Strategic Doing

Presented by: Shelby Fiegel, PCED



"Community development facilitates economic development." - UCA Center for Community and Economic Development





We are facing complex, tangled, wicked challenges.

There are 250 drug overdose deaths every day.





H

There is no Internet connection

There is something wrong with the proxy server or the address is incorrect.

Try:

- Contacting the system admin
- Checking the proxy address
- Running Network Diagnostics

ERR_PROXY_CONNECTION_FAILED

Louisiana currently ranks 46th among states in BroadbandNow's annual rankings of internet coverage, speed and availability.



Autonomous trucks could one day replace more than 90% of all highway trucking, which could have a profound impact on as many as 500,000 long-haul truckers.

What is the complex, tangled, wicked challenge(s) that's on your mind?

Who is in charge of solving these problems?



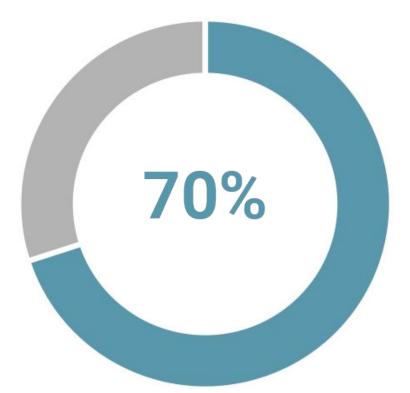
There is no single organization or entity that is in charge.



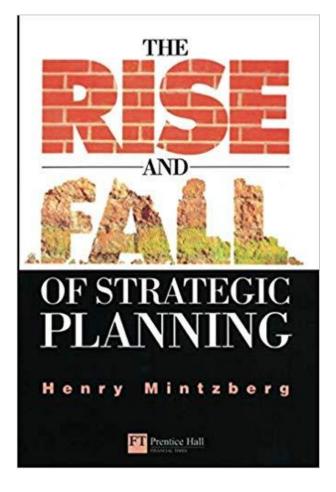
Using the wrong tools:



Strategic Planning



.... of strategic plans FAIL!



"Strategic Planning often spoils Strategic Thinking."

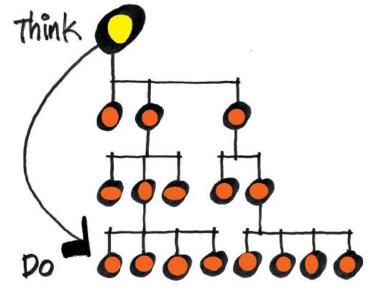


Strategic Doing is a tool that allows people to form action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way.

Using the wrong tools.

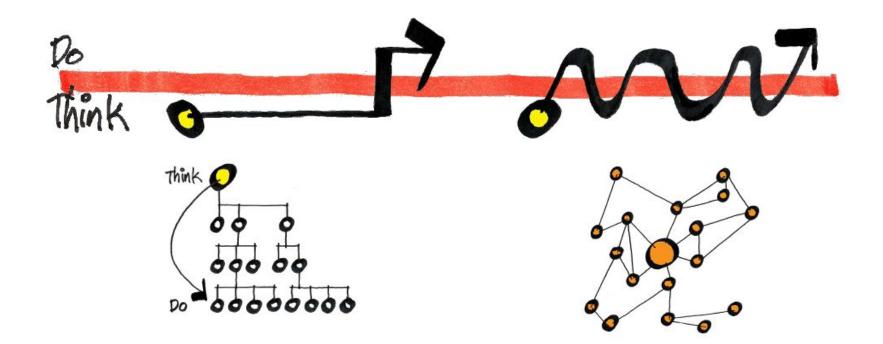
Strategic Planning:

- Stable environments
- Clear hierarchy
- Someone is in charge
- Slow-moving



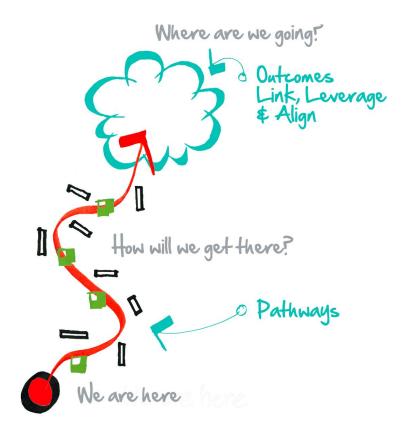


Strategic Planning Strategic Doing

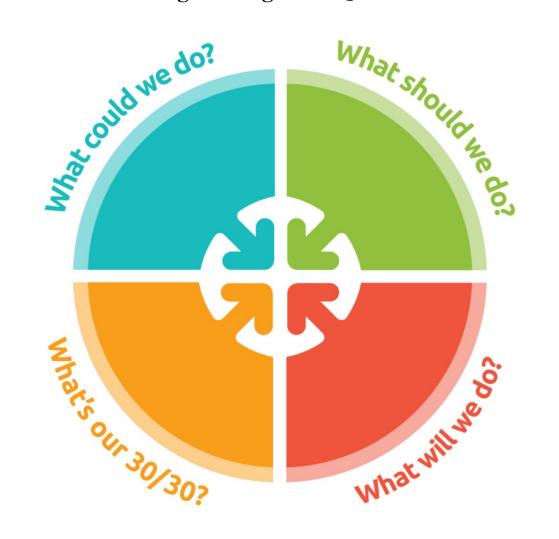


Strategic **Doing**[™] answers two questions:

Where are we going?
 How will we get there?



Strategic Doing Four Questions:



10 Rules of Strategic Doing

- 1. Create and maintain a safe space for deep, focused conversation.
- 2. Frame a conversation around an Appreciative Question.
- 3. Uncover hidden assets that people are willing to share.
- 4. Link and leverage your assets to create new opportunities.
- 5. Rank all your opportunities to find your "Big Easy."
- 6. Convert your Big Easy into an outcome with measurable characteristics.
- 7. Define at least one Pathfinder Project with guideposts.
- 8. Draft a short term action plan with everyone taking a small step.
- 9. Set a 30/30 meeting to review your progress and make adjustments.
- 10. Nudge, connect and promote relentlessly to build your new habits of collaboration.

Every community and organization is tired of "planning;" this idea resonates with all of us.

We want do <u>DO</u> SOMETHING.



Discussion Point:

What are your initial thoughts on strategic planning vs Strategic Doing?



Before you start a Strategic Doing process there's a few things you need to consider...

Key Factors for Mobilizing

- Identify and legitimize leadership
- Cultivate trust and shared values
- Define a clear purpose
- Facilitation best practices
- Focus on an asset-based approach (Strategic Doing)

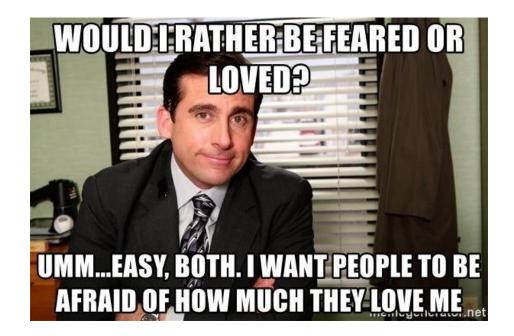


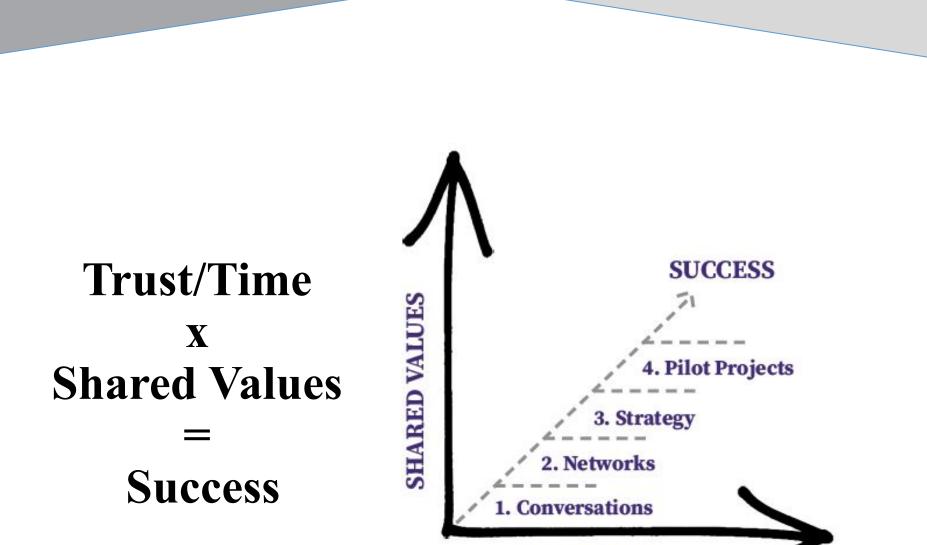
Idea Exercise

- 1. Everyone grab a sheet of paper and wad it up
- 2. Throw your paper into the box
 - Whose paper went into the box? Whose didn't?
 - This exercise represents the "leadership hierarchy"
 - Look around the table who is missing?
 - Consider how we can engage diverse voices in our decision making
 Do you have buy-in?
 - Example: Prescott Splash Pad

