



ABACUS

E. F.

SCHUMACHER

SMALL IS BEAUTIFUL



A STUDY OF ECONOMICS AS IF
PEOPLE MATTERED



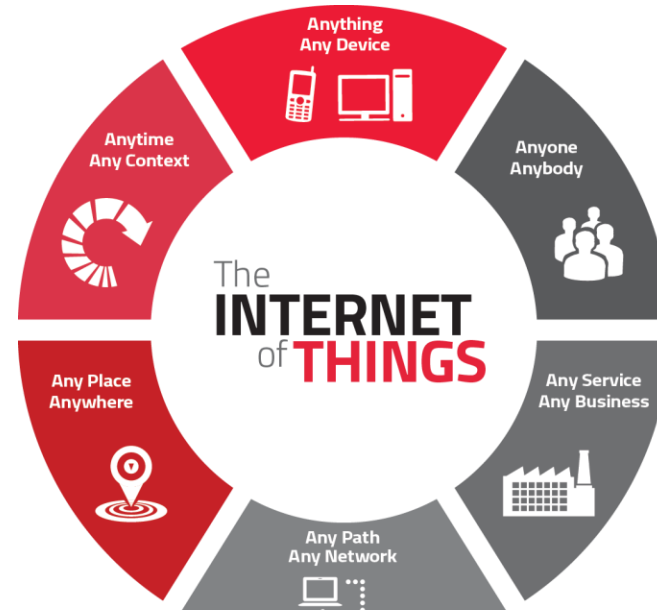
The Four Dominant Approaches to Economic Development



Economic
Development



The 4th Industrial Revolution



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The Economic Development Toolbox: Leveraging the Hidden Economy

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Ostrom Workshop Affiliate @ Indiana University

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A photograph of a lion lying on its back on a dark, wet, paved surface. The lion's head is tilted back, and its front paws are near its face. Its hind legs are splayed out. The ground is covered with some fallen yellow and green leaves. The overall scene is somber and unusual for a lion.

SLEEPING GIANT



Photo by ricky_artigas - Creative Commons Attribution License <http://www.flickr.com/photos/11139979@N06>

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@DianaArtiga

Today's Agenda

- Over Reliance on the Traditional CED Toolbox
- The Hidden Economy
- Leveraging the hidden economy to build capacity to meet community needs
- Takeaways – Advancing the Hidden Economy
- Exercise - Uncovering the Hidden Economy

Economic Restructuring

The Demise of the Local

The Four Dominant Approaches to Economic Development



Economic
Development



Economic Development

Claims

- Optimal (approach of 95% of all municipalities)
- High wage careers
- Enhanced tax base
- Opportunities for entrepreneurship
- Local-focus is best

Results

- Limited job creation
 - Service-oriented
 - Volatile
- High social cost
 - Limited bang-for-the-taxpayer-buck
 - Avg cost: \$1.3 million per municipality
 - Rift: pits communities against each other
 - Environmental goals?

Can we cure all diseases
in our children's lifetime?





TECH

Foxconn mostly abandons \$10 billion Wisconsin project touted by Trump

PUBLISHED WED, APR 21 2021 5:46 AM EDT | UPDATED TUE, SEP 13 2022 7:00 PM EDT



WATCH LIVE

KEY POINTS

- Taiwan electronics manufacturer Foxconn is drastically scaling back a planned \$10 billion factory in Wisconsin.
- Under a deal, Foxconn will reduce its planned investment to \$672 million from \$10 billion, and slash the number of new jobs to 1,454 from 13,000.
- The deal was first announced at the White House in July 2017, with then-president Donald Trump boasting of it as an example of how his “America First” agenda could revive U.S. tech manufacturing.

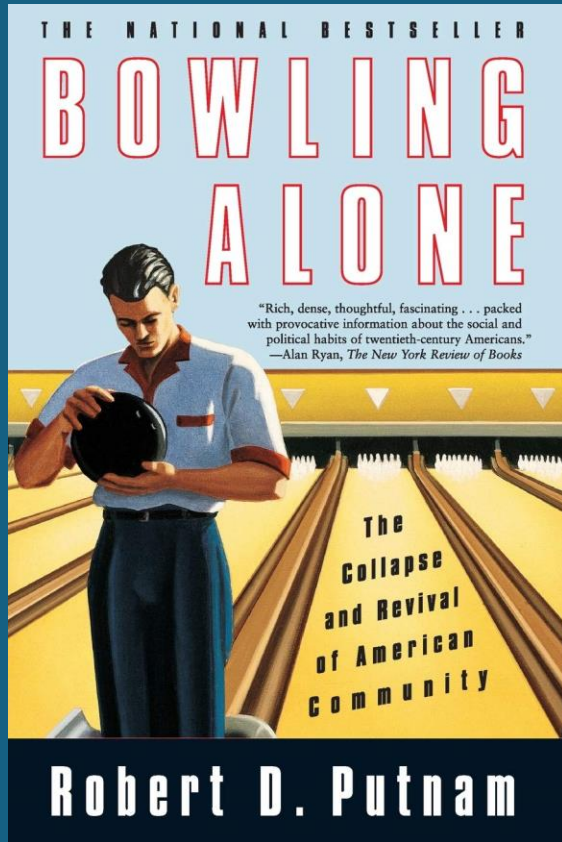


[LOCAL](#) // [SPACE](#)

Elon Musk brings exploding rockets and real estate to South Texas. Not everyone is happy.







Community Economic Development Policy & Economic Restructuring

The "Rural Penalty" (or community structure matters)

- Rough, "impractical" geographies
- Tyranny of distance
- Rural workforce

Institutional fit must align with community needs

- Policy is misaligned
- Rural industrial sectors often overlooked
- Rural diverges from metropolitan

Community Economic Development Policy & Economic Restructuring

Traditional CED models

- Attraction & Retention
- Workforce Development
- Small Business Development
- Arts & Culture (*the creative class*)

Restructuring of our Economy

- Financialization
- "Rolling Up" or Conglomerating
- Absentee Control, Metropolitan-Centric
- Geographic Challenges (e.g. Rural Penalty)
- "Demise of the local"

When a Few Financial
Institutions Control Everything

JOHN COATES



Kramon





There is no reason to believe that
bureaucrats and politicians, no
matter how well meaning, are better
at solving problems than the people
on the spot, who have the strongest
incentive to get the solution right.

— *Elinor Ostrom* —

AZ QUOTES

PACHAMAMA

- ORGANIC COFFEE -



Driving Condition Changes

*Rethinking * Economic Development ???

Business Forms Matter (especially in a Hyper Partisan World)

- Hybrids firms are an apolitical community builder
 - Collective wealth generating
 - Assists individual wealth building
- They meet *common* material/economic needs
 - Economizing elements incentivize collective action
- Multistakeholder feature + community facing = porousness (access points)
 - Advance “big easy” win-wins to move on partnerships
 - Low cost
 - Low friction
 - High *collective* return

Resources

AGILE STRATEGY LAB

INNOVATION... POWERED BY STRATEGIC DOING AT



{ Project **Equity** }



Strategic DoingTM
Do More Together.



Iowa Institute
for Cooperatives

IMPACT
FINANCE CENTER

Hidden Economy

A vast ocean of potential public entrepreneurship

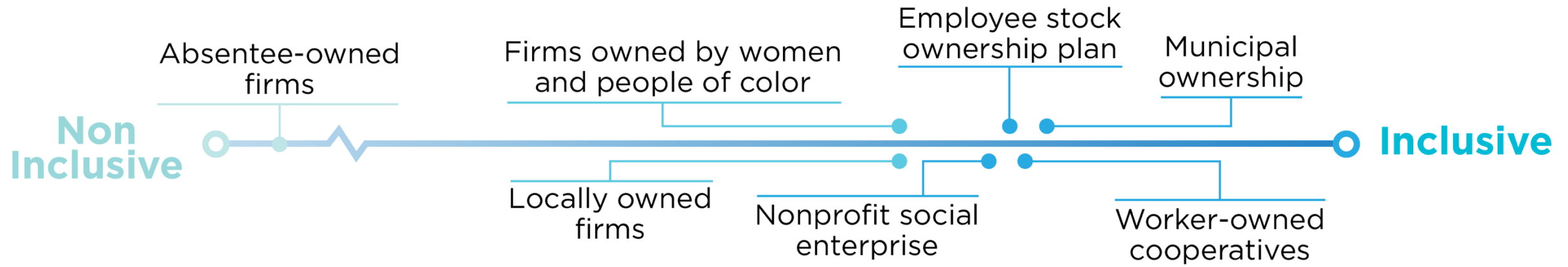
The Latent Community Capacity of the Hidden Economy

Key Concepts in the Hidden Economy

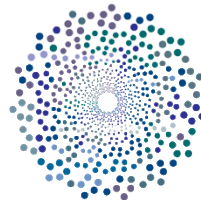
- Hidden Economy
 - The substantive elements of the economy, often overlooked for state or market based solutions, often comprised of...
- Public Entrepreneurship (Taylor 2021)
 - Public entrepreneurs are "motivated to provide for social goods and services" (Ramamurti 1986) having created ventures at the intersection of the charity and business sectors, such as cooperatives" (Battilana and Lee, 2014, p. 405), that serve as a "governance ideal ... an important political virtue, a feature of citizenship" (Aligica, 2018, p. 1)
- Hybrid Institutions

Hidden Economy's Hybrids Institutions

Inclusive Ownership Spectrum



Created by the Democracy Collaborative for the
Cities Building Community Wealth report
Published November 2015



DEMOCRACY
COLLABORATIVE

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For more info, visit:
democracycollaborative.org/cities

Key Concepts in the Hidden Economy

Hybrid Institutions

- “blend the **social focus** of nonprofits with the **capital** structures and processes of forprofits” (Graddy-Reed, 2018, p. 1223), elevating a social mission while **subordinating** the influence of capital and **investors**. Often, hybrid institutions fold in features of profit-sharing, and **service at-cost**, whereas others add stakeholder ownership and control. Taken to scale, hybrid institutions themselves provide a quasi-public good in their **reinforcement of democratic principles**, norms, and behavior (Aligica 2018; Battilana and Lee, 2014; Molk 2014; Morris and Jones 1999, pp. 77–78). The development and advancement of hybrid institutions could serve an invaluable wedge for breaking tribal, partisan impasses (Lubell 2013) by providing workable “**third-way**” solutions outside of dominant market and state arrangements.

