



Strategic Thinking and Envisioning the Future

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Goals:



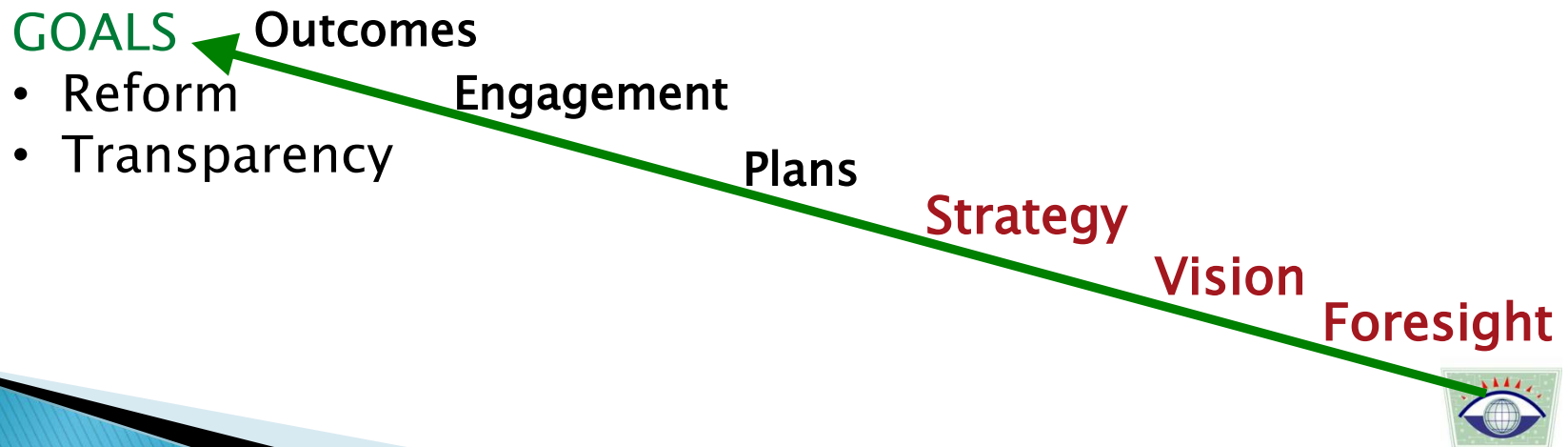
- ▶ Improving strategic thinking through insights from stories
- ▶ Strategic thinking challenges
- ▶ Scenario results
- ▶ Lessons from scenarios
- ▶ Building the future you want



FORESIGHT

Strategic Thinking

- ▶ Vision—What are the possibilities and what should we try to build?
- ▶ Strategy—How are you going to do this?



Remember:

Strategic thinking and planning is the process of deciding the optimal alignment between unlimited needs and limited resources to achieve your priorities.

USC Center for Organizational Effectiveness

What is Strategy?

