

# Strategic Doing: An Introductory Workshop





# AGILE IS AN ATTITUDE

The Purdue Agile Strategy Lab is a game changer. Engaged at the frontier of agile, open innovation – the Lab combines breakthrough research, innovative teaching and rigorous engagement in an agile, open environment.

[AgileStrategyLab.org](https://AgileStrategyLab.org)  
Connect. Collaborate. Create.



## Introduction to Strategic Doing

## Playing the Game

## What could be next?

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## Introduction to Strategic Doing

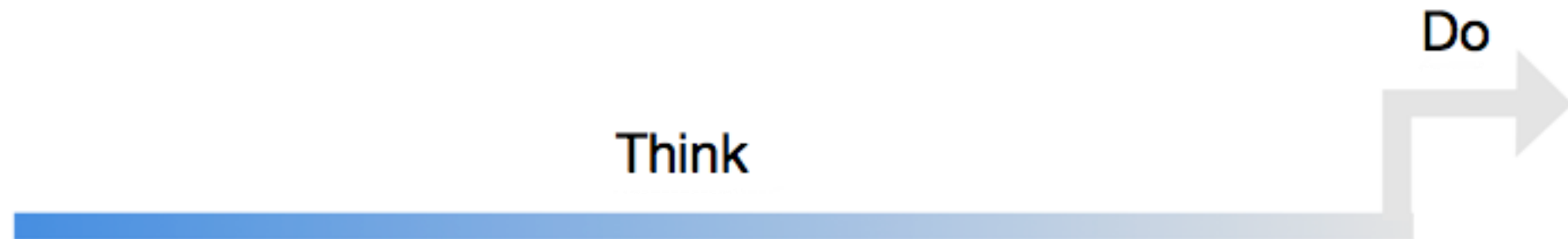
## Playing the Game

## What could be next?



**We have developed a strategy discipline designed for open, loosely connected networks**

**Linear: Strategic Planning**



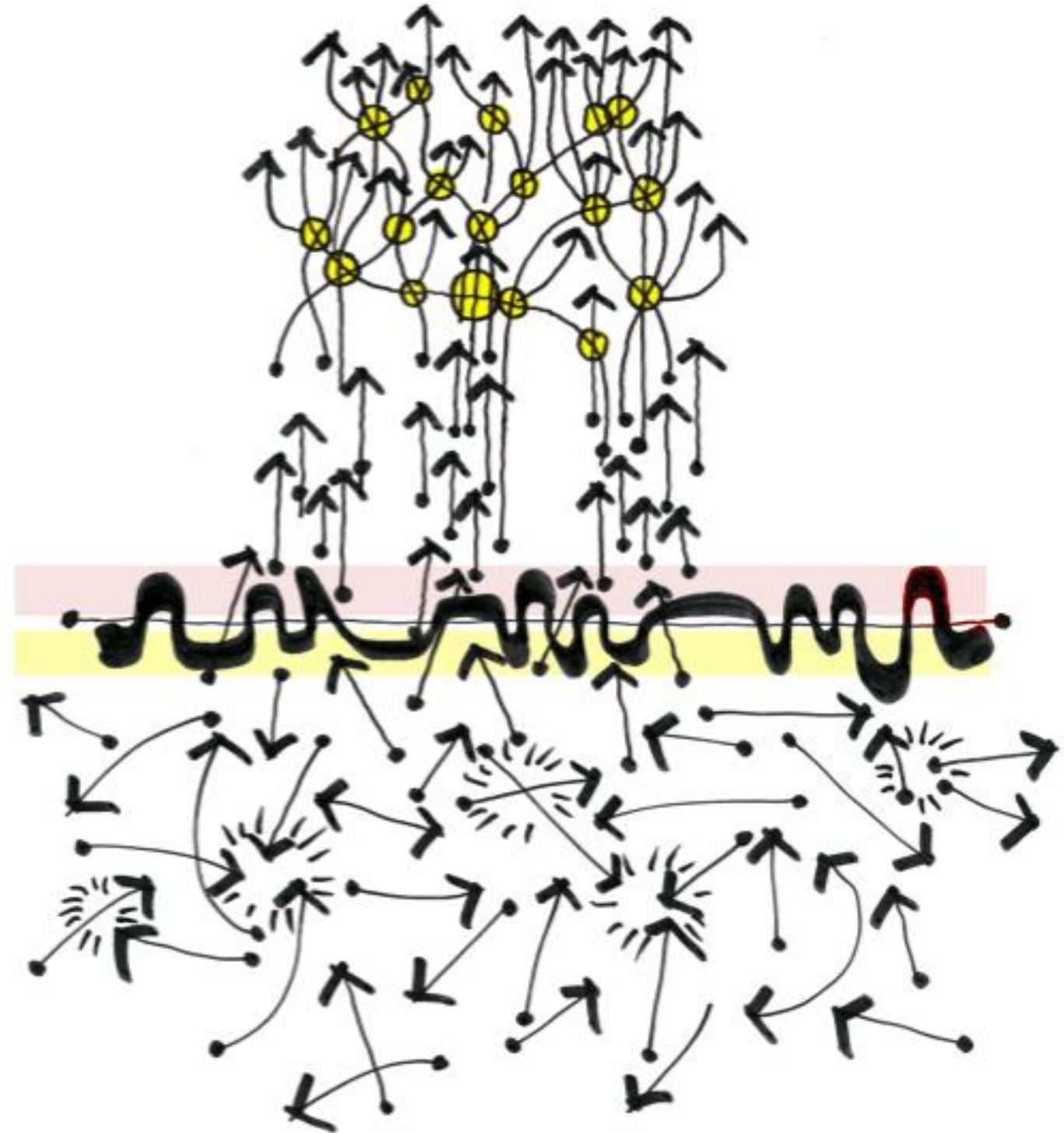
**Agile: Strategic Doing**

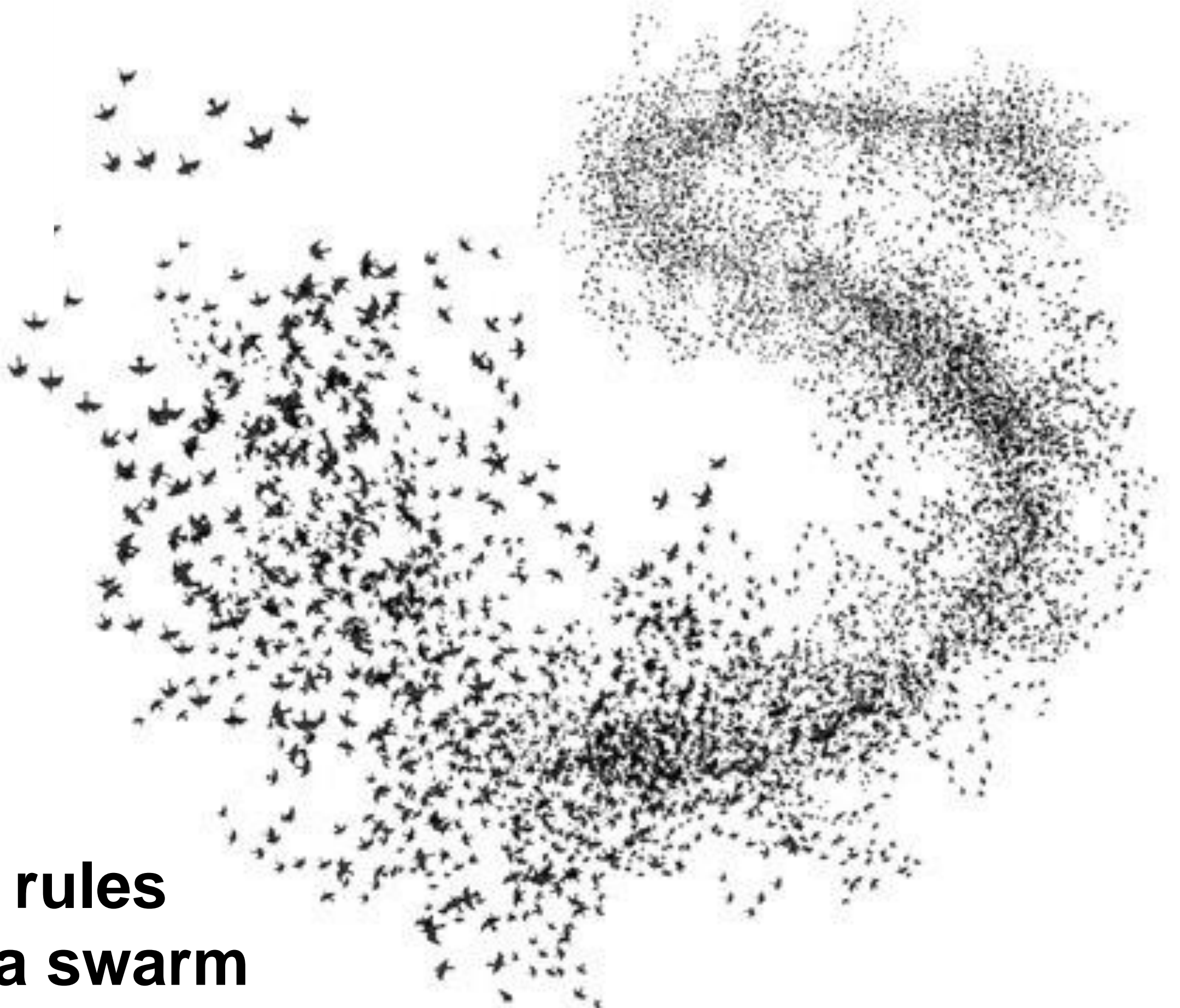


Adapt/Plan/Learn/Do Cycles



# Agile strategy creates alignment with “link and leverage” strategies





**Simple rules  
create a swarm**





## University Transformation

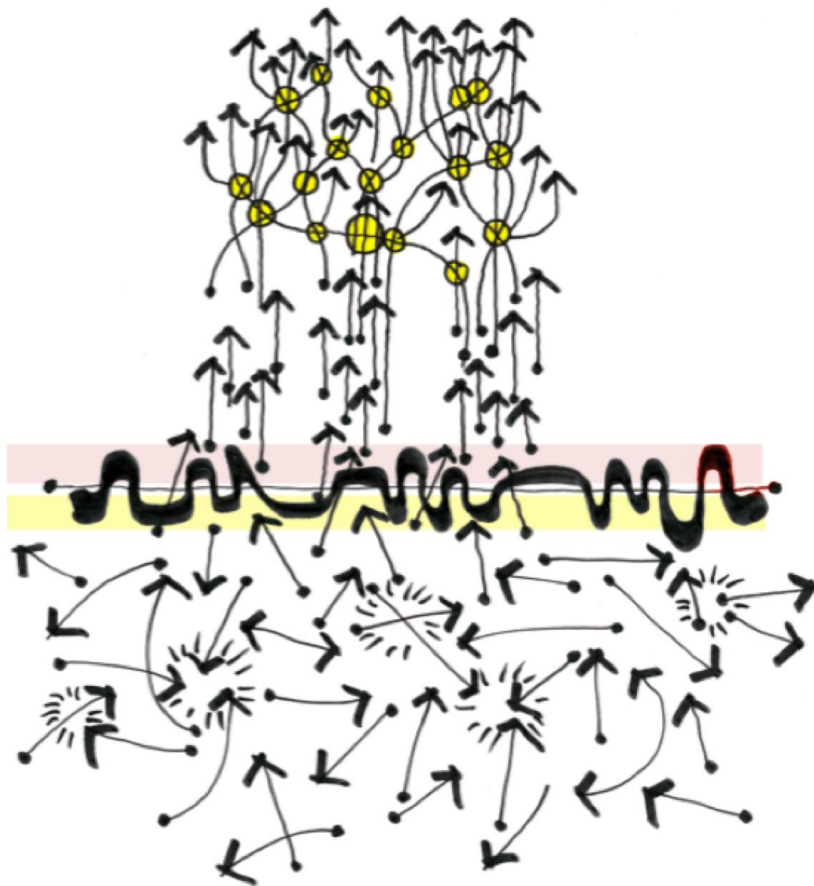
Engagement,  
Engineering Education

## Wicked Problems

Flint, Discovery Park

## Horizontal Innovation

Clusters, Fraunhofer, Lockheed



# Collaboration Science

the study of how individuals, groups, and organizations effectively navigate through complex environments to achieve shared goals.



**AGILE  
STRATEGY  
LAB**  
PURDUE



**Our journey to  
Purdue  
started here**







TECHNOLOGY  
REFORM  
MIOLOGY  
RATEGY  
t M. Burger  
ECONOMY  
OMING  
and Pe  
LITA  
Guth

# HARVARD JOURNAL

on

## LEGISLATION

NINETY-THIRD CONGRESS: SPECIAL REVIEW  
FOREWORD: STRENGTHENING THE CONGRESS: AN  
ORGANIZATIONAL ANALYSIS .....

Joseph Cooper

LEGISLATIVE PROCESS ARTICLE

ENERGY TAX LEGISLATION: THE FAILURE OF THE 93D  
