

Culture & Strategy

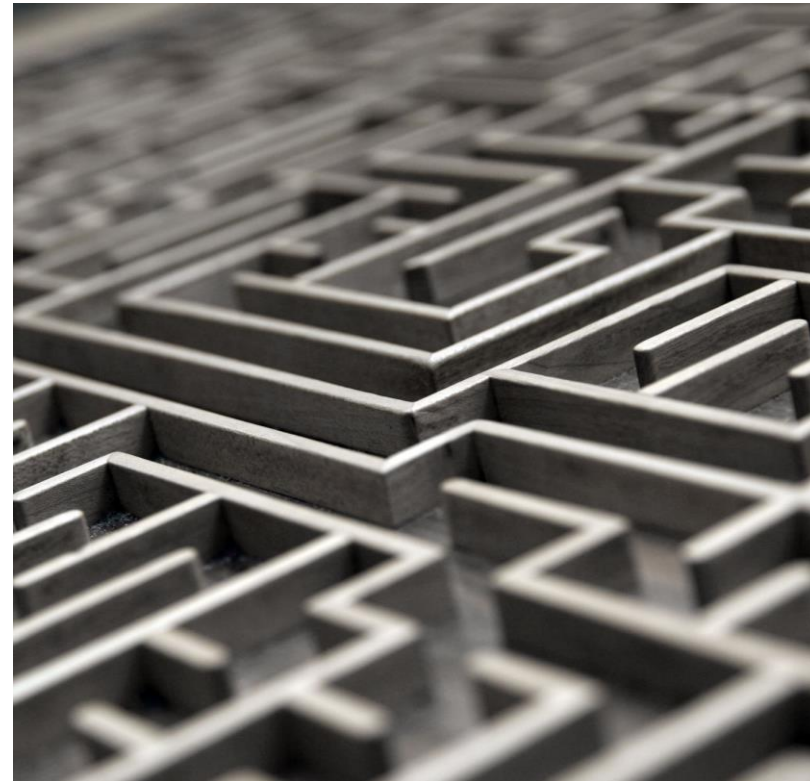
(who we are and what we get done)

Where are we headed

In what ways do you want to be more confident, comfortable, and competent as a result of today's program?

for self = take a note

to share = chat or chime in





Where do we
stand

Strategy

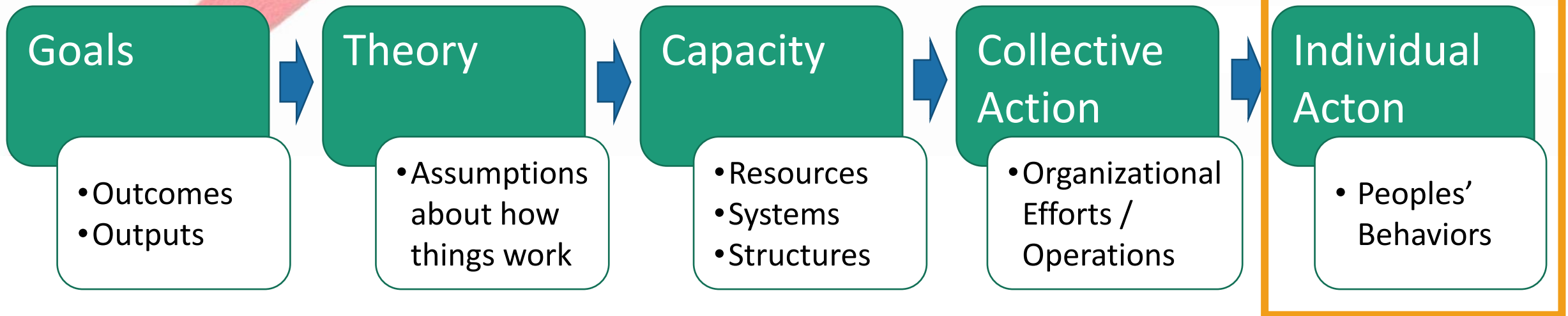
Culture

Google Doc Access: bit.ly/firm2020





Anatomy of Strategy



Behavior

Key Assumption:
People behave in reaction to the conditions they are experiencing*

