

Board Retreat TrendSpotting Exercise

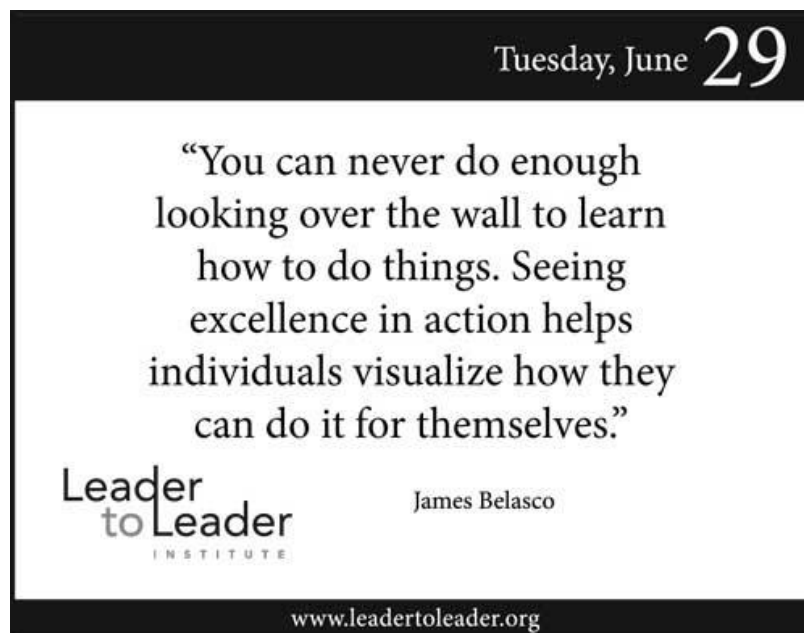


An invigorating exercise for all 4 social styles:

Drivers,
Analyticals,
Amiables,
and ***Expressives!***

5 STEPS:

- 1. Select a hot topic on trends.
- 2. Email a blank template to each board member.
- 3. Ask each board member to find a relevant article on the hot topic from: newspaper, magazine, TED Talk, blog, professional journal, or a niche chapter in a book.
- 4. Each board member shares the article and distributes copies of the article (fill in the template, per the attached sample).
- 5. Each board member has EIGHT MINUTES MAXIMUM to share the hot topic. (Award a Starbucks card if the board member is done before your iPhone alarm goes off.)



TrendSpotting Presentation
2016 Board Retreat – ABC Ministry International

You have 8 minutes for your presentation:

- Hot Topic Trend: Church or denominational trends that impact our work
- Discussion

Your Name	
Trend: Church or Denominational Trends	
Publication	
Article Title/Headline	
Article Date	

Executive Summary	
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Implication for our organization	
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My Recommendations	
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Article Options

- 1) "Cut" the article from a website and "paste" it here and on page 2.
- 2) Photocopy the original article and attach it to this sheet.
- 3) Bring two copies of the article: 1) Original to _____ for the file; and 2) one copy to pass around during your presentation.

EXAMPLE: John Pearson used this article for a trendspotting exercise at a board retreat for Christian Community Credit Union – www.MyCCCU.com

The Timeless Strategic Value of Unrealistic Goals

by Vijay Govindarajan | October 22, 2012

<http://blogs.hbr.org/govindarajan/2012/10/the-timeless-strategic-value-of-unrealistic-goals.html>

Gary Hamel and C.K. Prahalad's 1989 HBR article "Strategic Intent" brought about a discontinuous shift in my career — from a professor of accounting to a researcher on strategy and innovation. As an idea, strategic intent is about setting a bold and ambitious goal, out of all proportion to a firm's current resources and capabilities. Strategic intent takes the long view: the act of such intent is to operate from the future backward, disregarding the resource scarcity of the present.

In the early 1970s, for instance, an upstart company called Canon set out a bold intent: "Beat Xerox." Xerox at that time was the undisputed leader of the copier industry, leasing a wide range of copiers to corporate copy centers through a huge sales force. Canon standardized copy machines and components to reduce costs and sold its offerings through office-product dealers, appealing to people who wanted to own the machines outright. By developing very different capabilities than Xerox's, Canon created a new recipe for success, and in the process short-circuited Xerox's ability to retaliate quickly.

