Strategic Doing: Leadership Skills for Designing & Guiding Complex Collaborations

The Development District Association of Appalachia

2017 Professional Development Conference
Strategic Doing is a process that guides not just strategy development, but implementation across organizational and political boundaries.
Who’s Called Us, Where We’ve Been

44 States
7 Foreign Countries
GOD HELP US SAVE FLINT
These Are All Highly Complex Environments

• Design a smarter Navy ship for
• Resetting a regional economy
• Transforming undergraduate engineering education
• Reducing crime & poverty in urban America

These Are All Highly Complex Environments
• Social Organizations - economics, education, politics
• Individual Human - language capacity, knowledge accumulation, design and use of tools
• Animal - mobility, information processing
• Plants - viability
• Open Systems - matter, energy
• Cybernetics - computers
• Clockworks - engines
• Frameworks - buildings, cells

Hierarchy of Complex Systems

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How an economy works

Good $ → Neutral $ → Bad $
New thinking: the two economies

- Civic Economy
- Market Economy
Strong regions possess a balanced portfolio
Strategic Doing is a strategy discipline designed for open, loosely connected networks.
Thinking, Behaving, & Doing in New Ways
“We live in the world our questions create.”

David Cooperrider
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<th>What's the Work?</th>
<th>Who does the work?</th>
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<td><strong>Technical</strong></td>
<td>Apply current know-how</td>
<td>Authorities</td>
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<tr>
<td><strong>Adaptive</strong></td>
<td>Learn new ways</td>
<td>The people with the problem</td>
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(Heifetz and Linsky, 2002)
Curve Thinking
Wealth building is changing
I will build a motor car for the great multitude. It will be so low in price that no man will be unable to own one.

- Henry Ford
In 1928 Henry Ford’s River Rouge Plant in Dearborn, Michigan became the world's largest industrial complex, pursuing vertical integration to such an extent that it could produce its own steel. In this year he also established “Fordlandia” his rubber tree plantation in the Amazon Rainforest.

Source: Bently Historical Library, Josephine Fellows Gomon Papers, Box 10, draft manuscript, The Poor Mr. Ford.
Networks are all around us

1935 - 71 cast and crew members all working for MGM

2012 - over 2,000 cast and crew - hardly any worked for MGM
Network Thinking
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.

The “most-connected” communities had more than double the job growth of the “least-connected” communities.

http://www.slideshare.net/linkedin/mandel-linked-in-connections-reportnov-2014
Link and leverage assets into opportunities...
Leveraging Value of Networks

- 2 Nodes
  - 1 connection

- 5 Nodes
  - 10 connections

- 12 Nodes
  - 66 connections
Change our strategy...

**Grandfather**

- Think
- Do

**Grandchildren**

**Strategic Planning**

**Strategic Doing**
Behaving Differently
Civil Behavior
Once people are exposed to **incivility** they are THREE times less likely to help others and their willingness to share drops by more than HALF.

Christine Porath, PhD
Associate Professor of Management
Georgetown University

Incivility is **Enemy # 1 of collaboration.**
Collaborative Behavior
Collaborative Behavior

Adapted from Collaboration Continuum from ACT for Youth
Growing trust takes time
We move in the direction of our conversations
Doing Differently
Where are we going?

Outcomes

How will we get there?

Pathways

We are here
Strategic Doing

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?
It’s critical to come back together
A Vibrant Region Needs a Portfolio of Strategies

Strategic Doing is an agile strategy discipline for designing and guiding collaborative networks, moving them toward measurable outcomes, and making adjustments along the way.

Purdue Center for Regional Development
Strategic Doing began in Oklahoma City in 1993.
Why Oklahoma City Could Represent the Future of America

The last time the United States suffered a recession this deep and painful, it was the Great Depression. That was the era of the Dust Bowl, the California pilgrimages out of Oklahoma that John Steinbeck etched into America’s memory with *The Grapes of Wrath*. Eighty years later, California’s housing market has run dry and Oklahoma is building river parks. As families gravitate back to the heartland, with its cheap homes and lower unemployment, the migration patterns of the Great Depression have turned backward. “It’s the Wrath of Grapes,” says Oklahoma City Mayor Mick Cornett.
Water Technology District has spurred $211.6 million in development

THE “GOLD RUSH” OF DECADES AGO IS BEING REPLACED WITH TODAY’S “WATER TECH RUSH.”
Charleston Digital Corridor is the response to a request by the citizens of Charleston to grow a high-wage economy while further diversifying Charleston's economy.
Years ago, Medora was a booming rural community with prosperous farms, an automotive parts factory, a brick plant, and a thriving middle class. The factories have since closed, crippling Medora's economy and its pride. The population has slowly dwindled to around 500 people. Drug use is common, the school faces consolidation, and as one resident put it, “This town's on the ropes.”
Medora, with 16 members in the senior class, is the fifth-smallest public high school in Indiana. Two of three large feed mills are gone. An automotive plastics factory employed several hundred until it closed in 1988. A brick plant on the edge of town died in 1992.

