



Donella Meadows Institute
Entrepreneurship Hothouse



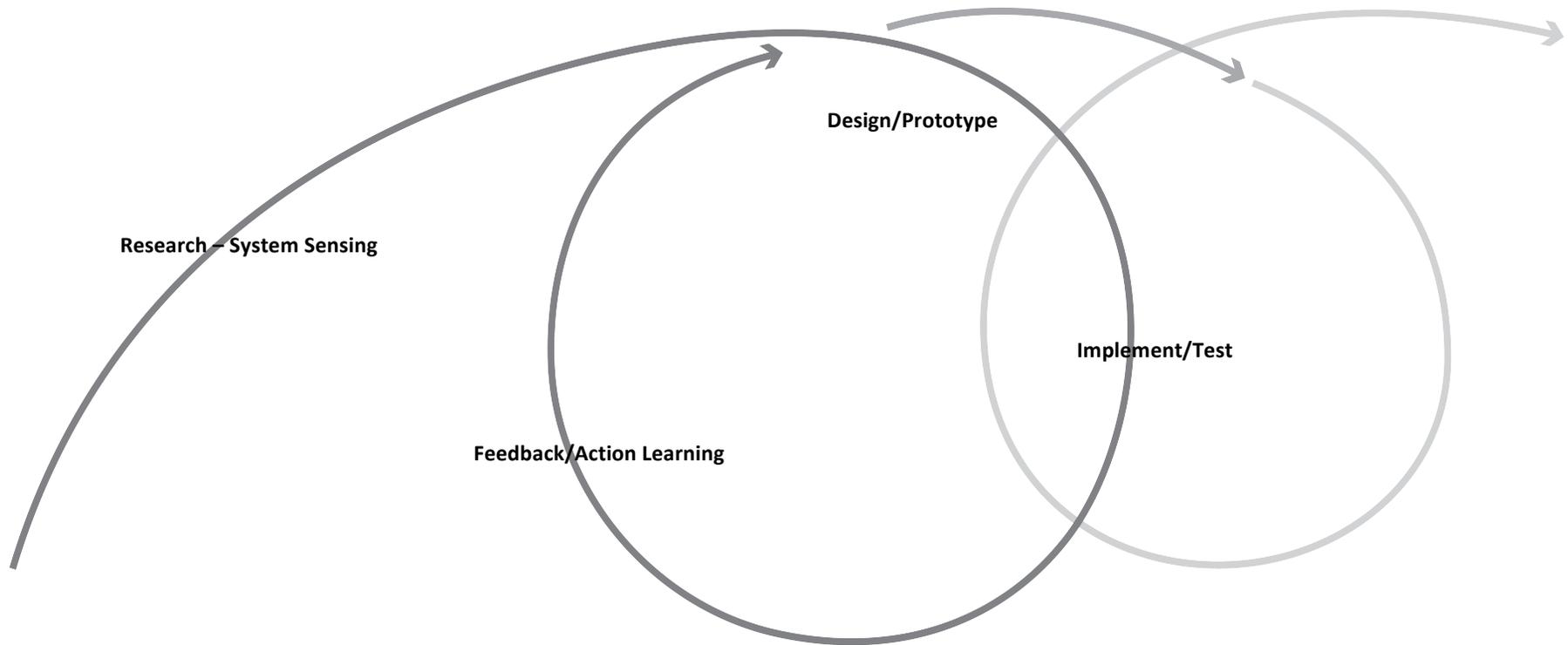
Hothouse Workbook

Pamela Paquin, Gregg Fairbrothers, Dan Walsh



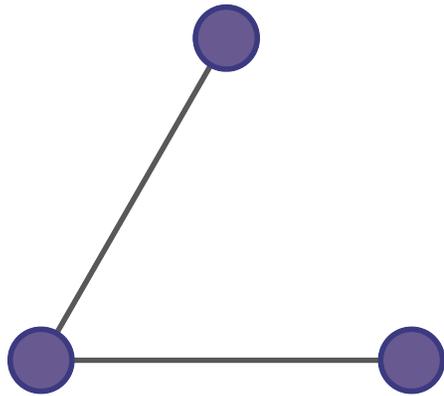


SESSION 1 – BUILDING RESILIENCE AND ORGANIZATIONAL ADAPTABILITY

