

The Neville Freeman Agency 1992 – 2016: a personal account by Oliver Freeman

This brief account of the history of The Neville Freeman Agency (NFA) is divided into two sections: the first (1992 – 2002) covers its inauguration as Australian Business Network (ABN) in 1992 and a change of name in 1998 to Global Business Network Australia (GBNA), and the second, the period from 2002 to the present day, trading as NFA.

1992-2002 ABN; GBN Australia

Beginnings

On 21 June 1970, I travelled to Oxford to play cricket for The Trojan Wanderers (a nomadic side founded in New York in the 'fifties by English ex-pats, at that time, Professor of American history Jack Pole and Berlioz-guru David Cairns) against the Oxford Barnacles – a farrago of University dons. In my second over the Barnacles opening bat square cut a gift of a bad ball straight to gully where Napier Collyns took a blinding catch and made a friend for life! Thus was my first encounter with Napier who was a corporate strategist at Royal Dutch Shell and had just returned from a tour of duty in Nigeria. After the game we dropped into my alma mater, Magdalen College, to watch Pele's Brazil demolish Italy in the World Cup final. We played cricket together for many summers thereafter.

In that same year, Richard Neville co-founder of Oz Magazine, published his first book *Play Power* – a guide to counter-culture for both the haves and the have-nots – of which the publishing company where I worked (Granada) had purchased the paperback rights and issued it in our ground-breaking Paladin imprint (alongside Germaine Greer's *The Female Eunuch*) in the following year. I didn't see Richard again until we both found ourselves in Sydney almost 20 years later. When in 1983 I migrated to Australia I set up a law publishing business for Longman who got cold feet, prompting me to make a management buy out and to create the Prospect publishing company. Prospect was for a short time in a joint venture with IBC Ltd (now trading as Informa) before I was going it alone again in 1991 as Prospect Media.

Before leaving the UK I had worked alongside IBC - a major UK conference company. I developed a conference business in Australia over a ten-year period but became increasingly disillusioned with the poverty of its innovation in the field of learning. Delegates would come along and be talked at in 40-minute chunks by people reading to them from typescripts that they were given anyway as part of the conference materials. The learning ingredients were present but the format was inimitable. I dropped into one of our human resources conferences at the end of the 'eighties to be impressed by a new speaker, Dr Richard David Hames. His beautiful speaking voice combined, if somewhat abrasively, with really interesting ideas on change management was such a relief from the minutiae of stamp duties law or dealing with troublesome people in the workplace or the roll of derivatives in financial markets.

Richard and I got on well and we began to explore plots for shaking the conference business by the tail. He insisted that I meet a colleague of his – another Dr and another Richard – Richard Bawden who was then a professor of systems thinking at Hawkesbury Agricultural College. We met in Redfern atop an Italian restaurant and, once I realised he really wasn't an army officer, I was immediately taken by Bawden's deep intelligence and infectious enthusiasm.

Getting Going

We were onto something and began experimenting with HR workshops that invited experiential participation by the delegates and were also confronting in hopefully creative ways. Not everyone saw it our way and I came very close to giving away the idea of innovating the conference business. Then in late 1991 Napier Collyns came to Sydney to visit his son, Harry, and I invited Richard Hames to join us for lunch. The inscrutable Napier then told us how he had left Shell to co-found Global Business Network in San Francisco with Peter Schwartz, Lawrence Wilkinson, and Stewart Brand. GBN was a trail blazing collegiate organisation that was interested in exploring how organisations might engage with foresight head-on so as to embrace uncertainty and improve the quality of management thinking about change. Their methodology was based on scenario planning, which Shell, originally under the watchful eye of Pierre Wack, had been channeling so effectively in the previous decade or so.

