

PURDUE

UNIVERSITY

Translating a Strategy into Action with Strategic Doing

AIM to WIN Region

Winona, MN

Ed Morrison: edmorrison@purdue.edu

Purdue Center for Regional Development

August, 2009



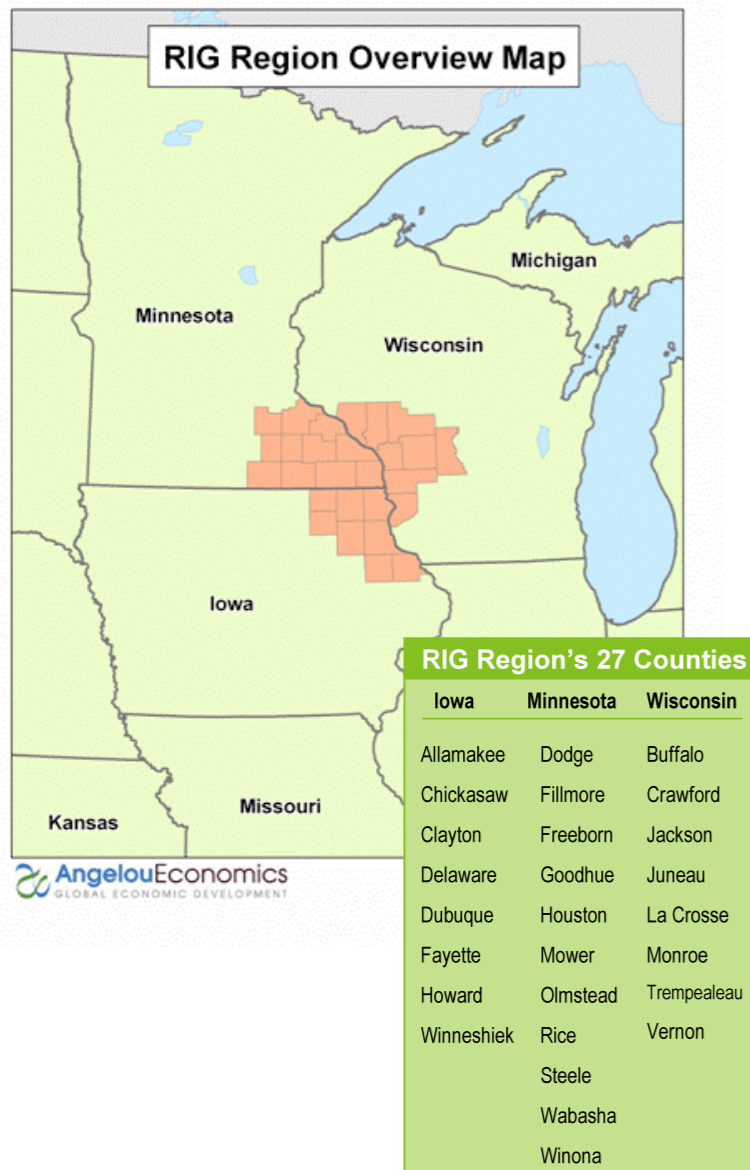
Ed Morrison presented this material to the leadership group of the AIM2WIN region. The workshop was held in Winona, MN on August 26, 2009.

The workshop was designed to help the leaders launch their strategy by translating their strategy documents -- developed through a series of reports and workshops -- into a set of pragmatic strategic action plans.

This material is copyright Ed Morrison and distributed under a Creative Commons 3.0 attribution license. That means you are free to modify, copy and use this material for commercial purposes provided that you attribute it as follows:

Source: Ed Morrison, Distributed under a Creative Commons 3.0 license.

