

# Program-Building Tool

## One Year From Now



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### FACILITATION GUIDE

**SUGGESTED AUDIENCE:** Relevant for senior management.

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**SET-UP:**

- This exercise should be done with a small group, and led using a facilitated discussion.

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**RECOMMENDED TIMING:**

1. Introduction:	5 min.
2. Part 1:	20 min.
3. Group Discussion:	30 min.
4. Part 2:	20 min.
5. Group Discussion:	30 min.
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	<b>105 min.</b>

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### SUGGESTED MATERIALS:



Worksheets  
(enough for each participant, plus a few extra)



Whiteboard or flipcharts  
(use them to write down all group ideas; no idea is a bad idea)



Colored markers, pens, and pencils  
(separating ideas by color will help organize your thoughts)



This strategy-shaping exercise is a tool to help senior management articulate how they envision the organization to look in the future as a result of its innovation efforts. The goal is to get senior managers to create a goal for innovation, articulate what “success” will look like, and begin to detail what steps need to be taken to make the vision a reality.

## HOW IT WORKS

- 1. Hand Out Worksheets:** Each participant should be given his or her own worksheet.
- 2. Define the Challenge:** Explain that the goal of the exercise is to articulate what innovation will do for the organization, and help decide the key steps management needs to take to get there.
- 3. PART 1:** Break the group into pairs or small groups to discuss answers to PART 1. After 20 minutes, invite people to share their thoughts on each question.
- 4. Group Discussion:** Teams list as many barriers to innovation as they can and describe why these barriers are such a problem/hindrance to innovation.
- 5. Group Discussion:** Use some of these questions to facilitate the discussion:
  - How did you answer (each question)?
  - What do we see as the similarities in our answers for each question?
  - What does this say about our vision for the organization in the future? Is this dramatically different than the course we are on? Why/Why not?
  - What role will innovation play in shaping this future in a year from now?
  - Which was the hardest question to answer? Why?
- 6. PART 2:** Direct groups to go to PART 2 of the worksheet. They must now reflect back on how they achieved their vision of success. Teams should be as tactical and specific as possible with their answers. After 20 minutes, invite people to share their thoughts on each question.
- 7. Group Discussion:** Use some of these questions to facilitate the discussion:
  - How did you answer (each question)?
  - What do we see as the similarities in our answer for each question?
  - Of the tactics we’ve shared here, which are our top three priorities to take action on now?

## SUGGESTED VARIATION

- You can send this worksheet to participants to read and complete prior to your meeting. This will give them time to consider their answers and allow you to spend more time on discussion.



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### PART 1: One Year From Now

Envision the state of your organization one year from today. With that frame of mind, consider these questions:

QUESTION:	ANSWER:
What will the newspaper headlines say about your company?	
What topics will your executives be speaking about at conferences?	
What industry or larger social topic will your organization be associated with?	
What quotes will we read from your customers?	
What will investors/analysts/Wall Street be saying about you?	
What will sales people at your competition be saying?	
What will the CEO of your top competitor be saying?	
What will be the number one reason your employees come to work each day?	
Other:	



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### PART 2: Reflecting on How We Got There

Imagine it is one year from now. You've achieved the vision of success you outlined in PART 1. Now, reflect back on what you did to make this success happen. Ask yourself these questions:

<b>What was the number one thing your organization did to achieve the success that it has?</b>	
<b>What was the biggest barrier to change?</b>	
<b>What was the number one thing your organization did to overcome the barriers to change?</b>	
<b>How did you decide what changes you wanted to make?</b>	
<b>Who was the driving force behind making the change?</b>	
<b>What was the driving force behind the change?</b>	
<b>How did you get buy-in for the changes that you made?</b>	
<b>What would have happened if you hadn't made the changes that you did, essentially keeping the status quo from the year before?</b>	