losing the certainty as for the present rightness of his theories admitting that he was wrong and that "treating the money supply as the primary purpose and the principle adjusting economic decisions failed its expectations. I am not sure whether today I would insist on this view so firmly as I used to"³¹. The breakthrough clearly visible in views of theoreticians is also reflected in publications of such outstanding economists as the Noble Prize Winner G. Becker, J. Stiglitz, John Kenneth Galbraith, Phelps, Kahnemann and others³².

2. Mistakes "at the top"

Although at present in world there are a number of supranational and local programmes aimed at balancing the growth in the economy, programmes of social responsibility of business, programmes of fighting against poverty and unemployment, yet results are faint and it happens that they are contrary to the planned ones. For example, the situation on the labour market where opposing tendencies appear. On one hand, governments of states try in their policies to curb unemployment and stimulate creating new places of employment, while on the other hand, enterprises treat redundancies in employment as the basic source of reducing costs and strengthening their market position, what as a matter of fact, rapid technological progress enabling the irrepressible increase in productivity enhances. At the same time sharp disproportions in workload are characteristic. There appears a phenomenon of bipolarity on the labour market. A group of overworked persons, working excessively, has been growing and at the same time more and more persons are completely deprived of work.

Although it is impossible to overrate the positive role of technological progress and new technologies in solving these difficult problems, at the same time *dark sides* of new technologies are becoming all the more and more apparent, including e.g. those that enable genetic alterations of the nature and those connected with using the Internet for criminal purposes. Assessment of transformations taking place is more and more often ambivalent. Sometimes they are drastically opposing and sharp in spite of the awareness that often deep and positive transformations are also accompanied by elements of destruction. It always happens when the new is replacing the old. In such conditions the thesis of Nobel Prize winner in the field of economics Leon Hurwicz who makes reference to the theory of A. Smith has been gaining in validity, he points

³⁰ Toffler, A. and H., op.cit.

³¹ Spowiedź monetarysty [Confession of a monetarist],(an interview with M. Friedman), "Forum" dated 30.06.2003, p.26.

³² Galbraith, J. K., Gospodarka Niewinnego oszustwa. Prawda naszych czasów, MT Biznes, Warsaw, 2005, and J.E. Stiglitz, Globalizacja, Wydawnictwo Naukowe PWN, Warsaw, 2004.

out that the "invisible hand" needs "intelligent guidance"³³. It would be hard here to overrate the strategic thinking and the futurology as the effective tool of such guidance / steering / control.

The question formulated by Ilya Prigogine (Nobel Prize winner in the field of chemistry in 1977) is becoming more and more relevant: "if Nature, if the matter has the property of spontaneous order creation, are we, people subjected to the same laws which govern this process?"³⁴. It is easy here to have some doubts since in our times clearly a disarray is deepening in moulding the world economy and this happens in spite of warnings and words of caution formulated by intellectuals representing different fields of science, in it by economists, sociologists and others.

Although a principle of the competitive order remains indisputable, all the same, the exaggerated market confrontational attitude of subjects can lead to, and the practice has confirmed it, undesirable phenomena and risks, especially, that "the border between rivalry and destruction is almost invisible"³⁵. The invisible hand of the market is destroyed by the "invisible hand of globalization" - the invisible hand of the market becomes the "dead hand of the market"³⁶.

Immanuel Wallerstein, the sociologist, historian and American economist, the author of the theory of systems of worlds, in the book written almost 10 years ago *The end of the world we know* proves that the modern world system "(...) is entering the final crisis and it is incredible that it will exist in 50 years", because it is in a phase "of the fatal crisis"³⁷. Wallerstein draws attention among others to limiting the competition and the rules of the free market, as well as to the ecological crisis (the chapter: *Ecology and capitalist costs of the production. Dead-end situation*) and to letting enterprises on externalize costs i.e. shifting them onto the world society. He also points at the moral slump and social disproportions ("the improvement in the fate of the small elite was accompanied by the worsening fate of the rest of mankind"). Pointing at the chance of positive changes the crisis of the present system has been creating Wallerstein states that "the human impudence is the greatest limitation which the mankind imposes on itself"³⁸. Alvin Toffler formulates similar proposals and warnings in his futuristic works *Zmiana władzy* [Change in the power] (1990) and *Szok przyszłości* [Shock of the future] (1970)³⁹, pointing at the necessity of the development of the futurology and applying it in the practice of making decisions.

