

Enterprise Leadership Lab

Learning Objectives

Enhance enterprise leadership acumen

Learn, practice alternative futures methodology

Apply alternative futures to prepare your agency

Prepare yourself for the future



SOUTH ELEVATION



Schedule



8:30–9:00 a.m.	Registration and Networking	TOP OF ROOF 55'-2 1/2"
9:00–9:15 a.m.	Welcome and Introductions	PROMENADE 42'-0" THIRD FLOOR 36'-0"
9:15–9:45 a.m.	Strategic Foresight: Overview	SECOND FLOOR 20'-11 1/2"
9:45–10:45 a.m.	First Breakout Session: Four Futures	FIRST FLOOR 0'-0"
10:45–11:30 a.m.	First Session Plenary	GROUND FLOOR -4'-8 1/2"
11:30–11:45 a.m.	Lunch	
11:45–12:30 p.m.	Second Breakout Session: Implications	FEET 1/8" = 1'-0" METERS 1:96
12:30–1:30 p.m.	Second Plenary	
1:30–2:00 p.m.	Practical Applications	

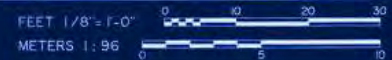
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An Overview of Strategic Foresight



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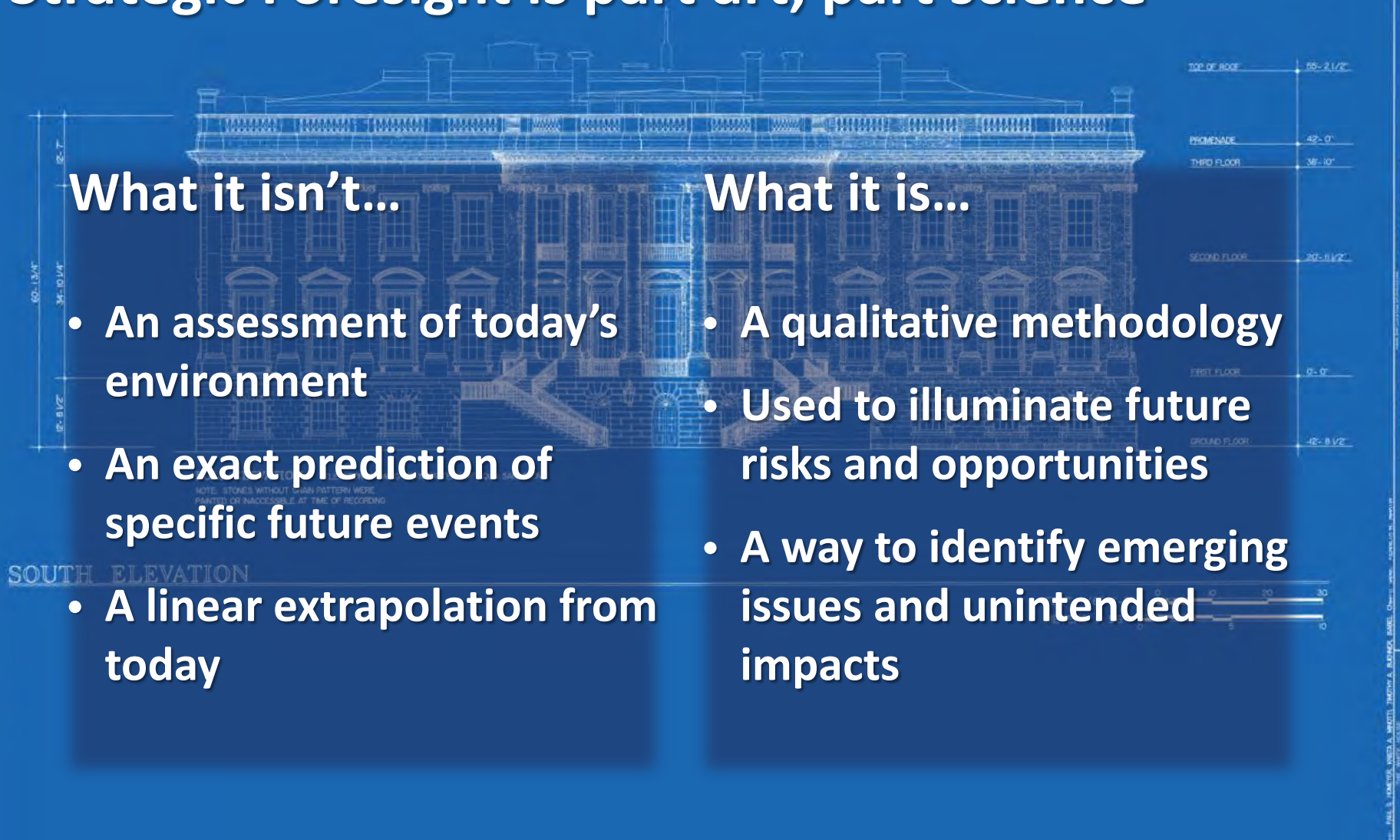
Strategic Foresight is part art, part science

What it isn't...

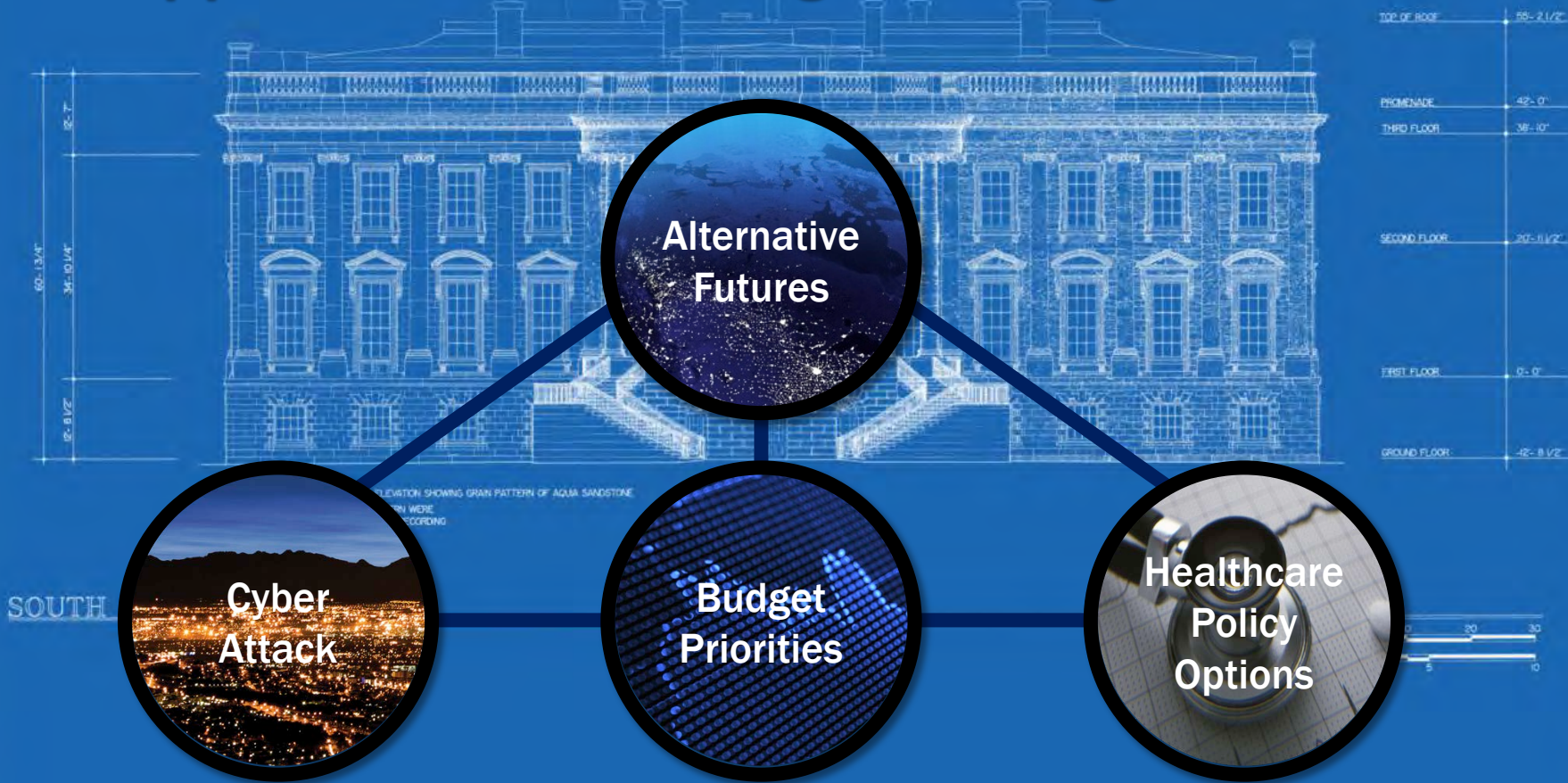
- An assessment of today's environment
- An exact prediction of specific future events
- A linear extrapolation from today

What it is...

- A qualitative methodology
- Used to illuminate future risks and opportunities
- A way to identify emerging issues and unintended impacts



Applications of Strategic Foresight



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Alternative Futures Framework

An Alternative Futures Example

My Summer Vacation

What do you want it to be? Consider the following key variables:

- How much excitement do I want to have?
- Who do I want to be with?

How much excitement do I want to have?

Semi-comatose

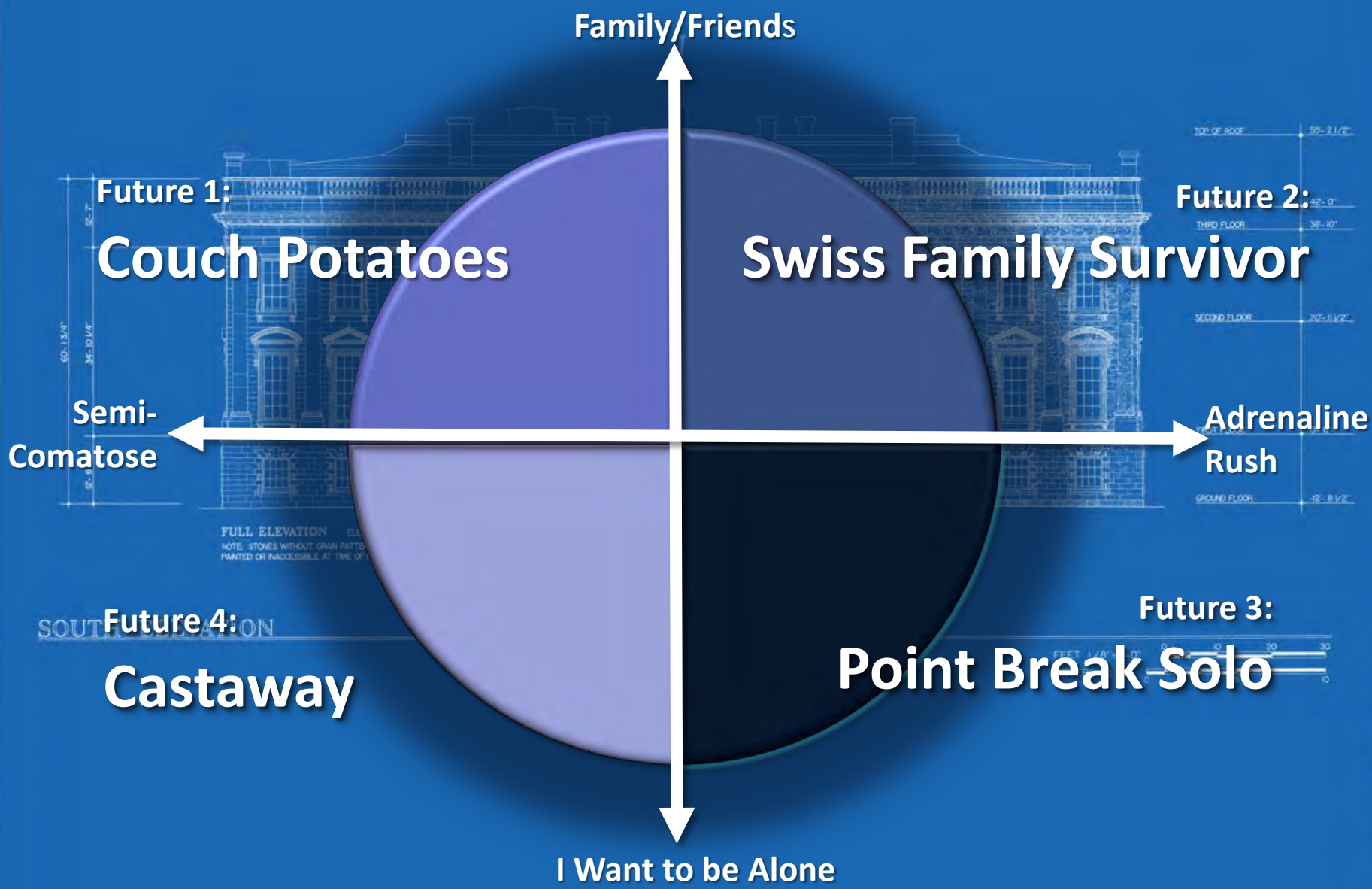
Adrenaline Rush

Who do I want to be with?