Types of Hybrid Institutions

- Nonprofits
- ESOPs
- Government-Sponsored Enterprise
- JPAs
- Associations
- Co-ops

Global Economic Impact of the Co-op Sector

1 billion people are co-op members in
+150 countries, generating
+100 million jobs

MEASURING CO-OP IMPACT



1 IN 3 AMERICANS
IS A MEMBER OF A CO-OP



CO-OPS GENERATE
\$75 BILLION
IN ANNUAL WAGES AND
\$650 BILLION
IN REVENUE



110 MILLION AMERICANS
BELONG TO A CREDIT UNION



65,000
COOPERATIVE ENTERPRISES
OPERATE ACROSS THE U.S.



2 MILLION FARMERS
BELONG TO
AGRICULTURE CO-OPS

FARMER CO-OPS
PRODUCE



80%
OF THE
U.S. MILK SUPPLY



WORKER CO-OP
TRANSITIONS
COULD PRESERVE
2.3 MILLION
AT-RISK LOCAL
BUSINESSES
NATIONWIDE



42 MILLION AMERICANS
RELY ON ELECTRICITY
FROM ELECTRIC CO-OPS

SEVEN COOPERATIVE PRINCIPLES



VOLUNTARY
OPEN
MEMBERSHIP



DEMOCRATIC
MEMBER CONTROL

COOPERATION

AMONG COOPERATIVES

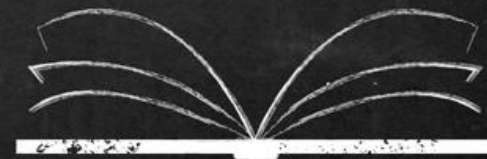
AUTONOMY & INDEPENDENCE

MEMBER

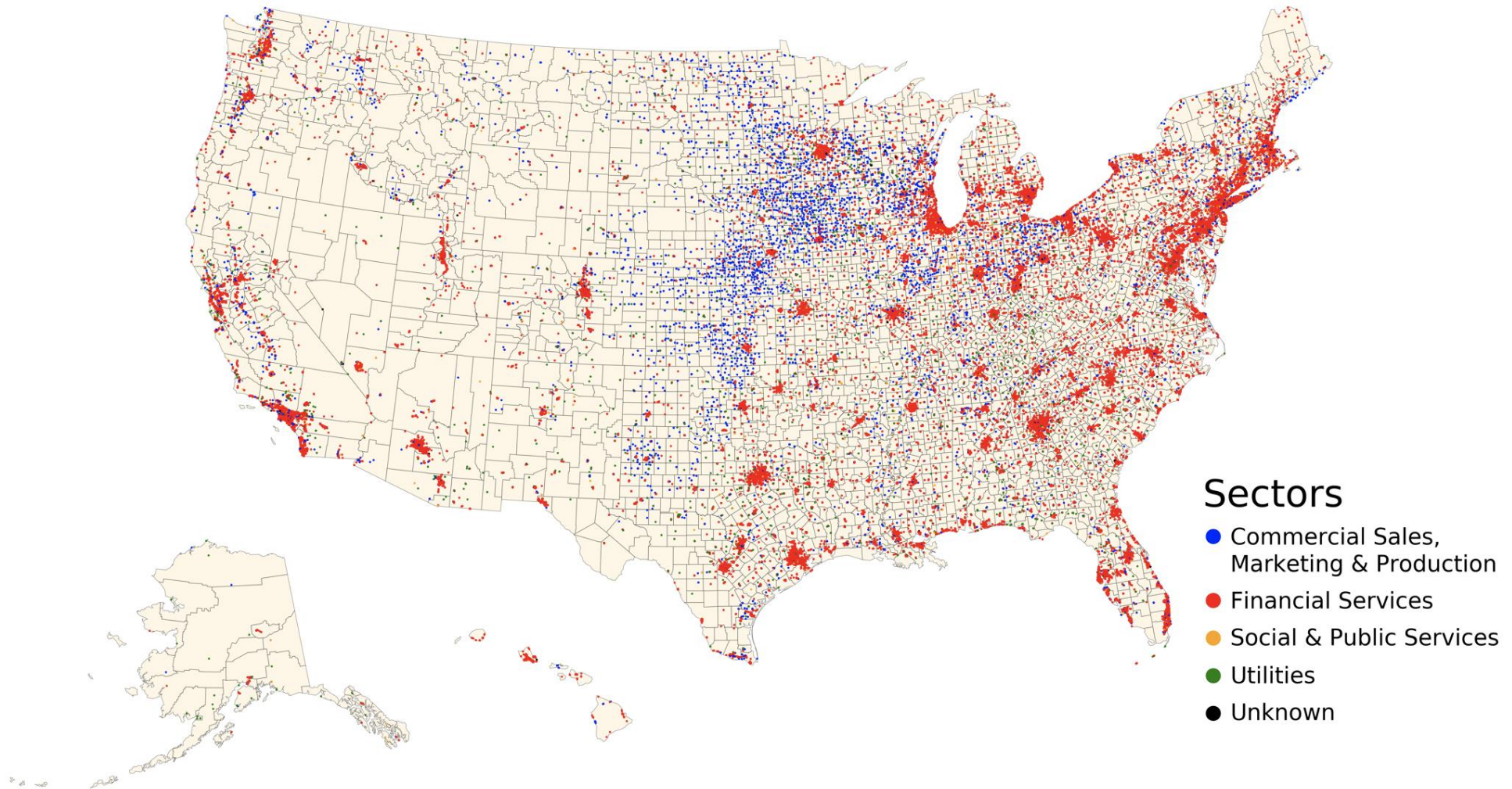
ECONOMIC
PARTICIPATION



CONCERN
FOR THE
COMMUNITY

EDUCATION

TRAINING AND
INFORMATION

Cooperative Locations: Sectoral Composition



Associating Benefits - Whom and How?

Prospective Stakeholders

- Consumers/Citizens
- Small Businesses
- Medium Businesses
- Manufacturer/Vendors
- “Hybrid” firms
- Governments

Mechanisms for Benefits

- Market Power
- Political Power
- Reverse Extraction – VALUE CREATION

The Hidden Economy: Practical Tools for Local CED

Too many one-and-dones

- We need not start from scratch

Public entrepreneurship is the forgotten artform

- Time to create a repository for starting up and scaling “hybrid enterprise”

Latent community capacity exists

Learn from purchasing, electric, and credit union co-ops

- Startup techniques
- Maximizing material benefits
- Leverage associations for scale

Mechanisms for Leveraging the Hidden Economy

**Do it
Best**

Hardware

Rental
Paint
Tools



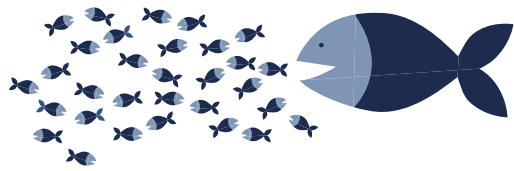
Your Project Partner

STORE HOURS

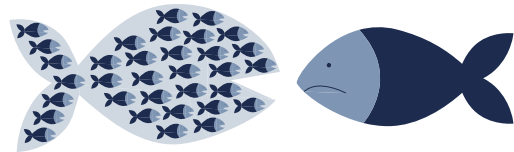
Monday 10am - 6pm
Tuesday 10am - 6pm
Wednesday 10am - 6pm
Thursday 10am - 6pm
Friday 10am - 6pm
Saturday 10am - 5pm
Sunday 12pm - 5pm

IT'S IN OUR BLOOD...
YOU NEED
HAVE IT
OVER 67,000 ITEMS

When LOCAL BUSINESSES
COMPETE with one another
THEY GET EATEN
BY THE BIG FISH



When LOCAL BUSINESSES
COOPERATE with each other
THEY COMPETE
WITH THE BIG FISH

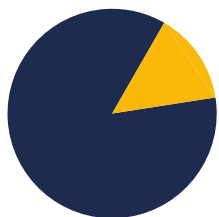


When 4,000 INDEPENDENT
veterinary clinics worked together,
COOPERATION
LED TO →
educational & shared services
and collective purchasing power



THE VETERINARY COOPERATIVE

Together, own
14 %
Veterinary
MARKET



Jointly made
4 BILLION
Dollars in
SALES



2x MORE
Consumer
SPENDING
goes to vet clinics
instead of big business



Collectively
employ
40k
PEOPLE





100 YEARS OF HELPFUL



HVACR DISTRIBUTOR COOPERATIVE



Independent Suppliers Group
Innovative Thinking. Purchasing Power.



CCA Global Partners®



BW | Best Western®
Hotels & Resorts

Topco®

infra



Accelerate Executive Summit

Executive summit for buying group professionals

Will you be with them?

Every year, Accelerate brings together executives and professionals representing buying groups and purchasing cooperatives of all sizes and industries from around the world to deliver a series of engaging, highly relevant content driven sessions.

Accelerate is dedicated to one thing: practical advice from top speakers that can be immediately applied to your organization.

In addition to TEDx-style talks from industry leaders, the summit features stimulating panel discussions and an executive summit session designed to draw out solutions and ideas from the experts in the audience. This year, Accelerate will also be providing new ways to fit your board members into the learning environment.