CONGRESS .....

Edward F. Morrison

STATUTORY COMMENTS

JUDICIAL REVIEW OF CLASSIFIED DOCUMENTS: AMENDMENTS  
TO THE FREEDOM OF INFORMATION ACT  
THE ELEMENTARY AND SECONDARY EDUCATION ACT  
OF 1974: THE EFFECTS OF  
PROVISIONS



**Next stop: Mazda Manufacturing Complex  
Hiroshima, Japan**





\$9.00

SUMMER 1987

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# ISSUES

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## IN SCIENCE AND TECHNOLOGY

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THE NEXT EDUCATIONAL REFORM  
*Bill Clinton*

ENVIRONMENTAL EPIDEMIOLOGY  
*Michael Gough*

A SEMICONDUCTOR STRATEGY  
*Larry W. Samney and Robert M. Burger*

CITIES IN A GLOBAL ECONOMY  
*Edward F. Morrison*

DEMENTIA: THE LOOMING CRISIS  
*Robert M. Cook-Deegan and Peter J. Whitehouse*

TREATIES AND MILITARY TECHNOLOGY  
*Keith B. Payne, Kurt Guthe, Herbert Lin*

POWER-FREQUENCY FIELDS  
*M. Granger Morgan, H. Keith Elms*



**Next stop: High tech  
optics factory run by  
Chinese military**







Santa Fe  
Plaza

# Santa Fe Parking Garage, Oklahoma City, 1993





# Oklahoma City, Today





# Why Oklahoma City Could Represent the Future of America

DEREK THOMPSON | SEP 13 2010, 5:20 PM ET

The last time the United States suffered a recession this deep and painful, it was the Great Depression. That was the era of the Dust Bowl, the California pilgrimages out of Oklahoma that John Steinbeck etched into America's memory with *The Grapes of Wrath*. Eighty years later, California's housing market has run dry and Oklahoma is building [river parks](#). As families gravitate back to the heartland, with its cheap homes and lower unemployment, the migration patterns of the Great Depression have turned backward. "It's the Wrath of Grapes," says Oklahoma City Mayor Mick Cornett.

