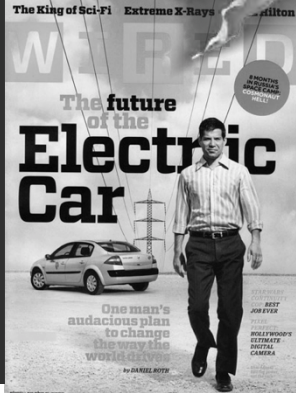
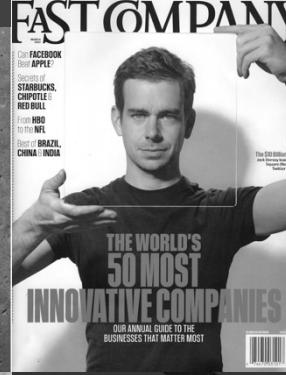
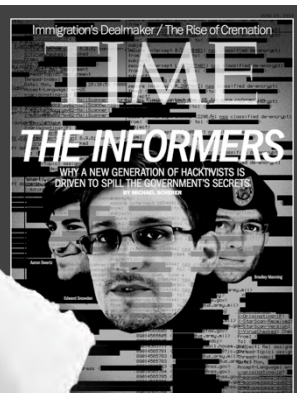


Thriving Nonprofit Sector Speaker Series

Creating Strategic Conversations
that Accelerate Change

May 20, 2014






VUCA WORLD

ADAPTIVE PROBLEMS

KNOWN/UNKNOWN PROBLEM.
UNKNOWN SOLUTION.




DISCOVERY & EXPERIMENTATION



**Adaptive challenges can only
be addressed through
changes in people's priorities,
beliefs, habits and loyalties.**

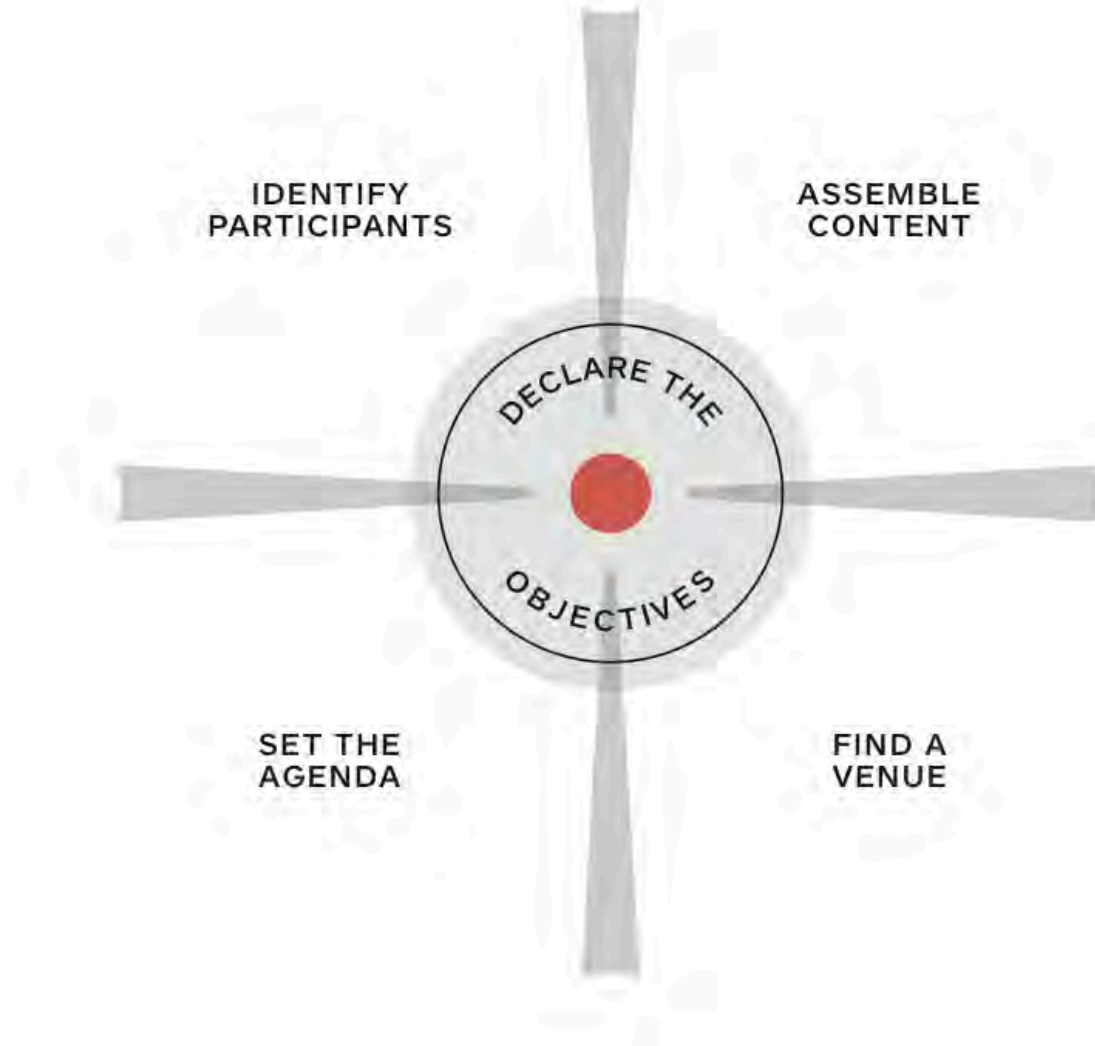
Source: Ronald Heifetz, Alexander Grashow and Marty Linsky, *The Practice of Adaptive Leadership* (2009)

