

Designing Moments *of* Impact

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Moments of **IMPACT**

How to DESIGN
STRATEGIC
CONVERSATIONS
That ACCELERATE
CHANGE

WILLIAMS PUBLISHING
BEST SELLER

90-PAGE
STARTER KIT
INCLUDED

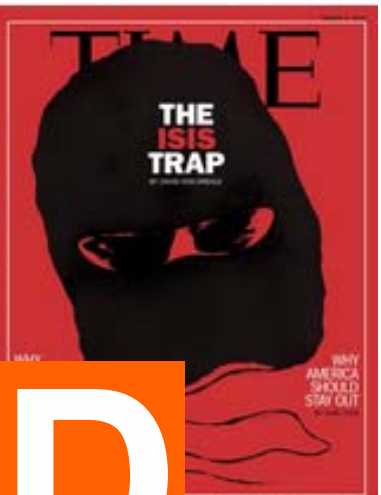
CHRIS ERTEL + LISA KAY SOLOMON

OF **IMPACT** CHRIS ERTEL + LISA KAY SOLOMON 90

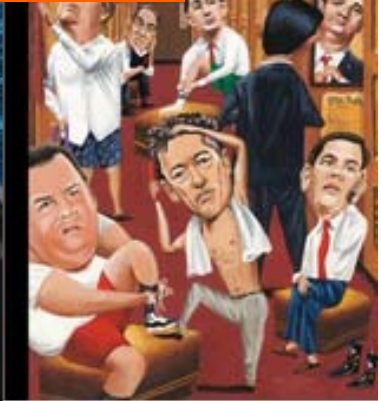
MOMENTS OF **IMPACT**


S OF **IMPACT** CHRIS ERTEL + LISA KAY SOLOMON

MOMENTS OF **IMPACT** CHRIS ERTEL + LISA KAY SOLOMON



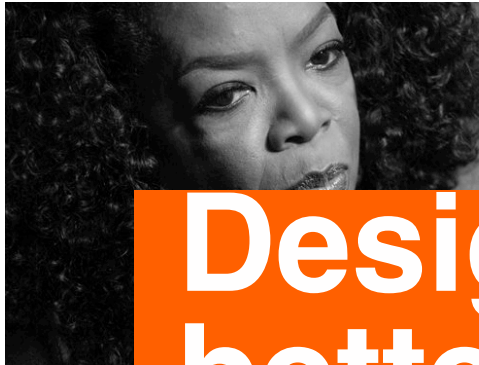
VUCA WORLD





In a world filled with increasing volatility, uncertainty, complexity and ambiguity, leaders need to approach strategy much less like mechanics and more like designers.

Designers of better futures



» **As a designer,
it's my job
to make choices
that trigger
the right
responses. «**

