The "Shaping Our Story" Conference
November 8-12, 2021

The Dirty Little Secret(s) of Strategic Planning

Craig Nygard

craignygard@nc.rr.com

PCCCA
PRESBYTERIAN CHURCH CAMP
AND CONFERENCE ASSOCIATION

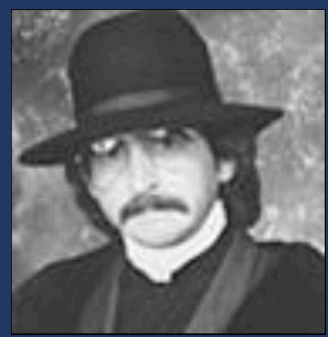# Open Up

Stand Up – Time for an Exercise

What is this?

Father Guido Sarducci's 5 Minute College

"People who went to college can tell you what they learned in just 5 minutes. So, at my college, students learn just the same stuff – all in 5 minutes."
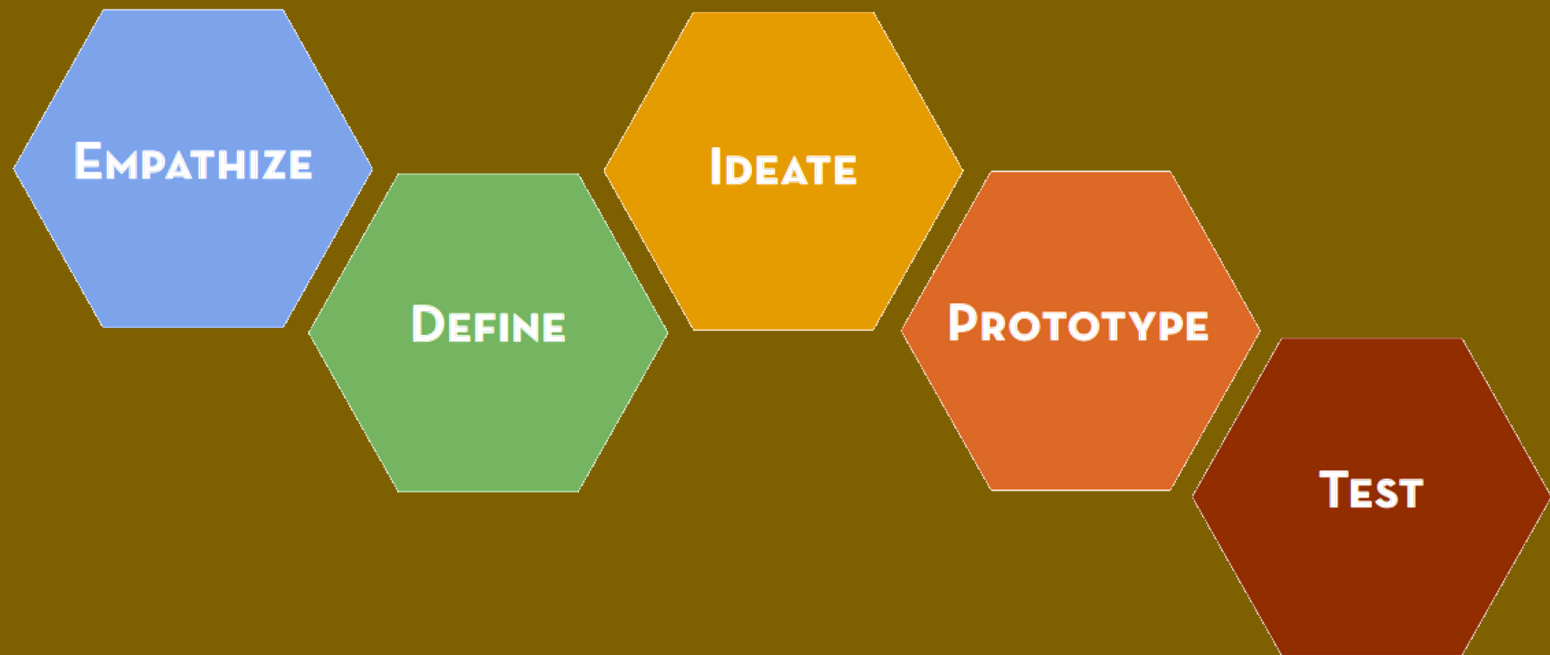
The questions matter

In and Out the Garbage Pail

Joy. Sorrow. Chaos. Wisdom.
The free-floating
autobiography of the man who
developed Gestalt Therapy

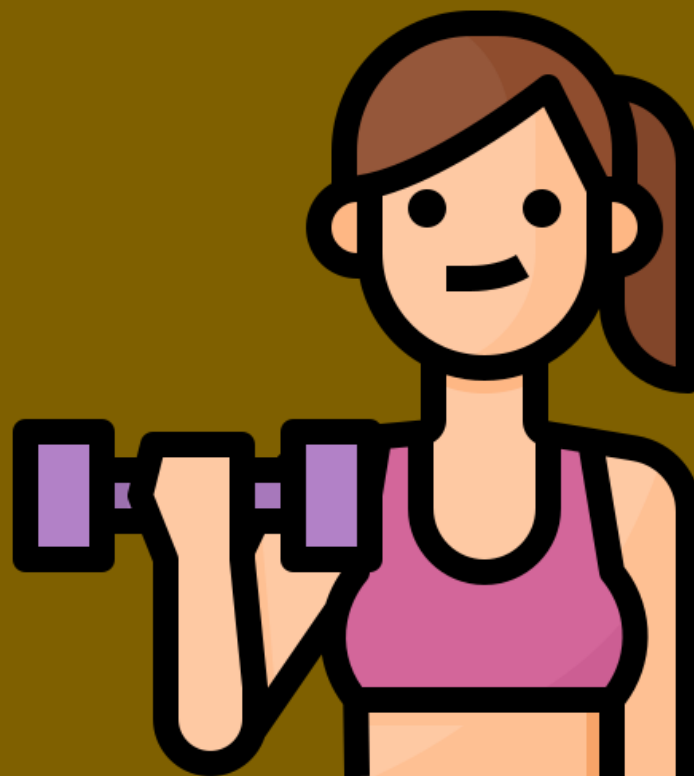## Frederick S. Perls, M.D., Ph.D.

