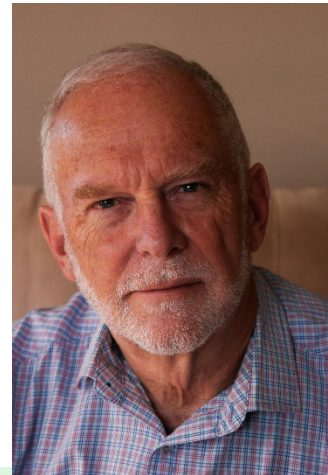# OpenStrategies
(and an international library of SubStrategies?)

On-line presentation to Timaru Rotary
Tuesday 19th May 2020
Dr Phil Driver
OpenStrategies

Scope of strategies post-crisis

Large-scale, multi-stakeholder strategies
- national

  – regional

  – local

  – multiple themes

  – multiple diverse perspectives

  – hundreds of stakeholders
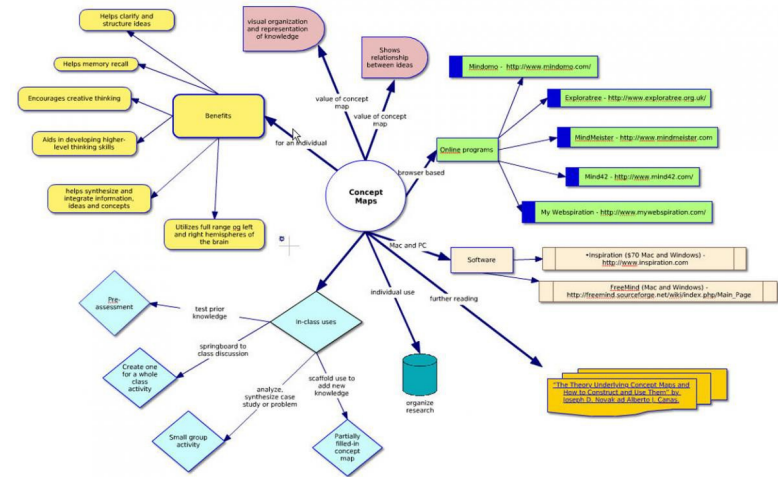 All of the above simultaneously

Do things with us not for/to/at us

- The post-crisis world is too complex for any individual or group to understand/manage

- Must liberate collective wisdom

- 'The powers that be' cannot be heroes and save us

- _Everyone_ needs to save us

Human cognitive limits

- Miller's law:
  - People can hold 7+/-2 concepts in their heads

Human cognitive limits
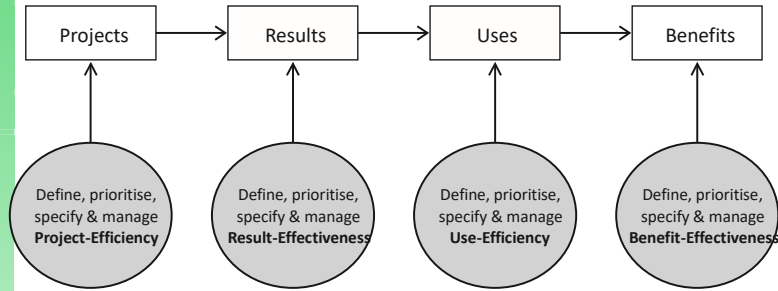
Driver's law: *Most* people can comprehend 15+/-5 concepts in a well designed diagram

Human cognitive limits

Outputs, outcomes, mission, goals, objectives, framework, vision, status, cross-cutting-themes, aspirations, strategies, plans, collaboration, cooperation, competition, values, structures, KPIs, tasks, accountabilities, responsibilities, principles, tactics, actions, directions, issues, factors, priorities, benefits, benefits-realisation, impacts, purpose, capacity, capabilities, forecasts, scenarios, drivers-for-change, data, information, knowledge, wisdom….

and sometimes 'implementation'

Human cognitive limits

The <u>smallest</u> amount of strategic information

that has the <u>highest</u> value
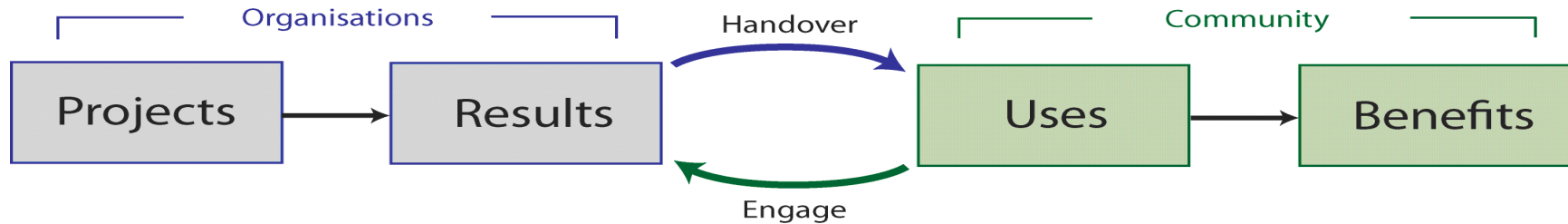
to the <u>most</u> stakeholders*

*OpenStrategies' mantra

OpenStrategies – a post crisis strategy framework

What should strategies do?