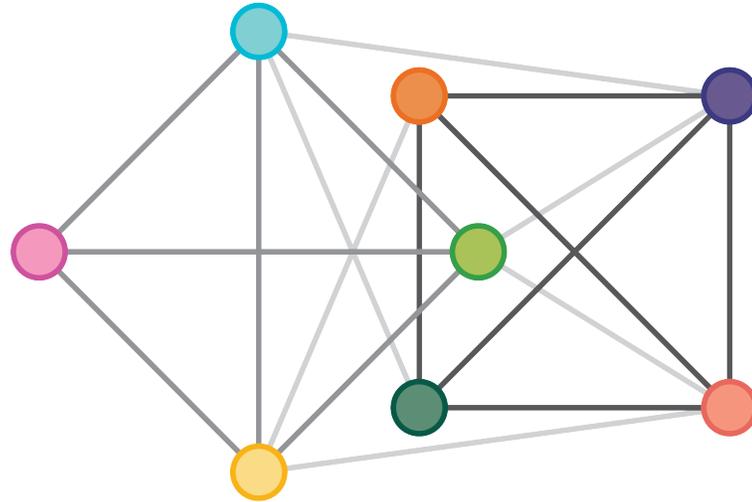




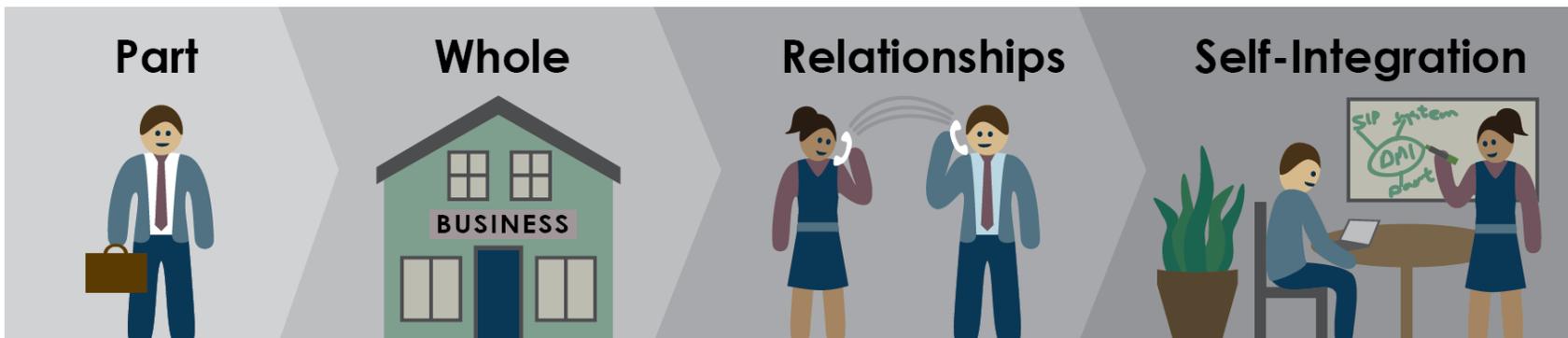
SESSION 1 – DESIGNING FOR YOUR MARKET/SYSTEM THROUGH IDENTIFYING ASSETS



Low systemic awareness; high risk



High systemic awareness; low risk





