

90-Day Micro-Strategy Resources

for communities of faith

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Resource Guide for 90-day Strategies

We are offering this resource with the awareness that, while there is nothing truly new about the materials, we believe they can jump-start a transformational personal and communal journey for us and for our faith communities. But, it will only be valuable to the degree we engage with God, the materials, and with one another.

And while we are offering specific examples and applications, please remember that this process is deeply personal and needs to arise organically out of your own discernment about the unique and particular way God is calling you and your faith community to share God's love in the world. 90 DMS is a powerful resource/map to use in order to discover and live into and toward what matters most.

It is a deep honor and a blessing to be sharing this journey with you. Let's get started!

Definitions and Key Concepts

Default Future, Attention and Intention, Core Values, Vision, Triads, and Strategy-Mapping

Default Future

According to Dave Logan, the default future is “what's likely to happen if nothing unexpected comes along.” The following descriptions of the default future were excerpted with permission from, *The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life* by Dave Logan, and Steve Zaffron

The default future—the future that was going to happen unless something dramatic and unexpected happened. The default future is a function of how situations occur to all of the people involved. ...

People live into the future they see coming at them, not the actual future they'll get to someday. Unless people have done something radical to alter their course, the future they are living into is their default future. By default future we don't mean the inevitable future—such as aging and eventually dying—but rather what is going to happen in our experience, whether we give it much thought or not. Our default future consists of our expectations, fears, hopes, and predictions, all of which are ultimately based on our experience in the past. Incidents from the past live on as prediction, giving us our default future. ...

Again and again, the default future is a projection of what happened in the past, all told through descriptive language. Without generative language, people attempt to fight the future, paradoxically making it even more likely. Remember: whatever we resist, persists. Notice that the default future has a lot to do with how situations occur in the present. Unless we do something—something other than fighting the future we see coming—it becomes the default setting. It will happen, no matter how much we don't like it or try to resist it. ...

When Martin Luther King Jr. said, “I have a dream,” he created that dream in others—and displaced the default future of racial segregation. ...

Rewrite the default future, and people's actions naturally shift: from disengaged to proactive, from resigned to inspired, from frustrated to innovative.

Until people can articulate the default future—the future that's driving their lives—they can't make a choice to go in a different direction.

This brings us to how inventing a future actually works. Just as a default future isn't certain, a created future isn't a certainty either. What we invent is a possibility, to which we commit our entire being.

We can also ask, “What would the future be like if it was a reiteration of the past?” And, “What is the default future if nothing unexpected comes along?” It is important to be able to fully understand what default future we are living toward in order to let it go.

Attention and Intention*

Attention. The tool of the mind: the “what” of our focus.

Intention. The tool of the heart: the “why” of our focus.

According to Michael Brown, these are two perceptual tools we can count on to navigate toward, through, and out of, all of our experiences. Whether we realize it or not, in every moment of our lives, we wield both attention and intention. But much of the time, the what and why are unconscious. The quality of our lives in any given moment is determined by how consciously we wield Attention and Intention. It’s that simple.

Wherever attention goes, energy follows. We are always being formed by something. This is an invitation to an opportunity to be fully present and decide what that will be.

We can choose to drive or be driven. However, we are required to be fully present and pay attention in order to wield these two powerful perceptual tools consciously.

*adapted from *The Presence Process* by Michael Brown

I think we should be born with a warning label similar to the ones that come on cigarette packages: Caution: If you trade in your authenticity for safety, you may experience the following: anxiety, depression, eating disorders, addiction, rage, blame, resentment, and inexplicable grief. —Brene Brown, The Gifts of Imperfection

Core Values

A Core Value is whatever is most important to you; what you stand for. Core values are our spiritual fuel; they are what matter so deeply to us that without them, life wouldn’t be worth living. Core values will always have a universal benefit. We need to not only identify the words, we must know what they *mean* for us.

Vision Statement

A statement that expresses what we live for. The one essential thing (Mary and Martha). A pronouncement of a future state that will happen through our committed actions.