You can learn more about the Creative Commons license at www.creativecommons.org



This Strategic Doing Session took place in Winona, MN on August 26, 2009

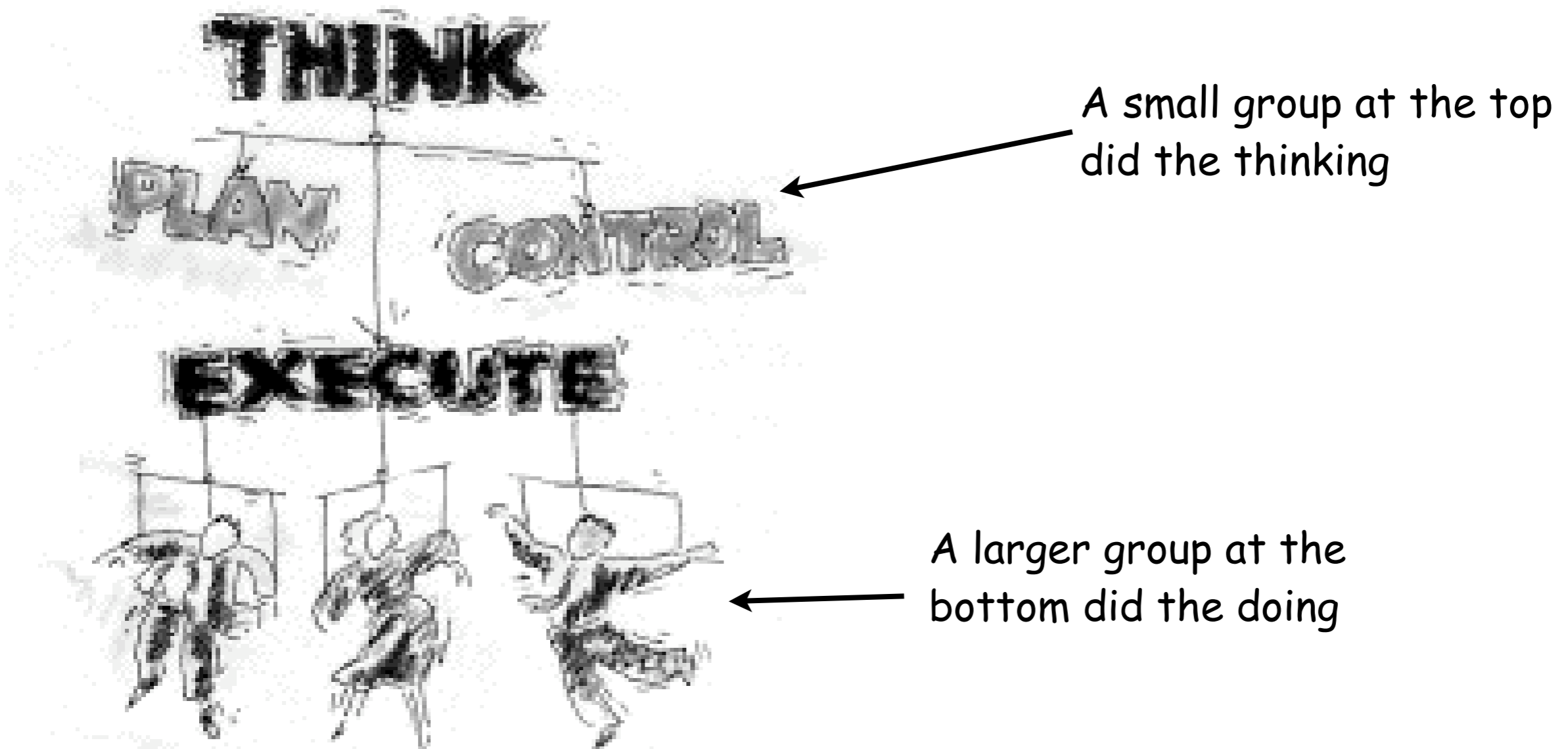
The AIM to WIN region is 27 counties with nearly 1 million people. The region won a Regional Innovation Grant (RIG) from the U.S. Department of Labor.

The region then engaged Angelou Economics (AE) to map the assets and uncover opportunities for developing the region.

At the meeting in Winona, AE presented their findings, and then we moved into a Strategic Doing session. The work session focused on three opportunities outlined by AE: Building a STEM collaboration; Designing career pathways in renewable energy and life sciences; and developing a smart supplier network.

