

IT'S A WHOLE NEW WORLD

POST COVID-19

Presented by Cathi Hight



CATHI HIGHT

- President of [Hight Performance Group](#)
- Developer of [The Member Retention Kit](#) & [A New Approach to Tiered Membership](#)
- National instructor for the U.S. Chamber *Institute for Organization Management* since 2004
- Previous positions:
 - SVP of Growth Strategy & Investor Relations for the Greater Austin Chamber
 - VP of Operations for the Chamber of Commerce of Hawaii
 - Regional Manager of Dole Foods and for Dean Foods
 - National FastTrac Entrepreneurship Program Manager for the Kauffman Foundation
- Is a member of:
 - Association of Chamber of Commerce Executives (ACCE)
 - American Society of Association Executives (ASAE)



Session Objectives

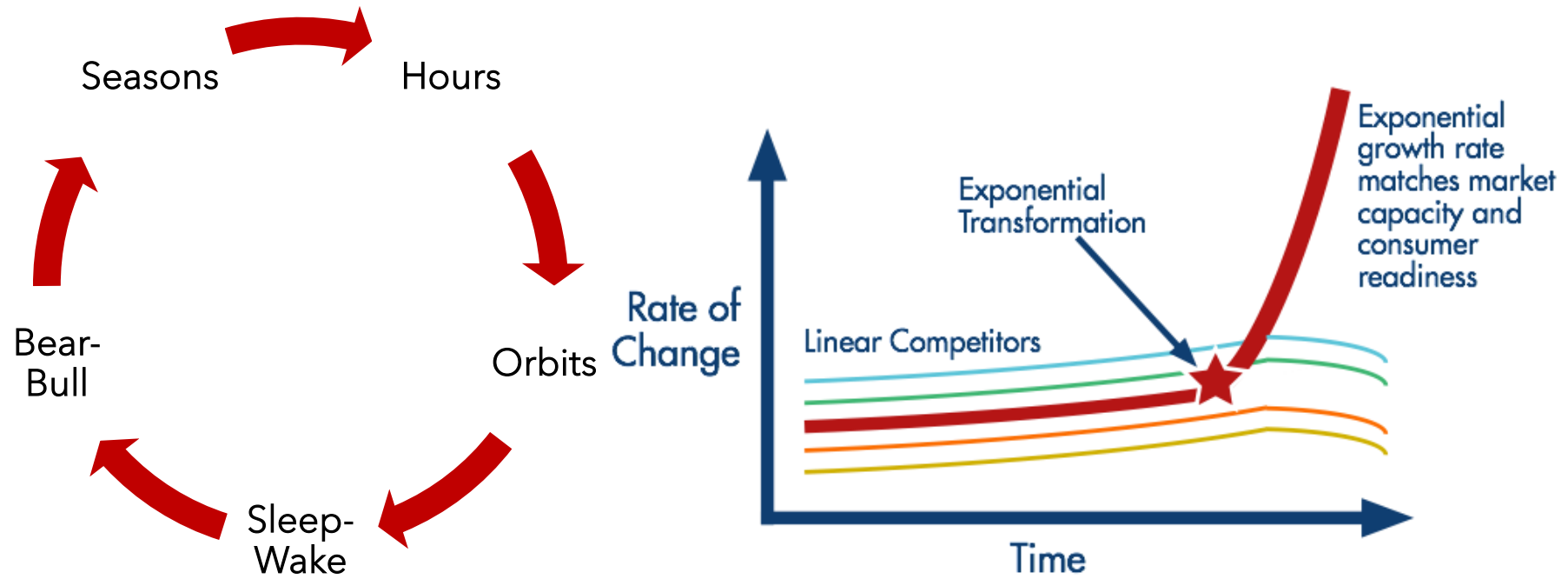
- Explore trends and driving forces that challenge the chamber model
- Recognize the challenges facing stakeholders and the changing role of chambers
- Discover strategies to position your organization as a change agent and develop enhanced value to members



The only thing
permanent is change.

Heraclitus

NOT ALL CHANGE IS THE SAME



Cyclical

Linear

HARD VS. SOFT TRENDS

Hard Trends

- Tangible
- Predictable
- Fact-based
- Events will happen
- Yields certainty

Soft Trends

- Projections based on statistics
- Events might happen
- Yields Probability



ENVIRONMENTAL SCAN OF DRIVING FORCES





**DRIVING FORCES
AFFECT
COMMUNITIES,
OUR MEMBERS AND
OUR
ORGANIZATIONS**

WHAT ARE THE DRIVERS
OF CHANGE?

SOCIAL AND CULTURAL DRIVING FORCES

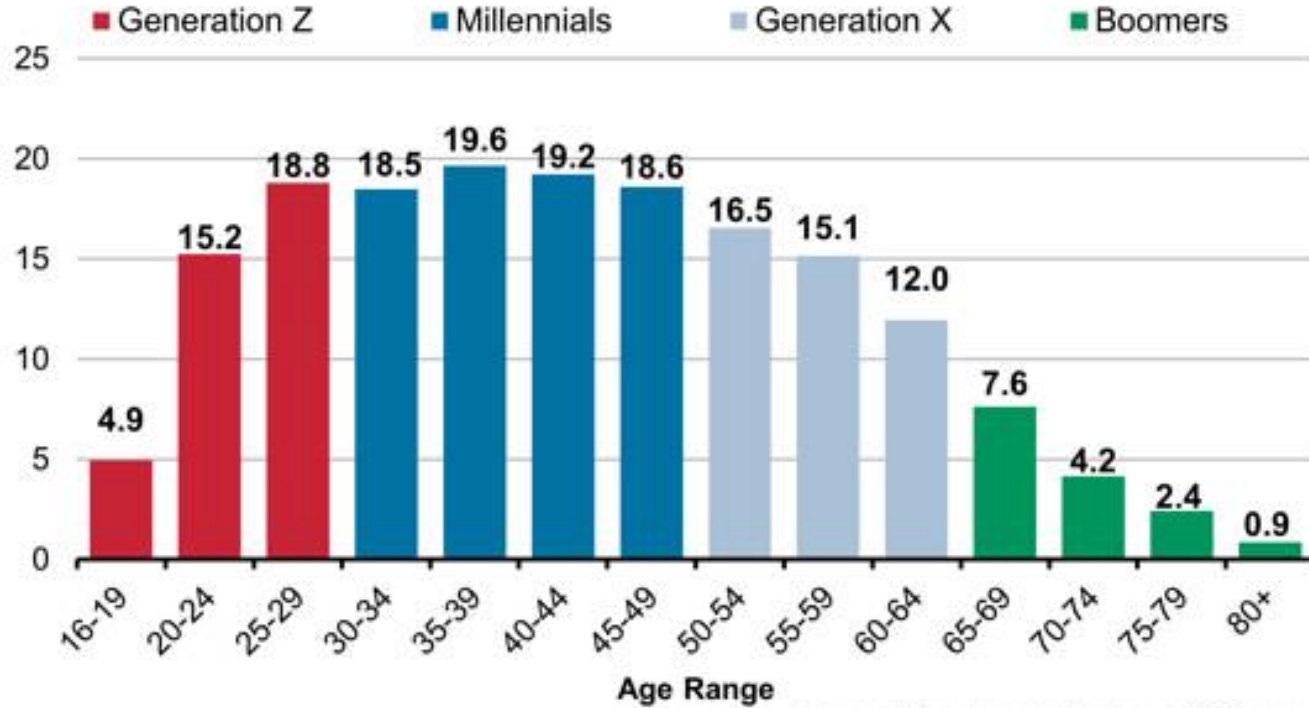
“The Rise of the Minority”

