

Independent Living 2020

A Workshop

Presented by

ILNET

A NCIL/ILRU Partnership for Independent Living

August 10 to 12, 1998

St. Louis, MO

Project's Goal

Develop and Communicate a
Consensus Vision of and
Strategies for the
Independent Living
Movement Through 2020

Project Objectives

- ❑ Develop a Vision Statement of a Preferred Future
- ❑ Educate Ourselves About Trends and Issues
- ❑ Propose Strategies
- ❑ Prepare & Distribute A Report

Workshop Goals

- ❑ Introduce and Use Strategic Futuring Tools
- ❑ Develop Vision and Mission Statements
- ❑ Identify and Explore Trends
- ❑ Propose Strategies

Agenda - Elements

Monday

- Introductory Exercises
- Introduction to The Aspirations Model
- Vision Exercises
- Trends Exercise and Discussion
- Organize Vision Writing Team

Agenda - Elements

Tuesday

- ❑ Review & Discuss Draft Vision Statement
- ❑ Mission Development Exercises
- ❑ Audacious Goals Exercises
- ❑ Develop & Explore Scenarios

Agenda - Elements

Wednesday

- ❑ Scenario-based Strategy Development
- ❑ Prioritizing Strategies
- ❑ Discussion
- ❑ Next Steps & Adjourn

Ground Rules

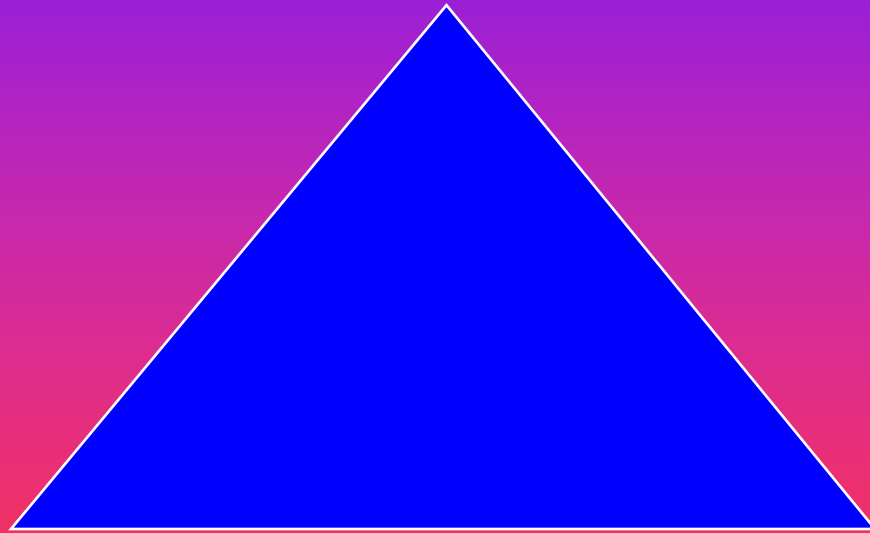
- ❑ Envision the Best That Independent Living Can Be!
- ❑ Prepare to “Try On” the Future
- ❑ Beware of Being NOFE! (Not Out Far Enough)
- ❑ Listen Actively and Encourage Participation
- ❑ Remember the 80/20 Rule: Keep Moving