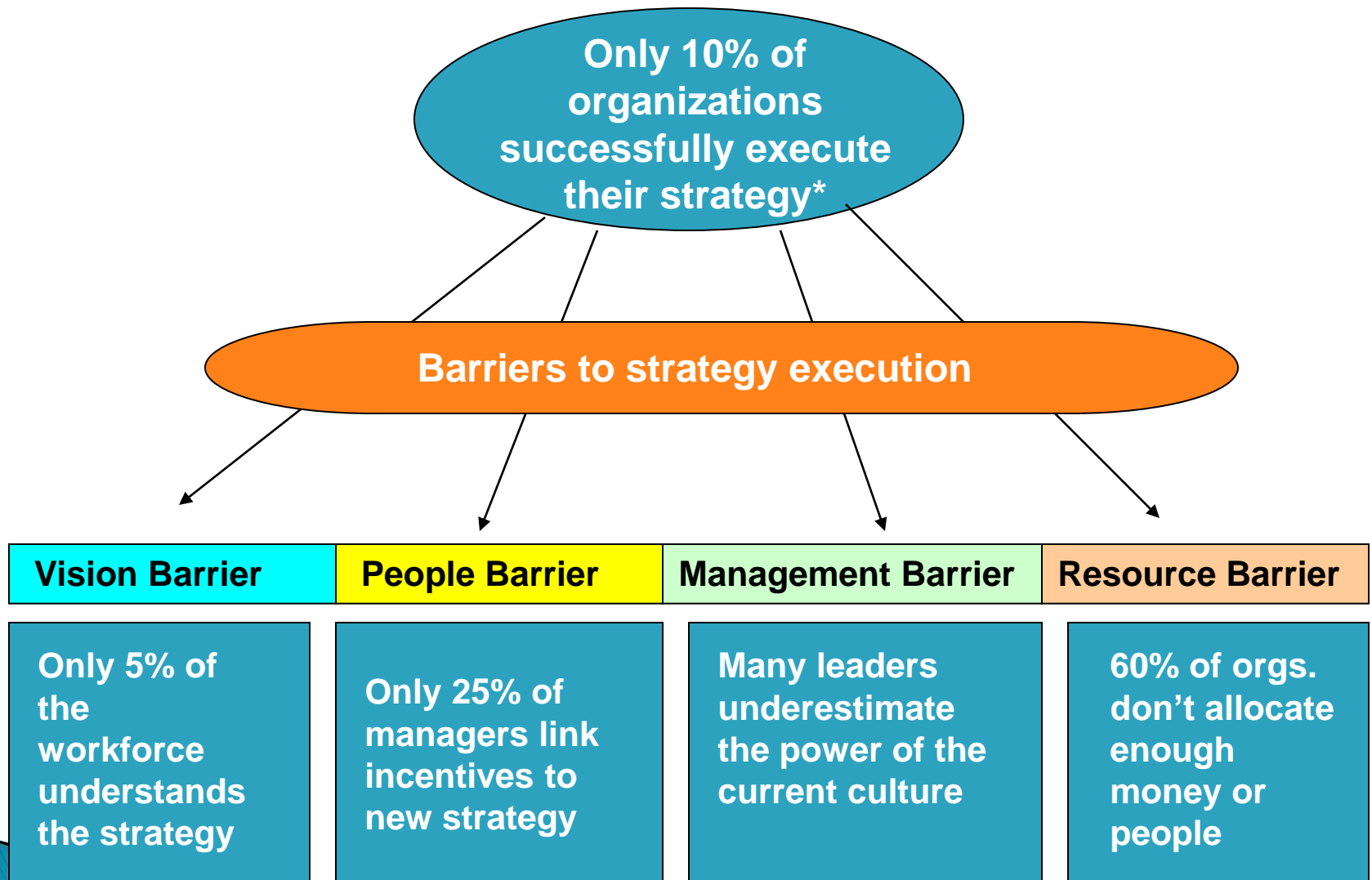


Strategy...

