

Strategy Mapping

A Tool for Envisioning New Paths to Desired Outcomes

Re:DESIGN

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Step 1: Start with the End in Mind!

Before you can create a strategy map, you must first be clear about the result or outcome you intend to produce and for whom.

Example: A County government determined that the following results mattered most to county residents.

- **Transportation** - I want reasonable and predictable travel times
- **Safety** - I want to feel safe where I live, work, and play
- **Education** - I want kids in my community schools to pass the State student achievement tests
- **Health and Vulnerability** - I want to improve the health of people in the community and reduce the vulnerability of those at risk
- **Community** - I want a thriving community, one with infrastructure sufficient to support planned growth
- **Security** - I want my community to be secure
- **Effective, efficient, trustworthy government** – I want to get the level of services I need at an affordable price and see that my dollars are spent wisely.

Directions: Working alone or with others, identify a result that is important to your citizens. You may choose to think about results in the context of your level of government (i.e., state, county, city, school district) or within a program area you support (e.g., school readiness, public health, finance, tourism, etc.). For purposes of this exercise, reach agreement in your small group on just one result that you want to work on together.

RESULT: _____

Step 2: Choose Indicators for your Result

Once you have identified the result you are expected to deliver, you need to choose concrete indicators of success. Use this worksheet to brainstorm indicators that you believe would best measure progress against that result. Remember, an indicator is a report or a signal, based on one or a combination of measures that allows the observer to know whether performance is in line, ahead of, or behind expectations.

Directions: Write your result on the first line. Individually, list your candidates for indicators. As a group, hear all the candidates and the reasoning behind them. Decide on **three** that will best show whether or not the result is being achieved.

RESULT: _____

Indicators
1.
2.
3.
4.
5.
6.
7.
8.

Tips:

- Choose indicators that are understandable to citizens.
- Limit yourself to 3 indicators! It helps determine what's most important.
- If your indicator isn't currently measured, show it as a "coming attraction."
- Subjective or objective indicators are allowable - both are measurable and quantifiable. It is often helpful to consider a mix. For example, your citizens' "sense of safety" may be an important complement to hard data on major crime statistics.

Step 3: Mapping Causal Factors

There are several key steps to strategy mapping –

- Assessing what is known about proven and promising practices that produce the result you desire
- Finding research and evidence of what matters most
- Discussing the relative significance or contribution of each – i.e., those contributing more to the result than others
- Producing a visual that best captures and communicates your understanding of the cause-effect linkages.

Directions: Discuss what you individually know or believe to be the major factors that lead to or produce your result. As an example, important factors leading to student achievement might include reading at grade level by third grade, quality early education programs, parent literacy, etc.

Then, do a quick inventory of what you know and don't know about your result, as well as likely sources for additional information.

Causal Factors
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.

Tips about Causal Factors:

- Show significant factors, whether government provided or not, or whether they are provided by your jurisdiction, agency or program. This will help you differentiate between that which you can control vs. what you must influence to produce the intended result.
- If evidence doesn't exist, use logic and professional judgment. Over time, the indicators will provide measurable evidence to inform learning and adjustment.
- A brainstorming method called affinity clustering has proven helpful. Using a marker pen, have each person write down one factor per 'sticky' note. Then, using a large surface, post all the 'sticky notes' and hear any known evidence from the person who posted it. See what groupings form naturally. Assess the relative importance of each set to the result.
- If you've been trained in TQM to do 'cause and effect' fishbone diagrams to assess what causes a problem you're trying to solve, you can use the same process to show the cause and effect to a result.