Leveraging Philanthropy for Institution Building

Filene's Philanthropy AND THE CREDIT UNION SECTOR



EDWARD FILENE

Edward Filene was a major figure in American industry during the early 1900s. He was a prominent figure in the progressive movement and actively supported FDR's New Deal. Filene was inspired by a trip to India where he learned about the credit union model, a depositor-owned and controlled bank that works in the interests of depositors, not investors and bankers. Filene directed his energies to the advancement of the credit union sector for the last 30 years of his life.

FILENE'S PHILANTHROPY CREATED . . .

1 COLLECTIVE WEALTH
Credit unions allow depositors to pool their deposits at a bank owned and governed by depositors. Credit unions are extremely risk averse banking institutions that also provide lending products at favorable rates, a form of self-help economic development.



2 COLLECTIVE CONTROL
Credit unions are governed by the depositors themselves. Each credit union elects board directors from their members. The system allows an everyday bank depositor to intervene in the financial market and create a competitive counterweight to the big bank.



3 COUNTER POWER
Today, there are local credit unions, CUSOs, as well as both state and national associations that protect credit unions from big banks and political hurdles. Credit unions have also developed a support system outside of government assistance and for profit vendors.



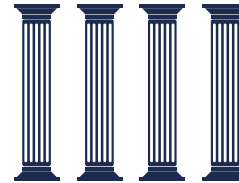
THE FOUR PILLARS: The FOUNDATION of the credit union movement

COMPREHENSIVE MOVEMENT STRATEGY

A new industry requires a comprehensive strategy. Filene and Bergengren developed legal, business, and governance strategies for each new credit union to adhere to.

CONSTITUTIVE FRAMEWORK

A template for starting credit union



ENABLING LEGISLATION

Every business entity needs state or federal statutes with which to incorporate. Credit unions advanced state and federal laws to create the market necessary for credit unions.

LEGITIMACY

A new industry requires a comprehensive strategy. Filene and Bergengren developed legal, business, and governance strategies for each new credit union to adhere to.

THE RISE OF THE CREDIT UNION SECTOR

1909
Filene creates a credit union to service his staff's needs.



1921
Credit Union National Extension Bureau launched



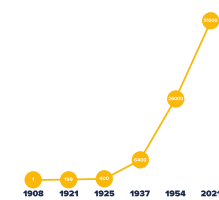
1934
Passed the Federal Credit Union Act



1937
Filene passes away; however, he had contributed over \$1M to developing the credit union sector



GROWTH OF CREDIT UNIONS IN AMERICA OVER TIME



THE CREDIT UNION SECTOR TODAY

1 OUT OF 3
Americans GOVERN the Credit Union sector



60 BILLION
Dollars in Annual BUSINESS LENDING



51 THOUSAND
CREDIT UNIONS



1.2 TRILLION
Dollars Total in ACCOUNT DEPOSITS



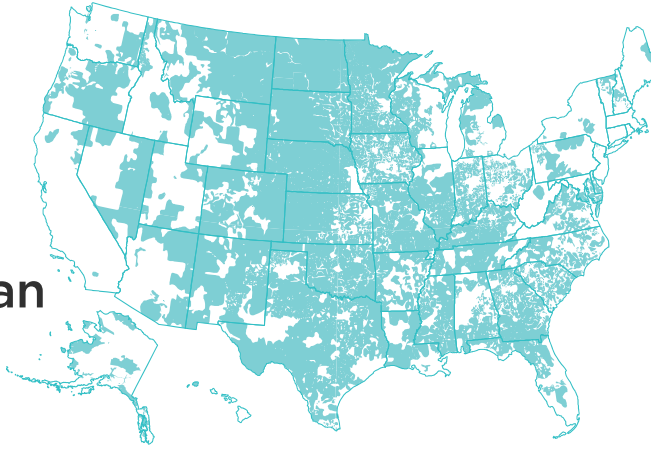


The first electric power pole raised on the ACE Power system in 1934

America's Electric Cooperatives

From booming suburbs to remote rural communities, America's electric cooperatives are energy providers and engines of economic development. Electric cooperatives keep the lights on and play a vital role in transforming communities.

Cooperatives power
56%
of the American landscape.



Our co-ops ...

... SERVE
42 million people,
including **92% of persistent
poverty counties**.

... POWER over
22 million
businesses, homes,
schools and farms
in **48 states**.

... RETURN more than
\$1 billion
to their consumer-members
annually as not-for-profit
organizations.



832
distribution cooperatives
are the foundation of the electric cooperative network. They were built by and serve co-op members in the community by delivering electricity and other services.



64
generation & transmission cooperatives
provide wholesale power to distribution co-ops through their own electric generation facilities or by purchasing power on behalf of the distribution members.

The cooperative difference



Electric co-ops are local energy and technology providers. They are shaped by the specific needs of the communities they serve. This local, member-owned structure is one reason why cooperatives enjoy the highest consumer-satisfaction scores within the electric industry, according to J.D. Power and Associates and the American Consumer Satisfaction Index.

- Co-ops **earned the top spot** in the J.D. Power and Associates 2017 Electric Utility Customer Satisfaction Study.
- Electric cooperatives, on average, **score three points higher** than all other energy utilities, according to the 2017 American Consumer Satisfaction Index.

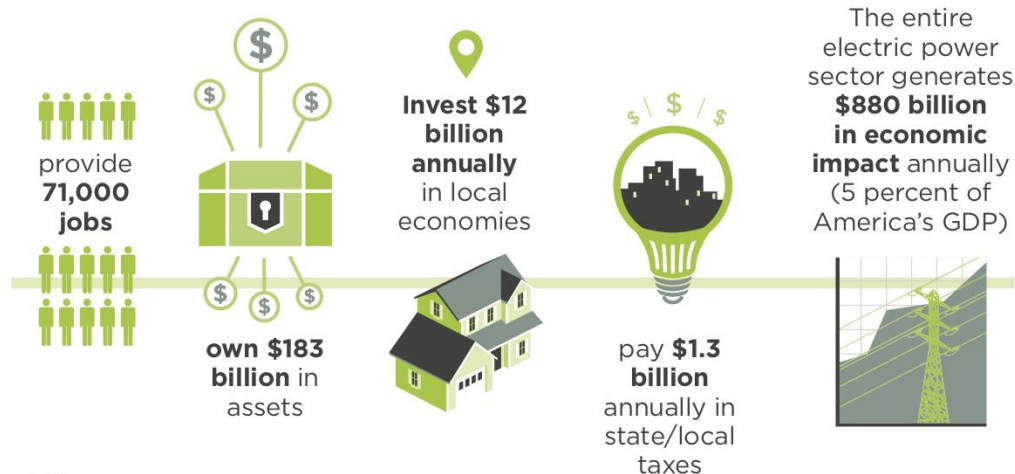
Committed to serving the last mile

- Co-ops serve an average of **8 consumers per mile** of electric line; collect annual revenue of \$19,000 per mile of line.
- All other utilities average **32 customers** per mile of line; collect \$79,000 per mile.

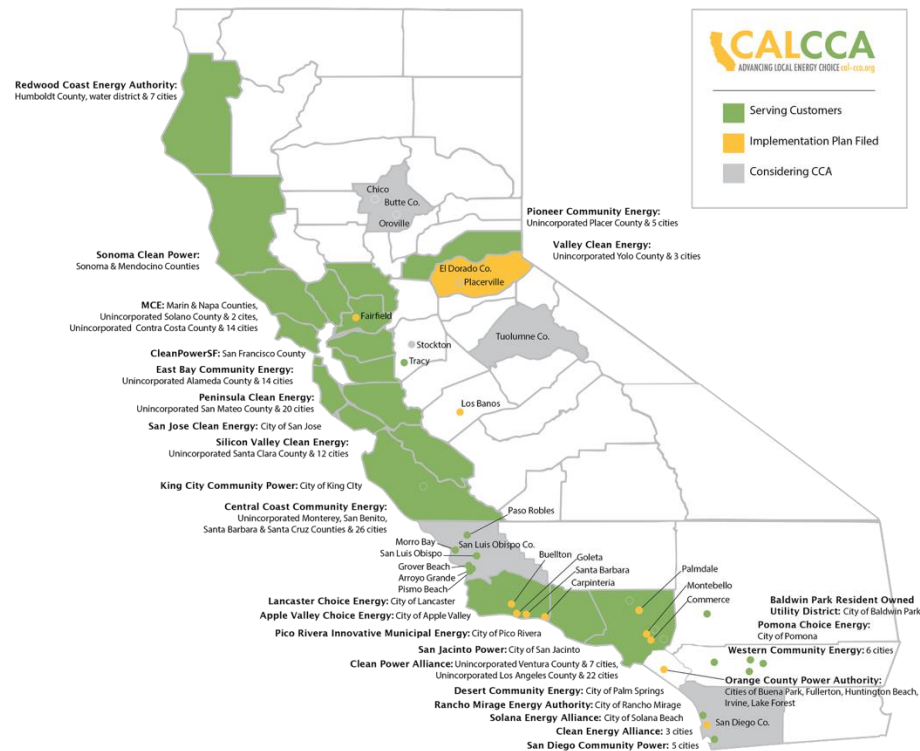
Electric cooperatives are guided by seven principles:

1. Voluntary and open membership
2. Democratic member control
3. Members' economic participation
4. Autonomy and independence
5. Education training and information
6. Cooperation among cooperatives
7. Concern for community