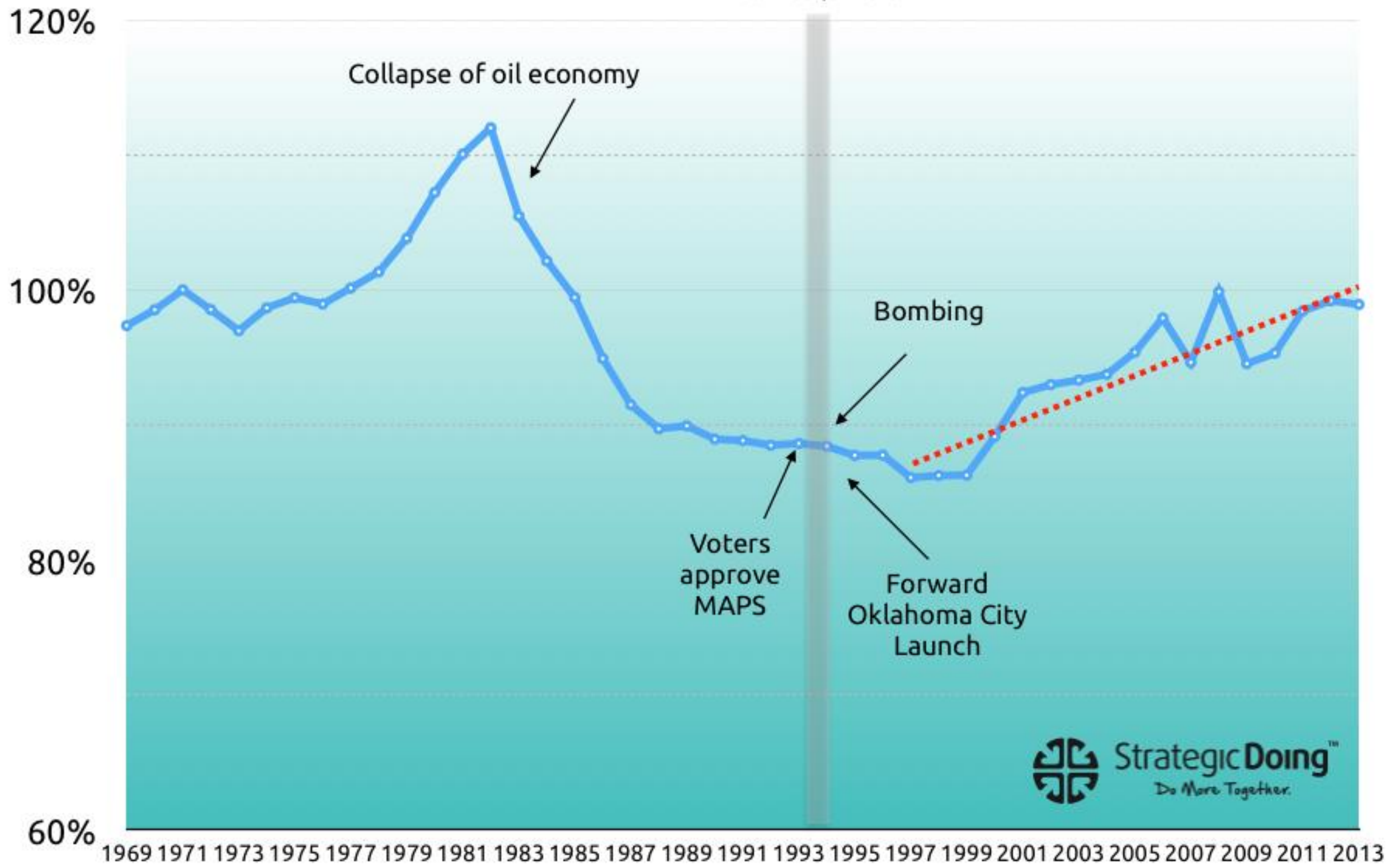
124

 Tweet

0

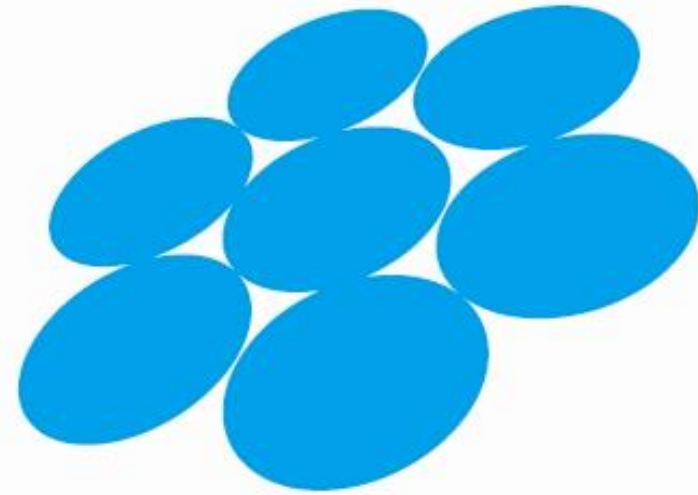
Oklahoma City Metro  
Per Capita Income  
as Percent of US

Forward Oklahoma City  
Strategy  
Development





# Can we create an ecosystem in Charleston?



**charleston • digital • corridor**





UNITED STATES OF INNOVATION

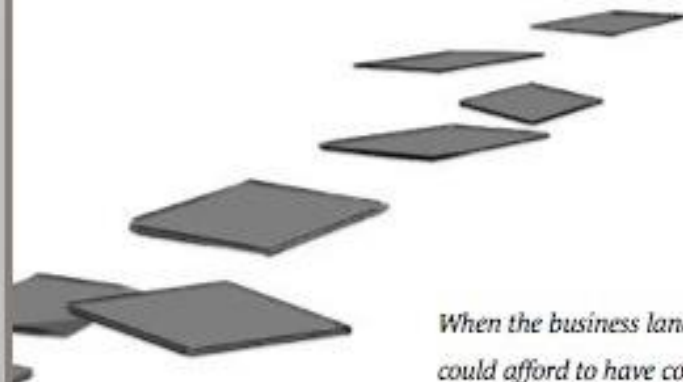
## INTRODUCING "SILICON HARBOR": CHARLESTON, SC, HOME OF TWITPIC AND AMAZON'S CREATESPACE

DESPITE BEING THE 75TH LARGEST METRO AREA IN THE U.S., CHARLESTON IS RANKED  
IN THE TOP 10 FASTEST GROWING CITIES FOR SOFTWARE AND INTERNET  
TECHNOLOGY. HERE'S WHY.

FAST  
COMPANY



# Harvard Business Review



*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.*

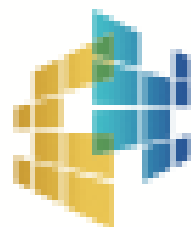
## Strategy as Simple Rules

ILLUSTRATION BY MARGARET HONG

by Kathleen M. Eisenhardt  
and Donald N. Sull

**S**INCE 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.

# Fast Forward, Indiana, 2005





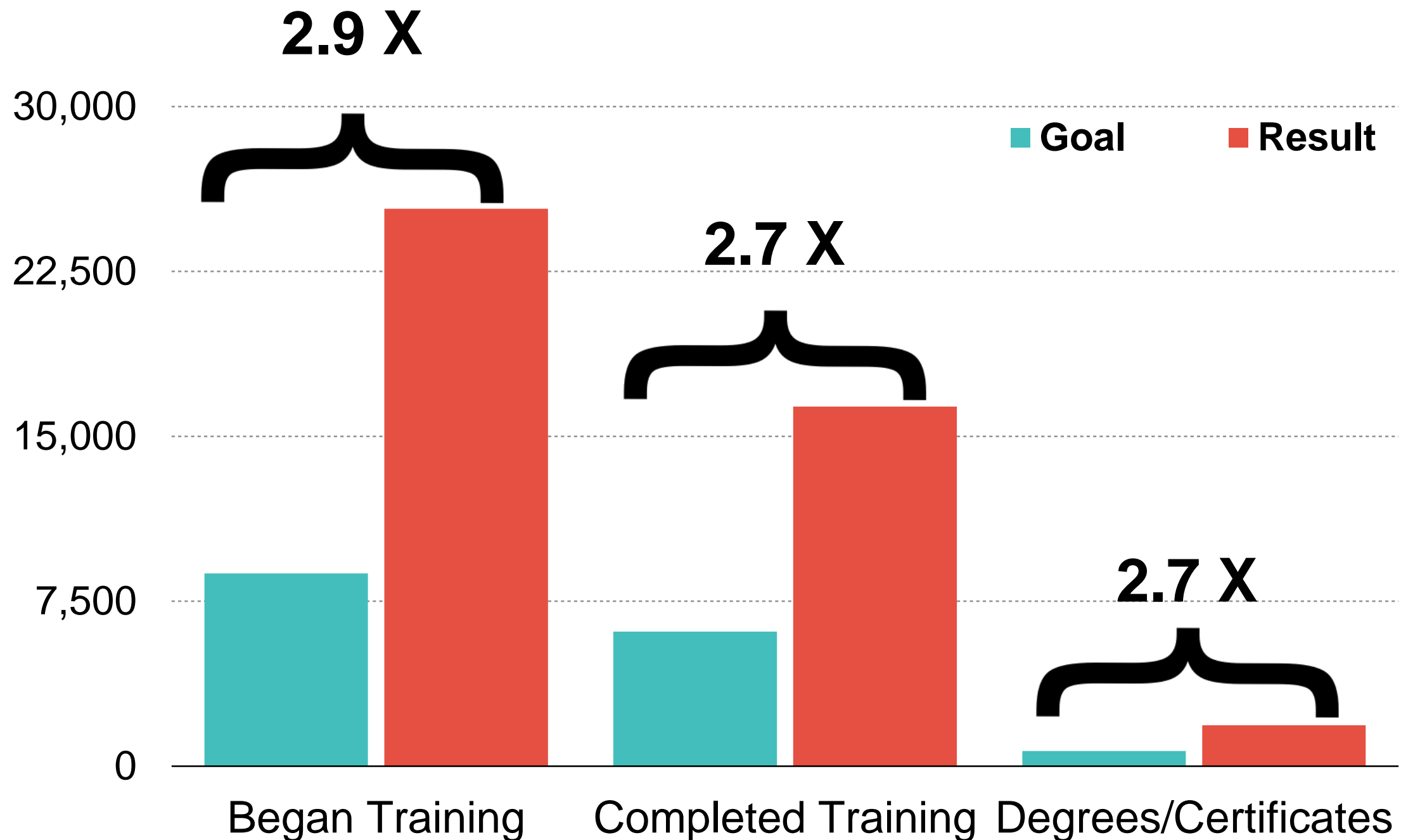
# “Transform your Workforce System”

