Hothouse Workbook

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SESSION 1 – BUILDING RESILIENCE AND ORGANIZATIONAL ADAPTABILITY

Research - System Sensing

Design/Prototype

Implement/Test

Feedback/Action Learning
SESSION 1 – DESIGNING FOR YOUR MARKET/SYSTEM THROUGH IDENTIFYING ASSETS

Low systemic awareness; high risk

High systemic awareness; low risk

Part | Whole | Relationships | Self-Integration
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THE MOST RESILIENT SPECIES/INITIATIVES WILL HAVE STRATEGIES AND TACTICS TO ENSURE DELIVERY ON IMPERATIVES IN BOTH HIGH AND LOW ASSET AVAILABILITY...THINK COCKROACHES, PIGEONS, RATS, AND WEEDS – MAXIMIZE DIVERSITY OF POTENTIAL INPUT TO ENSURE OUTPUT.

STRUCTURES FOR LOW ASSET AVAILABILITY:

LOW COMPETITION – EVERY INCH COUNTS
ASSET RETENTION – EVERY BIT COUNTS
VARIABLE GROWTH PATTERN CAPACITY – GET IT WHILE IT’S GOOD
HIGHLY ADAPTIVE STRUCTURES FOR NICHE CONDITIONS – EXTREME SITUATIONS CALL FOR UNORTHODOX MEASURES
CONSERVATIVE REPLICATION – INTERNAL RELIANCE

STRUCTURES FOR HIGH ASSET AVAILABILITY:

HIGH COMPETITION – STRATEGIES FOR GAINING A LEG UP
HIGH GROWTH RATE – PATTERNS FOR HIGH DELIVERY
SIMPLE STRUCTURES FOR DELIVERY – MAKING IT EASY ON YOURSELF
ASSET SHEDDING – DON’T GET OVERWHELMED BY INPUT AND OPTIONS
LIBERAL REPLICATION – EXTERNAL CROSS POLLENATION TO INCREASE DIVERSITY AND ENHANCE RESILIENCE
SESSION 1 – TAKING STOCK OF YOUR SYSTEM AND ASSETS – FROM BUY IN TO SUPPLY CHAIN

1. WHAT IS THE CURRENT STATE OF YOUR REQUIRED ASSET BASE? WHAT DO YOU THINK YOU MUST HAVE AND HOW PLENTIFUL IS IT? WHAT METRICS ARE YOU EMPLOYING TO RESEARCH THIS?

   INTERNALLY

   EXTERNALLY

2. WHAT ASSETS ARE ABUNDANT AND SHOW GREAT POTENTIAL WITH REGARD TO YOUR INITIATIVE?

3. WHAT RED FLAG REGARDING LACK OF ASSETS WOULD MAKE YOU STOP IN YOUR TRACKS AND END THE INITIATIVE?

4. WHAT IS THE CRITICAL MASS OF ASSETS THAT IS REQUIRED TO ENSURE THE VIABILITY OF YOUR INITIATIVE?
Establishing Imperatives, Strategies and Tactics

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<tr>
<th>Imperatives</th>
<th>Strategies</th>
<th>Tactics</th>
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<tbody>
<tr>
<td>(The 3-5 Metric Based Outcomes That Have to Happen)</td>
<td>(The Best 8-10 High Level Approaches Required to Successfully Make it Happen)</td>
<td>(The most important 12-15 specific projects that are required to execute on those strategies)</td>
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**Important Elements of this Exercise include:**

1. Using detailed, simplistic and explicit language, documenting an exhaustive inventory of all of ‘what’ you could do and all the ways you could do it
2. Going through an exercise to ensure that across the group there’s a common understanding, language and lens as to what all these ‘what’s’ and ‘how’s’ mean
   - What exactly do you mean by saying we need to better leverage Twitter and social media? What does getting a CRM database mean to you?
3. Properly grouping and categorizing the various approaches (an exercise in taxonomy, which are kingdoms (strategies) and which are species (project level tactics)
4. In a group setting, doing some disciplined, critical, constructive, comparative analysis of all of the possibilities, by plotting each of these ‘how’s’ into a 2X2 grid
   - Forcing hearty and if necessary heated discussions between different folks who have different thoughts around the relative value and priorities of the various strategies and tactics
**SWOT Analysis**

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<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
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Comprehensive comparative analysis is perhaps the most critical success factor in both strategic and project planning. When resources are limited, and they always are, good ideas often have a dilutive effect on the ability to execute on great ideas. In planning it’s just as important to decide what not to do (Phase X) as it is to decide what to do, and in what order.
Building A Project Plan

- Project Manager
- Stakeholders:
- Metric Based Objectives

- Goals:

- Current Situation:

- Guiding Principles:

- Risks:

- Responsibilities, Tasks, Dates and Deliverables (Who’s going to what, by when):

- Budget