Introductory Presentation

- Introduction to Strategic Futuring
- The Future Begins with You

The Three Elements of Strategic Futuring

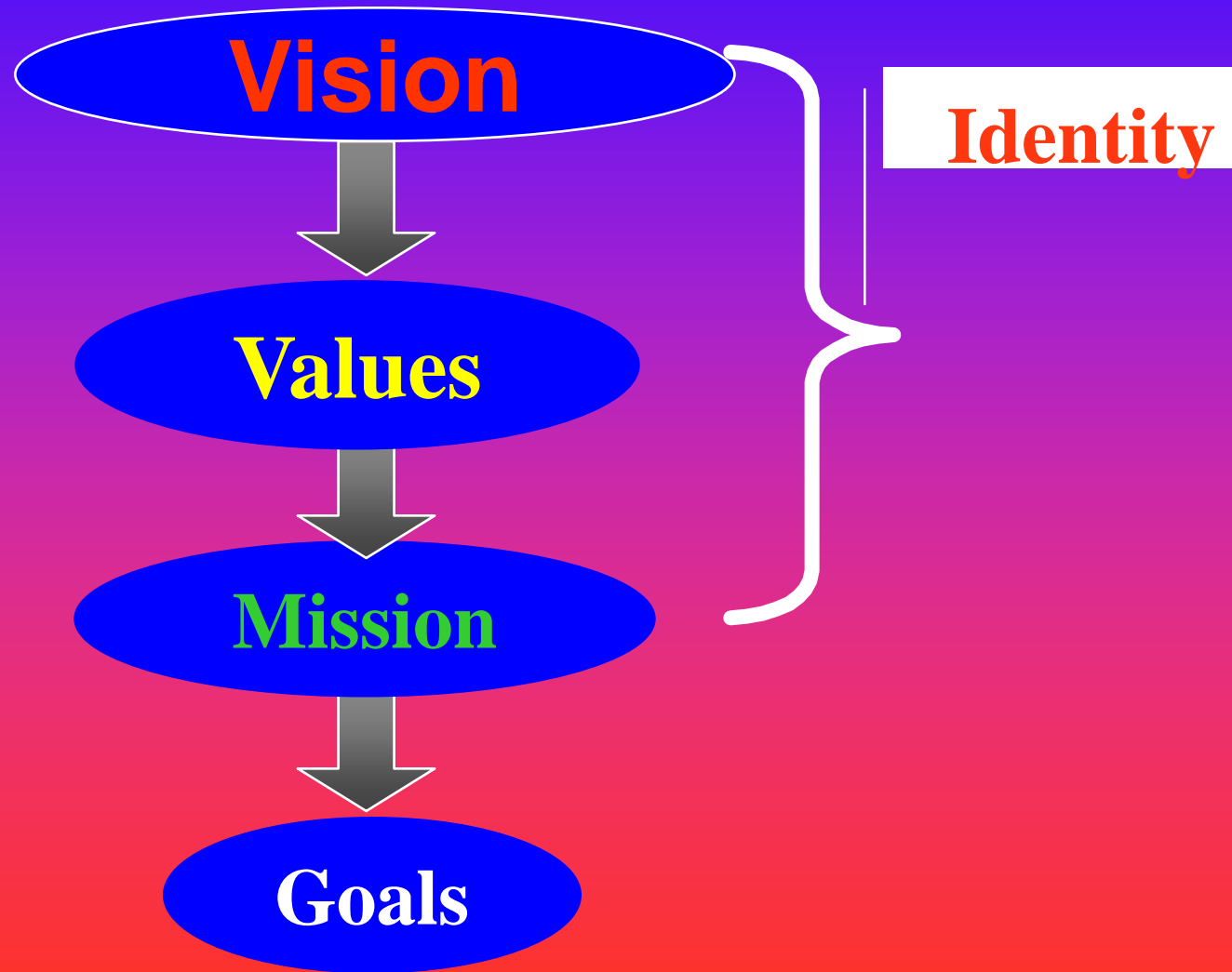
Aspirations Clarification



Environmental Analysis

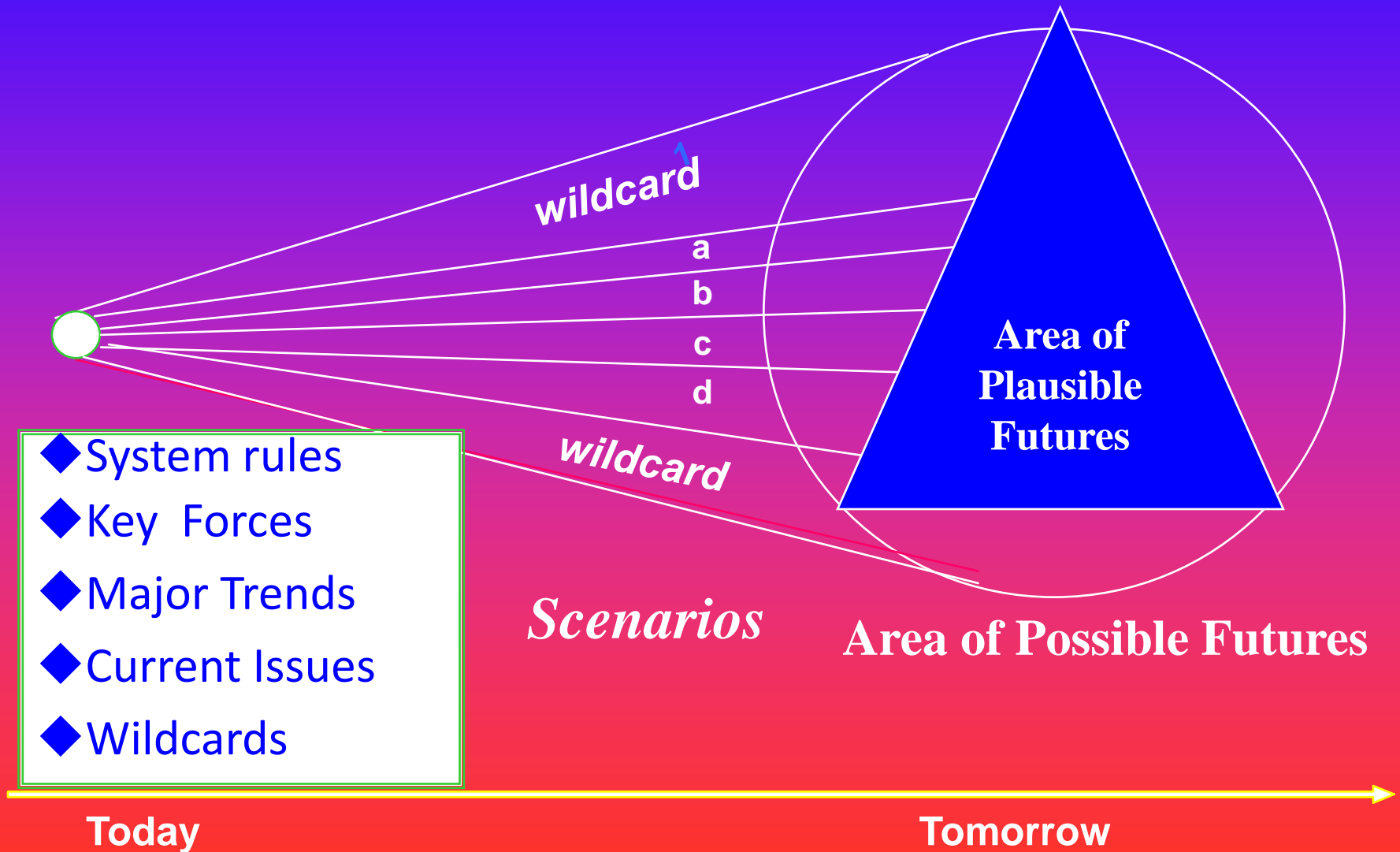
Strategic Assessment

Aspirations Clarification



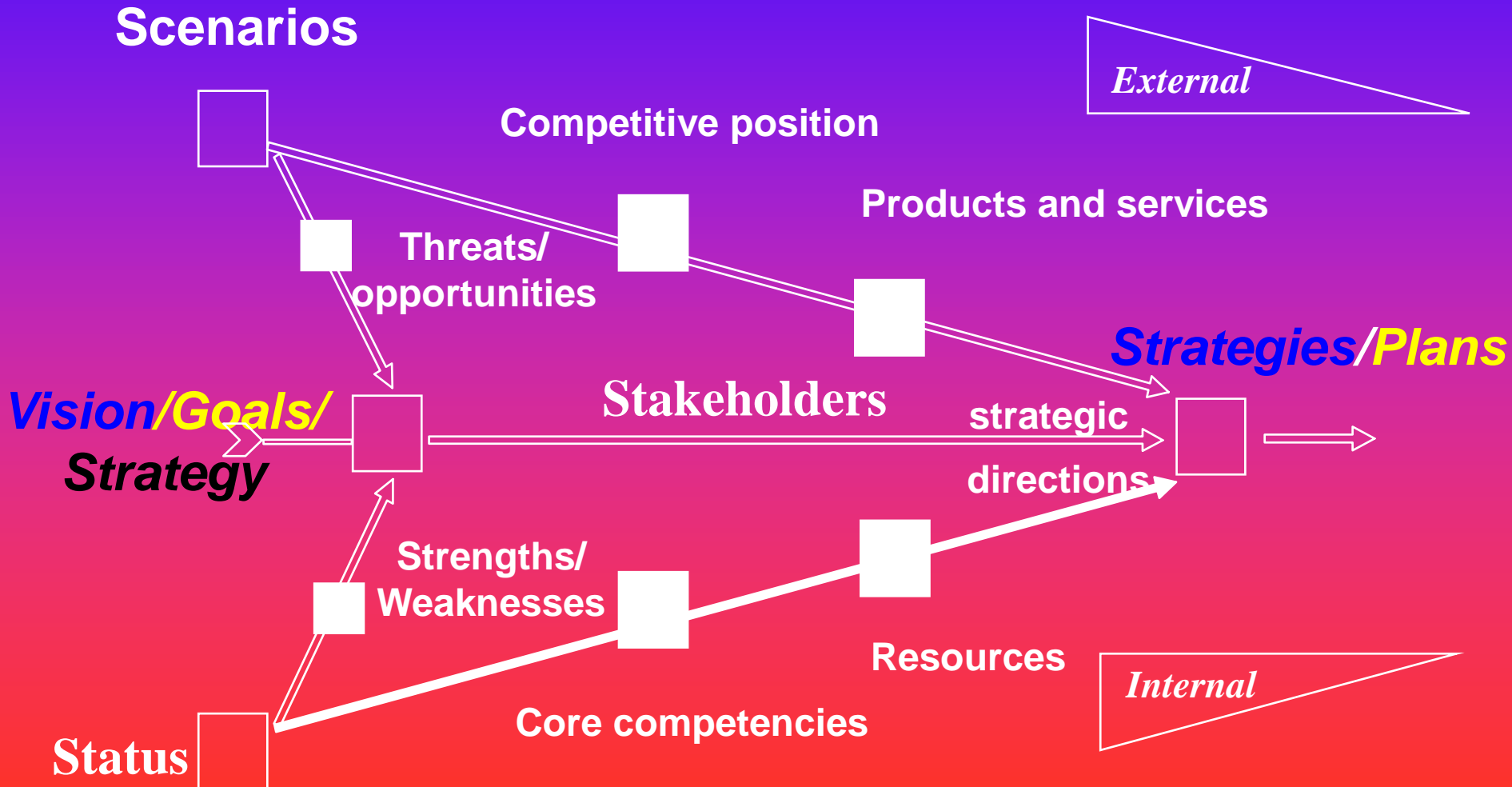