author of
Gestalt Therapy Verbatim

The Five Simple Steps of Design Thinking

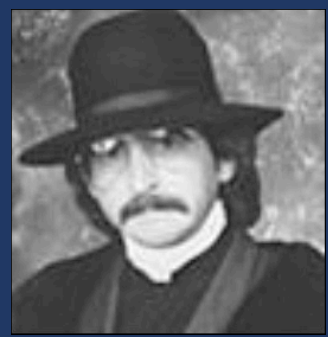Empathize

Define

Ideate

Prototype

Test

Stand Up – Time for an Exercise or Two
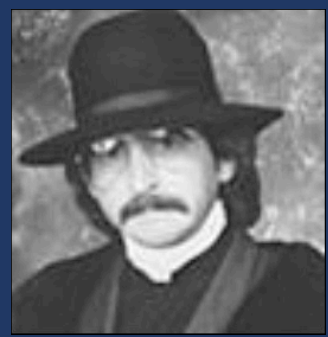
Empathy Maps

It's not about you

Who, What, Wow!

A middle school aged boy …

What?

… will spend a week hiking the hills and make new discoveries in nature through our eco-camp…

… and will beg his parents to sign up for next year immediately.

Prototype and Experiment!
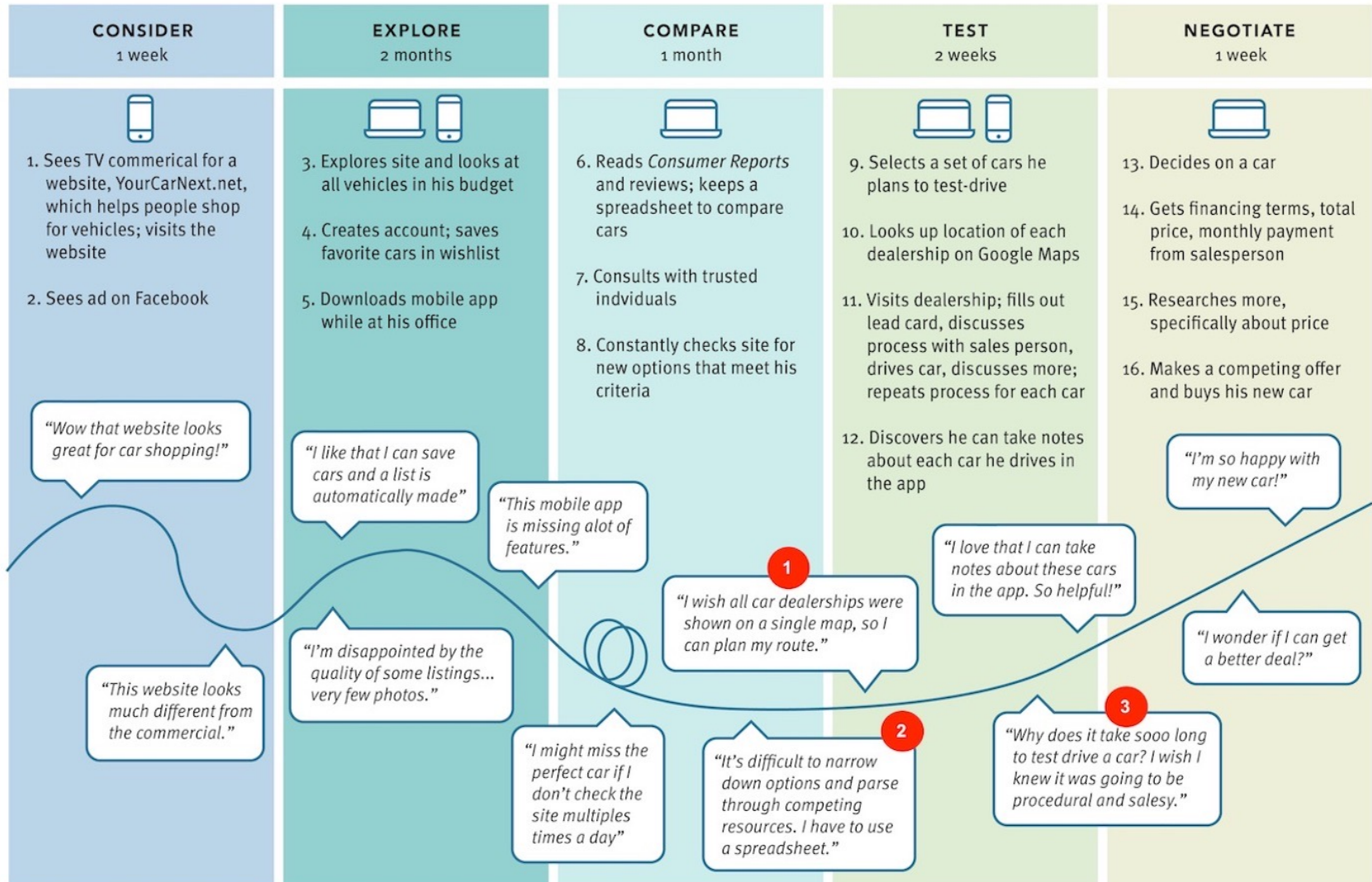
CUSTOMER JOURNEY MAP *Shopping for a New Car*