A shared vision will be a statement that expresses the highest aspirations for the group. A shared vision will be a pronouncement of a future state that will happen through a communities’ coordinated actions. One that is bigger than any one person, and a vision that will require every person’s passion and best efforts.

The reason to find a shared vision is that it will give us a vision that transcends individual differences, produces alignment and an environment where we can partner with people we don’t even like. It unites the community. It is, at its heart, about alignment.

According to Logan, “The second technique to setting a noble cause is to ask what we call the Big Four Questions. As we watched leaders do their work, we noted that they tended to ask, “What’s working well?” “What’s not working?” “What can we do to make the things that aren’t working, work?” and “Is there anything else?” These questions capture a group’s current assessment of its situation and its aspirations about what should change and why.” Continue to ask these questions.

This process and journey is a call to personal and communal transformation; to a new conversation. And if we can call out shared values, a noble cause, and an outcome that is bigger than any one of us, we will be inspired to participate in a committed communal effort (even working alongside those we don't like in day-to-day life) to move toward the shared future to which God is calling us.

Triads

A stable triad is the smallest unit of transformation, offering us a sturdier foundation out of which to focus our attention and intention. It offers support, inspiration, and accountability. How to form a stable triad? After naming your core values and your vision, invite at least two others with shared values to join you in a 90-day strategy to achieve an outcome important to the group. After you accomplish one outcome, anything is possible.

Strategy Mapping

We can use strategy mapping as a powerful tool to help us map out and live into a promised future, rather than our current default future. Strategies are a bridge from a default future to a dreamed future that honors our values and highest aspirations, both individually and communally. We call these maps micro-strategies because experience has proven that it is essential to take small, steady steps in the direction we want to be traveling. Otherwise we risk the likelihood that we may dream big and yet have no way of planning, implementing, or testing our assumptions about how we can live into that future.

Jesus said, "If you bring forth what is within you, what you bring forth will save you. If you do not bring forth what is within you, what you do not bring forth will destroy you." —Logion 70 from The Gospel of Thomas

According to Gary Keller, in his book, *The ONE Thing*, quoted research that shows if we write down an outcome, we'll be 39.5% more likely to succeed; and if we both write our outcomes and send progress reports to friends, we'll be 76.7% more likely to achieve them. As effective as writing down our outcomes can be, simply sharing our progress toward our outcomes with someone regularly, even just a friend, makes us almost twice as effective. Accountability

works.

So, how do we get started? The 90-day micro-strategy is an effective tool for personal and communal transformation. In his book, *Tribal Leadership*, Dave Logan describes specific steps involved in creating effective strategy maps with a deadline. (Note, the process has been introduced by Logan; we have added theological language for our particular use.)

Acknowledge the core values of the group and its vision. Do this by asking questions about what we stand for and deeply value, and what we live for.

We will always begin a strategy map by engaging in three separate conversations in order to answer three distinct questions. But don't make the common mistake of trying to have these conversations at the same time, or of leaving one out altogether.

1. Ask, "What do we want?" (Outcome)
2. Ask, "What do we have?" (Assets)
3. Ask, "What will we do?" (Actions/Behaviors)

Resource Guide for 90-day Strategies

Two important notes from Dave: 1. Most progress toward the 90-day outcome will take place between days 41 and 80, so don't be discouraged if progress is slow to observe and measure at the beginning. And, from *Tribal Leadership*, an outcome is very different from a goal. "A goal refers to something off in the future, and implies a failure in the present; an outcome, is a present state of success that morphs into an even bigger victory over time. The difference is the contrast between 'I hope we make it—it'll be great when we turn this around' (setting a goal) and 'we have already succeeded, and this is how it looks at this point in the process' (succeeding now with an outcome)."

The strategy mapping system is self-correcting when used as intended. If we choose an outcome that's not in alignment with our deepest values, or if it requires something we don't feel called to do, then we will get feedback from the process that is both realistic and valuable. We can choose at any point in the process to either acquire a missing asset, or we can go back to our core values and vision to help guide us.

