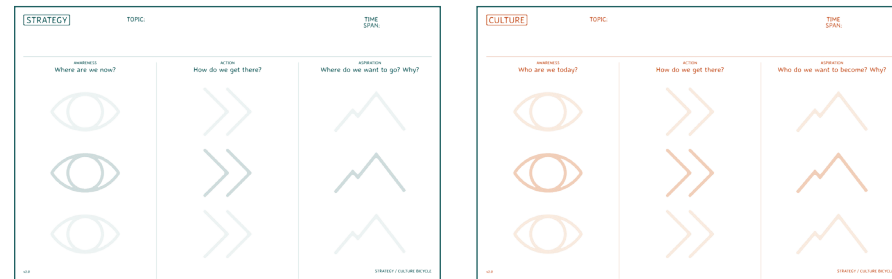


# Strategic Inquiry Process

Using this toolkit can be a surprisingly emotional experience, especially when using it with a group. It's perfectly normal to feel vulnerable about exploring some of these questions and writing down possible answers. Make sure you create a safe space for doing these exercises, and if you find yourself feeling uncomfortable, take a break.

## 1. Set Up Your Work Space

- Put the posters up **side-by-side** on a wall (or table).
- Allocate **1-2 hours** (depending on the size of your group and the depth of your topic) for this process.



## 2. Choose Your Subject

- Agree on your **topic**. Be as broad or as specific as you'd like.
- Identify the **time span** you wish to envision (e.g., "five years from now").

## 3. Ask Questions

- For the next **five minutes**, write down as many questions as you have about your topic: **one question per blue sticky**. This is about quantity, not quality, so just write down whatever comes to mind. Include questions to which you are fairly certain of the answers.
- Stick your questions onto either the **Strategy** or **Culture** posters under whichever column seems most relevant. If you think it could fit under multiple columns, pick the one that seems most relevant. If you can't decide, duplicate the sticky.
- Stack or **consolidate** duplicate questions, and **cluster** related questions.
- Take a moment to **read** through each other's questions and observe larger **patterns** on the posters. For example, is there a concentration of stickies under any particular column? Are there gaps?
- Repeat** these steps at least one more time.

## 4. Refine Your Questions

- Replace each **yes/no** question with a **non-yes/no** question on a **blue** sticky.

If you feel that your **yes/no** question adds important context, keep it next to the **non-yes/no** version.

- If new questions come up, feel free to add them on **blue** stickies.
- See *the complete Bicycle instructions for tips on Asking Good Questions*.

## 5. Answer Questions

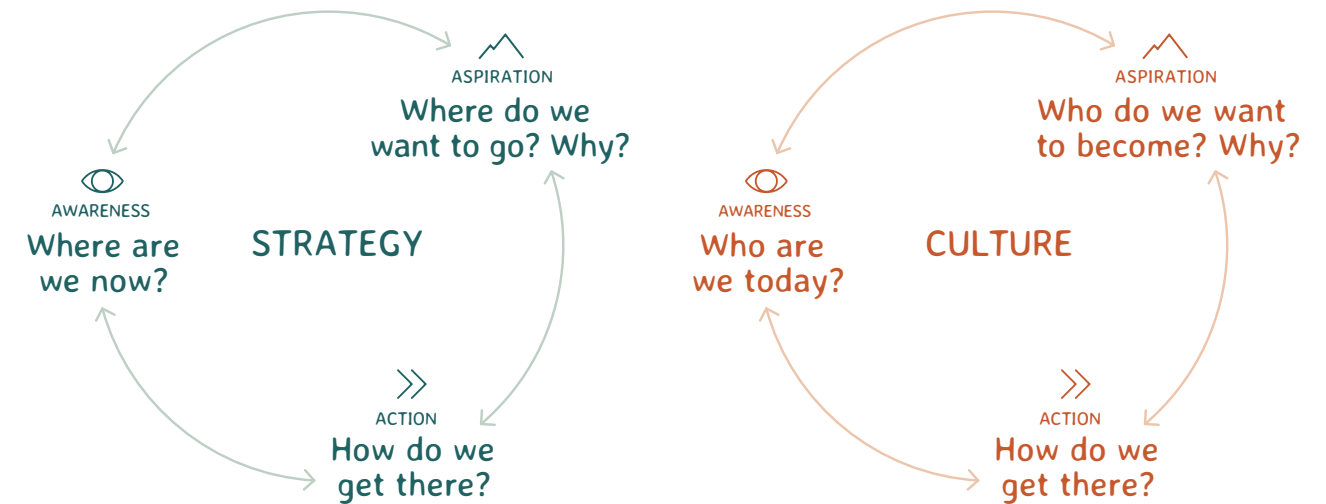
- For the next **15 minutes**, write down possible answers to questions, one answer per sticky.
  - Use a **yellow** sticky to indicate 80% certainty about an answer.
  - Use a **pink** sticky to indicate less than 80% certainty about an answer.
- Post the stickies around the appropriate question. If you see a **yellow** sticky and a **pink** sticky proposing different answers to the same question, change the **yellow** sticky to a **pink** one.
- If new questions come up, post them on **blue** stickies.

