

Drivers of Change for Continued Component Success

Dawn Taylor, Executive Director, AIA Kansas City

Hannes Combest, FASAE, CAE, Partner, Governance Directions

Getting to know you...

- Do you have a strategic plan?
- Are you currently working on a strategic plan?
- Have you never had a strategic plan?

Objectives of this session

- Provide a case study that shows how foresight helped AIA Kansas City build a better strategic plan.
- Provide an introduction to ASAE's tool, ForesightWorks and the 50 Drivers of Change.
- Show how building a Culture of Foresight can help with strategic planning, while educating your members, and generating innovation within your organization
- Show you how to execute on strategy
- Discuss how to get your Board on board!

Painting the picture of AIA Kansas City

- It's all in who you know...
- Strategic planning before the pandemic...
- A new twist on strategic planning
- Introduced us to ASAE ForesightWorks

Richard Slaughter, a futurist and co-director of Foresight International, defined strategic foresight as the “ability to create and sustain a variety of high-quality forward views and to apply the emerging insights in organizationally useful ways....”

Trend analysis – Managing today

Environmental scanning – Managing for Tomorrow

Foresight – Leading by influencing the future

**FORESIGHT...
SCHMORESIGHT?**

**What the heck
is it?**

What is
Foresight
and how is it
different than
predicting the
future?



WHY IS THIS IMPORTANT?





User's Guide

Designing Your Association's Journey into Foresight

BY MARSHA L. RHEA, CAE

ASAE TO THE RESCUE!

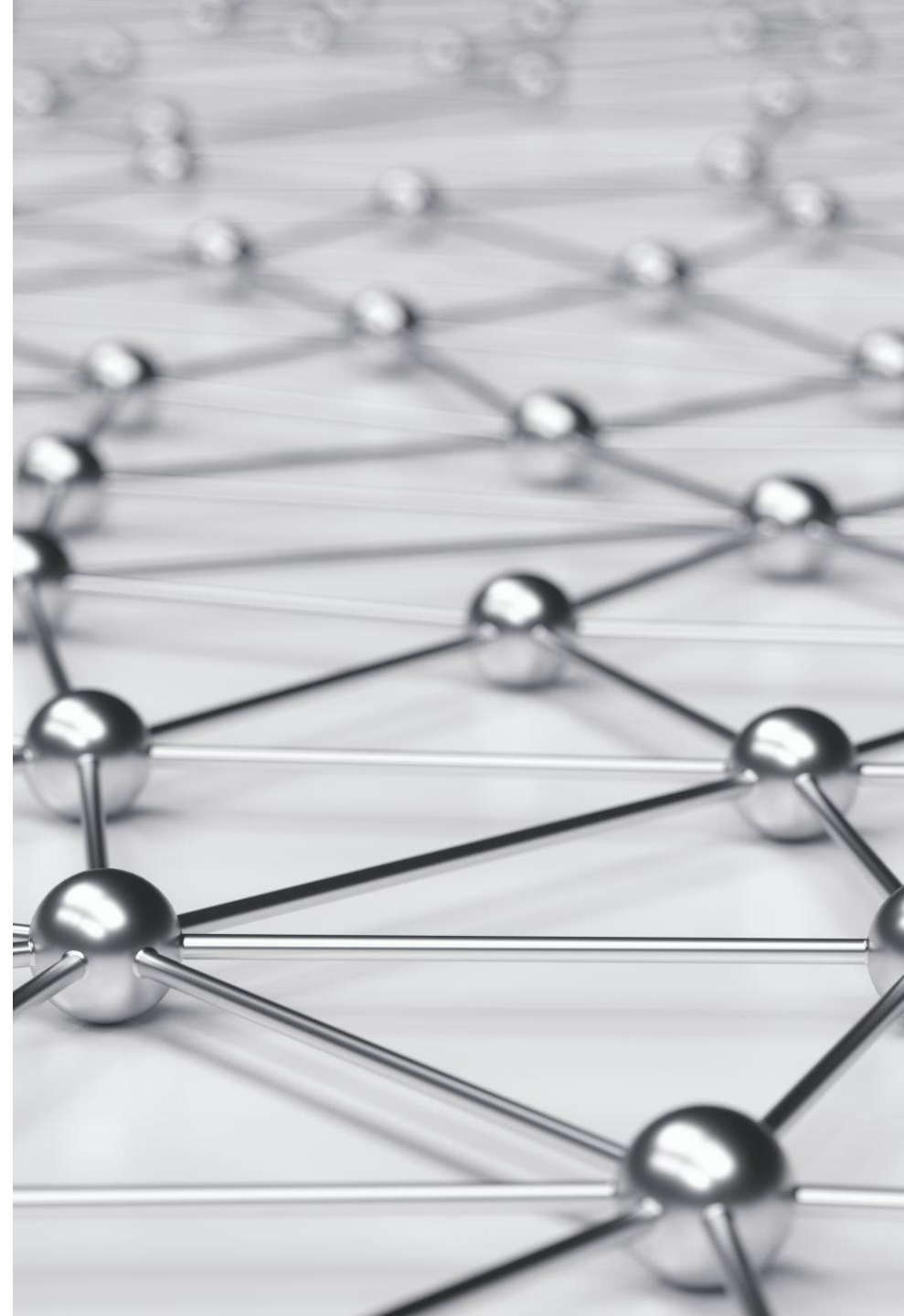
- ASAE has created deliberate, evidence-based research products to assist association professionals in environmental scanning and planning for change
- Identified 50 Drivers of Change, each with their own Action Brief.