Australian Business Network

Richard and I were enthralled and I immediately invited him, and Richard Bawden to join with me to form Australian Business Network which was formally established in 1992 to be housed in Redfern at The Hat Factory - the offices of my publishing company, Prospect Media. ABN was founded as an Australian version of GBN rather than as a branch of GBN or a different kind of business. We acted as agents in Australia for organisations wishing to join GBN's US network and in the first years CSIRO, AUSTRADE and BHP became worldview members, paying US\$35,000 pa. Our local membership fees (a modest \$500 pa!) were charged until 2000. We achieved more than 50 or so 'local' paying members. But we made membership free when we launched our website in 2000, focusing on using our free Internet site as a way of broadening the community of interest in Australia. At its peak, we had 1500 online network members. As with GBN, we liked the idea of building a network of remarkable people to collaborate with us and we very soon had an impressive list of 'lateral poppies' (a term devised by me with deference to Edward de Bono and Australia's tall poppy syndrome!), headed by the likes of Richard Neville, to join our network. By the end of our first decade, the active lateral poppies included, with their descriptors at that time:

Damien Broderick

Award winning writer and reviewer of popular-science literature, science fiction and related works.

James Cowan

Writer and cultural adventurer with an emphasis on metaphysical solutions, his work explores the continuum between past, present and future.

Ian Dunlop

Former CEO of the Australian Institute of Company Directors, with wide experience in the international energy industry. Currently working as a policy advisor and speaker on governance, innovation and sustainability.

Richard Eckersley

Analyst and writer on future issues; author of major reports for the Australian Commission for the Future and CSIRO on subjects as diverse as science & technology, society and youth issues.

Peter Ellyard

Futurist, strategic analyst and advocate for a vision driven culture; CEO, Preferred Futures and former CEO, Australian Commission for the Future; UN Senior Advisor.

Stephen Fitzgerald

First Australian Ambassador to China and concurrently to Korea; policy advisor on relations with Asia; Professor at the UNSW Asia-Australia Institute.

Di Fleming

Expert in computing, IT and education, consultant to Microsoft USA, CEO of Digital Harbour and 1998 Telstra Business Woman of the Year.

Richard Goodwin

Artist involved in gallery exhibitions and city public space projects.

Nigel Helyer

Sculptor and International sound-artist; Artist in Residence at Lake Technology, actively involved in the creation of sound 'works' and the development of multi-media applications.

Michael Kirby

Justice of the High Court of Australia, law reformer and activist on human rights, biotechnology, AIDS, etc; active at UNESCO, WHO and the Committee of the Human Genome Organisation.

Wendy McCarthy

Active change agent in women's health, education, broadcasting, conservation and heritage; leader in public and private sector organisations, Chancellor at the University of Canberra.

Colin Mackerras

Expert in foreign affairs and authority on the Far East; Foundation Professor of Modern Asian Studies at Griffith University; and author of fifteen books and over ninety scholarly papers.

Richard Neville

Author, social commentator, futurist, bush-walker.

Geoffrey Robertson

Queens Counsel, author, Hypotheticals moderator, Head of large London barristers' chambers.

Peter Schwartz

Cofounder and chairman of GBN, internationally renowned futurist, business strategist and specialist in scenario planning; author of 'The Art of the Long View' and 'The Long Boom'.

Ted Scott

Management and HR consultant who, until December 2001, was CEO of green power generator Stanwell; strong proponent of experiential learning and people-centred management.

Richard A. Slaughter

Leading futurist and prolific writer, interested in the development of futures methodologies, the knowledge base of futures studies and the social implementation of foresight; Director of the Futures Study Centre in Melbourne.

Keith Suter

Social commentator and strategic planner, consultant to Wesley Mission, and Executive Director of National Goals and Directions (a think tank on Australia's future).

David Throsby

Professor of Economics at Macquarie University, former consultant to the World Bank, UN, OECD and UNESCO, and past-Chair of the National Association for the Visual Arts (NAVA).

Kees van der Heijden

One of the world's leading minds in foresight and strategy, father of scenarios and the Business Idea, Principal at GBN, and Professor of general and strategic management at Strathclyde University.

Robyn Williams

Science journalist and broadcaster, Robyn presents Radio National's Science Show, drawing on the sharp wit that landed him guest appearances in the Goodies and Monty Python early on in his career.