## 6. Prioritize

- Identify **3-5 top priority** questions to explore. You can do this a number of ways:
  - **Discussion:** Review the posters together, and point out questions with lots of gaps or pink stickies.
  - **Vote:** Have each person put dots on three questions, then identify the 3-5 stickies with the most number of dots.

# STRATEGY / CULTURE BICYCLE

## STRATEGY WORKSHEET



Developing an effective strategy and culture is fundamentally about asking the right questions:

- **WHERE** are we now? **WHO** are we today?
- **WHERE** do we want to go? **WHO** do we want to become? **WHY**?
- **HOW** do we get there?

Your goal is to *align* around good, thoughtful answers to these questions... and to hold them lightly, as your answers will evolve as you do the work.

The **Strategy / Culture Bicycle** is designed to help you identify and align around your group's most important questions. It is a quick and

effective way to rapidly develop a shared understanding across the group around what it already knows and what it needs to figure out.

The Strategy / Culture Bicycle can be used by individuals and groups of any size. (For groups larger than six people, see the section at the end for tips on how to use this kit.) The kit includes:

- **STRATEGY** poster
- **CULTURE** poster
- Blue, yellow, and pink **STICKIES**
- Black marker.

## ABOUT THE BICYCLE

Eugene Eric Kim (Faster Than 20, <http://fasterthan20.com/>) and Amy Wu (Duende, <http://duende.us/>) created the Strategy/Culture Bicycle as part of an experiment with the Code for America Accelerator in 2014. Many thanks to Dharmishta Rood for not only creating that opportunity, but for testing the toolkit extensively with others and for contributing a number of improvements.

Kate Wing coined the term "Strategy/-Culture Bicycle." She and Rebecca Petzel have also helped us tremendously by testing the toolkits in different environments and offering critical feedback and thought partnership.

We're currently on our seventh iteration of the Bicycle, which we have been able to continuously improve thanks to our many, many testers.

Unless otherwise stated and to the extent possible under law, we dedicate this toolkit to the public domain. In other words, we waive all copyright and related or neighboring rights: <http://creativecommons.org/publicdomain/zero/1.0/>

You are welcome to reuse, redistribute, remix, and resell these toolkits. We hope you'll let us know how you're using these kits and what you're learning. For more information, visit: <http://fasterthan20.com/diy-strategy-culture/>

