



Strategic Space

A model for thinking about strategy in the Public Sector

Workshop Agenda

1. Introducing Strategic Space
2. Good Strategic Thinking & Overcoming Obstacles
3. Mapping Wellbeing Projects & Personal Action Planning.

There will be time for questions after each mini-session and slides will be made available to you after the event.



Public Sector Diagnostic

Strategic Space Model

Rationale = Why

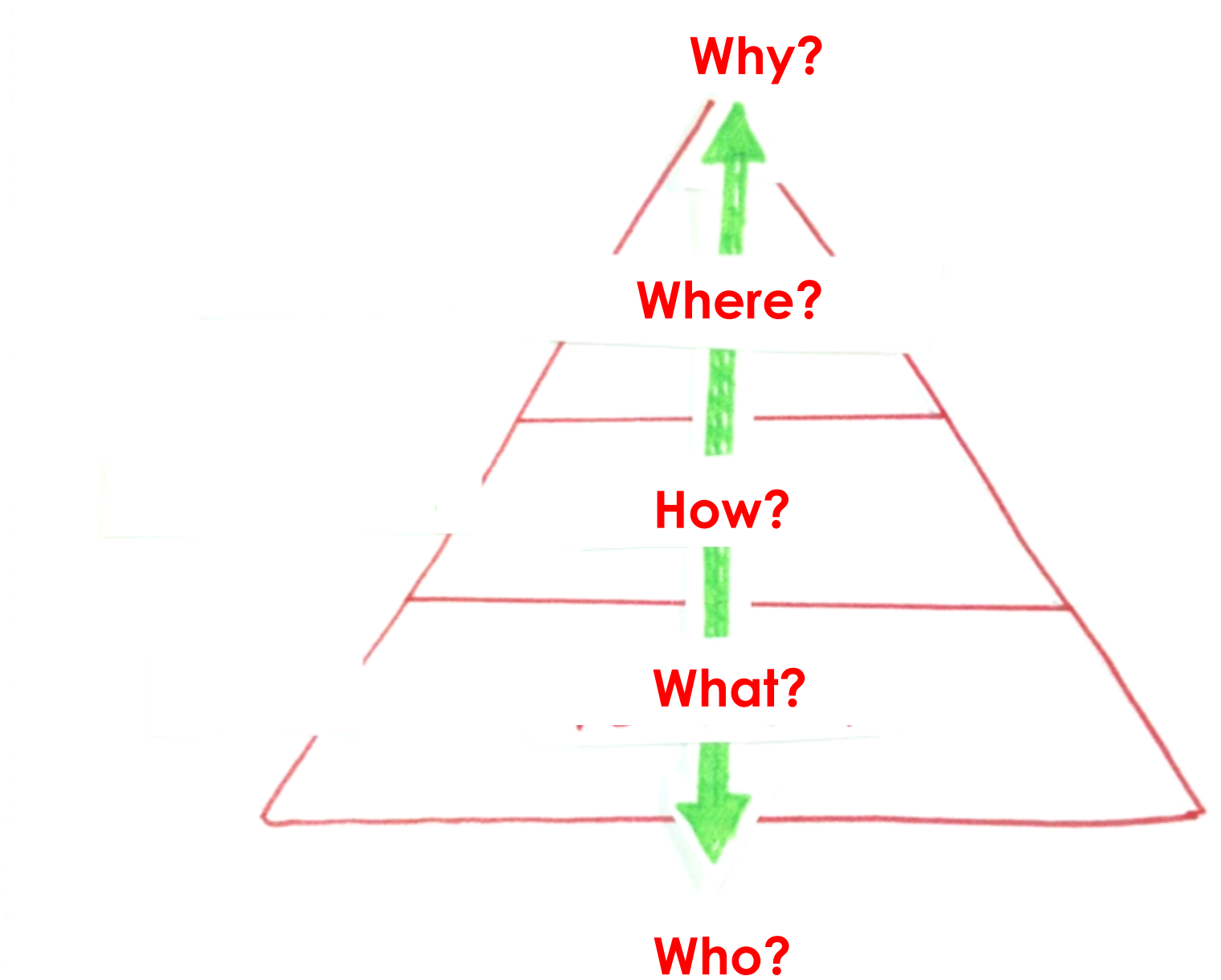
Strategy = Where

Policy = How

Delivery = What

Customer = Who

[HMT Green Book](#)



