



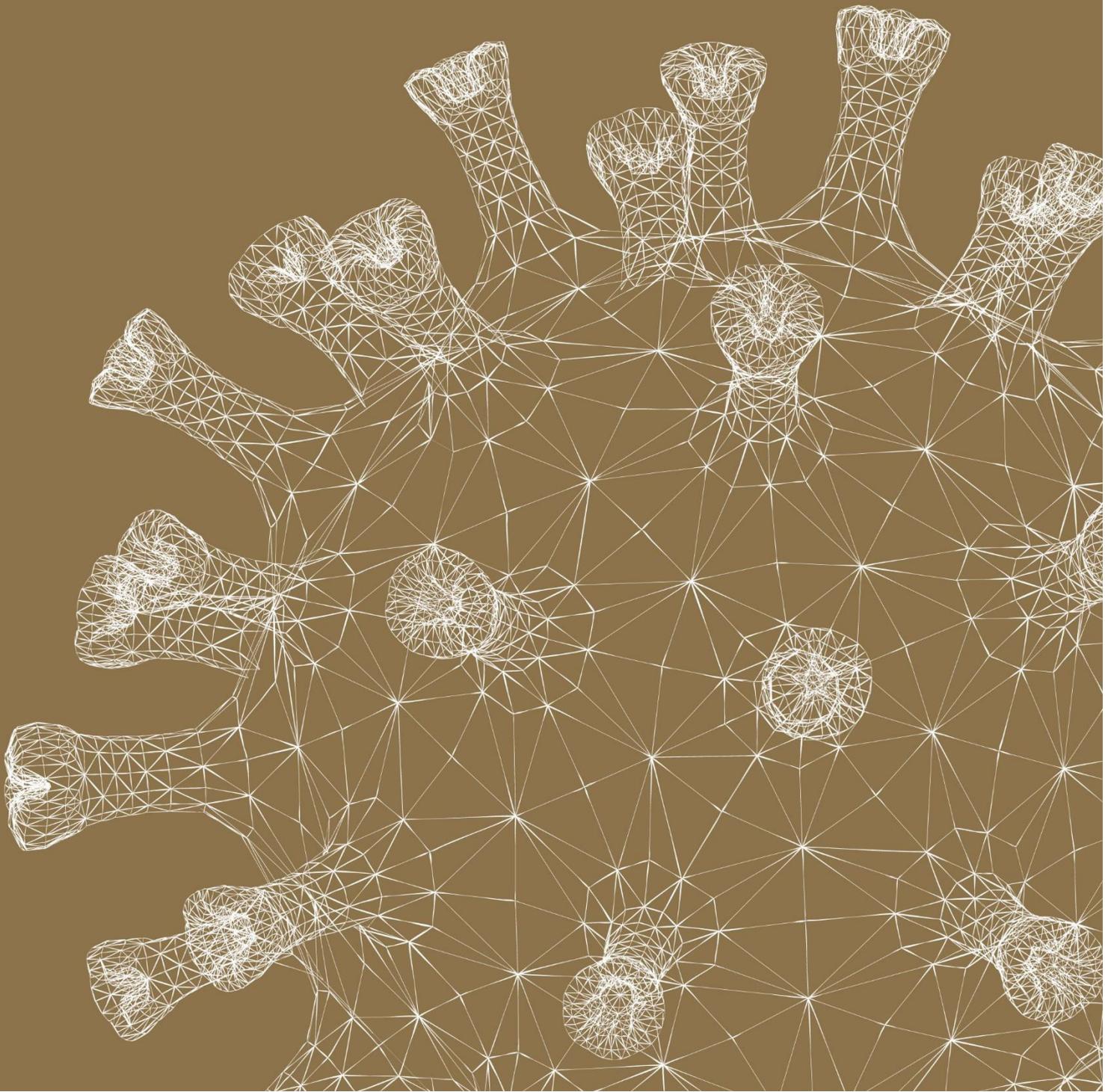
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The World Post COVID-19

Plausible Scenarios and Paradigm Shifts



Foreword

COVID-19 has transformed the societal behavior towards a different level of the normal practice of day-to-day lives of people when interacting in normal human habitats. In this sense, foreseeing the future due to the impact of COVID-19 pandemic is unforeseeable. Data science predicts the future based on historical well-organized semi-random data which can be extrapolated to predict certain behaviors of these data. However, virus behavior is unpredictable due to many reasons, one of them is being able to mutate in the life span of these viruses which are random in nature.

I am pleased to forward this report “The World Post COVID-19: Plausible Scenarios and Paradigm Shifts” that presents the increasing importance of foresight as a science in anticipating and shaping our future. The report challenges our thoughts and discusses how disruptions such as COVID-19 can be a game changer for new paradigms of progress. Finally, the report presents various scenarios that we might witness post COVID-19. The predictability of the behavior of COVID-19 could be foreseen from the prevailing scenario and tackling the problems could result in controlling the spread of the disease and decreasing the economic downturn towards economic recovery. Even though lives of human beings are major concerns and a priority, however, economic uncertainties and crises have much more negative impacts on lives of human beings.

This is the first report produced by our newly established Center for Futures Studies, which brings members of world class and prominent futurists. I believe the centre will play an important role in educating and developing the foresight skills of people in the UAE and the region and will help governments and organizations in building their foresight capabilities to better prepare for the future.