Environmental Analysis

Understanding the Past and Forecasting the Future



Strategic Assessment

Internal & External Exploration



External Considerations

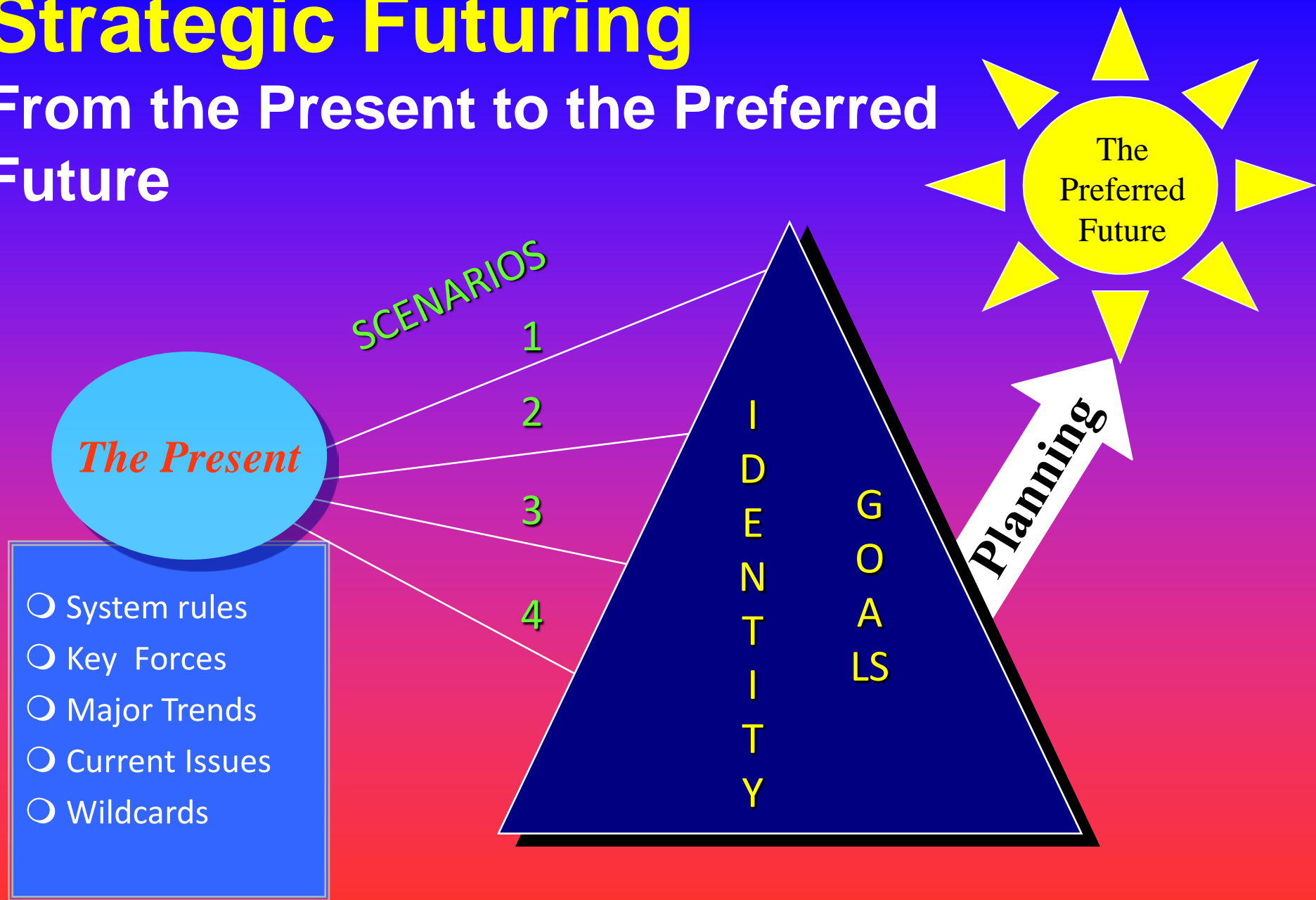
- ❑ Primary External Stakeholders
- ❑ Trends and Scenarios
- ❑ Threats and Opportunities
- ❑ Competitive Position
- ❑ Products and Services