I Want to be Alone

Family/Friends

AN ALTERNATIVE FUTURES EXAMPLE



THE WHITE HOUSE

**Future 1:
Couch Potatoes**

Family/Friends

Future 2:

Swiss Family Survivor

Binge-watching 5 seasons of 'House of Cards' with family in darkened room. Gains 20lbs, can't stand the sight of family, never watches TV again.

White-water rafting on the Amazon with family, parents, siblings. Started with 12, ended with 10; everyone has to take a post-vacation vacation.

Semi-Comatose

Adrenaline Rush

Vacation alone on a deserted island, with no cell phone, talking to a volleyball. Family is worried sick about you, but your blood pressure drops 10 points.

Free-form sky-diving off of various buildings, bridges, and other landmarks. Lost 20 pounds the hard way, glad (and grateful) to return to 'boring' job.

**Future 4:
Castaway**

I Want to be Alone

Future 3:

Point Break Solo

Anatomy of the Alternative Future Methodology

Family/Friends

Hypothetical Future (based on intersection of the two axes), and its Implications

Semi-Comatose

One of two axes, based on variables that characterize alternative future states

Free-form sky-diving off of various buildings, bridges, and other landmarks. Lost 20 pounds the hard way, glad (and grateful) to return to 'boring' job.

I Want to be Alone

THE WHITE HOUSE

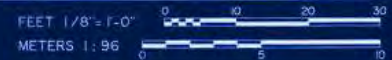
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First Breakout Session: Alternative Futures, *circa* 2025



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How can we prepare for and influence the future?

Headlines may require that an Administration (or agency) focus on the immediate...at the expense of the important

- No one can accurately predict the future on a regular basis
- Rather, there are any number of possible futures, each shaped by complex, interdependent trends
- Those 'alternative futures' are also influenced by the actions taken (or avoided) by senior leaders today
- By describing those Alternative Futures, and what may have led to them, senior leaders can shape their near-term agenda

Alternative Futures Exercise: Two Steps...

Step 1:

Given certain domestic and international variables, develop a set of Alternative Futures that describe the state of the world and the U.S. circa 2025



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Step 2:

Given those Alternative Futures, consider the implications for government

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February 2025: You're part of an inter-agency team tasked by the new OMB Director to develop a strategic baseline for the President's Management Agenda...

Describe the state of the world and the nation as it has come to be over the past decade (2016-2025)

- What are the key factors that shaped the present as we now know it, based on events, trends, decisions made/avoided over the past decade

- The President does not want to lay out specific initiatives yet; rather POTUS wants to highlight issues and challenges going forward

Think of this as a 'Back to the Future' look

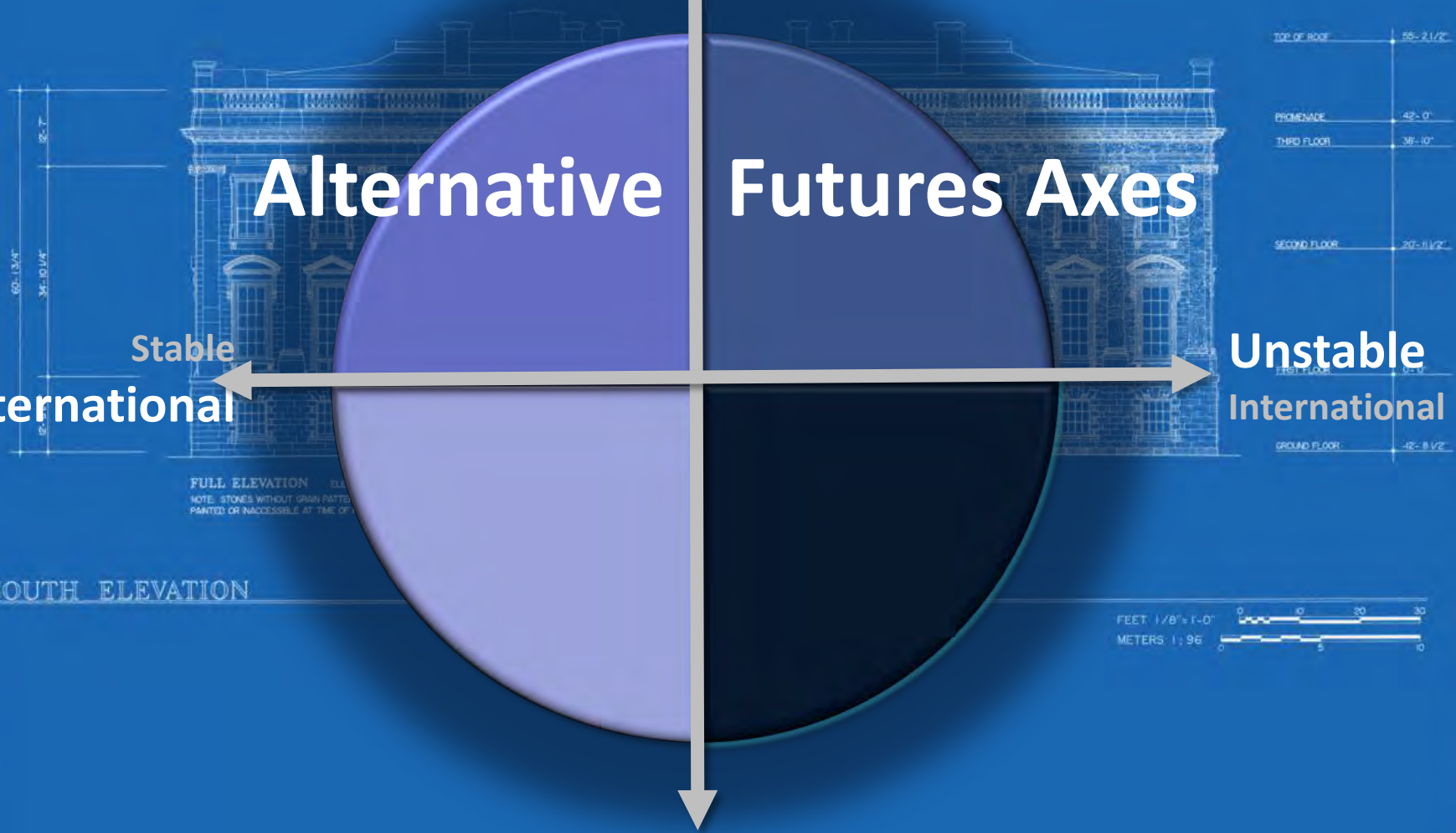
Stable
Domestic

Alternative Futures Axes

Stable
International

Unstable
International

Unstable
Domestic



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Alternative Futures: Axes Defined

Stable: Equilibrium state, balance of power and interests, neither good nor bad

Stable
International

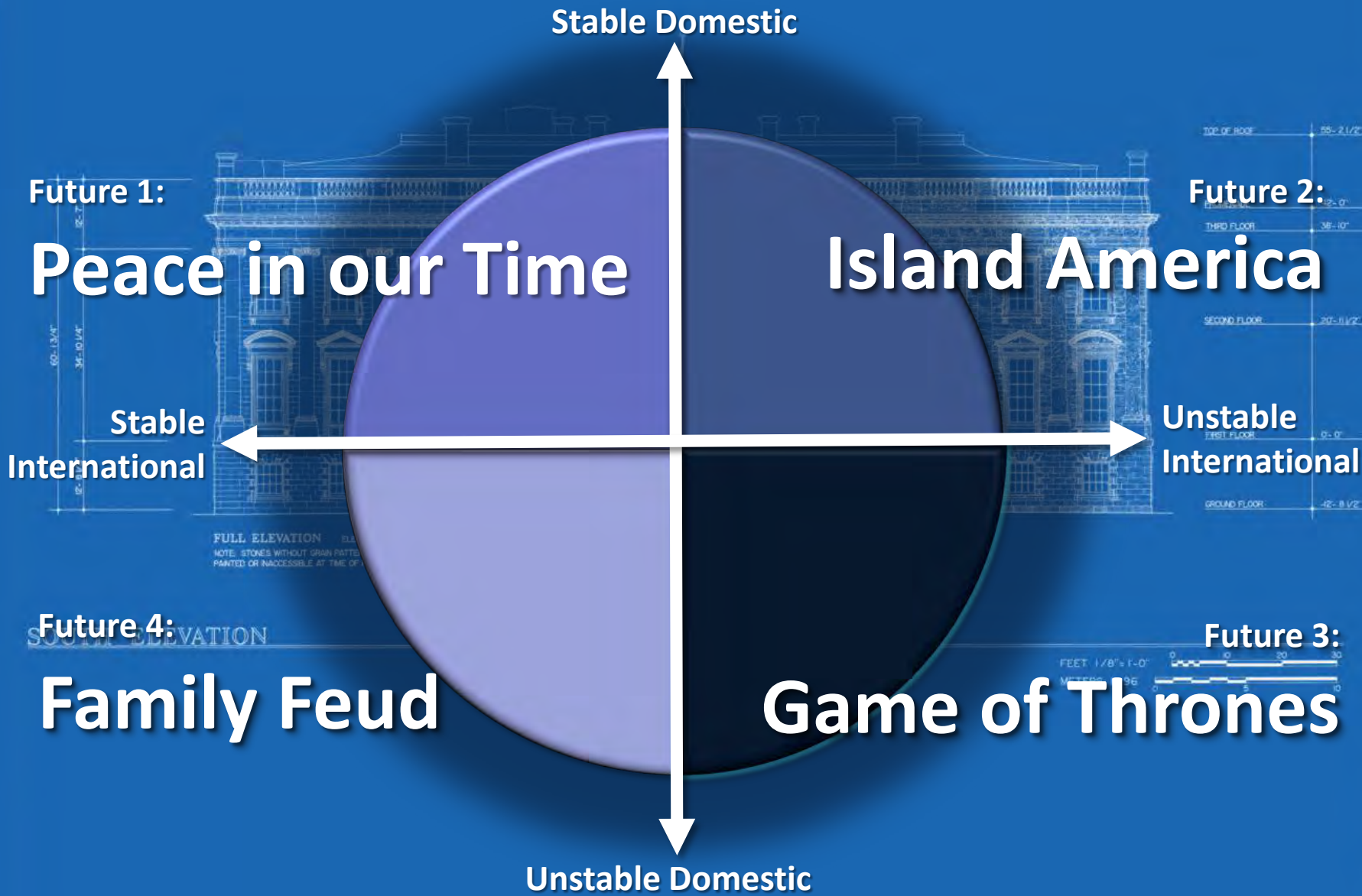
Unstable
International

Unstable: Power diffused amongst many actors, chaotic but not necessarily violent