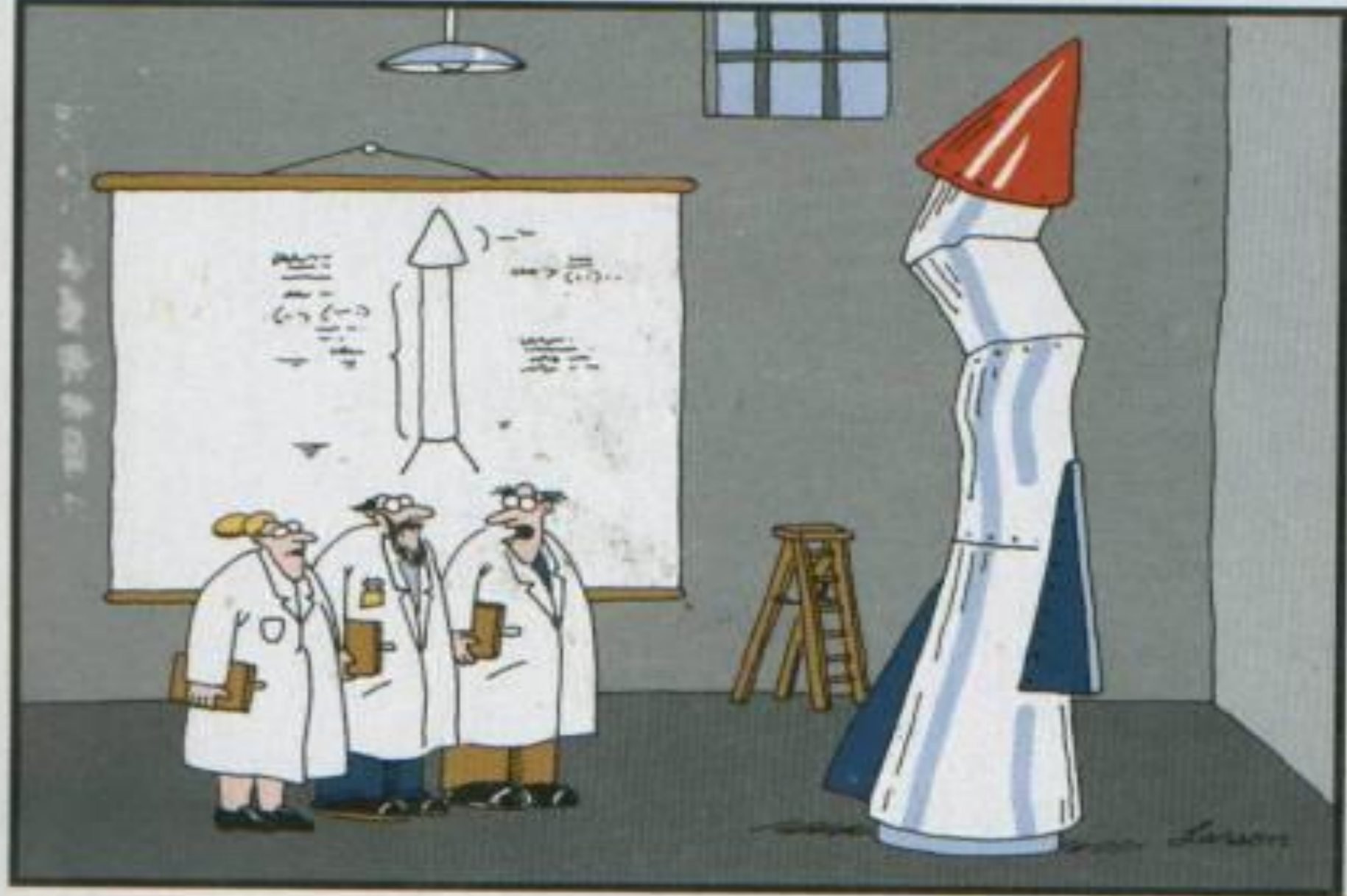
- ▶ is the means of achieving the vision
- ▶ leverages organizational strengths
- ▶ shapes operational plans
- ▶ specifies measurable goals
- ▶ must be accompanied by a communication plan

At the highest levels of organizations and networks, it helps if the strategy creates unique opportunities for the organization