EMOTIONAL ERIC

Eric is an emotional car buyer. He purchases based on aesthetics and status.
Scenario: Eric recently moved to the area. He is shopping for a car that is fun to drive and dependable enough for use for everyday commuting.

EXPECTATIONS

- Ability to compare cars and their breakdowns
- Good photography with closeups, inside and out
- Video overview of car with demonstrations

CONSIDER 1 week	EXPLORE 2 months	COMPARE 1 month	TEST 2 weeks	NEGOTIATE 1 week
1. Sees TV commerical for a website, YourCarNext.net, which helps people shop for vehicles; visits the website	3. Explores site and looks at all vehicles in his budget	6. Reads *Consumer Reports* and reviews; keeps a spreadsheet to compare cars	9. Selects a set of cars he plans to test-drive	13. Decides on a car
2. Sees ad on Facebook	4. Creates account; saves favorite cars in wishlist	7. Consults with trusted indviduals	10. Looks up location of each dealership on Google Maps	14. Gets financing terms, total price, monthly payment from salesperson
	5. Downloads mobile app while at his office	8. Constantly checks site for new options that meet his criteria	11. Visits dealership; fills out lead card, discusses process with sales person, drives car, discusses more; repeats process for each car	15. Researches more, specifically about price
			12. Discovers he can take notes about each car he drives in the app	16. Makes a competing offer and buys his new car

"Wow that website looks great for car shopping!"

"I like that I can save cars and a list is automatically made"

"This mobile app is missing alot of features."

"I'm so happy with my new car!"

"I love that I can take notes about these cars in the app. So helpful!"

1 *"I wish all car dealerships were shown on a single map, so I can plan my route."*

"This website looks much different from the commercial."

"I'm disappointed by the quality of some listings... very few photos."

"I wonder if I can get a better deal?"

3 *"Why does it take sooo long to test drive a car? I wish I knew it was going to be procedural and salesy."*

"I might miss the perfect car if I don't check the site multiples times a day"

2 *"It's difficult to narrow down options and parse through competing resources. I have to use a spreadsheet."*

NNGROUP.COM NN/g

Understand the Journey and the Moments of Truth and the Barriers

	Pre-Engagement	Register	Experience	Return	In-between
The Registrants' Families	Decide				Communicates
Your "Front Office"		Fulfill and feedback		Communicates	
Your "Back Office"	Communicates		Delivers	Clean Up	

SERVICE BLUE PRINT

HAPPINESS

— Customer

— Employee

Customer Touch Points

Customer Journey

On-Stage Employee Actions

Back-Stage Employee Actions

Support Processes

Mapping the user experience

Adapt this to describe someone's experience as they interact with an issue, service or organization over time

Whose experience is this? Time ▶	Find out about it	Decide to engage	First interaction with or use of the service	Later interactions	Ending/closing
What the person does, intends, knows, says, feels…					
Touchpoints and devices the person interacts with — eg website, apps…					
Where the interactions happen…					
How it **feels**					
Other people involved — eg service staff, family and friends, bystanders…					
Why the user is interacting with the service…					
What using it means for the person…					
Issues in how things are					
Opportunities How they could be different					

Method 4: Mapping the user experience

Time involved	Preparation, 15 minutes Using the method, 60 minutes
Associated capabilities	Understand value as created in practice Increase the variance/bring in new actors
Methods to use before or after this one	Method 5 Creating a persona/storyworld Method 10 Telling stories

What you'll need

Masking tape, Post-it notes, Blu-Tack, marker pens

A flipchart

A facilitator to guide the teams

A documenter to capture the results
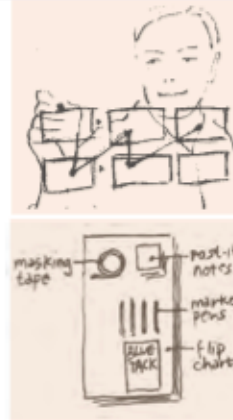
key question

'*What is someone's experience of his or her interactions with an issue, organization or service over time?*'

Purpose

Using this method helps a team understand holistically the interactions with a service or organization from the perspective of a user, customer, stakeholder or employee. It helps clarify what the experience is made up of, for that individual, allowing the team to identify important patterns and pain points. You can use this method and the template to describe existing experiences, or to describe future experiences.

Outcomes

This activity gives participants a shared sense of something they usually consider in parts. Thinking about someone's experience of an organization or service over time gives a holistic view of the diverse interactions and touchpoints involved. It also reveals important pain points and gaps that can become opportunities for improvement or innovation. Repeating the exercise for different user segments brings into view differences in process and outcome for particular groups.

