



session one

an introduction to effective strategy

september 15, 2020



session one

an introduction to effective strategy (in complex systems)

september 15, 2020



part 1 what is effective strategy?

part 2 operationalising effective strategy



summary



one

**the dominant practice of strategic planning evolved during
an era of seeing the world through a modernist paradigm
(technocratic - the clock as metaphor)**



two

**seeing the world as being characterized by complexity
dramatically changes the practice of strategy
(from clock to forest as metaphor)**



three

**effective strategy in complex systems is a practice,
it is about what you actually do (not what you might do)**



four

**there are three “practices” together constituting
effective strategy, strategy-as-action, strategy-as-inner-game,
strategy-as-storytelling**



five

**if you want to change the paradigm, then
change your practice – paradigms are built from
practices ; practices are built from tools, processes, spaces,
ingredients, and customs;**

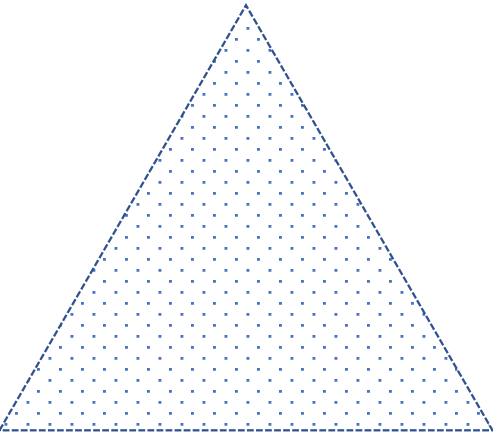


what is complexity?



**three characteristics of
complexity**

emergent



adaptation

information



“pigeon”

vs

“rocket”



“complex”

vs

“non-complex”



this is our training



“non-complex”

aka

“technocratic”

vs

“complex”



but we live here



we live in the era of regression to the tail (not the mean)



these are two different paradigms for seeing the world







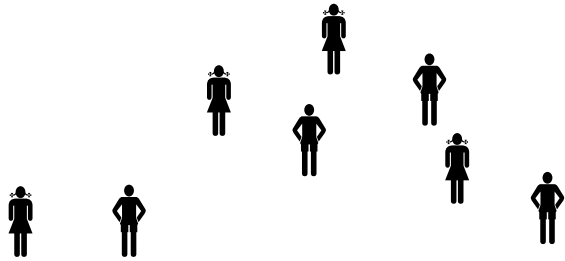
why do the paradigms we believe in matter?



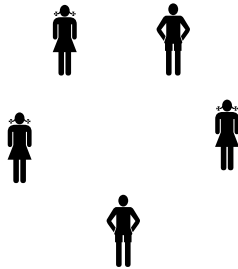
what is effective (vs ineffective) strategy?



how do we move a group of people from one place to another?

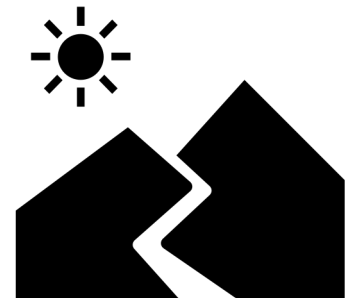


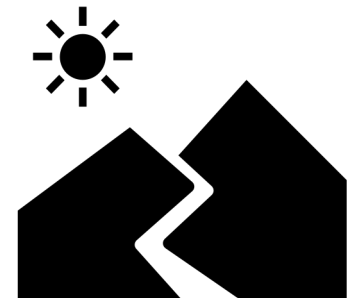
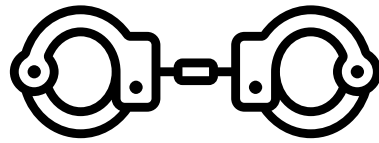
how do we move a group of people from one place to another?

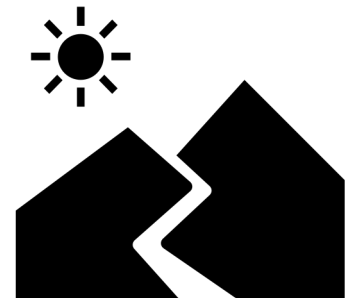
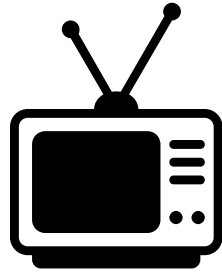


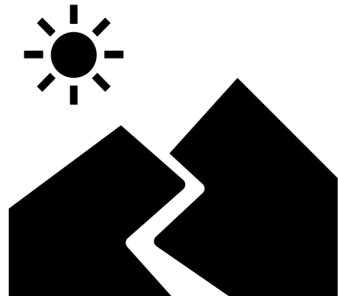


?









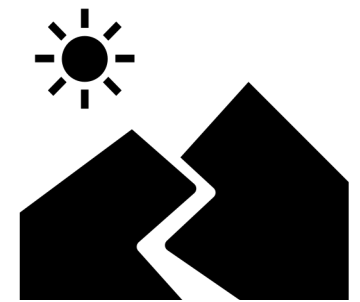


\$





**strategy is the practice of getting from current realities
to a desired future**

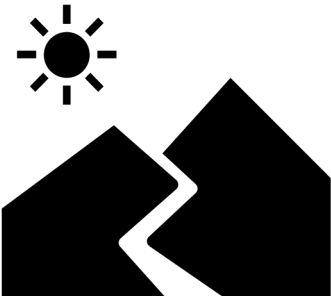




unsustainable



sustainable

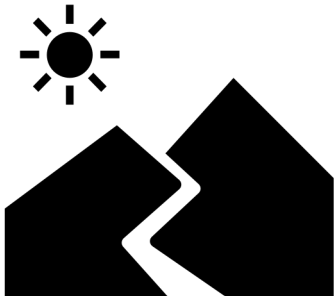




white supremacist

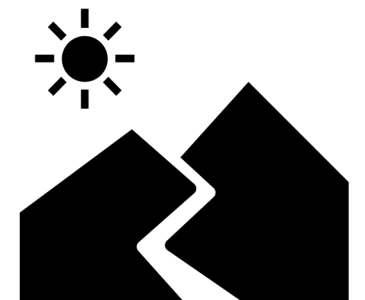


black lives matter



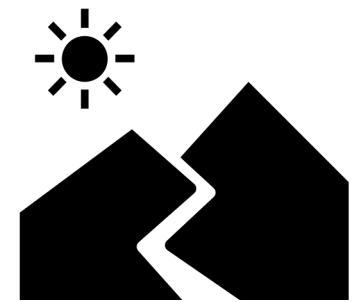


assume there is a large ocean between us and your desired future, how does that change things?



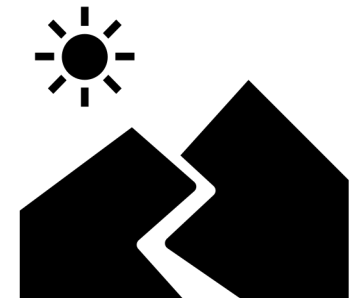


how is the journey typically sold?



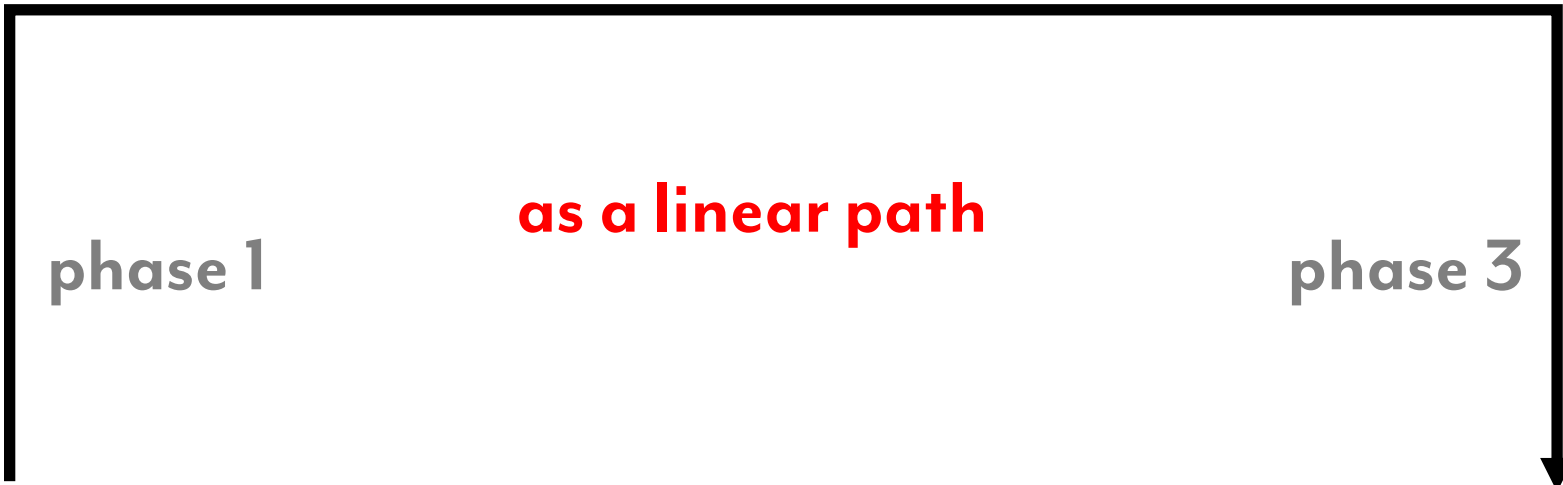


as a linear path





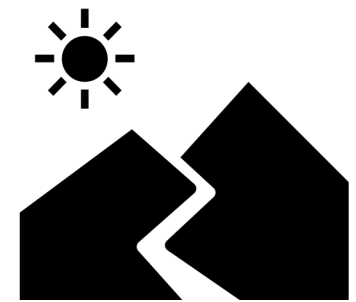
phase 2

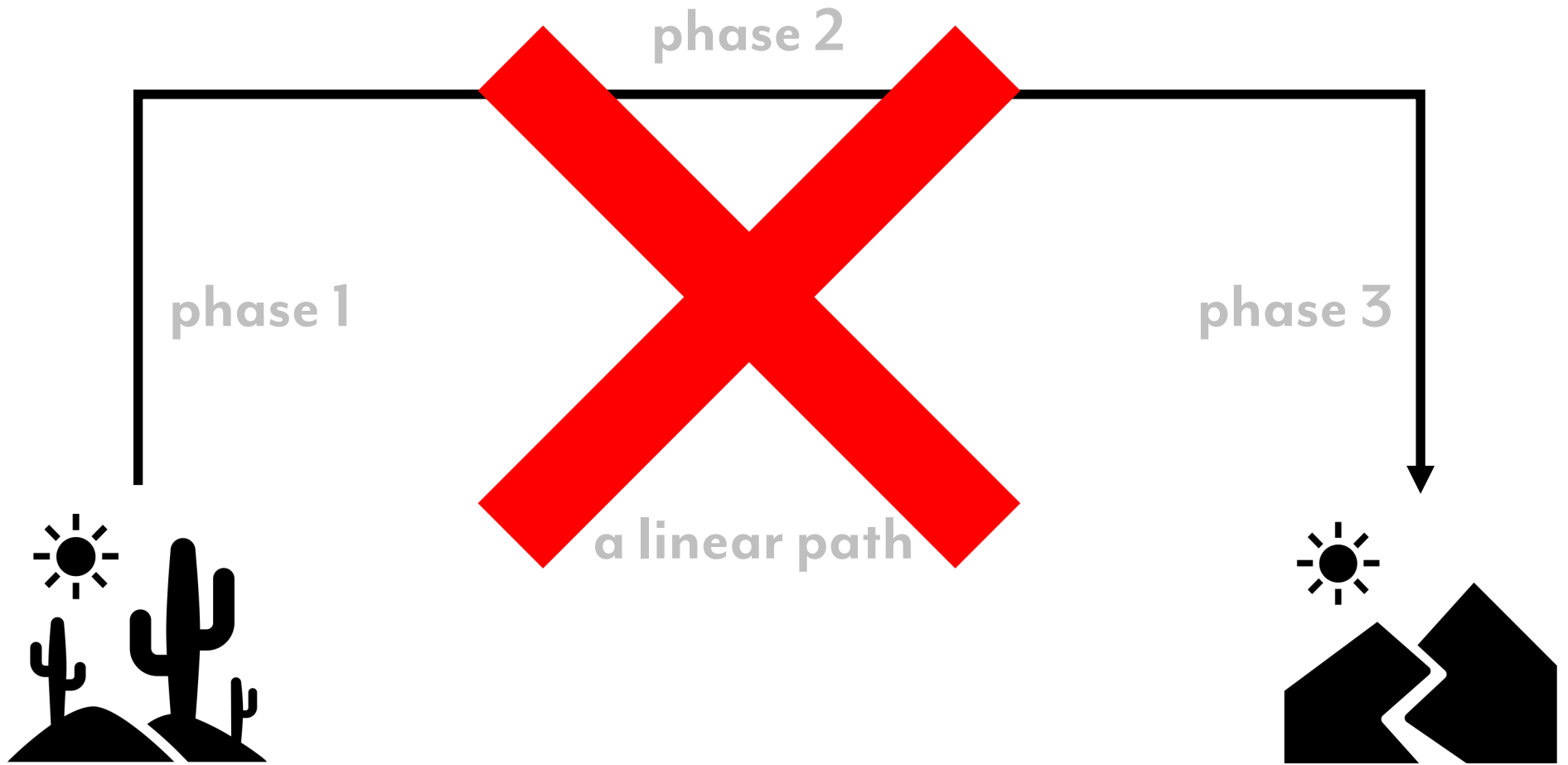


as a linear path

phase 1

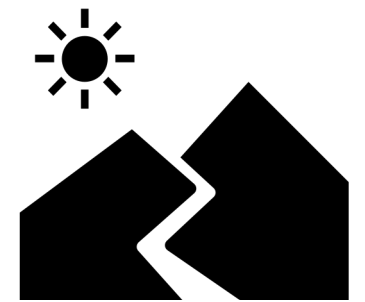
phase 3





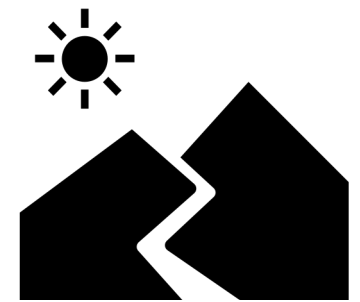


**strategy is the practice of getting from current realities
to a desired future**





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%

Художники: С. Савицкий, А. Давыдов, Е. Лавинский, В. Савицкий, В. Савицкий, В. Савицкий, В. Савицкий.
Иллюстрации: И. Савицкий, А. Давыдов, Е. Лавинский, В. Савицкий, В. Савицкий, В. Савицкий.



