

Envision Mission: With awareness of current issues, Envision provides Brown County with insight into future issues of our community through **examination of anticipated community concerns** that affect the growth and health of Brown County; **analysis of those issues** through rigorous discussion and discovery; **effective communication** of those issues to the community; and **engaging the community** in the issues.

Envision Vision: Envision is the leading organization in engaging community leaders in understanding and shaping the future of the greater Green Bay area.

What is the issue?

The rapidly increasing pace of change, in large part driven by technological breakthroughs and globalization, is a real threat to all unprepared organizations. Local experts agree that our past practices for dealing with that risk, its speed and impact, will not be effective enough. We risk making wrong decisions, moving in the wrong direction, or not being agile enough to change when circumstances warrant. Many organizations here compete across the nation and globe with those who are far ahead of us in understanding these change factors and creating their own advantages. Local organizations need a mechanism, a system, which provides broad insight into these trends, and then guides decision makers to use these insights to evaluate alternatives for action and plan the pace of innovative response. This type of analytical thinking about the longer-term future is not easy to implement. Community-wide approaches can multiply the effectiveness of this approach.

Our goal

What we've done in the past is inadequate. And what is facing us now is so complex that we need help. We are proposing an approach that will provide that help: **strategic foresight**. Our goal is to introduce strategic foresight into existing long range and strategic planning processes of local organizations—business, government, education, non-profits—enabling them to better anticipate and therefore influence issues affecting them and the quality of life in greater Green Bay. Our research indicates that Envision is leading Greater Green Bay to become one of the few places in the United States that is working to systematically apply strategic foresight to local planning and decision making at a community-wide level.

What is strategic foresight?

Strategic foresight is the process of identifying developments across fields and society at large, picturing the various and most probable futures that can result, identifying the impact on the organization, and identifying the key drivers of change that determine which alternative futures are likely to result. The organization can then effectively plan actions to influence its future rather than only react to problems as they present themselves. Studies show that no one consistently predicts accurately beyond five years. The value foresight can deliver is to allow organizations to establish and monitor indicators showing which alternative future is unfolding so they can implement plans that deal with it as proactively as possible.

Initial strategic foresight workshop

Envision introduced the concept of strategic foresight at the September 2017 *Greater Green Bay Envisioning the Future* community summit. After extensive research and vetting Envision engaged nationally recognized futurist Garry Golden to teach, lead and coach our strategic foresight projects. Envision sponsored an initial Foresight Workshop in fall of 2018 focusing on foresight skills development with 11 representatives of government, education, business and nonprofits to test the implementation of these concepts into real-life settings.

Workshop results

- 100% of workshop participants believe strategic foresight can be valuable for their organization's strategic planning
- 91% of participants believe that strategic foresight can help their organization prepare for the future and that it is important for their organization to engage in it—up 62% from pre-workshop beliefs.
- 80% of participants immediately introduced strategic foresight into their organizations.

2018 WORKSHOP PARTICIPANTS

Natalie Bomstad, WELLO
Joanie Buckley, Oneida Nation
Dennis Buehler, GGB Community Foundation
Tania Erdmann, Wipfli LLP
George Grossardt, MasterFleet
Laura Hieb, Bellin Health Systems
Damian LaCroix, Howard-Suamico Schools
Jerry Murphy, New North Inc.
Aaron Popkey, Green Bay Packers
Matt Schueller, Nature's Way
Troy Streckenbach, Brown County Executive

2019 WORKSHOP PARTICIPANTS

Michael Alexander, UWGB
Tad Campana, Services Plus
Jeff Gahnz, Nicolet Bank
Mike Haberle, Amerilux
Noel Halvorsen, NeighborWorks
Michael Hogan, KI
Christopher Howald, Tweet Garot
Paul Lund, Pioneer Metal
Chester McDonald, McDonald Companies
Jeff Mirkes, Downtown Green Bay
Diane Roundy, Baker Tilley
Jeff Schefchik, Paper Transport
Barb Streubel, KI
Gratzia Villarroel, Casa ALBA Melanie
Devin Yoder, Brown County Planning

2020 WORKSHOP PARTICIPANTS

Adam Artel, Bellin Health
Mathew Dornbush, UWGB
Christopher Elfner, Bellin Health
Mike Fabish, Foxwood Associates
Susan Garot, GB Botanical Garden
Dan Hoffman, Skyline Technologies
Jeff House, Oneida ESC Group
Mandy Kraynik, Nature's Way
Mark Lezotte, Skyline Technologies
Vicki Peterson, Nature's Way
Brighid Riordan, Nsight
Karen Sinette, Elevate 97
Bob Webb, Nsight

Thank you for the insights and challenging me to develop and grow as a leader and community. It has already changed how I look at things!!! -
Laura Hieb, Chief Nursing Officer and Senior Vice President, Bellin Health

The workshops were perfect timing for us. I was able to use some of the techniques in the strategic, longer-range planning we were doing, and it was very helpful in stretching everyone's minds.

Tad Campana, CEO, Services Plus

*The Foresight Workshop provided by Envision was very valuable. It provided not only tools to better think about the future, but also a framework to put it into action in our organization. -***Matt Schueller, Chief Strategy & Innovation Officer at Nature's Way - Schwabe North America**

Commitment, accountability & qualifications

Organizations that participate must have the need for a clearer look into the future than their current techniques deliver. Participating leaders must be capable of infusing applicable strategic foresight methods into their organization's planning process. They must function at an executive level that allows them a view of their organization out 5 – 15 years. They must have the openness and time to participate in a professionally facilitated effort to learn about the methodologies and how they can help both their organizations and the community. Time commitment: approximately 16 hours, spread across a day-long workshop, several video conference sessions and individual follow-up consultation; during September – December 2019.

Workshop Design

Participants will learn how to apply key questions that assess assumptions toward change, transitions, uncertainty, and role of leadership. Participants will learn how foresight techniques can be applied to organizational, personal and community futures thinking. This cohort experience will use a Foresight Guidebook highlighting strategic foresight tools & frameworks including:

- **Scanning for Signals of Change**

Develop the ability to scan for signals of change and then synthesize ideas into stories that imagine disruptive implications of change for their organization and industry

- **Futures Wheel**

Learn how to take "mental leaps of change" by creating provocative and plausible future headlines

- **Era-based Change**

Learn how to break down key dynamics and drivers of change across S-Curve eras of transition

- **Framework Forecasting**

Understand how to quickly explore the future of a domain's baseline and alternative futures

- **Four Futures** Learn how to construct your organization's Four Futures.

Workshop Leader

Garry Golden is a New York-based expert in the process of future thinking, educated at UW-Madison and received his Futures Studies degree from the University of Houston. His consulting is focused on helping organizations learn how to identify relevant emerging trends, and then lead innovation efforts that leverage those trends. His clients have included American Express, Accenture, Disney, Microsoft, Verizon, Harvard, Standard & Poor, and Pepsico. He is co-author of *Designing Your Future*, and author of *The Age of Adaptive Experiences*.