

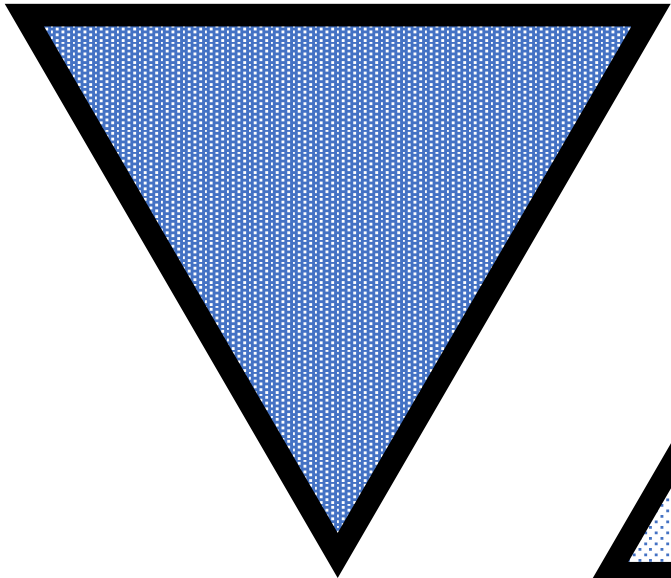


Complexity University / 30 June 2020 / Session One

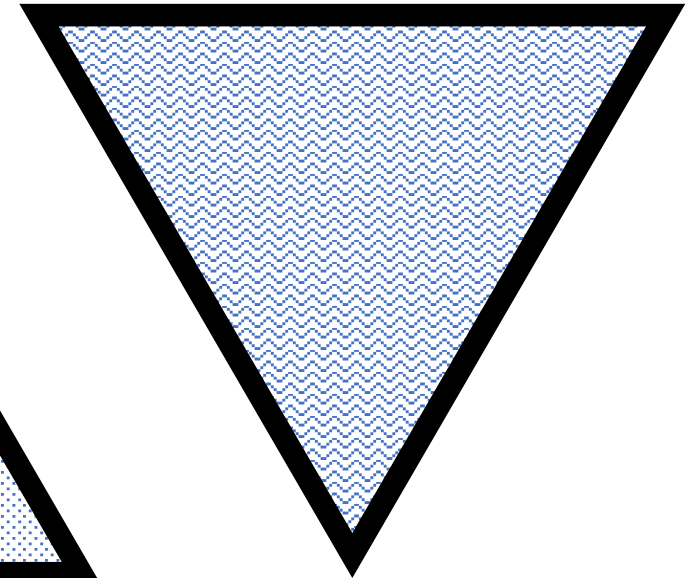
An Intro to Effective Strategy



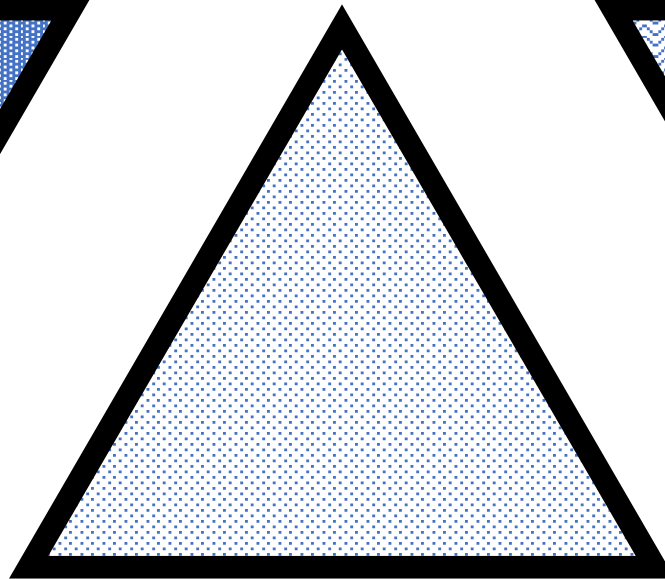
strategy as story-telling



strategy as inner-game



strategy as action





what is the current practice of strategy?



**the dominant practice of strategy today is a form of
malpractice**



**the dominant practice of strategy today is a form of
malpractice called strategic planning**



**the dominant practice of strategy today is a form of
malpractice called strategic planning**



its practitioners are like flat earthers





complexity will eventually drive strategic planners to the status of a fringe cult



what then is effective strategy?



back up what is strategy?



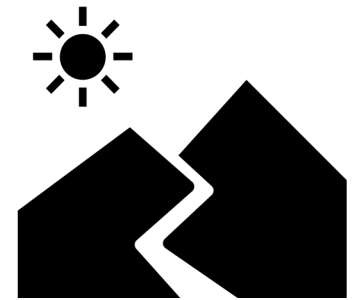
strategy is a collective action challenge



how do we move people from one place to another?

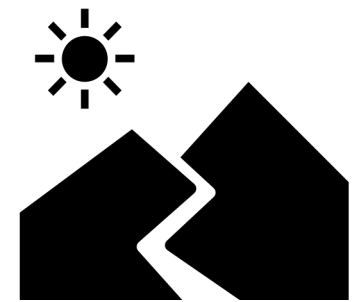


?



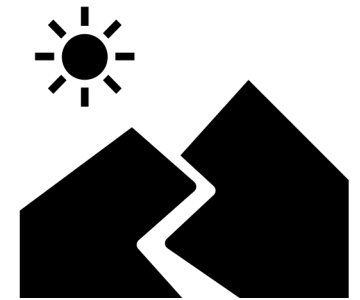


how is the journey typically sold?



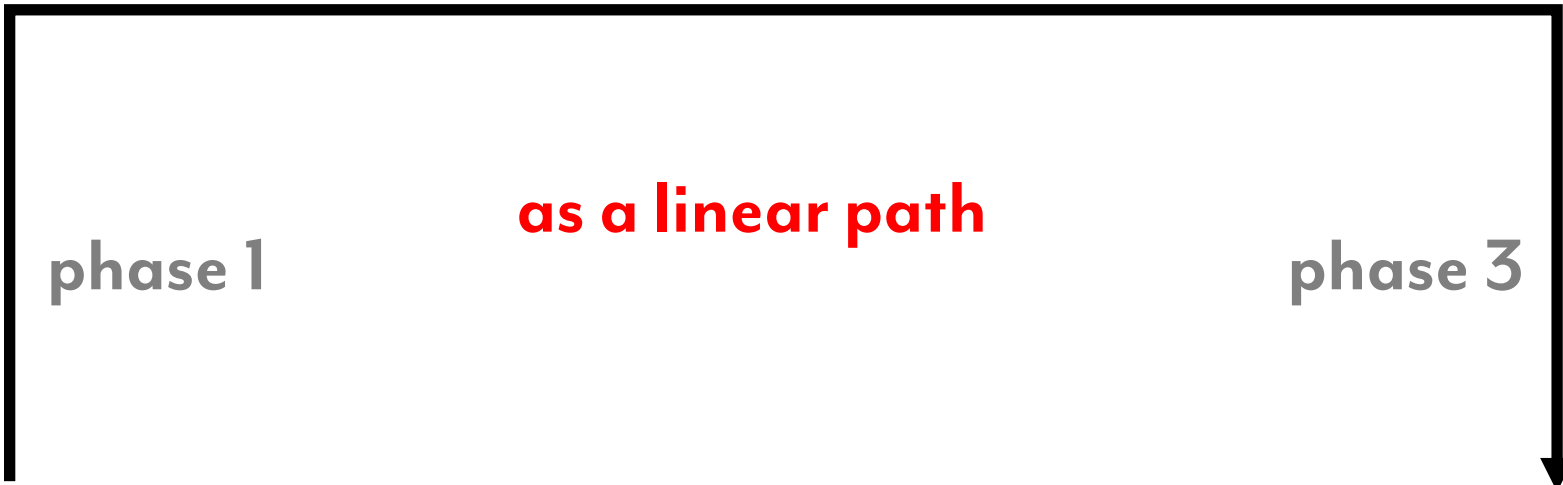


as a linear path





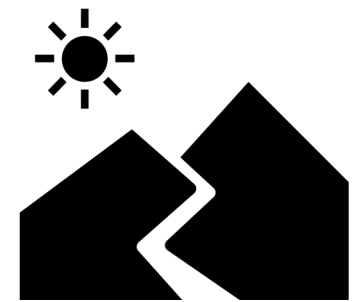
phase 2



as a linear path

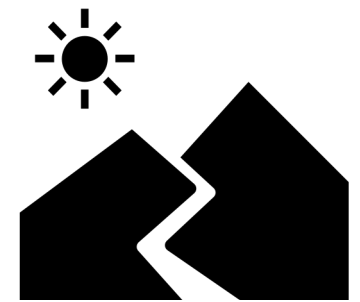
phase 1

phase 3





strategic planning is largely unchanged for 100 years



**ПЯТИЛЕТНИЙ
ПЛАН
ВОССТАНОВЛЕНИЯ
И РАЗВИТИЯ
НАРОДНОГО ХОЗЯЙСТВА
СССР
НА 1946-1950 гг.**



ОСНОВНЫЕ ЗАДАЧИ ПЯТИЛЕТНЕГО ПЛАНА СОСТОЯТ В ТОМ, ЧТОБЫ ВОССТАНОВИТЬ ПОСТРАДАВШИЕ РАЙОНЫ СТРАНЫ, ВОССТАНОВИТЬ ДОВОЕННЫЙ УРОВЕНЬ ПРОМЫШЛЕННОСТИ И СЕЛЬСКОГО ХОЗЯЙСТВА И ЗАТЕМ ПРЕВЗОЙТИ ЭТОТ УРОВЕНЬ В ЗНАЧИТЕЛЬНЫХ РАЗМЕРАХ.

РОСТ ПРОДУКЦИИ ПО СРАВНЕНИЮ С ПРЕДВОЕННЫМ 1940 ГОДОМ СОСТАВИТ
ПО ПРОМЫШЛЕННОСТИ ПО СЕЛЬСКОМУ ХОЗЯЙСТВУ

НА
48%

НА
27%

Иллюстрация: С. Сидоров. Живопись: Е. Лаврова. Фото: В. Козлов. Композиция: В. М.
Издательство «Советский Союз», Москва, 1946 г.

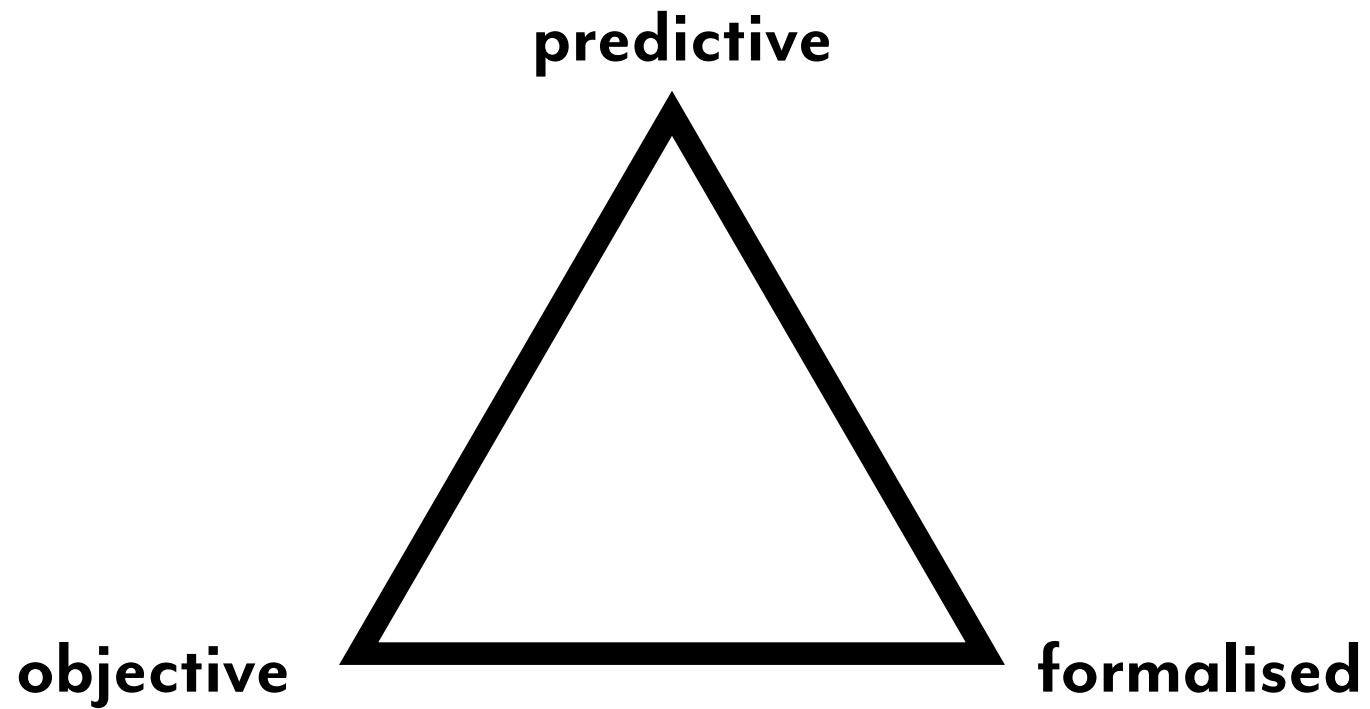


NIH National Institutes of Health
Turning Discovery Into Health

2020-2030 Strategic Plan for NIH Nutrition Research

A Report of the NIH Nutrition Research Task Force

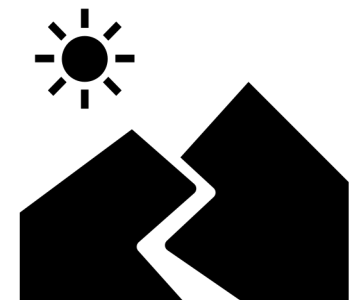




the characteristics of strategic planning

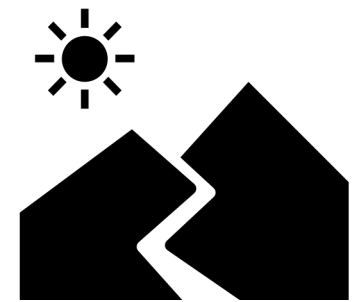


how do we move people from one place to another?





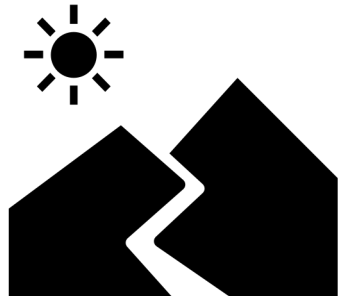
what are our options for persuasion?

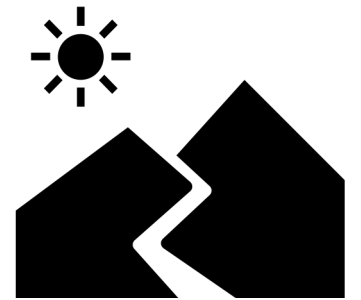
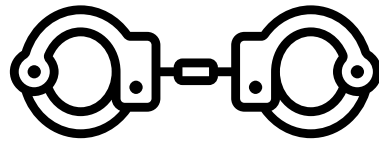


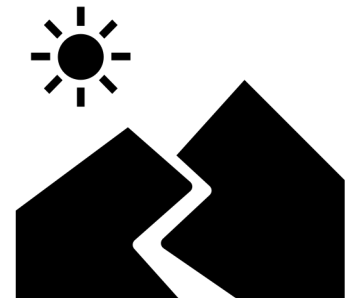
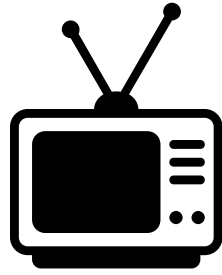


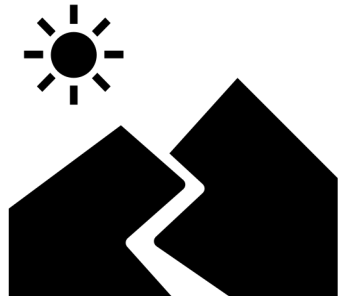
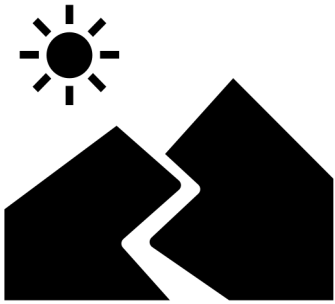
\$









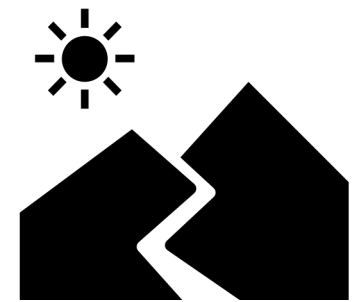








what is the reality of the journey?



