



# Constraints and Creativity

March 2013

# Our goals for today's discussion are to...

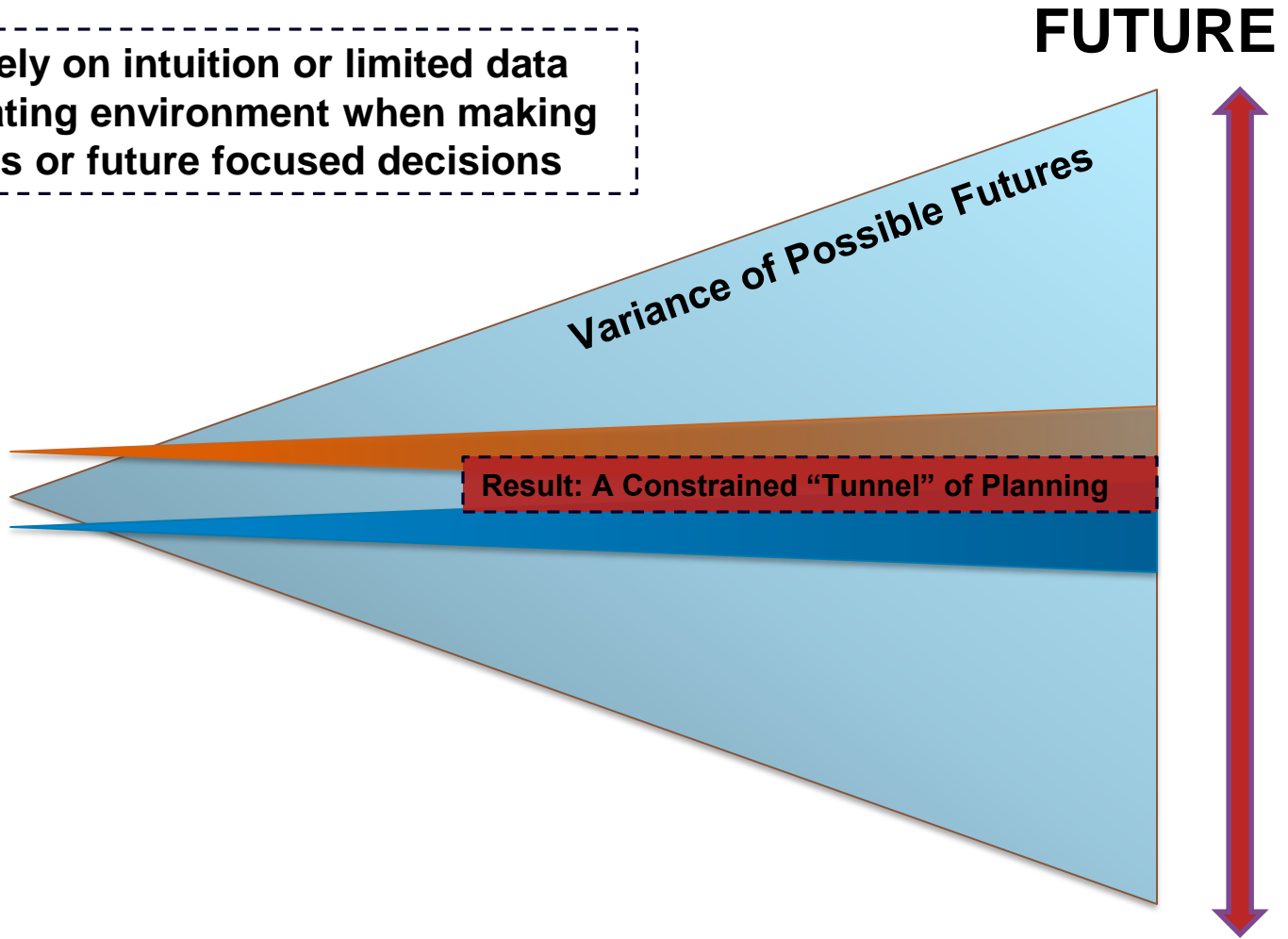
---

- Explore the importance of creativity and creative thinking techniques as a value-adding element of strategic foresight
- Challenge you to use creative thinking to engage with stakeholders in your agencies in strategic foresight relevant to their roles

