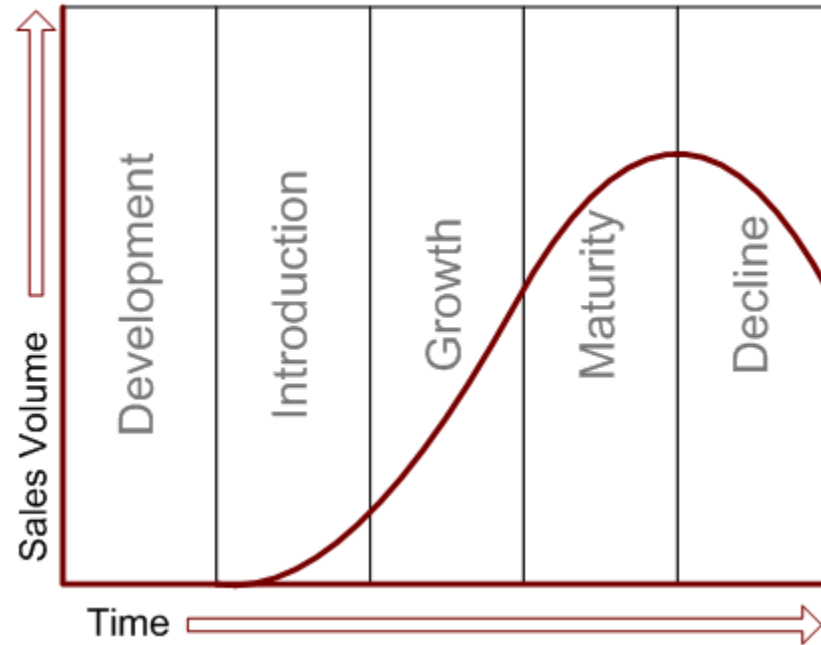


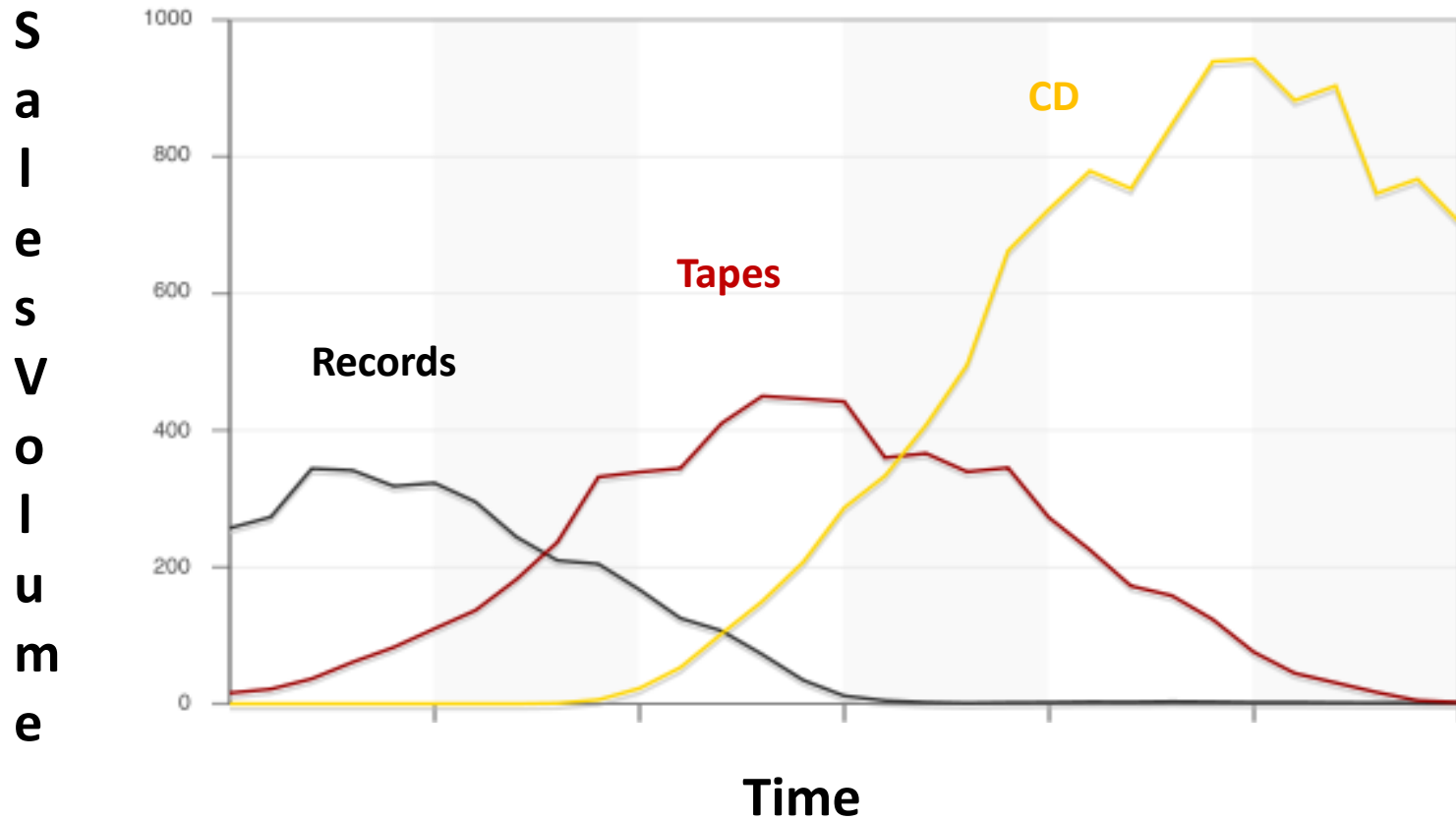
Creative Destruction

- What Does Creative Destruction Mean?
- A term coined by Joseph Schumpeter in his work entitled "Capitalism, Socialism and Democracy" (1942) to denote a "process of industrial mutation that incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one."