There are two views on strategy. The conventional view is that the firm should assess its resources and match resources with opportunities. If Canon had followed that advice in the early 1970s, it would have never taken on Xerox. Hamel and Prahalad have an entirely different point of view. According to them, the firm should expand its resource base to meet its ambition. This latter view has strongly influenced my work. I did my chartered accountancy degree in India (the equivalent of a CPA), got my doctorate in accounting at HBS, and was teaching financial and managerial accounting at Dartmouth's Tuck School of Business when I read the "Strategic Intent" article. In accounting, we always argued that "realistic" goals are the best, since they are achievable and as such are better motivators. I've even contributed to this literature on goal setting. But according to Prahalad and Hamel, firms should set unrealistic goals, not realistic goals.

At first, I found their view completely counterintuitive. But the more I reflected on the article, the more it made sense. Realistic goals promote incremental moves; only unrealistic goals provoke breakthrough thinking.

Take, for instance, JFK's audacious goal in the early 1960s when the U.S. fell behind the Soviet Union in the technology race: "this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth." Why does a statement like this produce breakthrough innovation? Performance is a function of expectations, since we rarely exceed our expectations or outperform our ambition. As humans, we are drawn to a bold, challenging, and unrealistic goal. Deep inside, we feel uplifted by the thought of climbing a mountain in a way we are not by the idea of scaling a molehill. JFK's intent produced many breakthrough technologies.

In a similar way, "Strategic Intent" inspired me to think about mountains and not molehills as I shaped my research agenda around breakthrough innovation. One result was my 2010 HBR

blog (with Christian Sarkar) on The \$300 House — a vision highly consistent with the theory of strategic intent.

As rare as it may be to find examples of strategic intent in business, history is replete with examples of greatness sowed by families. Without resources or sophisticated planning systems, families routinely focus their long-term intent on their children, even when they can ill afford even the basic necessities, and so are able to nurture greatness. Many of these children become CEOs, but the same people sometimes blame the need to deliver short-term results for their inability to think in the longer term. They have forgotten that their parents had to deliver the immediate present (pay monthly bills, take care of groceries, meet mortgage payments, and so on) and still managed to imagine the future (dream to send John or Kate to Harvard one day).

This is the time for leaders to step up their game — in business, in politics, and in the social sector. Leadership is tested during adversity. Post the 2008 financial crisis, the world has been reset. Today's leadership challenge is about new growth norms in a slow growth world. More than ever, we need to set audacious goals during these austere times. Strategic intent is more critical today than when the article originally appeared.

Harvard Business Review stands for "ideas with impact." Newspapers like The New York Times and magazines like Fortune publish current news, while HBR articles speak not to the fads and the flavors of the month but to insights that have enduring value. "Strategic Intent" is a classic example of the best of HBR. It's an evergreen idea. It was valid in the past. It is valid today. And it will be valid in the future.

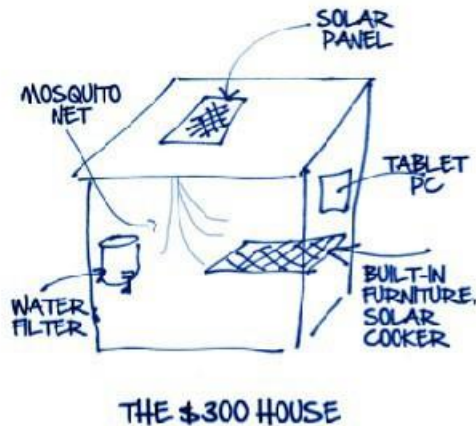
Vijay Govindarajan is the Earl C. Daum 1924 Professor of International Business at the Tuck School of Business at Dartmouth. He is coauthor of *Reverse Innovation* (HBR Press, April 2012).

BONUS CONTENT=====

**The \$300 house project:
affordable, sustainable homes for all**

Christian Sarkar posts an update on the project's progress and why it's a business opportunity as well as a charitable endeavour

<http://www.guardian.co.uk/media-network/media-network-blog/2013/mar/19/300-dollar-house-project-update>



The goal is to design, build, and deploy a simple dwelling which keeps a family safe from the weather, allows them to sleep at night, and gives them a little bit of dignity. {Photograph: <http://300house.com>}

When Vijay Govindarajan and I blogged about the idea of a \$300 house in the Harvard Business Review, we had no idea that it would become a global project, with architects, designers and students vying to make their ideas come alive. This crowdstorm – as we now call it – resulted in several interesting and innovative designs entered into the \$300 house open design challenge. The contest was hosted by German company Jovoto with, coincidentally, 300 entrants.