³³ Intelligent design. A theory of an intelligently guided invisible hand wins the Nobel prize. The Economist dated 18 October 2007.

³⁴ Weron, A., Ilya Prigogine (25.01.1917-28.05.2003), http://pryzmat.pwr.wroc.pl/Pryzmat_167/Pryzmat167.pdf.

³⁵ The author of this statement, A. Morita of Sony Concern, stresses at the same time that "Americans' belief about the contradiction of both phenomena also shapes the reality. Those who are granted help become "weak" and become permanent patients and parasites of taxpayers". Compare C. Hampden-Turner, A. Trompenaars, *Siedem kultur kapitalizmu*, Dom Wydawniczy ABC, Warsaw, 1998, p. 122.

³⁶ Staniszki, J., *Władza globalizacji*, Scholar, Warsaw 2003, p. 17.

³⁷ Wallerstein, I., *Koniec świata, jaki znamy*, Scholar, Warsaw 2004, pp. 27 and 151

³⁸ op.cit. p. 306.

³⁹ Toffler, A., *Szok przyszłości*, ed. I, PIW, Warsaw 1974, ed. II, Zysk i S-ka, Poznań 1998; and *Zmiana władzy...* Compare also: P. Sztompka, *Trauma wielkiej zmiany. Społeczne koszty transformacji*, PAN, Warszawa 2000.

Poland is experiencing stormy and ambivalent transformations with particular intensity since the civilization and technological breakthrough taking place in the economy and transformations connected with the political transformation of the economy and the membership in the European Union are overlapping each other. These three deep transformations, taking place at the same time, cause that not only enterprises but also the country's economy has been coming across various, difficult to overcome barriers. One of them is a problem bound with shaping the long-term development strategy. The lack of such a strategy has been exposing the economy and enterprises to costly and dangerous mistakes. Results of the lack of the long-term strategy of the economic development of the country can be severe all the more because the short-term strategies support the populism, and this one does not support the strategic thinking. Irregularities appearing here generally result in dangerous negative results typical for "mistakes at the top", being their basic source, as a matter of fact. Mistakes of this type are characterized by, above all, a huge scale of diffusion because they penetrate all fields and levels of the economy (according to the saying that "corruption starts at the top"). Mistakes "at the top" can lead to thwarting efforts and the financial and intellectual potential of entire generations projecting not only for their present but also for their long-term development prospects, not only economic but also ecological prospects, spatial, cultural and others. In the political policy it is also possible, following research tracks of Jared Diamond, to find, at least partly, an answer to the question asked by this scientist – geographer, "why some societies failed, and others have managed to succeed"⁴⁰. Admittedly, this author is looking for the reply to this way worded question – through an analysis of the attitude of societies and entire civilizations to the natural environment and he comes to the conclusion that it is the unwise use of resources – besides military or economic reasons – that is one of main reasons for the fall of many well-developed societies⁴¹. But after all the approach towards the natural environment is a consequence of the economic policy. The model of the economic system is at the same time one of fundamental factors moulding the quality of governments and ruling on all its levels: from domestic not to mention supranational through local one. Unfortunately, economic history provides a lot of evidence (and what's more from different geographical areas and epochs), how extremely expensive mistakes in moulding the economic system can be and are⁴².

