

# **Webinar Transcript**

## **Strategy and Foresight**

So welcome, welcome, welcome to our webinar today titled Strategy and Foresight with the Futurist Linda Carroll and Stephen Bowman. My name is Sean McDonald, and I shall be your moderator for the next forty odd minutes. Firstly, thank you so much for attending today. We always appreciate the effort you make to be here for our live webinar events.

During the session, if you have any questions, please try and use the Q and A button as against chat. It just enables us to keep a track of the questions as we're going through the session. And finally, if you stay through till the end, which of course we hope you will do, and as is customary for our webinars, we have a special treat for you.

By answering a really quick one minute survey at the end of the webinar, you'll go into the draw to win one of our beautiful gift hampers worth over four hundred dollars. Now, those who are not too familiar with BoardPro, we are a board software provider, sometimes called a Board Portal, And we serve just over thirty five thousand users around the world, I think now in about thirty two odd different countries.

And we enable organisations to prepare for and run their board meetings more efficiently and effectively with clever software, of course, with less time and deliver more impact and value for the organisation. And as much as we are a board software provider, part of our wider mission is to make the fundamentals of governance free and easy to implement for all organisations, especially those organisations with resource constraints. And one of the many ways we do this is by providing free access to hundreds of business templates, guides and resources, which oddly enough, you'll find on the resource section of our website. And these webinars, of course, that we host are a great way of accessing key governance knowledge without necessarily the time commitment and costs associated with in person events.

So for the next forty odd minutes, just sit back and relax.

Enter the discussion by asking as many questions as you would like.

The full recording of the webinar along with the slide deck and resources mentioned in the webinar will be sent to you tomorrow, just after our event. So let me have Linda and Stephen introduce themselves, starting Linda with you first.

Thanks so much, Sean. Kia ora. My name's Linda Carroll, and I'm the CEO of Align Group. We assist organizations by aligning strategy, governance, culture, and performance. And we've been around for nearly thirty years.

I am a chartered fellow of the Institute of Directors in New Zealand and have over twenty five years governance experience. And I'm also an accredited foresight practitioner through the Institute for the Future in Sao Paulo, California.

Thanks, Stephen.

Hi, everyone. Steve Bowman from Conscious Governance. I've been around a long time, like Linda, and have collected over the many decades some of the best, insights from some of the best directors and chairs of boards of all sorts of entities. So we now work with advising boards and senior executive teams around those areas of governance, particularly related to strategy, risk and overarching decision making. And I'm really looking forward to this discussion because very few people talk about foresight and Linda is one of the best. So let's get into it.

Thank you so much, Stephen. So I'm going to start with the karakia, as is the wonton New Zealand. So Before you set forth on a journey, be sure you know the stars. And that seems really appropriate for a conversation about strategy and foresight. So if we can move on one, thanks, So my model that I always go to when I'm looking to talk about governance is the ISO thirty seven thousand. And this was first published in twenty nineteen, and it is a fabulous model for looking at, well, what does good governance look like?

For those of you in New Zealand who are familiar with the IOD's four pillars, you will recognize where those four pillars fit within the ISO thirty seven thousand. Today, we're going to be talking about purpose, which is the primary governance principle. We're also going to look at strategy, obviously, which is a foundational governance principle. And we will touch on the enabling principle of risk governance.

Okay. So let's start off by talking about purpose.

They define purpose as an organizational purpose statement that defines, specifies, communicates the ultimate value of the organ, that the value the organization intends to generate for specified stakeholders.

So when I'm running a strategy session, how I frame this up with the group is to get them to answer the question, what will the world or Aotearoa or your customer have as a result of you?

So that's one way to actually get them to start thinking about the purpose of their entity.

And often I'm asked at these sessions, well, we've got a vision. Isn't that the same thing?