Christine Ballinger

Papermaker, artist, curator and lecturer, Christine has curated several exhibitions, developed conferences and exhibited in Australia and internationally.

Alan Clay

Clown, novelist and publisher, Alan's work is divided between Playspace, Sydney's Physical Theatre Studio, and Artmedia, an electronic publisher.

Doug Cocks

Human ecologist, Divisional Fellow at the CSIRO, contributing to the Resource Futures program; in his writings he explores how Australian society can best manage itself in the 21st century.

Charles Hampden-Turner

Permanent Visitor at the Cambridge University Judge Institute of Management Studies; Author of a dozen books, including 'The Seven Cultures of Capitalism' and 'Charting the Corporate Mind'.

Joel Garreau

Author of 'Edge City: Life on the New Frontier' and 'The Nine Nations of North America', Joel is editor in charge of cultural revolution at The Washington Post and a Principal of the Edge City Group.

Consulting

We also had a busy group of practitioners who were helping us in our scenario learning programs and in our growing consulting arm. This group, apart from the core group of the two Richards, Bruce Mackenzie, Hardin Tibbs, Andrew Campion and myself, included – with their descriptors:

Norman Chorn who works with clients in the areas of strategy development, leadership development and the implementation of change; he presents occasional papers to the Strategic Management Society.

Stuart Henshall an e-evangelist with a special interest in the impact of the knowledge economy on the role of the consumer.

Ross Dawson a leading authority on client relationships, knowledge, eCommerce, and dynamic business strategy; and author of Amazon.com bestseller 'Developing Knowledge Based Client Relationships: The Future of Professional Services'.

Denis Gastin an expert in regional economic planning and development and consultant on international business; he is former Chief Executive of the Multifunction Polis and Minister (Commercial) to Japan.

Bronwynne Jones who helps organisations with strategic discovery and organisational development, with 20 years experience in the Australian Public Service; she hosts Canberra's Futures Forum.

Susan Oliver a strategic planner and futurist with a keen interest in technology and its relevance to society and business; she services companies in various industries and is a Director of several public and private sector organisations.

Greg Rippon who has close on 20 years experience in IT and the financial sector; his unique talent is the ability to interface between technology and business, balancing the pragmatic needs of today with the thinking of tomorrow.

Our consulting practice was clearly divided into three periods. Period 1 was from inception to 1995 when Richard Hames was leading the consulting team. We had a wide range of client activities but no real focus; certainly not on scenarios or futures thinking. Period 2 followed with Hardin Tibbs who we sponsored as a business migrant to Australia in 1996. Hardin had been working for GBN and gave us a well needed re-focus on scenario work. Richard left soon after Hardin arrived. This period was dominated by a large consulting job led by Hardin with the Department of Transport in South Australia. Soon after its conclusion Hardin left to settle and work independently in Canberra and thence to return to the UK. In 1998 we changed our name from ABN to GBNA.

Period 3 runs from 1999 to 2002 with consulting projects now being run by myself and Andrew Campion with a small network of independents – primarily Bruce Mackenzie, Richard Bawden and Susan Oliver.

This period saw the completion of the influential scenario project for Narelle Kennedy's Australian Business Foundation - *Alternative Futures for Australian Business*.

Publishing

As a publisher by profession and inclination, my interests were reflected in three activities.

Throughout the 'nineties we ran a book club for our network members and regularly sent out copies to our 50 club members.

I was responsible for selecting the books for circulation and Richard Bawden was the principal reviewer over the years.