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?**

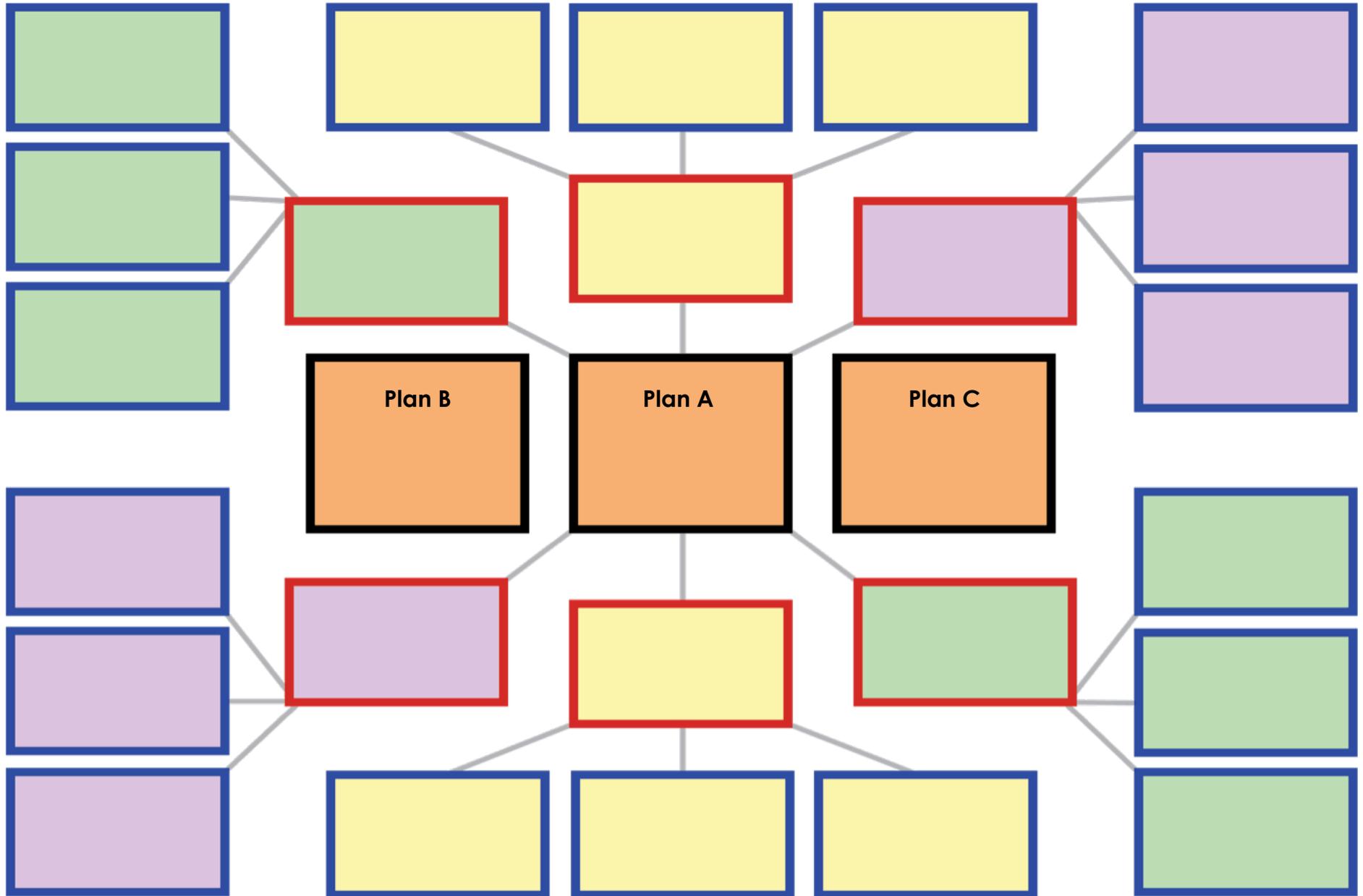
INTERNALLY

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?**

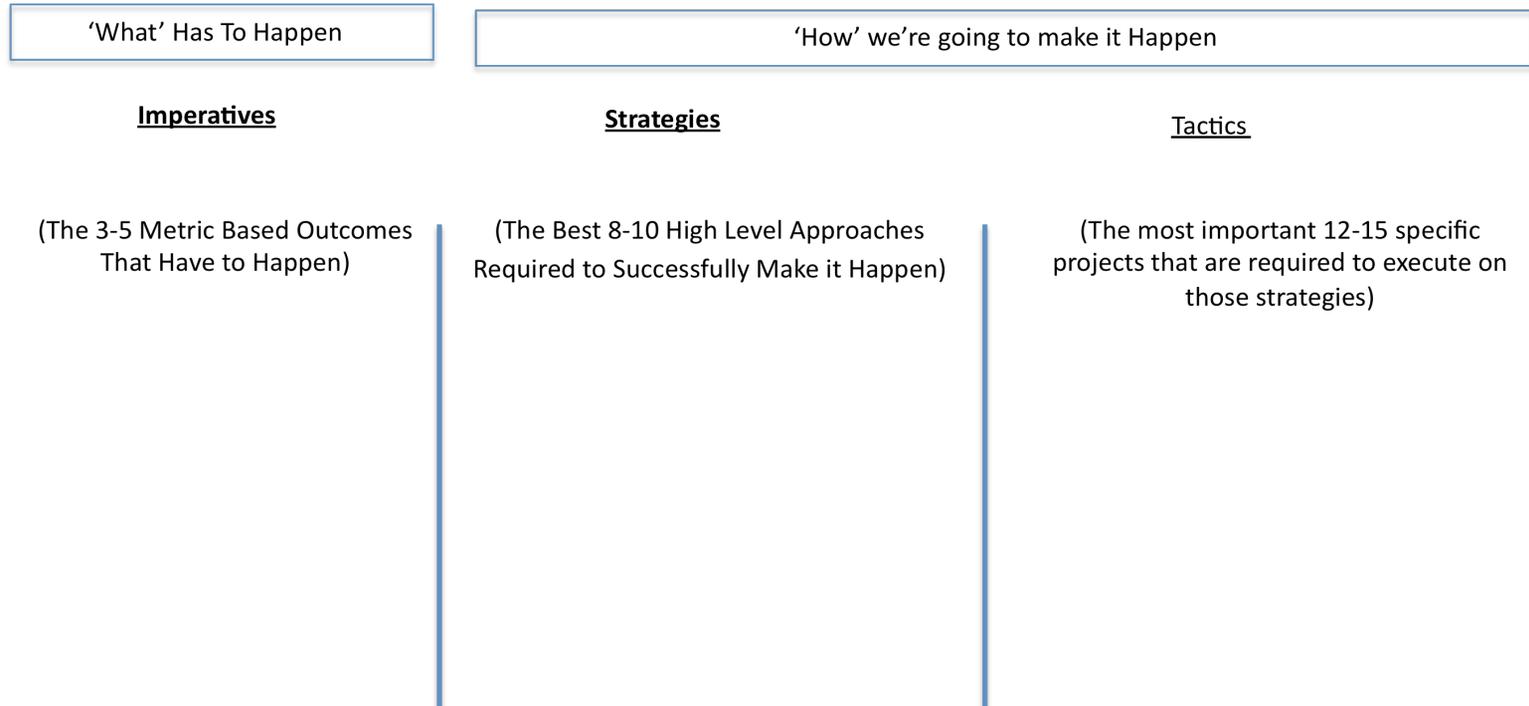


