



**SCHOOL for
THINKTANKERS**

On Think Tanks



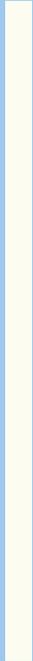
On Think Tanks

Strategic thinking and innovative leadership

FUNDACIÓ BOFILL

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Organizing to promote
strategic capacities

HOW DO WE WORK?

- Specific challenge for everyone
 - Regardless of placement in the organizational structure
- No technical support roles
 - Inverted pyramid structure
- No HR department
 - People and Talent directly handled by Directors

EVOLUTION OVER TIME

- Initially focused on **policy makers**
- Questioning all the “**what ifs**”
- **Opening focus towards:**
 - Ecosystems
 - Proof-of-concept projects
 - Advocacy
- **Theory of change**



Promoting strategic
thinking

WHY

- To maximize potential **impact**
- To give **autonomy** to each team (and individuals) and promote conversations focused on strategy.
- To **empower** teams to solve strategic dilemmas and be effective leaders.

RISKS

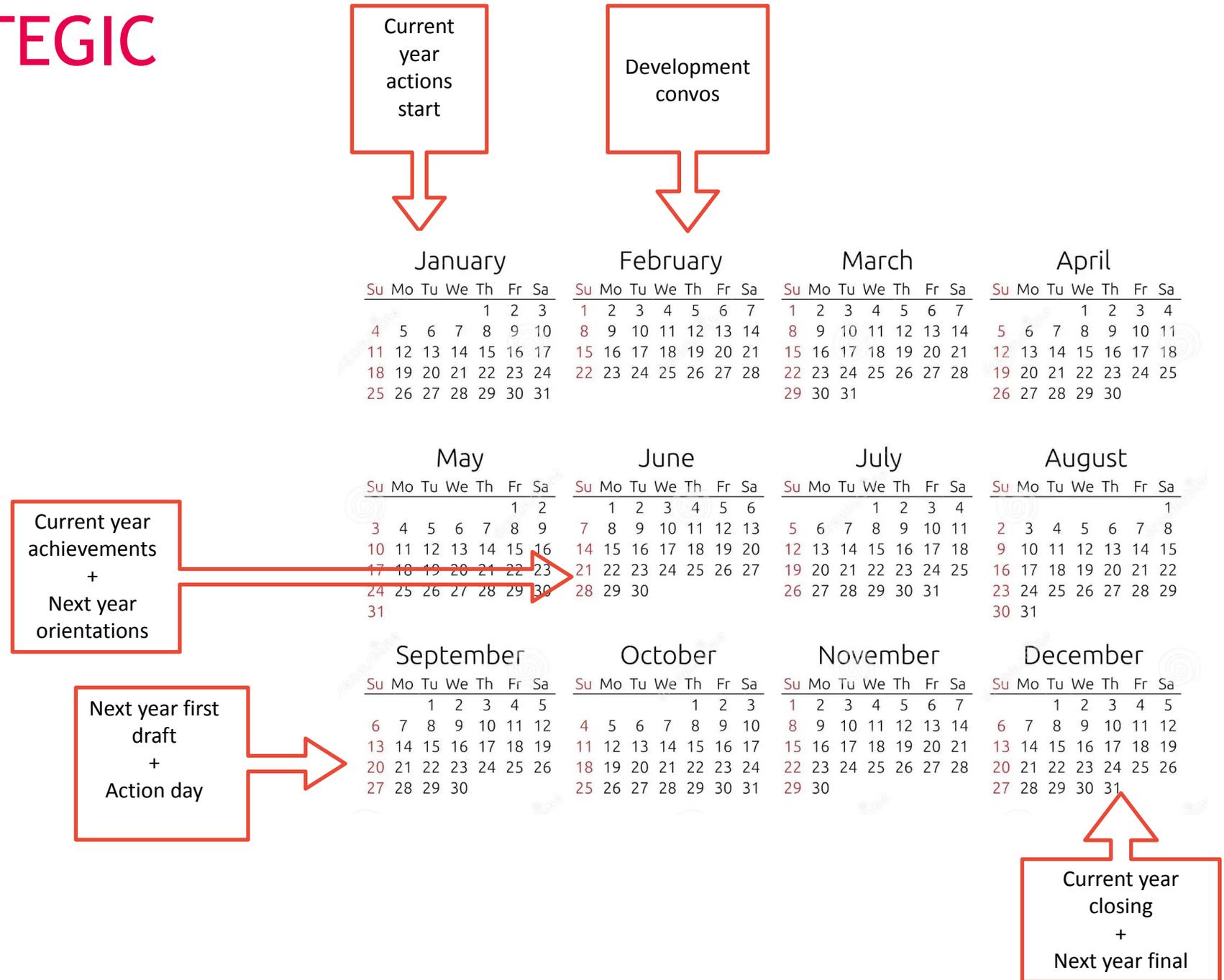
- Empowering the team doesn't mean directors deflect responsibility
- Be careful not to promote uncertainty