After the contest, a workshop was held at Dartmouth University where selected designers and architects further sharpened their ideas. Jack Wilson, team leader at Dartmouth, is now preparing to build two pilot projects in Haiti, one rural and the second urban.

It is so encouraging that companies are also looking at the issue not just as charity but as a business opportunity. The future of corporate social responsibility is solving real problems. This is where foundations should look to spend their money; not as public relations, but as an attempt to build scalable business models which treat the poor as respected customers. Only then will we be able to solve the problem of affordable housing.

For example, a self-organised team from Indian corporate giant, the Mahindra Group, won the corporate award for our design challenge. The team built an integrated village with civic amenities like sanitation, water, toilets, solar power and recreation areas. The project was a corporate social responsibility (CSR) project in Bihar for a community whose village was wiped out by a flood.

The engineers also executed another set of projects in Pondicherry, India, where rehabilitation housing was provided to house tsunami victims. While these were not \$300 houses, the team from the Mahindra Group, working in their spare time, designed a low-cost house for the rural poor. The senior management brought together various divisions of the company to rethink their initial design, and ended up building entire planned communities in rural India.

The story of the \$300 (£198) house is also the story of passionate, courageous individuals who venture where few dare to go.

Texan Harvey Lacey, who calls himself "a redneck engineer", came up with a design based on blocks built out of recycled waste. Ubuntublox, as his idea is called, are built and assembled by the poor themselves. Lacey is adamant that the community must build their skills and their houses. His job is to teach them how. In Haiti, Lacey has showed some remarkable results, despite the naysayers and bureaucracy. A noted philanthropist and entrepreneur notes: "Harvey is helping to solve more than just one global problem with his Ubuntublox project; he is addressing at least three acute needs: plastic pollution reduction, the global housing crisis and extreme unemployment in underdeveloped countries."

Patrick Reynolds, and Irish-Texan, has come up with an idea he calls a "village in a container."

The houses are flat-packed into a shipping container and brought to the community where they can be assembled in a day or two. But the houses are just a part of Reynolds' vision. He has designed and built solar-powered micro power stations and water purification systems – all portable via standard shipping containers. And Reynolds is not done, he is experimenting with low-velocity wind power generation as well.

This video captures our story so far. For those interested in entering this space, here are a few more points to ponder:

Think Integrated Services: This isn't just about building houses. Ask: can we design a \$300 house village which provides the poor a chance to live safely with access to an inclusive ecosystem of services which includes electricity, clean water, sanitation, health services, family planning, education transportation, and micro enterprise? Can we build jobs into the ecosystem?

Think Global: The market at the base of the pyramid is approximately \$5tn [\$5 trillion], according to the World Resources Institute (www.wri.org/publication/the-next-4-billion). With communities around the world looking to better their lives, we're receiving queries from all over the world.

Think Sustainability: Use green and renewable materials where possible, and think of long term project sustainability. Will the community have the skills and know-how and means to operate and maintain their houses a year from now? Three years? 10 years? How can this be built into the business model?

Think Affordability: This isn't for the middle class. The whole point of calling our challenge the \$300 house was to force businesses to focus on radical affordability. If it isn't affordable, it isn't sustainable.

Think Collaboratively: Find ways to partner with governments, NGOs, and community members at all levels. Perhaps "hybrid" business models are the way forward.

Think Reverse Innovation: This isn't just for developing economies. The lessons learned by building a \$300 house in India, Haiti, or Indonesia could be translated back to build a \$3,000 or even \$30,000 house in the US. The materials, design, layout, will all be informed by the decisions made in the design of the \$300 house.

Finally, something I'd like to remind our readers about:

**the \$300 house is not just about \$300.
That is merely a challenge – a way to wipe the slate clean
and encourage fresh thoughts.**

Christian Sarkar is co-founder of the \$300 House Project.

<http://www.300house.com/>