

Strategic Planning Using the Simplex Process



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Agenda

Introduction and Overview

Creative Profile Style

Simplex Process Skills

Simplex Tools

Strategic Planning Test Case



Welcome and Introductions



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 *simplicity*TM
thinking



basadur
applied
creativity

Revolutionizing how people think!



Unstructured vs Structured Problems



$$2 (1+2) = 6$$

Structured Problem



Unstructured Problem

Ivy Tech Creative Problems

Serving Single Parents

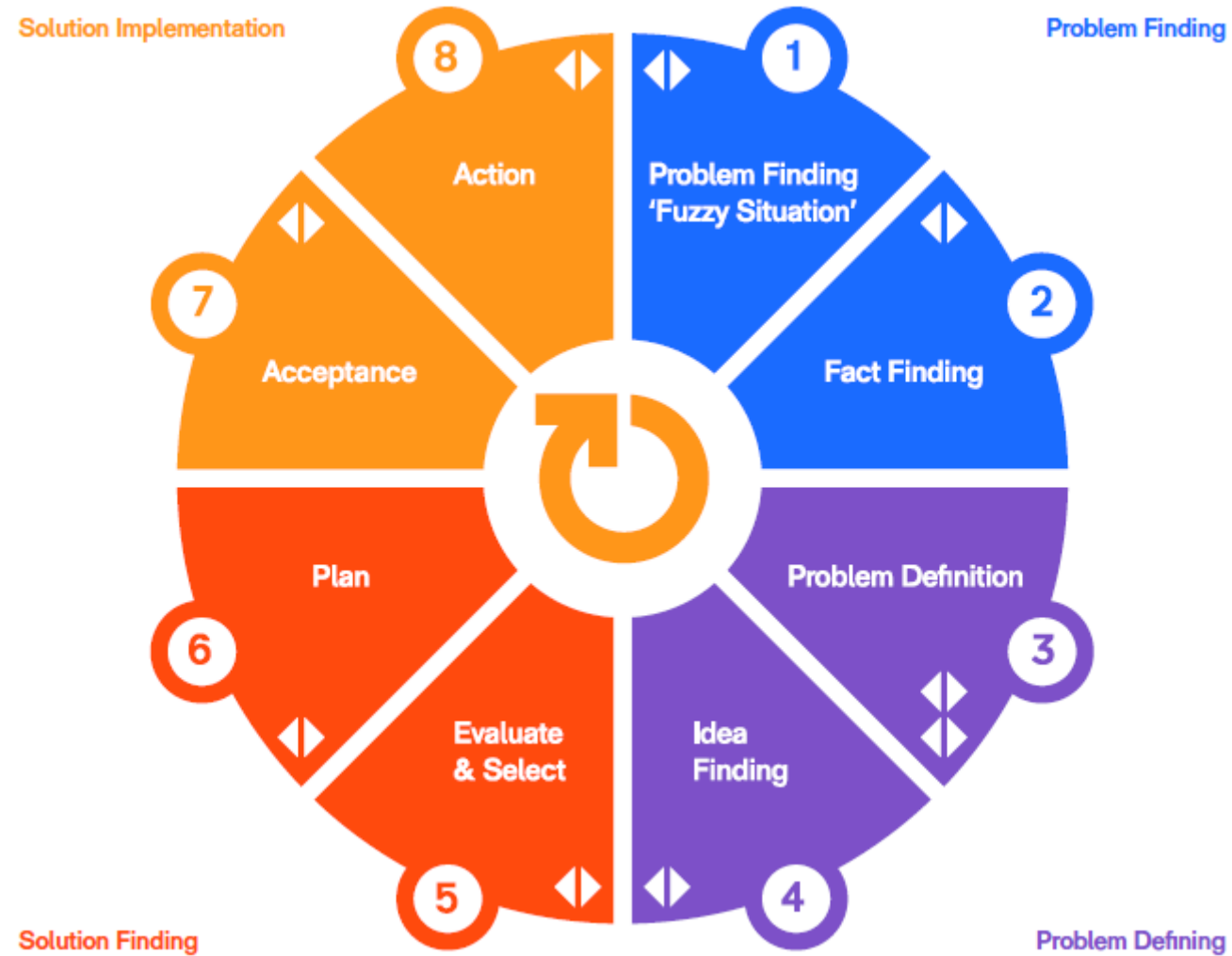
Improving
Employee
Engagement

Reducing the
Withdrawal Rate

Addressing
Program
Enrollment
Decline

Re-imagining
IVY-T

Simplexity Process



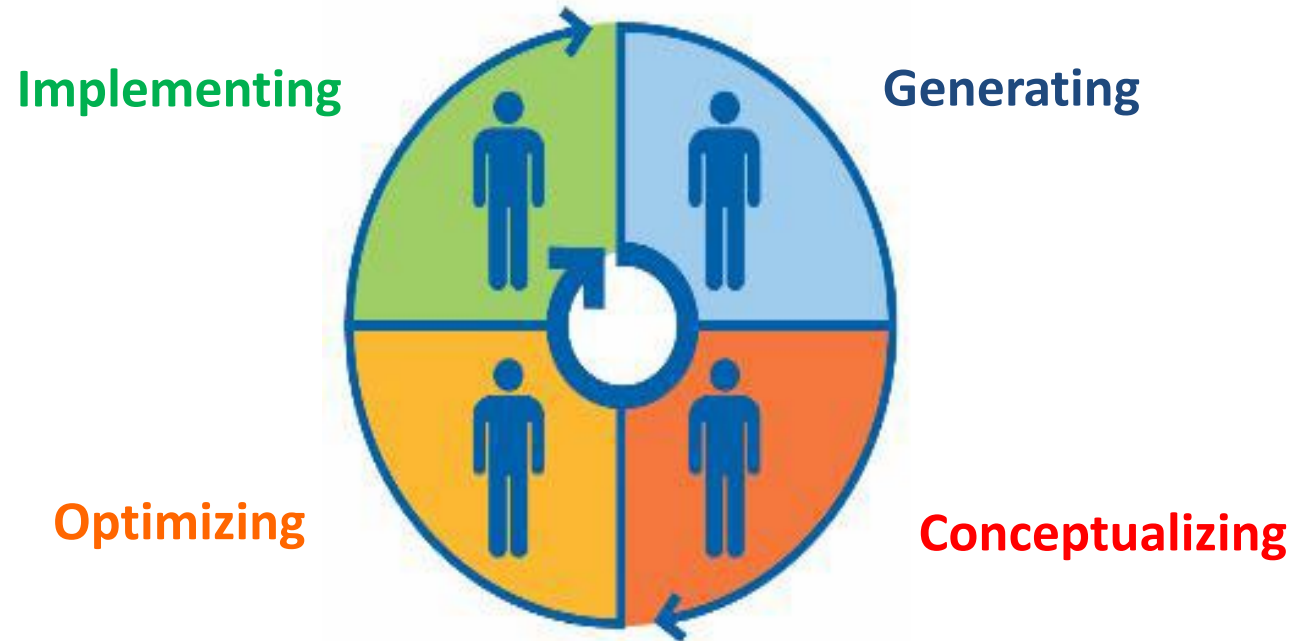
Creative Profile Style



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Creative Profile Style



Innovative results require

- Knowledge
- Imagination
- Evaluation
- Action

But we have different styles of using this combination

How We Gain Knowledge



Two **opposite** ways of **gaining** knowledge:

- Through direct experience
- Using abstract thought



Learning by
Direct Experience



Learning by
Detached Abstract Thinking



How We Use Knowledge

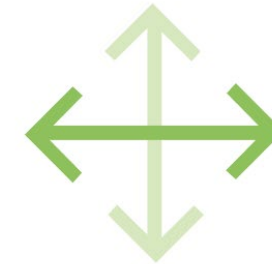


Two **opposite** ways of using knowledge:

