

## **Companies and Territories**

# **GUIDELINE FOR STRATEGIC PROSPECTIVE WORKSHOPS**

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*This seminar allows participants to become familiar with basic concepts and tools of strategic prospective as well as strategic mobilisation of people.*

*All predictions are a form of imposture because future is not written and remain to be made. Future is not only the result of hazard or a consequence of social and technological determinism it is also the fruit of man and organisation's and will (companies and territories)*

*Everywhere "global vision is necessary for local action". Each person, must be able to understand the meaning of his actions; Which means to integrate them in the big picture.*

*Therefore, the mobilisation of actors as well as the development of strategies are a common goal and cannot be reached separately; Appropriation being the link between anticipation and action. Appropriation allows action to become efficient and successful.*

*The objective of these workshops' days is through a total immersion, to enter the prospective spirit in order to serve strategic action. Strategic prospective workshops allow to identify and form into a hierarchy the main stakes of the future for companies and territories facing strategic and competitive challenges.*

*At the end of the seminar, participants are able to define their priorities and goals, draw up schedules, list methods in order to organise the follow-up to the workshops.*

***Practical cases are available in "Creating Futures, Scenario Planning as a Strategic Management Tool" by Michel GODET. Economica, 2001 as well as in LIPSOR's Working Papers.***

***Please, also refer to the Tool BOX and to the PROSPECTIVE SOFTWARES on the LIPSOR website : <http://www.3ie.org/lipsor/logiciels.htm>***

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➤ Workshop 7 : pertinence tree	

# STRATEGIC PROSPECTIVE WORKSHOPS

## From anticipation to action

	Day 1	Day 2
<b>Workshop 1</b> <i>clichés</i>	Hunting down clichés	From clichés to action
<b>Workshop 2</b> <i>Changes x actions</i>	<i>Anticipating factors of change and inertia</i>	From critical changes to action

## Strategic prospective

	Day 1	Day 2
<b>Workshop 3</b> <i>Changes x scenarios</i>	<i>Anticipating factors of change and inertia</i>	From critical changes to exploratory scenarios using <i>morphological analysis</i>
<b>Workshop 4</b> <i>Changes x actors</i>	<i>Anticipating factors of change and inertia</i>	From critical changes to actor's strategy using <i>Mactor's method</i>
<b>Workshop 5</b> The competence tree	Building past and present competence tree	Building the competence tree « of the future »

## Evaluating actions

	Day 1	Day 2
<b>Workshop 6</b> <i>arbitrage of CT/LT Factors</i>	Negotiating between Short- and Long – Term	Evaluating options regarding CT/LT factors using <i>Multipol</i>
<b>Workshop 7</b> <i>Strategic tree of pertinence</i>	Building the strategic pertinence tree of the company	From strategic objectives to action using the pertinence tree

# SEMINAR PROGRAM OF STRATEGIC PROSPECTIVE « ACTION / LEARNING »

## *First Day*

9h00 – 9h15	Seminar opening
	Welcoming and presentation of the seminar.
9h15 – 10h	Reminding of past changes as well as future stakes for the company Synthesis of the retrospective et prospective questionnaire (optional)
10h – 11h 15	Introduction to strategic prospective
	<ul style="list-style-type: none"><li>- <i>Five attitudes towards the future</i></li><li>- <i>Five basic questions leading to Action</i></li><li>- <i>Five key questions,</i></li><li>- <i>Five conditions and tools to ensure rigor</i></li><li>- <i>Asking the Right questions and choosing your method,</i></li><li>- <i>Six practical advises .</i></li></ul>
11h15- 11h30	Break
	Workshops
11h30 – 12h00	Presentation of the strategic prospective workshops
12h00-13h00	Launching of the strategic prospective workshops

Participants will be broken down into sub –groups of 8 to 10 people. These sub groups can then participate in different workshops. Participants will work during three to four hours on the themes they have chosen:

### ***Workshop 1 : hunting down clichés***

*The aim of this workshop is to identify the clichés influencing actor's behaviour or actor's representation in the company or the territory . This mental "reengineering" is essential to ask ourselves the right questions towards the future.*

**Workshops 2, 3 et 4 : anticipating factors of change and inertia**

*This workshop allows us to detect the most important changes, inertias as well as the ruptures impacting the firm or the territory's activity in the next years .*

**Workshop 5 : Build past and present competence tree**

*This workshop consists in retracing past and present dynamics of the firm or the territory's development by building its competence tree. The competence tree serves to analyse and evaluate the overall technological, industrial and commercial skills of a company. This tool takes into consideration environment's evolutions .*