Tip

Prompt participants to provide lots of detail, however apparently mundane or unimportant. What is obvious to one person may provoke valuable insights in another.

https://serviceinnovationhandbook.org/contents/

CUSTOMER

Found via Google   Online form submitted

Internal discussion

Sequence checked

Data sent   Analysis

FRONT OFFICE

Initial Contact (sale)

Client Meeting (sales)

Telcon (Sales & Technical)

Client contact keeping informed of process (sales)

BACK OFFICE

PRE ENGAGEMENT   COMMERCIAL   CONSULTATION   INITIATION   COORDINATION   COMPLETION

It will be hard work

ICAF Assessment – Level One
Strategic Capability Assessment

Strategy Question – For each of these capabilities, how effective is the organisation and how effective does it need to be?

LOW ──────────────────────────────────────→ HIGH

| Innovation Overall |
| Core Business and Markets Innovation |
| Adjacent Business and Markets Innov |
| Disruptive / Transformational Innovation |
| Open & Collaborative Innovation |
| Design Thinking |
| Knowledge & IP Management |

For each

Strategic Capability

are the following enablers for innovation in place?

Leadership

Sponsorship from the top for it

People

Roles with responsibility for making it happen

Process

To manage it

Funding

To pay for what needs doing

Culture

To support it across the organisation
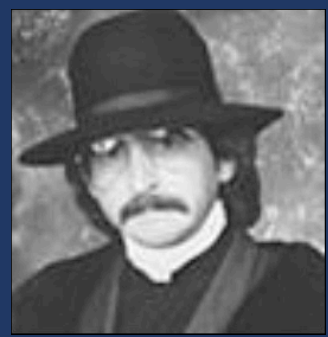
It can be fun
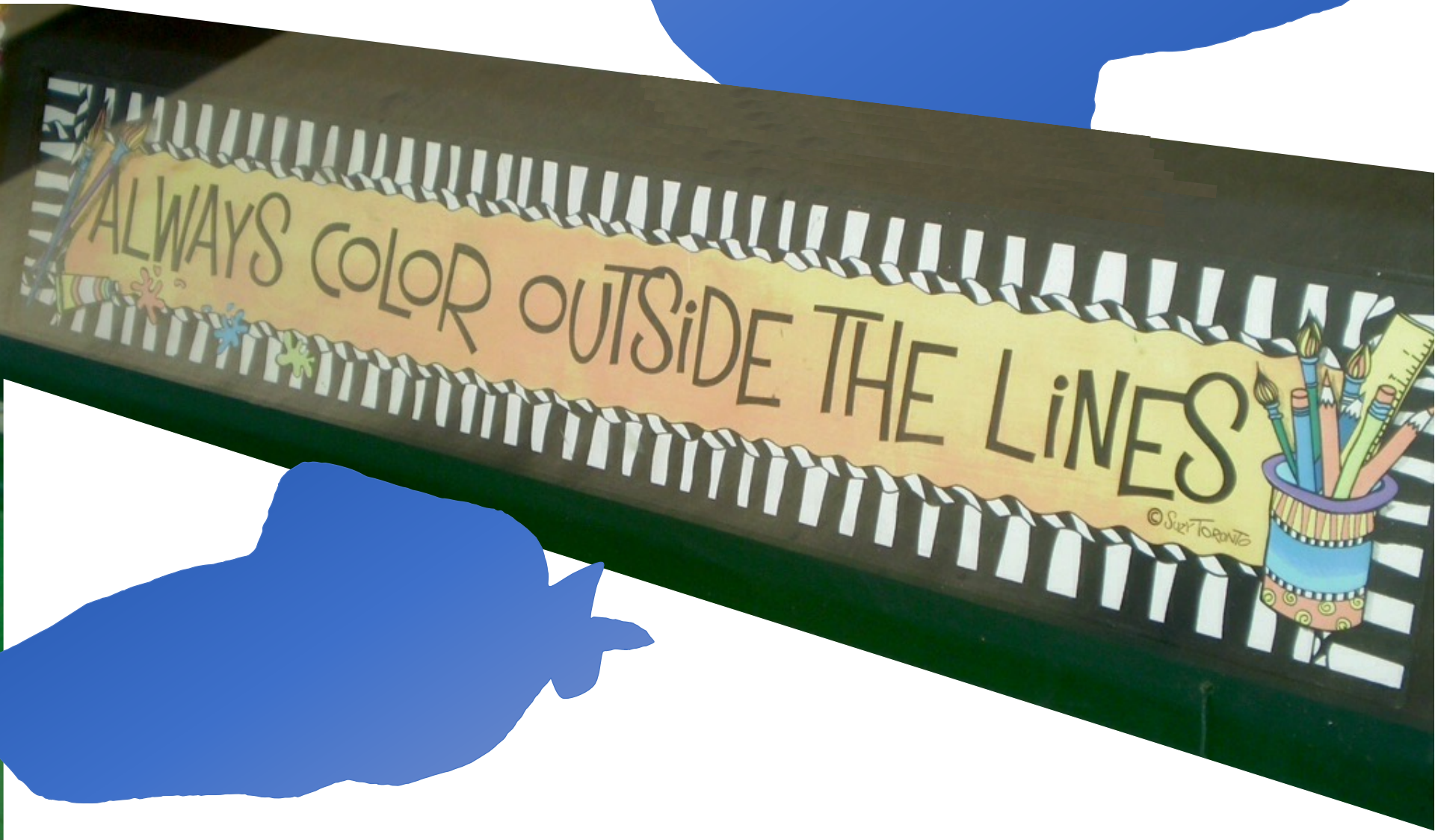
ALWAYS COLOR OUTSIDE THE LINES