- To ideate (create options)
- To evaluate (judge options)



Using Knowledge
for Evaluation



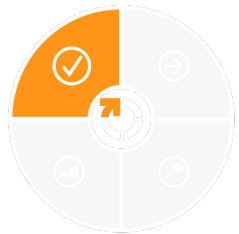
Using Knowledge
for Ideation

Learning by
Direct Experience

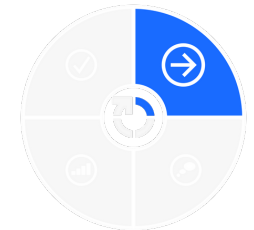
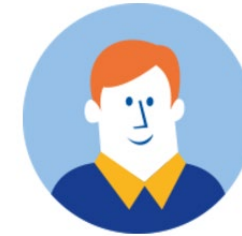
Learning by
Detached Abstract Thinking



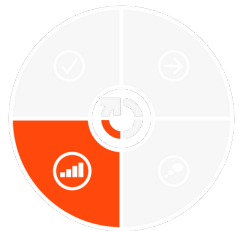
Four Different Styles



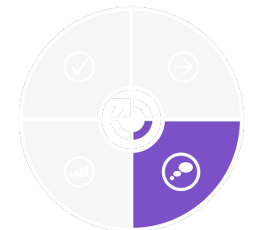
Implementer



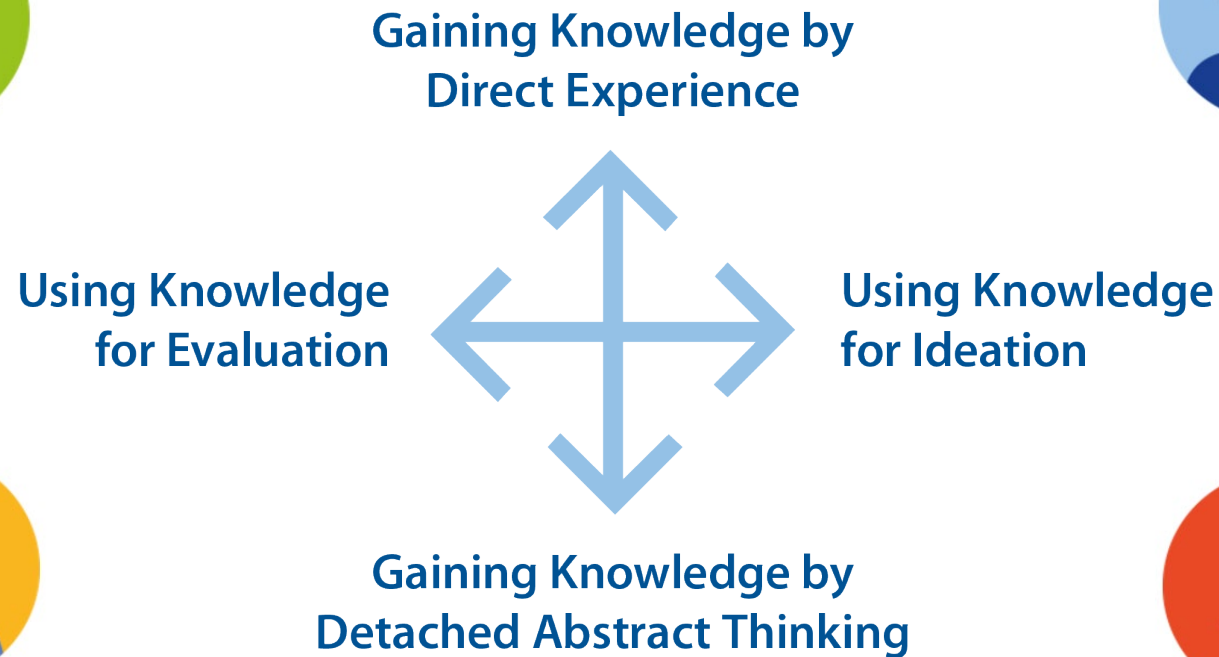
Generator



Optimizer



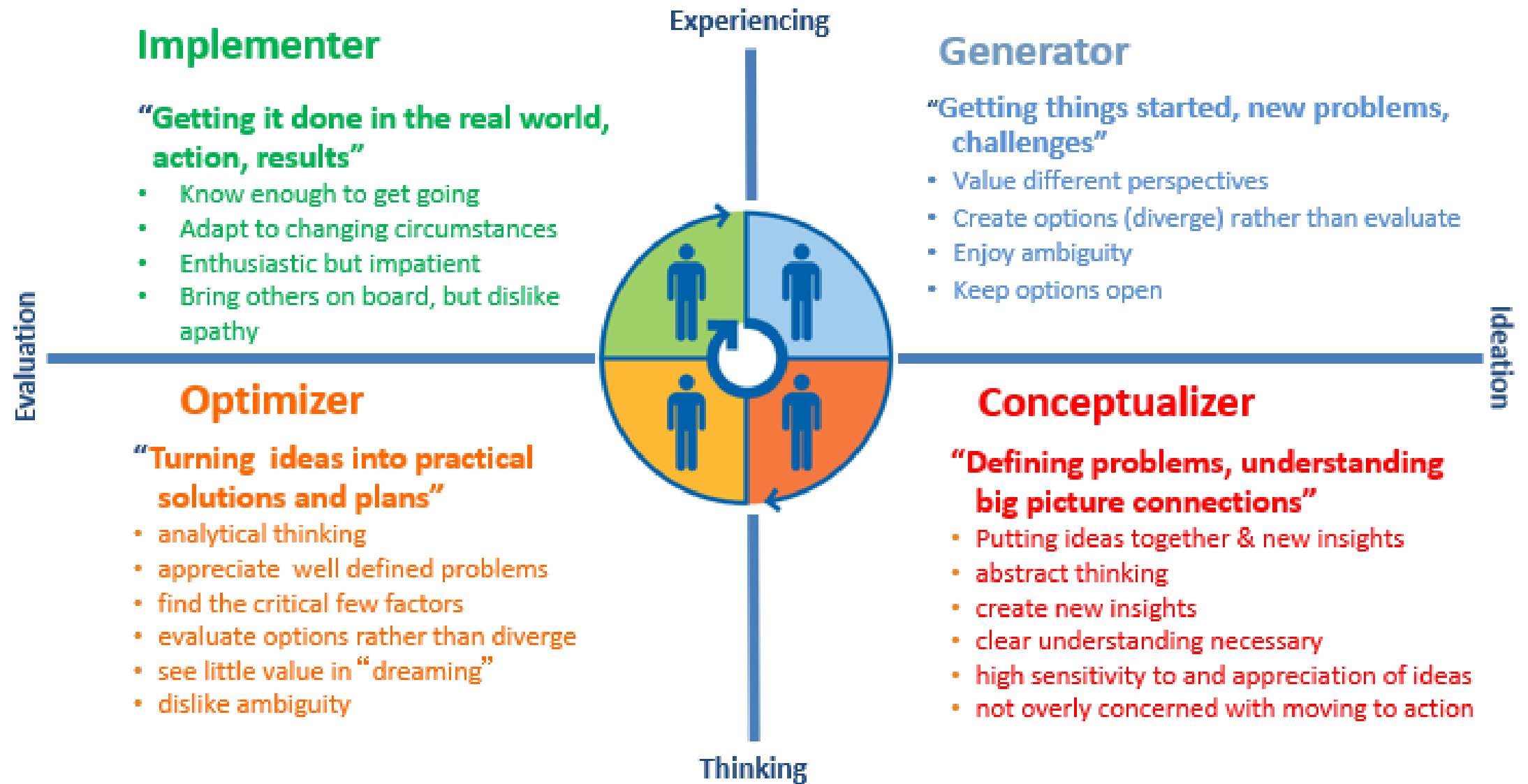
Conceptualizer



ACTIVITY: “When I am problem solving,
here are some things I.....