*The federal government*

- ✓ 13 regions nationally
- ✓ \$15 million each
- ✓ 3 years to innovate



**Result: We exceeded goals by nearly 3X...With 8% of the national funding, we generated 40% of national results**



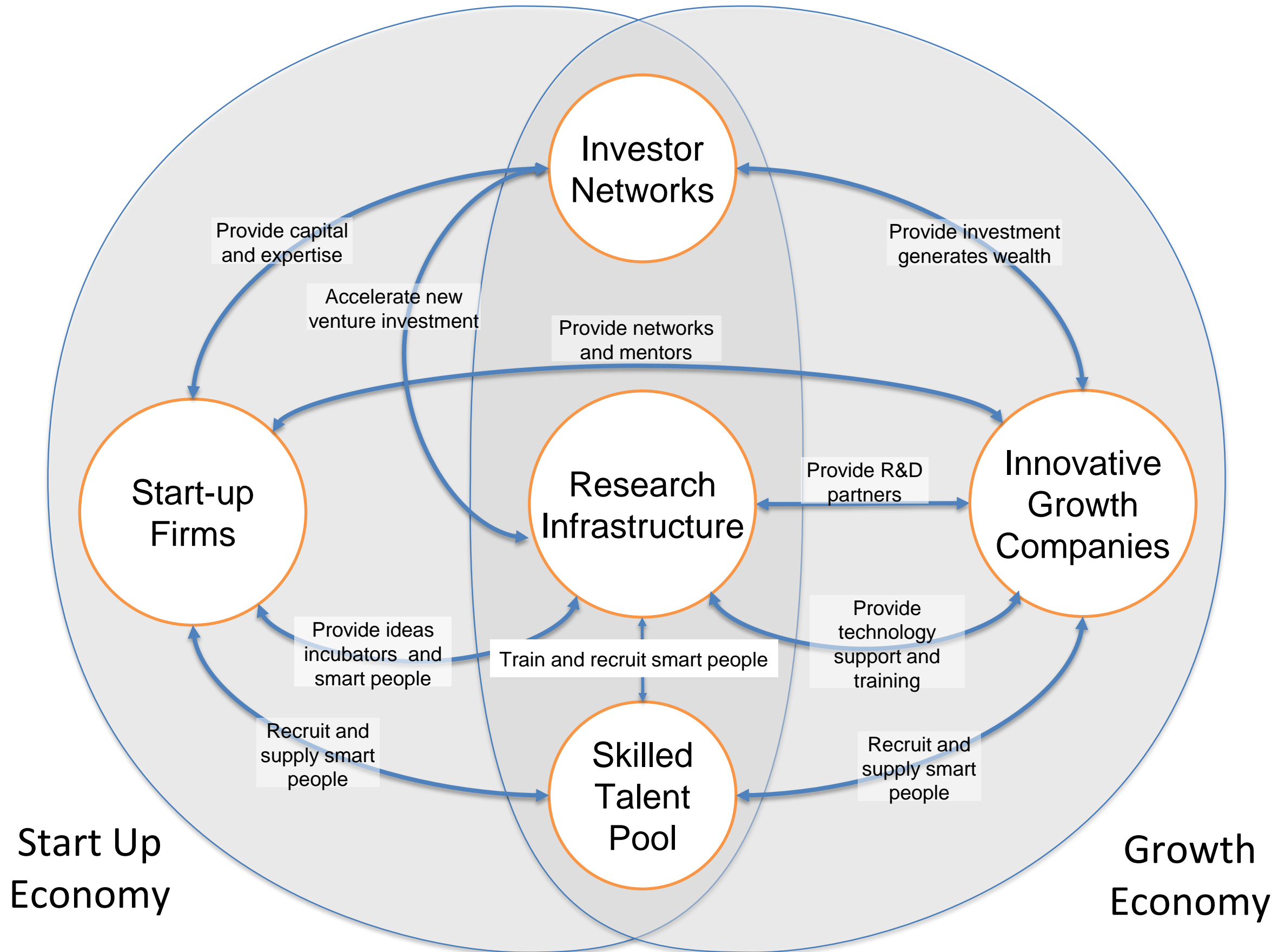


**We are not  
fixing old  
systems**



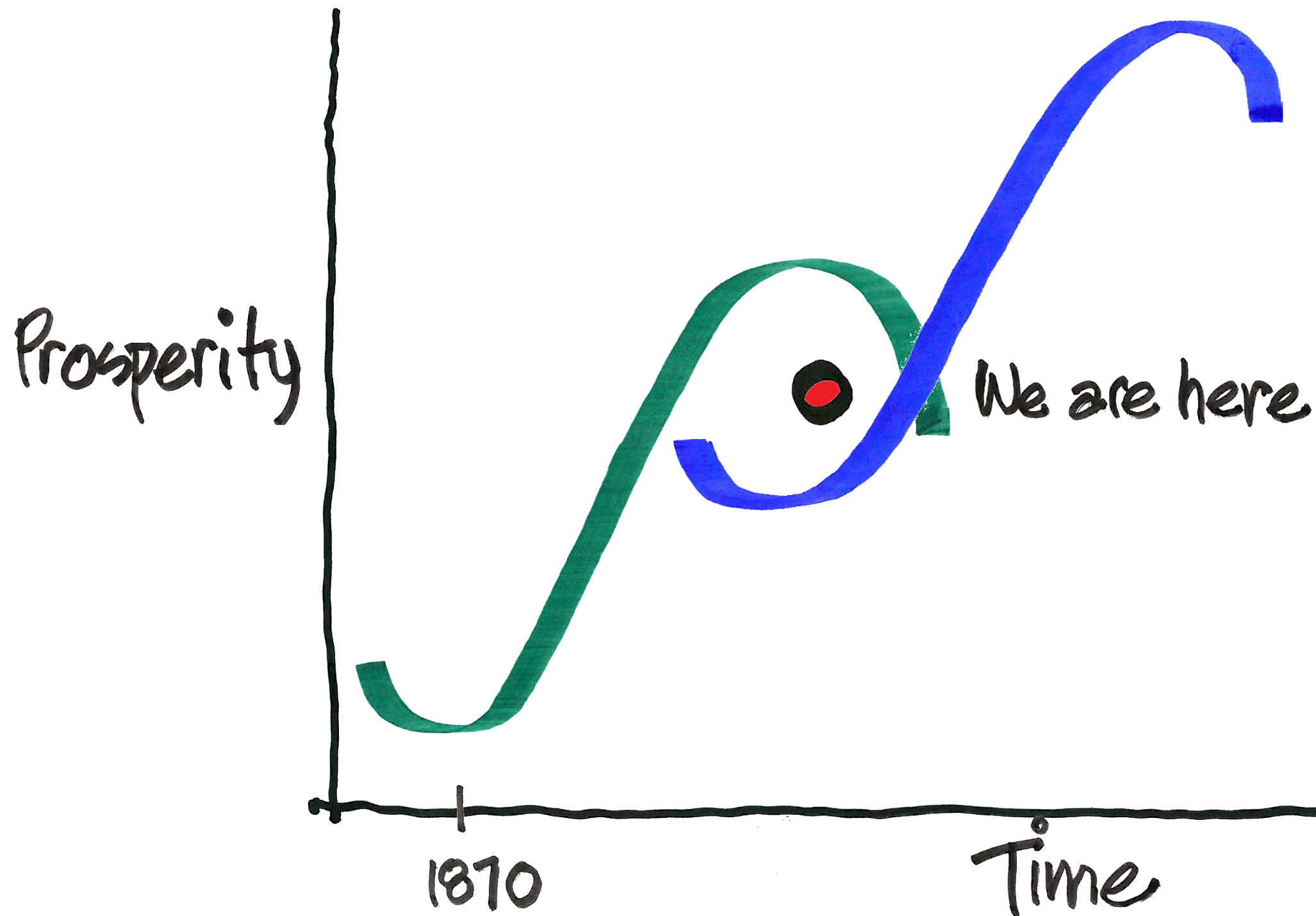


# We are designing what's next: ecosystems of innovation

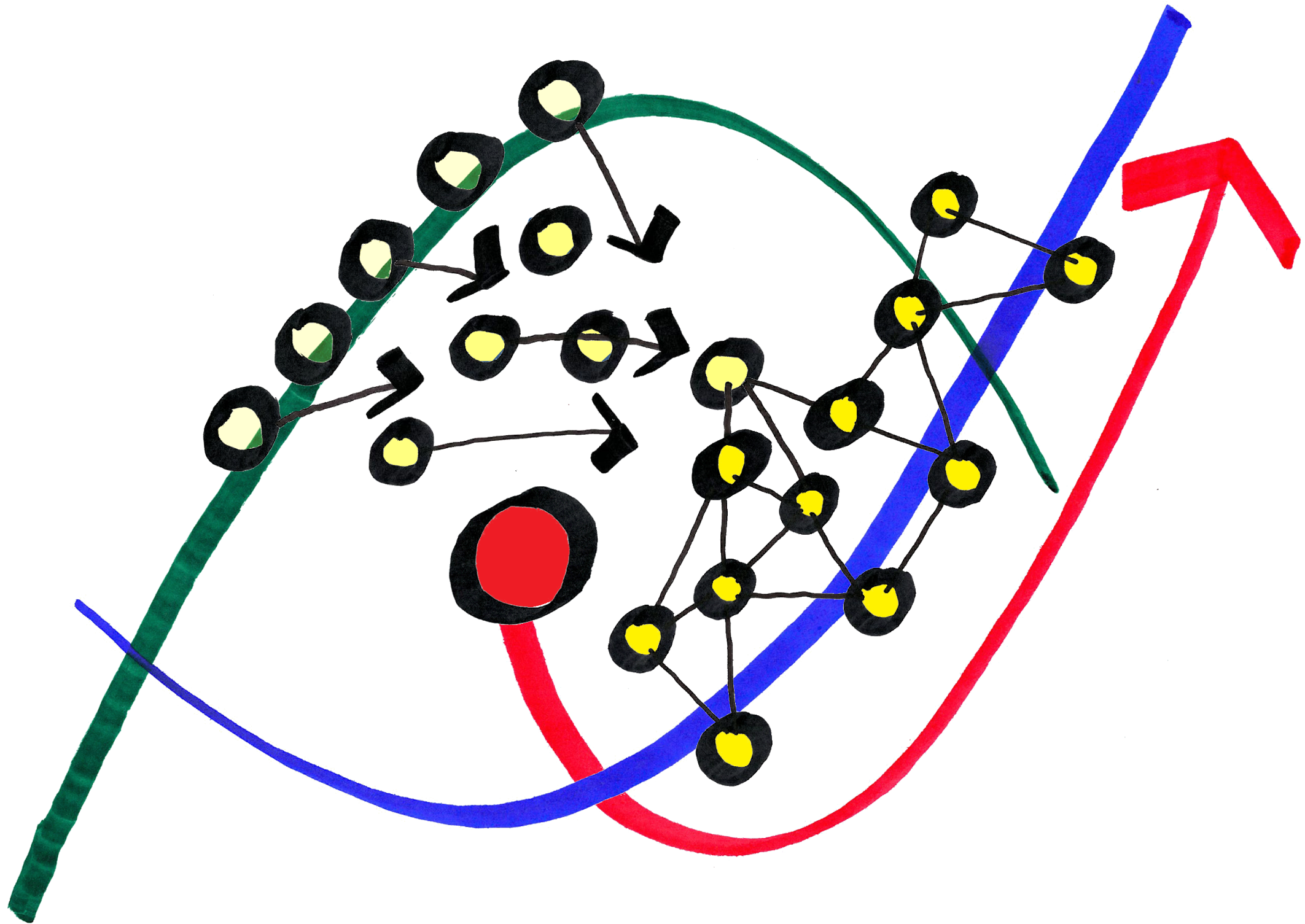




**We are sitting in the midst of a really big transition...**



# Collaborations will move us to new opportunities





# MEGATRENDS



**70% INCREASE IN  
FOOD PRODUCTION  
BY 2030**

Increasing need for water, urbanized population, land use and production capability, climate change



