

Calgary



**Levelling - The Words
You Choose Creates The
Future You Desire**



Accountability Triangle

One Calgary

Delivering Results for Citizens,
Communities and Customers



“Strong reasons make strong actions.”

William Shakespeare
King John, Act 3 scene iv

Strategic Conversation - Overview

Three stages of dialogue in developing Council's Directives

- i. Levelling – come to a common understanding – 16 Nov, Today
- ii. Shaping – frame the issue/action required - Today
- iii. Choosing – decide on a course of action - Today

The completion of Stage 3 formally initiates the 2019 – 2022
One Calgary Service Plans and Budgets

Levelling the Words... Accountability Triangle – Flow of Trust





Levelling the Words

Accountability Triangle – Flow of Trust





Levelling the Words Accountability Triangle – Flow of Trust



Strategic Alignment and Accountability Lexicon 2019-2022 (One Calgary)



Relationship and Purpose			Contribution to Relationship		
1	VISION	Aspirational results that represent a shared view of the desired future state.	1A	Aspirations	Long-term aspirations about quality of life that citizens have for the Calgary community. (Community Aspirations)
			1B	Leadership	Council's leadership in setting citizen expectations. (Citizen Expectations)
2	STRATEGY	A course of action to achieve desired results.	2A	Direction	Council's direction to Administration for results. (Council Directives)
			2B	Management	Administration's leadership plan to deliver on Council's direction. (Corporate Strategic Plan)
3	VALUE	Results that can be expected and that are achieved, relative to the cost of the service and in conjunction to alternatives.	3A	Services	Administration's delivery of services, according to approved plans and budgets. (Service Plans and Budgets)
			3B	Taxes	Customers, communities and citizens' investments in services received. (Approved Taxes, User Fees and Rates)

Strategic planning is the process of bringing all of these elements together and agreeing on our theory of change for achieving the community's vision through strategy and value.

Exercise: Levelling Understanding of Key Terms

Aspiration	Expectation	Directives	Value



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Shaping Council's Directions to Administration

01/12/2017

V04

10

Strategic Thinking – Levelling

Make sense of how things are today ... Council levelling Administration

Understand what's going on right now and where things stand.

Checklist:

1. Each councilor's expert knowledge and understanding of Calgarians' expectations, needs and interests
2. Strategic Conversation 16 November – Mayor and Councilors
3. Information package – “*Setting Your Council Directives 2019-22*”
4. Jamie Duncan – Ipsos Reid – *Citizen Satisfaction Survey*
5. Council Informing Administration of its Understanding of Key Terms

NOW – We enter the second stage of a strategic conversation –

Shaping or Framing Stage in which Council develops its directions to Administration

