Refreshing your strategy: The art of noticing and choosing your next wise action



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Cranfield Trust | The Triangle Trust 1949 Fund

Spark Ignite
webinar series

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Cranfield Trust Volunteer
22 September 2026

Spark Ignite

A new programme from Cranfield Trust and The Triangle Trust 1949 Fund

Free leadership and organisational development support for women led charities supporting young women and girls affected by the criminal justice system.

Through Spark Ignite, organisations will have access to:

- A **dedicated online resource hub** and toolkit: www.cranfieldtrust.org/pages/toolkit-for-spark-ignite-grant-holders
- **Four leadership-focused webinars** covering key organisational development and resilience topics
- Access to **wider support services**, including pro bono management consultancy, mentoring and on-call advice

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Our pro bono services

Cranfield Trust services are delivered free of charge to frontline voluntary organisations, thanks to the support of our funders, donors and volunteers

Management Consultancy
Advice to address organisation challenges and help charities achieve their goals.

On Call
Fast & effective specialist telephone support to help troubleshoot particular issues.

Peer to Peer
Small, facilitated groups for charity leaders to support collaboration and problem solving.

Mentoring
Providing an opportunity for charity leaders to discuss any issues in their roles.

Resource Library
A library of ready-to-use templates, guides & tools covering essential topics available to all charities.

Learning & Development
Management skills training & fresh thinking through webinars with leading academics & practitioners.

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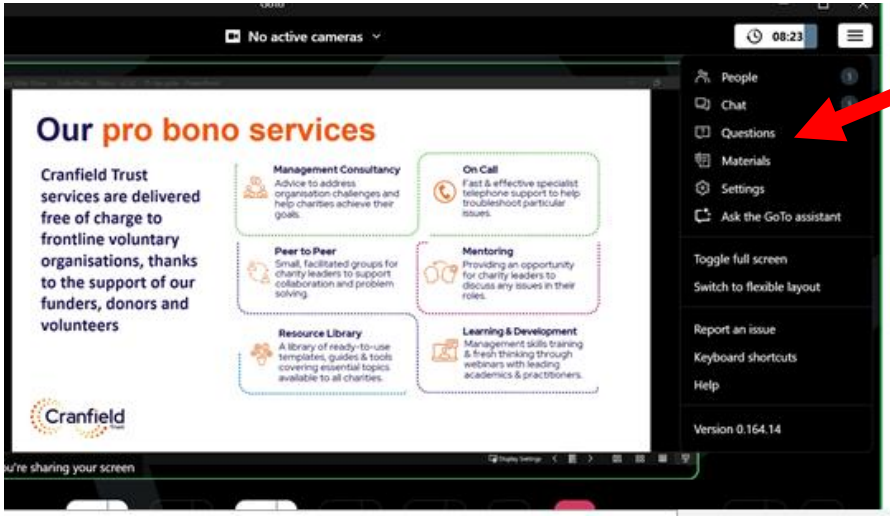
Webinar housekeeping



- Please use the question box to ask questions
- Everyone is muted during this webinar
- Recording and slides will be shared

Refreshing your strategy: The art of noticing and choosing your next wise action

Colin Pinks

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Today

- Pose questions, rather than answers
- What is strategy?
- Why we need a different view?
- Ways to do this
- Tools and signposts

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Who am I?









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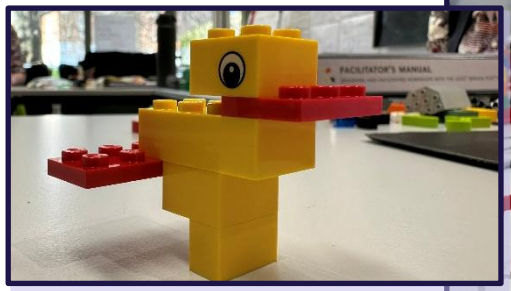
Who am I?