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





**strategic planning as a practice in the context of complexity
results in catastrophic failure**



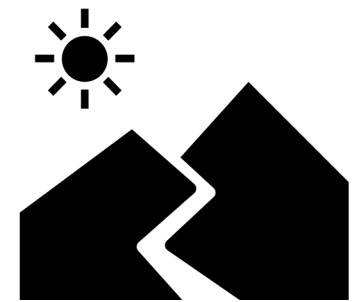
**in systems characterized by complexity, strategic planning
is a form of malpractice (and work avoidance)**



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

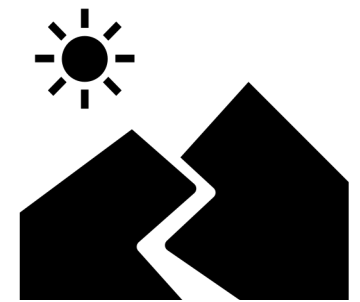


what is the reality of the journey?





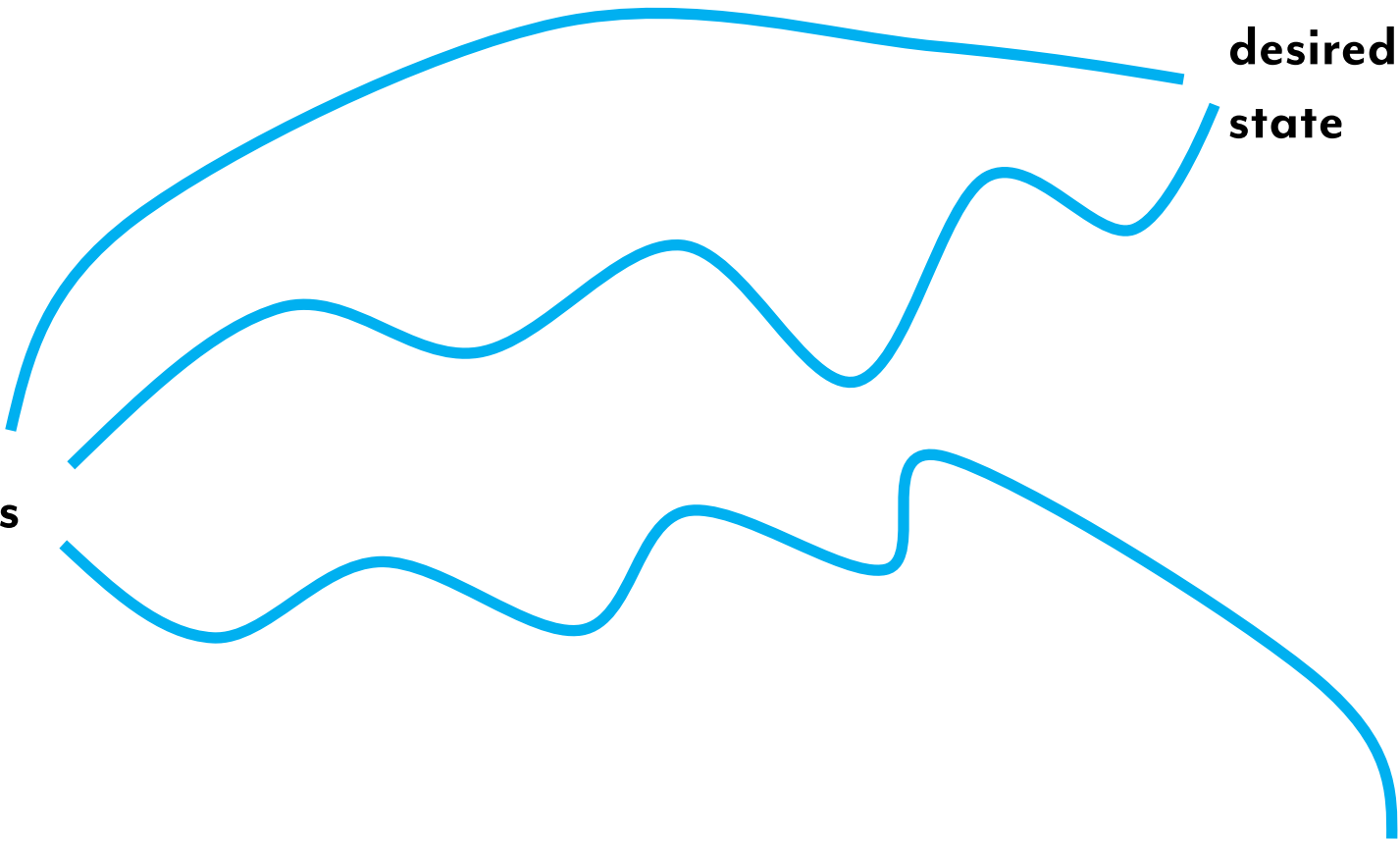
it's impossible to predict in advance



desired future state

undesirable future state

current realities

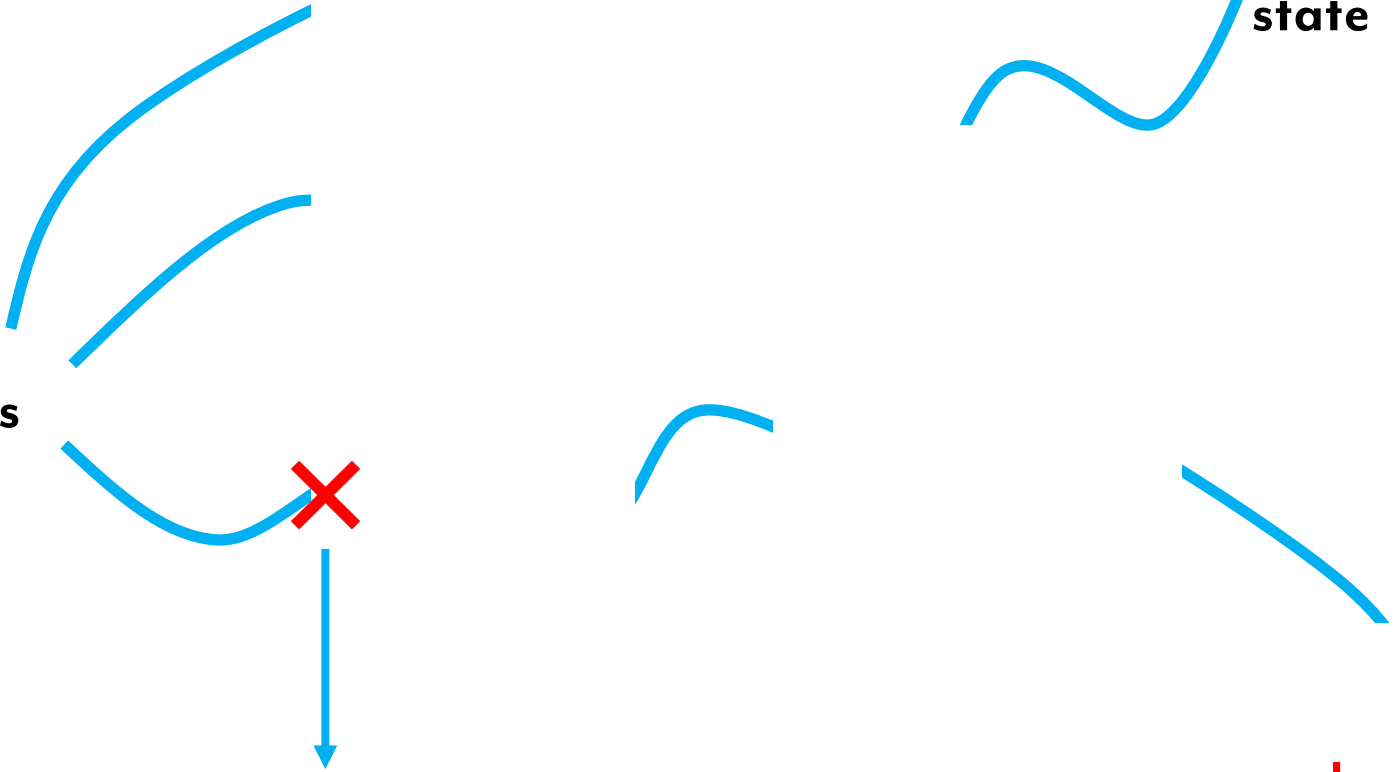


desired future state

undesirable future state

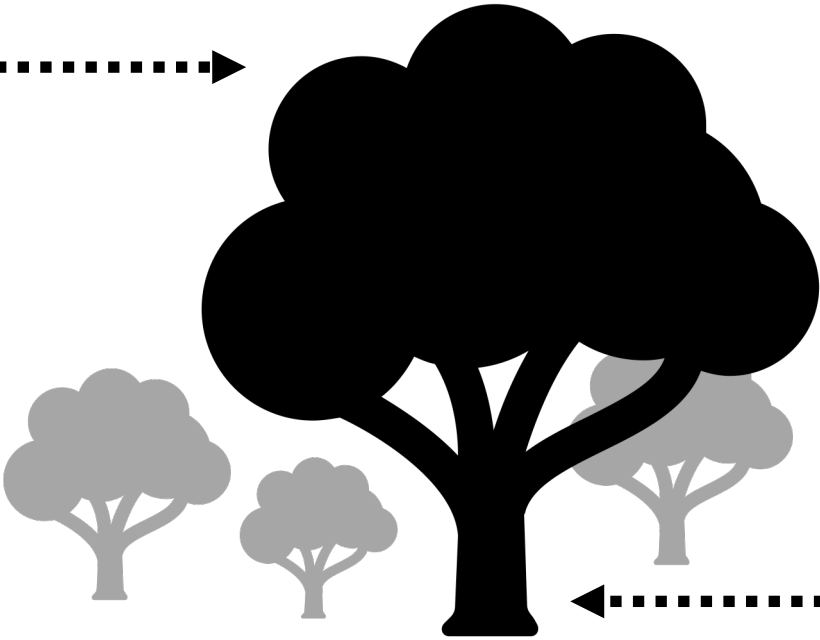
current realities

Covid-19





strategic



tactical



the view from the treetops

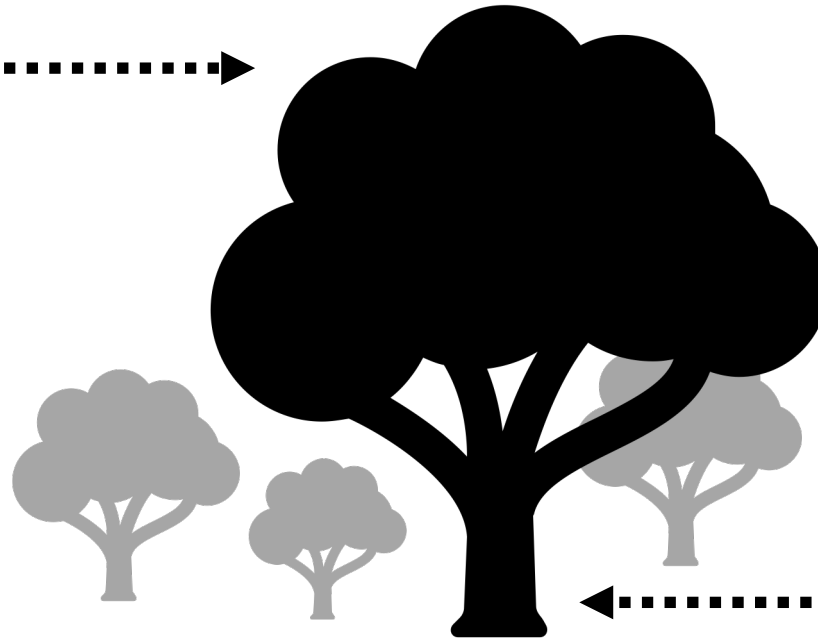
strategic



big picture

seeing far

long term



the view from the ground

tactical



detailed

close up

short term



the view from the stars



existential
purpose

the view from the treetops

strategic

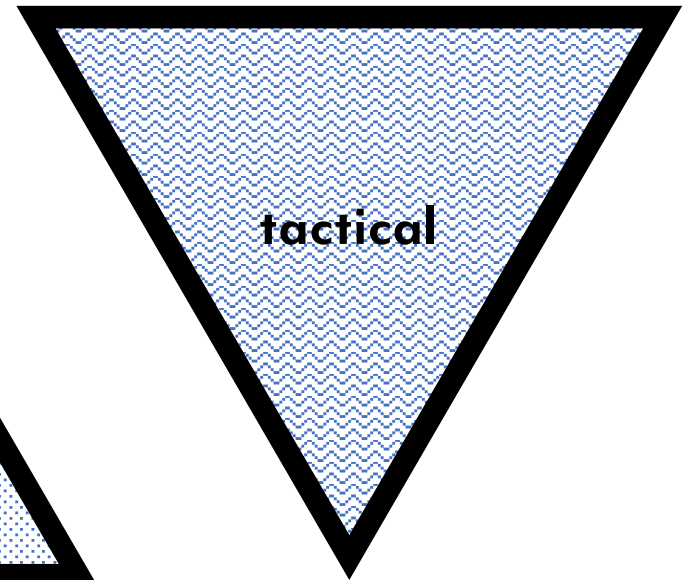
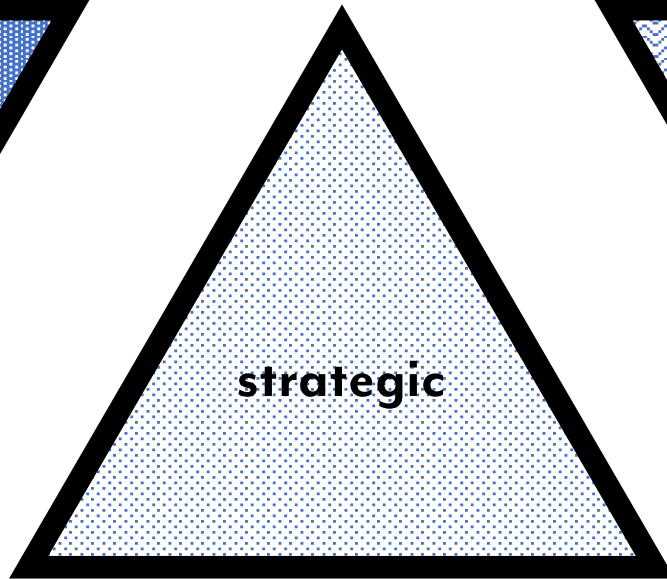
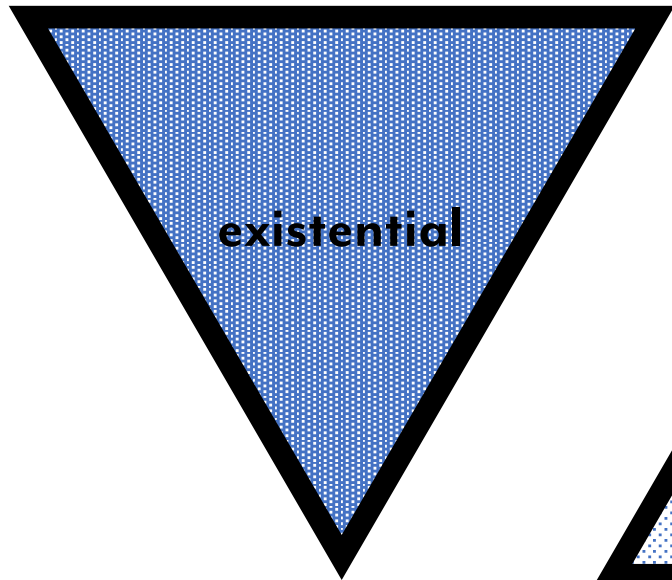