Why Strategic Doing?

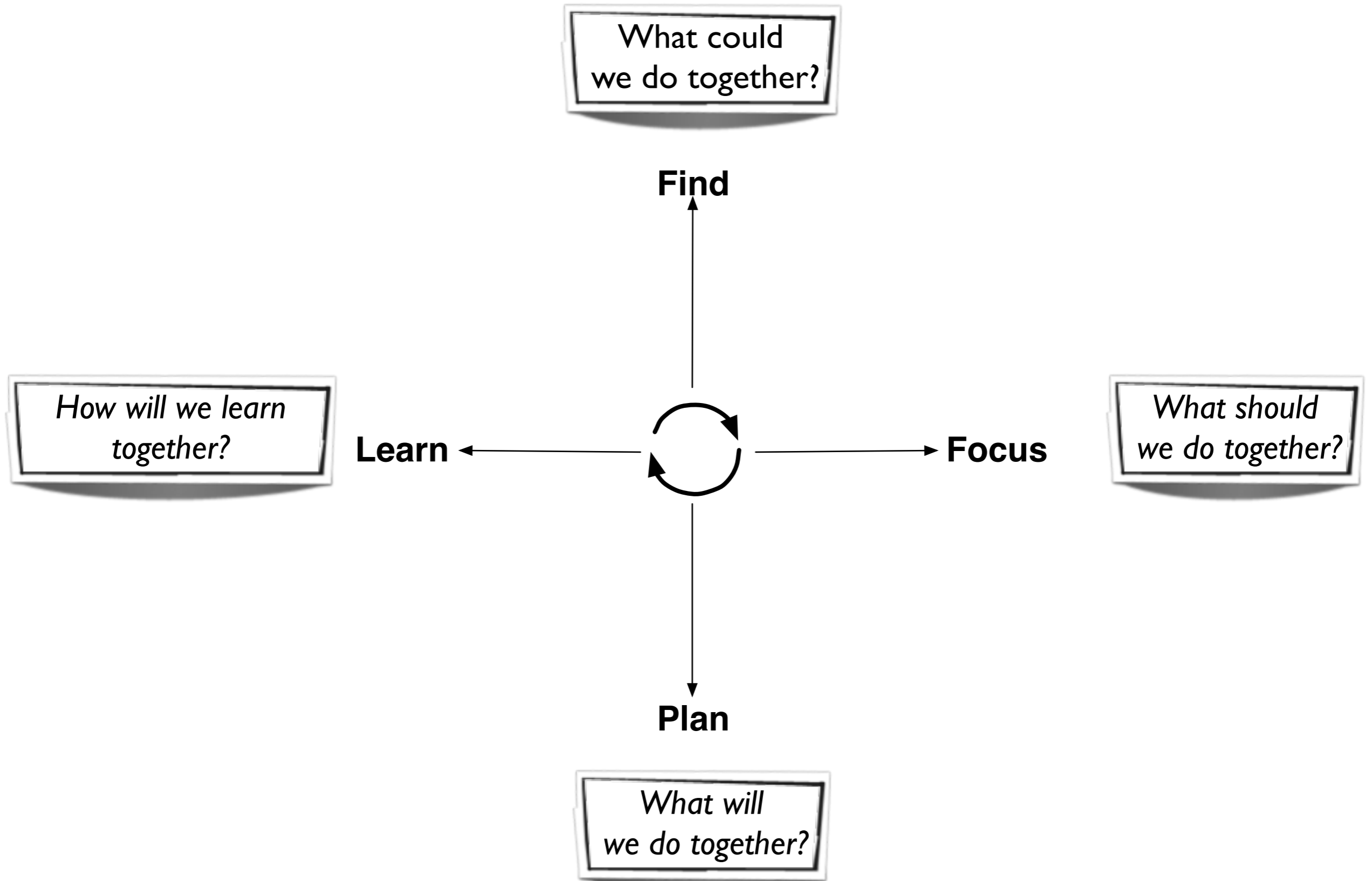
Because the disciplines of strategic planning do not work well in open networks...They do not lead to the formation and guidance of collaboration



Strategic Doing generates swarm innovation in open networks through fast cycles of thinking and doing with “link and leverage” strategies



Strategic Doing involves answering four questions quickly...It is a simple, but not easy, discipline



You have already started the process....



