SUMMARY OF STEP ANALYSIS
2012 Leadership Summit
Austin, TX

Two key activities helped us to gain insights and offer suggestions for improvement: STEP analysis and 13-step action plan development exercises.

The STEP analysis captured interesting insights into how members’ and stakeholders’ attitudes are changing. (The following is a condensed version from all team inputs.)

Social Trends

**Differences in communicating**
- Perception of less accountability
- Greater demand for ethical leadership
- More “me” oriented—a trend we see in the marketplace, often referred to as *mass customization* (“I want it how I want it, when I want it” attitudes)

**Social unrest/change:**
- Increase in homelessness
- Adopting of survival skills
- Increase in disease
- Social media/communication
- Global equality/new global leadership
- Aging demographic
- Increase in demonizing of poor
- Green and environmental consciousness
- Increase in intergenerational housing
- Increase in poverty-level households
- Fourth-generation welfare
Technological Trends

- Use of social media (living in “the cloud”—using cloud computing technology)
- Keeping up to date on technology
- Less privacy/exposure of information
- Digital divide (poor, elderly, rural)
- More affordable/cost
- Business dependency
- Access to technology by rural communities
- Increase of technology in Third World

Economic Trends

- Divide between the “haves and have nots”
- Continuation of unstable market
- Globalized economy
- More homelessness
- Aging workforce
- Funding of Social Security/Medicare
- Lack of job creation

Political Trends

- Disconnect with those represented
  - Lack of civility
  - Lack of knowledge on issues
- Unwillingness to compromise
- Lack of trust in elected officials
- Widening of party discussion
- Need for political party reform
- Global issues affecting officials
- Functional gridlock
- Changes to collective bargaining
- Redistricting
- Sequestration
- Lack of capacity at grassroots level
- Growing popularity of marginalizing others
- Opposition to our programs
These trends reflect the diverse viewpoints of leadership as to “important things happening in the marketplace today that will likely affect NAHRO in the near future.” They also expose just how complex the current environment is for NAHRO members. Even the condensed version of the STEP analysis demonstrates how overwhelming it must be to operate in this business environment.

The good news is that this also accentuates the importance of the role NAHRO can and should play in addressing many of these important issues and in representing the “voice of the members” in advocacy, professional development, and providing tools and resources to help members cope.

The strategic question the STEP trends expose is “What is NAHRO’s role in influencing, reacting to, or changing these trends in the future?”

This is also useful in “pressure testing” the viability and accuracy of the NAHRO strategic plan components and can be useful in priority setting in the near term—determining how to spend time and money and how to deploy resources appropriately to gain maximum impact for members and drive greater brand relevance for NAHRO.