



Rethinking your Strategy: Planning Recovery for COVID-19 (a series of three sessions)

- ▶ **Session 2:
Design – Adapt Your Strategy**

Session 1 – The opportunity of a crisis

In this session, we will examine the opportunity of adaptation, the value of holding fast to key parts of your identity, the importance of focusing on impact, a way to become re-oriented to the new context, and the need to evolve.

Session 2 – Adapt your strategy

In this session, we will explore the mechanisms of adaptation – how to reposition your value proposition, find the potential amidst of uncertainty, and make directional adjustments for the future.

Session 3 – Create a new future

In this session, we will talk about how to take adaptive steps in your strategy, what to experiment with, how to help your team make critical shifts, and why having a renewed vision for impact is critical.

For Today

Taking steps to rethink strategy

Step 1 – Define the **Adaptive Challenge**

What is the adaptive challenge facing your program?

Step 1 – Adaptive Challenge

What is the adaptive challenge facing your program?

Remember:

- You are by nature adaptable, but adaptation is not a given.
- There are probably ways forward you haven't yet discovered.
- It's going to take some work to adapt...and you are up for that.
- A little adaptation can go a long way.

Step 2 – Examine your **Pre-existing Context**

What have been some chronic issues nagging at you?

Step 2 – Pre-existing Context

Some challenges you are facing now are only revealed by the crisis, not caused by the crisis.

We want to use this opportunity to grow and evolve, not just to fix and get through.

Step 2 – Pre-existing Context

What have been some chronic issues nagging at you?

We have been programming to the community not with the community.

We have a limited revenue/funding model.

We haven't been able to make the case about our impact.

We are reaching only a segment of a population.

We have taken only baby steps toward diversity.

We have only one way of delivering our program.

We are not doing a good job of follow-up.

Our programs are stuck in the '90s.

Step 3 – Revise your **Intended Impact**

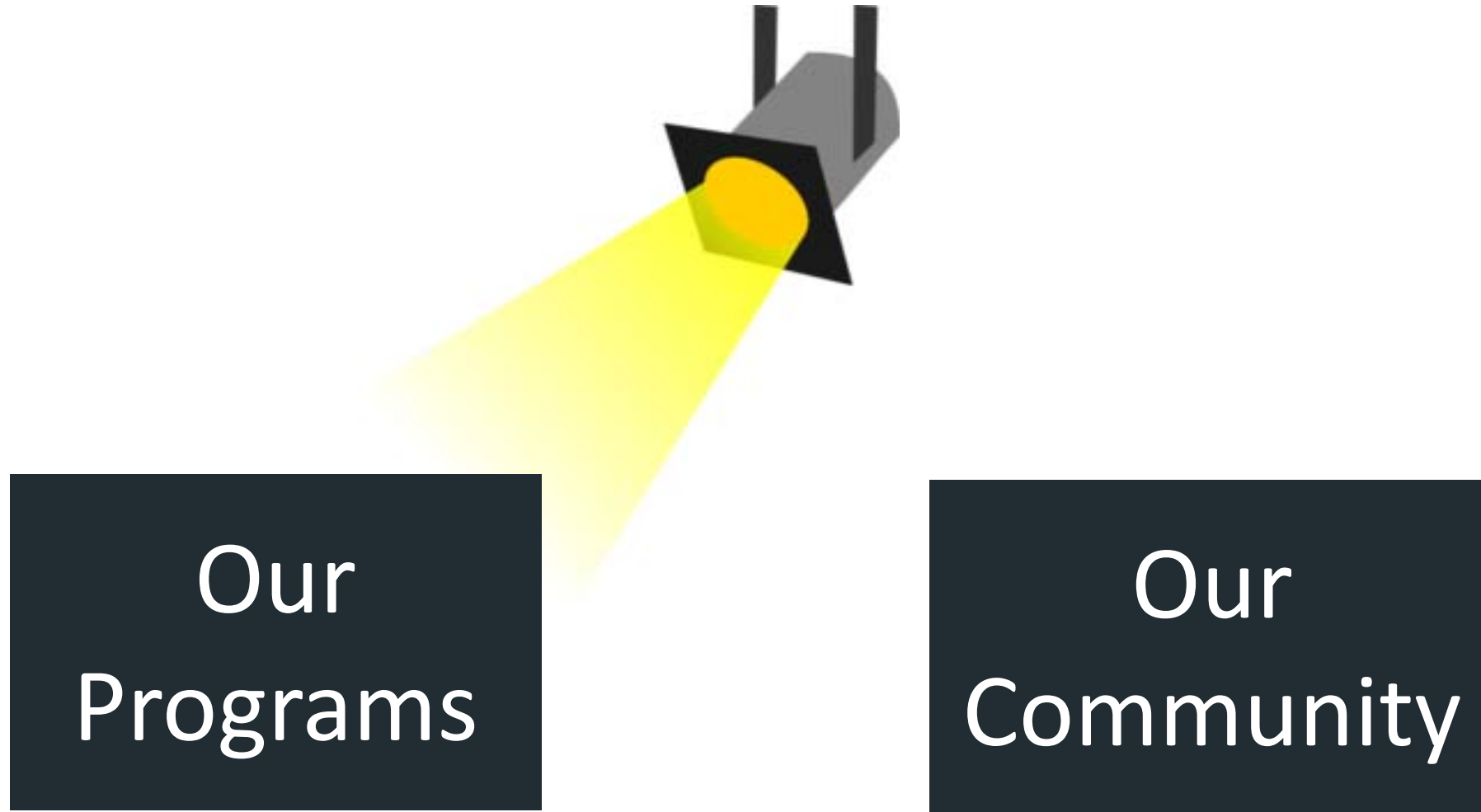
What is the impact you want to have, especially now?