Eesa Mohammed Bastaki, Ph.D.
President, University of Dubai

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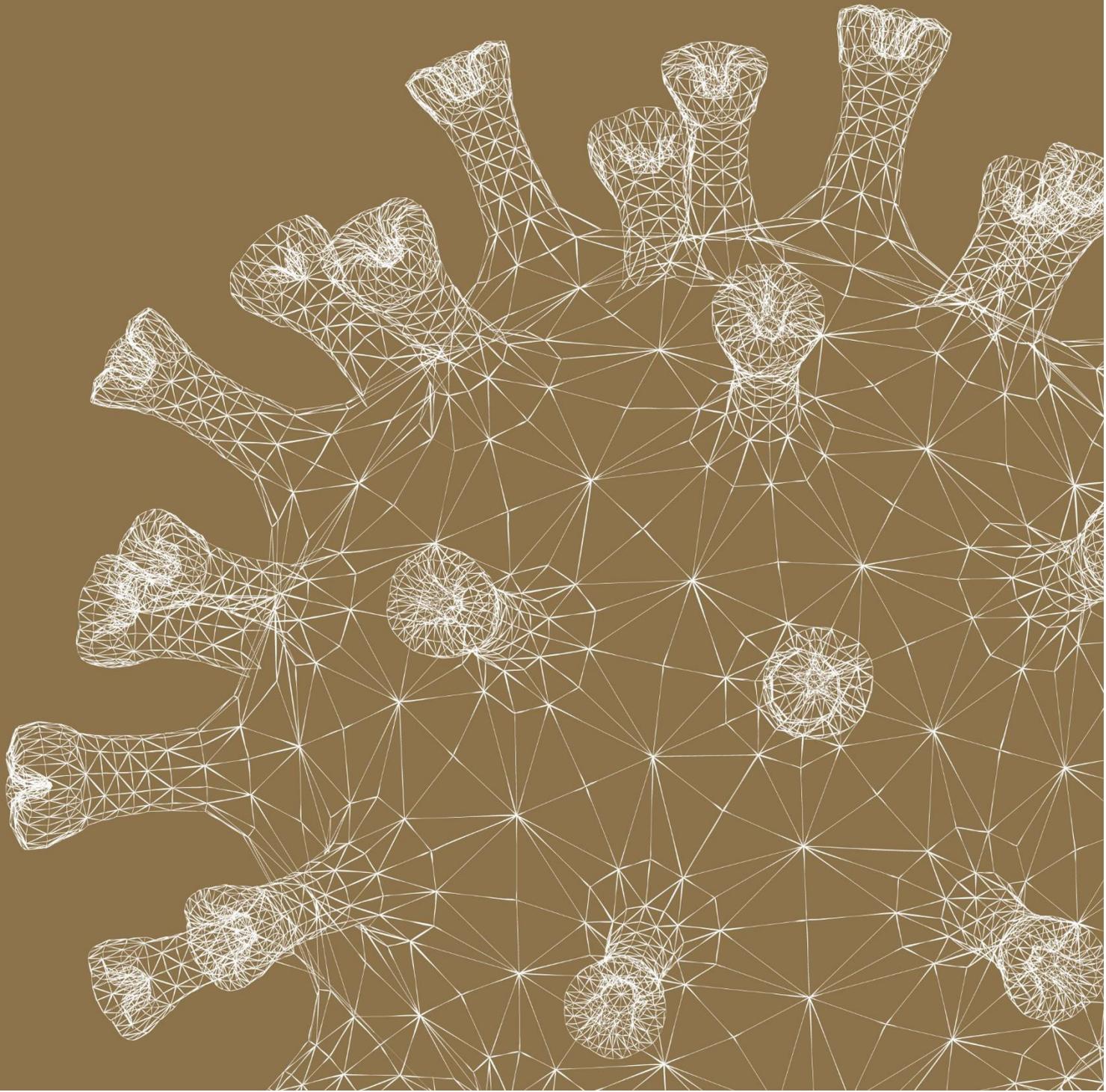
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Post Covid-19: How Governments Can Anticipate and Shape the Future

Dr. Saeed Aldhaheeri, PhD, Director of Centre for Futures Studies, University of Dubai



Post Covid-19: How governments can anticipate and shape the future

Dr. Saeed Aldhaheri, PhD, Director of Centre for Futures Studies, University of Dubai

One of the important lessons the world has learned from COVID-19 is to expect the unexpected; not to ignore unfamiliar events and to anticipate disruption using foresight and scenario planning. The risk of a pandemic of such a catastrophic scale has been anticipated by several epidemiologists and scientists to occur at some point in the near future. All have concluded that the world is unprepared to deal with such a pandemic. They have warned decision makers and leaders of governments around the world to mobilize and take proper action, but it is human nature that if something hasn't happened, there is a temptation to act as if it's not going to happen. Steven Tylor, author of the psychology of Pandemics book, says "I tried to explain that people are myopic; we focus on only what is immediately in front of us and tend to ignore the longer-term problems."

The future belongs to those who can imagine it, design it, and execute it. It isn't something you await, but rather create

COVID-19 will be a game changer, and foresight as a science for shaping and preparing for the future is now not an option but a necessity in this dynamic and uncertain world. No better words to describe foresight and its importance in shaping the future than echoing the words of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and prime minister of the UAE, the ruler of Dubai "The future belongs to those who can imagine it, design it, and execute it. It isn't something you await, but rather create". Therefore, governments and business leaders need to embrace futures thinking and a mind-set and a culture of "disruption as usual". The essential foresight processes covering trend-sensing & horizon scanning, baseline and alternative futures, visioning, and planning set out a structured methodology for understanding, managing, and leading disruption, while at the same time preparing for resilience against sudden shocks such as this one.

The UAE was ranked 3rd in the world's most resilient economies in 2020 post-covid-19 according to the Euromonitor International's Resilience Index that was published in April 2020. The report attributes the high ranking due to the new sectors as well as rapid, decisive and innovative measures taken to contain the virus. We will also add that futures thinking and foresight has helped the UAE government to be prepared and, to some extent, be resilient against such shocks. The UAE is a model country when it comes to foresight. The government has launched the UAE future strategy in 2016 with the aim of seizing opportunities and anticipating challenges and setting long-term proactive measures to ensure all sectors' readiness for the future. In 2019 the country celebrated graduating the 120-government employees who successfully completed the foresight training programme with University of Oxford, which focuses on training the participants on skills of analysing future options, scenario planning and future forecasting tools in line with the foresight Strategy. Foresight is

UAE is 3rd in the world's most resilient economies in 2020 post covid-19

now part of the government’s work to shape the future. HH. Sheikh Mohammed bin Rashid Al Maktoum has said during the government meeting “A new world awaits us requires different tools...and new priorities...and our country will be the most prepared...and the fastest growing, god willing.” This endeavour, along with the “2020: towards the next 50” preparation initiative which the government has declared as a theme for 2020 requires the UAE embarking on foresight initiatives on the priority areas identified in the future strategy. Therefore, building strong foresight skills and proven future-readiness in government leaders, employees and business executives will be a key factor to prepare the country for the future post covid19. Governments in the region need to start building foresight capability to be able to shape their futures and be resilient against future disruptions.