If growing uncertainty and changeability is a feature of contemporary times, nothing else can be done in such conditions but to recognize the mistake as the natural state, because paradoxically, then chances of minimizing mistakes are growing. "It won't be possible to create sensible economics disregarding the unpredictability of human reactions to signals, information, orders, incentives"⁴³. Thus the need to possess long-term strategies is all the greater for them, the greater the uncertainty of action and the

⁴⁰ Diamond, J., Upadek. Dlaczego niektóre społeczeństwa upadły, a innym się udało, Ed.: Prószyński i Ska, November 2007 (Collapse: How societies choose to Fail or Succeed in 2005. New York: Viking Books)

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⁴² „Lucky the city with a decent government. Not all cities resemble one another, but each happy city is at least partly unhappy for a single reason: misgovernment. The quality of government, local and national, is the most important factor, apart from the economy, in the success (of a city)” – see: Failures at the top, The Economist, May 3rd, 2007.

⁴³ Ekonomia niepewności. Z Romanem Frydmanem o tym, dlaczego ekonomiści wciąż się myślą, rozmawia Jacek Żakowski, Polityka. Niezbędnik Inteligentna. Edition 14, No. 10 (2644) dated 8th March 2008, p. 3.

risk of making mistakes are. The analysis of growing difficulties in counteracting unfavourable social-economic phenomena and the ineffectiveness of conventional solutions, induces to the conclusion that the causes of these difficulties are unconventional and have their base in crucial civilization transformations. Meanwhile, there are a lot of indications that both politicians and managers have been trying to solve appearing problems not taking into consideration in the sufficient degree (consciously or unwittingly) modern trends and requirements of the economy, trends identified both through theories of economics and the contemporary enterprise and through the economic practice, trends resulting from the civilization breakthrough. They apply tools and solutions that are appropriate for the industrial civilization that is being replaced by a new one and that are not appropriate for the present conditions⁴⁴.

3. Long-term forecasting and the economics of the uncertainty

The unprecedented dynamism of contemporary transformations in the global economy causes that two basic "schools" in the approach towards strategic issues have been formed. In the first, they assume that since reality changes so violently and dynamically, working out the strategy in principle is deprived of any sense. According to the second "school", on the contrary: the strategic approach is all the more essential, the more dynamic changes are.

Paradoxically, however, in the epoch of the knowledge-based economy in fact we deal with the economics of imperfect knowledge, uncertain knowledge (Imperfecta Knowledge Economics)⁴⁵. In such conditions *truth is imperfect and certainty is false*⁴⁶. Whereas economics is a science based on examining certain regularities, normal cases. If, however, times are stormy, there arise problems with identifying these regularities, normal cases. Therefore, a change in the approach in economic studies is essential. At present models, including mathematical ones fail. Because they are based on some permanent assumptions and regularities, and so in conditions of sudden transformations they become less useful. A holistic approach is necessary in moulding the strategy with taking into consideration not only economic but also social, ecological and spatial issues, because after all even the best economic theory, but without taking the social factor into consideration, the man, without an analysis of humane behaviour cannot bring satisfying effects. It points out to the problem of choice and moulding the model of the economic system and the quality of the economic policy and its rules. In *conditions imperfect knowledge* the economic policy, the economic policy, the model of the economic system require adapting to the specificity of economic conditioning, because optimal rules for one economy turn out to be non-optimal for another. Noble Prize Winner Edmund S. Phelps points that such an approach constitutes one of important advantages of the concept formulated by R.

⁴⁴ Toffler, A. And H., op.cit.; U. Beck, Społeczeństwo ryzyka. W drodze do innej nowoczesności, Scholar, Warsaw 2002; and J. Rifkin, Koniec pracy. Schyłek siły roboczej na świecie i początek ery postrykowej, Wydawnictwo Śląskie, Wrocław 2003.

⁴⁵ Frydman, R., Goldberg, Michael D., Imperfect Knowledge Economics: Exchange Rates and Risk, Princeton University Press, 2007.

⁴⁶ Ekonomia niepewności, op. cit., p. 3.