The book club selections make interesting reading and I have listed them as Appendix A

We published a regular journal originally entitled *The Hames Report*. When Richard moved on it became *The ABN Report* and Richard Slaughter took over as its creative editor for several years. Latterly, the publication took another shift and went digital as *Pretext* - a monthly e-zine edited by Andrew Campion, it published original articles and selected reprints. The three publications were published for sequentially for about nine years. We also published our own books on foresight and strategy. The titles were prepared by my publishing company and included:

Gone Today Here Tomorrow: by Richard Slaughter (ed)
China's Futures by Jay Ogilvy, Peter Schwartz with Joe Flower
Futures for the Third Millennium by Richard A Slaughter
Satan CEO by Stanley Schaetzel
Through the Macroscope by Stanley Schaetzel
The Art of the Long View by Peter Schwartz
The Myth of Nine to Five by Ted Scott and Phil Harker
Strategic Enterprise Management Systems by Martin Fahy

Learning Barbies

Our most popular network activity was a series of dinners with thought leaders that we advertised as 'learning barbies'.

We held over 40 of these in the 'nineties with such luminaries as:

Peter Schwartz	Jay Ogilvy	Michael Kirby
Joel Garreau	Harrison Owen	Robyn Williams
Lee Schipper	Kees van der Heijden	Stewart Clegg
Charles Hampden Turner	Stuart Henshall	Thomas Clarke
Stephen Fitzgerald	Alastair Mant	Gerard Fairtlough
Richard Hames	Kevin Kelly	Richard A Slaughter

Public Workshops & Training Courses

Since 1995 ABN and then GBN Australia offered a scenario planning simulation course at least once a year until 2002. We trained approaching 300 people in *Learning Scenario Planning*. Initially the courses were run by GBNers Louis van der Merwe and Adam Kahane. Then Hardin Tibbs took over with Suzanne Haydon. Jay Ogilvy ran the course with Suzanne and at the end of the period Richard Bawden and Bruce Mackenzie were the presenters. The other courses we ran included:

Scenario Planning for the Public Sector (Susan Oliver – twice)
Preparing for the Knowledge Economy (Howard Gwynn -6 times)
The Business Idea (Kees van der Heijden)
Business Intelligence (SCIP-4 times)
The New Economy (Kevin Kelly)
Scenario Planning (Peter Schwartz –twice)
Industrial Ecology (Hardin Tibbs)
Strategic Leadership & Scenario Planning (Oliver Freeman)
Systems Thinking & Scenario Planning (Richard Bawden)
eStrategy (Stuart Henshall – twice)

The GBN Short Course Festival (Roger Packham; Bruce Mackenzie; Oliver Freeman; Susan Oliver; George Burt; Andrew Champion)

Worldview Meetings and Worldview Membership

In true GBN style we ran three Worldview Meetings in the period. Our inaugural meeting was held at Uluru in 1993 and saw the introduction of BHP into the broader GBN community, later to join as GBN worldview members. Our second meeting was held in Bowral in 1995 where we considered Australia's future in Asia. By this time CSIRO and AUSTRADE had joined as GBN worldview members following their participation in scenario planning training courses. Our third Worldview Meeting was held in 1998 and again focused on Asia –this time to consider scenarios for Asia itself under the title: Navigating a Diverse Region: Scenarios for Asia.

All three of these meetings involved contributions from the GBN community with Peter Schwartz, Charles Hampden Turner, Napier Collyns, Stephen Cass, Paul Mlotok, Steve Weber and Richard O'Brien. Our three GBN worldview members stayed on board from the mid-nineties until 2001 when we lost both CSIRO and AUSTRADE – mainly because of a lack of perceived value in the price of membership. BHP had dropped out earlier in the late 'nineties. The shifting sands of 2001 marked the end of the first decade in the life of GBNA and in 2002 the relationship between the Australian business and the US network came to an end when competition guru Michael Porter's Monitor Group purchased all the assets of GBN in San Francisco and it became time for GBN Australia to re-brand itself as The Neville Freeman Agency.

2002 – 2016 NFA

This second decade was marked by a significant shift in the business idea for the company. My role in the first period was as the public face of the business, its CEO, marketing head and network developer. We were a network business that did some consulting. In this second decade I became the principal consultant and we dropped our network and most of our publishing activities. We were a consulting business that did some networking. The shift had two main drivers. The first was the cool reality that the network activity did not yield any profit; nor did it drive clients to our consulting business. The second was that in 2001, I sold my publishing business to Reed Elsevier which left me free to devote much more time to building the consulting company. Our first job was to change the name of the business. I had been working with Richard Neville on an off for the last ten years and I invited him to come into the business with his name and as a partner. This he did (in 2002) and the ground was set for our second coming!

