

Joel Barker's Implications Wheel®
Strategic Exploration Tool

Certification Workshop Overview



Unintended consequences happen to everybody and in every organization ...
and they almost always cost money to correct.

I believe those organizations who know how to anticipate the long term
implications will have a HUGE advantage over those who do not.

This is why I am focusing my efforts on teaching organizations how to explore
the future to discover the long term positive and negative consequences of their
decisions and actions. I believe the Implications Wheel® software is the only
solution in the world that makes the process of discovery fast and effective.

Joel Barker

A Process of Strategic Exploration

In today's dynamic business environment, where the future is anything but certain, critical decision making requires a disciplined commitment to rapid and diligent exploration of the future combined with the organizational flexibility to **prespond**.

Today's leader must make rapid yet effective decisions, confident in his or her understanding and consideration of the longer term consequences of these decisions. Furthermore he or she must be willing to engage a broad band of diverse perspectives to ensure that their understanding of the future is comprehensive and without blind spots.

Rational decision-making methods which were *at best adequate in the past* no longer suffice under the demands of today's accelerated economy.

Our historical decision-making habits, coupled with our own cognitive limitations regularly preclude us from effectively considering the 2nd and 3rd order consequences that result from the decisions we make and the actions we take. As a result, our best decisions and corresponding plans are typically fraught with uncertainty.

The inevitable result is a cascade of consequences and unanticipated results. When these are not favorable they typically demand valuable time and resources, all the while inhibiting execution.

Leading without contemplating the potential implications of ones leadership is no longer acceptable. Today's leaders must assume accountability for the long-term implications of their decisions. And the practicality of excuses based on unintended consequences is no longer a viable defense.

The thing that is most disturbing about change is not the immediate consequences. Everybody is good at thinking about those. It is the long term consequences, the cascade of consequences that carry the most important implications.

Up until now, you just did the best you could as you considered your future. But now, for the first time, you can access a powerful strategic exploration tool called the Implications Wheel®. You can apply this tool to your potential decisions and discover in a matter of hours what the long term implications might be.

The Implications Wheel® is the result of 25 years of research and experimentation by world famous futurist Joel A. Barker. It combines software with **group wisdom** to rapidly generate powerful insights into the consequences of any change. It works on such topics as

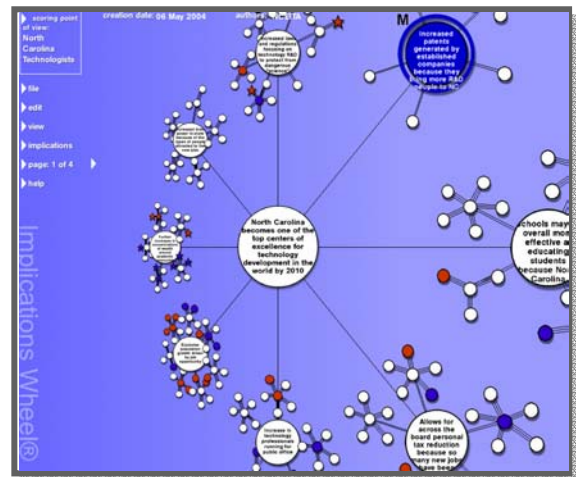
- Innovations both yours and your competitors
- emerging trends
- monitoring and predicting competitor competitive
- changes in policy; both internal and external
- new laws and regulations at every level of government
- significant events

The Implications Wheel

The Implications Wheel® reduces future uncertainty through a process of strategic exploration which provides new insights about the possible outcomes of a new strategy, decision or change.

With a highly visual, graphic structure, The Implications Wheel® provides a disciplined methodology that encourages non-linear thinking and brings together divergent points of view to optimize the results of decisions.

The benefits of The Implications Wheel® are profound and its use is valuable to obtain wide-ranging organizational solutions.



Below are a few ways The Implications Wheel® has been used:

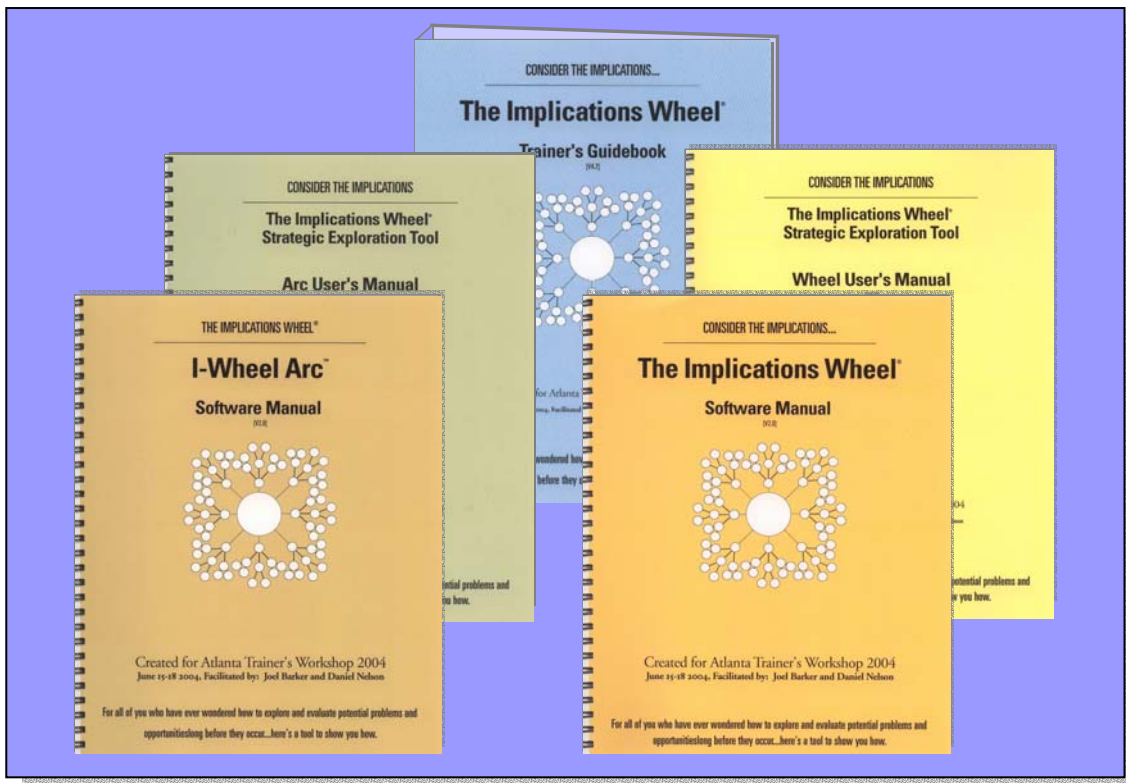
- To gain **Strategic Advantage** through understanding the long term implications of your competitor's actions – **even before they do**
- To discover the long term implications of
 - a new product
 - your competitor's new product
 - adopting a new product or process
- To examine an **Emerging Trend** for its positive and negative implications for you and your competitors