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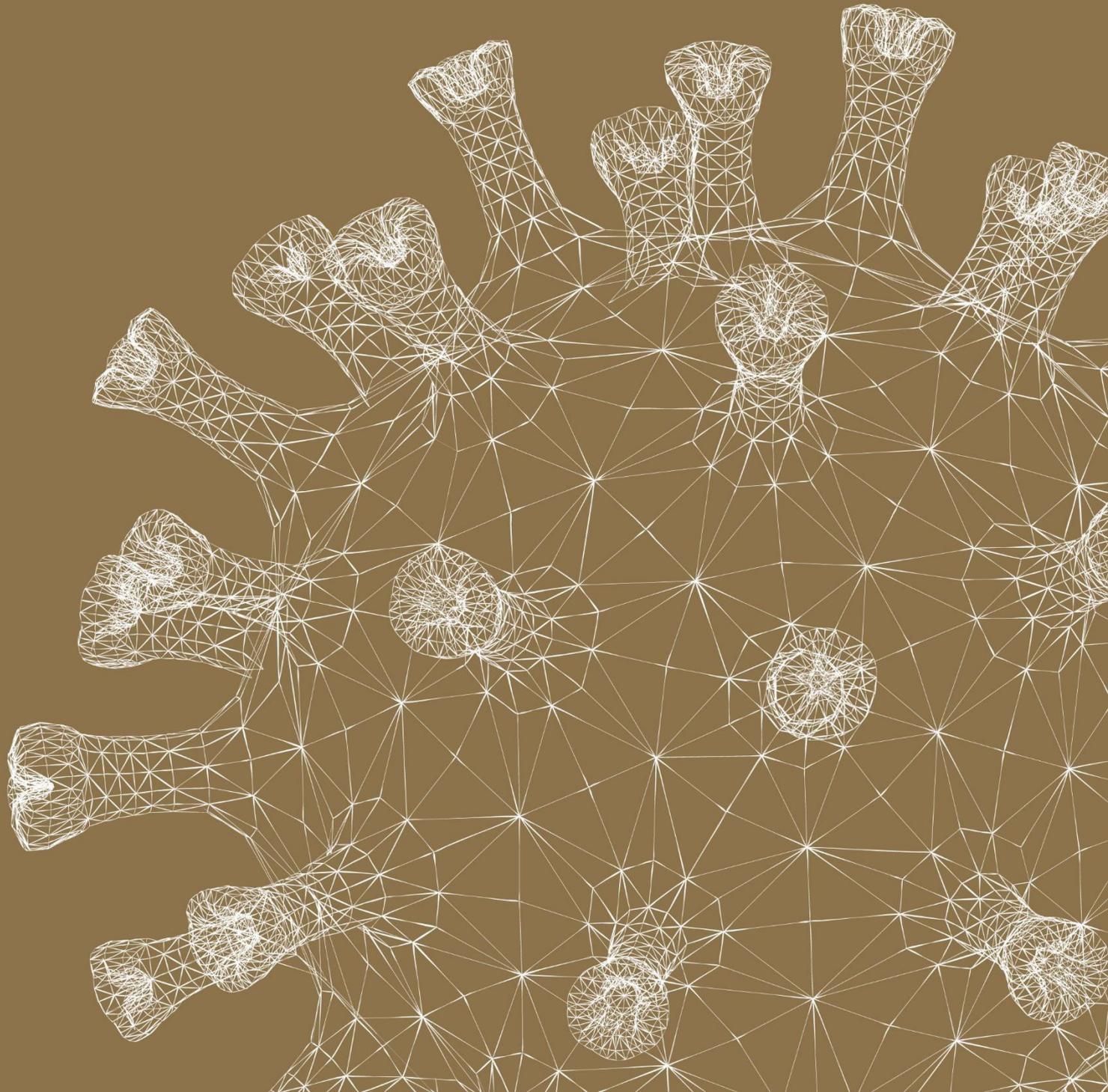
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Covid-19 as a Paradigm-Changer

Derek Woodgate, Board Member, Center for Futures Studies, University of Dubai



COVID-19 as a paradigm-changer

Derek Woodgate, Board Member, Center for Future Studies, University of Dubai

Despite the many warnings from futurists, government think tanks, scientists, sci fi writers and celebrated seers, the recent COVID-19 pandemic has created global disruption beyond our imagination. While not a black swan the virus has tested our ability as societies to respond adequately.

That disruption is and will continue in the near future to impact our very existence not just for those that have already been infected with the virus (now over 7.3 million worldwide) or died (nearly 415,000) and their loved ones, but virtually every single one of us.

“You must have chaos within you to create a dancing star”.

Friedrich Nietzsche

The chaos that has so far ensued has led to unimaginable damage both at the individual level and that of the global society as a whole. This chaos has been steeped in everything from end-of-the-world scenarios to glorious prognostications of a new-normal that will influence the very meaning of life itself and the way that we enrich the human soul. It has also provoked a deep debate and in some areas even citizen uprisings, about the value of a human life, casting a narrow line between the individual’s health and economic standing and the intricacies of holistic human well-being. While the broad spread of the pandemic as in some way or other entered into every household, has endangered prime ministers and leading politicians, celebrities and the otherwise privileged, it is the heroic health workers and employees still working on the frontlines, and those more susceptible due to age, illness or poverty that have faced the most daunting fears of this virus for which we have yet to find an easy cure. Against the background of this ravaging global virus and its corresponding palette of uncertainties, we can also create a canvas for life-enhancing opportunities. With that in mind, at The Futures Lab, Inc. Helga Veigl and I developed a Directional Opportunity Map, which is one of the tools that we use in our science of foresight consulting practice (Fig 1.). The Directional Opportunity Map uses the STEEP lens to frame the interrelationship between emerging drivers, values, implications, assets and impact points in a set of evolving circumstances. It indicates potential opportunity spaces, areas or clusters in which to explore salient future strategic propositions.

The Directional Opportunity Map, covers a time horizon of 10-15 years out, provides a context for the unstructured knowledge we explore and the unknown worlds in which futurists reside and contemplate discontinuous possibilities. It provides a prism through which to ponder areas of potential reconceptualization and recontextualization of present currencies of knowledge and helps to harmonize disruptors and new paradigms of progress. In this uncompromising moment of deep uncertainty, the Directional Opportunity Map provided an overarching opportunity to rigorously question “What type of society do we want?” Or to consider “Do we fear what we have become?” The Map underpins my belief that we are facing the acceleration and synthesis of five critical opportunity spaces, namely:

- The Rebirth of Society
- Humanized economics
- The knowledge Reboot
- Ethical technologization
- Beyond a human-centric society

I will briefly discuss each of these in terms of their transformative nature.