Public Sector Diagnostic

Strategic Space Model

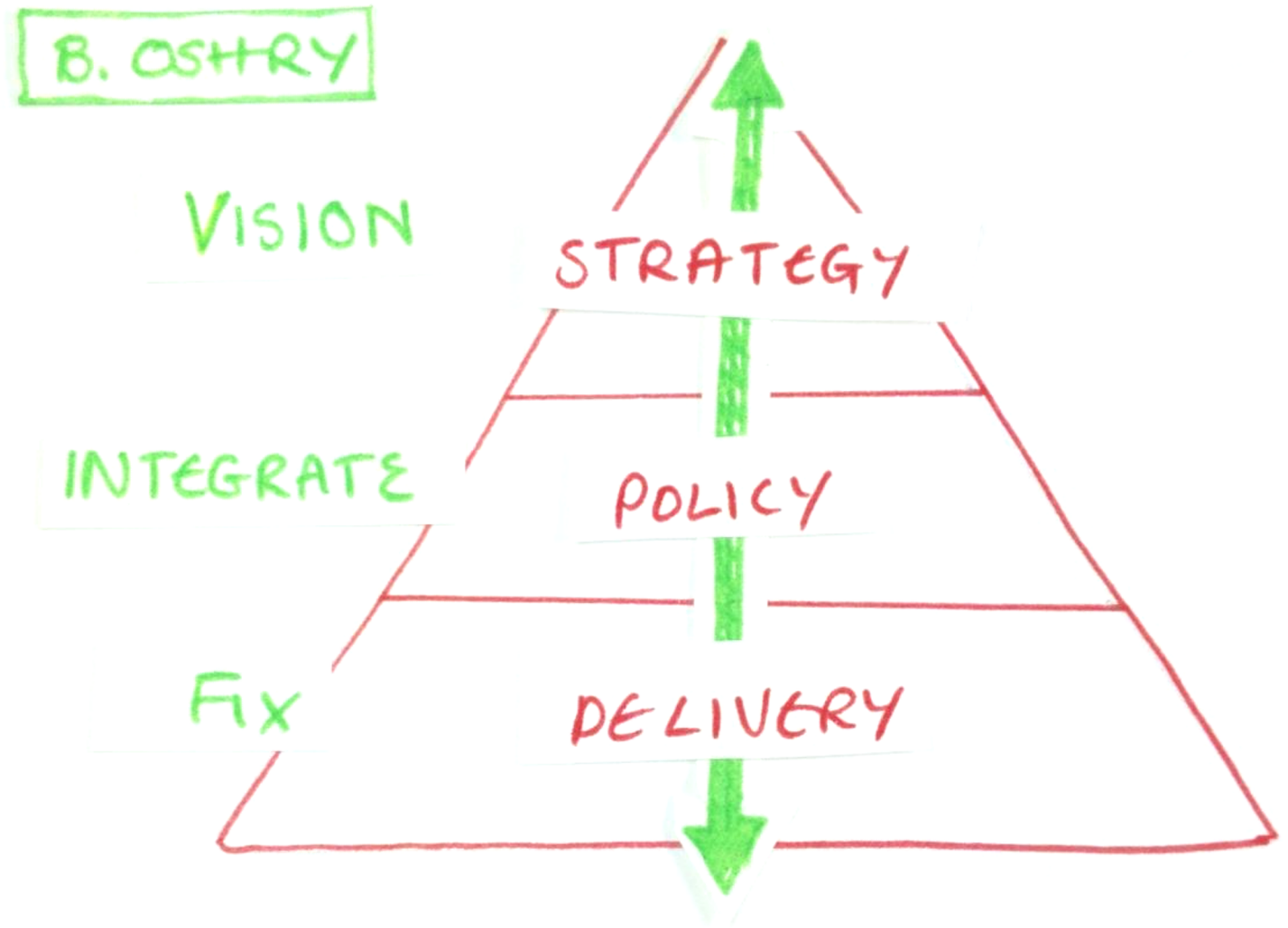
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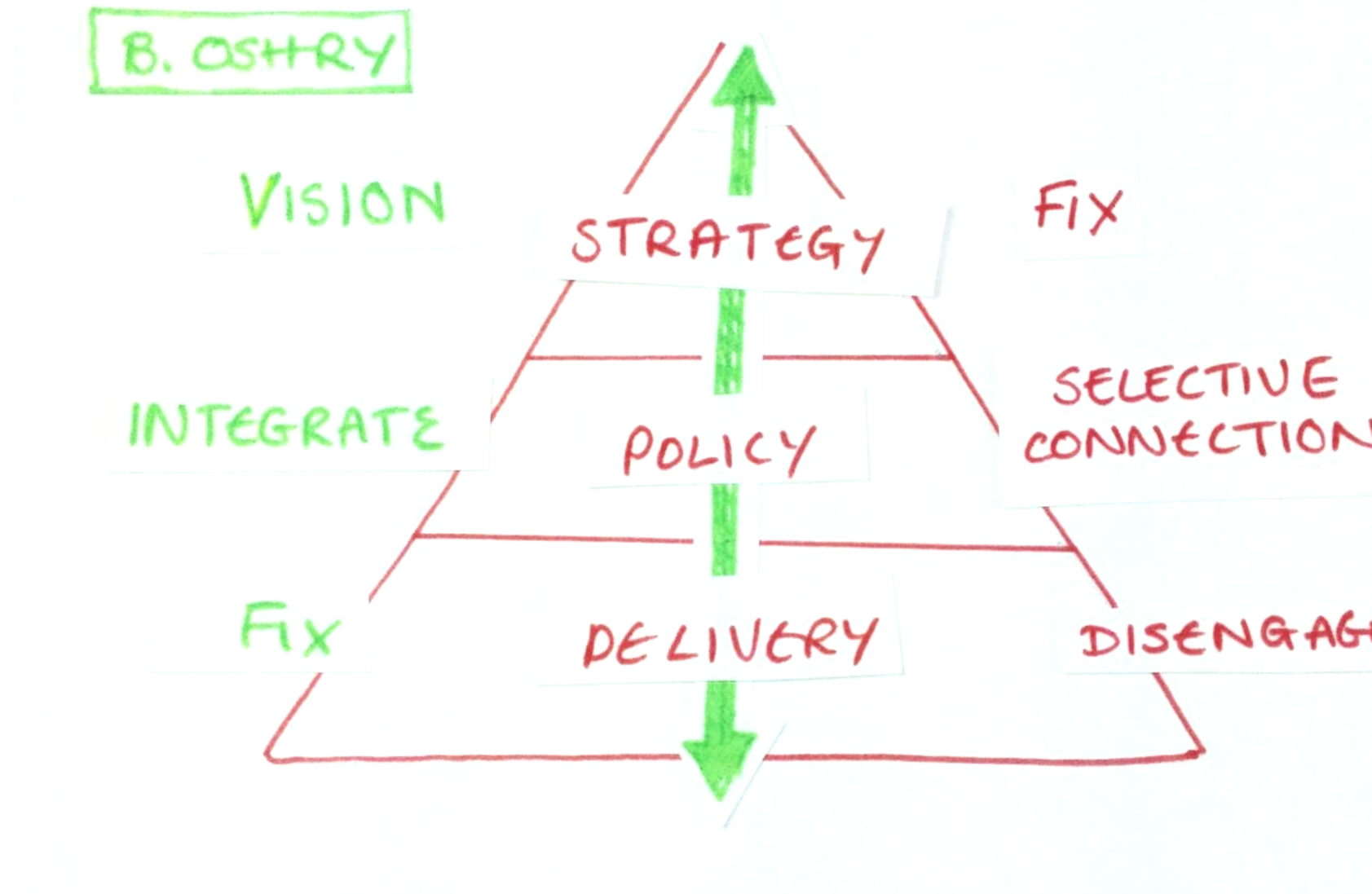