Electric cooperatives are economic engines in their communities



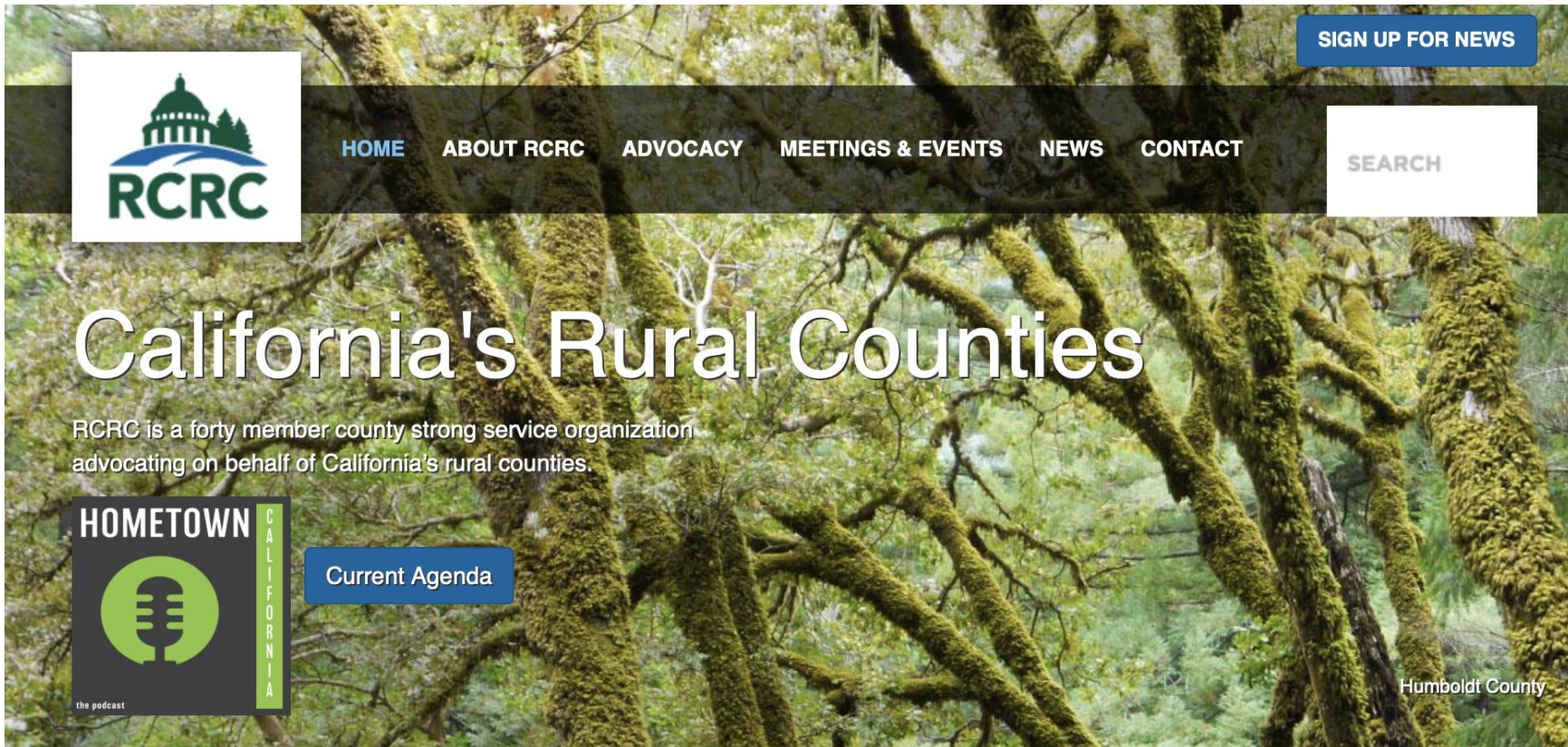
California's CCAs



California CCA: By the Numbers

-  Number of California communities served by CCAs: 201
-  Number of Counties with CCA: 18 of 58 Counties (31%)
-  Number of Cities/Towns with CCA: 183 of 482 Cities (38%)
-  California population served by CCAs: 11 Million+ (27%)

Hidden Economy



A photograph of a lion lying on its back on a dark, wet, paved surface. The lion's head is tilted back, and its front paws are near its face. Its hind legs are splayed out. The ground is covered with small, yellow, fallen leaves. The overall scene is somber and unusual for a lion.

SLEEPING GIANT



Photo by ricky_artigas - Creative Commons Attribution License <http://www.flickr.com/photos/11139979@N06>

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Strategies for Engaging the Hidden Economy

Takeaways

More awareness of institutional forms

- Training in institutional analysis
- Enhance stakeholder capacity for public entrepreneurship

Assess APPROPRIATENESS of Institutional Fit and its Relationship to Desire Outcome

- Always-always-always question institution fit
 - Hybrids AND for profits!
- Scale Local: Favor local control and scalability
 - ...where possible and feasible

Takeaways

Need to systematize public entrepreneurship

- USDA Regional Rural Development Centers
- Leverage corporate forms
- Innovative financing system
 - Book - Public wealth of cities
 - Reimagining the Capital Stack: Full Spectrum Financing (Impact Finance Center)
 - Leverage Credit Union Support Organizations & credit union foundations
 - Institutional building philanthropy
 - The electric co-op model of the “Partner state”



Credit Union National Association



Resources

- Succession
 - Ready for Next Academy - <https://www.readyfornextacademy.com>
- The Democracy Collaborative - <https://democracycollaborative.org>
- Legal Advice
 - <http://jrwiener.com> (see presentation – <https://www.youtube.com/watch?v=bCOyOzzu0ZE>)
 - The SELC - <https://www.theselc.org>
- Learning from Previous Successes - Readings
 - Everything for Everyone - <https://nathanschneider.info/books/everything-for-everyone/>
 - Humanizing the Economy - <https://www.newsociety.com/Books/H/Humanizing-the-Economy>
 - Italian Agrifoods System - <https://www.grocer.coop/articles/building-future>
 - Island Cooperative of Maine - <https://www.iecoop.org/employee/#>

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Community-Owned Agrotourism

Uncovering the Hidden Economy

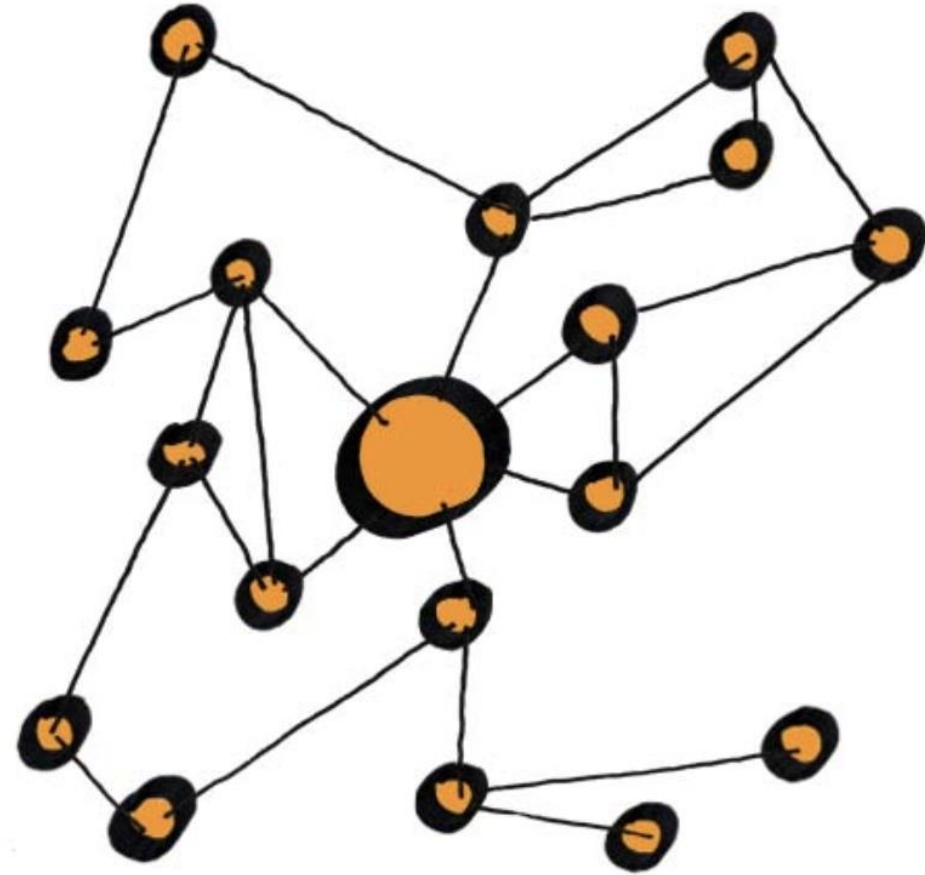
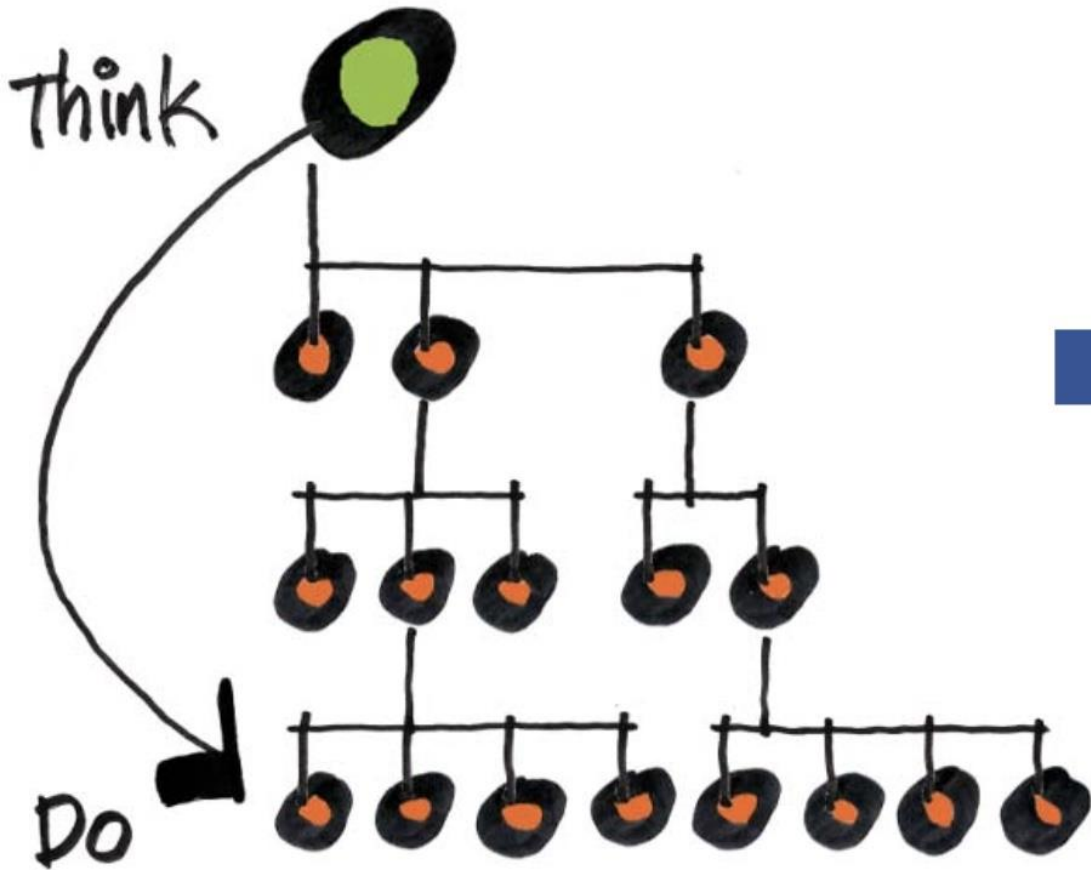