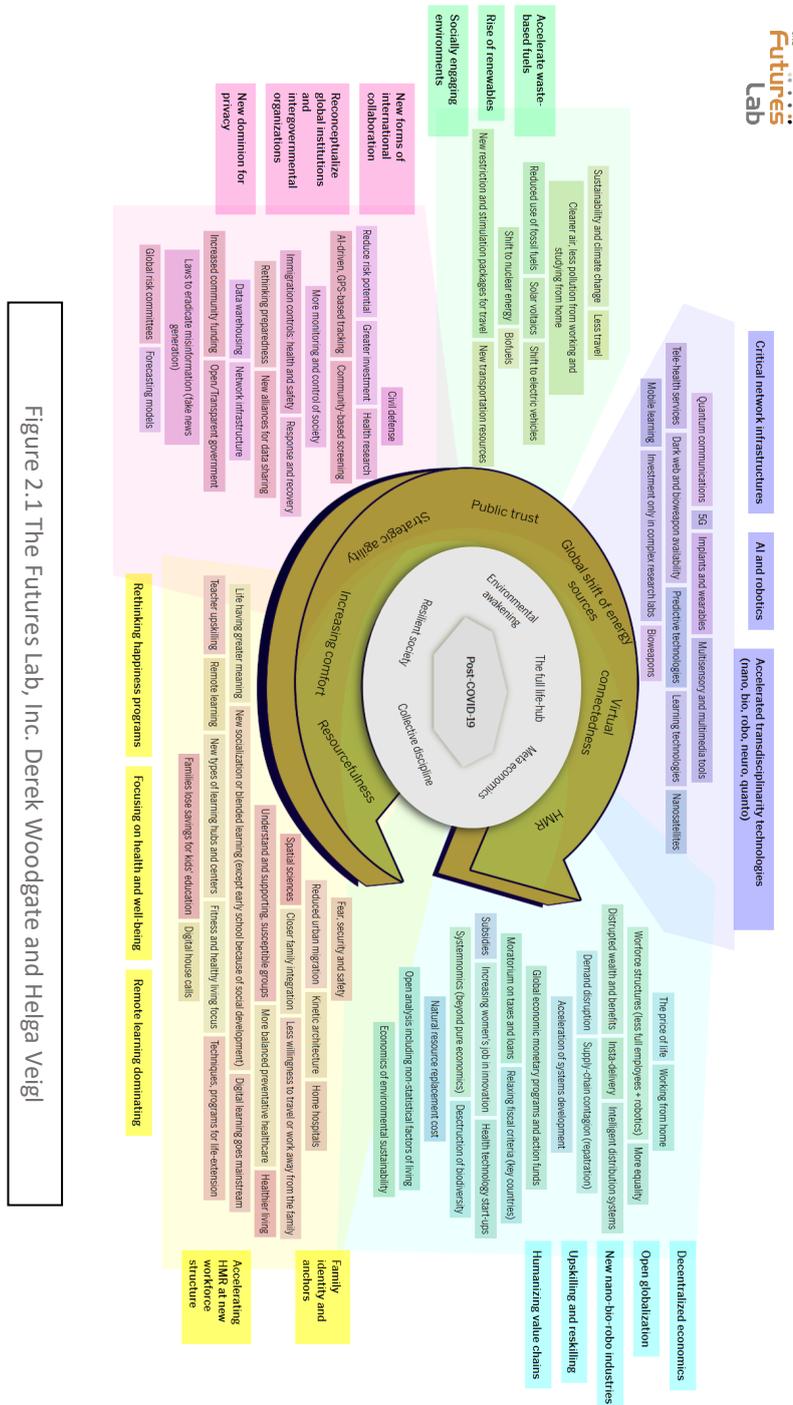


Figure 2.1 The Futures Lab, Inc. Derek Woodgate and Helga Veigl

The Rebirth of Society

We stand on the threshold of an opportunity to revalorize the essence of our human value and relevance as we seek to understand our individual and communal identity. Banishing

Margaret Thatcher's 1987 quote "There's no such thing as society...". British Prime Minister Boris Johnson recently admitted that not only "there is such a thing as society", which reflects the all-encompassing social impact of COVID-19, but moreover that without the interwoven dedication of the members of that society we would likely witness an even greater disaster. This is significant in what has been a growing world of unfettered individualism, greed, and disregard for rampant inequality. We are establishing new anchors, reconstituting those like family and reconceptualizing the notion through building new associations of support that integrate those family traits. We see new expressions of neighborly love and reevaluating our archetypes such as heroism and our genetic distinctiveness that was hitherto exploited to divide us. This has and will hopefully remain a robust platform for the unbelievable resourcefulness, dedication and discipline we have practiced as a global society and as individuals. We have had to reconsider physically, psychologically and emotionally how we value our social interaction, our time, our home as a full-life hub of challenges and opportunities, our communications, not just a system, but as behavior and skills. We have had to reflect upon our health status and well-being and health systems in minute detail, revisiting our Quantified Self, our rights for augmentation...

While generally speaking (*in some areas we have seen crime increases and instances of inhuman exploitative actions*), this global society has demonstrated it is ready for a fresh look at itself, its values, signifiers, morals and ethics. Sadly, there are still unbridled leaders who inexplicably play politics with the lives of those on which they ultimately depend for power. Their utter disregard for the less fortunate tends to float to the surface like dross in a cauldron of misinformation. I anticipate that the community will be reinvigorated to reform its own sense of reality of intrinsic trust beyond the fake news and the feudalist power games. A fresh blueprint for society awaits.

Humanized economics

Off the back of this new societal blueprint there is a need to build increased community resilience in terms of safety and security and a better harmonization between society and economics. The post-COVID-19 society should spell the end to extreme neo-liberalism in favor of a shift to meta economics, where we will consider the costs of sustainable societal and industrial growth, a major rethinking on renewable energy and nuclear, as well as a global acknowledgement and innovative solutions of climate change. As part of this drive towards zero emissions and the global 2050 goals, in parallel, we will see dramatic innovations in smart factories coupled with intelligent distribution and transportation systems integrated into smart cities that reflect healthier and more harmonized living for all. The integration of new construction processes and smart materials exploiting developments in nanotechnology and embedded AI agents into kinetic buildings, as well as quantum communications, cyber-physical systems and the various types of IoT (Internet of Things), IoTT (Trusted Things), IoNT (Nano Things). Smart environments will mean greater security, safety, health, sustainability, efficiency, livability, provider enhanced well-being and optimized resilience for the community as a whole.

The Post COVID-19 era is also an opportunity to reconsider how we approach consumerism and the provision of consumer services. We are already seeing countries increasing retail taxes and the unbelievable resourcefulness, I spoke about it earlier will spill over into further market decentralization and payment methods, accelerating the trading shifts that we were

witnessing over the past decade, which will disorientate more traditional institutions and require a new set of policies and governance.

The knowledge Reboot

The sudden need and our rapid response to online learning will accelerate mobile and blended learning approaches. This will lead to high investment and innovation in new learning technologies and unconventional education providers, a restructuring of course content, the choice of subjects and the need for new assessment methods and upskilling and reskilling for both teachers and learners. It will also lead to a major rethinking of learning pathways, accelerate the student-centered trend and demand a fresh look at certification protocols and governance of the education system and provision as a whole. This impending transformation of education will lead to new currencies of knowledge, prestige and excellence, especially as we move into transdisciplinary learning. It is also integrating the reconceptualized notion of intelligence, giving as much importance to the affective as the effective.

This emerging approach considers both the focus on different aspects of a domain across various disciplines, or the perspective of integrating arts and philosophy into the sciences often referred to as STEAM. Transdisciplinarity will generate fresh areas of knowledge and skills important for the understanding of the future challenges we will face, improve individual learner self-knowledge, expand opportunities for co-created knowledge, new levels of creativity and innovation, which will be critical to future learner employability and the development of a new art of living in the changing society. These new currencies will be amplified as humans and machines expand their ability to co-create. This raises various challenges around knowledge ownership, availability and exploitation.

Ethical Technologization

Transdisciplinary learning will progress hand in hand with the growing development of transdisciplinary technologies, such as the integration of say nanotechnology, genetics and artificial intelligence, which singularly and together have the potential to generate both amazing and worrying inventions. The latter will demand a fresh approach to the ethical development and roll-out of these emerging technologies as we move towards applications for brain implants, mind to mind communication, genetically engineered beings, self-directing and self-creating intelligence, molecular machines, healthbots and complex areas of privacy and cryptology.