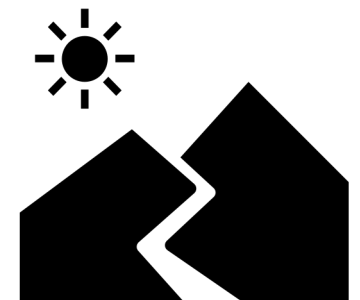


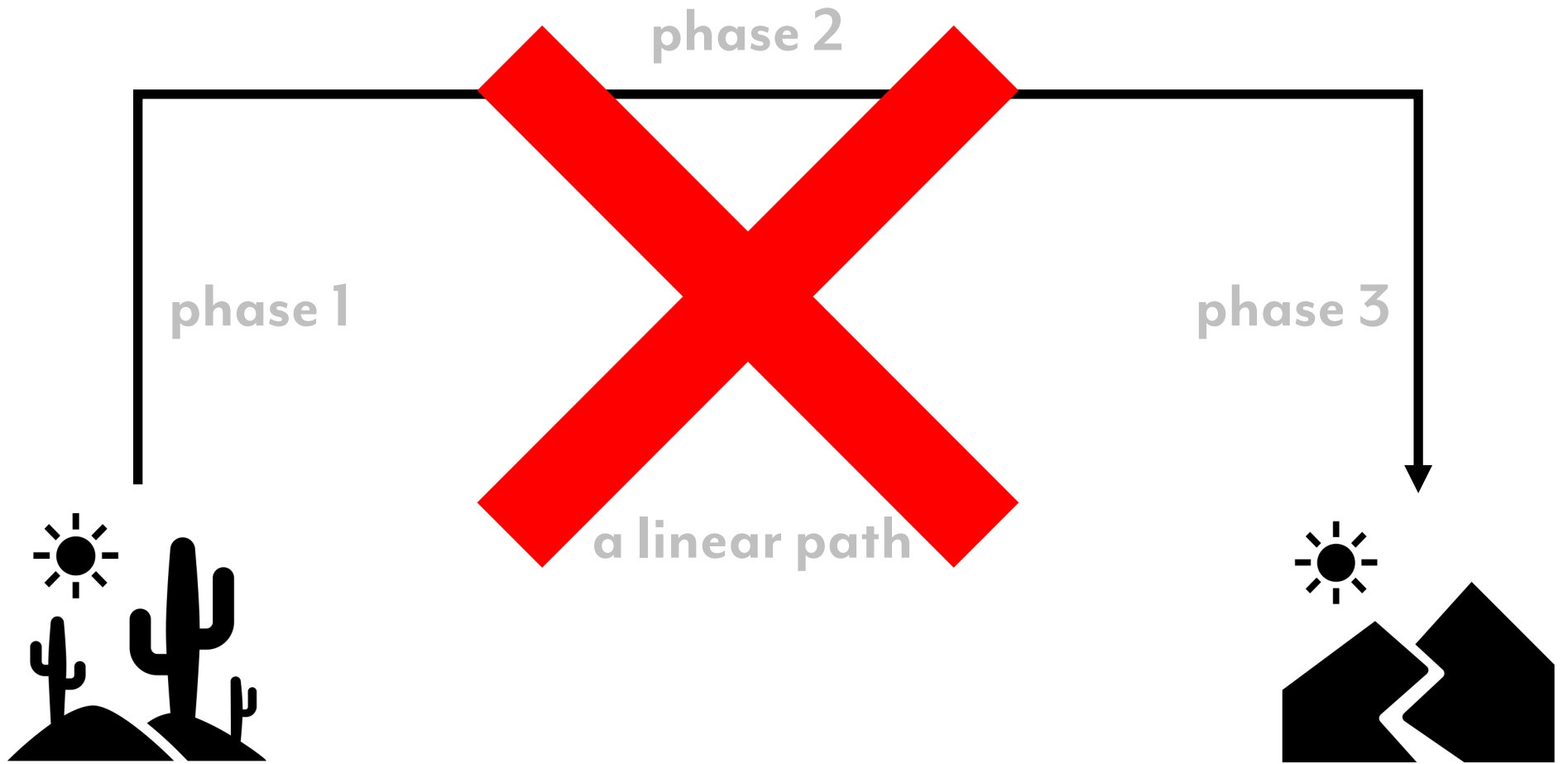
we have no idea





what do we know about it though?

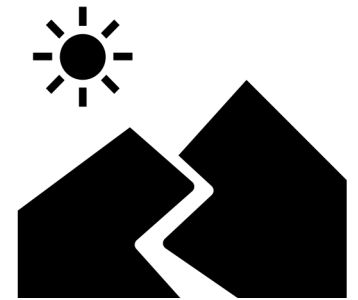
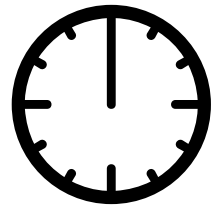






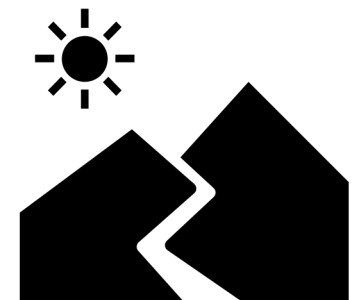
we have to go





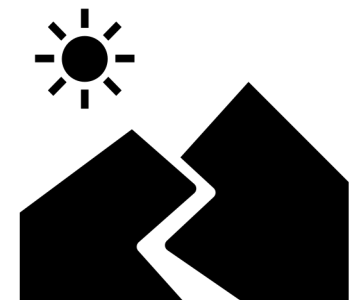


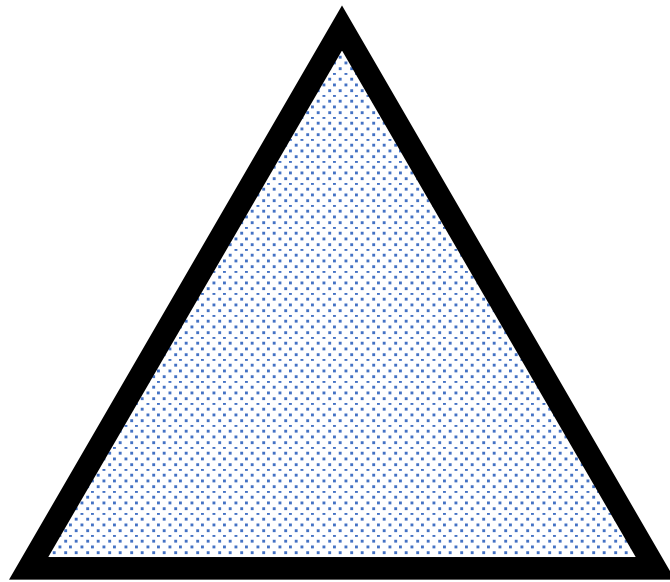
strategy is journey from current realities to a desired future





strategy is a practice

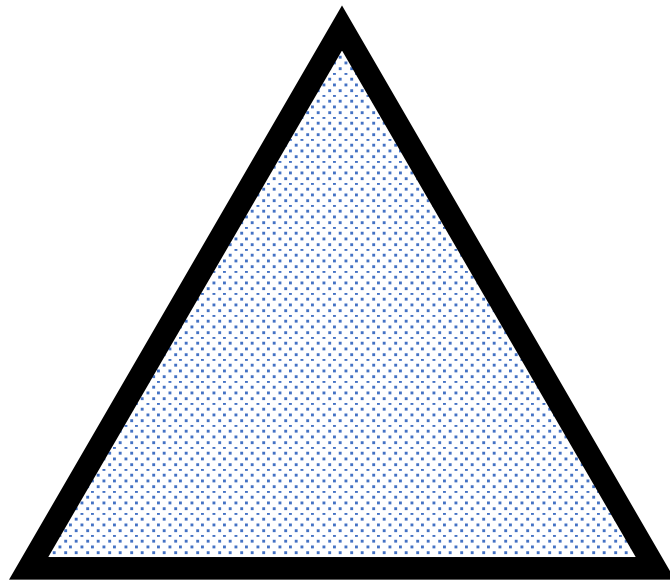




strategy as action



social



systemic

experimental

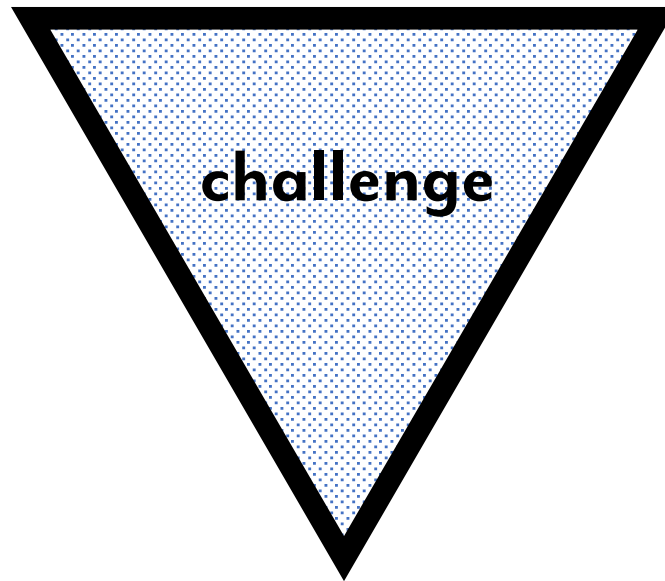
strategy as action



preconditions for action

people

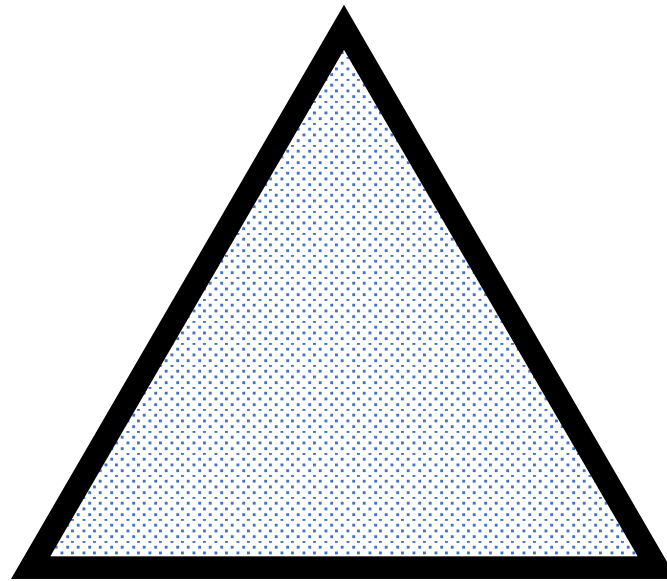
**strategic
direction**



resources



team



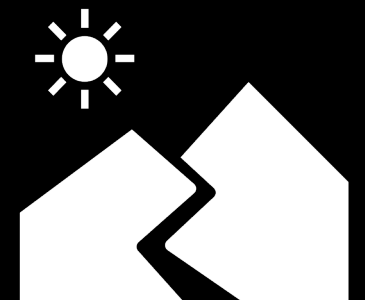
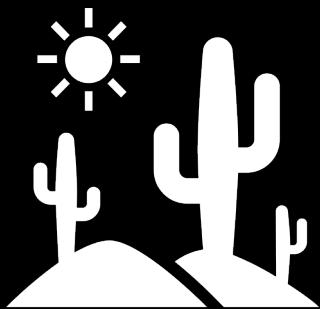
process

architecture

core elements of action

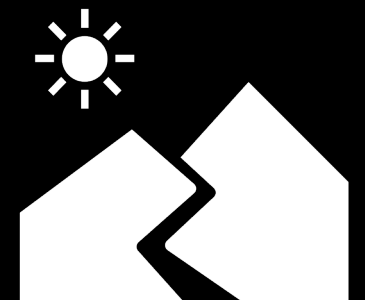
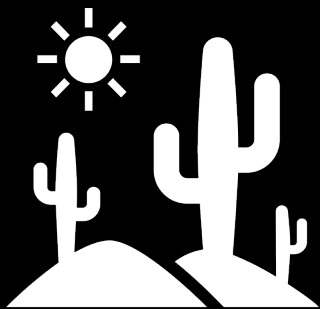


where do we want to go next?





spend 15 mins in small groups – what are 3 key questions?



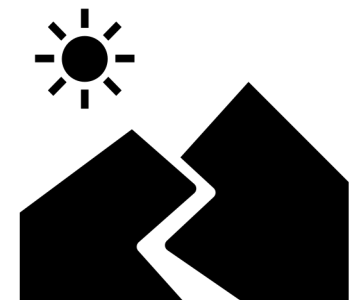


Complexity University / 1 July 2020 / Session Two

An Intro to Effective Strategy



strategy is a practice

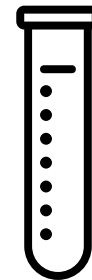




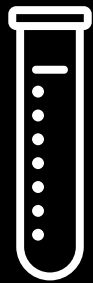
what is a practice?



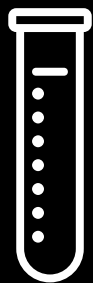
what is a test tube for?



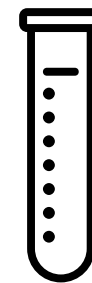
in a chemistry lab?



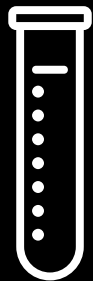
in a chemistry lab?



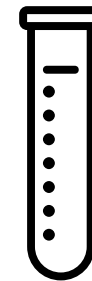
in an alchemist's workshop?



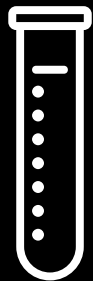
“the world is a sphere”



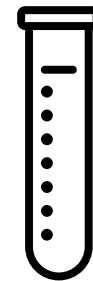
“the world is flat”



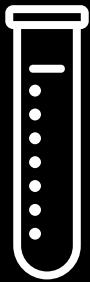
complexity



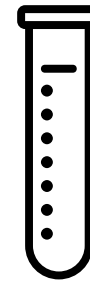
“clock”



strategy as action



strategic planning





what is a the difference?



the paradigm

do we see the world as flat? or as a sphere?

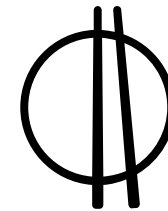


the paradigm

complexity is a paradigm, a way of seeing the world

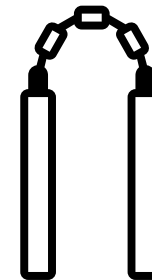


how do I eat with chopsticks?



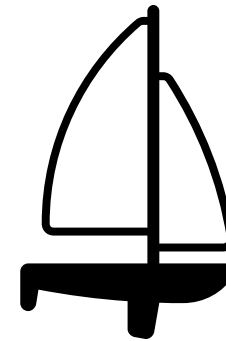


how do I do kung-fu?