Step 3 – Intended Impact

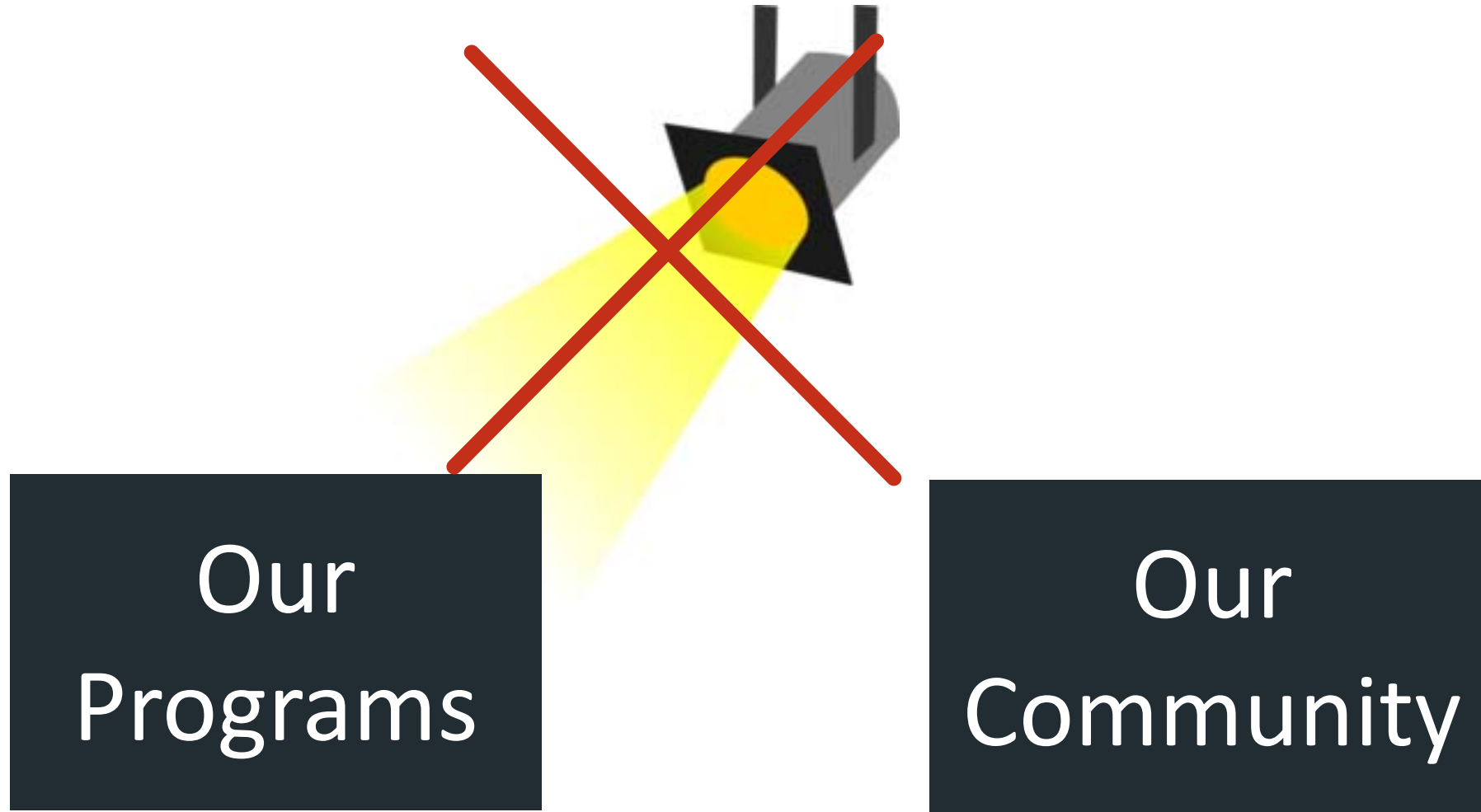
What is the impact you want to have, especially now?