Unstable Domestic



Alternative Futures Axes



THE WHITE HOUSE

Your Team's Assignment

Each Table will be assigned an Alternative Future
Your challenge is to describe that Alternative 2025
Future along at least five dimensions:

- Economy
- Culture and society
- National security
- Technology
- Role of government

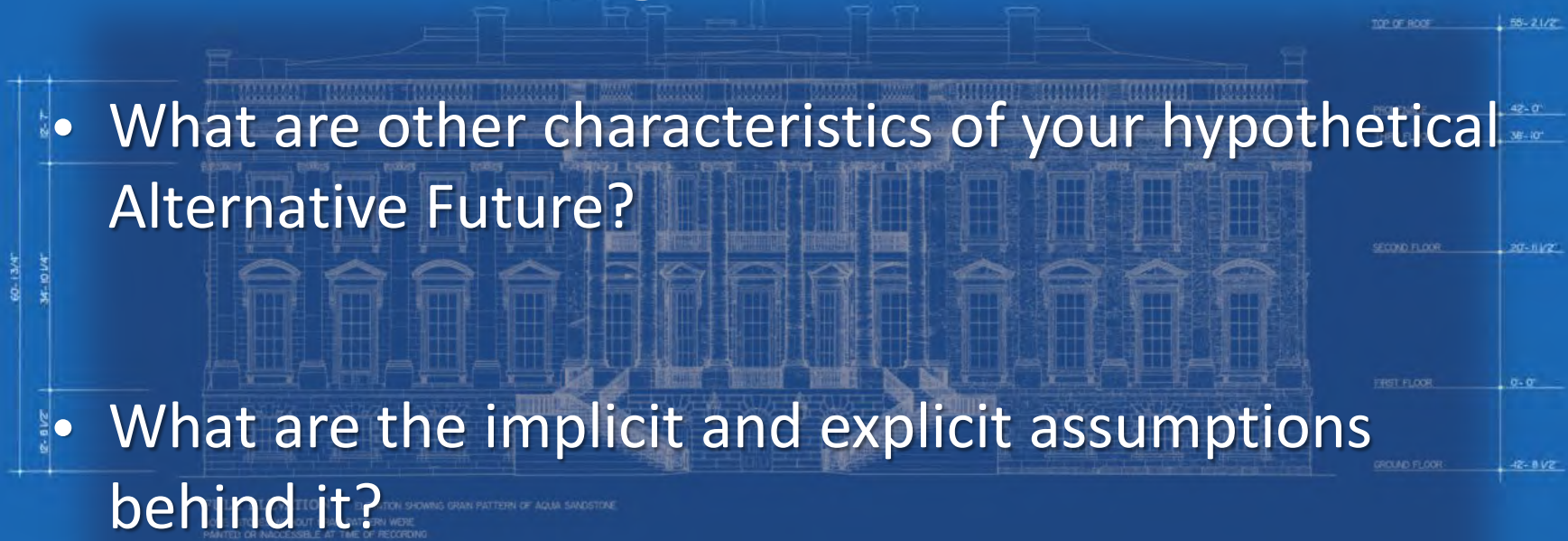
Using the Worksheet, develop a description using
these dimensions and their characteristics



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Your Team's Assignment, *continued...*

