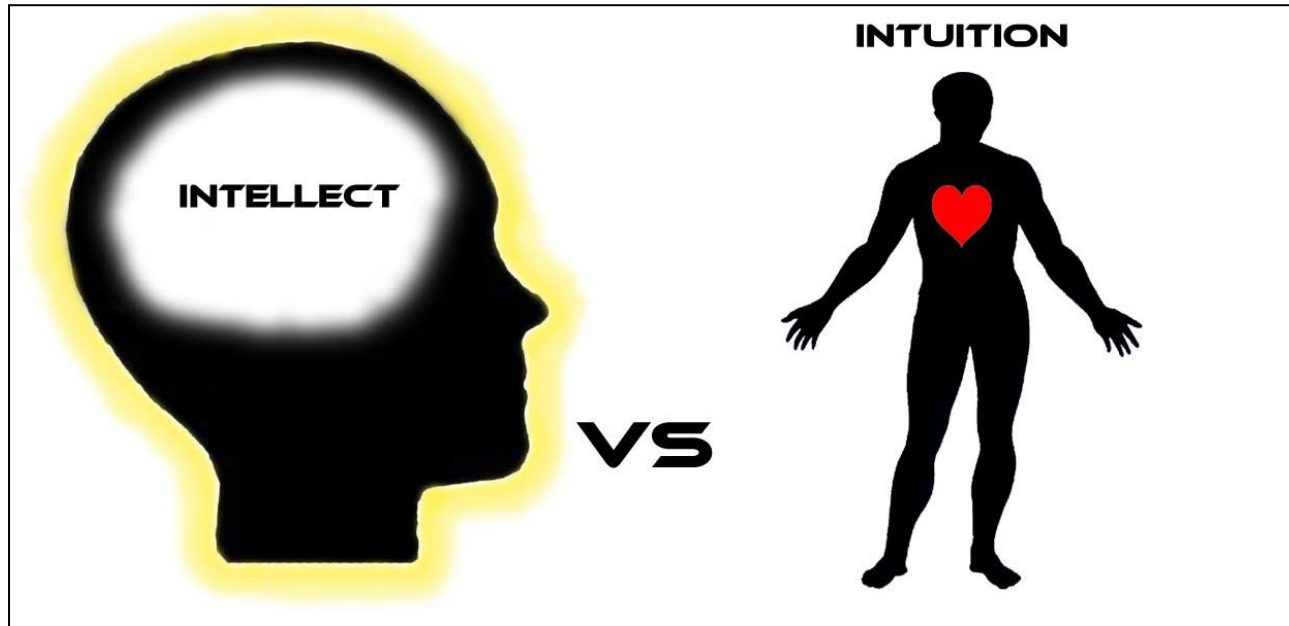
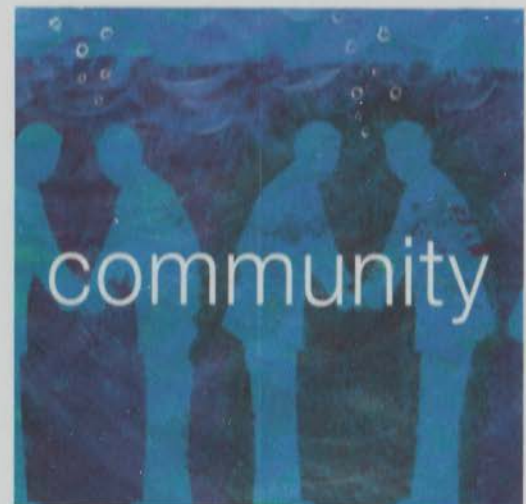
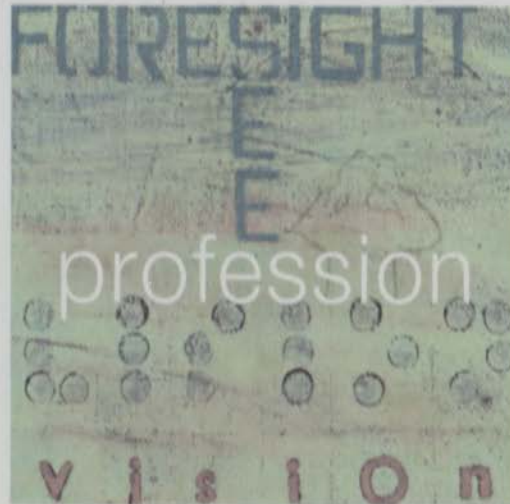
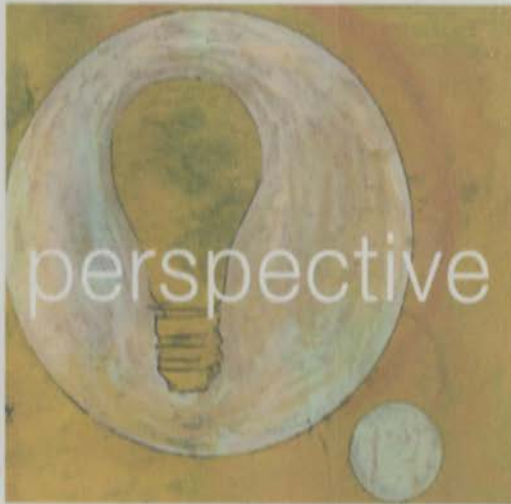