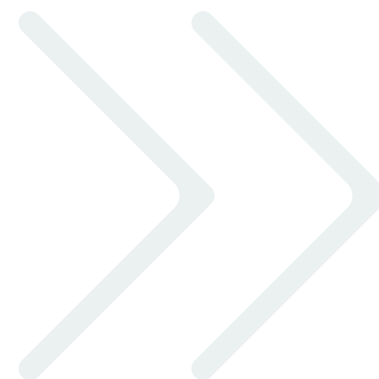
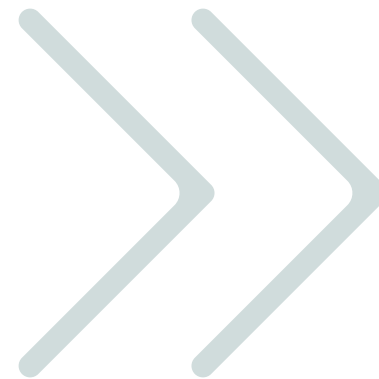
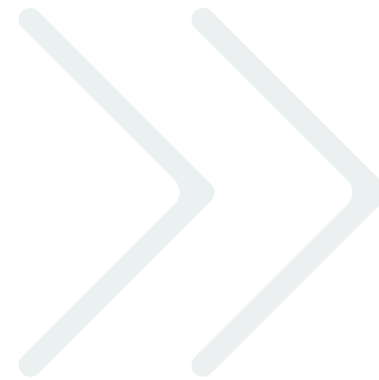
AWARENESS

Where are we now?



ACTION

How do we get there?



ASPIRATION

Where do we want to go? Why?

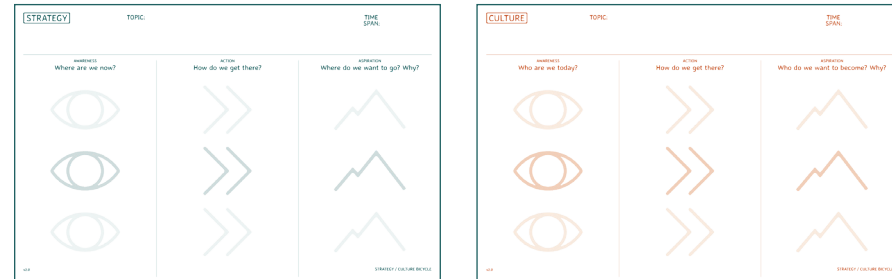


# Strategic Inquiry Process

Using this toolkit can be a surprisingly emotional experience, especially when using it with a group. It's perfectly normal to feel vulnerable about exploring some of these questions and writing down possible answers. Make sure you create a safe space for doing these exercises, and if you find yourself feeling uncomfortable, take a break.

## 1. Set Up Your Work Space

- Put the posters up **side-by-side** on a wall (or table).
- Allocate **1-2 hours** (depending on the size of your group and the depth of your topic) for this process.



## 2. Choose Your Subject

- Agree on your **topic**. Be as broad or as specific as you'd like.
- Identify the **time span** you wish to envision (e.g., "five years from now").

## 3. Ask Questions

- For the next **five minutes**, write down as many questions as you have about your topic: **one question per blue sticky**. This is about quantity, not quality, so just write down whatever comes to mind. Include questions to which you are fairly certain of the answers.
- Stick your questions onto either the **Strategy** or **Culture** posters under whichever column seems most relevant. If you think it could fit under multiple columns, pick the one that seems most relevant. If you can't decide, duplicate the sticky.
- Stack or **consolidate** duplicate questions, and **cluster** related questions.
- Take a moment to **read** through each other's questions and observe larger **patterns** on the posters. For example, is there a concentration of stickies under any particular column? Are there gaps?
- Repeat** these steps at least one more time.

## 4. Refine Your Questions

- Replace each **yes/no** question with a **non-yes/no** question on a **blue** sticky.

If you feel that your **yes/no** question adds important context, keep it next to the **non-yes/no** version.

- If new questions come up, feel free to add them on **blue** stickies.
- See *the complete Bicycle instructions for tips on Asking Good Questions*.

