

NACElink Future Planning Session

8.30 AM to 10:00 AM

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MGM Grand

Las Vegas, NV

Designed and
Facilitated By:



TECKER
CONSULTANTS

Research Strategy Learning

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NACElink Future Planning Session

AGENDA

8.30 AM to 10:00 AM

- Conditions, Trends & Assumptions About the Future
- Mega Issues
- Potential Solution Strategies

- Description: A highly interactive 1 1/2 hour future planning session
- Participants: The Director users of NACElink Career Services Manager (CSM)
- Deliverable: A brief report to the entire group of attendees at the 2008 NACElink Symposium

Session Overview



- Conditions, Trends & Assumptions About the Future
- Mega Issues
- Potential Solution Strategies



KEY QUESTIONS

1. What assumptions will we make about the relevant **future environment** of our services ?

- (1) Current Conditions**
- (2) Trends**
- (3) Assumptions About the Future**

Demographics
Business / Economic Climate
Legislation / Regulation
Technology / Science
Politics / Social Values

2. What one or two innovations or occurrences (which are not possible today) could happen - which, if they did happen, would fundamentally change our services?



Conditions, Trends & Assumptions

Category: _____

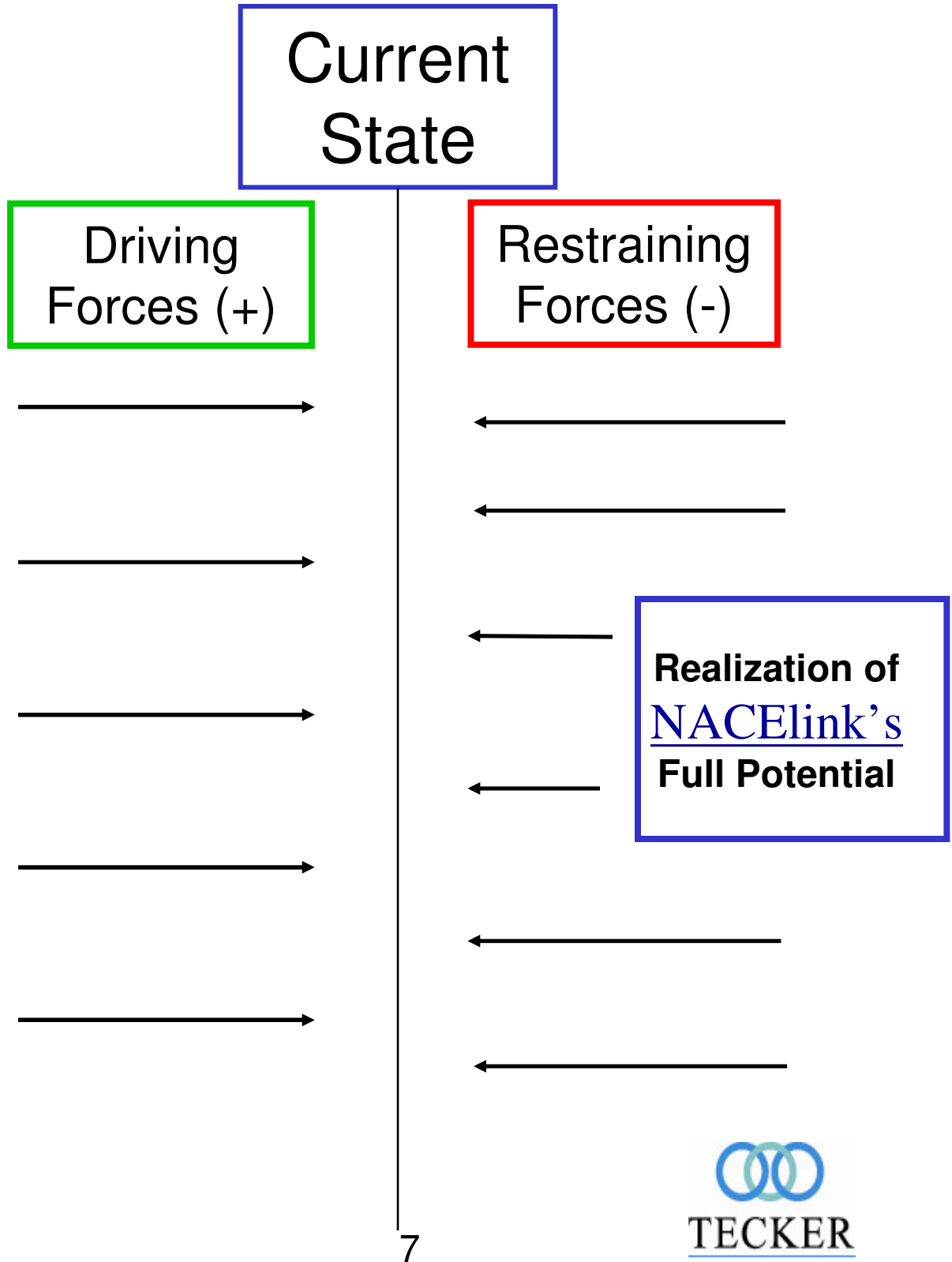
3 Key Conditions

3 Key Trends

3 Key Assumptions



NACElink MEGA ISSUE SCAN





Selecting Priorities Criteria For Importance

DEFINITIONS

IMPACT:

A measure of “breadth” of importance. How basic or essential is the issue? How many other issues depend on addressing it or are related to it?

