Achieving a Board Strategic Rhythm
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Strategy: Viable, Vibrant, Valuable
"Board determines mission, values and strategic direction."
- Envisioning a future desired position in the business environment to remain viable, vibrant, valuable.
- Articulating strategies / tactics for migration.
- Approving resources for the journey.
- Monitoring strategic (positioning) progress.
- Acting as sentinels of business environment shifts.
- Board guidance for organizational transformation.

Executive team customarily informs the board regarding trends, disruptions, and new potential strategies in need of attention.

Tired of Strategy?
"Has it become a primitive tribal ritual?"
McKinsey Quarterly 2002

"the annual strategy review frequently amounts to little more than a stage on which business unit leaders present warmed over updates of last years presentations, take few risks in broaching new ideas, and strive above all to avoid embarrassment.

An annual Strategic Rhythm helps Future Proof Your Organization

- **Future proofing** is the process of regularly anticipating the future and developing methods of minimizing the impact of shocks and stresses while taking advantage of future events.

  Not a “once a year” investment...
  "A rolling awareness of the business environment."

Achieving a Strategic Rhythm
- A strategic rhythm is a strong, regular and systematic pattern for:
  - developing business awareness
  - considering strategic scenarios
  - creating strategic initiatives
  - re-calibrating strategy in real time as tactics are rolled out
  - tracking strategic achievement

Strategic Calendar?
1. Executive team strategic thinking precedes retreat.
2. Exec. Team & board conduct Strategic thinking retreat #1.
3. Exec. Team refines potential strategic initiatives and budget implications based on board guidance–relevance check with broader constituency as necessary.
4. Board retreat #2 considers priority strategic initiatives, budget and establishes metrics.
5. Strategic initiatives and budget confirmed by board.
6. Strategic metrics reviewed quarterly—course corrections made as necessary.
Strategy Environments and Best Strategic Options

- **Classical:** I can predict it, but I can’t change it.  
  Be **Bipolar**.
- **Adaptive:** I can’t predict it, and I can’t change it.  
  Be **Flexible**.
- **Visionary:** I can predict it, and I can change it.  
  Be **First**.
- **Shaping:** I can’t predict it, but I can change it.  
  Be the **orchestrator**.
- **Renewal:** My resources are severely constrained.  
  Be **Viable**.

Adapted from Your Strategy Needs a Strategy
M. Reeves, K. Haanaes, and J. Sinha, 2015

Also see, The Strategy Profiler, pwc
https://www.strategyand.pwc.com/global/home/what_we_do/services/innovation/thought-leadership/innovation-strategy-profiler

Governance and the Future

“Thinking out loud.”

- Scenario thinking requires anticipating how an issue or trend may develop in numerous ways, not always predictable (think: good for you, threatening, neutral).
- The simple discussion of the possibilities informs a board so that it can be more nimble as the real future develops because they have already considered numerous scenarios that might impact them.

See Linda Parker Gates: http://www.sei.cmu.edu/reports/10tr037.pdf

Strategic Thinking

Scenario Building e.g.:

- Identify “disruptive innovations” in behavioral health and create scenarios of how they might change your future.
- “If we had to partner or merge to maintain a critical presence in our community for vulnerable populations—with whom would we seek a conversation?”
- “As mental health services and funding change radically, what type of board do we need to shepherd us into the future?”
- “How is your model” population health management” and how might it play into our future?
- Identify a new model that your Center has yet to examine closely and explore implications for adoption.

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Strategic Thinking

Scenario Building and Paradigm Shifting:

- **What strategies might a competitor use to severely hamper our success? Think “for profit” competition.**
- **If our client’s families could design our services and delivery—what would they ask for?**
- **If money were no object to our growth and transformation...what would we do?**
- **If we knew we could not fail...what would we try?**

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