©Suzy Toronto

Feasible Region

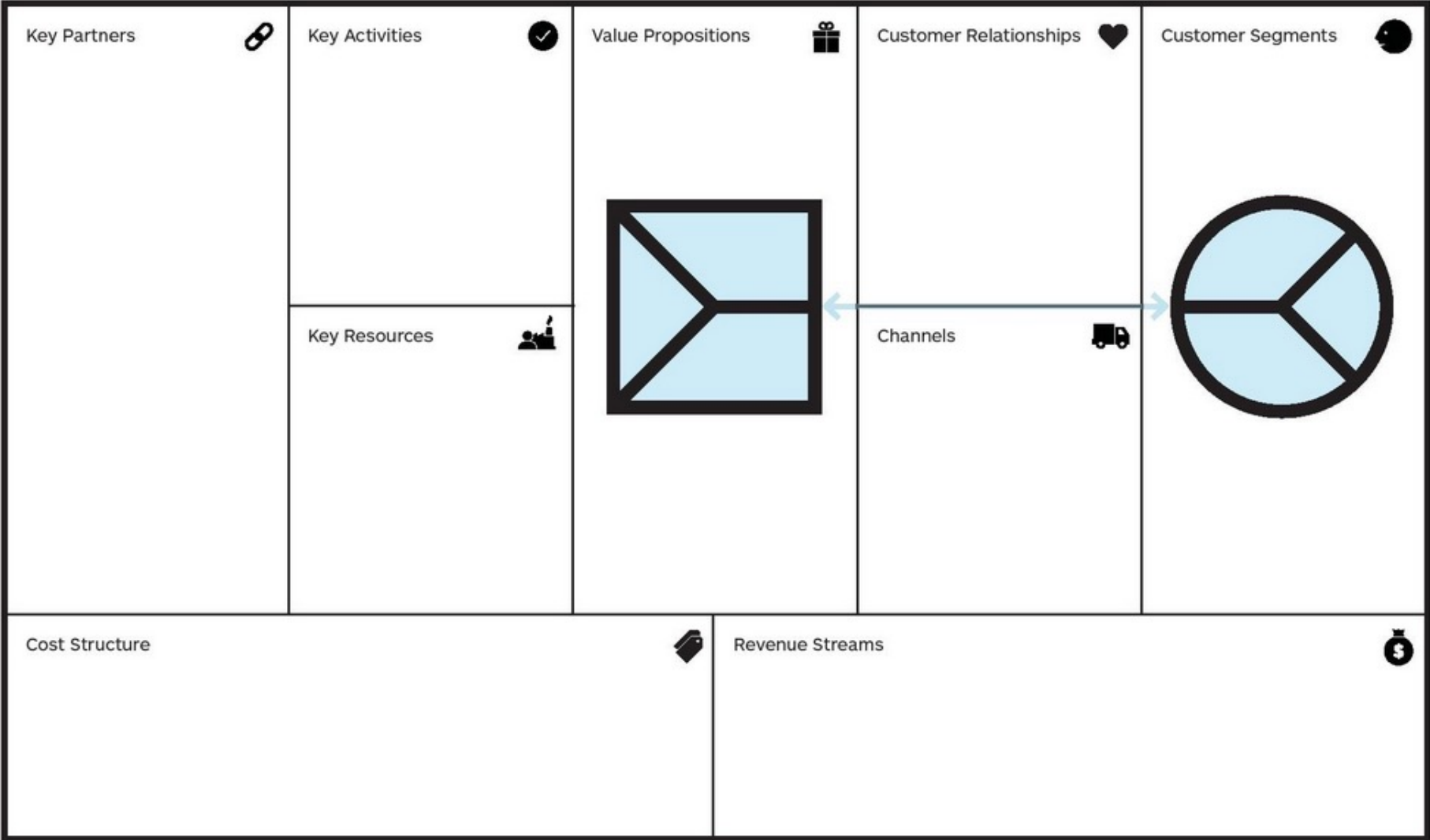The area on the graph where all the answers of the system are graphed. This a bounded region.

Find the minimum value of
$$Z = 2x_1 + 3x_2,$$
Subject to $x_1 + x_2 \le 27,$
$$x_2 \ge 3,$$
$$x_2 \le 12,$$
$$x_1 - x_2 \ge 0,$$
$$0 \le x_1 \le 20$$

$x_1 + x_2 \le 27$

$x_1 - x_2 \ge 0$

$x_2 \le 12$

$x_1 \le 20$

$x_2 \ge 3$

The Business Model Canvas

Key Partners 🔗

Key Activities ✓

Value Propositions 🎁

Customer Relationships ♥

Customer Segments

Key Resources

Channels 🚚

Cost Structure 🏷

Revenue Streams 💰

Strategyzer

strategyzer.com

Download detailed Business Model Canvas Explanation and the Business Model Canvas pdf