Defining Leadership

- The action of leading a group of people
- The art of motivating a group of people to act
- The process of social influence, which maximizes the efforts of other, toward a goal
- Inspiring people to struggle together toward a goal
- Creating enough influence that people want to follow you to reach a goal





TRUST/TIME

Clear Purpose

- Have a clear purpose for your convening or meeting:
 - Set a vision
 - Create an agenda
 - Establish ground rules
 - Provide space for interactivity
 - Respect people's time

What is an example of a good convening/meeting you've had? An example of a bad one?

Facilitation Best Practices

- Embrace the silence
 - Silence can be awkward and unwanted, but during crucial conversations, it is important to embrace and find comfort in it, giving participants the time to process and develop answers
- Use knowledge already in the room
 - We all bring different experiences, perspectives, and ideas to the table
 - When we recognize that we don't have to be the expert, it allows other people to share their own ideas, knowledge, and expertise
- Pay attention to body posture and non-verbal communication
 - It is extremely helpful to identify the people who scoot their chair back, cross their arms, or lean into the conversation
- Encourage everyone to participate
 - Create space for everyone to share; go in a circle when asking for comments; call specific names that you haven't heard from
 - Allow for verbal participation and have paper for non-verbal comments; some people prefer not to talk, but want to write their thoughts
 - "We have two ears and one mouth so that we can listen twice as much as we speak," Epictetus, Greek philosopher
- Remain neutral
- Set ground rules for the conversation (we'll talk more about this later)

Focus on Assets

Asset-based approach: Focuses on strengths and builds on what you have.



Needs-based approach:

Focuses on problems and what you are lacking and can be negative and discouraging.



Raise your hand if you have been a part of a strategic planning process? How did it go?



The Past: Kick Start Communities



Provided a strategic action plan to the community, but it can be overwhelming.

We asked ourselves, "How do we make ALL of these initiatives sustainable?"



I was introduced to Dr. Joe Fratesi (Mississippi State University) and the Strategic Doing process.

We brought Strategic Doing to the Community Development Institute and it was a hit!

We utilized the Strategic Doing process in five communities across Arkansas through the Community Catalyst program.

How does Strategic Doing work?

Civility, Safety, and Trust



Reframe Conversations



Link & Leverage Resources



Experimentation





X We will behave in ways that build trust and mutual respect!

Civility, Safety, and Trust



Guiding Principles for Respectful Conversation

- Respond to the conversation at hand before starting a new thread; building on ideas enables dialogue to go deeper
- Seek an understanding of other people's points of view
- Practice the ability to disagree with an idea without attacking
- Belittling, humiliating comments are major roadblocks to dialogue
 - Tackle issues, not people
- Assume positive intent; everyone is here because they want to be
- Pay attention to sharing speaking time; allow others to be a part of the conversation
 - Follow the 40 second rule
 - Mark Goulston, author of Just Listen says that when someone talks more than 40 seconds, people begin to feel like they are "hogging the floor"

Civility, Safety, and Trust



What is an Appreciative Question?

- Guides our conversations
- Inspirational, big picture vision
- Transformational
- Reframes our conversation
- Open up possibilities

Example:

Typical Question:

Our schools are failing. How can we fix this?

Appreciative Question:

What would it look like if all children in the 3rd grade in Conway were reading at grade level?

Reframe Conversations



You try:

Typical Question:

Obesity and health issues plague our community. What should we do about it?

Appreciative Question:

Imagine if our community was viewed as the state model for curbing obesity and increasing physical activity for youth in the community. What would that look like?

Typical Question:

Why are so many high school kids dropping out?

Appreciative Question:

What would it look like if dropping out of high school was a rare exception in our schools?

Reframe Conversations





Reframe Conversations



Link & Leverage Assets

- We only work with the resources that are within our control.
- Work with what we have!
- Identify our assets and what we can achieve with them.

