

Portfolio of Choices *Note: A project strategy is the best combination of deliverables to accomplish client goals from the broadest range of ethical choices.*

<p>3</p> <p>Integral or Mixed Interventions</p> <p>Resolve the issue with a highly integrated and tactful solution blending substantive and relational elements indistinguishably.</p>		<p>Choices 1.3 Minimum on substance and relationship</p>	<p>Choices 2.3 Normal on substance and relationship</p>	<p>Choices 3.3 Proactive on substance and relationship</p>
<p>2</p> <p>Substantive or Etiologic Interventions</p> <p>Meet goals, achieve benefits, manage the issues rationally or resolve the problem by eradicating its causes.</p>		<p>Choices 1.2 Minimum on substance</p>	<p>Hub Choices 2.2 Normal on substance</p>	<p>Choices 3.2 Proactive on substance</p>
<p>1</p> <p>Relational or Symptomatic Interventions</p> <p>Improve the relationships, manage perceptions or style, or build awareness to create a favorable climate for later interventions.</p>		<p>Choices 1.1 Minimum on relationship</p>	<p>Choices 2.1 Normal on relationship</p>	<p>Choices 3.1 Proactive on relationship</p>
<p>0</p> <p>Laissez-faire Intervention</p> <p>Share the facts or do none of the above.</p>	<p>Choice 0.0: Status quo</p>			
<p>↑ Ethical Interventions <i>Ethical Options</i> →</p>	<p>0. Wait & see Stay put e.g.: Harvest, Take time to think</p>	<p>1. Compliance Minimum to get by or to stay out of trouble e.g.: No-Regret decisions; Regulations</p>	<p>2. Active Do what is normal, standard or expected in your field Run (Best practices; Market options)</p>	<p>3. Proactive Create unmatched opportunity & leading competitive advantage e.g.: Jump (Change the rules; Large bets)</p>

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- A. Explore ALL Options for EACH Intervention
- 0. Wait & See (e.g. Take time to think, Harvest, Exit gracefully)
 - 1. Comply (No-regret decisions, Walk, Keep your options open)
 - 2. Active (e.g. Run faster, Play the game better, Best practices, Market options)
 - 3. Proactive (Jump: Change the rules of the game, Shape a new future, Large bets)

- B. Validity tests (stability, bottom line, power, hidden agenda) and transition risks (see overleaf):
- C. Selected strategy that potentially meets objectives: best combination of deliverables to accomplish client goals from the broadest range of ethical choices
- D. Best alternative to selected strategy and Best alternative to a negotiated agreement or BATNA (if and when required):



Project Goals:

Project implementation is often fraught with perils and stakeholders' resistance. This exercise makes it easier for each party with veto to support your project and difficult for it to withdraw its commitment. It helps you examine the sources of resistance to change and the consequences of change, both positive and negative, beforehand. It also provides a step-by-step scenario for building allies and drafting a strategy to mitigate transition risks.

Players Role & mission of each player	Current position			Future position		Required position		Principled Interventions & options to make the players allies or to keep them at bay Brainstorm and invent mutually-beneficial deals.
	Threats & opportunities	Faction	Power group	Faction	Power group	Faction	Power group	
Who is the ultimate target (rarely more than one person)? Once this target is on board, the goals can be achieved. The game is over for the opposing forces.								
A								
B								
C								
D								
What is the critical mass (minimum number of people whose commitment is necessary to prevent resistance to change and bring the 'target' on board)?								
E								
F								
G								
H								
What are the entry points to get to the critical mass? Enlist those with competence, integrity, longevity and within your sphere of influence (fairly accessible).								
J								
K								
L								
M								
N								
P								
Q								
R								
Who are the natural allies (supporters) who have some leverage on the entry points and on the critical mass? Use the entry points to cement your strategy.								
S								
T								
V								
W								
X								
Y								
Z								

Selected scenario for risk reduction: _____

Contingency plan for residual risk (damage control & graceful exit plans): _____