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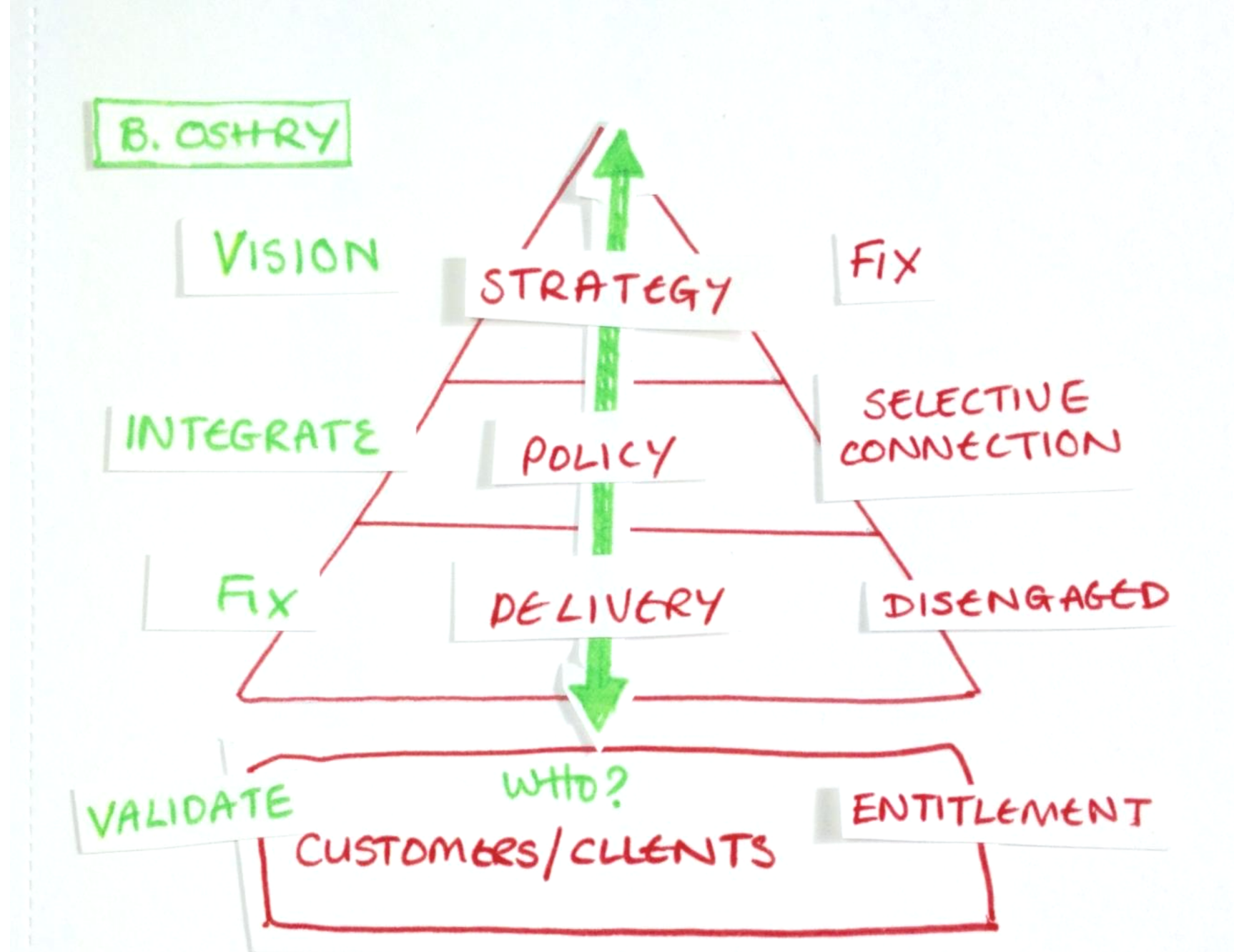
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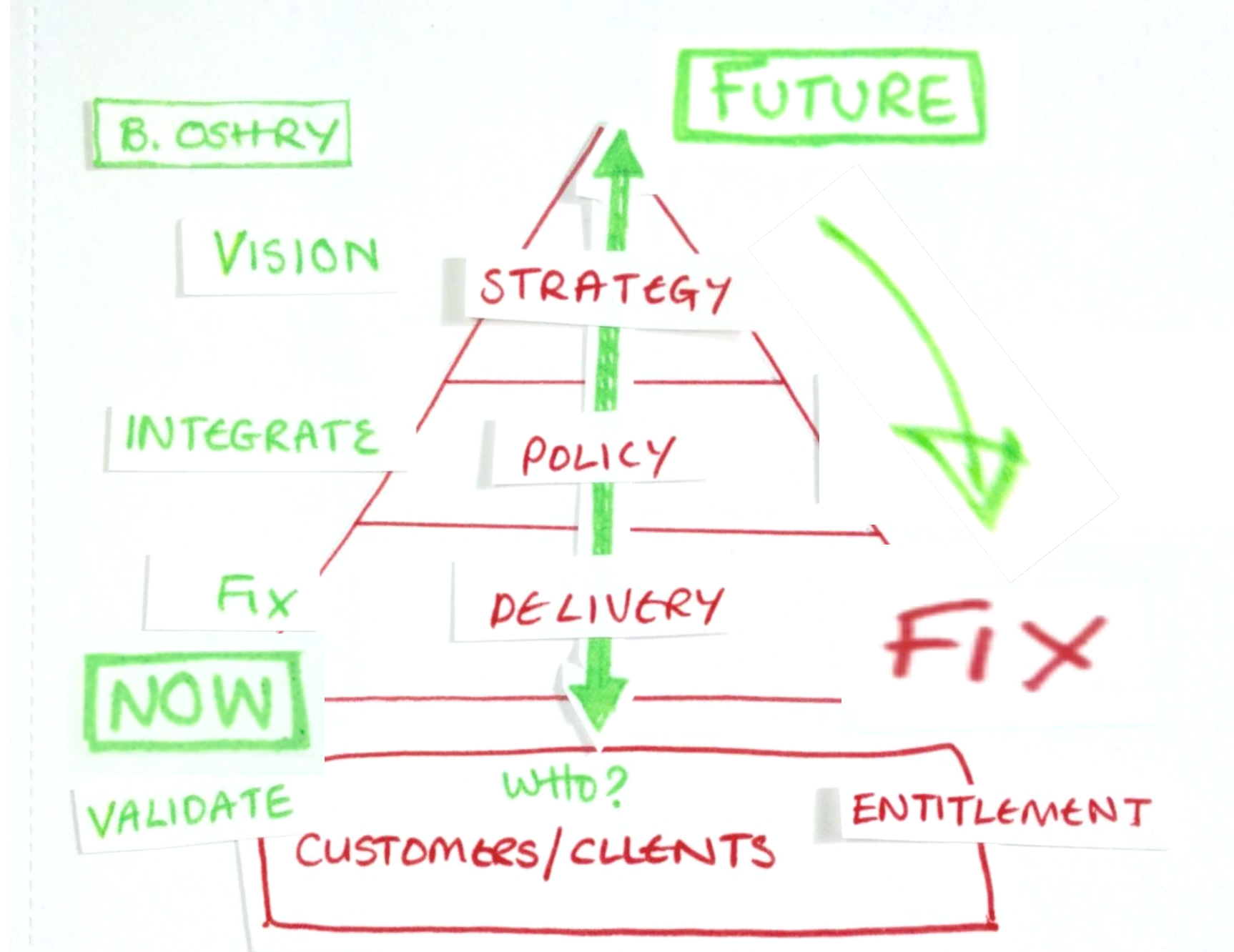
