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The Presidential Perspective

Message from Lee Crumbaugh, ASP President

"You provide, we consume" is a troubling mindset when it comes to an organization such as ASP. Let me illustrate the problem by offering a personal example.

Before I returned to strategy consulting, my role with an association management company had two faces: vice president of marketing for the company and executive director for the firm's largest association client. For the company, my role involved client development and revenue generation. For the association, my role involved delivering on the mission and vision through member growth and service development and delivery.

When these roles conflicted, my dual allegiance to client and company was challenged. For example, the association board wanted new services within the current budget that our company could not deliver profitably. Requested staff resources were limited due to availability and finances.

The mindset was "you provide, we consume." It was understandable that my company had limits on what it would and could invest in a client based on the association budget, the management contract and company resources. Equally understandable was the association Board's desire to put forth a maximum effort to recruit and serve members. In this paradigm, delivering greater service and benefits to the client while maximizing company results was an impossible balancing act.

It seems to me that in ASP this "you provide, we consume" mindset is inappropriate.

ASP is volunteer-led by strategy professionals who seek to make ASP transparent and to gain stakeholder input so resources and services are aligned and delivered for the best result for the strategy profession.

In ASP, the "you provide, we consume" mindset seems to me to be out of place because it removes responsibility for outcomes from stakeholders. ASP is a gathering place for mutual benefit and is in tune with the current ideas of cooperation, collaboration, co-creation and sharing. ASP members and other stakeholders - all of us - have a duty to become the best professionals possible, by helping to create and to use, promote, and leverage all the resources and opportunities ASP can offer.

To get specific, don't be shy about offering your thoughts on ASP benefits and services and how to improve them. Please volunteer to help when your talent and a little of your time can make a difference. Some areas where more volunteers can be especially helpful now include the Annual Conference (chair Paul Hawkins, paul4justice@live.com), the Technology Committee (chair Jen Bigos, jbigos@cisco.com), the Non-Profit Community of Practice (chairs Denise McNerny, dmcnerny@ibosswell.com, and Sue Radwan, suzyradwan@aol.com), and the Marketing & Membership Committee (chairs Cindy Wackett, cwackett@newmarket.ca, and Cecilia Sepp, csassociationsservices@ceciliasepp.net).

Finally, now is the time to register for ASP's Annual Conference, "Innovations in Strategy," March 16-18 in San Francisco, CA USA. Get the discounted rate of \$995 members/\$1,195 non-members by signing up today at <http://www.strategyassociation.org/?page=2016Conf>.

Oh, and yes, let's not forget to talk up the conference to our strategy and management

Missed an issue of the Strategic Edge?
[Click here to view the Strategic Edge archives.](#)

friends and business contacts so we all benefit from the best conference possible!
My best,

My best,



Lee Crumbaugh
ASP President

2016 Conference

Call for Presenters

Dear friends of ASP,

As you probably already know, ASP's annual conference is the world's premier gathering of strategy professionals. Every year, a select group of thought leaders generously share their strategy expertise, and in doing so, provide a strong conference backbone.

While we have already received some great submissions, we are still accepting proposals. If you have not yet submitted your proposal, please ensure to do so before November 13th.

For more information on the call for presenters, please [click here](#).

To download the proposal form, please [click here](#).

We hope you will propose something spectacular! And we look forward to seeing you March 16-18, 2016 in San Francisco!

Chapter Events/Webinars

First Mondays Forum

[Register >](#)

November 2, 2015
Online, 4:00pm-5:00pm ET

ASP-DFW Fall 2015 Seminar

[Register >](#)

November 6, 2015
8:45am - 4:30pm
The Clubs of Prestonwood - Creek Clubhouse

LA Chapter Wild Cards: Keys to Certain Business Success in an Uncertain Future

[Register >](#)

November 10, 2015
5:00pm - 8:00pm
TBD

November 10, 2015
5:30pm
1301 K Street, NW, Suite 1100 - East Tower

[Click here](#) for additional information about upcoming events in your area!

Featured Articles

Strategy: From Coke to Carrots

By Neelima Firth

It is a universal truth that any good strategist is a member of ASP, reads the Harvard Business Review and Strategy + Business. I was delighted to see an article by Jeffrey Dunn in the October issue titled '[Making Carrots Cool](#)' .



I first heard of and met Jeffrey Dunn at the [ASP Conference in 2009](#).

At the time, he had just become CEO of Bolthouse Farms and was describing the strategic vision that he had for the company. His talk was Keynote: **Mixing the Economic Downturn with Sustainability: Inhibitor or Catalyst?**

We were still in the economic downturn and Mr Dunn described how Bolthouse Farms had embarked on a company-wide commitment to driving higher levels of performance through focusing on sustainable solutions.