Internal Considerations

- ❑ Primary Internal Stakeholders
- ❑ Organizational Status
- ❑ Strengths and Weaknesses
- ❑ Core Competencies
- ❑ Resources

Strategic Futuring

From the Present to the Preferred Future



The Future Begins with You

- ❑ What Type of Futurist Are You?
- ❑ What Generation Are You?

The Four Futurist Types

- Visionary
- Analyst
- Planner
- Manager

Visionary

- ❑ Key Question: What Should Be?
- ❑ Competent and Consistent
- ❑ Conceptualizer and Theory Focused
- ❑ Firm and Fair Minded
- ❑ Systems Planner

Analyst

- ❑ Key Questions: What About and Have You Considered?
- ❑ Relationship Oriented
- ❑ Sensitive to Possibilities
- ❑ Sympathetic and Hypersensitive
- ❑ Cooperative, but Values Autonomy

Planner

- ❑ Key Questions: How Is It to Be Accomplished? What Needs to Be Done?
- ❑ Loyal to System
- ❑ Decisive
- ❑ Precise
- ❑ Structured, Systematic and Orderly

Manager

- ❑ Key Questions: What Are the Requirements, Resources and Constraints?
- ❑ Focus on the Immediate
- ❑ Action Oriented
- ❑ Adaptable, Practical and Hands-on
- ❑ Creative Problem Solver

Exercise 1A

Which Futurist
Type Best
Describes You?

Generational Orientation

□ Today: Four Mature Generations

□ 2040: Six Mature Generations

G.I. Generation - Hero Archetype

- ❑ Civic Values and Building
- ❑ Institutions Over Individuals
- ❑ Expanding Affluence
- ❑ Conserving Values



The Silent Generation - Artisan

- ❑ Loyalty to Order and Establishment
- ❑ Avoid Risk
- ❑ Negotiate, Adaptive, Fine-tuning and Change
- ❑ Compromisers
- ❑ Preserving Values



The Baby Boom - Prophet

- ❑ Focused on Individual Development
- ❑ Individuals Over Institutions
- ❑ Idealism
- ❑ Liberal Values
- ❑ Foment Change & Break From Past
- ❑ Risk Takers



Generation X - Nomad

- ❑ Emphasis on Autonomy
- ❑ Reactive, Pragmatic and Creative
- ❑ Sustaining & Libertarian Values
- ❑ Self-forming Networks



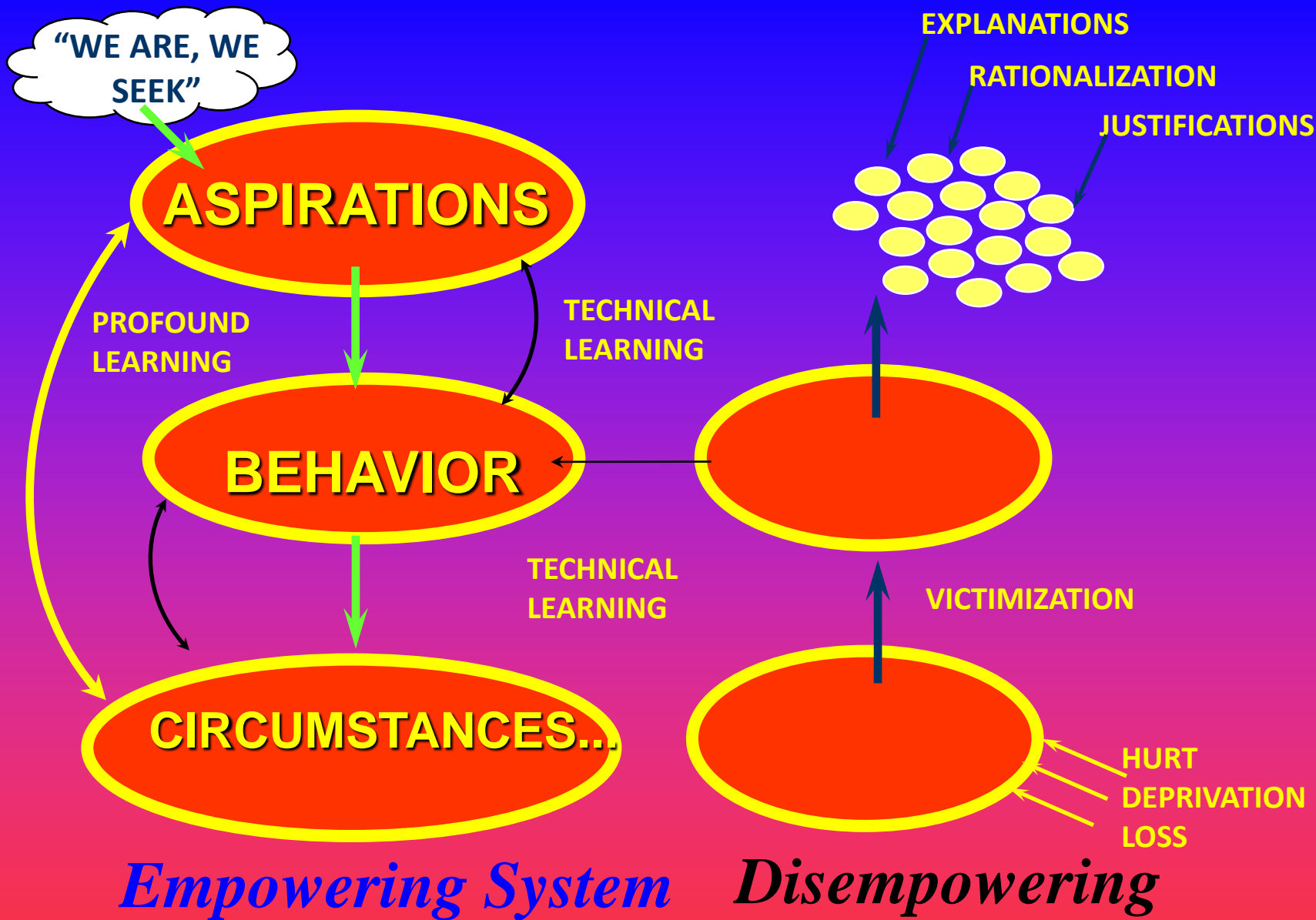
Exercise 1b

Which Generation Best
Describes You?

