Demystifying Strategic Thinking & Organizational Strategy

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Outcomes

• Understand the WHY-HOW-WHAT Framework and it’s application to strategic thinking and strategic planning

• Identify and understand what it means to think and act strategically in order to accomplish our life’s work

BIG GOAL: Get YOU to a place where you have acquired the skills, knowledge and mindsets that are essential to being strategic
HOLD FOR TONY
TIME FOR REVIEW
Starting with the WHY

• **WHY? = The Purpose**
  • *What is your cause? What are your beliefs?*

• **HOW? = The Process**
  • *The actions taken to realize the WHY, guiding values and principles.*

• **WHAT? = The Results**
  • *What do you do? The result of WHY. The proof.*

THINKING STRATEGICALLY
What Does it Mean?

To consistently make core directional choices that will *best* move you toward your hoped-for-future

*Erika Anderson*
What Does it Take?
## Why Does it Matter?

<table>
<thead>
<tr>
<th>Strategic Thinkers</th>
<th>Action Thinkers</th>
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<tbody>
<tr>
<td>• See “what if” questions before seeing solutions</td>
<td>• See “answers” before knowing the right questions</td>
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<tr>
<td>• Map out a range of decision trees that intersect and connect by envisioning how it will all play out</td>
<td>• Operate with a “Make it happen” mode that results in getting things done</td>
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<tr>
<td>• Set aside time to reflect and act before setting out towards actions</td>
<td>• Actions are initiated by instincts and impulse</td>
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Sometimes you have to go **SLOW** in order to go **FAST**
BEING STRATEGIC
Story Time

The Three Little Pigs
What can the *Three Little Pigs* teach us about “Being Strategic”? 

1. **Challenge**
   An explanation of the current situation & how it came to be

2. **What Is:**
   The plan to overcome obstacles and achieve the hoped-for future

3. **What’s the Hope:**
   The hoped-for future: clearly defined, realistic and aspirational

4. **What’s in the Way?**
   An objective understanding of what’s blocking movement from “what is” to the hoped-for-future

5. **What’s the Path?**
   Challenge
Defining the Challenge: How Can We...?

- Avoid implicit assumptions about the problem

ACTUAL Challenge

- Understanding the core problem is at the heart of our ability to make core directional choices that will best move us toward our hoped-for future

Ask Questions

- What isn’t working?
- How can we...? How can I...?
- Would this feel like success
# What Is: Pulling Back the Camera

<table>
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<tr>
<th>Be a Fair Witness</th>
<th>Pull Back the Camera</th>
<th>Sort for Impact</th>
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<tbody>
<tr>
<td>• Cultivate the ability to speak only from direct observation</td>
<td>• Widen your lens and contextualize your current reality</td>
<td>• Distinguish those facts or events that most impact the current situation from those that don’t</td>
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What’s in the Way: Facing the Facts

Point A

1. Fair Witness
2. Pull Back the Camera
3. Sort for Impact

Point B

SHIFT FROM

Stimulus

Response

TO

Interpretation (SELF TALK)

Response

Stimulus
What’s the Path?

**Strategies**

*Core Directional Choices* that will best move you toward your hoped-for-future

**Time Frame:**

12-18 months

**Tactics**

*Specific Actions* that will best implement your strategies

**Time Frame:**

4-8 months
The Art of Crafting Strategy

SORTING FOR FIT

FEASIBILITY
Do you have the resources, skill, time, and support you need?

IMPACT
Do you have the resources, skill, time and support you need?

TIMELINESS

- Ordinality: Is this strategy something that needs to be done now or are there other things that must happen first?
- Opportunity: Is this something that needs to happen in this window?
Selecting Tactics that Work

**Arise From Strategy**
- Select the tactics that will allow you to best implement the strategies (core directional choices) you have selected

**Are FIT**
- Screen for FIT by asking yourself: “Can I/we actually do this tactic, given current resources, skills and knowledge?

**Define What, Who and When**
- Agree on what the action is, who’s going to be responsible for it and when it will get done
The Pieces are Now In Place

- Define the *Challenge*
- Clarify *What Is*
- Envision *What’s the Hope*
- Face *What’s in the Way*
- Determine *What’s the Path*
Closing Thought

What road do I take?
Well, where are you going?
I don’t know.

Then it doesn’t matter. If you don’t know where you are going, any road will get you there.