



Module One

PERSONAL SPACE:

Enhancing our personal practice
by revitalizing our approach and
tool kits.

Andy Hines & Peter Bishop

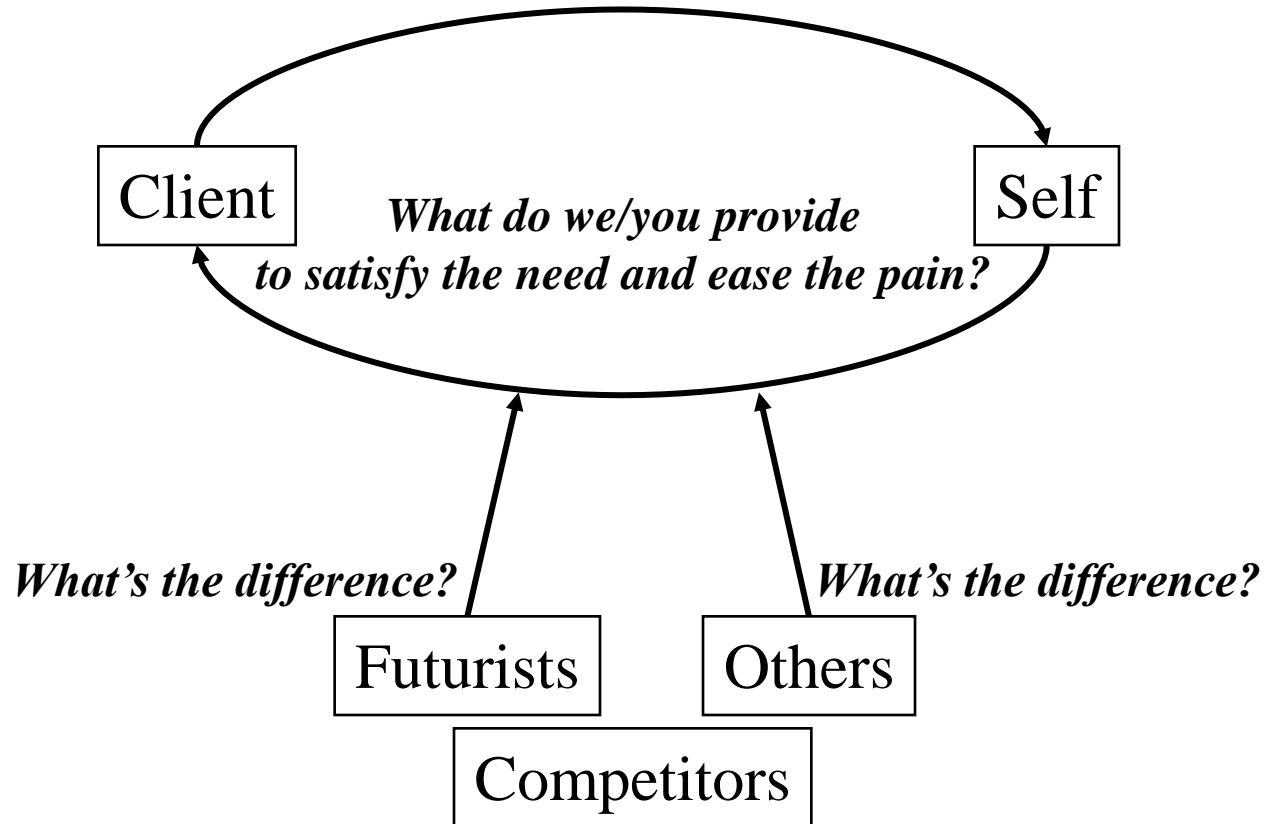
APF Insurrection

April 1, 2005



The Personal Brand

*What do clients need?
Is there a searing pain?
What do you get in return?*





Branding Questions

What are the most important reasons you do futures work?	
What are your strengths compared to other futurists?	
What distinguishes you from non-futurist competitors?	
What challenges do your clients face? What is their “searing pain?”	
How do you meet that “searing pain?”	



