

# Strategic Doing Overview

**ASU Sustainable Cities Network**

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**09.23.15**

# What is Strategic Doing?

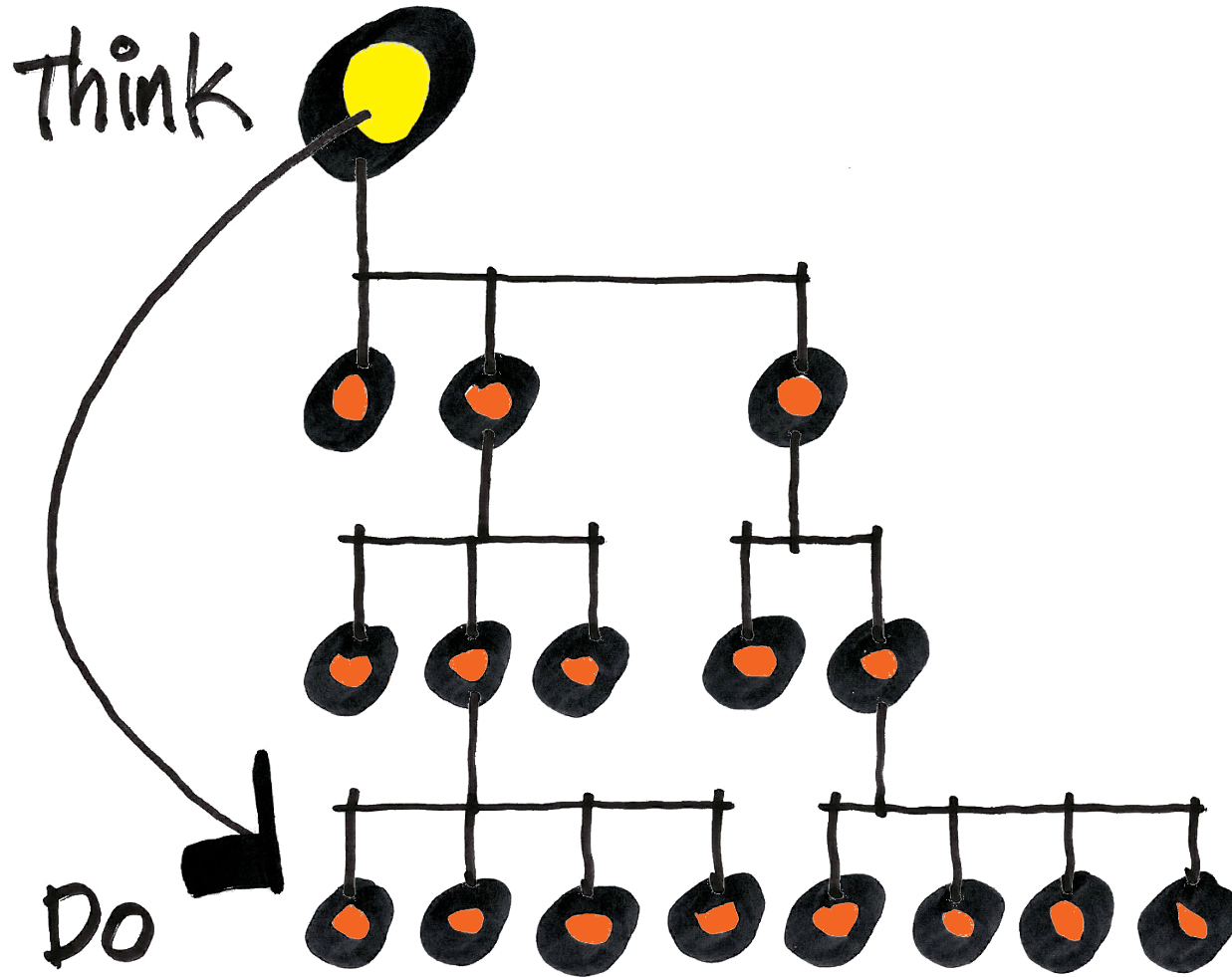
- used to develop & implement strategy
- a framework for developing common purpose
- based on collaboration and open networks
- asset based (using what you have)
- leads to shared, measurable outcomes
- provides a roadmap to follow