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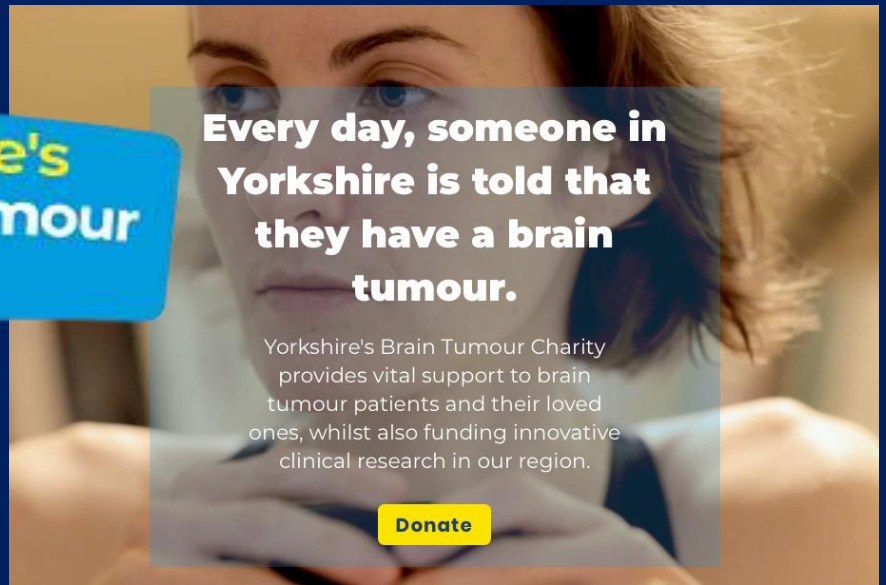
the forge project
opportunity for change

CATZERO

yorkshire's brain tumour charity!



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WHAT IS STRATEGY?

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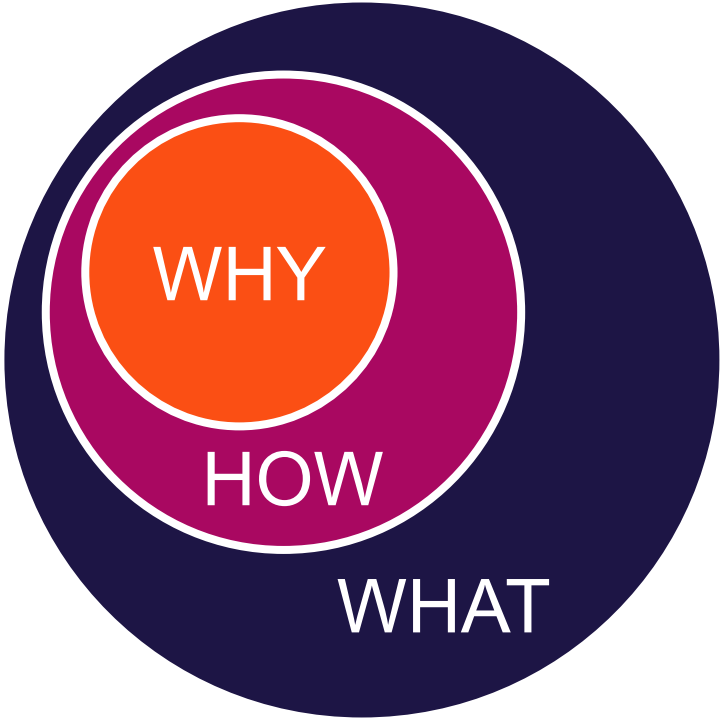

