Ten Rules of Strategic Doing

20 September 2018
Wyoming Working Together
Before you start...

**Rule 1:** Create and maintain a safe space for deep, focused conversation.
Civility

We will behave in ways that build trust & mutual respect.
Psychological Safety

Be interested in each other as people.
Respect each other’s assets.
Don’t rejection someone for being themselves or stating what they think.
Believe that others have positive intentions.
Seek and give feedback to one another.
Obtain and provide help or expertise to one another.
Be willing to experiment.
Be willing to making changes and improvements (vs. avoiding change or sticking with a course of action for too long).
Deal with conflict or confrontation constructively.

Amy Edmonson, PhD
Harvard Business School
Equity of voice in collaborations

Ten Rules of Strategic Doing, Rule 2

Before you start...

Rule 2: Frame a conversation around an appreciative question
RULE 1: Create and maintain a safe space for deep, focused conversation.

RULE 2: Frame a conversation around an appreciative question.

Imagine that housing needs are aligned with policy, planning, and the market. What does this look like in the Prosperity Southwest Wisconsin region?
Ten Rules of Strategic Doing, Rule 3

What could we do?

Rule 3: Uncover hidden assets that people are willing to share
Ten Rules of Strategic Doing, Rule 3

- The asset has to be present within the network
- The person with the asset has to be willing to share it
Ten Rules of Strategic Doing, Rule 4

Rule 4: Link and leverage your assets to create new opportunities
Ten Rules of Strategic Doing, Rule 4

RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).

Quickly jot down connections that spring up from the discussion. Ask questions like “What would that look like?” or “What if we...?”

1. Develop “manual” that can give process to TREs
2. Balance: Confidentiality, ease of reporting, we need to l.d. regional trends & continuity of operations
3. Develop 2-4 yr. work plans to inform local & regional action
Ten Rules of Strategic Doing, Rule 4

Describe three exciting opportunities.

15 min. Narrow the ideas you brainstormed about to the three top choices that connect your assets. How could you describe each opportunity in one or two phrases?

<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>
<tr>
<td>Proactive marketing through FB @ the Chamber.</td>
<td>1. List of resources - share on FB. 2. Articles on &quot;Why Big?&quot;, Start business development messages. 3. Post to your website.</td>
</tr>
<tr>
<td>Get local businesses to attend classes for startups, education, workshops.</td>
<td>1. Have the classes more local. 2. Invite other communities. 3. Legal and educational mentoring venues. 4. Talk to SBDCs. 5. Success planning in ESPs. 6. Cross release to CATHY. 7. Present to library. 8. Get up educational series.</td>
</tr>
<tr>
<td>Recruit new businesses</td>
<td>1. Plant seeds - information distribution. 2. Start home planning.</td>
</tr>
</tbody>
</table>
Ten Rules of Strategic Doing, Rule 5

Rule 5: Rank all your opportunities to find your “Big Easy”
Ten Rules of Strategic Doing, Rule 5

RULE 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 ease and impact of the three opportunities from the previous page. First, each person evaluates the potential impact of each opportunity if it was completely successful with 5 being high and 1 being low. Add everyone’s numbers. Next each person evaluates how easy or difficult each would be fully execute with 5 being easy and 1 being difficult. Add everyone’s numbers then total impact and ease scores for each opportunity to find your “Big Easy.”

<table>
<thead>
<tr>
<th>OPPORTUNITY</th>
<th>IMPACT</th>
<th>EASE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
</tbody>
</table>

>> Use the next page to convert your “Big Easy” into an outcome
Ten Rules of Strategic Doing, Rule 6

What should we do?

Rule 6: Convert your Big Easy into an outcome with measurable characteristics (Where you are going)
List three success characteristics of your “Big Easy.” How would you measure them?

The metric you choose will help you know if you’re successful. If you cannot figure out how to measure the success of a given outcome, that outcome is too vague to be useful.