- Strategies should guide improvements in what organisations actually *do and why*

- So what do organisations actually *do*?

P   R   U   B

Create assets that enable & motivate people to Use assets to create Benefits

Two simple example SubStrategies

Projects	Results	Uses	Benefits
			Happy customers because they have done and achieved what they wanted to do and achieve
Sustainably manufacture, distribute and market our company's new product	Our company's new product available to customers together with relevant product marketing information	Customers buy and use our company's new product to do & achieve what they want	Our company is sustainably profitable
Build a sheltered, safe cycleway from the housing estate to the school	A sheltered, safe cycleway is in place from the housing estate to the school	Children ride to school and home again on the safe and sheltered cydeway	Children are safe when travelling

Catchment Water Management Aspirational-Level SubStrategy

Projects → Results → Uses → Benefits

Project 1: **Information:** Identify & document what information catchment stakeholders need (Results) to *enable & motivate* them to sustainably manage water

Orphan Result 1: **Information:** Reports; recommendations; data; information; knowledge; wisdom; strategies; policies

Project 2: **Regulations:** Refine regulations that will help *enable & motivate* catchment stakeholders to sustainably manage water

Orphan Result 2: **Regulations** that govern water management

Project 3: **Resources:** Create tools, products & services that will *enable & motivate* catchment stakeholders to wisely manage water

Orphan Result 3: **Resources:** Water management tools, products & services that can directly assist water management

Use 1: **Commercial Uses of water:** Catchment stakeholders sustainably & wisely use better 'water assets' for productive purposes

Benefit 1: Economic: The catchment'ss economy is healthier due to the wise & sustainable use & protection of water

Project 4: **Dissemination:** Disseminate information, tools, products, services & information (including on regulations) that will *enable & motivate* catchment stakeholders to wisely create & Use 'water assets'

Result 4: **Enabled & motivated:** Water managers & Users have a package of information, products, services & regulations that will *enable & motivate* them to wisely create & use 'water assets'

Use 2: **Non-commercial Uses of water:** Catchment stakeholders sustainably & wisely recreate, collect Mahinga Kai & otherwise engage with (better) 'water assets'

Benefit 2: Cultural: The catchment's cultural wealth is better due to the wise & sustainable use & protection of water

Benefit 3: Social: The catchment's social wellbeing is healthier due to the wise & sustainable use & protection of water

Project 5: **Create assets:** Catchment stakeholders create 'water assets' that will *enable & motivate* the more sustainable protection &/or Uses of catchment water

Result 5: Better catchment 'water assets' available to stakeholders

Use 3: **Nature's Uses of water:** Birds, fish, invertebrates, animals, plants and insects thrive in the catchments 'water assets'

Benefit 4: Environmental: The catchment's environment is healthier due to the wise & sustainable use & protection of water

Structure of a typical SubStrategy

Structure of an OpenStrategy

OpenStrategies
liberating collective wisdom

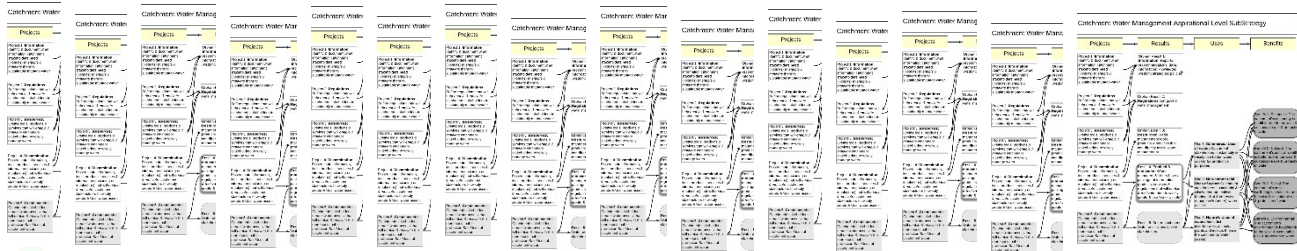| Values	Fundamental Principles
(Human) life is sacred	We will minimise <u>net</u> loss of (human) life and suffering
Integrity	All decisions will pass 'The Front Page Test"

10-15 Fundamental Principles & Values
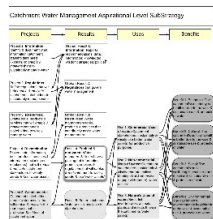
1 Aspirational SubStrategy
Ministers; directors; CEOs
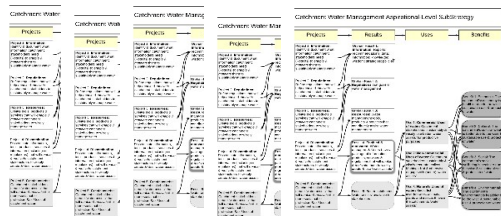
5-10 Guidance SubStrategies
High/mid-level managers

20-100 Operational SubStrategies
Operators; individuals; community groups; businesses

Validating Strategies

- Anyone can write a document and call it a strategy

- It is not a strategy unless it has been *Validated*

- How do we develop *and Validate* strategies?

