



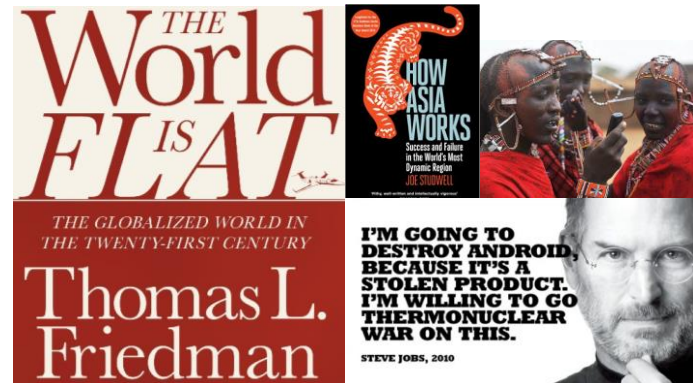
How to achieve the capability of Strategic Foresight – A cultural approach

From
Stefan Josef MARQUART

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The survival of companies is threatened by change and their lack to adopt



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A WHY - The need of Strategic Foresight



Predicting the future is difficult and even the brightest minds can be wrong – Companies must evolve in many different directions

<p>” I think, there is a world market for maybe five computers.</p> <p><i>Thomas Watson</i> Chairman of IBM, 1942</p>	<p>” Who the hell wants to hear actors talk?</p> <p><i>H.M. Warner</i> Warner Brothers, 1927</p>
<p>” Computers in the future may weigh no more than 1.5 tons.</p> <p><i>Popular Mechanics Magazine</i> forecasts the relentless progress of technology, 1949</p>	<p>” This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.</p> <p><i>Western Union</i> Internal Memo, 1876</p>

<http://www.wienrord.at/sehen-andere-nicht-gesehen-haben-2>

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B WHAT - Structural and cultural approach



The purpose of Strategic Foresight is to recognize weak signals, interpret them and derive appropriate recommendations for the company

Strategic Foresight

- Includes structural or cultural element
- Enables the company to detect discontinuous change
- Interpret the consequences
- Formulate effective responses
- To ensure competitive advantage
- Guarantee the long-term survival of the company



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The structural approach is executed by a dedicated corporate unit and the cultural approach by the responsibility and motivation of the employee

The structural approach	The cultural approach
<ul style="list-style-type: none"> • Responsibility and execution by a dedicated corporate unit • Following a standard foresight process • Connection of the foresight process with other corporate functions and follow-up processes • Mostly large-scale enterprises have the financial power to afford these corporate units 	<ul style="list-style-type: none"> • Responsibility of all employees to take the initiative • No standard foresight process • No connection to other corporate functions or follow-up processes • Mostly small and medium enterprises

The cultural approach towards Strategic Foresight needs to focus on the dimensions people & networks, organization and culture

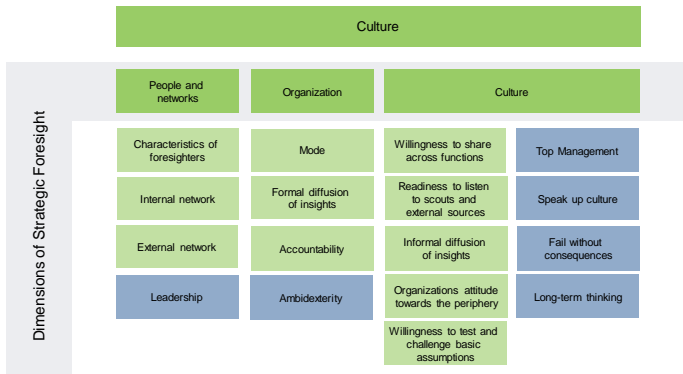
	Structure		Culture		
Dimensions of Strategic Foresight	Information usage	Method sophistication	People and networks	Organization	Culture
	Reach	Match with goal	Characteristics of foresighters	Mode	Willingness to share across functions
	Scope	Match with content	Internal network	Integration with other processes	Readiness to listen to scouts and external sources
	Time horizon	Integration capacity	External network	Formal diffusion of insights	Informal diffusion of insights
	Sources	Communication capacity		Accountability	Organizations attitude towards the periphery
				Incentives	Willingness to test and challenge basic assumptions

Rohrbeck, R., 2010. Corporate Foresight: Towards a Maturity Model for the Future Orientation of a Firm, Berlin Heidelberg: Springer-Verlag Berlin.