the view from the ground



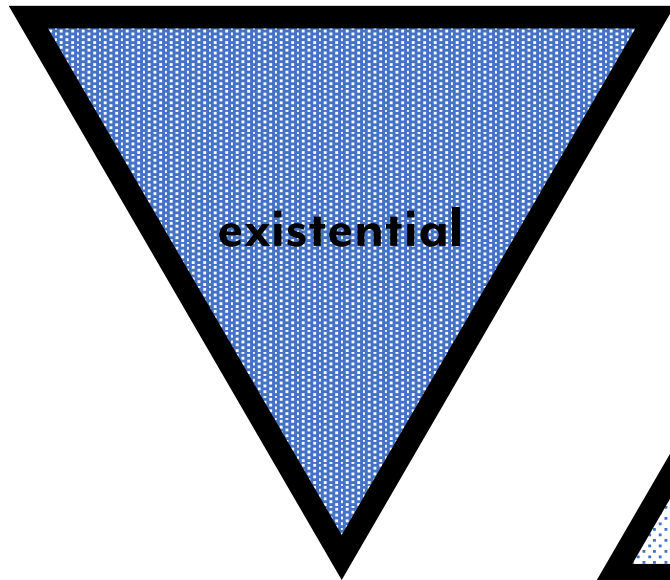
tactical

there are three places to intervene story, event or people

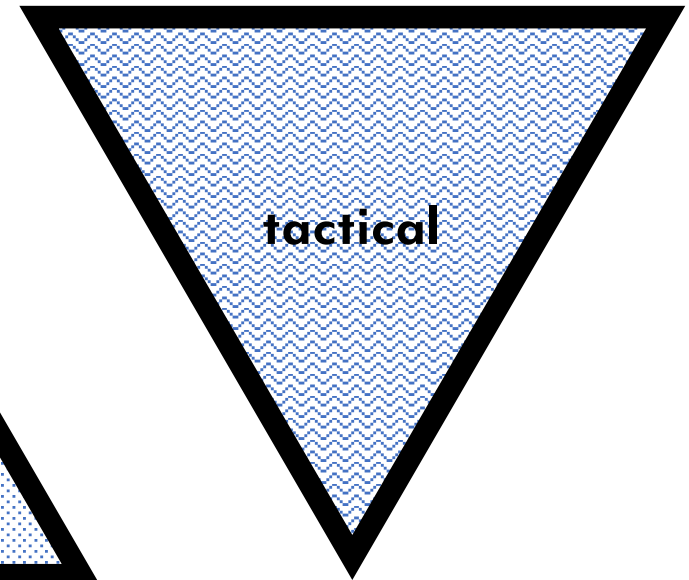




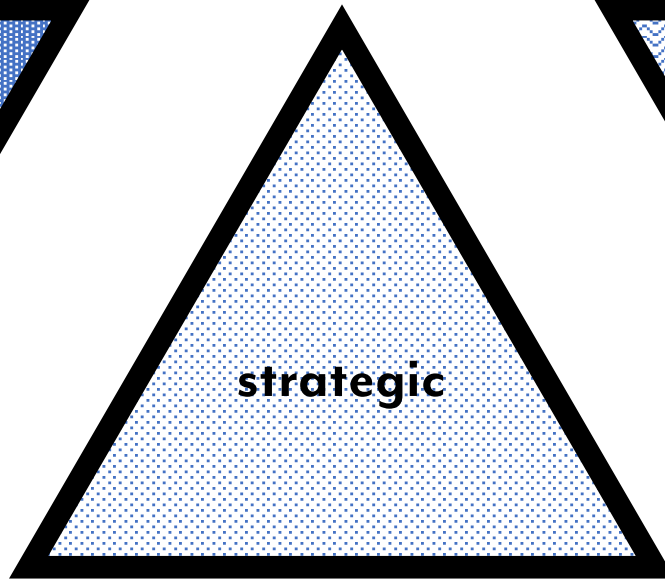
strategy as story-telling

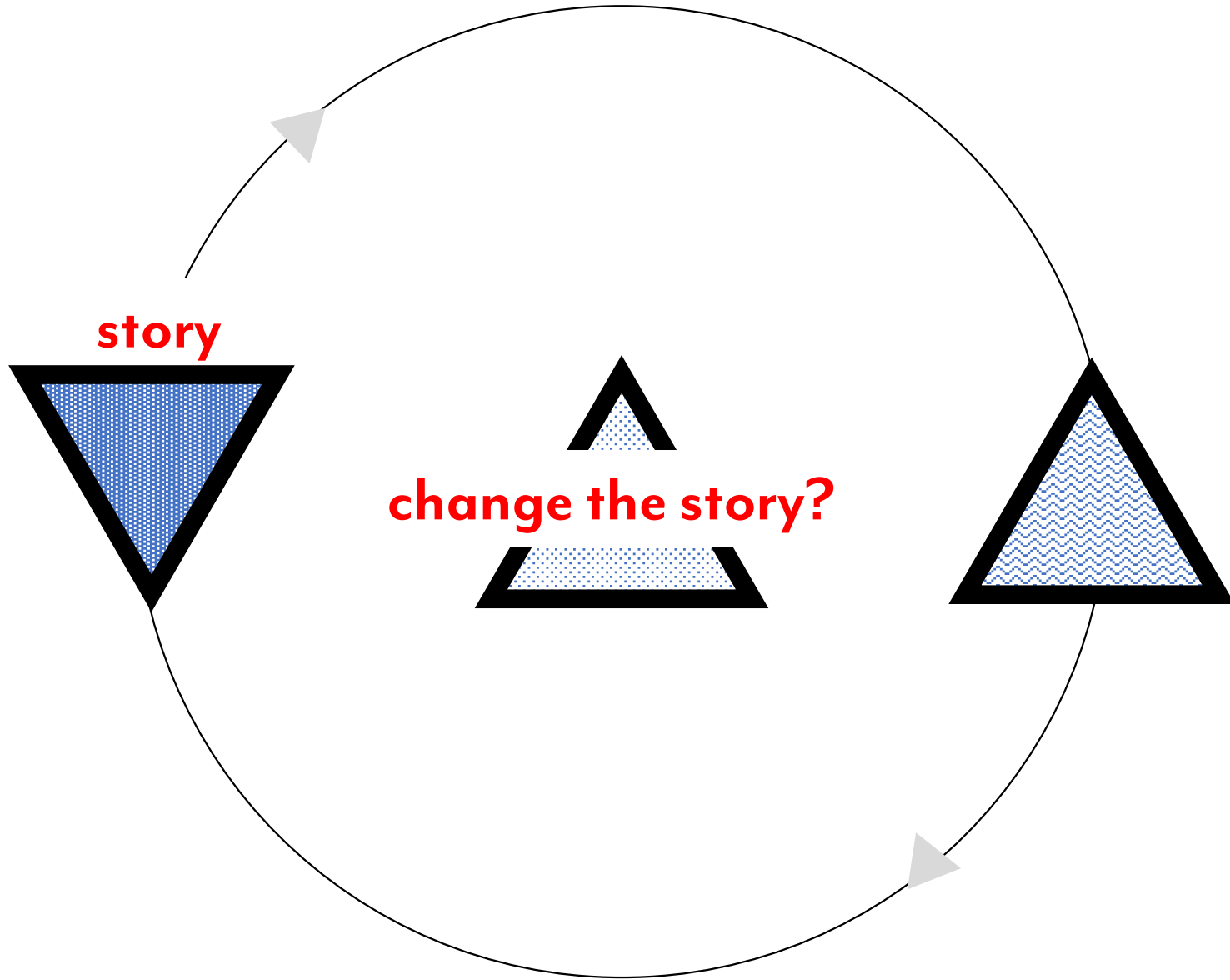


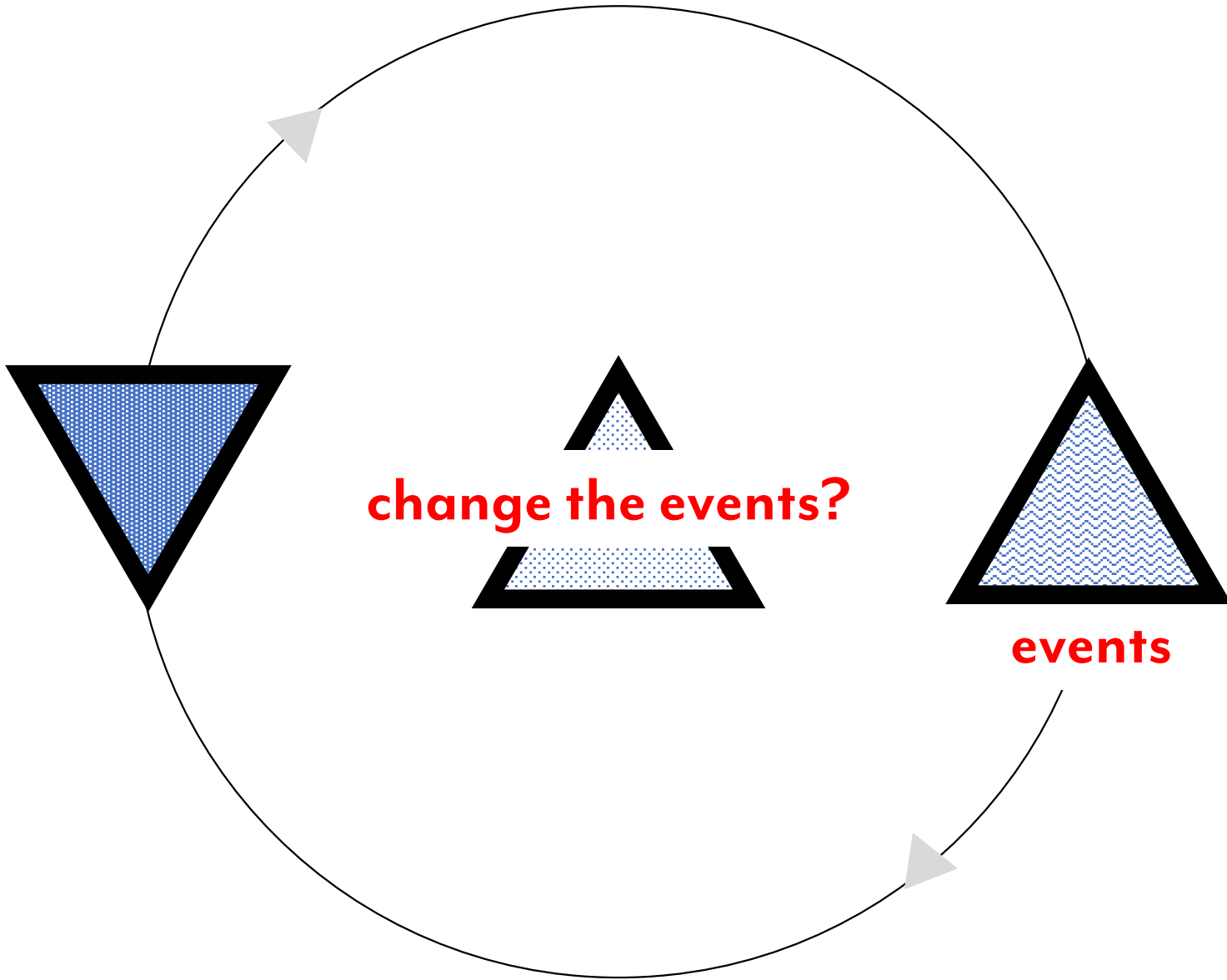
strategy as action

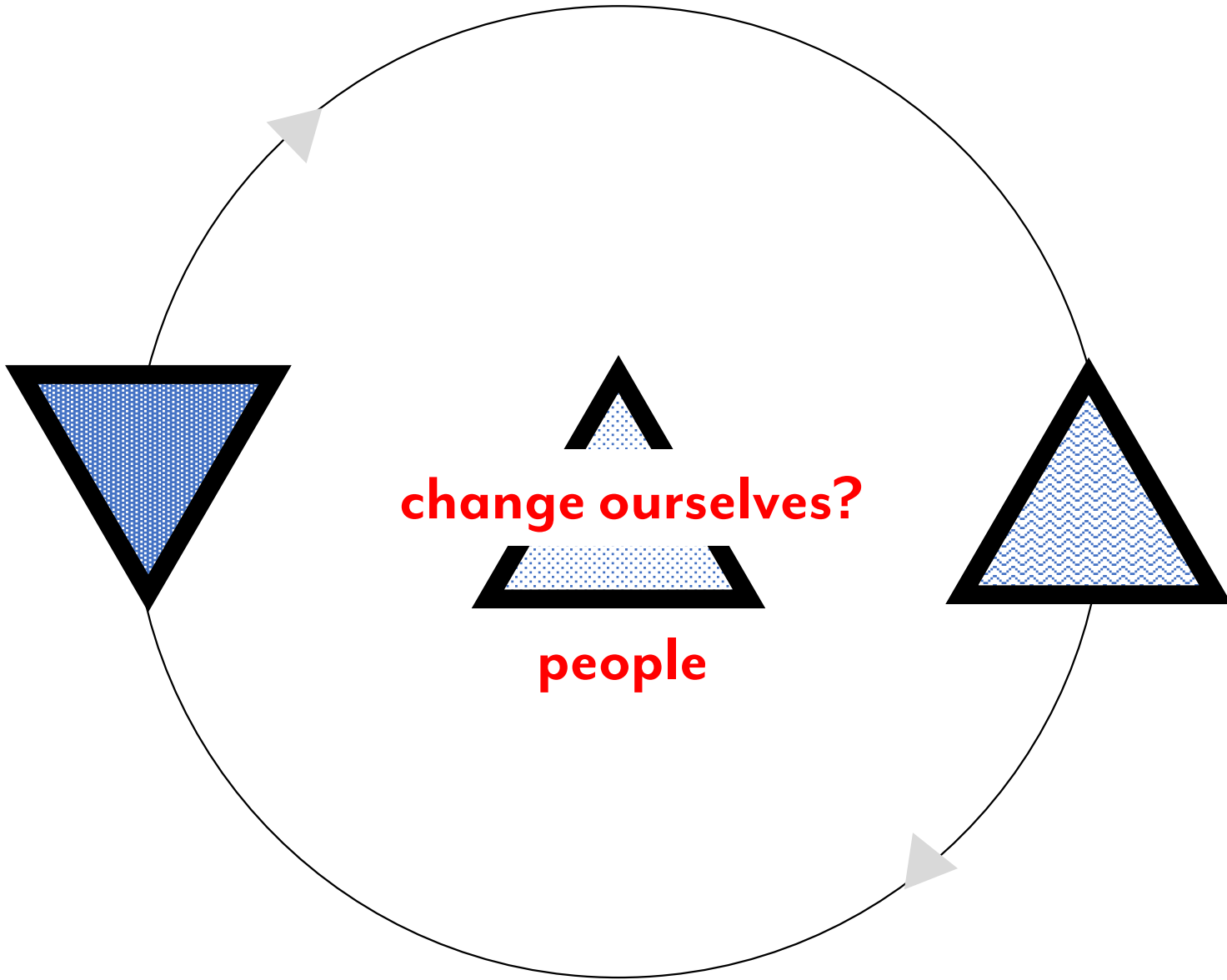


strategy as inner-game











**effective strategy is very difficult, because we need to master
all three practices simultaneously**



**what beliefs (about the world, about yourself) might
you need to let go of in order to practice effective strategy?**



session two

an introduction to effective strategy

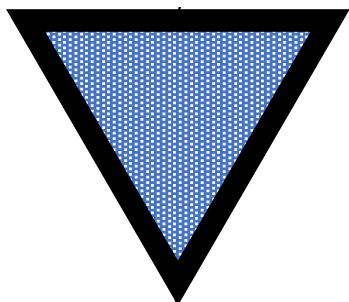
september 16, 2020



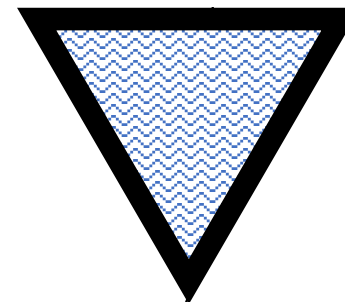
part 1 what is effective strategy?

