

Integral Mapping Made Easy

The Integrated STRATEGIC INTENTION System (ISIS)

One of the most critical roles of a leader is centered around establishing “clarity of intention.” Until intention is discovered by the organization with help from the words and deeds of the leaders, trust, commitment, synergy, adaptation, performance, and satisfaction will not reach the potential that can be achieved by the person or the organization. High performing people and organizations are necessary for getting work done efficiently in the future. To establish intention, people and organizations has little choice but to create a way of guiding decisions made throughout the organization.

HOW will WHO lead WHOM to do WHAT, WHEN, WHY & WHERE?

This “essential” question was adapted from the work of Clare W. Graves and Don Beck. Peter Drucker, in an article penned in the late 1950s about strategic planning, used the term “decision structure” to define an organizational decision-making hierarchy. In order to create a strategic hierarchy around organizational intention, nine categories of strategic intention have been identified in three categories: identity, purpose and intention as follows:

1. Assumptions/Beliefs
2. Vision
3. Values/Aspirations
4. Guiding Principles
5. Strategic Direction
6. Key Success Factors
7. Goals
8. Standards
9. Purpose by Design



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Manifestos

In order to understand our ways of making meaning and thus reality, we need a set of assumptions and beliefs or mental models that guide our creative forces.

Here are some examples of manifestos that are nothing more than sets of clear assumptions and beliefs to guide the formation of our master programs and beliefs. These are all examples of assumptions/beliefs-mental models! They are called manifestos. A manifesto is a public declaration of policies and views.

Cluetrain: <http://www.cluetrain.com/#manifesto>

B\coach: <http://www.b-coach.com/BCDS/manifesto.htm>

Simpler Work: <http://www.simplerwork.com/manifesto.htm>

The integration of these categories into an evolving decision structure through what becomes an integral mapping system clarifies strategic intention. This strategy mapping is one of the highest leveraged activities in which a leader can engage--individually, or collectively. The nine categories of strategic intention are briefly described as follows. They may be used in any number of ways, it is not necessary to follow the linear process, although it can be easier at times.

IDENTITY:

Assumptions/BELIEFS

- An operating mental model or reality map formed through reinforced experience that guides the formation and strategy of action through espoused theory.

Whatever reality you find yourself in is capable of being altered by you at any time you want. It is not altered by changing what is outside of you; it's altered by changing how you choose to process your life. — Wayne Dyer

My recommendation to ALL of you is to construct YOUR own manifesto of the mental models you use and believe in and then go back and reread them once every quarter to see how and if you change. Make them visible to others if you're a leader.

One of the reasons for calling it a manifesto is that it has power to create!

VISION (Now, Near & Far)

- An emotional word picture of a future reality leading from now through near to far reality.

Energizing the organization with an overarching description of what the leadership sees the organization becoming in the future is not an easy task. It's easy to scoff at attempts to create vision in your organization. It's a lot easier to make light of the process than it is to really dig deep within the soul of the organization to find the ennobling causes that drive you to come to work each day to face the "daily difficulties list." We create vision in respect of the past, in the now, with goals towards near and the future in the far view. Simply, create a movie of what it's like to see yourself now and in the future—with feeling.

VALUES/Aspirations/Strivings

- An attitude or world-view depicted by one word or one single concept observed through one's behavior. Values often influence people's choices about where to invest their energies. People value what motivates them.

Leaders must establish a hierarchy of values and beliefs, and articulate what matters or people make it up. Make certain people know what is valued, motivating and is worth striving for each day. After writing your manifesto (assumptions/beliefs), and your vision, then it is time to circle all the keywords in those components of your identity and play the *final four* game, which identifies the values worth governing your life or your organization—or both.

GUIDING PRINCIPLES

- A universal operating standard that guides decision making both personal and organizational, usually considered to be objective in nature.

This is an area that managers like to keep ambiguous so they can “make it up as they go.” If you start writing things down, the stakeholders will hold you to it and then you lose your advantage? Wrong! Leaders use guiding principles to align, create trust, and to walk the talk by putting everybody on the same playing field. Energy is not sapped up in the politics of the organization when there aren’t different rules for everybody at each given moment. Principles are guiding beacons that create consistency and trust in a group.