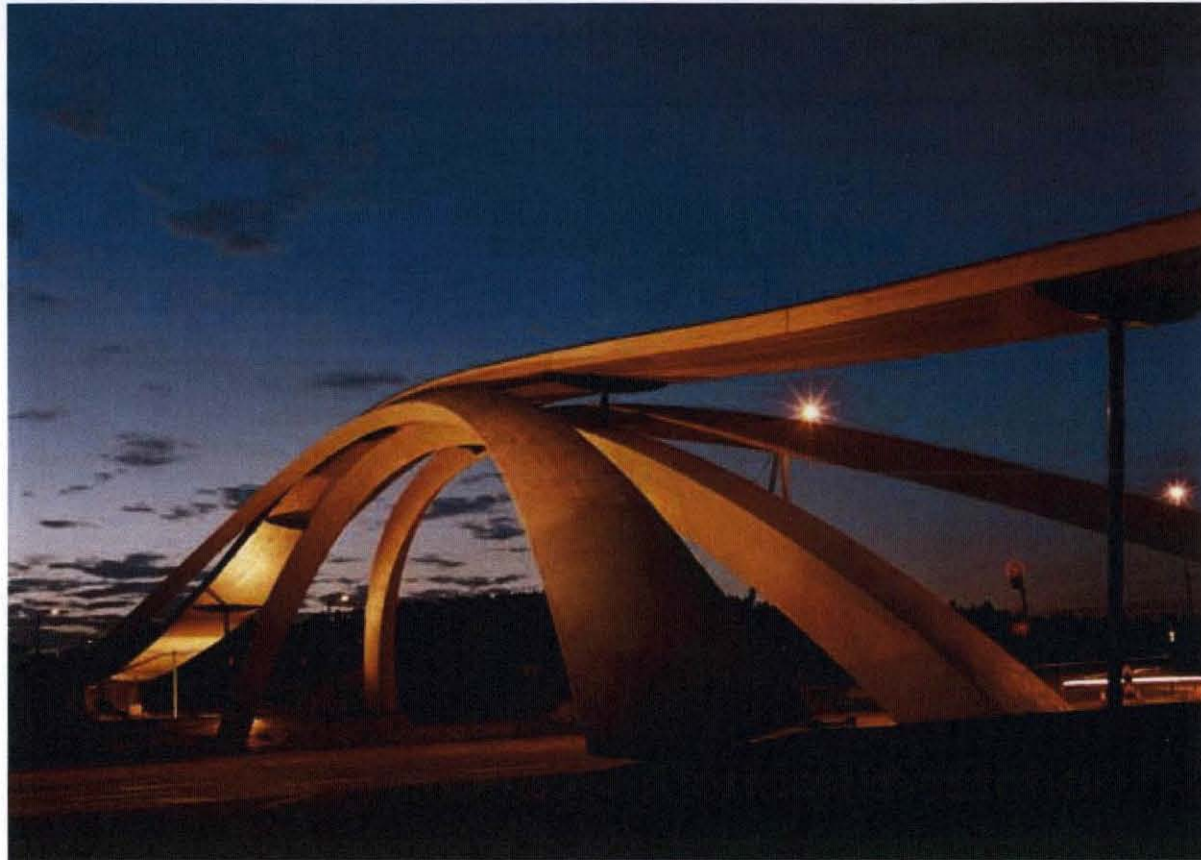
Shaping – Framing Council's Directions to Administration

Shaping from a governance perspective is Council, expressing its collective opinion (MGA s.3(b)) and directing Administration to achieve a *deliberately chosen future* ...

The conversation will be focused to address questions about Citizen's Expectations, the long-term direction and health of the city, its' communities and its' people in order to achieve ...

The collective purpose of "Making Life Better Every Day for Calgarians" –

Strategic Thinking – A bridge metaphor



Strategy is the bridge to the future ... and like all bridges it crosses over hazards. A bridge like strategy, has a start and an end ... and a journey in between.

Trivia - The architect (everyone knows his name) of this bridge correctly argued that this is the single most efficient, effective and aesthetically pleasing bridge possible (from a cost and load perspective)!

Q: Who is that architect and when was it designed?



Council's Five Imperatives

1. **Integrated Service Delivery** – Council is consistent in its view that the corporation needs to provide services in a much more coordinated and integrated way
2. **Engaged Leadership** – Council wants collaborative organizational leaders and managers that function together as a team
3. **Trust and Confidence** – Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust
4. **Public Service Culture** – Council wants the organization to deliver its services with a citizen and customer focused approach
5. **Investment and Value** – Council expects a sustainable financial plan from Administration that is responsible and creates value