Nathan Shedroff | Chair of the DMBA

**FUNCTIONAL
UTILITY**



**EMOTIONAL
ENGAGEMENT**



**Where does this
show up in our
work?**

SPOTLIGHT ON LEADING THE FOCUSED ORGANIZATION

Ripple Effects

THE TRUE COST OF AN EXCOM MEETING

EACH DOT REPRESENTS ONE MEETING

ONE WEEKLY MEETING ACCOUNTS FOR

7,000

HOURS A YEAR

UNIT MEETINGS

20,000

HOURS A YEAR

TEAM MEETINGS

63,000

HOURS A YEAR

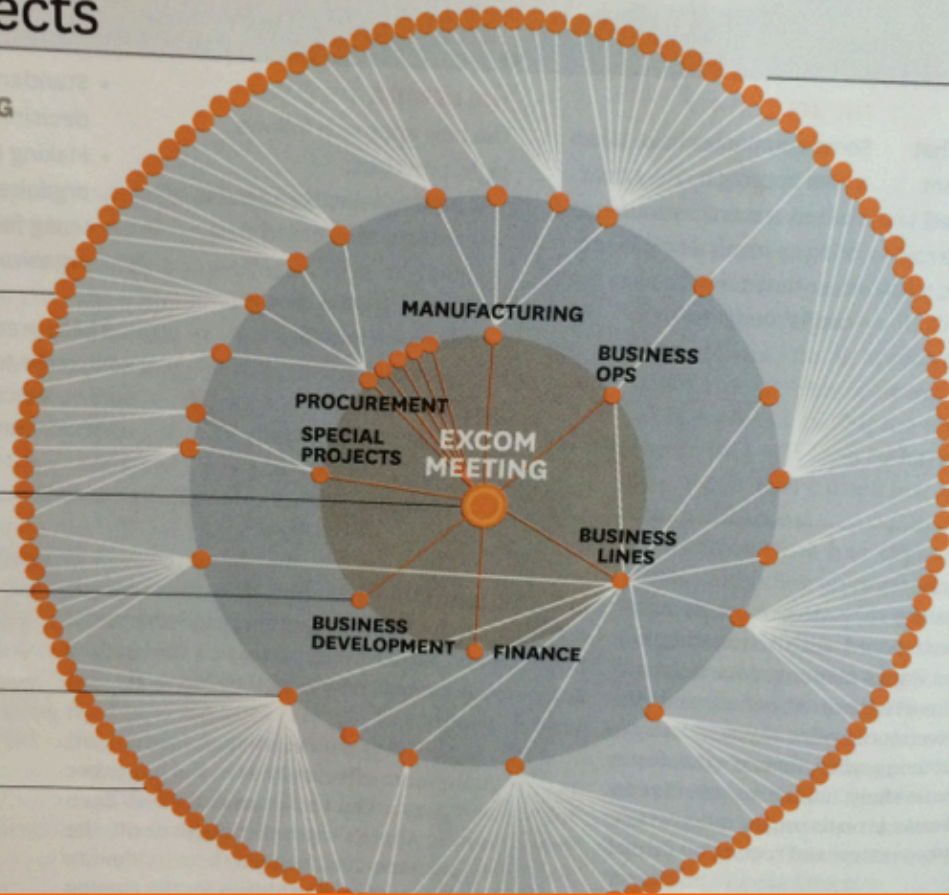