Frydman and M.D. Goldebrag, the conception of the Imperfect Knowledge Economics⁴⁷.

In Poland we are dealing with dangerous neglect of strategic issues and pushing to the sidelines strategic planning. Admittedly, at the government level attempts to give the right rank to strategic planning in the scale of the country have been made. Therefore, in 1996 a Government Centre for Strategic Studies was established, and earlier, in 1994 The Council for Social-Economic Strategy at the Council of Ministers was set up. However, both these institutions were dissolved in 2005. And so, at present, in principle there exists no central institution dealing with issues of the strategic development of the country, the fact in conditions of stormy transformations taking place in the world, in conditions of the "economics of uncertainty" is at least alarming. There is no centre studying qualitative regularities and trends in economic transformations, in transformations of the world and the behaviour of people. The National Programme of Development only in part solves the most important problems, because it is aimed first of all at planning the absorption of funds that Poland has been obtaining from the EU. However, it does not formulate comprehensively and clearly enough long term nationwide priorities, nor does it create general solutions of strategic problems. Here, among others, such problems as listed below are essential: preparing the domestic economy for des – industrialization processes taking place in the world, the place and directions of the development of individual fields of economy in conditions of the new non – industrial civilization and others.

The lack of the strategic approach has an adverse effect on conditions of the functioning of enterprises. It results in expanding areas of the strategic uncertainty. In such a situation all the more implementing an early warning system against risks / threats is essential in managing enterprises⁴⁸. The strategic approach is essential not only in the situation of risk / threats but also in conditions of success. Successes breed optimism, sometimes they turn into the unrestricted optimism what may constitute a barrier in perceiving and in appropriate assessment of potential and real risks. It is frequently appearing in practice a *paradox of success* that is accompanied by a syndrome of self-satisfaction, or the syndrome of fascination with applying new solutions what can lead to the loss of sense of direction as for the changing, "fluctuating" reality. The paradox of success manifests itself in the fact that enterprises have a tendency for underestimating risks, and because of that they fall into a trap, into the trap of the different kinds unexpected difficulties⁴⁹. It is essential for them the more dynamically the economy is changing. Meanwhile, the bigger the dynamism of transformations, all the more essential it is to create at different levels of the economy units and posts (a kind of "sappers of business" which means individuals who would

⁴⁷ „Another hallmark of the imperfect knowledge view is its qualification of fixed policy rules. The necessary point is that the optimum rule is not the same from one structure of the economy to another. As with the rest of macroeconomics, the issues have to be rethought in a way that makes the ever-imperfect knowledge of market participants and policymakers an integral part of the analysis” – quotation from the introduction by Edmund S. Phelps to the book by R. Frydman and M.D. Goldberg, Imperfect Knowledge... op.cit., p. xiii.

⁴⁸ These results are presented in the book ed. by J. Kotowicz-Jawor, „Adaptacja polskich przedsiębiorstw do rynku Unii Europejskiej”, Key-Text, Warsaw 2008, compare E. Mączyńska (ed. by) *Ekonomiczne aspekty upadłości przedsiębiorstw w Polsce*, SGH, Warsaw, 2005, pp. 7-16 and in *Zagrożenie upadłością* (ed. by E. Mączyńska, K. Kuciński), ed. SGH 2005.

⁴⁹ Compare: E. Mączyńska (ed.), *Ekonomiczne Aspekty...*, op.cit.

uncover and neutralize “mines” appearing in it). Also creating organizational units aimed at gathering news knowledge about the state and the future of the economic environment is becoming essential. This type of units, a kind of “knowledge and information divers” should constitute the inherent element of an early warning system in the economy and in forecasting its development.

Progressing processes of globalization, the development of capital markets and supranational enterprises and the compound and thickening as a result of this network of connections in the economy have been causing that not only the economy but also the risk have become global⁵⁰. Here, factors bound with the economic situation, with growth and development rates, cultural and civilization factors and factors connected with knowledge and information management are of essential importance⁵¹.