**9.6 BILLION  
PEOPLE  
BY 2050**

Aging populations, rising cost of healthcare, global pandemics, sustainability



**60% OF  
GLOBAL POPULATION  
MIDDLE CLASS BY 2030**

Shift to Megacities, rising demand for energy, food, water



**40-60% INCREASED  
ENERGY DEMAND  
BY 2050**

Fossil fuel based economy, increased integration of renewables, remaining energy poverty, climate change

How can we solve  
the problems of the future?

THE

INGENUITY

GAP

Thomas Homer-Dixon

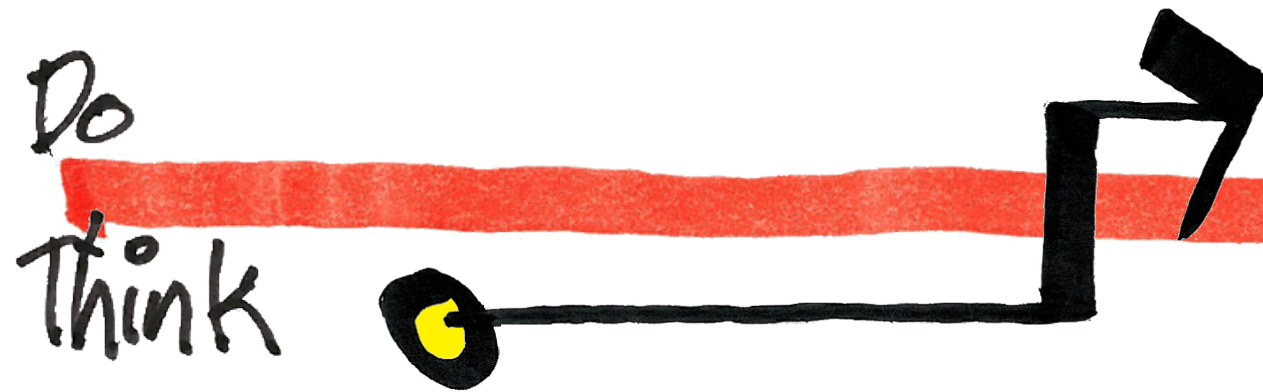
**Can we generate  
enough ingenuity?**



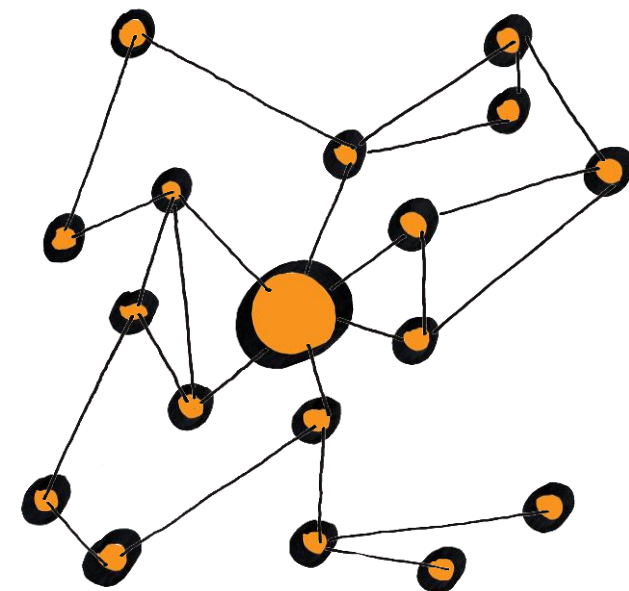
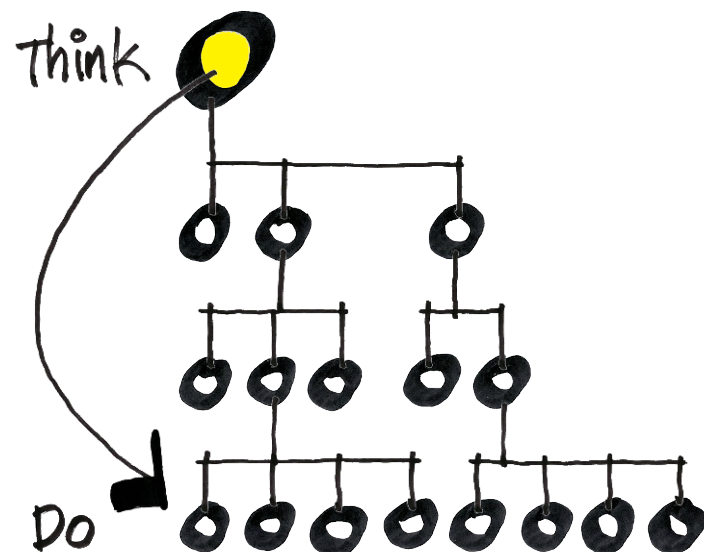