Do Well or Like to Do

Don't Do So Well or Don't Like to Do



How We View Each Other



Strong Implementer



Strong Conceptualizer



Conceptualizers view of Implementers

- Dangerous because they will do anything
- Bang their heads against the wall because they don't think first

Implementers view of Conceptualizers

- Wonder why they get paid
- Never see them *do* anything
- Always see them thinking

How We View Each Other



How Optimizers view Generators

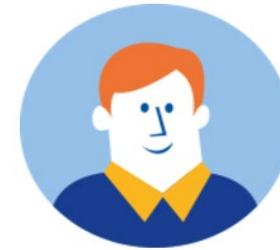
- Unable to focus on the “real” problem
- They start working on five new problems before one is solved
- Are hard to “pin down”



Strong Optimizers



Strong Generators



How Generators view Optimizers

- Too narrow minded
- Cannot see the big picture
- Think they know the right answer but might be for the wrong problem

Simplex Process Skills



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ACTIVITY:

Uses for a belt

Blocks to Divergent Thinking



Attitudinal, Behavioral, Thinking Blocks

- Wishing to be seen as practical and economical, we judge new ideas too quickly
- We desire the safety of the known and familiar instead of venturing new ideas
- We are unable to consider imperfect new ideas as starting points to build upon
- We fear appearing foolish, making mistakes and looking bad
- Believing that problem solving is complicated, we fail to see the obvious
- Overeager to succeed we head directly to the assumed end result



Killer Phrases

- Let's form a committee
- We've always done it this way
- It's not in the budget
- Who else has tried this
- Be practical
- Let's make a survey first
- It needs more study
- It's not part of your job



In a battle between brakes and gas, brakes win.



Guidelines to Effective Ideation

- No evaluation or logic
- Relax your brain
- Don't worry about being right
- Have fun
- Quantity is King
- Don't interrupt yourself
- Stream your thoughts
- Reach for radical, wild ideas
- Think in pictures - use your five senses to make them
- Pick idea fragments
- Build. Build. Build

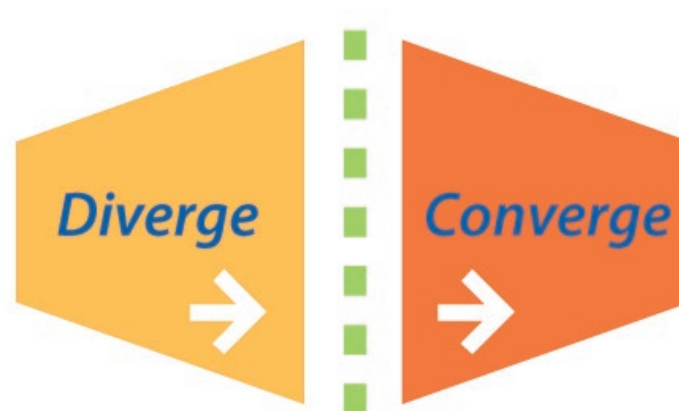
ACTIVITY:

Painter's Tape

Effective Convergence Skills



- Surface preconceived options and treat them the same as others on the list.
- Focus on a few options to consider further. Clarify to develop their meaning.
- Give serious consideration to superior, but risky options. Don't discard them prematurely.
- Modify and refine incomplete, but potentially good, options.
- Move good options forward. Don't wait for a perfect answer.



*No Judgment
No Logic*

*Deferral of
Judgment*

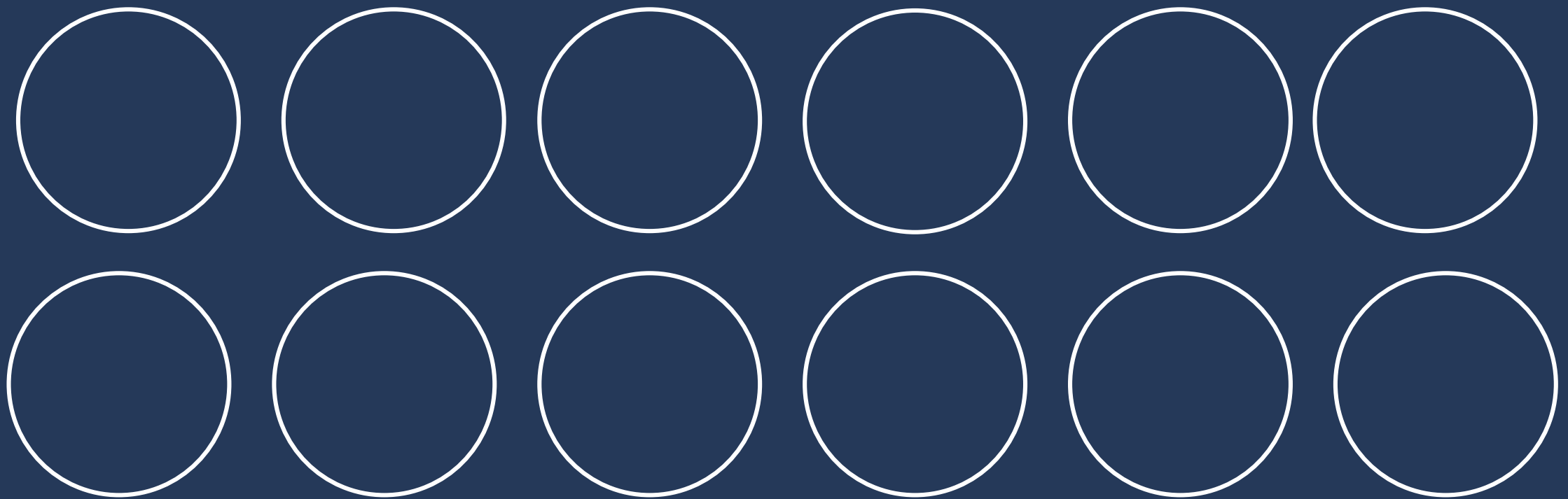
*Yes Judgment
Yes Logic*

*Relax
Quantity
Stream of options
Radical options
Think in pictures
Build onto fragments*

*Separate divergent
and convergent thinking*

*Clarify meanings
Use relevant criteria
Focus on a few
Consider risky options
Modify and refine
Move toward action*