Agenda

- Problems in Collaboration
- Rules for Collaborating in Complex Networks
- The Strategic Doing Toolbox
- Simulation

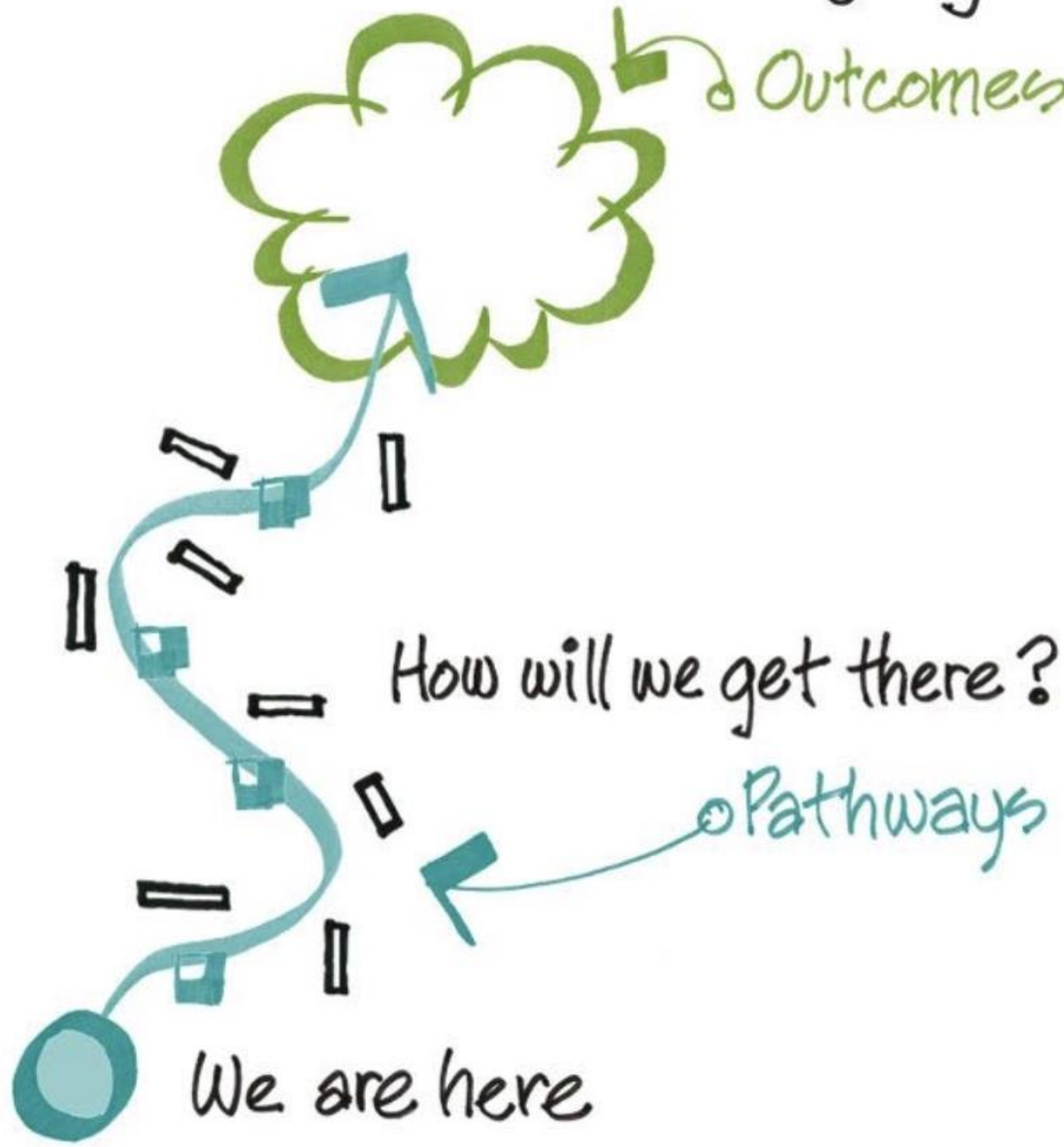


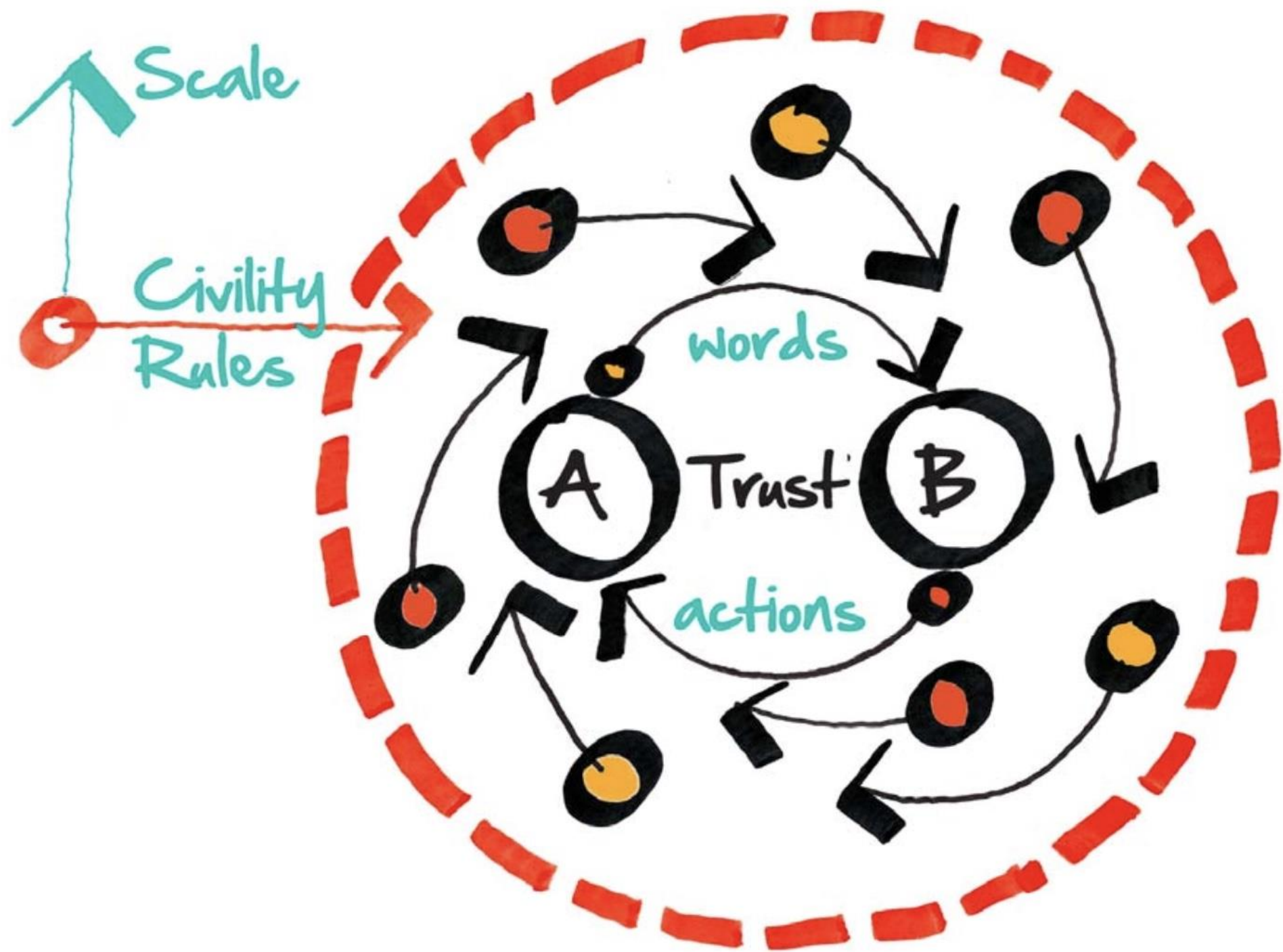
Hierarchies are being replaced by networks



Where are we going?

Outcomes







Strategic Doing™

Do More Together.

In 2011, a group of Strategic Doing practitioners from all over the country gathered at Indiana's Turkey Run State Park. They composed a credo, a set of beliefs that drive our work.