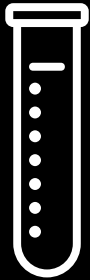




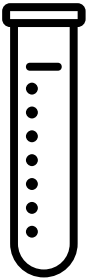
how do I sail a boat?



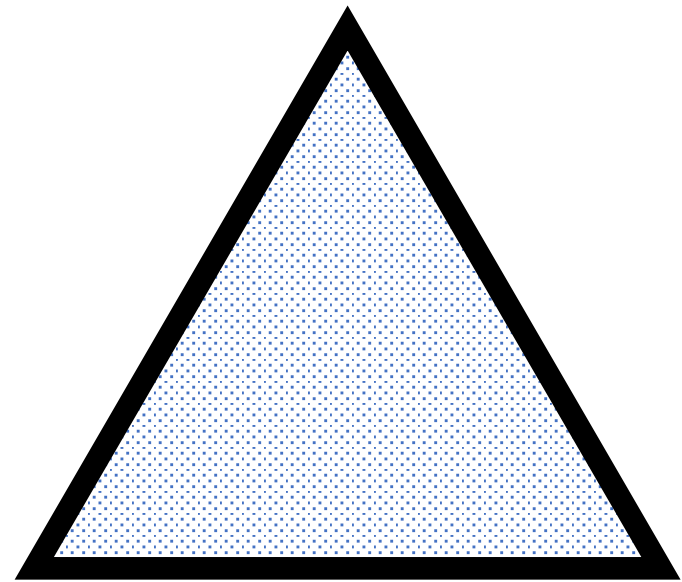
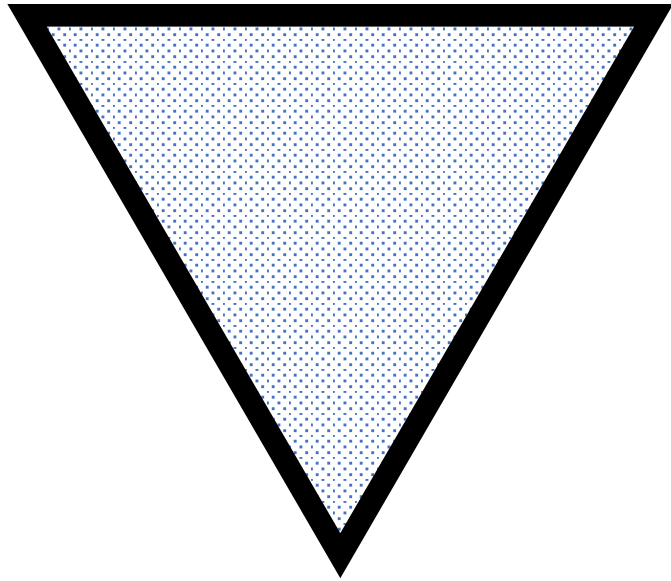
reflexive practice