- Drivers of Change
 - The Aging World
 - The Next Gen Professionals
 - Empowered Women
 - Immigration-Driven Demography
 - Empowering the New Workforce
 - Volunteering
 - Socializing Reshaped



The Workforce in 2030

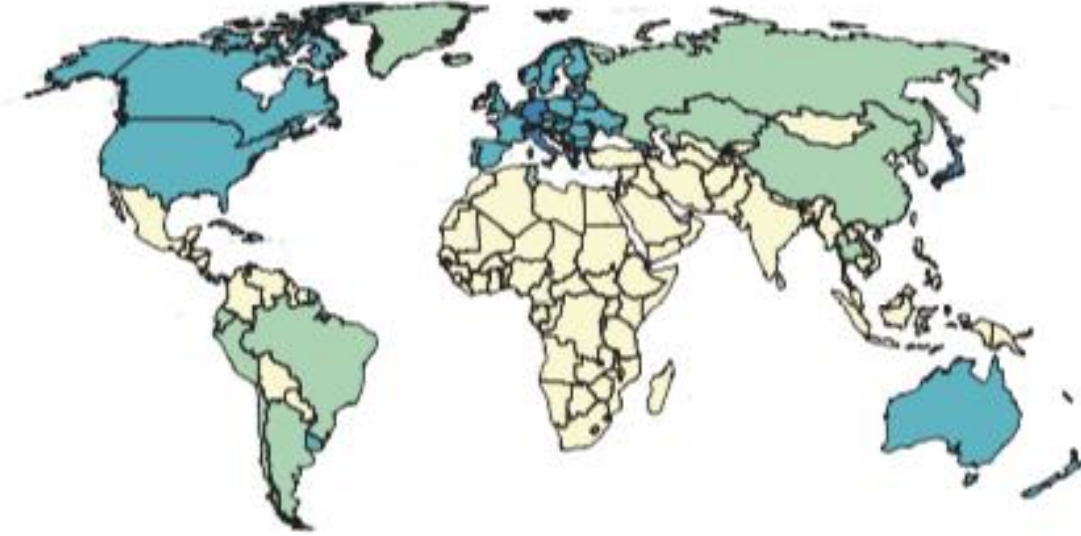
Projected size of U.S. labor force (in millions) by age, for the year 2030



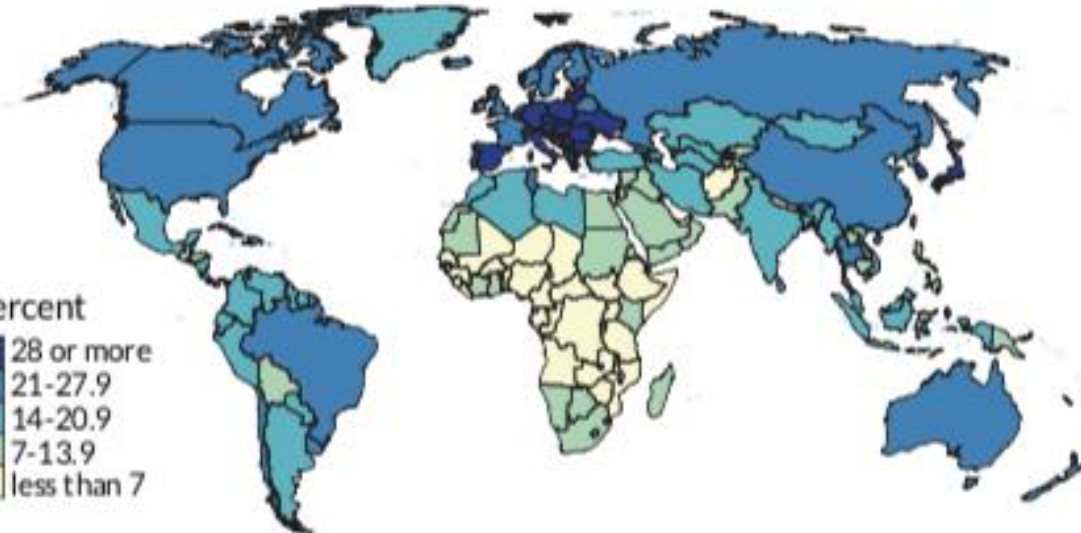
Source: Department of Labor | WSJ.com

Percentage of Population Aged 65 and Over

Today



2050



THE GIG ECONOMY

There has been a rise in work characterized by an abundance of temporary positions filled by independent contractors on a short-term basis. While the digital revolution has sparked a debate surrounding the gig economy, traditional forms of contingent work have grown rapidly.



WORKERS EMPLOYED IN ALTERNATIVE WORK

15.8%

23,612,152*
workers

*Results Rounded Up



Independent Contractors

8.4%

12,553,296*
workers



Contract Firm Workers

3.1%

4,632,764*
workers



On-Call Workers

2.6%

3,885,544*
workers



Temporary Help Agency Workers

1.6%

2,391,104*
workers

THE GIG ECONOMY'S SIZE OF EMPLOYED IN U.S.



*SOURCES:
The Rise and Nature of Alternative Work Arrangements in the United States
1995 - 2015; Lawrence F. Katz and Alan B. Krueger
1995 U.S. Bureau of Labor Statistics Contingent Work Survey
2005 U.S. Bureau of Labor Statistics Contingent Work Survey

BUSINESS NEWS DAILY
Small Business Solutions & Inspiration

WORKFORCE AND WORKPLACE DRIVING FORCES

"Work Redefined"

- Drivers of Change
 - Automated Work
 - New Forms of Work
 - Diversity & Inclusion
 - Re-working Career Pathways
 - Toward a Spectrum of Abilities
 - More Human Humans (+EQ)
 - Reputation By the Numbers



DATA AND TECHNOLOGY DRIVING FORCES

“The Dynamics of Tech ”

- Drivers of Change
 - Anticipatory Intelligence
 - The Surveillance Economy
 - Taming Big Tech Dependency
 - Nichification Big Data Segmentation
 - Fraying Cybersecurity
 - Blockchain Platforms
 - Personalized AI
 - Fast Data
 - Virtualized Meetings

