

# Strategic Doing™: Moving From Ideas To Action

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# STRATEGIC PLANNING

- How many of you have previously participated in a strategic planning process?
- How many roll your eyes when asked to participate in a strategic planning process?
- How many had a perpetual set of meetings that didn't result in action?
- How long would you attend before you stopped?

# Strategic Plans

**FAILURE**

**70%**

McKinsey&Company

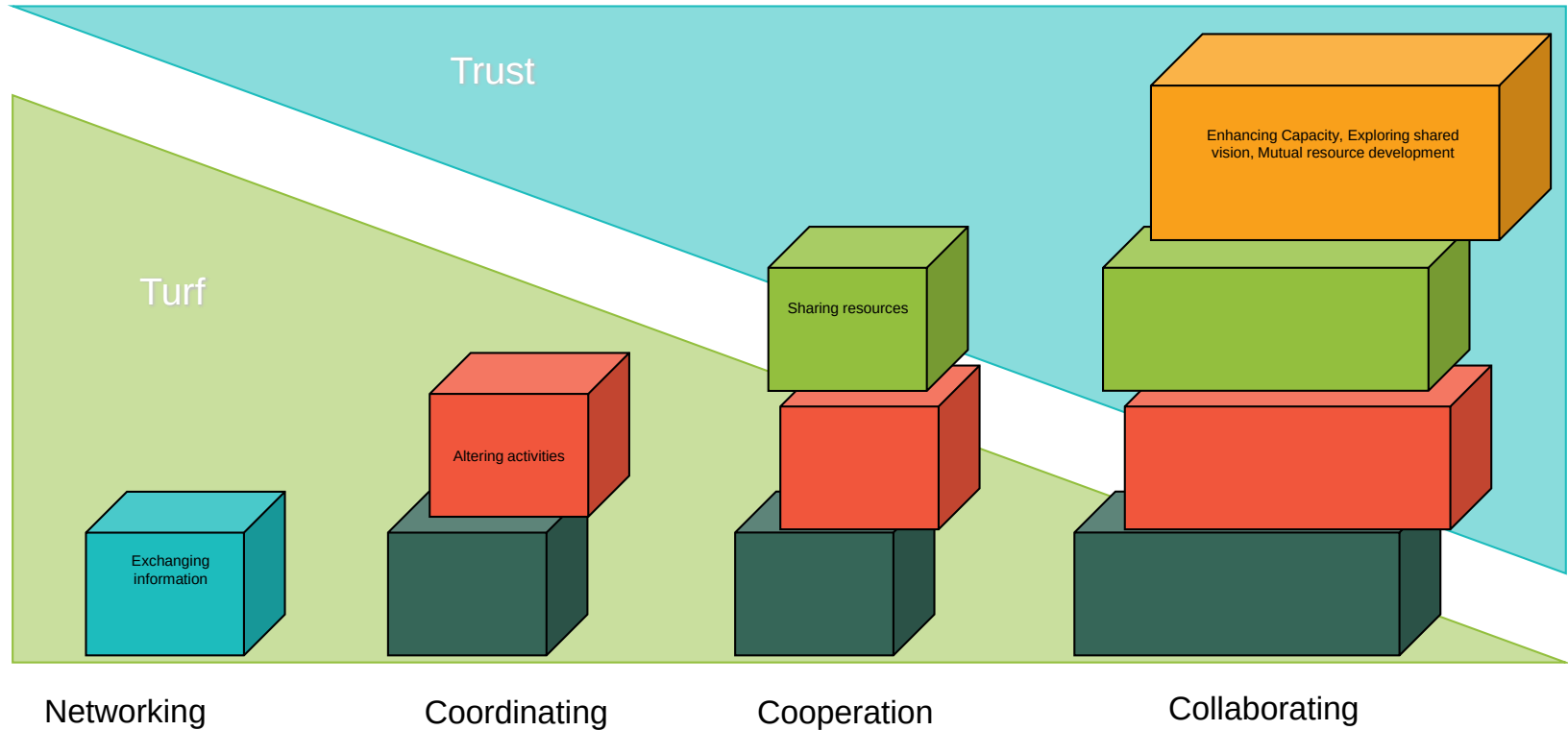


Blackburn, S., Ryerson, S., Weiss, L., Wilson, S. and Wood. C. (2011). *How do I implement complex change at scale?* McKinsey & Company. Available at [goo.gl/DhkNVV](http://goo.gl/DhkNVV)

# PARTNERSHIPS: WHAT WORKS? WHAT DOESN'T?

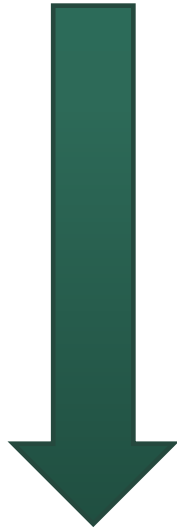
- Think about a time when you worked with an inter-agency or inter-organizational group or team that was working on a strategic or action plan that resulted in meaningful action and outcomes.
  - What elements made the group successful?
  - What about times when efforts did not result in meaningful action?

# Collaborative Behavior



*Adapted from Collaboration Continuum from ACT for Youth*

# Levels of Collaboration



None  
Networking  
Coordination  
Cooperation  
Collaboration  
Integration

## Challenges of Collaboration

- Time constraints
- Unequal benefits
- Lack of trust

Mashek, D. (June, 2015). Capacities and Institutional Support Needed along the Collaboration Continuum.

Himmelman, Arthur T. (January 2002). Collaboration for a Change: Definitions, Decision-making Models, Roles, and Collaboration Process Guide. Himmelman Consulting, Minneapolis, MN.

# STRATEGIC DOING: FROM STRATEGY TO ACTION...



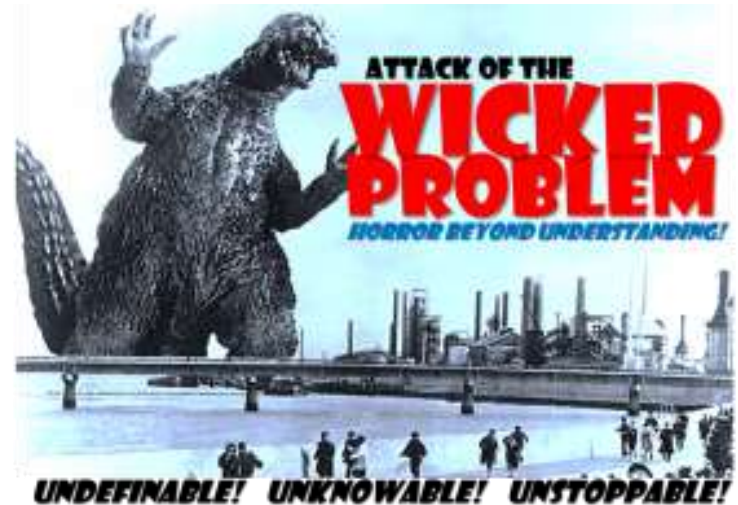
**Strategic Doing**<sup>TM</sup>  
*Do More Together.*

**PURDUE**  
UNIVERSITY.

[www.strategicdoing.net/](http://www.strategicdoing.net/)

# THE CHALLENGES WE FACE...

- “Wicked problems”
- Caught in the past
- Broken trust
- Array of players, mindsets and assets
- Managing complex networks
- Not enough time, money, capacity, etc.
- Managing conversations, networks, etc.
- What to do????

