Description

PEDIA is a five-stage decision-making model designed to provide structure for strategic thinking. It works best as a map or flowchart. In the *PEDIA Briefing Notes* you will find:

- Sketches outlining the key elements of PEDIA
- A mountain climbing metaphor
- Sample questions to consider at each stage
- A visual map of the resources that inspired PEDIA

Details

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Overview

What is the PEDIA Prototype?
PEDIA is our working process model or organizing framework for sound decision-making. It acts as a flowchart outlining the basic order of operations for strategic thinking.

Why is PEDIA important?
PEDIA is a straightforward approach that anyone can use to be a better strategic thinker. It can be used by organizations and by individuals, because it features five simple questions.

Who should use PEDIA?
PEDIA is intended to help anyone who wants to learn more about strategy. It is particularly useful to people who lead or facilitate strategic conversations with groups.

Where did PEDIA come from?
In 2018, we launched The Sketchbook Strategy Project (sketchbookstrategy.com) to explore popular strategic thinking tools from the corporate world and translate them for use in libraries (and other not-for-profit contexts). After surveying a wide variety of methods and techniques, we kept returning to a central consideration: *When is the optimal time to use each tool?* We realized we needed a way to provide context for the tools we were exploring – and PEDIA became our working solution.

How do you use PEDIA?
PEDIA should be used in combination with other strategic decision-making tools and techniques (e.g. SWOT Analysis, Balanced Scorecard, etc.). In this context, PEDIA functions more like a map to help you organize your tools and keep your thinking moving forward.

What does PEDIA mean?
PEDIA is really an acronym for the five stages in the prototype: Position, Explore, Design, Implement, Assess. It also happens to be a suffix that relates to learning (e.g. Encyclopedia). Our contention is that strategic thinking is really about learning, so PEDIA seemed appropriate.

Why is it called a prototype?
Calling PEDIA a prototype (instead of a model or a framework) emphasizes that it is a work in progress. We include version numbers to keep track of each iteration.
PEDIA Explained: Staged Sketches

PEDIA helps you turn your current reality into a more **desirable future**.

The catalyst for this change begins with identifying a **promising opportunity**.

Finding an opportunity is a great start, but execution is where it counts. PEDIA presents five stages: **Position > Explore > Design > Implement > Assess**.

Each of these stages is centered on a single objective that is captured with a **simple question**.
As you employ various techniques to explore each question, you will require different information and inputs.

The first phase of every stage is about searching for what is possible (i.e. divergent thinking).

The second phase of every stage is about selecting options that are the most viable (i.e. convergent thinking).

As each stage resolves, a critical strategic path emerges, transforming today into tomorrow.
PEDIA Explained: Mountain Metaphor

The PEDIA Prototype is like a mountain range with five distinct peaks. As you ascend each peak your job is to survey the landscape, look around, and identify what is possible. At the top of each mountain, you can see many paths in front of you. But not every path will work. You need to weigh each option, evaluate your choices, and select the right path on your descent. After climbing and descending each of the five peaks you can feel confident that you explored a wide range of possibilities and found the clear critical path that fits your context.

Moral: You need to climb each mountain to see what’s possible, but you have to bring it down to earth to make it actionable. Strategic success (or failure) happens on the ground not in the clouds.

PEDIA: The Five Stages

The first stage asks: Where are we now?

It starts with identifying an opportunity and ends with a clear strategic map (or chart) that compares your position to other players.

During this stage you will be focused on investigating and interpreting available data, facts, and observations.
The second stage asks: Where should we be?

It takes the map and identifies a more desirable future, describing where you want to be and why with a list of clear strategic intentions.

During this stage you will be discovering what is possible and deciding which future fits best.

The third stage asks: How will we get there?

It takes the aspirational intentions and turns them into a defined set of strategic directions.

During this stage you will be developing new paths, clarifying priorities, and determining essential tactics.
The fourth stage asks: **What will be different?**

It takes the set of strategic directions and creates a list of tangible strategic actions that move you toward the desired future.

During this stage the focus is on the operational workflows and processes that will need to be introduced, modified, or eliminated.

The fifth stage asks: **Were we successful?**

It takes the identified actions and turns them into a list of measurable strategic indicators.

During this stage the focus is on the new data, facts and observations that are generated after changes are implemented.

In addition to assessing results, this stage invites you to review the strategic thinking process itself and ask: **What can we do better next time?**
References

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