As an example: while customer satisfaction may be a value worth striving for, the customer is always treated with respect and dignity is a guiding principle.

INTENTION:

STRATEGIC Direction

- Specific future desired results that align with purpose and create the basis for tactical action, usually considered to be the “work,” or results required.

Actually taking the time to think through your intention and derive some overriding strategic actions will create the success you have outlined in the above categories of the decision structure. An example might be: “we will create a return to investment of 8%”, or “maintain a commitment to Six-Sigma Customer Satisfaction.” Real stuff—real action, and organizational building blocks that must be in place to clarify your intention.

We use a modified balanced scorecard approach: internal, external, financial and developmental perspectives to create valued action, which is a value put into action through strategic focus.

KEY SUCCESS FACTORS

- A single metric that can be monitored, it is connected to strategic direction and directs goals and standards; it is always represented by a gauge that can be read by anyone.

These 3 to 5 driving forces read out and are monitored like the gauges on the dashboard of your car. What 3 to 5 factors do you need to be concerned with as your business goes through its daily exercises of strategic action? What about inventory turn, satisfaction, and profit, etc.? What gauges need to be in your personal or business dashboard?

GOALS

- An affirmative statement designed to enumerate specific actions taken in specific time frames, usually referred to as tasks.

Goals are clear, concise “attention to intention.” Stated in the first person in an affirmative manner that is empowering to those who live the goals. Unlike strategic direction or key success factors, goals have definite beginnings and endings, and are time sensitive. They follow the acronym S.C.H.M.A.R.T.: Specific, Challenging, Harmonious, Measurable, Attainable, Realistic, Tangible/time sensitive. My grandfather in his broken German used to say: “Vee are too soon old and too late SCHMART.”

STANDARDS

- A minimum operating level or limit of behavior demonstrated through routines and replicable events, usually stated as a procedure that is connected to a process designed to be duplicable by anyone.

These “minimum operating levels” describe what behaviors are acceptable throughout the operation during the execution of its strategy. Obviously, care must be taken to not limit behavior to these minimum levels. Acceptable behavior must be clearly understood and practiced as a starting point, or there is no agreement on universal intention. Any routine and recurring event in your organization should be standardized and written for clarity.

PURPOSE

- A statement integrating one's values and needs expressed through specific behaviors—a statement of identity integrated with a statement of intent into value action that is 25 words or less.

The purpose statement is about the core competencies you intend to leverage in concert with what you value to forward your strategic direction. Whether it is “to provide nutritious meal solutions to elderly people in need” or any of a million purposes in this life.

This simple statement is something which stakeholders must understand and practice. It doesn't mean that they will, but it needs to be clear enough that anyone can advocate it...even the leaders! It also needs to be less than 25 words in order to gain clarity of exactly what is purposeful. A test of a good purpose statement is that every value will be represented in your purpose, either literally or figuratively connected to your strategy in every direction.

Conclusion

The preceding outline of strategic intention accomplishes clarity. Clarity is the number one thing that stakeholders need when executing strategy. In order to gain efficiency and effectiveness in an organization, a strategy map must be over-layered onto the territory or environment. We have to understand and execute on core competence or lose our competitive advantage.

While there is much talk about mechanical and organic organizations, it must be clear that they are not separated but integrated. Just like classical physics is required to explain quantum physics, mechanical and organic structures operate concurrently. Integral Mapping Systems allow for the emergence of innovation and change while creating a solid administrative and operational structure guided by strategic intention: internally, externally, financially and developmentally.

Strategic Intention is not done once and then left alone. It is a constantly evolving strategy map. As the territory changes in the environment, so must our strategic direction and tactical execution. As change accelerates, so does our need to become adaptive, agile and resilient as a person and an organization.

HOW will WHO lead WHOM to do WHAT, WHEN, WHY & WHERE?

Are you ready to engage a professional business coach to guide you through this process? Please contact us for experienced professionals who know how to reduce the ambiguity that blocks execution and the accomplishment of what matters—individually and collectively.



**...A Methodology for Awareness, Purpose,
Competence, Well-Being and RESULTS!**

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