**Workshop 6 : Negotiating between the Short-and Long -Term**

*This workshop consists in identifying investment and recruiting problems ( past , present and future) in order to identify the factors allowing arbitrage between short and long term advantages and disadvantages*

**Workshop 7 : Building the pertinence tree**

*This workshop aims at opening a room for a reflection on the company and the territory's missions, finalities and strategic objectives. This process consists in verifying the coherence of all these elements through the building of a pertinence tree.*

13h – 14h15 Lunch

14h15 – 17h00 Prospective workshops  
(first exploratory phase , working in sub –group )

There is one report write and one secretary per workshops. Consultants only intervene to make sure the method is properly used and understood . They usually follow several groups during the workshops.

17h00 – 17h30 Break

17h30 – 19h00 Restitution of workshops 's work  
Synthesis of this first day of seminar

The "synthesis session" ends the workshops. It allows groups to share reflection and compare results

## **Second day**

8h30 – 9h30 Tools for rigor : detailed and illustrated presentation of strategic prospective methods

- *Prospective problems and methods,*
- *presentation of illustrations*
- *Seven keys for excellence.*

9h30 – 11h00 strategic prospective Workshops

### **Workshop 1 : from clichés to actions**

*The objective of this workshop is to identify the basic means and actions available in your company in order to fight disadvantageous clichés or on the contrary to promote favourable clichés .*

### **Workshop 2 : from critical changes to actions**

*The objective of this workshop is to identify the basic means and actions available in your company in order to master critical changes and associated stakes.*

### **Workshop 3 : From critical changes to exploratory scenarios using morphological analysis**

*This workshop's objective is to identify major uncertainties and key questions for the company's future ; then to explore for each one the contrasted hypothesis at 2010. It is the combination of these pertinent and coherent hypothesis that allows to figure out elements of the future and to propose exploratory scenarios for the company at 2010.*

### **Workshop 4 : From critical changes to actor's strategy using Mactor' s method**

*This Workshop consists in analysing the strategic influences actors exert on each others, in order to appreciate their game of power and to indicate their positions or attitudes toward associated objective and stakes .*

### **Workshop 5 : Building the competence tree**

*Future is uncertain and open to several possible "futures" . Prospective analysis allows to imagine a desired future as an answer to menaces and opportunities of the environment and therefore to build your company's a competence tree of the future.*

**Workshop 6 : Evaluating options to take regarding CT/LT criterias using Mutipol**

*This workshop's objective is to identify some important decisions and to evaluate them according to the short and long term criterias of arbitrage identified earlier . By observing alternative political games through a weighting scheme we could apply Mutipol method*

**Workshop 7 : From strategic objectives to action using the pertinence tree**

*This workshop's objective is to identify the basic means of actions available in the company or in the territory in order to reach the strategic goals you have chosen*

11h00 – 11h15 Break

11h15 – 13h00 Prospective Workshops - next & end

13h00 – 14h30 Lunch

14h30 – 16h00 Restitution of workshop's work and recommendations for the next steps

# FIGHTING CLICHES

*A cliché, whether true or false, is generally accepted without questioning. Consequently, you may often hear remarks like ...*

- « Young don't know as much as previous generation did »
- « Americans ( Brits, Spaniards, etc) are not good at learning languages »
- « consultants are expensive »

➤ PLEASE LIST PRECONCEIVED IDEAS HEARD ABOUT YOUR COMPANY, TERRITORY AND ITS ENVIRONMENT

➤ CLASSIFY THESE IDEAS (CREDIBLE OR NOT) REGARDING THEIR POSSIBLE IMPACT

*The workshop includes three stages :*

- 1- each participant establishes separately its own list of elements (15 to 20 minutes) .*
- 2- ideas are presented to the group in order to build a common list through several rounds of table discussions ( the entire workshop takes 1 to 2 hours )*
- 3- A simple system of aggregation allowing to identify 5 to 10 clichés*



## **ILLUSTRATION**

*Some examples of clichés detected during prospective workshops:*

### THE TOP 10 FROM VARIOUS WORKSHOPS

- The customer knows best
- Bigger is better
- Might makes right
- Women take more time off work than men
- A good consultant intervenes very little
- Medicine is not a product like other products
- Change has to start at the top
- Decentralisation makes more people responsible but also dilutes responsibility
- Insurance companies are a band of thieves

## **FROM CLICHES TO ACTION**

- PLEASE IDENTIFY WHAT CONFIRMS OR INVALIDATES EACH PRECONCEIVED IDEAS (ARGUMENTS FOR AND AGAINST DIVIDED IN 2 COLUMNS)
  
- COULD THESE PRECONCEIVED IDEAS BE CONSIDERED CREDIBLE (AT LEAST PARTIALLY) ?
  