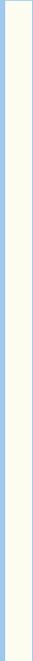
HOW

- 5 years strategic plan + annual planning
- Promoting strategic conversations with a shared narrative:
 - At different **levels** (directors, department heads, etc.)
 - With different **formats** (thursday sessions, informal spaces, etc.)
 - Using different **tools** (annual planning, Asana, BSC)
- Development conversations

ANNUAL STRATEGIC MOMENTS

- 3 processes at once
- All based on strategy

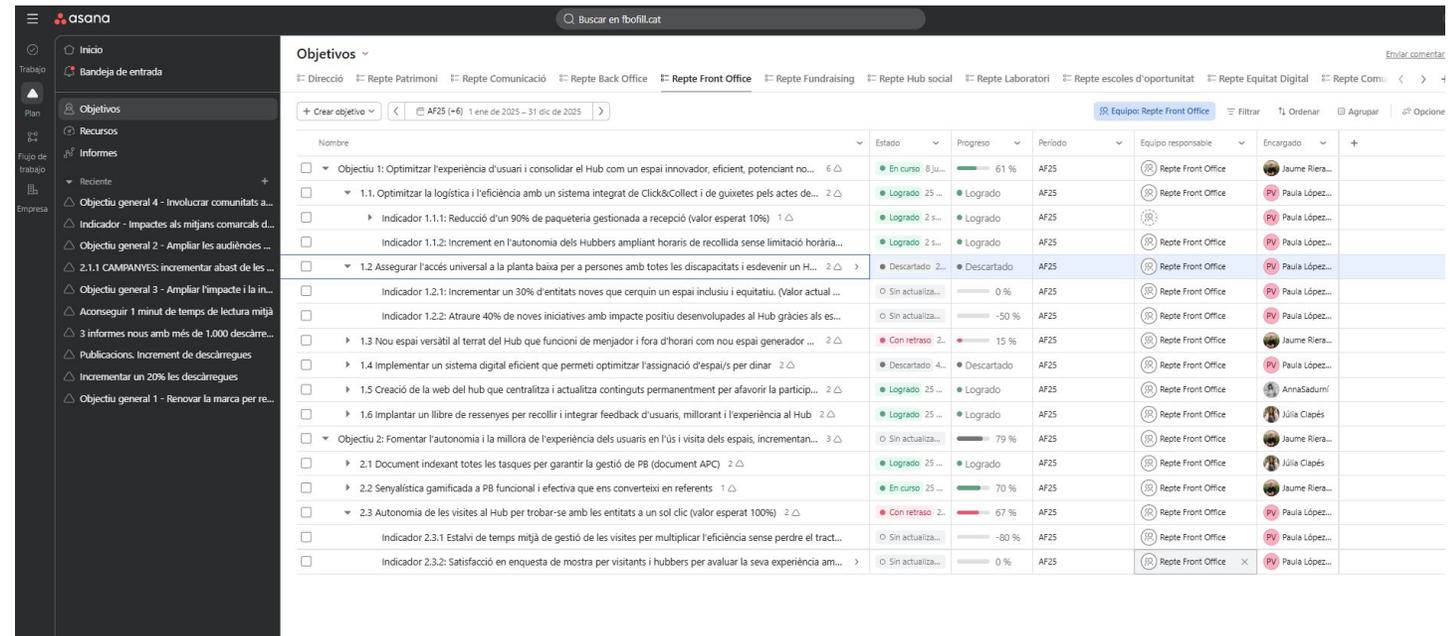




Tools and spaces to
promote strategic
thinking

ASANA FOR YEARLY PLANNING

- Avoid using it for accountability purposes
- Full viewing permits for all
- Tool to follow up and guide conversation but not a requirement to update
- Constant redefinition