What I remember so well was how he was applying his marketing know-how from Coca-Cola to Carrots. I remember thinking of how valuable it was to hear speakers from other industries and how I could apply it to my own area of expertise of biotechnology. His vision was to make Bolthouse Farm products - easy to get, easy to eat or drink, and delicious. Yes, he brought samples to the conference. I drink the smoothies regularly because it is delicious. A bonus is that it is healthy so there is reduced guilt!

Why am I sharing my reminiscences? If you want to be ahead of the curve, attend the ASP conference. By the time it is written in an article or a book, you are reading history!

Making the Intangible Tangible: Using Future Stories to Translate Strategy into Action

By Lori Silverman, Partners for Progress®

Oh me, oh my. At the last minute on a Friday night, I found myself on a flight from Chicago O'Hare to Phoenix. Which meant a middle seat in coach class. Seated to my left at the window was a woman in her early 30s. I learned she'd just secured a corporate communications job in Chicago with a firm that has numerous offices in the US; she was going to see her boyfriend. Out of curiosity, I asked, "Tell me about one of the top challenges you face in your role." Her answer came swiftly: "There's one that overshadows everything else. Translating strategy from corporate to all those who do the work. We aren't getting results fast enough at the top. There's this gap in

communications. Everyone's really frustrated by it. We've even put together a SWAT Team to address it."

Sound familiar?

I asked if she'd heard of using future stories to translate strategy into action. She hadn't. I wasn't surprised. In the business storytelling field, only recently have future stories and their numerous personal and organizational applications gained momentum. Within strategy, these stories range from scenario stories, to "did we make the right choice" stories, dream stories, and vision stories.

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In general terms, "a future story revolves around an image of a possible, attractive, and desirable state not yet realized that's articulated in a tangible manner, as if it's already happened" (Business Storytelling for Dummies, page 61). Because of these qualities, a future story has the ability to translate a dream or vision into a compelling narrative capable of engendering commitment and support — leading to action.

In 2008, after orienting more than 300 of its 900,000 members to the power of story — how to evoke and listen to stories from others— and how to find, craft, polish, and tell personal and organizational stories — the American Legion Auxiliary (ALA) embedded these four kinds of future stories into its strategic planning efforts. Before I go further, it's important to note that the way I'm defining story here distinguishes it from anecdotes, examples, descriptions, case studies, testimonials, news reports, and the like. While all are forms of narrative, story is the only one that embodies a main character, conflict, internal and external dialogue, contrast, drama and intrigue, sensory language, multiple layers of meaning, and a key point, as well as some sort of structure — often, a story arc (see "Narrative Types" at www.business-storytelling.com/free-articles/ for more about this distinction.)

After identifying assumptions and potential breakthrough strategies, and the implications of wildcards, trends, and threats using a detailed environmental scan, the ALA crafted scenario stories using the question, "How will veterans and their families live their lives in 2025?" Often, individual scenarios are written in descriptive rather than story-based narrative, as evidenced by "The Future of Academic Medicine: Five Scenarios to 2025" (see <http://www.milbank.org/uploads/documents/0507FiveFutures/0507FiveFutures.html#inc>). Contrast these with the four scenarios linked to the question, "What will our media and entertainment be like by 2020?," produced by a collaboration among Ontario, Canada's creative media cluster, the Strategic Innovation Lab (sLab) at OCAD University, their project funder Ontario Media Development Corporation (OMDC), and their corporate sponsors. For each scenario, there's a story from the perspective of a woman in her late 30s, named Apta Riel (see <http://2020mediafutures.ca/Scenarios>).

Why should you care if scenarios are written as stories? Well-crafted, compelling stories move people from sense-making (i.e., "That's nice or interesting to know.") to meaning-making: "A-ha! I get it. This is how the information applies to me. Now I know what to do. I'm motivated to make it happen." That's because these stories touch people in four ways: physically, mentally, emotionally, and through the human spirit.

Even though 47 diverse ALA members and staff met to create a new strategic plan, several Board members and others critical to its success were unable to participate in person. To assure their input, feedback, and commitment, the organization held a Real-Time Strategic Change event over a Saturday afternoon and evening, through noon on Sunday. Multiple types of future story were used to articulate the new vision and breakthrough strategy portions of the event.

First, the current National President shared a personal story based on the story prompt, "Tell me about a time in your life when you greatly resisted a change, and when you came to embrace it, you found there were significant benefits for you and others." Why was a story like this included? In strategic planning, it's not unusual for people to ask, "Are we doing the right thing? Have we embarked on the right path?" This is the one type of future story that doesn't provide an image of the desired future but rather inspires

people to overcome any reticence they might have for embracing that future by leveraging the leader's personal credibility and confidence in the chosen path.