The town’s struggling basketball team was featured in a documentary emphasizing their perseverance despite a brutal losing streak.
Medora is now on the map for another reason.
A new industry cluster is born

Indiana is bottling some of the finest maple syrup in the world. Three new barrel-aged rum, bourbon, and brandy infused syrups are sold at $35 per 12-ounce bottle. They are liquid gold.

Now Maple Syrup from Indiana is delivered regularly to Chicago's best restaurants and farmers markets.
How did the change happen?

It began with a Strategic Doing workshop.
A Collaborative Partnership
Among:
Shoals Entrepreneurial Center
University of North Alabama
Shoals Chamber of Commerce
Florence/Lauderdale Public Library

Funded in part through the
Appalachian Regional Commission’s
Partnerships and Workforce and Economic Revitalization (POWER) Initiative
Workshop attended by over 50 people.
Focused on Digital Technology Hub and a team from Corinth,
Shoals Idea Audition
Shoals Big Idea
Co.Starters
Shoals Alabama Launchpad
Alabama Launchpad
Mane Angel Capital Fund

Shoals Shift
Innovation and Entrepreneurship Pipeline
JOIN US FOR THIS INAUGURAL EVENT

SHOALS INNOVATION WEEK
FEBRUARY 2017

TUESDAY 21
7:00—8:30 AM
CHAMBER OF COMMERCE BREAKFAST
SHOALS ENTREPRENEURIAL CENTER
See what’s new at the Shoals Entrepreneurial Center and how you might use their resources to better your company or learn more to help your clients. The free event is open to all business principals, chamber members and interested community members.
4:00—8:00 PM
SHOALS ALABAMA LAUNCHPAD FINALE
GAS STUDIOS | 109 W. 6th | TUSCALOOSA
Watch as Shoals Alabama Launchpad participants pitch in front of judges & an audience for a share of $100,000. Anyone interested in being a part of the entrepreneurship community is invited to this free event.

WEDNESDAY 22
11:30—1:00 PM
GROW YOUR BUSINESS PANEL DISCUSSION
UNA COMMUNITY ED / EAST CAMPUS
Join a discussion with panelists Giles McDaniel, SEC, Carolyn Long, SBDC, Cotton Holland, SCC, Doug Barrett, UNA Institute; Moderated by Mary Marshall Van Sant, UNA CE. Each panelist has up to 7 minutes to introduce themselves. Then a moderated discussion with the attendees to dig deeper into how to work to gather to accelerate success for their clients and the entrepreneurs. Lunch is available by reservation at contact information below $15 per person. Call 256-765-4107 or email innovation@una.edu for lunch reservations.
4:00—5:30 PM
SMART START WEEKEND 24-26
SMART START WEEKEND: 3RD FLOOR OF THE UNA COMMONS: Friday night kicks off Smart Start Weekend. A three-day event for students to exchange business start up ideas, focusing on 4-6 ideas that cover the course of the weekend to develop a company. This year’s program uses a new format based on the very successful Innovation Engineering tool set. Students will come away with a clear path towards building a company and then present their ideas to a panel of local investors. The public is invited to be part of the finale starting at 5:00 PM on Sunday, January 26.

THURSDAY 23
INFO: INNOVATION@UNA.
256-765-4107

FRIDAY 24
11:30—1:00 PM
BIZ BUZZ: SINGLE LOCK RECORDS
FLORENCE LAUDERDALE PUBLIC LIBRARY
Learn the story of Single Lock Records at Biz Buzz, sponsored by the Shoals Chamber of Commerce, UNA College of Business, and the Shoals Entrepreneurial Center. Biz Buzz is free and open to the public.

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A SHOALS SHIFT MOVEMENT

PARTIALLY FUNDED BY A GRANT FROM THE APPALACHIAN REGIONAL COMMISSION
National Award from University Economic Development Association

OCT. 16-19, 2016
IT TAKES A REGION
talent + innovation + place
UEDA Annual Summit 2016 Roanoke, VA

Shoals Shift selected for Innovation+Talent category
The Ten Rules of Strategic Doing
Before you start...

Rule 1: Create and maintain a safe space for deep, focused conversation.
Rule 2: Frame a conversation around an appreciative question.
What could we do?

Rule 3: Uncover hidden assets that people are willing to share
What could we do?

Rule 4: Link and leverage your assets to create new opportunities
What should we do?

Rule 5: Rank all your opportunities to find your “Big Easy”
When people impacted by a process, consider the process as “fair,” they demonstrate a higher level of trust and commitment, and performance increases.

What should we do?

Rule 6: Convert your Big Easy into an outcome with measurable characteristics (Where you are going)
What will we see?  How will we feel?  How will life be different?
What will we do?

Rule 7: Define at least one Pathfinder Project with guideposts (How you will get there)
What’s our 30/30?

Rule 8: Draft a short term action plan with everyone taking a small step
What will we do?

Rule 9: Set a 30/30 meeting to review your progress and make adjustments.
What’s our 30/30?

Rule 10: Nudge, connect and promote relentlessly to build your new habits of collaboration.
Strategy becomes a collective habit of ongoing strategic conversation coupled with relentless strategic action, rather than an event or a document.
Strategic Doing enables people to form action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way.