The 90 DMS is a valuable tool and a resource for helping us to sustain our focus, our passion, and our commitment. A sample list of uses for Strategy maps: problem-solving; fitness and health outcomes; any endeavor you want to accomplish; to discover the One Thing for yourself, your family, your work, your community of faith, the One Thing you want your life to be about more than any other.

Based on my someday goal, what's the ONE Thing I can do in the next five years to be on track to achieve it? Now, based on my five-year goal, what's the ONE Thing I can do this year to be on track to achieve my five-year goal, so that I'm on track to achieve my someday goal? Now, based on my goal this year, what's the ONE Thing I can do this month so I'm on track to achieve my goal this year, so I'm on track to achieve my five-year goal, so I'm on track to achieve my someday goal?

Now, based on my goal this month, what's the ONE Thing I can do this week so I'm on track to achieve my goal this month, so I'm on track to achieve my goal this year, so I'm on track to achieve my five-year goal, so I'm on track to achieve my someday goal?

Now, based on my goal this week, what's the ONE Thing I can do today so I'm on track to achieve my goal this week, so I'm on track to achieve my goal this month, so I'm on track to achieve my goal this year, so I'm on track to achieve my five-year goal, so I'm on track to achieve my someday goal?

So, based on my goal today, what's the ONE Thing I can do right NOW so I'm on track to achieve my goal today, so I'm on track to achieve my goal this week, so I'm on track to achieve my goal this month, so I'm on track to achieve my goal this year, so I'm on track to achieve my five-year goal, so I'm on track to achieve my someday goal?

I hope you hung in there and read the entire thing. Why? Because you're training your mind how to think, how to connect one goal with the next over time until you know the most important thing you must do right NOW. You're learning how to think big— but go small.

To prove its value, just skip the steps by asking yourself, "What's the ONE Thing I can do right now so I'm on track to achieve my someday goal?" Doesn't work. The moment is too far from the future for you to clearly see your key priority. In fact, you can keep adding back in today, this week, and so on, but you won't see the powerful priority you seek until you've added back in all the steps. It's why most people never get close to their goals. They haven't connected today to all the tomorrows it will take to get there.

Connect today to all your tomorrows. It matters.

*—Gary Keller with Jay Papasan, *The ONE Thing**

Additional Resources

Books and Websites

- *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results* by Gary Keller, with Jay Papasan
- *The Presence Process* by Michael Brown
- Gallop StrengthsFinder 2.0: Great resource for identifying where your gifts and experience and aptitude align.

To learn more about the work of Dave Logan:

- *The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life* by Dave Logan, and Steve Zaffron (J-B Warren Bennis Series)
- *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization* by Dave Logan, John King, and Halee Fischer-Wright
- Link to a youtube video featuring Dave Logan introduction to the 90-day micro-strategy: <http://www.youtube.com/watch?v=exWfICLCVa4>

For support, additional resources, and for a place to share your stories, contact:

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Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, 'Who am I to be brilliant, gorgeous, talented, fabulous?' Actually, who are you not to be? You are a child of God. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine, as children do. We were born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others."

—Marianne Williamson,
A Return to Love: Reflections on the Principles of A Course in Miracles

Core Values

In this section, we will begin to explore what matters most to us by beginning to identify our core values. If you are having trouble narrowing down the choices, or finding values that deeply resonate, think of what you are proud of. We are proud of what we value, so that's one way to discover core values.

Revisiting the past is another way to discover core values. We have included an activity on the web: Mountains and Valleys, to help record the life changing events and major milestones from our lives that point directly to our core values. We can easily find our core values by noticing which values are touched upon or triggered when remembering the high and low experiences—our Mary and Martha experiences—from our past.

In an ever-changing world, core values are constant. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. Following are some sample Core Values to help jump-start the personal journey toward discovering yours. Select values below that best express your deepest, most essential self. Or, add your own. There is a worksheet for you to use on p. 8.

