Strategic Doing: An Introductory Workshop
Introduction to Strategic Doing

Playing the Game

What could be next?
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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.
Our journey to Purdue started here.
Next stop: Mazda Manufacturing Complex
Hiroshima, Japan
CITIES IN A GLOBAL ECONOMY
Edward F. Morrison
Next stop: High tech optics factory run by Chinese military
Santa Fe Parking Garage, Oklahoma City, 1993
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.
Oklahoma City Metro Per Capita Income as Percent of US

Collapse of oil economy

Forward Oklahoma City Strategy Development

Bombing

Voters approve MAPS

Forward Oklahoma City Launch

Can we create an ecosystem in Charleston?
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.
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 1996, 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 2000, 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

Source: Ed Morrison, Dale Wunderlich
We are sitting in the midst of a really big transition...
Collaborations will move us to new opportunities
MEGATRENDS

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

70% INCREASE IN FOOD PRODUCTION BY 2030

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

40-60% INCREASED ENERGY DEMAND BY 2050

Fossil fuel based economy, increased integration of renewables, remaining energy poverty, climate change
Can we generate enough ingenuity?
Strategic Doing is built for networks
Strategy
answers 2
simple, but not
easy questions

Where are we going?

Outcomes

How will we get there?

Pathways

We are here
Strategy strengthens from frequent iteration...
Citizen engagement is not an event…it is an unfolding, guided process
The Ten Rules of Strategic Doing

ED MORRISON
PURDUE AGILE STRATEGY LAB
People who’ve called us, places we’ve been
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
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
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
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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Strategic Doing

The Game
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?
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

Strategic Doing // Cycle

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

Strategic Doing // Cycle
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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