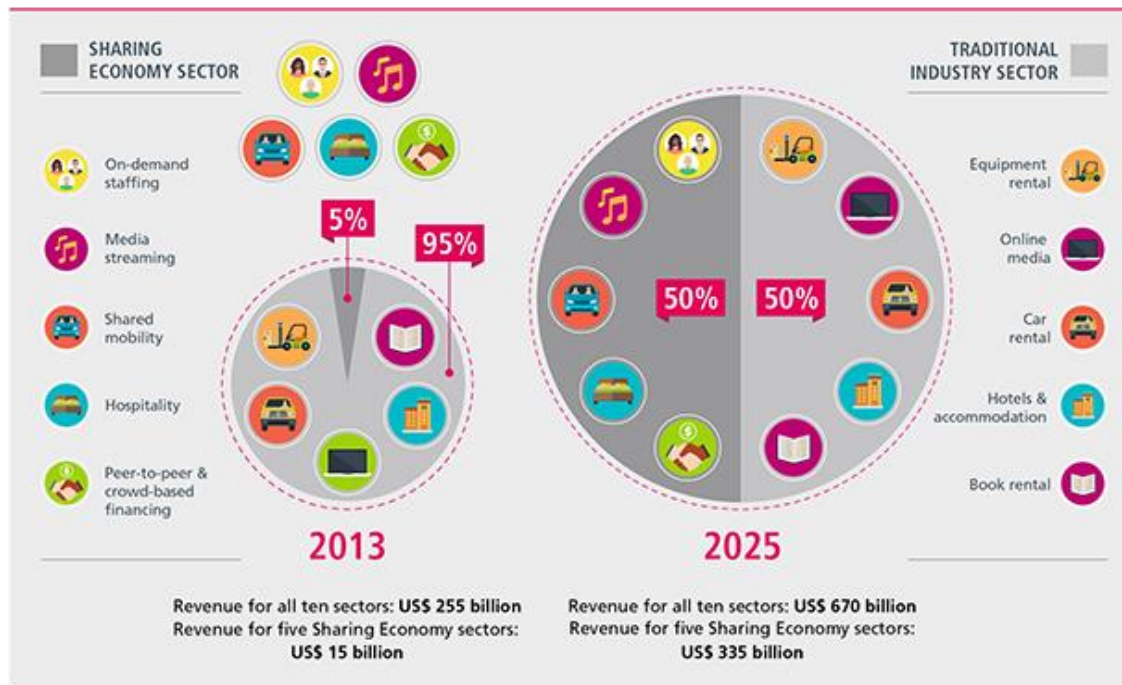


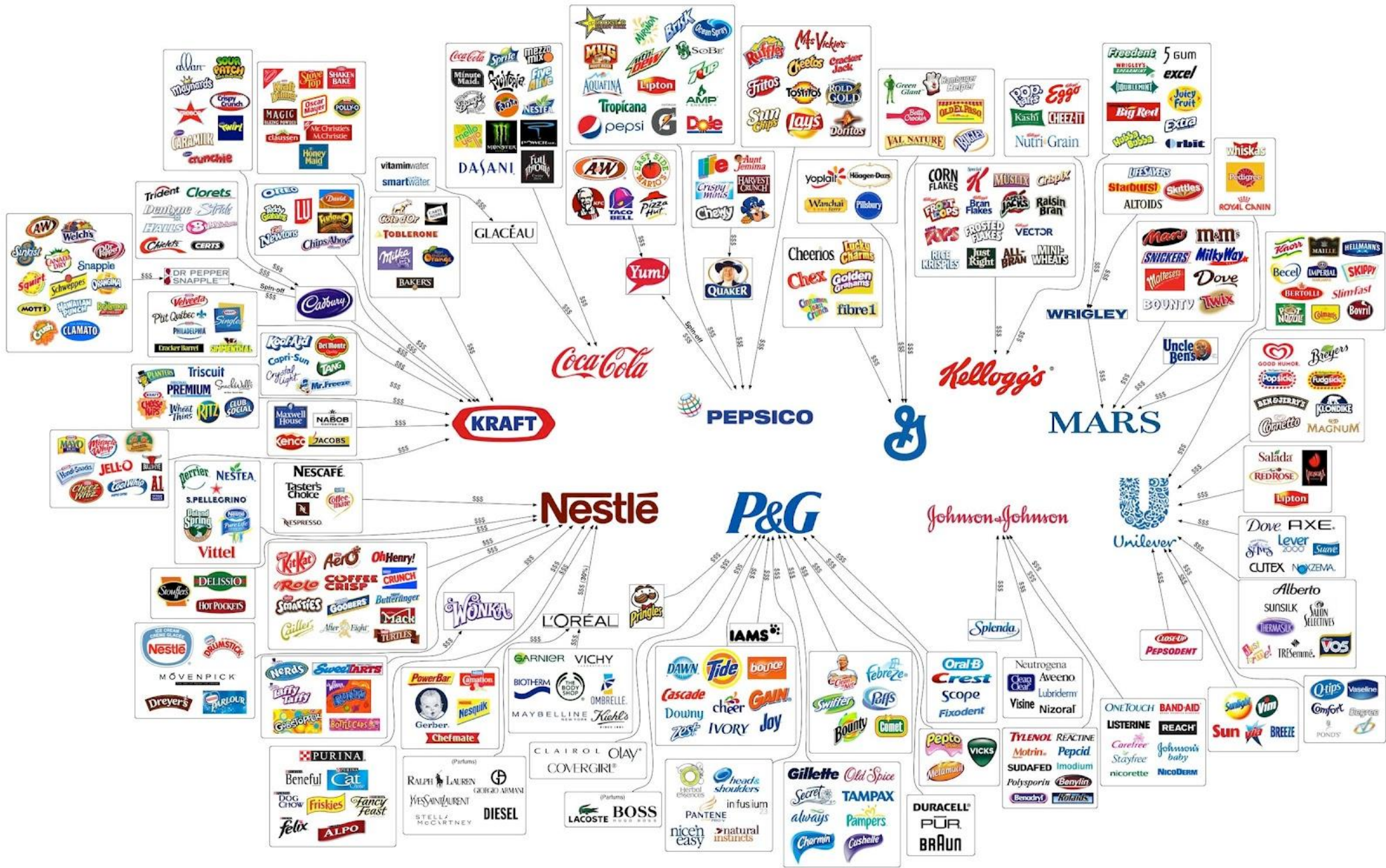
ECONOMIC CONDITIONS DRIVING FORCES



“Economics Redefined”

- Drivers of Change
 - Global Power Shifts
 - China’s World
 - Cartel Capitalism
 - Trade in Transition
 - The Surveillance Economy
 - The Sharing Economy
 - Climate Change Resiliency
 - Beyond Recycling
 - Philanthropy Reshaped
 - The Productivity Paradox





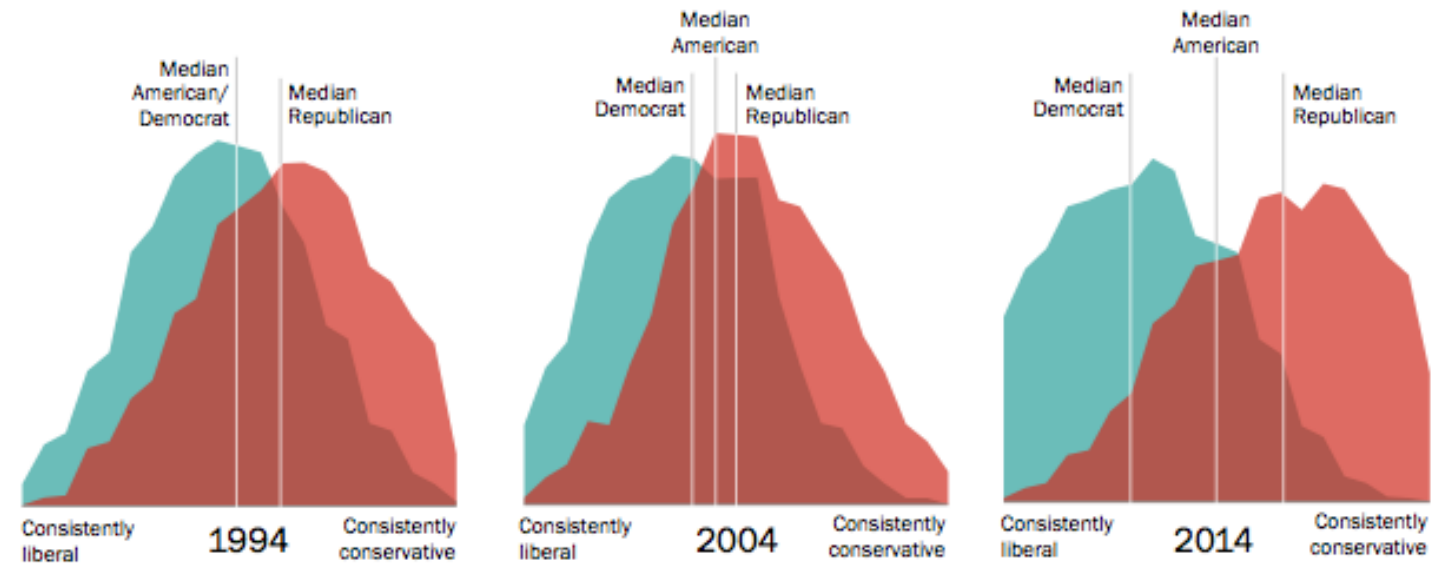
SOCIETY & POLITICAL DRIVING FORCES

“Persuasive Eco-Systems”

