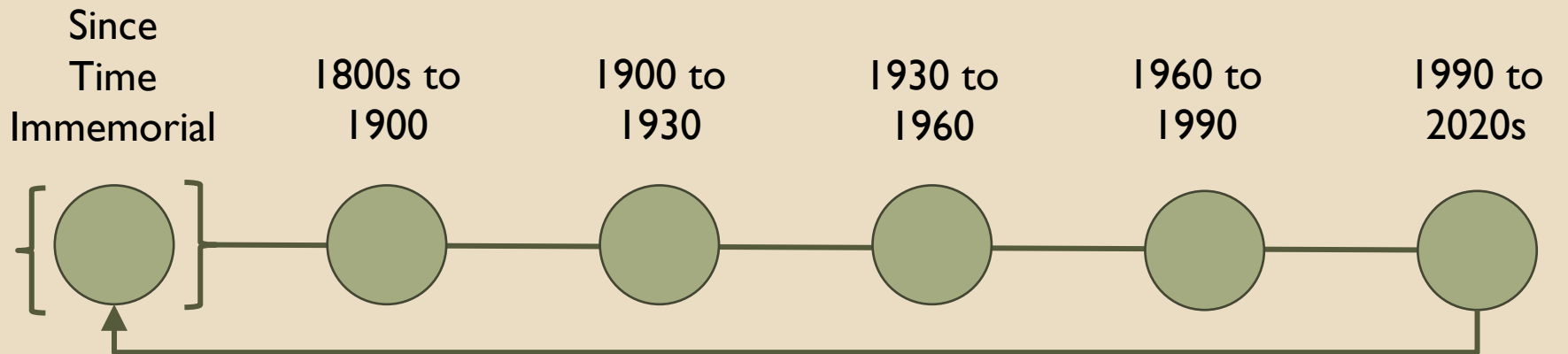




# VISION AND STRATEGIC THINKING

Managing by Network 2025

# GENERATIONS OF CONSERVATION IN AMERICA



Indigenous Knowledge and Stewardship



**COLORADO**  
Department of Public Health & Environment



A TIME OF TRANSFORMATION

# SUPPORTING COMPETENCIES

## VISION

- Understands where the organization or partnership is headed, and how to make contributions.
- Takes a long-term view and recognizes opportunities to help the organization or partnership accomplish its objectives, or move toward the vision.

## STRATEGIC THINKING

- Formulates effective strategies consistent with the operations and competitive strategy of the organization.
- Examines policy issues and strategic planning with a long-term perspective.
- Determines objectives and sets priorities; anticipates potential threats or opportunities.

# 3 WAYS OF THINKING AND PLANNING



Strategic



Tactical



Operational



SEE THE BIG PICTURE

PLAN AHEAD

PUT THOUGHT INTO  
ACTION

### Key Practices:

- Ask questions and check assumptions
- Listen and learn, before acting
- Prioritize
- Reflect

### Key Behaviors:

- Strategic foresight
- Inquisitive mind
- Flexible attitude
- Pattern recognition
- Consider context



## THE BALCONY AND THE DANCE FLOOR

“Any military officer knows the importance of maintaining the capacity for reflection, especially in the “fog of war.” Great athletes must simultaneously play the game and observe it as a whole.

We call this skill *‘getting off the dance floor and going to the balcony,’* an image that captures the mental activity of stepping back from the action and asking, *‘What’s really going on here?’*”

A Survival Guide for Leaders (Ron Heifetz and Marty Linsky, Harvard Business Review, 2002)



# BALCONY VIEW

Perspective

Patterns

Trends

Systems

Relationships

Group dynamics

Outliers





## MOVING BACK AND FORTH

*“Leadership is an improvisational art. You may be guided by an overarching vision, clear values, and a strategic plan, but what you actually do from moment to moment cannot be scripted. You must respond as events unfold. To use our metaphor, you have to move back and forth from the balcony to the dance floor, over and over again...”* (Heifetz & Linsky)

*“From the balcony, you gather data from others as well as data from within, and then use that information to guide your steps on the dance floor.”* (Ed Batista)



# BREAKOUTS



What helps you to get up on the balcony?

What kinds of situations or interactions need a balcony view?

What takes you up there?

What do you notice about how you move between the balcony and the dance floor?







# WHAT'S POSSIBLE NOW

Applying Vision and Strategic Thinking  
to Partnership Practice



RECONNECTING  
WITH OUR “WHY”



# VALUES IDENTIFICATION

Authenticity  
Authority  
Beauty  
Cheerfulness  
Cleanliness  
Comfort  
Commitment  
Compassion  
Competence  
Confidence  
Contentment

Contribution  
Cooperation  
Courage  
Creativity  
Discipline  
Efficiency  
Equality  
Faith  
Family  
Freedom  
Fun

Growth  
Harmony  
Health  
Honesty  
Humor  
Innovation  
Integrity  
Intelligence  
Justice  
Legacy  
Logic

Love  
Loyalty  
Persistence  
Power  
Relationships  
Respect  
Security  
Serenity  
Service  
Success  
Variety

## WHAT'S POSSIBLE NOW?

*Share in breakouts:*

- 1) How is your role as a partnership practitioner evolving?
- 2) How might you connect your purpose and values to action?
- 3) What possibilities do you see ahead – for yourself, for your partnerships?

## SHARE BACK

*Share in the Chat Box:*

One opportunity or possibility  
that you see now





WHAT IS THE **TITLE OF YOUR  
NEXT CHAPTER?**