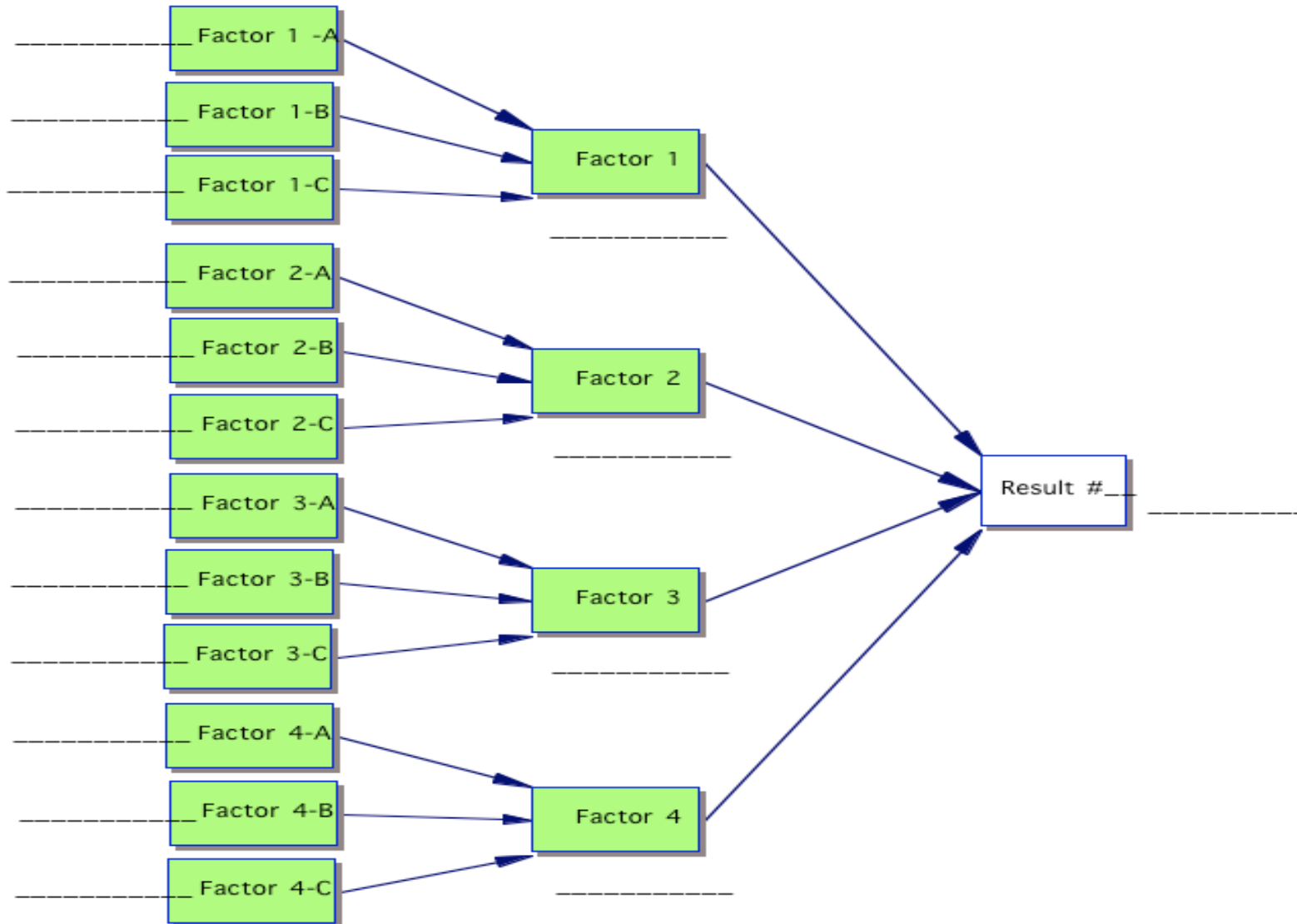
Creating Your Strategy Map

On a clean sheet of paper, draw a strategy map that shows the result you intend to produce with linkages to the factors most likely to cause that result. You may use any visual representation that best communicates your work. The blank fishbone diagram on the following page is available for your use if you choose to depict your map this way.

Create a Map that shows the Causal Factors that produce the Result

A. Draw a map for each priority result

B. Decide which Factors matter most



Step 4: Identify Strategies that Best Produce the Result

What does your map tell you about how best to produce your intended result?

Once you're clear about the strategies that will produce your intended result, put your money or time where your map is! Your map can help you strengthen your future direction and communication to citizens served. Give yourself permission to step back, assess and name the strategies, and then choose those with the most leverage. Invest in those practices or services that you believe are aligned with the factors you know are most important to producing your result.

Here are some thought questions to get you started:

- When it comes to our result, which strategies have the greatest impact? (e.g. a return on investment in prevention is four times as great as remediation)
- What other means to produce this result exist beyond how it's done today? (e.g. what are other jurisdictions doing? What might citizens do for themselves?)
- Which tools hold the most potential to dramatically improve on your result?

Tips:

- To explore a sense of priority, ask each person to allocate ten points across factors on your strategy map. All ten points can be placed on one item or spread around.
- You are looking for ways to produce the greatest impact on the result within the money available. One technique to assess this value/ price equation is to plot your choices on a 2 by 2 grid showing cost and impact.

High Impact / Low Cost	High Impact / High Cost
▪	▪
▪	▪
Low Impact / Low Cost	Low Impact / High Cost