The Aspirations Model

by Roger Fritz

Leadership By Design



ASPIRATIONS MODEL

TM

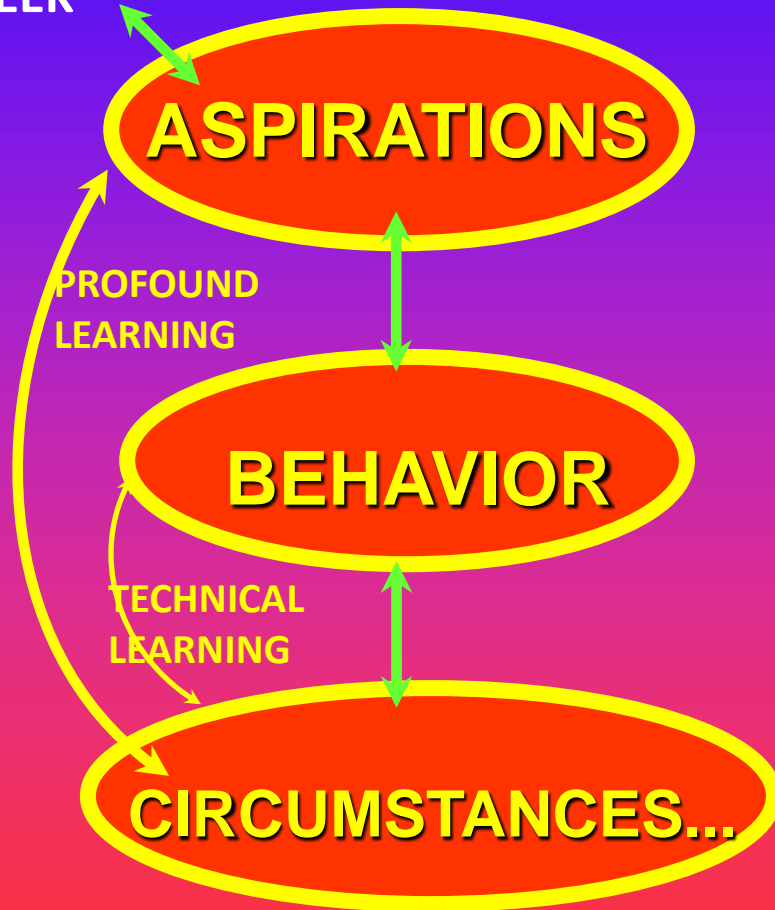
Source:

Leadership

BY DESIGN

The Aspirations Model Is A Path for Strategic Planning

“WE ARE, WE
SEEK”