best practice

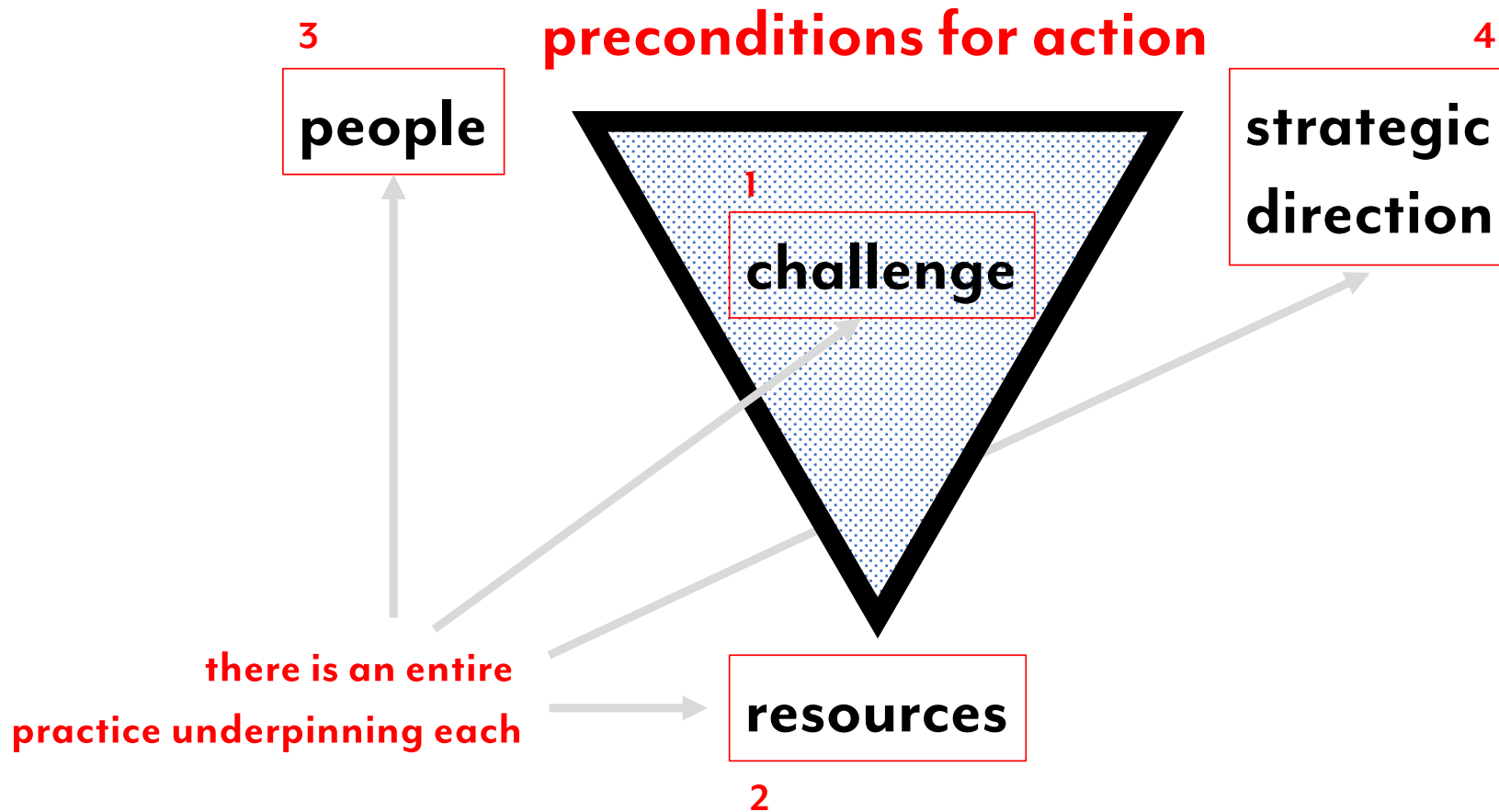


preconditions for action



core elements of action







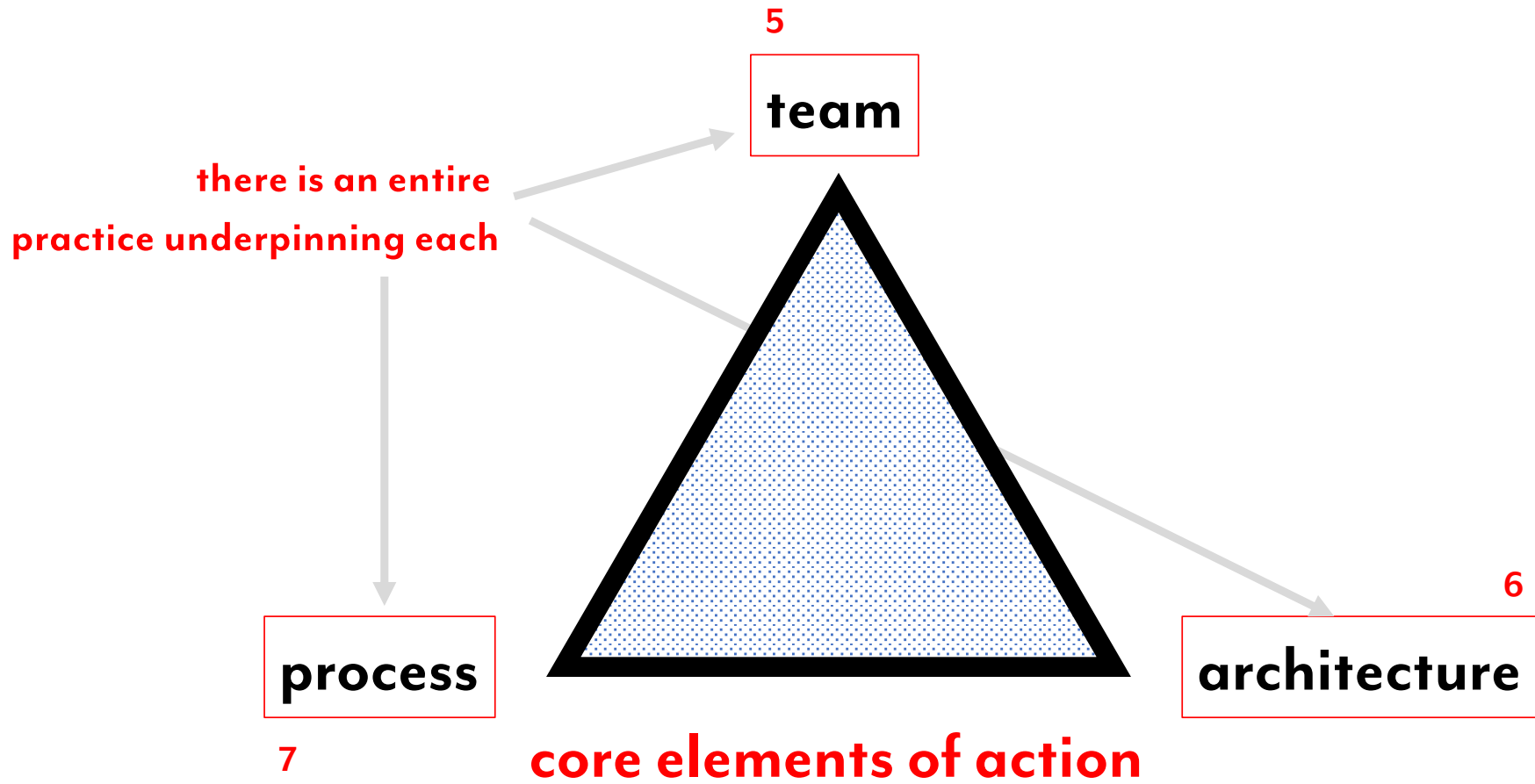
step 1

**the challenge is the start,
it's the invitation**

challenge

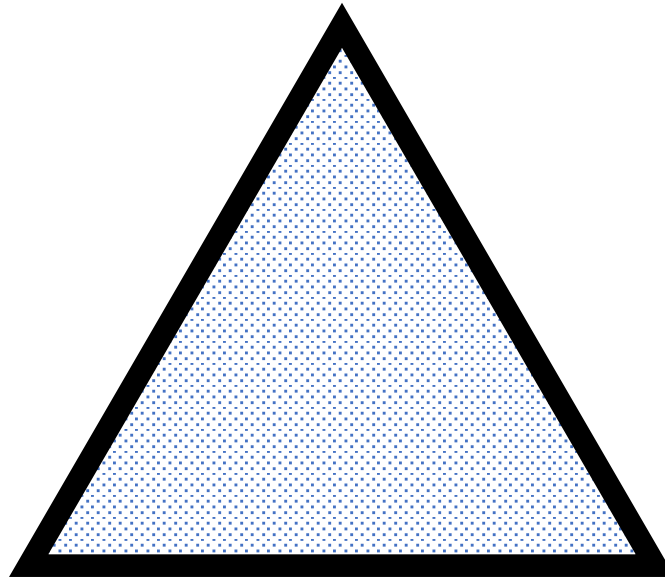
**how do you create good
invitations?**

**there is an entire
practice underpinning each**



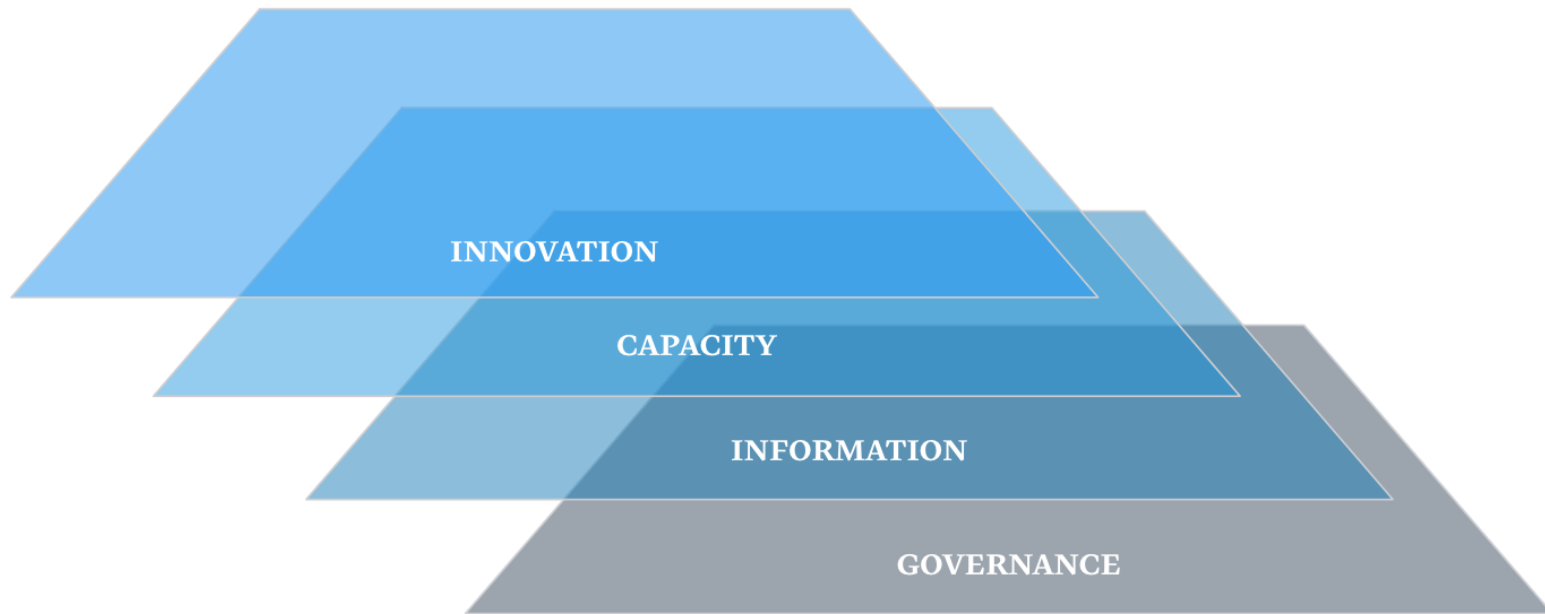


team = diverse



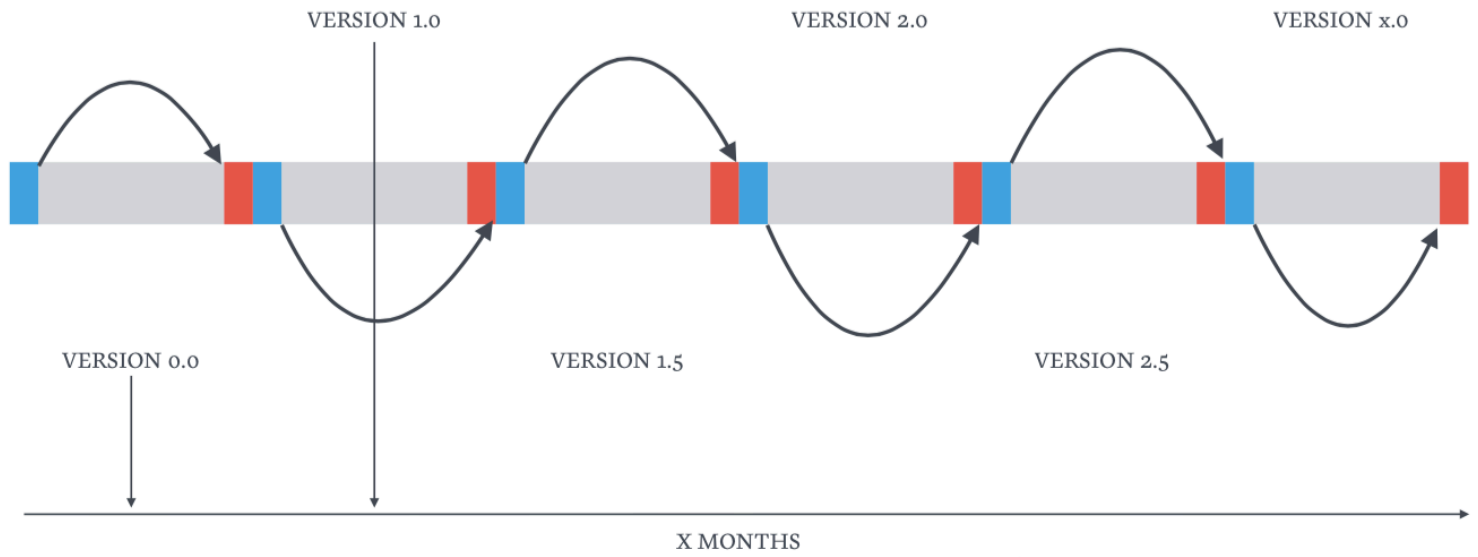
**process
= iterative**

**architecture
= heterodox**

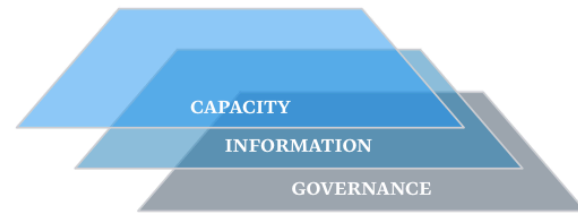


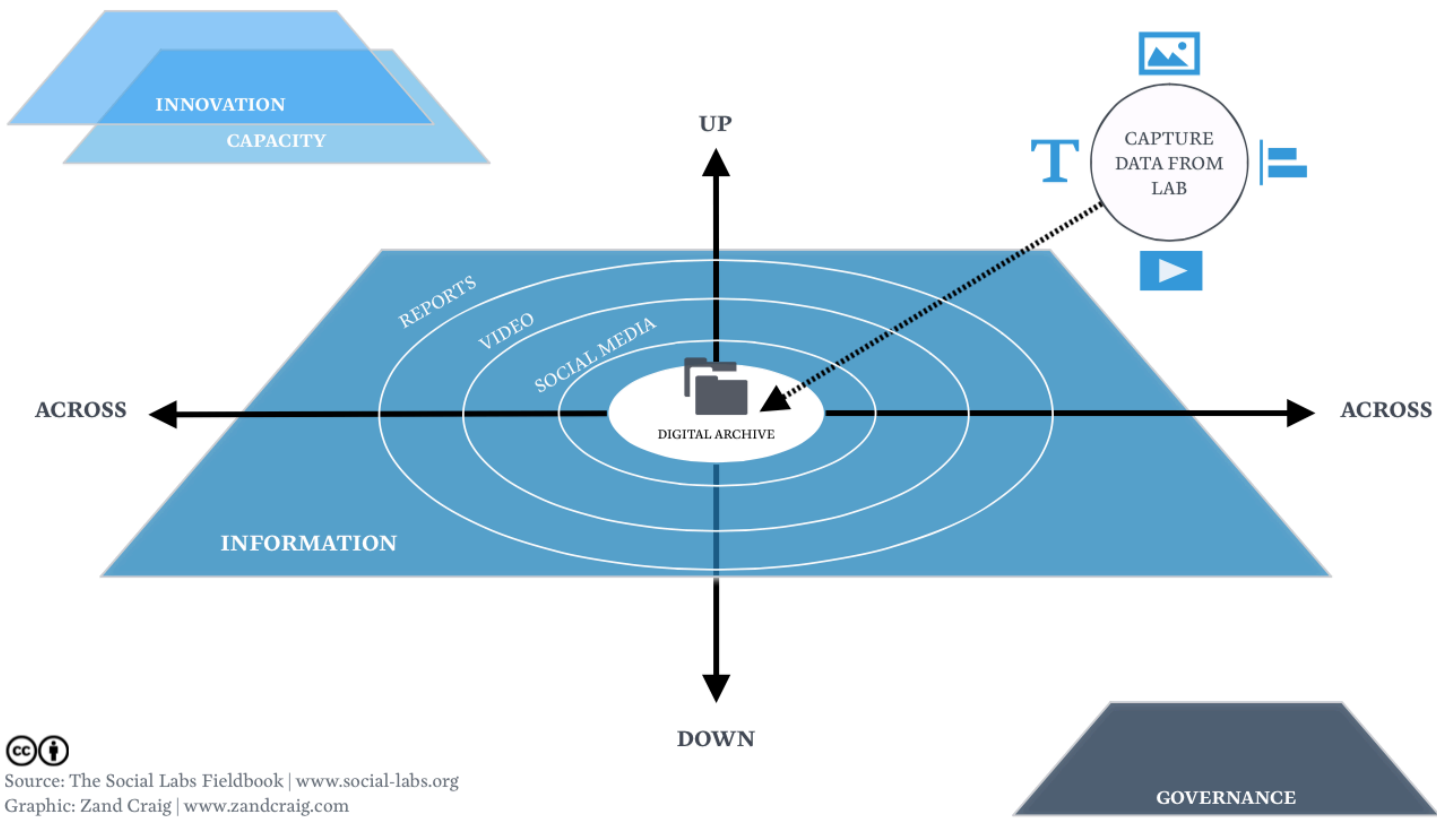
Source: The Social Labs Fieldbook | www.social-labs.org

Graphic: Zand Craig | www.zandcraig.com



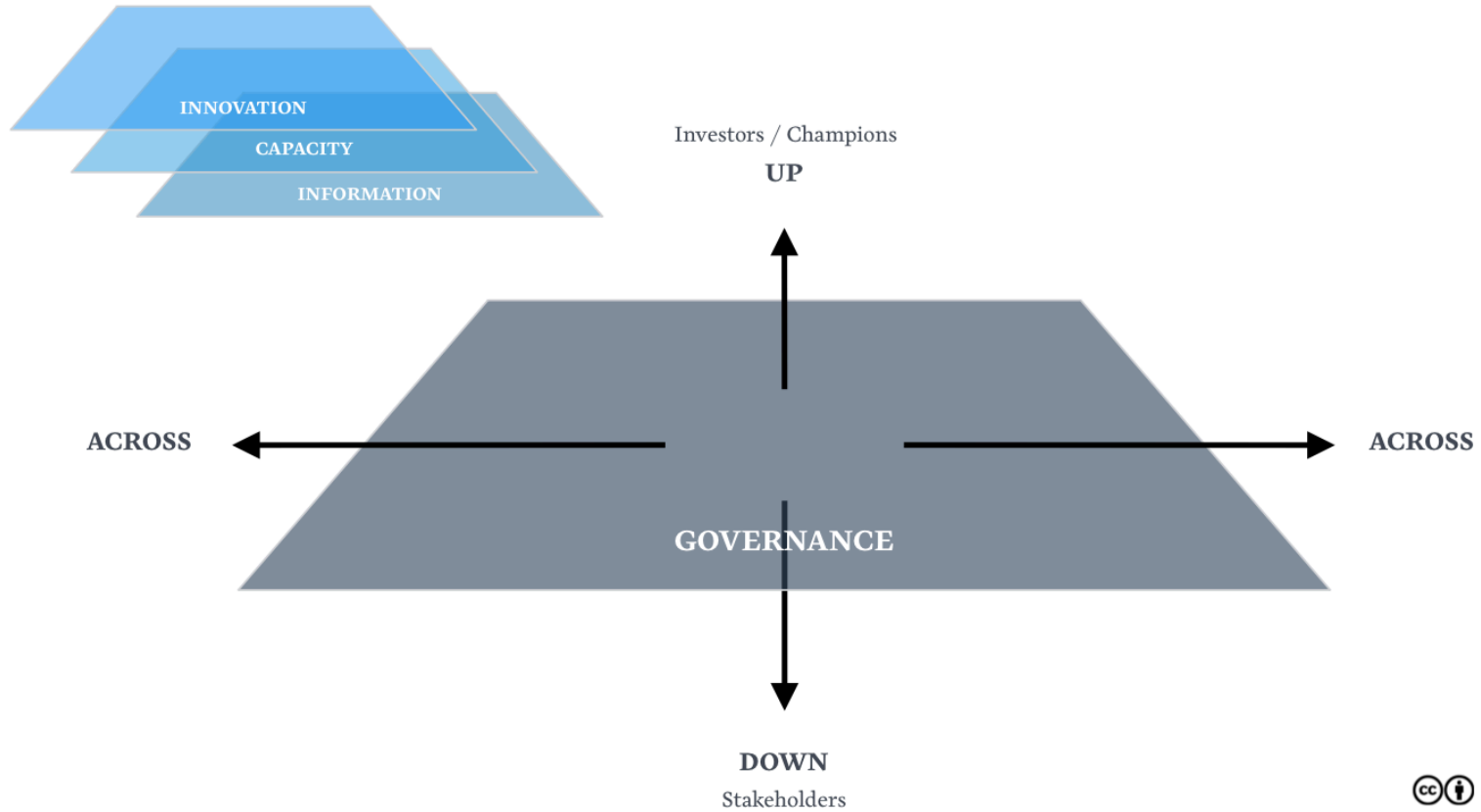
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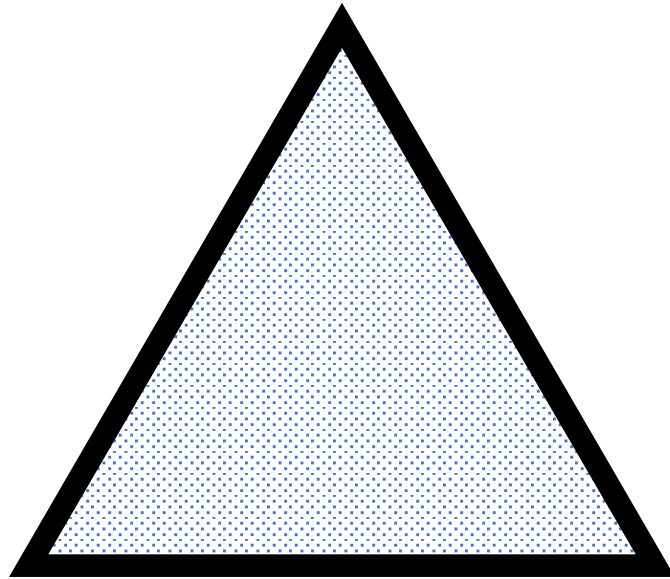


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Graphic: Zand Craig | www.zandcraig.com