- Drivers of Change
 - Algorithmic Politics
 - Declining Trust
 - Rejection of Expertise
 - Ethical Edge of Innovation
 - The Splintered Society
 - Ethical Consumption (air, water, land)
 - American Inequality
 - Healthcare Disruption
 - Standards Under Pressure
 - Shifting Advocacy Terrain
 - Transparent Organizational Ethics

FIGURE 3: GROWING IDEOLOGICAL DIVIDE ON POLITICAL VALUES

Distribution of Democrats and Republicans based on 10 political value questions



Note: Ideology is measured on a scale based on responses to 10 political values questions. The blue area indicates the ideological distribution of Democrats; the red area is that of Republicans. Republicans include Republican-leaning Independents and Democrats include Democratic-leaning Independents.

Source: "Political Polarization in the American Public," Pew Research Center, June 12, 2014, <http://www.people-press.org/2014/06/12/political-polarization-in-the-american-public/>.

CONTENT, LEARNING & KNOWLEDGE DRIVING FORCES



“Disrupted Access”

- Drivers of Change
 - Higher Education 3.0
 - Microlearning
 - Mentoring
 - A Shifting Environment for Content
 - Virtualized Meetings
 - Rejection of Expertise

Driving Forces Change the Landscape



Social and Cultural "The Rise of the Minority"

- The Aging World
- The Next Gen Professionals
- Empowered women
- Immigration-Driven Demography
- Volunteering
- Socializing Reshaped
- Empowering the New Workforce



Workplace & Workforce "Work Redefined"

- New forms of work (gig, freelance, virtual)
- Diversity & Inclusion
- Reputation By the Numbers
- Automated Work
- Re-Working Career Pathways
- Toward a Spectrum of Abilities
- More Human Humans



Society & Politics "Persuasive Eco-Systems"

- Algorithmic politics
- Declining trust (employers, educators, government, medicine)
- Ethical Edge of Innovation
- Splintered society (polarization)
- Ethical consumption
- American Inequality
- Health Disruption
- Standards Under Pressure
- China's World
- Shifting Terrain for Advocacy
- Transparent organizational ethics



Economic Conditions "Power Shifts"

- Cartel capitalism (M&A)
- Global Power Shifts
- Trade in Transition
- The Surveillance Economy
- The Productivity Paradox
- Climate Change Resilience
- Beyond Recycling
- Philanthropy Reshaped
- The Sharing Economy



Data & Technology "The Dynamics of Tech"

- Nichification – Big data Segmentation
- Fraying Cybersecurity
- Marketing & Advertising Transformation
- Taming Big Tech Companies
- Algorithms & Rights
- Fast Data
- Personalized AI
- Anticipatory Intelligence
- Blockchain Platforms



Content, Learning & Knowledge "Disrupted Access"

- Higher Education 3.0
- Microlearning
- Mentoring
- A Shifting Environment for Content
- Virtualized Meetings
- Rejection of Expertise

**AND THEN
THERE'S A
NEW
THREAT
AND
DISRUPTER**



CORONAVIRUS



ASSOCIATIONS RESPOND TO DRIVING FORCES

ASSOCIATIONS STUDY THE IMPACT OF CHANGE

- In 2015, ACCE (Association of Chamber of Commerce Executives) explored 9 influences shaping the roles of chambers of commerce
- In 2018, ASAE (American Society of Association Executives) released *Foresight Works* to help associations explore 50 drivers of change and their impact on members





Collected Drivers of Change

ASAE ForesightWorks is powered by ASAE Foundation research.

THE ASAE FORESIGHTWORKS DRIVERS OF CHANGE (AUGUST 2020)

Aging World
Algorithmic Politics
Algorithms and Rights
American Inequality
Anticipatory Intelligence
Automating Work
Beyond Recycling
Blockchain Platforms
Cartel Capitalism
China's World
Climate Change Resiliency
Declining Trust
Diversity and Inclusion
Empowered Women
Empowering the New Workforce
Ethical Consumption
Ethical Edge of Innovation
Fast Data
Fraying Cybersecurity
Global Power Shifts
Healthcare Disruption
Higher Education 3.0
Immigration-Driven Demography
Marketing and Advertising Transformation
Microlearning
More Human Humans
New Forms of Work
New Journal Models
The Next-Gen Professionals
Nichification: Big Data Segmentation
Personalized Artificial Intelligence
Philanthropy Reshaped
Population Health
The Productivity Paradox
Rejection of Expertise
Reputation by the Numbers
Re-Working Career Pathways
The Sharing Economy
A Shifting Environment for Content
Shifting Terrain for Advocacy
Socializing Reshaped
The Splintered Society
Standards Under Pressure
The Surveillance Economy
Taming Big Tech Dependency
Toward a Spectrum of Abilities
Trade in Transition
Transparent Organizational Ethics
Virtualized Meetings
Volunteering