- WHAT CAN BE LEARNED FROM THIS ANALYSIS ?
  
- PLEASE SUGGEST 5 OR 10 CONCRETE ACTIONS TO MAKE PROFITABLE USE OF (OR GO AGAINST) THESE PRECONCEIVED IDEAS

**WORKSHOP 1 – SECOND day  
FROM CLICHES TO ACTION**

<b>CLICHES N°</b>	
<b>ARGUMENTS in favour</b> - - - - - - - - - -	<b>ARGUMENTS against</b> - - - - - - - - - -
<b>SYNTHESIS AND LESSONS TO BE LEARNED</b>	
<b>MEASURES TO SET</b>	

# **ANTICIPATING CHANGES AND INERTIAS**

- LISTING OF TECHNOLOGICAL, ECONOMIC, SOCIAL AND ORGANIZATIONAL CHANGES

(EXPECTED , DESIRED AND FEARED BY EACH PARTICIPANT)

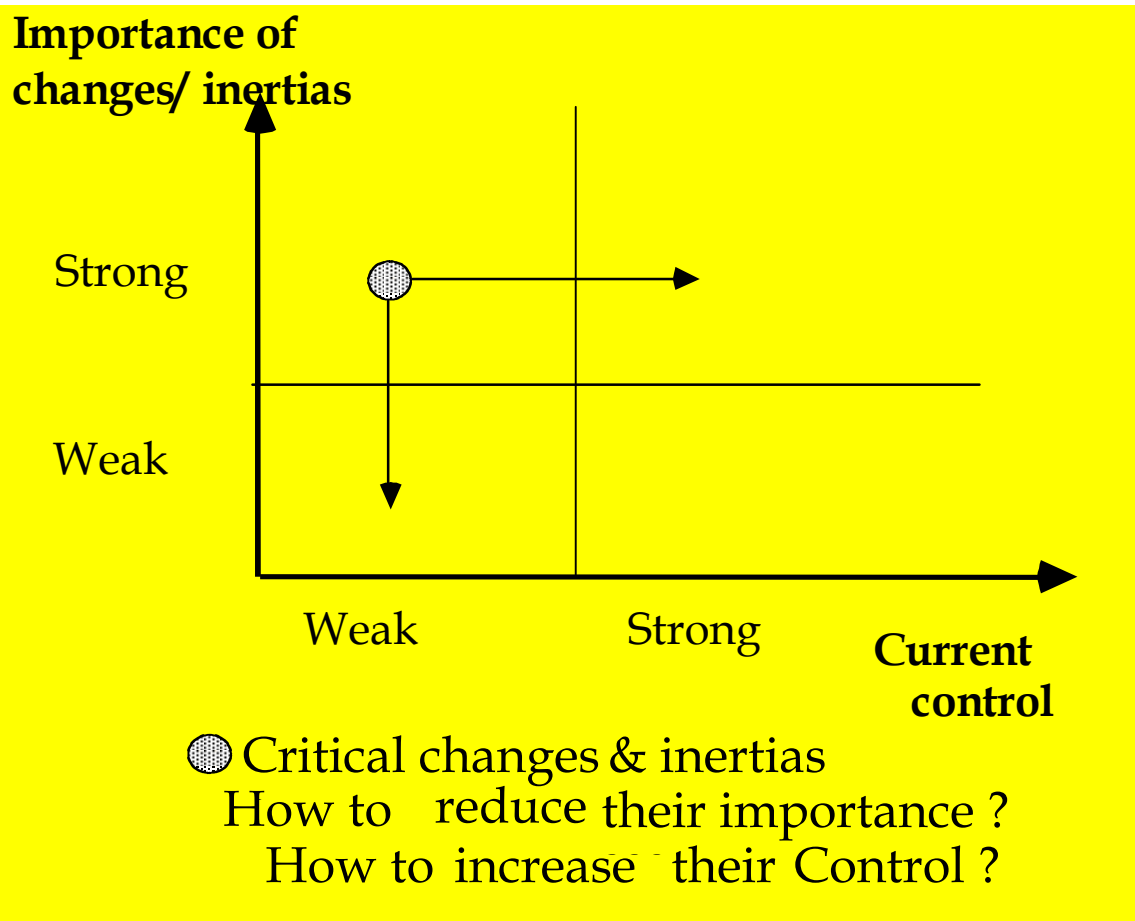
- IDENTIFY INERTIAS

*The workshop includes three stages :*

- 4- each participant establishes separately his own list of elements (15 to 20 minutes) .*
- 5- Individual results are presented to the group in order to build a common list through several rounds of table discussions ( 1 or 2 hours depending)*
- 6- the aggregation of individual preferences helps identifying the five to ten major changes which appear to be , according to the group analysis, major issues for the future*

