Strategic Doing in Kansas: Setting the Stage

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Why are people getting interested in Strategic Doing?

Why are people calling Purdue?
We’ve cracked the code on collaboration
Strategic Doing Credo

We believe we have a responsibility to build a prosperous, sustainable future for ourselves and future generations. No individual, organization or place can build that future alone.

Open, honest, focused and caring collaboration among diverse participants is the path to accomplishing clear, valuable, shared outcomes.

We believe in doing, not just talking and in behavior in alignment with our beliefs.

Strategic Doing Design Team
Turkey Run State Park
October, 2011
Today we will:
• Orient Ourselves
• Play The Game
• Conduct a Workshop
After today you should be able to:

- Sharpen your collaborations
- Create meeting agendas
- Focus your conversations
Strategic **Doing**... forms collaborations quickly
Strategic **Doing**... moves them toward **measurable outcomes**
Strategic **Doing**... makes **adjustments** along the way
Strategic Doing... asks us to think differently.
to behave differently
and to do differently
Strategic **Doing** move us from slow and linear...

...to fast and agile
Strategic Doing | The Game
Welcome to Midville
Population 64,373
Midville

... a medium-sized city in the Midwest whose glory days are still clearly visible in the rear-view mirror. Until the 1970s, Midville was...

Proud home to the Beltline Manufacturing Company (BMC), supplier to the automobile industry that employed a majority of the adults.
BMC Decline

- **Mid 1970’s** - BMC began to experience significant competition from foreign manufacturers and began downsizing.

- **Mid 1980’s** - BMC had shuttered much of its operation.

- **1992** - BMC closed its last production line.
Other, smaller companies that had served as suppliers to BMC struggled as the big company declined. Some were able to recast themselves and their products and survive, but as much smaller companies paying lower wages than before.

Some enterprising individuals were able to leverage intellectual property they developed for BMC and used it to start new companies. These companies have a relatively low profile selling unique products in markets around the globe.
Much of the architecture was developed during the 1880s when Midville first grew as a manufacturing center.

Newer buildings on the fringe of downtown were developed during the post-World War II era when Midville saw its last major growth phase.
Now, downtown resembles:

- a hodge-podge of old, significant buildings that are falling into disrepair,
- vacant lots where fires and neglect have begun hollowing out the streetscape, and
- a varied combination of building materials that were added in an attempt to ‘update’ some buildings during the 1960’s.
Downtown Architecture

The buildings represent a variety of architectural styles that were prominent in the late 1800’s and early 1900’s including Italianate, Romanesque Revival, and Beaux Arts styles.

Many of the unique architectural aspects are now hidden by vinyl siding, wood paneling or peeling paint.
Decline in Population

Population peaked in the 1980s with approximately 80,000 residents. Now there are less than 65,000 individuals. This stems from:

- An aging population,
- young people leave for college and don’t return, and
- young people move away to follow jobs.

1980’s

Population 80,000

Now

Population 64,373
• The population has stabilized slightly in the last decade due to a minor influx of Hispanics.

• The overall lack of jobs has limited the in-migration of Hispanics, but service jobs and jobs in health care have attracted minorities to the community.

• There is an underlying tension between long-term residents and their new Hispanic neighbors, but it is fairly muted within the community.
MHHCC is the Largest employer in town but challenged with attracting doctors due to:

- the lack of culture in the community,
- the lack of opportunities for trailing spouses,
- the perception that Midville’s schools are struggling, and
- doctors and other professionals tending to live in Uppityville, forty-five minutes away where schools are perceived to be better.
• Small, locally owned newspaper since 1940’s
• Publishes twice a week
• Struggles to generate enough advertising revenue to remain viable, while contract printing and photocopying keeps the enterprise marginally viable
• No budget for reporters
• News content is provided mostly by locals, news releases, and wire feeds from national sources
Midville Community College

• Created in the 1950s to supply laborers, skilled tradesmen, and other workers for BMC.

• Still offers classes in tool and die trades, computer numerical control machining and other industrial trades.

• Enrollment has been dropping since few parents encourage their kids to pursue jobs that use these skills.