LEVERAGING SOCIAL AND CULTURAL DRIVING FORCES

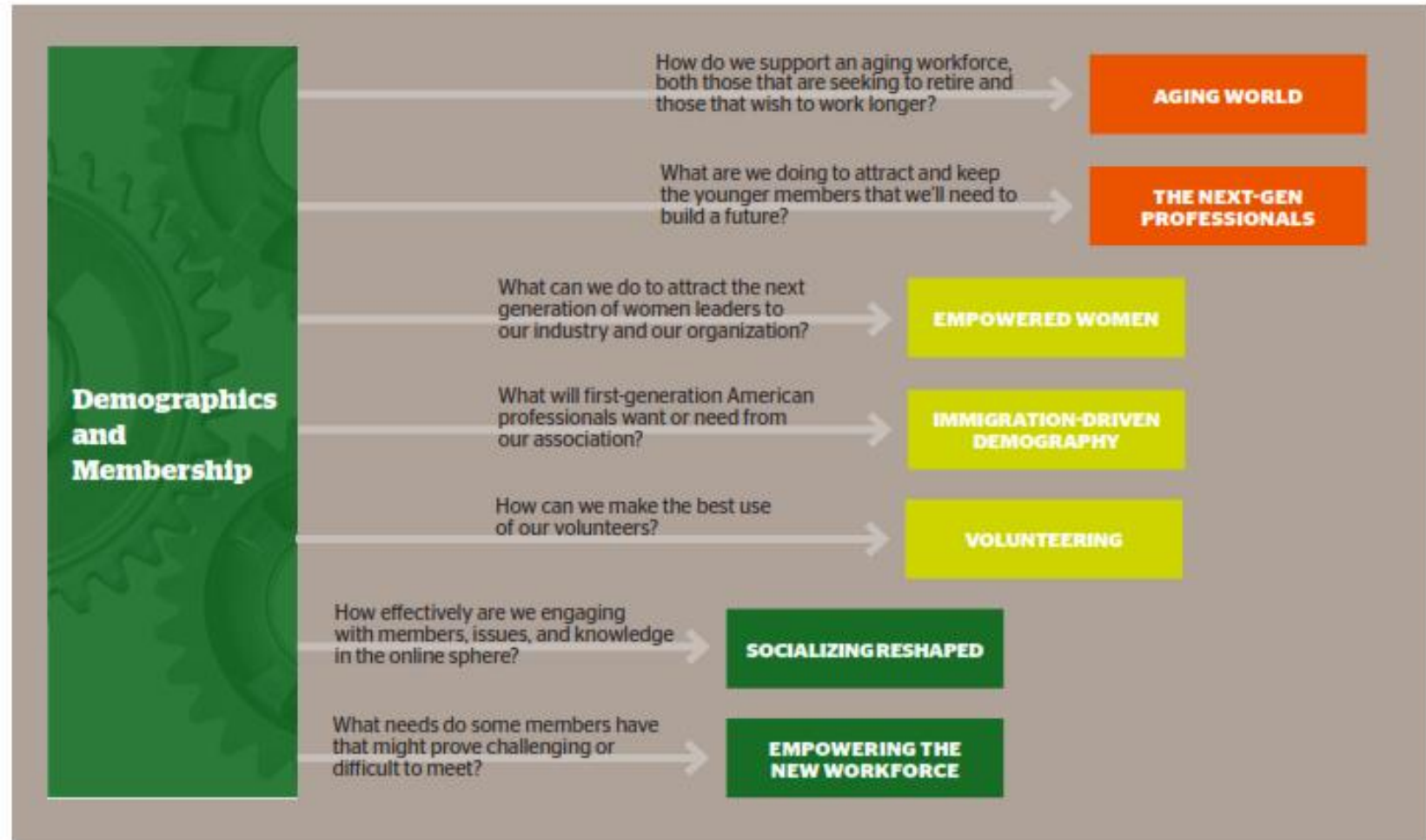
Putting the Drivers of Change Into Context

The accompanying graphic connects each of the drivers of change to key questions related to the future of your organization or industry. The action briefs are designed to stimulate your thinking about implications, actions, and possible outcomes, as well as to inform and inspire new directions for your strategic planning, risk management, innovation, and environmental scanning efforts.

KEY:

- Moving fast
- Medium speed or emergent
- More time to plan and prepare

Source: ASAE ForesightWorks



LEVERAGING WORKFORCE AND WORKPLACE DRIVING FORCES

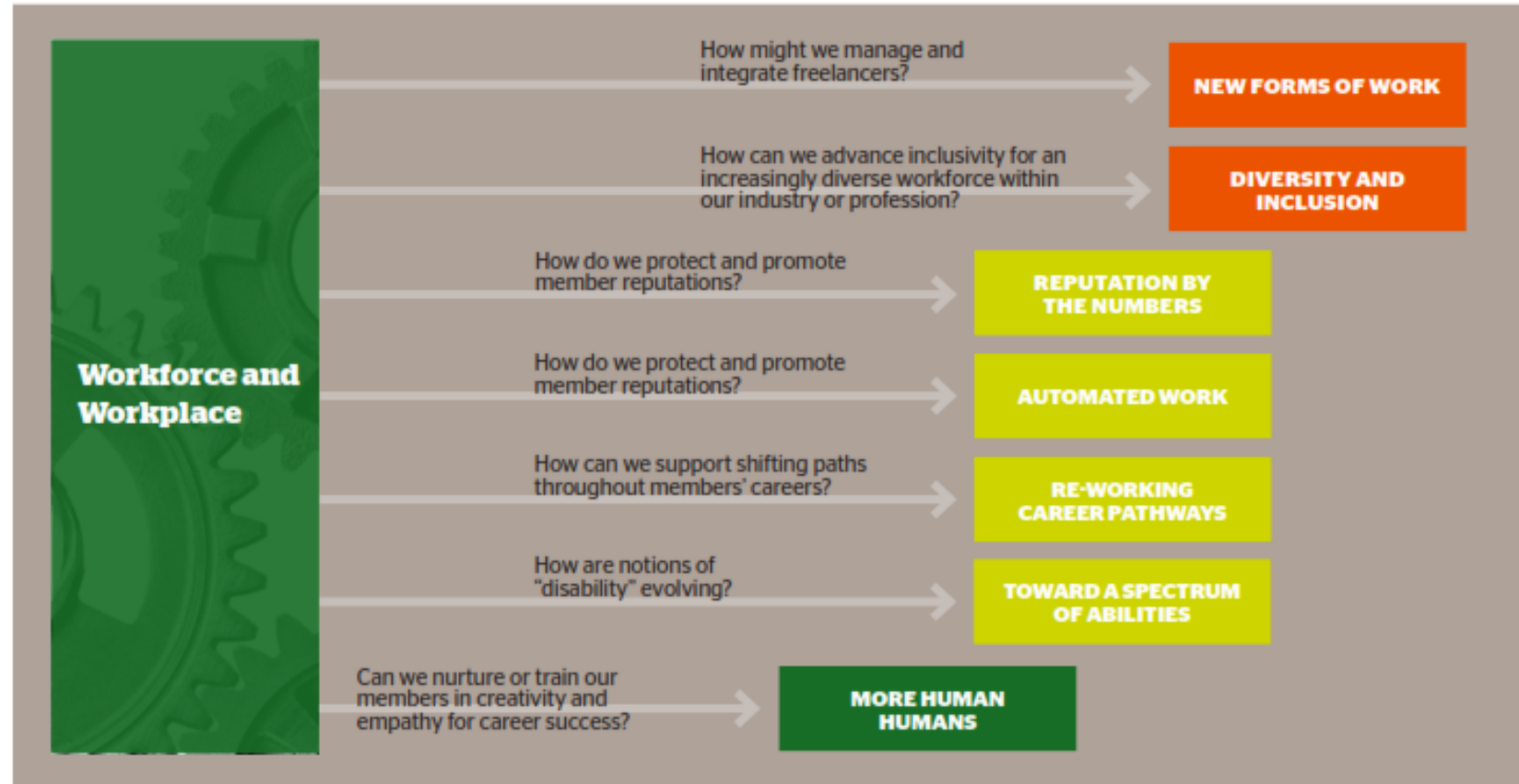
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LEVERAGING DATA AND TECHNOLOGY DRIVING FORCES