And so I try to explain that all of these terms are really important for different models. And for me, how I differentiate is that your vision is very aspirational. It's your northern star. Yeah? And an example of that, like for the, NASA space program, your vision for the NASA space program may be to launch the new frontier. So it's way out there. Yeah.

Whereas a mission is one of the steps that you're going to take along the route to get to that new frontier. So it might be to land a man on the moon.

Both of those things are really useful for an organization. They are different from a purpose. And for those of you that are familiar with Simon Sinek, you'll be familiar, I'm sure, with his concept about start with why.

And so I often say that an organization's purpose is very similar to an organization's why. Why it exists. Yeah.

I've got a couple of examples on the next slide, Sean. So we have an arts organization and their purpose, what Aotearoa and the world will have as a result of this particular art organization is an enriched, diverse cultural landscape.

Okay? An energy company in Aotearoa has clean energy for a fairer and healthier world.

And finally, an economic development agency I've worked with came up with a thriving economy that delivers intergenerational opportunities.

So if I look at all of those, all of them very clearly articulate what is being delivered to their key stakeholders in a way that sort of captures you more than just saying what they do. It captures your heart a bit as well.

Steven, talk to me about what you do around this particular area of strategy.

So one of the things I find is that most organizations are absolutely terrible at this, not because they can't put the pretty words together, but because they don't live, breathe, and use it to their strategic advantage.

So often I'm asked what's the difference between a vision, between a purpose, between a mission? And my response to that always is, I don't care as long as you use it. As long as you use it. Yeah. And the thing the thing with any vision or purpose statement is it's it's useless. Yeah. Unless you use it in everything that you do.

And, again, asked to give a definition of of a of a good vision statement. I said, well, there's only two types.

Those that work and those that don't. So your job is to work out whether or not yours works. And by that by working, I mean, do we use it in everything? Do we use it? Do we have it on our agenda to remind us why we're there? Do all of our board reports that come to us for decision or discussion use the vision statement to help unlock some of the key elements we might otherwise miss?

Do we use it in our conversations? Do we use it in our values? The point is we use it. And therefore, when should it change? When you can't use it. So absolutely agree with everything you're saying there, Linda. And often the thing that's missing in I would say probably ninety percent is they just don't use it as a strategic filter for everything they do.

Actually Linda.

Couldn't agree more. Yeah. Get the strategy right. Tick that box and and put it back onto the you know, into the filing cabinet or on the drawer in the drawer.

Okay. So that's all about purpose. So if we now say, Okay, well, yes, we can take the primary governance principle, then we move on to the foundational principle of strategy.

So if I could have the next slide, Sean. Thank you. So how they define strategy is they say this foundational principle reflects the governing body's intentions regarding the organization's achievement of the strategic outcomes within its changing context.

So a lot of words, but it's basically saying, what will you need to achieve in order to deliver on that purpose?

And there's two key parts of this that I love, okay? The first is strategy according to the ISO is basically looking at identifying those strategic outcomes.

So there your three to five big hairy goals, and you might call them outcomes, you might call them strategic priorities, you might call them, I don't know, strategic objectives. It doesn't matter what you call them, but they're the three to five big hairy goals that you have to achieve to deliver on that purpose.

And the second thing that I love here is about the changing context. Because the changing context is where foresight comes into the fore. So if we go to the next slide, Sean.

So in terms of the components of strategy, we've talked about purpose, which is like your organization's why.

Context is basically what is the environment within which you're operating now and into the future, that period of time that your strategy is going to cover. Now you'll note we've got strategic outcomes there and you'll note we don't have a strategic plan. Now we don't have a strategic plan on this slide because you can't get into strategic planning until you understand the logic of your organization, which is your purpose, the environment you're operating in, and your strategic outcomes.

Now how we identify what those strategic outcomes are going to be is by actually considering the foresight, the future, by looking for signals of change and drivers of change. So that's what we're going to have a little look at now. So if we go one more, thank you. So signals of change. What are signals of change? They're the little nuggets of gold from tomorrow that exist in the present day.