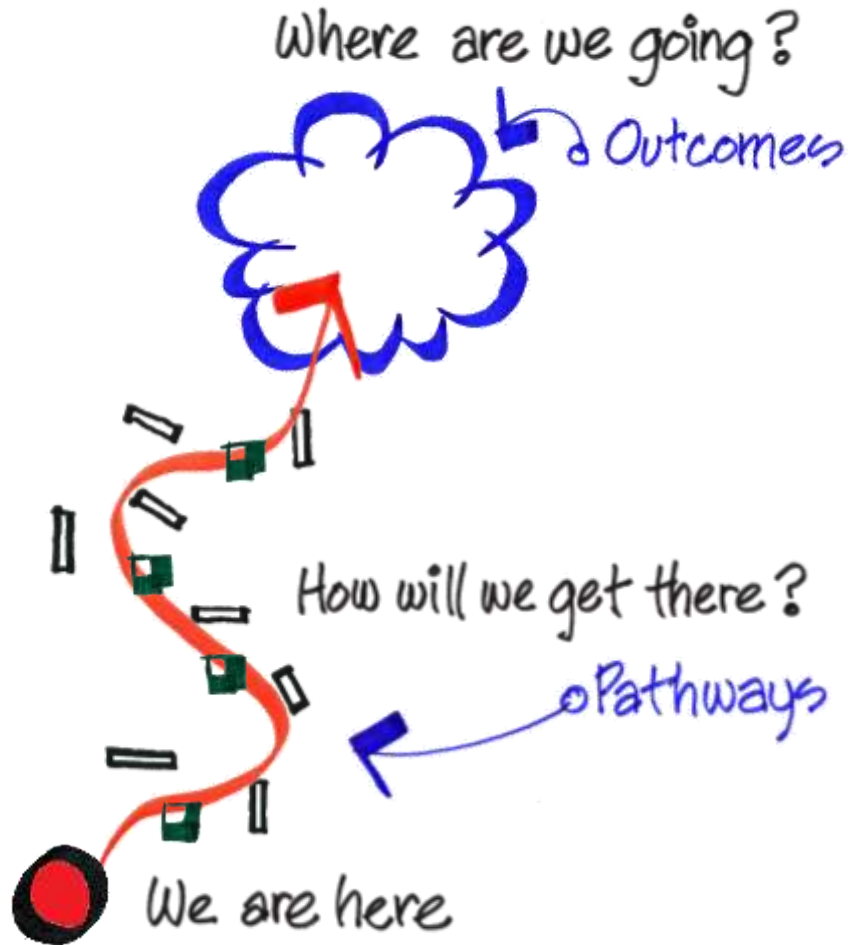


# WHAT IS STRATEGIC DOING?

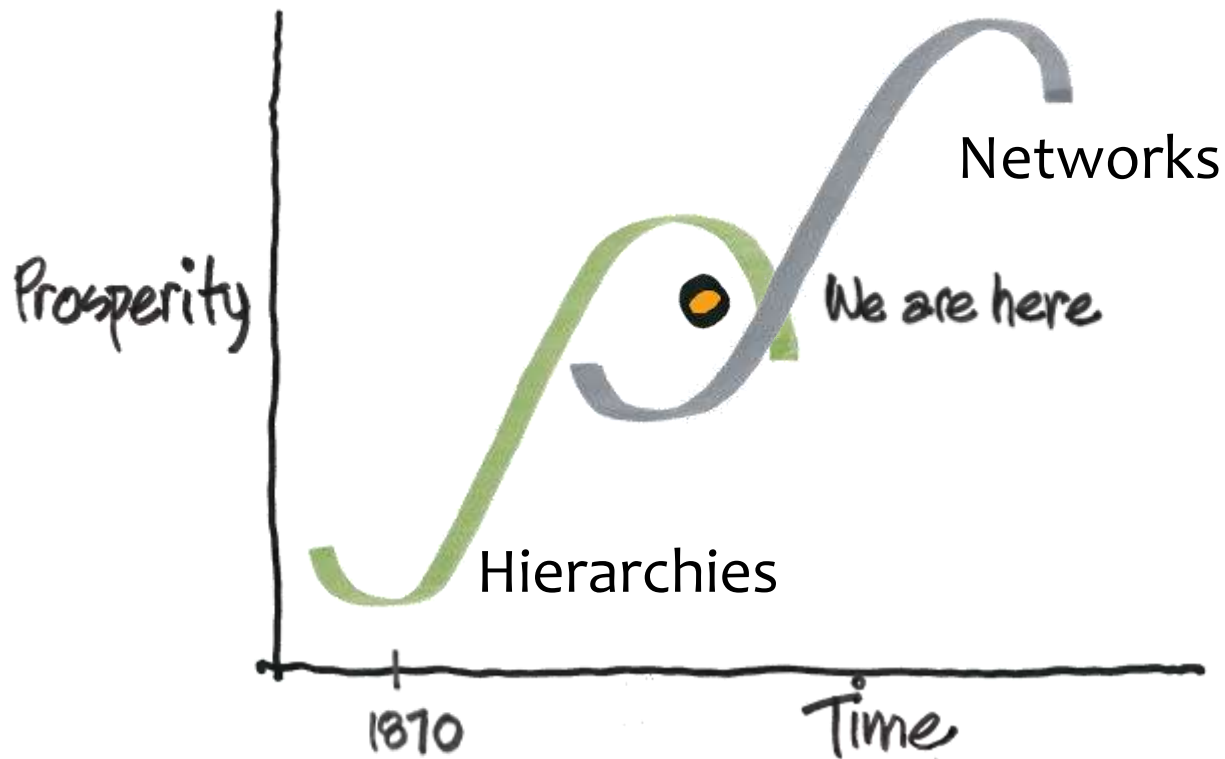
- Identify Existing Assets
- Link and Leverage to Create NEW Opportunities
- Build NEW Narratives
- Build Trust
- Empower
- Turn Conversations into Action!



