



# 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

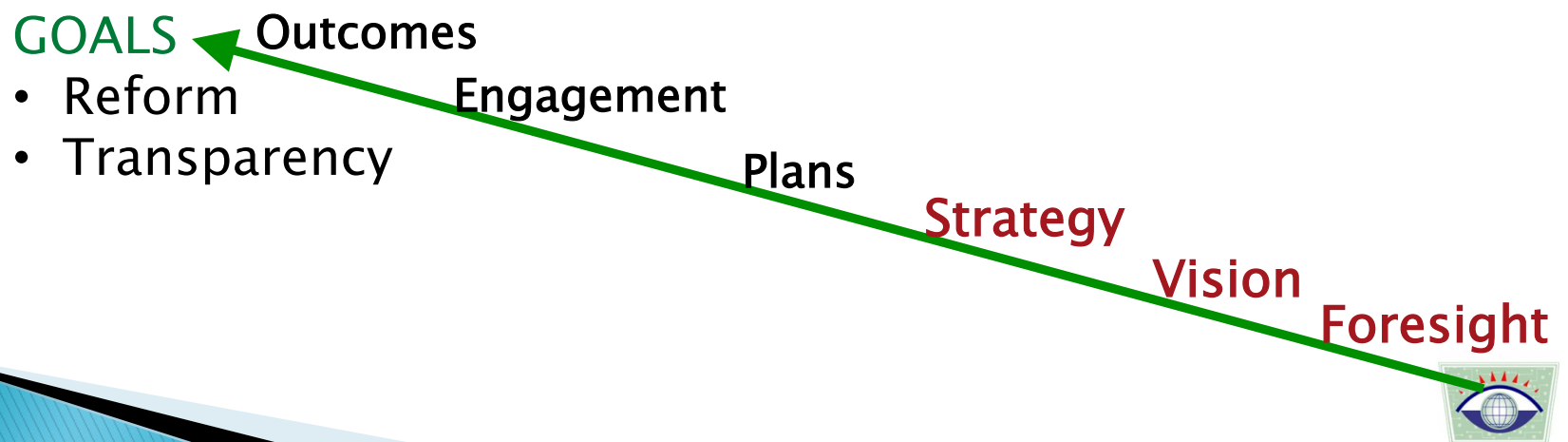




**bld071642 fotosearch.com**

# 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*

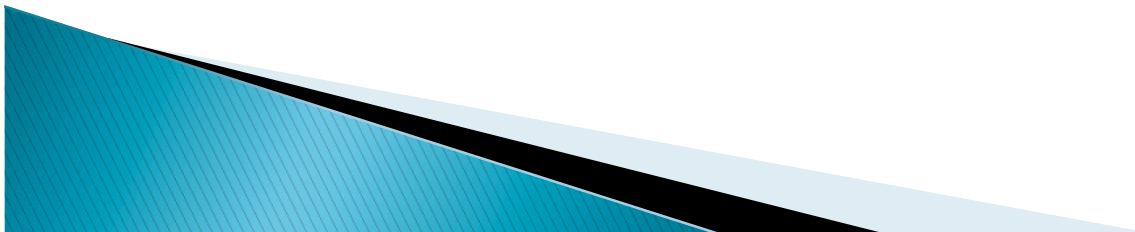
# What is Strategy?