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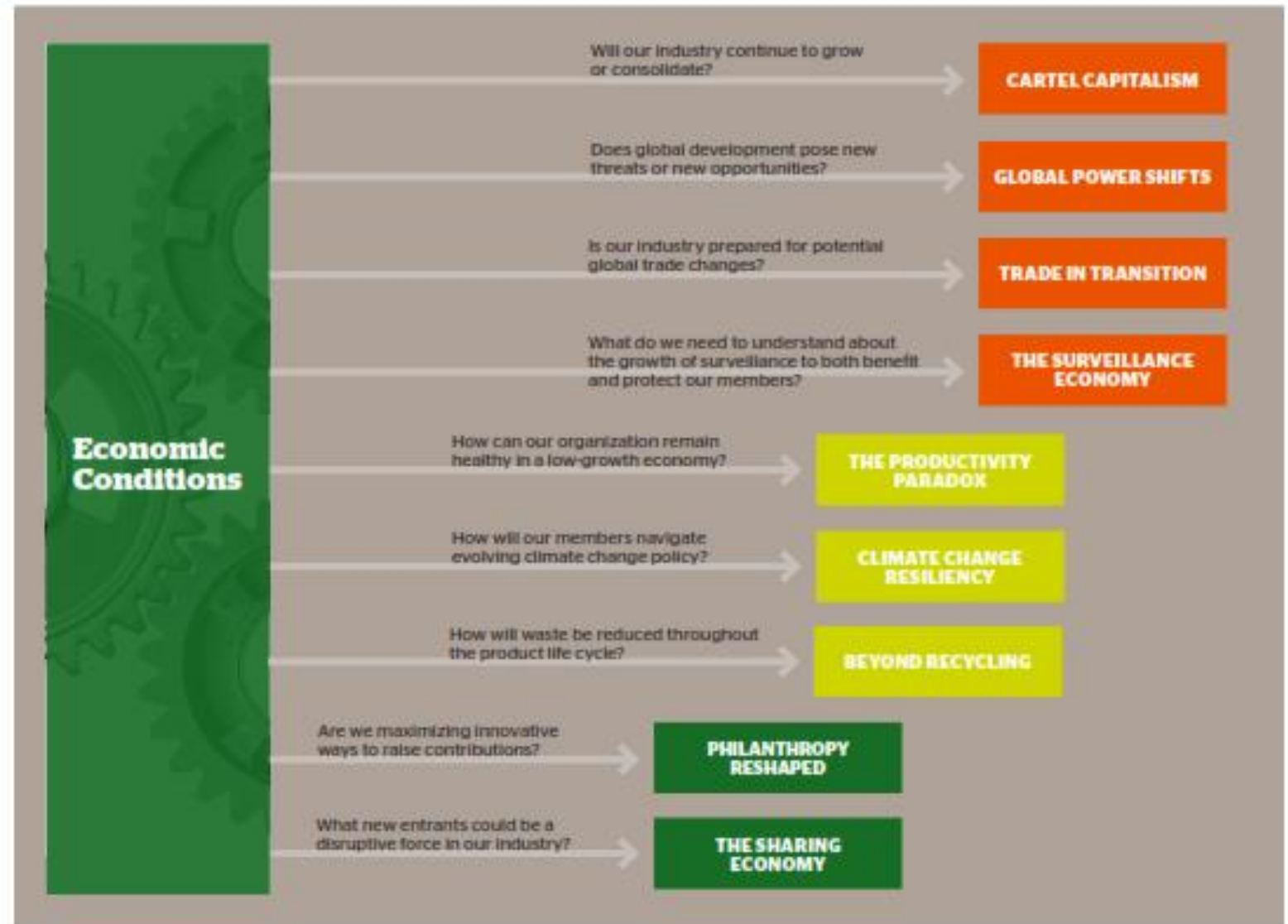


LEVERAGING ECONOMIC CONDITIONS DRIVING FORCES

KEY:

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Source: ASAE ForesightWorks



LEVERAGING SOCIETY AND POLITICAL DRIVING FORCES

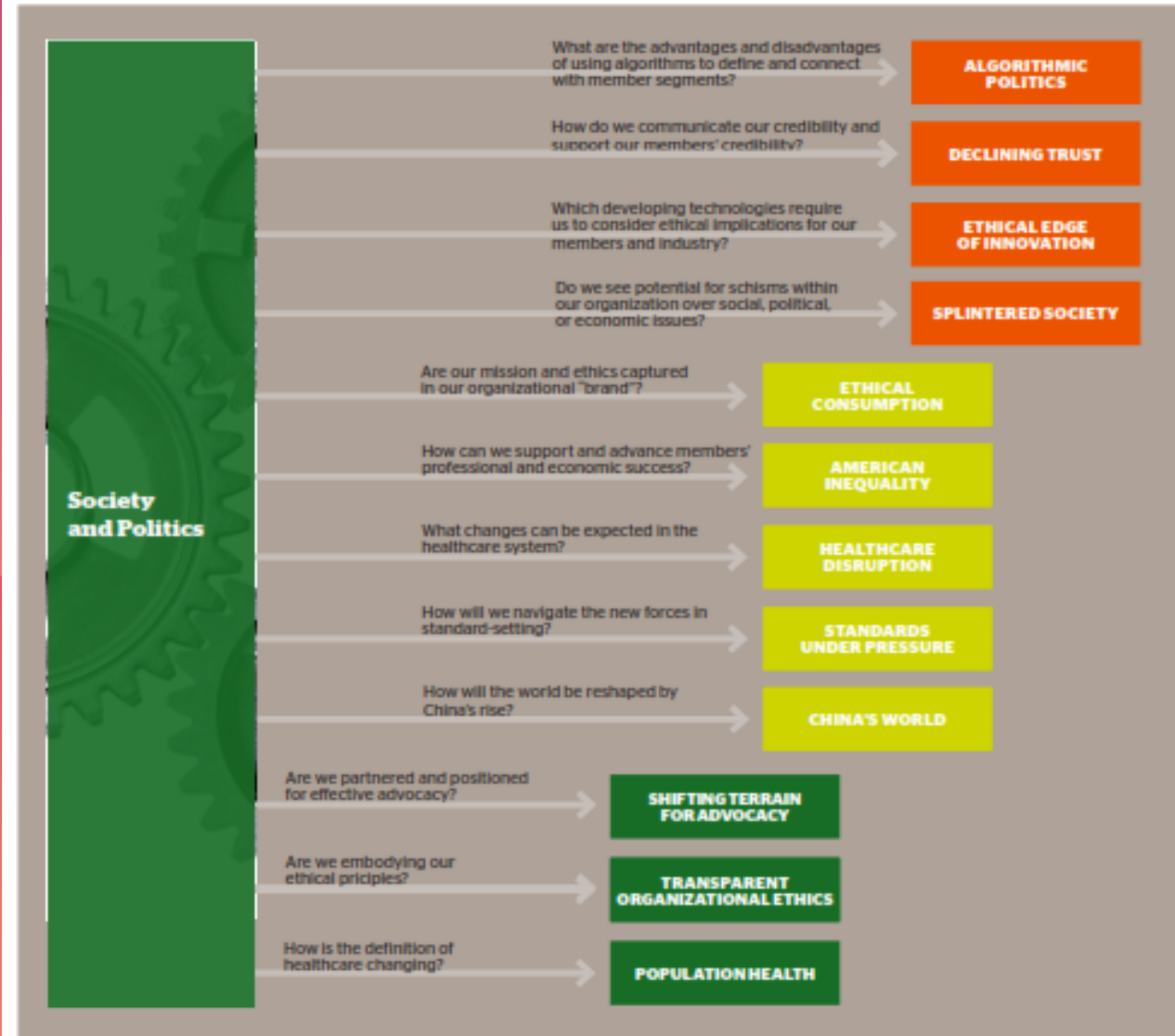
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LEVERAGING CONTENT, LEARNING & KNOWLEDGE FORCES

