

Building Collaborative Advantage Workshop

Jeff De Cagna FRSA FASAE

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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?

scenario learning

**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 *presenting
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**

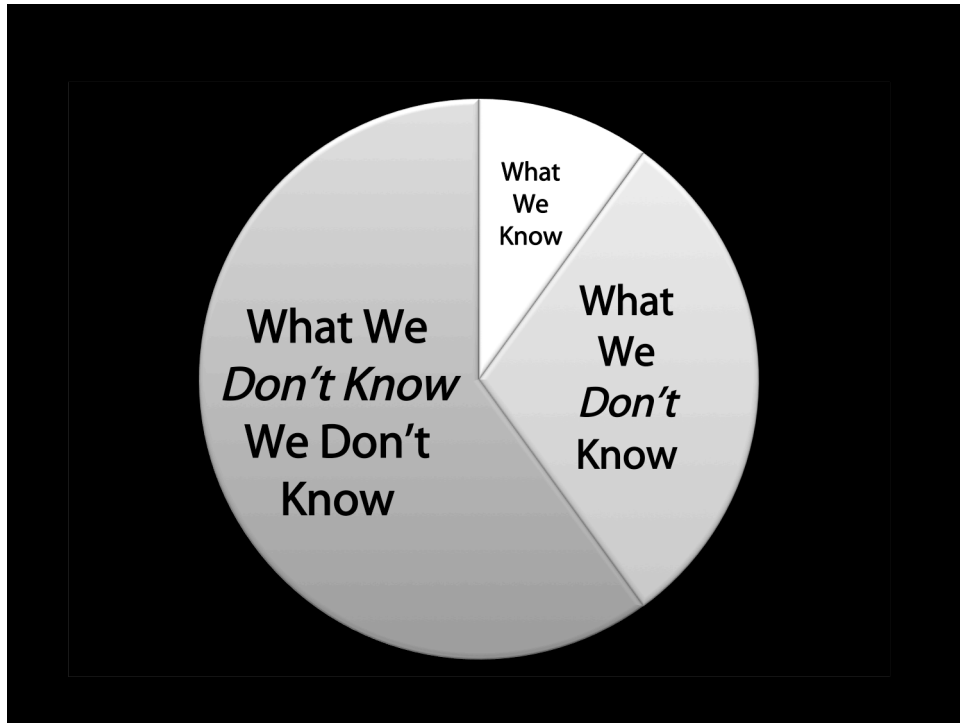
**how can
*presenting networks in
Canada* create new value
for current and future
stakeholders by building
collaborative advantage?**

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**

amazon.com[®]

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?**

building collaborative advantage

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**

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Advantage Workshop**

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**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?