part 2 operationalising effective strategy

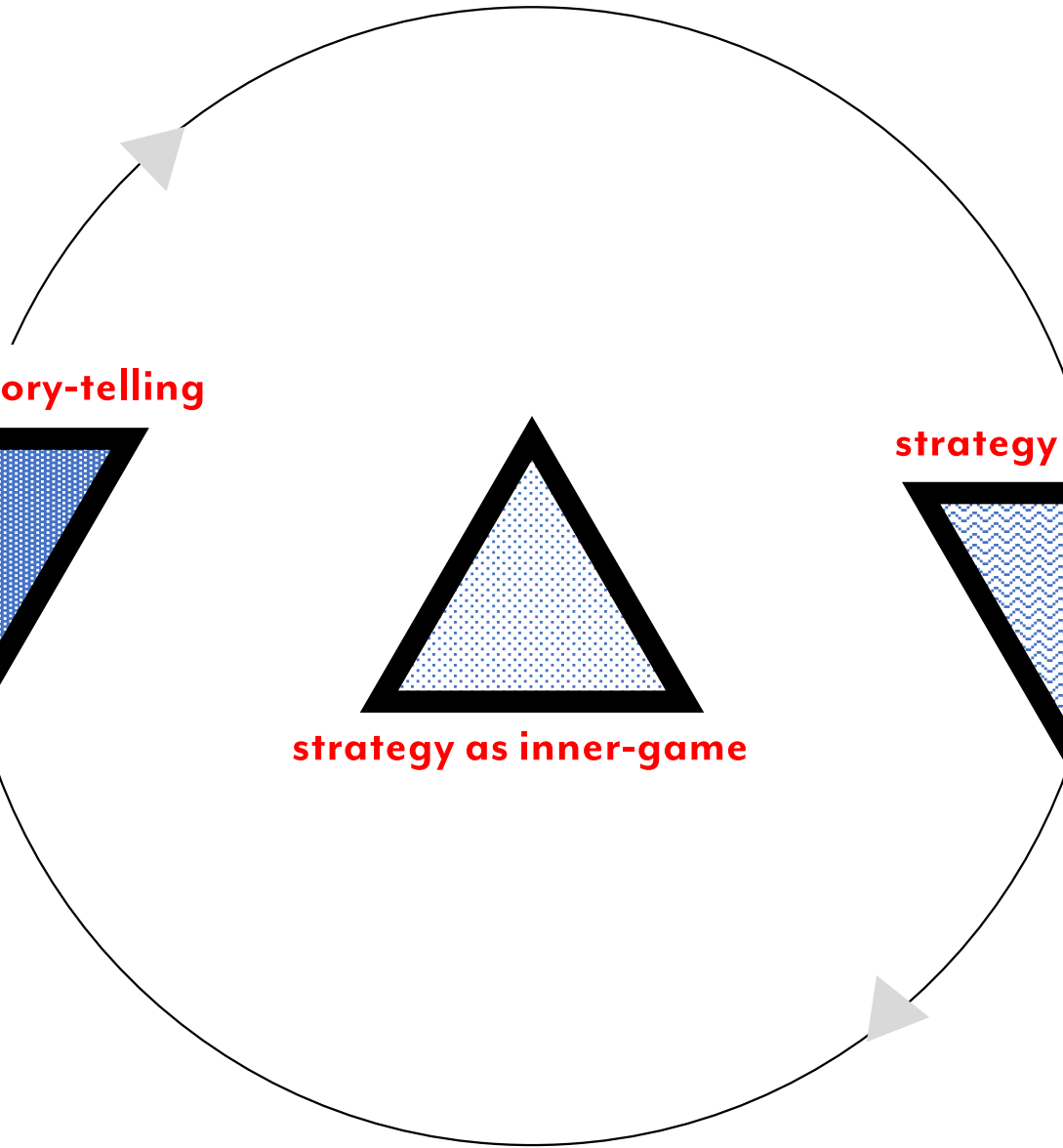
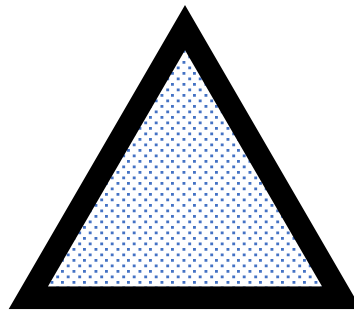
strategy as story-telling

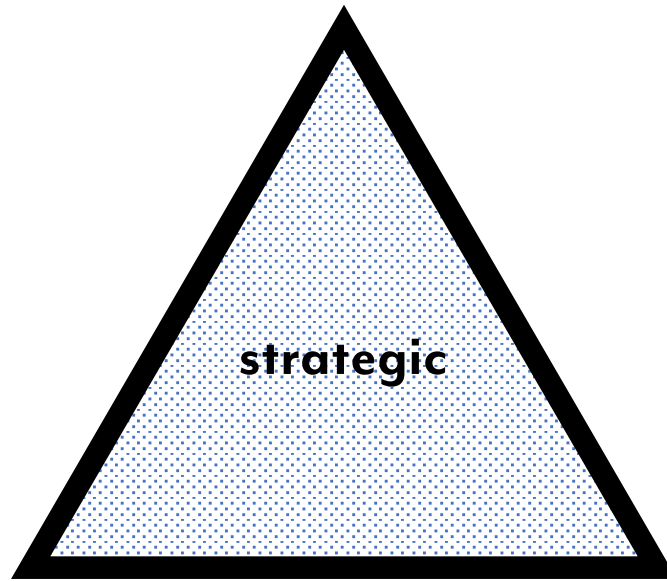


strategy as action



strategy as inner-game





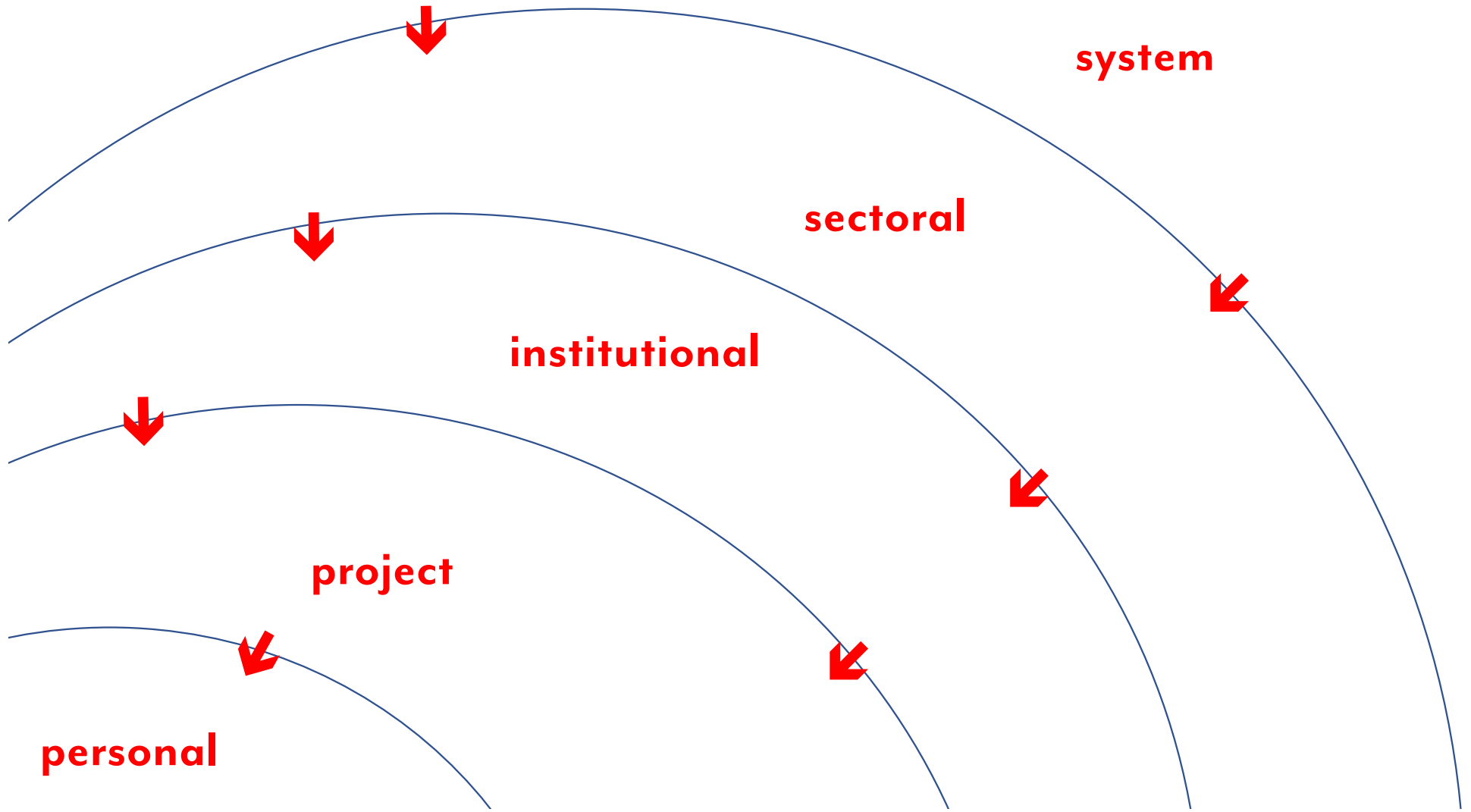
strategy as inner game



all strategy is inside-out



**we learn to work within the system and the system
learns to work within us (“institutionalized”)**





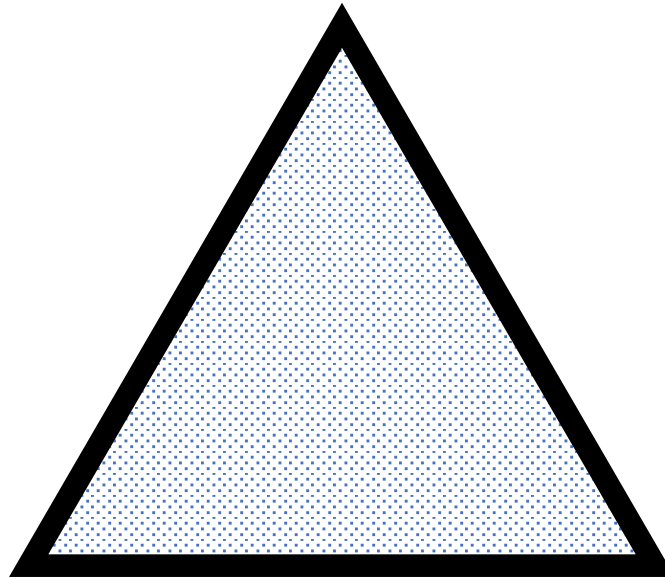
inner game = reproducing patterns at each level



**inner game = reproducing patterns at each level,
unconsciousness ie. reproducing relationships at each level**



“roles” = fluid

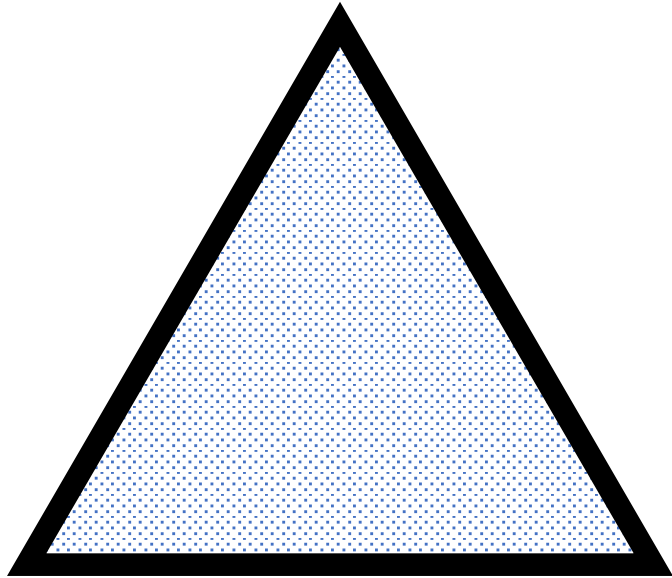


practice
= reflexive

muscles
= metaskills



“roles” = bounded fluidity



practice
= reflexive

muscles
= metaskills



reflexive practice

what roles are part of your identity?