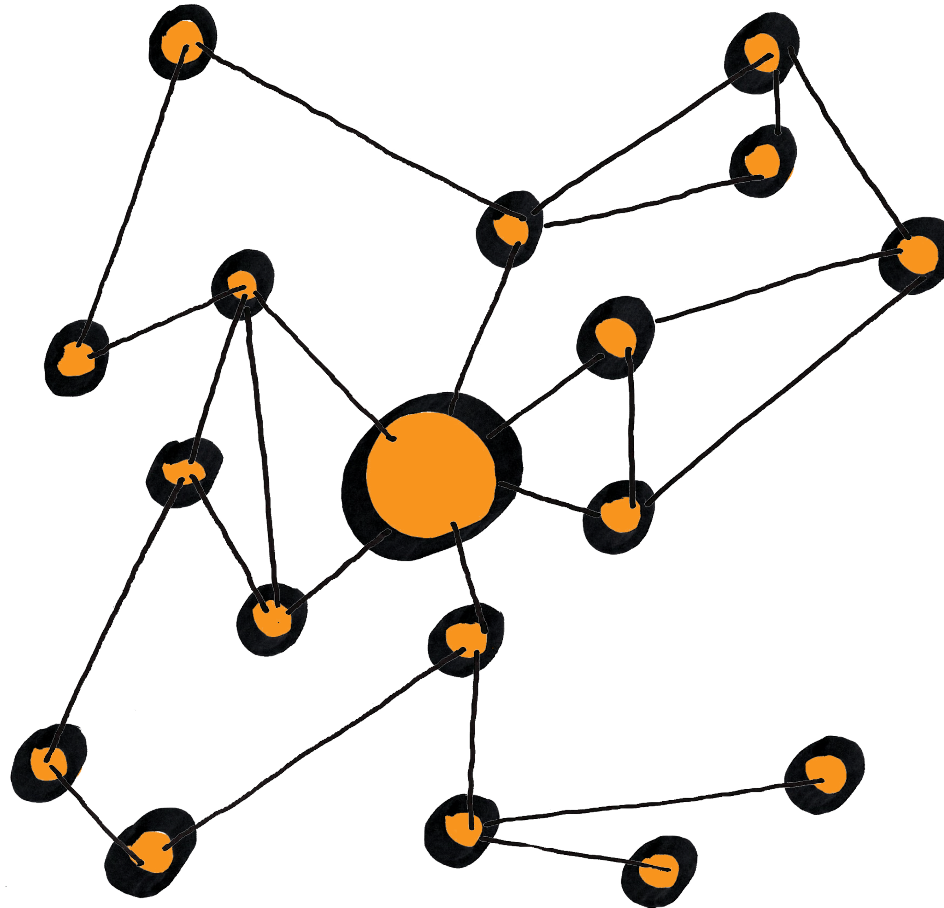
# Background and theory

- Grandfather's Economy
- Hierarchies
- Grandchildren's Economy
- Networks
- New thinking
- New behaving
- New doing

# Hierarchies are limiting



# Networks can help get things done



# Networks are all around us

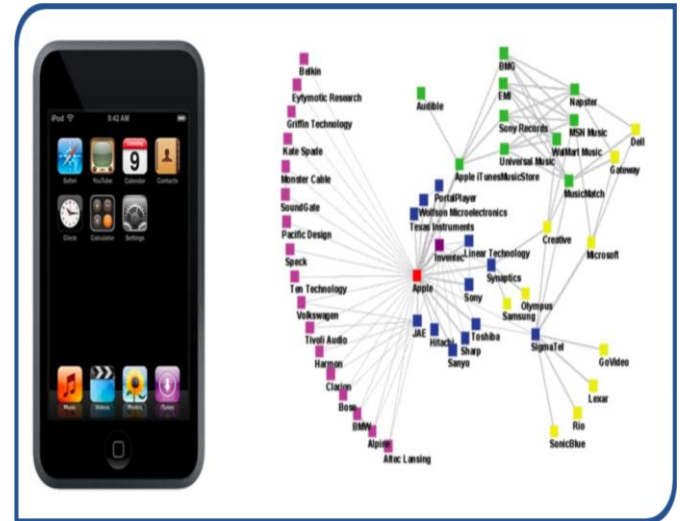


Wizard of Oz made in 1939 by ONE company



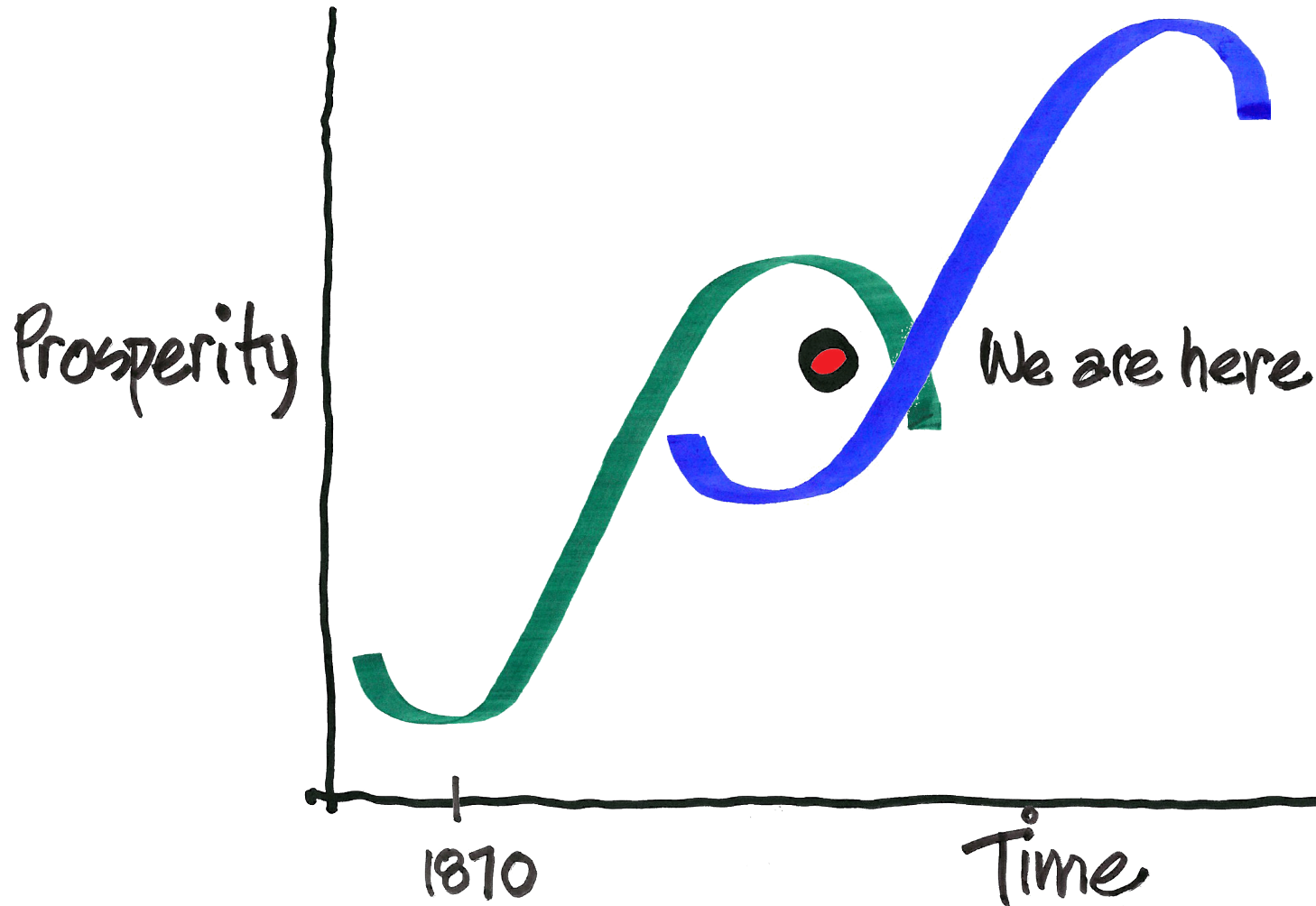
Spider Man 3  
made by 56  
companies in  
a network