Magnitude of Strategic Change

Change Level	Type of Change	Effort / Time / Resources
Fine tune	Minor changes such as refining policy, developing people, or adjusting processes (no change to existing priorities)	Minimal effort / Quick / No change in existing resources
Re-focus	Adjust existing priorities, change business emphasis, re-allocate staff and financial priorities according to reordered priorities	Minimal effort / Quick / Requires reallocation of existing resources
Stretch (or contract)	Existing priorities are redefined to allow for new emerging priorities to be added, or old existing priorities to be removed	Some effort / months / Frees up resources for new priority area
Enhance	Commitment to existing priorities is intensified as new issues emerge from existing priorities, may require additional staff / resources	Increased effort / 1 year / Requires both reallocation of resources and possible commitment of new resource
Evolve	Existing priorities are changing requiring reconsideration of resources	Increased effort / 1 – 2 years / Requires possible commitment of new resources (usually technology)
Reorganize	Environment changes resulting in significant change in emphasis to an existing priority that requires new processes, methods and managerial focus	Major effort – multi-year, requires significant financial and staff resources
Transform (replace)	Dramatic change in a priority or a new dominant priority emerges, requires complete replacement of existing organizational structure	Major effort – multi-year, requires significant financial and staff resources



Strategic Thinking – Bridging the Present with the Future

Council shared its' understanding with Administration and each other; today councilors will craft a set of **strategic** directives that Administration implements in order to achieve Council's desired future state – crossing the bridge

Strategy – Components

1. Stable over medium frame (4 years, but may change if a foundational driver changes)
2. Descriptive of change required to deliver value to citizens
3. Not vague or ambiguous
4. May Include solutions
5. Capable of being measured
6. Results in objectives and goals that are logically linked to value creation (or risk mitigation)

Test – IF we do (Strategy X) ... then (Citizen Expectation Y) happens



What Makes a Bad Strategy?

- a. Fluff – superficial statements with lots of buzz words, e.g., ‘customer centric’, ‘value extraction’, etc. “The true mark of expertise is to make a complex subject understandable”.
- b. Failure to Face the Challenge – if the challenge is not defined, it is difficult to assess the quality of the strategy. If you cannot address the quality of a strategy how can you reject a bad strategy or improve a good one?
- c. Confusing Goals for Strategy – strategy identifies what is changing in the environment and the obstacles to forward progress that need to be overcome ... setting a goal does not explain what and why, therefore it is not strategic ... it is management, it is how!



What Makes a Bad Strategy?

- d) Bad Strategic Objectives – a statement of the challenge but no direction on how to overcome it ... Explains why you want to do something but not what you want done; or vice versa.
- e) Belief that strategy eliminates scarcity and its consequences – scarcity is an obstacle and challenge to achieving a vision – scarcity narrows the number of directives available requiring greater focus on fewer priorities.
- f) Mistaken understanding of role of leadership and the act of management – leaders inspire and motivate to a vision by explaining what is important and why... management is the means for figuring out how ... Council leads, Administration manages.

Exercise: AIMS

There are five tables, one for each of the five Citizen Expectations themes -
Table facilitators will ask you to identify an:

1. A = Audience – who are we addressing?
2. I = Issue – what are they struggling with?
3. M = Message – what does Council want Administration to do about it?
4. S = Story – what are your expectations

The Message is PURE

A PURE Message is

Positively stated -

Understandable –

Relevant – And connected to the

Ethos (of Calgarians, their values, culture, and expectations)



Accountability Triangle

One Calgary

Delivering Results for Citizens,
Communities and Customers



Connecting the Accountability Triangle to Ends and Means Analysis



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Closing – Next Steps

Closing Remarks Building the Story – One Calgary

The directives that Council gives to Administration will enable Administration to work with Council to develop the story of the actions that Administration will take to deliver Council's chosen future ...

S – Story: One Calgary Service Plans and Budgets,

“The story of getting from where we are today to where Council wants the city and Administration to be in the future”

Administration fills out the details of the story via:

“One Calgary – which will Deliver the Results for Citizens, Communities and Customers that “***in the opinion of Council*** are necessary or desirable for all or a part of the municipality”



Strategic Insights ...

“Strategy involves trade-offs. The essence of strategy is choosing what not to do”

Michael Porter
Competitive Strategy

“... And combining what you choose to do in a unique way”

Henry Mintzberg
Strategy Safari

A Guided Tour Through the Wilds of Strategic Management

