Strategic Doing:

Montana Photonics Industry Alliance

February 2017
Janyce Fadden, University of North Alabama
Today’s Sponsors
<table>
<thead>
<tr>
<th>Time</th>
<th>Program</th>
<th>Leader/Facilitator</th>
</tr>
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<tbody>
<tr>
<td>8:00- 8:30</td>
<td>Welcome and introductions</td>
<td>Alistair</td>
</tr>
<tr>
<td>8:30- 9:00</td>
<td>MPIA overview</td>
<td>Larry</td>
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<tr>
<td>9:00 - 10:00</td>
<td>Strategic Doing overview</td>
<td>Janyce</td>
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<td>10:00 – 10:30</td>
<td>Break</td>
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<tr>
<td>10:30 – 12:00</td>
<td>“The Game”</td>
<td>Janyce</td>
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<td>12:00 – 1:00</td>
<td>Lunch time/break</td>
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<tr>
<td>1:00- 2:30</td>
<td>Strategic Doing for Bozeman</td>
<td>Janyce</td>
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<td>2:30- 3:00</td>
<td>Break</td>
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<td>3:00- 3:30</td>
<td>Completing the Pack</td>
<td>Janyce</td>
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<tr>
<td>3:30- 4:00</td>
<td>Pathfinder plans and next steps</td>
<td>Alistair/ Larry/ Janyce</td>
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How an economy works
What is Economic Development?

**Economic Development is often jobs based:**

- Growing Existing Businesses
- Attracting New Businesses
- Initiating New Businesses

**Industries can include:**

- Manufacturing
- Logistics and distribution
- Digital technology based
- Tourism
- Retail
What are the typical job growth results?

**Economic Development is:**

– Growing Existing Businesses- 60-80%
– Attracting New Businesses- 10-20%
– Initiating New Businesses – 10-20%

**Industries are a mix:**

– *Resident vs Non-resident*
– *Corporately held vs privately owned*
– *Headquarters vs divisional locations*
New thinking: the two economies
Strong regions possess a balanced portfolio

- Collaboration
- High Growth
- Innovation
- Brainpower
- Clusters
- Creative People
- Narratives, Stories
- Quality Places
- Hotspots
University as a strong civic leader
Strategic Doing increases capacity

Strategic Doing is a process that guides not just strategy development, but implementation across organizational and political boundaries.
Hierarchy of Complex Systems

- Social Organizations – economics, education, politics
- Individual Human – language capacity, knowledge accumulation, design and use of tools
- Animal – mobility, information processing
- Plants – viability
- Open Systems – matter, energy
- Cybernetics – computers
- Clockworks – engines
- Frameworks – buildings, cells

Complexity

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Community issues are complex.

Institutions emerged to deal with the complexity.

There are lots of institutions.

No single institution is "in charge" of most public issues.

Complex environment.

Complexity$^2$
“We live in the world our questions create.”

David Cooperrider
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<th>What’s the Work?</th>
<th>Who does the work?</th>
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<tr>
<td><strong>Technical</strong></td>
<td>Apply current know-how</td>
<td>Authorities</td>
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<tr>
<td><strong>Adaptive</strong></td>
<td>Learn new ways</td>
<td>The people with the problem</td>
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(Heifetz and Linsky, 2002)
Strategy = the employment of battles to win the war.

- General Carl von Clausewitz
I will build a motor car for the great multitude. It will be so low in price that no man will be unable to own one.

- Henry Ford
In 1928 Henry Ford’s River Rouge Plant in Dearborn, Michigan became the world's largest industrial complex, pursuing vertical integration to such an extent that it could produce its own steel. In this year he also established “Fordlandia” his rubber tree plantation in the Amazon Rainforest.

Source: Bently Historical Library, Josephine Fellows Gomon Papers, Box 10, draft manuscript, *The Poor Mr. Ford.*
It’s time to move to a new growth curve

Built on hierarchies

Built on networks

We are here

Prosperity

1870

Time
Networks are all around us

1935 - 71 cast and crew members all working for MGM

2012 - over 2,000 cast and crew – hardly any worked for MGM
Networks are all around us
Strategic Doing enables people to form action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way.
Change our strategy...

Grandfather  Grandchildren

Think  Do  C

Think  C

Do

Strategic Planning

Strategic Doing
Thinking Differently
Network structure & combining networks

- **Boundary Spanner**
- **Hub**
Link and leverage assets into opportunities...
Leveraging Value of Networks

2 Nodes
1 connection

5 Nodes
10 connections

12 Nodes
66 connections
As the number of nodes in a network increases, the value of the network increases exponentially. Adding a few more members can dramatically increase the value for all members.
The “most-connected” communities had more than double the job growth of the “least-connected” communities.
The Collaboration Continuum

Adapted from Collaboration Continuum from ACT for Youth
Behaving Differently
Growing trust takes time

Diagram: A and B with arrows indicating trust
- Trust
- Words
- Actions
We move in the direction of our conversations
Don’t be stalled by soreheads
Doing Differently
Strategy

Where are we going?