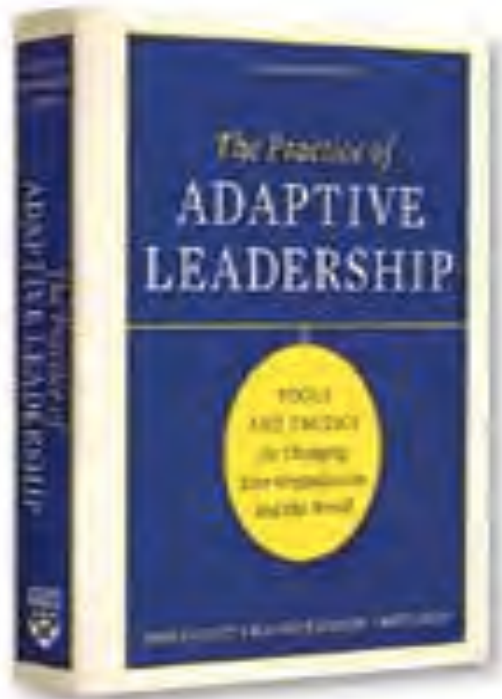


Making progress requires going beyond any authoritative expertise to **mobilize discovery, shedding entrenched ways, tolerating losses, and generating the capacity to thrive anew.**

Source: Ronald Heifetz, Alexander Grashow and Marty Linsky, *The Practice of Adaptive Leadership* (2009)

Meeting Model

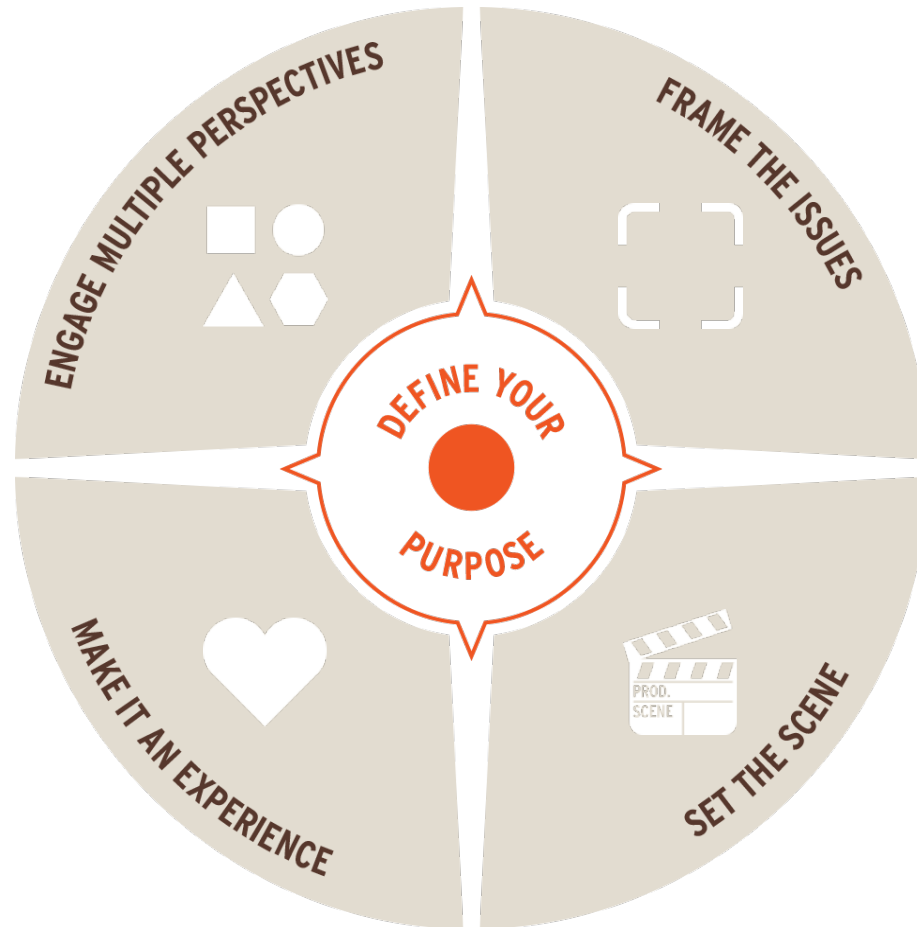




The most common cause of **failure in leadership** is produced by **treating adaptive challenges as if they were technical problems.**

Ronald Heifetz

Strategic Conversation Compass





IF YOU MAKE DECISIONS THAT
AFFECT OTHER PEOPLE,
YOU ARE A DESIGNER.