# Strategic Doing is built for networks

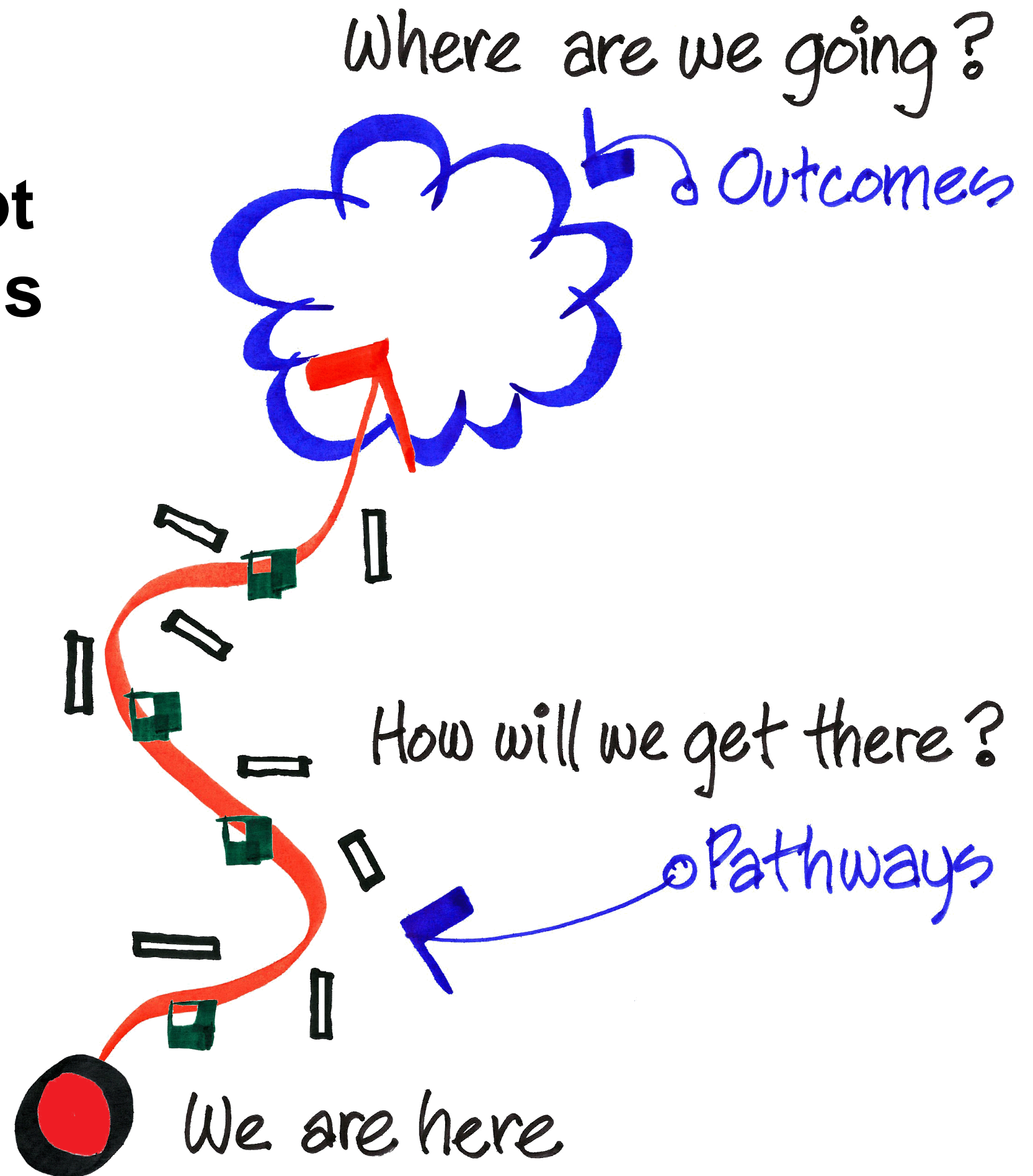
## Strategic Planning



## Strategic Doing



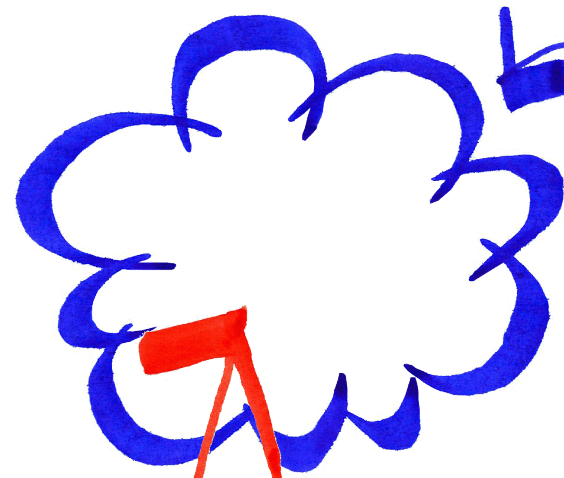
**Strategy  
answers 2  
simple, but not  
easy questions**



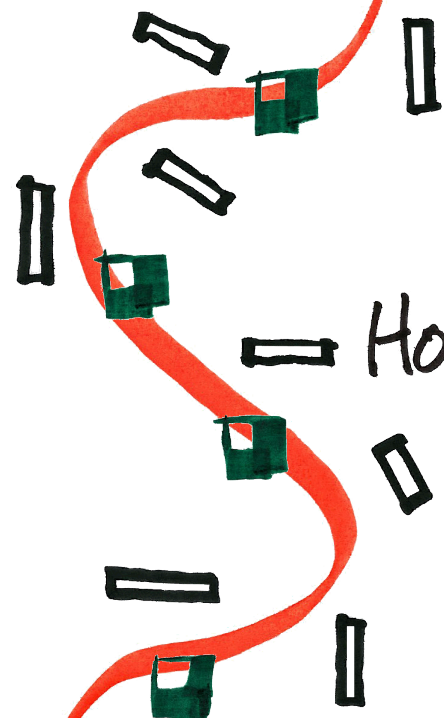


# ...Strategy...

Where are we going?



Outcomes  
Link, Leverage  
& Align

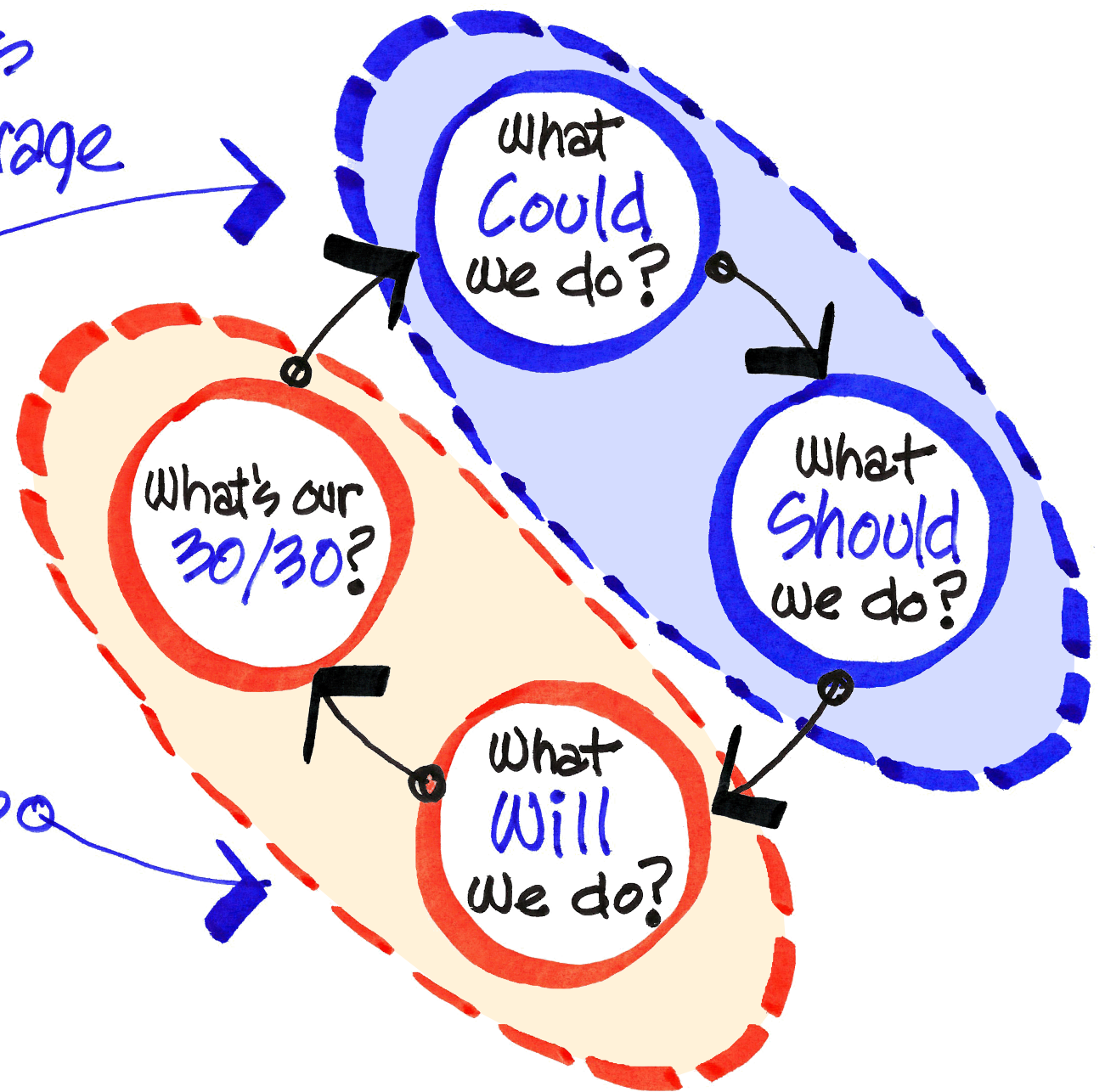


How will we get there?