## Identifying critical changes for the company

### MATRIX : IMPORTANCE V.CONTROL



## **FROM CRITICAL CHANGES ...TO ACTION**

- PLEASE IDENTIFY,  
STAKES AND OBJECTIVES BASED ON CRITICAL  
CHANGES FOR THE COMPANY.
  
- IDENTIFY THE NECESSARY ACTIONS  
IN ORDER TO REACH YOUR GOALS

*The workshop will progress as follows*

- participants establishes separately their own list of elements (15 to 20 minutes)*
- Individual results are presented to the group in order to build a common list through several rounds of table discussions ( 1 or 2 hours depending)*

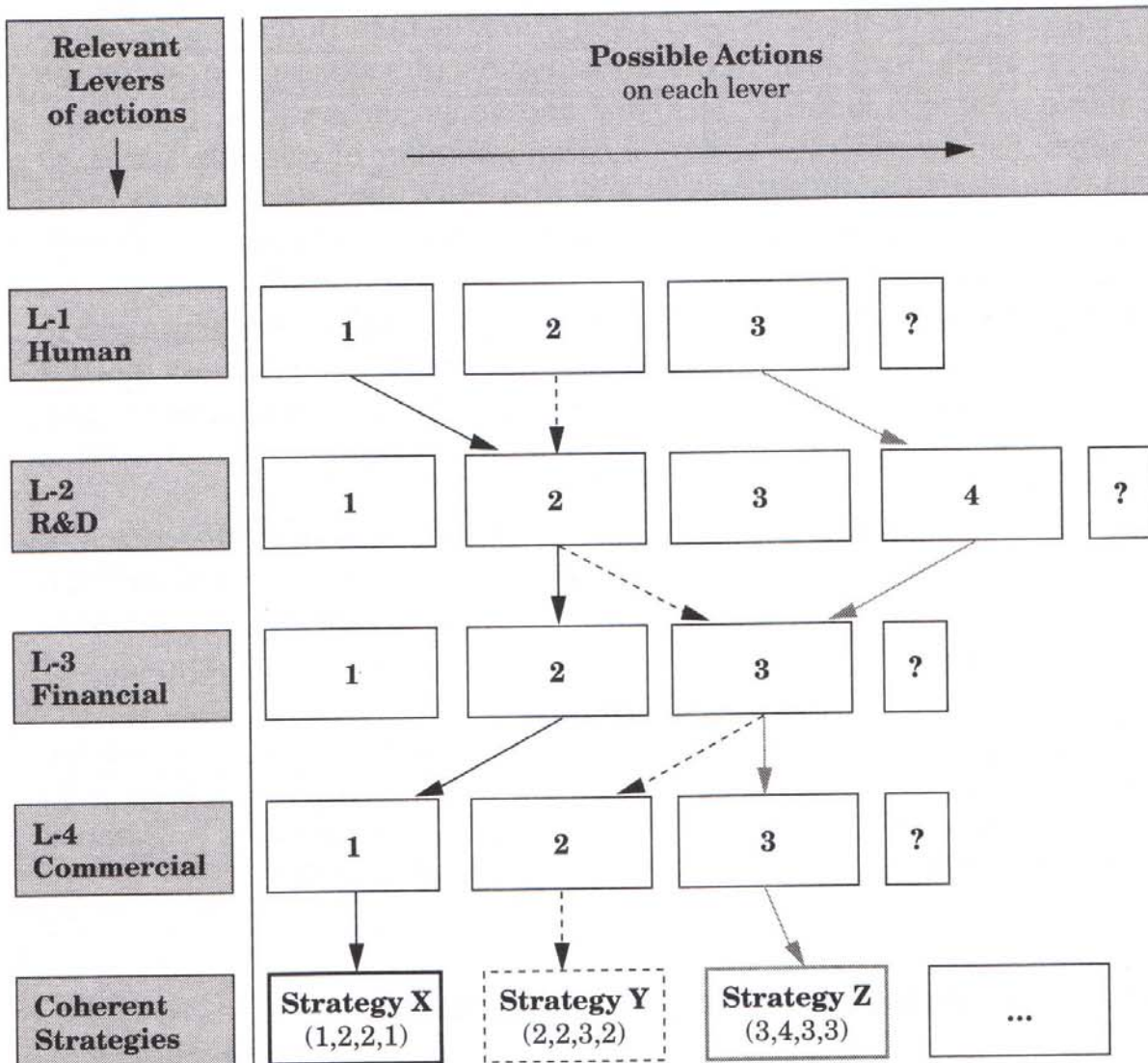
**WORKSHOP 2 - second day**  
**FROM CHANGES TO ACTION**