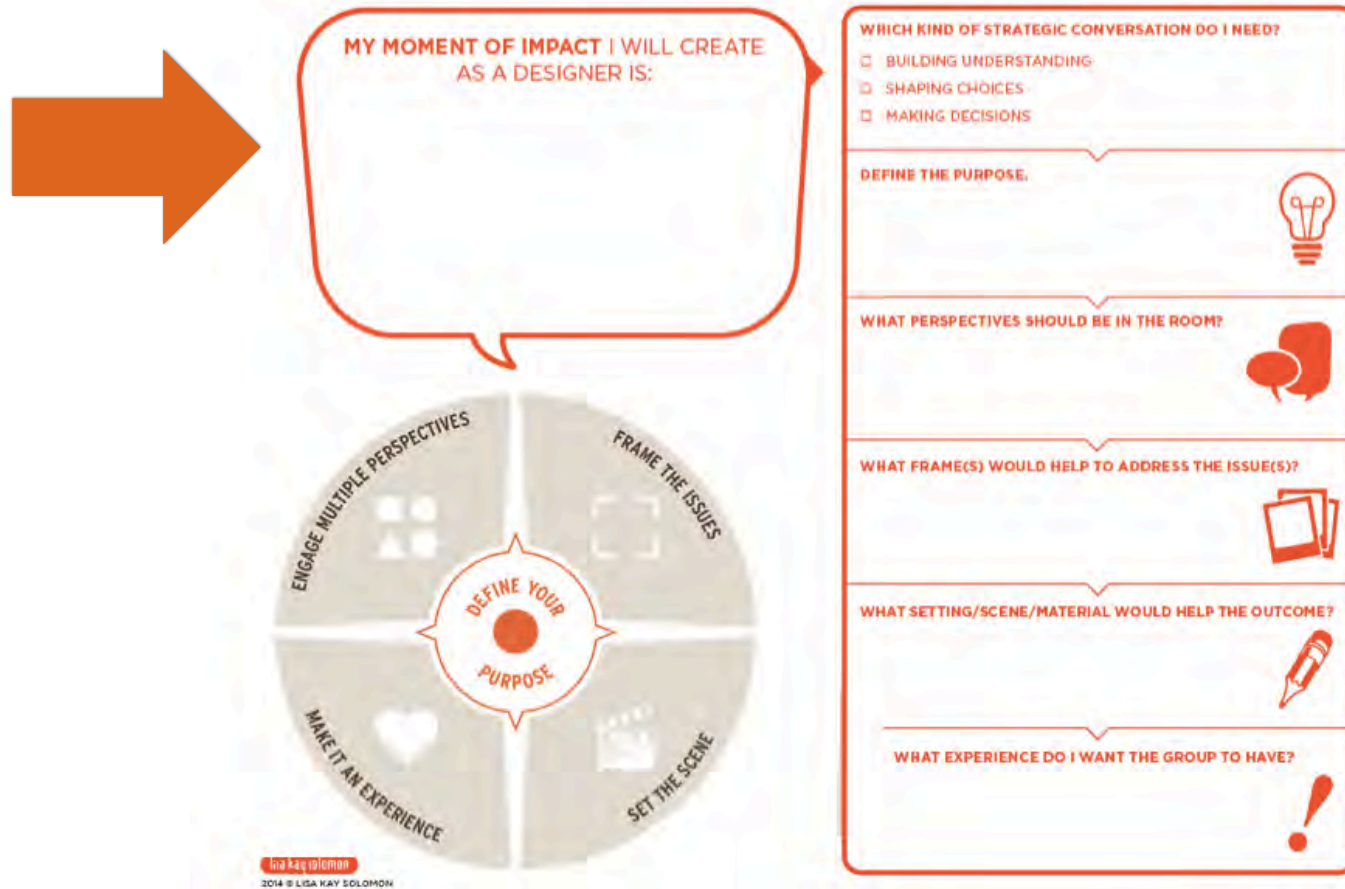
“IT’S MY JOB AS A
DESIGNER TO MAKE
CHOICES THAT
TRIGGER THE RIGHT
RESPONSES.”

Nathan Shedroff
(Chair of the DMBA)

