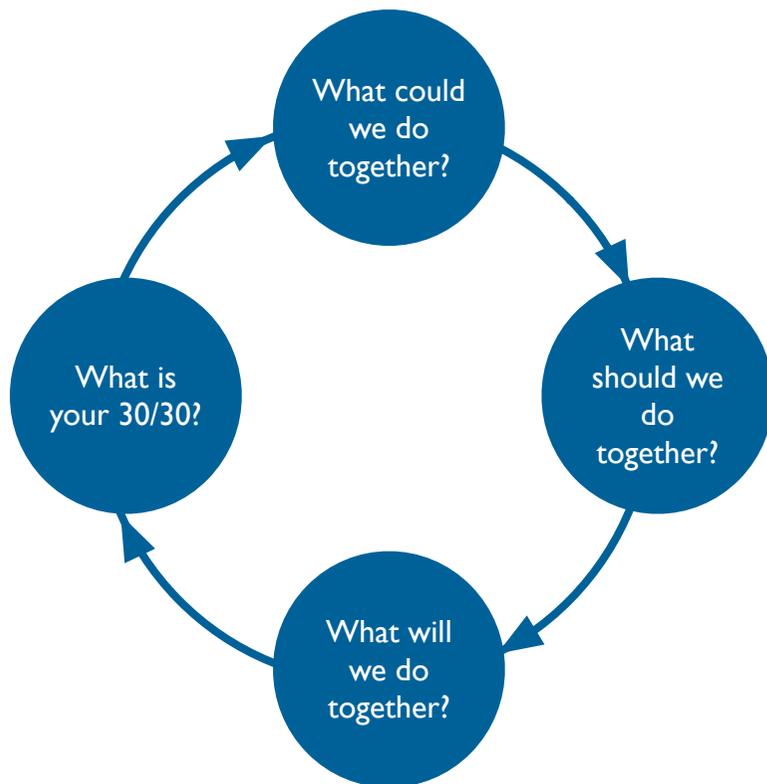


Strategic Doing in a Nutshell

Our economy is undergoing fundamental shifts. The integration of global markets, coupled with the explosion of the Internet in the late 1990's, created a "perfect storm" of deep economic change. To thrive in this environment, regional economies need balanced strategies that encourage new conversations, open networks, and collaborative investments that share risks and returns. Yet, the old approaches to strategy -- strategic planning -- do not work very well in moving us forward. The reason is simple. Strategic planning was designed to guide hierarchical organizations. It does not work in loosely connected networks where no one can tell anyone what to do.

Strategic Doing is an alternative.-- Strategic Doing enables networks of people to collaborate on complex projects. By following a discipline of guided conversations, a loose assembly of people can quickly generate a strategic action plan to keep their collaborations focused and on track. Strategic Doing involves answering four simple (but not easy) questions.

What could we do?-- In networks, opportunities emerge when we connect our assets. Strategic Doing begins with careful listening, so we can identify the assets in our network. We explore how we could "link and leverage" these assets in new and different ways. As we conduct these conversations, new opportunities emerge.



What should we do?-- We cannot pursue every opportunity. We need to start our collaborations by focusing on one. Deciding on what we should do involves defining a clear outcome with concrete characteristics that we can measure. In this way, we can agree on what success looks like. We forge agreement on what we should do.

What will we do?-- Translating ideas into actions involves defining a project with clear milestones to mark our path forward. In a network, execution is a shared responsibility. By making our commitments transparent, our network becomes resilient. We know quickly how we can adjust our actions when we run into obstacles.

What's your 30/30?-- Strategy is an ongoing challenge, a set of experiments that never ends. It is a continuous process of "learning by doing". Only by committing to this continuous learning and adjustment can we figure out what works. Transformation takes place when we grow our successful experiments.