

Leading Your Team to Envision the Future



The Format

1. Lead the Group to Consider Strategic Questions
2. Divide the Group into Groups of Three
3. Let them Discuss the Question for 10-15 Minutes
4. Each Group Reports Back on the Essence of What They Discussed
5. Answers are Summarized on a Flip Chart
6. Each time a new set of Questions is given reformat the groups



Stimulate Their Imagination – Use a Video or Article

- Have the Group view a TED Talk or some other video about the Future
- Distribute a Short Article from *Inc*, *Forbes*, *McKinsey*, or *HBR* that talks about strategic planning or the future
- In Small Groups have them discuss two questions
 - *What did you hear?*
 - *What does it mean to us?*



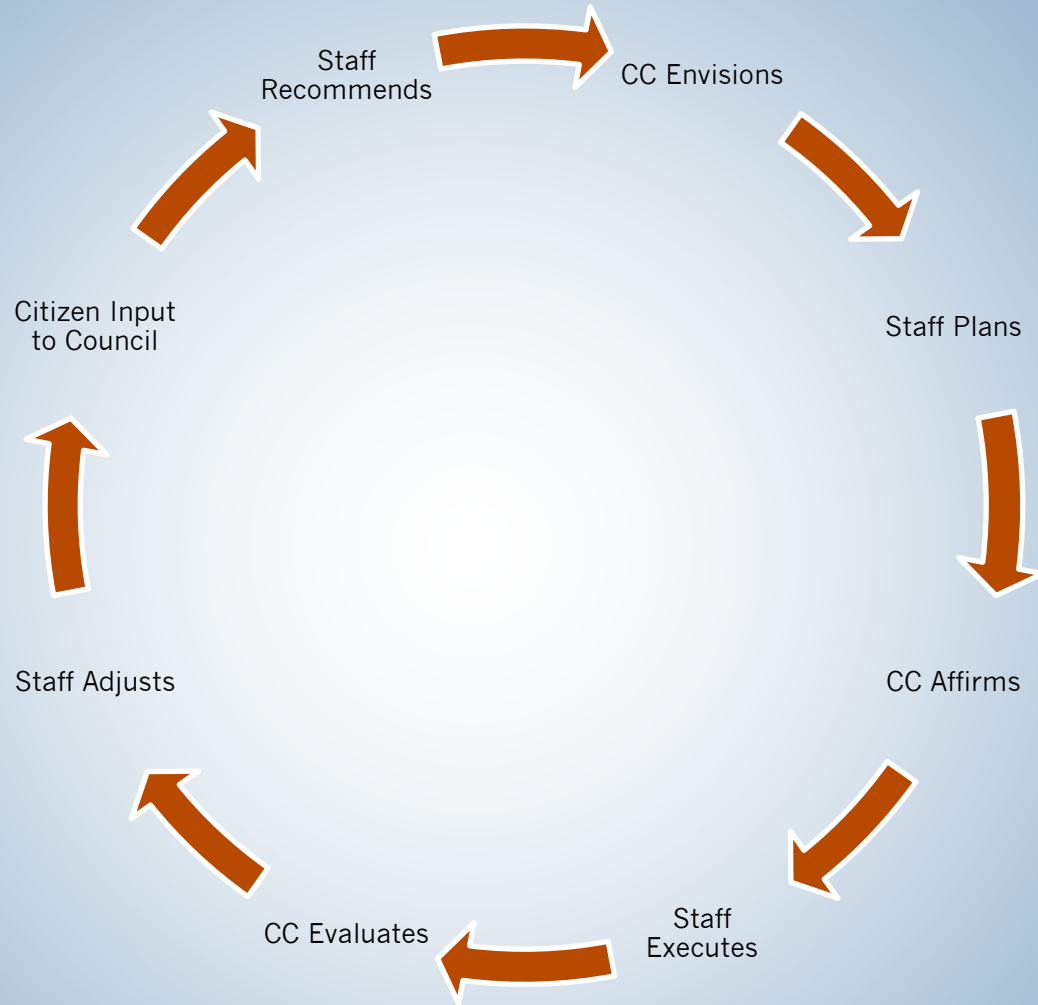
Discussion Questions

- What did you hear?
- What does it mean?



The Strategic Visioning Process





REVIEWING THE PAST



Look Back in Order to Move Forward

- Option 1 – Review the Current Strategic Vision or Plan
 - What's Gone Well?
 - What's Not Gone Well?
 - What were the Game-changers or Surprises?
 - What Adjustments should we make?
- Option 2 – Highs and Lows
 - Groups discuss 3 “High Points” over the last few years
 - Groups discuss 3 “Low Points” over the last few years
 - Report out on any lessons learned for the future



ENVISIONING THE FUTURE

STRATEGIC GOVERNMENT RESOURCES



Reputational Drivers for the Future

- What do you want to be known for?



Pressing Needs

- What are the pressing needs of residents that make you weep and pound the table?



SWOT ANALYSIS

- Have some groups do Strengths and Weaknesses
- Have some groups do Opportunities and Threats
- Discuss the results





**What if You Were
More Successful than
Your Wildest
Dreams?**



Imagine The Miracle

- In this exercise have groups imagine that the newspaper is doing a story on the city—20 years from now.
- The story is being done about the miracle of what's taken place in your city.
- You were interviewed for this story
- The questions you were asked are the next slide.

Work through what answers you would give.



Newspaper Interview Questions

1. How has the city changed since 2020?
2. Your economy is thriving. Can you explain why?
3. How have you been able to attract new businesses?
4. What have you done that has been helpful in retaining business?
5. Surveys continue to show your citizens are very satisfied with customer service from the city. What's the reason?
6. Your employees are very loyal to the city. Why is that?
7. What are some of the new amenities you've added over the last 20 years?
8. What are some of the Moonshots you've tried?
9. How would you explain "The Miracle"?
10. From where you are today, What advice would you give to your younger self in 2020?



Personal Work to Group Work

- After Individuals have completed the questions form small groups
- Create groups of 3 to Discuss
- Then join with another group to have a group of 6



Group Work

- Use the Newsprint to Create What the Newspaper Stories would be.
- What are the Headlines?
- What are the Quotes?
- What are the Sidebar Stories?
- What are the Main Ideas?
- Use Symbols, Pictures, and Short Descriptive Words.
- Think Big!!!



Strategic Priorities

- Have the Group identify the Common Themes in the “Miracle” Report
- Which of the Common Themes could be turned into Strategic Priorities?
- Have the Group identify 5-7 of the Most Catalytic Strategic Priorities
- These should be Broad Categories that the group agrees to focus their energy on over the next 3-5 (or more!) years



MILESTONES



Milestones – “What Do You Mean by That?”

- Milestones are “Accomplishments” that you pass along the way toward fulfilling your strategic priority.
- They give a little more definition to the Strategic Priority
 - Example:
 - Strategic Priority: “**Economic Development**”
 - Milestone: Recruit new businesses for Main Street
- Each Strategic Priority should have 3-5 Milestones



INITIATIVES

STRATEGIC GOVERNMENT RESOURCES



Yes, But How?

- Initiatives declare How the city will reach the milestones and priorities.
- Board Creates Priorities and Milestones
- Staff Creates Initiatives
- Priorities and Milestones are about Direction. They answer the question, “Where are we going?”
- Initiatives are about process. They answer the question, “How will we get there?”



Questions