Now they're not a trend. They might grow into be a trend, but they're not a trend. They're just a little signal. They might be a local innovation, a local small disruption. It might be a model, a marketing strategy, a product, a technological product or type of technology. All of these little things could be signals of the future that we're seeing today.

So what we do is before a workshop, I get all of the people who are coming to the Strategy and Foresight workshop to put aside ten minutes to think about signals of change. This form is from the Institute for the Future and is one of the tools that they use when they're looking at foresight.

So what you do is you identify a particular signal that may impact on your organization.

You check against that checklist. Is it a specific example? Is it current?

And is it compelling? And if it ticks those three boxes, then you give it a little bit of a description. You give it a title. And then you ask yourself, well, so what?

How's it going to impact on my organization?

And you make a note about that. Now as a foresight person, I always write down the source and the tag for any signal. Because in my database, it means I can easily find it. Okay?

So that's what a signal of change is and it is a way to actually start to describe the environment and context that your organization is operating within.

Now I've got an example on the next slide here.

And this is really interesting. I'm quite interested in urban planning and how cities work. And I came across this signal and it's the University of Missouri. And they have developed an AI based emotional mapping system that takes social media photos and maps them onto a Google Street View map.

And that enables them to look at emotional patterns across a city.

And that enables them to then think about happiness, stress, calm. It informs factors like safety, social cohesion, satisfaction with how the city is working.

What they've done now or what they're planning to do is to integrate this into a digital twin of a city that urban planners can then use in their decision making around how cities are developed and planned. They can monitor and respond to satisfaction levels and areas where maybe it's not so good for well-being and basically enables them to look at functionality and human experience within cities. So that's just one example of a signal of the future that's happening today. Okay, Steven, what are your thoughts? And also what other tools do you use to identify the environment?

So I think a lot of people don't realise how important it is to actually start thinking about the foresight. I mean I've seen many thousands and thousands of strategic plans and probably three of them have had any sort of scenario planning or foresight or cascading you know there's a whole range of different tools that you can use in that area.

But the thing is strategic planning as such has become almost a tick the box exercise for many organizations where they're actually not delving deeper into what are these whispers of the future that we need to start preparing for in advance.

And so any sort of foresight tool that can be used to inform the planning group or the planning process would be absolutely critical and useful, but very, very seldom are done.

So one of the things always that we recommend is that have some of your staff do some training around foresight, around futurism, about developing up future focused techniques. And I remember once we were doing something with the road accident board, and they had trained up their staff. They had a small staff team that every two years would develop up some scenarios, but they did it properly. They did it really well.

And those scenarios then helped form these are the what ifs. Now what are the implications if any of these were to occur? And therefore does our strategic plan deal with that? Even if they weren't to occur, would it make sense for us to do some of this? So that notion of, that notion of using foresight to drive us out of just trying to come up with programs and projects, I think is absolutely critical. Linda?

Yeah. Look, I really love that. I'm bringing in the whole concept of scenarios and we'll talk a little bit more about this in a minute. But one of the things that is really important with scenarios is being able to actually find the commonality, isn't it, Steven?

Well, we might have four or five different scenarios that we've identified. What are the commonalities of these possible or plausible scenarios? Because they are the things that it doesn't matter which way we go, we're gonna have to deal with and being able to plan out that way for horizon three of these is what these are the things that may be possible. What's the road map?

What's the runway in horizon two that we need to actually get right regardless of where we land?

Yeah and I think the key thing with scenarios in particular which most people have heard about but very seldom used is that a scenario is not what we want to happen. A scenario is it might perhaps good maybe and therefore what are the strategic implications if that were to occur? Yeah. Now what would we put in place to deal with it that even if it didn't occur would make sense for us and position us so that no matter what the future threw at us, we're gonna be in good shape in advance of needing to be.

