

How to Position Your Organization for Change

Eye Bank Association of America
February 24, 2017
Terri Theisen
Theisen Consulting LLC

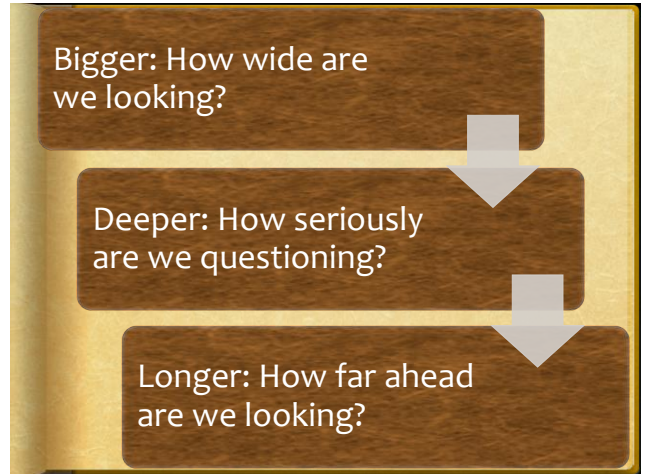
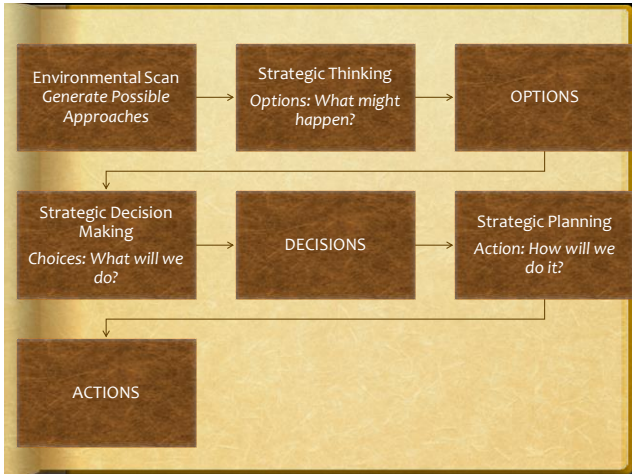
Topics for Today

1. Environmental Scanning
2. Why, How, What Process?
3. Board & Staff Roles
4. Report Examples
5. What do we do with the report?
6. What's this got to do with change?

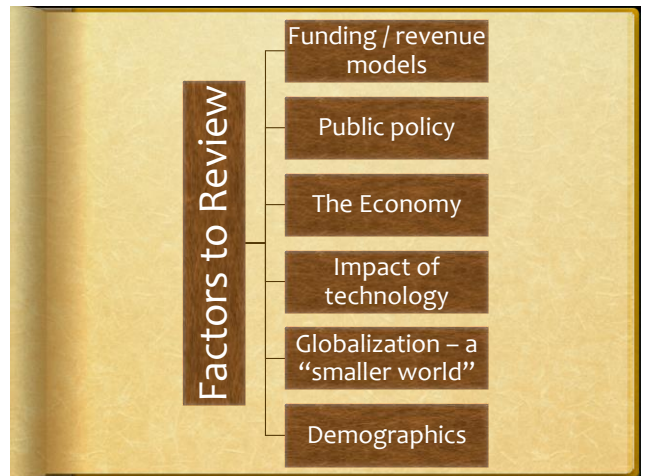
Environmental Scanning is...

... the art of systematically exploring and interpreting the external environment to understand trends & drivers of change – and their impact on your organization.

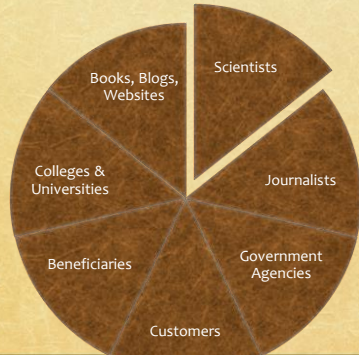
The aim of scanning is to enable you to build a long term context for your planning.



Unless you scan, you will always be reacting OR in crisis mode.



Qualitative Data Quantitative Data



Conducting the Study



Websites for Trend Information

Shaping Tomorrow

Now and Next

The Tomorrow Project

Future Scanner

Trendwatching

Roles of Board & Staff

- ♦ Conduct key informant interviews
- ♦ Facilitate focus groups
- ♦ Draft and analyze surveys
- ♦ Conduct research
- ♦ Write report
- ♦ Discuss & craft recommendations

Review Handouts: Discussion

Examples:
Interview Questions
Reports

Report & Recommendations

- *Strategy discussions*
- *Exploration of collaboration opportunities*
- *Responses to changing environment*

What's this got to do with change?

To create change, you need to “make a case.”

- ♦ *Three steps should be followed in developing the case:*
 - ♦ *First, confront reality and articulate a convincing need for change.*
 - ♦ *Second, demonstrate faith that the organization has a viable future and the leadership to get there.*
 - ♦ *Finally, provide a road map to guide behavior and decision making.*
- ♦ *Leaders must then customize this message for various internal audiences, describing the pending change in terms that matter to the individuals.*

Q&A

- ♦ *Wrap Up*
- ♦ *Questions*
- ♦ *Resources*