# Who makes the iPhone?

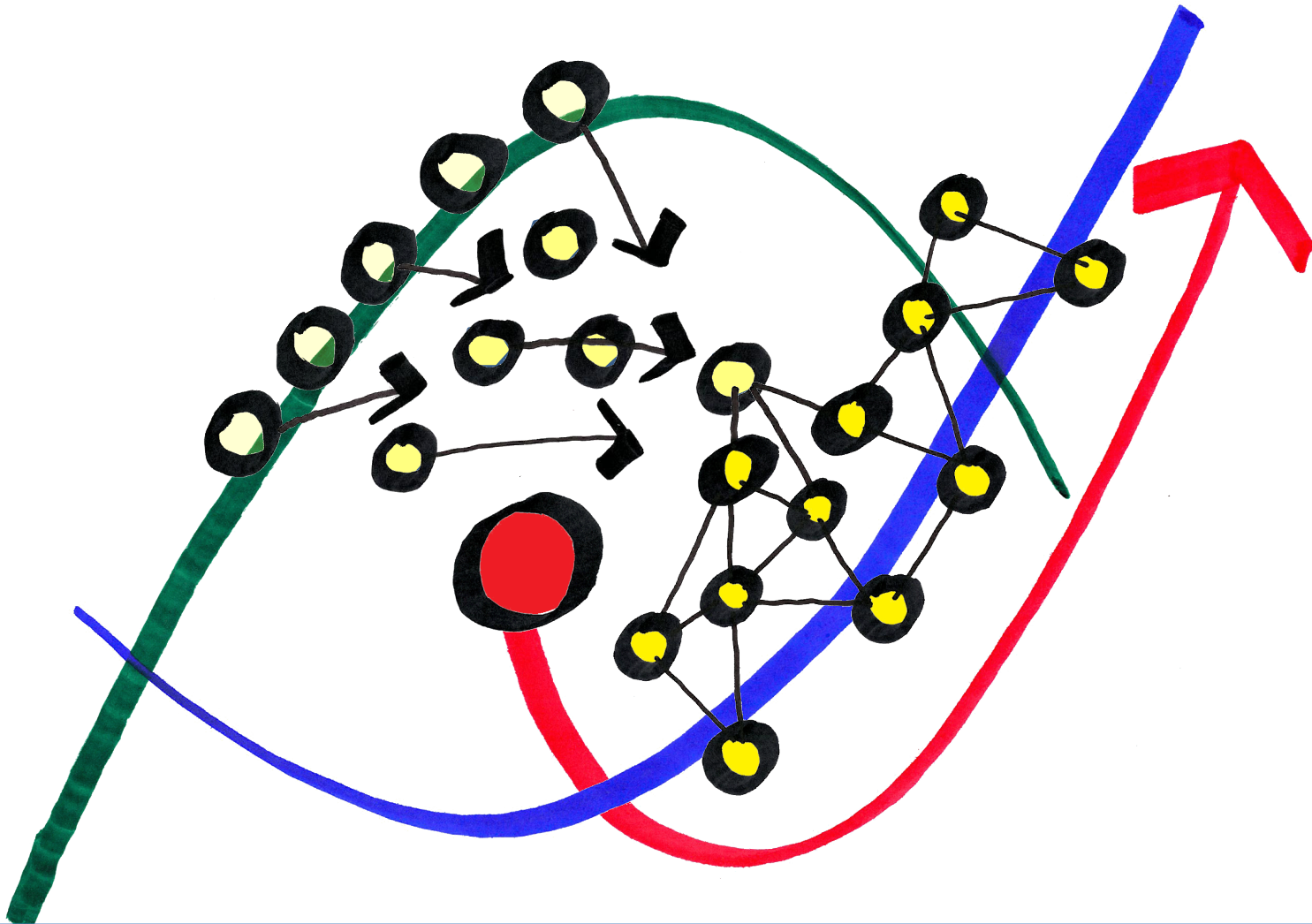


A network  
made by  
Apple

# Moving to a new growth curve



# New networks can move older assets to new opportunities



# Moving from old to new

	Grandfather	Grandchildren
Thinking	Top	All Trust All
Behaving	C&C	
Doing	Bottom	

# Strategic planning

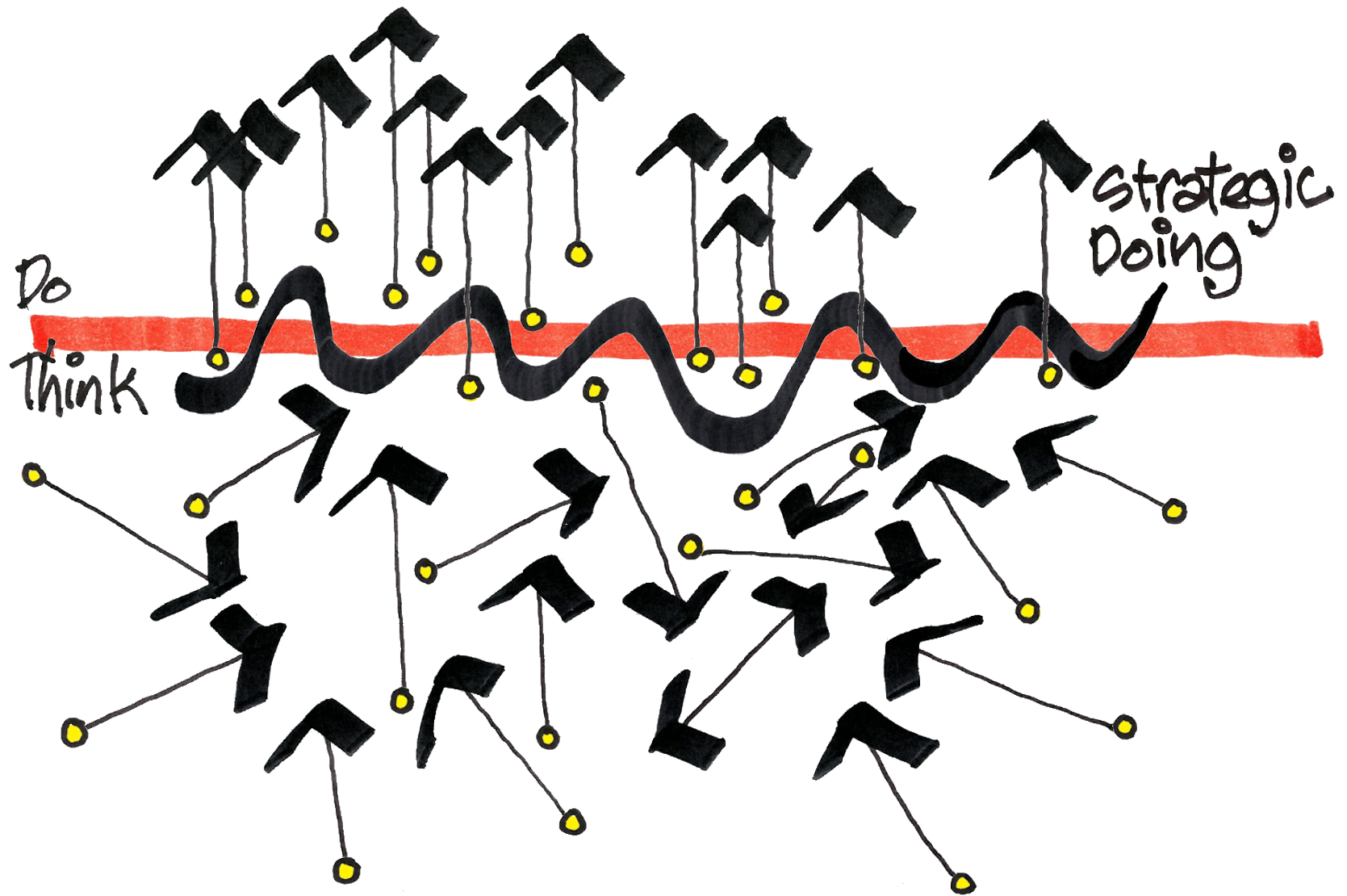


# Traditional strategic plans lack linkages...

- 3.12. Involve artists early in the design process of City capital and private development projects.
- 3.13. Create an “on-call” artist position available to all City departments.
- 3.14. Increase the Art in Private Development requirement to one dollar per square foot, in dialogue with developers, and increase it annually by a percentage equal to the percentage rise in the cost of construction.
- 3.15. Expand the applicability of the Art in Private Development Program.
- 3.16. Develop a cultural facilities master plan.
- 3.17. Develop a comprehensive inventory of existing and potential art spaces and cultural venues.
- 3.18. Refine zoning and permitting functions to support artists’ space needs.
- 3.19. Explore development of an artists’ like/work project.

