

Anticipatory Management: Tools and Techniques for Effective Decision Making in a Turbulent World

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What is anticipatory
management?

Anticipatory Management Tools

- Strategic Intelligence System
- Vulnerability-opportunity audit
- Impact networks
- Issue briefs
- Prioritize issues
- Challenge assumptions
- Framing high priority issues
- Performance evaluation
- Framing issues for maintenance and policy

Strategic Intelligence System

- Scanning
- Monitoring
- Forecasting

Vulnerability Audits

- What needs and wants does the organization serve?
- What special abilities are required?
- What resources and assets does it rely on?
- Who constitutes the customer base?
- What technologies does it rely on?

Impact Networks

- Ask, what do you see on the horizon that if it occurs, the future will be different?
- Focus attention on first, second, and third order effects

Issue Briefs Summarize

- the focus of the issue
- the issue's background
- the forces driving the issue
- a forecast of the issue is going
- the implications for the organization

Prioritize Issues

- What is the probability that an issue will become critical to the organization?
- Does an issue require an immediate action or should it be monitored and revisited?

Framing High Priority Issues

- Designate an owner; form a team
- Conduct situational assessment and an impact analysis
- Define and implement an action plan

Performance Evaluation

- Review

- how the action plan was implemented
- how well objectives are attained
- how stakeholders responded to the plan

The Anticipatory Management Process

- Links the organization to the external environment
- Penetrates the mind of the participants
- Alters perceptions, challenges assumptions, opens our minds to new insights

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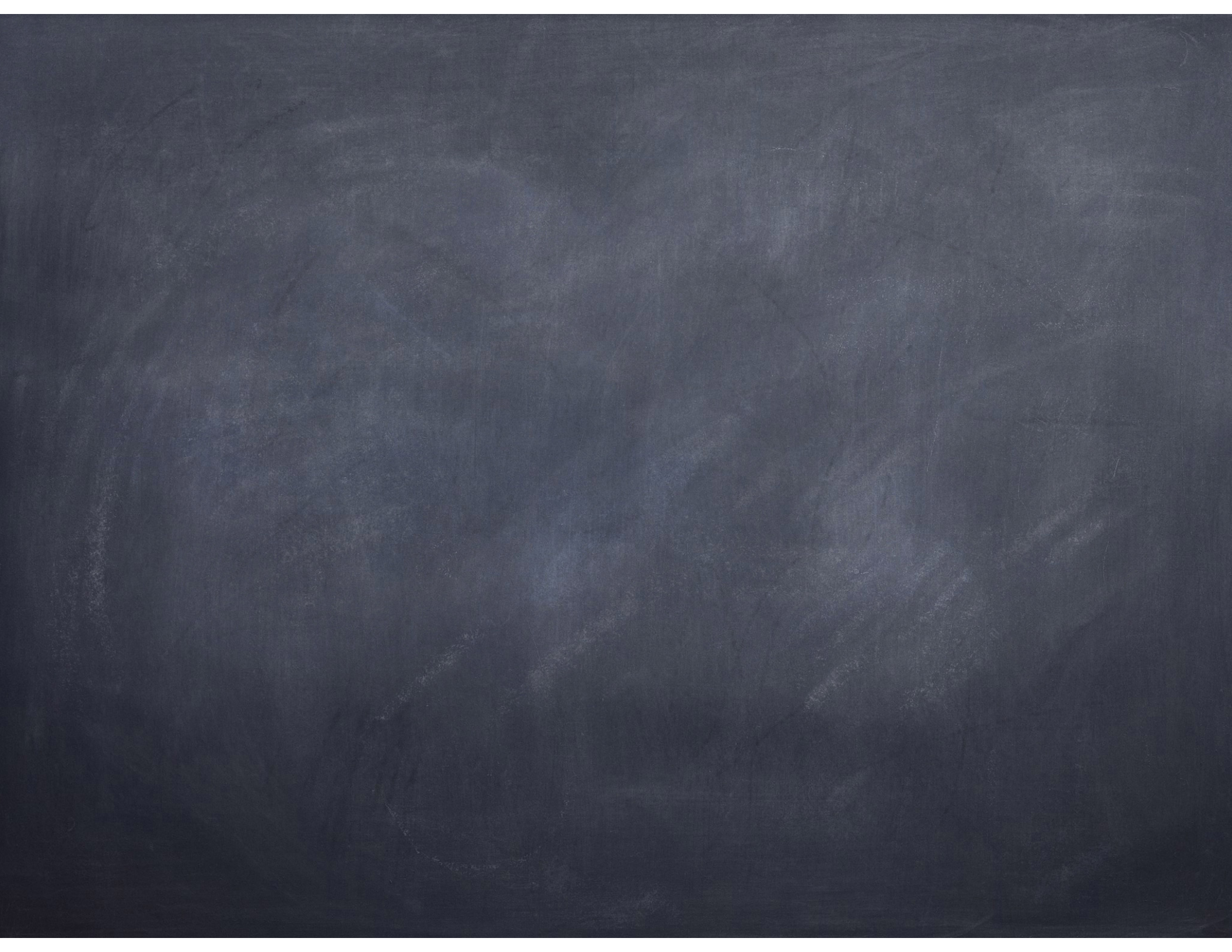


Figure 1

The Role of External Analysis in Strategic Planning