Beyond a human-centric society

Over the past few months, a large percentage of the global working population have been working from home or alternatively have been furloughed or lost their jobs. This unexpected or should we say accelerated consequence of the COVID-19 virus in many ways reflects the near-future horizon that many futurists, pundits and researchers, such as McKinsey, Mercer, University of Virginia – Darden School of Business, World Bank, Deloitte, Forrester have all forecasted will be the situation within the decade. The McKinsey Report envisaged potentially 50% of current jobs being automated by 2030. Mercer believes that creativity and creatives will be the most important employees in the workforce. There is an expectation that only 40 per cent of the coming workforce will be full-time employees, 20 per cent on a retainer or contract, 15% expert consultants and the rest will be networked. Citi research for the

Freelancers Union found that of these non-full-time employees 40% would be independent contractors and 27% moonlighters.

While there is likely to be greater unemployment, we can expect to see a plethora of new jobs, just like we have witnessed over the past decade, many of which will be designed for home or small group hub working, kinetic workplaces supported by amazing communications networks, seamless security, distributed computing and real-time adaptive self-managing data systems. The World Economic Forum in its 2016 report *The Future of Jobs* concluded that 65% of children entering primary school in 2016 would be employed in jobs that do not yet exist.

This emerging world of work, which we are creating through this societal rebirth, transformative approach to education and knowledge, transdisciplinary technologies and a sustainability-based economy with a highly decentralized marketplace will generate vast potential that can sustain societal growth and progress. Our newly found resourcefulness and inventiveness will help us find unimaginable solutions to the challenges. Part of that solution involves the collaborative work of humans and machines, even augmented humans and intelligent machines, for which we need a compatible ecosystem – shifting from Human Resources to Human Machine Resources (HMR). This ecosystem will need advanced stewardship to consider human capability optimization and smart machines as intelligent assets requiring adaptive, dynamic allocation with economic, functional and policy control of each function. Including machines as part of the workforce commonly known as the no-collar workforce will require HMR management to envisage the machines as another worker cohort.

In parallel we can witness the growing desire for humans to extend their scope and augment their abilities, with a renewed interest in cyborg culture and the transhumanism movement learning. All of these are helping humans gain a completely different perspective of themselves and human potential as a whole, yet while COVID-19 has shown us all how to be more human, we need to be aware that we will soon be entering a period where we will be expected to think beyond a human-centric society and to find the human in the machine and the machine in the human in a march towards mutual intelligibility.



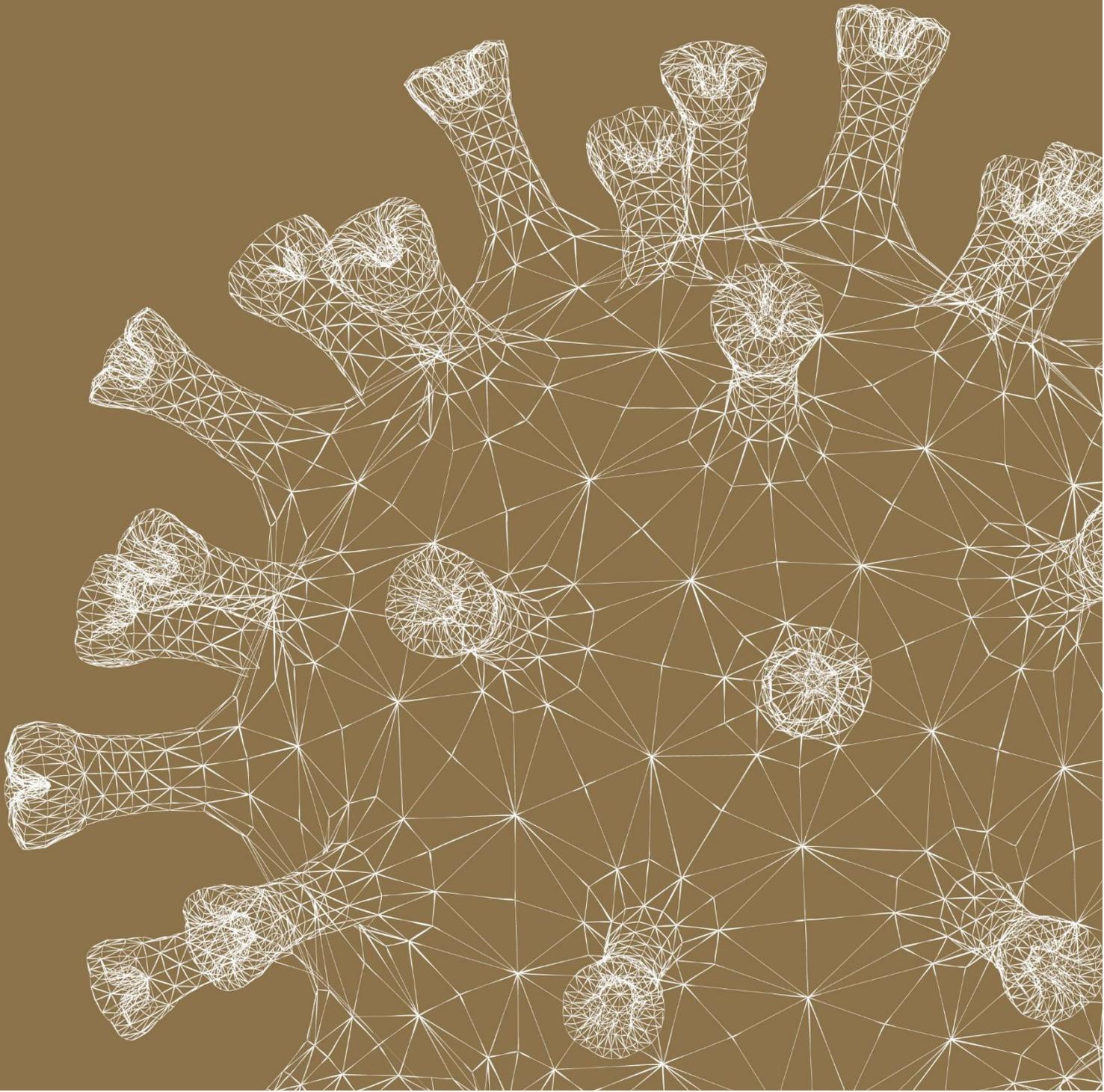
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World Post COVID-19: The Plausible Scenarios

Fawaz Hazza Abu Sitta, PhD, Programs Director, Center for Futures Studies



The World Post COVID-19: The Plausible Scenarios

Fawaz Hazza Abu Sitta, PhD, Programs Director, Center for Futures Studies

We live in a VUCA world. A world that is characterized by Volatility, Uncertainty, Complexity and Ambiguity. Traditional methods for anticipating the future is no more valid and government agencies and organizations need to be innovative in handling the uncertainty, disruptions and the discontinuities. If we look back to how organizations developed their strategy, we would notice that they consider the future with high certainty in their strategic plans. This is one of the core reasons why these organizations and government entities have not been responsive or agile in responding and in anticipating the disruption and the discontinuity caused by COVID-19.