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Outcome</th>
<th>Characteristic</th>
<th>Success Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>An entrepreneurship speaker series</td>
<td>An engaged network of potential entrepreneurs with the opportunity to learn what works from successful entrepreneurs</td>
<td>Engaged students</td>
<td># of students attending</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engaged community of successful entrepreneurs</td>
<td># of engaged, successful entrepreneurs</td>
</tr>
<tr>
<td></td>
<td>Students taking follow up action</td>
<td># of students taking formal I &amp; E courses</td>
<td></td>
</tr>
</tbody>
</table>

1. **Inventory Available ENTREPRENEUR Resources AND CATALOG AND PROMOTE RESOURCES AND ASSETS IN PSEW Region.**
2. **CREATE DATABASE OF STAKEHOLDERS SERVICE PROVIDERS.**
3. **STAKEHOLDER KNOWLEDGE OF AVAILABLE RESOURCES AND A CLEARER UNDERSTANDING OF THESE RESOURCES.**
   - Broadcast/Promote to TARGET MARKET OF POTENTIAL SERVICE PROVIDERS
   - END-USERS IDENTIFIED
   - Multi-point Marketing/Message Campaign Deployed
   - Reviewed & Updated Quarterly BY PSEW

4. **Knowledgeable STAKEHOLDERS.**
5. **Knowledgeable Service Providers.**
6. **Service Providers Have Full Knowledge & Access to Resources & are Promoting Them to End-users.**
Rule 7: Define at least one Pathfinder Project with guideposts (How you will get there)
Define your guideposts and a Pathfinder Project.

Guideposts are key steps that are critical to your success; defining these will help you stay on your path.

Your Pathfinder Project moves you toward your outcome.

<table>
<thead>
<tr>
<th>Guidepost</th>
<th>By When</th>
<th>Pathfinder Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop the program details, including the budget</td>
<td>March 31</td>
<td>Develop the complete Entrepreneurship Speaker Series program, including details and presentation materials that will be necessary for the Dean’s approval</td>
</tr>
<tr>
<td>Solicit support from the entrepreneurship club</td>
<td>March 31</td>
<td></td>
</tr>
<tr>
<td>Recruit and engage speakers</td>
<td>May 1</td>
<td></td>
</tr>
<tr>
<td>CREATE LIST OF STAKEHOLDERS &amp; SERVICE PROVIDERS</td>
<td>MAY 21, 19</td>
<td></td>
</tr>
<tr>
<td>CONDUCT RESEARCH TO IDENTIFY ALL AVAILABLE RESOURCES-LFUNDING MATRIX &amp; MENTORING</td>
<td>MAY 15, 19</td>
<td>• Develop a database of core stakeholders and service providers who are utilizing a funding &amp; mentoring matrix that’s aggressively promoted throughout the PSU Region.</td>
</tr>
<tr>
<td>DEVELOP A MARKETING &amp; COMMUNICATION PLAN TO PROMOTE RESOURCES</td>
<td>July 21</td>
<td></td>
</tr>
</tbody>
</table>
Ten Rules of Strategic Doing, Rule 8

Rule 8: Set a 30/30 meeting to review your progress and make adjustments
Ten Rules of Strategic Doing, Rule 9

What’s our 30/30?

Rule 9: Draft a short term action plan with everyone taking a small step
Ten Rules of Strategic Doing, Rule 9

An Action Plan is a strategy for what each of you will do in the next 30-90 days. The more clearly you understand where you want to go, the more clearly you can see your next steps.

<table>
<thead>
<tr>
<th>Person</th>
<th>Will</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill</td>
<td>Gain support from the entrepreneurship club</td>
<td>March 20</td>
</tr>
<tr>
<td>Susan</td>
<td>Research similar events at other universities</td>
<td>March 15</td>
</tr>
<tr>
<td>Mark</td>
<td>Research Database Tool</td>
<td>May 21 19</td>
</tr>
<tr>
<td>Brock</td>
<td>Database Categorizer</td>
<td>May 21 19</td>
</tr>
<tr>
<td>Mark</td>
<td>Funding Matrix</td>
<td>May 21 19</td>
</tr>
<tr>
<td>Jim</td>
<td>Outline of MAR/CM Plan</td>
<td>May 21 19</td>
</tr>
<tr>
<td>Mark</td>
<td>Create a list of 500 practitioners</td>
<td>May 21 19</td>
</tr>
<tr>
<td>ECA</td>
<td>Create new Dropbox - Unique to this project</td>
<td>April 30</td>
</tr>
</tbody>
</table>

3 - WHAT WILL WE DO TOGETHER?
Ten Rules of Strategic Doing, Rule 10

What’s our 30/30?

Rule 10: Nudge, connect and promote relentlessly to build your new habits of collaboration
Ten Rules of Strategic Doing

Strategic Doing in Action
(otherwise known as case studies)
Thank you!