Putting the Drivers of Change Into Context

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POSITION YOUR ORGANIZATION TO BE ESSENTIAL

Strategy 1: Be Pre-active

PROACTIVE

- *“Take charge, bold, dynamic, do something.”*
- DO WHAT?
- Change from the outside-in
- Solve today’s problems before they get worse
- Play defense, react
- Be disrupted



PREACTIVE

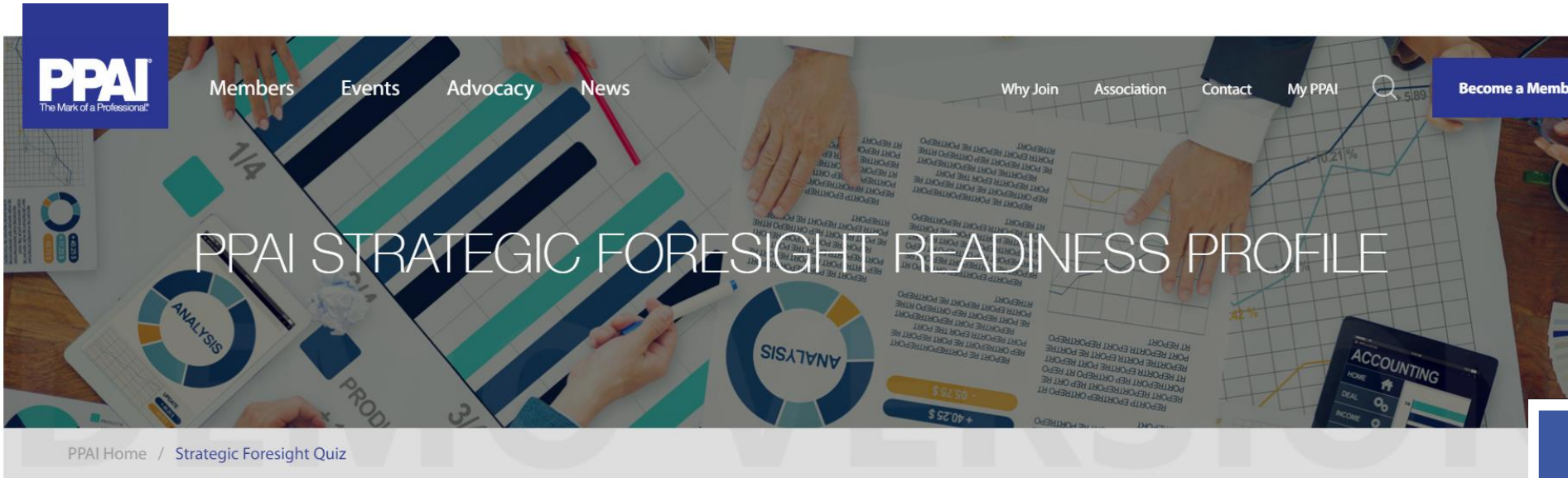
- Anticipate the impact of driving forces
- Change from the inside-out
- Solve tomorrow’s problems before they happen
- Play offense, plan ahead
- Be the disrupter and an “opportunity manager”

INVEST IN FORESIGHT



- Start by asking **Big Questions**:
 - In the year 2030, what will be the most pressing challenges facing our community and stakeholders?
 - Who will be the winners and losers and what drivers determine outcomes?
 - If there were no constraints, what could we create together and who are our partners?
- Anticipate from glimpses of the future.
- Consider the role of the board of directors in developing a culture of foresight for the organization.

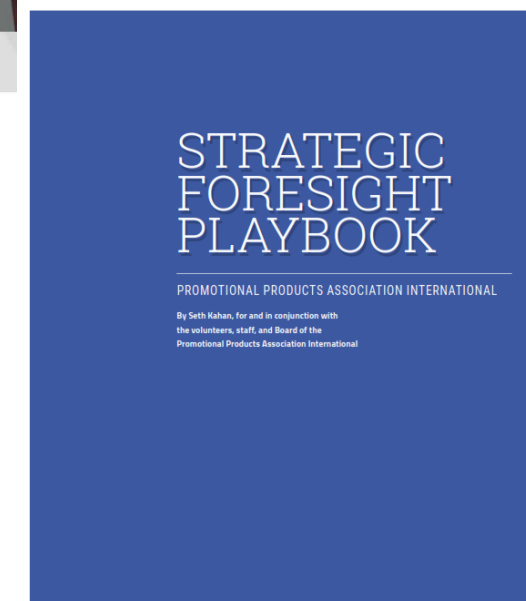
PPAI Helps its Members Develop Foresight



PPAI STRATEGIC FORESIGHT READINESS PROFILE

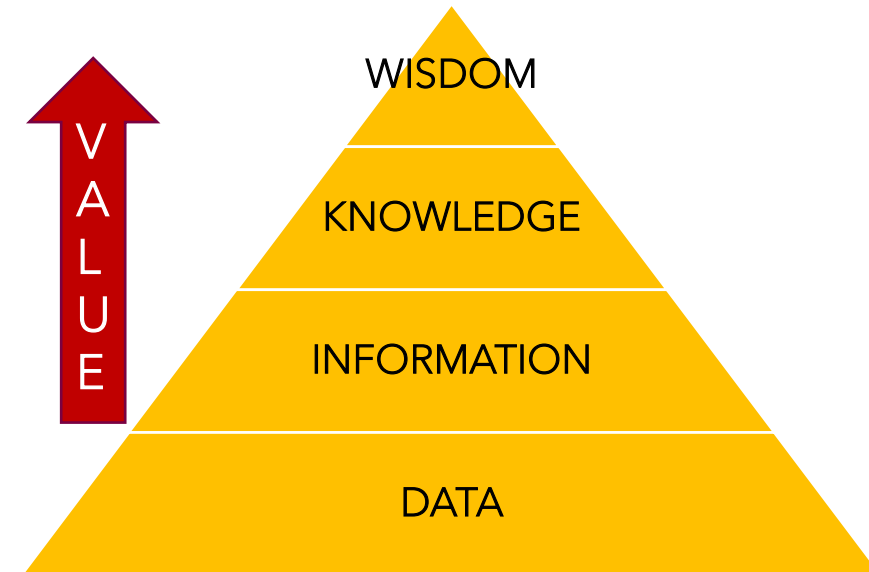
Strategic foresight and operational excellence are mutually reinforcing activities. Your organization must perform well in both to successfully influence or respond to evolving markets. Respond to the following "health check" questions to assess your readiness to execute.