Asset Mapping Report

What could we do together?

REPORT:
AIM to WIN RIG Region: Action Plan

TABLE OF CONTENTS

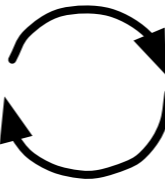
- EXECUTIVE SUMMARY 2
- REGIONAL TARGET INDUSTRIES: RECAP 4
- REGIONAL CHALLENGES AND OPPORTUNITIES: RECAP 6
- ACTION PLAN 8
- GOAL: SUPPORTING ENTREPRENEURSHIP 9
- GOAL: CLOSING THE NEAR TERM SKILLS GAP 13
- GOAL: EXPANDING THE PIPELINE OF TALENT 17
- GOAL: SPURRING INNOVATION BY CONNECTING BUSINESSES 20
- GOAL: ESTABLISHING A GOVERNANCE STRUCTURE 22
- SECTOR-SPECIFIC ACTIONS 24
- IMPLEMENTATION MATRIX 28

Action Plan Report

How will we learn together?

Learn

Text



Focus

What should we do together?

Plan

What will we do together?

Find

Developing a strategy involves making two decisions:

Vision

We want to be here



Where are we going?

REPORT:
AIM to WIN RIG Region: Action Plan

TABLE OF CONTENTS
EXECUTIVE SUMMARY 2
REGIONAL TARGET INDUSTRIES: RECAP 4
REGIONAL CHALLENGES AND OPPORTUNITIES: RECAP 6
ACTION PLAN 8
GOAL: SUPPORTING ENTREPRENEURSHIP 9
GOAL: CLOSING THE NEAR TERM SKILLS GAP 13
GOAL: ENHANCING THE PIPELINE OF TALENT 17
GOAL: SPURRING INNOVATION BY CONNECTING BUSINESSES 20
GOAL: ESTABLISHING A GOVERNANCE STRUCTURE 22
SECTOR-SPECIFIC ACTIONS 24
IMPLEMENTATION MATRIX 26

How will we get there?