CONSEQUENCE:

A measure of “depth” of importance. How bad or good will it be if we:

- (a) successfully address the issue;
- (b) fail to adequately address the issue?

IMMEDIACY:

A measure of the importance of:

- (a) “opportunity” - how much time is available;
- (b) “sequence” - how early in the chronology of actions does this issue need to be addressed?

Likelihood of Success:

A measure of probability. How likely is it that we can meaningfully address this issue?



Strategic Issues















Four Key Questions For Knowledge-Based Decision Making

- Question 1. What do we know about our stakeholders' **needs, wants, and preferences**, that is relevant to this issue?*
- Question 2. What do we know about the **current realities and evolving dynamics** of our members marketplace /industry/ profession, that is relevant to this issue?*
- Question 3. What do we know about the **“capacity” and “strategic position”** of our organizations that is relevant this issue?*
- Question 4. What are the **ethical implications** of this issue?

*What do we wish we knew but don't?



The Issue _____

What do we know about needs and preferences?	What do we know about current realities and evolving dynamics?	What do we know about capacity and strategic position?	What do we know about ethical implications?



Potential Solution Strategies:

Suggest how the organization could commit its' resources to addressing an issue. Begins with a verb that describes the kind of work required - redesign, refine, identify, revise, develop, implement, create, study, advocate, position, establish, publish, improve, etc.

Serves as a link from longer-term planning to annual planning. Sets priorities for committees, staff and all other work groups.



Issue: _____

Potential Solution Strategies:

“Choice”: a discrete, but not necessarily exclusive, alternative.



Testing Potential Solution Strategies:

“Choice”: a discrete, but not necessarily exclusive, alternative.

- Necessity:** Is it necessary for this strategy to be implemented to achieve satisfactory progress toward addressing this issue?

- Feasibility:** Is it reasonable to expect this strategy can be effectively executed?

- Appropriateness:** Is NACElink best positioned to execute this strategy?

- Sufficiency:** If all of these strategies are executed, will it achieve satisfactory progress toward addressing the issue?

PRIORITY

High: work on this strategy must occur in the coming year

Middle: work on this strategy should occur in the coming year if at all possible.

Low: work on this strategy can wait until subsequent year if necessary.

About Glenn H. Tecker

Glenn Tecker is President and Chief Executive Officer of an international consulting practice that has completed projects for over 900 groups in 49 states, Europe, Canada, Asia, Mexico, and Central America.

Mr. Tecker's accomplishments include:

- Redesigning the governance, operations, and cultures of national trade and professional associations to better fit today's demanding high speed, rapidly shifting environments.
- Designing and conducting an institute for an international philanthropic organization to train representatives leading non-governmental ventures from 10 Asian nations with a tradition of conflict.
- Guiding engineering and technical associations through strategic planning and management systems to optimize the contributions of the nation's infrastructure professionals dealing with increasing complexity, technology, and regulation.
- Devising strategy and developing competencies with school districts, educational agencies, and school board and teacher associations working to improve teaching, learning, and organization.
- Assisting the United States Environmental Protection Agency, the American Water Works Association, the Technical Institute of the Pulp and Paper Industry and other environmental advocacy organizations to foster global use of technologies that contribute to quality of life.
- Developing strategies and institutional competencies with members of the American Health Care Association and the American Association of Homes for the Aging for improving delivery of care to America's expanding older population.
- Counseling real estate, credit union, savings and loan, insurance, and commercial bank leadership addressing dramatic changes affecting the property and financial industries.
- Working with community action agency leaders across the US to develop the competencies and knowledge needed to contribute to success of the nation-wide welfare reform initiative.
- Providing research, training, and consultation to healthcare delivery, physician, and nursing organizations developing strategies to improve quality of care and access to services while containing costs.
- Facilitating planning activities of information, telecommunications and entertainment related organizations in high technology industries challenged by tough competition and constant dramatic change.
- Supporting research and program planning efforts of agricultural organizations addressing complex issues related to food safety, industry prosperity, and shifts in the demography and economics of agriculture.
- Counseling leaders from the private and non-profit sectors of a Central American nation to a seven-year strategy for establishing free enterprise as the social and economic system of their country.
- Working with the National Institute of Investor Relations and State CPA organizations to define the competencies and strategies needed to earn renewed investor confidence in the North American economy.

He is co-author of *Successful Association Leadership: Dimensions of 21st Century Competency for the CEO*, co-designer of a curriculum for training the boards of organizations; editor of an education handbook for non-profit executives; primary developer of a guide for organizational self-assessment; author of *Merit, Measurement and Money*, a text on staff evaluation, incentives and compensation; His second best seller, *Building Toward A Knowledge Based Culture: 21st Century Work and Decision Making Systems*, co-authored with Jean Frankel and Kermit Eide, principal partners of Tecker Consultants, was published in 1997. His widely anticipated latest book, *The Will to Govern Well: Knowledge, Trust and Nimbleness*, was released by the Foundation of the American Society of Association Executives in September 2002. In 1998, Glenn was honored as the recipient of ASAE's Academy of Leaders Award - the highest possible recognition awarded by ASAE's Board of Directors to only 13 recipients in its 75 year history.

Mr. Tecker has served in an executive capacity with business, public agencies, and non-profit organizations. He has also been a Board member for both non-profit and for-profit corporations.