**VISION,
AUDACIOUS
GOALS**

**MISSION,
STRATEGIES,
TACTICS**

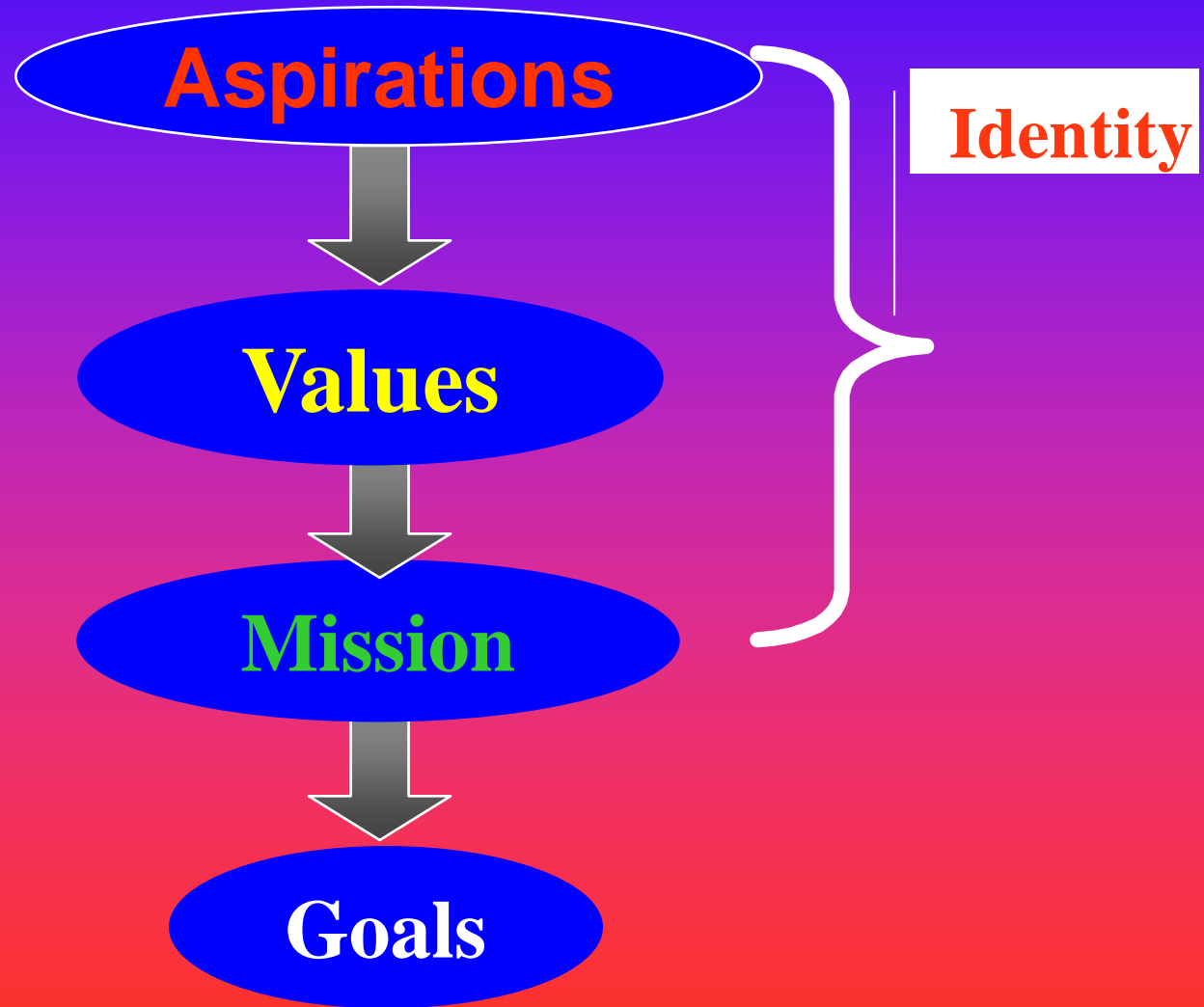
**SCENARIOS/
ENVIRONMENT**

ASPIRATIONS MODEL

TM

Discussion & Break

Aspirations Clarification



Exercise 2: Words of Value and Valued Words

- Individually Reflect and Write Down the Words With the Highest Meaning or Value
- In Groups, Discuss Your Lists
- As a Group Develop 1 List

Exercise 3: Letter to a Great-Grandchild

- The Year Is 2018
- Write a Letter to Your Great-grandchild Describing Your Career, Successes, High-points and Contributions to Their World

Sharing, Discussion and Lunch

Exercise 4: Draft Vision Statement

- Reflect on the Words of Value and Letter Exercise
- Draft a Vision Statement for a Preferred Future for Independent Living

Elements of Vision Statements

- ❑ Emphasize a Preferred Future
- ❑ Touch the Heart by Inspiring
- ❑ Clarifies Ideals, Values and Purpose
- ❑ Seek to Gain Commitment and Align All Stakeholders
- ❑ Organizationally Appropriate
- ❑ Does Not Plan or Strategize
- ❑ Beware of the NOFES

Exercise 5

Identifying Trends

Trends Statements Have Verb and Object Phrases.

For Example:

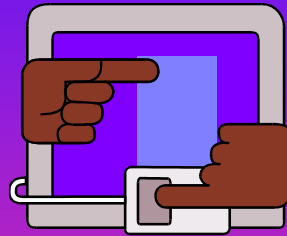
Growing Use of Home Computers

Break

Trends To Think About



Society



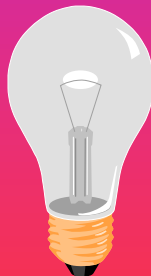
Technology/Science



Environment



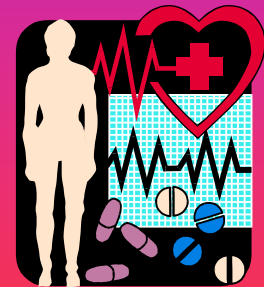
Economy



Intellectual



Politics

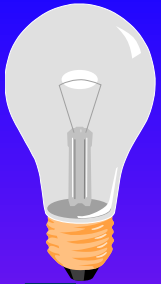


Health

The Changing World



- Natural Evolution of the Environment
- Increased Movement, Migration and Trade
- Human Made Environments and Damage



New Thoughts

- ❑ Evolution of Wisdom
- ❑ End of Disciplines
- ❑ Emergence of Systems and Design Paradigm
- ❑ Rise of Responsibility and Empowerment of Individuals, Communities and Organizations

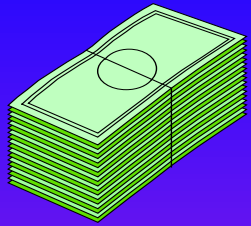
Social Evolution



- ❑ Changing Generations and Leaders
- ❑ Urbanization
- ❑ Diversity
- ❑ Longevity
- ❑ Fertility
- ❑ Global Teenagers

Social Evolution Continued

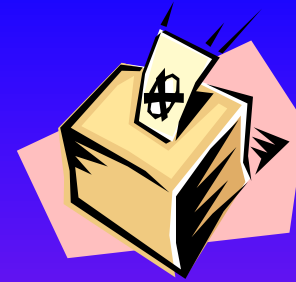
- ❑ Continued Educational Gains**
- ❑ Changing Households**
- ❑ Changing Nature of Communities**



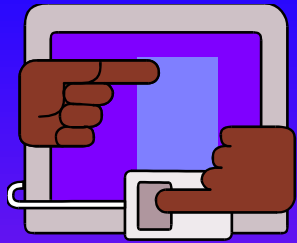
Economic Change

- ❑ Information Economy
- ❑ Smarter Markets
- ❑ Redesign of Organizations
- ❑ Network Economics
- ❑ Fourth Wave Social Markets

Political



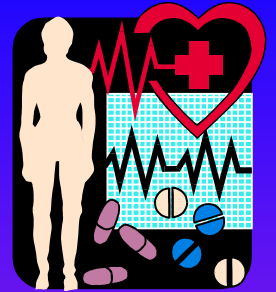
- ❑ Decline of the Nation-state
- ❑ Rise of Regional, International and Global Arrangements
- ❑ Increase Privatization and Partnering
- ❑ Changing Role of Government
- ❑ New 'Federalism'
- ❑ Withering of the Safety-net



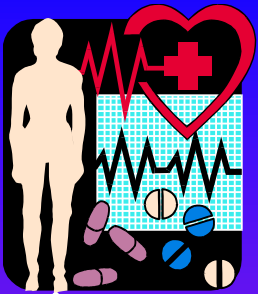
Scientific & Technological

- Miniature, Micro, Molecular and Nano Engineering
- Smart, Infomated, Networked & Virtual Everything
- Bionic Convergence
- Accelerated Research and Development

Health Trends-1



- ◆ Changing Epochs of Disease
- ◆ Emerging Health Threats
- ◆ Deepening Understanding of the Factors Affecting Health
- ◆ Expanding Definition of Health and Disability
- ◆ Health Information Systems Becoming Backbone of Care