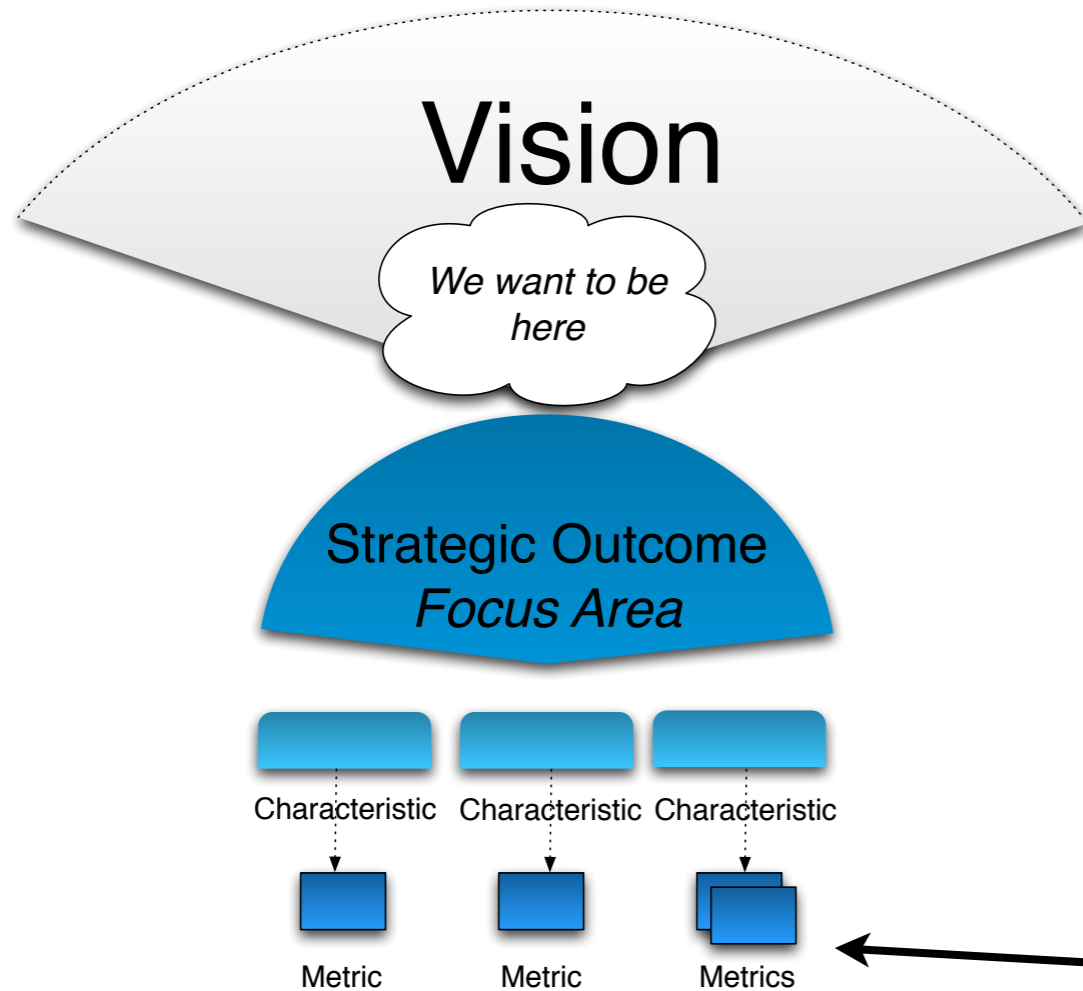
We are here

Use clear characteristics to define an outcome...Visions are often too vague and fleeting to generate and sustain commitment



Define an outcome with clear characteristics

When characteristics are clear, metrics are easy... We reach consensus on what success looks like