The Competency & Tool Kit Inventory

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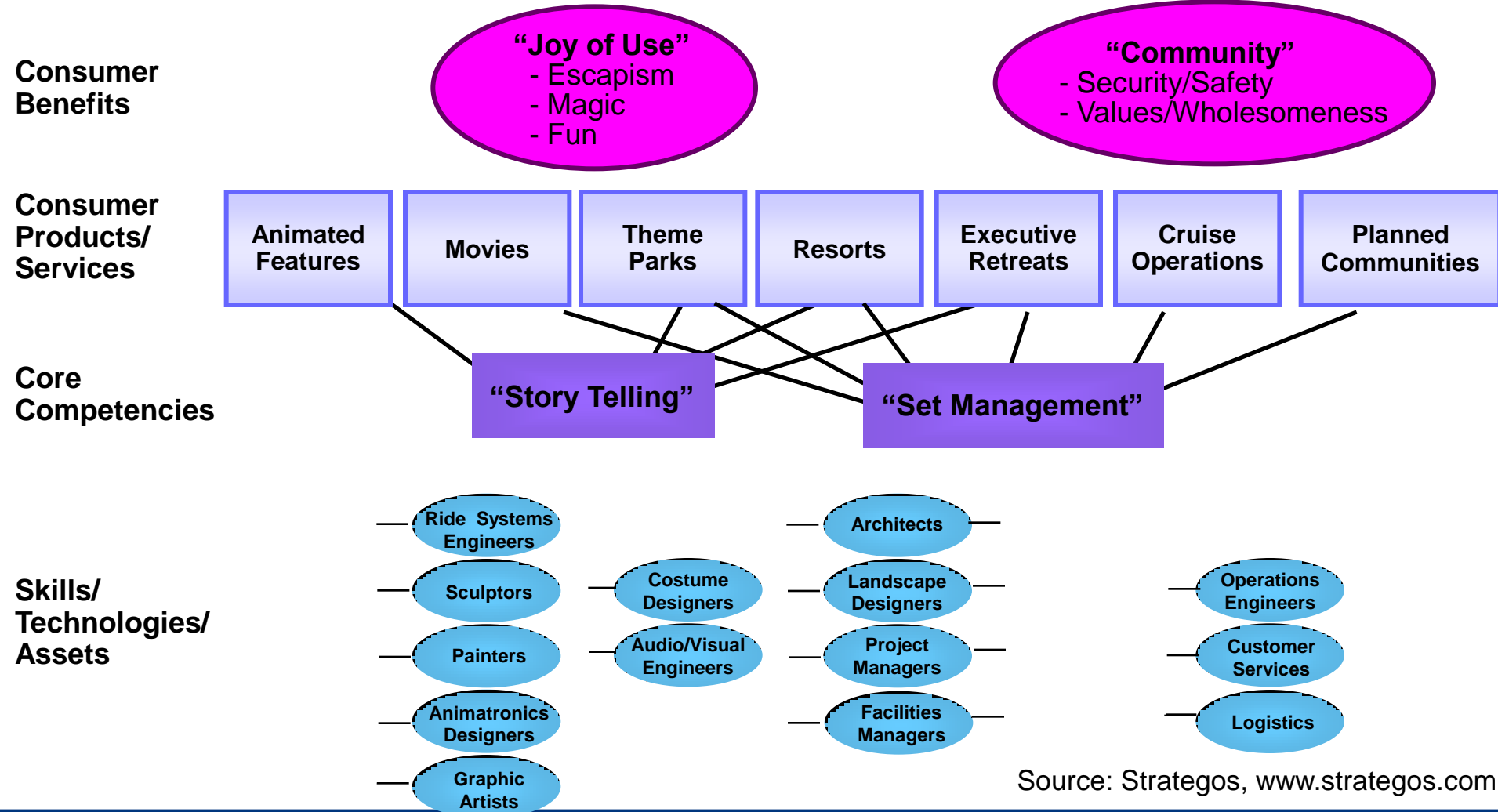
What Is a Core Competence?

- **A competence is:**
 - *A combination of skills and experience vested in people; an accumulation of learning supported by technology, processes, and values.*
- **A core competence is one that:**
 - is integral to an organization's success
 - yields a fundamental customer or cost benefit
 - provides competitive differentiation

Source: Strategos, www.strategos.com



Disney: A Core Competence Perspective



Source: Strategos, www.strategos.com



Diagnosing Core Competencies: Landmark Achievements/Successful Projects

- **Identify several landmark achievements of your business over the past 5-10 years.**
- **For each landmark achievement, identify three types of enablers**
 - Approach
 - Tools
 - Skills
 - Styles
- **Look for commonalities clues to generate 2-3 candidate core competencies**

Source: Strategos, www.strategos.com



Tools (circle and/or add in)

Category	Tools
Visioning	integral (meta-method) issue analysis, critical futures
Scanning	content analysis, Delphi, environmental scanning, leading/lagging indicators, trend tracking
Forecasting	causal layered analysis, cross impact analysis, emerging issue analysis, framework forecasting, futures wheel/ implications analysis, gaming/simulation, historical analogy/pattern recognition, morphological box/FAR/GBN, scenario development (general), stakeholder analysis, systems analysis, technology forecasting/roadmapping/ patent analysis/sequence analysis, trend [impact] analysis/extrapolation
Planning	appreciative inquiry, backcasting, creative imagery, strategic planning, action planning, visioning, visualization
Acting	change management, coaching, consulting, issue management, leadership



