

Strategic Technology and Innovation Management Programme

Articulating strategic content: A template-based approach



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An important part of strategic planning is depicting a vision of the future and developing a set of scenarios. Although there is a large body of work on the subject of futures, the guidance is primarily process-centric and there is a lack of clear advice on the appropriate visualisation elements.

As a theme for 2013, this project explored the differing forms of representation together with the type of information populated onto the visual canvas. The aim was to develop a prototype set of visual workshop templates to support the articulation of strategic planning content for 'visioning and scenarios'.

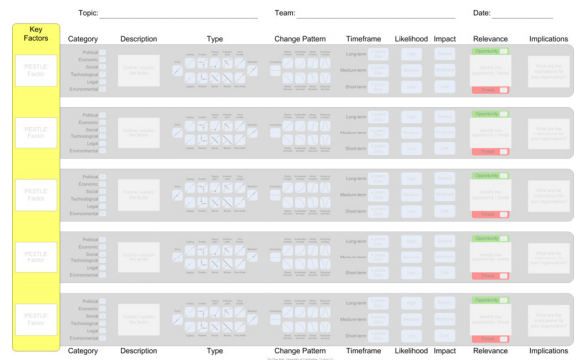


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Template 1 - PESTLE factors

This template supports the articulation of the key PESTLE factors in terms of their:

- category and type
- timeframe and change pattern
- likelihood and impact
- relevance (opportunity / threat)
- organisational implications



Template 2 - Scenario matrix

This template supports the articulation of a scenario set to a critical focal question and specific time horizon in terms of:

- representative taglines and associated description
- underpinning assumptions and likelihood
- key uncertainties
- the role of technology
- challenges, opportunities and threats
- push/pull dynamics



Template 3 - Situational dynamics

This template supports the articulation of the situational dynamics in a future scenario in terms of:

- key concepts and influencers
- central themes and issues
- causal linkages (positive / negative forces)
- vicious circles and virtuous loops
- critical pathways and associated consequences