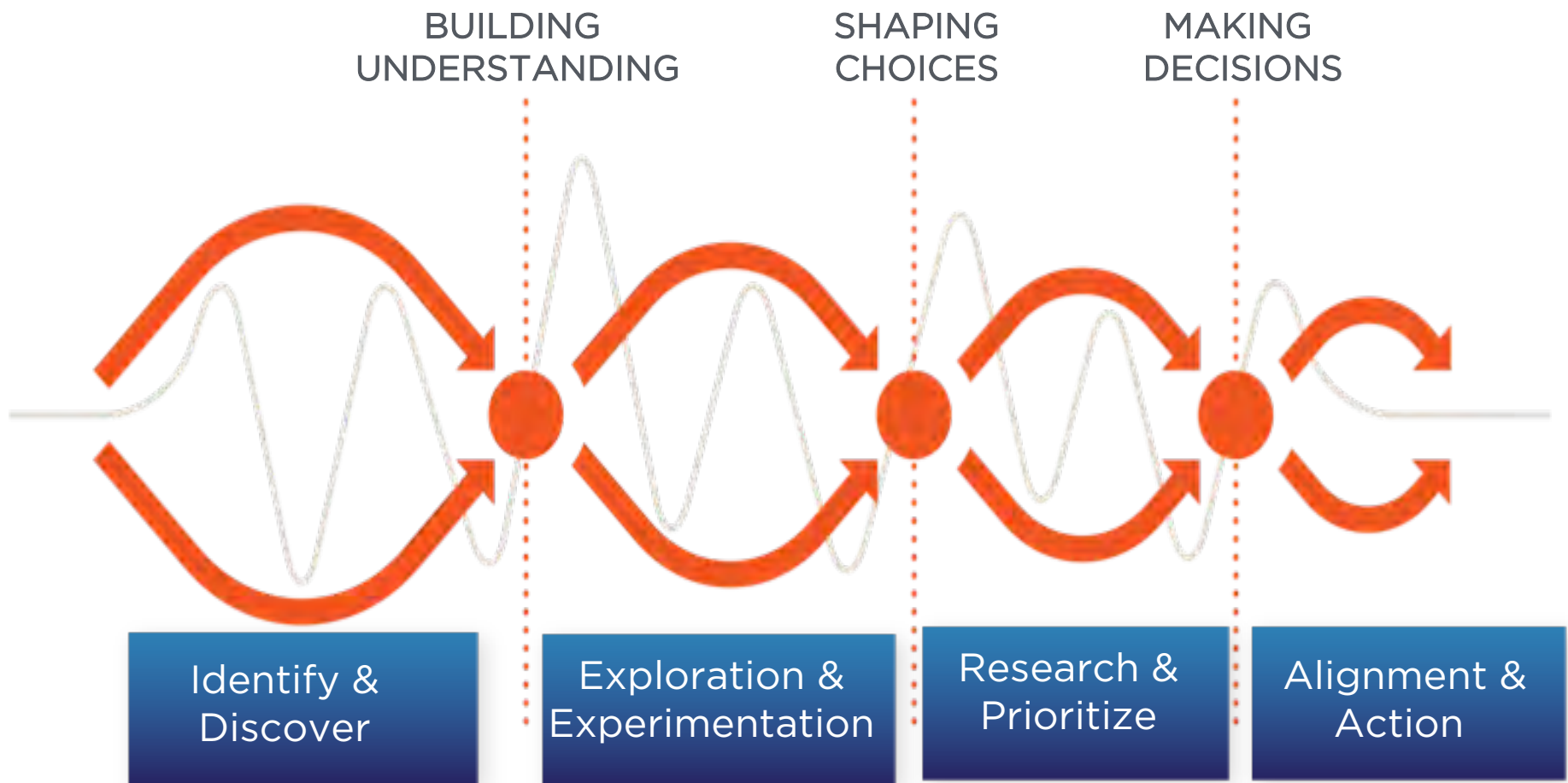


What are the
right responses
you want to trigger?

DESIGNING YOUR CONVERSATION



DEFINE YOUR PURPOSE





“We’re all in agreement, then.”

DESIGNING YOUR CONVERSATION

MY MOMENT OF IMPACT I WILL CREATE AS A DESIGNER IS:

WHICH KIND OF STRATEGIC CONVERSATION DO I NEED?

- ☐ BUILDING UNDERSTANDING
- ☐ SHAPING CHOICES
- ☐ MAKING DECISIONS

DEFINE THE PURPOSE:

WHAT PERSPECTIVES SHOULD BE IN THE ROOM?

WHAT FRAME(S) WOULD HELP TO ADDRESS THE ISSUE(S)?

WHAT SETTING/SCENE/MATERIAL WOULD HELP THE OUTCOME?

WHAT EXPERIENCE DO I WANT THE GROUP TO HAVE?