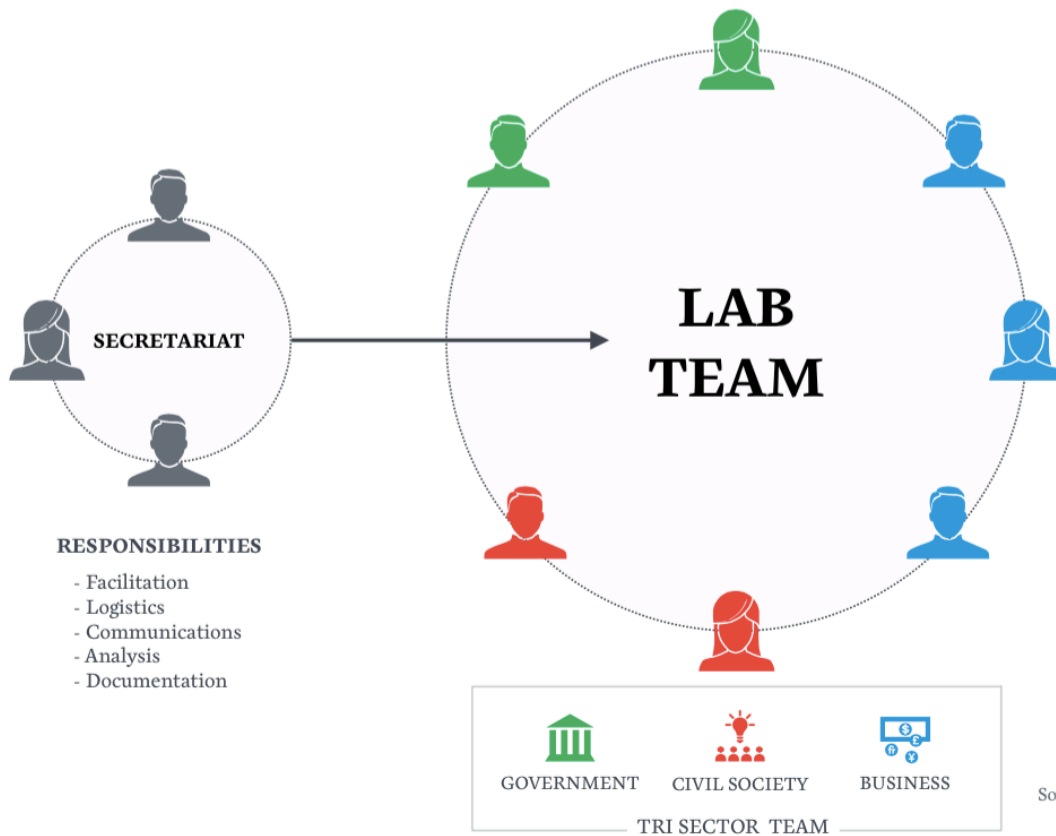


team = diverse



process
= iterative

architecture
= heterodox

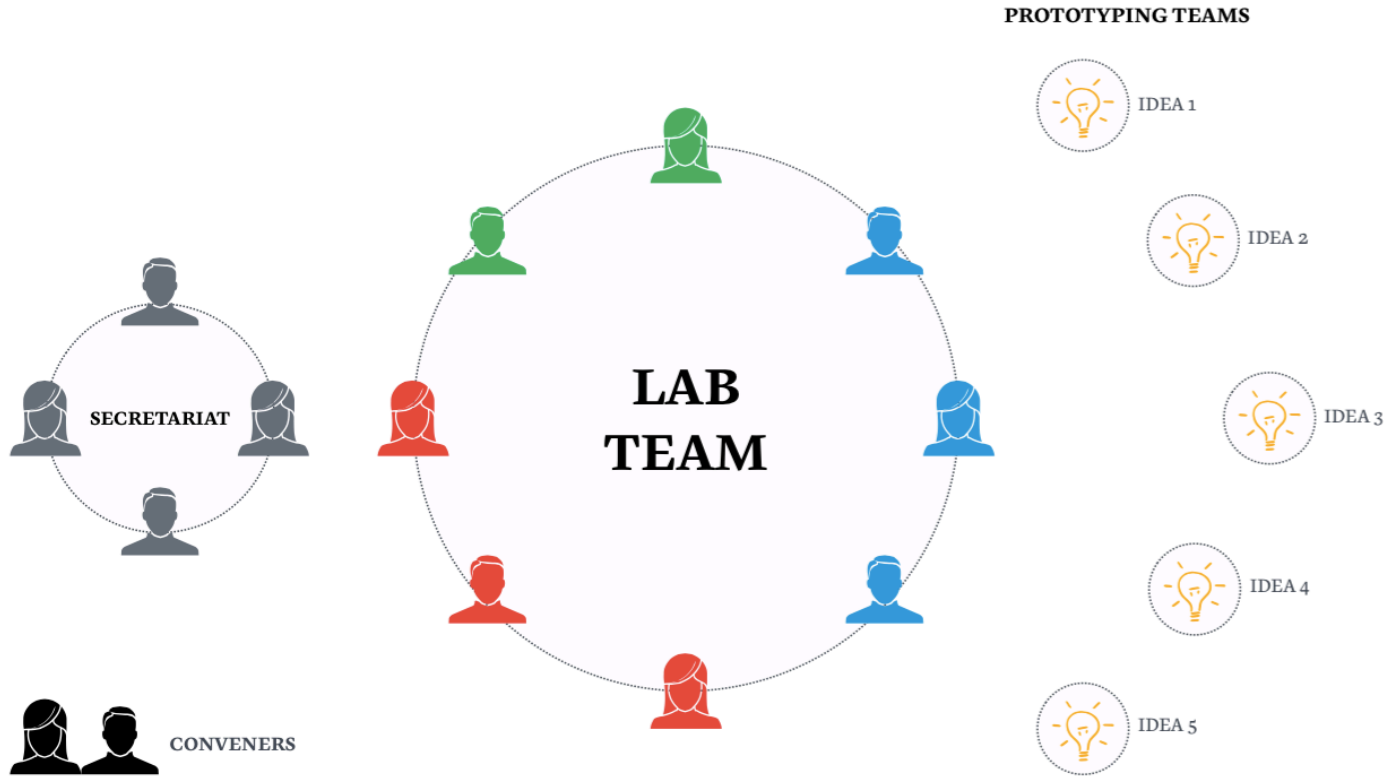


RESPONSIBILITIES

- Facilitation
- Logistics
- Communications
- Analysis
- Documentation

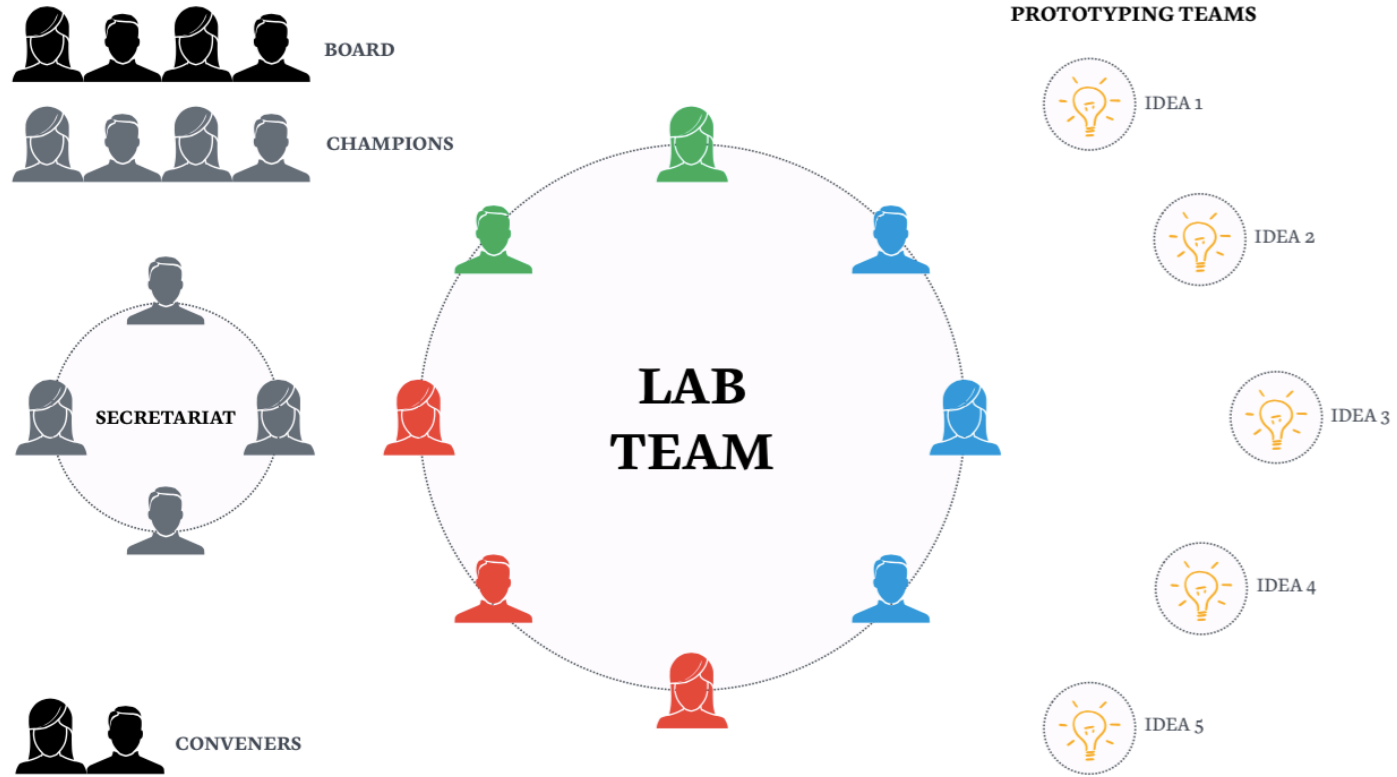
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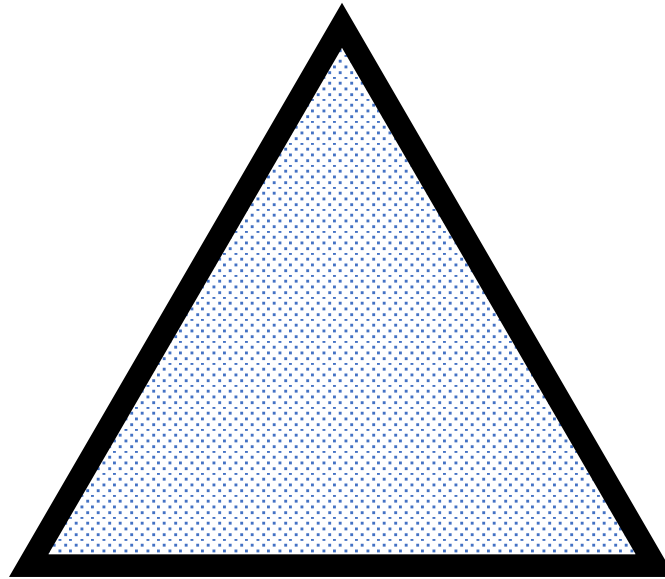


Source: The Social Labs Fieldbook | www.social-labs.org
Graphic: Zand Craig | www.zandcraig.com





team = diverse

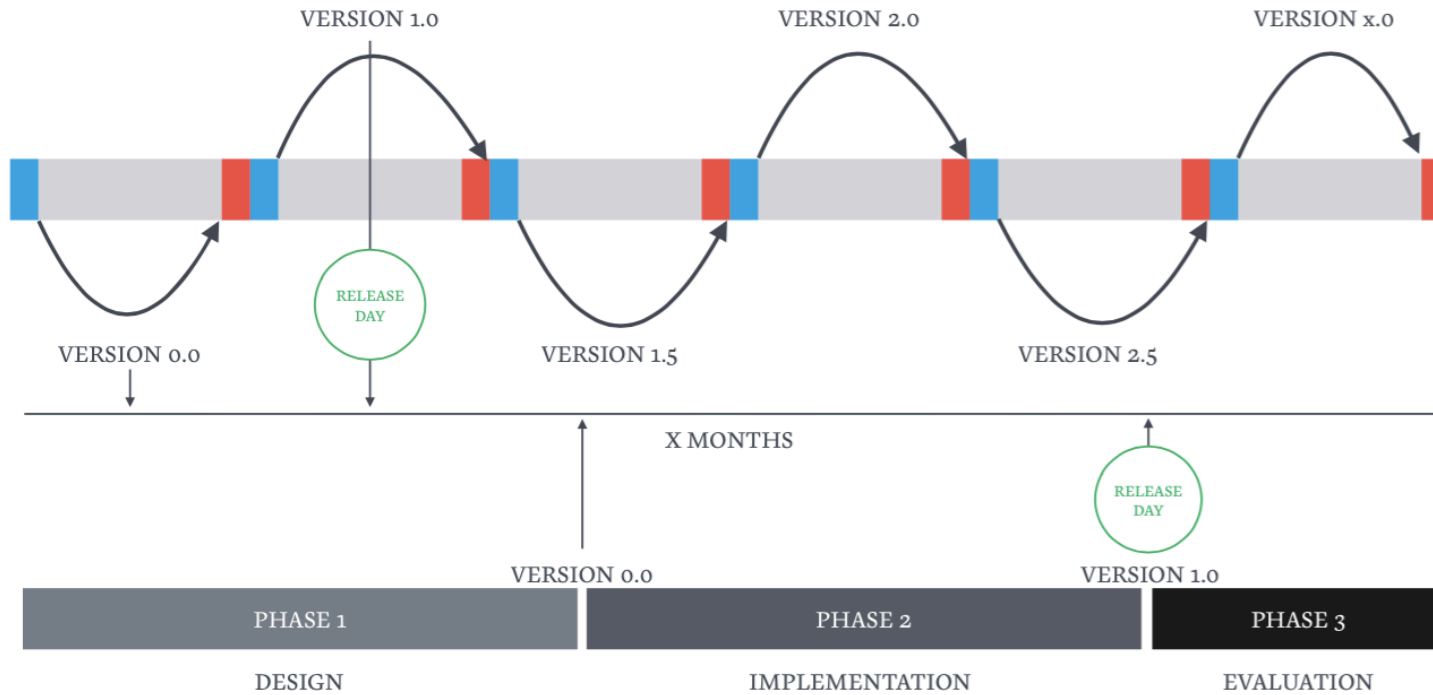


**process
= iterative**

**architecture
= heterodox**



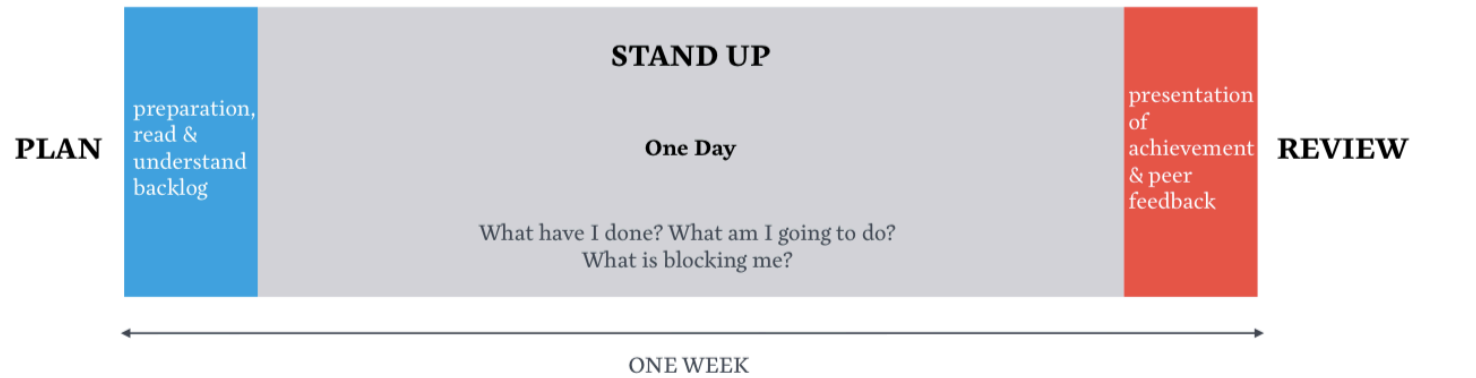
PROTOTYPING PARADIGM



PLANNING PARADIGM



Source: The Social Labs Fieldbook | www.social-labs.org
Graphic: Zand Craig | www.zandcraig.com



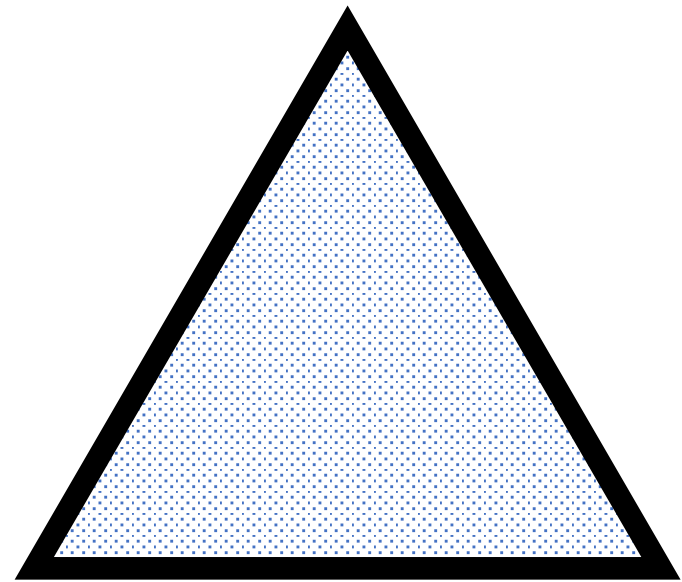
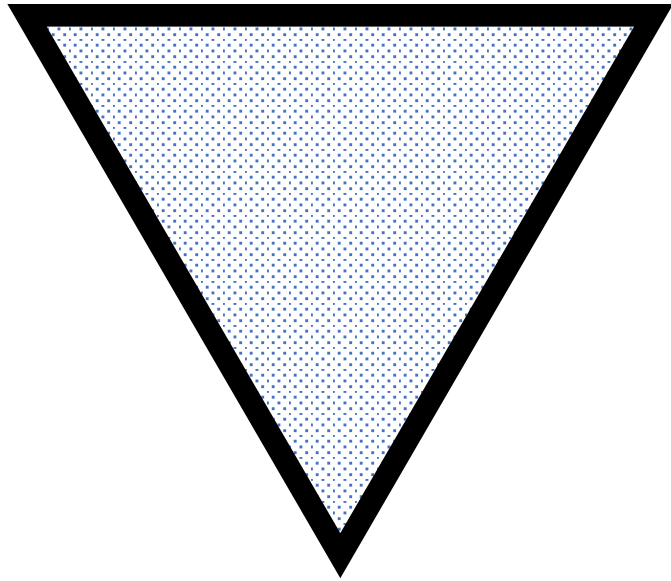
SUSTAINABLE PACE

Are we achieving anticipated velocity? (Internal to team)



Source: The Social Labs Fieldbook | www.social-labs.org
Graphic: Zand Craig | www.zandcraig.com

preconditions for action



core elements of action

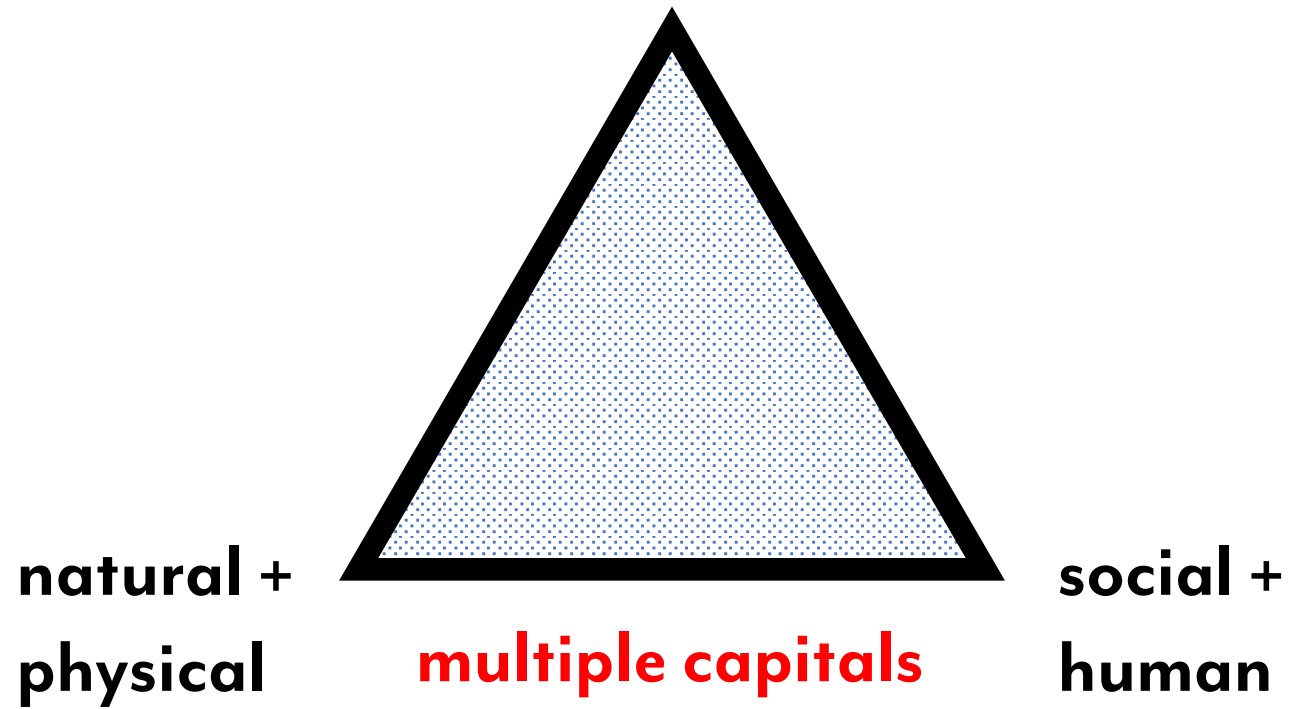




what do we get?