*Doubt is an unpleasant state,
but certainty is a ridiculous one*
Voltaire

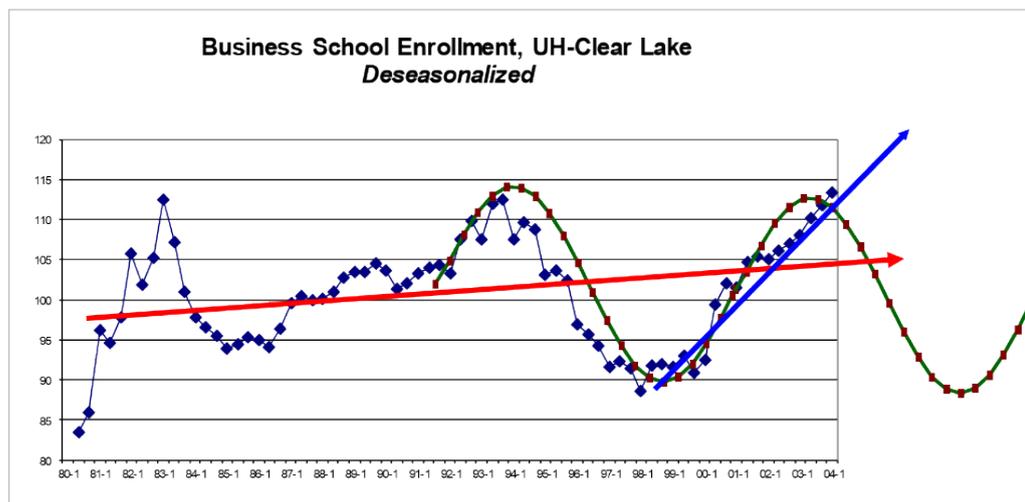


Figure 3.1, illustrates how past performance can be misleading*.

Developing a strategy with high certainty and in a linear manner is absurd. Organisations tend to use past performance data to forecast the future in a linear manner without anticipating any discontinuities. This approach might be very efficient in a stable environment, but not in a world that is characterized by uncertainty and turbulence. Basing our assumption on past performance can be misleading. Figure 3.1 is a good example for demonstrating how forecasting can be totally incorrect and misleading. If we look at the past trends of students' admission from 1981 to 2004 at the University of Houston Business School our forecast will be totally different to that if we consider only the trend from the years 98 to 2003.

Future Studies promote organizations' agility and responsiveness in anticipating discontinuities and disruptions. This field helps us to be impartial and unbiased while creating a mental image about the future.

Figure 3.2 shows a projection that IBM has conducted in 1980 about the future of PCs. It is thought to be the reason for Bill Gates wealth. IBM has interpreted that the future of PCs will increase between years 1981 and 1983 but soon it will decline after that. IBM acted with high certainty about the future and has built their strategy with high certainty that almost led to its bankruptcy in the late 1990s. How the world will look like today if IBM has considered a different scenario back then? Would we know Microsoft if IBM has anticipated the future without any bias to their past performance and be impartial in creating an image about the future? Impartiality and biases can create a noise over the mental image that we are trying to create about the futures.

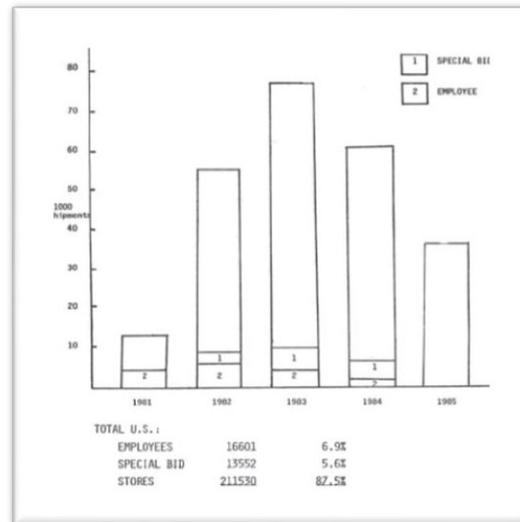


Figure 3.2 IBM Projection for PC in 1981 to 1985

Richard Slaughter has highlighted in his work the “Integral Futures” that in order to create an image about the future without being bias or impartial, people need to look at the exterior and interior worlds. He has derived his model from the work of Ken Wilber the author of the Integral Theory”. As demonstrated in figure 3.3, any phenomena, issue or an event can be explained in a 2 by 2 matrix. Futurists are investigating the exterior perspective and the interior dimension of any phenomena or an issue in order to get a full understanding of the key drivers of any change. On the other hand, strategists and forecasters tend to ignore the interior drivers of change and just focus on the exterior side. Integral futures offer an opportunity in exploring how the patterns of changes are being performed and create a clearer mental image about the shade of the future. The Centre for Futures Studies utilizes a number of models beside the integral futures such as the Causal Layered Analysis (CLA) by Sohail Inayatullah and Theory U by Otto Scharmer.

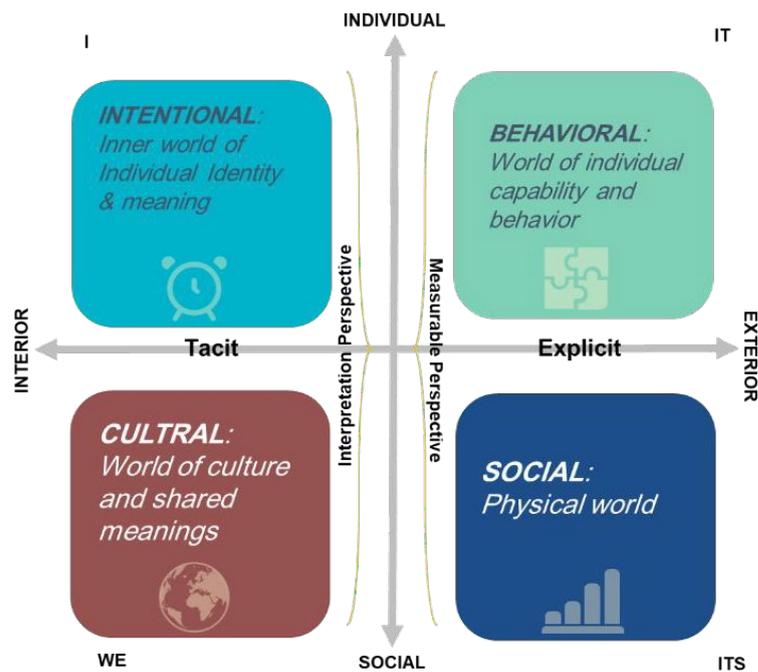


Figure 3.3 The Integral Futures Model*

In addition to the models referenced above, the Centre for Futures Studies utilizes several tools and frameworks to help participants and clients create a vivid image about the plausible futures. The Houston Foresight model referenced in figure 3.4 was used here to develop and create the plausible futures scenarios for the world post COVID-19; being alerted to be impartial and unbiased towards the development of these scenarios.