Strategy Implementation



*Balanced Scorecard



**“It’s time we face reality, my friends. ...
We’re not exactly rocket scientists.”**

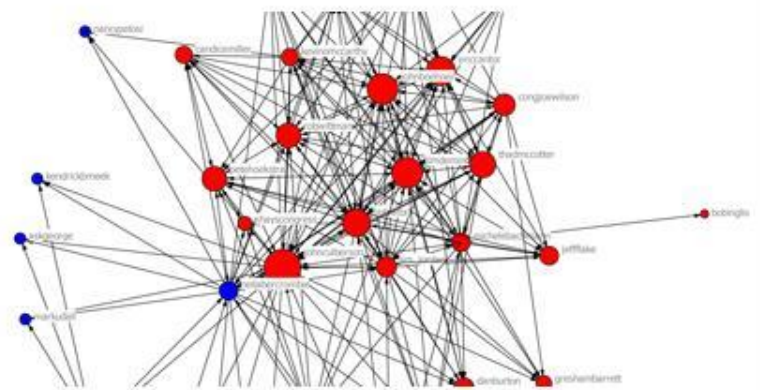


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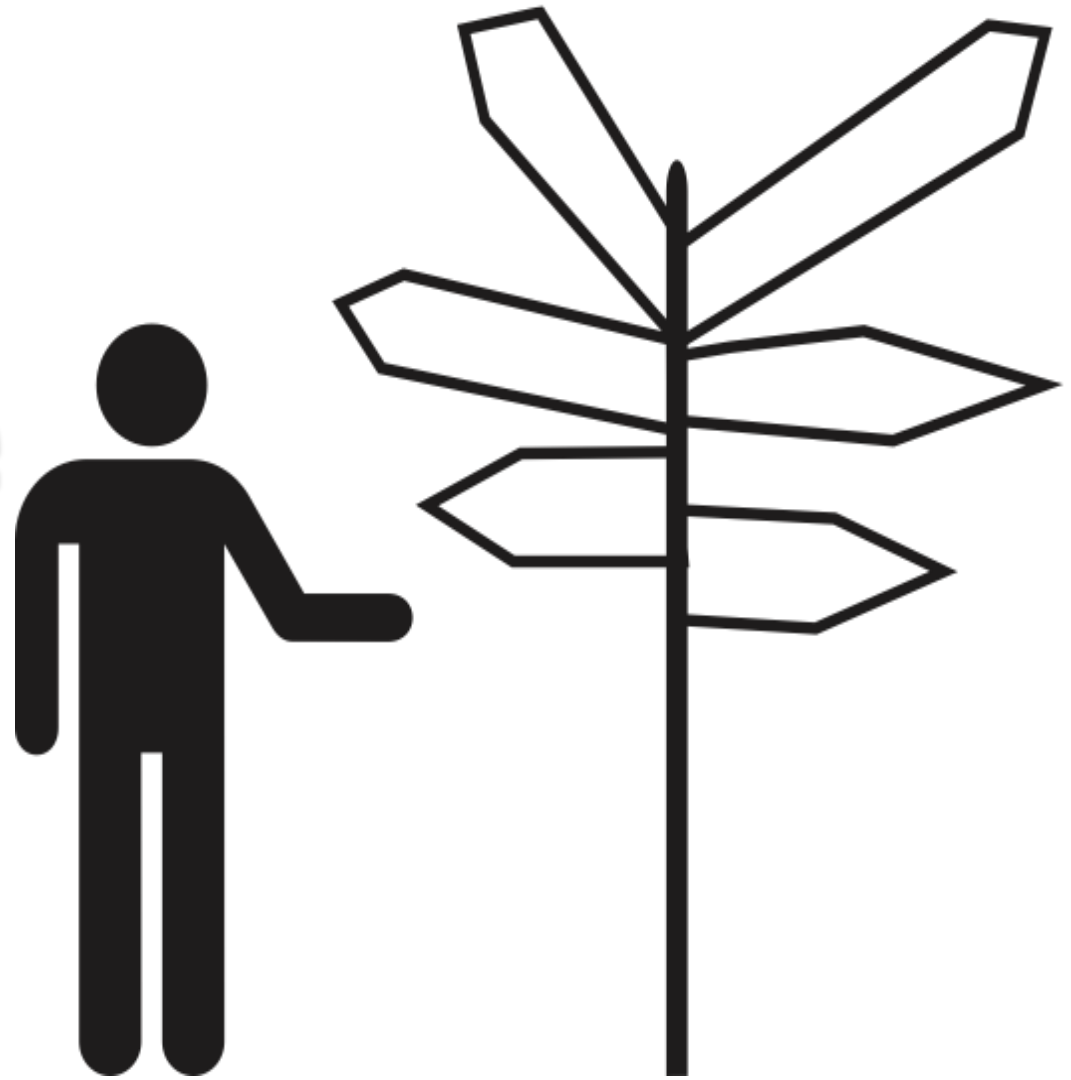
ALL CATEGORIES

Scenarios: Stories of the Future

Scenario planning is a discipline for rediscovering the original entrepreneurial power of creative foresight in contexts of accelerated change, greater complexity, and genuine uncertainty.