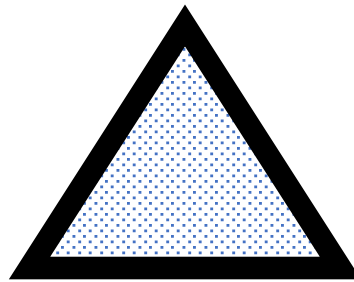
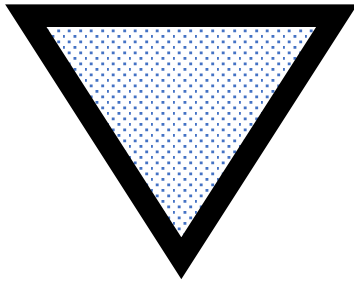


financial + intellectual





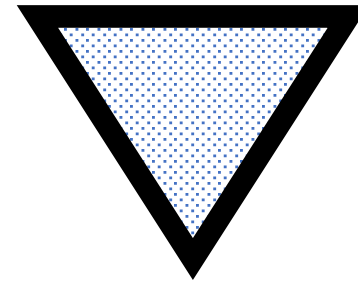
preconditions for action



core elements of action

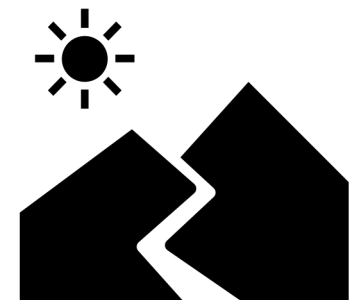


multiple capitals



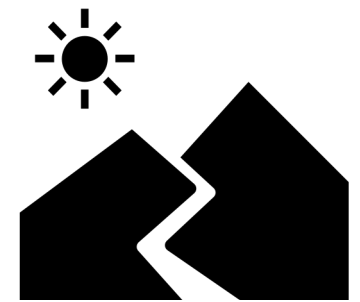


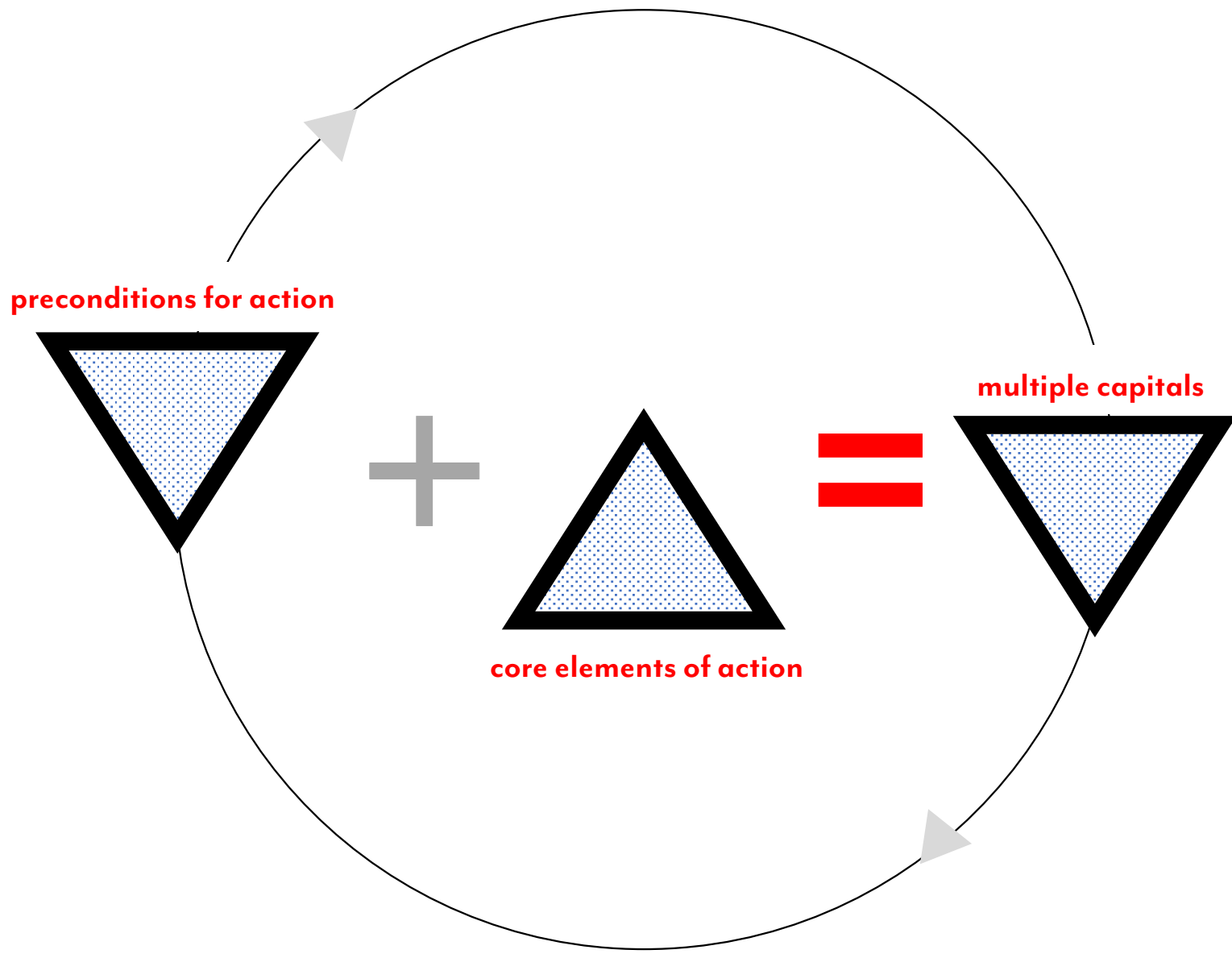
when does the journey end?





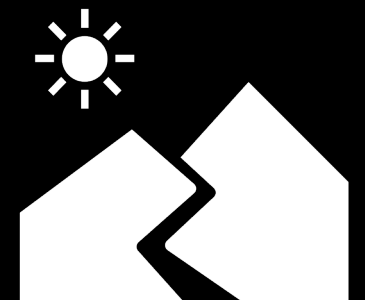
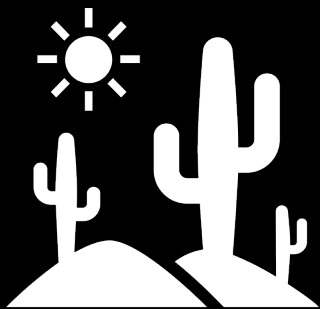
practice is not a project







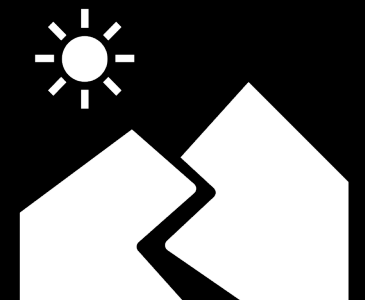
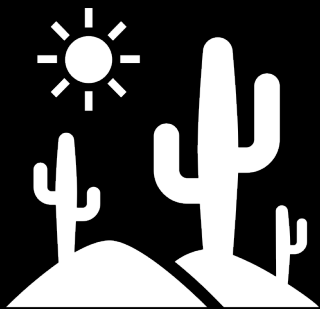
**Review the BAU vs Complexity document,
reflect what practices and assumptions underpin your work?**





James P Carse

**“A finite game is played for the purpose of winning,
an infinite game for the purpose of continuing the play.”**

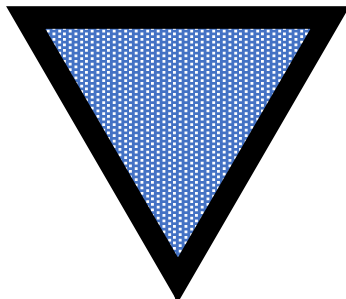




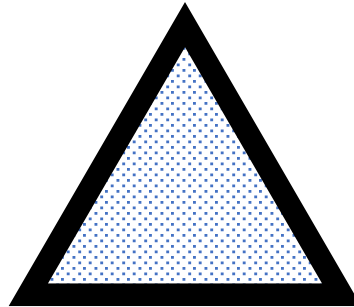
Complexity University / 2 July 2020 / Session Three

An Intro to Effective Strategy

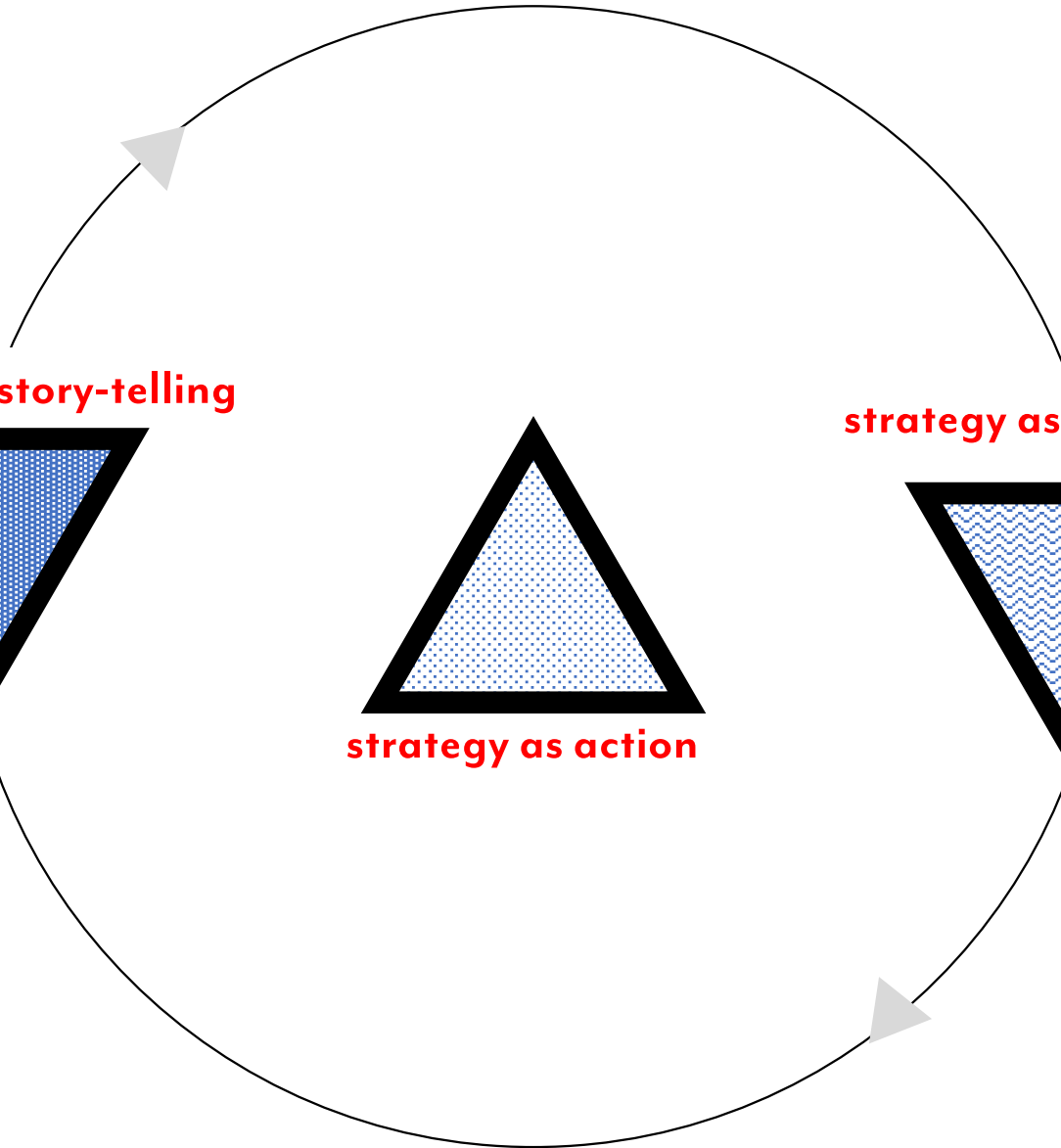
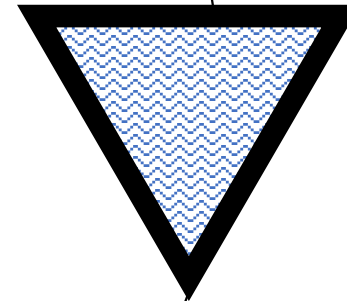
strategy as story-telling



strategy as action



strategy as inner-game





practice has its own rules

emerging from the paradigm that practice belongs to



Practice has a logic which is not that of the logician.

Pierre Bourdieu



so are we talking about best practice?