Values, Beliefs, Assumptions, Theories

People



Behavior



CULTURE

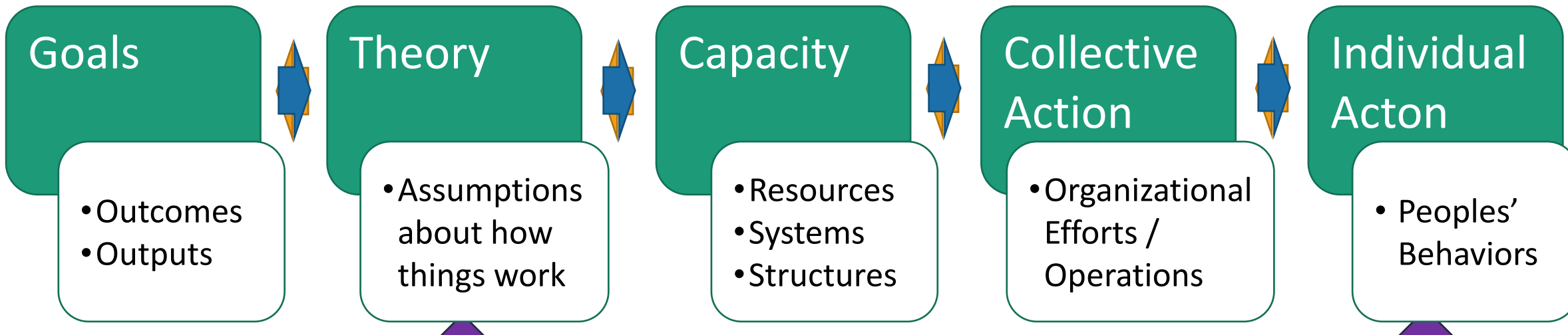
Situations

Systems, Structures, Experiences

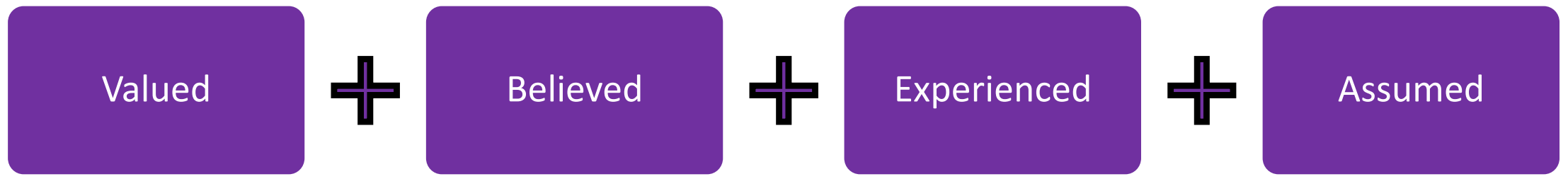
*draws on Catalytic Thinking framework