# Leaders are often caught by surprise because they only plan for a narrow view of the future

Leaders often rely on intuition or limited data about their operating environment when making key investments or future focused decisions

**NOW**



# By standing in the future and “backcasting,” leaders improve decision making for today

From this perspective, leaders define the capabilities and decisions to address TODAY

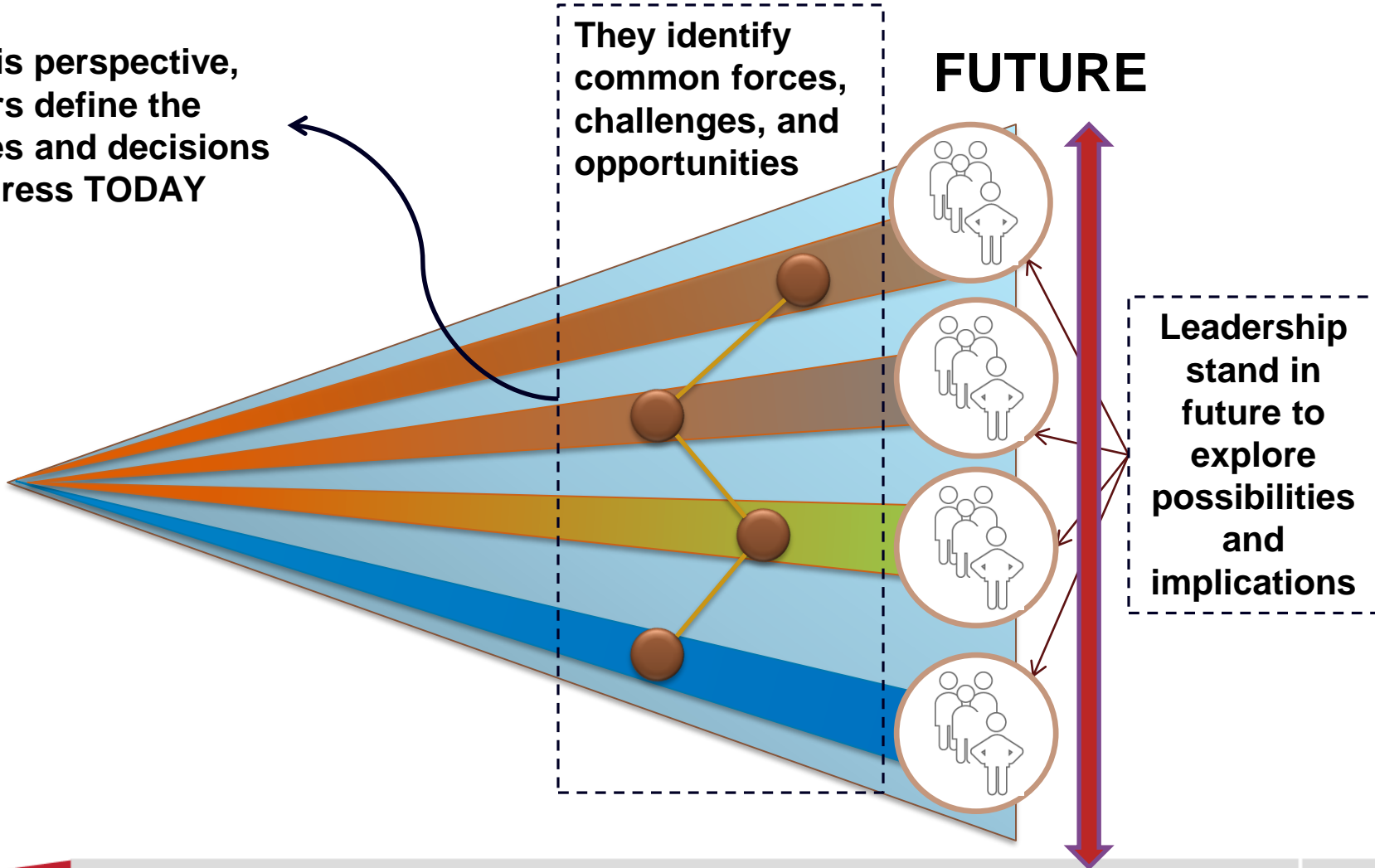
NOW



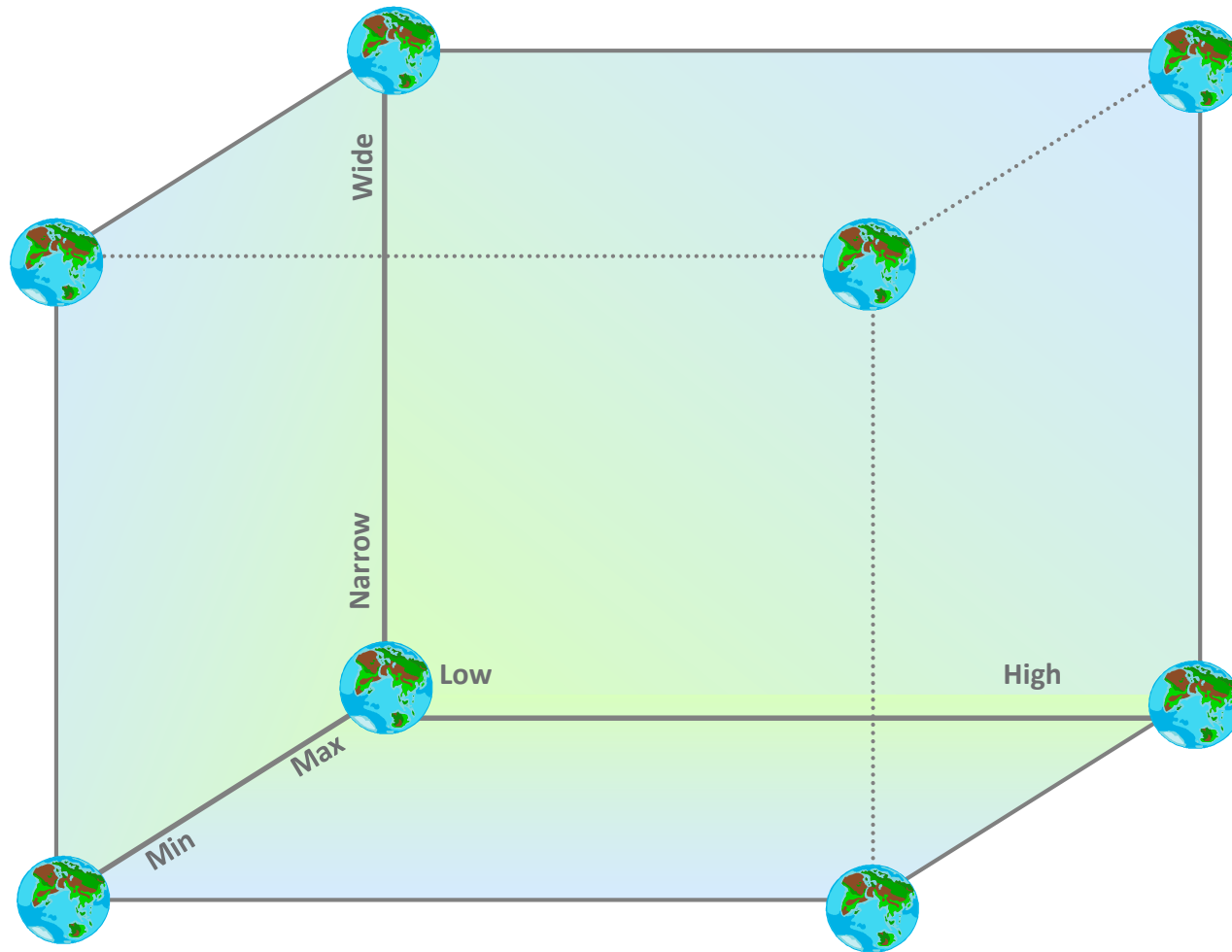
They identify common forces, challenges, and opportunities

FUTURE

Leadership stand in future to explore possibilities and implications



# Thinking about the extremes is a powerful tool in strategic foresight work



# “Outrageous constraints” can be the source of some of our greatest and most valuable creativity

---

- With presumed new or changed roles and responsibilities ...
- With the different demographics of tomorrow ...
- With the technologies that will be available ...
- With the social and other changes we can anticipate ...

**What if your agency had to execute its future mission with 50% of the workforce that it has today?**

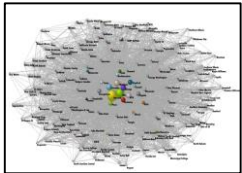
# Some of the many conditions of the future that will shape the populace and the workforce ...