## 5. Answer Questions

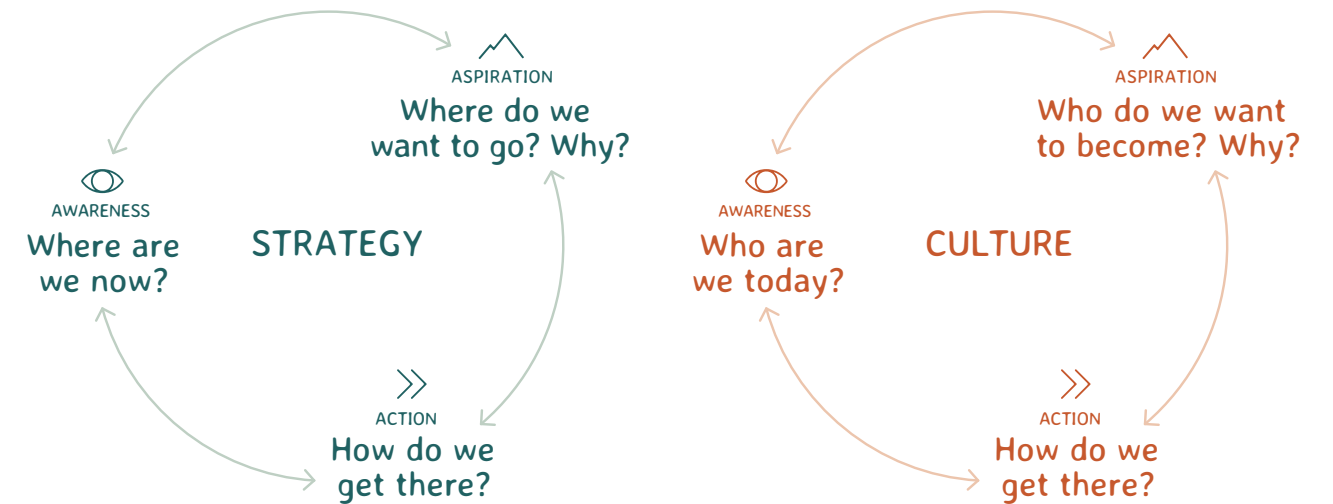
- For the next **15 minutes**, write down possible answers to questions, one answer per sticky.
  - Use a **yellow** sticky to indicate 80% certainty about an answer.
  - Use a **pink** sticky to indicate less than 80% certainty about an answer.
- Post the stickies around the appropriate question. If you see a **yellow** sticky and a **pink** sticky proposing different answers to the same question, change the **yellow** sticky to a **pink** one.
- If new questions come up, post them on **blue** stickies.

## 6. Prioritize

- Identify **3-5 top priority** questions to explore. You can do this a number of ways:
  - **Discussion:** Review the posters together, and point out questions with lots of gaps or pink stickies.
  - **Vote:** Have each person put dots on three questions, then identify the 3-5 stickies with the most number of dots.

# STRATEGY / CULTURE BICYCLE

## CULTURE WORKSHEET



Developing an effective strategy and culture is fundamentally about asking the right questions:

- **WHERE** are we now? **WHO** are we today?
- **WHERE** do we want to go? **WHO** do we want to become? **WHY**?
- **HOW** do we get there?

Your goal is to *align* around good, thoughtful answers to these questions... and to hold them lightly, as your answers will evolve as you do the work.

The **Strategy / Culture Bicycle** is designed to help you identify and align around your group's most important questions. It is a quick and

effective way to rapidly develop a shared understanding across the group around what it already knows and what it needs to figure out.

The Strategy / Culture Bicycle can be used by individuals and groups of any size. (For groups larger than six people, see the section at the end for tips on how to use this kit.) The kit includes:

- **STRATEGY** poster
- **CULTURE** poster
- Blue, yellow, and pink **STICKIES**
- Black marker.

## ABOUT THE BICYCLE

Eugene Eric Kim (Faster Than 20, <http://fasterthan20.com/>) and Amy Wu (Duende, <http://duende.us/>) created the Strategy/Culture Bicycle as part of an experiment with the Code for America Accelerator in 2014. Many thanks to Dharmishta Rood for not only creating that opportunity, but for testing the toolkit extensively with others and for contributing a number of improvements.

Kate Wing coined the term "Strategy/-Culture Bicycle." She and Rebecca Petzel have also helped us tremendously by testing the toolkits in different environments and offering critical feedback and thought partnership.