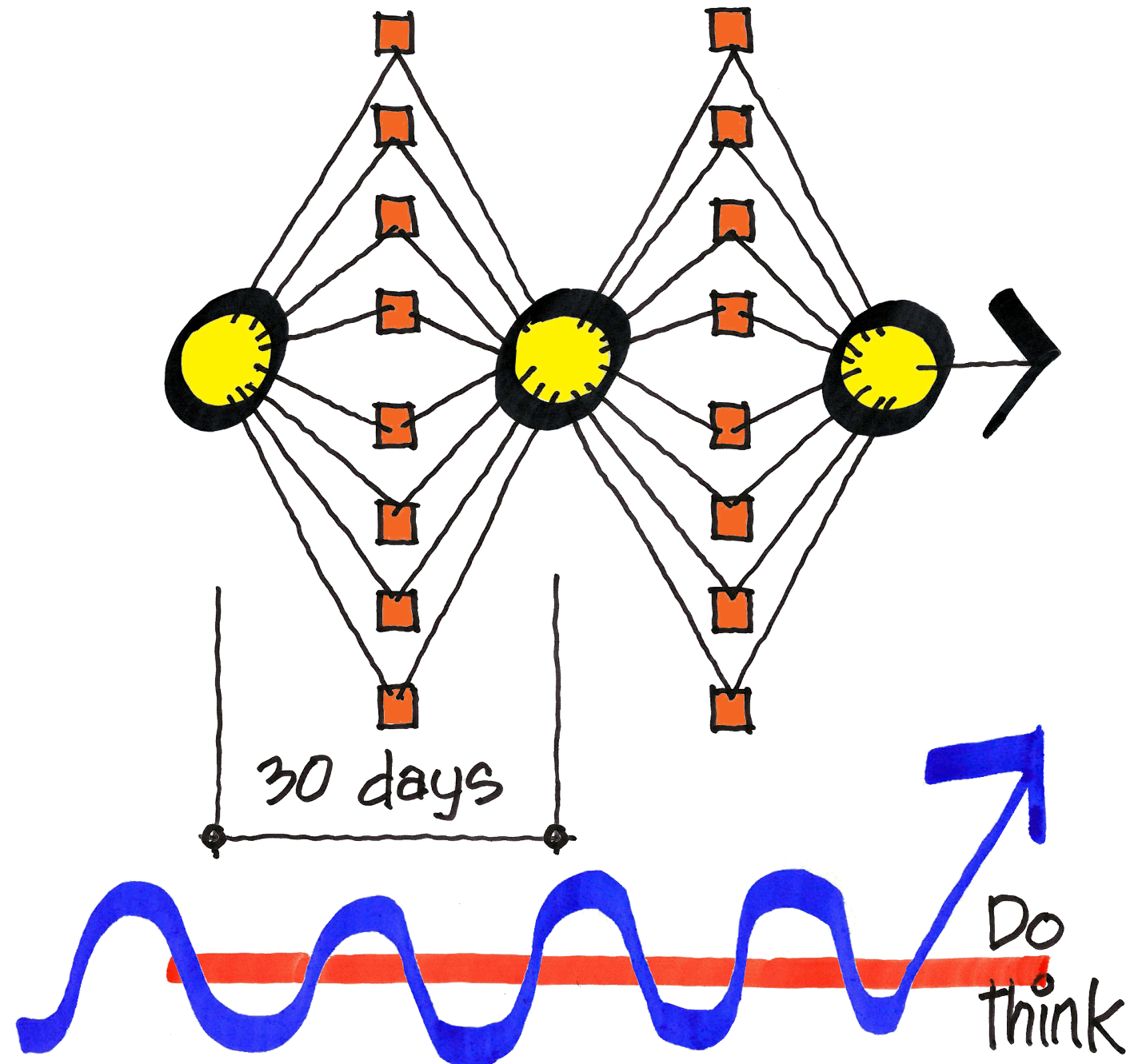
Pathways

We are here

# ...Strategic Doing...



# Strategy strengthens from frequent iteration...

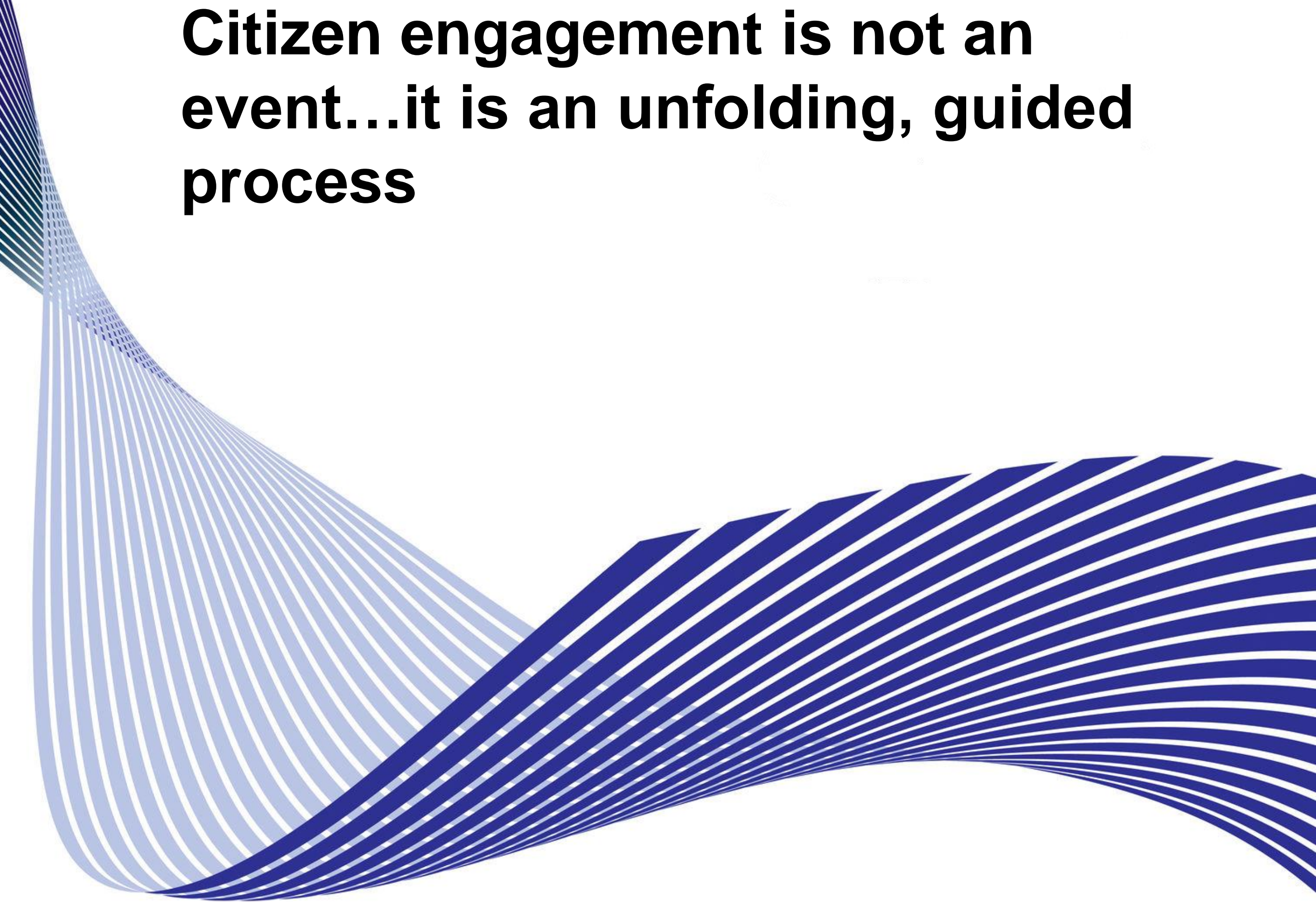








**Citizen engagement is not an event...it is an unfolding, guided process**







StrategicDoing™

*Do More Together.*

# The Ten Rules of Strategic Doing

ED MORRISON  
PURDUE AGILE STRATEGY LAB



**People who've called us,  
places we've been**





Colorado  
State  
University

MICHIGAN STATE  
UNIVERSITY



INDIANA UNIVERSITY

 **Fraunhofer**  
IAO

 **University of the  
Sunshine Coast**  
Queensland, Australia



UNIVERSITY  
*of* ALASKA  
*Many Traditions One Alaska*



UNIVERSITY of WISCONSIN  
**UWMILWAUKEE**  




University of  
NORTH  
ALABAMA



Northern Illinois  
University

**NJIT**  
New Jersey Institute  
of Technology

**University of  
Northern Iowa**  


**Economic development is the identification of local assets for growth and leveraging them through collaboration. The best methodology I have seen in twenty years for achieving this is called Strategic Doing.**