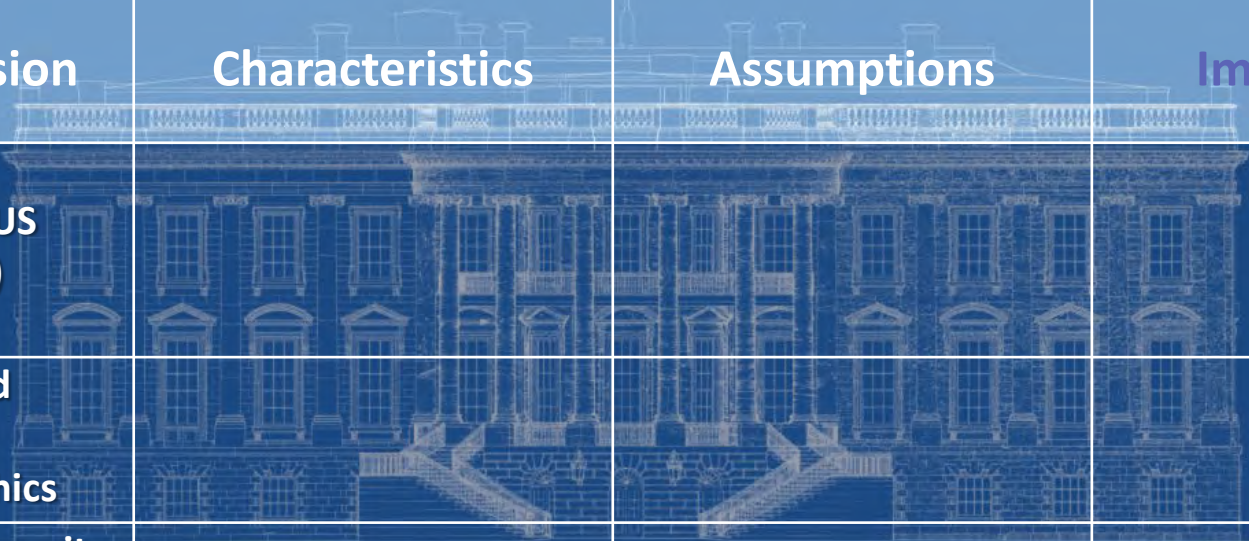
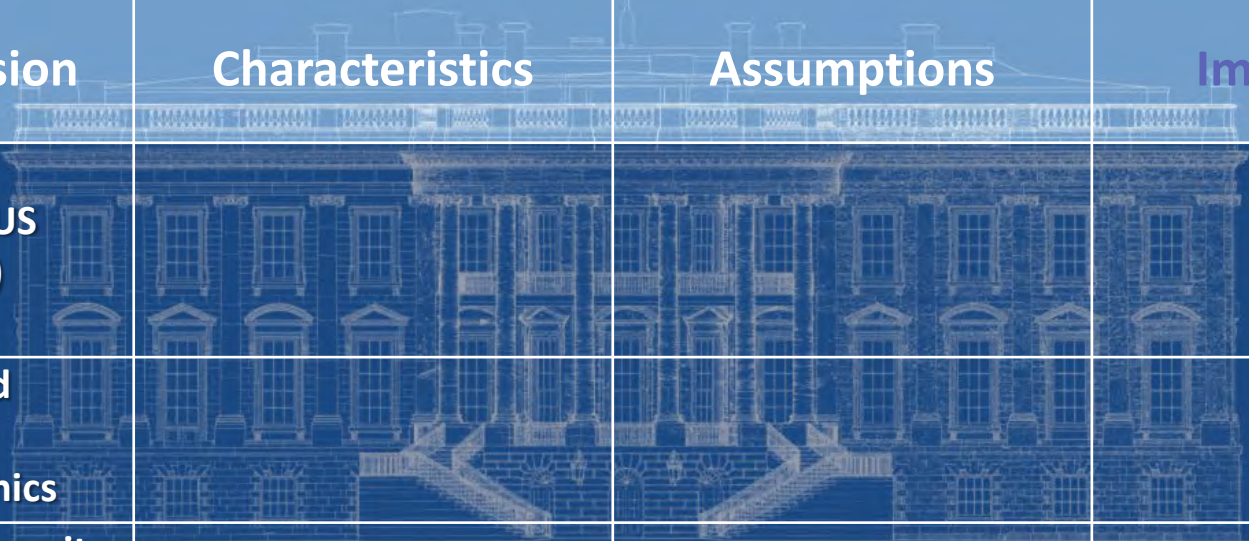
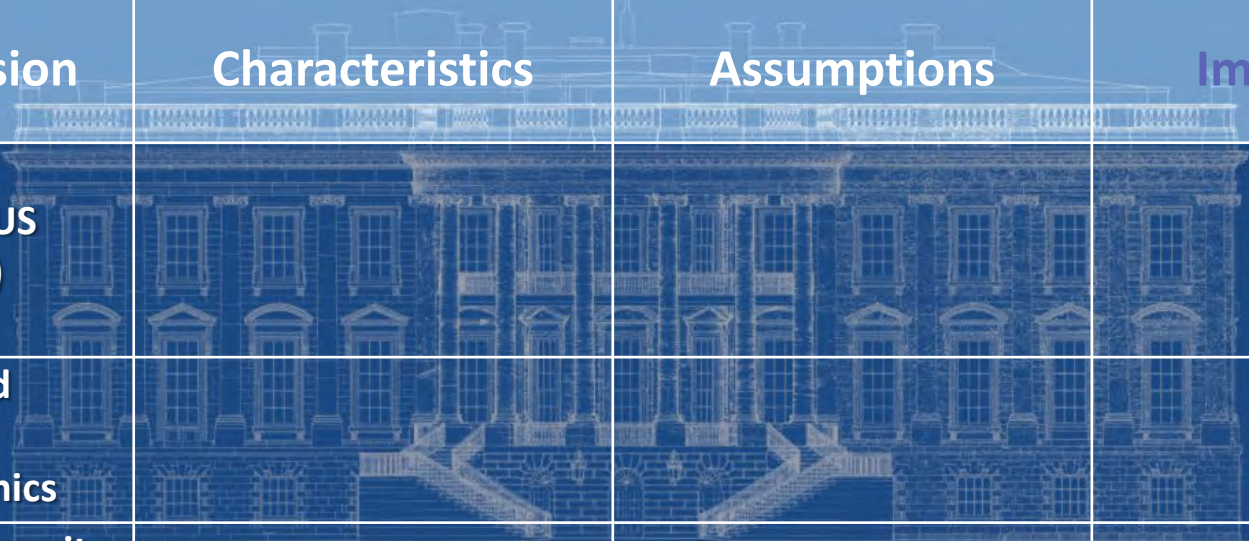
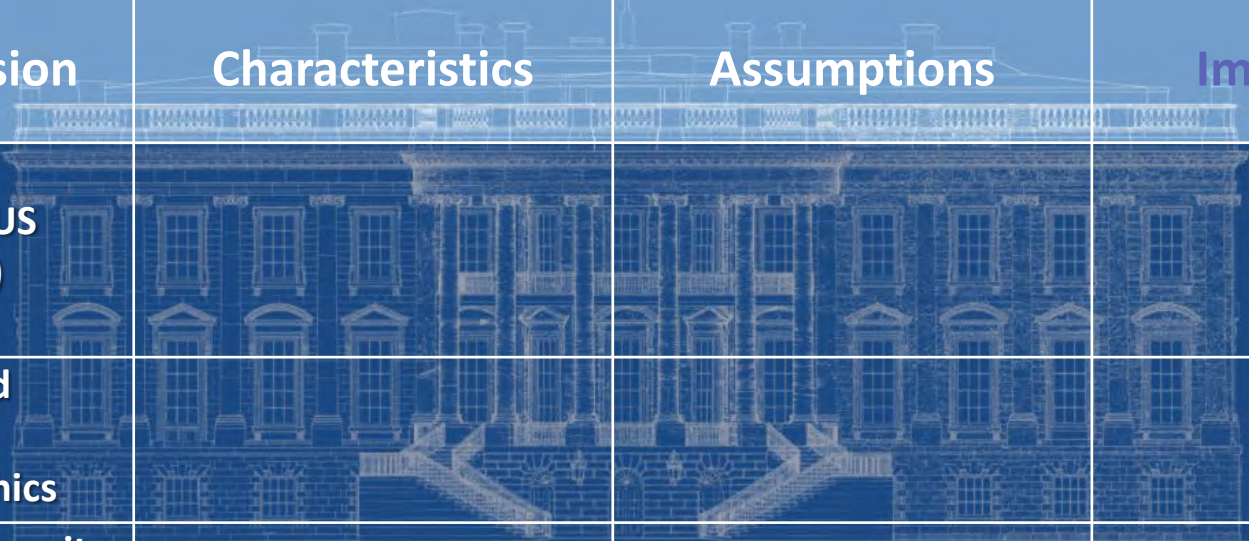
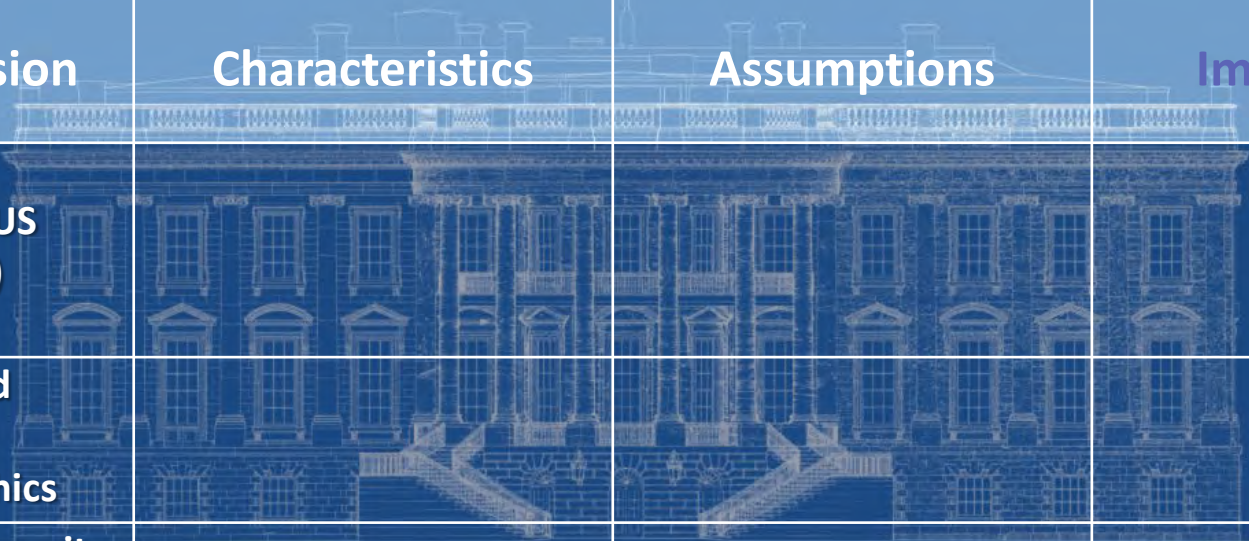
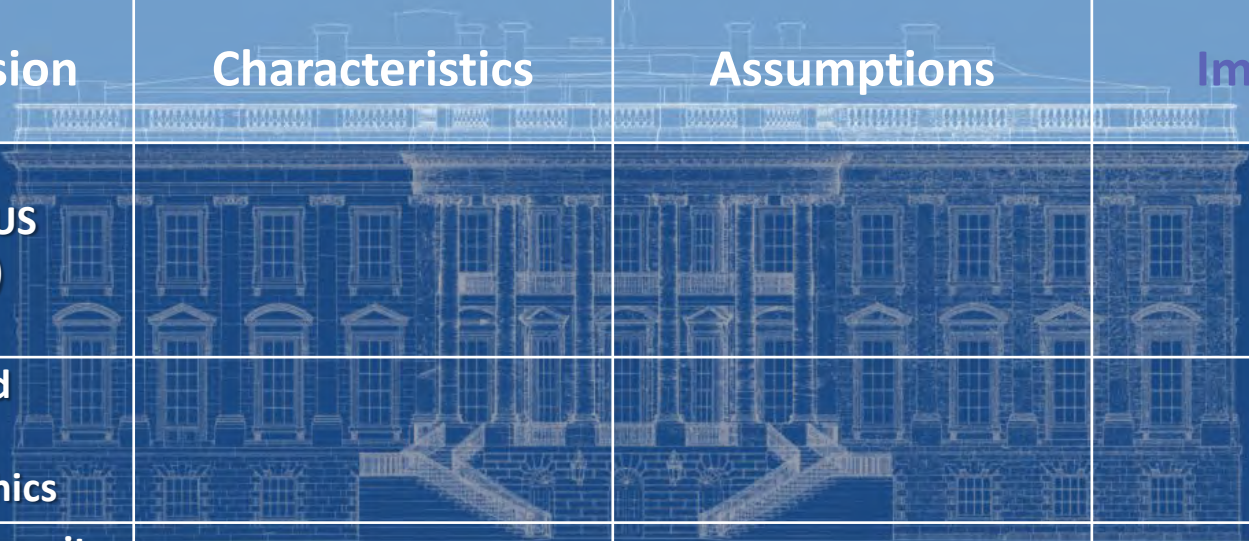
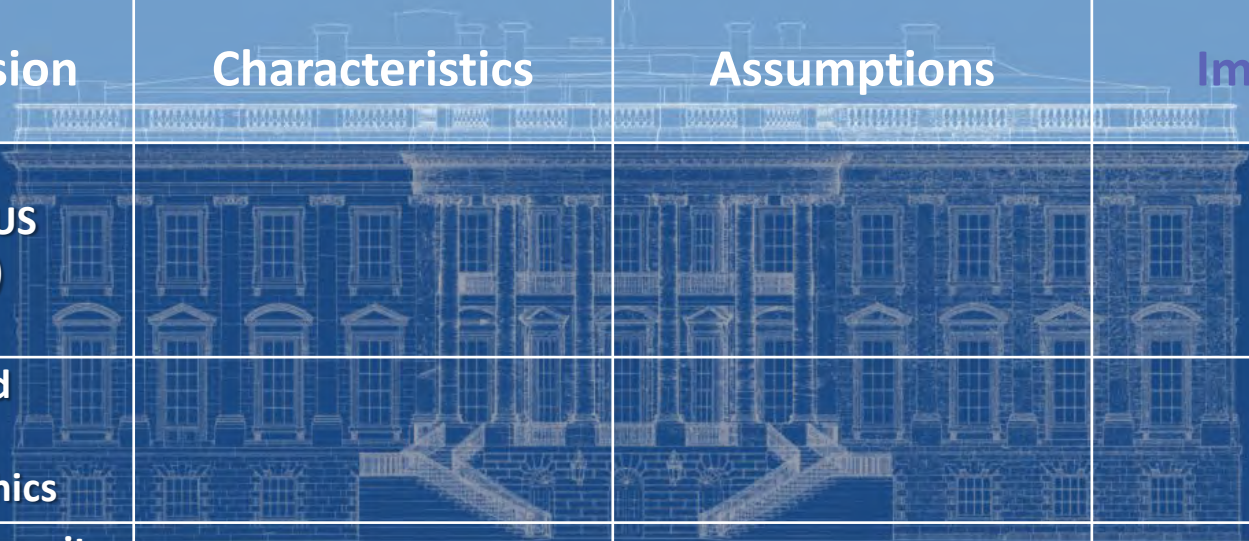
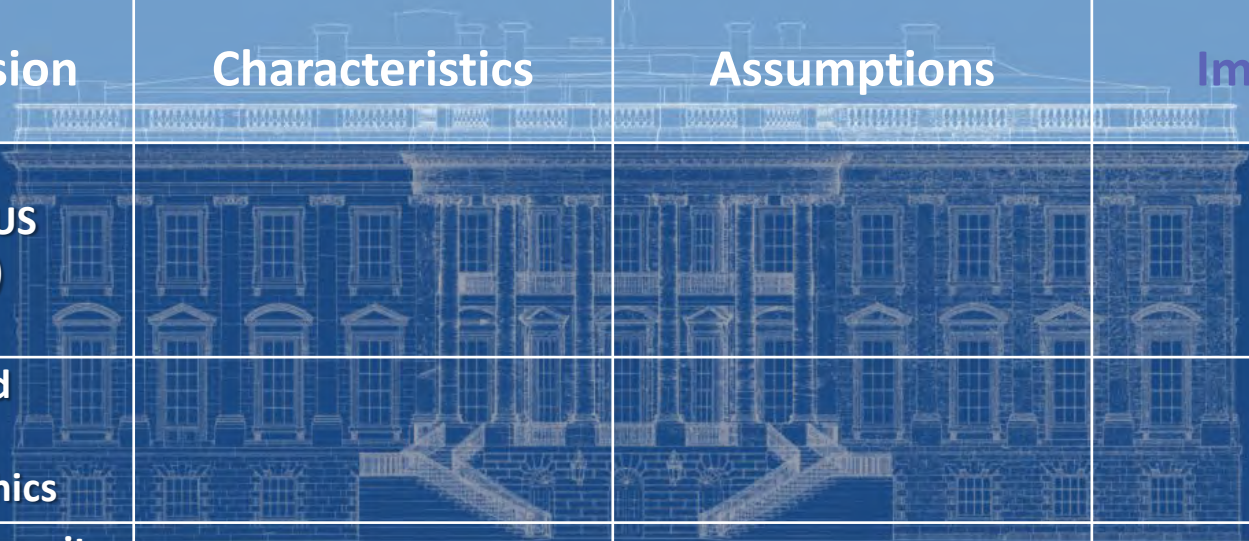
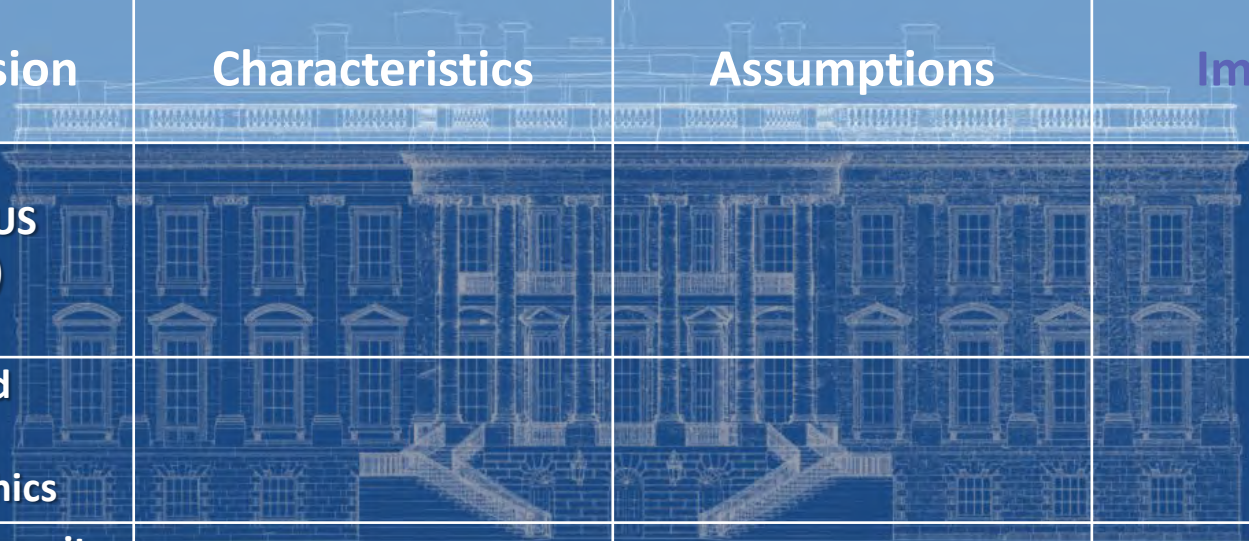
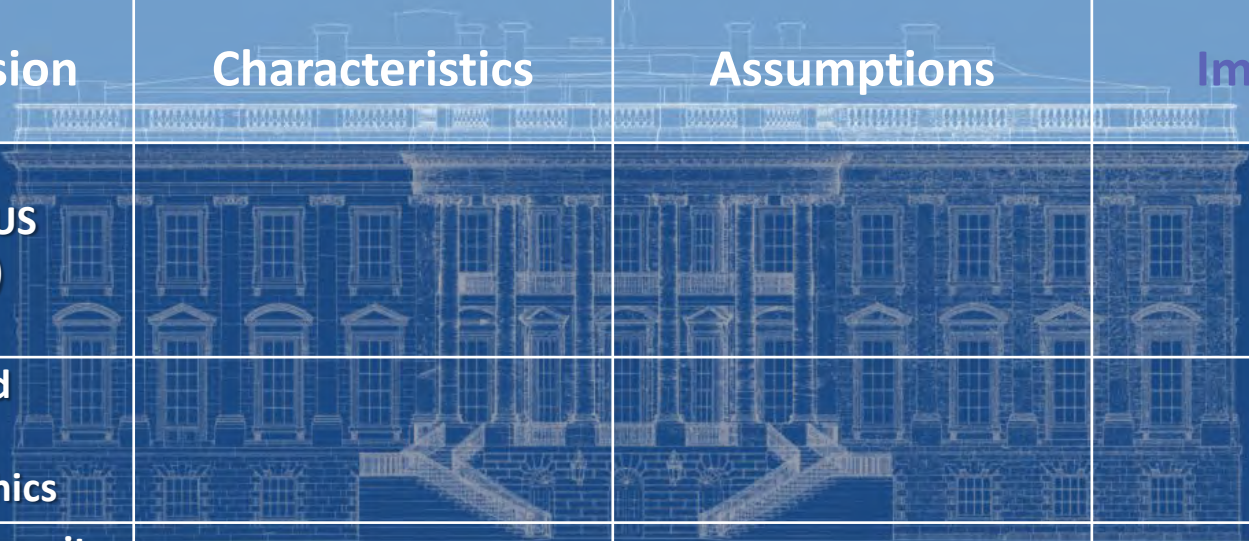