- Strategic Foresight content for events, education, and publications
- Strategic Foresight Readiness Profile
- Strategic Foresight Playbook
- Strategic Foresight Training



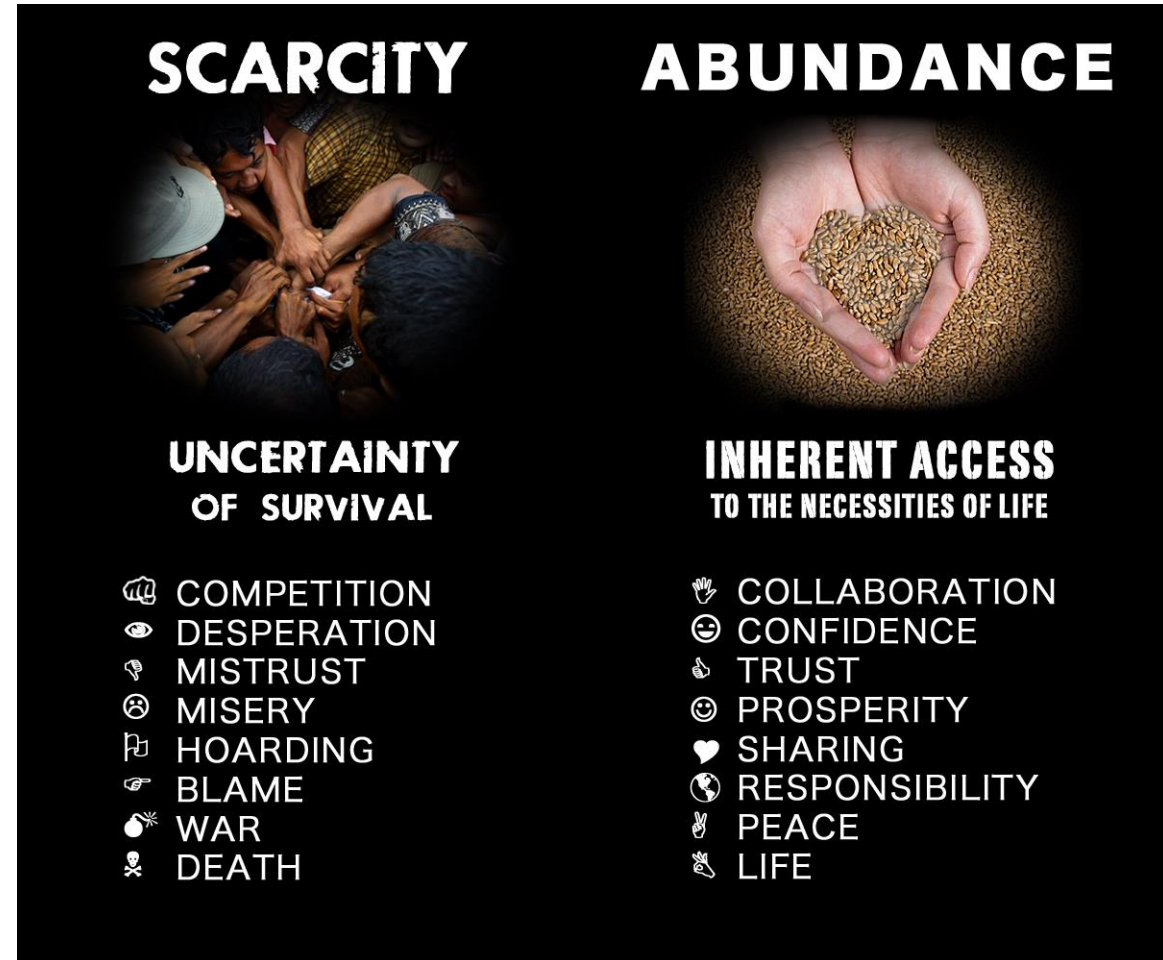
Strategy 2: Become a Communication Organization

- The new economy is built on a foundation of information, mined and crafted into higher forms at an increased speed
- Transform information (content) to knowledge (content + context)
- Build a wisdom base (extracted from the knowledge and expertise of your stakeholders) which is valued
- Serve as a two-way and dynamic communicator = consultative value that others trust



Strategy 3: Create Abundance Through Collaboration

- Don't compete, co-create the future
 - <https://www.tesla.com/blog/all-our-patent-are-belong->
 - <https://www.businessinsider.com/chart-why-google-gives-away-android-2013-12>
- Build partnerships and coalitions
- Consider a different organizational model
- Benchmark with peers and share collective knowledge
- Create idea incubators that values all contributors



Strategy 4: Redefine and Reinvent (everything)

- **STOP, LOOK, LISTEN**

- Look where no one else is and serve like no others (Blue Ocean Strategy)
- Consider the problem and solve it by flipping the focus
- Compete by not competing
- Transform who you are and what you do



amazon



Southwest



SESSION SUMMARY



Driving forces have accelerated change and impact the world as we've known it



Moving from proactive to pre-active helps you to become an opportunity manager



Reinvent who you are, what you do and how you serve

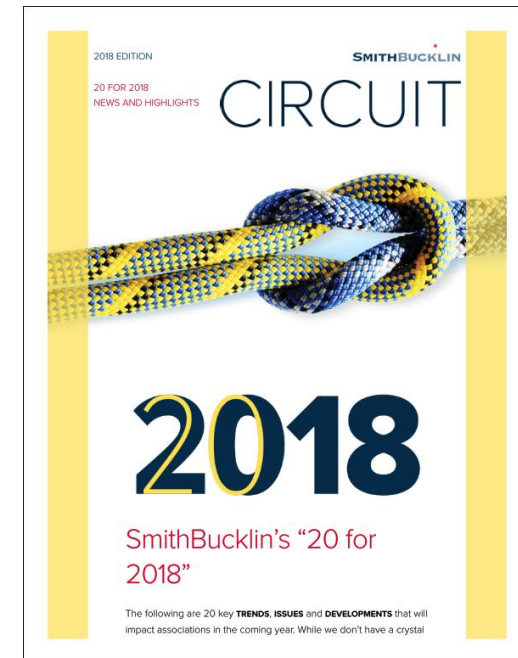
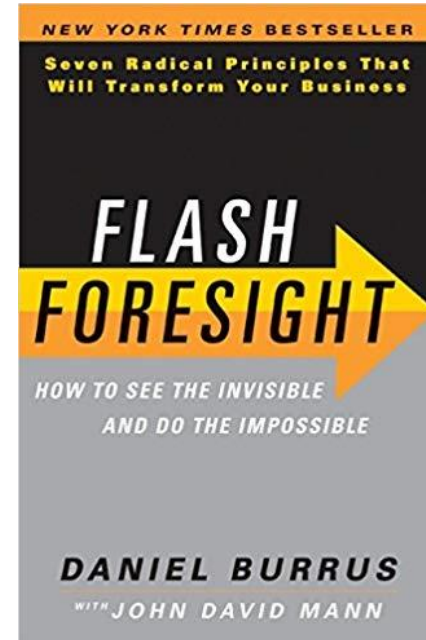
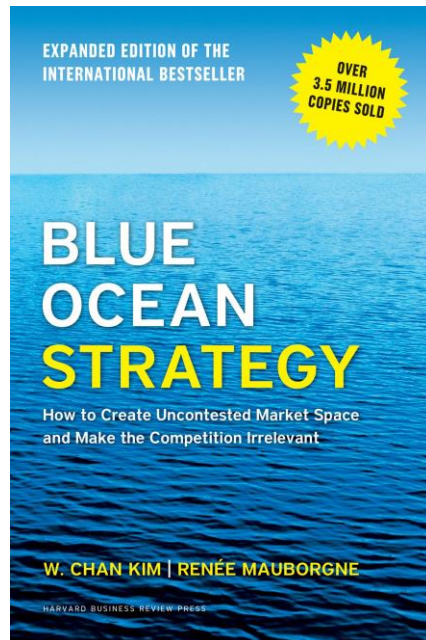


Find ways to synthesize, collaborate, and consistently deliver value to stakeholders



Boards of directors should help develop a culture of foresight to navigate the Chamber's future direction

TREND SOURCES



CATHI HIGHT

- Staff training and Board retreats
- Strategic planning
- Benchmarking and operational evaluations
- Membership development workbooks
- Conference presentations
- Check out our web site for articles, blogs and resources: www.hightperformance.com
- Contact me at (512) 354-7219 or at cathi@hightperformance.com