—Pierre Wack, Royal Dutch/Shell

Scenario
Exercise:
Where are
members
of our
network
going?



Clear Vision Quotes:



- ▶ “At this point in time, there is political, organization, technical and popular will to steer Kenya to the clouds.”
- ▶ “. . . data exists (often disjointedly) but only in government servers. We thought—what can citizens do with this data? The answer was a lot, but not if they do not know how to get it.”
- ▶ “Elected in 2015 Nigeria first female president has just won a second term running on a promise of ‘open government’.”
- ▶ “Ladies and gentlemen, It is a new dawn. Opening the communications space has had the unintended benefit of changing the mindset of a whole generation. The so-called handshake across the communities has created the critical demand for better government. “

Compelling Quotes:



- ▶ “Nigerians are resilient people. We know what we want and how to get it in legitimate ways. So, when we wanted change, and desired to reap the much talked about ‘dividends of democracy’, we turned to reforms to offer the tool for change and our vibrant media to sensitize, inform, enlighten, reorient and embolden our citizens to embrace a new national ethos and socio-political change through the democratic process.”
- ▶ “Under these arrangements, we have for example rolled out in 2011; a ‘one laptop per child’ initiative and now 95% of the students in primary school have access to these affordable laptops to be used for educational purposes. “
- ▶ “What the meaning of freedom?”

Memorable Quote:



- ▶ “At this point I want us to remember that corruption is a monster that is real. Let us observe a minute of silence for Chebet Mwangi, who was gunned down at the young age of 23 for her relentless campaign and stand for better accountability after leading Kenyans into rejecting 2019 budget and bringing government services to a grinding halt after shutting First Health Global corporations (with 78 world offices and staff of 3,500 persons) when she revealed to the world that for over 15 years mid level government officials together with had defrauded the people of Kenya of 1.87 Billion US dollars in undelivered services an effort that was only possible from the provision of open data. May her soul rest in peace.”

Drivers of Your Mini-Scenarios



- ▶ Drivers “pushing” the future
 - Innovations in ICTs
 - Large and growing youth population
 - Corruption in public sector
 - High debt in many areas
 - High unemployment
 - State controlled media and information systems
 - Unstable/volatile political system
 - Low investment in infrastructure

Scenarios, Narrative and Innovation



Practicing with narratives can help build sustainable capacity for FORESIGHT

What future do you want?

- Innovative?
- Impactful?

- No one will follow a story that is not compelling
- Need improved storytelling capacity to build the future you desire

Thinking Globally



- ▶ The concept of globalization did not even come into use until the 1980s
- ▶ Now it is imperative to think analytically about:
 - Climate change
 - Global markets, dependence on oil and the food crisis
 - The morality of over 1 billion people that live on less than \$1 /day

“Chernobyl is everywhere.”

Developing the Organization and Sharing Leadership

- Talent Management
 - Start with the SAKE (the powerful transparent drink of Skills, Attitude, Knowledge and Experience)
 - Have to develop people to keep them motivated or they will **leave**
 - Not about “replacement” but figuring out what skills and knowledge will be needed in the future
 - Rate of change suggests that 20–40% of the key jobs necessary for success in a global organization in 10 years do not exist now
 - Stanford studies--find people with a “**grow the intellect**” model

Leadership Skills for the Future



Why are we here?



To Build Capacity for Governance through the Strategic
Communication of a Skilled, Committed Network

**THE FUTURE
BELONGS TO
THE FEW OF US
STILL WILLING
TO GET OUR
HANDS DIRTY.**