Culture's Impact on Strategy

Strategy



Culture



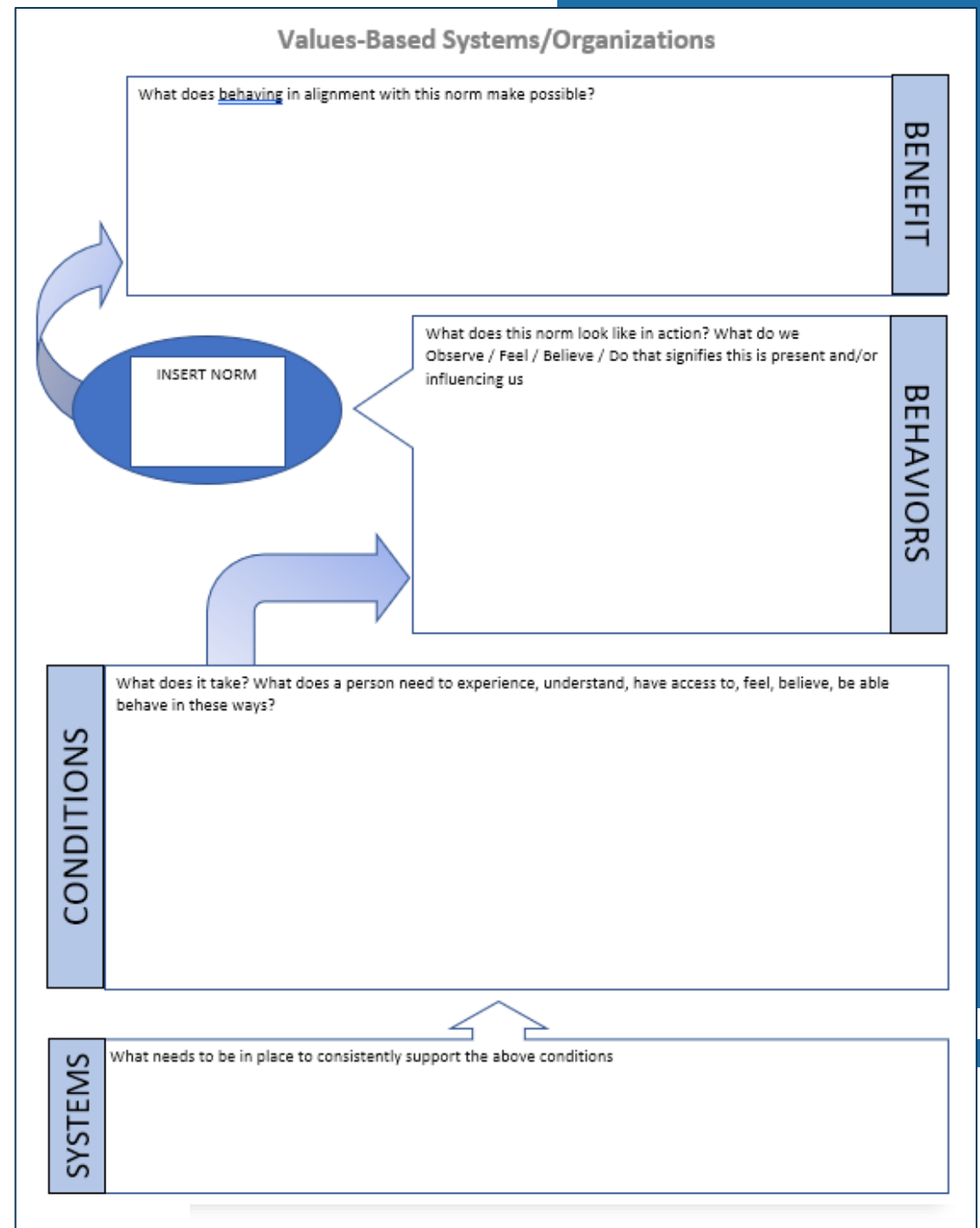
Clarifying what is valued

Turning Values into Behaviors

Empathy

We listen to and actively work to understand and honor the goals and needs of others.