ACTIVITY: Round Things

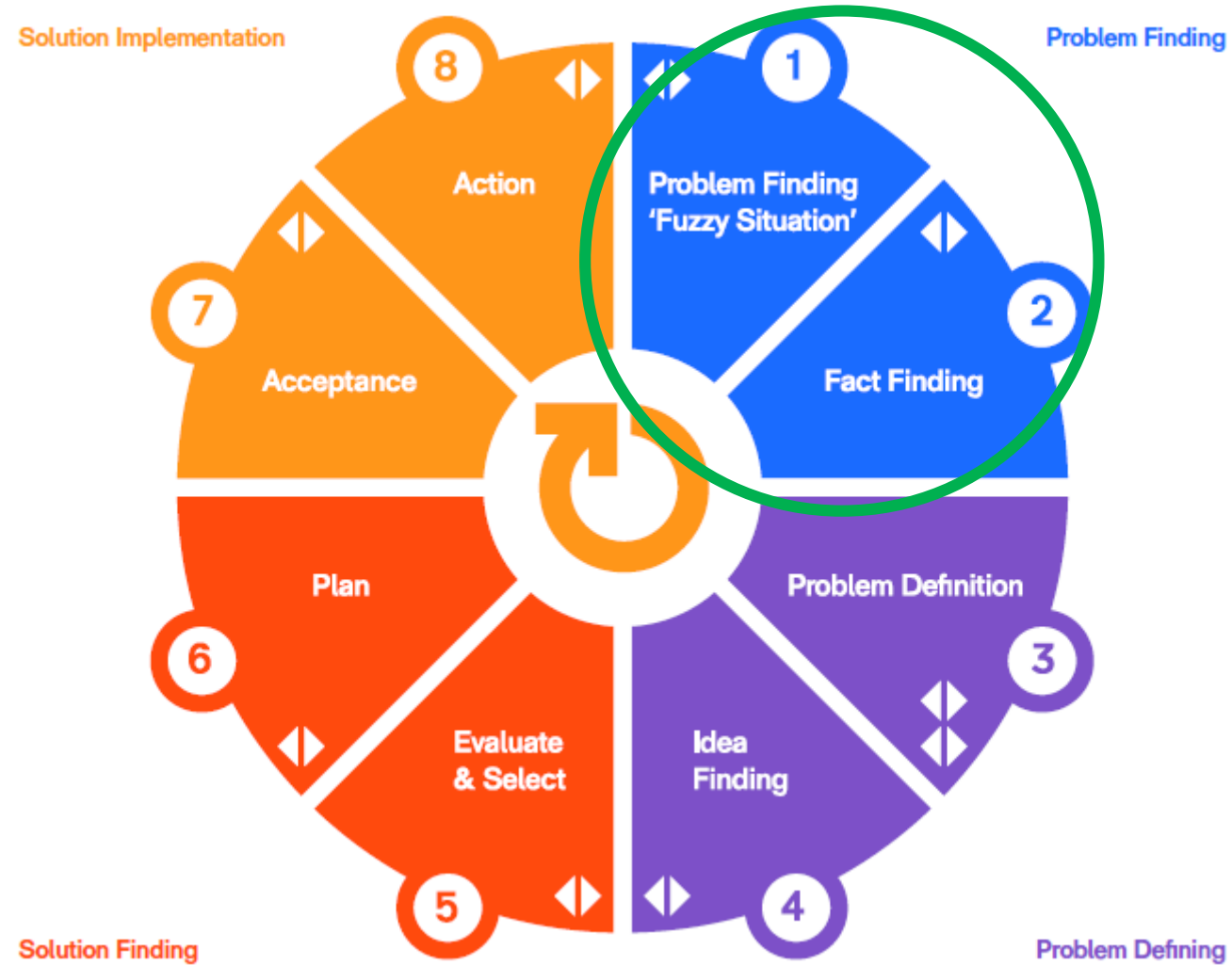


Simplex Tools



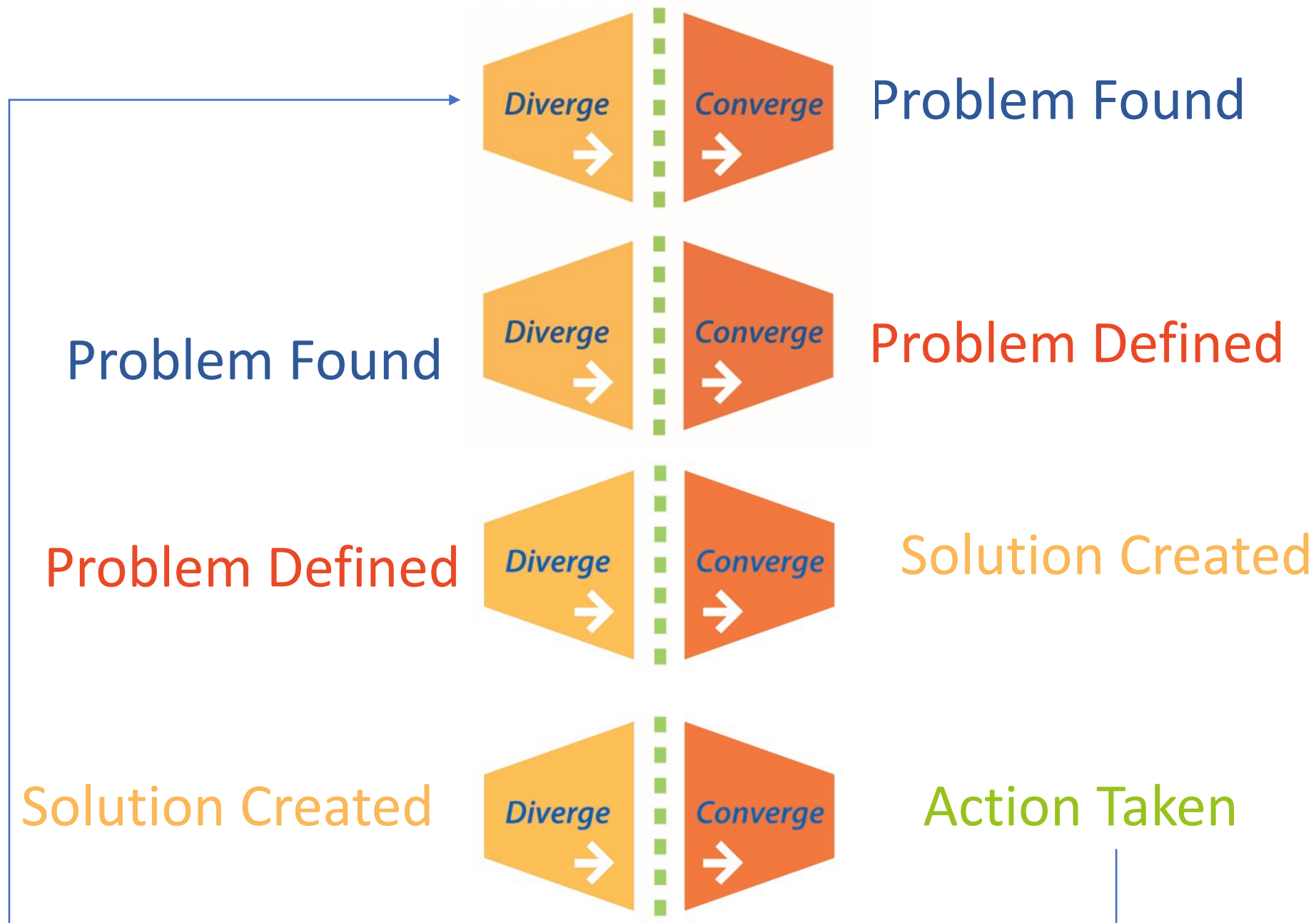
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Simplexity Process



Problem or Opportunity?