Acceptance	Excellence	Imagination	Reaching potential
Achievement	Fairness	Integrity	Relationship
Altruism	Faith	Intuition	Respect
Appreciation	Family	Joy	Responsibility
Authenticity	Financial security	Justice	Service
Balance	Freedom	Kindness	Sharing
Beauty	Friendship	Knowledge	Sincerity
Belonging	Fulfillment	Leadership	Spirituality
Collaboration	Fun	Learning	Stewardship
Commitment	Graciousness	Love	Strength
Community	Gratitude	Loyalty	Success
Compassion	Growth	Making a difference	Teaching
Connection	Happiness	Marriage	Tolerance
Contribution	Harmony	Nature	Tradition
Courage	Health	Nurturing	Trust
Creativity	Helping others	Passion	Truth
Curiosity	Honesty	Peace	Vitality
Empowerment	Hope	Peace of mind	Vulnerability
Equality	Humility	Personal growth	Wisdom



My Essential Values

From the Core Values exercise, list the top values you discovered that most represent who you are and who God is calling you to be (The particular order does not matter).

List Your Top Values

For each value on the left ask yourself the following questions to help you reduce this list to just your top 3–5 core values. It may help to talk to a friend or another person you trust to help walk you through this.

- What is really important to me about that? Look for deeper values.
- Could I live without it?
- Does it compel me even in the face of adversity and difficulty?

Write your top 3–5 values below. If you clearly notice that some values are more important to you than others, you can put them in order of significance.

Write a sentence about each value and why it is so important to you.

Your Core Values	What Each Value Means (Create a definition that is meaningful to you)
1.	
2.	
3.	
4.	
5.	

Vision: A statement that expresses God's deepest yearning; God's highest aspirations for us as a community. That which we are aiming for. The one essential thing (Martha and Mary).
A pronouncement of a future state that will happen through a community's committed actions.

90-day Micro-Strategy Template with Instructions

Due Date: ___/___/___

Outcome: (What God wants from us; what God is up to in the world)

Think about where you are now and where you want to be in a certain time frame.

What is the outcome you would like to achieve? Make sure the outcome is S.M.A.R.T.:

- Specific: You need a clear and specific goal. Something you can use as a mission statement
- Measurable: How will you know you've reached your goal? You need something measurable.
- Attainable: Can you achieve this outcome within your time frame?
- Relevant: Is this outcome important to you; to God?
- Time-bound: Need a specific time frame to reach your outcome.

Y/N?

List every asset and strength you have:

(The particular gifts and resources with which God has equipped you and your community to fulfill God's calling for you and your community):

Identify the assets you currently possess that would help you achieve your desired outcome. For example, an asset can be any of the following:

- Networks of relationships: professional, personal, familial
- Education / certifications
- Available sources of education
- Applied knowledge or skills
- Life and work experiences
- Available budget
- Available sources of funding
- Available equipment
- Discernment and other Awareness Practices

Ask: "Do we have and recognize all of the assets and resources we need to accomplish the outcome?" If "yes," go on to Actions; "no," identify what's missing and build sub-strategies for each asset you want to acquire. When the answer is "yes," proceed to Actions.

Y/N?

yes

no

Find/discover assets and/or people with necessary gifts:

Identify any gifts or strengths you need in order to achieve the desired outcome. These will become outcomes for sub-strategies.

List everything you will do:

(Our Apostolic actions; from "Apostle," which means, "One who is sent"):

What actions, strategies or behaviors do you need to carry out to achieve God's desired outcome? List specific ways you are being sent. The specific ways you are being called out into the world to fulfill God's mission and purpose.

Actions can be any of the following:

- Actions to acquire missing assets
- Actions to achieve the outcome
- Sub Strategies you need to create in order to acquire missing assets
- New life habits you need to acquire
- Discernment and other Awareness Practices

Pitfalls or Untested Assumptions:

This is the place to identify any existing habits or beliefs that are preventing you from achieving the desired outcome.

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Vision: _____

90-day Micro-Strategy Map

Due Date: ____/____/____

Outcome: _____

List every asset and strength you have:

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List everything you will do:

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yes →

no →

Find/discover assets and/or people with necessary assets: _____

Pitfalls or Untested Assumptions: _____