ENGAGE MULTIPLE PERSPECTIVES

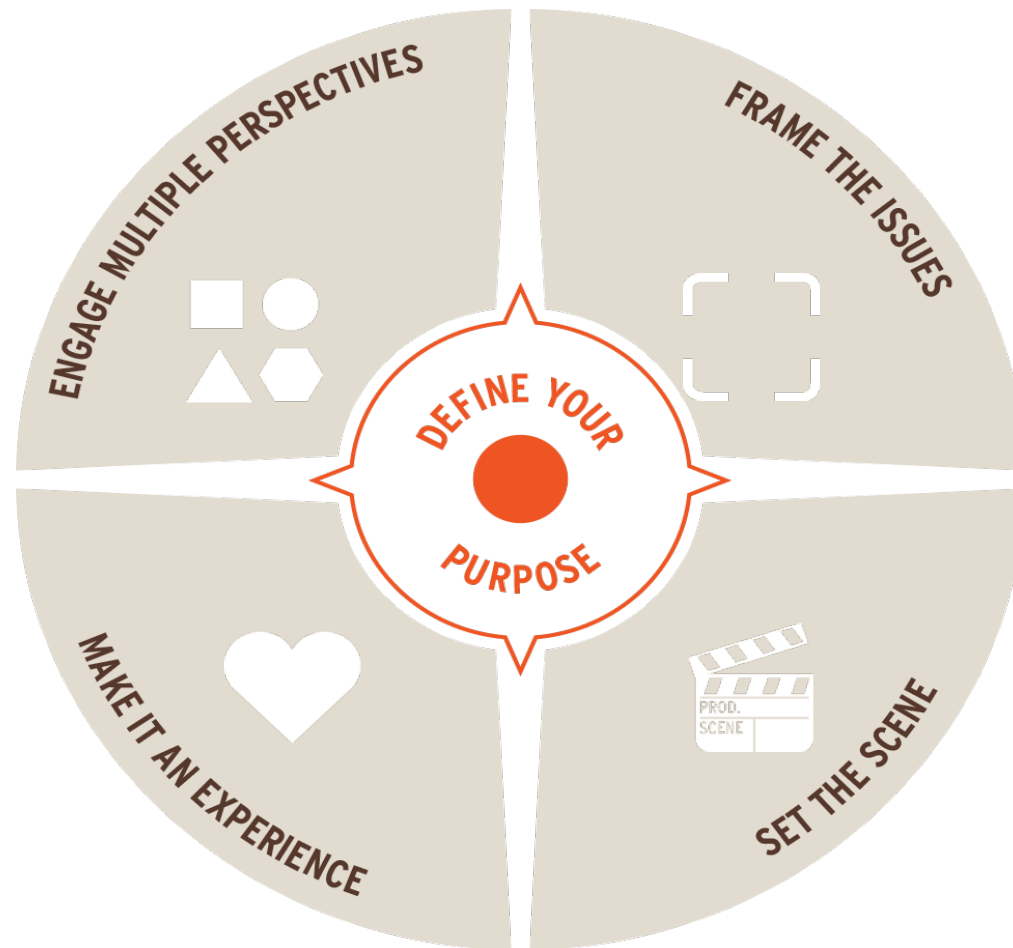
FRAME THE ISSUES

MAKE IT AN EXPERIENCE

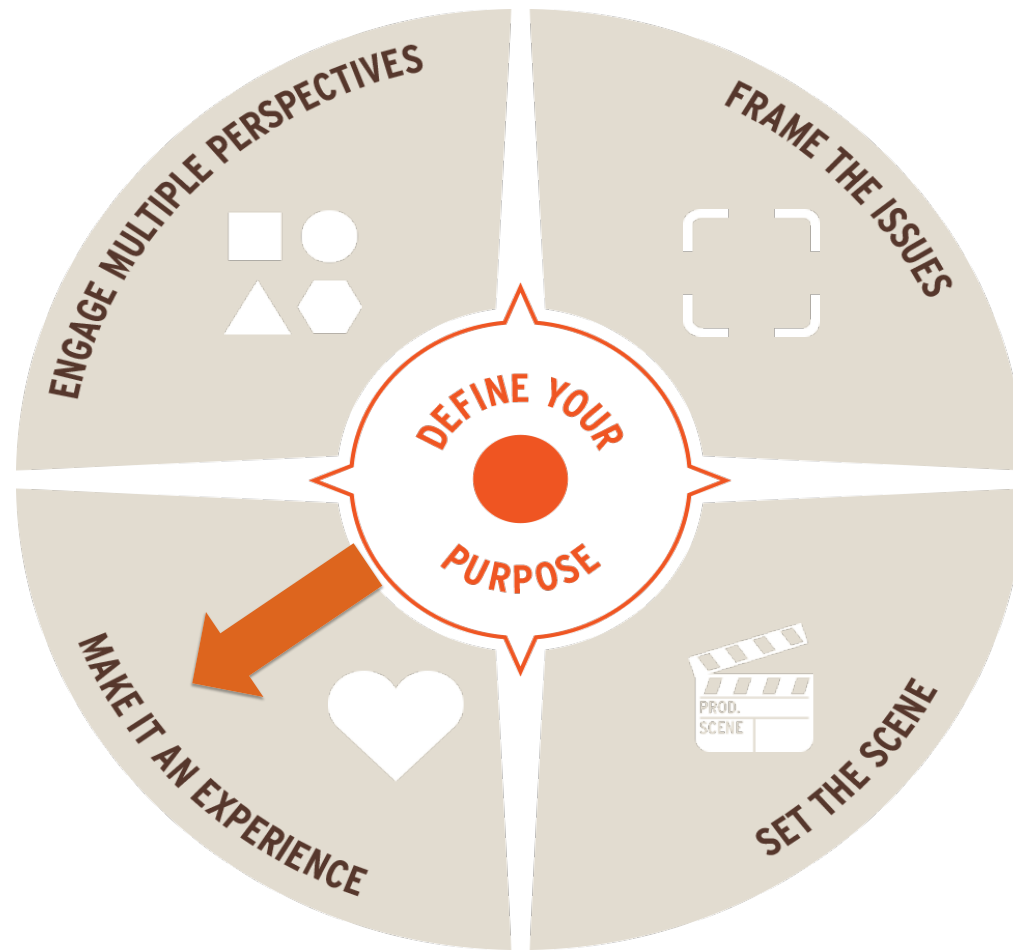
SET THE SCENE

DEFINE YOUR PURPOSE

Lisa Kay Solomon
2014 © LISA KAY SOLOMON

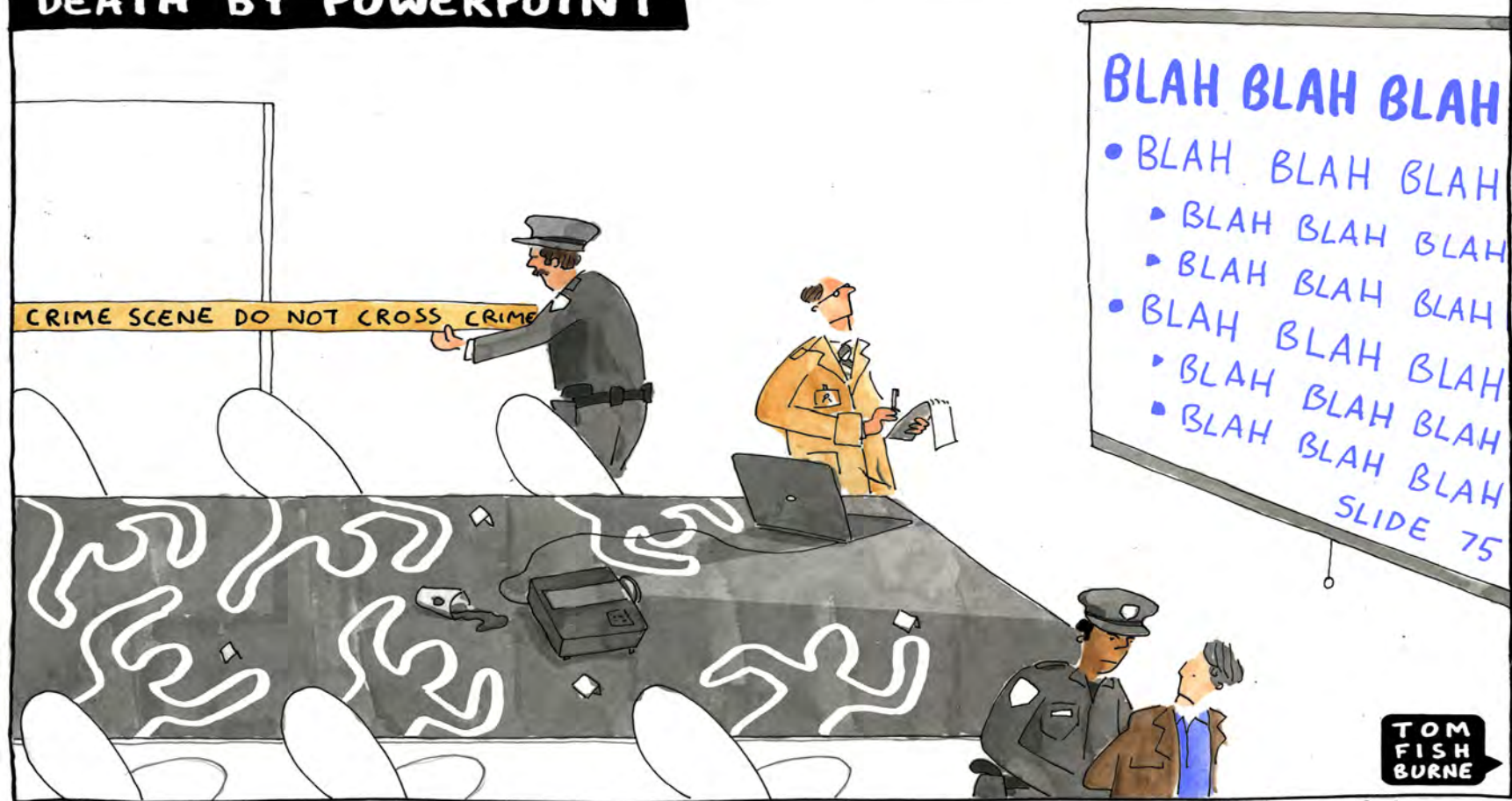


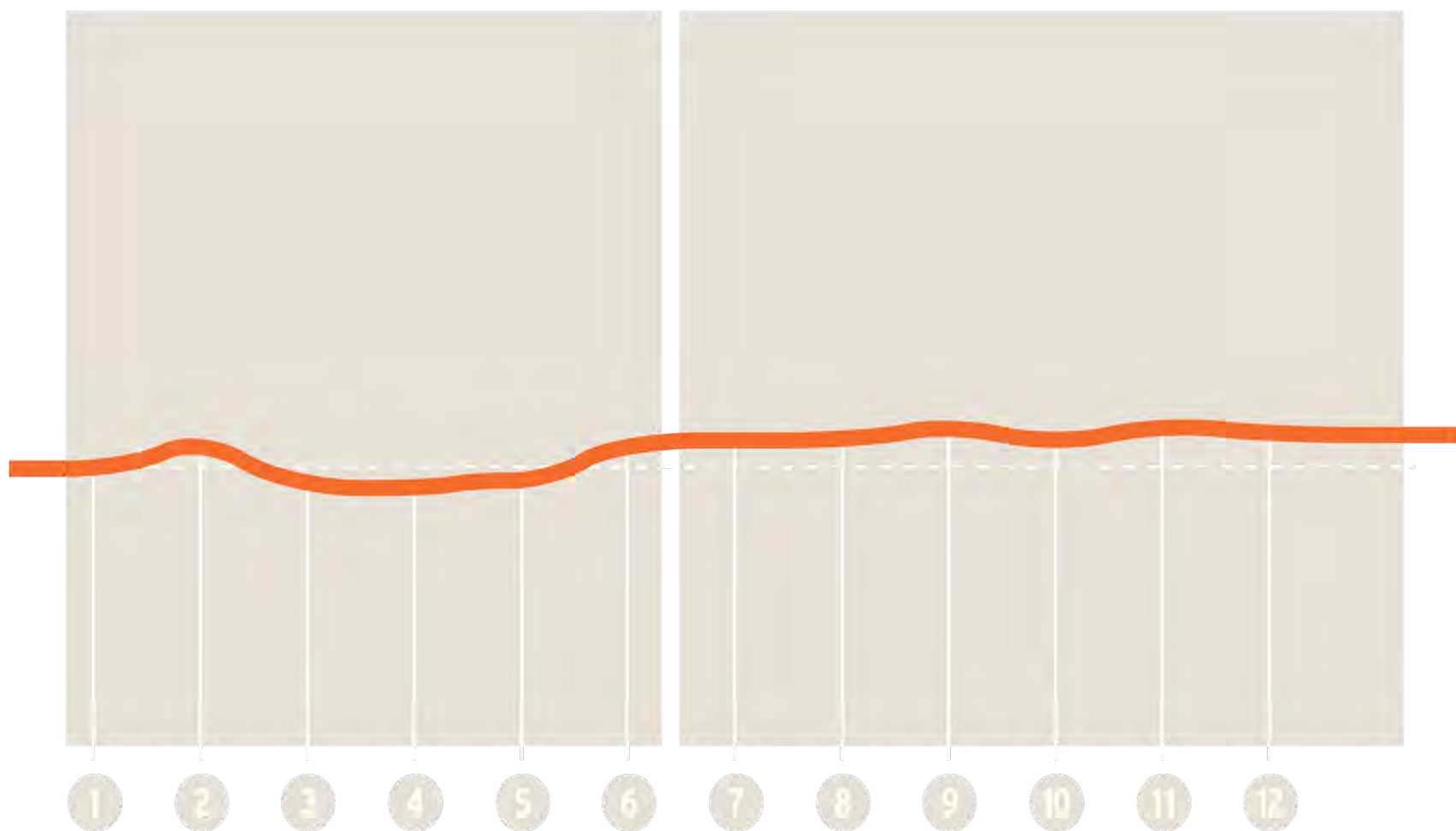
The Strategic Conversation Compass