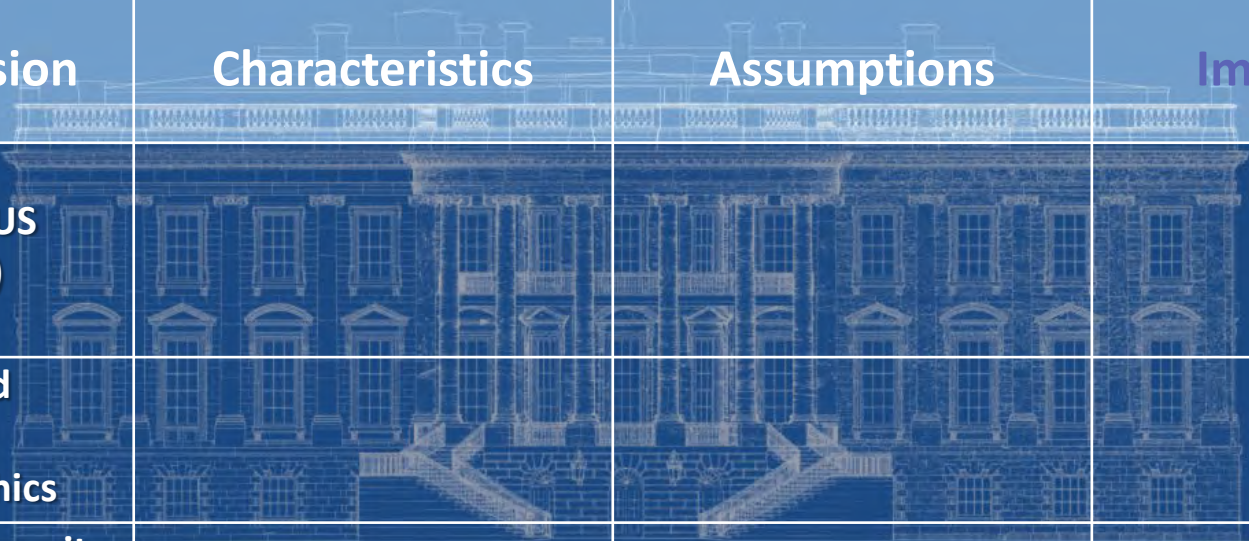
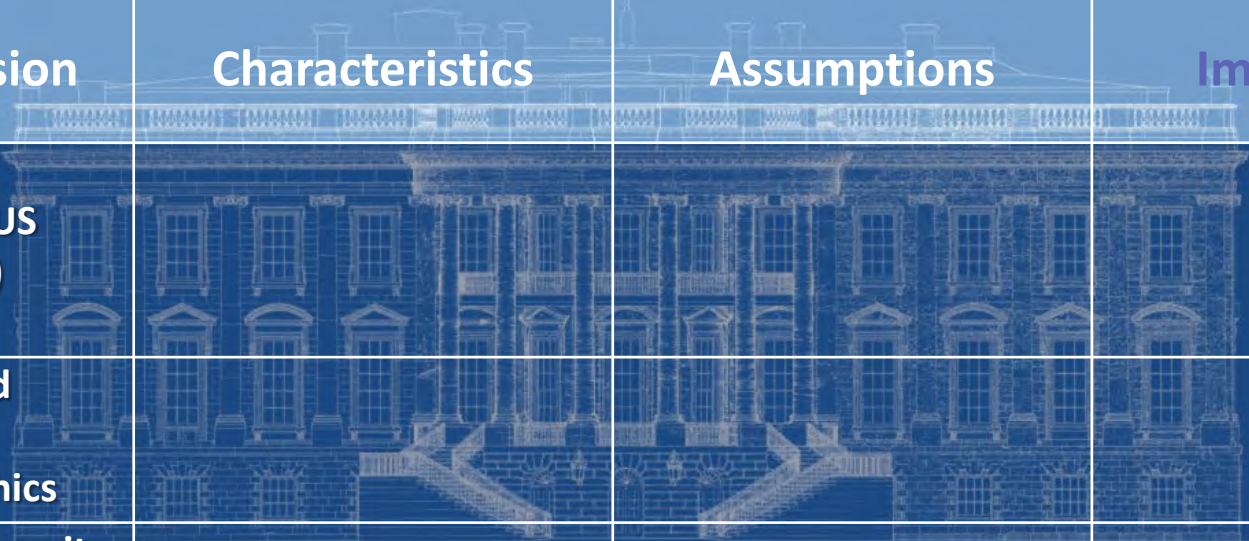
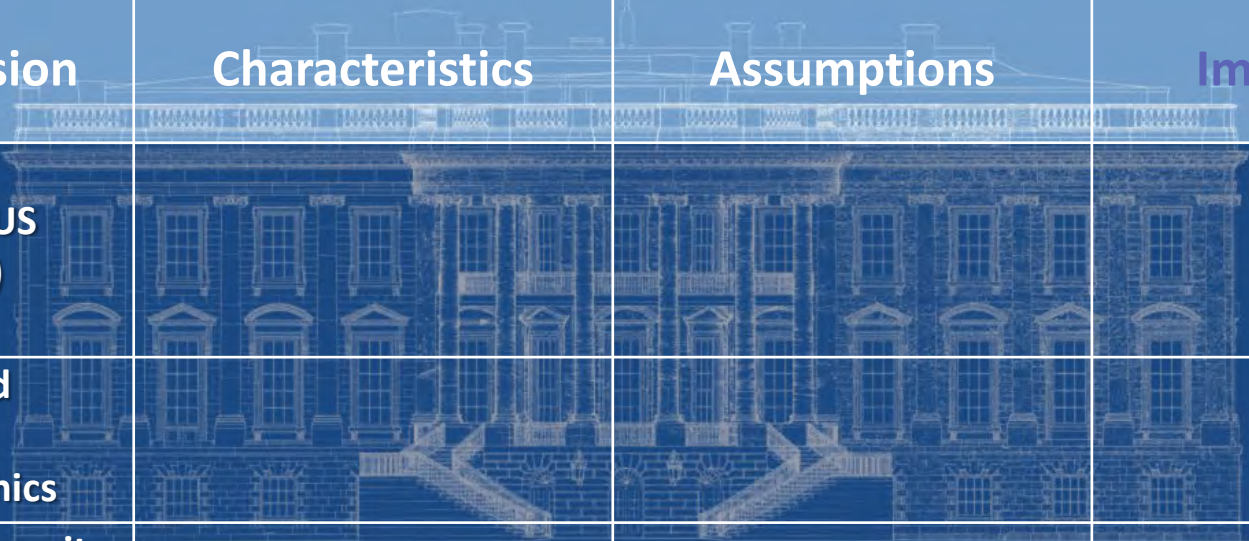


- What are other characteristics of your hypothetical Alternative Future?
- What are the implicit and explicit assumptions behind it?

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- How did this future state come to be? What were the trends and drivers?

Worksheet: Team TBD/Quadrant TBD

Dimension	Characteristics	Assumptions	Implications
Economy (US and global)			
Culture and Society, Demographics			
National Security International Affairs	<p>FULL ELEVATION ELEVATION SHOWING GRAN PATTERN OF AQUA SANDSTONE</p> <p>STONES WITHOUT GRAN PATTERN WERE NOTED OR INACCESSIBLE AT TIME OF RECORDING</p>		
Technology (IT and otherwise)			<p>SOUTH ELEVATION</p> <p>FEET 1/8" = 1'-0"</p> <p>METERS 1:96</p> 
Nature/Role of Government			

Alternative Futures Rules of Engagement

- Success depends on participation...share ideas, ask questions, draw others out, listen...
- All ideas are good ideas...so allow yourself to think unorthodox thoughts, articulate explicit and implicit assumptions
- Don't fight the axes or process...there are infinite possible futures; we've reduced to a manageable number
- Be present; cellphones off, please...(but you can use PDAs for research)



FULL ELEVATION ELEVATION SHOWING GRAN PATTERN OF AQUA SANDSTONE

NOTE: SEE PLAN WITH GRAN PATTERN HERE

SOUTH

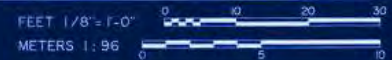


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First Plenary Session:

Alternative Futures, *circa* 2025



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THE WHITE HOUSE
WASHINGTON, DISTRICT OF COLUMBIA
PAUL S. KAMRER, ASSISTANT ARCHITECT, INCHES TO FEET, 1/8" = 1'-0"
RECORDED BY THE ARCHITECTURAL RECORD COMPANY
1800 PENNSYLVANIA AVENUE

Schedule



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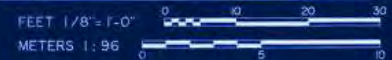


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Second Plenary Session:

Present Day, *circa* 2016



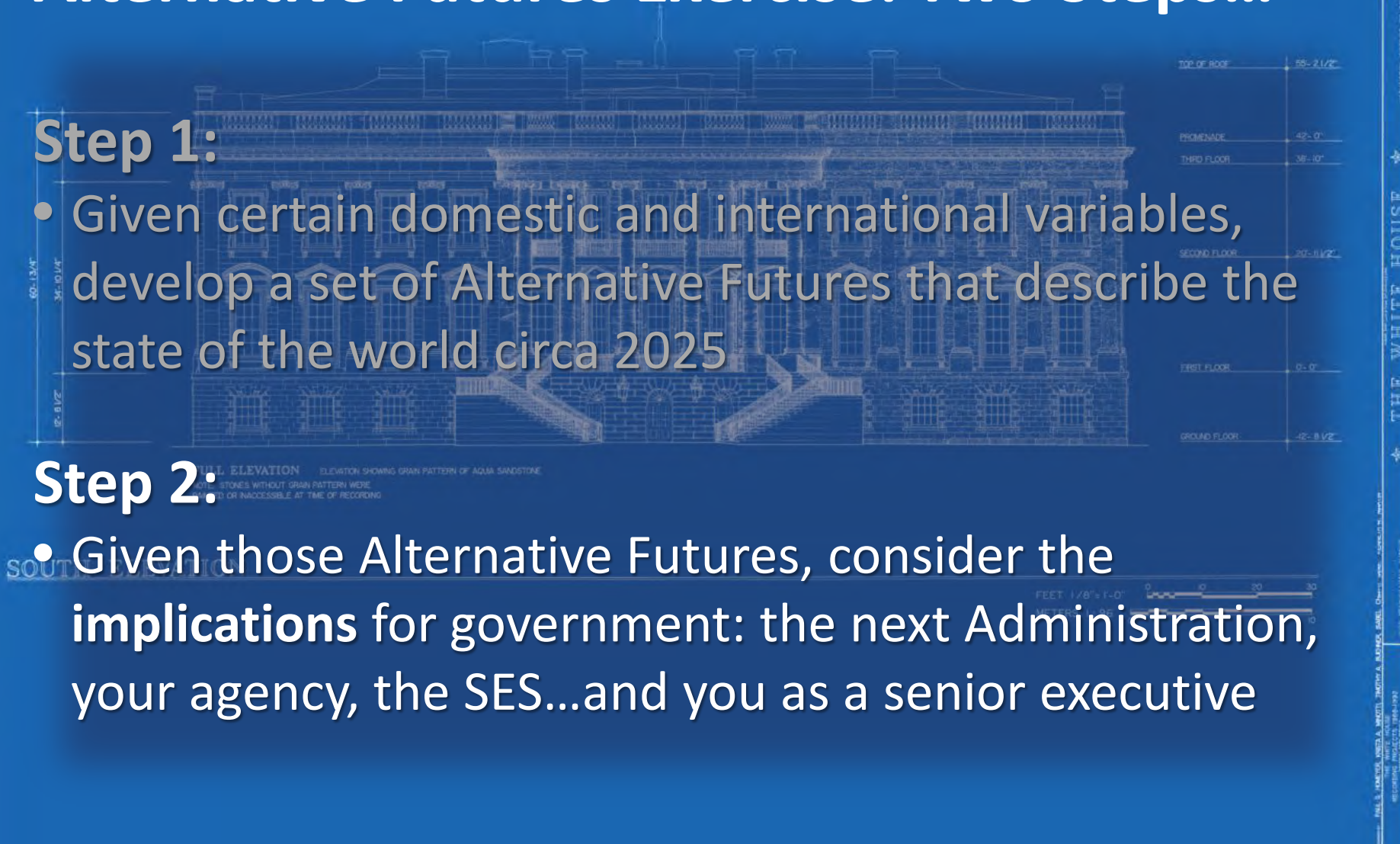
Alternative Futures Exercise: Two Steps...

Step 1:

- Given certain domestic and international variables, develop a set of Alternative Futures that describe the state of the world circa 2025

Step 2:

- Given those Alternative Futures, consider the **implications** for government: the next Administration, your agency, the SES...and you as a senior executive



Your Team's Assignment, *continued...*



Given your Alternative Future, describe the implications for the next Administration, your agency.