And this is this is the the the power and the excitement of of getting our head around you know, strategic plan is not just coming up with another three year plan. It's actually looking at what are these whispers of the future, and what are they do they provide for us? And this is where innovation starts to come into it. We start to look at it through that innovation lens.

Exactly.

Exactly.

Okay. So let's move on. So we've talked about the signals of change, which is one of the foresight tools to be able to look at what might happen into the future. And now we're going to talk about drivers of change.

And the drivers of change are the trends, megatrends, those big factors that are going to significantly impact on your company, your business, okay? And so what we do is in the strategy and foresight workshops that I run, we break into small groups and we get them to identify drivers of change. And in order to make sure that we have a rigorous and robust set of drivers, we categorize them into STIPLE. And I'm sure that you're all familiar, but just in case some of you might not be, what is STIPLE?

It stands for S is for social, T is for technology, E is for economic, E is for environmental, P is for political, L is for legal, and E is for ethical. So it's a change on what we used to use, pestle, because it's now brought the whole ethical lens in. So we get them to identify drivers of change, and then we identify what is the impact of these drivers on the business. So I'll give you a couple of examples. One might be in the energy sector, climate change, increasing sea levels, and they may have stranded assets might be the the impact.

In the culture and arts sector in Aotearoa, we have a reduced funding lid coming from government. So we actually know that if it continues the same trend that we have now in seven years' time, we may find that any income stream from government is going to be minuscule. Which means right now, we need to be planning our sponsorship, our donor, our wider philanthropy strategy to try to get bequests and all the rest to keep our arts organizations going.

So those are just two examples of drivers and drivers really do need to be significant and they also have to have high uncertainty and and an ambiguous direction. So if we go over to the next slide Sean, I'll just show you how they may use, be used in terms of using drivers.

We just have a question that's come in. Linda, do you mind if we take this one?

Yeah.

So most nonprofits are solely focused on the strategic risk of losing grant funding or donors, much to what you were talking about. It's hard to encourage boards to have a broader lens. Any suggestions on how to do this?

Well, Stephen, do you want to have the first crack at this one?

Well, first thing is it's not just about philanthropy or going out and seeking funding. It's actually recognising that there's such a thing called a scarcity mindset, and I see this happening in so many organizations. The scarcity mindset is where you truly believe that there's not enough out there and there'll never be enough. It's really hard to get and it's gonna get harder, and there's nothing we can do about it because it's government, because we're a nonprofit, because we're an arts organization, because and and and that that one makes the others totally invisible.

So to me, the the only way really to get over that is to start to change our mindset saying there is plenty out there. Where is it? What does it look like? It looks totally different to what we've traditionally sought.

So what might this look like? Who might we do this with? Where are the different areas that this might be available? What if it wasn't about money?

What if it was about people, time, and a whole range of other things? So, again, this comes back to the mindset that the board has put in place. If yeah. That the the old, wonderful phrase that if you do the same thing over and over again and expect a different result, you're totally insane is absolutely true.

So what needs to change more than anything is the mindset. So we start to move towards, okay. So there is actually plenty out there. Where is it?

What does it look like? Who do we talk to? Who else has done it? Let's do some research for those around the world to find their innovative sources of funding.

The second one is it's actually really easy. Now what can we put in place to make it easy? Do we train our staff up? Do we get inside outside expertise coming in?

Do we make our processes easier? Because it actually is easy until we've decided it's hard. And then the third thing is how do we want it to be? Not this is what the contract says or this is where government's going.

How do we want it to be? Now let's look to see how we can create things from that. That's what changes the world, not trying to find more of the same. Linda?

Yeah. Great. Great answer. Thank you. One of the other things that that I would add to that is as part of the strategy process, after we've identified the context and the Big Hairy Goals, one of the things that we do is we actually identify the four C's that need to be true in order to deliver those goals and therefore the purpose.

What are the four C's? And they are around what do we need to have in terms of capability? What do we need in terms of capital? What do we need in terms of our competition?