1

We believe we have a responsibility to build a prosperous, sustainable future for ourselves and future generations.

2

No individual, organization or place can build that future alone.

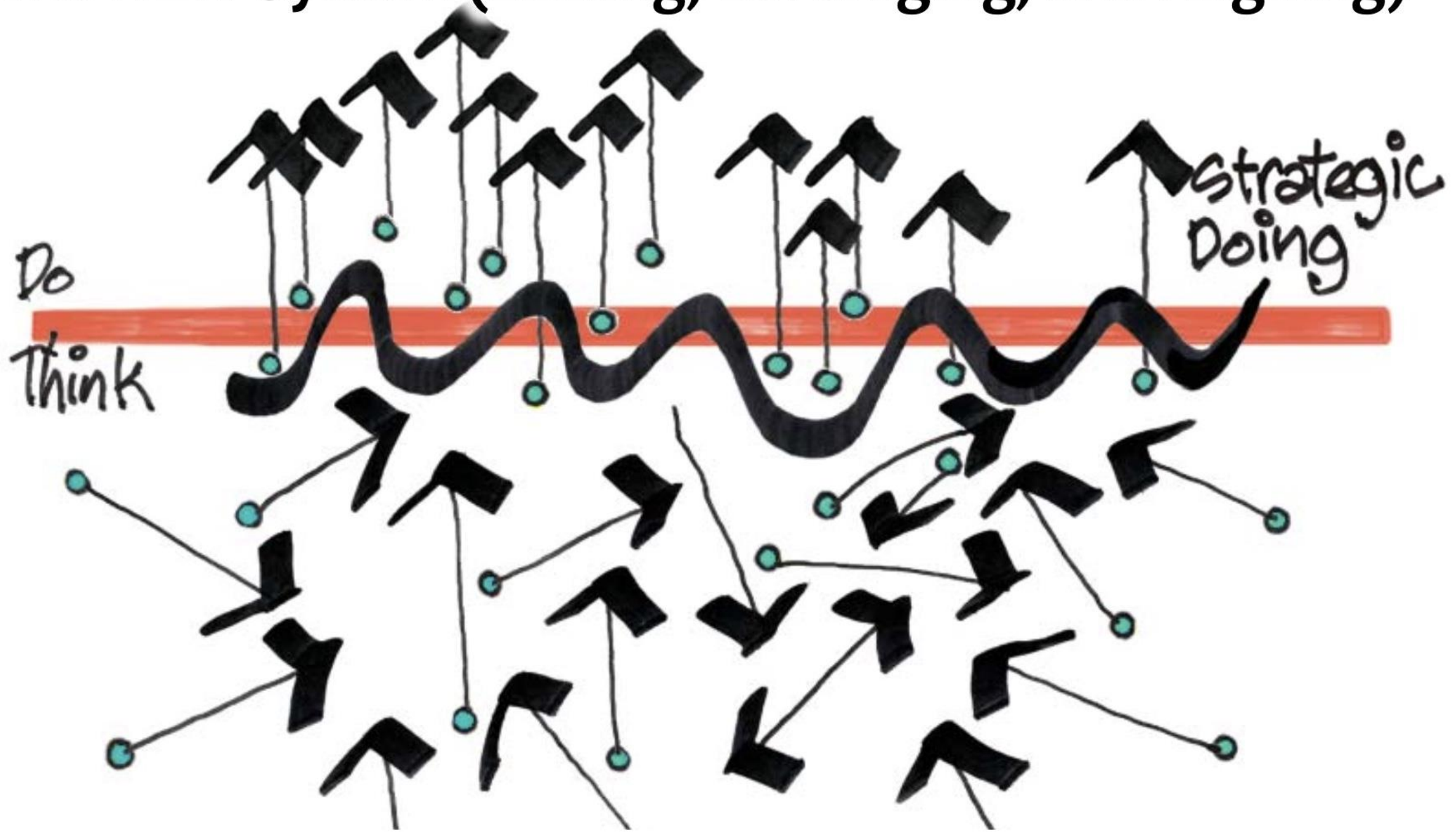
3

Open, honest, focused and caring collaboration among diverse participants is the path to accomplishing clear, valuable, shared outcomes.

4

We believe in doing, not just talking-and in behavior in alignment with our beliefs.

The NEW System (Linking, Leveraging, and Aligning)



Where are we going?

Outcomes
Link, Leverage
& Align

How will we get there?

Pathways



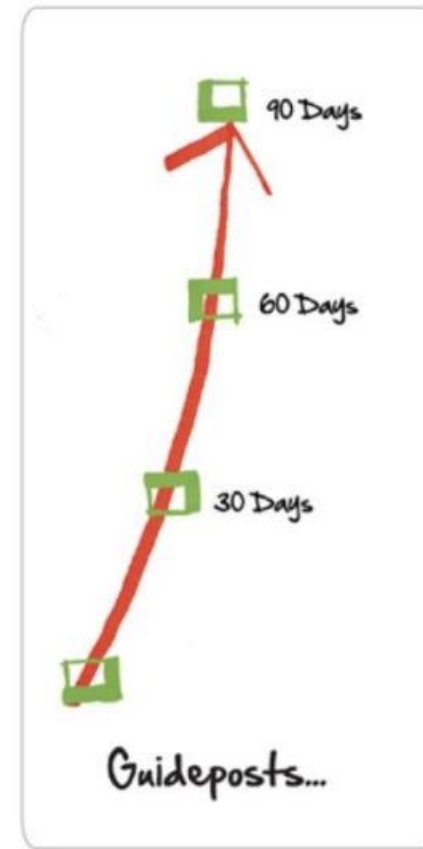


Define at Least One Pathfinder project with Guideposts

RULE [7]

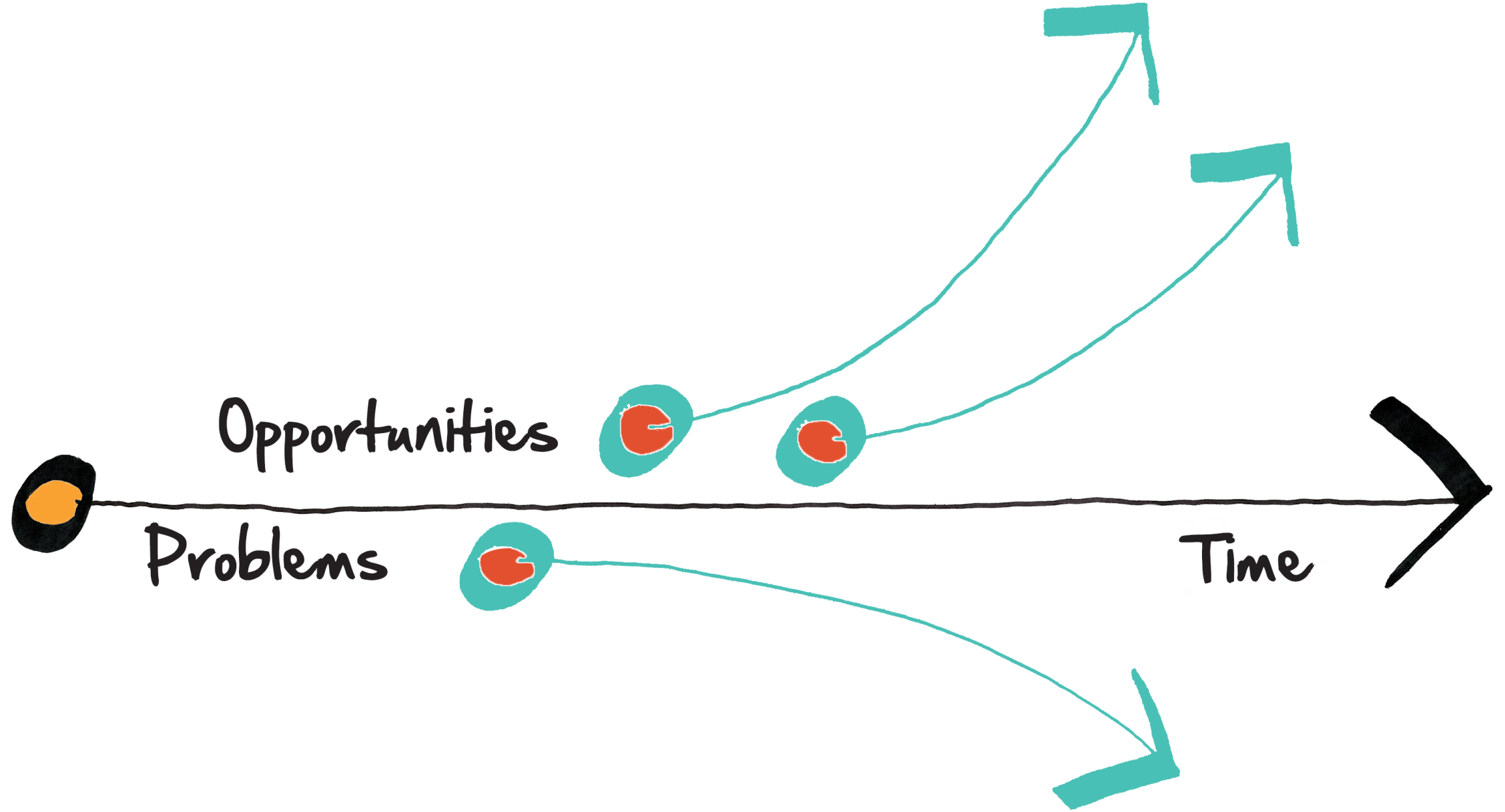
We use the following checklist to define a good Pathfinder project:

- ☐ It will engage all the people around the table in doing something to move toward their shared outcome;
- ☐ It will be completed within approximately 3 to 6 months (90-180 days);
- ☐ It will serve as a vehicle to attract others and “create a buzz”;
- ☐ It will help the participants in a new collaboration test some key assumptions about whether their outcome is achievable;
- ☐ It will have a clear endpoint that will help the network decide whether or not to move forward.