# Intuition in Futures Work



University of Houston Graduate Foresight Program  
7<sup>th</sup> Annual Spring Gathering, April 21 – 22, 2017

Oliver Markley, Ph.D.  
Professor Emeritus, Graduate Studies of the Future  
University of Houston-Clear Lake



# Association of Professional Futurists

Recognizes

## Symposium on Intuition in Futures Work

By

Oliver Markley, Editor

As a

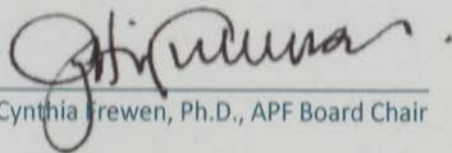
2016 Most Significant Futures Work

for works that advance the methodology and practice of foresight and futures studies.

23 July 2016



ASSOCIATION OF  
PROFESSIONAL  
FUTURISTS

  
Cynthia Brewen, Ph.D., APF Board Chair

# Symposium on ‘Intuition in Futures Work’

*Journal of Futures Studies*, Vol 20 No 1 (Sept. 2015)

[Introduction to the Symposium on ‘Intuition in Futures Work’](#)

Oliver Markley

[The Inner Game of Futures](#)

José M. Ramos

[Applying Intuitive Methods in Explorations of Preferred Futures](#)

Ruth-Ellen L. Miller

[Intuition and Evolution –How I Find It Essential to Use Intuition in My Futures Work](#)

Barbara Marx Hubbard

[Intuiting the Future\(s\)](#)

Sohail Inayatullah

[Learning to Use Intuition in Futures Studies: A Bibliographic Essay on Personal Sources, Processes and Concerns](#)

Oliver Markley

[Classical Intuition and Critical Futures](#)

Marcus T. Anthony

[Intuition, Rationality and Imagination](#)

Marcus Bussey

# Best definition of intuition

- 1) Non[egoic]-conscious process
- 2) involving holistic associations
- 3) that are produced rapidly, which
- 4) result in affectively charged judgments.

Source: Eric Dane & Michael Pratt (2007 [Exploring intuition and its role in managerial decision making](#)," *Academy of Management Review*, 32/1, 33-54.

# Six Overlapping Functions of Intuition

- Discovery / Serendipity
- Creativity / Innovation
- Evaluation / Option choosing
- Operation / Being in the right place at the right time
- Prediction / Foresight
- Illumination / Transcendence

Source: Philip Goldberg (1983) *The Many Faces of Intuition*;  
Summarized in Weston Agor (1989), *Intuition in Organizations*.

# Where to Use Practical Intuition

## Better

In situations involving novelty, uncertainty, and time pressure (immediacy of decision), where rational methods break down.

## Worse

In situations involving regularity, high data availability, etc. where rational methods do better.

Sources: Erik Dane & Michael Pratt (2007), [Exploring intuition and its role in managerial decision making](#), *Academy of Management Review*, 32(1), 33-54.

Eugene Sadler-Smith (2008) [The role of intuition in collective learning and the development of shared meaning](#), *Advances in Developing Human Resources*, 10 (4), 494-508.

# Methods for Developing Intuitive Awareness

- Passive volition
- Meditation
- Mindfulness
- Somatic awareness
- Insight
- Spontaneity
- Visual imagery
- Relaxation
- Dream work
- Holotropic/Integrative Breathwork
- Brainwave Entrainment (BWE)
- Psychochemicals

Described by Sadler-Smith & Shefy (2007), "[Developing Intuitive Awareness in Management Education](#)," *Academy of Management Learning & Education*, 6(2), 494-508.