## Strategy...

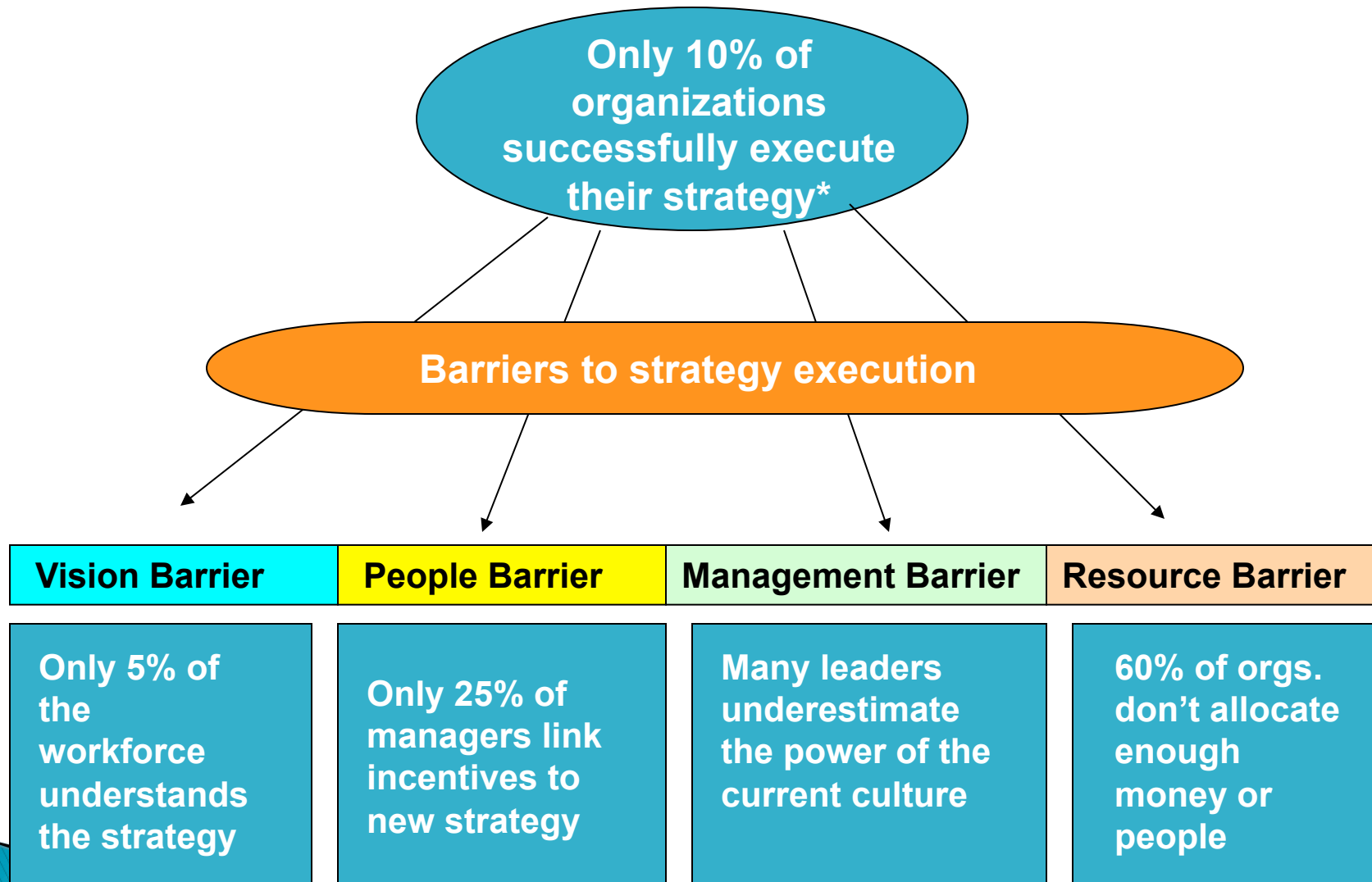
- ▶ is the means of achieving the vision
- ▶ leverages organizational strengths
- ▶ shapes operational plans
- ▶ specifies measurable goals
- ▶ must be accompanied by a communication plan