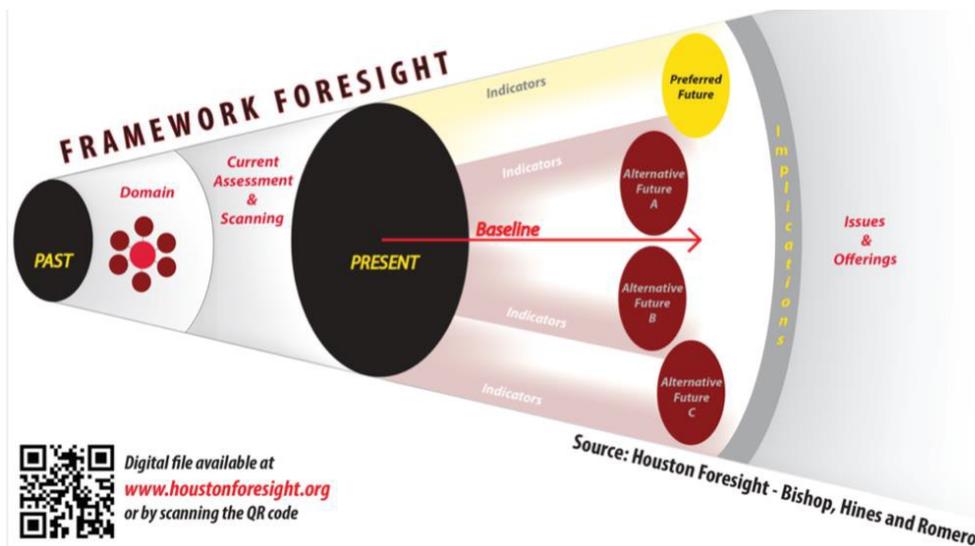


Figure 3.4 Houston Foresight Framework

The Four scenarios are:

- 1- The Baseline Scenario
- 2- Equilibrium Scenario

• Figure 3.3. and 3.4 have been borrowed from Houston Foresight Program

3- Transformation Scenario

4- Collapse Scenario

The Baseline Scenario:

The world will change forever and a new form of social life and business will emerge. However, these changes will not be dramatically different from the way we live today. No vaccine will be available for months to come, but the virus will be under control through strict social distancing measures. Businesses and entertainment attractions will open gradually with a limited capacity in order to maintain public health safety and comply with governments measures. Governments and privates sectors will continue to encourage their employees to conduct their tasks and work from home. Major shifts will occur for businesses and individuals since both will have a win-win relationship. The shift will not only achieve financial savings but also reduce traffic noise and pollution and offer a greener environment.

We will also experience new forms of hybrid methods in education since online and virtual education has proven to be efficient and yield satisfying and efficient results for knowledge construction. 30-40% of the classes will be conducted virtually at senior level schools. This ratio will be lower at the primary and secondary schools, while it will be higher for high school and university. New emergent 100% virtual university will start to be a popular means of constructing knowledge. The COVID-19 crisis will encourage and motivate entrepreneurs to invest in the development of Artificial Intelligence and Robots to be part of the education system. These technologies will achieve transformation in education and will augment teachers' roles.

These new forms of evolution in businesses and education as well as social life will impact the ecosystem and influence other industries and domains. Less demand on transportation and energy will be experienced for 12-24 months since there will be a drop in demand on travel and transportation. Due to health concerns and the unavailability of vaccines, travel will be restricted and the world be divided to zones and regions. Ticket prices will be expensive since airlines need to be compensated for the loss in the number of passengers. Travelling will be mainly for businesses and a smaller number will be a leisure travel. In order to promote travelling we will see investments that will be made in bio-chips and health passports in order to revive tourism and traveller confidence.

The Equilibrium Scenario:

Governments will be facing public pressure to open up the economy and minimize the restrictions over the movement of people and businesses. Public pressure both on a domestic and regional level will minimize social distancing. Businesses start to open as normal and less people tend to take the virus seriously. Life will be back to normal with more people going back to their business and routines and get used to live with the virus. The death toll will start to increase, but people will barely concern themselves with that. The increased number of deaths will not influence or change peoples' behaviour since they are more concerned about their economic health and businesses.

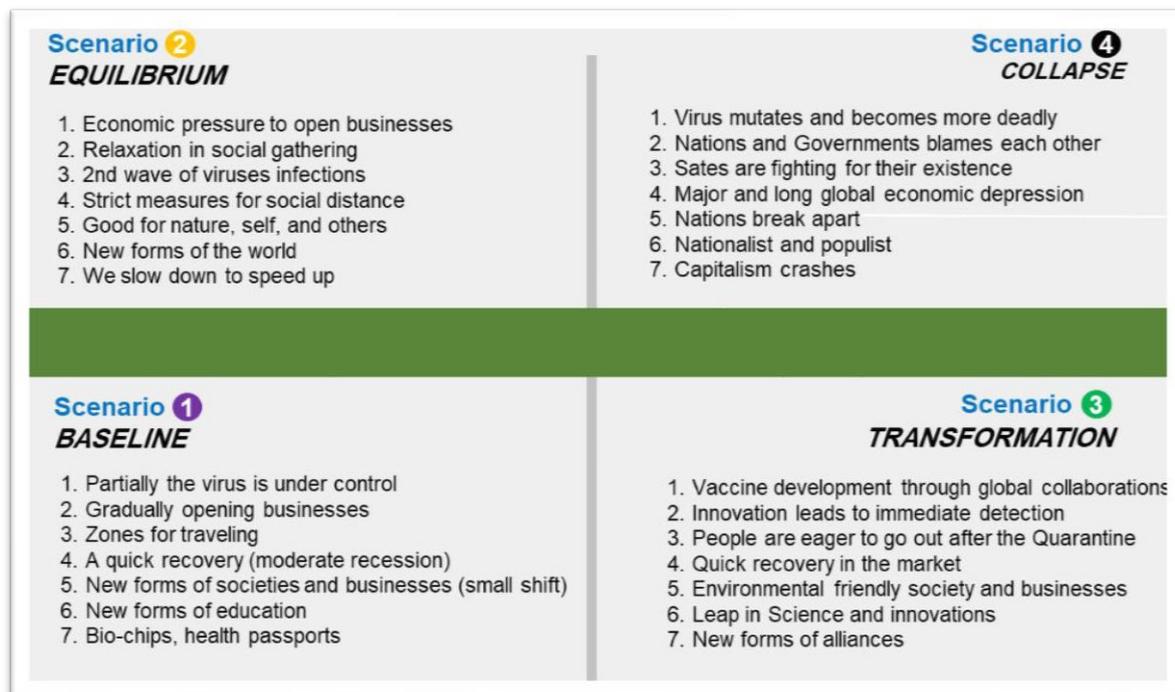


Figure 3.5 Post COVID-19 Plausible Scenarios

In Fall 2020 , with the relaxation of social gathering and by underestimating the seriousness of the virus, the death rate will start to increase dramatically and the virus will become fatal and more deadly. A second wave of the virus hits the global population, spreading faster than ever. This will provoke the governments to put more strict measures on social distancing and ceasing all activities. Complete shutdown of countries will be witnessed to a level that has been never witnessed before. Entire nations will be quarantined at home and streets will be completely empty of life. This will stay from Fall to Spring 2021.