B WHAT - Structural and cultural approach



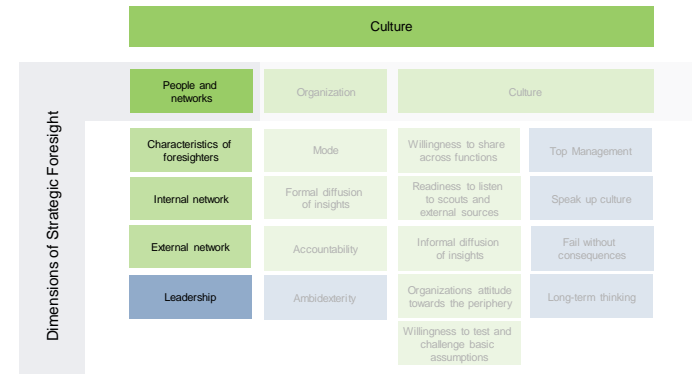
To achieve the cultural approach of Strategic Foresight there are six abilities missing in the current model



C HOW - Way to achieve a cultural approach



The dimension “People and networks” describes the corporate ability to capture and channel relevant information



C HOW - Way to achieve a cultural approach

INVENSITY

First who, then what – Make sure that you have the right people on the bus and the right people in the key seats before you figure out where to drive

- Always think first about who and then about what
- Make sure they have the right people on the bus and the right people in the key seats before you figure out where to drive the bus
- Best "strategy" is to have a busload of people who can adapt to and perform brilliantly no matter what comes next



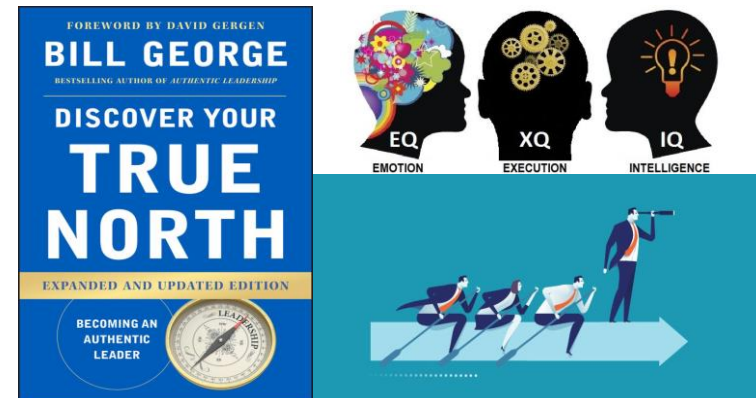
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C HOW - Way to achieve a cultural approach

INVENSITY

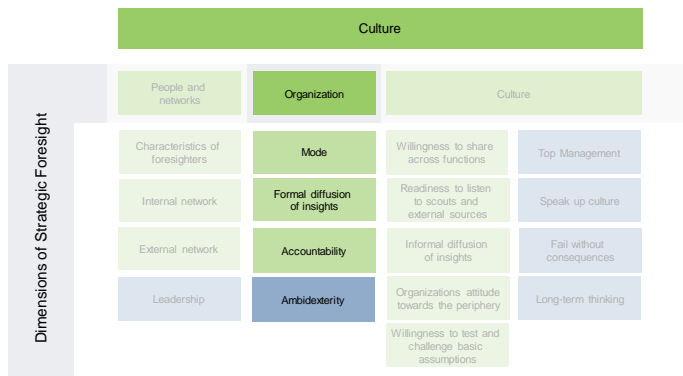
Discover your TRUE NORTH – It is important to develop as an Authentic Leader and to adjust your leadership style to empower and motivate others



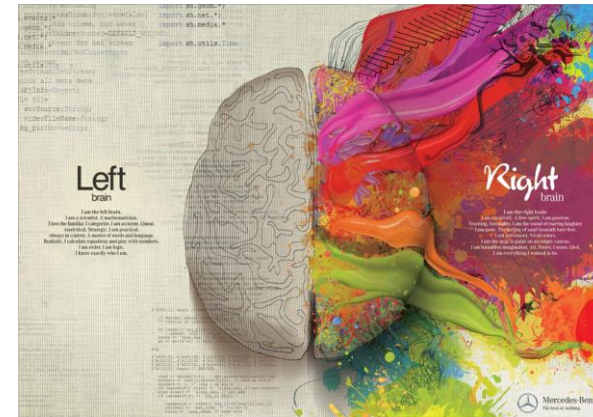
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http://connectingfaith.ca/images/14_leadership-01.jpg