MAPPING SYSTEM ASSETS AND WHAT THEY RELY ON FOR SUCCESS





Establishing Imperatives, Strategies and Tactics



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



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SWOT Analysis

Strengths

Weaknesses

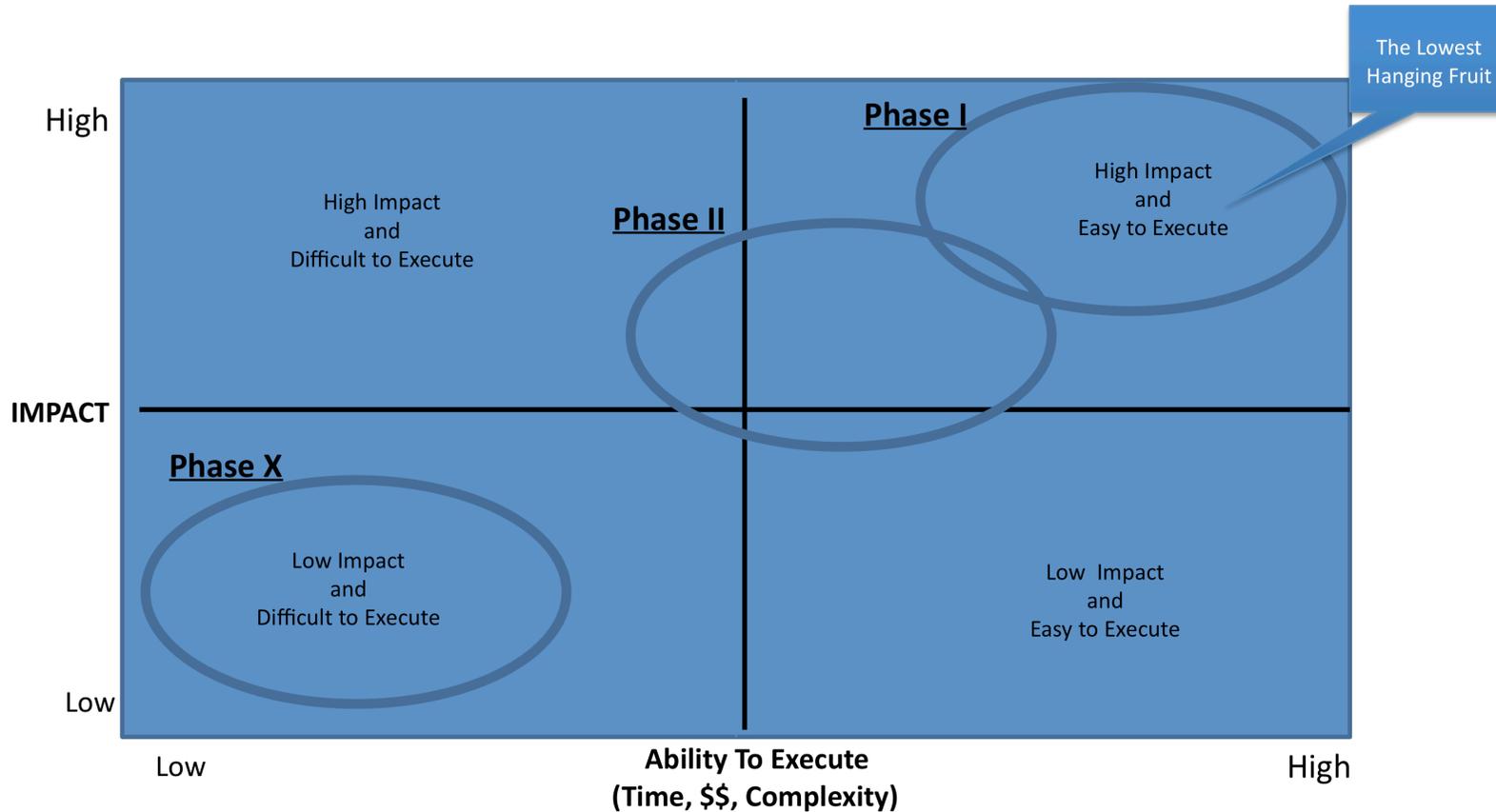
Opportunities

Threats



The 2X2 Grid-

Vetting, Prioritizing and Phasing Ideas Based on the Immutable Laws of Resource Scarcity



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 is going to what, by when?) :

- Budget