Strategic Thinking Approach Potpourri

Disney Innovation Team
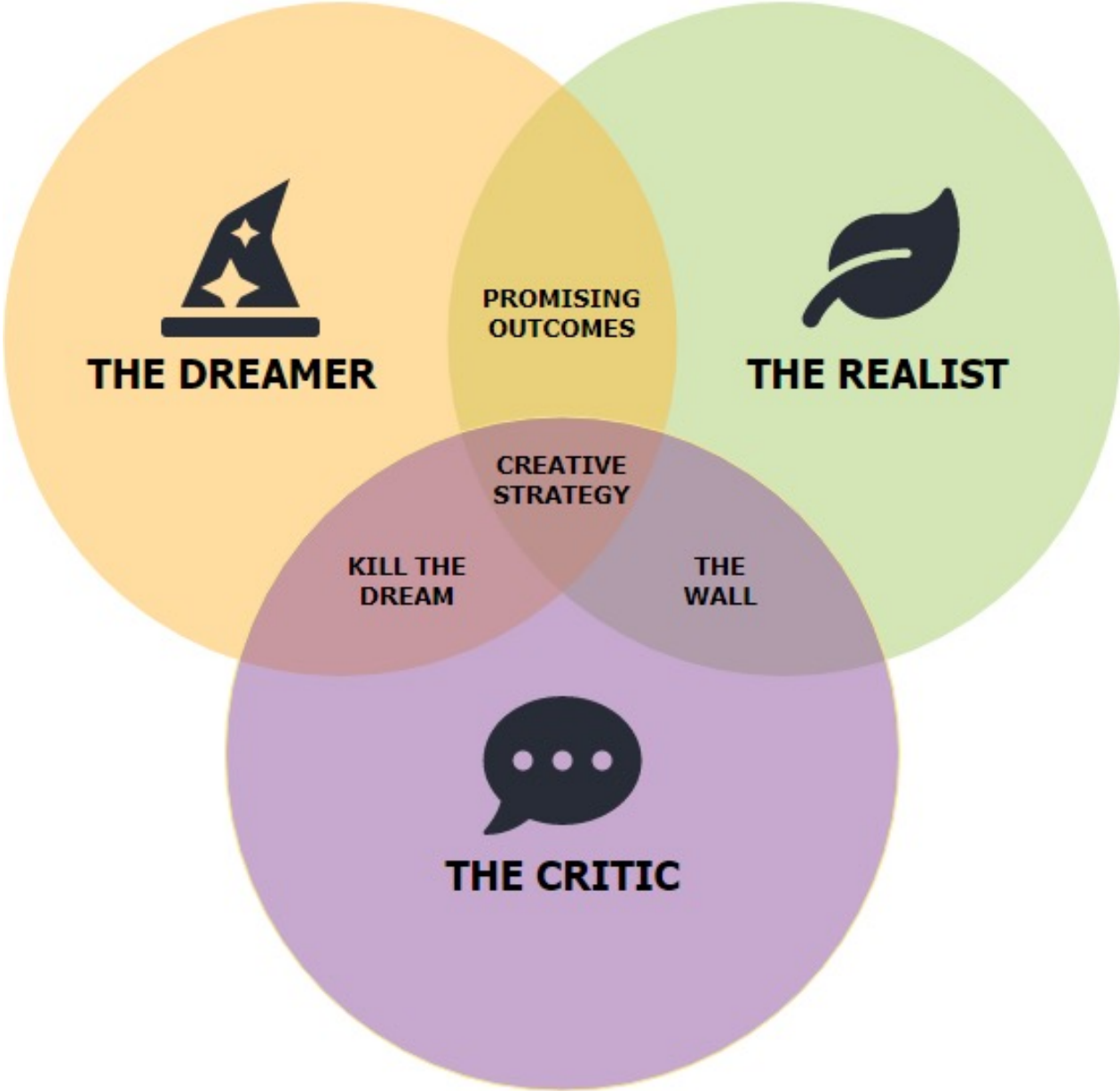
THE DREAMER

PROMISING OUTCOMES

THE REALIST

CREATIVE STRATEGY

KILL THE DREAM

THE WALL

THE CRITIC

What is this?