PREPARATORY MEETINGS

210,000

HOURS A YEAR

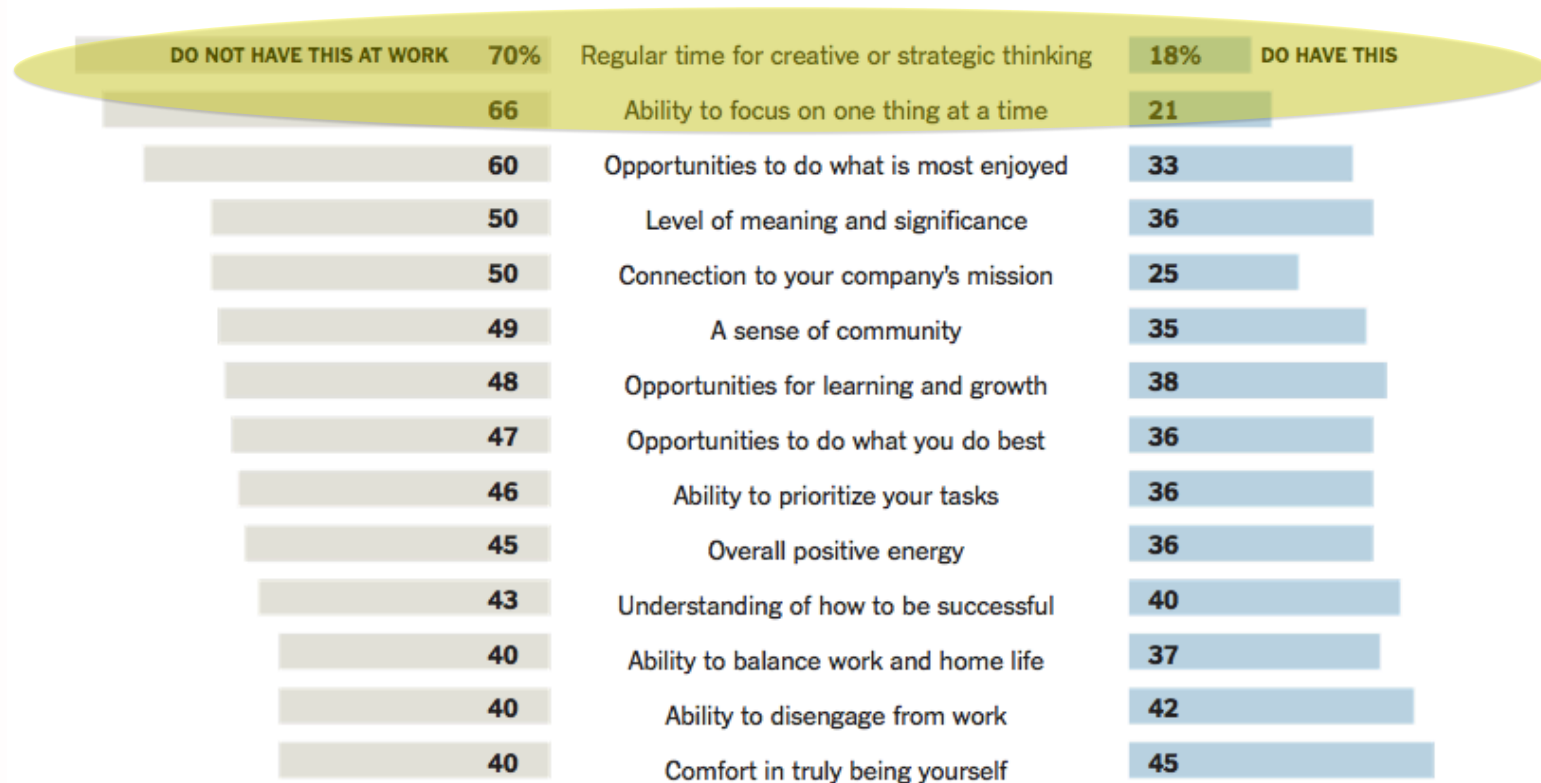
ANNUAL TOTAL

300,000



White-Collar Salt Mine

A 2013 survey of 12,115 workers worldwide found that many lacked a fulfilling workplace.



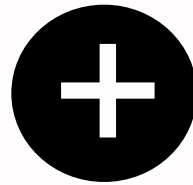
Source: The Energy Project

94 percent of those surveyed were in white-collar jobs; 6 percent were in blue-collar jobs.

We don't need more meetings.

We need strategic conversations.