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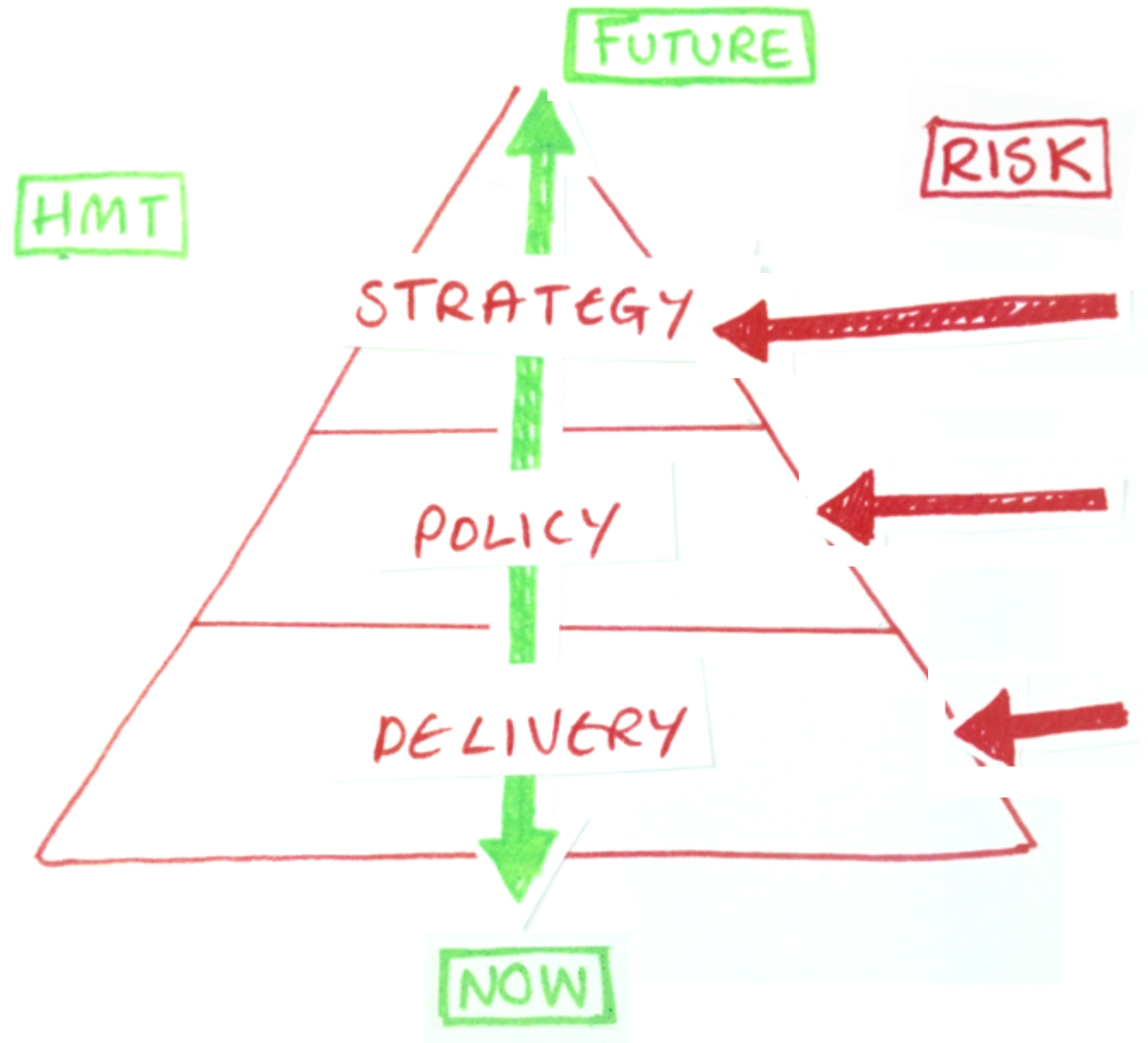
Why are strategic leaders driven to 'fix' the now?