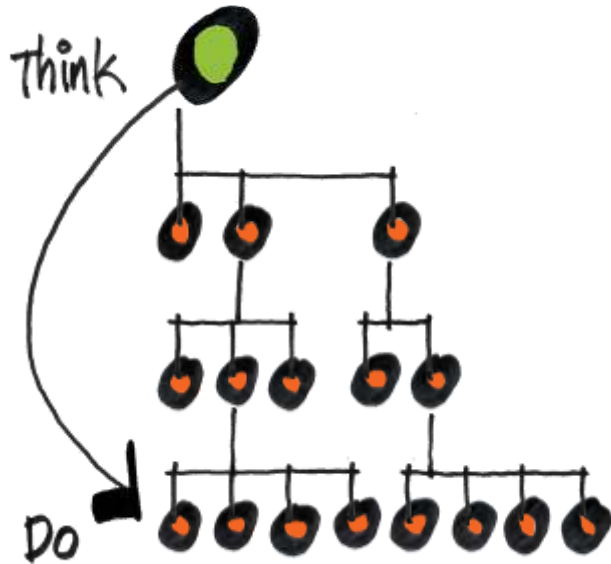
Strategic Doing  
uses simple rules to  
guide complex  
collaborations to  
measurable  
outcomes...



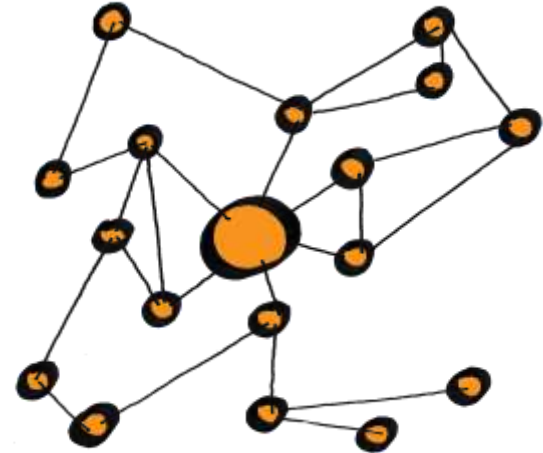
# It's time to move to a new growth curve



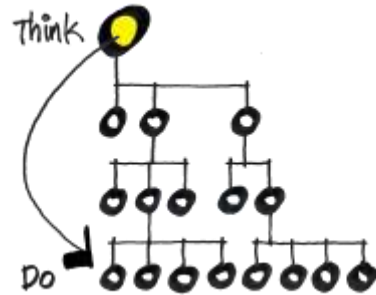
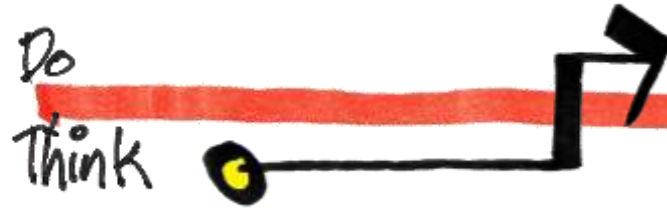
## Hierarchies are limiting