- Two fastest growing age groups in US: over-100's and over-85's ... by 2020, 1 of every 5 Americans will be 65+



- “One family, one household” giving way to countless new family forms – e.g., 5-to-10 adults and their children sharing a roof, child-rearing, property maintenance, and ...



- 15 billion connected devices by 2015 ... 40 billion by 2020



- “Venture” and “catalytic” philanthropy on the rise – projected 2.5 billion philanthropists worldwide by 2030



- US will need to add 26 million to its talent pool by 2030 to sustain the average economic growth of the last 20 years

# Some of the many conditions of the future that will shape the populace and the workforce ...



- Cities' political clout will have them shaping and leading policies on some previously national issues by 2025



- Worker mobility and changing benefits models will make some so dependent on their employers for social services they'll find it hard to leave their surrogate corporate families



- “Gen Y” will be the first to have many leave the US for large portions of their entire adult lives overseas – employees on international assignments projected to rise by 50% by 2020



- Increasing growth of crowd-sourcing solutions to social and governance problems – projections for thousands of projects



- Median age for marriage for women rose to nearly 27 in 2012, and trending ever higher (from 24 to 29 for men)



# So how *would* we get the mission done?

How will you adapt? What actions do you have in common? What is different?

How could you leverage **relationships** with other organizations?

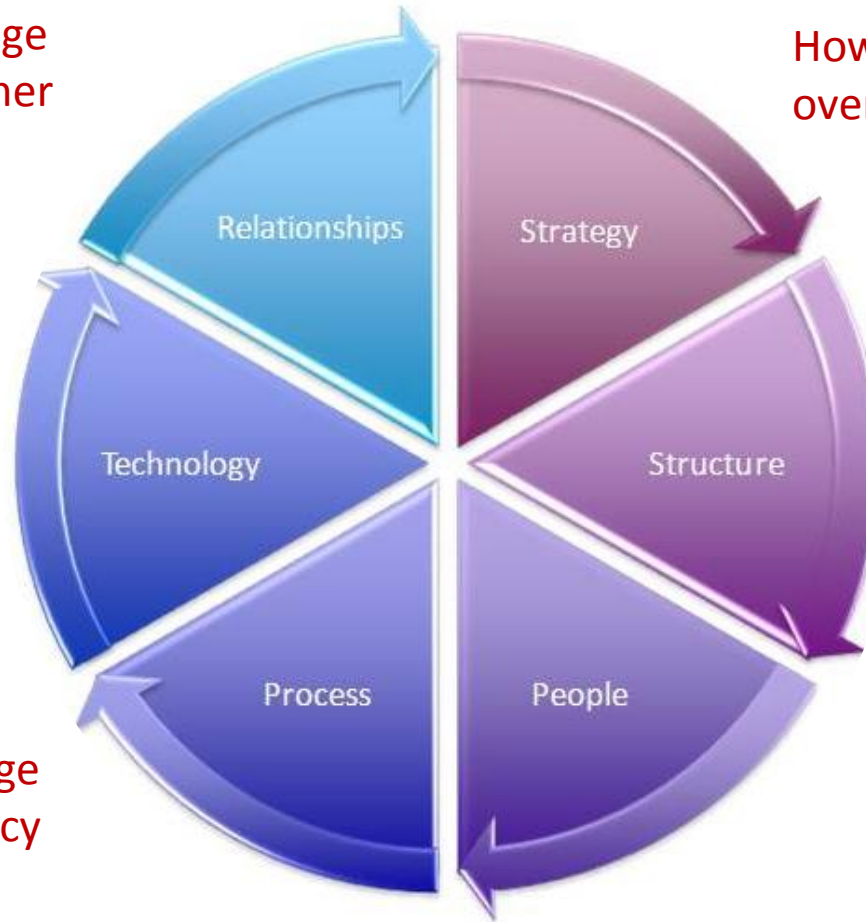
How would you adjust the overall agency **strategy**?

What **technology** would you need and how would you use it?

What new **structures** would get the most of out your people?

How would you change **processes** for efficiency or other aims?

What would you ask your **people** to do and what skills would they need to do that?



---

# Your observations?

---

# Thank you!