## 4. Diversity and Inclusion

# Link, leverage, and align





Strategic Doing™  
Do More Together.



**Strategic Doing starts by  
designing new conversations**

# Strategy



*Imagine Cape May, New Jersey as a global hub of innovation in Unmanned Aerial Vehicle (UAV) technology. What would that look like?*

This is the question that will guide our strategy workshop next week with ten companies in Cape May. Together, they will design THIS future for the growth of their businesses and the economy of the region.

We'll use Strategic Doing to guide the way.



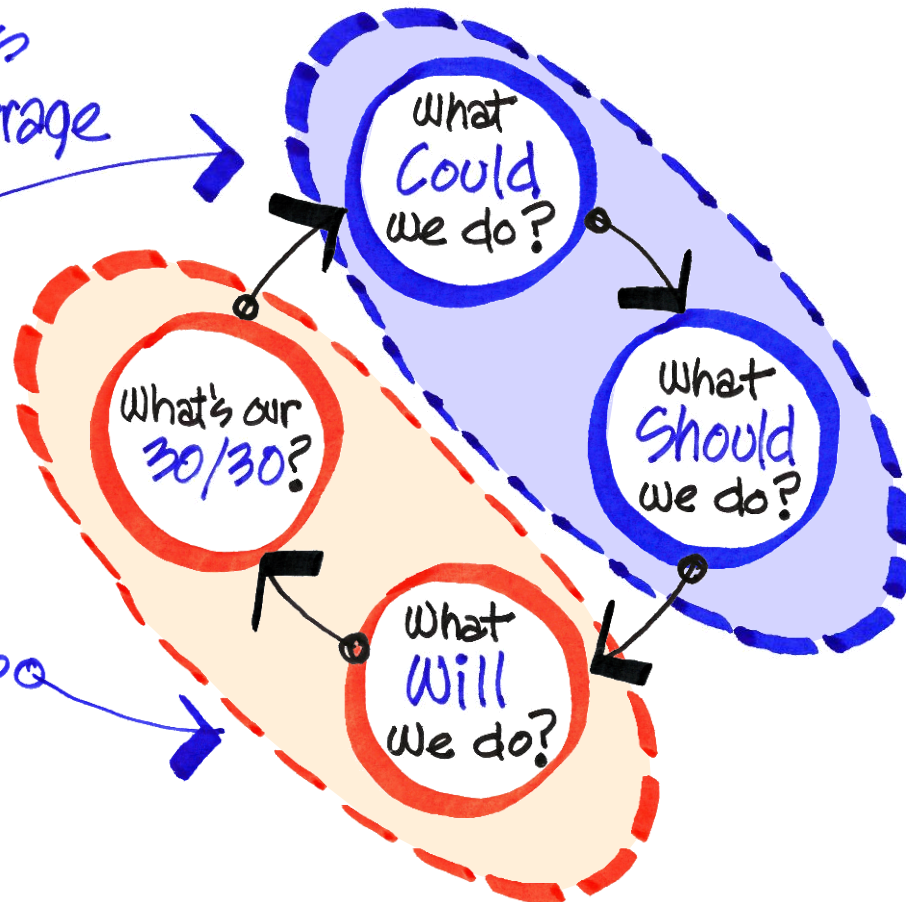
**Strategic Doing: New Jersey**



# Strategic Doing

Where are we going?

Outcomes  
Link, Leverage  
& Align



How will we get there?

Pathways

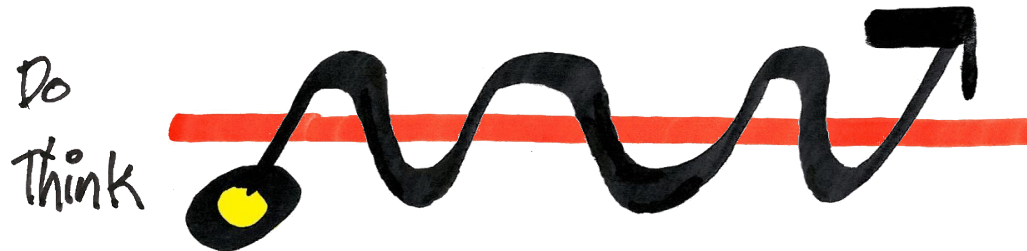
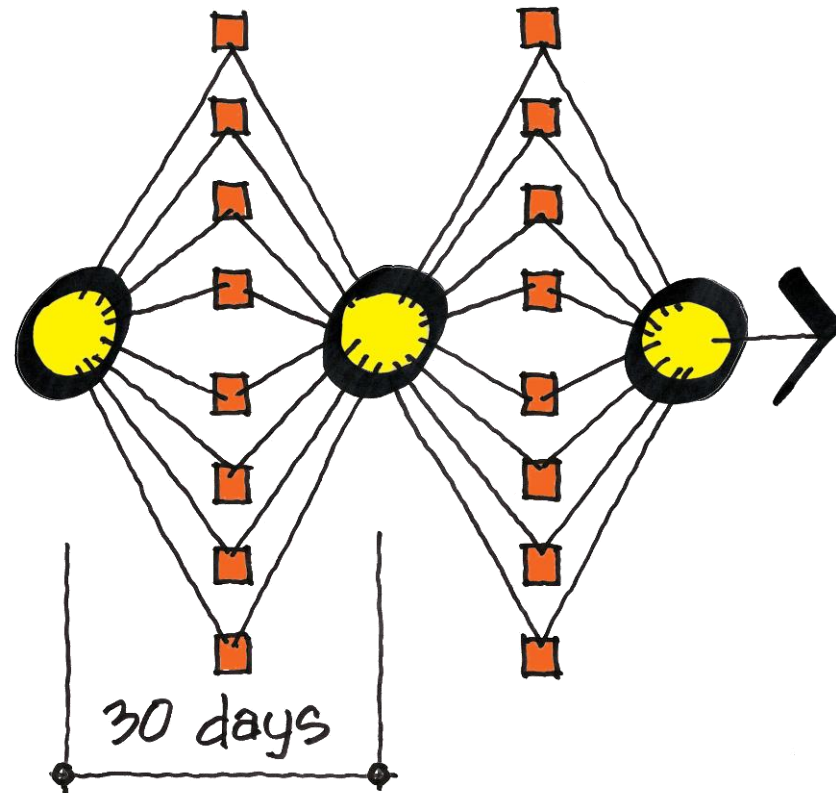
# Characteristics of successful strategies...