Fact Finding Behaviors

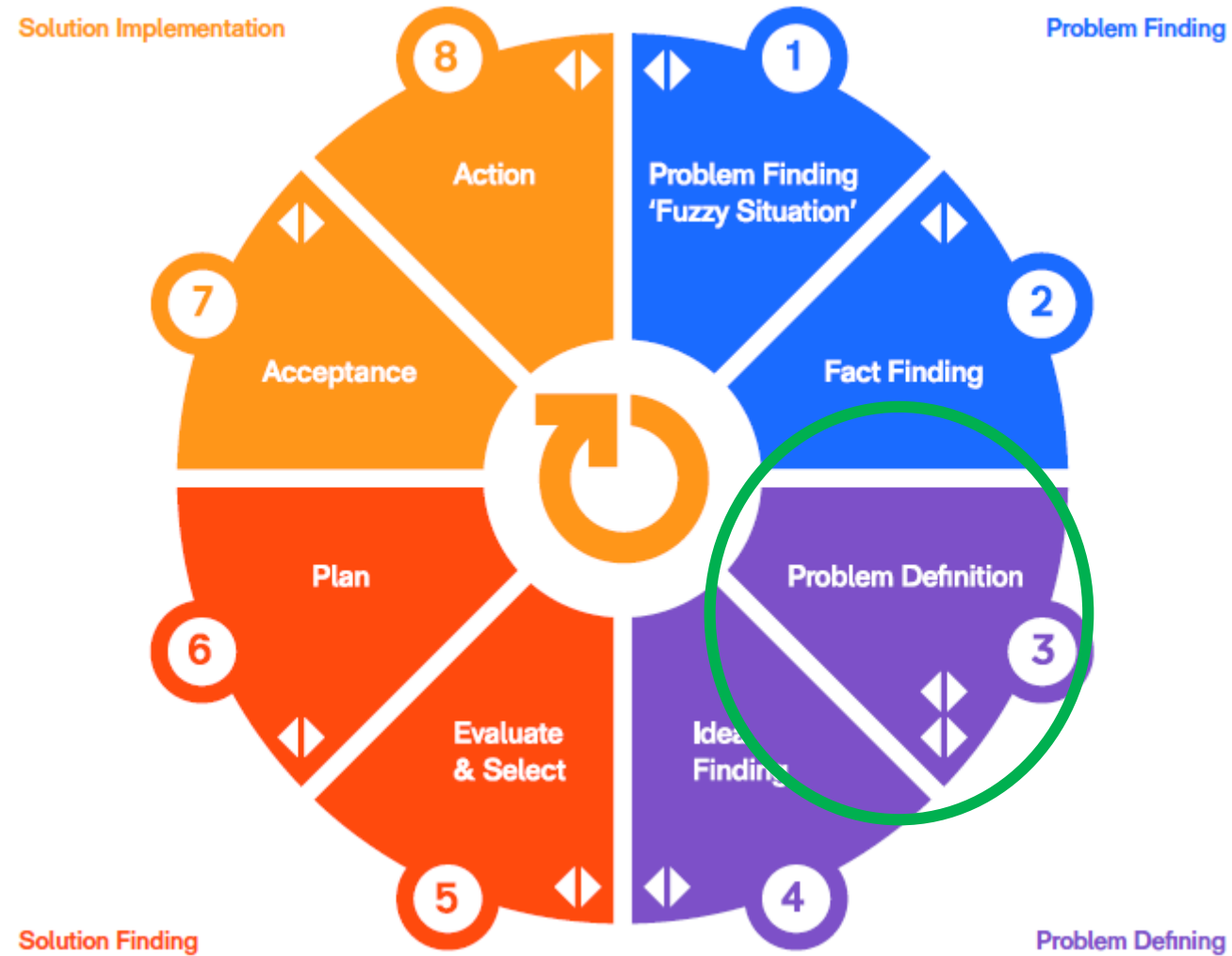
- Divergently search for possibly relevant facts
- Encourage several viewpoints
- Beware of assumptions
- Avoid a negative attitude toward problems
- Share information
- Say what you think
- Look for the truth, not ways to boost egos

Fact Finding Questions



- What do you know, or thinking you know about this fuzzy situation?
- What don't you know, but you'd like to know?
- Why is this a problem for you? What can't you make it go away?
- What have you thought of or already tried?
- If this problem were to be resolved, what would you have that you don't have now?
- What might you be assuming that you don't have to assume?

Simplexity Process



ACTIVITY

My back is killing me.

Why/What's Stopping Us Analysis



Step 1:

Ask: Why?/What's stopping us?

Step 2:

Answer in a complete sentence

Step 3:

Transform the answer into a challenge statement

Challenge Mapping



Step 1:

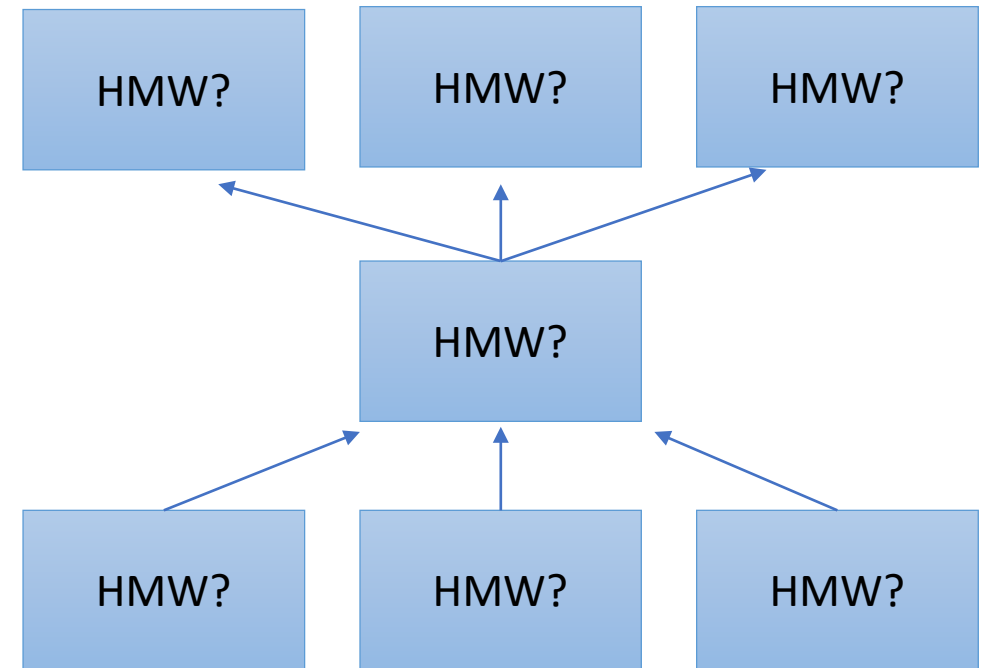
- Ask, “Why might we want to...?” to broaden the problem and work up.
- Ask, “What’s stopping us from...?” to narrow the problem and work down.