Consulting

NFA was now a consulting business. Richard Bawden, Ross Dawson, Andrew Champion, Bruce Mackenzie and Greg Rippon from the first decade remained active participants. The focus was now fully on scenario planning consulting. We dropped the annual scenario learning training program and went looking for clients. In the first years of the 'noughties we ran scenario projects for NRMA on the future of health insurance; RMIT on the future of graphic technology; Pacific

Power on the future of electricity generation; Telstra on the future of broadband; and Wilhelm Wilhelmsen on the future of shipping. Mid-term we worked with Aurora Energy in Hobart on the future of electricity distribution and retailing and a project with St George Bank on the future of financial services. The Victorian Government got interested too and we looked with them on the future of government and the future of primary industries.

These projects broadened our compass and deepened our consulting expertise in a tricky market. We also made new friends. Melanie Williams and Howard Dare from RMIT alerted us to and then came to work with Richard Bawden and me on the biggest scenario project we have ever had - on the future of the teaching profession in Australia. This two-year project was commissioned for the Federal Government through its agency, Teaching Australia based on the ANU Campus in Canberra. At the same time, Aurora Energy introduced us to Matthew Champion who came to work with us on full time basis for a six-month period in 2006-7 before the GFC put a cat among the consulting pigeons.

The GFC reduced people's appetite for foresight. When Western Power in Perth abandoned the project we had been hired to do (with Anita Kelleher as our key local consultant) citing global gloom and doom, our response was of course the opposite. If you are really surprised by what the future delivers then you need to spend more time on foresight, not less! It was not to be. We batted on. The St George scenario project had introduced me to the skills of futurist Richard Watson who worked with me and Ross Dawson as the project team. My relationship with Richard Watson has flourished. After St George, Richard worked with me on our project with the State Library of NSW on the future of public libraries and, at the time of writing, we are working together in Canada on the future of gaming for the Atlantic Lottery Corporation.

We also put together a book – *FutureVision: Scenarios for the World in 2040*. It was the first time the NFA approach to scenario planning was to be captured and publicised. Developed over the previous decade by Richard Bawden and myself with key inputs from Melanie Williams and Richard Watson, it differed from the Shell approach by integrating preferred futures, systems thinking and worldviews into scenario development. The book was published in late 2012 by Scribe Publications who sold the Chinese and Korean rights as well as publishing the book in the UK in 2013. The book was a key factor in my being asked by Telstra's huge customer service division to create scenarios for their future. In the recent past I have also run scenario projects on the future of community care for CSIRO, on the future of online gaming for the Atlantic Lottery Corporation in Canada, and on the future of the book publishing supply chain for the Federal government.

Publishing

I could never completely give away my love for publishing. In the last decade I have published Richard Neville's wonderful little book *Footprints of the Future*, beautifully designed by Michael Killalea and a brilliant book on how bureaucracies kill innovation – *Captive of the System* by Peter Crawford.

Conclusions

I have provided a personal and yet objective summary of the history of one of the key players in the development of foresight practice in Australia. But what have I learned over the last twenty years about the foresight profession in our country?

The Foresight Profession

The idea of a foresight profession is an abstraction much commented on by practitioners in Australia. Of course, at this time, there is no foresight profession as such but there are of course people like me who practise foresight. The history of my group, The Futures Foundation and the Australian Foresight Institute at Swinburne University each confirms this observation.

The Demand for Foresight

The Australian demand for foresight by organisations is different from the US and the UK. The US demand comes mainly from private sector clients whereas the UK is a mix between public sector and private. In Australia the demand is almost all from the public sector. Of the 20 scenario planning projects we have run since 2000, 15 were commissioned by the public sector.