Products, services, actions, results:
WHAT you do

Strategy:
HOW you do, what you do in service of your WHY

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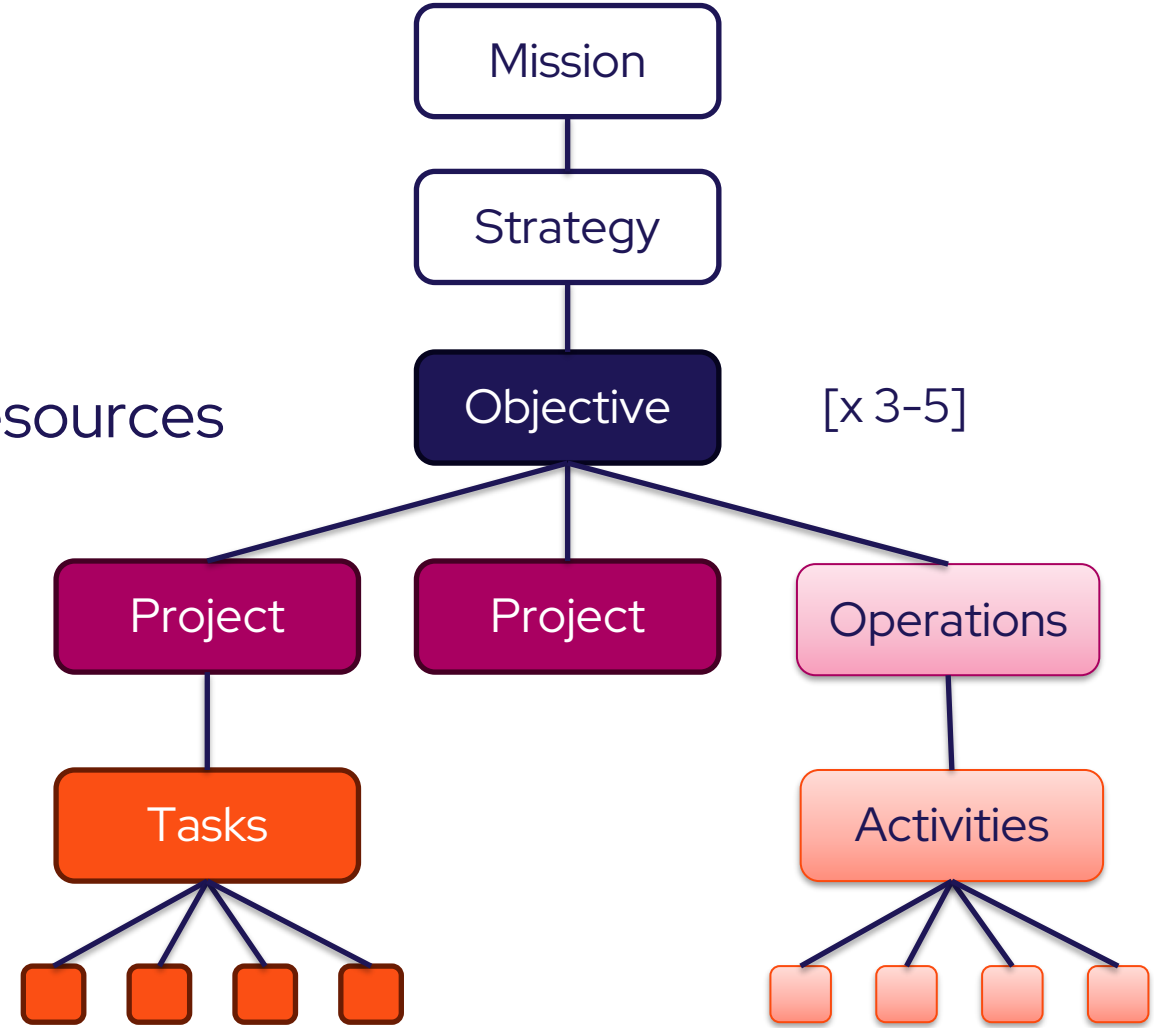
SOURCE: SIMON SINEK

Track the value

Link to your mission

Use your time and resources wisely



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yorkshire's brain tumour charity!



What we do

Fundraising

We're funded entirely by voluntary donations — and we'd love you to get involved and support our work.

More Info

Support

We support patients and their loved ones through the life-changing impact of a primary brain tumour diagnosis.

More Info

Research

We invest in early-stage, innovative research across Yorkshire to help drive the breakthroughs of the future.

More Info

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WHY TALK ABOUT REFINING?

