

# From Scenario to Strategy



As we work on strategic analysis we need to recognize the differences between mature federations and starting federations, federations with different relationships to their national governments.

Our next step is to derive the scenario implications. For each story, we need to explore

***If this is to be the future, what should Federations do to prepare (to respond to opportunities or threats.)***

- **Consider changes in demand/need for Federation services, [Millett insight #1]**
- **Consider changes in the “market conditions” affecting Federations’ ability to deliver services [Millett insight #2]**
  - **Who can we include to make the R&E federation community more robust ?**
  - **Regulation changes**
  - **Availability of services (open vs proprietary software, infrastructure) and technology (protocols, open vs proprietary) Federations can use to provide services [Millett insight #4]**
  - **Availability of staffing for Federations (and IDP & SP operators)**
- **Consider who are the competitors to Federation services [Millett insight #5]**

- Or as was suggested at TechEx in Oct 2018: What can we stop doing? What could we start doing?
- **Lucy suggests: What are the implications for federations as technology, as governance, who are the stakeholders and allies in the stories?**
- **OR we could ask how in each scenario do we support the values?**

Given the implications for all four scenarios:

- What are the shared implications? Responding to implications in all futures is low-risk or necessary.
- What are the implications that come from some of the scenarios? Responses to these are medium-risk, in that they may not be necessary.
- What implications come from few scenarios? Assess the risk of not responding (combination of probability/likelihood and impact)
- How different are these implications? If they are very different, we face a very uncertain future, to the extent that the scenarios are equally plausible. Uncertainty prioritizes flexibility as a strategic response. [Millett insight #6]

Stephen M. Millett, "How Scenarios Trigger Strategic Thinking," *Long Range Planning* 21, no. 5 (October 1988): 61–68, [https://doi.org/10.1016/0024-6301\(88\)90106-9](https://doi.org/10.1016/0024-6301(88)90106-9).

Well answered

Mission of The Academy: Internal vs External Priorities: well addressed as far as research.

Educational mission

Resources for The Academy: More vs Less

Inequity in The Academy: More vs Less

Possibly need more? So added questions in the evaluation of how Federations occupy that space.

Impact of Social-Technological Change on The Academy: Slower vs Faster