<table>
<thead>
<tr>
<th>Time</th>
<th>Program</th>
<th>Leader/Facilitator</th>
</tr>
</thead>
<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>MMEC overview</td>
<td>Scott</td>
</tr>
<tr>
<td>9:00 - 10:00</td>
<td>Strategic Doing overview</td>
<td>Janyce</td>
</tr>
<tr>
<td>10:00 - 10:30</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:30 - 12:00</td>
<td>“The Game”</td>
<td>Janyce</td>
</tr>
<tr>
<td>12:00 - 1:00</td>
<td>Lunch time/break</td>
<td></td>
</tr>
<tr>
<td>1:00 - 2:30</td>
<td>Strategic Doing for Galatian Valley</td>
<td>Janyce</td>
</tr>
<tr>
<td>2:30 - 3:00</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>3:00 - 3:30</td>
<td>Completing the Pack</td>
<td>Janyce</td>
</tr>
<tr>
<td>3:30 - 4:00</td>
<td>Pathfinder plans and next steps</td>
<td>Alistair/Larry/Janyce</td>
</tr>
</tbody>
</table>
How an economy works
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

Civic Economy

Market Economy
Strong regions possess a balanced portfolio
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

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


- **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

**Hierarchy of Complex Systems**
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

Complexity²
“We live in the world our questions create.”

David Cooperrider
<table>
<thead>
<tr>
<th></th>
<th>What’s the Work?</th>
<th>Who does the work?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical</strong></td>
<td>Apply current know-how</td>
<td>Authorities</td>
</tr>
<tr>
<td><strong>Adaptive</strong></td>
<td>Learn new ways</td>
<td>The people with the problem</td>
</tr>
</tbody>
</table>

(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

Prosperity

Time

1870

We are here
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
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.
Hierarchies are slowing us down...

Communities are not hierarchies

Hierarchies are breaking down
Networks can help get things done
Change our strategy...

Grandfather  Grandchildren

Think  Do

Strategic Planning

Think  Do

Strategic Doing
How do your hierarchies work?

Are networks growing in your area?

What changes would you want to see?
Today...

Thinking Differently

Behaving Differently

Doing Differently
Thinking Differently
There is no top or bottom in a network
Network structure & combining networks
Link and leverage assets into opportunities...
Leveraging Value of Networks

- 2 Nodes
  - 1 connection

- 5 Nodes
  - 10 connections

- 12 Nodes
  - 66 connections
The network effect

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.
## Lead Differently

<table>
<thead>
<tr>
<th>LEADER ROLES</th>
<th>RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convener</td>
<td>Maintains the civic spaces</td>
</tr>
<tr>
<td>Connector</td>
<td>Links people and other assets</td>
</tr>
<tr>
<td>Civic Entrepreneur</td>
<td>Sees new opportunities</td>
</tr>
<tr>
<td>Guide</td>
<td>Maps a complex process</td>
</tr>
<tr>
<td>Strategist</td>
<td>Reveals larger patterns</td>
</tr>
<tr>
<td>Knowledge Keeper</td>
<td>Distills face-to-face conversations into</td>
</tr>
<tr>
<td></td>
<td>key points and patterns</td>
</tr>
<tr>
<td>Social Media User</td>
<td>Applies power social media tools</td>
</tr>
</tbody>
</table>
The Collaboration Continuum

Turf

Trust

Mutual Awareness

Sharing Information

Sharing Resources

Co-Execution

Co-Creation

Co-Execution

Co-Creation

Adapted from Collaboration Continuum from ACT for Youth
Identifying Your Assets

Part of what makes each of us unique is the set of assets we possess.

1. **Strengths**: the abilities to consistently provide near-perfect performance in a specific task

2. **Talents**: a naturally recurring pattern of thought, feeling, or behavior that can be productively applied

3. **Skills**: the basic ability to move through the fundamental steps of a specific task

4. **Knowledge**: what you know as a result of either formal or informal education and experiences

5. **Networks**: your groups both formal and/or informal
What are your assets?
What ones are you willing to share?
How do you grow your assets?
Behaving Differently
Growing trust takes time
We move in the direction of our conversations
Don’t be stalled by soreheads
How do you build trusting networks?

How often do you connect the network?

When do you build a new network?
Doing Differently
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 Could we do?

What's our 30/30?

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?
How it fits together...
Build a strong foundation with a balanced civic portfolio

Diagram:
- High Growth
- Brainpower
- Innovation
- Collaboration
- Creative People
- Clusters
- Narratives, Stories
- Quality Places
- Hotspots
Strategic Doing is an agile strategy discipline for designing and guiding collaborative networks, moving them toward measurable outcomes, and making adjustments along the way.
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 the response to a request by the citizens of Charleston to grow a high-wage economy while further diversifying Charleston's economy.

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
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.
NIU-RVC Engineering Program
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
Workshop attended by over 50 people
Focused on Digital Technology Hub and a team from Corinth, MS

Oct 20-21, 2014
200+ involved over 2 day event
University of North Alabama
Florence, AL
www.una.edu/strategicdoing
UNA Student Innovation Initiatives
UNA Student Innovation Initiatives

3 DAY STARTUP

the Generator
FROM CREATIVE SPARK TO MARKET
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 American Idol! This contest allows you to present your business leaders and experts — and if your presentation is the best, you could win $5,000! We promise it will be fun.

The Shoals Chamber of Commerce and the University of North Alabama host this event. Even if you don't win, you'll be presenting to a group of judges who might be able to help you get your business off the ground — and you could win big!

Contact Mary Marshall VanSant at 256-764-4661 or email her at mmarsh@unahunters.com. Rules and schedule can also be found at www.shoalschamber.org. Secure your spot today!
National Award from University Economic Development Association

Shoals Shift selected for Innovation+Talent category
A Vibrant Region Needs a Portfolio of Strategies

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
Strategic Doing:

Montana Manufacturing Extension Center

February 2017
Janyce Fadden, University of North Alabama
Today’s framing questions

• Gallatin Valley was a regional center of manufacturing excellence and a manufacturing tourism destination of choice?

• We filled specific, high-demand workforce gaps by improving and expanding technical training at two-year colleges?

• Local manufacturers improved productivity through automation, robotics and other technology adoption?

• Local manufacturers collaborated for superior inventory management, logistics, transportation & warehousing performance?

• Local manufacturers took full advantage of MSU’s assets, resources, capabilities
<table>
<thead>
<tr>
<th>Table Guide</th>
<th>4</th>
<th>Link and Leverage assets to define your opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Keeper</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Member</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Team Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Member</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Share a Promise:** We will behave in ways that build trust and mutual respect.

**Write down your Framing Question**

**Uncover your hidden assets that can contribute to answering your Framing Question**

<table>
<thead>
<tr>
<th>Name</th>
<th>Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Opportunity 1**
Our first opportunity is...

**Opportunity 2**
Our second opportunity is...

**Opportunity 3**
Our third opportunity is...

**Find your “Big Easy” by calculating both impact and ease of implementation**

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Impact (1=low; 5=high)</th>
<th>Ease (1=hard; 5=easy)</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity 3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Take your Big Easy and define an outcome with indicators or metrics**

Describe your success with a vivid word picture:
Here is what we will see, feel and do that will be different...

Our indicators of success are:

**Set the details of your 30/30 meeting**

Date

Time

Place

**Commit to be a nudge.**
Put your initials in the box.