What do they need to be doing? What do we need in terms of our collaborators?

No.

That's my C's. Competition might be collaboration. So we might turn our competitors into our collaborators. And the fourth C was customers. See that's what happens when you go off cuff. So the four C's mean that when you're looking at what do we actually need to succeed, it might be that by taking it away from oh we've got to have sponsors and donors and we've got to have a strategy then it might be that we actually have fresh lens into what Stephen's saying by saying okay let's look at this in a different light.



Yeah so I mean it is a challenge and it's one that I was talking about with a client this morning.

Exactly about this. How do we actually change how we fund our organization? Because the funding isn't there. So yes. So if I can go one more slide, Sean.

Yeah. So I just thought that with regards to drivers, it's really helpful to see how you might use them. And if we were looking at this in terms of a two by two, what I've got here is about supply of talent. So on the one hand, we've got to the left the abundant supply of talent. So we've got a workforce to die for. On the other hand, we've got a scarcity of talent. We can't find people for love nor money.

Then we've got on the other axis, we've got high demand for our services. And on the bottom, we've got low demand. And so then what we can do is say, okay, in each of the quadrants, what will it be like?

How is it going to impact our organization? So just as an example, I threw some random things up there. But if you've got hardly any people and you've got high demand, then it's possible you're gonna be missing your customer service expectations in terms of the KPIs. You'll have little bandwidth to be focusing on anything other than BAU.

And yet, because you've got no talent and high demand, you should actually be trying to carve out some sort of innovative strategy around AI, robotics, whatever, to be able to deliver what it is that you need to deliver when you don't have people to deliver it. On the bottom left hand, we've got low steady demand on our on our business, and we've got more people than we can throw a cat at. Well, we've got heaps of time then to innovate. We've got high performing teams.

We may be able to identify new strategies to grow profitability, all those sorts of things. So this is just an example of where you take two drivers and remembering that they need to be ambiguous in direction so they could go up or down and and have high uncertainty. And then you can throw any two together and look at what you get and you can get some really interesting results as a result of that. Stephen, do you have any comment on that?

I think one of the greatest gifts the board can be to both the organization, but more importantly to the communities that they serve, whether they be customers or clients or sectors, whatever it might be, is to ask the question what if? So for example, we've got a scarcity of talent. Okay. So what if talent wasn't what we thought it was?

What if it wasn't people? What if it was something different? What do you mean by that? I don't know.

Let's have a look to see what we mean by talent. How do we access this talent in ways that we haven't considered?

But no, we've got to have staff. Well, what if we didn't have to have staff in some areas? What would that look like? What?

You're talking about robots? I don't know. Let's explore it sort of thing. So what it does is it starts to force us down the path of innovation and at the very least I'd be looking at doing some research with our Canadian counterparts.

Hi Nova Scotia. I know you're online. And some of the other some of the other countries that have similar social guide rails as as Australia and New Zealand and Canada and UK, you know, typically the Commonwealth countries, but I'd also be looking at some of the Asian countries too and see what they do in this space. Because all it takes is one idea where you go, hang on a second.

We would never have thought of that.

And so that to me would always be part of, probably an annual review of what are some of the most innovative things that people in our sector are doing in different areas. And imagine just imagine the network you would send up if that once a year you got together with these people online and actually ask them, what are your most innovative ways that you've found in this area? And you started sharing them. Why wouldn't you do that?

Sounds great. Great. Thanks, Steven.

Hey, I've Listen, there was Yeah.

There was just Yeah.

The four c's. I'm not surprised you were a bit confused because I really muffed all that. So there are four c's. What you're thinking about is in terms of your customer, competitioncollaboration, capability, and capital.

So those are the four Cs. And I don't go with competition slash collaboration because sometimes it's actually better to collaborate with those people that you may have thought were the competition because of the external environment.

