Imagine

BusinessSolutions
CARROLL COMMUNITY COLLEGE

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The future is not something we wait for.
It's something we prepare for.

Purpose of This Exercise

This reflection guide is designed to help you move from reacting to change toward intentionally shaping your organization's future.

As you work through these questions, focus less on predicting a single future and more on identifying the capabilities, decisions, and mindsets that will help your organization succeed across multiple possible futures.

Use this tool individually or with your leadership team to spark conversation, surface assumptions, and begin building a shared vision grounded in foresight, not fear.

PART 1: Imagining the Future Organization (10 Years Out)

Directions:

Take 5 – 7 minutes to reflect on the questions below and jot down your responses.

This exercise can be completed individually or as a facilitated group discussion.

Then:

1. Pair with one colleague and share your answers.
2. As a pair, select or synthesize the strongest vision.
3. Join another pair and repeat the process, creating a shared future snapshot.

Imagine the Best Possible Version of Your Organization 10 Years in the Future.

a. Your Organization

- How would you describe your organization 10 years from now?
- What has fundamentally changed (structure, strategy, culture, offerings)?
- What opportunities did the organization successfully capitalize on?
- What challenges no longer exist, and why?

Notes:

Notes:

b. What Makes This Organization Successful?

- What capabilities does this organization have that competitors do not?
- What innovations (products, services, processes, partnerships) stand out?
- How does it respond to disruption differently than today?
- What early decisions or investments created long-term advantage?

PART 2: Imagining the Future Workforce & Market

Imagine the Workforce, Employees, and Markets You Serve.

- What does the workforce look like (skills, mindset, diversity, adaptability)?
- How do employees learn, reskill, and grow?
- What do employees expect from employers, and how are those expectations met?
- How have customer needs, markets, or communities changed?
- What problem(s) is your organization uniquely positioned to solve?

PART 3: Reimagining Learning, Development & Talent Pipelines

This section challenges traditional thinking about jobs, degrees, and career pathways by focusing on purpose, capability, and adaptability.

Imagine a Future Where People Declare a "Mission" Instead of a Job Title or Major.

Instead of asking: "What do you do?"

People ask: "What challenge are you working on?"

Examples:

- Healthy communities
- Ethical and responsible technology
- Climate resilience
- Economic mobility
- Public safety and infrastructure
- Innovation and productivity

Reflection Questions

- What learning experiences would best prepare people for these challenges?
- What skills would be universal across missions?
- What new credentials, experiences, or partnerships would be required?
- What is missing today that would need to exist in the future?

Notes:

Next Steps & Support

Building foresight is not a one-time exercise—it's a capability organizations develop over time.

Business Solutions at Carroll Community College partners with organizations to help translate foresight into action through:

- Customized environmental scans tailored to your industry and goals
- Facilitated foresight and strategic planning workshops
- Leadership training focused on navigating volatility, uncertainty, complexity, and ambiguity
- Ongoing consulting support to monitor and interpret trends that matter to you

Take the Next Step

If you'd like support applying these ideas within your organization, we invite you to connect with our team.

Contact John Zeigenfuse
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Schedule a complimentary consultation to explore how foresight tools can strengthen your planning, decision-making, and organizational agility.