**business
model
design**

**a business model
describes the rationale
of how an organization
creates, delivers and
captures value**

**value creation
value delivery
value capture**

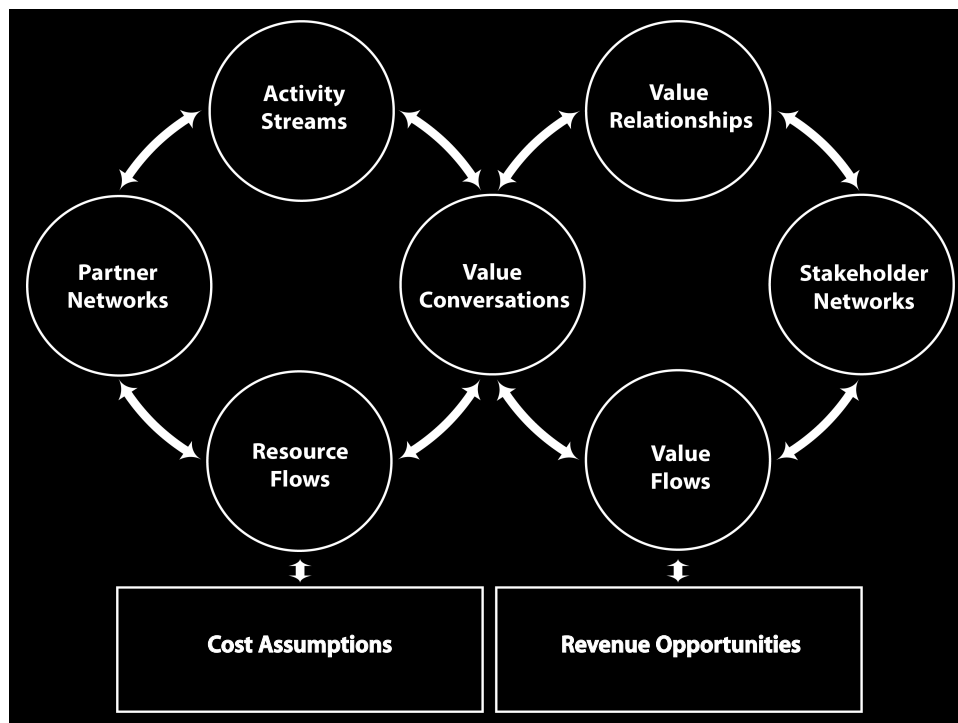
thick value

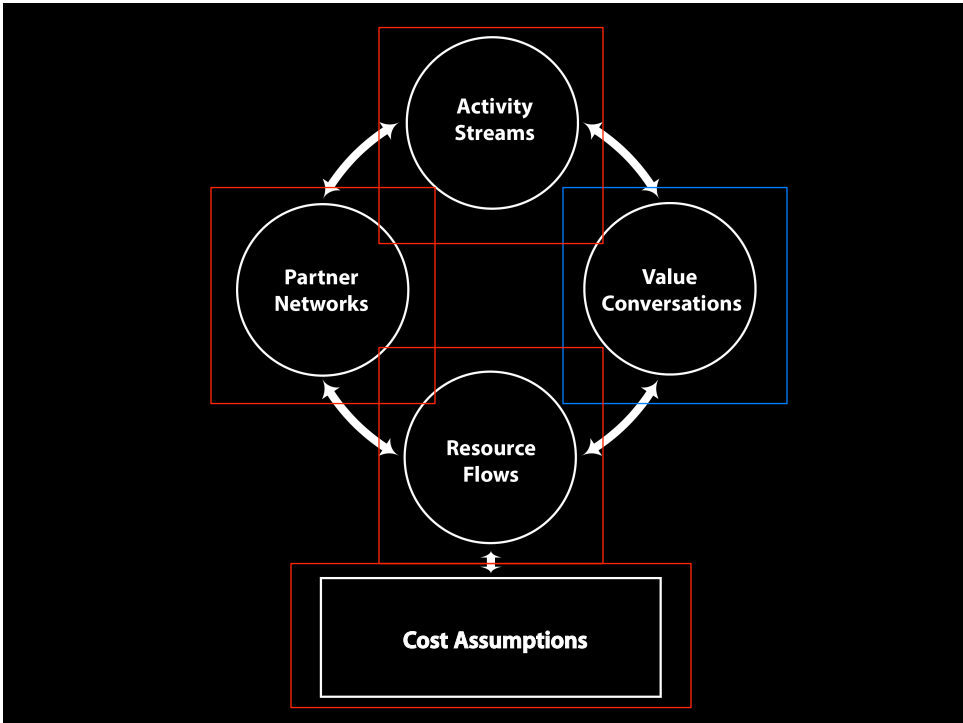
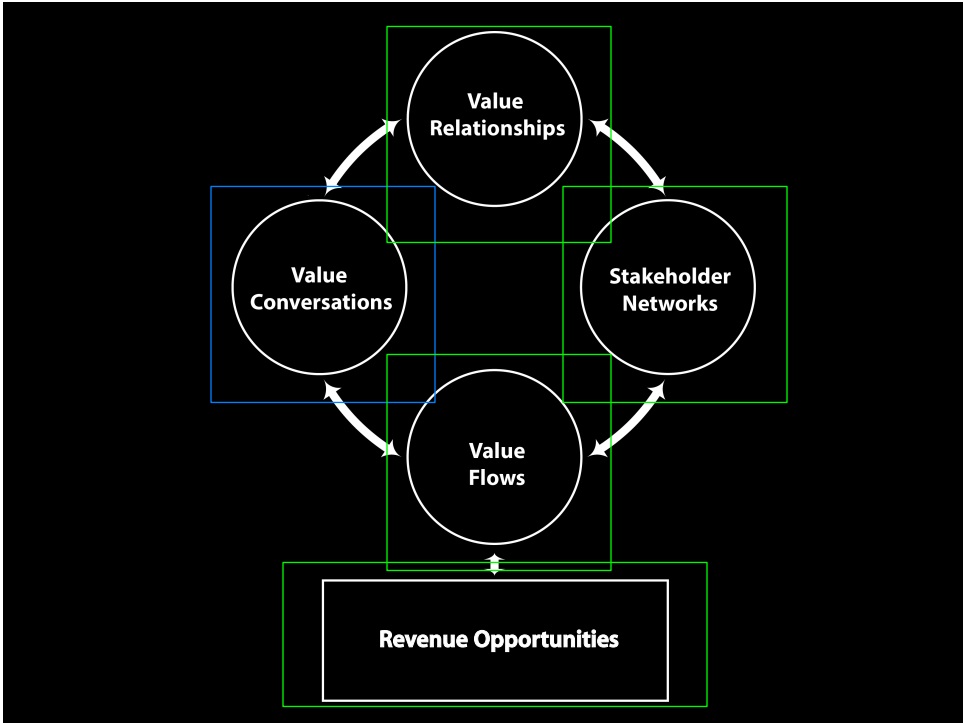
**thick value is deep,
meaningful and enduring
value created in a manner
consistent with purpose**