In conditions of the knowledge-based civilization this last factor has been playing the ever more and more significant role. However, at the same time in the rationalizing knowledge management, including risk management, there appear a number of irregularities of different character, also of mental character. Whereas a number of barriers in the flow of the knowledge appear, the result of which are multiplied losses⁵². In this situation a role of the research on the future and the futurological discourse has been increasing.

4. Creative and futurological role of research and discourse about the future

In conditions of the growing complexity of economic connections and in conditions of uncertainty and difficulties of moulding long-term development strategies, research and debate on the economic and social future in the domestic and global perspective are not to be overrated. Researches and debates may constitute a valuable source of creativity and inspiration in moulding of the future and the identification of risks to the harmonious development. This has been confirmed among others by the analysis, presented by Borut Rončević, of histories of countries which managed to make the development jump (Ireland, Finland). This analysis confirmed the crucial importance of a strategic discourse in the success of these countries. "This discourse – in each case

⁵⁰ Compare: E. Mączyńska (scientific editor.), *Ekonomiczne aspekty upadłości przedsiębiorstw w Polsce*, SGH, Warsaw, 2005 pp. 7-16, and in *Zagrożenie upadłością* (scientific editors: E. Mączyńska, K. Kuciński), ed. SGH 2005. These researches were carried out under my supervision within the financed by KBN and registered under number: 1H02C 029 18 research project on *Early warning systems against bankruptcies of enterprises. Indicators of early warning*. Results of this research and early warning models constructed on this basis were presented in the article: DYSKRYMINACYJNE MODELE PREDYKCJI BANKRUKTWA PRZEDSIĘBIORSTW, *Ekonomista*, 2006, No.2.

⁵¹ Compare: Robert Simons, *Czy wiesz jak duże ryzyko ukryte jest w twojej firmie?* [Do you know how big risk is hidden in your enterprise?], *Harvard Business Review*, Poland, April, 2005 and R. Simons, “How Risky is Your Company?”, *Harvard Business Review*, May-June, 1999.

⁵² E.g. Kinsey Goman from Kinsey Consulting Services in Berkeley CA., differentiates five reasons causing that employees do not want to share knowledge: 1. belief that knowledge is power and its exclusive possession helps to enhance one’s competitive advantage (“If I know something you don’t know, I have something over you”). These quotes are from managers in my study. , 2. uncertainty as far as what the real value of one’s own knowledge is, 3. mutual mistrust, 4. fear of negative consequences of revealing specific knowledge (e.g. consequences such as changing terms of employment), 5. not revealing by the management its own intention and its own knowledge on the given topics, compare: www.ckg.com.

unique – enabled the activation of factors and development resources which in many cases were in these countries present for many decades, but in a "sleeping" form. Researches and the strategic discourse as the instrument of creating the footpath of development can come into existence and be a success only in the defined social and cultural conditions.”⁵³. In the literature on the subject the intellectual, including the public and relational capital is referred to as the one that may be treated as a catalyst enabling spreading of human capital and or as the "grease" facilitating setting up network connections among organizations and aiding the appearance of intermediary institutions what enhances the synergy and the degree of coordination of the social system (in Poland the report “Intellectual Capital of Poland”, prepared under the auspices of Mr. M. Boni, the Head of the Team of Strategic Advisers to the Prime Minister, is a valuable source of the inspiration)⁵⁴.

In strategic operations the analytical and diagnostic assessment of the past is not to be questioned as the source of the future knowledge. However, the debate on the future has the first-rate rank. Here a thesis of Jean-Marie Rousseau is highly instructive: " however, discussing in this context the past is of little importance, since the past can never fully explain the present moment nor even the future socio- economic landscape the shape of which is emerging from the present time. Paradoxically, so it is rather the future that may perhaps render more service to the present time, when in its context we will perceive the present *status quo*" ⁵⁵. Because the analysis of possible scenarios of the future enables the early identification of chances and risks and potential, new footpaths of development and that is why it may be an effective tool of *shaping economic structures and aiding mechanisms increasing the resistance of the economy to social – economic shocks* ⁵⁶.