The world climate will be enhanced as a result of this major global quarantine. Air pollution that has been impacting a few cities will vanish and the earth will be in a better shape environmentally. Most People consider this quarantine as a self-pause to spend time with family or an opportunity for meditation for full self-recovery. This is the slowdown before the speed-up. However, major businesses will have collapsed and millions of jobs will have been lost globally due to the second wave. Crude oil prices would have fallen to its lowest value since 1998 to reach a level of \$15 a barrel.

The credible and astonishing collaboration between governments globally and private sectors aimed at creating a vaccine will eventually lead to an early development of an effective and efficient vaccine that will completely eliminate the risk of the COVID-19 virus. This development will boost the economy and the demand for energy since people have been quarantined for a few months and they are eager to go out and travel. Countries that depend on oil production will benefit from the increase in energy demand and the oil prices jump to exceed the \$120 per barrel which will boost the global economy and advance investment in capital projects dramatically.

The Transformation Scenario:

Governments and private sectors on a global level are united in their collaboration to develop a vaccine to defeat the fast spread of the virus. Leapfrog innovations will have been achieved not only on developing the vaccine but new medicines will have been developed that have a major impact on people aging and the human immune system. Innovation will not have been limited to medicines but also extends to other fields such as technologies, engineering, agriculture and sciences

New forms of social fabric will be established with dramatic enhancement to the society. Peace and safety will be the dominant trend in the new world. Innovations and technologies will be drivers for promoting the safety and the happens of people. Shift in values will be witnessed and people will be focused more on being happy, peaceful, and authentic than being rich.

The economy will have recovered quicker and stronger than it was before the pandemic erupted and global unemployment rates will drop to minimum levels. Global poverty will dramatically decline to a historical level. New forms of education and business will be formed due to the advancement in technologies and sciences. We will see major leaps in Quantum Computing and communications, AI, Robots, transportation and smart cities.

New forms of alliances and partnerships will emerge under this scenario between nations as well as corporations and companies. The main focus of these partnerships is to produce better value for society and the world as a whole. Businesses will be transformed and new means of conducting businesses will be established. Home working and home schooling will be the new trend. Home schooling will be empowered by AI and Robots and home businesses will be ignited by virtual, augmented and mixed realities. The world is expected to make great leaps in innovations that were not deemed possible for at least 15 to 20 years, before COVID-19 erupted.

The Collapse Scenarios:

The formation of a new world that we do not wish to experience. It is close to the doomsday scenario. Global governments will start blaming each other instead of collaborating with each other to find a cure for the pandemic. The virus will mutate and become more deadly. New viruses will spread and infect even younger and healthy people which will dramatically raise the deaths tolls. The global GDP will drop to - 8% by the end of 2020 which would lead to dramatic collapse in major industrial countries. The world will face a major global depression greater than the one that happened in the 1929. States and cities will start fighting for their existence and survival. Nations will break apart and nationalist, populist and extremist governments will arise. In this scenario we will witness the collapse of capitalism.

Concluding remarks

The COVID-19 Pandemic is a catastrophic world event, not only to the number of lives lost and the devastated global health care system, but to the recession and possible depression of the global economy which will be felt for years to come. This report presented key learning lessons from the COVID-19 crises. The world we live in today is dramatically changing in an unprecedented and uncertain way. This requires us to be creative in our futures thinking. We might be witnessing a rebirth of new society post COVID-19, in which new norms and values might be created.

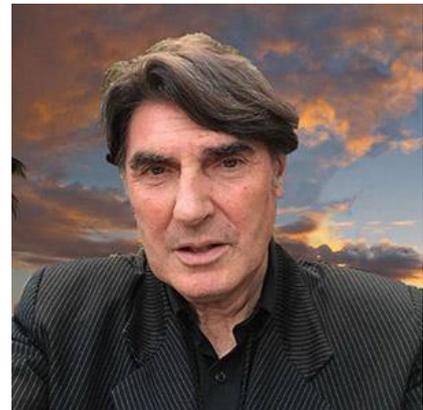
The report presented four plausible scenarios that might occur post COVID-19, namely: the baseline, the equilibrium, the transformational and the collapse scenarios. In a more recent poll conducted during a webinar by our Center for Futures Studies about 54% of the 75 participants have voted for the transformational scenario indicating optimism, while 2% have voted for the collapse scenario. To be resilient against future discontinuities and disruptions and it is recommended that governments and organizations study the narratives for each scenario and prepare for the worst. Regional governments, organizations and businesses need to consider building foresight skills and capacity in order to anticipate changes and embrace surprises that they might face in the future. This will not only help in anticipating the changes, rather it will help them reshaping and reinventing their preferred futures.

About the Authors

Dr. Saeed Aldhaheri is a veteran of the UAE technology industry with over 30 years of experience in driving technology adoption in various public sector organizations. He has been the Director General of the Emirates ID Authority, a member of the scientific advisory committee of the UAE Space Agency, an Advisor to the Minister of Foreign Affairs on information technology, a Professor at the UAE University and the Vice President of the Emirates Information Technology Society. He is the author of *Digital Nation: How the UAE is building a future based on tech innovation*. Dr. Aldhaheri has conducted several workshops and lectures about Foresight and futures studies to many entities including the Federal Customs Authority, ADNOC, Dubai Municipality, and the University of Dubai.



Derek Woodgate is a consulting futurist/foresight scientist, educator, author, speaker and curator. He is Chief Futurist of The Futures Lab, Inc. a foresight consultancy, which he founded in 1996, which specialises in creating future potential for major corporations and institutions (futures-lab.com) including Ministries in the UAE. Derek's fields of expertise include the application of emerging technologies and new approaches to the science of foresight and uniquely creative approaches to working with unstructured knowledge in unknown worlds. He has authored multiple academic papers and several books including *Future Frequencies*, *Future Flow*, *Calling the Toads*, and the *PR Playbook – The Future of PR*. Derek has previous experience as an executive on the board of two major international corporations and over 20 years SVP-level management and operational experience and ex-UK diplomat.



Dr. Fawaz Abu Sitta has more than 25 years of experience in technology management and strategic thinking. He is the co-author of the first edition of Dubai e-Government Excellence Criteria. He has received several recognition certificates for his distinguished work in the field of organizational excellence and agile management. Dr. Abu Sitta is known for his role in promoting the government agility and scenario planning. He is currently engaged with the University of Houston in the Foresight Program. He has conducted several studies and reports on Futures of Education, Futures of Tourism, and Futures of Energy. Beside his professional experience, Dr. Abu Sitta has been working and engaged as an adjunct professor with a number of well-respected education institutes in the region and globally.



About the Center for Futures Studies

Established in 2020 the Center for Futures Studies (CFS) at the University of Dubai strives to be a center of excellence in the region in foresight education and futures studies. Its mission is to motivate and inspires innovative business leaders in both the government and private sectors to develop adaptive and agile strategies for uncertain futures. It strengthens the basis for decision-making by creating awareness of the future and highlighting its importance to the present. The center offers world-class programs and services in creating and shaping a better future. Visit the website <https://www.ud.ac.ae/cfs> or email cfs@ud.ac.ae for more information.