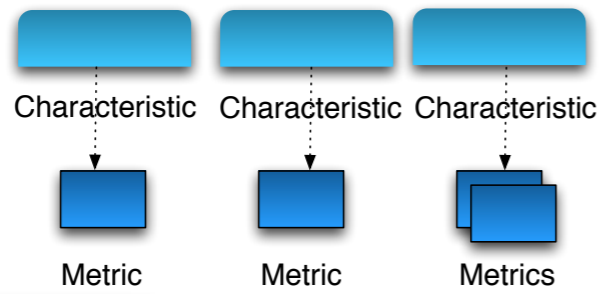


Clear characteristics lead to simple metrics

Vision

We want to be here

Strategic Outcome
Focus Area

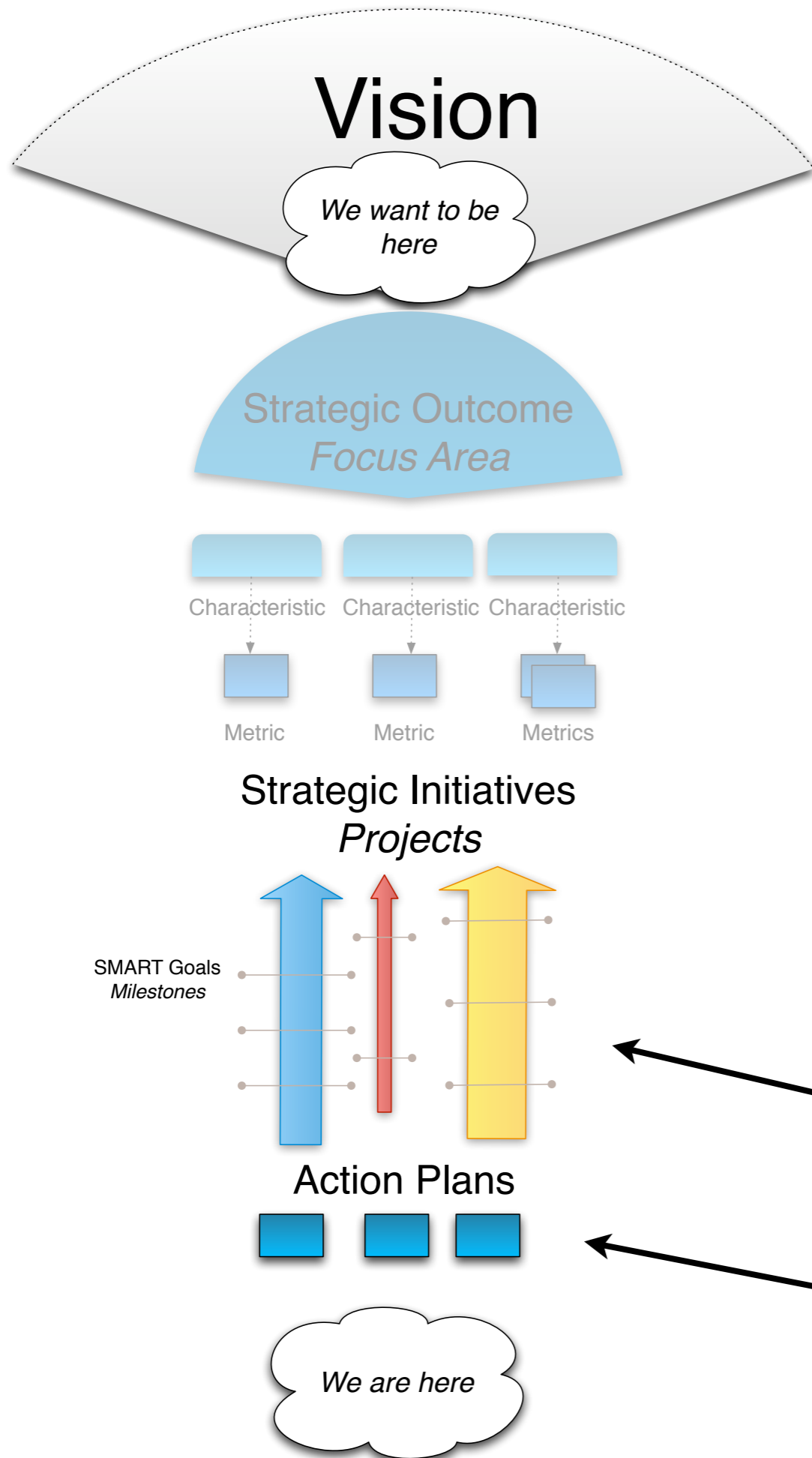


REPORT:
AIM to WIN RIG Region: Action Plan

TABLE OF CONTENTS
EXECUTIVE SUMMARY 2
REGIONAL TARGET INDUSTRIES: RECAP 4
REGIONAL CHALLENGES AND OPPORTUNITIES: RECAP 6
ACTION PLAN 8
GOAL: SUPPORTING ENTREPRENEURSHIP 9
GOAL: CLOSING THE NEAR TERM SKILLS GAP 13
GOAL: ENHANCING THE PIPELINE OF TALENT 17
GOAL: SPURRING INNOVATION BY CONNECTING BUSINESSES 20
GOAL: ESTABLISHING A GOVERNANCE STRUCTURE 22
SECTOR-SPECIFIC ACTIONS 24
IMPLEMENTATION MATRIX 28

We are here

How will we get there?