Public Sector Diagnostic

Strategic Space Model

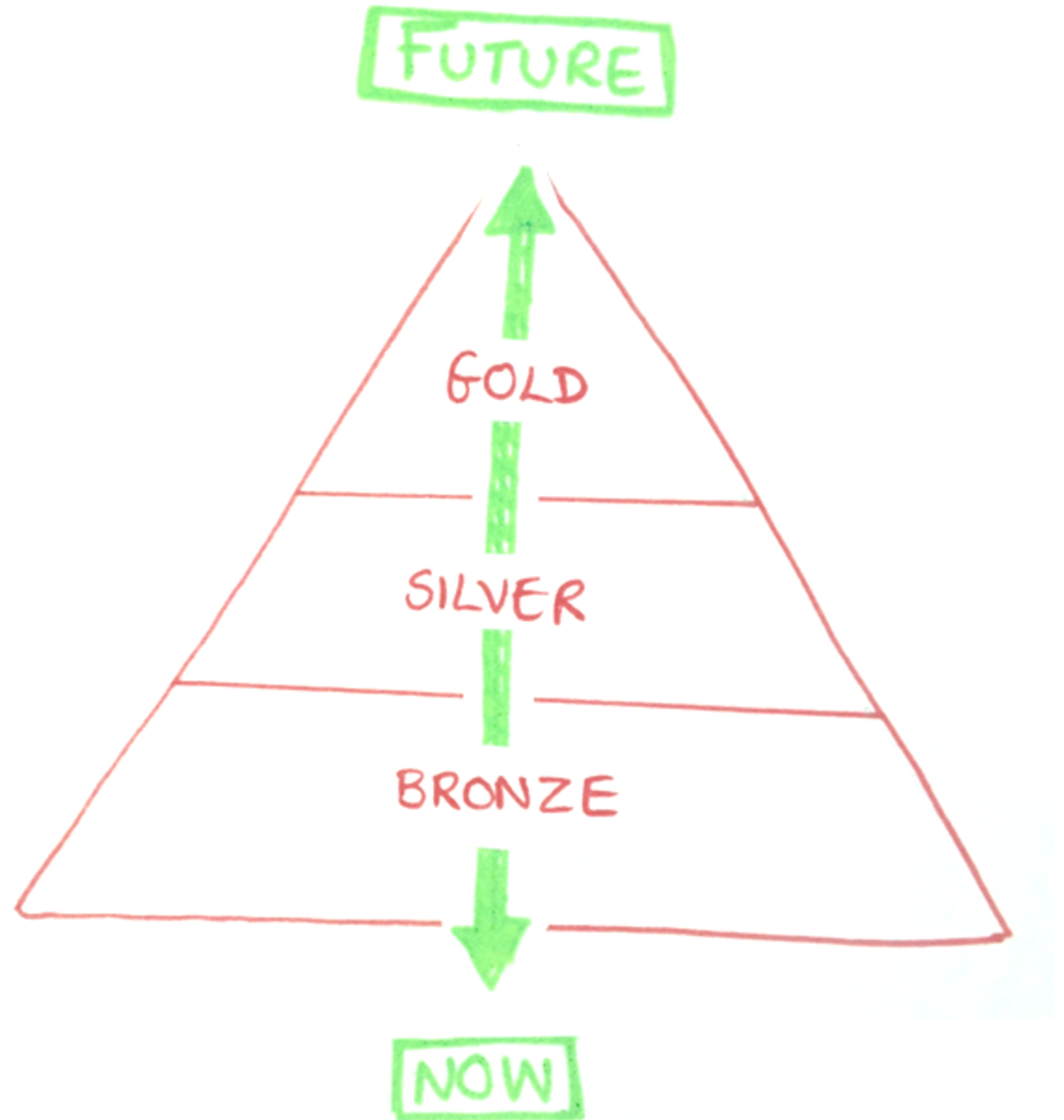
The appropriate attitude to risk is different at different levels / functions of the organisations.



Public Sector Diagnostic

Strategic Space Model

What can incident command can teach us about Strategic Thinking?



Any Questions?



Why this matters now more than ever

Strategic Thinking Skills in Local Government

- **Exceptional burden** on Councils to rebuild and restore economy & society;
- **Extraordinary demands of the 'now'** bring high risk of strategic void, individual overload and organisational failure;
- Increasing levels of **complexity** demand comprehensive system response; and
- Pressure to make progress in a **volatile and uncertain** environment demands a strategic response to risk.



Overcoming Obstacles

What makes being strategic so difficult?