- Build on **existing assets**
- Operate with a network organizational structure that **connects** those assets
- Use an **iterative** planning and implementation process
- **Decentralize** implementation responsibilities among multiple organizations
- Move forward with a **progression of shorter-term goals**
- Use metrics to **learn** what works and **make adjustments** along the way
- Demonstrate high levels of **trust** and a readiness for change among the those engaged

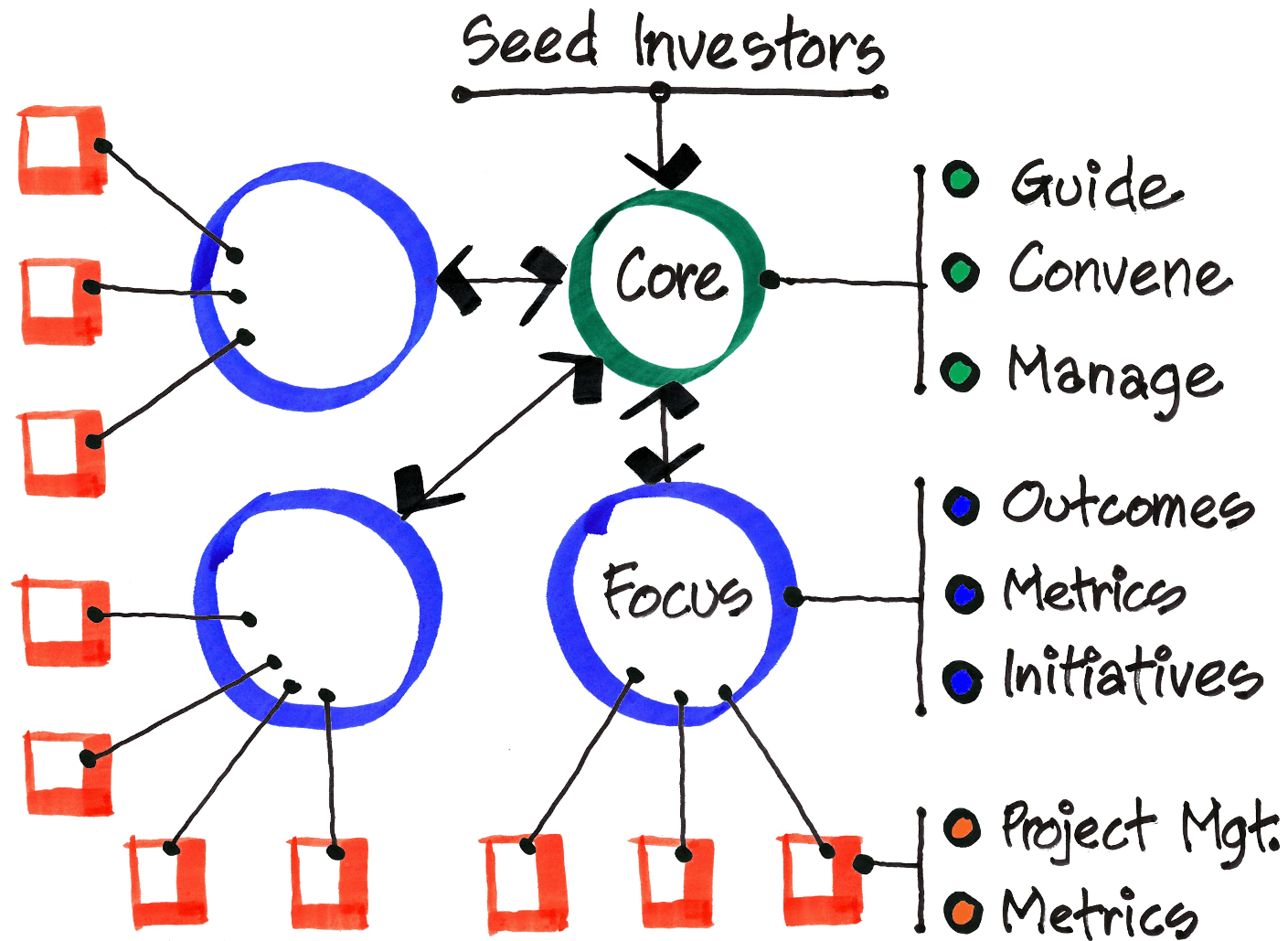
# Choosing a strategy: evaluate difficulty and impact



# It's critical to come back together



# Managing a network and getting things done



# Workshop Overview

## What is Strategic Doing?

Strategic Doing is a process that enables civic leaders to form collaborations quickly, guide them toward measurable outcomes, and make adjustments along the way.