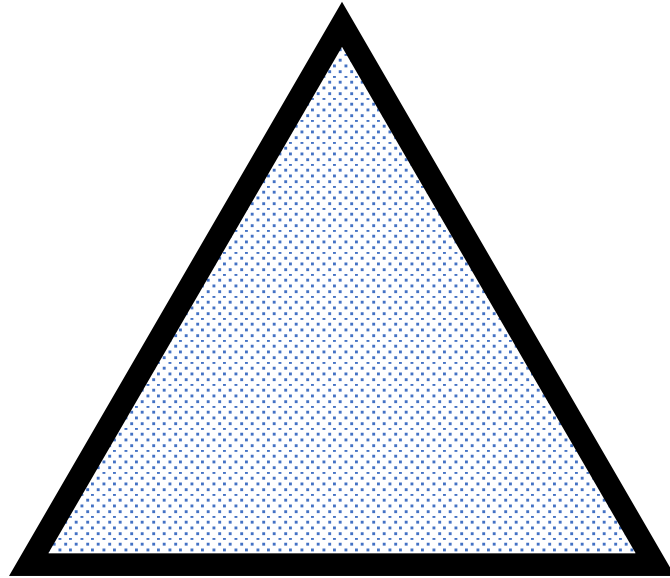


reflexive practice

**what roles are part of your identity?
can you let them go?**



“roles” = fluid



practice
= reflexive

muscles
= metaskills



can metaskills be learned?

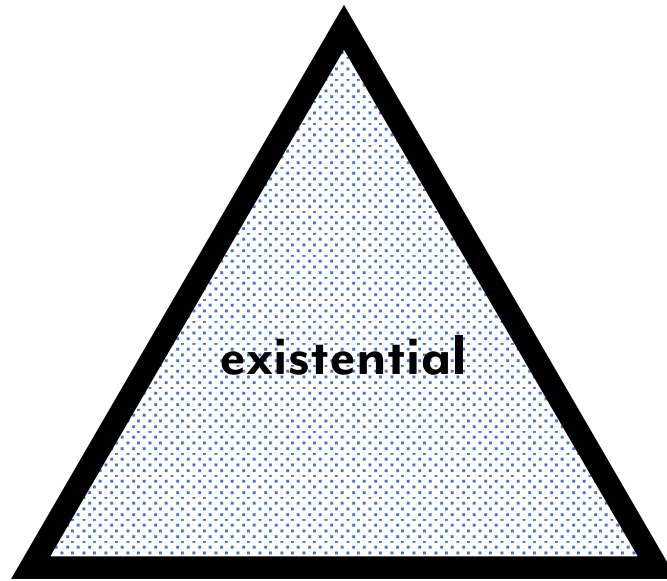
compassion

lightness

beginner's mind

humour

patience



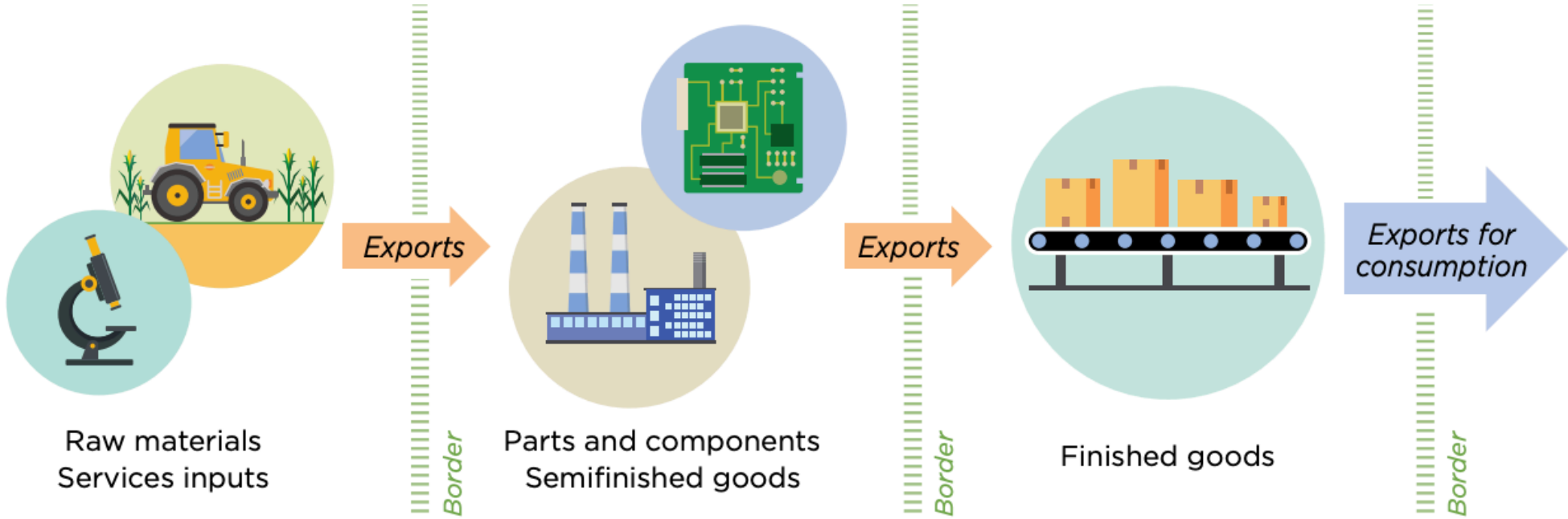
strategy as storytelling



there are a millions ways to tell stories – both good + bad

What is a global value chain (GVC)?

A global value chain breaks up the production process across countries. Firms specialize in a specific task and do not produce the whole product.

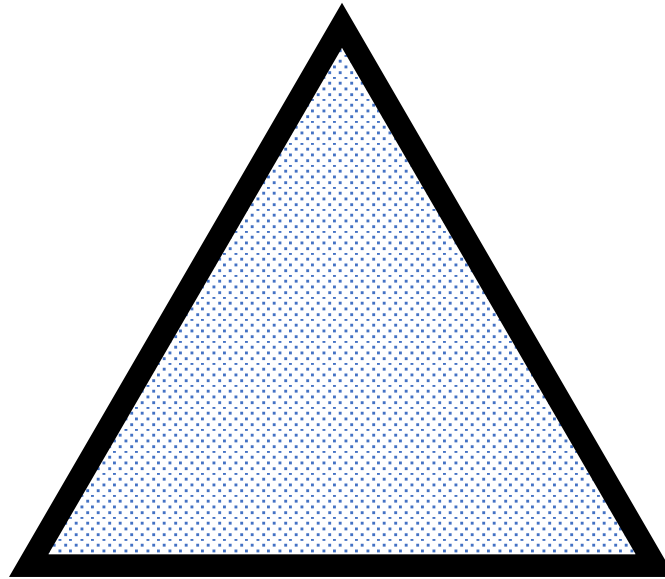






engaging

provocative



emotional

what good stories are







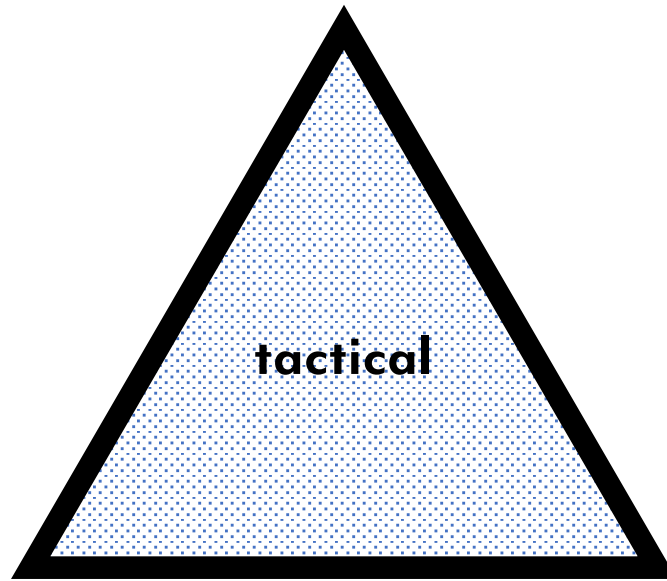




reflexive practice

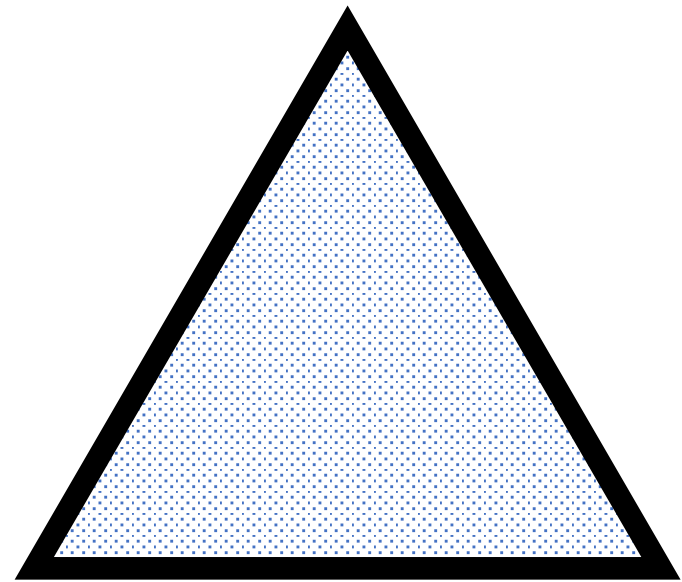
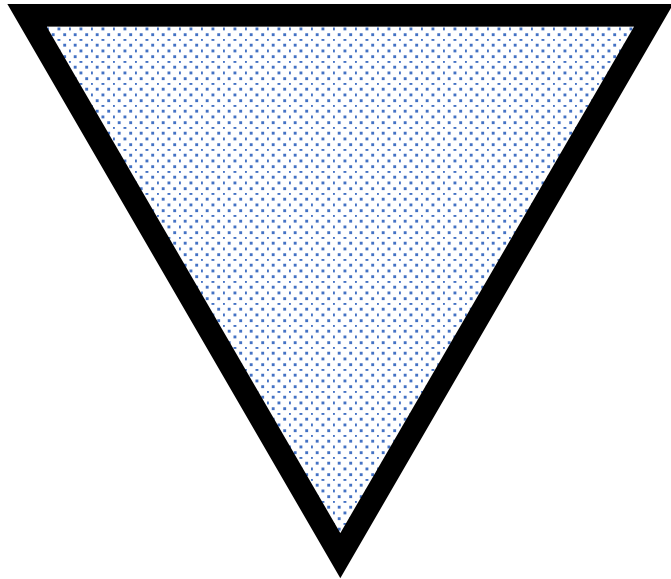
what is your tolerance for being a provocateur?