<b>Critical changes</b>	<b>Stakes</b>	<b>Objectives towards stakes</b>	<b>IDEAS of Possible measures to implement</b>
1 : ...			
2 : ...			
3 : ...			
...			

To begin with the normative phase , participants will answer the following questions :

- Who are the other actors concerned by these changes ?*
- What are your leverages ( acting for or against action ) ?*
- How to improve the control over major changes ?*
- How to reduce the importance of uncontrolled changes?*
- How to reduce ones weaknesses and better use ones strengths?*

**Relevance and Coherence of Strategies through Morphological Analysis**



? stands for all other possibilities  
At least 320 possible scenarios :  $4 \times 5 \times 4 \times 4$

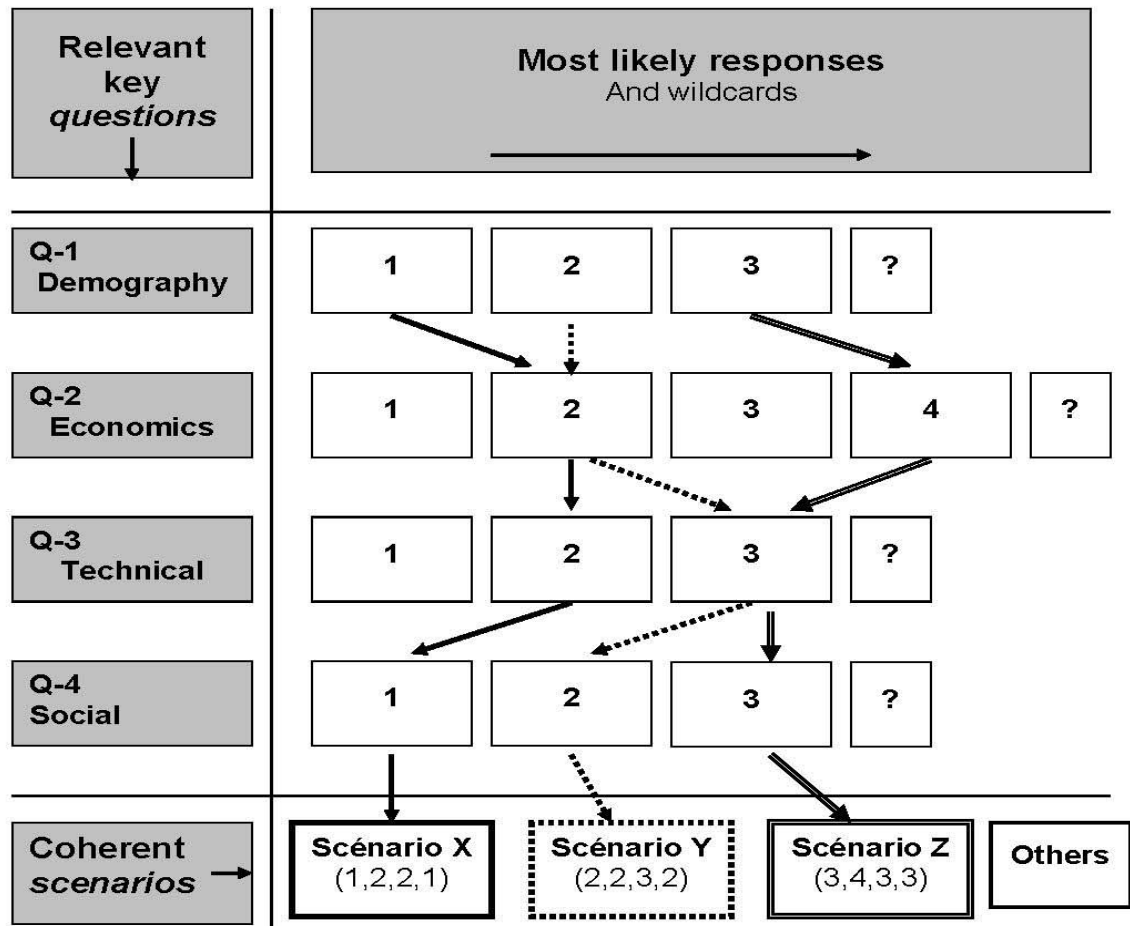


## **FROM CRITICAL CHANGES ...TO EXPLORATORY SCENARIOS**

- **BASED ON CRITICAL CHANGES FOR THE COMPANY, PLEASE IDENTIFY THE KEY ISSUES FOR THE FUTURE**
  
- **PLEASE LOCATE FOR EACH KEY ISSUE, PROBABLE ANSWERS AS WELL AS POSSIBLE RUPTURES**
  
- **THEN BUILD 2 OR 3 EXPLORATORY SCENARIOS**

**WORKSHOP 3 - second day**  
**FROM CHANGES TO SCENARIOS**

**Relevance, coherence and plausibility  
of scenario-building through  
morphological analysis**



*to summarize the whole of the other possibilities  
at least 320 possible scenarios: 4x5x4x4*

**WORKSHOP 4 - second day**  
**FROM CRITICAL CHANGES TO ACTORS' GAME**

# **FROM CRITICAL CHANGES ...TO ACTORS' STRATEGY WITH MACTOR'S METHOD**

- **BASED ON THE COMPANY'S CRITICAL CHANGES , PLEASE IDENTIFY, *THE OTHER ACTORS CONCERNED BY THE STAKES.***

*The workshop will develop as follows :*

- 7- each participant establishes separately his own list of elements (15 to 20 minutes) .*
- 8- Individual suggestions are presented to the group and organised in order to identify the five or six major actors*
- 9- then we identify for each actor its interests, preoccupations towards the stakes and objectives he is following*