This is partly explained because many Australian businesses of any size (foresight is generally not an SME topic) are branches or subsidiaries of global organisations. But it also reflects the paucity of Australian business management – as elegantly described by Alastair Mant at a Learning Barbie to celebrate the publication of his book *Intelligent Leadership* – and its inability to grasp that innovation is not a product but a process in which foresight plays a critical part.

What's Next?

Australia sits at an uneasy crossroads where the sustainability of its economy can no longer assume reliance on its natural resources. That pathway will not disappear but it needs to be complemented by an innovating private sector supported by a progressive government that takes an 'outside-in' view of its role rather than the depressing 'inside-out' approach which informs policy today. Foresight is the key to defining just what an 'outside-in' approach to strategy might contain.

The road less travelled is not easy. And progress is a slippery critter. As TE Hulme said (quoted by John Gray in *The Silence of Animals*) 'People talk of humans evolving, as if the views of the world humans take up and leave behind are developing towards one that will be all inclusive. But worldviews are like gardens, easily destroyed by bad weather'.

Postscript

The final edits on this article have coincided with the untimely death of Richard Neville. Our sadness at losing such an important protagonist in the debate about foresight in Australia is unqualified. Richard was a gracious and committed futurist who cared about the community and how we might best improve the quality of life in Australia by engaging with the future.

He was one of the founders of The Futures Foundation and has been on the journey with me for the last 20 years.

| We will miss him.

Appendix A ABN/GBN Australia Book Club Selections

BookClub 6.10 - February 2002

[The Cosmic Serpent: DNA and the origins of knowledge](#)

By Jeremy Narby

[The Edward Said Reader](#)

By Edward Said (eds Bayoumi and Rubin)

[Inside Chinese Business - A guide for manager's worldwide](#)

By Ming-Jer Chen

[Reframing Business - When the map changes the landscape](#)

By Richard Normann

[Boss Talk - Top CEOs share the ideas that drive the world's most successful companies](#)

By Editors of the Wall Street Journal

[Towards Sustainability](#)

By Jackie Venning & John Higgins

BookClub 6.9 - December 2001

[The Chrysalis Economy - How citizen CEOs and corporations can fuse values and value creation](#)

By John Elkington

[The Elephant and the Flea - Looking backwards to the future](#)

By Charles Handy

[Terror in the Mind of God - The global rise of religious violence](#)

By Mark Juergensmeyer

[The Future of Leadership - Today's top leadership thinkers speak to tomorrow's leaders](#)

By Warren Bennis, Gretchen Spreitzer & Thomas Cummings

[D2D Dinosaur to Dynamo - How 20 established companies are winning in the new economy](#)

By David Stauffer

[Antitrust Goes Global - What future for Transatlantic co-operation?](#)

By Simon Evenett, Alexander Lehmann and Benn Steil

[Running from the Storm - The development of climate change policy in Australia](#)

By Clive Hamilton

BookClub 6.8 - September 2001

[When Genius Failed - The rise and fall of Long Term Capital Management](#)

By Roger Lowenstein

[Rebel Code - Linus Torvalds, Open Source, and the war for the soul of software](#)

By Glyn Moody

[Six Nightmares - Real threats in a dangerous world and how America can meet them](#)

By Anthony Lake

[America's Asian Alliances](#)

By Robert Blackwill and Paul Dibb

[Muslim Communities in Australia](#)

By Abdullah Saeed and Shahram Akbarzadeh (eds)

[Fast Food Nation - The dark side of the All-American meal](#)

By Eric Schlosser

[2007: A Novel](#)

By Robyn Williams

[In Good Company - How social capital makes organisations work](#)

By Don Cohen and Laurence PruClive Hamilton

2000-2001

[BookClub vol 6.7](#) [pdf]

The Spike: How our lives are being transformed by rapidly advancing technologies

by Damien Broderick

No Logo by Naomi Klein

Red Wine for your Health by Andrea Schaffer

How to Lose Friends and Infuriate People by Jonar C Nader

Biodiversity and Democracy - Rethinking Society and Nature by Paul M Wood

Extinguishing the Future - Critique of the Future Survey Super 70 by Richard A Slaughter