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

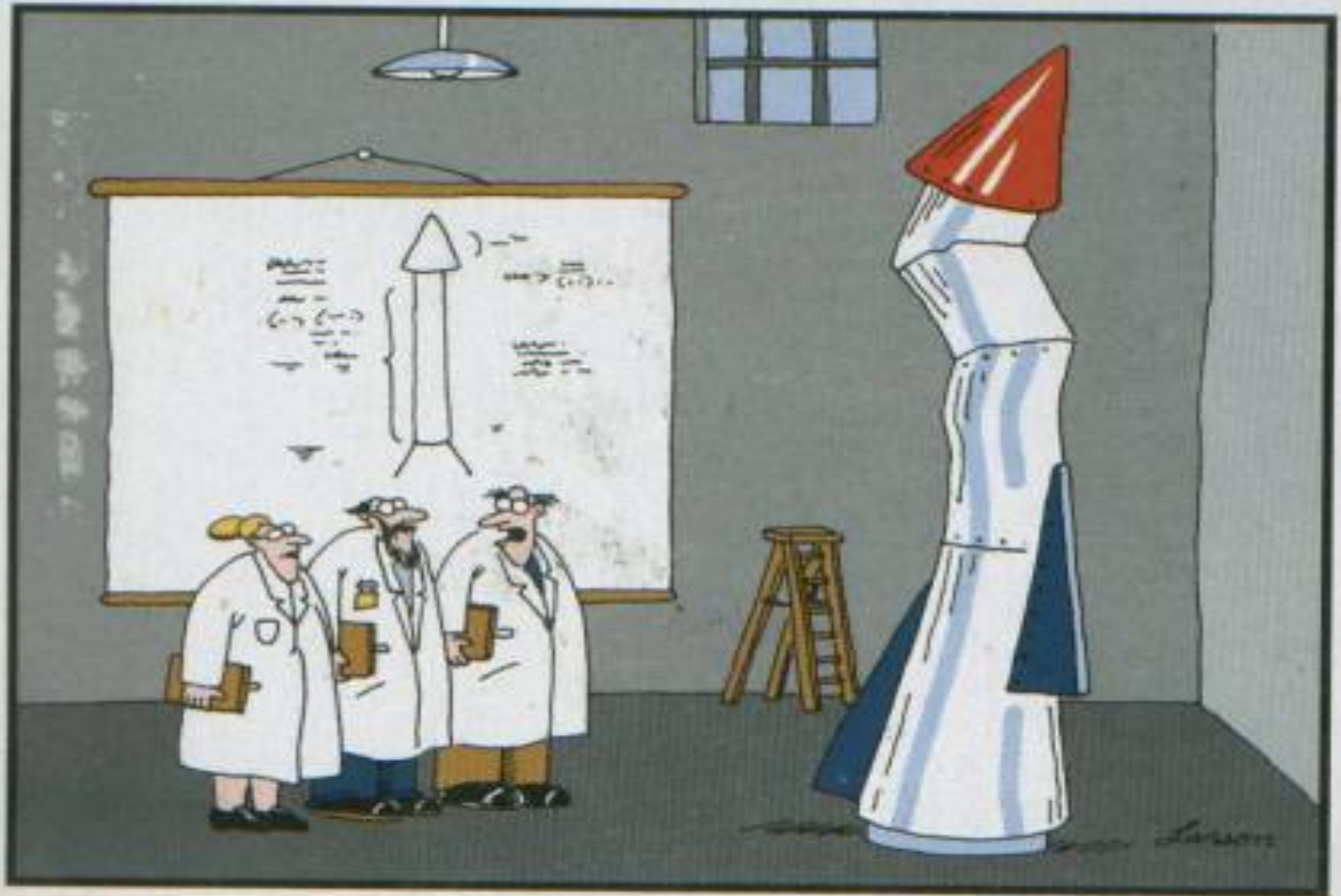




# Strategy Implementation



\*Balanced Scorecard



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



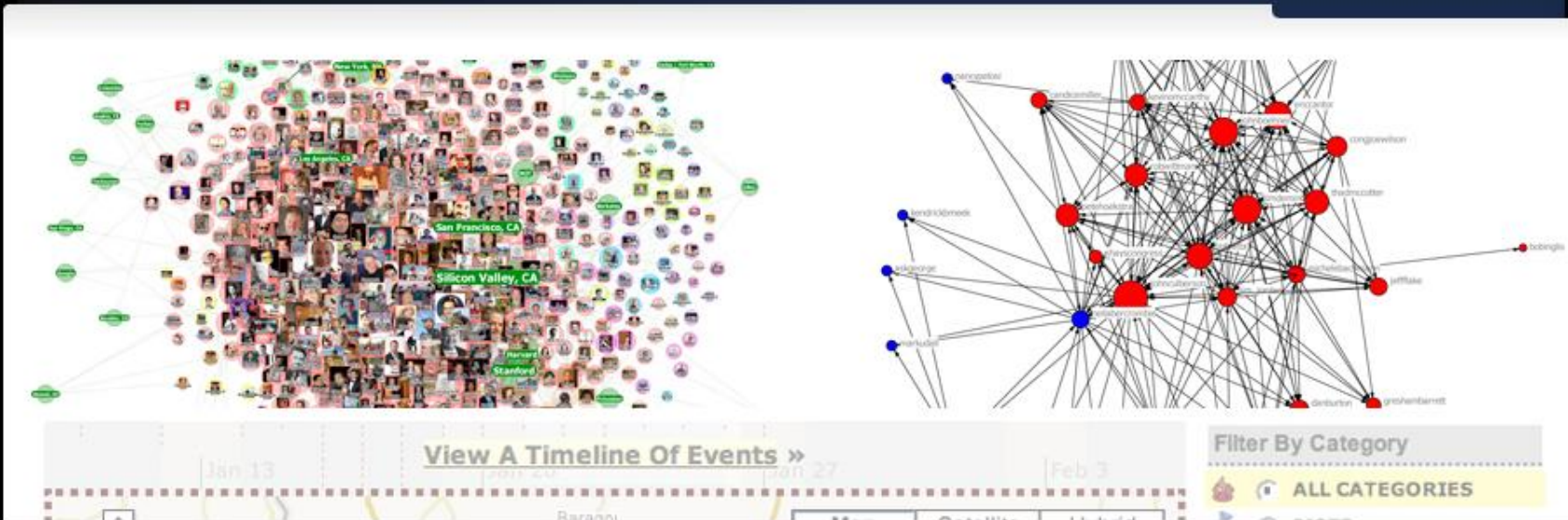


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## Social Media Rule!



# 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*

# 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

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Scenario  
Exercise:  
Where are  
members  
of our  
network  
going?







# 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

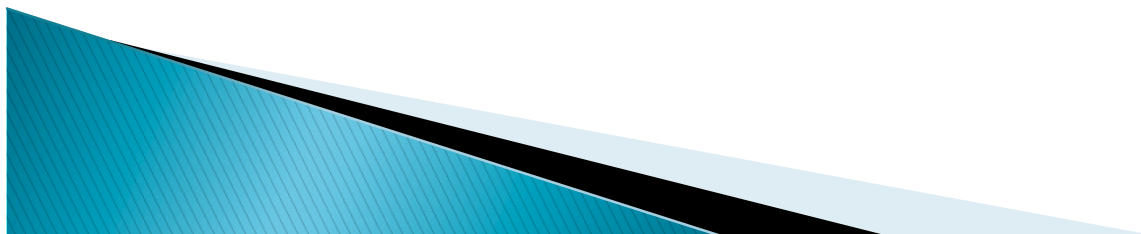






# Instructions: Scenarios 2022

- ▶ Brainstorm in your group what the world will look like in 10 years
  - Think about:
    - Communication
    - Technology
    - Climate
    - Energy
    - Governance
    - Culture