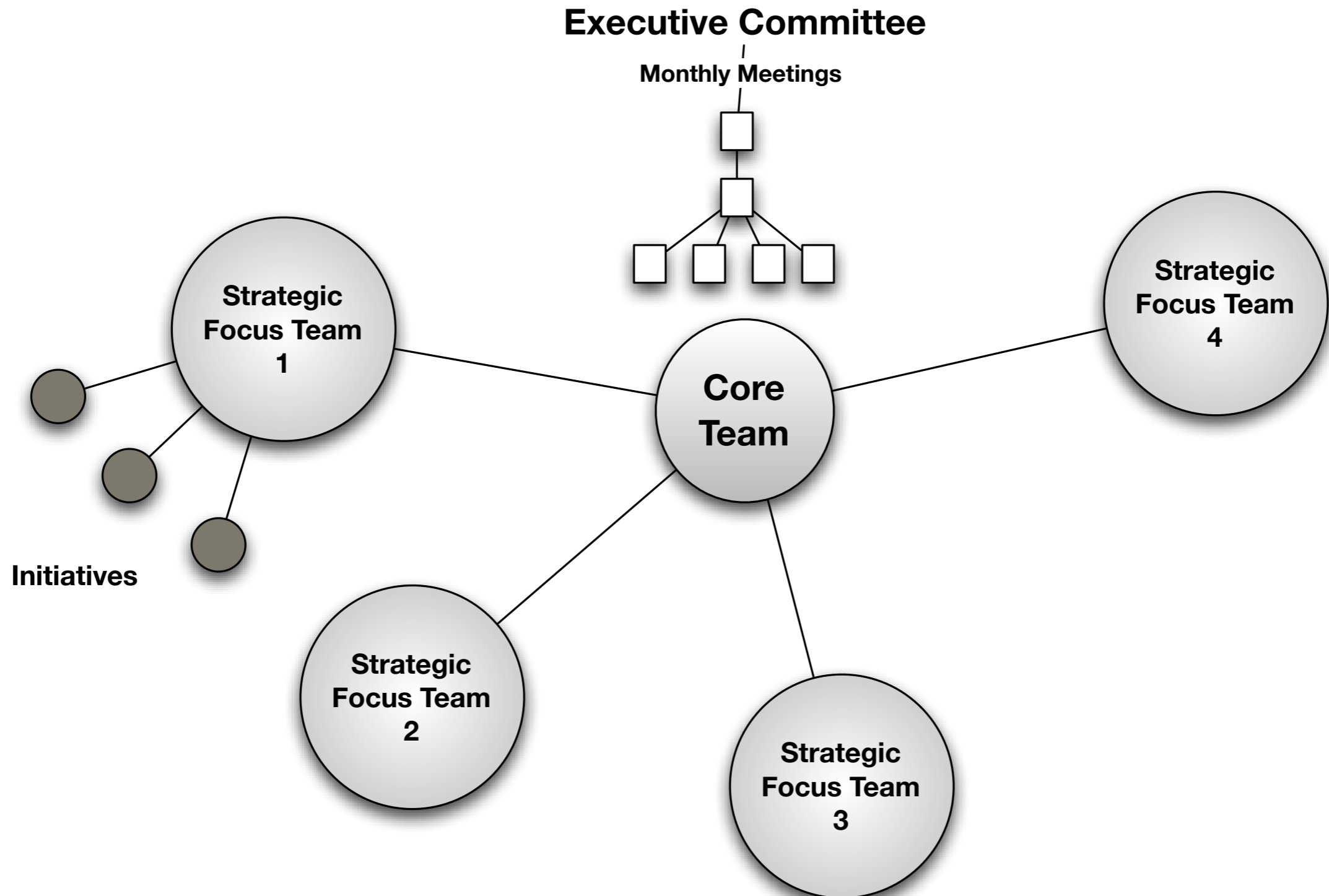
We are dealing with intensely practical people in our networks.

Unless we can explain a project in clear terms, they will not commit. The easiest way to explain a project clearly is with SMART Goals and a 30 day action plan

Define clear projects by focusing on SMART Goals

Make specific action plans focusing on 30 days

For governance....Organize your strategy around Strategic Focus Areas and teams. Use one page agreements for each team and project or initiative.



Today, we are working on three projects in two focus areas

