Not Your Grandfather’s Strategic Plan

Strategic Doing™
Presented by
Lisa Rice, CEO
Every Strength Counts
Overview

- Strategic Doing Foundation and Steps
- Interactive Exercise
- Debrief
- Q&A
- Next
Strategic Doing Foundation

- Intro
- First Steps
Strategic Planning evolved to handle large hierarchical organizations...It doesn’t work in networks

Result: A 3-5 year strategic plan that does not change and is hard to implement
Strategy answers two questions
Strategic planning doesn’t work because communities and regions are networks, not a hierarchy. In networks, no one can tell anyone else what to do.

So strategies that emerge from a strategic planning framework are very difficult to implement.
Economic transformation - To explain this transformation, we talk about the transformation between our Grandfather’s economy to our Grandchildren’s economy.
Strategic Doing enables people to form action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way.
With Strategic Doing, there’s no separation between thinking and doing

Result: Strategic Agendas and Strategic Action Plans that are flexible and change with circumstances
Key Concept: Strategy in networks requires open participation and leadership guidance.

We can guide people to transformative strategies by guiding their conversations.

Strategic doing focuses conversations on 4 key strategic questions.

As participants answer these questions, they generate all the components of a strategic action plan.
In Stage 1, regions are:

- Changing the mindsets from hierarchies to networks
- Starting new conversations and ending the "blame games";
- Learning the power of appreciative conversations;
- Refocusing on our responsibilities to the next generations;
- Building new habits of “closing triangles”
In Stage 2, regions are:

- Strengthening habits of civility
- Mapping assets
- Uncovering networks and gaps
- Participating in powerful learning experiences
- Finding “warm spots” of potential innovations
- Discovering the power of “linking” assets to define new opportunities
Strategic Doing is a strategy protocol built for networks.
Alignments emerge
How Does It Work?

Strategic Doing builds trusted networks at scale by moving multiple ideas into action quickly to find “what works”...
How Do We Manage Our Networks?

Strategic Doing designs a managed network to keep track of metrics and make adjustments when the situation changes...

Managing a Network...
What's next: Open innovation in workforce development
We believe we have a responsibility to build a prosperous, sustainable future for ourselves and future generations.

No individual, organization or place can build that future alone.

Open, honest, focused and caring collaboration among diverse participants is the path to accomplishing clear, valuable, shared outcomes.

We believe in doing, not just talking-and in behavior in alignment with our beliefs.
3 Major Workforce Issues

1. Engaging more businesses with workforce services
2. Tapping into hidden talent pools to provide businesses with the skilled workforce they need
3. Facilitating the Gig Economy
Step One
- Topic Sign In Sheet
- Understanding the Topic Challenge

Step Two
What Could We Do?
Strategic Doing Question 1: **What could we do together?**

**Connect your assets together and define up to five opportunities for new collaborative efforts**

<table>
<thead>
<tr>
<th>Outline up to 5 opportunities to improve a challenge the workforce system is facing. From your landscape inventory, identify the key assets that you are linking and leveraging.</th>
<th>What key assets does this opportunity link and leverage?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: <strong>Partner with manufacturing and education to establish a “makerspace”</strong> in our community that could be used by teachers, students and community members who want to tinker.</td>
<td>Manufacturers Association support, Unused classroom, group of students who keep asking for 3D printers, new teacher who keeps talking about a cool makerspace they know of, local community college teachers of manufacturing.</td>
</tr>
</tbody>
</table>
Step Three

- What Should We Do Together?

- Prioritize by Impact and Ease of Implementation

 SMALL ACTIONS
× LOTS OF PEOPLE
= BIG CHANGE
Strategic Doing Question 2: *What should we do together?*

**Determine priorities among your opportunities**

The next step involves ranking your opportunities. The quickest and easiest way to do that involves assessing each opportunity along two dimensions:

1. Impact: how big an impact would the opportunity create if you were successful? All other things being equal, we would prefer to work on opportunities with a larger rather than a smaller, impact.
2. Implementation: how easy is the opportunity to accomplish? Again, all other factors being equal, it would be better to focus on opportunities that are easier to implement.

Taken together, these two factors help us identify the “big easy.”

<table>
<thead>
<tr>
<th>Brief description</th>
<th>Potential impact: how big an impact would this opportunity have in integrating CTE and STEM? (1 = low impact; 5 = high impact)</th>
<th>Ease of implementation: how easy would it be to implement this opportunity? (1 = difficult; 5 = easy)</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: makerspace</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
</tbody>
</table>
Step Four

- What Should We Do Together?
  - Take top priority and define success
Strategic Doing Question 2: *What should we do together?*

**Select one opportunity and define a successful outcome**

<table>
<thead>
<tr>
<th>What would success look like?</th>
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<tbody>
<tr>
<td>Example:</td>
</tr>
<tr>
<td>Our Successful Outcome: <em>a makerspace with...</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Success Characteristic 1: Interested students</th>
<th># of students attending workshops run by university students</th>
</tr>
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<tbody>
<tr>
<td>Success Characteristic 2: Engaged faculty</td>
<td># of faculty signing up for workshops on how to integrate makerspace</td>
</tr>
<tr>
<td>Success Characteristic 3: Students with higher-level skills in STEM.</td>
<td>% of students scoring &gt; &quot;proficient&quot; on math and science assessments.</td>
</tr>
</tbody>
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<table>
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<tr>
<th>Our Successful Outcome:</th>
<th>How will you know if you’re successful? Hint: if you cannot figure out how to measure it, the idea is too vague to be useful.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristic 1:</td>
<td>Measurement:</td>
</tr>
<tr>
<td>Characteristic 2:</td>
<td>Measurement:</td>
</tr>
<tr>
<td>Characteristic 3:</td>
<td>Measurement:</td>
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</tbody>
</table>
Step Five

- What Will We Do Together?
- Identify a Pathfinder Project
Step Six

- What Will We Do Together?

- Draft an Action Plan for next 30 – 90 days
### Map your strategy

#### Describe your outcome:

#### And how you’ll know if you succeed:

<table>
<thead>
<tr>
<th>Characteristic 1</th>
<th>Metric 1:</th>
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<tbody>
<tr>
<td>Characteristic 2</td>
<td>Metric 2:</td>
</tr>
<tr>
<td>Characteristic 3</td>
<td>Metric 3:</td>
</tr>
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</table>

#### Describe your Pathfinder Project:

#### And its guideposts:  

<table>
<thead>
<tr>
<th>Date</th>
<th>Guidepost 1:</th>
<th>Guidepost 2:</th>
<th>Guidepost 3:</th>
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#### Outline your action plan:

<table>
<thead>
<tr>
<th>Who</th>
<th>Does what?</th>
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<td></td>
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#### Details of your 30/30 meeting:

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Step Seven

What’s Our 30/30?

• Committing to reviewing and continuing to move things forward
Key Concept: Strategy in a network is an interactive process. The environment is dynamic and always changing. Open networks are also changing as some members drop out and others join.

Effective strategy takes place with a process in which thinking and doing is not separated. Working groups, each charged with an initiative, report progress regularly. The strategy evolves from version to version, as we learn what works.
Strategic doing is fast and pragmatic. The Milwaukee 7 region used strategic doing to build its water cluster. The University of Wisconsin-Milwaukee drew this map of the cluster's strategy four months after conducting a three hour strategic doing workshop.
Debrief

- What did you learn in this process?
- What do you plan to do with what you learned?
- What do you need to use this process?
Next?

- Gather people and get going on Strategic Doing™
- If you need help – there are Strategic Doing™ facilitators available to help you
- Link and leverage to move strategically forward!
Thank You!

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