ASAE

Evidence-Based Research

ForesightWorks





ACTION BRIEF ELEMENTS

- Page 1. Summary, Forecasts, Key Uncertainties
- Page 2. Supporting Trends, Data, Related Drivers of Change
- Page 3. Strategic Insights, Timing, Potential Alternative Future
- Page 4. Taking Action, Who Will Be Affected



Back to the story...

- Getting the board energized and taking the lead
- In 2018, identified Four Drivers of Change:
 - Mentoring
 - Next Generation
 - Diversity and Inclusion
 - Rejection of Expertise
- Full day workshop with the Board/Strategic Planning Committee
- Task: write a white paper
 - Gave them a six-week deadline

Designing a Shared Future

Synthesized papers into two macro trends:

- The Forward Face of Architecture and Design
- Strengthening the pipeline and profitability for architects

Papers had recommendations for the following:

- Near term (1 to 2 years)
- Mid term (2 to 4 years)
- Long term (5+ years)

Activating the plan

- Board took this plan & translated it into operations, tactics, timelines, & accountability; utilized our annual board retreat to formulate.
- Established monthly board meeting dashboard

Communicating the plan

- Completion goal with board adoption was for mid-September to roll out at annual BIG NIGHT event (our annual mtng and board installation).
- Website
- Newsletter



After the pandemic...

- Board wanted to continue the process in 2023.
- Rehired Hannes and Bob
- New process

New this time:



Plan is now vision centric



Drivers have been reviewed, revised; some deleted, some added



New drivers selected:

Evolving Cities

The Next Gen Professional

Standards Under Pressure

Empowering the New Workforce



Workgroups now have more structure

Strategic Priorities for AIA Kansas City through 2033

VISION

AIA Kansas City will be the recognized leader of a diverse membership of architects who improve our communities and our collective future.

GOALS
PATHWAY TO VISION

GOALS
PATHWAY TO VISION

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PATHWAY TO
VISION

STRATEGY METRICS
Tool(s) to measure progress

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MULTI-YEAR STRATEGIES:
How: actions and mile markers

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MISSION

In continuous operation since 1890, AIA Kansas City supports its members, advances the value of the architecture profession, and improves the quality of the built environment.

**Where we are
in this
planning
process**

- Board has already approved the new vision:
- We are folding in AIA's two overarching strategic planning areas
 - DEI
 - Climate Change
- Work groups are painting pictures – writing stories to help communicate better.

Why it works

- Members are engaged
- Focus on outcomes
 - Staff created monthly dashboards to communicate the results to the Board
- Board and staff AND members are working in one direction



▼ **How to get your board “on board”**

Q & A

Thank you!