CREATIVE



COLLABORATIVE

PROBLEM SOLVING SESSIONS

GET ABOVE THE FRAY
DRIVE POSITIVE CHANGE



3

RULES FOR
DESIGNING
MOMENTS OF
IMPACT

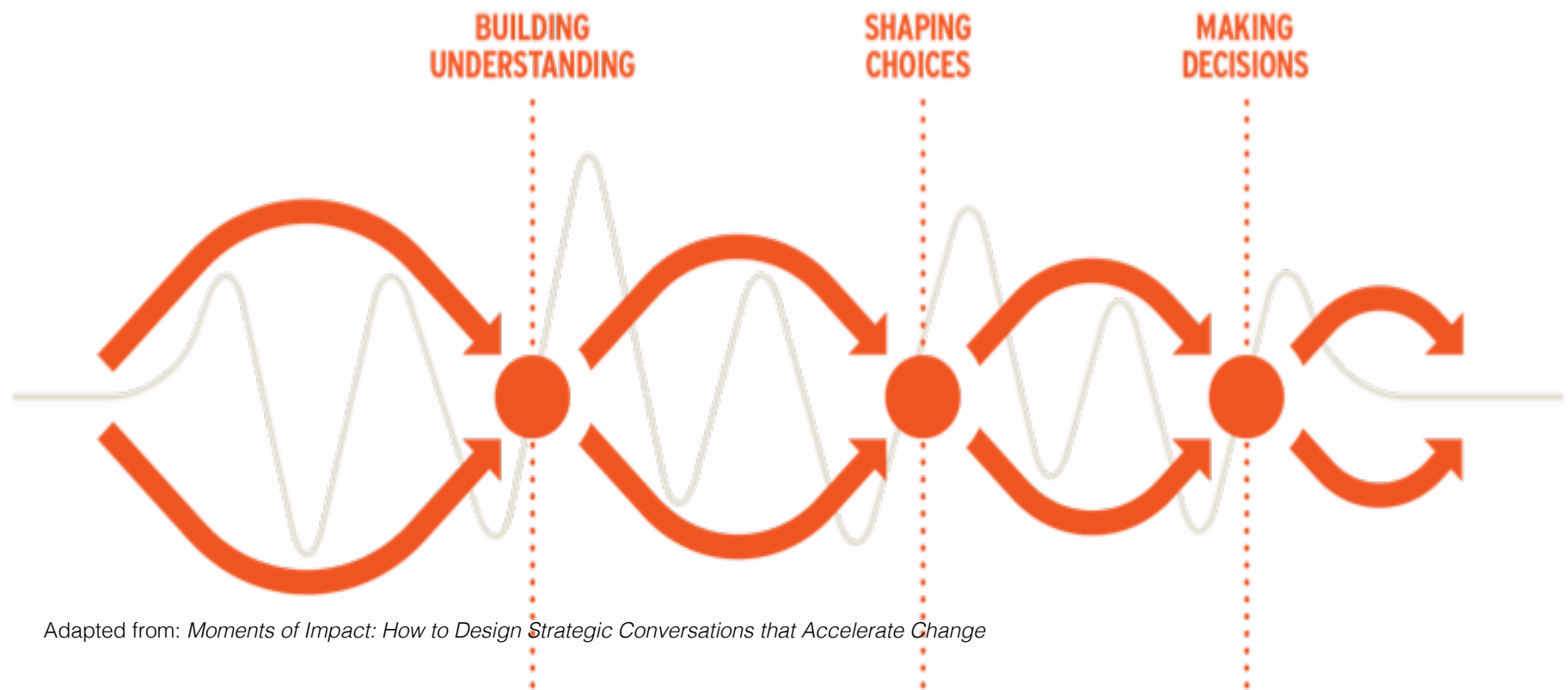
1

YOUR JOB IS NOT
TO DELIVER ANSWERS.



YOUR JOB IS TO
CREATE CONDITIONS
FOR DISCOVERY.

Discovery to Strategy.



“FALL IN LOVE WITH
THE PROBLEM AND
NOT THE SOLUTION.”

KAAREN HANSON

(Vice President of Design Innovation Intuit)



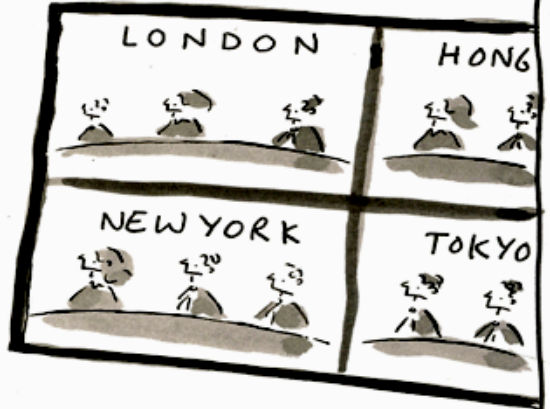
2

BUILD AN
ENSEMBLE
OF TALENT

BRAND CAMP

by Tom Fishburne

I INVITED ALL OF YOU, NOT BECAUSE THE TOPIC IS RELEVANT, BUT BECAUSE I DIDN'T WANT YOU TO FEEL LEFT OUT.



