Strategic Doing as a Development Tool: Transform Your Community, Change Your World

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Community Development Society
Annual Conference
July 25, 2012
Why Do Together?
Strategic Doing

- **Thinking Differently**
  - First Curve & Second Curve
  - Networks
  - Linking & Leveraging Assets

- **Behaving Differently**
  - Shareholders
  - Civic innovation
  - Network Leadership

- **Doing Differently**
  - Flexible & Adaptive
  - Framing Issues Appreciatively
  - A Case Study
Our Grandparent’s Communities

Prosperity occurred at a rate the world had never before experienced

First Curve – Prosperity driven by vertical business models
The S Curve Caught Up with Our Grandparent’s Communities

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The 1st and 2nd Curves

Source: Ed Morrison, Distributed under a Creative Commons 3.0 license.
“2nd Curve” Communities Are Where Our Grandchildren Will Find Success

**Second Curve** – Wealth driven by network business models
Changing Models for Getting Things Done

1928
Fewer than 60 all working for Warner Brothers

1928
Over 1,750 hardly any working for Warner Brothers
Changing Models for Getting Things Done
## Changing Models for Getting Things Done?

<table>
<thead>
<tr>
<th>Townships</th>
<th>Workforce</th>
<th>Philanthropy</th>
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<tbody>
<tr>
<td>Social Service</td>
<td>Cities/Towns</td>
<td>Community Development</td>
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<tr>
<td>Counties</td>
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<td>Neighborhood Associations</td>
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<tr>
<td>State</td>
<td>Feds</td>
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<td>Police</td>
<td>Schools</td>
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</table>
Successful Communities Are Getting Things Done in Different Ways

They are moving from hierarchies to networks
We Building Community by Building Networks

- Communities are built on connections.
- Better connections mean better opportunities.
Two Components of a Network

<table>
<thead>
<tr>
<th>Nodes</th>
<th>Links</th>
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<tbody>
<tr>
<td>People, groups, or organizations</td>
<td>Relationships, flows, or transactions</td>
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</table>
The Real Power Comes in:

Combining Assets in New and Innovative Ways – Linking and Leveraging
The Civic Economy

- Brainpower
  21 Century Talent

- Innovation
  Entrepreneurship Supports

- Quality, Connected Places

- New Narratives

Collaboration
Link & Leverage Success Story
From Stakeholders to Shareholders

Creating Shared Value

How to reinvent capitalism—and unleash a wave of innovation and growth by Michael E. Porter and Mark R. Kramer

What Is “Shared Value”?

The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. Shared value creation focuses on identifying and expanding the connections between societal and economic progress.
Civic Innovation Continuum

Trust

Turf

Mutual Awareness
Sharing Information
Sharing Resources
Co-Execution
Co-Creation

Acknowledgment  Exploration  Cooperation  Collaboration  Innovation

TIME

You have to walk before you run

Adapted from Collaboration Continuum from ACT for Youth
Network Building Exercise

- Exchange contact information with someone you do not know well
- Find one thing you have in common
- Decide on a follow-up activity
  - phone call
  - information exchange
  - introduction to third party
Seven Levels of Network Weaving

1. Introducing A and B in person and offering a collaboration opportunity to get A and B started in a successful partnership.
2. Introducing A and B in person and contacting A and B afterward to nurture the connection.
3. Introducing A and B in person.
4. Doing a conference call introduction of A and B
5. Doing an email introduction of A and B
6. Suggesting to A that A should talk with B and then contacting B to let B know to expect a call from A
7. Suggesting to A that A should talk with B
## The Network Leader

<table>
<thead>
<tr>
<th>NEW NETWORK LEADER ROLE</th>
<th>RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convener</td>
<td>Maintains the civic spaces</td>
</tr>
<tr>
<td>Connector</td>
<td>Links people and other assets</td>
</tr>
<tr>
<td>Civic Entrepreneur</td>
<td>Sees new opportunities</td>
</tr>
<tr>
<td>Guide</td>
<td>Maps a complex process</td>
</tr>
<tr>
<td>Strategist</td>
<td>Reveals larger patterns</td>
</tr>
<tr>
<td>Knowledge Keeper</td>
<td>Distills face-to-face conversations into key points and patterns</td>
</tr>
<tr>
<td>Web 2.0 Maven</td>
<td>Applies Web 2.0 power tools</td>
</tr>
</tbody>
</table>
Strategic Doing

What could we do together?

What should we do together?

What will we do together?

What's our 30/30?
Two Questions

Where are we going?

- What could we do together?
- What should we do together?
- What will we do together?
- What is your 30/30?

How will we get there?
Strategic Doing: Flexible & Adaptive

Traditional Strategic Planning

Plan

Do
Strategic Doing: Flexible & Adaptive
Frame Appreciative Questions

- Keep the end-in-mind for the discussion.
- Experiment with the construction and scope to get a feel for how each can change the direction of the inquiry.
- Ask yourself, “Is this a question to which we do not already know the answer? If we do, it is not inquiry.
- Run the question by someone to see how well the question works and where it leads.

