

Setting the Table: Strategy and Culture Dining Together



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Setting the Table



Setting the Table

Strategy:

Where you want to go and how you plan to get there

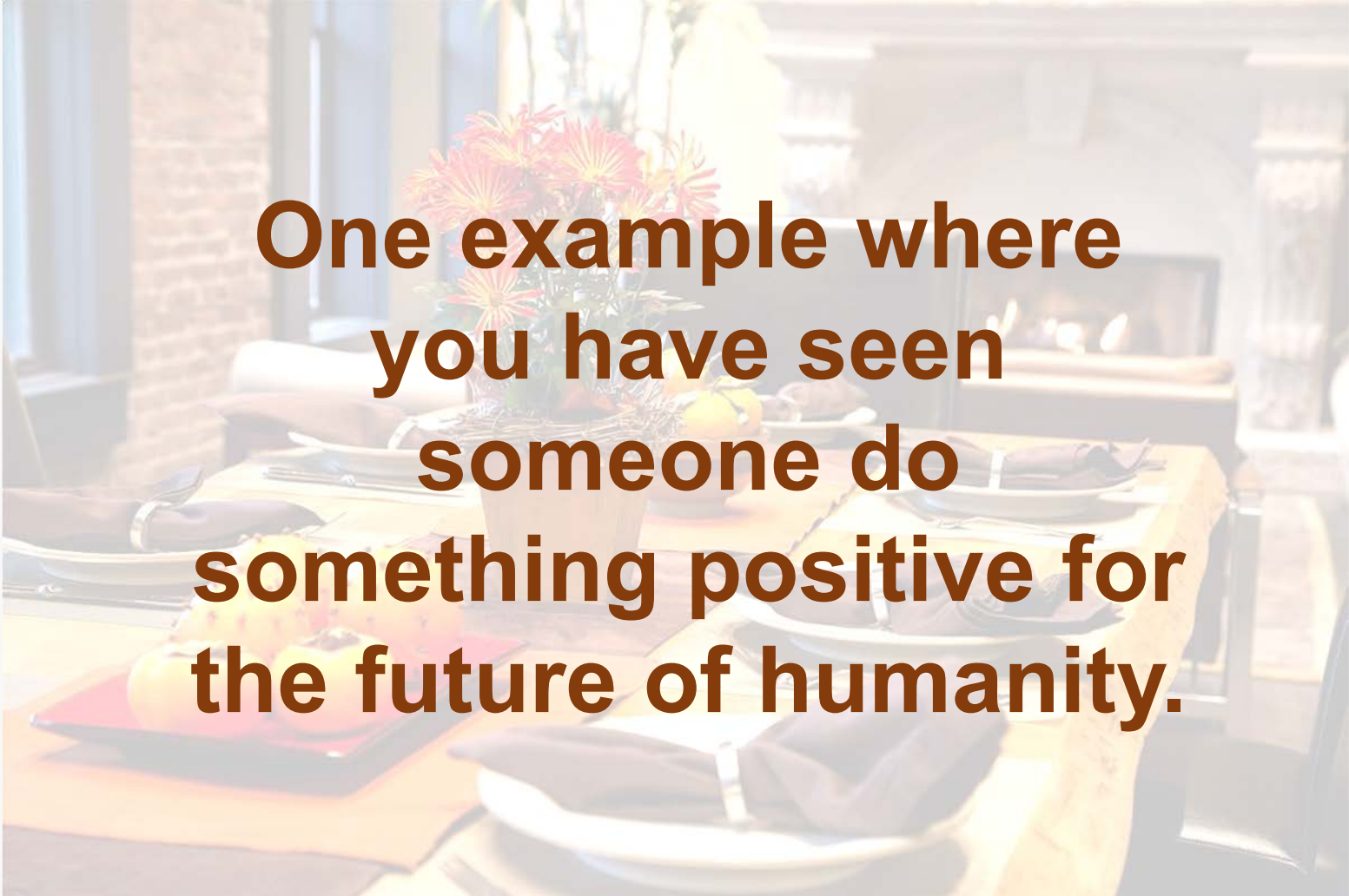
Culture:

The conditions you will face on the way to your desired destination

The focus of our conversation

The spirit of the conversation

Setting the Table



**One example where
you have seen
someone do
something positive for
the future of humanity.**

Which do you address first?