Skills Worksheet (circle and/or add in)

•Research

- *Finding*
- *Reading, understanding, citing*
- *Analyzing*
- *Synthesizing*
- *Interpreting, drawing conclusions, making inferences*
-

•Thinking

- *Critical thinking*
- *Systems thinking*
- *Creative thinking*
-

•Decision making

- *Values clarification*
- *Decision analysis*
-

•Communication

- *Speaking*
- *Writing*
- *Visualizing*
-

•Calculation

•Facilitation

- *Group process*
- *Teamwork*
-

•Current assessment / awareness

- *Research, historical, current and future conditions*
- *Scanning, keeping up to date with new developments*
-

•Foresight

- *Systems models*
- *Judgmental tools*
- *Time series analysis*
- *Qualitative scenarios*
-

•Planning

- *Mission & Vision*
- *Values*
- *Strategic plans: goals, measures, strategies*
- *Operational plans: objectives, tasks, personnel, schedule, budget*
-

•Development

- *Change management*
- *Project management*
-



Futures Skills (circle and/or add in)

•Current assessment / awareness

- *Research, historical, current and future conditions*
- *Scanning, keeping up to date with new developments*

•Foresight

- *Systems models*
- *Judgmental tools*
- *Time series analysis*
- *Qualitative scenarios*

•Planning

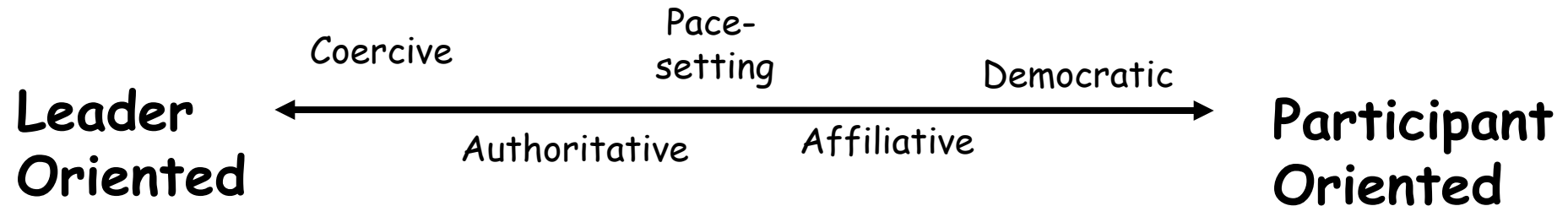
- *Mission*
- *Vision*
- *Values*
- *Strategic plans: goals, measures, strategies*
- *Operational plans: objectives, tasks, personnel, schedule, budget*

•Development

- *Change management*
- *Project management*



Styles



Coercive leaders demand immediate compliance

Authoritative leaders mobilize people toward a vision

Pacesetting leaders expect excellence and self-direction

Affiliative leaders create emotional bonds and harmony

Democratic leaders build consensus through participation

Coaching leaders develop people for the future

Source: Daniel Goleman "Leadership That Gets Results," HBR, March-April 2000.



Worksheet: Landmark Achievements

Competence	Achievement 1	Achievement 2	Achievement 3	Achievement 4	Achievement 5
Approach					
Tools					
Skills					
Styles					

Source: Strategos, www.strategos.com

WWW.PROFUTURISTS.ORG



The Competencies

The common elements across the achievements were:

-
-
-
-
-





Brand Positioning Example

Statement	The Association of Professional Futurists is a growing community committed to leadership, excellence and innovation in foresight.		
Pillars: 2-3 words	Unique Perspective	Thriving Community	Professional Excellence
Summary descriptive phrase	<i>APF members provide a unique perspective to anticipate and influence the future.</i>	<i>The APF supports thriving communities of practice that provide opportunities for professional growth.</i>	<i>The APF sets the standard of excellence for professional futurists.</i>
Examples: bullets	<ul style="list-style-type: none">• Understanding of change• Long term view• Alternative futures• Holistic orientation (systems thinking)• Interdisciplinary thinking	<ul style="list-style-type: none">• Professional networking• Communities of practice• Participatory• Shared learning• Diverse perspectives	<ul style="list-style-type: none">▪ Membership standards▪ Professional development▪ New Best practices▪ techniques▪ Code of ethics▪ Client focus
Tag Line	By futurists, for futurists		



Brand Positioning Worksheet

Statement			
Pillars			
Summary			
Examples	<ul style="list-style-type: none">••••	<ul style="list-style-type: none">••••	<ul style="list-style-type: none">▪▪▪
Tag Line			