© 2010 INSPIRED BY JOEL SPOLSKY

TOMFISHBURNE.COM

3

IGNITE A
CONTROLLED
BURN

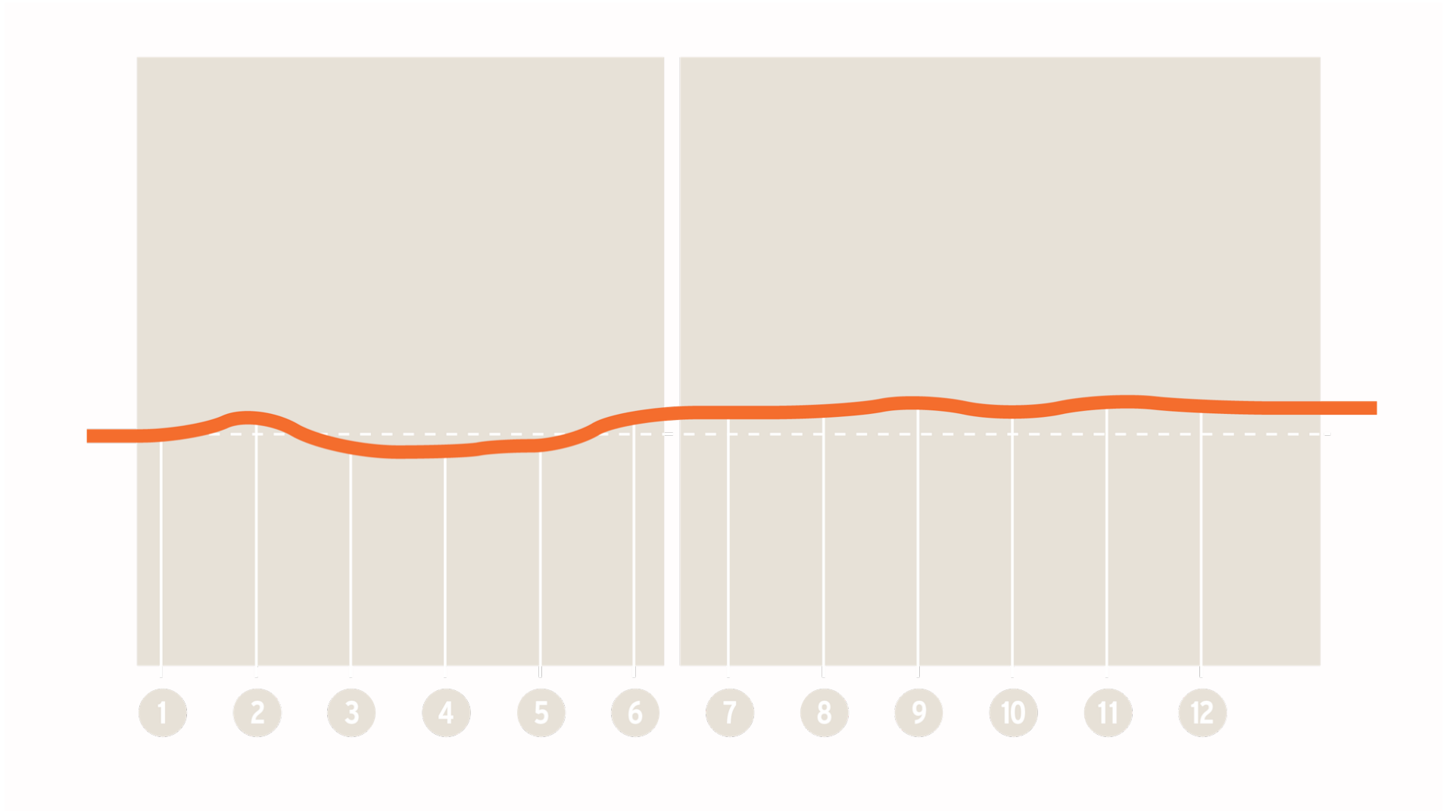


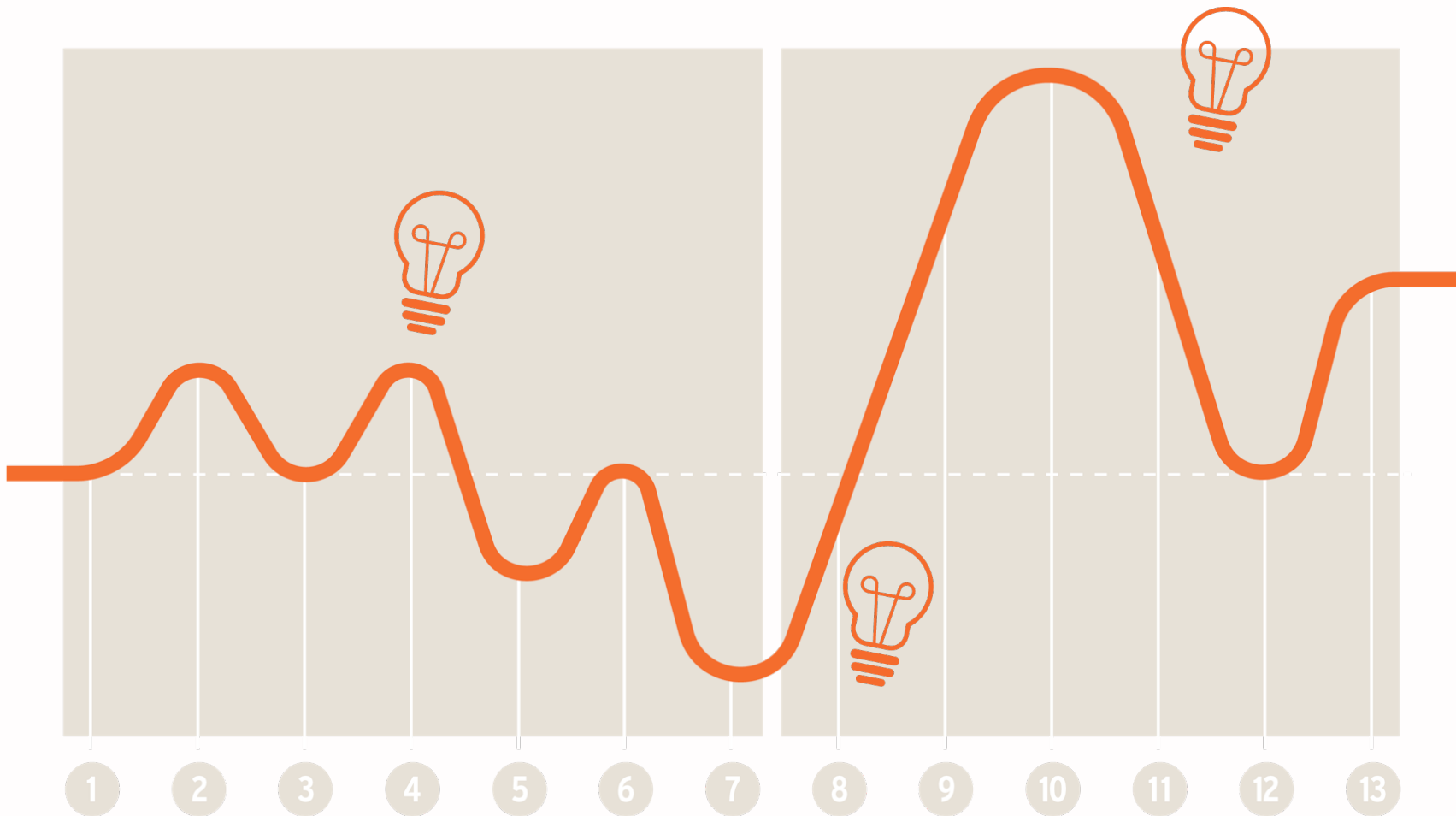
DEATH BY POWERPOINT



- BLAH BLAH BLAH
 - BLAH BLAH BLAH
 - BLAH BLAH BLAH
 - BLAH BLAH BLAH
 - BLAH BLAH BLAH
 - BLAH BLAH BLAH
 - BLAH BLAH BLAH
 - BLAH BLAH BLAH
- SLIDE 75

TOM FISH BURNE





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

Designing your Moment of Impact.

01 What's the Moment of Impact you need to design?

02 What kind of strategic conversation do you need?

- ▣ Building understanding
- ▣ Shaping options
- ▣ Making decision

03 Who do you need in the room?

04 What do you want them to ...

learn?

feel?

05 What choices will you make to create a lasting experience?

▣ What will you send out in advance?

▣ How will you set the scene?

▣ How will you get them to discover new ideas?

