ASU Sustainable Cities Network

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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

Prosperity

1870

Time

We are here
New networks can move older assets to new opportunities
Moving from old to new

<table>
<thead>
<tr>
<th>Grandfather</th>
<th>Grandchildren</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thinking</td>
<td>Top</td>
</tr>
<tr>
<td>Behaving</td>
<td>C &amp; C</td>
</tr>
<tr>
<td>Doing</td>
<td>Bottom</td>
</tr>
</tbody>
</table>

- All
- Trust
- All
Strategic planning

Do

Think
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’ live/work project.

4. Diversity and Inclusion
Link, leverage, and align
Strategic Doing starts by designing new conversations
Where are we going?

Outcomes

How will we get there?

Pathways

We are here

Strategic Doing © 2012 - Purdue Center for Regional Development
Imagine Cape May, New Jersey as a global hub of innovation in Unmanned Arial 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
Where are we going?

Outcomes
Link, Leverage & Align

How will we get there?
Pathways

What could we do?
What should we do?
What will we do?
What's our 30/30?
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

![Graph showing the relationship between impact and ease of completion. The top right quadrant is labeled 'High Impact - High Ease', the top left quadrant is labeled 'High Impact - Not Easy', the bottom left quadrant is labeled 'Low Impact - Not Easy', and the bottom right quadrant is labeled 'Low Impact - High Ease'.]
It’s critical to come back together
Managing a network and getting things done

Seed Investors

Core
- Guide
- Convene
- Manage

Focus
- Outcomes
- Metrics
- Initiatives

- Project Mgt.
- Metrics
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.

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

The process focuses on four key questions:

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.
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...

No Communication Network or Incentive to Work Together

Lack of Shared Understanding of Linkages & Proprietary Behavior

History, Expectations & Traditions

Siloed Food System Activities

A Dangerous Situation
- No Funding
- Unhealthy Population
- Dissatisfied food system participants/customers
- No food business opportunities for marginalized/non-traditional initiatives
- Local food system driven by outside interests
- No Voice
- No Vision
- Still Siloed
- Increased healthcare costs for:
  - Insurance
  - Chronic illness
  - Less Safe

What we have tried...

What We Have Tried:
- Top Down Approach
- Big convenings & meetings
- People together in rooms to talk, interact, & complain
- Food Summit
- Written Goals
- Food Policy Council
- Limited sector??

Framing to Re-boot...

Create Authentic Leverages:
- Use our vision of the preferred future to support linking
- Create (and maintain fidelity to) a shared vision
- Serve in a non-proprietary role for the greater good of all stakeholders
- Create an environment to information share & problem solve for the mutual benefit of all stakeholders

Aligned Future State
- Improved Access to Healthy Food
- Increased consumption of healthy food
- Authentic Collective Impact
- Shared Vision
- Strong Voice
  - Enhanced empathy
  - Expanded perspective
  - Increased ownership & shared responsibility
  - Many known pathways to connect
  - Increased Communication
  - Increased Cooperation
  - Dissemination of Innovation
  - Scalability of resources
  - Enhanced sustainability
  - Increased Consumer Satisfaction
  - Improved Health Outcomes
  - Lower Costs
  - Enhanced Provider Satisfaction
  - Robust Relationships
  - Collaborative approach to grant/funding procurement
  - Improved funding success

Current State - Siloed Food System
- Key food system elements exist in the region, but are not efficiently working together
- Key food system components:
  - Growing
  - Producing
  - Processing
  - Distributing
  - Retail
  - Preparing
  - Eating
- Each of these silos shares an environment of often siloed sectors including Government, Education, Healthcare, Private Sector, and Non-profit

Roadmap to Achieve Future State - Strategic Doing

Identify 3 activities for each of the 5 action teams to move forward:
1. Growing & Producing
2. Processing & Distribution
3. Preparing & Eating
4. Retail
5. Engagement
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 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.

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Learn more about ASU’s connection to Strategic Doing

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