Highly relevant methods for tapping intuition through non-ordinary states of consciousness (NOSC) not described by Sadler-Smith & Shefy

# Three Types of Practical Intuition

1. Automated expertise or “job smarts”  
(memory dependent)
2. Holistic hunch or “gut” feeling  
(memory influenced)
3. Transcendental insight or vision  
(memory independent)

Sources: The first two are distinguished by C. Chet Miller and R. Duane Ireland (2005), [“Intuition in strategic decision making: Friend or foe in the fast-paced 21<sup>st</sup> century”](#), *Academy of Management Executive*, 19/1, 19-30. The third is by Markley.



# 1. Automated Expertise

## Definition

Judgment or choice made through a partially subconscious process involving:

- Steps learned from situation-specific experiences
- A replay of past learning
- A feeling of familiarity

## Examples

- Large bank loan officer making routine loan decisions
- Airline pilots or fire chiefs making instantaneous crisis decisions
- Everyone who trusts their “savvy” in rapid response situations

## 2. Holistic Hunch / Gut Feeling

### Definition

Judgment or choice made through a subconscious process involving:

- Synthesis of diverse experiences
- Novel combinations of information
- Strong feelings of being right

### Examples

- Ray Croc's decision to buy the McDonalds brand
- Chrysler's decision to develop the Dodge Viper;
- Honda's decision to introduce motorcycles in the U.S.
- Peak performing executives who trust "gut feelings" in uncertain situations

# 3. Transcendental Inspiration

## Definition

Judgment or choice made through a “supraconscious” process involving:

- A non-ordinary level or state of consciousness (NOSC)
- A sense of how something should be rectified or made more whole
- Often comes as a sudden flash of insight

## Examples

- Being inspired by an inner daemon or muse
- Niels Bohr dreaming of a planetary system as a model for atomic structure that won the Nobel Prize
- Ordinary people of all types who have opened their inner channels of wisdom and creativity through human potential courses, meditation, etc.

## Mental Time Travel:

A practical business and personal research tool for looking ahead (*Futures*, Vol. 40, 2008, 17–24)

Helps to experientially answer:

- What may happen if “X” (a decision or policy option) is chosen, versus is not chosen and implemented? In particular, how would it feel to live in each such contingent future?
- Which of two policy options or possible decisions looks and feels better, “X” or “Y”?
- In a scenario described in advance, what significant impacts are likely, but are as yet unrecognized? How would such impacts feel to stakeholders at various levels of aggregation, (individual, family, work group, subculture/ecology, global culture/ecology)?

# Ruth Miller's Basic Process for Intuition of Preferred Future

Source: [Applying Intuitive Methods in Explorations of Preferred Futures](#), p. 104

Breathe long and slow, be quiet, and “enter the Silence”, the state of consciousness in which normal mind chatter is reduced or even eliminated;

Learn to focus the attention on one thought, one process, one image until there is no thought except that one;

Listen for what has been called “the still small voice” within; be expectant;

Allow whatever sound or image or space that emerges, however vague, to take shape, using as many internal senses as possible – sight, hearing, taste, touch, smell;

Though the normal reaction is to ignore it and wait for something clearer, focus on whatever vague thought, image, or urge that emerges, without censoring, changing, or trying to make sense of it. (This free expression is essential in order to begin to undo the old training and habit of ignoring and censoring what comes from within.)

Continue to focus on it until it seems complete;

Return slowly and gradually to normal waking consciousness with the explicit intention of remembering and using the information and/or experience gained in the altered state, and write down and act upon the experience.

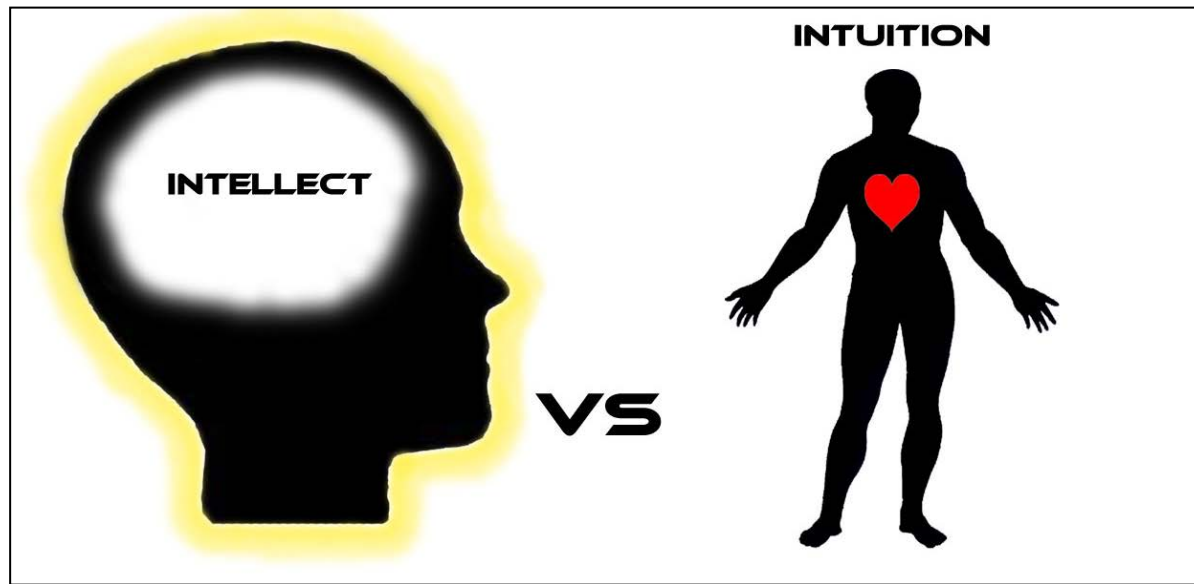
# Sohail Inayatullah's Method for Preferred Futures Visioning