You know, if you've got really low demand but really great systems, someone else in a different region has heaps of demand, but they don't really have the efficiencies that you have. Why would you actually say, well, they're a competition if I move into that region, why don't I actually join up with them and collaborate? So, okay. So then we come to the components of strategy. And so the components of strategy are basically what we've discussed today. So that's the purpose and the environment that you're operating within.

By identifying those two things, you can identify the three to five big hairy goals that are three to five big hairy goals that you need to achieve in order to deliver on your purpose.

Once you've done that, you can then be thinking about the risks and opportunities to the delivery of those. And that is really informed by your external environment analysis. Analysis.

And once you know your risks and opportunities, then you can talk about values, because you can't have your organizational culture identified in a vacuum. It has to be linked to your strategy.

Only then can you start thinking about, okay, what do we need in our strategic plan? Okay. Once you have your strategic plan, which could be out three, five years, then you pull it down to your annual business plan. And it's through that, that you then clearly identify what you expect of your chief executive.

Thoughts, Sean? I mean, Steven.

I think the most important thing on on this particular illustration is the is the box that says risks and opportunities. Because I still find that most people see them as separate rather than the same coin just looked through looked at through a different filter. So for every risk that you've got, there will also be opportunities, but not only opportunities, but potential revenue that arises from actually understanding that risk, leveraging the opportunity, managing the risk really really well. But the fact that you can manage your risk really well means that you can do things that other people can't because they're not going to be able to manage that risk because they don't do it how you do it.

So you start to look at risks as also value generators as well because if we've got a major risk of let's say reduction in government funding, right, Potential to occur? Depends on what time we're talking about. Yes. This week maybe.

Impact on us as it were to occur? Well, at the moment, we're ninety percent reliant on, you know, government contracts or grants or whatever it might be, so huge impact. What have we got in place? Well, not much.

We just sort of hope and have a bit of a prayer every now and then. So that's a high risk, high impact, high potential to occur, absolutely rubbish controls around it. So if we look to that and then say, that's our big risk. Now there are some fantastic opportunities in this risk.

Let's look at it through that lens. What can we change? What's our mindset change? How do we look at our existing programs?

What are the other things we could do? Not to raise money, but to actually create even greater value.

And the same thing when you look at opportunities. You look at opportunities and you say, well, this is a fabulous opportunity. Look at this new program that's coming up that we can we can put in for. Now what are the major risks around that? Okay. Cool. Now how do we turn those risks to opportunities again?

So it becomes almost like a quality improvement cycle where you look at risks through the lens of opportunities and opportunities through the lens of risks, and if you do nothing else than this when it comes to risk, please, please, please consider this. Every single one of you will have

something called a risk register, he says internally, shuddering. Your risk registers, unfortunately, tend to be a list of here's all the risks, and they're usually color coded.

What I'd be doing is I'd be adding another two columns onto my risk register. I would be adding a column that says strategic opportunities that arise from that risk, and the next column I would add is potential revenue from managing that. And something as simple as that can start to change the mindset of those who are in charge of risk from one of compliance to one of actually understanding and using risk to leverage strategically.

Linda.

No, I think that's a really good conversation to have, Stephen, because one of the things that I find when I'm talking to organizations about risk is that often they do have the risk register and they have it all color coded but they haven't actually had a conversation around risk appetite intolerance. And so what that means is the board is complaining about the papers that are coming to it. They're too big. They're too dense. And when you uncover exactly what these papers are around, often it's because management have not been given the information from the board as to what their risk appetite is. So they are writing up the risk in a lot of detail, bringing it to the board and saying, what do you want us to do with this?

Absolutely.

Mean, this whole We need to guide them, don't we?

Absolutely. Right. You've described it better than ninety nine percent of all the risk chairs I've come across. The whole purpose of a risk appetite is to give guidance to the staff that says we have no risk appetite or low risk appetite for this, so don't bother us with it.