Examples of Pathfinder projects

- Pilots
- Prototypes
- Proofs of Concept
- “White papers”
- Surveys
- Forums



We move in the direction of our conversations...

The “One Rule of Civility”

*We will behave in ways
that build trust &
mutual respect.*



Amy Edmonson, PhD
Harvard Business School

Psychological Safety

Be interested in each other as people.

Respect each other's assets.

Don't rejection someone for being themselves or stating what they think.

Believe that others have positive intentions.

Seek and give feedback to one another.

Obtain and provide help or expertise to one another.

Be willing to experiment.

Be willing to making changes and improvements (vs. avoiding change or sticking with a course of action for too long).

Deal with conflict or confrontation constructively.

[1] WHAT COULD WE DO TOGETHER?

[CLICK HERE FOR INSTRUCTIONS ON USING THIS VIRTUAL VERSION OF THE ACTION PACK](#)

RULE 1: Create and maintain a safe space for deep, focused conversation.



TABLE GUIDE:

KNOWLEDGE KEEPER:

RULE 2: Frame a conversation around an appreciative question.

FRAMING QUESTION
<p>Imagine that we have a completely distinct, locally-owned agrotourism sector.</p> <p>What does this look like in the San Diego region?</p>

RULE 3: Uncover hidden assets people are willing to share.



15 min.

What assets is each person willing to share? Focus your conversation not so much on what you do, but on resources you are willing to share with a new network (e.g., physical assets, skills and knowledge assets, social/network assets, capital assets.)

PERSON	ASSET(S)

>> *Next, you'll connect these assets to create new opportunities*

RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).



15 min.

List the connections that spring up from the discussion. Ask questions like “What would that look like?” or “What if we...?”

OPPORTUNITIES

>> Use the next page to narrow your ideas to three opportunities

RULE 4: Link and leverage your assets to create new strategic opportunities (Part 2).



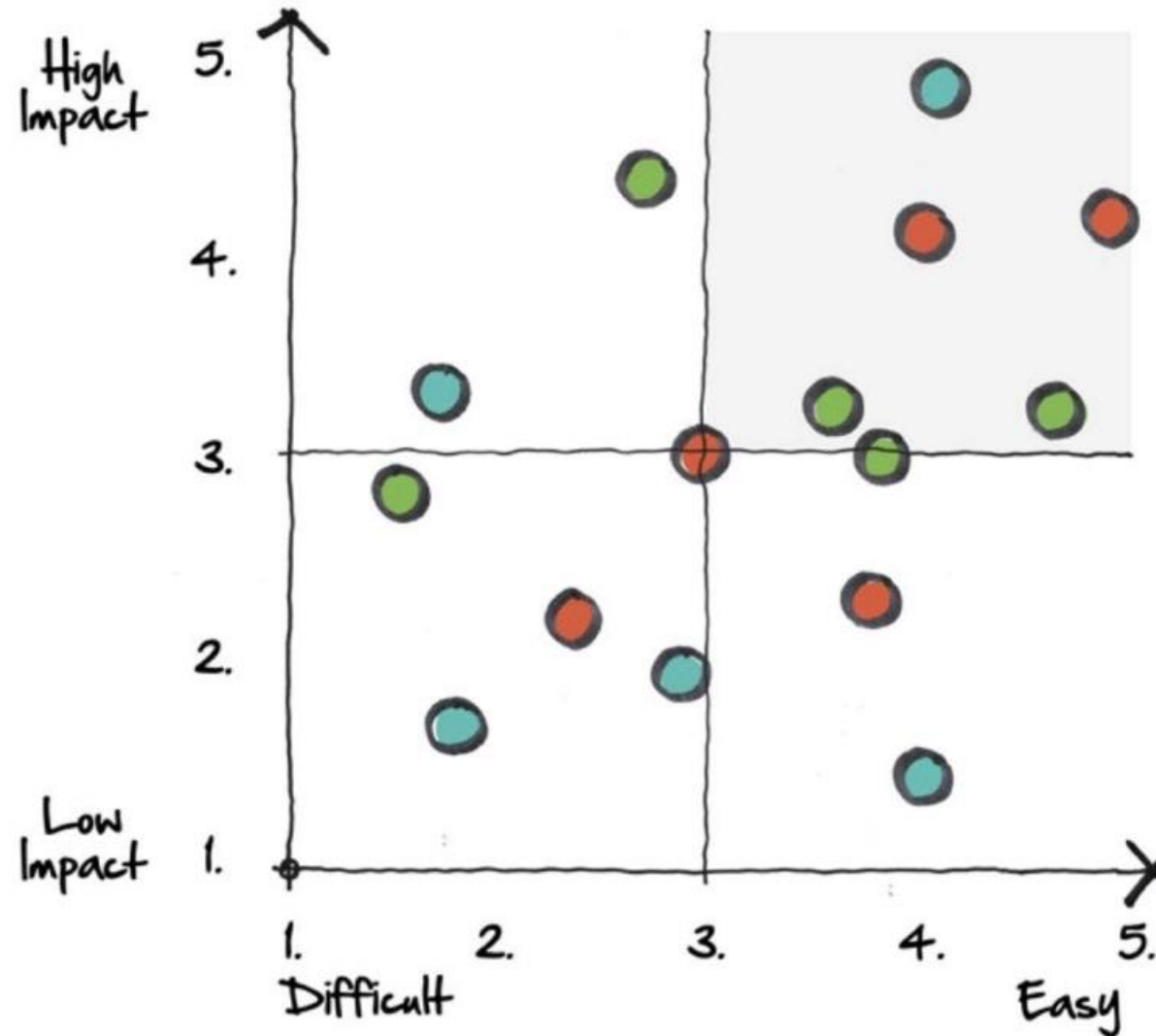
15 min.

Narrow your link-and-leverage ideas to your three (four if you must) top choices. How could you describe each opportunity in one or two phrases?

"BUMPER STICKER" TITLE (<20 WORDS)	DESCRIPTION

>> Use the next *slide* to find your "Big Easy"

Ranking with a 2x2 Matrix



RULE 5: Rate all your strategic opportunities to find your “Big Easy.”



Your “Big Easy” is the opportunity that best combines impact with ease. Rank the ease and impact of the three opportunities from the previous page. First, each person evaluates the potential impact of each opportunity if it was completely successful with 5 being high and 1 being low. Add everyone’s numbers. Next each person evaluates how easy or difficult each would be to fully execute with 5 being easy and 1 being difficult. Add everyone’s numbers then total impact and ease scores for each opportunity to find your “Big Easy.”



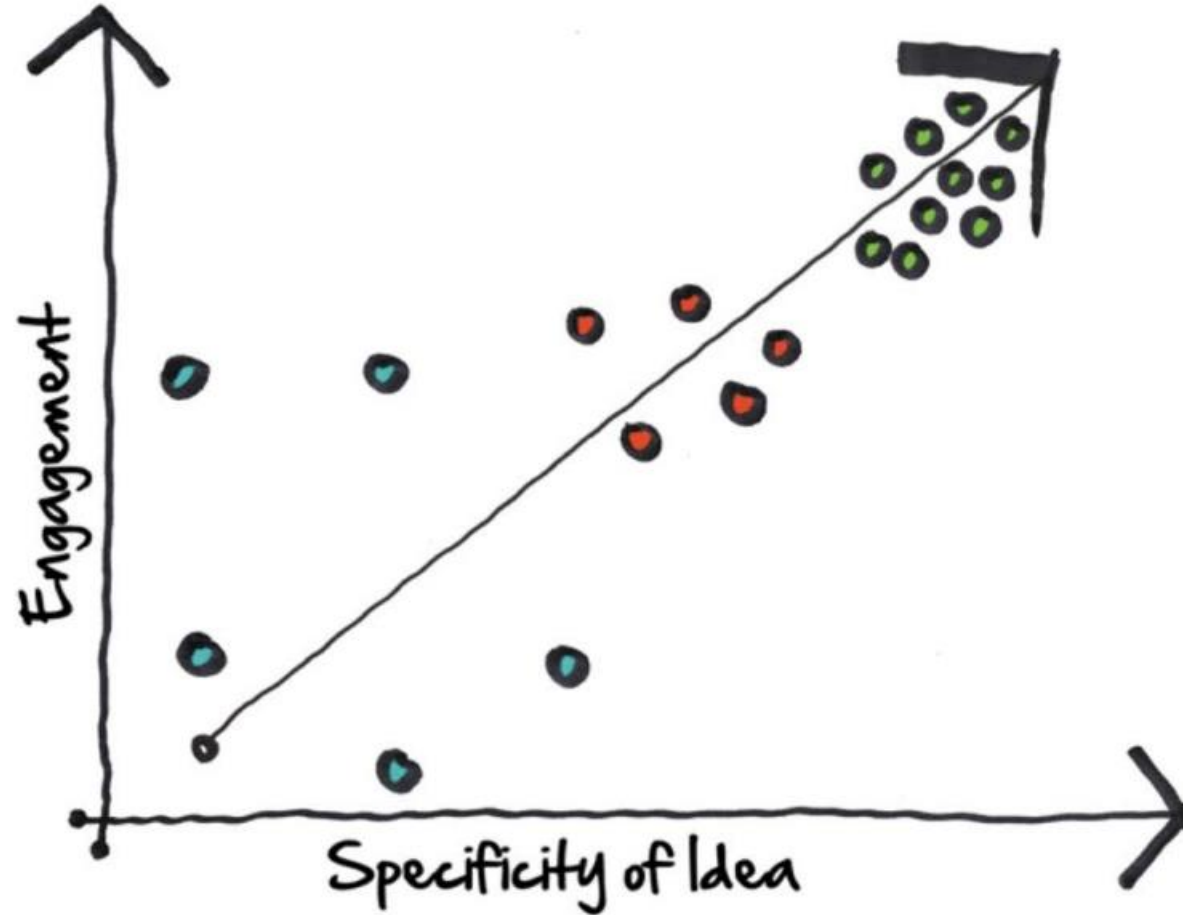
OPPORTUNITY

- #1
- #2
- #3
- (#4)

IMPACT	EASE	TOTAL

>> Next, convert the “Big Easy” into an outcome

Specific, measurable outcomes build engagement and capacity



What does success look like?