The process focuses on four key questions:

## What to Expect

During a Strategic Doing Workshop participants are led through a structured set of conversations and guided by workshop exercises, which define five things:

1. Opportunities
2. At least one outcome with characteristics and metrics
3. At least one initiative or project
4. A complete action plan
5. A plan to meet again

### 1 What *could* we do together?

- Look first at assets within the group at the table.
- Next look to see how combining the known assets might offer new opportunities.
- Evaluate who is not at the table but might have an interest or resources helpful to the solution.

### 2 What *should* we do together?

- Define an outcome with SMART(Specific, Measurable, Attainable, Relevant, Time-bound) goals and metrics.
- Evaluate the options for action and help the group narrow the scope of activity by suggesting the group focus on no more than three goals initially.
- Analyze the suggested activity to see if it is appropriate for the assembled group (e.g. – is some other entity already working on the project or is the proposed project something that needs higher authority approval).

### 3 What *will* we do together?

- Draft an activity/action plan including the first action step, the responsible entity and a "due date."
- Make a public commitment to "do" the action step

### 4 What's our 30/30?

- Decide how the group will communicate (face-to-face, internet, email, weblogs, etc.).
- Set a date, in the next 30 days, for follow-up, reporting and adjustments.



Strategic Doing allows your community, organization or network to create an action plan, with measurable outcomes and accountability, in a 3-6 hour period.

## Chamber of Commerce President

### Attitude/Concerns

Strongly believes in the local businesses. Does not believe business is closing due to location of big box stores in the region, but is torn about whether to worry too much about these developments. "All business is good." Can't quite see why other people do not put small business people at the head of the parade.

### Assets

A well-developed network within the community and the state chamber. Has ability to get some research assistance from state chamber. Writes a column for the local paper each week. Has the pulse of the community for upcoming events. Has access to volunteers through the chamber committee system.

## Chamber of Commerce President



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## Community College Chancellor

### Attitude/Concerns

Thinks education is the key to changing things. Concerned that the community college offerings are not fully utilized. Sees college as a focal point for forward thinking community meetings. Has limited connections to the workforce board. Has focused energies on the college campus, but now

### Assets

Physical facility available for certain activities. Ability to address community education requests. Able to assign staff to assist with appropriate projects.

## Community College Chancellor



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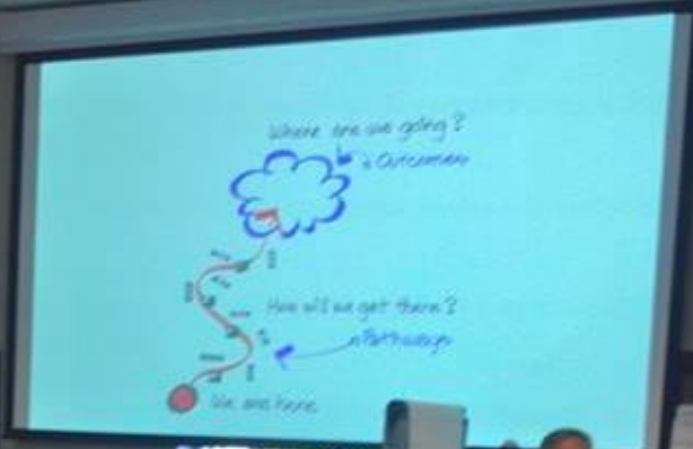
Pastor

#### Parks Department

**Attitude/Concerns**  
Parks are vital to a healthy community. There are great local and private partnerships that are important to meeting residents and providing recreation. Government should stand by its word and not be afraid to spend money on capital projects and not be afraid to spend money on operating budgets. There are great partnerships and we have motivated public leaders for the parks for increasing activities, such as concerts and festivals in their parks.

**Assets**  
Parks are vital to some limited use of equipment with city's commitment. Understanding seasonal planning is a long-term planning. Understanding working with small budget.

Strategy



## The basics

# Who uses Strategic Doing?

Strategic Doing is designed for strategy and open, loosely connected networks.

As a lean, agile strategy discipline, Strategic Doing has applications in a wide range of situations.

### Dealing with messy challenges in communities and regions

We are increasingly confronting complex, messy problems. In these situations, multiple organizations, each with a unique set of assets, need a practical approach to designing and guiding collaborations.

### Focusing an organization

As organizations become flatter and more networked, traditional approaches to strategy no longer work as well. Strategic Doing fills a void.

### University engagement

Alongside teaching and research, university engagement represents the Third Mission of higher education. Increasingly, universities are being called upon to improve engagement with their regional economy. Strategic Doing delivers a lean and scalable solution to leveraging university assets in new and different ways.

### University transformations

An increasing number of universities are turning to Strategic Doing to guide the complex moves needed to transform the student experience. Strategic Doing provides a simple discipline to guide these transformations.