We have a high risk appetite for this. Okay, they're the things you should be bringing to us. And that provides enormous guidance and also focus so that we can actually really create the value that's required. And that's why I'm starting to recommend now in your risk register, have another column to say, is this within our risk appetite or not?

Absolutely. You might as well integrate them together.

Yeah.

Linda?

Well, I just want to ring, ring out, bring us back to a comment you made at the very start, Steven, about the importance of making your decisions based on strategy and also on risk. So one of the things that is really important is that we give management the guidance in terms of risk appetite and threshold, etcetera. But also that every paper that comes to the board where they're asking us for a decision, what I want to know is how does it actually contribute to a strategic outcome and our purpose?

And where does it sit in terms of our risk category?

So one board I was on, we actually made a conscious decision because we were struggling to get a workforce.

We then made a conscious decision that with regards to people and recruitment, our risk appetite would be thrown out the window. You can do whatever you want to attract people. We basically need people.

And so as a result, we had to make a conscious decision to move our risk appetite. And there were a number of other categories that we decided we needed to tinker with and move. So every board paper that we got for a period of eight months had the current risk appetite, the desired risk appetite on the front page of the paper. So that we didn't automatically default to our normal risk appetite, which probably, you know, whatever it was, we were reminded, okay, you might have done that. Your decision therefore might have been this, but now you're moving there. So make sure that you've actually got it right.

Very clever. Very smooth. Yeah. Yep.

The other thing that I just wanted to comment on was the importance of purpose. And take us back to Simon Sinek for one minute where he gives the example in his Start With Why book about the importance of purpose by talking about the fact that we are all humans and we want to belong.

So when we're looking at who we're going to do business with, often people will look at the purpose of the organization because it gives us a really good steer about what their beliefs are, what their values are. And so a lot of companies may have the same product, but not all companies will be the same in terms of the beliefs, values that sit behind that. And so because humans want to belong, we will often choose to do business with organizations that share our values and beliefs. So another reason why your purpose statement has to be very well crafted.

And the logic from that Linda that again I still don't see happening very often is if that purpose describes the difference that we want to make and people take note of it and we've got the evidence to show then let's have a look at our website and see how we might restructure that in a way that's not just look at all the things we're doing and how busy we're being but it's more about here's how under each of these areas of our purpose that we're actually creating a difference and creating an outcome Now contact us and, you know, have all that detail in there. But and the same thing with annual reports. The best annual reports are those that use the various elements of their purpose and their vision statement to help craft how they structure their annual report. Because in the end, I'm really not that interested in how busy you are. I am interested in the difference that you make.

Yeah. And that goes to that exact statement, Steven, goes for your chief executive reports to the board. Not interested in how busy you are. Tell me how we're tracking against the various things.

Yeah. Hey, the final slide here is about resources. And there's only three. I just pulled out the three top ones that I go to.

So the first is the Institute for the Future, which is where I studied. And they have some fabulous resources and reports that anyone can access. The second again, accessible is the Government Office for Science in the UK. They have got playbooks and templates and all sorts of fabulous resources that I really recommend you have a look at if you're interested in foresight.

And the final one, Board of Innovation. That is a company that is all around AI and technology. So again, something that you might be interested in.

Thank you.

Have we got still time, Sean? I thought we had to finish.

We are finishing.

Oh, good.

So thanks so much, Linda. So please feel free to connect with Linda or Stephen. I'm sure they'll look forward to your connection on LinkedIn.

So as I said in the opening, you'll receive an email from me tomorrow, which will include a copy of the recording, the slide deck, the transcript and the resources links as well, which will be on our website as well. So just as you leave the webinar, don't forget to complete our really short one minute survey to go into the draw for our beautiful gift hamper. I'll announce the winner of that tomorrow as well. So thanks again for attending everybody. I hope you enjoyed the session. Thank you, Linda and Stephen for your great conversation today.

I look forward to seeing you all at our next webinar. Everybody have a great day.