One of the sources of putting the strategic approach on the sidelines and of mistakes in this scope on different decision-making levels in the economy is the feeling of anxiety, fear of losing the current position in the economy and the omnipresent uncertainty of the future that can cripple creative strategic operations and in consequence reinforce the "dependence on the path". "The dependence on the path” was a norm in traditional, closed economies that had to rely exclusively on themselves. Today we have more possibilities resulting mainly from the globalization. It is possible to talk about the development à la carte, within the frames of which the system concentrates on goals taken out from the certain set of options – the Lisbon Strategy seems to be a clear example of such an approach. It is also possible to talk about the development of the cargo type that relies on possibilities created by outside players – it seems to dominate in economies deprived of their own development initiatives, such as Poland. These new kinds of development are based mainly on a transfer of technology that is comparatively easy. But in order to keep such a development lively, it also requires the transfer of the ability from the scope *tacit knowledge*, what usually brings about some

⁵³ Roncevic, Borut, Rola dyskursu strategicznego w procesie tworzenia nowej ścieżki rozwoju [The role of strategic discourse in the process of creating the development path], w: A. Kukliński and others: Problematyka przyszłości regionów, W poszukiwaniu nowego paradygmatu, MRR, Warsaw, 2008, p.191.

⁵⁴ „Kapitał intelektualny Polski”. Report on the Intellectual Capital of Poland, Warsaw, 10 July 2008.

⁵⁵ Jean-Marie Rousseau, Europejskie regiony w kontekście globalnej bitwy o przyszłość; in A. Kukliński and others, Problematyka przyszłości regionów. W poszukiwaniu nowego paradygmatu, MRR, Warsaw, 2008, p. 104.

⁵⁶ Op.cit. p. 104.

problems./.../ The main trouble with the development dependent on the path is the fact that after some time it causes stagnation. A continuous and at the same time sustained development would be Saint Grale of economy"⁵⁷.

Also the pointed out earlier syndrome of the "paradox of the success" does not support the strategic thinking. The soothing power of success favours not-discerning needs of anticipating the future. In such conditions the strategic creation of future is difficult all the more that "*the art of economics consists in looking not only at immediate, but also at distant effects of given operations or programmes; in checking not only what effects the given programme has for one group but what consequences it brings about for everybody*"⁵⁸. Paraphrasing this sentence of H. Hazlitt one may state that *the art in the economic policy consists in taking into consideration not only direct but also distant effects of given solutions and operations; in following not only consequences which the given programme has for one group but what consequences it brings to all. A mediocre economist can see only what directly reaches the eyesight and he can see only direct consequences of the offered direction of the economic policy; a good economist also looks farther, taking into consideration long-term and indirect consequences. The mediocre expert can see only effects which the given policy brought in or it will bring in the given period, the good one - examines also effects in a wide scope and perspective*⁵⁹. It indicates, at the same time, roles of intellectual elites in the economy.

It is possible also to illustrate this problem through symptoms known in the economics literature, "*the tragedy of the commons (common grazing land)*"⁶⁰ and the mistake of the *broken windowpane* - authorship of the famous economist of Frederic Bastiat. As a matter of fact Hazlitt also refers to this metaphor, he says that one of the most common – in his opinion - mistakes made in popular thinking about economy is the mistake of the short-sightedness – the so-called "mistake of a broken windowpane"⁶¹. The "*metaphor of the broken windowpane*" used by F. Bastiata and H. Hazlitt proves that the shortsightedness and the superficial approach in economy do not pay.

