

# STRATEGY: Solving Global Challenges

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# Webinar Plan

## Defining strategy:

What is strategy?

Basic framework

Origins of strategy

**Story:** Isandlwana

## Rumelt Framework:

Diagnose

Policy

Action

**Story:** Bulungula

## Strategy Tools:

Map the System

Theory of Change

**Story:** Clothing Bank

# Resources for the webinar

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# Definition of Strategy

Sir Lawrence Freedman, in his book *Strategy: A History*, describes strategy as:

**“It is about getting more out of a situation than the starting balance of power would suggest. It is the art of creating power”**

Simply put, strategy is about a creative approach of getting yourself into a more powerful position while navigating a changing environment. If the quality of actions are linked to the quality of the thinking that precedes them, then quality strategic thinking is likely to result in us being in a more powerful position over time.



# Definition of Strategy

David J Collis, in the Harvard publication, Thinking Strategically describes it as:

**“In its most basic sense, strategic thinking is about analyzing opportunities and problems from a broad perspective and understanding the potential impact your actions might have on others. Strategic thinkers visualize what might or could be, and take a holistic approach to day-to-day issues and challenges. And they make this an ongoing process rather than a one time event.”**



# Basic Framework

- 1 Where are we now?
- 2 Where do we want to be?
- 3 How do we get there?