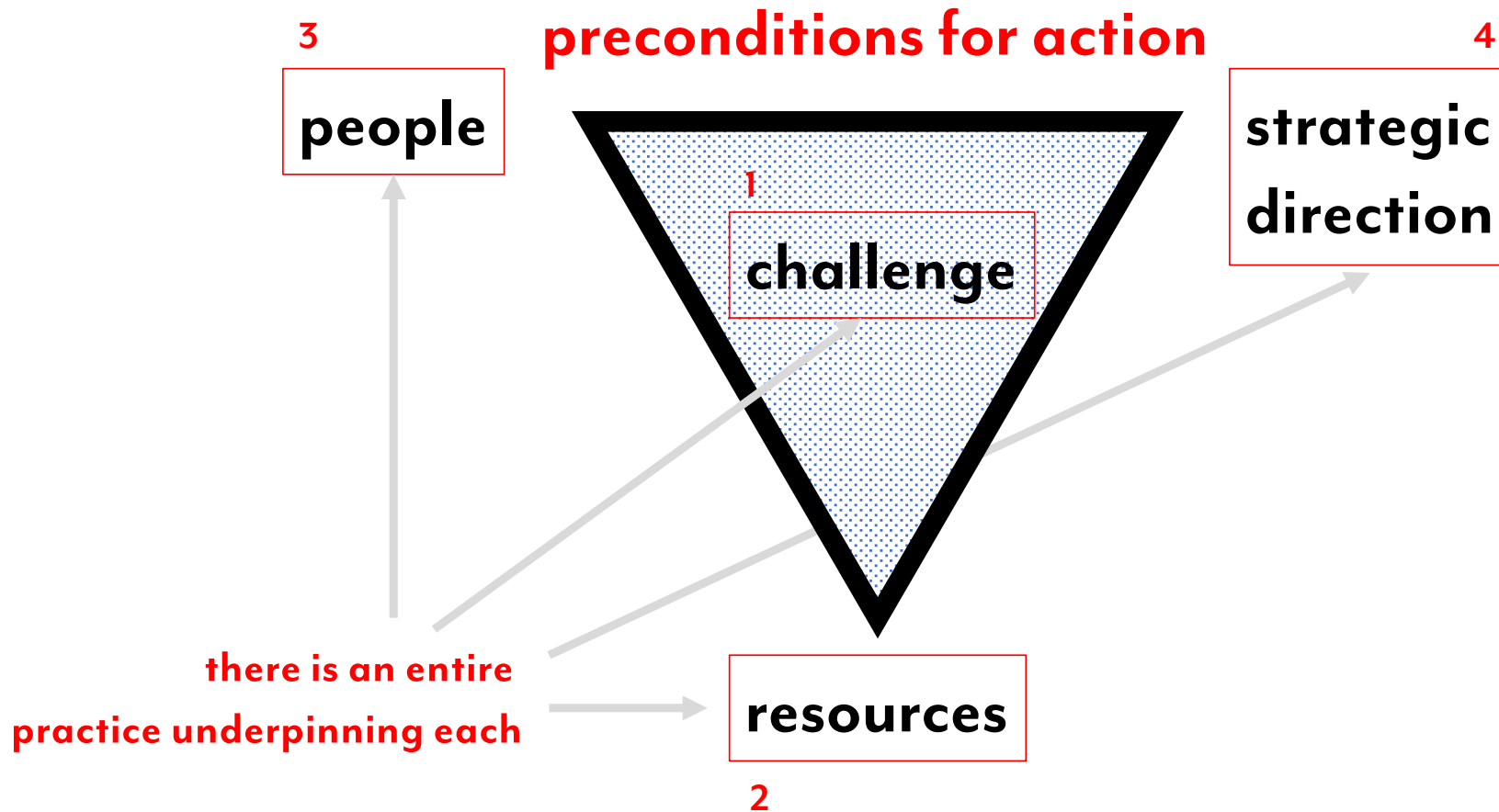
strategy as action

preconditions for action



core elements of action







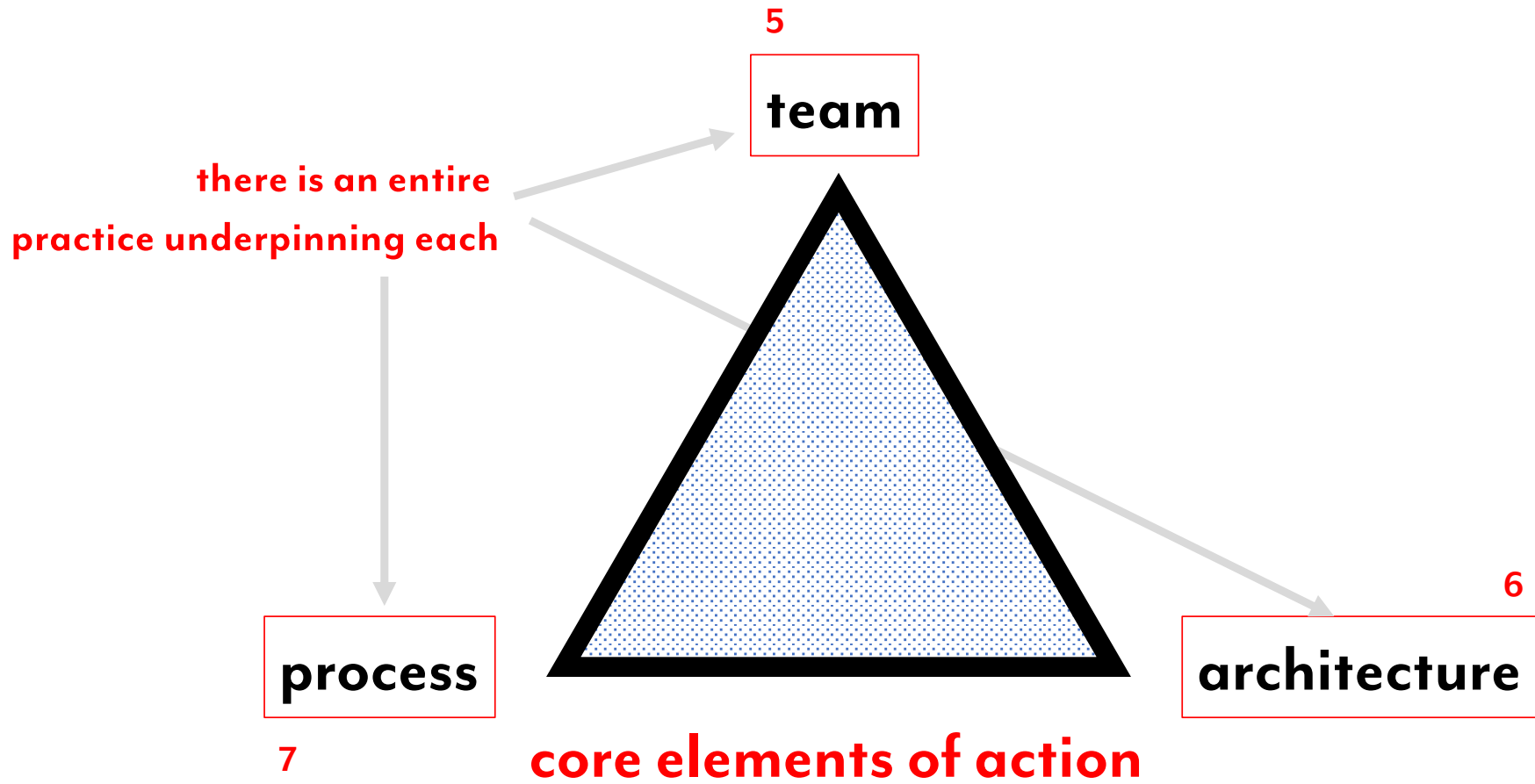
step 1

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

challenge

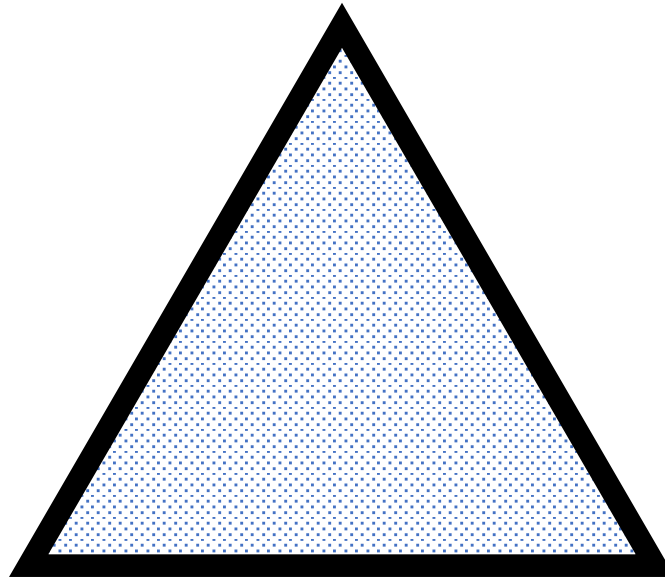
**how do you create good
invitations?**

**there is an entire
practice underpinning each**



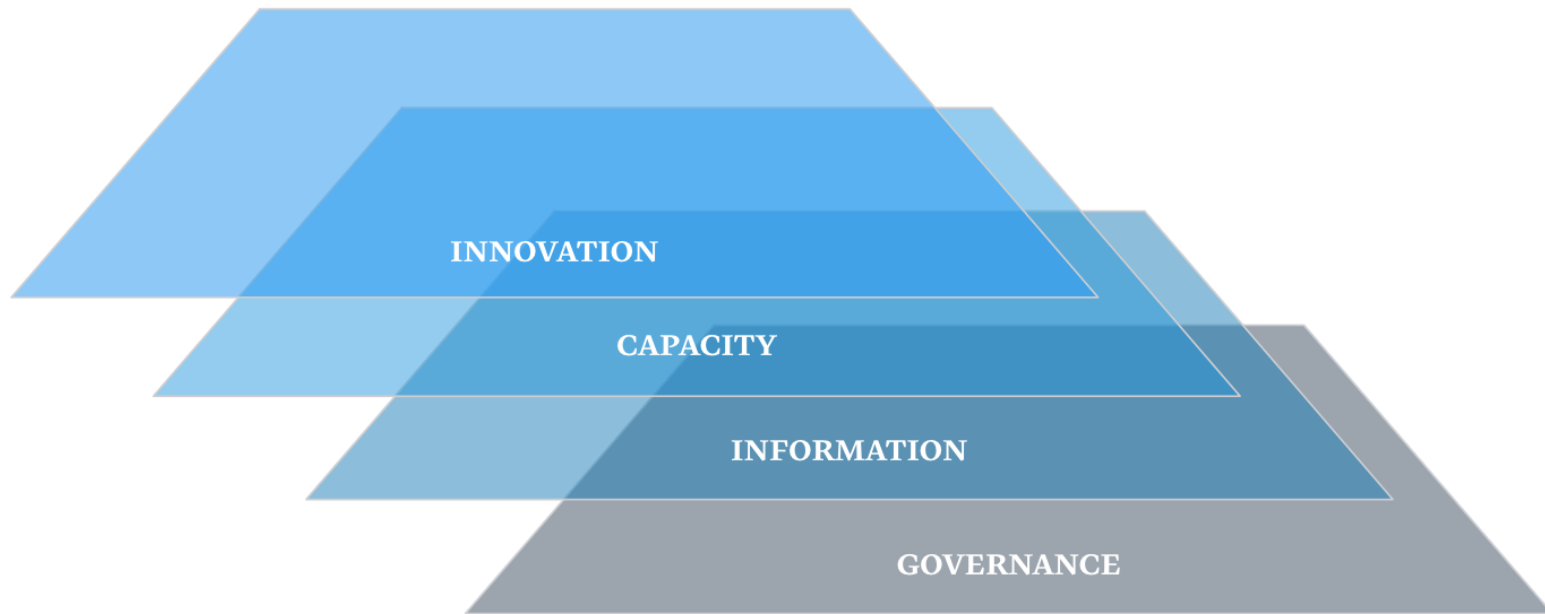


team = diverse



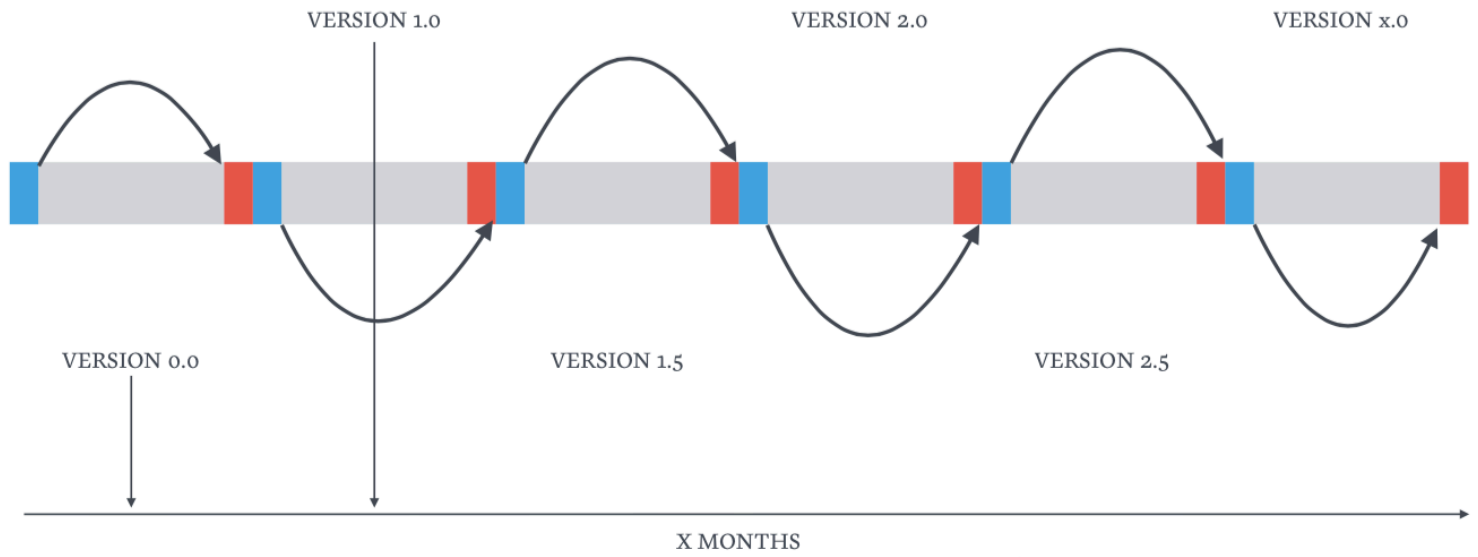
process
= iterative

architecture
= heterodox

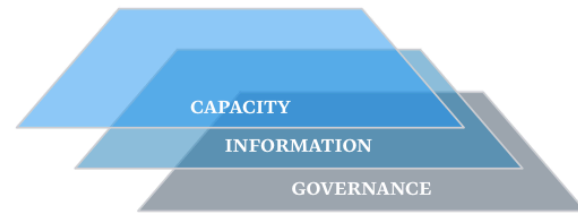


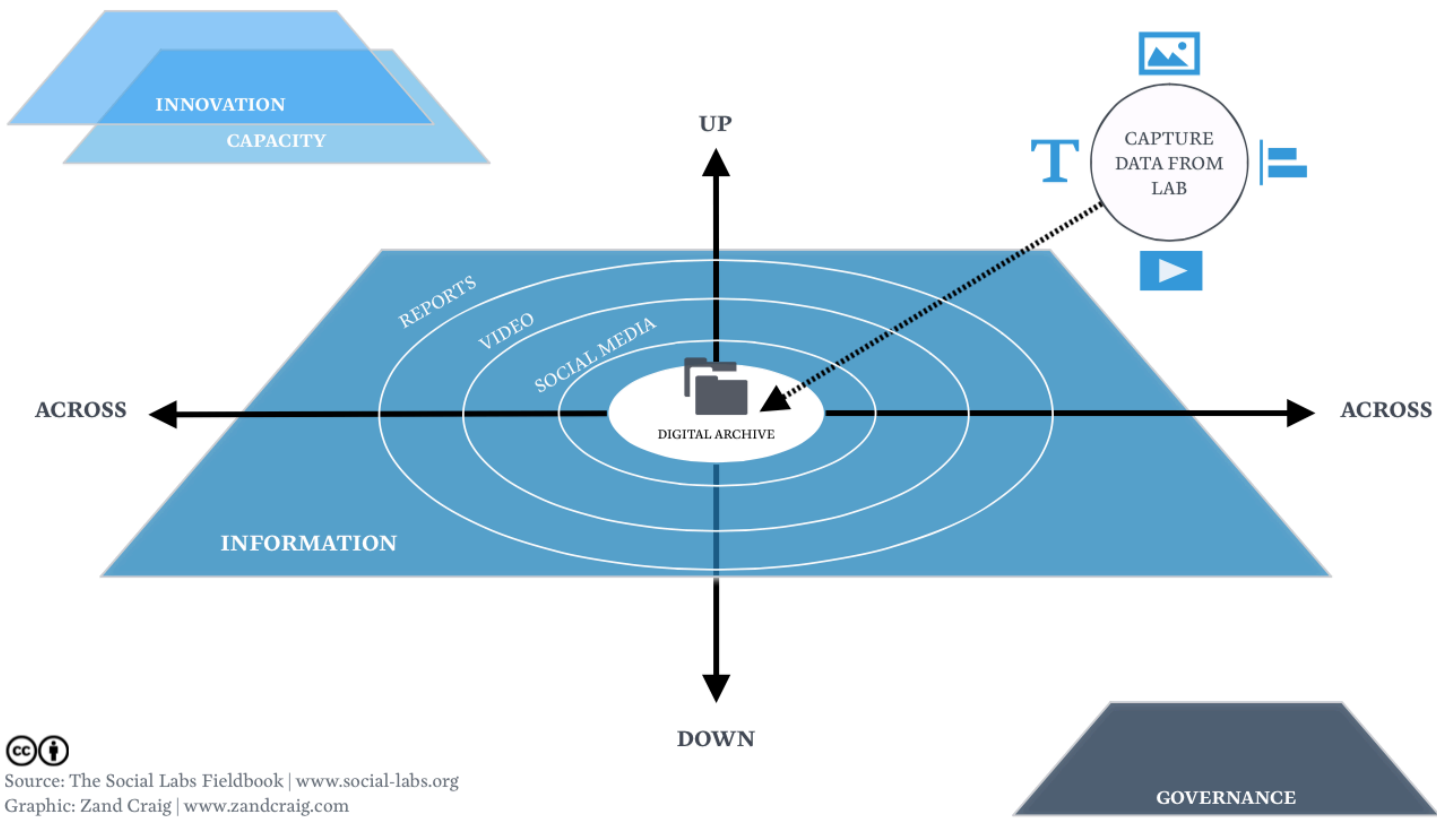
Source: The Social Labs Fieldbook | www.social-labs.org

