

## Advanced Strategies

### Schedule Fall 2021

A Hines

This schedule is a plan, but it may change. The actual topics and work requirements for each is posted in the Overview document for that week. Be sure to consult the weekly overview pages on Canvas for additional readings and activities.

<b>Class date</b>	<b>Topics</b>	<b>Reading</b> <i>(review before this week's class)</i>	<b>Submissions</b> <i>(due evening before the next class)</i>
<b>Module 1: Preparing: Where are we now?</b>			
Week 1 <b>Aug 26</b> <b>Intro to class &amp; foresight</b>	Class overview Framework Foresight Brief intro to strategy	Hines & Bishop, Ch 7. Applying the framework. The FF method <i>Strategy Safari</i> , Ch 1, "And Over Here, Ladies and Gentlemen: The Strategic Management Beast"	(D) Bio (D) Strategy book selection
Week 2 <b>Sept 2</b> <b>Business overview</b>	Overview of your company History: Era Analysis CII, Future of the Built Environment	Bishop & Hines, Excerpt on Era Analysis Christensen, Reinventing your business model <i>Strategy School: Design</i> <i>Strategy School: Planning</i>	(A) Business overview (A) Historical analysis
Week 3 <b>Sept 9</b> <b>Industry analysis</b>	Industry Overview Construction industry Five Forces	Porter, The five competitive forces that shape strategy Reeves & Lopez, Your strategy needs a strategy Adizes, Ten Phases of the Corporate Lifecycle <i>Strategy School: Positioning</i> <i>Strategy School: Entrepreneurial</i>	(D) Porter's 5 Forces and Foresight (A) Porter's 5 Forces
Week 4 <b>Sept 16</b> <b>Assessing the situation</b>	SWOT Stakeholder analysis	<i>Business Model Generation</i> , Ch. 1 Canvas. pp 8-47 Dyson, Strategic development and SWOT analysis Stuart Candy, Why Christchurch should not plan for the future <i>Strategy School: Cognitive</i> <i>Strategy School: Learning</i>	(D) Strategy Article #1 (A) SWOT (A) Building Blocks
<b>Module 2: Visioning: Where do we want to go?</b>			
Week 5 <b>Sept 23</b> <b>Visioning 1</b>	Visioning Theory	Bezold, The Visioning Method Collins & Porras, Building your company's vision Aspirational Nareiko, Comparison of Normative Scenario and Vision as Methods of Futures Research <i>Strategy School: Power</i>	(D) Shortcomings and your organization? (A) Vision

Week 6 <b>Sep 30</b> <b>Visioning 2</b>	Visioning Techniques CLA Game	Cooperrider, What Is Appreciative Inquiry Dator, How to Conduct a Futures Visioning Workshop A conversation with Marvin Weisbord <i>Strategy School: Cultural</i>	(D) Which Visioning Approach (A) Strategy Book
<b>Module 3: Strategizing: How might we get there?</b>			
Week 7 <b>Oct 7</b> <b>Implications Wheel</b>	Implications Wheel Exercise	Strategy Safari, Ch 12. "Hang On, Ladies and Gentlemen, You Have Yet to Meet the Whole Beast" Porter, What is Strategy? <i>Strategy School: Environmental</i>	(D) Strategy Article #2 (A) Implications
Week 8 <b>Oct 14</b> Issues, Options & Strategic Approach	Identify Strategic Issues Options Integrated Strategic Approach	<i>Business Model Generation</i> , Ch. 4 Strategy Lehr et al, Scenario-Based Strategy <i>Strategy School: Configuration</i>	(D) Strategic Thinking Self-Assessment (A) Issue Elevator Speeches & Wind Tunnel <b>NOTE: prep in-class presentation of strategy book</b>
Week 9 <b>Oct 21</b> <b>Strategic thinking</b>	<b>Discuss Strategy books</b> What is strategy? Watch " <a href="#">The Golden Circle</a> " clip Review Strategy Schools'	Linkow, What Gifted Strategic Thinkers Do Hamel, Strategy as Revolution Schwartz, Thomson, & Kleiner, The Seven Stages of Strategic Leadership Conway, Surfacing the Intangible	(D) Integral Strategy Checkup (A) Integrated Strategic Approach
Week 10 <b>Oct 28</b> <b>Strategic planning</b>	Strategic Plans Project initiatives	Wellers et al, Why Strategic Plans Need Multiple Futures De Gues, Planning as Learning Webb, How to do strategic planning like a futurist	(A) Goals/strategies/initiatives
<b>Module 4: Creating the Future: Making it happen</b>			
Week 11 <b>Nov 4</b> <b>Change management</b>	Change management	<i>Business Model Generation</i> , Empathy Map, p 131 Jim Collins Interview	(D) Empathy Map (A) Change Magnitude
Week 12 <b>Nov 11</b> <b>Creating the future</b>	Principles: Case for Change Resistance 4 Doors of Change The Pitch	<i>Business Model Process</i> , Ch. 5 p.242-262 Maurer, Dealing with the Challenges of Change Senge, Creating Desired Futures	(D) Embrace the resistance (A) Your Strategy School
Week 13	Backcasting	Hines, Transition scenarios vis backcasting	(D) Personal Backcasting

<b>Nov 18</b> <b>Backcasting &amp; Monitoring</b>	Monitoring Indicator Bingo	Hines et al., Monitoring Emerging Issues Kok, Backcasting and exploratory scenarios	(A) Pitch
Week 14 <b>Nov 25</b> <b>Thanksgiving</b>	No class		
Week 15 <b>Dec 2</b> <b>Case for change</b>	Presentations		
<b>Wed Dec 8</b> <b>@5pm</b>	Final deadline for all submissions		