Values-Based Design Thinking

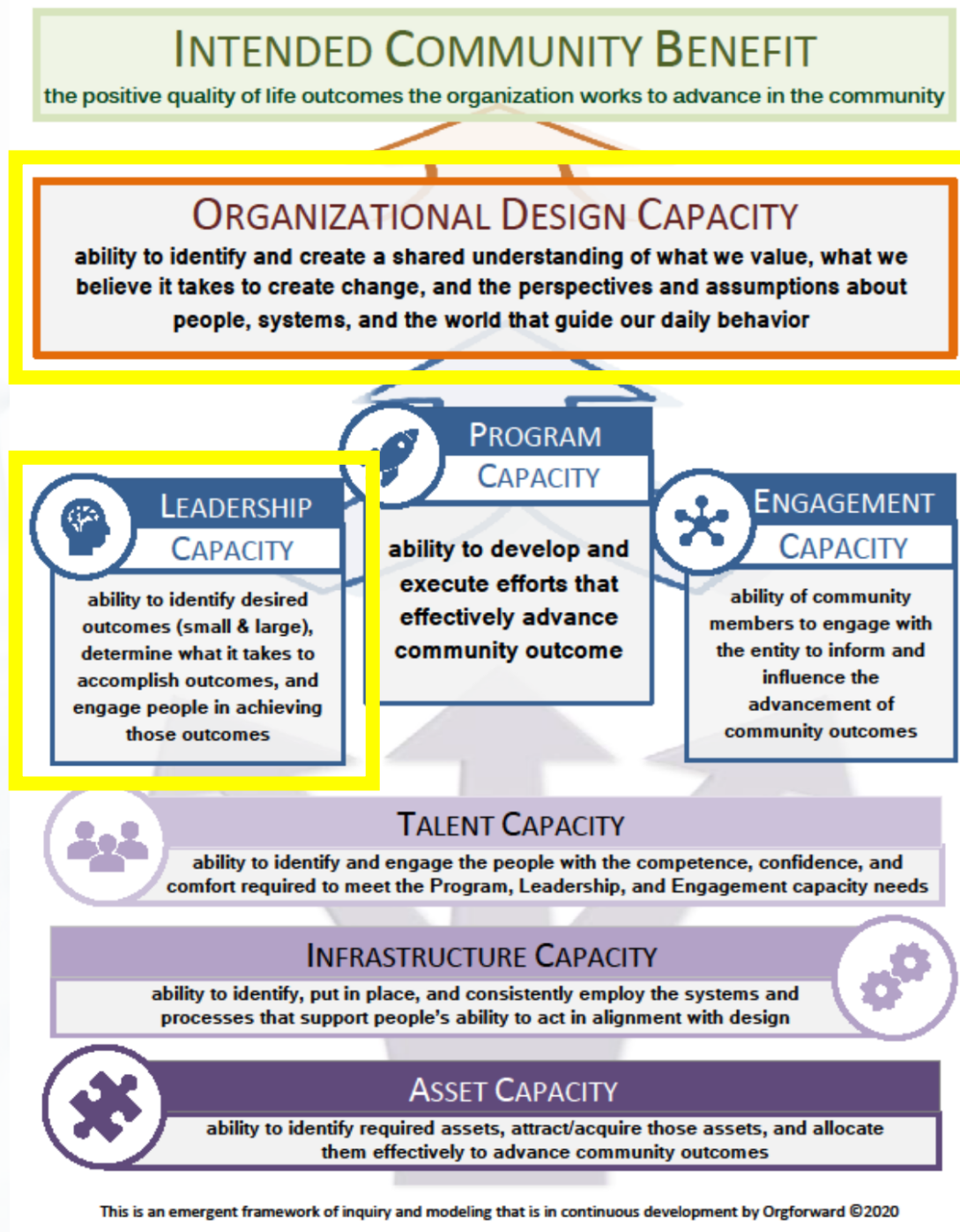


Vetting Strategy Against Culture

	Value (1)	Value (2)	Value (3)	Value (4)	Experience (1)	Experience (2)	Assumption / Theory
Strategy 1	3	2	3	3	2	3	1
Strategy 2							

Complementary Strategy & Culture:

Strong Design & Leadership Capacity



Organizational Design/Modeling Steps

	Description	Process
 <p>Community Benefit</p>	<ul style="list-style-type: none"> • Vision of the community the organization contributes to creating • Values that guide behavior of people 	<ul style="list-style-type: none"> • Articulating why the work matters and what people value
Community Outcomes	<ul style="list-style-type: none"> • Conditions that contribute to people being able to experience the vision <ul style="list-style-type: none"> ○ Things people need to have, feel, have access to ○ Environmental conditions that need to exist 	<ul style="list-style-type: none"> • Identifying what it will take to create change
Organizational Outcomes	<ul style="list-style-type: none"> • Subset of conditions that contribute to the community outcomes which the organization focuses on creating directly through its work 	<ul style="list-style-type: none"> • Setting organizational focus
Approaches	<ul style="list-style-type: none"> • Broad approaches (ways of doing things) the organization uses to achieve community outcomes (ie mentoring, counseling, education/training, networking, advocacy) 	<ul style="list-style-type: none"> • Outcomes Screening
Programs / Efforts	<ul style="list-style-type: none"> • Specific activities the organization carries out to advance the strategy 	<ul style="list-style-type: none"> • Strategy Screening • Matrix Map
Infrastructure / Resources	<ul style="list-style-type: none"> • People, assets, systems, and structures that support the programmatic activities 	<ul style="list-style-type: none"> • Program modeling • Asset Mapping