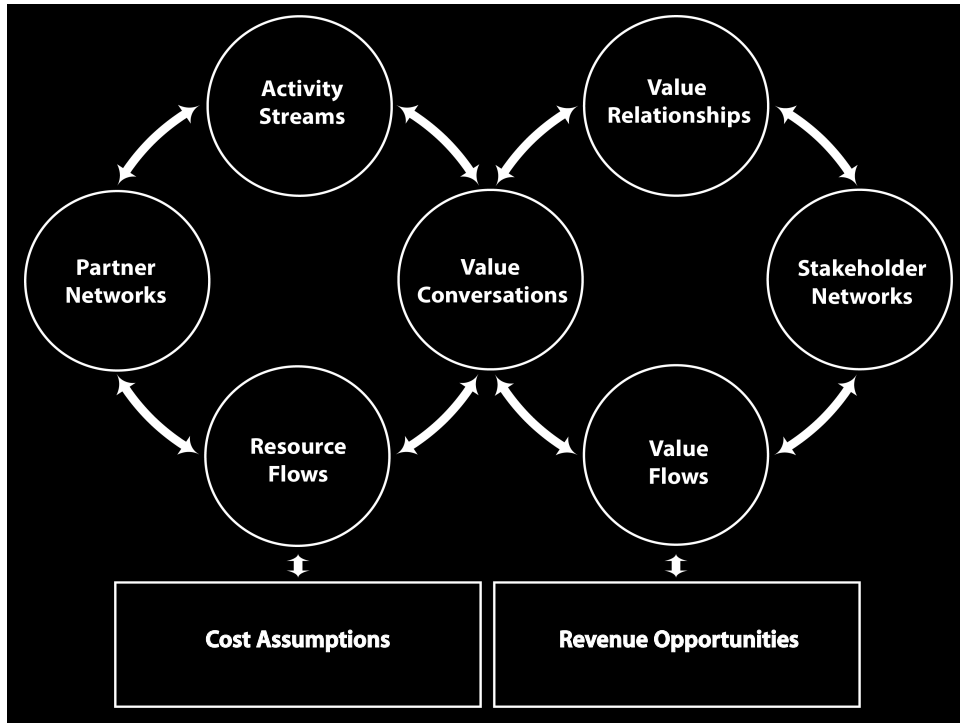
**“Good design begins
with honesty, asks tough
questions, comes from
collaboration and from
trusting your intuition.”**

**--Freeman Thomas
Ford Motor Company**

The BMNEXT Design Canvas is a platform for nurturing a 21st century sensibility in designing new business models







questions?
comments?