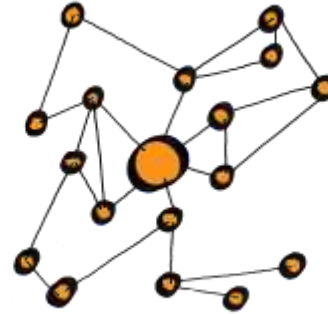
## Networks can help get things done



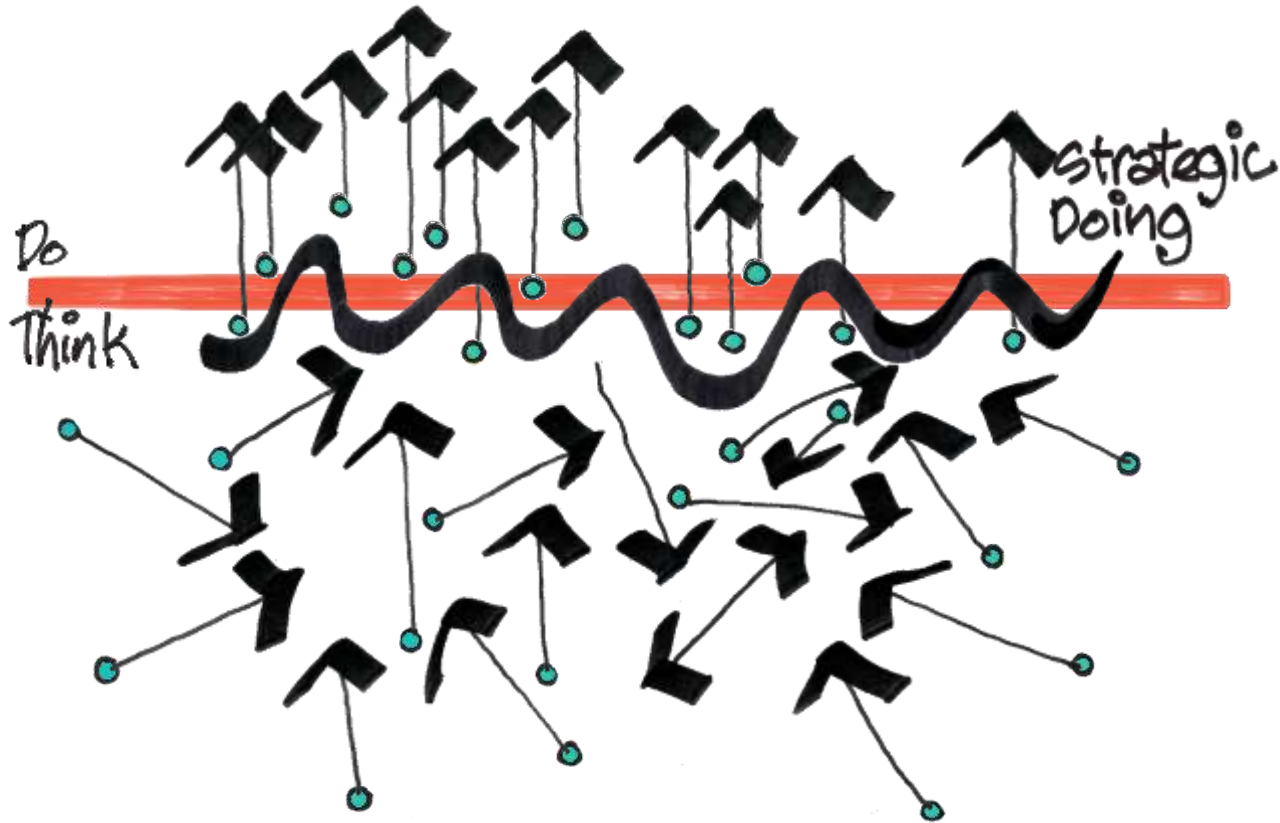
## Strategic Planning



## Strategic Doing



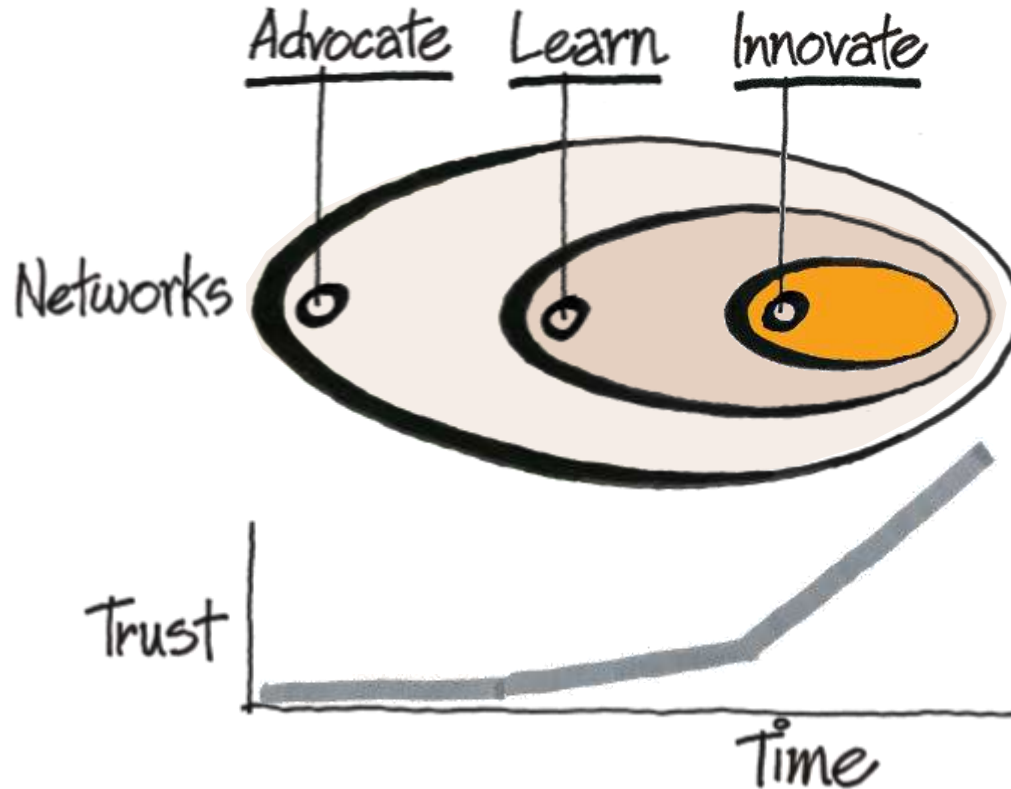
# Link, leverage, and align



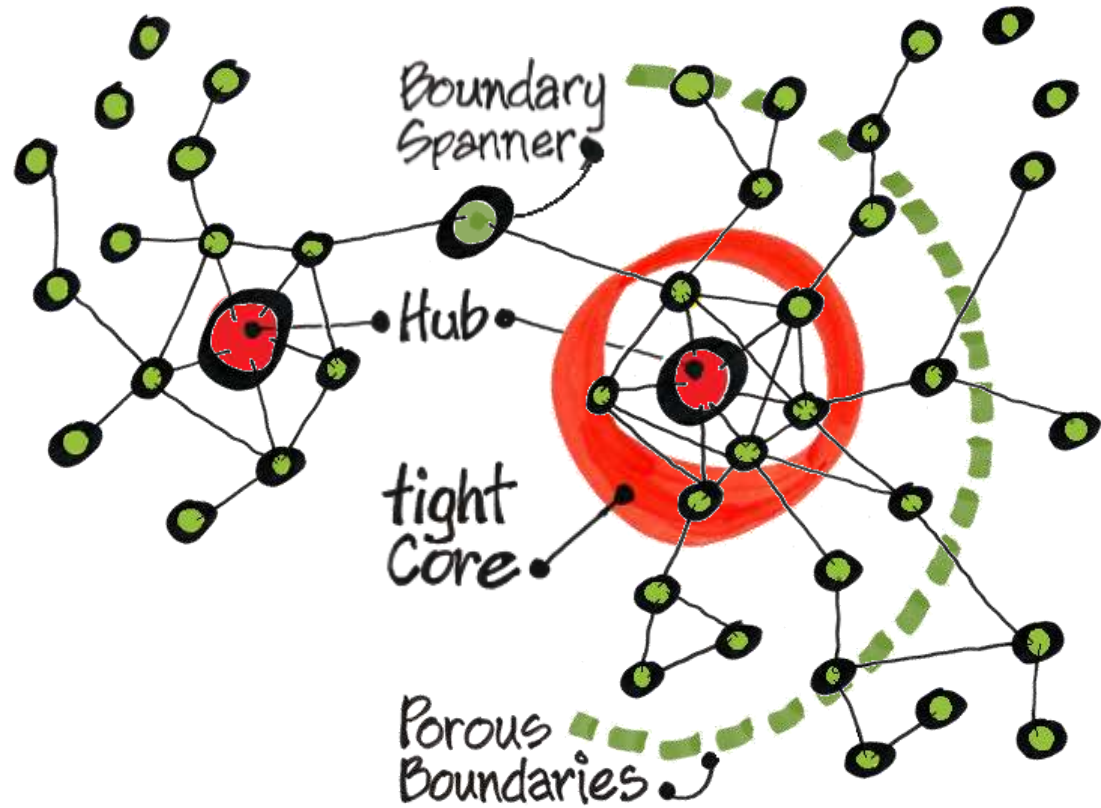