Graphic: Zand Craig | www.zandcraig.com



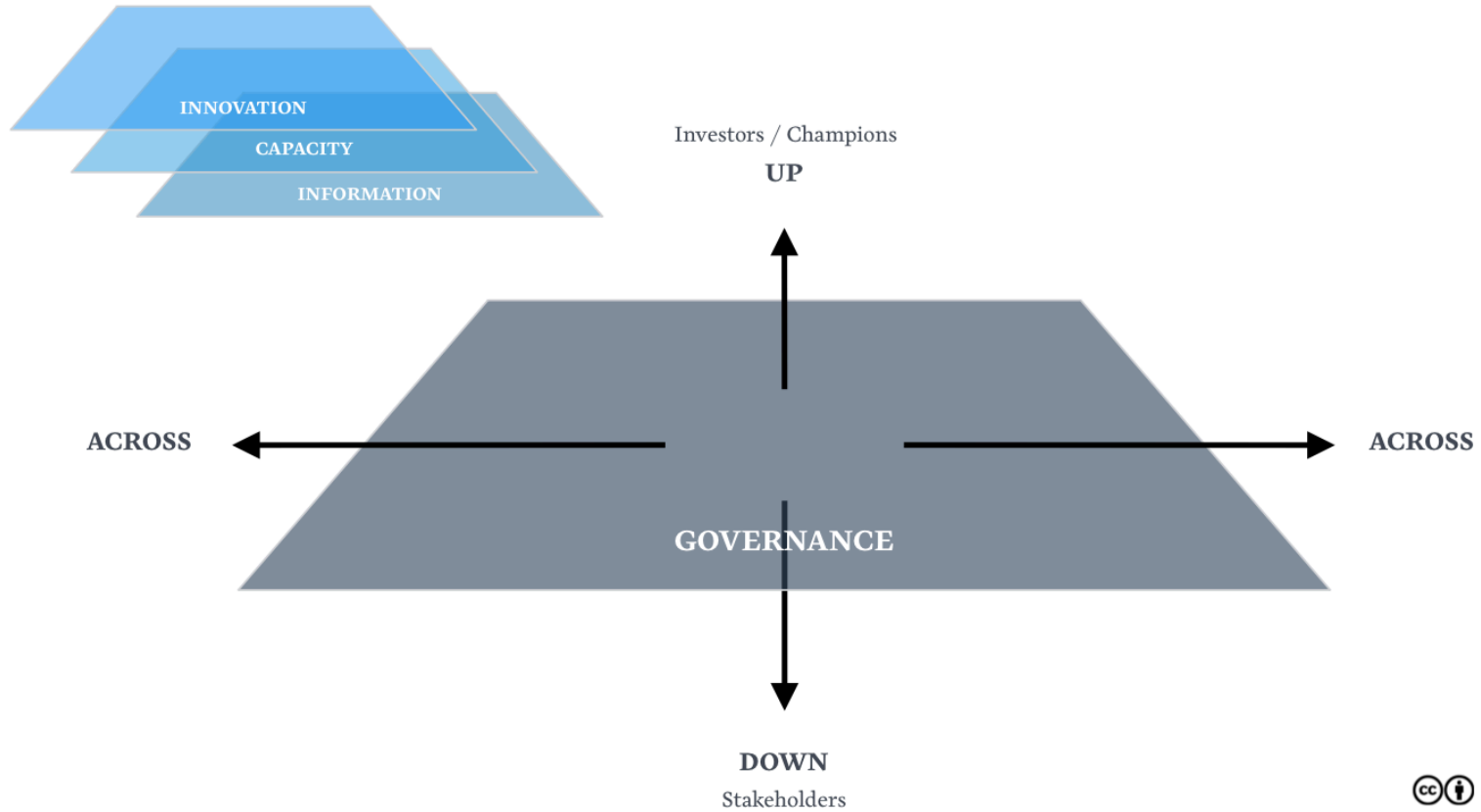
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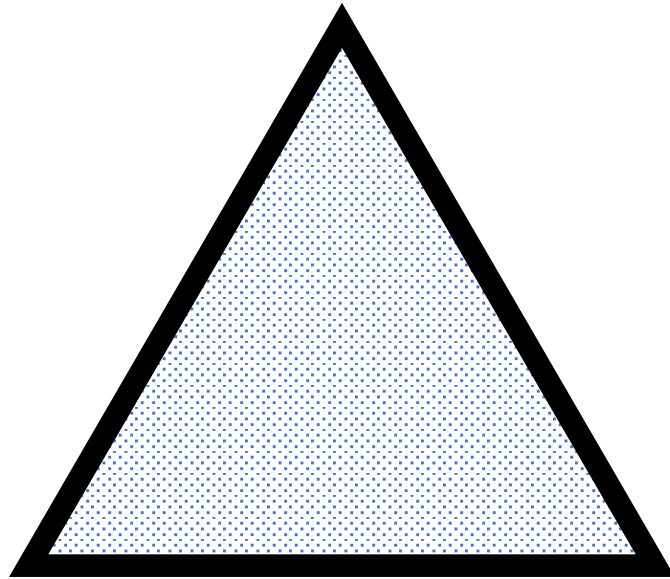


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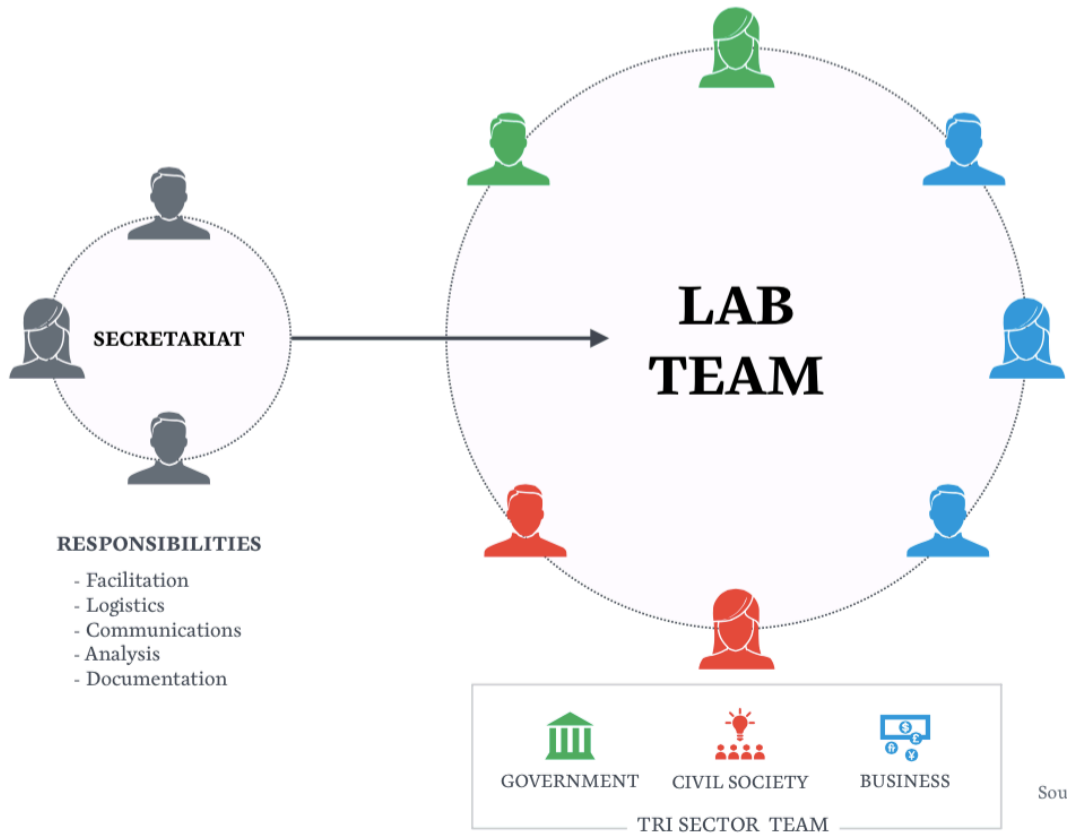


team = diverse



process
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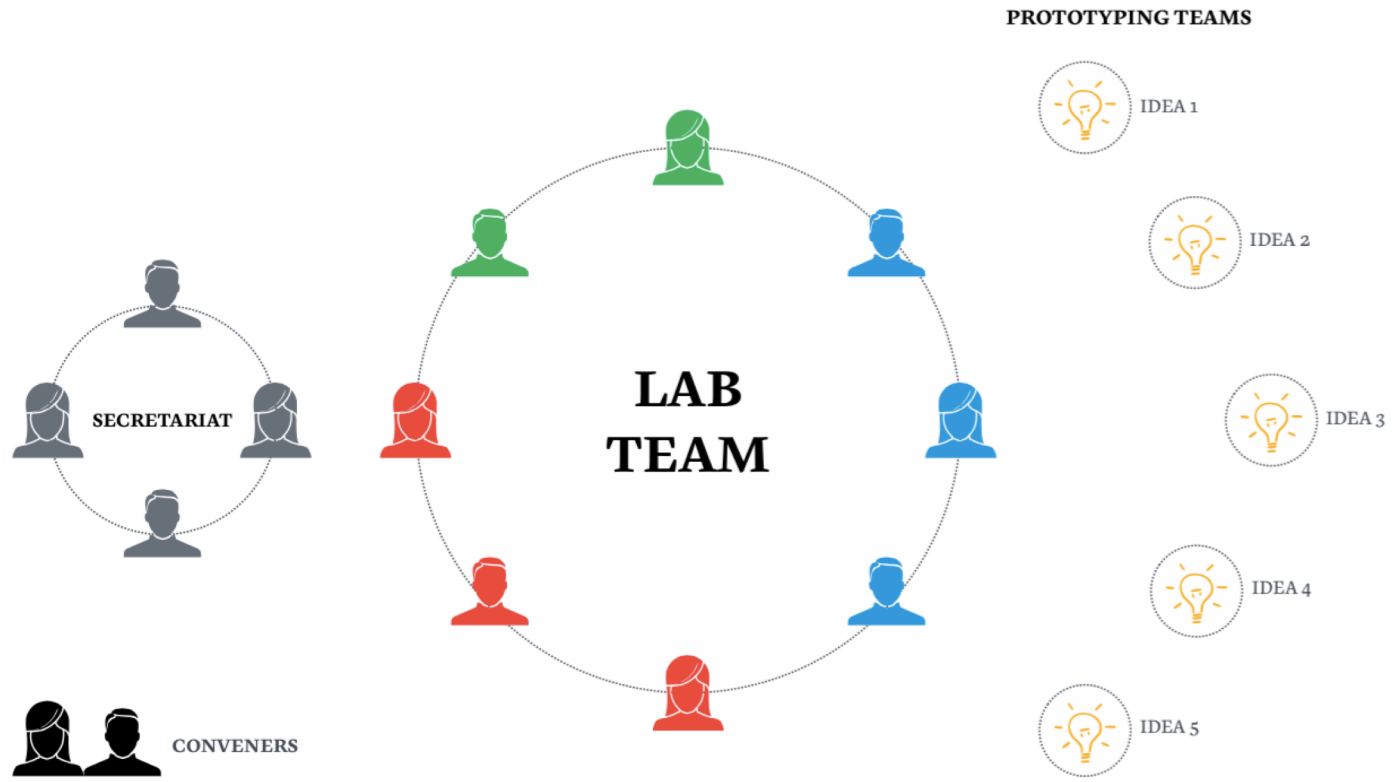
architecture
= heterodox



- RESPONSIBILITIES**
- Facilitation
 - Logistics
 - Communications
 - Analysis
 - Documentation

