

City of Eugene *strategic planning* Retreat

Eric M. Bailey Amy Bradbury

1

**We cannot solve our
problems with the same
thinking we used when
we created
them.**

- Albert Einstein

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2

Under Stress Our Brains Take Shortcuts

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3

Under Stress Our Brains Take Shortcuts

HEURISTICS

an **experience-based** strategy for **solving a problem or making a decision** that often provides an **efficient means** of finding an answer **but cannot guarantee a correct outcome**.

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4

Our Brains Like to Project Certainty (even when there is none)

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#thecureforstupidity

5

MAYBE THAT'S

the illusion of certainty

- I know what to expect
- I've been to so many strategic planning sessions before
- I know what you're going to say
- These things are a waste of time
- I know your type

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6

**The only things in life
that we can learn are
things that we don't
yet know.**

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7

**Now
Who Are We?**

8



Amy Bradbury

Amy Bradbury (she/her) (She/Her) · 1st

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Gonzaga University

9



Eric M. Bailey

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Greater Phoenix Area



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Saint Louis University

10

Who Are We?

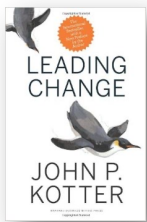
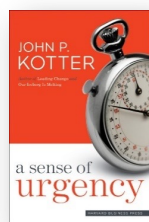
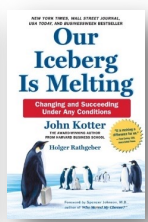
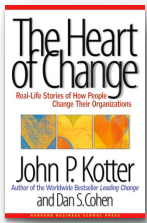
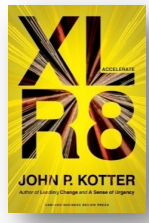
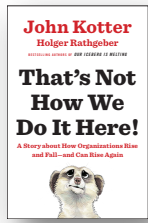
Kotter International Change Management Consultant

11



**HARVARD
BUSINESS SCHOOL**





Dr. John Kotter

12

“Consultants are the enemy. They come in and tell you what you already know, and charge an arm and a leg.



Dr. John Kotter

13

“I want my firm to be the anti-consulting, consulting firm. I don’t pretend to be an expert in your business. I’m an expert in my method. If we can marry YOUR expertise with mine, we can get powerful results.”



Dr. John Kotter

14

**Because of people
serving people,
I'm Thriving**

15

Mission:
**We Serve
Those Who Serve**

16

Vision:
**We Will Change the
Way the World
Connects**

17

**If you grant us the authority to
facilitate this conversation
using these polarities, give us
a thumbs up.**

18

What are we doing here today?

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19

Goals for This Retreat

- BSIG Strategic Plan & Action Plan:
 - Clarity and Alignment Around our Focus Areas
 - Create a Powerful Results Based Vision Statement
 - Understanding Common Barriers to Achievement
 - Develop Actionable Goals, Metrics, and Projects
- Space for Communication and Collaboration
- Have Some Fun
- Learn

20

**What do people
typically say?**

21

**“I Hate Strategic
Planning Because...
It takes months and
isn't effective.”**

22

**“I Hate Strategic
Planning Because...
It sits on the shelf
collecting dust.”**

23

**“I Hate Strategic
Planning Because...
Its boring and rigid.”**

24

Ideastorm

25

What ideas, large and small, could make
the COE an even better and more
effective organization?

Ideastorm

3 MINUTES – Individually

26

The Lesson

Without distinction, people
make “Common Sense”
errors

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27

Strategic Planning Process

Resources → Projects

Projects → Goals

Goals → Results

28

**“If you always do what
you’ve always done,
you’ll always get what
you’ve always gotten.”**

Tony Robbins

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29

**If We Want Different
Outcomes and Results**

30

We Have to Throw Out Some Old Thinking

31

BSIG Strategy Process



32

BSIG Strategy Process

Results

Identify what results you truly want.

33

Extraordinary Balance Strategy Process

Results

“We want to add a new police sub-station.”

Why?

34

Extraordinary Balance Strategy Process

Results

“Because we want to
reduce response time of
police.”

Why?

35

Extraordinary Balance Strategy Process

Results

“Because response time is
the lowest score on our
resident surveys, dragging
down our average”

What's
the
Result?

36

Extraordinary Balance Strategy Process

Results

“We want to increase our citizen satisfaction.”

37

BSIG Strategy Process

Results → Goals

Set SMART SIYA* results-based goals.

*Seemingly Impossible Yet Achievable

38

Extraordinary Balance Strategy Process

Results → **Goals**

“Increase overall citizen satisfaction by 20% over the next 3 years.”

39

BSIG Strategy Process

Results → **Goals**

Goals → **Projects**

Identify which projects you will take on to achieve that goal.