- To prepare for **Mergers and Acquisitions** - *No other tool can automatically identify the crucial components to a successful merger or acquisition as rapidly and transparently as the Implications Wheel®*
- To **Build Alliances** quickly – *by understanding the future implications of working together*
- To dramatically **Improve Communications** - *by showing explicitly long term implications and how decision makers responded to the key implications that were identified*
- To speed up **Decision Making** dramatically - *by identifying early the potential positive and negative consequences that must be dealt with as part of a specific change*
- **Strategic Preparation** – *engaging multiple diverse points of view to think strategically about issues of significance to the business*
- To uncover the long term implications of
 - internal policy changes
 - external policy changes
 - new laws and regulations
- **For Course-Correction Identification.** The Wheel can assist in identifying pathways to correct a strategic course of action
- **Research.** The use of the Wheel as a research tool means using it earlier in the process as an exploration and forecasting tool.
- **As a Communications Tool.** The Implications Wheel can have a powerful impact on communicating your main points to an audience. It visually illustrates a thorough examination of the long-term implications, demonstrates your balanced thinking process, and highlights your main conclusions in writing and in metrics for the audience.

The Implications Wheel® is the fastest, most inclusive way to collect valuable information about the future. It improves both the quality and efficiency of your strategic planning process and greatly enhances the likelihood of achieving even ambitious goals and objectives. Not only does The Wheel dramatically reduce the time and related costs required to make informed decisions, but also it rapidly engages stakeholders, business partners, employees, and clients in a non-threatening environment. By providing a new medium of communication for the 21st century, the Implications Wheel® casts the widest, most inclusive net for diverse and valued input.

Key Workshop Agenda Elements

- how the structure of the Wheel works
- how to generate proper centers for Wheels
- the right way to generate good implications
- Scoring of the Wheel
 - for desirability of implications
 - for likelihood
- How to build successful Wheel teams
- How to produce Summary Wheels
- How to use the Wheel to improve decision making
- How to lead
 - highly facilitated Wheel meetings
 - Wheel user training sessions
 - Arc user training sessions
- How to utilize the Wheel software and the Arc software
- How to train Arc users
- How to train Wheel users
- How to use the web to create and train Wheel teams



Who Should Attend

- Training Professionals
- Strategic Planning Professionals
- Association Membership Directors
- Directors of Communications
- Directors of Research and Development
- Human Resource Professionals
- Organizational Effectiveness Professionals
- Business Consultants

What You Will Gain

- More confidence in decision-making and planning
- Higher stakeholder engagement and satisfaction
- Improved Organizational Communication
- Enhance involvement of employees at all levels in organizational direction setting
- Increased support for organizational change efforts
- Reduced costs of data collection
- More effective planning
- Reduced time to make effective decisions
- Historical record of input of decisions
- Better understanding of potential future outcomes
- Reduction of negative unintended consequences
- More effective action planning

Testimonials

Only 45 minutes with Joel is far too short. I am a longtime fan of his having purchased two tapes and ran them ragged. The basis of his talk (the Implications Wheel) at NCEITA could ... be the framework for the Chamber to craft our '05 and beyond work agenda.

Carroll Gray
Charlotte Chamber of Commerce

Diversity, if properly employed, is a true asset. Mr. Barker drives this point home better than anyone...

John Araero
Sales Champions

AWESOME!

Terry Thorson
BIG Council

A powerful thought -provoking wake up call

Jim Dixon
TEC

So easy to comprehend and makes so much sense...

Collette Dorais

This is a way of thinking about innovation that I would have never thought of on my own. When you see it, it is so damn obvious

Tom Miller
NC State University

This systematic approach captures possibilities and risks

Alberto Alonso
City of Charlotte

{The Implications Wheel®} shows the processes and results of diversity and cascading implications

Harvey Carlisle
Piedmont Natural Gas

Joel's session opened the flow of enablement that was previously locked

Bob Alexander
i-Bridge

This Implications Wheel® Train the Trainer workshop is outstanding! The trainers are great and the interaction with others was very valuable.

Jonathan Webster
Piedmont Natural Gas

As owner and president of Alphanumeric Systems (a technology services firm of nearly 400 employees that has served the Carolinas for 25 years), I am writing to express my sincere gratitude for the work you have done. Through the Implication Wheel project and other activities, in support of strengthening North Carolina's technology industry, the insight and value you bring to our technology community through participation in events such as NCEITA's CEO Conversation cannot be overstated.

Darleen M. Johns
President, Alphanumeric Systems