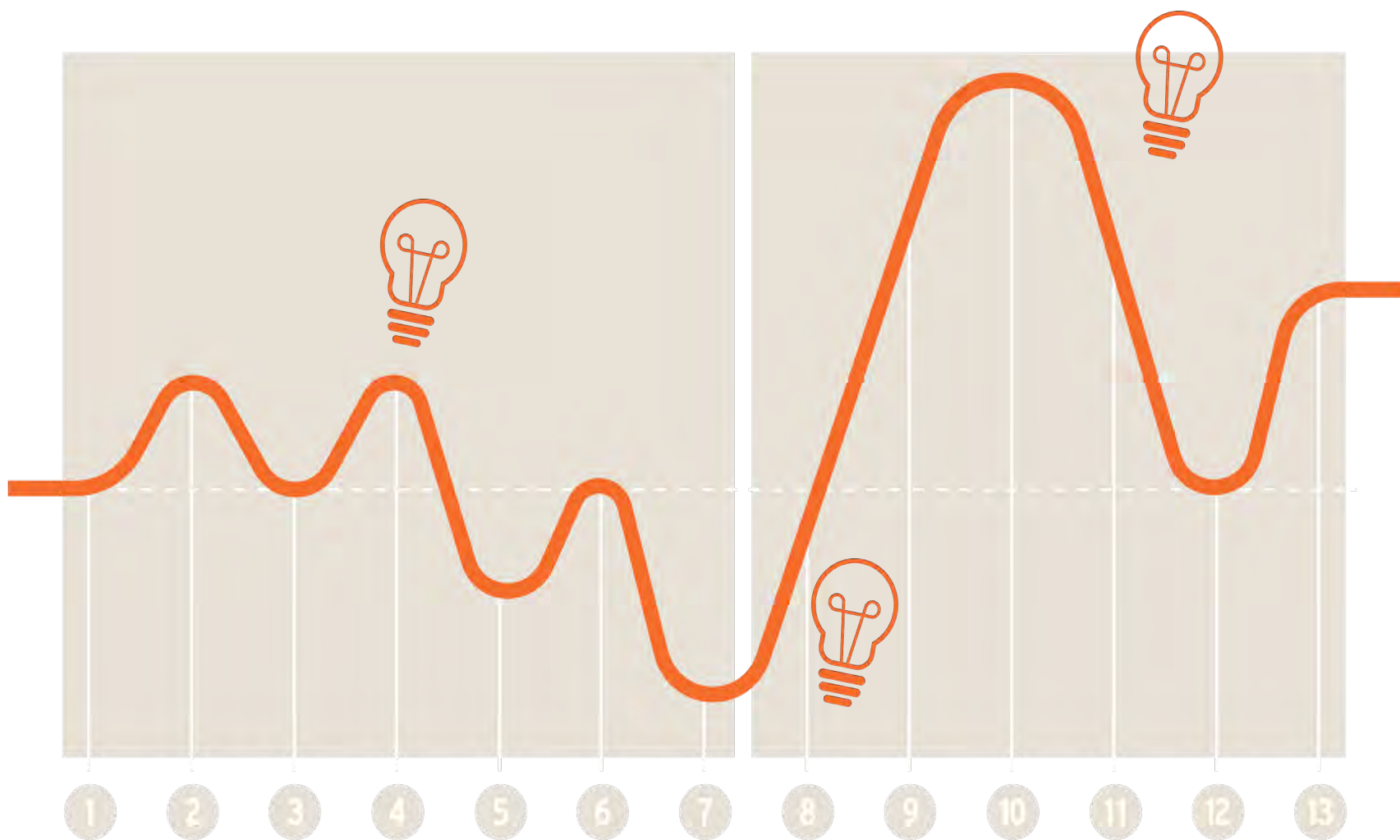


The Strategic Conversation Compass

DEATH BY POWERPOINT







What perspectives do you need in the room?



What are different ways to frame the issue?



How might you change your environment?



How can you engage the full potential of the room?



FEEDBACK DISCUSSIONS:

10 MINUTES TO SHARE WITH A PARTNER

MY MOMENT OF IMPACT I WILL CREATE AS A DESIGNER IS:

WHICH KIND OF STRATEGIC CONVERSATION DO I NEED?

- ☐ BUILDING UNDERSTANDING
- ☐ SHAPING CHOICES
- ☐ MAKING DECISIONS

DEFINE THE PURPOSE.

WHAT PERSPECTIVES SHOULD BE IN THE ROOM?

WHAT FRAME(S) WOULD HELP TO ADDRESS THE ISSUE(S)?

WHAT SETTING/SCENE/MATERIAL WOULD HELP THE OUTCOME?

WHAT EXPERIENCE DO I WANT THE GROUP TO HAVE?