### Moving a professional association forward

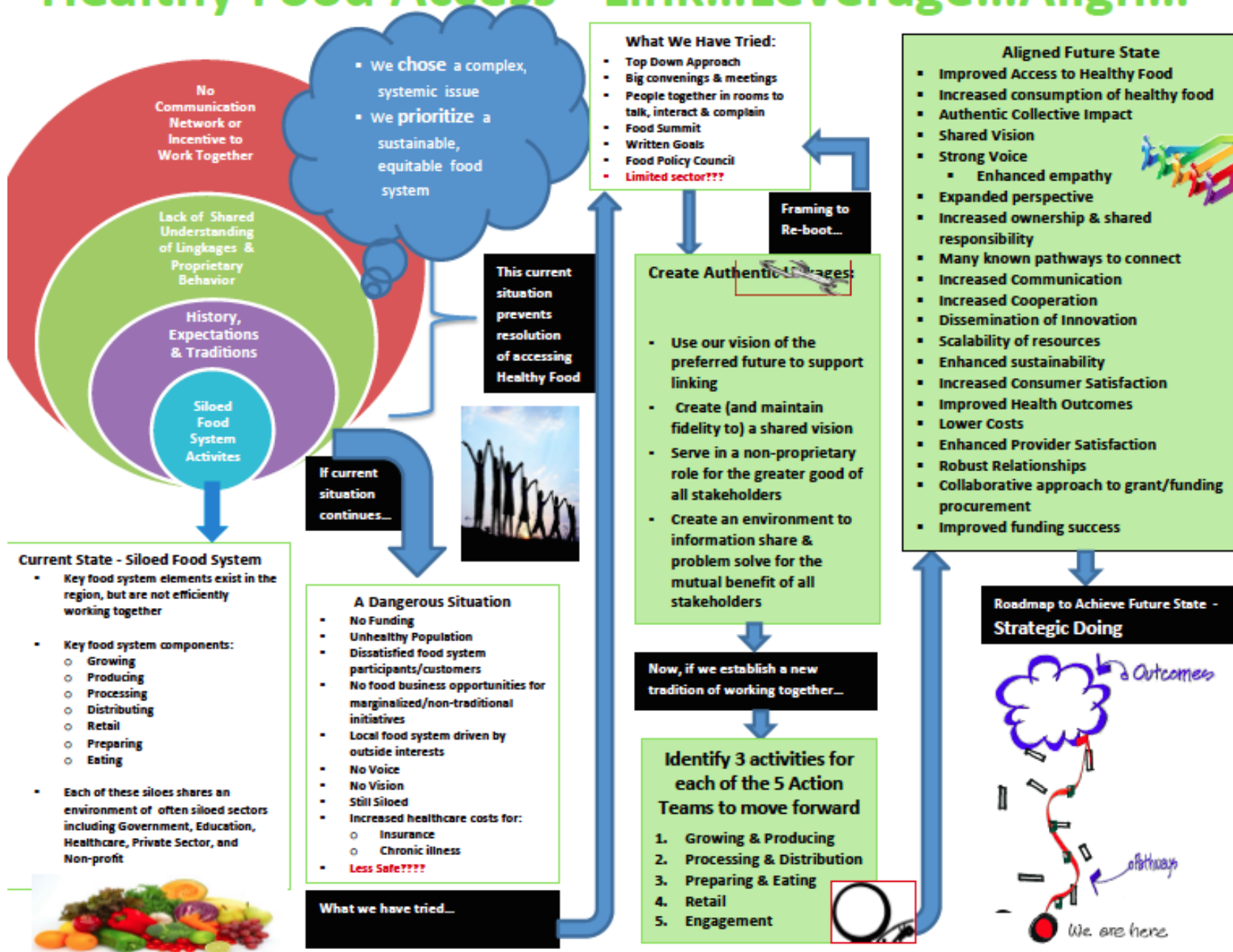
Guiding an association forward can be difficult without a simple process to engage and align members.

### Building clusters

Clusters are an important feature of dynamic regional economies, and Strategic Doing is a fast way to build these networks.

Strategic Doing can be applied to any complex situation in which collaboration represents the only practical alternative.

# Healthy Food Access - Link...Leverage...Align...



## Rural Indiana

*“Following the principles of Strategic Doing you can grow both communities and businesses. A small group of folks established Medora, Indiana (pop. 631) as the birthplace of the National Maple Syrup Festival and no amount of strategic planning could have helped my business, Burton’s Maplewood Farm, launch a collection of artisan syrups, favorites of America’s top chefs and sold at exclusive farmers markets and other discriminating outlets across the U.S. It took Strategic Doing!”*

Tim Burton, Festival Founder & Proprietor  
Burton Maplewood Farm





*The Strategic Doing (SD) approach might be one of the most effective ways of implementing change on campus. It effectively replaces strategic planning, a traditional pathway. At UW-Milwaukee, we have been able to move forward ten projects related to I&E transformations of curricula and institutional culture using SD. It is outcome driven, but more importantly, it is adaptive. Our diverse team of faculty and administrators have pivoted many times because of the continuous feedback that we analyze and plug back into the decision making process.*

Ilya V. Avdeev, Ph.D.  
Assistant Professor, Department of Mechanical Engineering  
Founder, UWM Student Startup Challenge  
Director, Advanced Manufacturing and Design Laboratory  
University of Wisconsin-Milwaukee



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# **Learn more about ASU's connection to Strategic Doing®**

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