40

BSIG Strategy Process

Results → Goals

Goals → Projects

Projects → Resources

41

break

42



Purpose and Process

(Result) (Method)

Why How

43



Alignment of Purpose

Look for Common Desired Results

44

Goals of Dialogue

1. Learn Something New
(Mind The Illusion of Certainty)
2. Understand The Human Across From You
(Monitor Perception vs. Reality)
3. Strengthen The Relationship
(No Skipping and Hand Holding Required)

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45

**Almost Any Debate
Can Be Solved By
Finding Mutual
Purpose**

46

Only when we let go of
the belief that *our* idea is
the *one true right* idea,
can we truly, finally
begin solving problems.

47

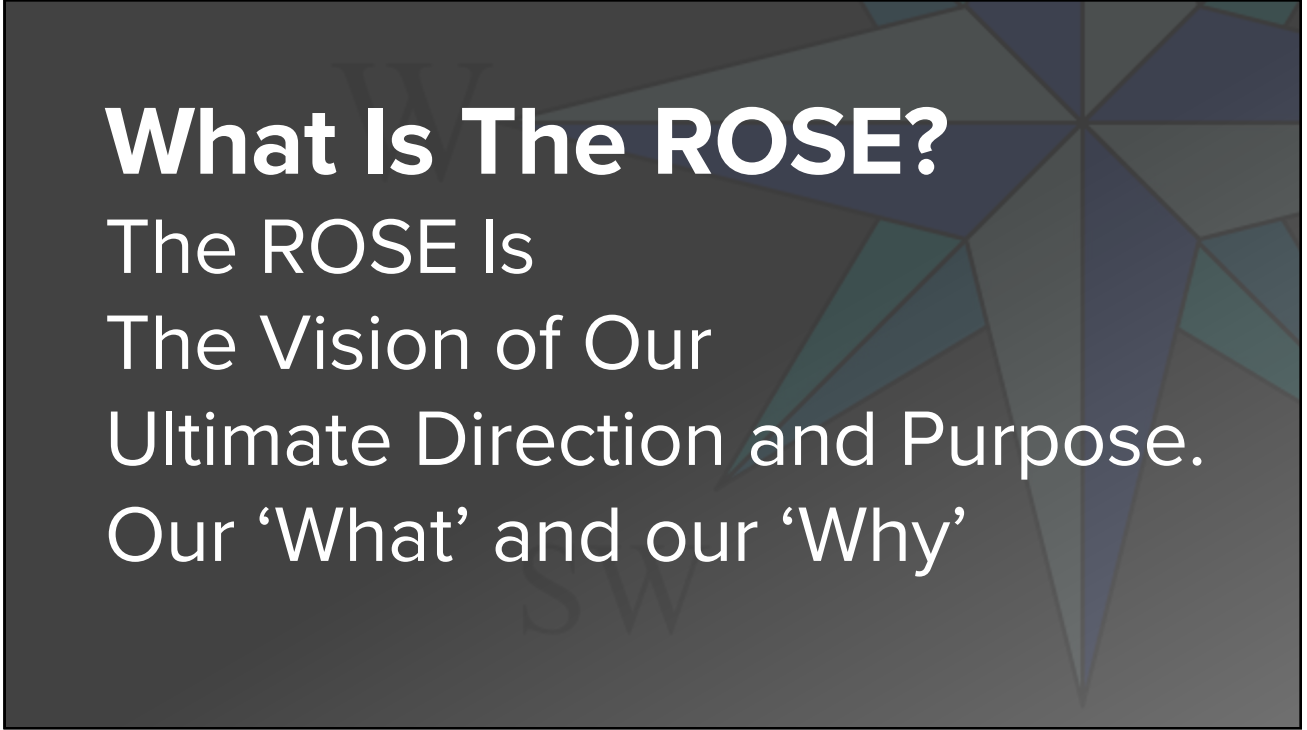
In Dialogue, the goal
isn't to change them,
or change you... the
goal is to understand
each other.

48



The Results Oriented Statement Exercise

49



What Is The ROSE?

The ROSE Is
The Vision of Our
Ultimate Direction and Purpose.
Our 'What' and our 'Why'

50

The ROSE Characteristics

The ROSE defines what is possible and why we should care

1. **Short** Brief and simple; ¼ page of straightforward language
2. **Compelling** Sparks passion AND
3. **Rational** Passes the logic test
4. **Positive** Lasting change is rooted in positive rather than fear
5. **Authentic** The authors truly believe it
6. **Clear** Unambiguous
7. **Aligned** Not separate from mission, vision, values or strategy

51

Let's Try It (1-2 sentences per question)

1. **Why Now?** What is present in the external /internal environment that makes NOW the time for us to do something meaningful?
2. **Why us?** Why is our organization uniquely positioned and equipped to do something special?
3. **What new?** What would need to change for our efforts to be wildly successful?
4. **Why?** How will our staff and community benefit from our success?