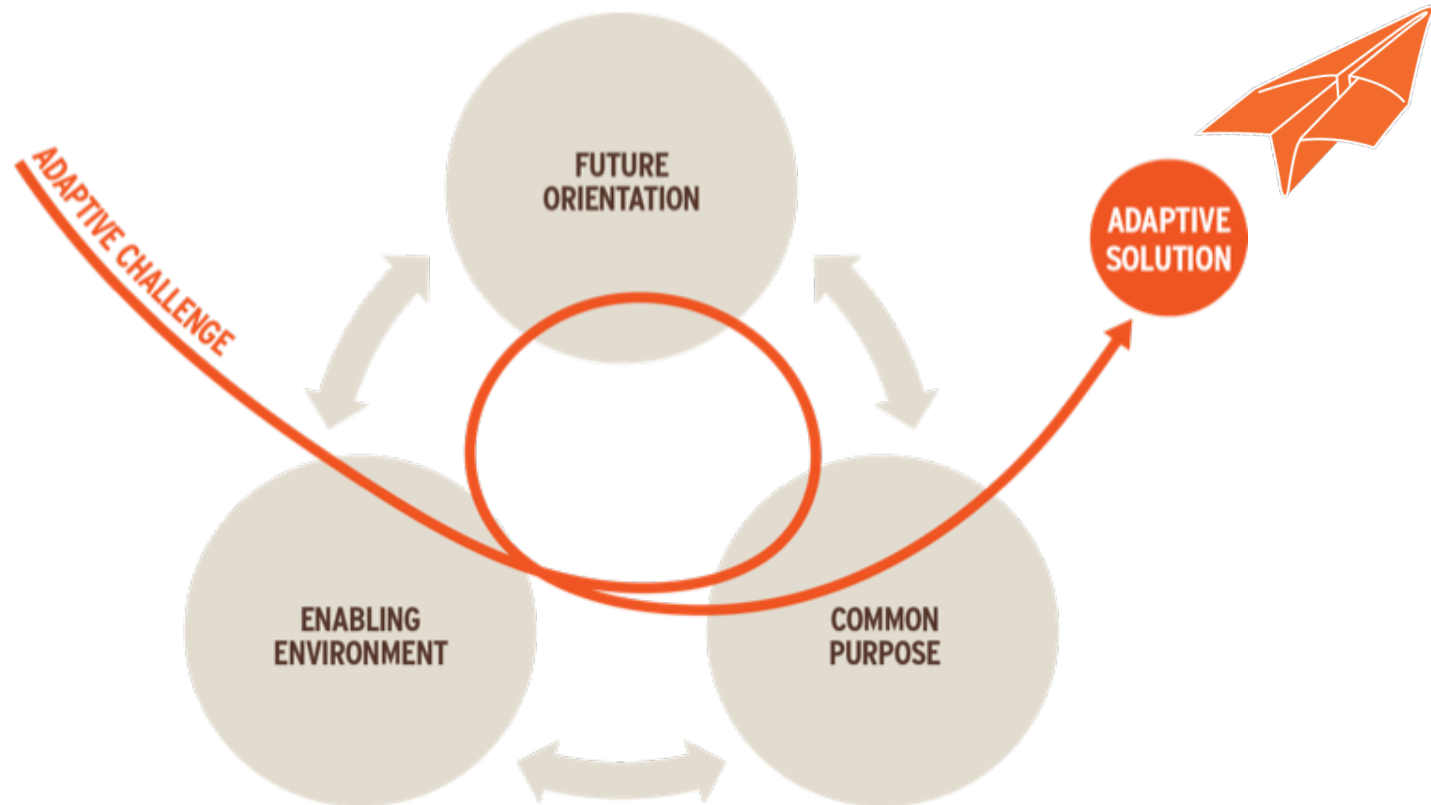
▣ How will you capture and synthesize ideas?

▣ What will help the ideas survive the next day?

**Design is a
craft.....**

**Not a
crapshoot.**

STRATEGIC CONVERSATIONS FUEL HOPE



Starter Kit



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

- ASK THIS** → A few diagnostic questions that are most critical to answer in order to do this part of the process well
- DO THIS** → A few must-do best practices, organized around the three "key practices" that support each core principle
- TRY THIS** → Some tips and tools worth considering, which will be more suitable for some situations than for others
- READ THIS** → 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

As Leaders, what responses do we want to trigger?



**Thank
You.**

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