In this situation the statement contained in the speech given on 1 March 1921 by baron Jan Goetz-Okocimski on the occasion of establishing the Economic Society in Cracow still is extremely up-to-date in spite of the flow of several dozen years: "*we want to be an eye which discerns dozing riches in the country and the population. We want to be an ear that hears general needs and catches resources aimed at fulfilling them. We want to be a brain that considers, criticizes, and tells the way. Nevertheless our activity won't only be artificial, teaching or agitation. We will try to make everything what we say or we write change into a deed. (...) We want to be neither a school nor an academy; our ambition will be to become the central source, from which every*

⁵⁷ Galar, Roman, Rozwój zależny od ścieżki i kreowanie ścieżek rozwoju w ujęciu adaptacyjnym, na przykładzie Nokii; in : Problematyka przyszłości, op.cit. p. 172.

⁵⁸ Hazlitt, H., (1894-1993), Austriacka Szkoła Ekonomiczna H. Hazlitt, Ekonomia w jednej lekcji, Wydawnictwo Znak-Signum, Kraków 1993, p. 17.

⁵⁹ Hazlitt, H., Ekonomia w jednej lekcji, Wydawnictwo Znak-Signum, Kraków 1993, p. 17.

⁶⁰ Hardin, G., The Tragedy of the Commons, „Science”, 1968, No.: 162.

⁶¹ Op.cit. (In the situation when a hooligan breaks the windowpane in the bakery, then although it is the glazier who earns, however *the glazer's profit may be the baker's loss*. Because instead of buying himself the planned suit the baker will have to spend money on the windowpane).

production must draw in order not to fall into stagnation, not to wither, not to be numb, not to surrender to problems and obstacles ". We may also see today as unusually cautious is the regulation included in the Statute of this Company: "bringing party-political disputes into works of the Company is forbidden"⁶².

I treat these messages as inalienable challenges for the circle of Polish economists (although not only for them) that are also relevant in our times but simultaneously as those pointing at the necessity of reflection and debates on strategic directions of transformations in the Polish social-economic system. However, the condition of the effectiveness of such a debate and at the same time of its result is always an alternative vision with respect to the *status quo* or rather development visions, visions taking into consideration the multitude of solutions and possibilities⁶³. This, however, requires propagating the debate about the future and involving the whole society.

5. Social Futurism. (The relevance of A. Toffler's conception)

Mounting barriers and problems bound with predicting the future point to the fact that the longer the time range of the forecast grows, *all the more we are condemned to guesses and premonitions*. But all the more it is essential to include in possibly the widest degree different social groups into the process of the strategic thinking. According to A. Toffler it is just so understood "Social Futurism" that enables us reaching the higher level of competence in forming / structuring changes that exceed the dehumanised technocracy (in spite of being democratic).⁶⁴ The author points to the need of possessing "a sensitive system of indices of implementing social and cultural goals, integrated with economic indices, what would create favourable conditions for the humanization of forecasting"⁶⁵. He emphasizes that the art of futurology shows what is possible and probable and the policy of futurology shows what is desirable. Arguments in favour of examining probable variants of the future are irresistible. It is essential, especially that forecasts demonstrate tendencies of self-fulfilment or self-annihilation. Attempts of predicting the future in the inevitable way change it although nobody can know / ... / " in spite of that it is high time to debunk a popular myth, once

⁶² § 5 of the Statute of the Economic Society in Cracow, passed on 1st March 1921. Will readers excuse me quoting this thought not for the first time but I am induced to this by the not fully satisfying economic reality, particularly as far as the development of strategic thinking is concerned. I wish to thank dr A. Pollok, the chairman of the Branch of the Polish Economic Society in Cracow, for finding this text and making it available for me.