Strategy



Culture

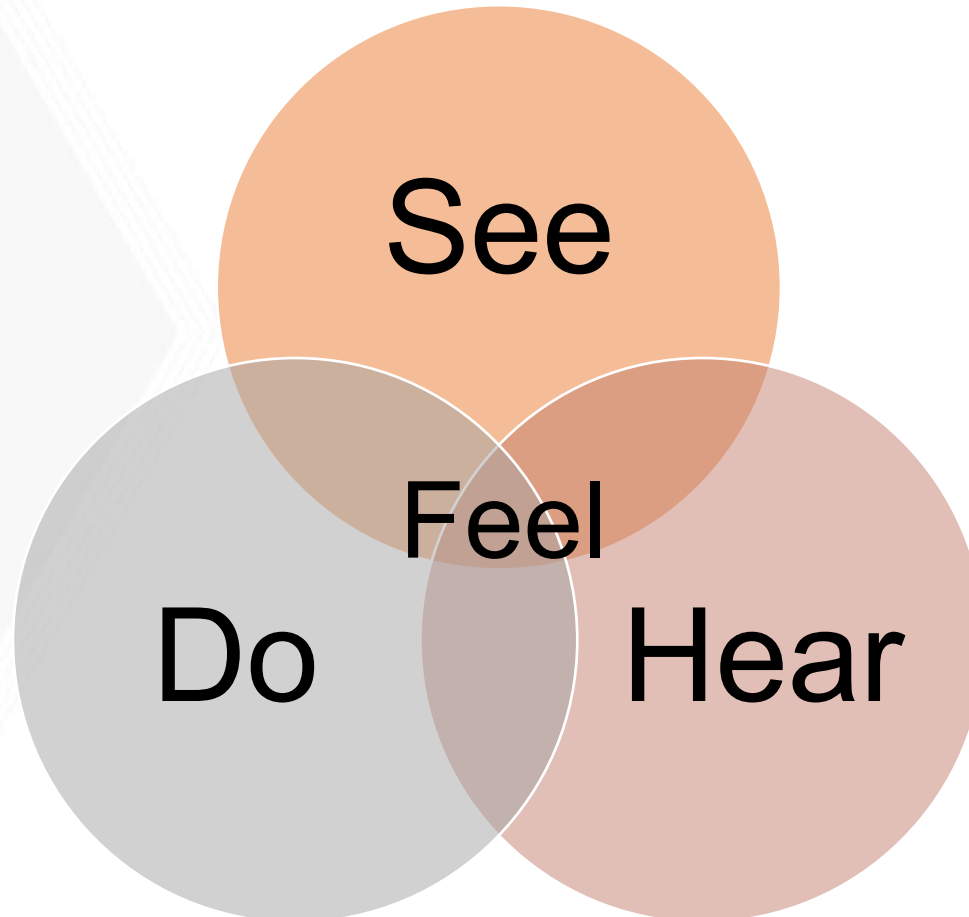


The plan for the game

The spirit of the game

Through the Lens of Culture

The behaviors, beliefs, assumptions, priorities, and experiences of the people in an environment.



Cause and Effect of Culture

What we **see** in our environment



Who we **see** in our environment

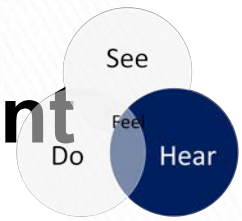


Who and what we **see**



**How does it
impact what goes
into
your strategy?**

What we **hear** in our environment



WAY
TO
GO!

GOOD
JOB

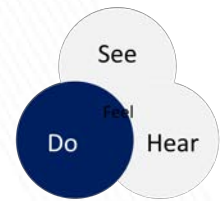
WELL
DONE

YOU'RE
THE MAN

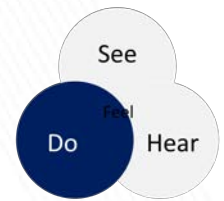
THUMBS
UP

YOU
ROCK

What we **hear** in our environment

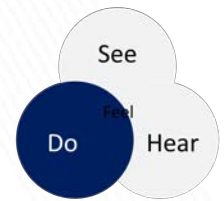


What we **hear** in our environment



How does it impact
the way people
interpret
your strategy?

What we **do** in our environment



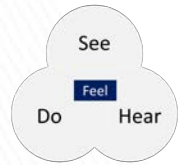
How we **feel** in our environment



How we **feel** in our environment



How we **feel** in our environment



How does what you do and how you feel impact how effectively you **implement** your strategy?



- Appreciative inquiry can leverage culture and strategy to enhance planning.
- Draw out the best of your institution's culture.
- Strengthen and reinforce a positive culture.
- Close gaps between aspiration and reality.

The Conversation: Giving Thanks

A background image of a dining table with a yellow tablecloth. In the center is a vase of red and orange flowers. To the left is a bowl of fruit, including lemons and oranges. The table is set with white plates and dark napkins. The background is slightly blurred, showing a window and some indoor plants.

Thankful for what we have

- How are people engaged?
- What is the conversation tone?
- What is likely to happen?
- What are the gaps in this discussion?
- How does focus on abundance influence our mindset?

Focused on what we lack

- What is the energy of the conversation?
- What is the majority of our time spent on?
- How do problems get resolved?
- How does focus on scarcity influence our minds?

Planning Conversations: Appreciative Inquiry

- Focus on what is **working**, has gone **well**, and does not need fixed
- Direct conversations more towards what we **possess** than what we lack
- Concentrate on we **want** rather than what we never had
- Harness **strengths** rather than getting stuck on limitations
- Build **resilience** by acknowledging challenges while emphasizing how we got through them
- Imagine what **could** be, **should** be, and **will** be

The Conversations: Appreciative Inquiry

“By paying attention to what is wrong, inadequate, or not good enough, we emphasize and amplify them by creating a language of deficit that permeates our thoughts and our words.”

- Cooperrider and Srivasta (1987) "Appreciative Inquiry into Organizational Life"

The Art of Inquiry: Questioning

What makes a good question?

- Clear
- Succinct
- Open ended
- Inclusive
- Inviting

The Art of Inquiry: Questioning

1. Create a question that will:
 - Draw out the best of your institution's culture.
 - Strengthen and reinforce a positive culture.
 - Close gaps between aspiration and reality.
2. Now apply your question

Key questions for visioning phase

1. What makes you most proud to be associated with Georgia Tech? Share a **specific example** of an event, person or achievement. Please explain WHY that example makes you most proud.
2. Explain HOW Georgia Tech accomplished this example; what made it successful; and what aspects of Georgia Tech's strengths, culture and capabilities helped to support these accomplishments.
3. Thinking ahead to the year 2030, what is your biggest dream for Georgia Tech?

Our Process

Visioning Phase:

Dreaming
about our
future –
building on
strengths

Goal Setting Phase:

Clarifying
distance to
the goal
and how
we will get
there

Implement Phase:

Unit level
planning
and
mobilization
of the plan

Winning Through Implementation

A photograph of a dining table set with a vase of red flowers and a plate of fruit. The text is overlaid on the image.

**How will you apply
appreciative inquiry
in your next planning
or group experience?**

Strategy and Culture Go Hand in Hand



THANK YOU