- What will we see?
- What will we feel?
- Whose life will be better and how?

RULE 6: Convert your "Big Easy" into a strategic outcome by adding measurable characteristics.



20 min.

What would people see, how would people feel, how would people's lives be different if we were completely successful?

SUMMARY OF STRATEGIC OPPORTUNITY	CHARACTERISTIC	SUCCESS METRIC (<3 PER CHARACTERISTIC)

>> Use the next page to define guideposts and a pathway to reach your outcome

RULE 7: Define a Pathfinder Project with Guideposts.



Your Pathfinder Project moves you toward your outcome. Guideposts are key steps that are critical to your success; defining a small number of these will help you stay on your path.

PATHFINDER PROJECT	GUIDEPOSTS	BY WHEN
	1.	
	2.	
	3.	
	(ENDPOINT)	

Checklist for a good Pathfinder Project:

- ☐ It will engage all the people around the table
- ☐ You don't need permission to carry it out
- ☐ It will be completed within approximately 3 to 6 months (90-180 days)
- ☐ It will serve as a vehicle to attract others and "create a buzz"
- ☐ It will help the participants test some key assumptions
- ☐ It will have a clear endpoint for a "go/no go" decision

>> Use the next page to develop an Action Plan

[3] WHAT *WILL* WE DO TOGETHER?

RULE 8: Draft a short term Action Plan with everyone taking a small step.



15 min.

An Action Plan includes what each of you will do in the next 30 days. The more clearly you understand where you want to go, the more clearly you can see your next steps.

WHO	WHAT WILL BE DONE	DELIVERABLE	BY WHEN

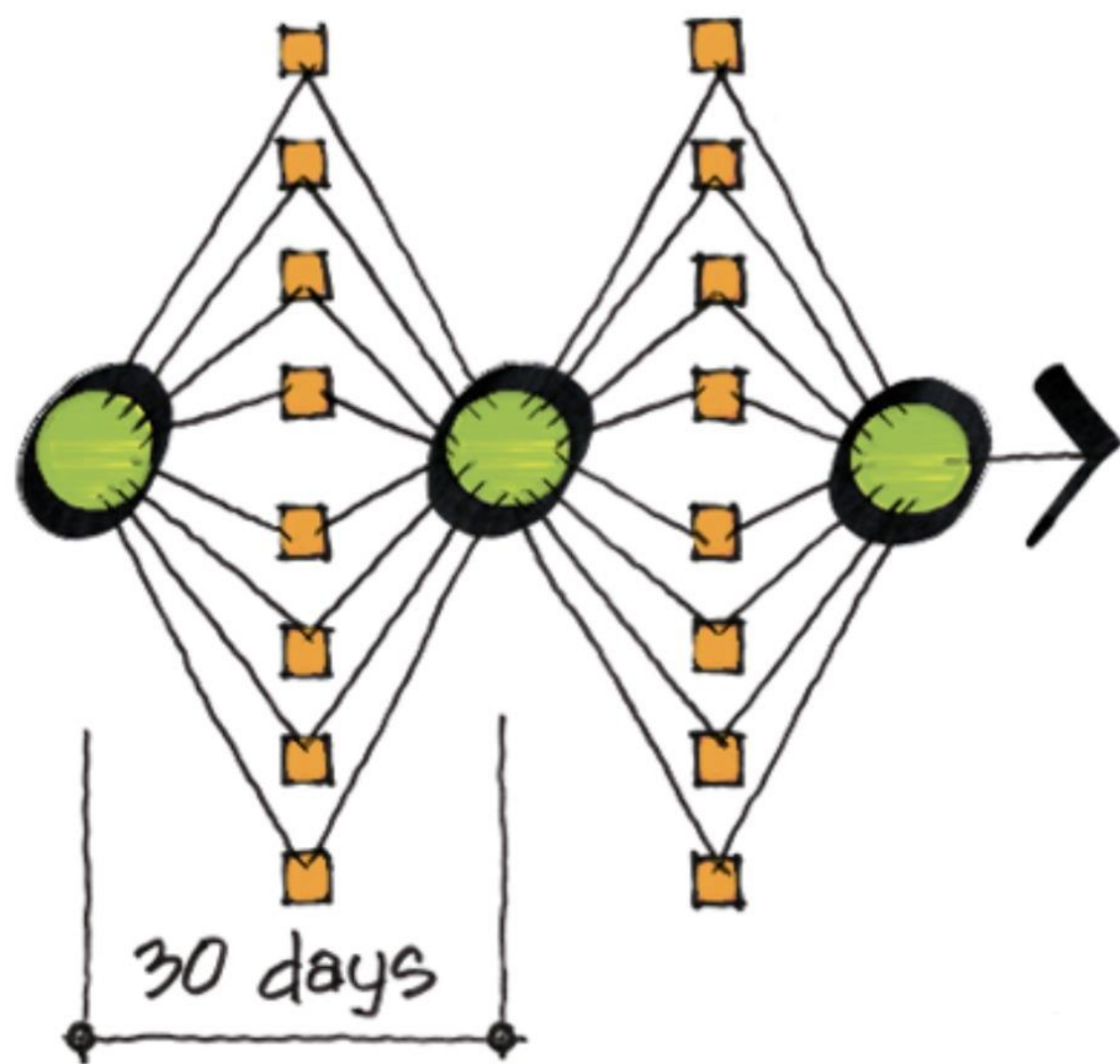
>> As a last step, agree on how to hold your next conversation

DIGITAL NUDGING IN ACTION

Generic Message to Group	Please remember that everyone's action items are due by Friday.	10%
Using Receiver's Name	Dave, how are you coming with your action item? Will you complete it by Friday?	15%
Using Receiver's and Sender's Name	Dave, Scott here. How's it coming with your action item? Anything I can do to help? See you Friday.	18%
Using Receiver's and Sender's name and Doing Something to Help	Dave, Scott here. How's it coming with your action item? I've set up a folder called "Dave" for you in Dropbox. Upload it there when you get a chance. See you on Friday!	27%
Using Receiver's and Sender's name, Doing Something to Help, and Pointing to Desired Behaviors	Dave, Scott here. Really cool stuff coming in from Mary and Bill, huh? Can't wait to find out what you've learned from completing your action item. I've set up a Dropbox folder called "Dave" for you. Upload it there when you get a chance. See you on Friday!	+

NUDGE

THE FINE ART AND GENTLE SCIENCE OF DIGITAL NUDGING
Shamah, D. in The Times of Israel
More on using digital technology to "nudge."



RULE 9: Set a 30/30 meeting to review progress and make adjustments.



5 min.

Maintaining alignment is a dynamic process requiring continuous, but not constant, attention and communication. What has been done in the last 30 days? What needs to happen in the next 30?

FOLLOW-UP MEETING & COMMUNICATION		
DATE		How we'll share information:
TIME		
PLACE		

When you meet again for your 30/30 use these questions to guide your conversation.

1. What have we each learned (new information, insights, etc.) over the last 30 days while performing our action items?
2. Did anything that was to have been done over the last 30 days NOT get done? If not, does it STILL need to be done? If "yes," how will it get done?
3. Does our proposed course forward still make sense? Any course corrections need to be made in light of what we've learned over the last 30 days? Do our dates (guideposts, etc.) need adjusting?
4. Now...what will each of us do over the NEXT 30 days – who will do what, by when, and what is the deliverable?
5. When, where, and how will we get together the next time (in about 30 days)?

RULE 10: Nudge, connect and promote relentlessly to build your new habits of collaboration.

>> Use the next page to *summarize* your Strategic Doing plan

YOUR STRATEGIC DOING MAP



Having your strategy on one page can help you see the big picture and communicate it with others. Summarize your strategy **here** so that everyone has talking points.

OUTCOME Where are we going?	
SUCCESS METRICS How will we know when we've arrived?	1
	2
	3
PATHFINDER PROJECT How will we get started?	
GUIDEPOSTS How will we know we're not lost?	1
	2
	3

[illegible]

[1] WHAT COULD WE DO TOGETHER?

[CLICK HERE FOR INSTRUCTIONS ON
USING THIS VIRTUAL VERSION OF THE
ACTION PACK](#)

RULE 1: Create and maintain a safe space for deep, focused conversation.

TABLE GUIDE:

KNOWLEDGE KEEPER:

RULE 2: Frame a conversation around an appreciative question.



FRAMING QUESTION

Imagine that we have a completely distinct, locally-owned agrotourism sector.

What does this look like in the San Diego region?

RULE 3: Uncover hidden assets people are willing to share.



15 min.

What assets is each person willing to share? Focus your conversation not so much on what you do, but on resources you are willing to share with a new network (e.g., physical assets, skills and knowledge assets, social/network assets, capital assets.)

PERSON	ASSET(S)

>> *Next, you'll connect these assets to create new opportunities*

RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).



15 min.

List the connections that spring up from the discussion. Ask questions like “What would that look like?” or “What if we...?”

OPPORTUNITIES

>> Use the next page to narrow your ideas to three opportunities

Discussion

Questions about

- ...collaborations?
- ...rules for Collaborating in Complex Networks?
- ...using elements of the Strategic Doing Toolbox?
- ...working with CAN on a Pathfinder Project
 - Output? Or *what are we working toward?*
 - Appreciative question?