LEADERSHIP CAPACITY

ability to articulate desired outcomes (small & large), determine what it takes to accomplish them, engage people in achieving those outcomes, and evaluating success of the process that get you there



DESIGN COMPETENCY

ability to identify and articulate an organization's core purpose and guiding frameworks

COMMUNITY BENEFIT
WHAT WE VALUE
COMMUNITY CAPACITY REQUIREMENTS
TARGETED OUTCOMES
APPROACH (THEORY OF CHANGE)
PROGRAM CAPACITY
~ MODELS
~ ASSET REQUIREMENTS
~ PROCESSES

IMPLEMENTATION COMPETENCY

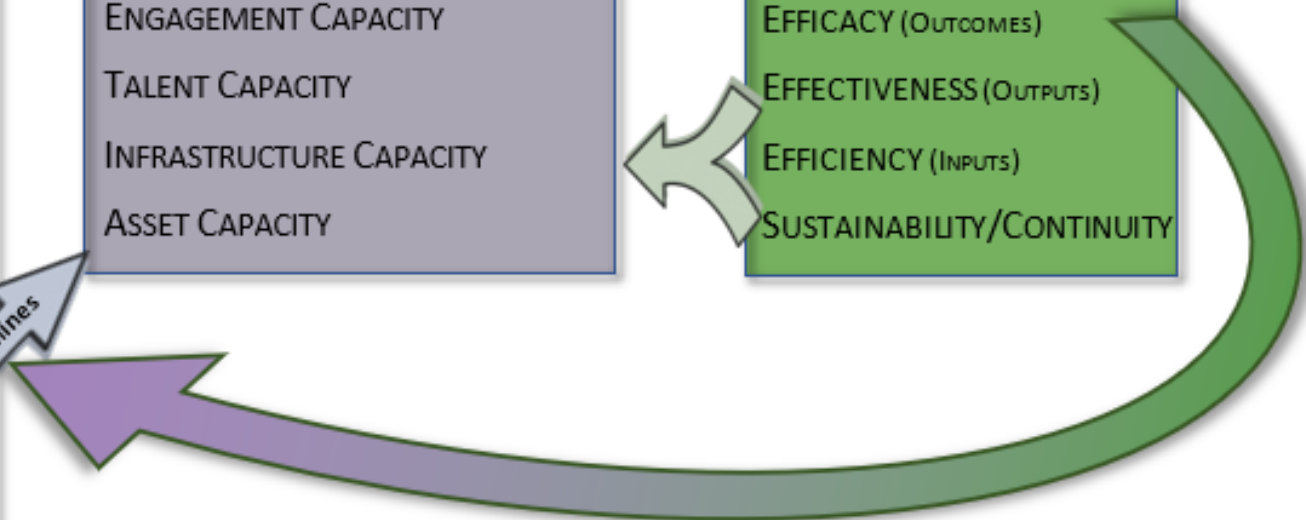
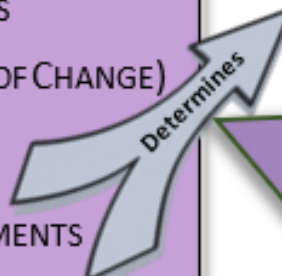
ability to put in place and execute processes in alignment with the organizational design

ENGAGEMENT CAPACITY
TALENT CAPACITY
INFRASTRUCTURE CAPACITY
ASSET CAPACITY

ASSESSMENT COMPETENCY

ability to evaluate behavior and results against design and implementation goals

EFFICACY (OUTCOMES)
EFFECTIVENESS (OUTPUTS)
EFFICIENCY (INPUTS)
SUSTAINABILITY/CONTINUITY



Reflections & Take Aways