52

***The* Results Oriented Statement Exercise**

One Statement
Made up of 4-8
sentences following
the template:
Why Now?
Why Us?
What New?
Why?

53

City of Eugene Rose

The community is at an inflection point, facing urgent needs amidst unprecedented uncertainty and challenge. We need to approach those needs in a new way.

This team is passionate, capable, caring, and innovative. As public servants, we are responsible for delivering better results. We have the opportunity to meet our unique needs to build a safe community where everyone belongs.

We can achieve this by tapping the collective wisdom and talent for our community to ensure clear direction, allocation of resources, and better outcomes. People will want to stay and continue to journey.

54

**Now We Know
Why... Let's Talk
About How**

55

**We Just
Uncovered Our
Key Focus Areas!**

56

Define Key Focus Areas

Different words mean different things to different people. Establishing a clear definition helps reduce miscommunication.

57

Define Key Focus Areas

1 sentence to help communicate the scope of your strategic priority to the public.

58

Define Key Focus Areas

Example:

In the context of this Strategic Plan, “Fiscal Responsibility” means we will keep a balanced budget, retain adequate reserve funding, and achieve clean audits.

59

Define Key Focus Areas

Example:

This Definition communicates that “Fiscal Responsibility” does not prioritize things like portfolio diversification, keeping staff salaries as low as possible, and opaque accounting.

60

3 Years From Now:
What achievements or
improvements will be
possible because of
success in your focus area?

61

**A New Conversation
On Goal Setting**

GOALS

62

Vague
Amorphous
Pie in the sky
Irrelevant
Delayed

Specific
Measurable
Attainable
Realistic
Timely
Inclusive
Equitable

Seemingly
Impossible
Yet
Achievable

GOALS

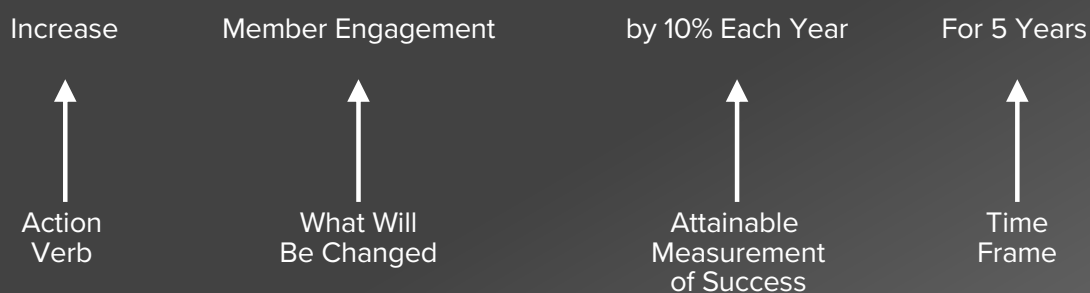
63

2 or 3 Goals For Each Focus Area

GOALS

64

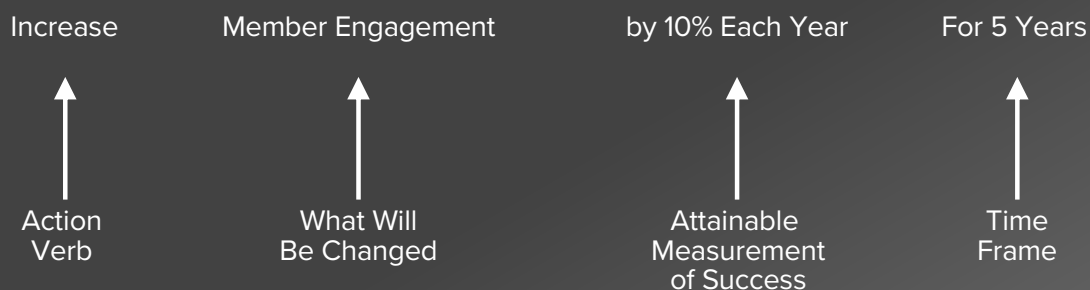
Anatomy of a SMART SIYA Goal



Think “Results Oriented” not “Project Based”

65

Anatomy of a SMART SIYA Goal



Think “Results Oriented” not “Project Based”
Think “Seemingly impossible yet achievable”
NOT “Low Hanging Fruit”

66

**Before We End,
Please
Understand This:**

67

**The Work That You Do
Matters More Than You
Can Imagine,
To More People Than
You Can Imagine**

68

From the bottom of our hearts

Thank You

We'll see you tomorrow at 9 am