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“We do our strategy every 3 years or so”

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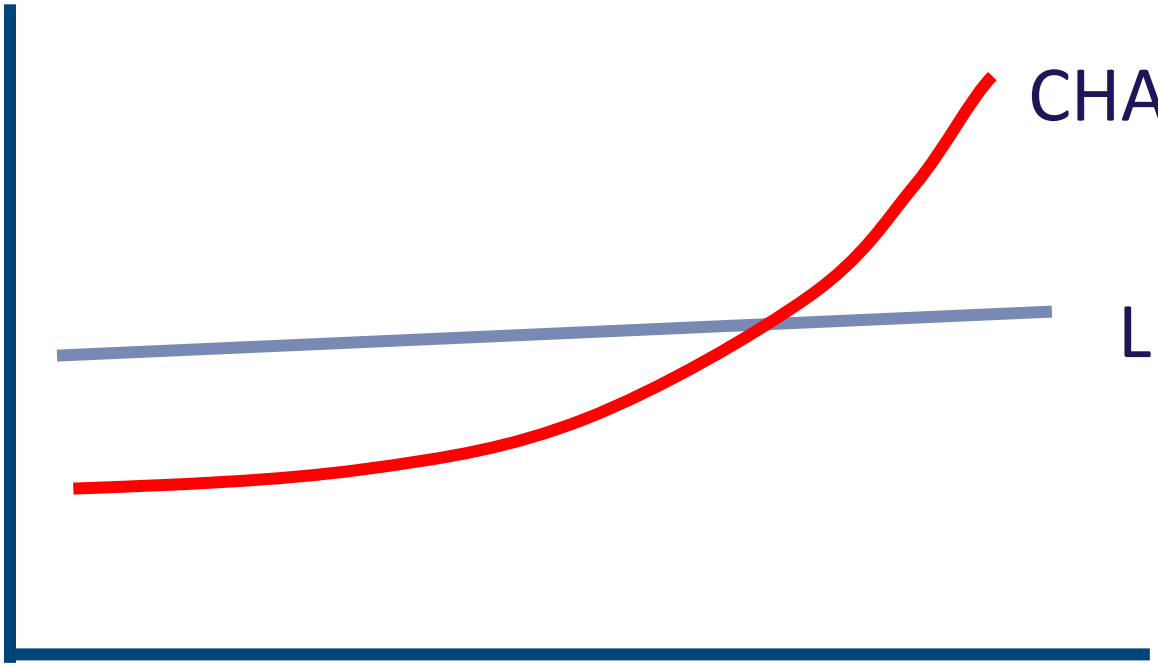

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SOURCE: EDDIE OBENG

Why adapting is important?

Rate of change

+

Reduced resources

+

Distributed knowledge

+

Complexity

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The landscape is always changing?

- Look outwards
- PESTLE
- SWOT
- Constraints
  - Time, money, resources, quality

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LEARNING FROM COMPLEXITY SCIENCE

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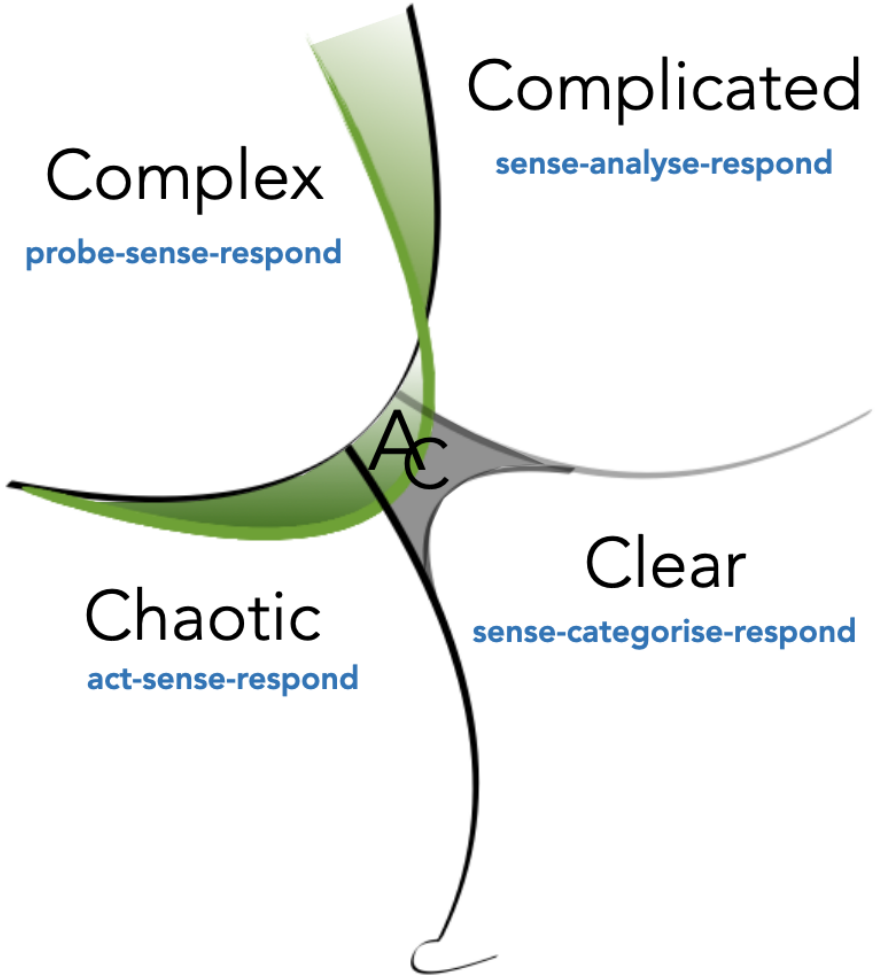
Complexity - Cynefin