Validating Strategies

1. SubStrategy   Describe the idea as a SubStrategy
   Is it logical?

2. Evidence   Add compelling Evidence for the Links
   Will it definitely work?

3. Worth   Calculate Worth, which must be greater than the
   cost of the Projects + the cost of the Uses
   Is it worth it?

A standard SubStrategy framework?
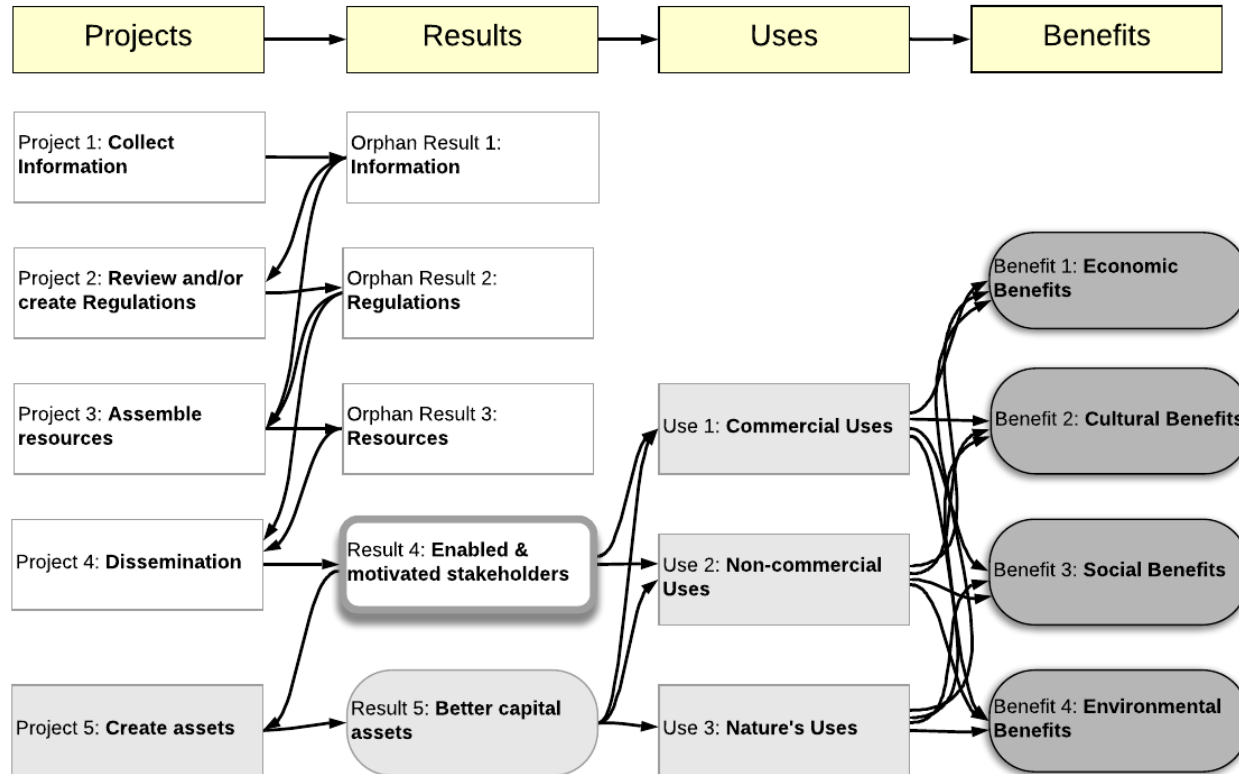
An International Library of SubStrategies?

Covid 19 SubStrategies for:
- A nation
- A region
- Hospitals
- Care workers
- A home isolation bubble
- A sports club
- Churches
- Taxis
- A cruise ship….

Transport SubStrategies for:
- Trains
- Logging trucks
- School children
- Commuters
- The entire public sector
- The English Channel
- Food suppliers
- International travel
- Emergency services

Water management SubStrategies for:
- A region
- Catchments
- Individual farmers
- Indigenous users
- Recreational users
- A territorial authority
- A fertiliser company
- The environment

Climate change SubStrategies for:
- Regenerative farming/permaculture
- Local authorities
- Energy suppliers
- Home owners
- Travellers
- Public venue managers
- Schools
- Coastal erosion mitigation

For more information/Master Classes

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    Validating Strategies – Linking Projects and Results to Uses and Benefits

    http://bit.ly/ValidatingStrategies

    From Woe to Flow – Validating and Implementing Strategies

    http://bit.ly/FromWoeToFlow

    www.openstrategies.com

Available: Internationally certified training; Tools; Strategy facilitation

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