strategic thinking for the rest of us

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AGENDA
Strategy?
Models
Scenarios
Prototype
Q + A

DISCUSSION
What does strategy mean?
What’s your definition?

STRATEGY
Introduction

STRATEGY
a coherent set of ideas that describe how we will compete and win in the marketplace

*a makes sense to the community
**STRATEGY**
a coherent set of ideas that describe how we will compete and win in the marketplace

*mostly indirect competition*

**STRATEGY**
a coherent set of ideas that describe how we will compete and win in the marketplace

*closing the mission gap*

**STRATEGY**
a coherent set of ideas that describe how we will compete and win in the marketplace

*environment in which we operate*

**STRATEGY**
“What we do to ensure that we have jobs next year.”

~K. Garwood (MJ’s colleague)

**DISCUSSION**
What does strategy look like? How do we know we’re doing strategy?

**STRATEGIC PLANNING? GOALS AND OBJECTIVES?**

**CONVENTIONAL MODEL**

Vision → Goals → Approach → Action

**ISSUE-BASED MODEL**

1. Identify
2. Suggest
3. Include
ALIGNMENT MODEL

OUTLINE
IDENTIFY
ADJUST
INCLUDE

SCENARIO MODEL

SUGGEST
DISCUSS
DETECT
SELECT
EXTERNAL

ORGANIC MODEL

CARRY
DIALOGUE
PATHWAY
REFLECT
DEVELOP
REMEMBER
LEARN

STRATEGIC THINKING?
COMPETITIVE ANALYSIS?

SWOT

PEST ANALYSIS

BALANCED SCORECARD

GAP ANALYSIS
STRATEGY SOUNDS HARD.
Which model is the right one?
Why choose one over another?
When do you use these models?
How do you use them?

BUT WAIT...
What if it was as easy as asking simple questions?
THREE SCENARIOS

Org. Restructure
- Large scale change
- Senior leadership
- Transformation

Service Redesign
- Small scale change
- Project team
- Improvement

Career Change
- Personal change
- Individual
- New career

PEDIA PROTOTYPE

Overview

PEDIA PROTOTYPE

Learning preliminary model
**REMEMBER...**

- Org. Restructure
- Service Redesign
- Career Change

**PEDIA PROTOTYPE**
Stage-by-stage

**POSITION**
Where are we now?
- data, facts, observations

**EXPLORE**
Where should we be?
- promising future options

<table>
<thead>
<tr>
<th>Org. Restructure</th>
<th>Service Redesign</th>
<th>Career Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths and weakness of current structure</td>
<td>Inputs and outputs for current model</td>
<td>Self-assessment (skills, abilities, interests, etc.)</td>
</tr>
</tbody>
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<tr>
<td>Aspirational organizational structure</td>
<td>Ideas for an enhanced service model</td>
<td>Personal and professional goals</td>
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</table>
DESIGN
How will we get there?
priorities, paths, tactics

IMPLEMENT
What will be different?
workflows, processes

ASSESS
Were we successful?
data, facts, observations
Org. Restructure  Service Redesign  Career Change

Performance and satisfaction with new structure
Compare inputs and outputs for new model
Assess satisfaction with new position

PEDIA Prototype
Mountain Range

PEDIA Prototype (v1.7)
M.J. D'Elia & Joe Matthews

PEDIA Mountain Metaphor

VARIABLE: TIME

VARIABLE: DIFFICULTY

PEDIA Mountain Metaphor
EASIER THAN YOU THINK
 Where are we now?
 Where should we be?
 How will we get there?
 What will be different?
 Were we successful?

QUESTIONS?

www.sketchbookstrategy.com

THANK YOU
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REFERENCES