Less Powerful Questions

- Yes/no
- Which
- Who
- When
- Where
- What
- How
- Why*
- What If

More Powerful Questions
Medora, Indiana
Strategic Doing Case Study

Why can’t we make headway in turning the abandoned outlet mall into a food distribution warehouse?
Medora, Indiana
Strategic Doing Case Study

What if we used **local foods** to create an exciting new story about Medora, Indiana?
Linking & Leveraging Assets
What Could We Do Together?

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

Align
Medora, Indiana will become known worldwide as the home of the *National Maple Syrup Festival* and as a destination for thousands of visitors. Our community will roll out the red carpet for our guests and tourism will revive our economy.

With our help, we envision our community will...

- Medora, Indiana will become known worldwide as the home of the *National Maple Syrup Festival* and as a destination for thousands of visitors. Our community will roll out the red carpet for our guests and tourism will revive our economy.

   **With the following characteristics:**

   1. We offer a best-in-class tourism experience
   2. Partners collaborate effectively
   3. Outsiders perceive us positively
   4. Residents look forward to the festival
   5. Local officials are supportive

   **Strategic Partners**

   Describe 3-5 strategic partners who can collaborate to accomplish this outcome. Who can be aligned with this outcome?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1.</td>
<td><em>A national-level sponsor (TBD)</em></td>
</tr>
<tr>
<td>2.</td>
<td>Indiana State Dep’t. of Agriculture</td>
</tr>
<tr>
<td>3.</td>
<td>Indiana Office of Tourism</td>
</tr>
<tr>
<td>4.</td>
<td>Purdue University</td>
</tr>
<tr>
<td>5.</td>
<td></td>
</tr>
</tbody>
</table>
What Should We Do Together?

- What could we do together?
- What should we do together?
- What will we do together?
- What's our 30/30?
**Focus**

<table>
<thead>
<tr>
<th>Define a Promising Strategic Initiative for our Community</th>
<th>SMART Goals for our most promising Strategic Initiative</th>
</tr>
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<tbody>
<tr>
<td>How can we achieve our outcome? What is a high-impact initiative we can pursue?</td>
<td>How should we measure our progress? How will we know we will be successful? What are the milestones?</td>
</tr>
</tbody>
</table>

To achieve our Strategic Outcome, we will (do what?)....

We will create a bake-off as a signature event for our festival.

1. By **Jul 2009** (date), we will.....
   - Research other bake offs

2. Secure a national sponsor

3. Enlist a bake-off coordinator

4. Develop a marketing plan

5. Find and book a venue
What Will We Do Together?

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

Commit
**Commit**

We must align our resources to get moving. Align with our SMART Goals

**Define an Action Plan**

An Action Plan outlines who will do what by when and anticipates the resources (human, financial etc.) it will take to accomplish the work.

Outline an Action Plan for your Strategic Initiative

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**Our promising Strategic Initiative:**
**We will create a bake off as a signature event for our festival.**

<table>
<thead>
<tr>
<th>To implement our Strategic Initiative…</th>
<th>What We will commit to the following actions:</th>
<th>Who Who is making the commitment?</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the next 6 months</td>
<td>Enlist bake-off judges</td>
<td>Lori Wells</td>
</tr>
<tr>
<td>In the next 3 months</td>
<td>Begin advertising bake off</td>
<td>Bill Curtis</td>
</tr>
<tr>
<td>In the next 30 days</td>
<td>Create a draft task list for bake off.</td>
<td>Mark Johnson</td>
</tr>
<tr>
<td>Next week</td>
<td>Draft a bake-off coordinator job description</td>
<td>Mary Smith</td>
</tr>
</tbody>
</table>
When Will We Get Back Together?

Learn

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

We can effectively execute only with continuous learning. How will that happen? What is our commitment to continue to come back together to review our progress?

Define how we will learn together

Strategic thinking and doing is a process of continuous learning.

By failing to outline how we will come back together to learn, we fail to “close the loop” on our learning.

In the space below, define how your team will come back together to share your learning on “what’s working.”

To continue our learning our team will…

1. **Conduct weekly conference calls**

2. **Meet once per month**

3. **Set up and use a Google Group to keep organized**
The Sweet Victory Challenge is now in its 5th year and in 2012 they received over 1,000 entries and now attracts a panel of celebrity judges. Over 5,000 visitors attended the festival in 2012, a 500% increase over 2011.
Strategic Doing Success Stories: Regional Transformation

Space Coast Energy Consortium
Driving Clean Energy Jobs and Industry in the Space Coast and Central Florida

Arizona Solar Summit

Wired
Talent Driving Prosperity
Thank You

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