Better Strategic Thinking – Step 1

Strategic Space

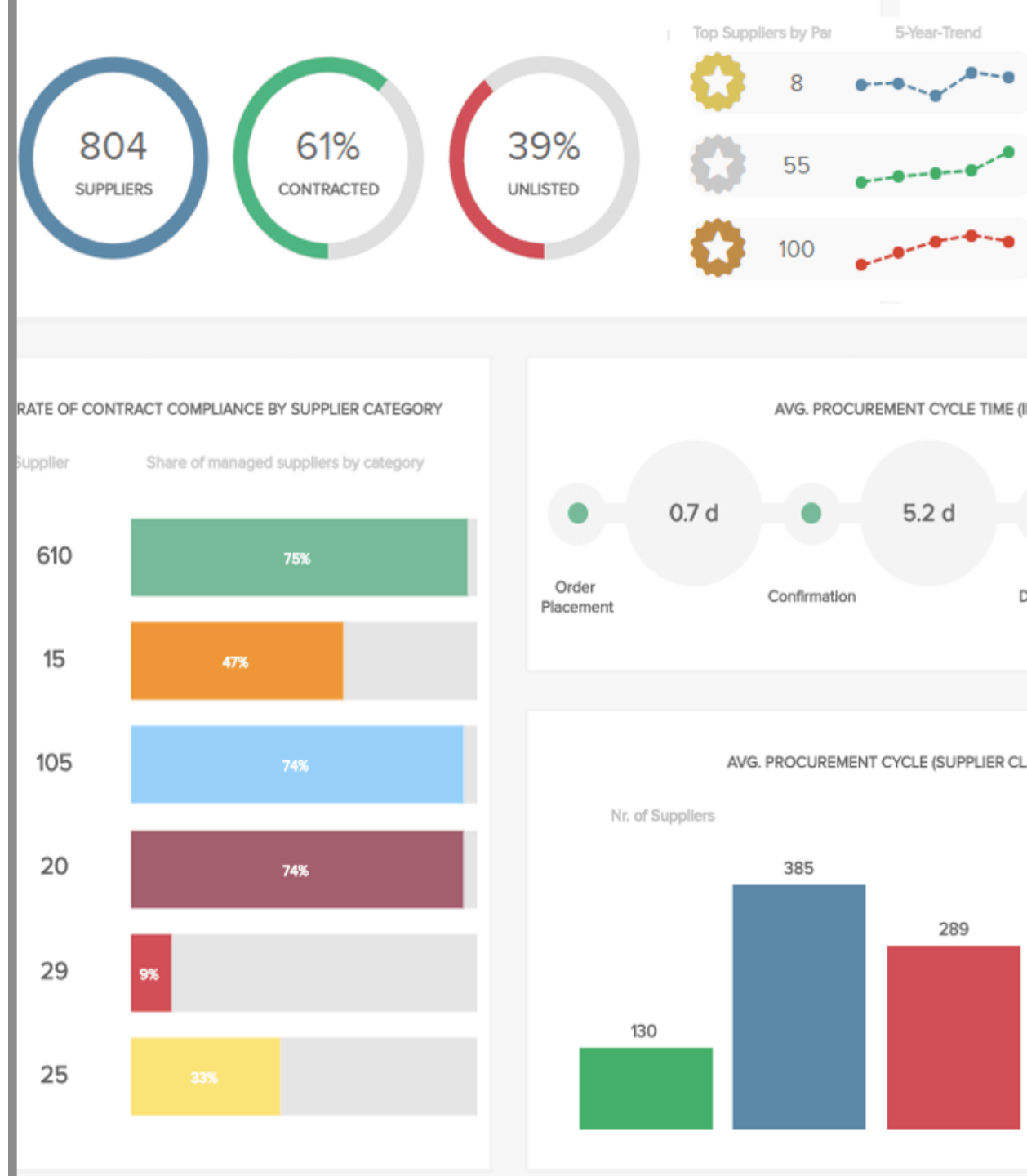
- Good Strategic Thinking requires clear Strategic Space.
- Find & protect your strategic time. Block out your diary. Turn off distractions.
- It's just not possible to think strategically and juggle the pressures of the now at the same time!



Better Strategic Thinking – Step 2

Get quality information

- Good strategic thinking is dependent on good information from your organisation, your partner organisations, and about your local area.
- Diversify your sources, learn from those around and beyond your immediate context.
- Learn how to engage in debate with and incorporate views from others: elected officials, VCSE, partners, residents and experts.



Better Strategic Thinking – Step 3

Use tools wisely

- Find a set of tools that enable a shared conversation within your team/partners, but don't expect perfect solutions.
- Ensure that the tools are appropriate to your context and that you are able to apply them intelligently.
- For the Public Sector that means tools that work in a complex environment and promote systems responses. Allow for challenge and adaptation.



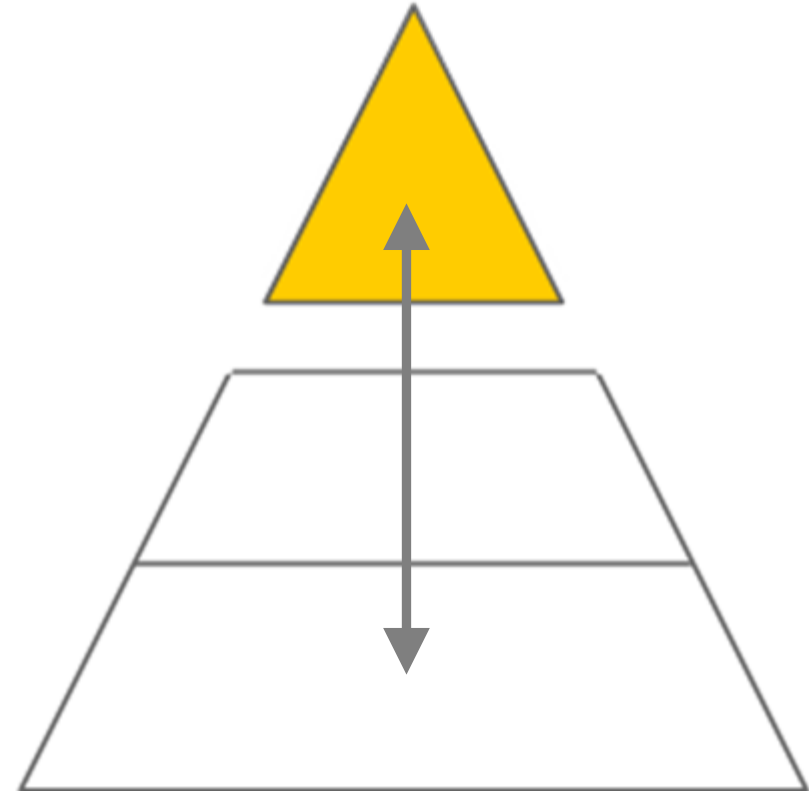
Strategic Space

A framework for Strategic Thinking in Local Authorities

Strategy is often a separate function within a council, but it must be connected.