**Former President,  
Australia New Zealand  
Regional Science  
Association**





**Strategic Doing gives us the power to change our lives, our neighborhoods and our communities.**

Bob Brown  
Associate Director  
Center for Community and Economic  
Development  
Michigan State University

**MICHIGAN STATE**  

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**U N I V E R S I T Y**



# PATHWAYS TO INNOVATION TRANSFORMING ENGINEERING





# Redesigning engineering education | 50 universities





**The Strategic Doing (SD) approach might be one of the most effective ways of implementing change on campus. It effectively replaces strategic planning, a traditional pathway.**

Ilya V. Avdeev, Ph.D.  
Assistant Professor, Department of Mechanical  
Engineering

Founder, UWM Student Startup Challenge

Director, Advanced Manufacturing and Design  
Laboratory

UNIVERSITY of WISCONSIN





**In today's collaborative  
management culture  
Strategic Doing offers a  
tool that allows team  
members to advance ideas  
to implementation quickly.**

Janyce Fadden, VP/General Manager  
(retired)  
Portescap/Danaher Motion



**Portescap<sup>TM</sup>**  
**A Danaher Motion Company**

**Strategic Doing allows a business to quickly identify an interested ecosystem of local businesses that have a collective interest in and capability to solve a defined customer problem.**



**Todd Tangert,  
Former Combat Systems  
Architect, Lockheed  
Corporation**





**I've worked with large companies trying to do open innovation, but the Strategic Doing process is unique. This is the most clear and concise open innovation process I've seen.**



**Mark Scotland, CEO  
4.0 Analytics**



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Doing

**Playing the Game**

What could be next?





Strategic**Doing**<sup>TM</sup>

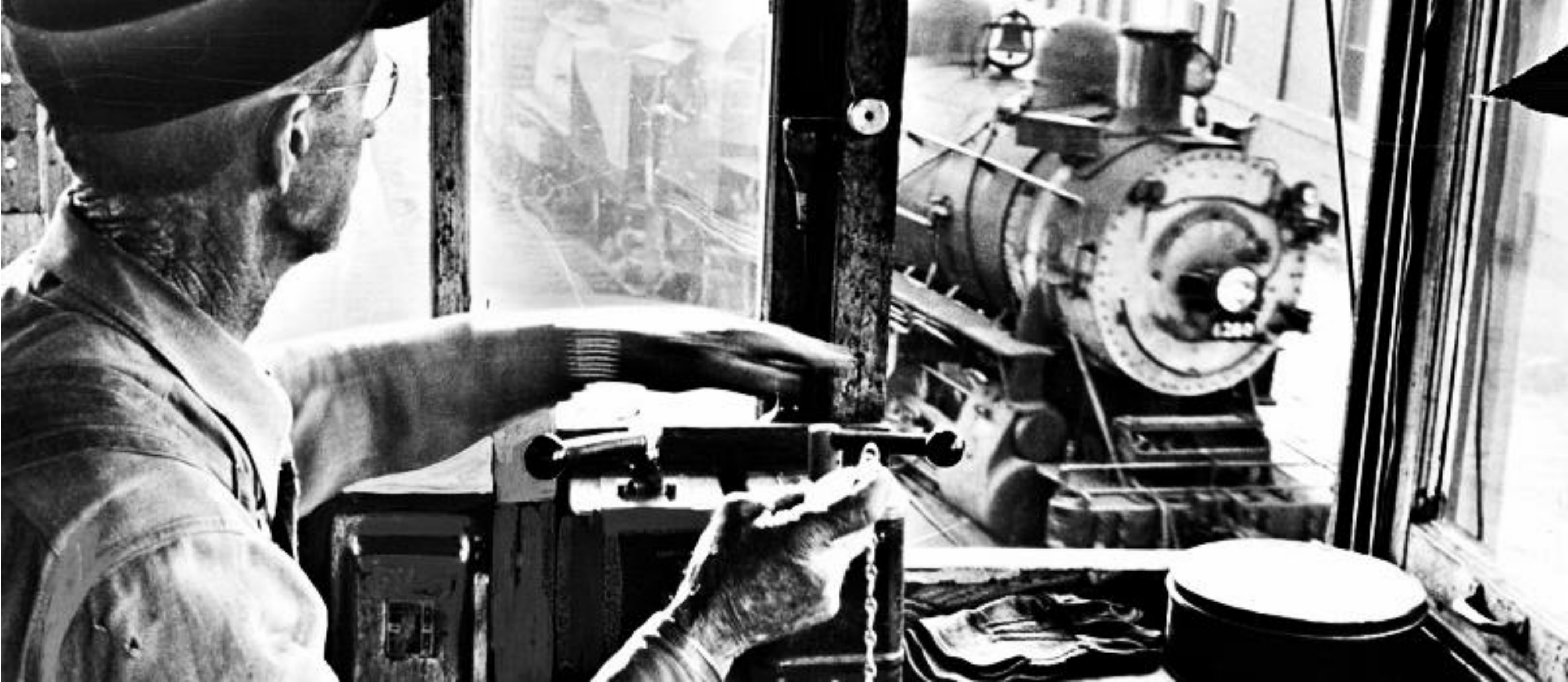
# The Game

WELCOME TO  
**HINTERVILLE**

POPULATION 1,250

HEARTLAND COUNTY 4,550





# History

- Originally populated as a railroad stopping point
- Most early settlers were Catholic and of French Canadian descent
- Early on, the city produced a brand of flour called “Hint of the Best”





# Geography

- Hunting, fishing and canoeing are popular pastimes
- Corn, wheat and soybeans are the most common crops
- Many farms have been in the same family for generations





# Structure

- “Downtown” is a strip of 22 businesses along the state highway
- Other businesses are one block on either side of this main line
- An ag merchandising business and grain elevator are on the outskirts





# Architecture

- Most buildings are typical of the late 1800s or early 1900s
- Some large, impressive farmhouse-style homes are present
- Only 15 new homes have been built in the last 10 years





# Industry

- The flour mill has not been active for over 50 years
- A local agriculture supplier brings traffic into the community
- A wind farm is located approximately 20 miles away



# Education

- 435 students are in the K-12 educational system
- A regional community college is located approximately 30 miles away
- A new technical education program is being developed





# Communication

- Local community weekly newspaper
- Two area radio stations
- Efforts to develop broadband access and a web presence





# Community

- Many residents 55+ are members of a local Rotary Club
- Churches offer community and volunteer opportunities
- 4H, FFA, and local travel sports teams are thriving





## Notoriety

- A local basketball star went on to play professionally in the mid-1950s
- A small display in the local history museum commemorates his life
- The community holds the nation's one and only gooseberry festival



# Concerns

- The community is aging and dwindling
- Family farms are giving way to commercial operations
- A regional ethanol plant project failed three years ago





# Opportunities

- The nearby community college is partnering with the local high school to develop a technical education program
- Ag merchandising company expanding with a value-added ag product utilizing new technology
- Quality of life improvements are on the horizon





# Today's Focus

What would it look like if our students were equipped  
with the skills and entrepreneurial spirit to power a growing Hinterville?





StrategicDoing™

*Do More Together.*

# The Ten Rules of Strategic Doing

ED MORRISON  
PURDUE AGILE STRATEGY LAB

## Before you start...

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





## Before you start...

Rule 2: Frame a  
conversation  
around an  
appreciative  
question



# What could we do?

Rule 3: Uncover hidden assets that people are willing to share





# What could we do?

Rule 4: Link and leverage your assets to create new opportunities



# What should we do?

Rule 5: Rank all your opportunities to find your “Big Easy”





# What should we do?

Rule 6: Convert your Big Easy into an outcome with measurable characteristics (Where you are going)



# What will we do?

Rule 7: Define at  
least one Pathfinder  
Project with  
guideposts  
(How you will  
get there)





# What will we do?

Rule 8: Draft a  
short term action  
plan with everyone  
taking a small step



## What's our 30/30?

Rule 9: Set 1  
30/30 meeting to  
review your  
progress and  
make  
adjustments





# What's our 30/30?

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





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PURDUE