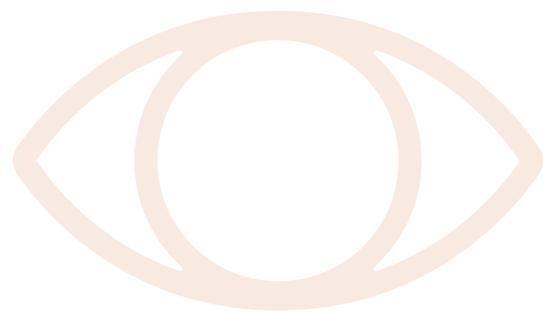
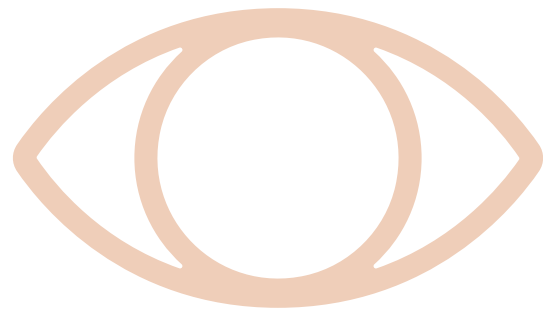
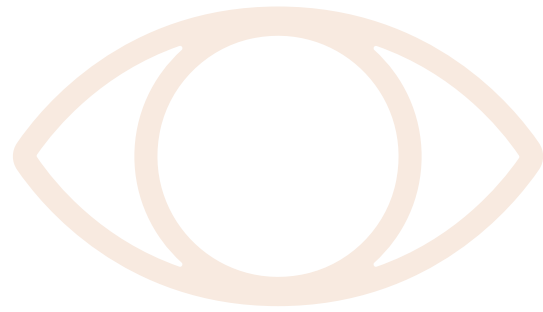
We're currently on our seventh iteration of the Bicycle, which we have been able to continuously improve thanks to our many, many testers.

 **PUBLICDOMAIN** Unless otherwise stated and to the extent possible under law, we dedicate this toolkit to the public domain. In other words, we waive all copyright and related or neighboring rights: <http://creativecommons.org/publicdomain/zero/1.0/>

You are welcome to reuse, redistribute, remix, and resell these toolkits. We hope you'll let us know how you're using these kits and what you're learning. For more information, visit: <http://fasterthan20.com/diy-strategy-culture/>

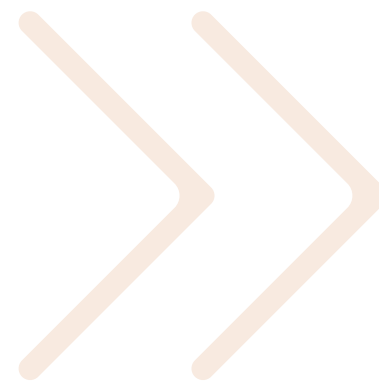
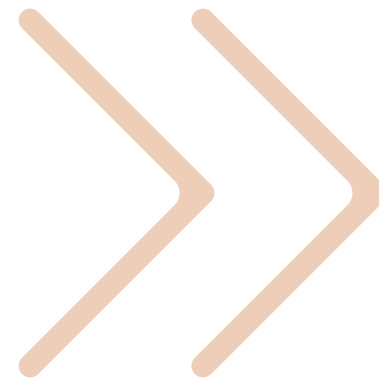
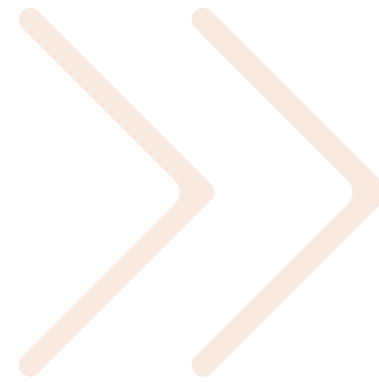
AWARENESS

Who are we today?



ACTION

How do we get there?



ASPIRATION

Who do we want to become? Why?