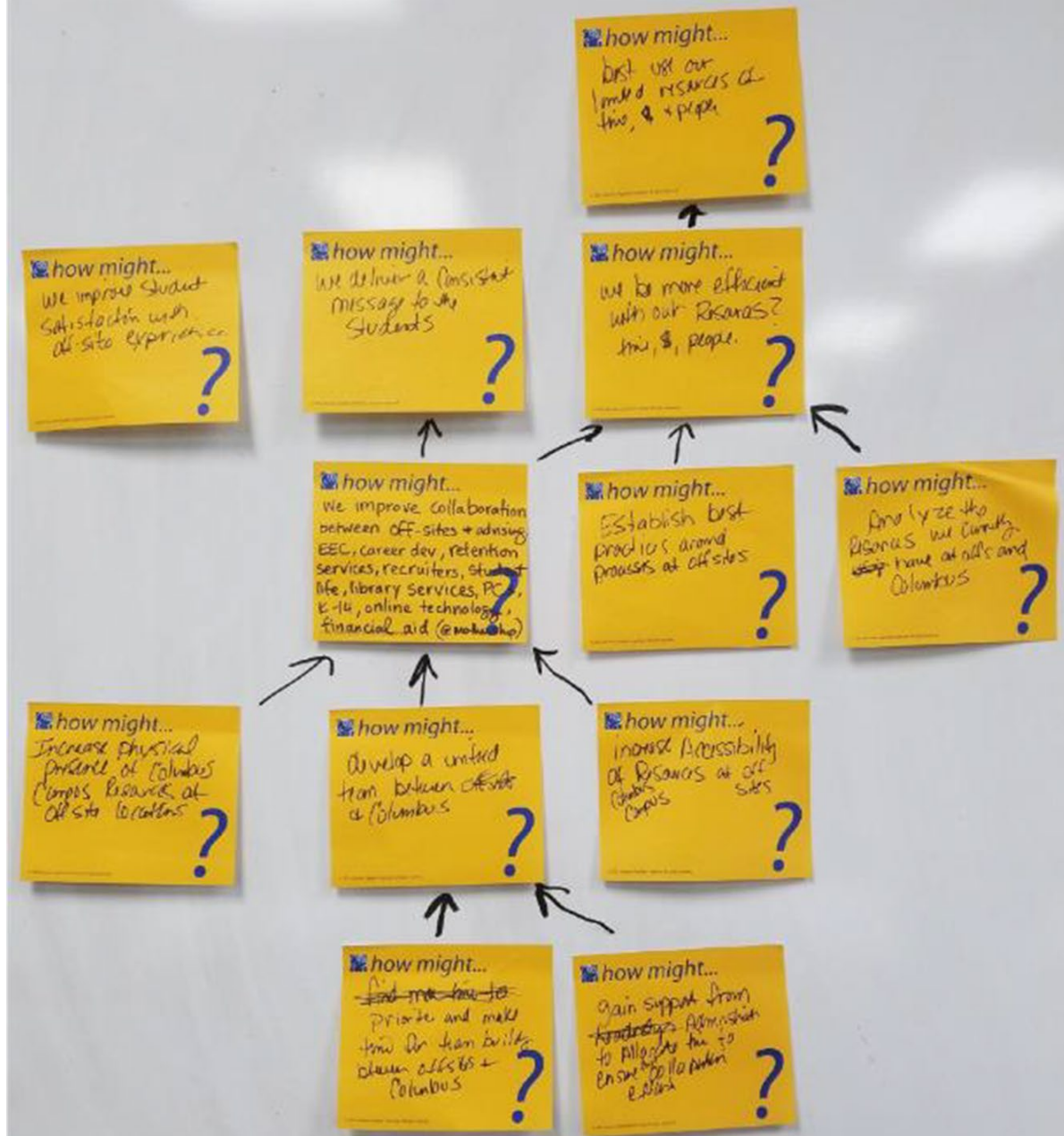
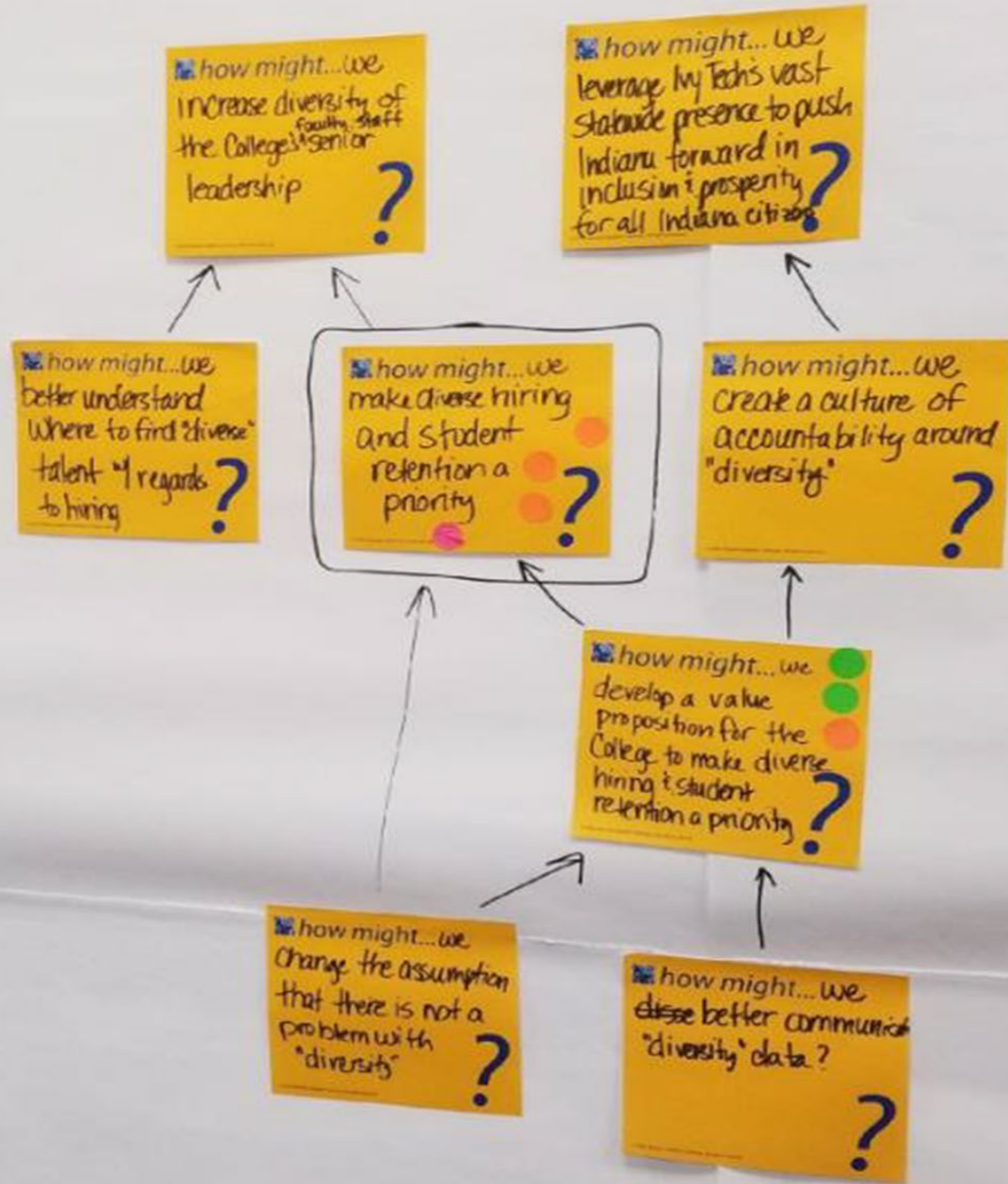
Step 2:

- Answer in a complete and simple statement.

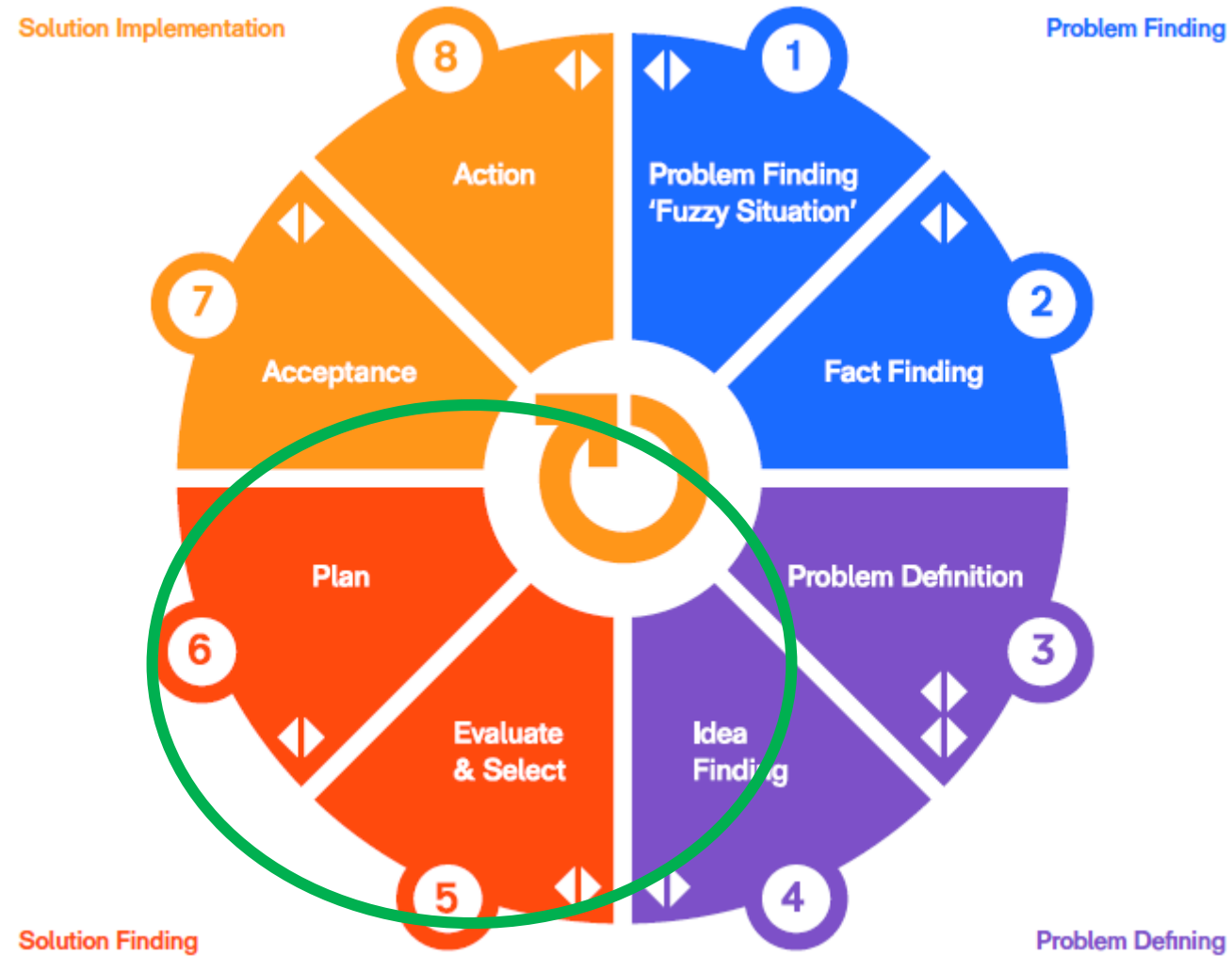
Step 3:

- Transform the statement into a new “How might we...?” challenge statement.





Simplexity Process



Guidelines to Effective Ideation - Divergence



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- Don't worry about being right
- Have fun
- Quantity is King
- Don't interrupt yourself
- Stream your thoughts
- Reach for radical, wild ideas
- Think in pictures - use your five senses to make them
- Pick idea fragments
- Build. Build. Build

Idea Finding Tools



Brainstorming

- No criticism allowed

Blitzing

- Choose one category or element (new idea or existing item on the list), then generate as many ideas as possible regarding that category or element as quickly as possible (think about the circle exercise)
- Hitchhiking
 - Linking related ideas off one already given

Evaluate and Select



- Brainstorm criteria
- Evaluate the best ideas against the selected criteria
- Converge to a solution

Solution Statement

The solution to my challenge of...

		CRITERIA						
Rating Scale: 3 = Excellent 2 = Good 1 = Fair 0 = Poor								
Weighting Factors:								
Idea #1:								
Idea #2:								
Idea #3:								
Idea #4:								

Build an Action Plan



What	How	Who	When	Where
Did you discover an earlier step? Put it here and move sideways.				
Put the easiest fastest step here	Put exactly HOW you would do that step here	Exactly WHO will do the step	Exactly WHEN	Exactly WHERE
What's the next step? Put it here and move sideways				

ACTIVITY: 10-Minute Problem Solver

Strategic Planning



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Strategic Planning

Benefits:

- Helps organizations focus on the “why”
- Ties the “how’s” to the “why”
- Instills a shared sense of responsibility
- Focus on the proactive rather than reactive

Problems:

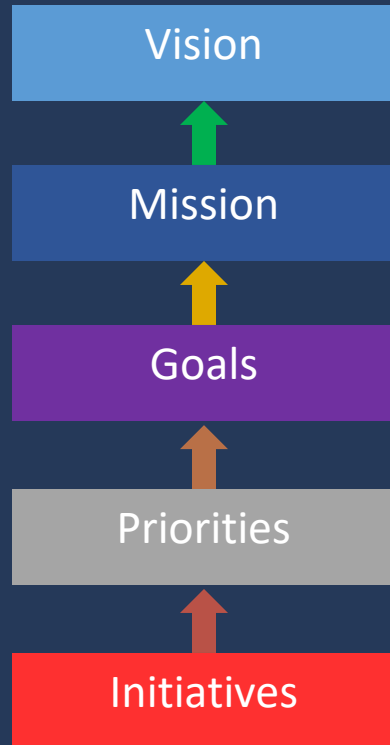
- Not really sure what a strategic plan is or how to create it
- Leadership typically can agree on the high level priorities, but struggle with the “how”
- Many fear the plan will “end up on a shelf” rather than implemented

Terms Related to Strategic Planning

- Vision
- Mission
- Purpose
- Pillars
- Values
- Goals
- Priorities
- Tactics
- Strategies
- Initiatives
- Action Plans
- Scorecard
- Targets
- Metrics
- KPI's
- Measures

Strategic Planning

Looking Up

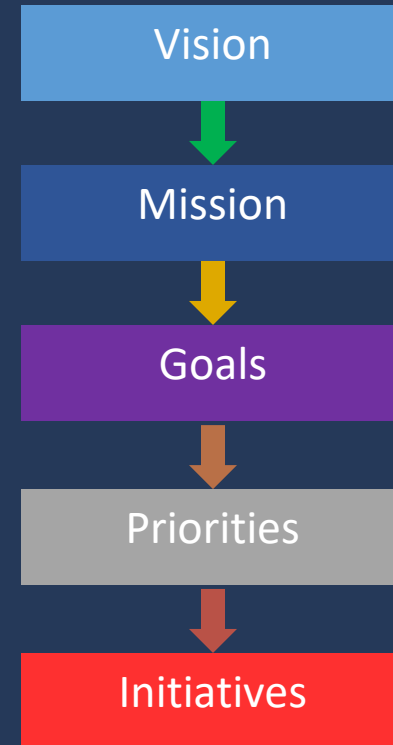


Why?



What's
stopping
us?

Looking Down

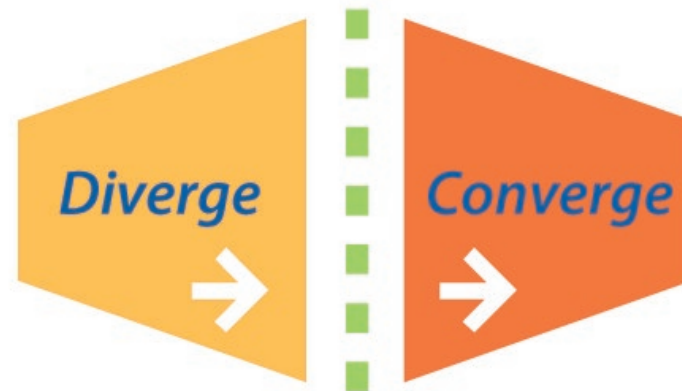


Strategic Planning Process – Step 1



Fact Finding – These are the pieces to the puzzle

- Share relevant data (e.g. financials, customer feedback, environmental scan)
- Complete an internal and external analysis (e.g. SWOT, SOAR, NOISE, PESTEL)
- Identify competitive advantages
- Assess what initiatives are being pursued
- Select the most important facts