Good Strategic Thinking is about:

- staying **future focused** ('WHERE') despite the pull of the now;
- emphasising the importance of the **system and relationships** within it;
- Getting comfortable with the reality of uncertainty & risk; and
- developing **thinking about context**, problems and desired outcomes without rushing to solutions.



Overcoming Obstacles

→ Think about the Strategic Health of your council/partnerships ...
How would you rate it out of 10?

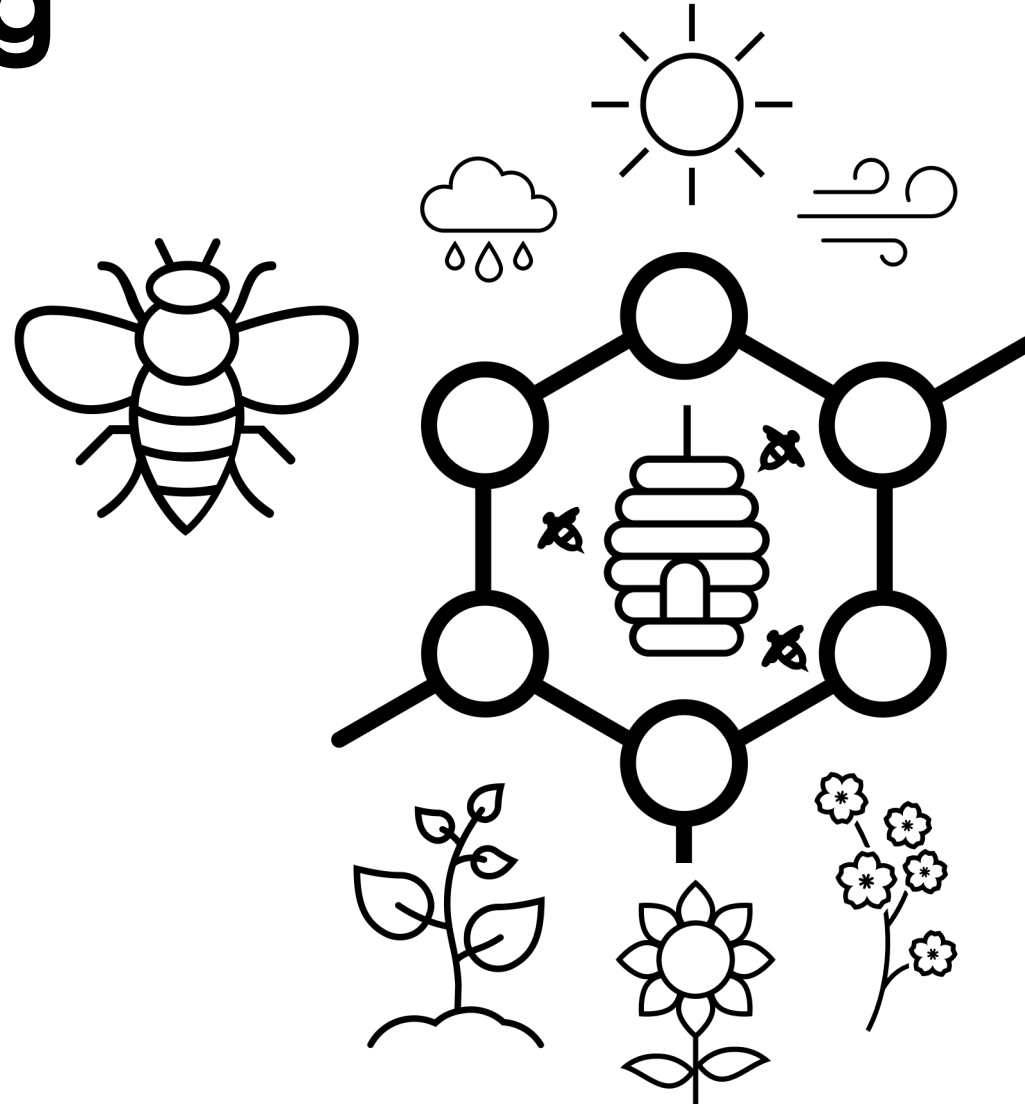
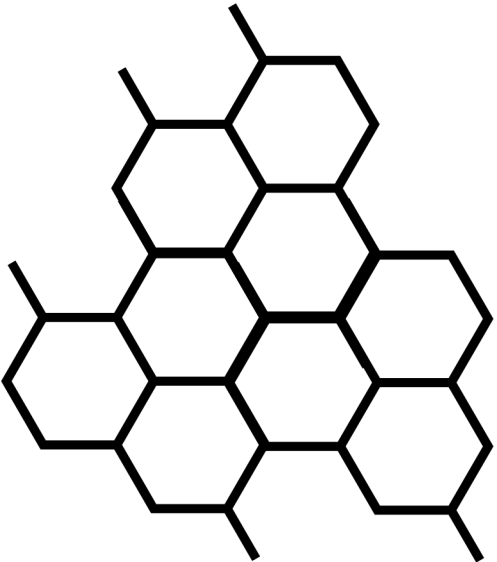
→ All things considered what ONE change would you recommend to improve it?