- Probe - Choose a context
- Sense - Notice
- Respond - Act



https://cynefin.io/wiki/Cynefin

Complexity - Human Systems Dynamics

- What? - Notice
- So What? - Connect to your mission
- What Next? - Next Wise Action

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https://www.hsdglobalservices.org/resources/adaptive-action-guide.html

The Art of Noticing

- The simple act of focussing your attention
- What is going on?
- What is the current state?
- What is changing?

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The Art of Noticing

Separate…

- Noticing
- Thinking
- Acting





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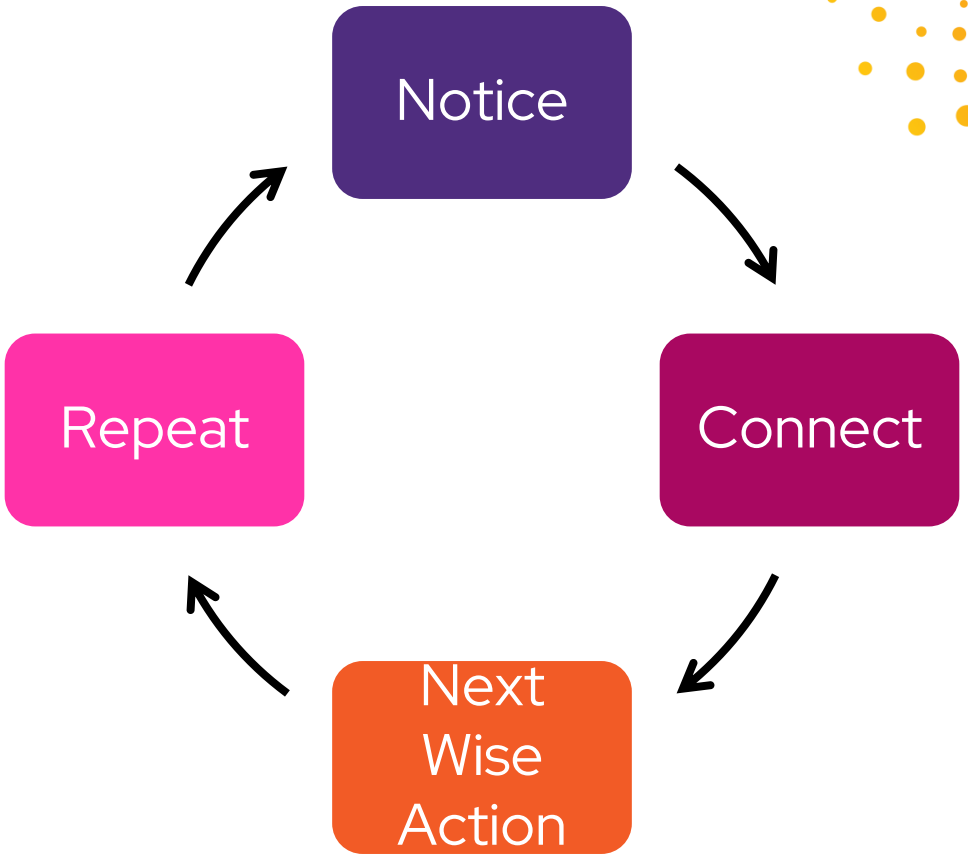
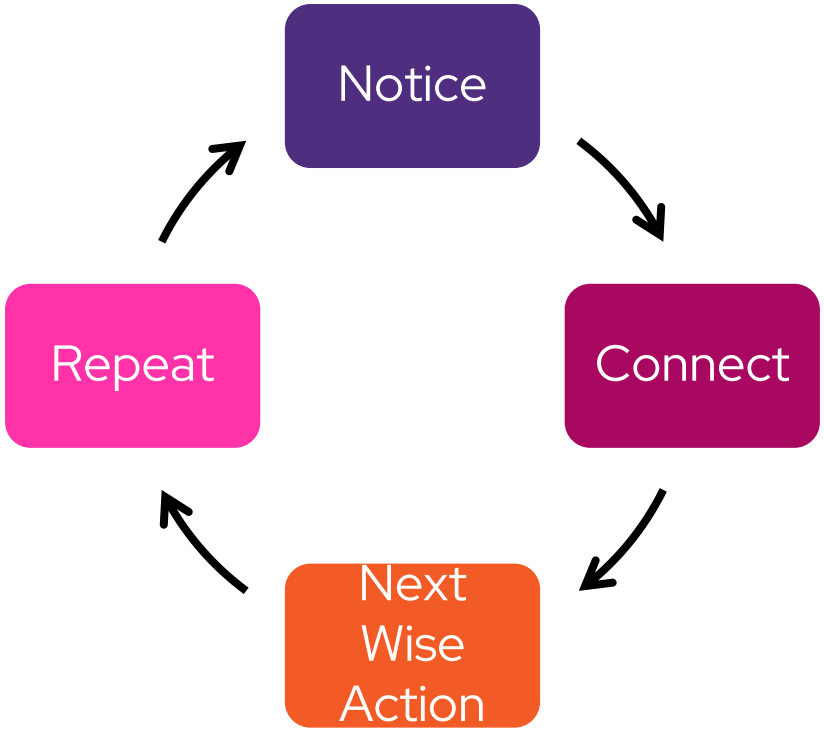

Notice
Connect
Next
Wise
Action
Repeat



‘Strategy should be an adaptive system’

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Types of action

- More of / Less of ..
- Start / Stop
- Try something….and get feedback
- Keep doing ..

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Levels of noticing

- External
- Team of Teams (Organisation)
- Team
- Relationships
- Self

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Understanding your talents

- Core competencies
- What works
- Ask your customers / users

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Mindset

“You are either comfortable or learning”

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Mindset

“Get comfortable with being uncomfortable”

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An adaptive mindset

- Things not going to plan, is part of the process
- Being honest about what is going on
- Be curious
- Perfection is not the objective

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TOOLS AND METHODS

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Models and frameworks are simply tools for structured noticing

- Observe
- Find meaning
- Derive Action

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The landscape is always changing

- Look outwards
- PESTLE
- SWOT
- Constraints
  - Time, money, resources, quality

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What's the landscape?

- Political
- Economic
- Social
- Technological
- Legal
- Environmental / Ecological