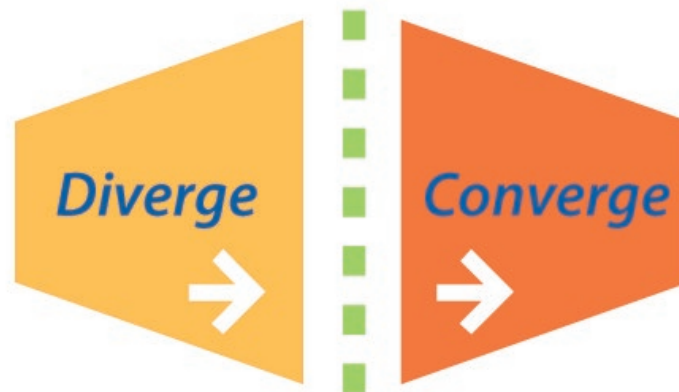


Strategic Planning Process – Step 2



Challenge finding

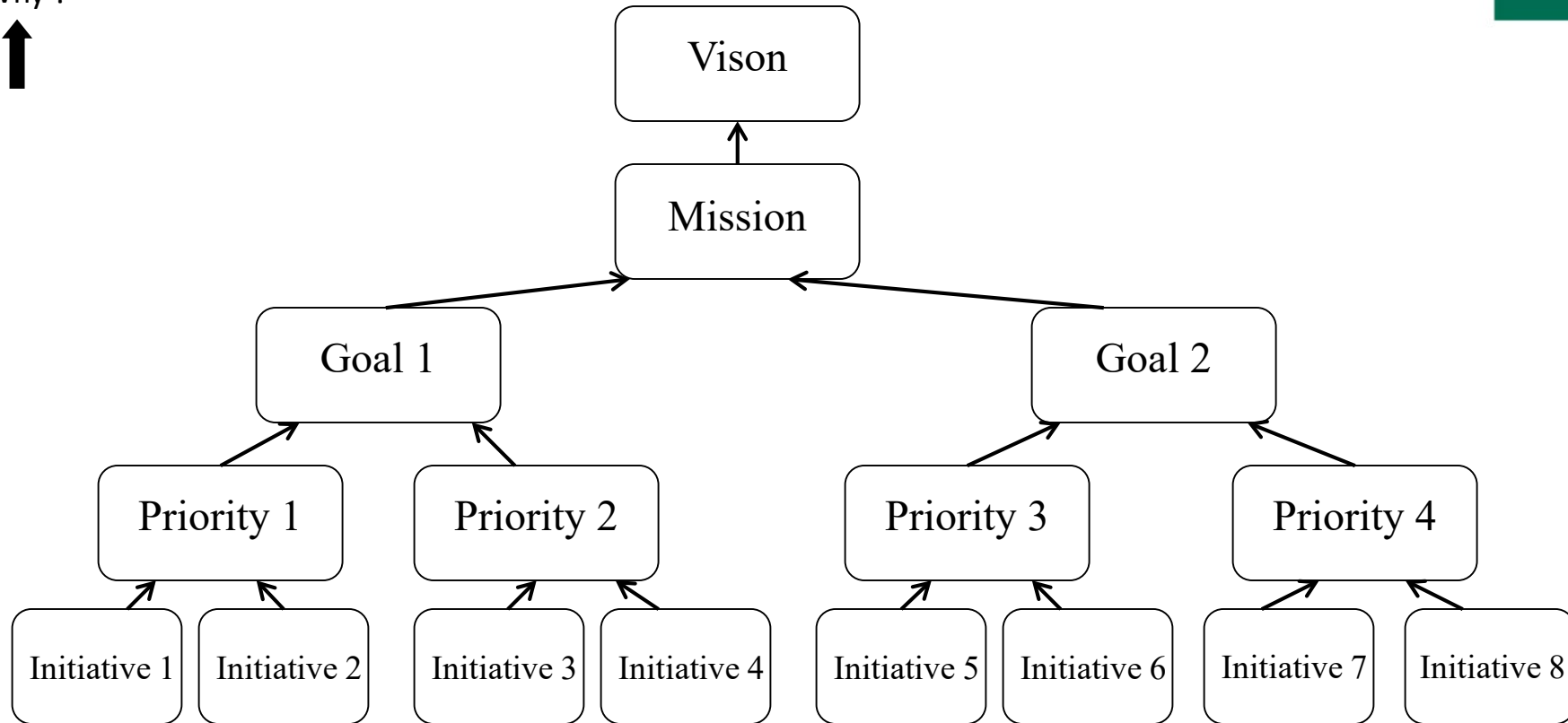
- Develop clear statements based on the most important facts.
- Focus on the challenge, not the solution
- Select the most important challenges



Strategic Planning Process – Step 3



Why ?
↑



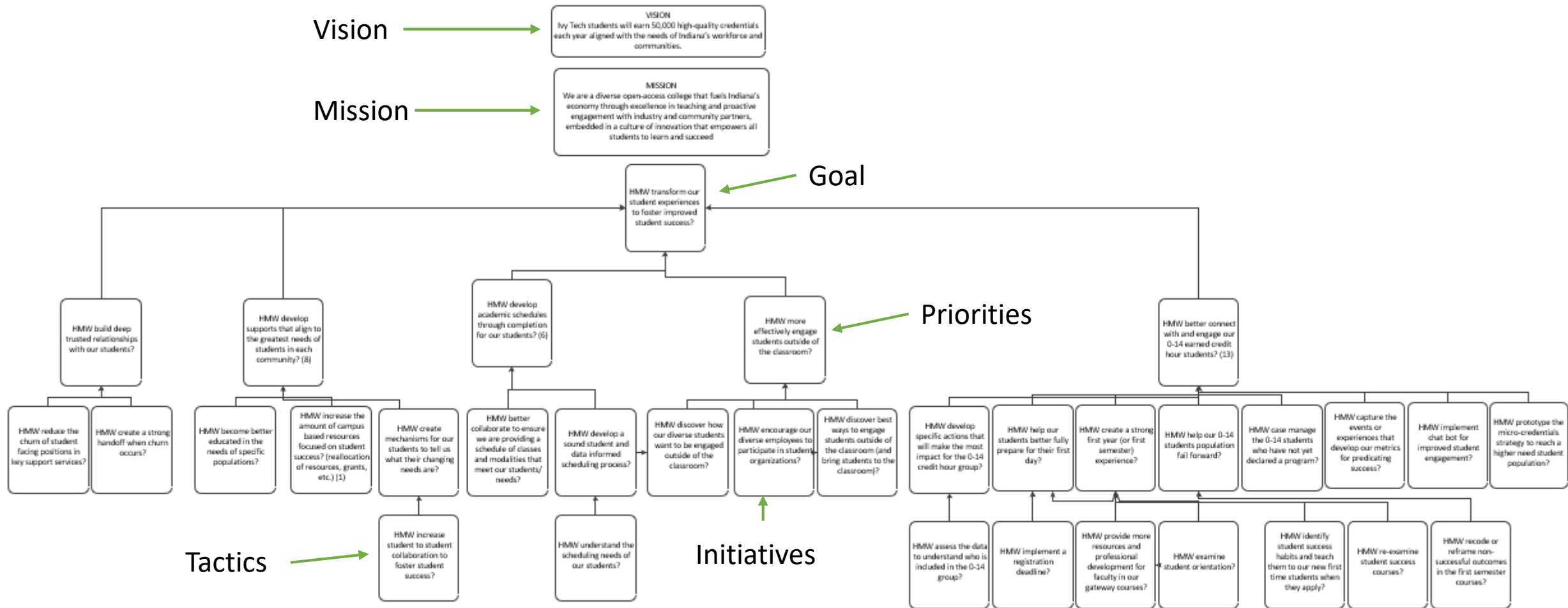
Why ?
↑



HIGHER EDUCATION

at the *SPEED OF LIFE*





Strategies

Strategy 1: Successfully engage students outside of the classroom to nurture increased student engagement

Strategy 2: Connect with and engage students throughout their first 15 credit hours

Strategy 3: Create a seamless experience for students throughout their academic journey



STUDENT EXPERIENCE

Transform our student experiences to foster improved student success.



Activity

Case Study: Build the
framework for a strategic
plan

THANK YOU!



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