**WORKSHOP 4 - second day**  
**FROM CHANGES TO ACTORS' STRATEGY**

➤ **BUILD ACTORS X ACTORS MATRIX.**

Actors seek to protect their interests and achieve certain results in exerting influence on other actors. Actor's means of influence are : attitudes, behaviour and actions

*For each actor, we identify and evaluate the influence exerted on other actors according to the following scale :*

- 4, When  $A_i$  actor is capable of jeopardising the very existence of  $A_j$  actor or is vital to the existence of  $A_j$
- 3, when  $A_i$  actor is capable of preventing  $A_j$ , actor from carrying out his missions
- 2, when  $A_i$  actor is capable of jeopardising the success of projects undertaken by  $A_j$  actor
- 1, when  $A_i$  actor is capable of jeopardising the management process of  $A_j$  actor, to some extent in time and space
- 0, when actor  $A_i$  has little influence on  $A_j$  actor.

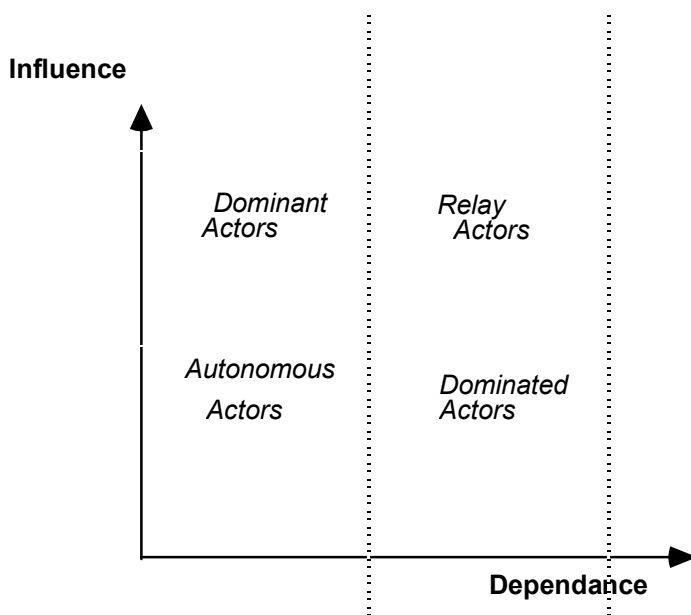
➤ **ANALYSIS OF ACTORS X ACTORS MATRIX  
(INFLUENCE / DEPENDENCE )**

**WORKSHOP 4 - second day**  
**FROM CHANGES TO ACTORS' GAME**

**ACTORS x ACTORS MATRIX**

Direct Influence	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12	.	.	.	Inf
A1																
A2																
A3																
A4																
A5																
A6																
A7																
A8																
A9																
A10																
A11																
A12																
.																
.																
Dependence																

The following diagram shows how influence and dependence can be mapped :



**j** Actor has a little influence on the others but is himself subjected to strong pressures since it is depending on other actor's decisions .  
**i** Actor on the contrary , is capable of exerting strong pressures on other actors therefore he is not very influenced by other actors .