# New thinking: the two economies



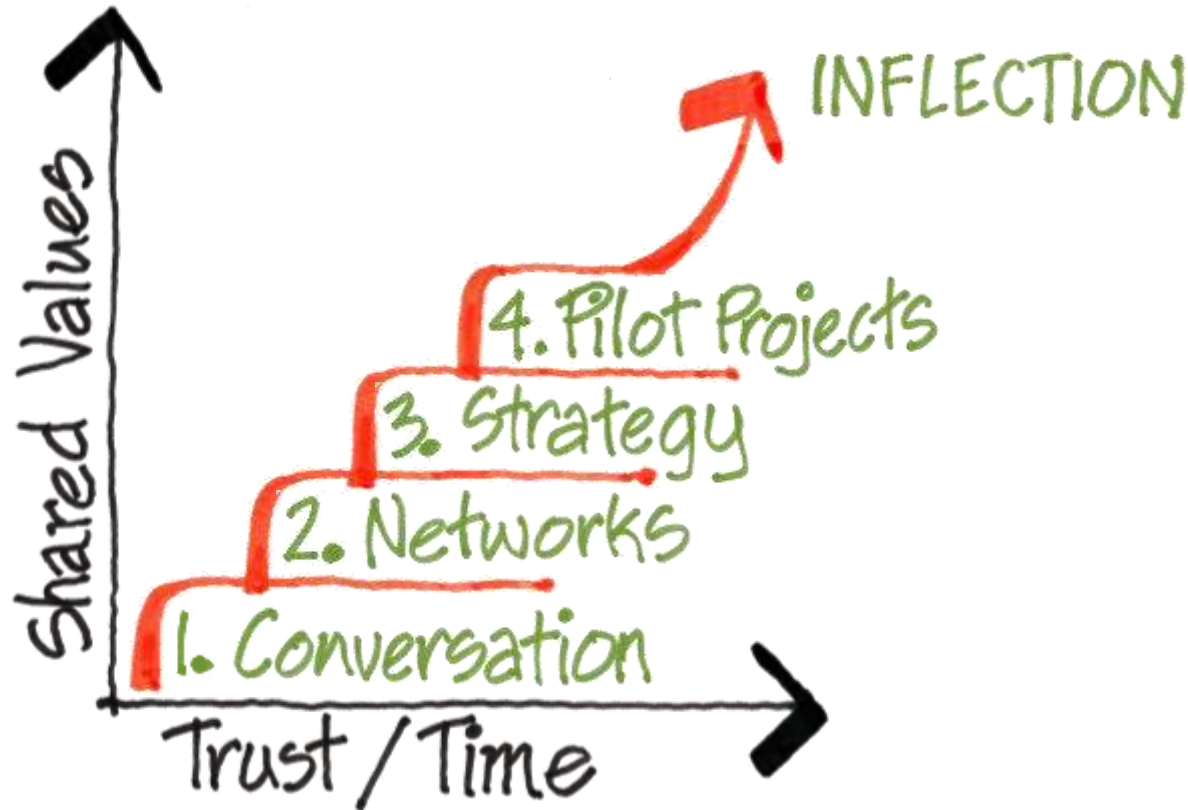
# New thinking: understanding networks



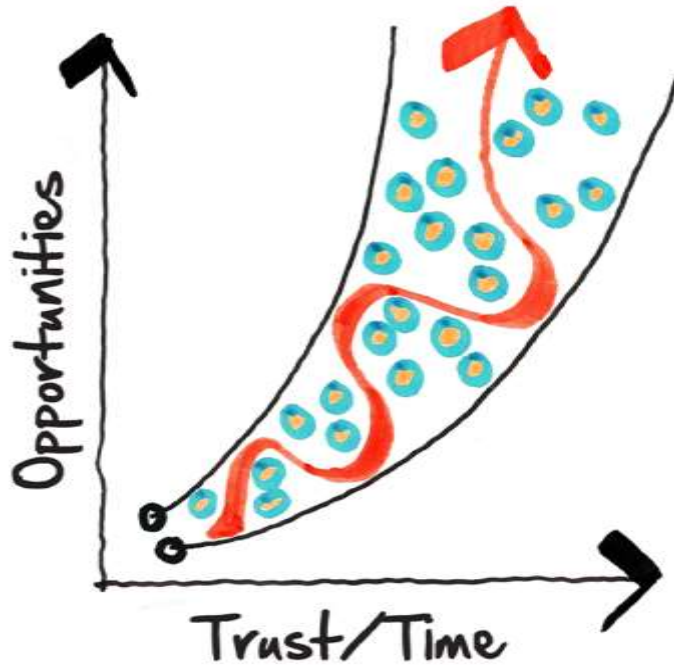
# Network structure & combining networks



# How networks emerge and grow over time



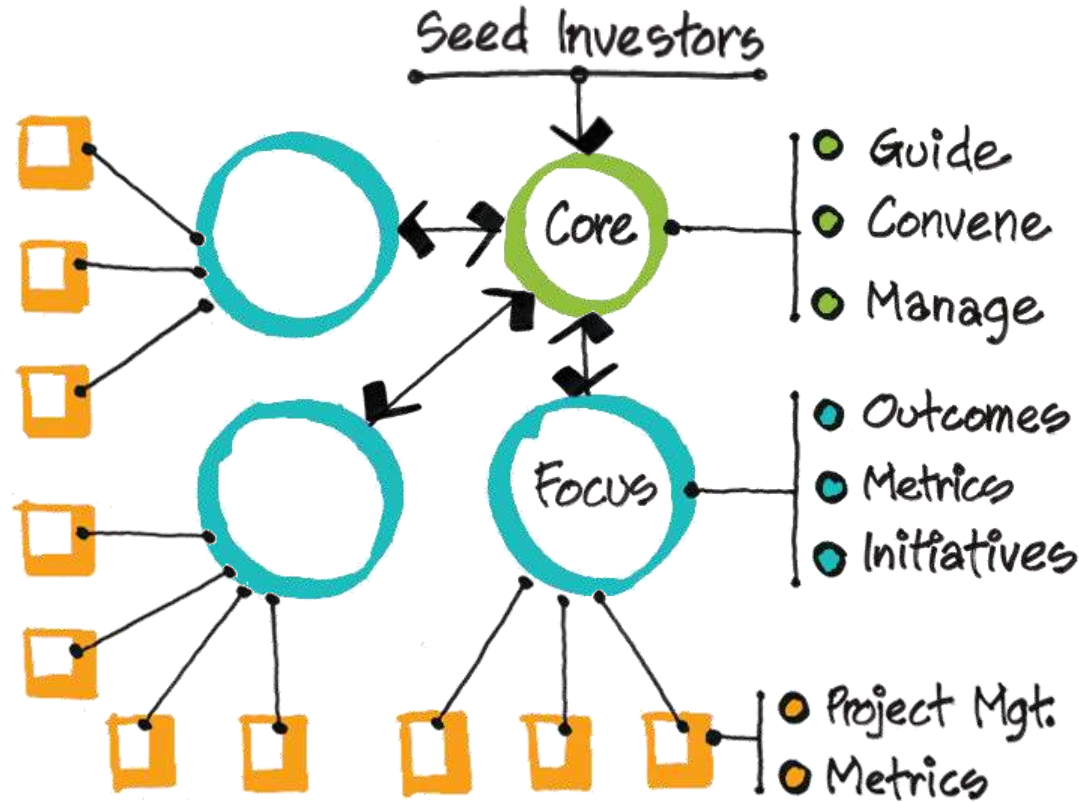
# Innovating networks produce increasing returns