[BookClub vol 6.6](#) [pdf]

The Social Life of Information by John Seely Brown & Paul Duguid

Future Focus: How 21 Companies are Capturing 21st Century Success

by Theodore B Kinni & Al Ries

The Well by Katie Hafner

The Bolivian Times by Tim Elliot

Future Survey Super 70 - Best Books 1996-2000 by Michael Marien

Two recommendations

[BookClub 6.5 - Best Books of 2000](#) [pdf]

A selection of the best books read in 2000 from **Genome** to **Verdun**, **The Seat of the Soul** and **The Politics of Denial**, reviewed by Network Members from around the globe including Napier Collins, Justice Michael Kirby, Stuart Henshall and Kees van der Heijden.

[BookClub vol 6.4](#) [pdf]

Sustainability: the Corporate Challenge of 21C edited by Dexter Dunphy, et al.

Conversation: How Talk Can Change Our Lives by Theodore Zeldin

English as a Global Language by David Crystal

Four recommendations

[BookClub vol 6.3](#) [pdf]

Natural Capitalism by Paul Hawken, et al.

Gone Today Here Tomorrow: Millennium Previews by Richard A Slaughter [ed.]

Three recommendations

[BookClub vol 6.2](#) [pdf]

Leading the Revolution by Gary Hamel

Saltwater Fella by John Moriarty

China's Futures by Peter Schwartz & Jay Ogilvy with Joe Flower

Five recommendations

[BookClub vol 6.1](#) [pdf]

The Clock of the Long Now by Stewart Brand (Basic Books)

The Long Boom - A Vision for the Coming Age of Prosperity by Peter Schwartz, Peter Leyden and Joel Hyatt (Orion Business Books)

1999

The Information Age: Society and Culture Volume I - The Rise of the Network Society by Manuel Castells (Blackwell Publishers) [pdf review](#)

The Information Age: Society and Culture Volume II - The Power of Identity by Manuel Castells (Blackwell Publishers) [pdf review](#)

The Pattern on the Stone by W Daniel Hillis (Basic Books) [pdf review](#)

The Weightless World: Thriving in the Digital World by Dianne Coyle (Capstone)

Publishing Ltd) [pdf review](#)

When Things Start to Think by Neil Gershenfeld (Henry Holt & Co) [pdf review](#)

When Good Companies Do Bad Things by Peter Schwartz & Blair Gibb (Wiley) [pdf review](#)

Futures for the Third Millennium by R A Slaughter (Prospect Media) [pdf review](#)

Satan, CEO by Stanley Schaezel (Prospect Media) [pdf review](#)

1998

Corporate Collapse: Regulation, Accounting and Ethical Failure by FL Clarke, GW Dean & KG Oliver (Cambridge) [pdf review](#)

Japan: A Reinterpretation by Patrick Smith (Pantheon Books) [pdf review](#)

Do Lunch or be Lunch by Howard Stevenson with Jeffrey Cruikshank (Harvard Business School Press) [pdf review](#)

The Fourth Turning by William Strauss & Neil Howe (Broadway Books) [pdf review](#)

Imagined Worlds by Freeman Dyson (Harvard University Press) [pdf review](#)

Scenario Planning: Managing for the Future by Gill Ringland (John Wiley & Sons) [pdf review](#)

Learning from the Future: Competitive Foresight Scenarios by Liam Fahey & Robert M Randall (John Wiley & Sons) [pdf review](#)

The Hungry Spirit by Charles Handy (Hutchinson) [pdf review](#)

Measuring Progress edited by Richard Eckersley (CSIRO) [pdf review](#)

Close to the Machine by Ellen Ullman (City Lights Books) [pdf review](#)

Out of Control by Kevin Kelly (Fourth Estate) [pdf review](#)