**WORKSHOP 4 - second day**  
**FROM CHANGES TO ACTORS' GAME**

➤ PLEASE INDICATE FOR EACH STAKE THE ASSOCIATED OBJECTIVES SEEKED BY ACTORS

Associated objectives with stakes are underlined throughout the analysis of intention, behaviours and actions of actors

➤ PLEASE IDENTIFY ACTORS ' POSITIONS TOWARDS ASSOCIATED OBJECTIVES AND STAKES.

For each actor , we identify “valued” positions towards each objective according to the following scale:

4, when the objective challenges or comforts the actor's existence

3, when the objective challenges or comforts the actor's missions

2, when the objective challenges or comforts the actor's projects

1, when the objective challenges or comforts the actor's operational process.

In favour position will be qualified (+),

Not in favour position will be qualified (-)

Indifferent position will be qualified (0).

**WORKSHOP 4 - second day**  
**FROM CHANGES TO ACTORS' GAME**

**Position of actors towards objectives**

	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	;	.	.	Imp
A 1																
A 2																
A 3																
A 4																
A 5																
A 6																
A 7																
A 8																
A 9																
A 10																
A 11																
A 12																
.																
.																
.																
<b>Commitment</b>																
<b>Agreements (A)</b>																
<b>Divergence (D)</b>																
<b>Ratio A/D, D/A</b>																

# COMPETENCE TREE

## BUILDING PAST AND PRESENT COMPETENCE TREES

- DROW THE PAST  
TREE (10 - 20 YEARS) THEN THE PRESENT  
TREE  
ACCORDING TO :

- THE ROOTS  
(KNOW HOW AND SKILLS),
- THE TRUNK  
( ORGANIZATION OF PRODUCTION),
- THE BRANCHES  
(PRODUCTS AND SERVICES MARKET-LINE).

- IN ORDER TO BUILD THE PRESENT TREE,  
PLEASE IDENTIFY STRENGTHS AND  
WEAKNESSES CONSIDERING THE  
ENVIRONMENT, THE ACTORS AS WELL AS  
THE PAST TREE

*The workshop will take place as follows:*

*10- each participant establishes separately his own list of elements : roots, trunk and branches (15 to 20 minutes) .*

*11- Individual ideas are then collected and organised through successive rounds of table discussions*



**WORKSHOP 5 -first day**  
**PAST AND PRESENT COMPETENCE TREE**

<b>Elements Of the tree</b>	<b>Past</b>	<b>Present</b>
<b>Branches</b> <i>(products - market lines)</i>		
<b>Trunk</b> <i>(organisation of production)</i>		
<b>Roots</b> <i>(know how and skills)</i>		

# THE COMPETENCE TREE OF THE FUTURE

➤ TAKE IN CONSIDERATION IDENTIFIED  
CRITICAL CHANGES

PLEASE FIND THE TREE 'S ELEMENTS  
CONCERNED BY THESE CHANGES  
(STRENGTHS , WEAKNESSES)

➤ BUILD THE COMPETENCES TREE WISHED  
FOR THE COMPANY OR TERRITORY 'S  
FUTURE

(LINES TO KEEP , TO DEVELOP OR TO  
ABANDON )