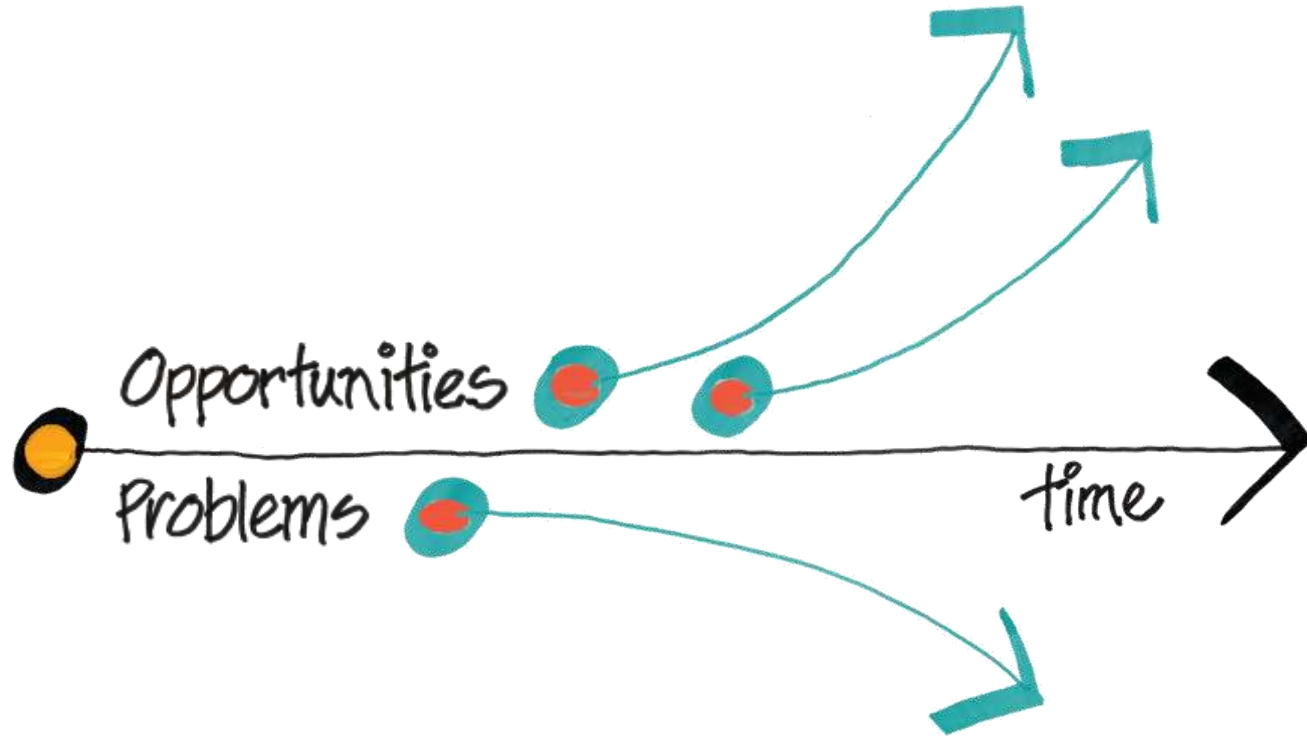
*Mathematics says the sum value of a network increases as the square of the number of members. In other words, as the number of nodes in a network increases arithmetically, the value of the network increases exponentially. Adding a few more members can dramatically increase the value for all members.*

- Kelly, K. (1999). New Rules for the New Economy

# Managing a network and getting things done



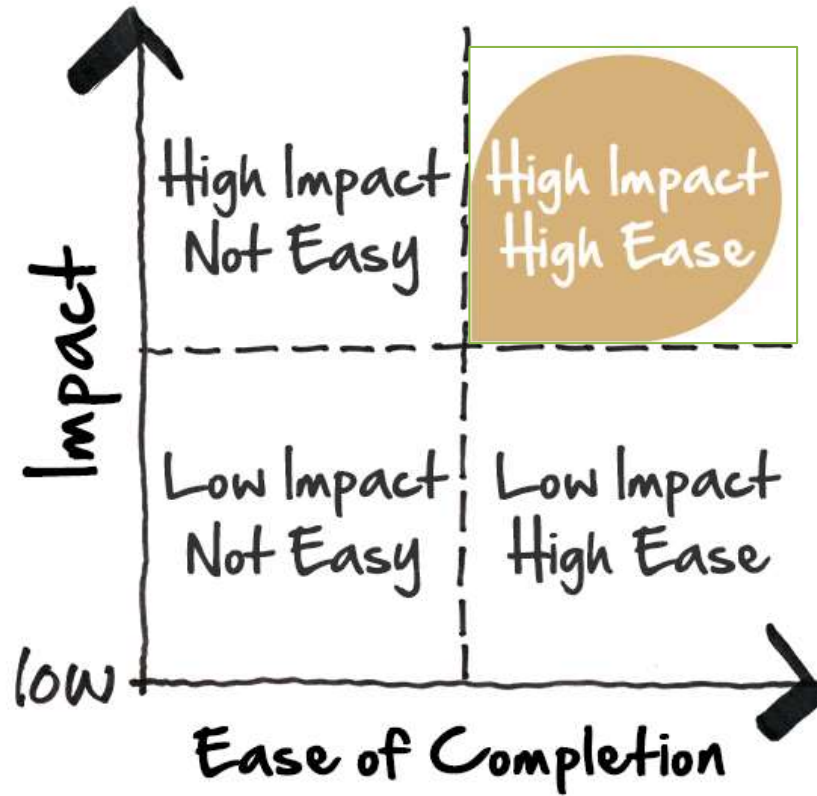
# We move in the direction of our conversations



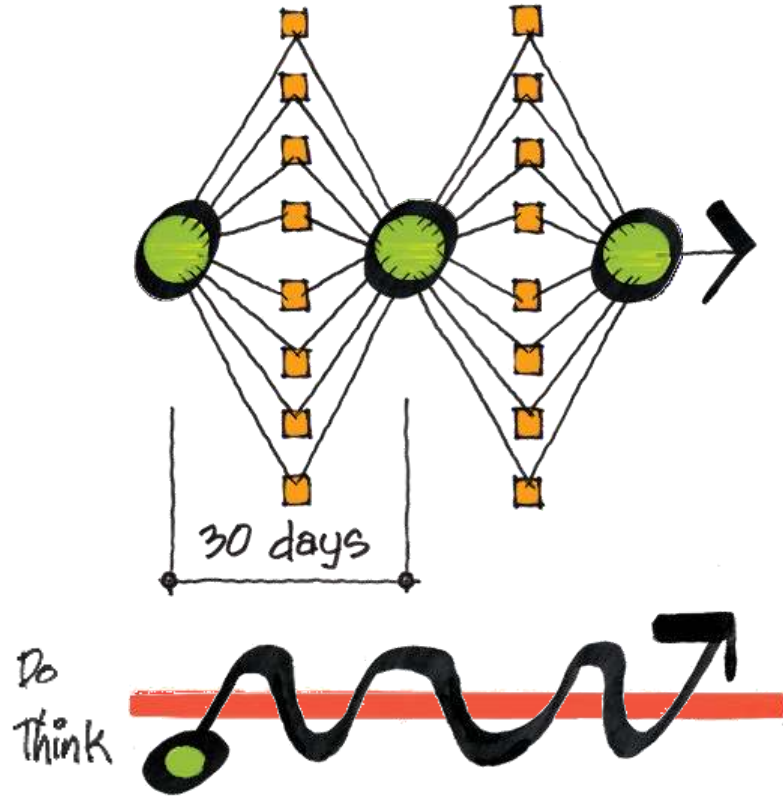
# Strategic Doing



# Choosing a strategy: evaluate difficulty and impact



# It's critical to come back together



AND, SO...

# WHERE DO WE BEGIN?

[ HINT: CHANGE THE CONVERSATION ]

# ACTIVITY: We're Going on a Trip



## Measurable Characteristics

I'M GOING ON A TRIP

A

B

C

How I'll know my trip was a success:

D

### Step 1.

Spend a couple of minutes thinking about a trip you'd like to take. Then in Box A write down a few things you would want to see, hear, do, etc. – the more detailed, the better.