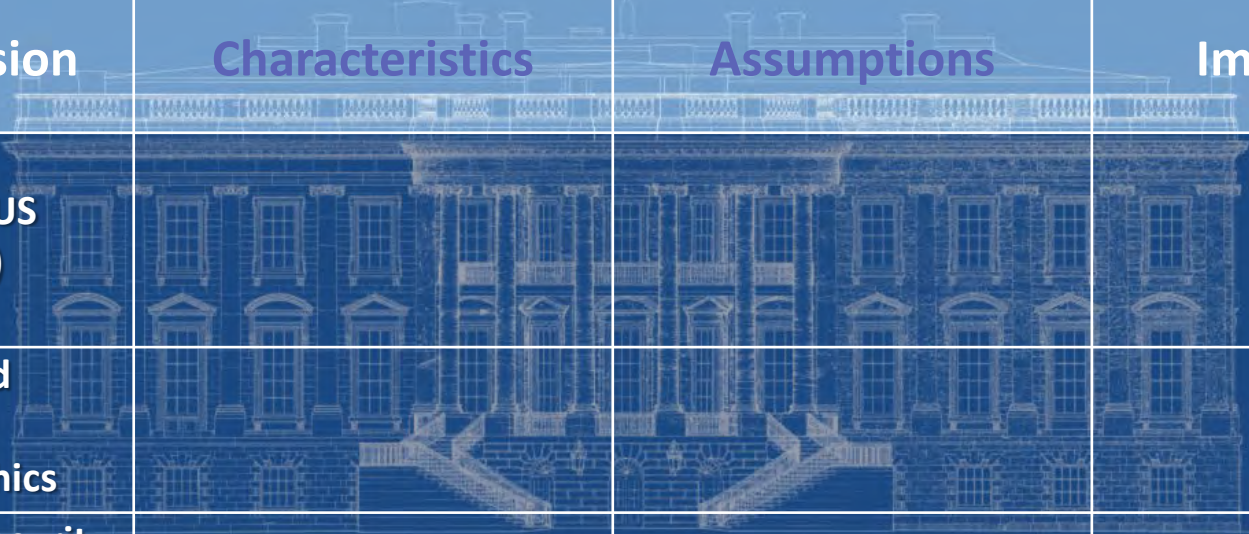
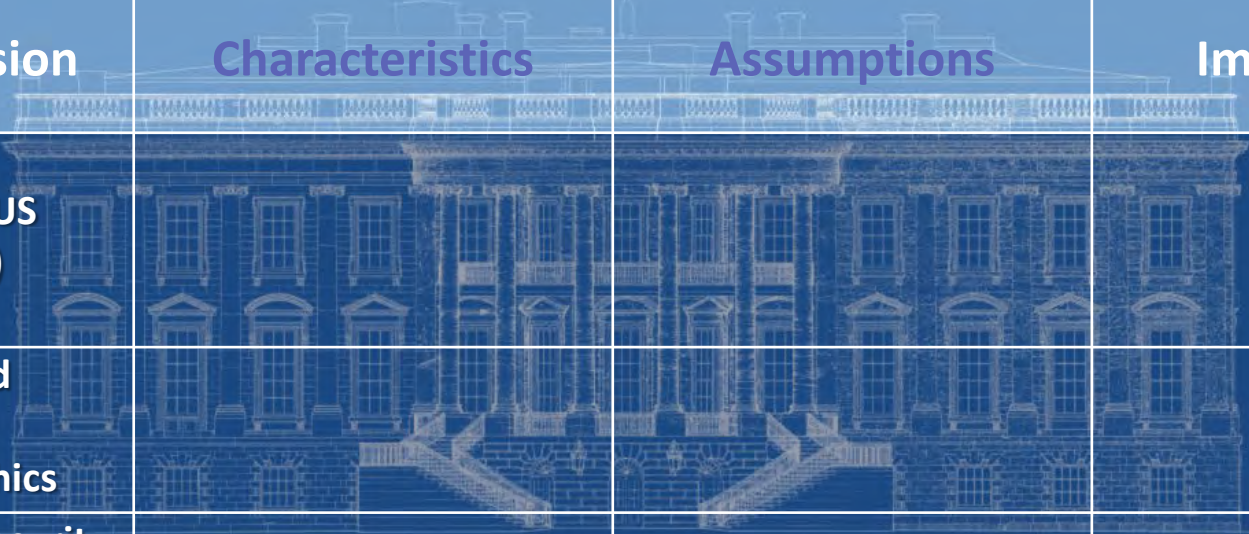
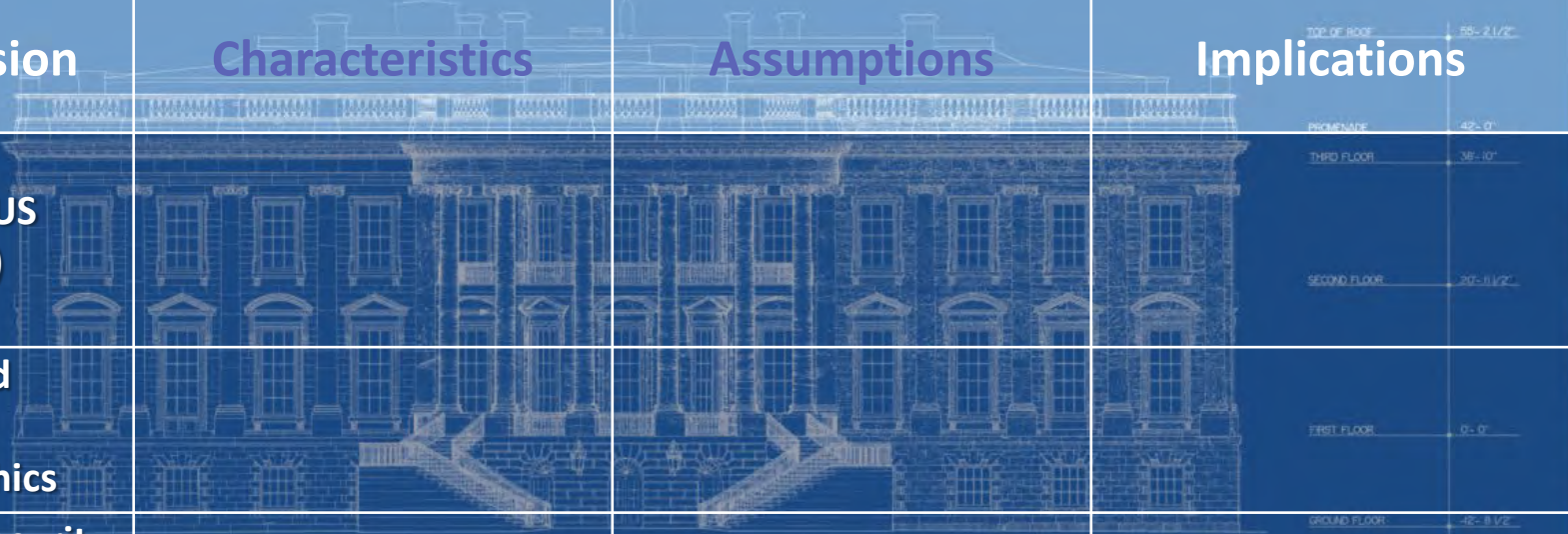
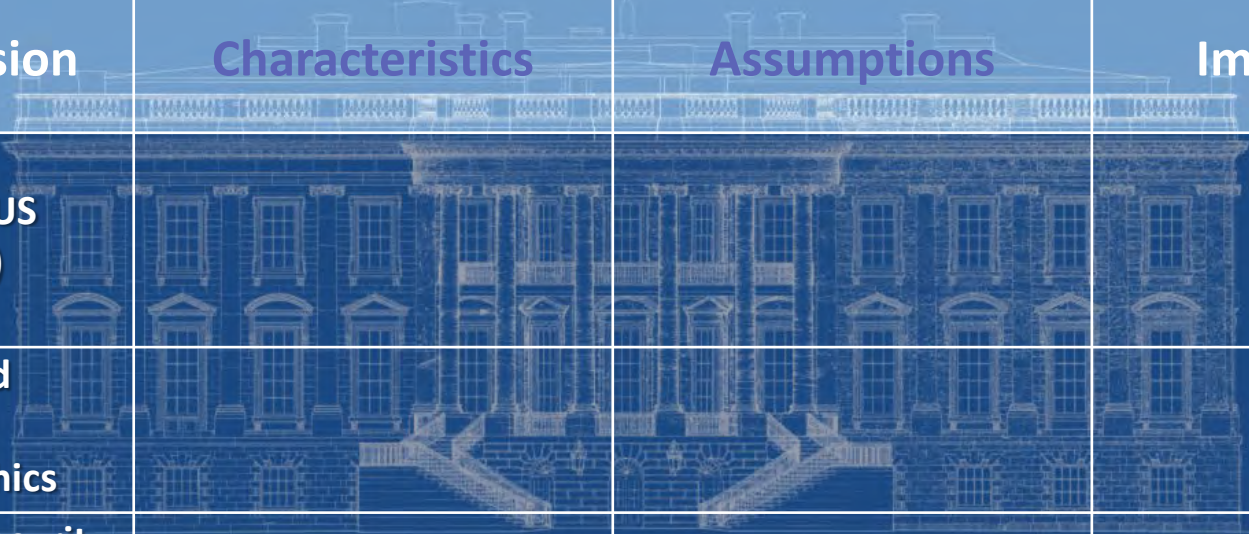
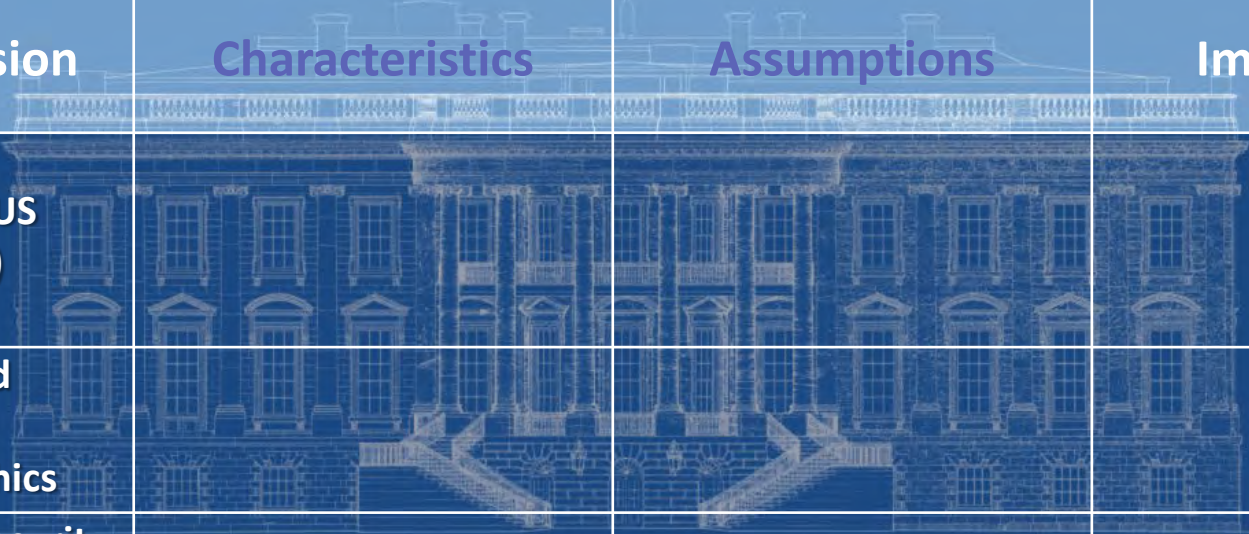
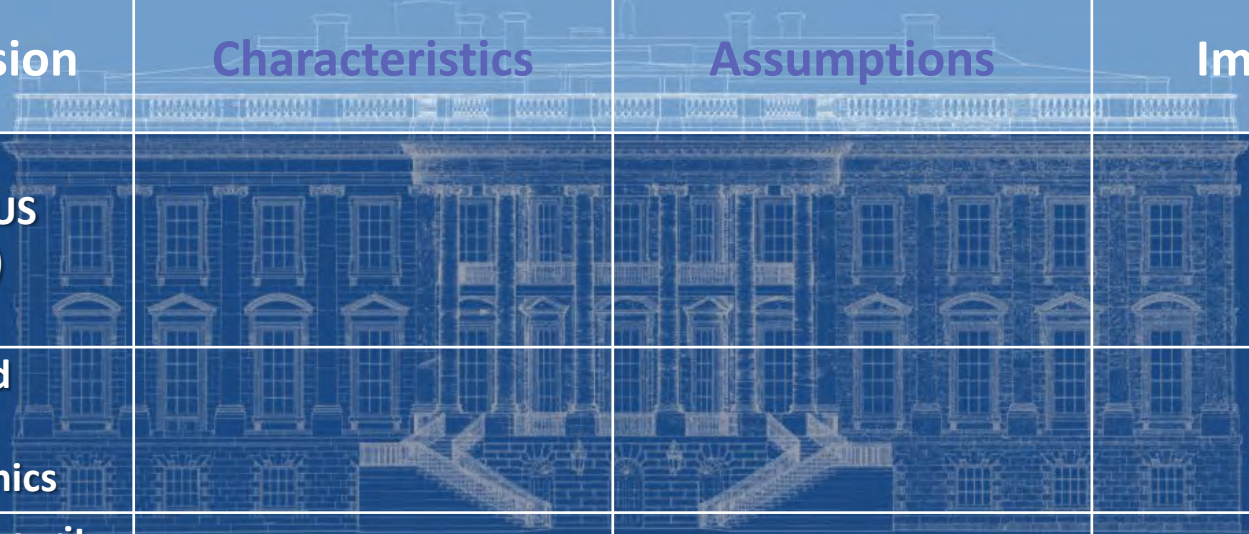
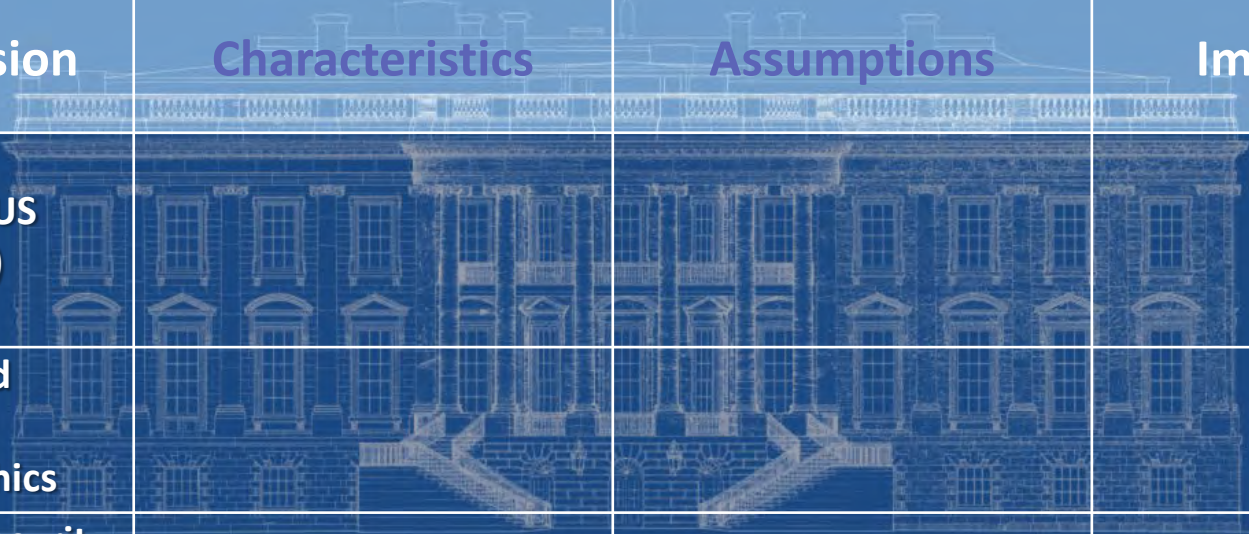
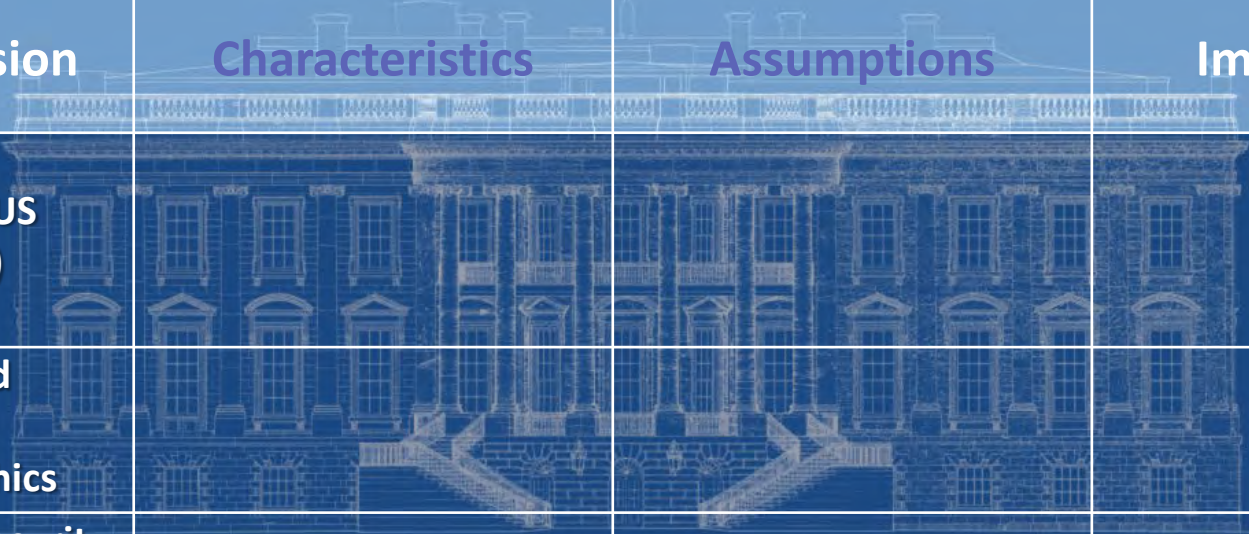
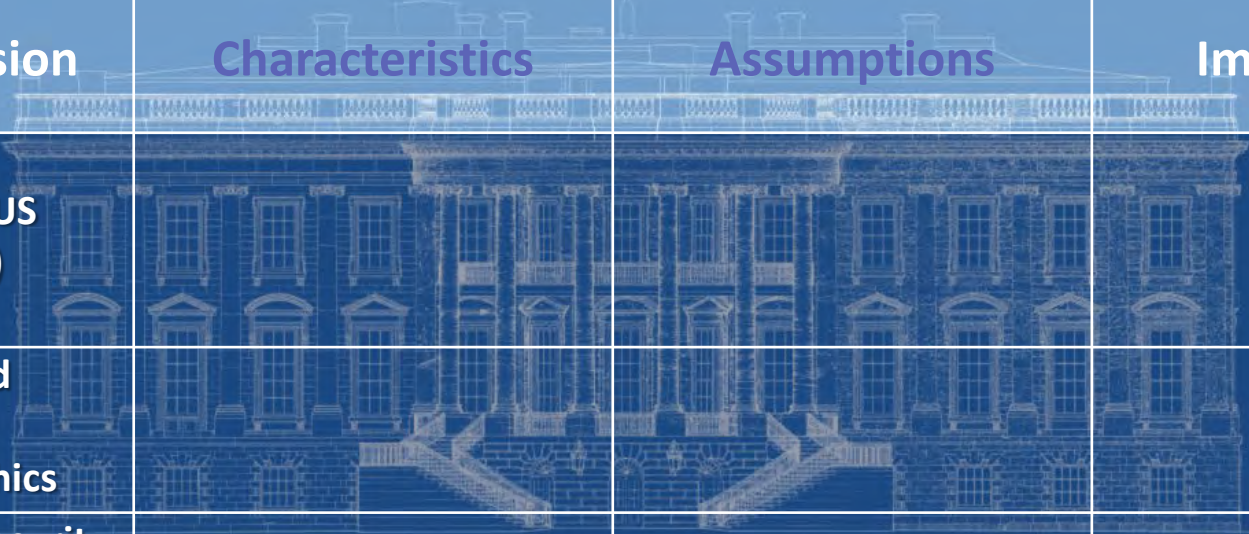
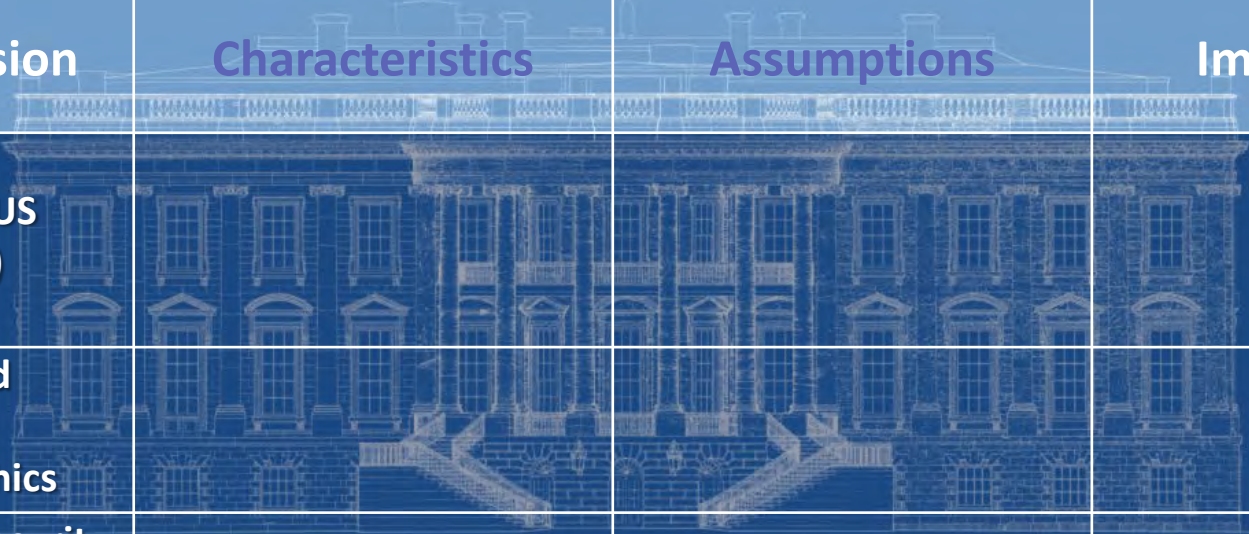