⁶³ Borut Roncevic, already quoted here, warns against being one sided, against „one path”. One of the most important dilemmas, that is present in the history of social and economic thought, is the question whether social-economic development is the result of intentionally taken decisions, the effect of evolution of societies, or the effect of market forces. This question is universal in character, however, answers to this questions are not universal at all. Even the best analysis of the set of social and economic factors and programmes of public activities carried out in case of one country may turn out totally irrelevant in case of another country. So one has to conclude that the above dilemma does not have one solution, and actual plans of pro-development reforms have a chance of success in principle exclusively in reference to a given set of social-economic and political factors which were born in mind when they were prepared. Attempts to transfer automatically ready made institutional solutions to other environments are usually very expensive and may result in a chronic lack of system effectiveness” . op. cit. p. 443.

⁶⁴ Toffler, A., Szok..., op.cit., p. 443.

⁶⁵ Op.cit., p. 448.

and for all, that the future is unrecognisable". The general idea of what can happen is better than none / ... / if incorrect – it is still favourable"⁶⁶.

Theses and recommendations of A. Toffler have not only aged but on the contrary in the face of the present crisis they remain topical. It is hard in the age of uncertainty overwhelming the world to question the legitimacy of recommendations that widen the conception of available, multiple versions and visions, dreams - images of the potential tomorrow. Toffler suggests forming "imaginary centres" at different levels aimed at interdisciplinary "activating of brains". He recognizes that it would be a source of ideas and thoughts " which technocrats did not even dream about"⁶⁷.

Today as never earlier before new, mighty utopian and anti-utopian ideas are needed. And it is hard not to admit that Toffler is right, that no isolated book or an individual author is able to introduce visions of the future, all the more so because societies organised in a technocratic way in general do not support visionary imagination. Toffler treats collecting credible ideas of the most probable future as the urgent matter not only in the domestic but also in international scale. He calls for creating the world bank of the information about the future the effect of which "there would be an incessantly changing geography of the future, relying on the best forecasts of the strategy of the social futurism.

Unfortunately, A. Toffler's thesis is still relevant that at present everybody feels cut off from the possibility of having influence on directions and the rate of changes. Pointing at the need of the development social consultants of the future he emphasises that what may seem naïve in the industrial epoch is not naïve in our times.

Conclusions

- The global uncertainty characteristic of the contemporary world has its primary source in the civilization breakthrough-taking place at present and the passing away of the industrial civilization.
- In conditions of the growing uncertainty the importance of reflection about the future and of strategic approach in the economy have been growing. In the economic policy such an approach is frequently pushed to the sidelines.
- Traditional, characteristic of the industrial epoch tools of moulding the future do not work and with growing uncertainty difficulties of forecasting / predicting the future outlook have been increasing, that is why these problems have been neglected. The effect of it is Toffler's "shock of the future".
- The deficiency of the strategic policy is characteristic also for Poland and that facilitates "mistakes at the top" and negatively affects the efficiency of the economy and worsens the conditions in which companies operate.
- In macro - and microeconomic policies guarantees that the system is not getting out of control are essential and it enables early identification of irregularities.

⁶⁶ Op.cit.

⁶⁷ op.cit., p.455.

Such guarantees are conditioned by having visions of the future. Such a vision cannot, however, come into existence in the technocratic way.

- In condition of the shortage and barriers towards strategic approach, the importance of scientific research and discourse on this subject has been increasing. Such a discourse might become a tool of early warning against threats / risks and against potential destruction in economy and against various social deviations and at the same time it might strengthen positive synergy changes.
- Traditional, technocratic methods and the model of forecasting are disappointing, because they are deprived of the element of the social and essential holism.
- In conditions of overwhelming uncertainty and unprecedented dynamics of transformations, the social futurism may be a barrier protecting against destructive results of the shock, that is involving all levels of power and government in strategic programming what in turn requires institutional framework for forecasting. This points to the legitimacy of the development of forecasting centres in the global scale and a kind of global geography of forecasts.
- Poland should aspire to contributing to the network of this type because staying outside threatens with "strategic blindness", and at best with "having poor strategic eyesight" with dangerous consequences of it.
- The development of the network of prognostic researches is conditioning the rationality of decisions taken at various stages of management.