- “DOWN –STREAM” TREE”
- PRE -ACTIVE TREE
- PRO-ACTIVE TREE

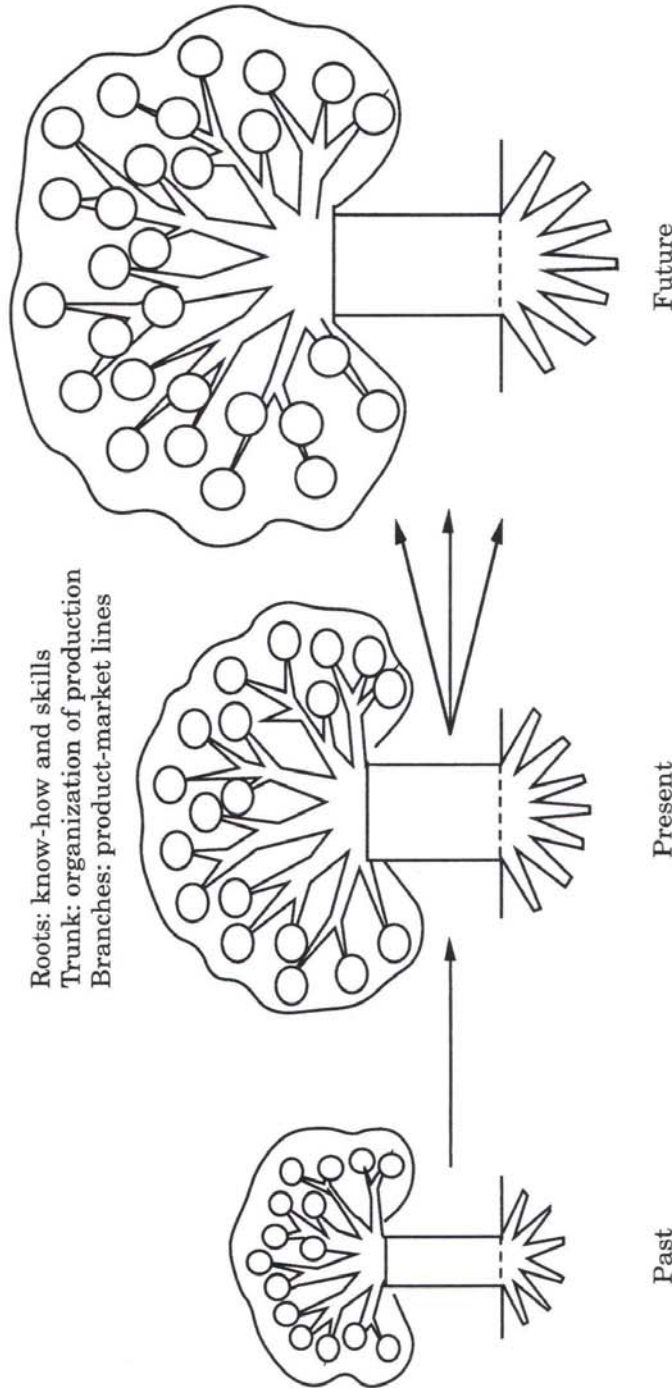
**WORKSHOP 5 – second day**  
**COMPETENCE TREE OF THE FUTUR**

*In order to build the future tree, please identify the company or the territory 's major strengths and weaknesses*

<b>Elements Of the tree</b>	<b>Future</b>
<b>Branches</b> <i>(products - market lines)</i>	
<b>Trunk</b> <i>(organisation of production)</i>	
<b>Roots</b> <i>(know how and skills)</i>	

**WORKSHOP 5 – second day  
COMPETENCE TREE OF THE FUTUR**

**The Competence Tree and Its Dynamic**



The past is unique; analysing it allows us to understand the constants and continuity of the company's business, to improve our knowledge of the company project in its historical reality

The future is uncertain; its analysis allows us to identify the threats and opportunities presented to the company, and to define the issues and challenges it faces, in order to determine its desired future and to incorporate this into the company project.

Source : Marc Giget, *La conduite de la réflexion et de l'action stratégique dans l'entreprise* (Euroconsult, 1988).

**WORKSHOP 6 – first and second day**  
**SHORT TERM / LONG TERM CRITERIAS**

# **NEGOCIATING SHORT TERM - LONG TERM**

➤ ACCORDING TO YOUR EXPERIENCE,

ADVANTAGES AND DISADVANTAGES OF ACTIONS  
SCHEDULED ON A VERY LONG TERM (MORE THAN  
ONE YEAR) ?

➤ ACCORDING TO YOUR EXPERIENCE,

ADVANTAGES AND DISADVANTAGES OF ACTIONS  
SCHEDULED IN A SHORT TERM (LESS THAN ONE  
YEAR) ?

***WORKSHOP 6 – first and second day  
SHORT TERM / LONG TERM CRITERIA***

- PLEASE TURN THESE ADVANTAGES AND DISADVANTAGES INTO EVALUATION CRITERIAS
  
- ACCORDING TO THESE , PLEASE EVALUATE THE ARBITRAGE PROBLEMES -ON THE SHORT AND LONG TERME- YOU MEET AT WORK OR IN YOUR TERRITORY?

## **BUILDING THE PERTINENCE TREE FOR THE COMPANY OR THE TERRITORY**

- IDENTIFY YOUR MISSION AS WELL AS THE STRATEGIC OBJECTIVES FOR YOUR FIRM OR TERRITORY
- IDENTIFY THE TOOLS AND ACTIONS NEEDED TO REACH THESE OBJECTIVES.
- PROPOSAL FOR 5 TO 10 CONCRETE ACTIONS.

**WORKSHOP 7 – first and second day**  
**THE PERTINENCE TREE**

**ILLUSTRATION**