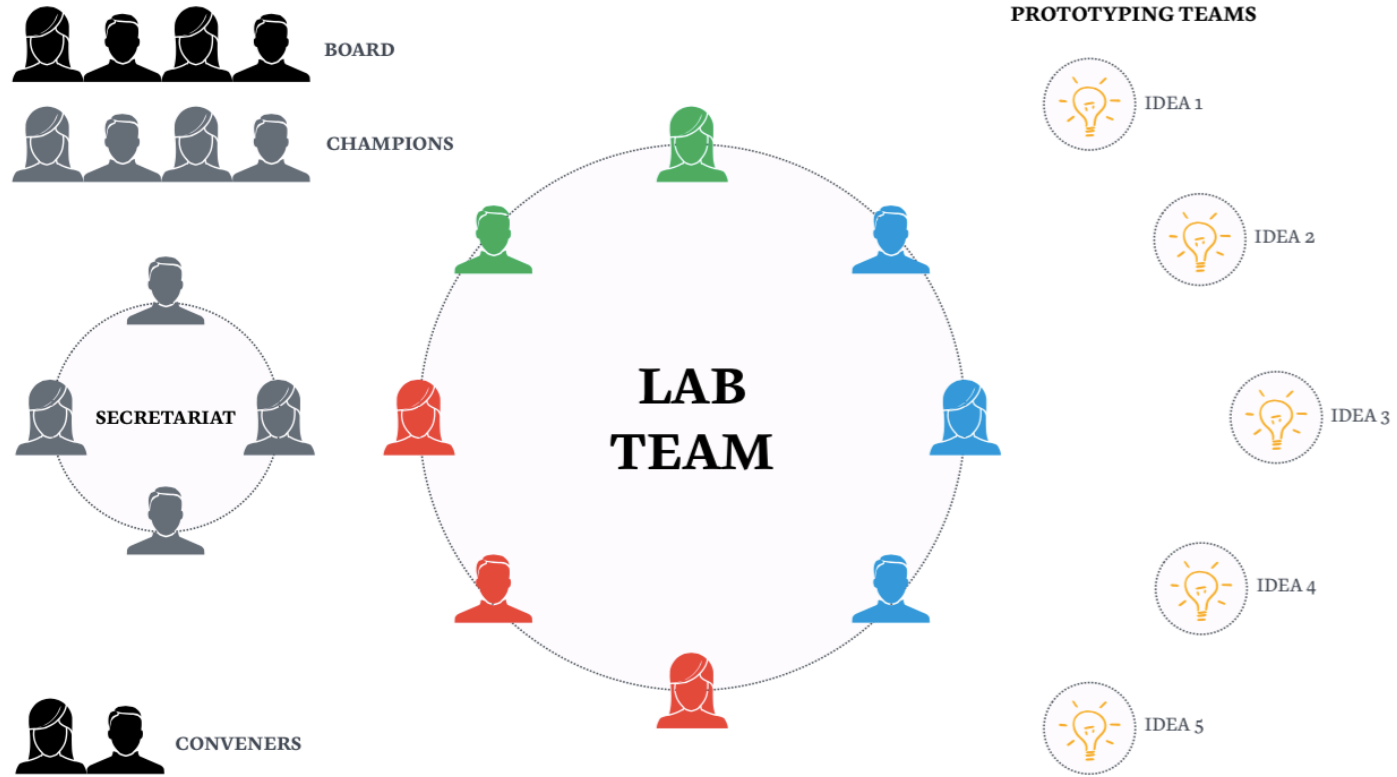
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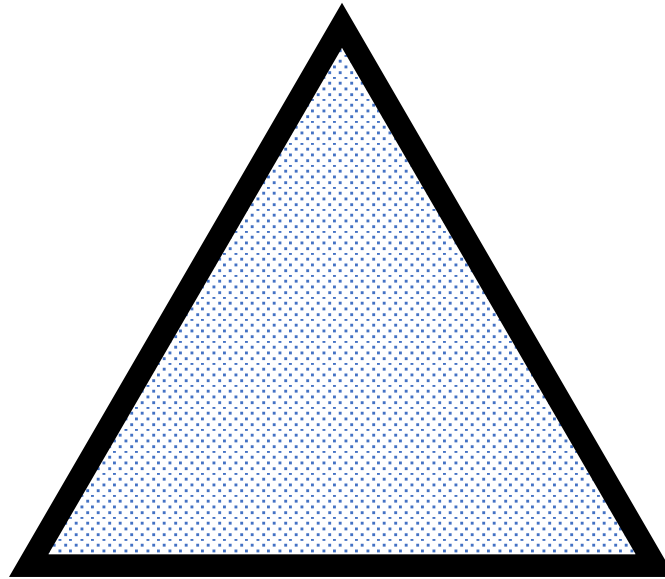


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team = diverse

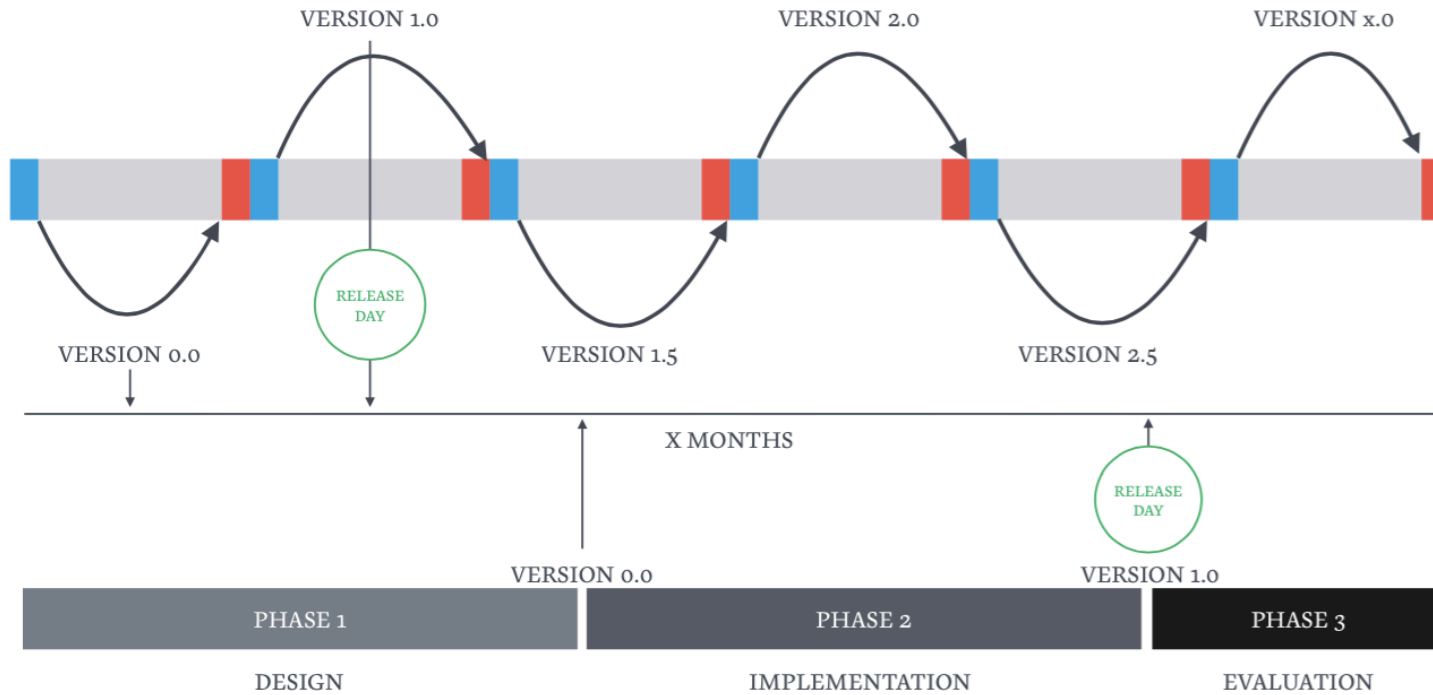


**process
= iterative**

**architecture
= heterodox**



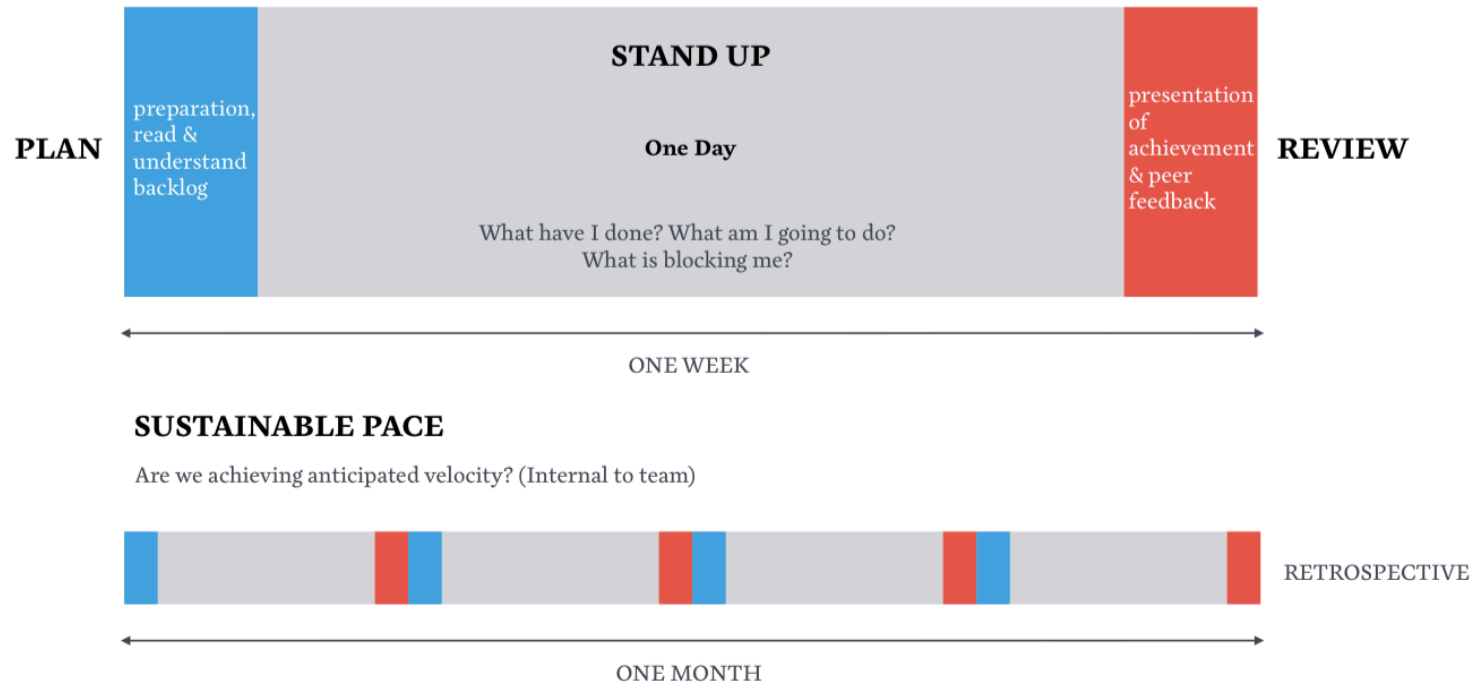
PROTOTYPING PARADIGM



PLANNING PARADIGM



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



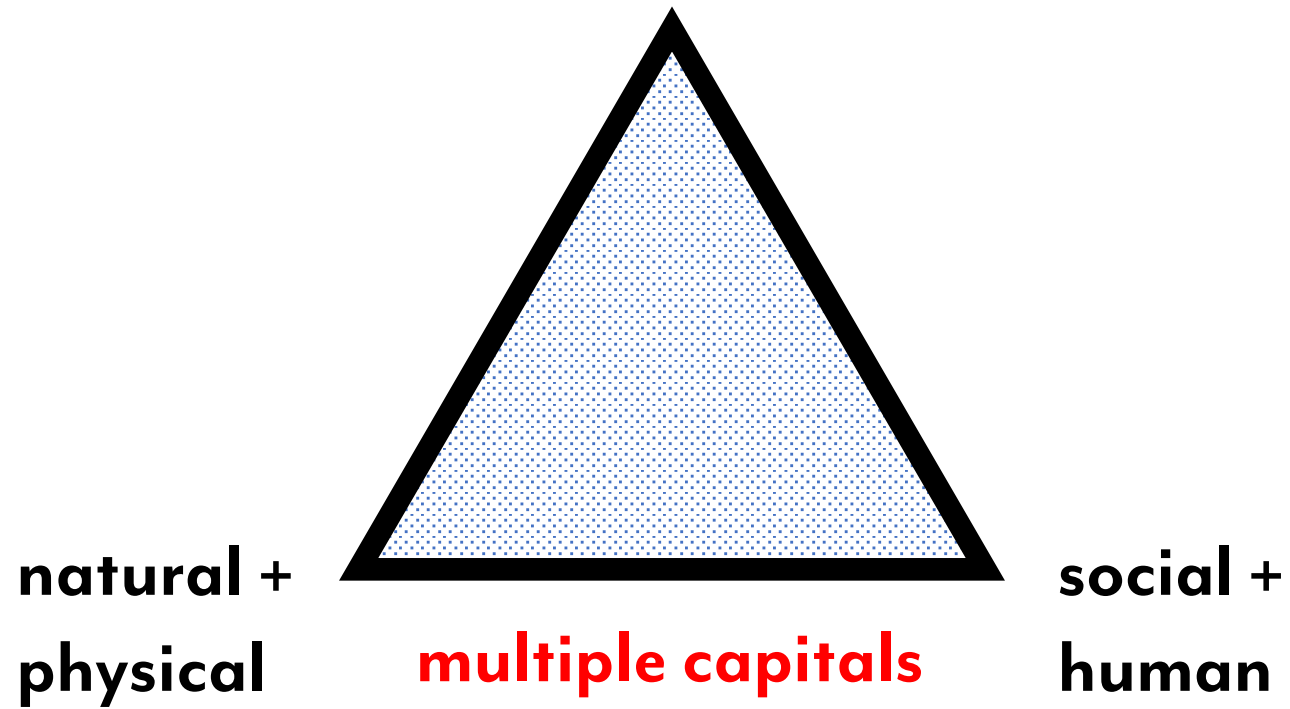
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what do we get?

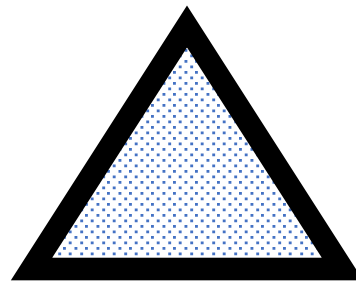
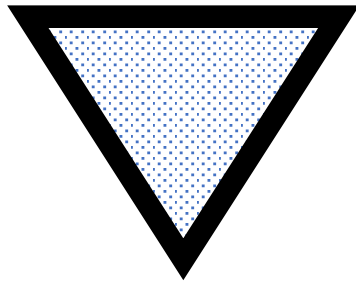


financial + intellectual





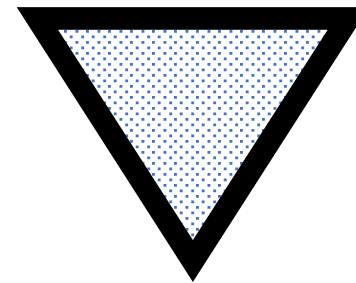
preconditions for action



core elements of action



multiple capitals





James P Carse

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