# Origins of strategy

*The word itself comes from the Greek “Stratēgos” meaning “art of the general”*

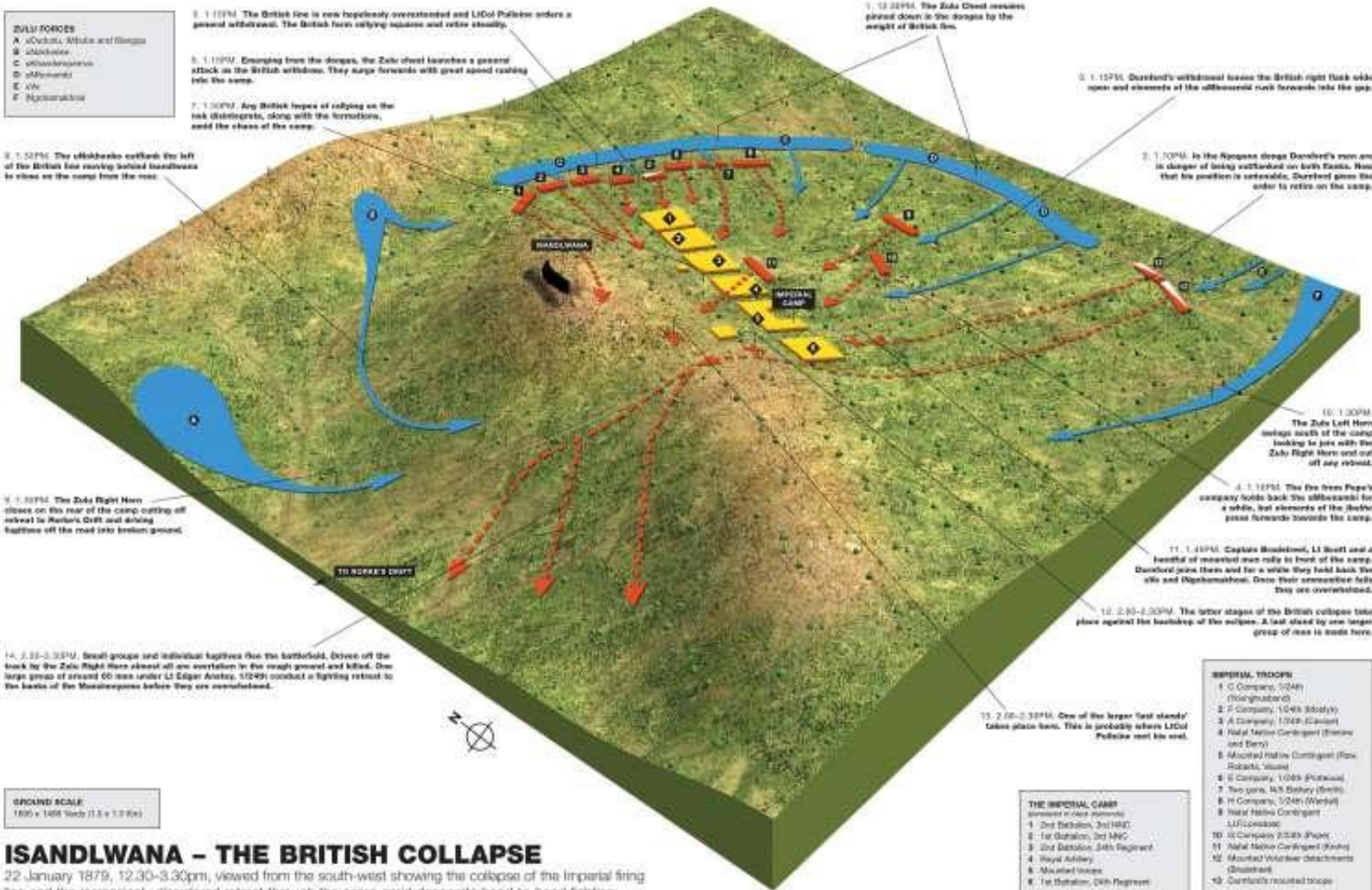
**-Lawrence Freedman**

- Strategy has origins in war
  - E.g. Sun Tzu “Art of War”
- Military strategy has little to tell us about strategy in non military situations
  - Type of competition is different
  - Employees can quit, soldiers are indentured
  - Size is an important factor in success in war
  - Size is usually the result of success in business



# Story: Battle of Isandlwana





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# Diagnose

A diagnosis that defines or explains the nature of the challenge. A good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as critical.



# Policy

A guiding policy for dealing with the challenge. This is an overall approach policy. These are steps that are coordinated with one another to work together in accomplishing the guiding policy.



# Action

A set of coherent actions that are designed to carry out the guiding policy. These are steps that are coordinated with one another to work together in accomplishing the guiding policy.

# Story: The Bulungula Incubator







**OUR MISSION** is to be a catalyst in the creation of vibrant and sustainable rural communities. We work with our community members from **CONCEPTION** to **CAREER** with an integrated development strategy in education, health and nutrition and sustainable livelihoods. All projects are designed, prioritised, implemented and managed in partnership with our community and through traditional and elected leadership structures.





# Diagnosis? Policy? Action?



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# Map the **System**: Impact Gaps Canvas



# IMPACT GAPS CANVAS

## CHALLENGE MAPPING

What's happening, what's the impact of the challenge, and what's holding the challenge in place?

### GUIDING QUESTIONS

#### HOW DO YOU DESCRIBE THE CHALLENGE

How do those most impacted describe the challenge? How do they describe the effects? How is this challenge related to other challenges?

#### WHAT IS THE IMPACT OF THE CHALLENGE

What are the numbers? Who or what is impacted (where, how many, in what way)? What does the most up to date research say?

#### WHAT IS THE CAUSE OF THE CHALLENGE

What is causing the challenge to persist? Who stands to benefit from the challenge continuing to persist?

#### WHAT IS THE HISTORY AND FUTURE OF THE CHALLENGE

How has the challenge changed over time? What is the projected scope of the challenge in the future?

## IMPACT GAPS

What is missing that could close the gap between the challenge and the current solutions, where are opportunities for greater collective impact, and what are the key lessons learned?

### GUIDING QUESTIONS

#### WHERE ARE THE GAPS BETWEEN THE CHALLENGE AND SOLUTIONS

Who or what is not being served and what is missing to bridge that gap? What actions can be taken to fill the gaps?

#### WHERE ARE THE GAPS WITHIN THE SOLUTIONS

What is missing (specific regulations, knowledge sharing, new efforts, partnership etc) that would further link up the solutions and achieve greater collective impact?

#### WHERE ARE THE UNADDRESSED OBSTACLES

What is being overlooked? What are the unintended negative consequences of the existing efforts? What specific key opportunities could unlock future impact?

#### WHAT ARE THE KEY LESSONS LEARNED

From your research and interviews, what key lessons could you share with anyone who wants to impact change in this sector? Where are the biggest opportunities for impact?

## SOLUTIONS MAPPING

What models are already being tried, what's working, what's not, and what resources are available?

### GUIDING QUESTIONS

#### WHAT IS HAPPENING LOCALLY

What resources are available that could be drawn upon? What efforts are already being tried which could directly impact the challenge? What are the different models? How are they joined up, or not?

#### WHAT IS HAPPENING GLOBALLY

What has been tried on similar or tangential challenges globally? What lessons can be learned from those efforts? How can those lessons be shared?

#### WHAT'S WORKING, AND WHAT'S NOT

What can be learned from the successes and failures of these efforts? What do those involved attribute to the cause of their results?

#### WHERE IS THE FOCUS AND THE FUTURE?

What parts of the challenge are focused on and what are ignored (specific populations, areas, etc)? What is on the horizon that might impact collective solutions? What future scenarios might play out?