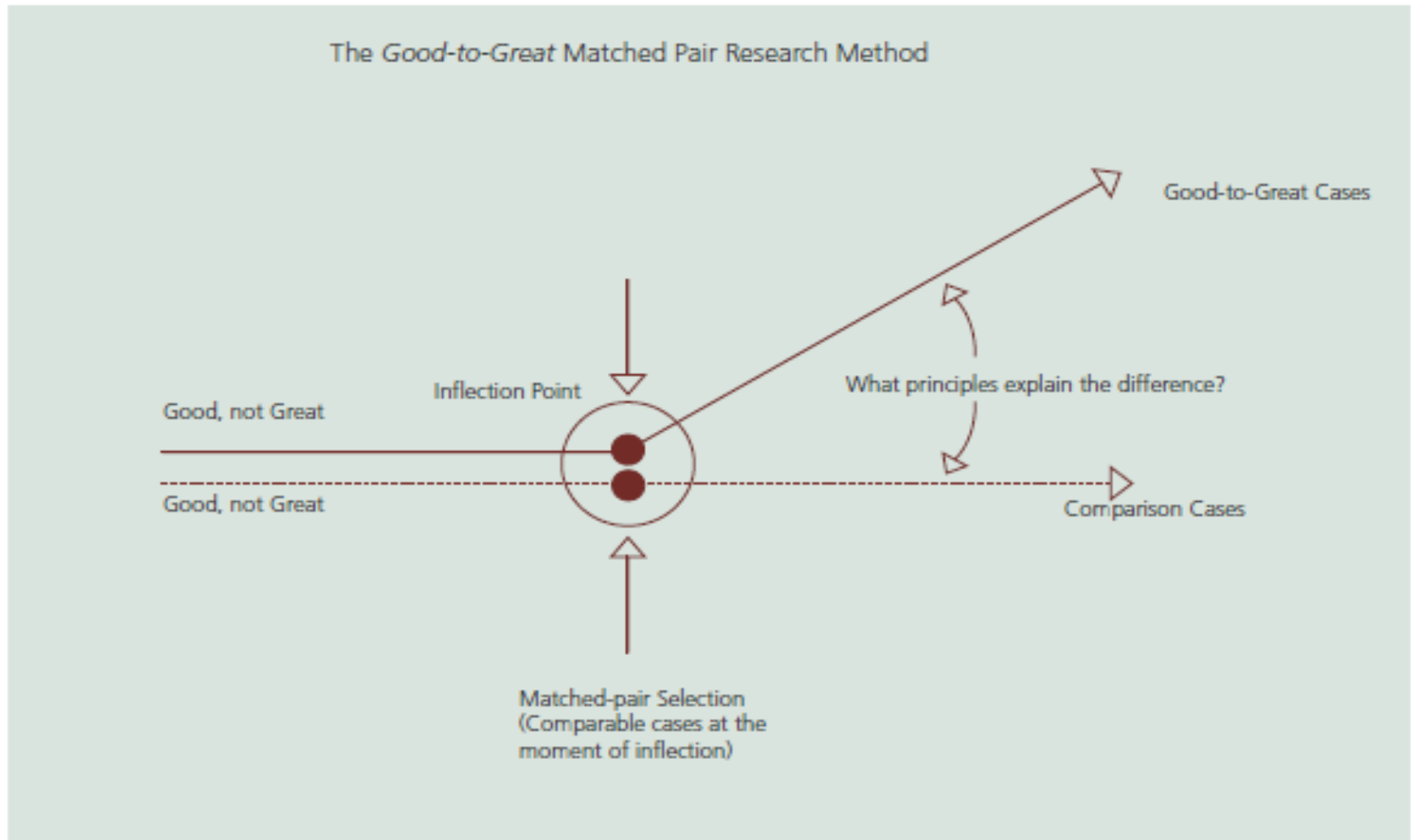
Creative Destruction



Real Life



OVERVIEW OF THE *GOOD TO GREAT*™ FRAMEWORK



GOOD TO GREAT™ CONCEPT SUMMARY

STAGE 2: DISCIPLINED THOUGHT

Confront the Brutal Facts—the Stockdale Paradox. Retain unwavering faith that you can and will prevail in the end, regardless of the difficulties, AND AT THE SAME TIME have the discipline to confront the most brutal facts of your current reality, whatever they might be.

The Hedgehog Concept. Greatness comes about by a series of good decisions consistent with a simple, coherent concept—a “Hedgehog Concept.” The Hedgehog Concept is an operating model that reflects understanding of three intersecting circles: what you can be the best in the world at, what you are deeply passionate about, and what best drives your economic or resource engine.

Brutal Facts

- SAF has critical revenue issues
- SAF is in a doom loop – losing members every year
- SAF is in a changing natural resources/environment/social/educational environment and doesn't want to deal with it.
- Forestry School Enrollment is Down
- Paper Manufacturing has moved over seas
- Forest land cannot compete with development in terms of value

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SAF – A Member Driven Organization:

- What are we passionate about?
- What can we be best at in the world?
- What drives our resource engine?

SAF Role

“Keeping Forestlands in Forest”

saffocus | 2013



Draft / Example

KEY DRIVERS	SAF STRATEGY	CHALLENGES
Membership	<ul style="list-style-type: none"> - Employers - Students - Dues - Value Proposition 	<ul style="list-style-type: none"> - Declining Enrollments - Industry Contraction - Poor Economy - Government Agency Participation Policies
Communication	<ul style="list-style-type: none"> - Publications - Meetings - Webinars 	<ul style="list-style-type: none"> - Diverse Membership - Diverse Issues - Volunteer Organization
Staff	<ul style="list-style-type: none"> - Compensation - Flex Schedules - Succession Planning 	<ul style="list-style-type: none"> - D.C. Market - Office Condition - Economic Fluctuations
Non-Dues Income	<ul style="list-style-type: none"> - Advertising - Grants - Product Sales 	<ul style="list-style-type: none"> - Poor Economy - Competition - Staff Time Availability
Forest Science	<ul style="list-style-type: none"> - Accreditation - CFP & FSTB - Working Groups - Publications (JoF, etc.) 	<ul style="list-style-type: none"> - Advocacy Group Messages - Research Funding - University Program Change / Closings

Draft / Example

