Strategic Doing™: Moving From Ideas To Action

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STRATEGIC PLANNING

- How many of you have previously participated in a strategic planning process?
- How many roll your eyes when asked to participate in a strategic planning process?
- How many had a perpetual set of meetings that didn’t result in action?
- How long would you attend before you stopped?
Strategic Plans

Think about a time when you worked with an inter-agency or inter-organizational group or team that was working on a strategic or action plan that resulted in meaningful action and outcomes.

- What elements made the group successful?
- What about times when efforts did not result in meaningful action?
Turf

Trust

Networking

Coordinating

 Cooperation

Collaborating

Exchanging information

Altering activities

Sharing resources

Enhancing Capacity, Exploring shared vision, Mutual resource development

Adapted from Collaboration Continuum from ACT for Youth
Levels of Collaboration

- None
- Networking
- Coordination
- Cooperation
- Collaboration
- Integration

Challenges of Collaboration

- Time constraints
- Unequal benefits
- Lack of trust


THE CHALLENGES WE FACE...

- “Wicked problems”
- Caught in the past
- Broken trust
- Array of players, mindsets and assets
- Managing complex networks
- Not enough time, money, capacity, etc.
- Managing conversations, metworks, etc.
- What to do???
WHAT IS STRATEGIC DOING?

- Identify Existing Assets
- Link and Leverage to Create NEW Opportunities
- Build NEW Narratives
- Build Trust
- Empower
- Turn Conversations into Action!
Strategic Doing uses simple rules to guide complex collaborations to measurable outcomes…
It’s time to move to a new growth curve

Hierarchies

Networks

Prosperity

We are here

Hierarchies

1870

Time
Hierarchies are limiting

Networks can help get things done
Link, leverage, and align
New thinking: the two economies
New thinking: understanding networks

Advocate  Learn  Innovate

Networks

Trust

Time
Network structure & combining networks
How networks emerge and grow over time
Innovating networks produce increasing returns

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.

Managing a network and getting things done
We move in the direction of our conversations
Strategic Doing

Where are we going?

Outcomes
Link, Leverage & Align

What could we do?

What should we do?

What will we do?

How will we get there?

Pathways

What’s our 30/30?
Choosing a strategy: evaluate difficulty and impact
It’s critical to come back together
WHERE DO WE BEGIN?

[ HINT: CHANGE THE CONVERSATION ]
ACTIVITY: We’re Going on a Trip
Step 1. Spend a couple of minutes thinking about a trip you’d like to take. Then in Box A write down a few things you would want to see, hear, do, etc. – the more detailed, the better.
Step 2. In this box describe, in general terms, how you would evaluate whether or not your trip was a success.
JOE’S TRIP

I’m going to fly to Paris with my wife and stay in a luxury hotel near the Arc de Triomphe, enjoy really good wine, and eat at tiny bistros off the main streets.
I’m going to fly to London with my husband, explore my family’s history, drink at pubs, and go to Gordon Ramsay’s restaurant.
JOE & MARIA’S COMPOSITE TRIP:

Includes only those elements that are common to both

I’m going to fly to Europe with my spouse, drink alcohol and eat at good restaurants.
Step 3. With a partner, come up with your “composite” trip, and write it in Box B. Only the things that were in the original trips can be included.
Step 4. Each pair pair up with another pair, so that there are four people in each group. Each pair shares their composite, and then they develop a composite of the composites, putting those statements in the box labeled “C”. Again, only the things that the two trips have in common can be included.
Step 5.
Form new pairs so that each of you is working with someone you did not work with before (in their pair or foursome). Each participant should share their success statement with their partner. Using those success statements, the pair should work together to craft a new trip that may be different than either of the originals but will let both people feel they’ve been successful. The new trip – as detailed as possible - goes in the box labeled “D.”
STRATEGIC DOING IN 12 STEPS

Where are we going?
\( \rightarrow \) Outcomes

How will we get there?
\( \rightarrow \) Pathways

We are here

Strategic Doing // Cycle

What could we do?
What should we do?
What's our 30/30?
What will we do?
WHAT COULD WE DO?

1: Frame a conversation around an appreciative question

Sample Framing question:

What if our community had clear talent pathways stretching from primary school all the way to jobs of today and tomorrow. How might life be different for our people, for our employers?
WHAT COULD WE DO?

- **2:** Document who is at the table
  - This can help build your network and create new linkages!
WHAT COULD WE DO?

3: Uncover hidden assets that people are willing to share

- Only document assets that are present and available at your table

- Physical Assets
- Networks/Connections
- Institutions/Organizations
- Skills
- Communication
WHAT COULD WE DO?

4: Link and leverage your assets to create new opportunities

- What if?
- What would it look like?
- Imagine if?
- Focus on things that could be accomplished in 1-2 years

Example: We can use Bill’s connections with the student entrepreneur club and faculty entrepreneurs and Kim’s connections to the business community to start an entrepreneurship speaker series.
**WHAT COULD WE DO?**

- **5**: Narrow the list to **three** and describe the opportunities
  - Focus on describing the opportunities to develop a shared understanding

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start an Entrepreneurship speaker series</td>
<td>Identify potential entrepreneurs and offer them a series of educational/motivational sessions that connect them with faculty and business leaders who have been successful in starting a business</td>
</tr>
</tbody>
</table>
WHAT SHOULD WE DO?

6: Rank all your opportunities to find your “Big Easy”
- Find the proverbial “low-hanging fruit”
- Opportunities that have high ease and high impact
WHAT SHOULD WE DO?

7: Convert your Big Easy into an outcome with measurable characteristics (Where you are going)
WHAT WILL WE DO?

- Define at least one Pathfinder Project with guideposts (How you will get there)
WHAT WILL WE DO?

9: Draft a short term action plan with everyone taking a small step
- Everybody commits to an action
- The initial action can be limited to 1 hour or less
WHAT’S OUR 30/30?

10: Set a 30/30 meeting to review your progress and make adjustments
- What did we do?
- What did we learn?
- What will we do next?
Briefly describe your Strategic Doing map

- What opportunities did your group identify
- What was your big easy?
- What are your success metrics?
- What is your pathfinder project?
- What are some of the actions?
SUCCESS IS ALL ABOUT FOLLOW THROUGH

Nudge, connect and promote relentlessly to build your new habits of collaboration
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