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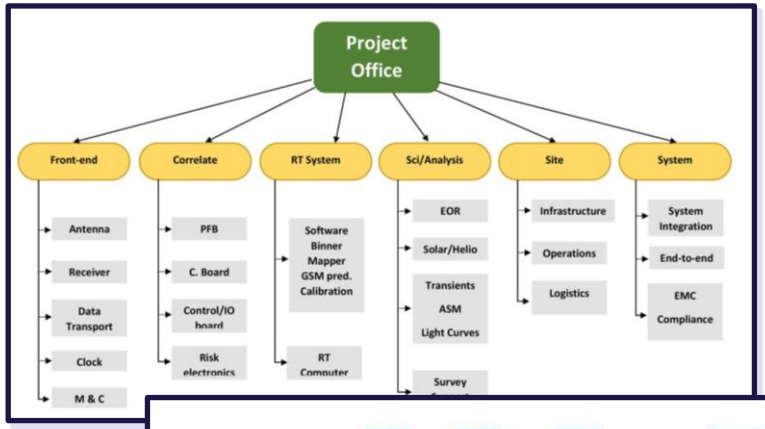
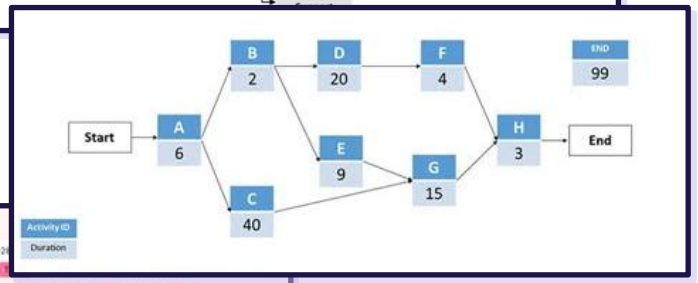
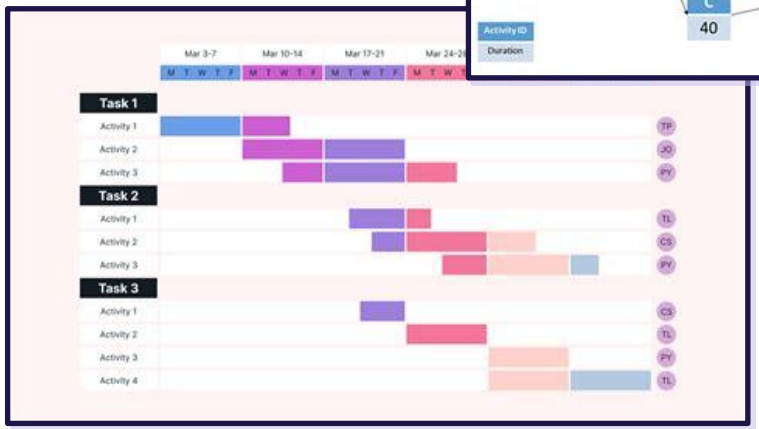
https://www.youtube.com/watch?v=GFVKKTwkANY

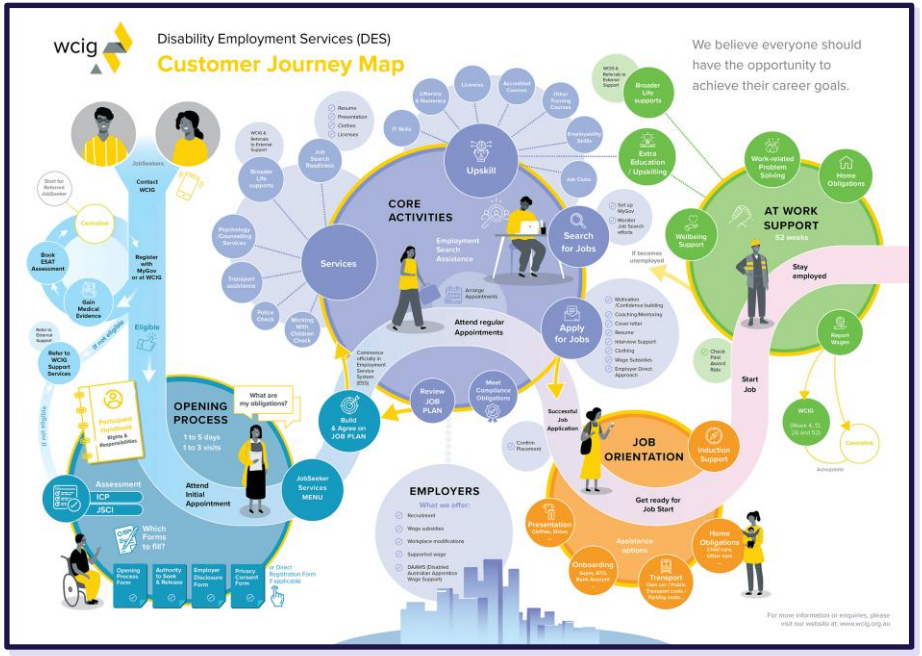
Decomposition

- Objectives
- Product breakdown structure
- Work breakdown structure
- Network diagram
- Estimation
- Schedule



