Building Collaborative Advantage Workshop

Jeff De Cagna FRSA FASAE
Chief Strategist and Founder, Principled Innovation LLC

framing our conversations
“Provoke. Agitate. Question. A stubborn sense of dissatisfaction is what waters the seeds of disruption.”

—Umair Haque

the central imperative for 21st century association decision-makers is to build their organizations to thrive
what will it take for presenting networks in Canada to thrive over the next decade and beyond?

three core questions

what will it take for your presenting network to thrive over the next decade and beyond?

what will your network’s stakeholders need to thrive over the next decade and beyond?

why should your current and future stakeholders want a relationship with your network over the next decade and beyond?
we are living in “The Age of Transformation”

how will your network harness the forces of transformation?
developing 2020 scenarios: part I

what does the world look like for presenting networks in Canada in the year 2020?
scenarios are plausible alternative contexts for learning with the future, rather than about it
scenarios are stories

write a brief scenario (4-5 paragraphs with a title) about a plausible future for presenting networks in Canada and their stakeholders.

time horizon: May 2020
three types of scenarios
realistic and favorable (2)
realistic and unfavorable (2)
unthinkable (2)

additional constraints
NO NEW funding from the Federal government
Increases/reductions in provincial government funding must be explained
what you can include

- benefits and risks
- dramatic shifts
- emerging opportunities
- problems solved/created
- ripple effects
- unintended consequences

By 2020, mobile apps became the primary tool for the buying and selling of widgets globally, and traditional widget brokers simply could not compete...
questions?
comments?
developing 2020 scenarios: part II
what can we learn from these plausible scenarios of the future about how present in networks in Canada need to enable/support the creation of new value?

what was the most challenging part of crafting your group’s scenario?

what most surprised you about your group’s scenario conversation?
what are the orthodox beliefs that may prevent *presenting networks in Canada* from thriving in the years ahead?

what does the world look like for *presenting networks in Canada* in the year 2020?
building collaborative advantage: part I

how can *presenting networks in Canada* create new value for current and future stakeholders by building collaborative advantage?
thinking and acting beyond orthodoxy

“All of us are prisoners, to one degree or another, of our experience.”

Gary Hamel and C.K. Prahalad
What are the orthodox beliefs that may prevent presenting networks in Canada from thriving in the years ahead?
thinking and acting beyond orthodoxy

SED

not FUD
Fear
Uncertainty
Doubt
strategy as planning
Serendipity
Empathy
Discovery

strategy as learning
competitive vs. collaborative advantage

does **your network** pass “The Amazon Test?”
"Amazon, if I could, I would seriously make out with you right now. Yes, I said it."

The Amazon Test
is your network creating an actual experience of value within every stakeholder interaction?

is your network innovating consistently to expand the surface area of possible value creation?

is your network building a platform through which stakeholders can contribute to new value creation?
collaborative advantage

shared commitment to the opportunities of collaboration *(care and cooperation)*

shared capacity for the work of collaboration *(connection and coordination)*

shared confidence in the outcomes of collaboration *(coherence and creation)*
opportunity spaces

“Ideas aren’t self-contained things. They’re more like ecologies and networks. They travel in clusters.”

—Kevin Kelly
questions to answer
what is the most significant opportunity space your network should pursue and why?
what new forms of thick value can your network create through collaboration in this opportunity space?
how can your network innovate within this opportunity space to increase the surface area of possible value creation?

design for the loss of control
questions?
comments?

building DEMA’s collaborative advantage: part II
how can *presenting networks in Canada*
design future business models to advance collaborative advantage?

business model thinking
A business model describes the rationale of how an organization creates, delivers and captures value.

Value creation, value delivery, value capture.
thick value

thick value is deep, meaningful and enduring value created in a manner consistent with purpose

collaborative advantage

shared commitment to the opportunities of collaboration (care and cooperation)

shared capacity for the work of collaboration (connection and coordination)

shared confidence in the outcomes of collaboration (coherence and creation)
questions to answer

how does your network need to adapt as an organization to collaborate more effectively with other networks?

what specific actions can your network take to build stakeholder confidence in the outcomes of collaboration?

who are the “unusual suspects” with whom your network can collaborate in its possible opportunity spaces?

thinking and acting beyond orthodoxy
thinking ahead to tomorrow

what key issues should we consider during our work tomorrow?
end of
day 1

Building Collaborative Advantage Workshop

Jeff De Cagna FRSA FASAE
Chief Strategist and Founder, Principled Innovation LLC
“Provoke. Agitate. Question. A stubborn sense of dissatisfaction is what waters the seeds of disruption.”

–Umair Haque

reframing our conversations
what did we learn yesterday about what it will take for *presenting networks in Canada* to thrive going forward?

three core questions

what will it take for *your presenting network* to thrive over the next decade and beyond?

what will *your network’s stakeholders* need to thrive over the next decade and beyond?

why should *your current and future stakeholders* want a relationship with *your network* over the next decade and beyond?
what did we learn yesterday about what it will take for presenting networks in Canada to thrive going forward?

what I heard/read

presenting networks can help their stakeholders embrace demographic/cultural shifts within artistic and audience communities

presenting networks can help their stakeholders capitalize on technology as a democratizing force for the arts

presenting networks can help their stakeholders become “investment worthy” in the minds of potential funders
what I heard/read

presenting networks can help their stakeholders bridge the urban/rural divide
presenting networks can help their stakeholders reinvigorate relationships with most influential voluntary contributors
presenting networks can help their stakeholders reimagine/innovate “traditional presenting” for the future

developing next business model concepts: part I
how can presenting networks in Canada design adaptive and resilient business models?
a business model describes the rationale of how an organization creates, delivers and captures value

value creation
value delivery
value capture
thick value

thick value is deep, meaningful and enduring value created in a manner consistent with purpose

“Good design begins with honesty, asks tough questions, comes from collaboration and from trusting your intuition.”

--Freeman Thomas
Ford Motor Company
The BMNEXT Design Canvas is a platform for nurturing a 21st century sensibility in designing new business models.
Revenue Opportunities

Cost Assumptions

questions?
comments?
three critical design challenges for 21st century association business models

the practical challenge shifting business models from membership-centric to value creation-centric
the process challenge
balancing the tension between “form-making” and “form-finding” in business model design

the progress challenge
designing sustainable business models to be both adaptive and resilient
Every model is wrong... but some are useful.

developing next business model concepts: part II
how can presenting networks in Canada design adaptive and resilient business models?
open strategic dialogue

what other strategic issues/questions do we need to consider?
developing governing capacity
establishing strategic legitimacy
by challenging orthodox beliefs
cultivating a shared responsibility
for situated stewardship
nurturing a trusted context for
sustained stakeholder collaboration

redesigned board agenda
initial dialogue
patient action
dissent agenda
decisive action
consent agenda
making smart choices for the future

what specific commitments should workshop participants make to build their networks and help the entire sector to thrive?
next steps and closing remarks

we need to let go of orthodoxy
design for the loss of control

“The future is always beginning now.”

—Mark Strand
jeffpi1@gmail.com
www.principledinnovationblog.com
www.facebook.com/principledinnovation
www.linkedin.com/in/principledinnovation
www.facebook.com/jeff329
Twitter: @pinnovation