



During 2012 we have focused our attention on helping organisations understand and improve their default future. As many of you will know from reading our articles, we believe all organisations have a default future – it's the place they will end up if no action is taken, other than that currently planned – and it is the role of leaders to take action that moves their organisation to an improved future.

We believe this is important as strategy implementation, transformational change and merger integration continues to be a challenge for many organisations. Our view is that such initiatives often fail to take an organisation's default future into account and ignore the forces that are controlling its destiny. Only by addressing these forces and putting in place the necessary conditions for success will an organisation be able to move beyond its default future to an improved future.

If you have applied default future thinking in your organisation when formulating strategy, planning transformational change or integrating acquisitions we would very much like to hear from you.

In this month's bulletin we are featuring some of our most popular articles. We hope they provide insight and inspire you to action.

As always, we welcome your feedback.

Best regards
[David Trafford](#)

Testing the Trajectory

Do you know whether the initiatives you have in place are leading your organisation to an improved future or supporting its trajectory to its default future? Two simple tests can answer this question. The first determines whether your current and planned change programmes will actually deliver change, and the second whether the learning programmes you have in place will develop the capabilities needed to 'pull' your organisation into an improved future. These two tests can give you a good indication of the trajectory of your organisation.

Read the full article [here](#).

Making Informed Choices That Move Us Beyond Our Default Future

The choices we make today will determine our future, and the choices we made in the past have defined our present. But when it comes to delivering major change, research suggests that we haven't always made the right choices. Over the past 20 years, we've got much better at doing things right, but not necessarily at doing the right things. Doing the right things is essentially about making the right choices on what to start, stop, retire, reshape and reschedule.

View the slideshow [here](#).

Creating Organisational Clarity using a Semantic Wiki

Traditional approaches to establishing organisational clarity often result in numerous PowerPoint, Word and Excel documents. While these often bring clarity to the people who created them, they rarely become part of the organisational fabric and quickly become out of date. Semantic Wikis offer an alternative approach as they have the ability to accommodate the complexities and fluidity inherent in contemporary operating models, thereby enabling collaborative continuous improvement.

Read the full article [here](#).

Developing Portfolio Management as an Organisational Capability

All organisations practise portfolio management to some degree, though few have developed it as an organisational capability where building and maintaining a dynamic, balanced portfolio of initiatives and assets is part of their DNA. Having such a capability in place creates transparency and enables leadership across the enterprise to make informed decisions on investments that have the most positive impact on strategy.

Read the full article [here](#).

Season's Greetings

The Formicio team hope that you all have a relaxing and enjoyable Christmas and New Year:

Glædelig jul og godt nytår

Meilleurs Vœux

Frohe Weihnachten und ein erfolgreiches Neues Jahr

Prettige Kerstdagen en een Gelukkig Nieuwjaar

Buon Natale e Felice Anno Nuovo

Feliz Navidad

God Jul och Gott Nytt År

Nollaig Shona duit

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How Information Technology Drives an Organisation to its Default Future

Technology, particularly information technology, is a major force driving an organisation to its default future. This force not only includes the legacy of past technology choices and the impact of emerging technologies, but the mindset and competencies of the IT organisation. The full impact of this driving force needs to be fully understood by business and technology executives if they are to make informed choices on how best to navigate their organisation to an improved future.

Read the full article [here](#).

Strategy – The World of Choices and their Implications

The core of strategy development is making a small number of choices about things that once decided upon are difficult, if not impossible, to reverse or un-do. And often the greatest risks to implementing strategy rest in the lack of organisational capabilities and embedded mindsets, which are difficult to change.

Read the full article [here](#).

Operating Model Performance is Defined by its Design

The performance of an enterprise is dependent upon its operating model, and the performance of the operating model is defined by its design. As operating models are multi-faceted the design choices include how work is done and where, the technology required to support core business processes, and how people are organised and managed. As change is now the norm for most organisations, their operating model is continually undergoing change and therefore needs to be agile.

Read the full article [here](#).

Sustained Change Requires Mindset Change

Change programmes will not achieve their intended business outcomes if sufficient attention is not given to changing peoples' mindsets. And, as mindsets become embedded over time, it is important that we fully understand why they exist if we are to have any chance of delivering sustained change.

Read the full article [here](#).

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