## Measurable Characteristics

I'M GOING ON A TRIP

A

B

C

How I'll know my trip was a success:

D

Step 2.  
In this box describe,  
in general terms,  
how you would  
evaluate whether or  
not your trip was a  
success.



# JOE'S TRIP



I'm going to fly to Paris with my wife and stay in a luxury hotel near the Arc de Triomphe, enjoy really good wine, and eat at tiny bistros off the main streets.

# MARIA'S TRIP



I'm going to fly to London with my husband, explore my family's history, drink at pubs, and go to Gordon Ramsay's restaurant.



# JOE & MARIA'S COMPOSITE TRIP:

Includes only  
those elements  
that are common  
to both



*I'm going to fly to  
Europe with my  
spouse, drink  
alcohol and eat at  
good restaurants.*



## Measurable Characteristics

I'M GOING ON A TRIP

A

B

C

How I'll know my trip was a success:

D

Step 3.  
With a partner,  
come up with your  
“composite” trip,  
and write it in Box B.  
Only the things that  
were in the original  
trips can be  
included.

## Measurable Characteristics

I'M GOING ON A TRIP

A

B

C

How I'll know my trip was a success:

D

### Step 4.

Each pair pair up with another pair, so that there are four people in each group. Each pair shares their composite, and then they develop a composite of the composites, putting those statements in the box labeled "C". Again, only the things that the two trips have in common can be included.

## Measurable Characteristics

I'M GOING ON A TRIP

A

B

C

How I'll know my trip was a success:

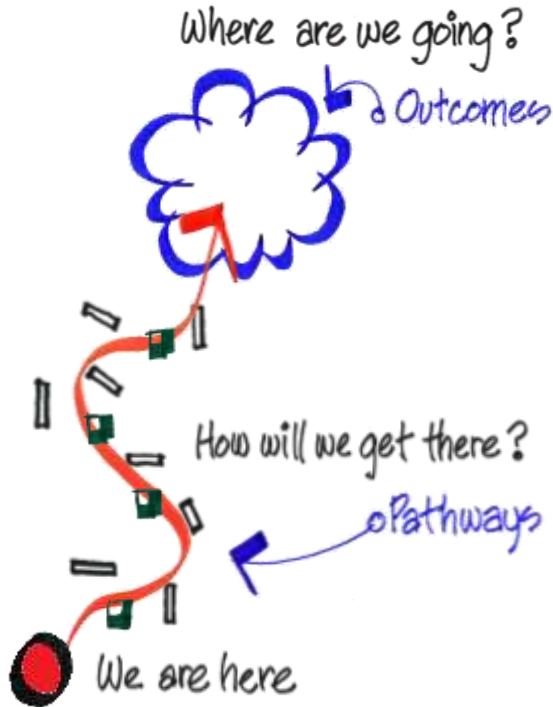
D

### Step 5.

Form new pairs so that each of you is working with someone you did not work with before (in their pair or foursome). Each participant should share their success statement with their partner. Using those success statements, the pair should work together to craft a new trip that may be different than either of the originals but will let both people feel they've been successful. The new trip – as detailed as possible – goes in the box labeled "D."



# STRATEGIC DOING IN 12 STEPS



# WHAT COULD WE DO?

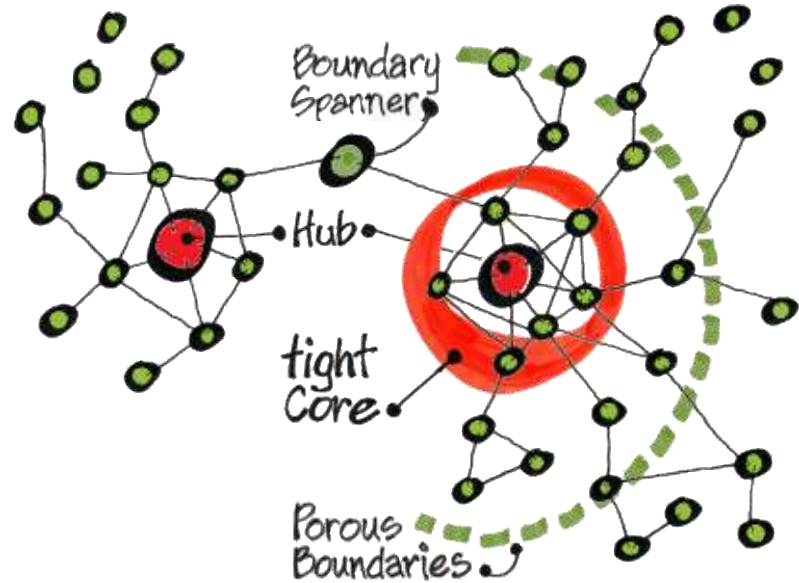
- **1:** Frame a conversation around an appreciative question

- Sample Framing question:

What if our community had clear talent pathways stretching from primary school all the way to jobs of today and tomorrow. How might life be different for our people, for our employers?

# WHAT COULD WE DO?

- **2: Document who is at the table**
- This can help build your network and create new linkages!



# WHAT COULD WE DO?

- **3:** Uncover hidden assets that people are willing to share
  - Only document assets that are present and available at your table
  - Physical Assets
  - Networks/Connections
  - Institutions/Organizations
  - Skills
  - Communication

# WHAT COULD WE DO?

- **4:** Link and leverage your assets to create new opportunities
  - What if?
  - What would it look like?
  - Imagine if?
  - Focus on things that could be accomplished in 1-2 years

Example: We can use Bill's connections with the student entrepreneur club and faculty entrepreneurs and Kim's connections to the business community to start an entrepreneurship speaker series

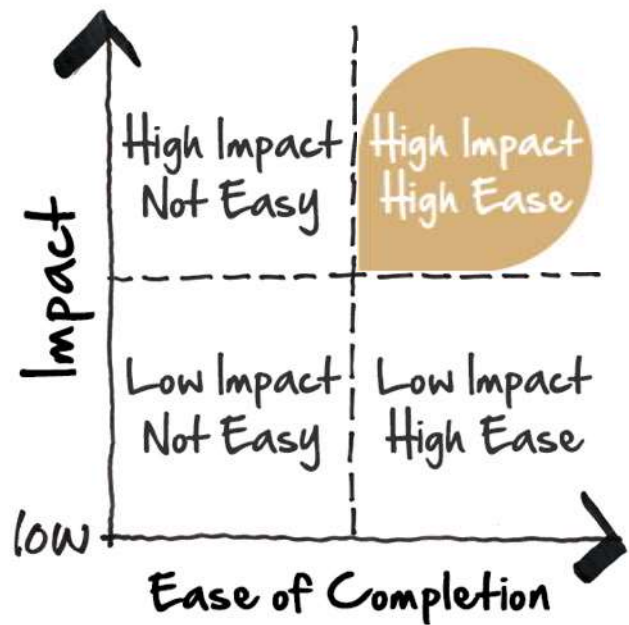
# WHAT COULD WE DO?