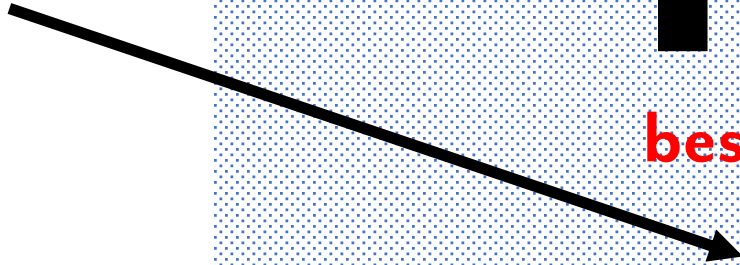
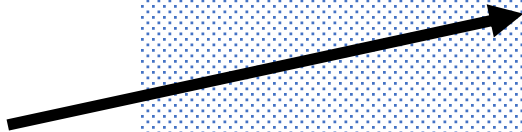


no

best practice



context rules



no

best practice



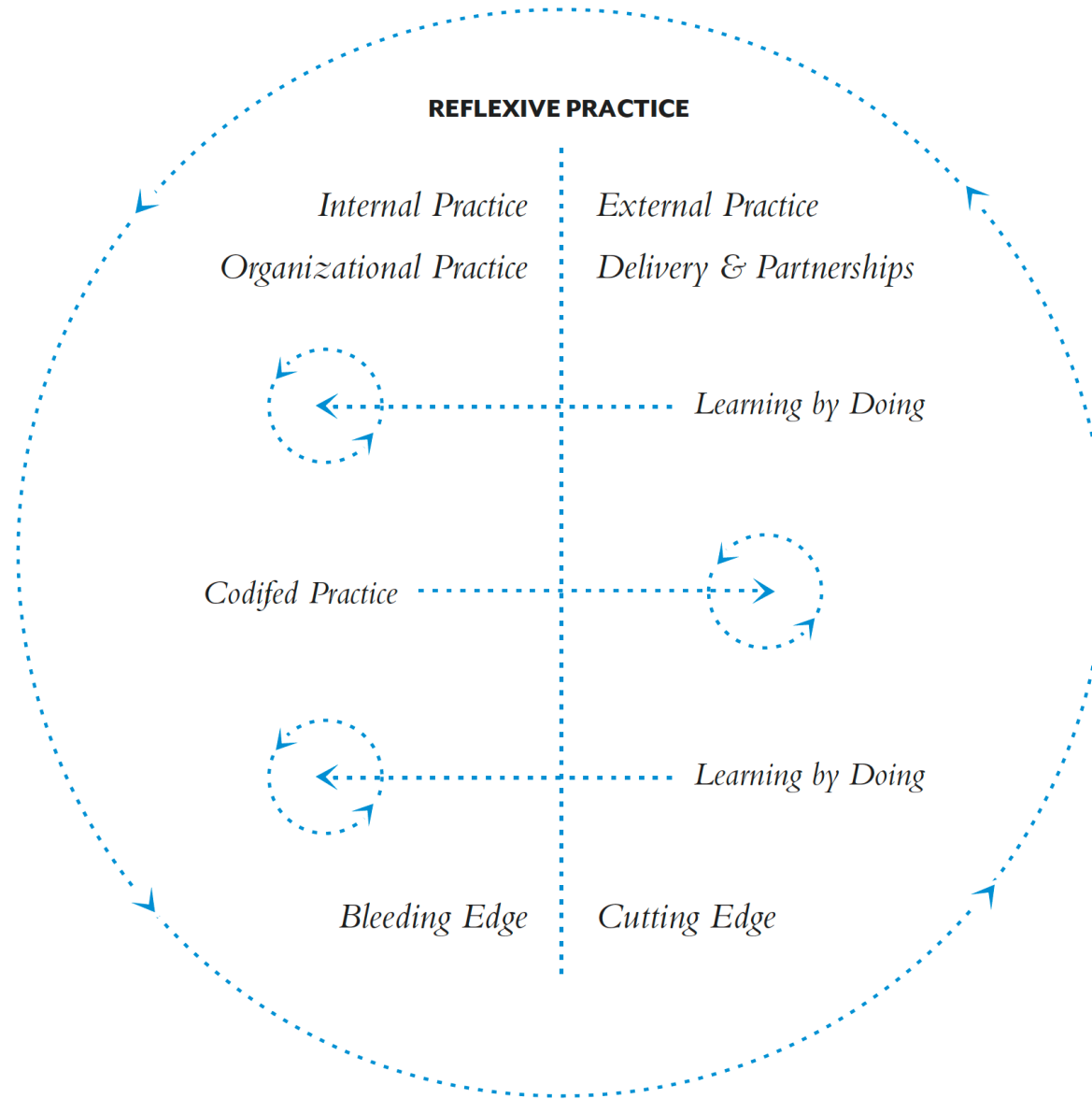




**the practice of effective strategy is reflexive practice
adapting as the context changes**



strategy is deeply sensitive to context





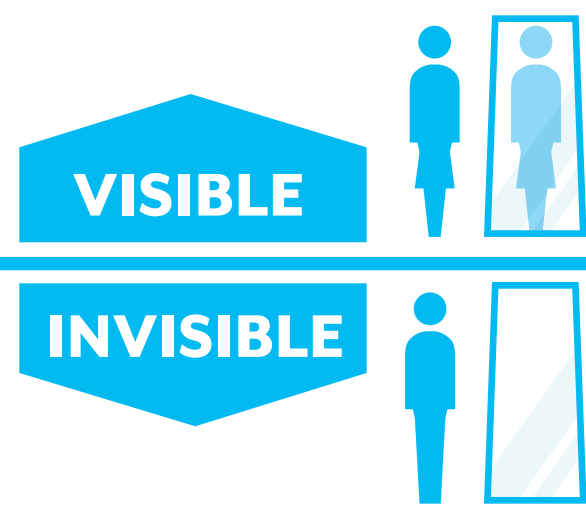
how do you start practicing effective strategy?



**how do you start practicing effective strategy?
hint...congratulations, you've started.**


PRACTICE

WHAT ARE THE ELEMENTS THAT FORM A PRACTICE?



ESTABLISHING PRECONDITIONS / THE CHALLENGE


THE PROBLEM / BE SPECIFIC




WHO IS GOING TO BENEFIT
FROM THE PROBLEM BEING ADDRESSED?




WHAT WILL HAVE CHANGED ON THE GROUND IF YOU SUCCEEDED?



WHERE IS THE DEMOGRAPHIC LOCATED?



OVER WHAT TIMEFRAME WILL THE CHANGE OCCUR?

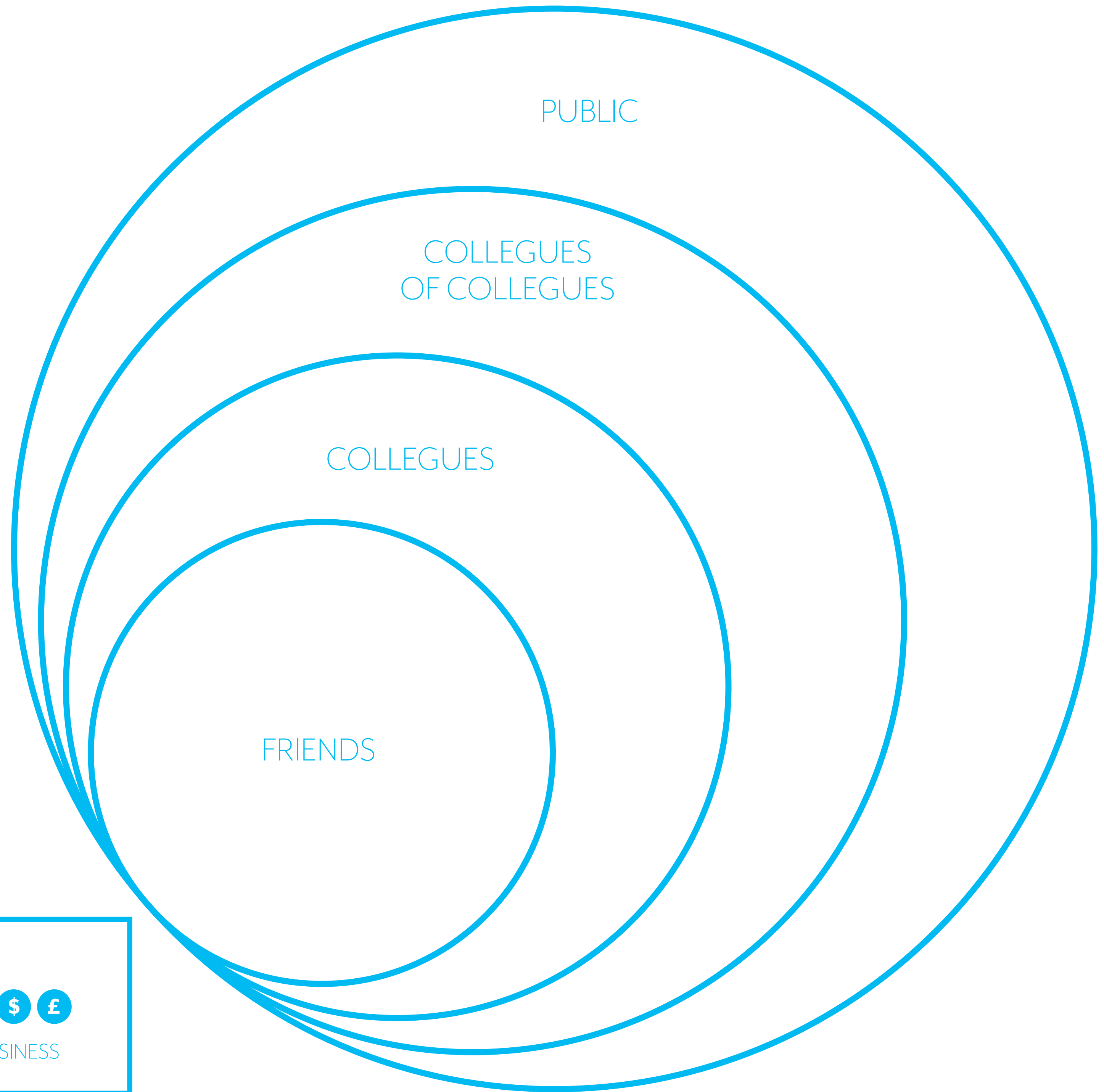


CHALLENGE STATEMENT — “HOW CAN WE WORK TOGETHER TO?...”

CHALLENGE YOUR CHALLENGE STATEMENT

- ARE YOU ADDRESSING A SYMPTOM OR A CAUSE?
- IS YOUR CHALLENGE STATEMENT NOT A CHALLENGE, BUT ACTUALLY A SOLUTION OR TACTIC AIMED AT ADDRESSING THE REAL CHALLENGE?
- IS YOUR CHALLENGE STATEMENT CLEAR, UNAMBIGUOUS + FREE OF JARGON?
- WHAT REACTIONS DO YOUR CHALLENGE STATEMENT PROVOKE?
- IS YOUR CHALLENGE STATEMENT COMPELLING ENOUGH TO GET POTENTIAL OPPOSERS COMING TOGETHER TO SOLVE IT?
- IS YOUR CHALLENGE STATEMENT QUANTIFIABLE?

ESTABLISHING PRECONDITIONS / PEOPLE



PEOPLE



GOVERNMENT



CIVIL SOCIETY



BUSINESS

ESTABLISHING PRECONDITIONS / RESOURCE CALCULATOR

EXAMPLE

- COST OF YOUR CHALLENGE IS \$ 500M PER YEAR
- 5% AS A BASELINE FOR RESOURCES THAT WOULD BE NEEDED TO ADDRESS YOUR CHALLENGE IS \$ 25M PER YEAR
- AVERAGE COST OF AN INTERVENTION IS \$ 1M
- THE MULTIPLIER REQUIRED IS 25X
- YOUR STRATEGY MUST THEN ADD UP TO INPUTS THAT ARE X25 OVER THE ACTUAL FINANCIAL RESOURCES YOU HAVE AVAILABLE
- MULTIPLIERS CAN COME IN FORM OF DIFFERENT CAPITALS EXAMPLES INCLUDE: SOCIAL, HUMAN, ENVIRONMENTAL, PHYSICAL OR INTELLECTUAL CAPITALS

HIGH

- 1) WHAT IS THE ESTIMATED COST OF THE CHALLENGE PER YEAR?
- 2) WHAT IS 5% OF THE COST OF THE CHALLENGE?
- 3) ESTIMATED ACTUAL COST OF AN AVERAGE INTERVENTION PER YEAR?

MEDIUM

- 1) WHAT IS THE ESTIMATED COST OF THE CHALLENGE PER YEAR?
- 2) WHAT IS 5% OF THE COST OF THE CHALLENGE?
- 3) ESTIMATED ACTUAL COST OF AN AVERAGE INTERVENTION PER YEAR?

LOW

- 1) WHAT IS THE ESTIMATED COST OF THE CHALLENGE PER YEAR?
- 2) WHAT IS 5% OF THE COST OF THE CHALLENGE?
- 3) ESTIMATED ACTUAL COST OF AN AVERAGE INTERVENTION PER YEAR?

DEFICIT

DEFICIT

DEFICIT

POSSIBLE MULTIPLIERS

POSSIBLE MULTIPLIERS

POSSIBLE MULTIPLIERS

ESTABLISHING PRECONDITIONS / STRATEGIC DIRECTION

MAIN QUESTION

WHAT IS YOUR BEST GUESS AS TO HOW YOUR CHALLENGE CAN BE ADDRESSED?



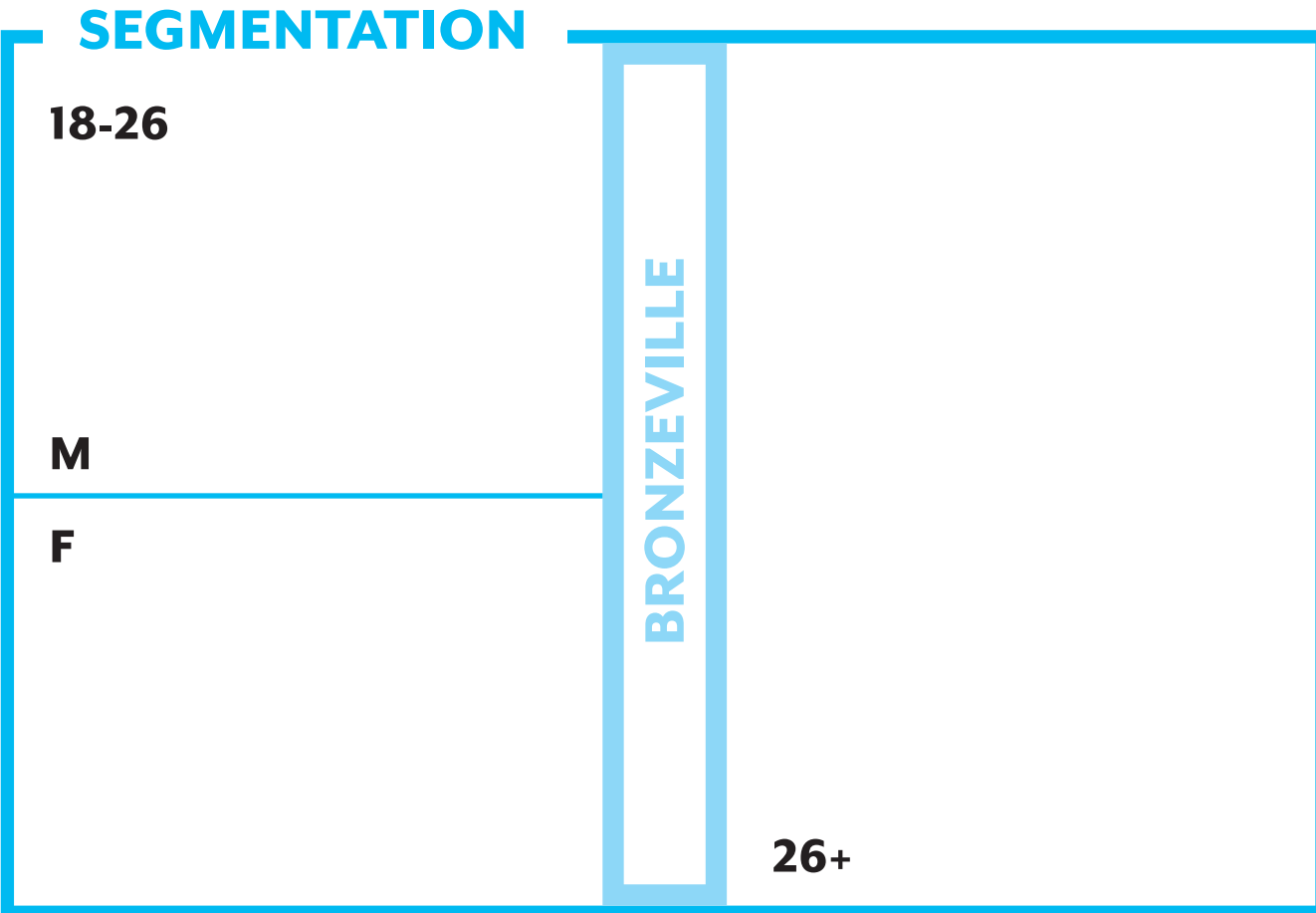
CONSIDER

- WHAT DEMOGRAPHIC MIGHT YOU FOCUS ON FOR THE HIGHEST LEVERAGE?
- WHAT ARE THE MOST PROMISING TYPES OF SOLUTIONS?
- WHAT SECTOR MIGHT BE MOST PROMISING?