Outcomes

How will we get there?

Pathways

We are here
Strategic Doing

Where are we going?
Outcomes
Link, leverage & Align

How will we get there?
Pathways

What's our 30/30?

What could we do?

What should we do?

What will we do?
It’s critical to come back together
How it fits together...

Framing Question
How it fits together...

1. What assets can we share?
2. What opportunities emerge?
3. What is our Big Easy?
4. What is our Pathfinder Project?
Build a strong foundation with a balanced civic portfolio
A Vibrant Region Needs a Portfolio of Strategies

Brainpower & 21st Century Skills

Innovation & Entrepreneurship

New Narratives

Quality, Connected Places

**Strategic Doing** is an agile strategy discipline for designing and guiding collaborative networks, moving them toward measurable outcomes, and making adjustments along the way.

Purdue Center for Regional Development
Water Technology District has spurred $211.6 million in development.

THE “GOLD RUSH” OF DECADES AGO IS BEING REPLACED WITH TODAY’S “WATER TECH RUSH.”
Charleston Digital Corridor is a successful public-private business development partnership launched in February 2001 to attract, nurture and promote knowledge-based companies growing from 18 to over 100 companies.
A New Alliance for New Jersey's Future

NJ MarketShift, funded by the U.S. Department of Defense, is designed to strengthen New Jersey’s Aerospace & Defense (A&D) industries by providing your business with the tools you need to compete effectively in the changing global marketplace. NJ MarketShift also helps community leaders and policymakers by providing powerful web-based applications to improve regional planning and economic development.

Our goal is to create and sustain a community of New Jersey companies who connect with each other to improve their opportunities in the A&D-related supplier networks.

Three Paths to Better Business Results

- Collaboration Network
- MarketShift Intelligence
- Innovation Academy
Rockford Area Aerospace Accelerator Project

- NIU convened a group of higher education, economic development and workforce development leaders to discuss how to accelerate innovation, job creation and global competitiveness in the robust aerospace cluster.

- In 2010, the collaborative was awarded one of 20 competitive federal Jobs and Innovation Accelerator Challenge (JIAC) grants, creating a $2.4 million investment in this effort.
Workforce Development Outcomes

- Higher level of engagement between higher education and local manufacturers
- Increased understanding of high-tech workforce needs
- Collaborative, assets-based approach to regional innovation, economic and workforce development and global competitiveness
A Collaborative Partnership
Among:
Shoals Entrepreneurial Center
University of North Alabama
Shoals Chamber of Commerce
Florence/Lauderdale Public Library

Funded in part through the
Appalachian Regional
Commission’s
Partnerships and Workforce and
Economic Revitalization (POWER)
Initiative

Innovation Lives Here
An open and collaborative community effort shifting the future of the Shoals.

Shoals Shift was developed to attract, nurture and promote the Shoals’ tech economy.
Workshop attended by over 50 people. Focused on Digital Technology Hub and a team from Corinth, MS.
UNA Student Innovation Initiatives

IDEA AUDITION
Do you have a business idea? Bring it to the IDEA AUDITION!

You could win $5,000 on November 18th!

Do you have an idea for a new business? You could win some money at the Shoals Idea Audition! This contest allows you to present your business leaders and experts — and if your presentation is the most compelling, you could win $5,000! We promise it will be fun.

The Shoals Chamber of Commerce and the City of Florence are excited to bring you the IDEA Audition. Even if you don’t win, you’ll be presenting to a group of business leaders who might be able to help you get your business off the ground — and you could win big!

Mary Marshall VanSant at 256-764-4661 or email her at mmv@unahospitality.com. Rules and schedule can also be found at http://idea.audition. Take your spot today!
National Award from University Economic Development Association

OCT. 16-19, 2016
IT TAKES A REGION
talent + innovation + place
UEDA Annual Summit 2016 Roanoke, VA

Awards of Excellence

Shoals Shift selected for Innovation+Talent category
Strategic Doing is an agile strategy discipline for designing and guiding collaborative networks, moving them toward measurable outcomes, and making adjustments along the way.

Purdue Center for Regional Development
Today’s Sponsors

- American Bank
  Montana Owned and Operated
- Bozeman Area Chamber of Commerce Montana
- Big Sky Western Bank
  Division of Glacier Bank
- First Interstate Bank
- First West Insurance
Imagine Bozeman as a recognized global leader in optics and photonics