New Rules for the New Economy by Kevin Kelly (Fourth Estate) [pdf review](#)

1997

Emotional Intelligence by Daniel Goleman (Bantam Books)

The Dilbert Principle by Scott Adams (HarperCollins)

The Clash of Civilizations and the Remaking of World Order by Samuel P Huntington (Simon and Schuster)

The Future of Capitalism by Lester Thurow (Allen & Unwin)

The Foresight Principle by Richard Slaughter (Adamantine Press)

Burying the 20th Century by Richard Hames with Geraldine Callanan (Business & Professional Publishing)

Is Australia an Asian Country? by Stephen Fitzgerald (Allen & Unwin)

Mastering the Infinite Game by Charles Hampden-Turner & Fons Trompenaars (Capstone)

The Living Company by Arie de Gues (Harvard Business School Press)

Learning to Plan and Planning to Learn by Donald Michael (Miles River Press)

Tyranny of Fortune by Reg Little & Warren Reed (Business & Professional Publishing)

Intelligent Leadership by Alistair Mant (Allen & Unwin)

Factor 4: The New Report to the Club of Rome by Weizsacker & Lovins (Allen & Unwin)

Cybercorp: the New Business Revolution by Games Martin (Amacom)

1996

Jihad vs McWorld by Benjamin R Barber (Times Books)

Lords of the Rim by Sterling Seagrave (G P Putnam's Sons)

Trust by Francis Fukuyama (The Free Press)

How are we to Live? by Peter Singer (Mandarin Books)

An Intimate History of Humanity by Theodore Zeldin (Minerva)

Having Our Say about the Future (ASTEC)

Maximum Leadership by Charles Farkas, Philippe de Backer & Allen Sheppard (Orion)

Leadership in a New Era edited by John Renesch (New Leaders Press Sterling and Stone)

Scenarios: The Art of Strategic Conversation by Kees van der Heijden (John Wiley & Sons)

The State We're In by Will Hutton (Vintage)

1995

Framing Technology by Leila Green & Roger Guinery (Allen & Unwin)
Competing for the Future by Gary Hamel & CK Prahalad (Harvard Business School Press)
The Future Eaters by Tim Flannery (Reed Books)
Learning Unlimited by Alastair Rylatt (Business & Professional Publishing)
Enterprising Nations: The Karpin Report (Commonwealth of Australia)
Australian Civilisation edited by Richard Nile (Oxford University Press)
Creative Compartments by Gerard Fairtlough (Adamantine Press)
Challenge to Change by Richard Eckersley and Kevin Jeans (CSIRO Publications)
The Death of Economics by Paul Omerod (Penguin Books)
The Revolt of the Elites and the Betrayal of Democracy by Christopher Lasch (Norton)
The Knowledge Creating Company by Ikujiro Nonaka & Kiroataka Takeuchi (Oxford University Press)
Living Without a Goal by James Ogilvy (Doubleday)

1994

The Seven Cultures of Capitalism by Charles Hampden-Turner & Fons Trompenaars (Piatkus)
Capitalism(s) in Competition by Eric Best (GBN)
Global Change by Keith Suter (Albatross Books)
Where to From Here by Leonie V Still (Business & Professional Publishing)
The Structure of Entrapment by Charles Hampden-Turner (GBN)
White Eye by Blanche d'Alpuget (Viking)
The Management Myth by Richard David Hames (Business & Professional Publishing)
The Ecology of Commerce by Paul Hawken (Weidenfeld & Nicholson)
The Executive Compass by James O'Toole (Oxford University Press)
Messengers of the Gods by James Cowan (Random House)
Values and the Corporation by James Ogilvy et al (GBN)
The Fifth Discipline Fieldbook by Peter Senge (Nicholas Brealey)
Turbulent Mirror by John Briggs & F David Peat (HarperCollins)
The Last Three Minutes by Paul Davies (Weidenfeld & Nicholson)
Leadership and the New Science by Margaret Wheatley (Berrett-Koehler)

| Appendix B

References and Useful Sources

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