- **5:** Narrow the list to three and describe the opportunities
  - Focus on describing the opportunities to develop a shared understanding

| Opportunity                              | Description                                                                                                                                                                                       |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Start an Entrepreneurship speaker series | Identify potential entrepreneurs and offer them a series of educational/motivational sessions that connect them with faculty and business leaders who have been successful in starting a business |

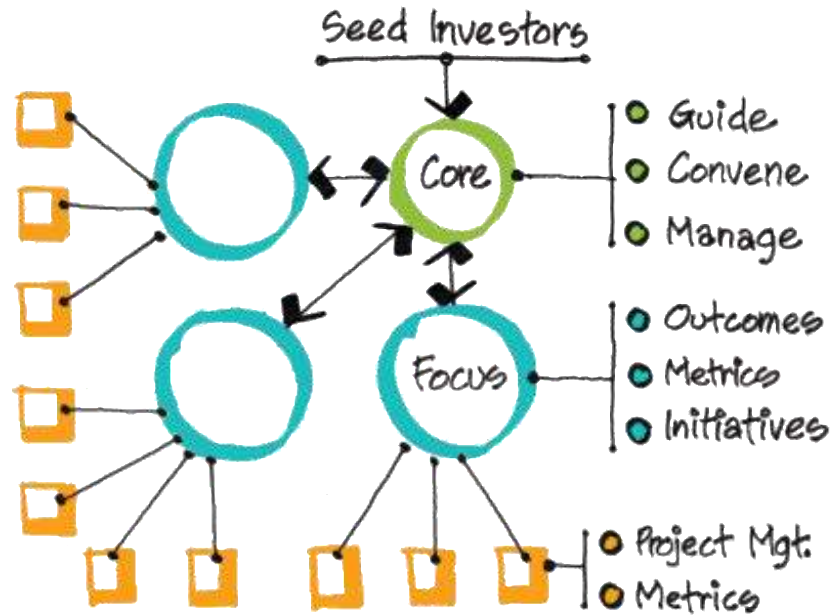
# WHAT SHOULD WE DO?

- **6:** Rank all your opportunities to find your “Big Easy”
- Find the proverbial “low-hanging fruit”
- Opportunities that have high ease and high impact



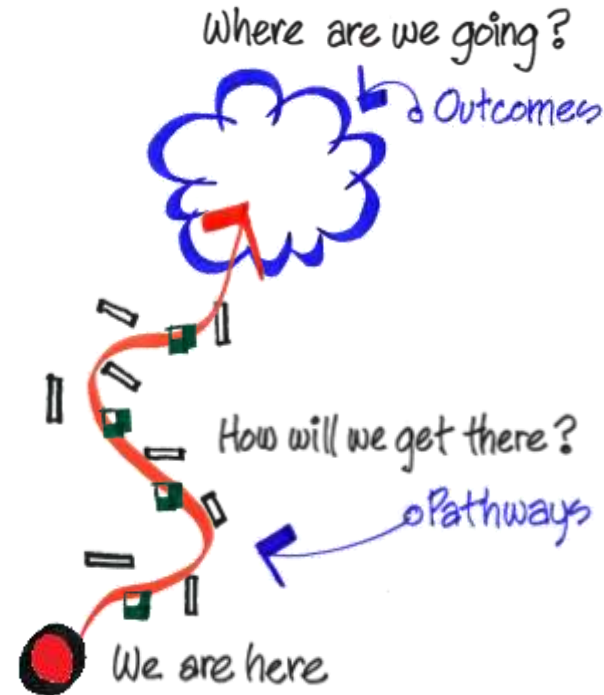
# WHAT SHOULD WE DO?

- **7:** Convert your Big Easy into an outcome with measurable characteristics (Where you are going)



# WHAT WILL WE DO?

- **8:** Define at least one Pathfinder Project with guideposts (How you will get there)



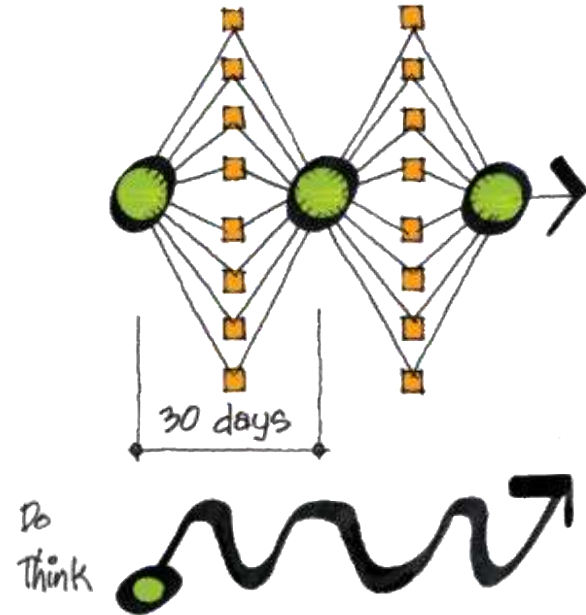
# WHAT WILL WE DO?

- **9:** Draft a short term action plan with everyone taking a small step
  - Everybody commits to an action
  - The initial action can be limited to 1 hour or less



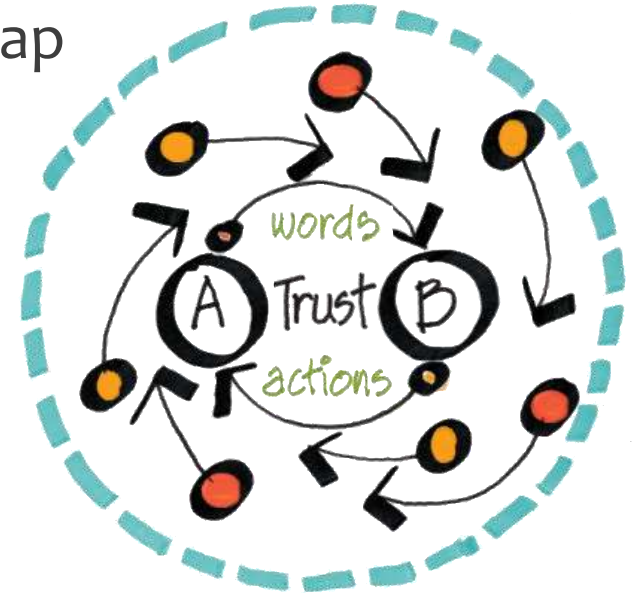
# WHAT'S OUR 30/30?

- **10:** Set a 30/30 meeting to review your progress and make adjustments
  - What did we do?
  - What did we learn?
  - What will we do next?



# MAPPING IT ALL OUT

- Briefly describe your Strategic Doing map
  - What opportunities did your group identify
  - What was your big easy?
  - What are your success metrics?
  - What is your pathfinder project?
  - What are some of the actions?



# SUCCESS IS ALL ABOUT FOLLOW THROUGH

Nudge, connect  
and promote  
relentlessly to build  
your new habits of  
collaboration



Be the  
nudger



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