

# BE STRATEGIC

## PROJECT MANAGEMENT

### THIS TOOL WILL HELP YOU TO:

- ★ combine other tools to create a complete strategy
- ★ set a clear direction with your vision and objectives
- ★ respond to changes in your project's context
- ★ increase the likelihood effectiveness of action
- ★ stay on track with your chosen goals.

### HOW TO:

It's important that your strategy encompasses every facet of your project. Like nature, good strategy should have four elements:

#### **Air - Set direction**

Define a clear vision of the outcomes you want and the type of journey you'd take to get there.

- 1 Include everyone who is already in your project to build ownership and motivation. This can be easier with less people. It's OK to set direction before inviting new people to come with you.
- 2 Define one clear overall vision and objective. Try Grow Your Vision Tree and Set S.M.A.R.T. Objectives.
- 3 Develop values for how you want to work together. Try Design a Team Charter, Pool Your Ideas, Write Your Legacy and Pack for Your Hike.

#### **Water - Be responsive**

To reach your goal you'll need to respond to your environment and make adjustments.

- 1 Survey your context. Try Map Your Political Power, Cut Your Issue, Set Forces for Success and Harness Your Strengths with S.O.A.R..
- 2 Create intermediate objectives that you'll need to meet your overall objective and vision. Try Set S.M.A.R.T. Objectives and Pack for Your Hike.
- 3 Commit to maintaining innovation and fresh thinking in your project. Embed this into your team culture. Try Design a Team Charter.

#### **Fire - Drive action**

- 1 Choose 'good wood'. Ensure all actions are assessed against the extent to which they help to achieve your specific objectives and vision. Try Decide with Plus Minus Interesting.
- 2 Stack your wood. Turn your overall and intermediate objectives into a timeline, Gantt chart or action plan. Try Plan Your Actions. Ensure all actions are delegated, resourced and have timeframes.
- 3 Stoke the fire. Encourage people to work in line with their passions and preferred working styles, and play to their strengths or desired learnings. Ensure those assigned actions have ownership, motivation and the ability to carry out their tasks. Try Design a Team Charter and Decide with Consensus.

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### Earth - Stay on track

Without consistency your project will continually change direction. You don't want to flit like a butterfly from one project to another and never see something through.

- 1 Set timeframes and methods to check measurables (e.g. annually) and respond to context (i.e. repeat 'Water - Be responsive').
- 2 Monitor your progress against your S.M.A.R.T. objectives and vision. What will you measure to know you've met your objectives?.
- 3 Update your intermediate objectives as needed, yet never stray from your overall objective and vision.

## BRING IT TO A MAKE CHANGE HAPPEN MEETING

### Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your fellow change makers?

### Practice run

This tool takes too long to practice within one Make Change Happen meeting. You can practice run sections of the tool.

**BE STRATEGIC**

**LIKE NATURE, GOOD STRATEGY SHOULD HAVE FOUR ELEMENTS.**

## COMBINE THIS TOOL WITH:

This tool combines many other Make Change Happen tools. See the tools recommended in each step of the 'How To' section.

### NOTES

*Adapted from: The Change Agency ([www.thechangeagency.org](http://www.thechangeagency.org)). The original four elements of strategy are from Strategy in Action: Strategic thinking, understanding and practise by Gordon Pearson (Financial Times: Prentice Hall, 1999).*