Health Trends-2

- ◆ Rapid Changes in Delivery and Financing Systems
- ◆ Basic “Products” of Health Care Will Change
- ◆ Emergence of the Forecast, Prevent and Manage Paradigm
- ◆ Outcomes Will Drive the Evolution of Health Care
- ◆ Quality of Life Enhancement Becomes Next “Indication”

Provisional IL Trends-1

- ❑ Aging of Current Population (and Leaders)
- ❑ Changing Disability Mix
- ❑ Continued Balkanization Within the Disability Community(ies)
- ❑ Continued Emphasis on De-institutionalization

Provisional IL Trends-2

- ❑ Growing Emphasis on Small
- ❑ Growing Service Orientation of Movement
- ❑ Increased Competition:
Institutions, Programs and Staff
- ❑ Increasing Complexity of the
Needs, Demands and Market

Provisional IL Trends-3

- ❑ Issue Convergence (E.G., Health Care, Housing, Training, Transportation, Etc.)
- ❑ More Emphasis on Economic Participation by Persons With Disabilities
- ❑ Rising Corporate Involvement
- ❑ Rising Regulatory Burdens and Accelerated Change
- ❑ Jerry Lewis Lives

Discussion

Wrap-Up for Day

- ❑ Writing Team Plan
- ❑ Collect Materials
- ❑ Thanks

Independent Living 2020

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Tuesday

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***“WE ARE,
WE SEEK”***



**VISION,
AUDACIOUS
GOALS**

**MISSION,
STRATEGIES,
TACTICS**

**SCENARIOS/
ENVIRONMENT**

ASPIRATIONS MODEL

TM

Source:

Leadership BY DESIGN

Agenda - Elements

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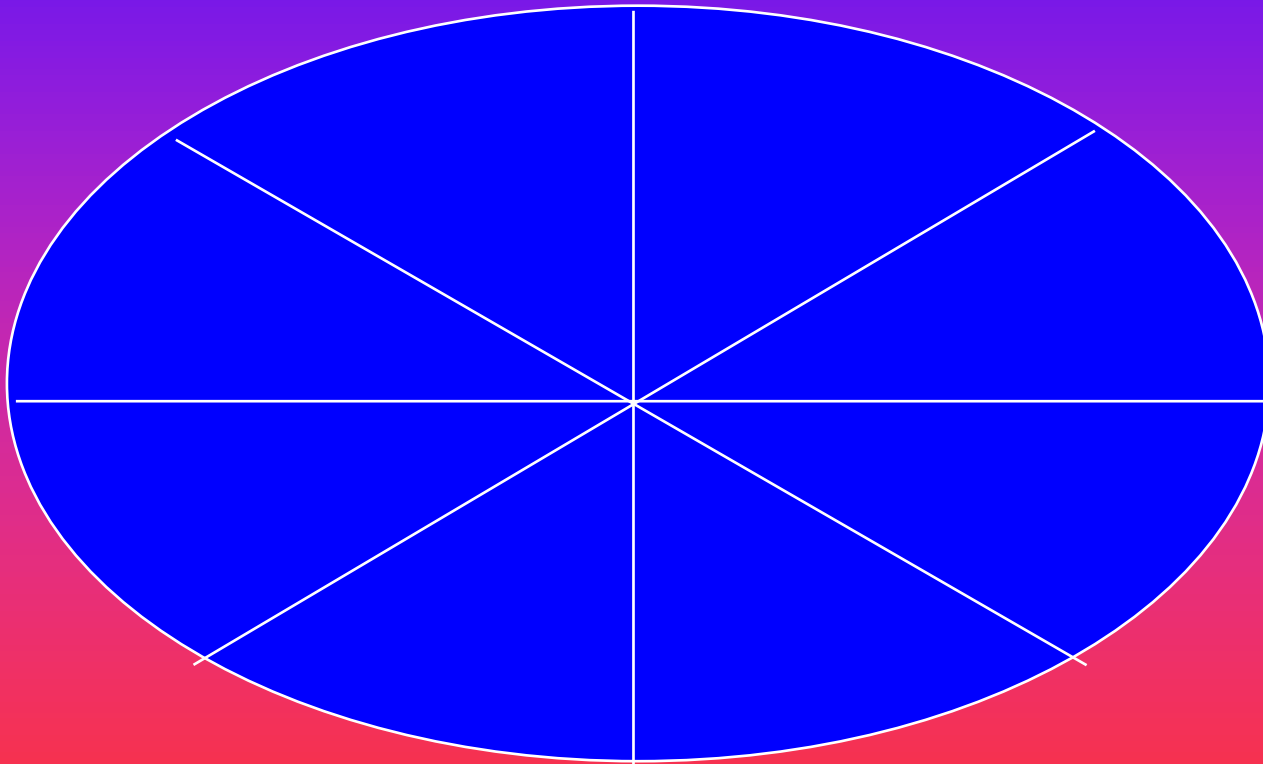
Presentation & Discussion of Draft Vision Statement

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Break

Exercise 6: Identifying Mission Elements



DEFINING MISSION

Mission statements specify an organization's or stakeholder community's role in achieving a vision. Mission statements do not contain specific strategies or goals; rather, it clarifies the scope of the organization/community and what types of actions the organization will do to pursue its vision. Mission statements should be a comprehensive and integrated listing of the author's focus.

Mission Discussion and Lunch

Goals & Strategy



Strategy and Goals In Context

- ❑ Three Time Frames:
 - ❑ Significant Change
 - ❑ Strategic Plan
 - ❑ Business Operations
- ❑ Audacious Goals
 - ❑ Stepping Stones to Significant Change
 - ❑ May Fall Into Any Time Frame

Audacious Goals Described

- A Powerful Way to Stimulate Progress
- A Huge, Daunting Challenge

Source: Collins and Porras,
HBR, 9-10/96

Audacious Goals

- ❑ Tangible
- ❑ Provides a Finish Line
- ❑ Energizing, Compelling - Engages People
- ❑ Clear - People Grasp It Right Away
- ❑ May Require 10 or More Years to Achieve
- ❑ Requires Extraordinary Efforts and Perhaps a Little Luck
- ❑ 50% to 70% Probability, but a Belief We Can Do It

Goal: Specific, observable, measurable
objective demonstrative of mission
success

□ Gulp

□ Grasp

□ Go



MHSS • 2020

*Envisioning
Tomorrow
to Focus
Today's
Resources*

MHSS 2020 Audacious Goals

- By 2005, Prevention, Self-managed Care, Telemedicine and Outpatient Care Reduce Facility Requirements by 50%
- By 2005, MHSS Spending for Preventative and "Partnered/self-managed" Care Is Increased From 1% of MHSS Budget to 50%
- By 2005, the Primary Care Usage Rate Is Reduced by 75%

EXERCISE 7: ESTABLISHING AUDACIOUS GOALS

This exercise is based upon the workshop's discussions, the draft vision statement and the provisional mission statements.