Source: [Intuiting the Future\(s\)](#), pp.116-117

When I run a group through visioning, using as context, the work of Elise Boulding (1995), Oliver Markley (1992), David Loye (2004) and others, I have them close their eyes and imagine a happy time in their life, as I wish for them to feel their way into the future. Earlier methods in the workshop process (the futures triangle, for example) have been heavily cognitive, and thus, I wish to move participants to a different part of their brain, a different 'self', And indeed even to access the extra-cerebral part of themselves, i.e. the collective mind in the room. Once they have accessed this feeling, we walk - in the mind's eye - into the future, often fifteen steps, for example, to the year 2030. They walk up to a hedge, which represents the boundary to the preferred future (not predicted, as I do not wish to privilege the psychic but the preferred, what they truly wish for). A gate opens and they walk into the the desired future, allowing images of what-is to come to them. For a few minutes, they explore this desired future. They then see a six story building in front of them. The six story building is a representation of the chakras. They then go up a spiral staircase (the kundalini in Tantra) to the sixth floor (the eye of intuition) and walk toward a balcony. There, they meet their future self (or friend, mentor, or guru, or...) who gives them a message. They read the message to themselves and after bowing down (acknowledging the wisdom of a force beyond the directed self ), they walk back down the staircase and then slowly walk back toward the hedge. Going back through the gate, we retrace the steps back to the present.

Participants then, if they wish to, share their visions and messages. This process succeeds in that it helps synthesize the thoughts and analysis of the past few days of the foresight course.

# A Bit of Theory About Transcendental Intuition in Visioning



[Expanded Pre-print](#) and [YouTube Video](#) on  
“Imaginal Visioning for Prophetic Foresight”  
(*Journal of Futures Studies*, 2012)

# Concepts Underlying Cornucopia Causality/Transcendental Intuition



## Secular

- Morphogenic Field & Morphogenesis (Sheldrake)
- Implicate to Explicate Domain (Bohm)
- Sub-quantum Akashic / Imaginal Field (Laszlo)

## Spiritual

- Holy Spirit (Christian)
- Schechinah (Jewish)
- Illuminationism (Islam)
- Alayavijnana (Buddhist)



# Cornucopia ~ Billiard Ball Causality ("Power vs. Force")



# Integrative Foresight



Cornucopia Causality

Passive Volition / Willing / Yin

Receptive

Imaginal Visioning

Intuitive Feeling

Prophetic Foresight



Billiard Ball Causality

Active Volition / Willful / Yang

Expressive

Imaginative Visualizing

Rational Thinking

Conventional Foresight

Eventually, reintegrating reason and intuition may prove to be one of the primary contributions of systems thinking.

Peter Senge

# Historical Listing of my Visioning Publications

- [Using Depth Intuition Methods for Creative Problem Solving and Strategic Innovation](#) (1988/1992)
- [Experiencing the Needs of Future Generations](#) (1994)
- [Mental Time Travel: A Practical Tool for Looking Ahead](#) (1994/2007)
- [Visionary Futures: Guided Cognitive Imagery for Teaching and Learning about the Future](#) (1998)
- [Imaginal Visioning for Prophetic Foresight](#)  
[[Expanded Pre-print](#)], [YouTube Video](#) (2012)
- [Aspirational Guidance for Wiser Futures](#) (2015)
- [“Introduction to the Symposium on Intuition in Futures Work”](#) and [“Learning to Use Intuition in Futures Work”](#) (*Journal of Futures Studies*, Vol. 20, 2015)