EXAMPLES

HOW CAN WE WORK TOGETHER TO CREATE RESILIENT LIVELIHOODS FOR CHICAGOANS?

- DEMOGRAPHIC: 16-26 YEAR OLDS.
- MALE/FEMALE
- 3 NEIGHBOURHOODS- BRONZEVILLE
- NO SECTORAL FOCUS



ALL POSSIBLE SOLUTIONS

CORE / TEAMS

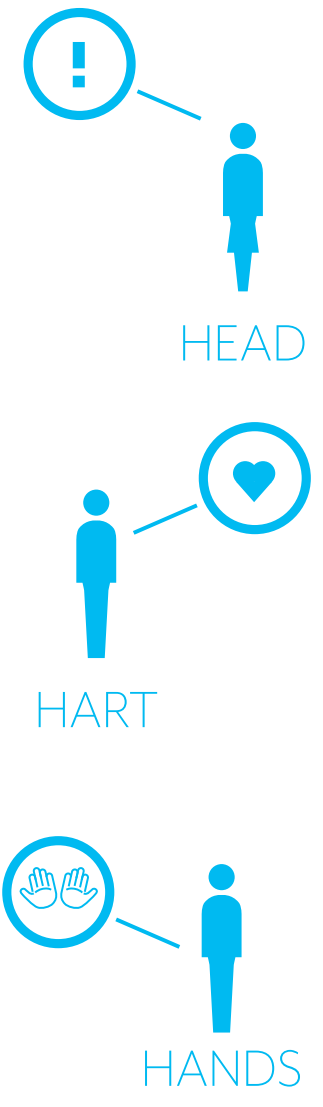
PROJECT NAME / WORKING GROUP

PROTOTYPING TEAMS / LAB IN PROGRESS

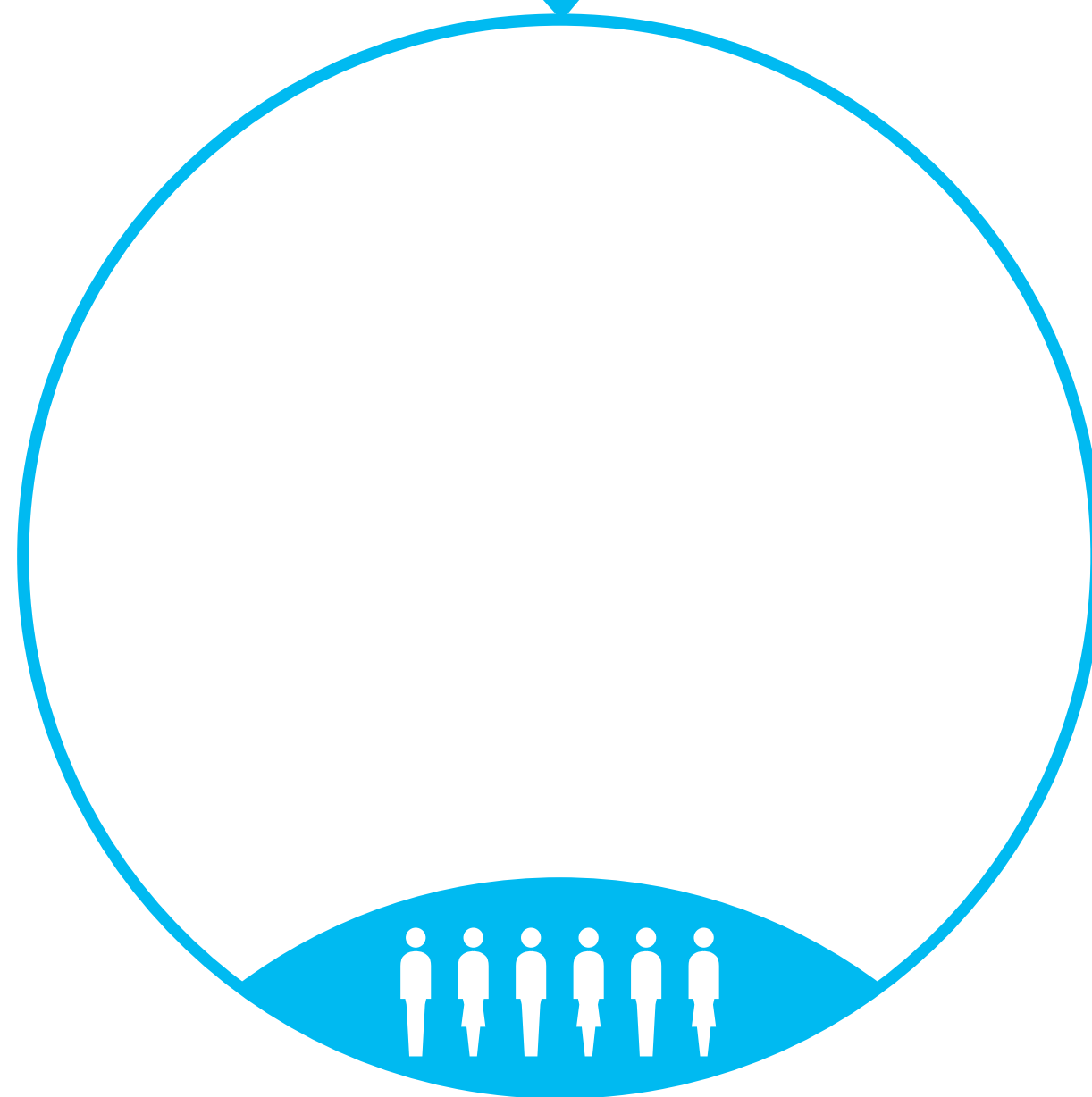
LAB TEAM / START-UP LAB



MULTI MODAL



CORE TEAM



MIXED APPROACH



BOARD / MATURE LAB



SECRETARIAT / START-UP LAB



TRI SECTORS



CONVENERS / MATURE LAB



CHAMPIONS / MATURE LAB



CORE / PROCESS



SECRETARIAT PROCESS

TICK RELEVANT BOX

CYCLE LENGTH?

Timeline for cycle length with checkboxes at 1 WEEK, 2 WEEKS, and 3 WEEKS.

DURATION OF PRECONDITIONS

Timeline for duration of preconditions with checkboxes at 3 MONTHS, 6 MONTHS, 9 MONTHS, and 12 MONTHS.

LIST STANDING MEETINGS

Text area for listing standing meetings.

KEY

- **SPRINT PLANNING** / TAKES PLACE AT THE START OF EACH CYCLE AND THE GOAL IS TO CREATE A PLAN FOR WHAT THE TEAM CAN DELIVER WITHIN THAT CYCLE
- **STANDUPS** / DAILY MEETINGS TO CHECK-IN AND IDENTIFY BLOCKERS
- **REVIEW & RETROSPECTIVE** / REVIEW WHAT HAS BEEN COMPLETED WITHIN THE CYCLE AND REFLECT ON PROCESS
- **STRATEGY - ANY OTHER BUSINESS** / OPPORTUNITY TO HAVE HIGHER LEVEL DISCUSSIONS ON THE NEEDS OF THE PROJECT



LAB TEAM PROCESS

TICK RELEVANT BOX

CYCLE LENGTH?

Timeline for cycle length with checkboxes at 1 MONTH, 4 MONTHS, and 6 MONTHS.

LAUNCH DURATION

Timeline for launch duration with checkboxes at 3 MONTHS, 6 MONTHS, 9 MONTHS, and 12 MONTHS.

HOW OFTEN WILL THE LAB TEAM MEET?

Text area for how often the lab team will meet.

ACTIVITIES

SENSING

PREENCING

CO-CREATING

- DIALOGUE ACTIVITIES
- SYSTEMS MAPPING
- WORLD CAFE
- SOLO WALK
- GUIDED MEDITATION
- PERSONAL JOURNALING
- OPEN SPACE TECHNOLOGY
- LIVE PROTOTYPING
- SMOKE TESTS

CORE / ARCHITECTURE

SPACE IS MORE THAN JUST A PHYSICAL LOCATION OF A LAB. IT IS THE ENTIRE 'CONTAINER' WHERE THE WORK IS SITUATED. WE OFTEN WORK IN 'SPACES' WITHOUT CONSIDERING IF THEY ARE ACTUALLY THE 'BEST' STRUCTURES TO SUPPORT OUR WORK.

CAPACITY STACK

SOCIAL LABS REQUIRE A WIDE VARIETY OF CAPABILITIES TO SUCCESSFULLY IMPLEMENT. THE CAPABILITIES BELOW REPRESENT THE SKILLS, KNOWLEDGE AND ACTION A TEAM MUST BE ABLE TO TAKE TOGETHER. THE CAPABILITIES ARE BROKEN INTO FUNCTIONAL, TECHNICAL AND CORE CAPABILITIES NEEDED THROUGHOUT THE LAB.

CORE CAPABILITIES

- SELF-AWARENESS
- COLLABORATION
- CREATIVITY
- POWER AND SYSTEMS

TECHNICAL CAPABILITIES

- AGILE
- DOCUMENTATION
- DESIGN
- LAB COMMUNICATIONS
- STAKEHOLDER RELATIONS/
CUSTOMER SERVICE
- IT SYSTEMS
- PROTOTYPING

FUNCTIONAL CAPABILITIES (ROLES)

- STRATEGIC LEAD
- PRODUCT OWNER
- SCRUM MASTER
- FINANCE LEAD
- COMMUNICATION LEAD
- COMMUNICATION SUPPORT
- CONVENING AND RECRUITMENT LEAD
- CONVENING SUPPORT
- CRM COORDINATOR
- LOGISTICS COORDINATOR
- KNOWLEDGE MAN. LEAD
- LEARNING HISTORIAN
- RESEARCHER
- EVALUATION LEAD
- LEARNING DESIGNER
- LAB FACILITATOR
- PROTOTYPING TEAM COACH
- GOVERNANCE BOARD MEMBER

INFORMATION STACK

UP

WHO

WHAT

HOW

WHEN

DOWN

WHO

WHAT

HOW

WHEN

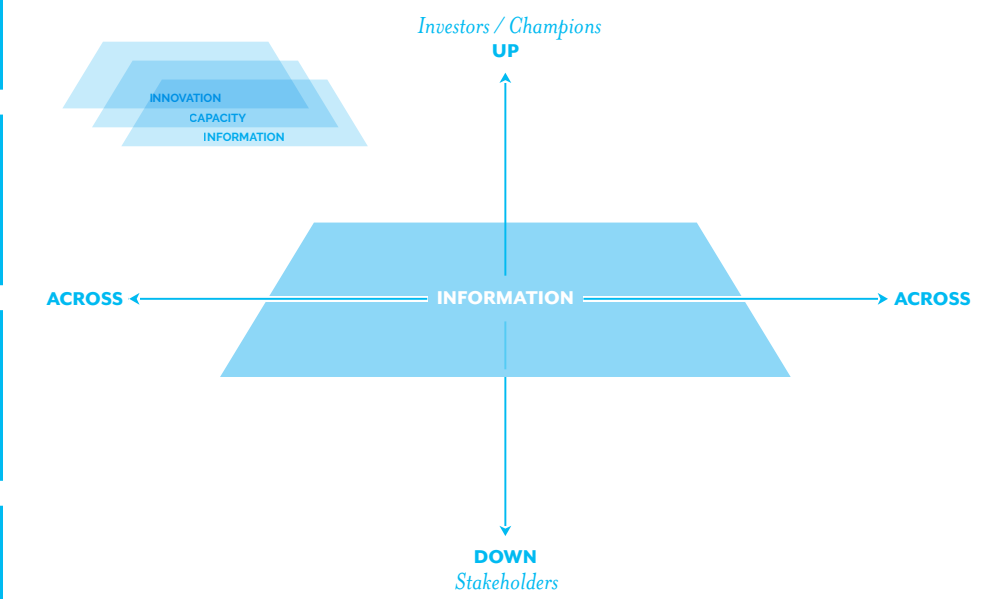
ACROSS

WHO

WHAT

HOW

WHEN



GOVERNANCE STACK

WHO?

DECISION MAKING MODALITY?

TYPES OF DECISIONS?

HOW OFTEN?

TRANSPARENCY?

BUSINESS CASE / 1, 2, 3

COSTS / 1

PRIMARY COST / WHAT DOES YOUR CHALLENGE COST PER YEAR IF IT REMAINS UNADDRESSED?
Example: Gun crime > Health/Triage, Police, Courts, Jail.

ESTIMATED COST OF CHALLENGE PER UNIT (PERSON, INCIDENT) PER YEAR

COST OF CHALLENGE TO MULTIPLE ACTORS

- WHAT IS THE COST TO INDIVIDUALS/CITIZENS/FAMILY?
- WHAT IS THE COST TO THE STATE? INCLUDING SOCIAL SERVICES COURTS + OTHER INVOLVED AGENCIES
- WHAT IS THE COST TO CIVIL SOCIETY INCLUDING FOUNDATIONS FUNDING PROGRAMMES IN THE DOMAIN?
- WHAT IS THE COST, IF ANY, TO BUSINESS?

TRENDS / 3

GUIDING TREND QUESTIONS

- WHAT ARE THE KEY DEMOGRAPHIC TRENDS RELATING TO YOUR CHALLENGE?
- WHAT ARE THE KEY TRENDS RELATING TO GENDER?
- WHAT ARE THE KEY TRENDS RELATING TO EMPLOYMENT?
- WHAT ARE THE KEY TRENDS RELATING TO NATURAL RESOURCES?

EXAMPLES

- THE YOUTH POPULATION OF ZIMBABWE IS GROWING RAPIDLY.
- 50% OF THE POPULATION OF YEMEN IS FEMALE AND GROWING.
- THE NUMBER OF UNEMPLOYED YOUNG PEOPLE AGED BETWEEN 16-24 IN THE UK IS DECREASING.
- THE TOTAL FOSSIL FUEL CO₂ EMISSIONS IN BRAZIL ARE GROWING RAPIDLY EACH YEAR.

TREND

TREND

TREND

TIME

TIME

TIME

INTERVENTIONS / 2

GOLD STANDARD

WRITE DOWN THREE GOLD STANDARD CHARACTERISTICS RELATING TO YOUR CHALLENGE:

- 1.
- 2.
- 3.

ALLEVIATION

WRITE DOWN THREE CHARACTERISTICS OF AN ALLEVIATION STRATEGY RELATING TO YOUR CHALLENGE:

- 1.
- 2.
- 3.

BASIC SERVICES

WHAT BASIC SERVICES ARE PROVIDED RELATING TO YOUR CHALLENGE?

- 1.
- 2.
- 3.

AVERAGE COST \$

- \$100+
- \$100K+
- \$1000+
- \$1M+
- \$10,000+
- \$10M+



AVERAGE COST \$

- \$100+
- \$100K+
- \$1000+
- \$1M+
- \$10,000+
- \$10M+



AVERAGE COST \$

- \$100+
- \$100K+
- \$1000+
- \$1M+
- \$10,000+
- \$10M+



KEY RESULTS

YOU COULD EXPECT FROM A GOLD STANDARD INTERVENTION:

- 1.
- 2.
- 3.

KEY RESULTS

YOU COULD EXPECT FROM AN ALLEVIATION INTERVENTION:

- 1.
- 2.
- 3.

KEY RESULTS

YOU COULD EXPECT FROM A BASIC SERVICES INTERVENTION:

- 1.
- 2.
- 3.