Value Proposition

Step 3 – Intended Impact



Step 3 – Intended Impact



Step 3 – Intended Impact



Our
Programs

Our
Community

Step 3 – Intended Impact

What is the impact you want to have, **especially now?**

Step 3 – Intended Impact

What is the impact you want to have, especially now?

"Vocation is where your greatest passion meets the worlds greatest needs."

Frederick Buechner

Step 4 – Re-examine your **Principles of Change**

What has made your program so effective so far?

Step 4 – Principles of Change

What has made your program so effective so far?



Step 5 – Find your **Inspiration**

Where are the updrafts in our current context?

Step 5 – Inspiration

Where are the updrafts in our current context?

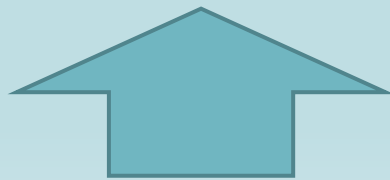
Where do you see things working right now?

Where is there energy in people?

Where is the momentum in our communities?

What is going well in other professions?

What kinds of things are helping people grow and develop?



What principles are at work in those examples?

Step 6 – Generate **Ideas**

What might you do?

Step 6 – Ideas

What might you do?

- Aim for multiple solutions/strategies/ideas
- Think experimentally (at this point)
- Don't worry too much about feasibility (yet)
- It's okay if your ideas are outside of your current capability
- Don't build out the ideas into a plan (yet)

Step 7 – Do your **Research**

What do you need to find out?

Step 7 – Research

What do you need to find out?

- What are the key questions you need answered?
- Who do you need to talk to in order to understand your option better?
- What data are out there that could inform your ideas?
- Who has tried this before?
- Who might you want to partner with?
- Who could be interested in getting behind this?

Between now and next Thursday...

Do the research

“Work the problem. Don’t make things worse by guessing.”

-- Apollo 13 movie

If you want a deeper dive...

Rapid Redesign Project

Two days, one week apart, with your team, in a cohort, early June

For info

www.DialoguesInAction.com