• Computer labs and other technology available for classes and training, but the computers often sit unused or are devoted to classes to teach computer literacy to older adults.
As the population has continued to decline, the two existing high schools were consolidated. This continues to be a source of frustration within the community as the cultures of the two sides of the city have established an uneasy truce. Trophies in the trophy cases are separated by high school and parents continue to associate with one school or the other. Students are frankly integrating better than the parents.
Low Graduation Rates

Midville High School, as the new school is now known, struggles with a relatively high dropout rate. Only fifty-five percent of the students who start ninth grade graduate from Midville High School four years later.
Many residents choose to ignore a growing crime problem in the rural area outside of Midville: methamphetamine. Local police are candid about the fact that they can’t keep up with the growth of the meth labs in the rural area. Much of the meth seems to be destined for sale in other areas, but a recent rash of home burglaries raises concerns among local police that the problem may be escalating locally.
On the outskirts of Midville is a small artist collective. The locals refer to the artists who live and work there as ‘hippies,’ but the crafts people and artists produce pottery, wooden furniture, wrought iron articles, and other household items that are sold over the internet to buyers all over the country.

“Midstock”
Once a year the artists hold a festival, derided by the locals as ‘Midstock’ that brings musicians, artisans, and aging hippies to campgrounds outside of Midville during a long weekend in September every year.
Agricultural Demographic Shift

- Midville is in a rural area, once dominated by family farms.

- The farming patriarchs and matriarchs are passing and their children are selling the family farms.

- In many cases, land is being sold to large, commercial farming operations, although a few local farmers are using this opportunity to expand their land holdings.

- Some of the families that are selling farms have expressed an interest in keeping the land locally owned.
The City of Midville surveyed the local community to get citizens' reactions regarding:

- utility rates
- public services
- professional services
- local amenities
- housing
- business climate
- community improvements
• Choose roles (1 switch allowed)
• Imagine your role (5 minutes)
• Conduct a short interview (10 minutes)
• Assemble for a community meeting
Midville: What is Next?  
An Introduction to Strategic Doing  

Van Morrison  
Midville Community College
Thinking Differently
Behaving Differently
Doing Differently
Thinking Differently
Behaving Differently
Doing Differently
We’re moving from our Grandparents’ economy to our Grandchildren’s economy...
We’ll need to move from hierarchical thinking to network mindsets...

From this....  ...to this
Our challenge: “Link and leverage” assets to create new opportunities
Stop thinking like your pet....
Thinking Differently
Behaving Differently
Doing Differently
Had enough?
A key lesson from our Founders: Civility powers innovation
We build trust by doing, not just talking...
And this stuff doesn’t cut it..
Thinking Differently
Behaving Differently
Doing Differently
Our future is not linear
And we struggle with old systems...
How can we make our way?
The answer: Follow simple rules
When the business landscape was simple, companies could afford to have complex strategies. But now that business is so complex, they need to simplify. Smart companies have done just that with a new approach: a few straightforward, hard-and-fast rules that define direction without confining it.

Strategy as Simple Rules

by Kathleen M. Eisenhardt and Donald N. Sull

Since its founding in 1994, Yahoo! has emerged as one of the blue chips of the new economy. As the Internet's top portal, Yahoo! generates the astounding numbers we've come to expect from stars of the digital era—more than 100 million visits per day, annual sales growth approaching 200%, and a market capitalization that has exceeded the value of the Walt Disney Company. Yet Yahoo! also provides something we don't generally expect from Internet companies: profits.
Strategy answers 2 questions

We are here

Where are we going?

Outcomes

How will we get there?

Pathways
Strategic Doing: Simple, but not easy...

Where are we going?

Outcomes
Link, Leverage & Align

How will we get there?
Pathways

What's our 30/30?

What could we do?

What should we do?

What will we do?
Alignments emerge...
A swarm forms...
Our framing Question:
Imagine if Midville gained a reputation as a vibrant, sustainable, prosperous Midwest city. What would that look like?
Afternoon Workshop: Moving from Plans to Planning Platforms
How is your strategic conversation going?
Is your conversation fragmented?
Is it overloaded?
Has it died out?
Are you ready to think differently?
Alliance for Regional Development in Chicago

Current System

a loose collection of components that lacks coherence

Emergent Regional Network

achieve scale with a simple, shared strategy discipline
What happens when this goes away?

Core Team

Innovation

Transport Logistics

Talent Workforce

Green Growth

ALLIANCE CREATES COLLABORATION PLATFORMS
CREATE COLLABORATION PLATFORMS
What would this look like?
Our Framing Question