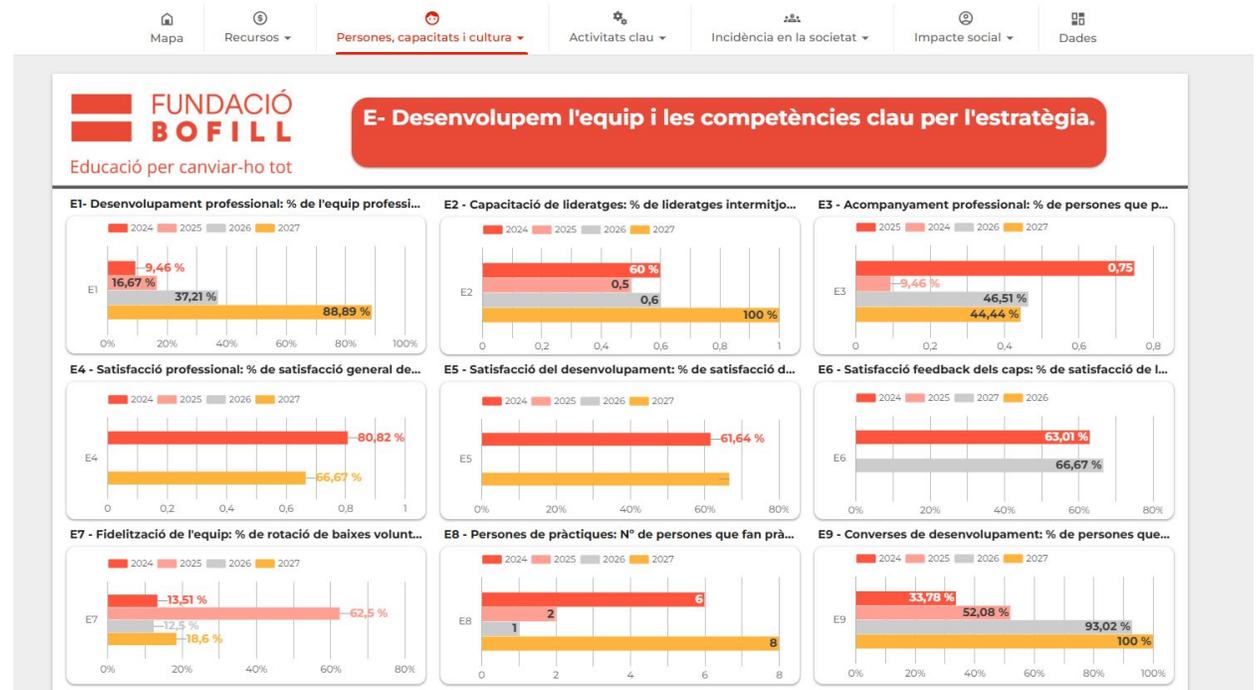


The screenshot displays the Asana interface for a project named 'Objetivos'. The left sidebar shows navigation options like 'Inicio', 'Bandeja de entrada', 'Objetivos', 'Recursos', and 'Informes'. The main area shows a list of objectives with columns for 'Nombre', 'Estado', 'Progreso', 'Período', 'Equipo responsable', and 'Encargado'. The progress bars are color-coded: green for 'Logrado', yellow for 'En curso', and red for 'Con retraso' or 'Descartado'.