You will be assigned one or more mission statements or concepts. Develop audacious goals for the assigned mission statement(s).

Exercise 8: Prioritizing Audacious Goals

*Prioritize Goals,
Not Mission!*

Break

IAF Archetype Scenarios

Scenarios and Vision



Institute for Alternative Futures

Scenario Logic

Confrontation

Dark Days

Community

Third-Wave

Individuality

*Visionary
Leadership*

Community

*Grassroots
Transformation*

Individuality

Means

Meaning

Cooperation

The Third Wave

- ❑ IT Drives Global Economy
- ❑ Continued Economic, Social and Political Catch-up of the Developing Nations
- ❑ Social Division Is Managed and Leaders Co-opted
- ❑ Tomorrow Looks Like Today!

Dark Days

- ❑ Severe Economic Decline
- ❑ Increased Economic Concentration
- ❑ Decline of Government
- ❑ Many Poor Nations in a “Death Spiral”
- ❑ Rage Against the Rich
- ❑ Decay of Old Social Order, Rise of New

Visionary Leadership

- ❑ Leadership Global in Nature and Perspective
- ❑ Information Technologies “Fusion” of Industries, Governments and Societies
- ❑ Slow and Long-term Growth
- ❑ Declining Differences of Wealth Between Rich and Poor

Grassroots Transformation

- ❑ Next Generations Not Bound to Past
- ❑ New Ethics Arise
- ❑ Tools to Link up With Each Other
- ❑ Young Leaders Obtain Power

Exercise 9: Scenario Implications

1. Small groups by scenario
2. Identify positive implications
3. Identify negative implications
4. Identify other implications
5. Prepare brief summary

REVIEW SCENARIO IMPLICATIONS

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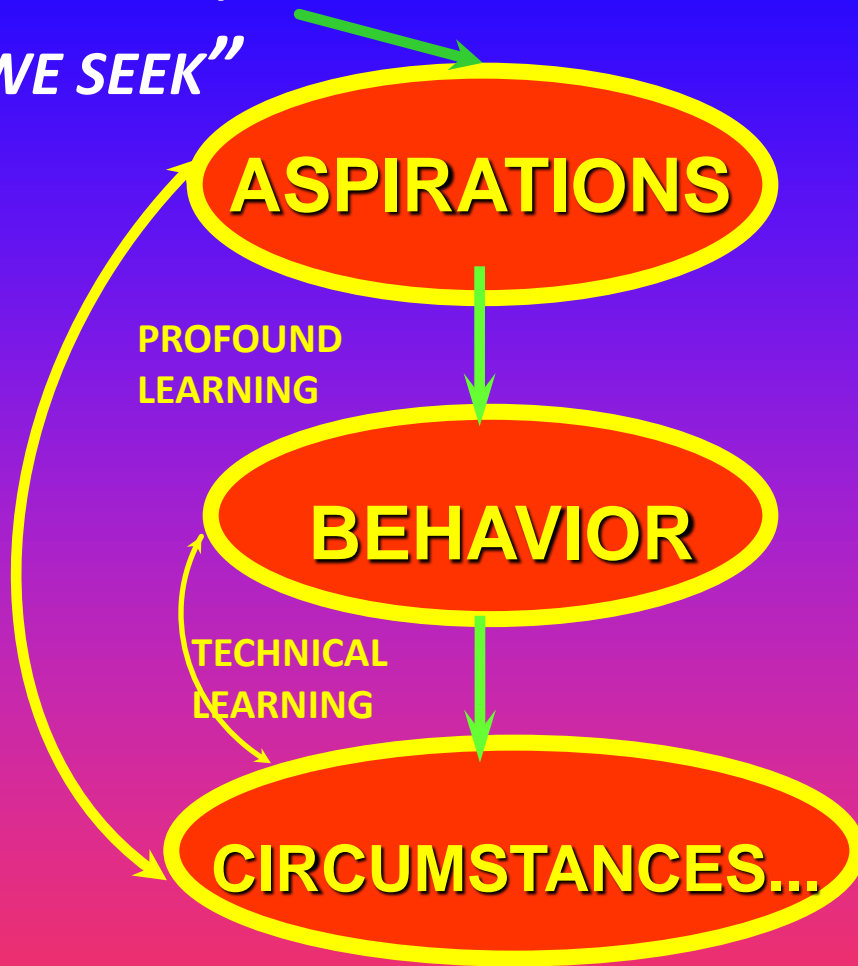
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EXERCISE 10: STRATEGY BRAINSTORMING

Strategy: Explicit, specific and integrated set of actions aimed at achieving a vision, accomplishing a mission and surpassing goals.

What are you going to do to get where you want to go?

EXERCISE 11: SELECTING STRATEGY PRIORITIES

What Criteria Can Be Used to Select Strategies for An Uncertain Future?

PULLING IT TOGETHER

What Needs to Be Done

- ❑ Missions
- ❑ Goals
- ❑ Strategies

Who Should Take the Lead?

- ❑ 'Feds'
- ❑ Other government
- ❑ Association(s)
- ❑ Providers
- ❑ ???

NEXT STEPS

- ❑ Draft
- ❑ Circulate
- ❑ Finalize
- ❑ Develop Dissemination Plan
- ❑ Disseminate

For More Information on Futures Tools and Research

Institute for Alternative Futures

100 North Pitt Street, Suite 235

Alexandria, VA 22314

phone 703-684-5880

fax 703-684-0640

www.altfutures.com