## LEARNING LOG & ACTIONS

What resources and people have you connected with to understand the challenge and solutions landscape? Who else do you need to speak with, and what do you still need to learn in order to fill in your knowledge gaps? What can you do to improve your understanding of this challenge or to take action to fill a gap?

# IMPACT GAPS CANVAS



## CHALLENGE MAPPING

What's happening, what's the impact of the challenge, and what's holding the challenge in place?

## IMPACT GAPS

What is missing that could close the gap between the challenge and solutions, where are opportunities for collective impact, and what are the lessons learned?

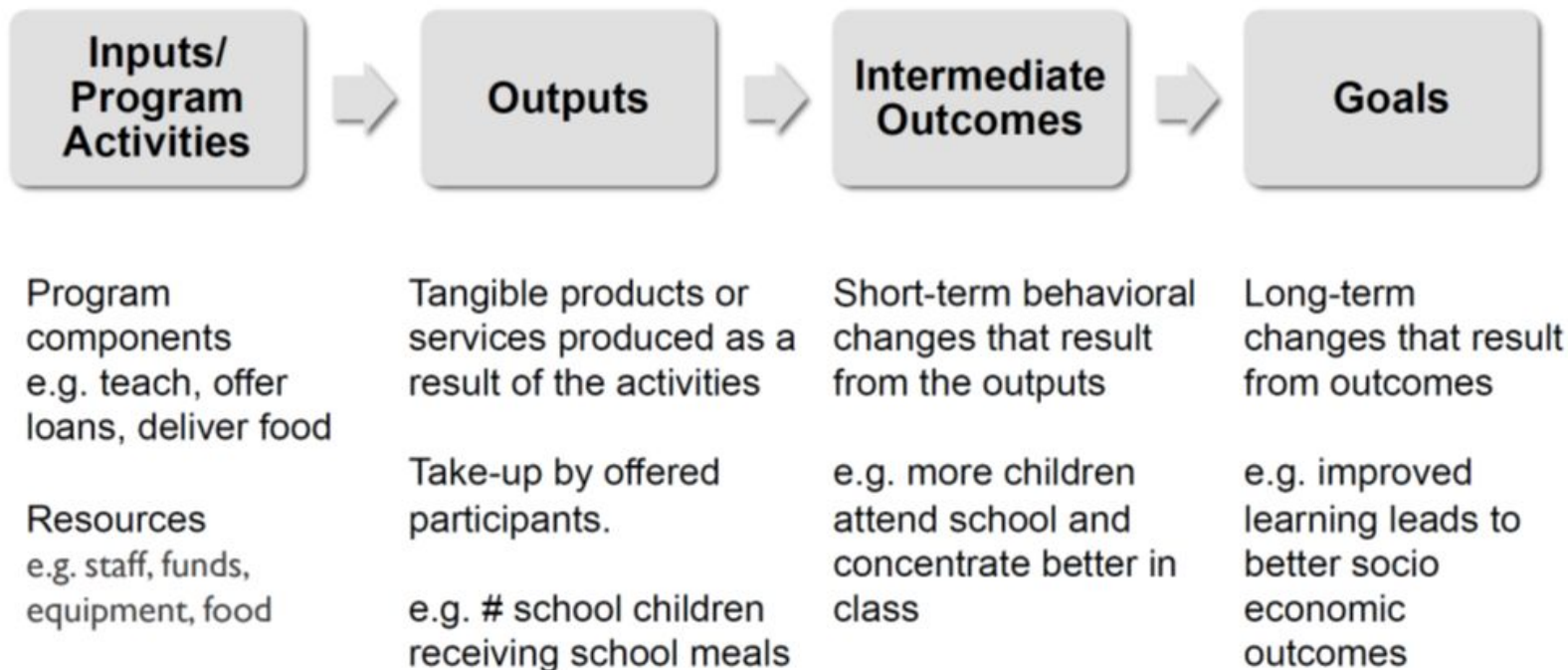
## SOLUTIONS MAPPING

What models are already being tried, what's working, what's not, and what resources are available?



# Theory of Change

# Theory of Change Levels





# THE CLOTHING BANK



COLLECT



SORT



DISTRIBUTE



DEVELOP



SUSTAIN



Ladies  
Jerseys

Jewels

Jewels

Who's walking??  
2010  
THE HIGH WALK

THE CLOTHING  
TRACY HAMORE  
The Clothing Bank

THE CLOTHING  
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# Questions



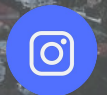


# Thank you

Feel free to message or email me if you'd like to chat further

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