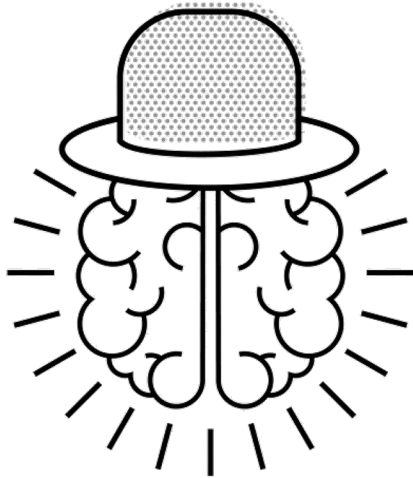Ineluctable preoccupation with The Verb gives a poet one priceless advantage: whereas nonmakers must content themselves with the merely undeniable fact that two times two is four, he rejoices in a purely irresistible truth (to be found, in abbreviated costume, upon the title page of the present volume).
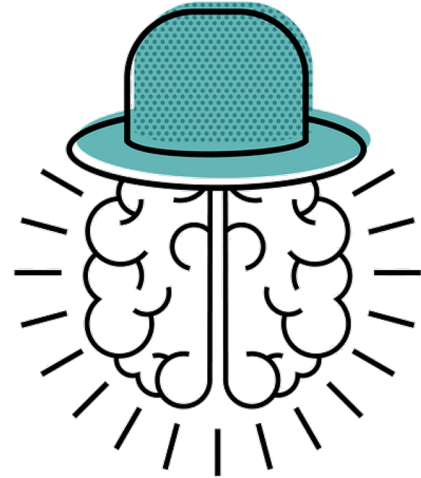
Foreward to "Is 5" by e.e.cummings
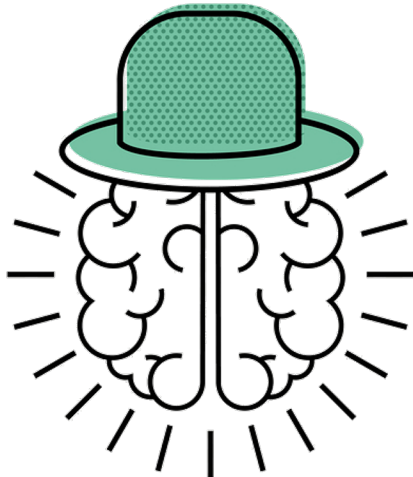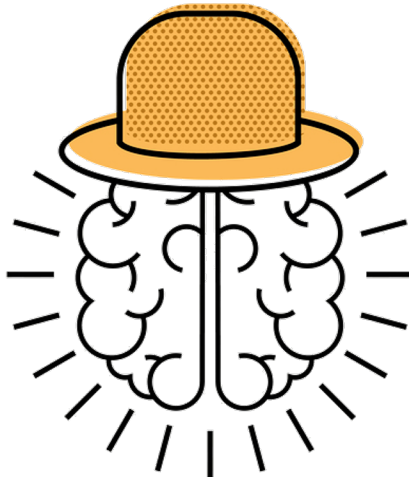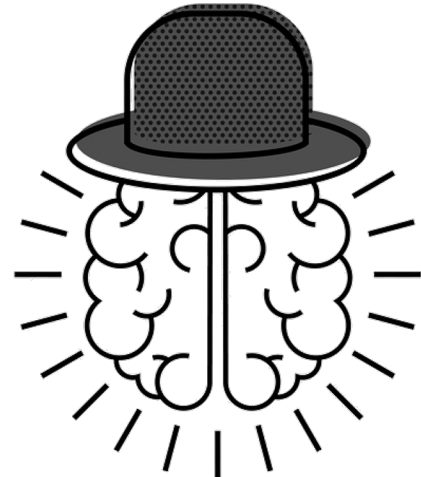
DeBono's Six Thinking Hats

FACTS

FEELINGS

CONTROL

CREATIVITY

POSITIVE

NEGATIVE

Yin Yang

How will we ensure there is no value in this Product?

Have no strategy
Don't have Goals or objectives
No budget
No Success Criteria
No sponsor
→ **No Leadership**

Not managing expectations
Pick the wrong accounts
No identified customer
Spreading itself too thinly
→ **Poorly Defined Scope**

No control
Duplication
Mistakes being made
→ **No Processes**

Don't let the team meet
Failure to communicate
No one knows about us
Failure to communicate success
Operate in isolation
→ **Poor Communication**

Not having good SME's
Designing it for ourselves
No component reuse
No content
→ **Poor Design**

No idea of wants and needs
Ivory tower we know best
→ **No understanding of customer**

Clear Leadership
Define Strategy, goals, objectives
Define & measure success criteria
Define Roles & Responsibilities of team

Defined Scope
Look for quick wins/pilots
Project charter for engagements
Define scope & selection criteria
Confirm prioritization

Good Processes
Use industry best practices
Defining flexible approaches
Standard operating procedures

Communication
Develop & execute Communication plan
We need regular face to face meetings

Great Design
Involve SME's in delivery design
Involve customers in design
Beta testers