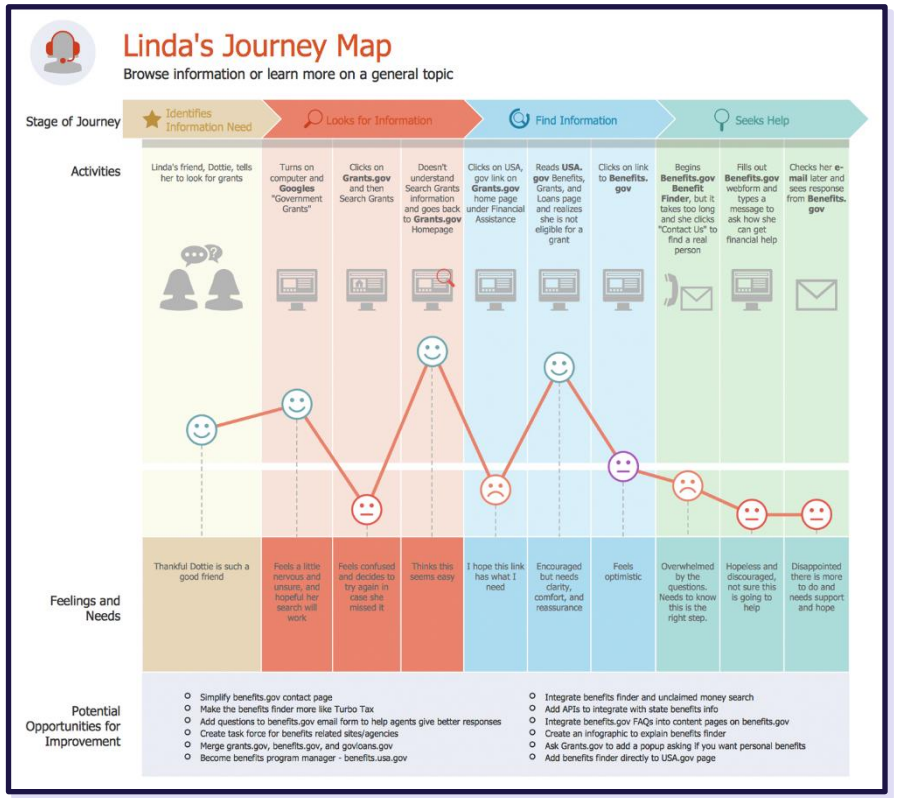






https://crealodesign.com/portfolio/wcig-customer-journey-map/

Customer Journey Map



https://www.conceptdraw.com/solution-park/marketing-customer-journey-mapping

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Customer Journey Map

- User centricity
- Understand their experience
- All of the elements required to meet the desired experience



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https://www.thisisservicedesigndoing.com

Visualising – LEGO®



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Dynamic strategy – sport



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Dynamic strategy – sport



- State of readiness
- Observe shot
- Where are the spaces?
- Play shot
- Observe changes
- Next movement?

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Summary

- Clarity of mission
- Notice
- Make meaning
- Next wise action
- Repeat

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Today

- Pose questions, rather than answers
- What is strategy?
- Why we need a different view?
- Ways to do this
- Tools and signposts

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Going forward

- Get everyone clear on your mission and key objectives
- Develop tools for noticing
- Embrace an adaptive way of being
- Have a go - do experiments
- Perfection is not the objective

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Questions?

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Thank you to Colin for delivering such a fantastic webinar.

The recording will be emailed to you all by the end of next week.

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- Financial management essentials (1 Dec, 12-1pm)

www.cranfieldtrust.org/pages/toolkit-for-spark-ignite-grant-holders