Link & Leverage Resources



Physical Assets	Knowledge/Skills Assets
Social/Network Assets	Capital Assets

What is an asset?

Link & Leverage Resources



Resources, knowledge, skills, abilities, etc.

Tangible

- Buildings
- Money
- Equipment
- Resources
- Meeting space

Intangible

- Knowledge
- Skills
- Abilities
- Relationships
- Networks
- Programs





Vou will be chopped.

- Flour
- Butter
- Milk

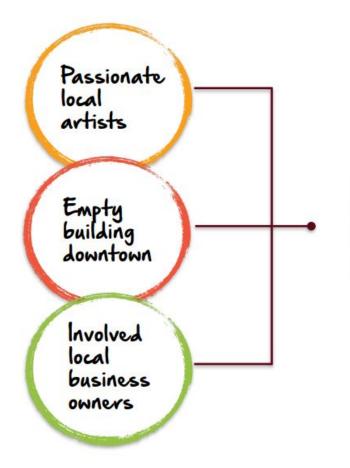


Link & Leverage Resources









Link & Leverage Resources



Provide marketing and sales training for local artists

Artists could aid business owners with design assistance

Business owners could fund pop-up art galleries downtown

Rule 4

Examine the list of opp	ortunities. What	gic opportunity themes common themes emerge? Merge your stinct broad categories or themes.
Opportunity Criteria Checkli I It will likely take 18 to 24 months More of an idea or concept, not	s to complete	Think big! Pretend you have a magic wand!
OPPORTUNITY		BRIEF DESCRIPTION
1		
2		

Experimentation



What SHOULD we do?

5

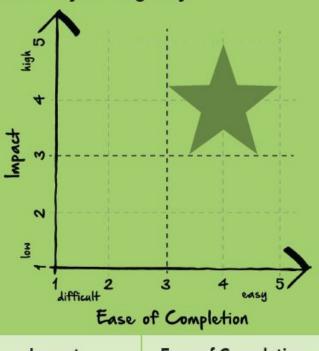
Rate all your strategic opportunities to find your "Big Easy"

Your "Big Easy" is the opportunity that best combines impact with ease. Rank the impact and ease of the three opportunities from the previous step.

First, each person evaluates the **potential impact** of each opportunity if it was completely successful with 5 being high and 1 being low. Total everyone's numbers.

Next each person evaluates **how easy or difficult each would be to complete** with 5 being easy and 1 being difficult. Total everyone's numbers.

Add everyone's numbers then total impact and ease scores for each opportunity to find your "Big Easy."



Opportunity	Impact 1 = Low 5 = High	Ease of Completion 1 = Difficult 5 = Easy
1		
2		
3		

6 Define success for your "Big Easy" along with measureable characteristics Take your "Big Easy" and define an outcome with clear measures of success. What will be different once the "Big Easy" is achieved?	
Big Easy:	
If your project is successful what will be different?	How will we measure success?
Here is what we will see, feel, and do that will be different	

What WILL we do?

Define a Pathfinder Project as your starting point

Your "Pathfinder Project" moves you toward your outcome and begins the process of shared learning. Pathfinder projects could be thought of as pilots, first steps, prototypes, proofs of concept, etc.

Pathfinder Project Checklist

□ It will engage all the people around the table

 It will be completed within approximately 3 to 6 months (90-180 days)

It will serve as a vehicle to attract others and "create a buzz" □ It allows you to "test before you invest"

It will help the participants test key assumptions

□ It will have a clear endpoint for a "go/no go" decision

Group does not need permission to move forward

Our Pathfinder Project is...

Guideposts	Deadline

An Action Pla	Draft a short-term Action Plan with everyone taking a small step An Action Plan includes what each of you will do in the next 30 days. What will each team member commit to working on for at least 1 hour over the next 30 days to move this project forward?		
Name	Task	Deliverable	Deadline
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

9 On-go	Set a 30/30 Meeting to re- bing communication is crucial to the next meeting where you will c	he success of your project.	Set the details of your
Date		Location	
Time		Project Guide	
10	Commit to being "the nuc Nudge, connect, and promote re	dge" to keep the group elentlessly to build your new h	
	Hudge, connect, and promote re		

Celebrate successes and continue involving new people!



Experimentation



Do you celebrate success as a team? As an individual? *If so, how so?*