Nombre	Estado	Progreso	Período	Equipo responsable	Encargado
Objetivo 1: Optimizar l'experiència d'usuari i consolidar el Hub com un espai innovador, eficient, potenciant no...	En curso	61 %	AF25	Repte Front Office	Jaume Riera...
1.1. Optimitzar la logística i l'eficiència amb un sistema integrat de Click&Collect i de guixetes pels actes de...	Logrado		AF25	Repte Front Office	Paula López...
Indicador 1.1.1: Reducció d'un 90% de paqueteria gestionada a recepció (valor esperat 100%)	Logrado		AF25	Repte Front Office	Paula López...
Indicador 1.1.2: Increment en l'autonomia dels Hubbers ampliant horaris de recollida sense limitació horària...	Logrado		AF25	Repte Front Office	Paula López...
1.2. Assegurar l'accés universal a la planta baixa per a persones amb totes les discapacitats i esdevenir un H...	Descartado		AF25	Repte Front Office	Paula López...
Indicador 1.2.1: Incrementar un 30% d'entitats noves que cerquin un espai inclusiu i equitatiu. (Valor actual ...	Sin actualiza...	0 %	AF25	Repte Front Office	Paula López...
Indicador 1.2.2: Atraure 40% de noves iniciatives amb impacte positiu desenvolupades al Hub gràcies als es...	Sin actualiza...	-50 %	AF25	Repte Front Office	Paula López...
1.3. Nou espai versàtil al terrat del Hub que funcioni de menjador i fora d'horari com nou espai generador ...	Con retraso	15 %	AF25	Repte Front Office	Jaume Riera...
1.4. Implementar un sistema digital eficient que permeti optimitzar l'assignació d'espai/s per dinar	Descartado		AF25	Repte Front Office	Paula López...
1.5. Creació de la web del hub que centralitza i actualitza continguts permanentment per afavorir la particip...	Logrado		AF25	Repte Front Office	AnnaSadumi
1.6. Implantar un llibre de ressenyes per recollir i integrar feedback d'usuaris, millorant l'experiència al Hub	Logrado		AF25	Repte Front Office	Júlia Clapés
Objetivo 2: Fomentar l'autonomia i la millora de l'experiència dels usuaris en l'ús i visita dels espais, incrementan...	Sin actualiza...	79 %	AF25	Repte Front Office	Jaume Riera...
2.1. Document indexant totes les tasques per garantir la gestió de PB (document APC)	Logrado		AF25	Repte Front Office	Júlia Clapés
2.2. Seryalística gamificada a PB funcional i efectiva que ens converteixi en referents	En curso	70 %	AF25	Repte Front Office	Jaume Riera...
2.3. Autonomia de les visites al Hub per trobar-se amb les entitats a un sol clic (valor esperat 100%)	Con retraso	67 %	AF25	Repte Front Office	Paula López...
Indicador 2.3.1. Estalvi de temps mitjà de gestió de les visites per multiplicar l'eficiència sense perdre el tract...	Sin actualiza...	-80 %	AF25	Repte Front Office	Paula López...
Indicador 2.3.2: Satisfacció en enquesta de mostra per visitants i hubbers per avaluar la seva experiència am...	Sin actualiza...	0 %	AF25	Repte Front Office	Paula López...

LOOKER STUDIO FOR BALANCED SCORECARD (BSC)

- To measure impact at the organizational level
- Related to the 5-year strategic plan
- To track hard KPIs



THURSDAY SESSIONS

- Not informative, but strategic
- Sharing narrative and strategy
- Mandatory for everyone (not just directors):
 - Refresher on how each role impacts strategy
- Team members share with a strategic perspective:
 - Learning points
 - Dilemmas
 - Innovations introduced
 - Failures
 - Risks and mitigations
 - Next steps and alternative scenarios
 - major takeaways for the rest of the team

INFORMAL SPACES

- Google Chat
 - It exists to avoid strategic spaces to turn into informative ones
 - Documents, articles, papers to enhance everyone's knowledge around our issues
 - Successes and impact achieved
 - Conversation is not promoted to avoid distraction
- All team-wide spaces



Challenges, risks and mitigations

Balance strategy and accountability

- Team of directors shared narrative
- Middle management guidance
- Accountability reports limited to in-context conversations
- Constant revision of strategy: changes are an opportunity to realign

Balance empowerment and changing context

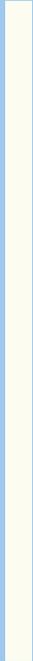
- Empowering within changing context
- Sustaining motivation when there's no certainty: *No sure shots!*
- Resiliency over changing goals and approaches
- Incorporating context analysis to conversations and linking it to changing strategies.

Advancing strategy based on individual leadership

- We ask teams to take their challenge as far as possible.
- Focus and recognition not based on doing what we said but on taking challenges as far as possible.
- To do that, we promote autonomy in risk taking BUT with shared responsibility.

Balancing focus and results oriented mindset vs. expansive strategic thinking

- We want teams focused on their goals and being highly results oriented
- We ALSO want teams with free time to think about “what’s next”.
- Hard balance!



Ongoing dilemmas

Prescription vs. implementation

**Scaling up
vs.
establishing standards of quality**



Questions?
Thoughts?



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Thanks!

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