Get closer to the customer
Focus groups
Surveys
Competitor product analysis
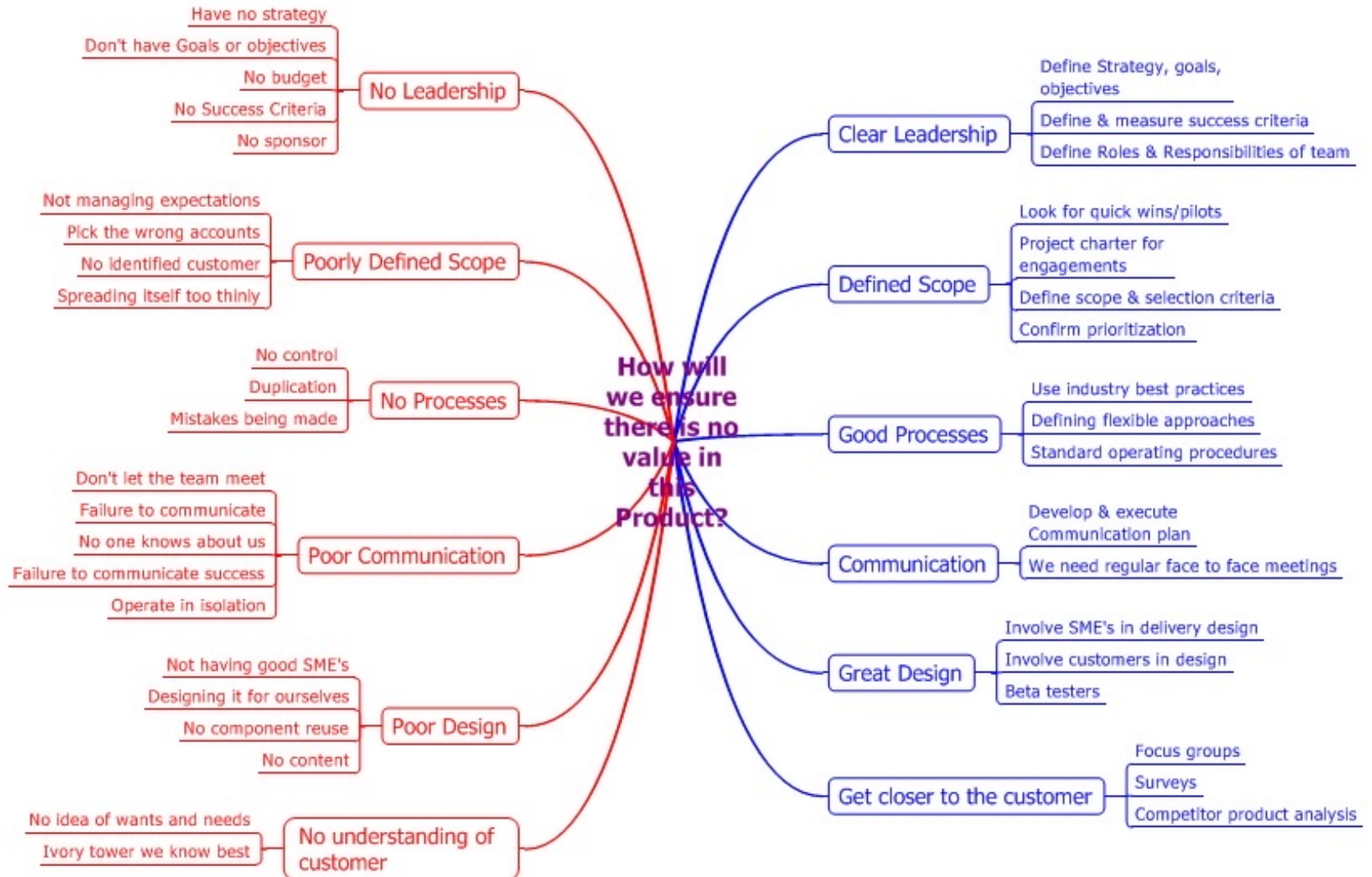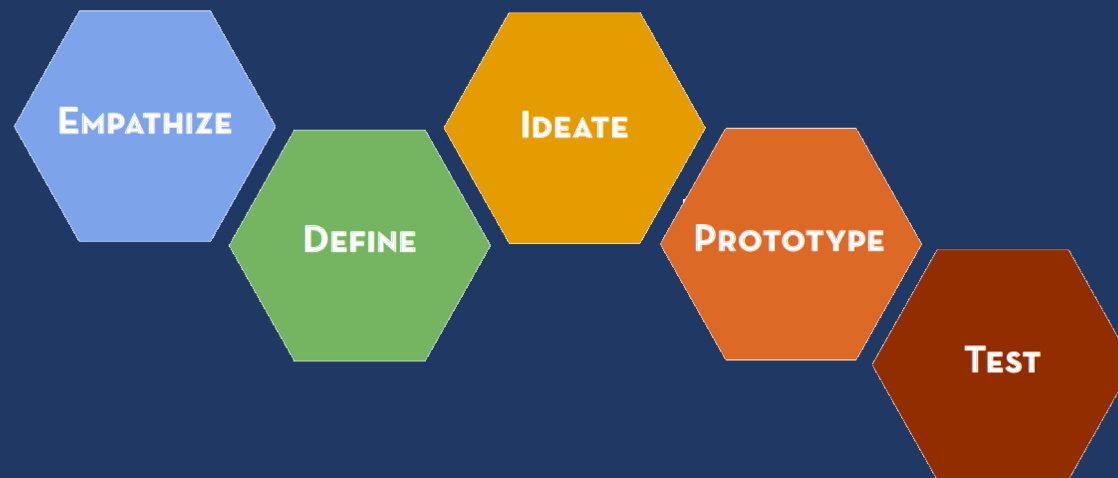
Design Thinking Summary

- Open up the aperture
- Solve a representative person's problem
- Discover roadblocks (what, how, wow)
- Design experiments to surmount roadblocks
- Assign tasks to specific people (don't take it all on you)

Design thinking

What is design thinking?
Design thinking is an approach to innovation that focuses on human-centered, or user-centered design.
Humans, and specifically the users of any innovation, must be central to the design of solutions to problems.

It prioritizes:
- co-creation (thinking and crafting together)
- collaboration (communicating and working together)
- empathy (understanding each other)
- integrative thinking (pulling things together).

Design thinking can be found in almost all disciplines, being practiced in many businesses the for product, process and service innovation.

Developing a design thinking strategy

There are many elements that can be incorporated into a design thinking strategy. You can tailor it to your business needs and evolve your own method and process.

1. Empathy - Understand your user and their problem
Make sure you understand your user and the problems they face. You could carry out qualitative research such as interviews and observations in their practice. Try to get an understanding of their culture, their work and their experiences. You should work to get a deep understanding of the problem your user experiences and define it further with them.

2. Co-creative, multidisciplinary teams
You should form a multi or trans-disciplinary team comprised of people with different skills sets and knowledge. Always include an expert in the problem domain – for example, if your innovation is in medical technology for invasive heart surgery, then include a heart surgeon. And don't forget to include your users in the process throughout.

Experience suggests that each team should be between four to five people. In any one session you should avoid having more than three or four teams, although you will find some design thinking sessions have far more than this.

3. Engage in multiple rapid prototyping

4. Implementation

Useful Links

https://serviceinnovationhandbook.org/contents/

https://www.mindtools.com/pages/article/lafley-martin-strategy-model.htm
https://www.mindtools.com/pages/main/newMN_STR.htm

Thanks