

Getting Strategy Right



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Moving to Better Strategy



- **Why I Regret Pushing Strategic Philanthropy (Hal Harvey)**
- **You Can Ditch Strategic Philanthropy but Don't Throw Out Strategy with It (Phil Buchanan, Patti Patrizi)**

Challenge: What will it take for foundations to pursue better strategy?

Strategy's Seven Deadly Sins

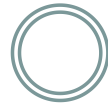


1. Deals with the “what” and not the “how”
2. Overly academic, analytical exercise
3. Goals too big, conceptual, vague
4. Over-structured and prone to obsolescence
5. Disengaged from the doers
6. Who you are is irrelevant to the strategy
7. Learning is largely rhetorical

PSTD (post-strategy trauma disorder)



Seven Virtues of Good Strategy



1. Incorporates *who you are*: capitalizes on assets and recognizes complementary worth of others
2. Develops and co-evolves with key actors
3. Arrives at a clear line of site
4. Inspires and authorizes multiple actors
5. Embraces hypotheses rather than certainty
6. Incorporates peripheral vision recognizing emergence
7. Supports adaptation through learning

Table Discussion



- **What insights do you have about the good and bad of foundation strategy?**
- **What would foundations have to do or change in order to produce and evolve better strategy?**