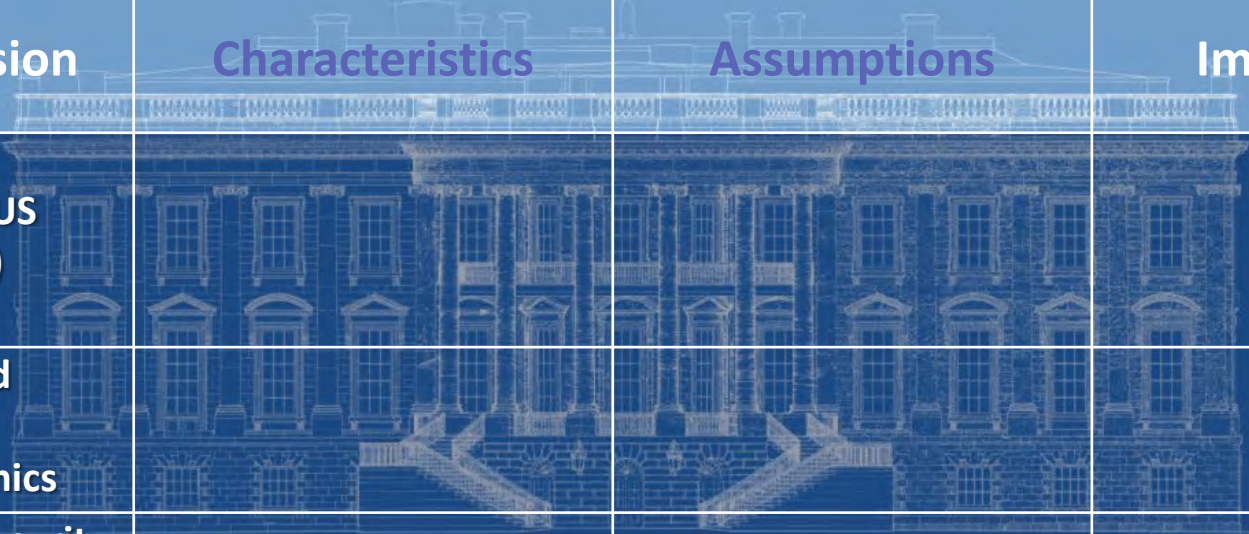
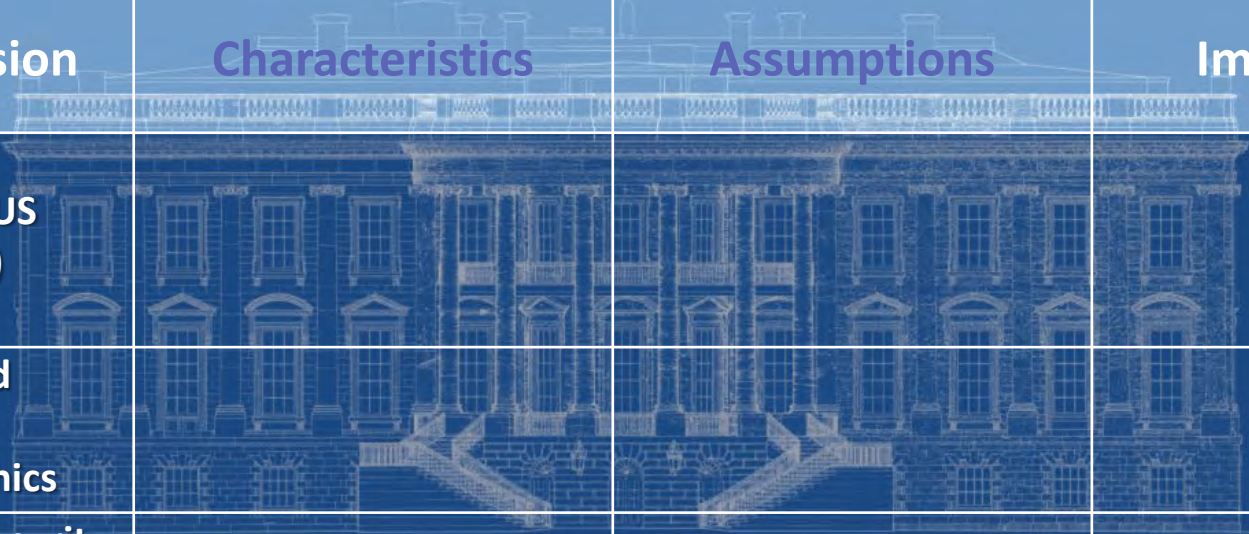
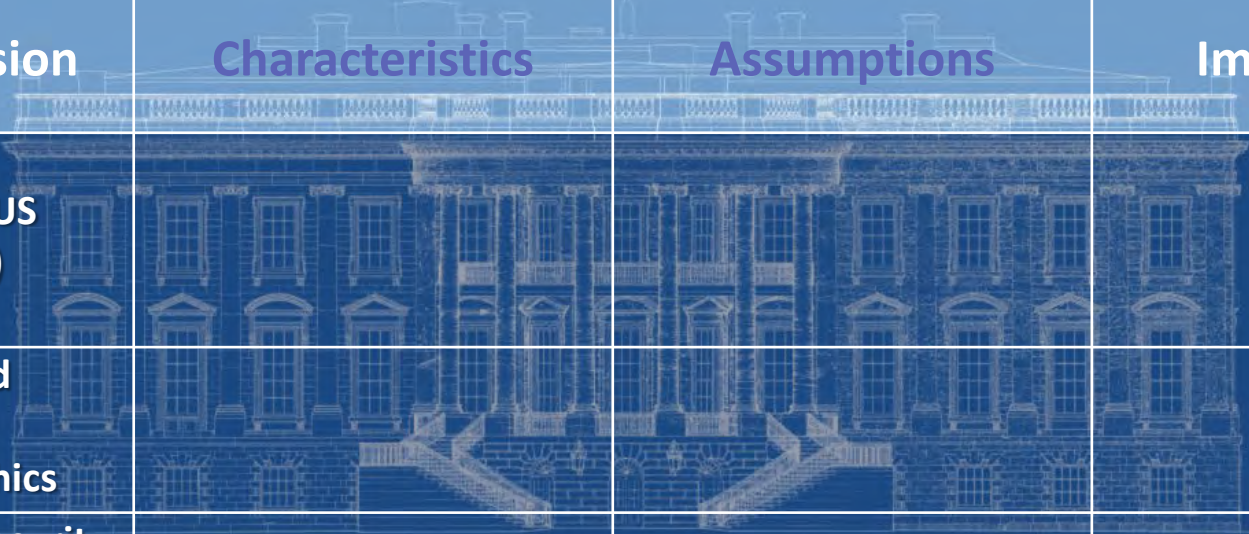
What are the risks and opportunities presented by your Alternative Future?

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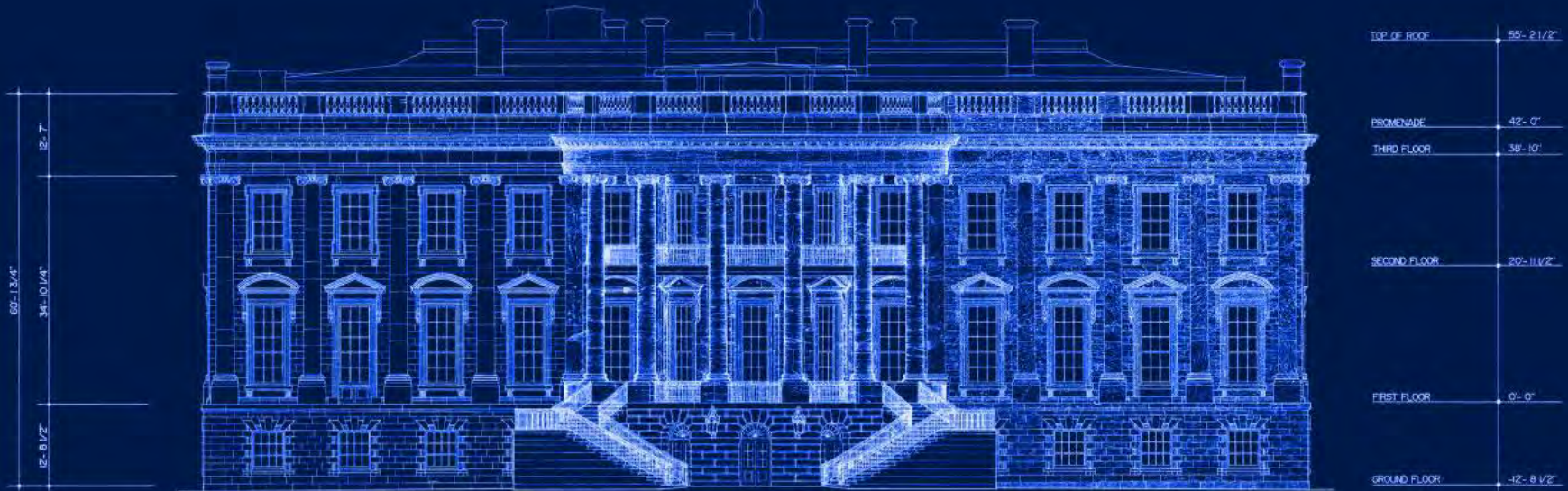
What can the next Administration, your agency, you do to influence this Future...to mitigate or ensure it?

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Culture and Society, Demographics			
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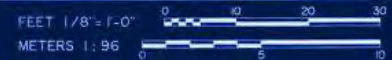
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Second Plenary Session: Team Brief-Outs



Your Team's Presentation

Given your Alternative Future, describe the implications for the next Administration, your agency.

What are the risks and opportunities presented by your Alternative Future? Other Alternative Futures?

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What can the next Administration, your agency, you do to influence these Futures?

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What Does This Mean to You?



What do these possible Alternative Futures mean to the SES?

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What do they mean to you as individual leaders?



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For More Information

Project Horizon Progress Report

http://www.osif.us/images/Project_Horizon_Progress_Report.pdf

Central Intelligence Agency Tradecraft Primer

<https://www.cia.gov/library/center-for-the-study-of-intelligence>

Strategic Foresight: Learning from the Future

<http://www.triarchypress.net/foresight.html>

Living in the Futures. Harvard Business Review

<https://hbr.org/2013/05/living-in-the-futures>

Placeholder for NAPA T'16 Paper



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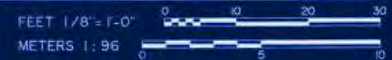
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Thank you!