**three critical design
challenges for 21st
century association
business models**

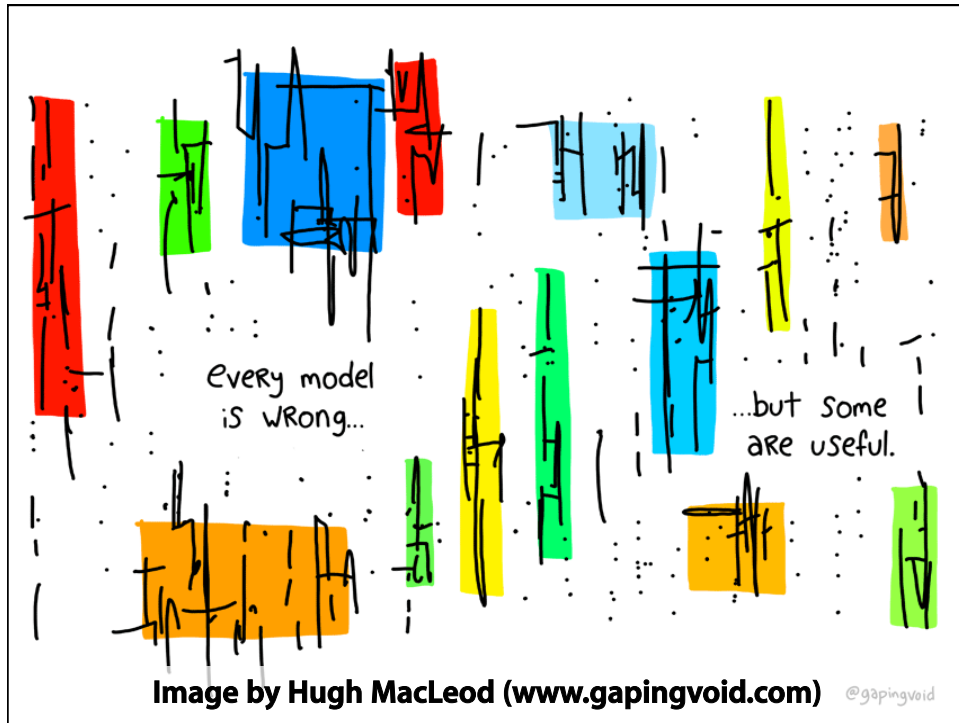
**the practical challenge
shifting business models
from membership-centric
to value creation-centric**

the process challenge

**balancing the tension
between “form-making”
and “form-finding” in
business model design**

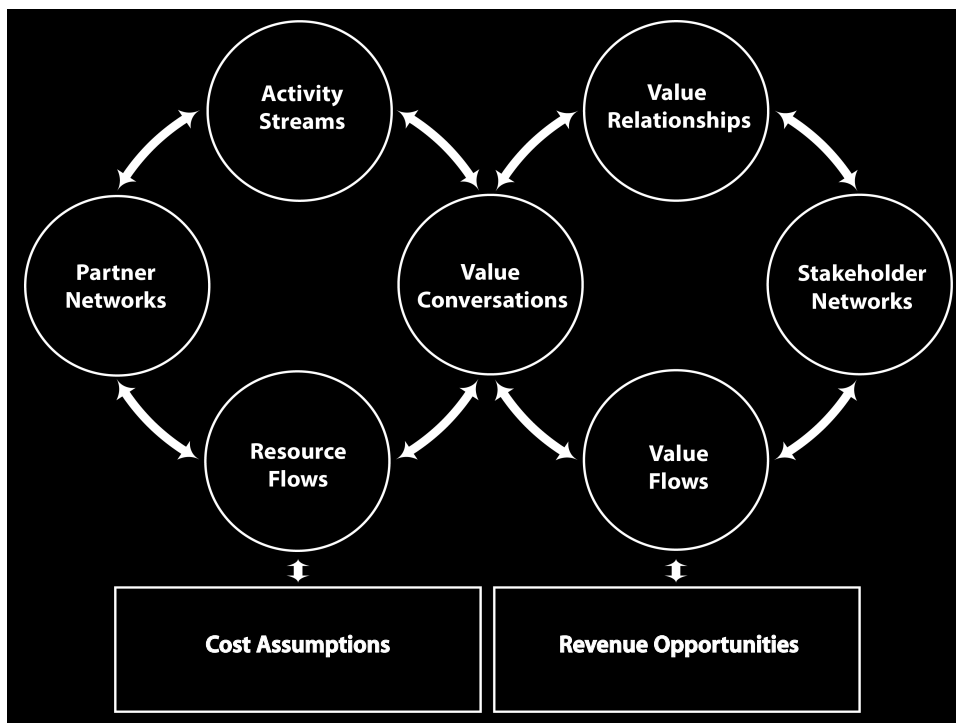
the progress challenge

**designing sustainable
business models to be
both adaptive and resilient**



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

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