(We'll think about implications for personal practice later)



Project Mapping

Thinking in Systems



Individual
Organisation
System
External
Environment

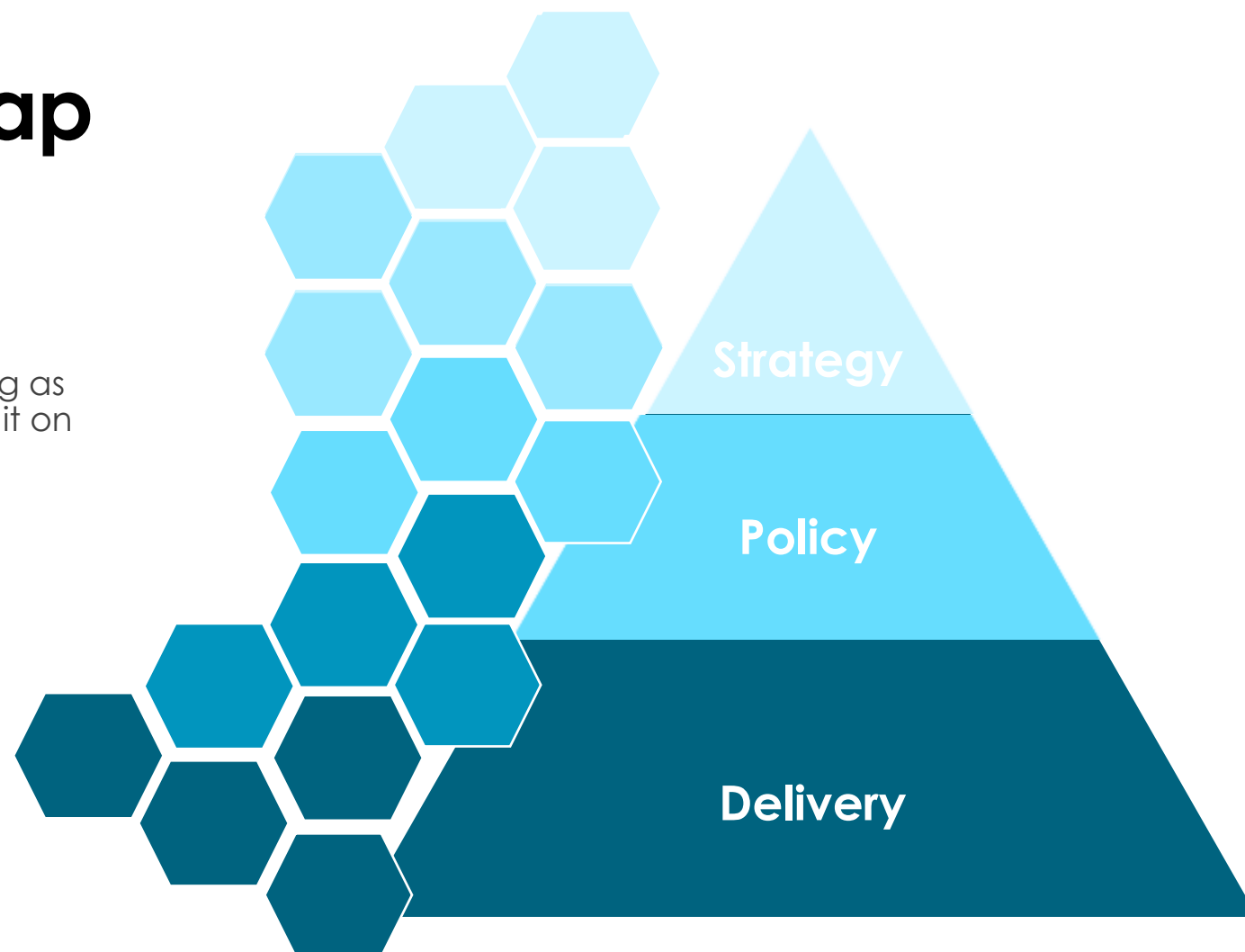
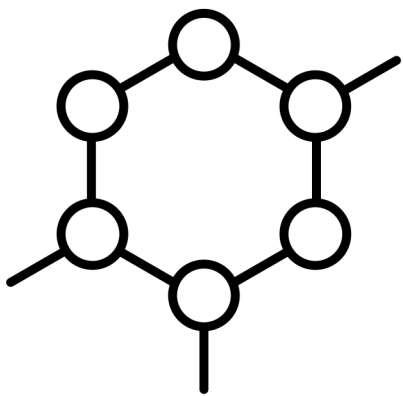
Wellbeing Project Map

Where does your wellbeing work fit?

Think about the policy work you will be developing as part of this programme. Where would you place it on the triangle?

Where will you source your information?

Who will you need to connect



Personal Action Plan

START

What new thing will you add into your personal practice as a result of what you've learned today?

STOP

Is there something that you now realise you need to stop doing?

CONTINUE

Which part of your existence practice has been validated by today's learning – what will you continue?



Resources

Leading in Complexity & Strategic Thinking

Online

[Innovating in Complexity](#) - interesting blogs by Dominic Hoffstetter

[Systems Stewardship: The future of Policy Making](#) - A useful perspective from the [Institute for Government](#).

[The practice of systems leadership: being comfortable with chaos](#) - a great report from the Kings Fund.

[Complex Systems & Systems Thinking](#) a blog by Paul Cairney

[From Design Thinking to System Change](#) a report by the RSA

[Government as System Toolkit](#), Policy Lab, Cabinet Office

[Futures toolkit](#) Cabinet Office and [Management of Risk](#), HM Government

Books

[Managing Complexity in the Public Services](#) by P. Haynes

[Handbook on Complexity & Public Policy](#) by R. Geyer & P. Cairney

[Rethinking Public Strategy](#) by S. Lusk

[Strategic Thinking in Complex Problem Solving](#) by A. Chevallier

Lots more suggestions here: www.pashleyfisher.co.uk/resources