# Affirmation Process

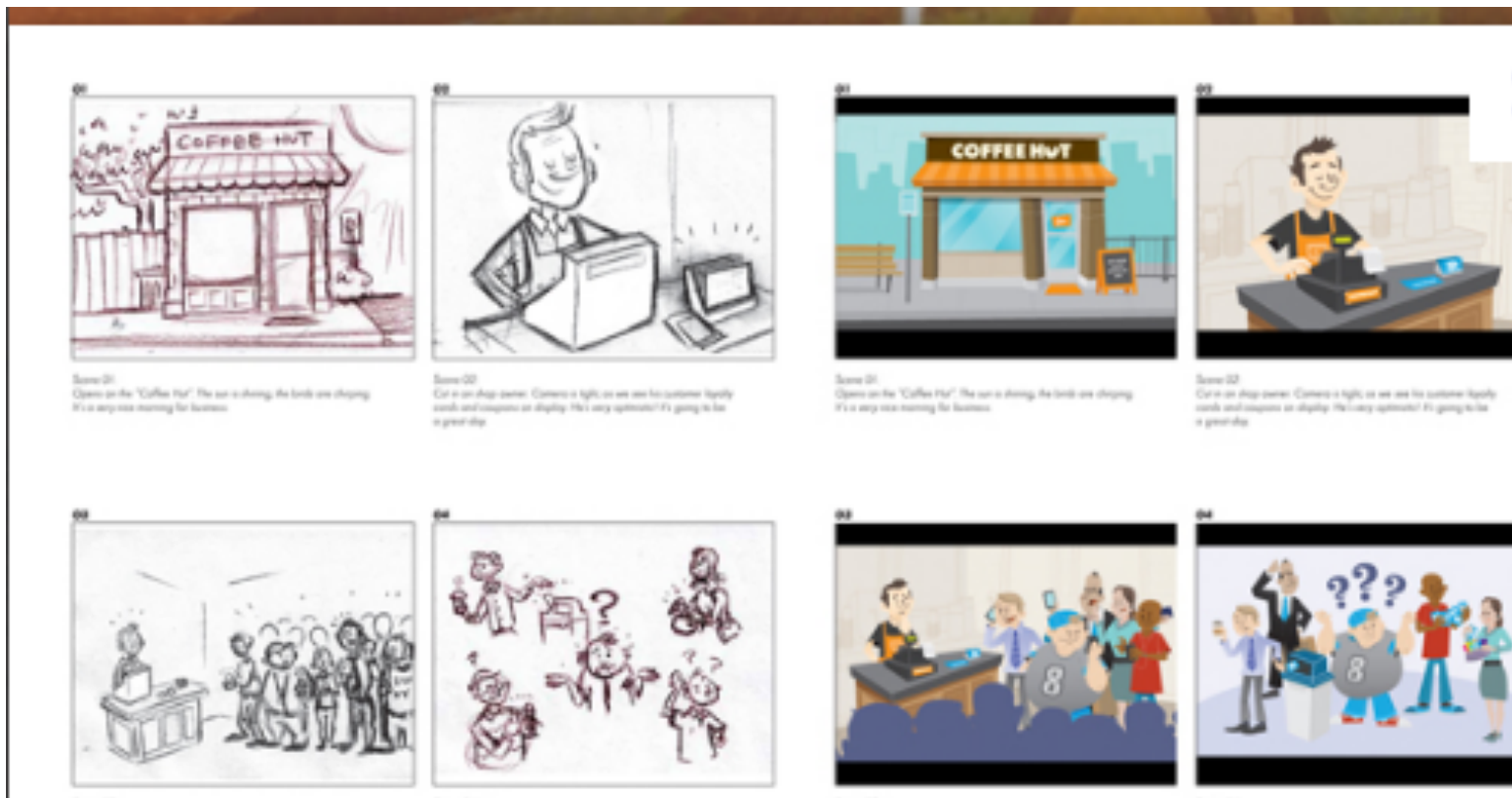


- ▶ Create new groups around commonalities
- ▶ Create a story that encompasses the common scenarios
- ▶ Storyboard it!



# Storyboard Your Scenario

- ▶ Pictures but can cheat with a few labels
- ▶ 5 minute presentation



# 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.”



# 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
  - Share leadership in networks



# Leadership Skills for the Future



Johansen, 2010