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The dimension „Organization“ captures the corporate ability to translate information into future insights and actions



Ambidexterity is the ability to balance the current business as well as develop new products and markets in times of change



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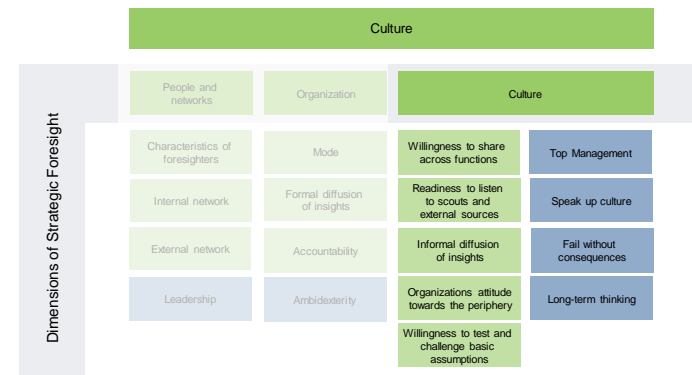
Preserve the Core / Stimulate the Progress – Make sure that you have timeless core values and a relentless drive for change

- Have a set of timeless core values and purpose
- Have a relentless drive for progress — change, improvement, innovation, and renewal
- Keep a clear difference between core values and operating strategies & cultural practices



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The dimension „Culture“ will enhance the ability to use insights and to trigger appropriate actions



Culture of Discipline – Make sure that you blend a culture of discipline with an ethic of entrepreneurship

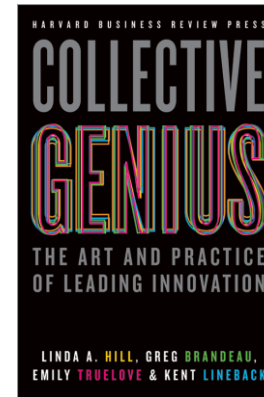
- Operating with freedom within a framework of responsibilities
- People do not have jobs; they have responsibilities
- Culture of discipline with an ethic of entrepreneurship



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<http://www.jimcollins.com/concepts.html>

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Quotes form Collective Genius – The role of Leaders in creating an open corporate culture and an innovative organization



- "We're making up how to run a company of diverse people who can make something together that no one could make along"
Ed Catmull, Cofounder Pixar and President of Pixar and Walt Disney Animation Studios
- "You don't want an organization that just salutes and does what you say. You want an organization that argues with you."
Vineet Nayar, CEO HCL Technologies
- "CEO always thinks he is the owner and the doer, he will not accomplish things. [...] Instead, they enabled people to do what these people thought, in their hearts, was the right thing to do."
Vineet Nayar, CEO HCL Technologies

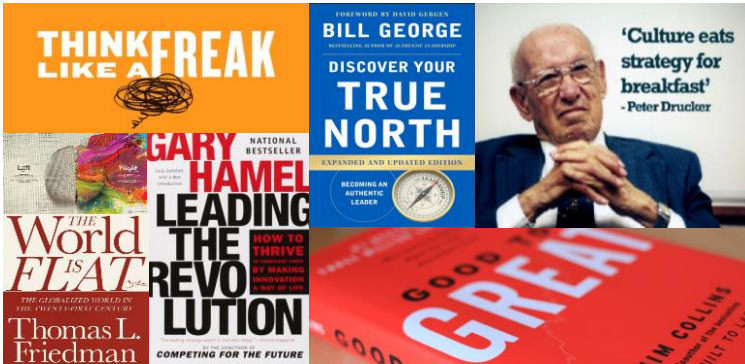
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D Take home message



We need the right people on the bus, who want to lead the revolution with a culture of discipline and entrepreneurship



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If you have any questions, please do not hesitate to contact me

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Stefan J. Marquart
Business Consultant

Giselastr. 3a
80802 München

Mobil: +49 172 657 319 4
Stefan.Marquart@invensity.com