ENGAGE MULTIPLE PERSPECTIVES

FRAME THE ISSUES

MAKE IT AN EXPERIENCE

SET THE SCENE

DEFINE YOUR PURPOSE

104 KAY SOLOMON

2014 © LISA KAY SOLOMON

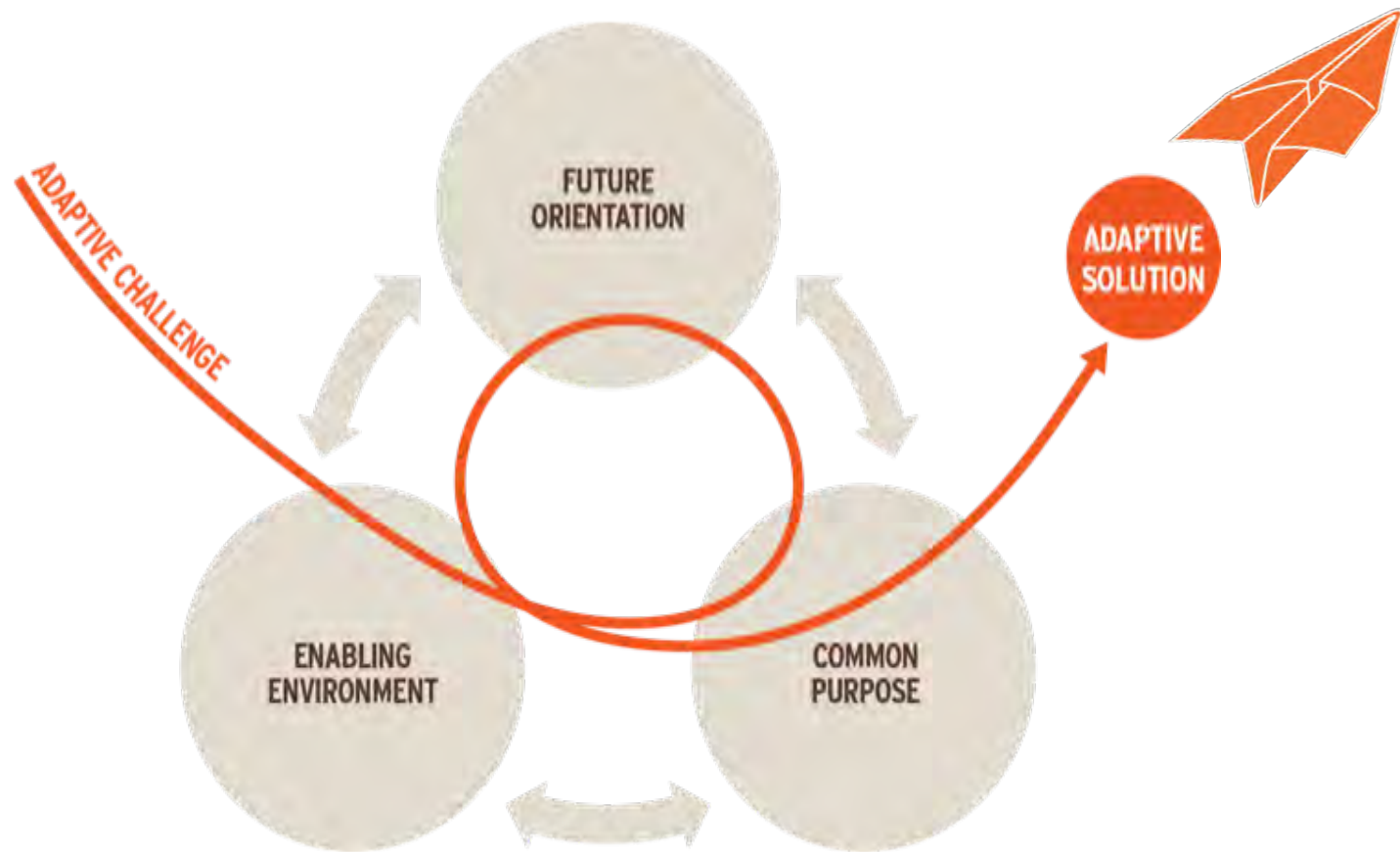
LEADERSHIP IMPLICATIONS:


DESIGNING MOMENTS OF
IMPACT IS **A CRAFT**,
NOT A CRAPSHOOT.



THE MORE HUMAN
THE CONVERSATION,
THE MORE HUMAN
THE RESPONSE.

STRATEGIC CONVERSATIONS FUEL HOPE



A black and white photograph of John Maeda, a man with glasses and a black t-shirt. The t-shirt features a circular logo with the text 'RHODE ISLAND SCHOOL OF DESIGN' and 'RID' in the center. He is holding a pair of scissors in his hands.

“Design is a human skill
that, for now, even
Google can’t
automate.”

JOHN MAEDA
(Partner Kleiner Perkins)

MOMENTS *of* IMPACT



STARTER KIT

TOOLS TO HELP YOU DESIGN
YOUR NEXT STRATEGIC CONVERSATION

Chris Ertel & Lisa Kay Solomon

DESIGNED BY MINE™



Each section of the Starts+ Kit provides a brief summary of one of the core principles, plus the following:

- ASKING** → A few diagnostic questions that are most critical to answer in order to do this part of the process well
- DOING** → A few must-do best practices, organized around the three "key practices" that support each core principle
- TRYING** → Some tips and tools worth considering, which will be more suitable for some situations than for others
- READING** → The most helpful resources (mostly books) for getting up to speed on key topics related to each core principle



CORE PRINCIPLES & KEY PRACTICES

1
DEFINE YOUR PURPOSE
Seize Your Moment of Impact
Pick One Purpose
Go Slow to Go Fast

2
ENGAGE MULTIPLE PERSPECTIVES
Convene the Right Perspectives
Create a Common Platform
Stir the Pot

3
FRAME THE ISSUES
Stretch (Don't Break) Mindsets
Think Inside Different Boxes
Choose a Few Key Frames

4
SET THE SCENE
Establish the Tone
Visualize It
Sweat the Small Stuff

5
MAKE IT AN EXPERIENCE
Discover, Don't Tell
Engage the Whole Person
Create a Narrative Arc

www.MomentsofImpactBook.com

MAKE YOUR
MOMENT!



THAT'S THE
POWER OF DESIGN.

THANK YOU
@lisakaysolomon
@packardfdn

Thank you for coming!

Please join us for Session 5:

Building Blocks for Creating Greater Impact:
Leadership and Culture

Wednesday, June 11, 2014

9:00 - 11:30 am

Sobrato Center for Nonprofits – Redwood Shores
350 Twin Dolphin Drive, Redwood City, CA