In organizations, where volunteer leadership changes yearly, it's not unusual for each incoming President to emphasize differing priorities. This can impact alignment to a five-year plan. To show solidarity, the next three incoming Presidents crafted a singular dream story, which they enacted together in a scene on stage. A dream story, often very personal and heart-felt, is crafted to create a sense of desire and excitement — and to fuel people's imaginations for what's believed to be possible if everyone works collaboratively towards achieving the organization's vision. The use of powerful metaphors aids this. A dream story can also showcase a leader's commitment to specific actions.

This dream story was followed by three, one-act plays, each a vision story about a specific breakthrough strategy. Written in the present tense, they illuminated what "done" could look like five years out. By transforming conceptual ideas into visible, concrete behaviors, the potential results of these strategies were brought to life.

The organization didn't stop there. Those in attendance created group collages in the form of storyboards to provide input and feedback on these three types of future stories. Imagine more than 30 of these on easels around a room, each with its own unique shape, form, and message.

You may be asking, "Did these stories do the trick? Was the organization able to accomplish these breakthrough strategies on the path toward its vision?" Even faster than originally planned.

What about you? What tools and techniques are you using to effectively translate strategy into measurable action? Capturing and aligning people's minds, hearts, spirits and moving them to take action means you need to help staff create meaning. Only future stories can do that.

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Lori Silverman has authored three best-selling books on business storytelling: Business Storytelling for Dummies (with Karen Dietz, PhD), Wake Me Up When the Data Is Over, and Stories Trainers Tell. As a consultant, speaker, and coach, she's helped organizations across 25 industries heighten the success of their strategy and organizational change initiatives. To learn more, check out www.business-storytelling.com and www.partnersforprogress.com.

Announcements

Chief Strategy Officer Summit

The Chief Strategy Officer Summit returns to New York this December 8 & 9, and through our partnership with Innovation Enterprise, ASP members can save 20% on two-day passes with the code 'ASP20'. The event is bigger and better than ever, with keynote speakers from **NASA, Google, Meetup, Humana, Goldman Sachs, Pfizer, CNN** and many more. Align your strategic planning initiatives with high-level strategy executives and create meaningful connections with industry leaders. Registration can be made on the summit website or you can reach out to Emma at epawlowski@theiegroupp.com (+1 415 670 9814) quoting the code 'ASP20'.

Want to get involved with ASP? Join a committee!

Participating in a committee can offer you another opportunity to develop relationships and network with your colleagues while contributing to your profession and the association!

Opportunities Include:

2016 ASP Conference Committee

Charge: Plan and assure execution of a successful 2016 annual conference.

Please [download](#) and complete the volunteer form, and email it to aspconference@strategyassociation.org.

Business Model Change Leadership Committee

Charge: In charge of facilitating changes to be aligned with the new business model for ASP in order to enable greatest delivery on the vision.

Marketing and Membership Committee

Charge: Improve brand value, promote ASP as well as its programs and vision and grow the membership.

Chapter Council

Charge: Strengthen and add new chapters.

Technology Committee

Charge: Assure most effective use of technology within the association.

Please contact Rachel King at executivedirector@strategyassociation.org for more information or to express your interest in participating.

LBL Strategies, Strategy Management Group and George Washington University College of Professional Studies Establish Training and Consulting Partnership

Partnership expands offerings in training, certification and consulting in strategic management systems for business, non-profit and government organizations worldwide

Chicago, IL and Cary, NC (USA) – Now it's easier than ever for organizations around the globe to solve their strategic planning and performance management challenges. This greater ease is the byproduct arising from a new partnership that combines decades of training and consulting experience with academic rigor and standards.

LBL Strategies, Strategy Management Group, Inc. (parent company of the Balanced Scorecard Institute) and George Washington University College of Professional Studies have teamed up to expand offerings in training, certification and consulting on strategic management systems for business, non-profit and government organizations worldwide. The initial offering under the new partnership is a Strategic Management Certification program, a training course provided both in person and online, with certification provided by the George Washington University College of Professional Studies (GWU). Course enrollment is available online through the websites of both LBL Strategies and the Balanced Scorecard Institute (BSI) for one of three options:

- A scheduled 10-week "live online" program beginning October 28, 2015.
- A self-paced, 13-module "on-demand online" program to be released in early 2016
- An intensive in-person five-day Boot Camp, available through BSI's Global Partners worldwide starting in January 2016

All three options will be led by LBL Strategies' and BSI's experienced trainers.

The Strategic Management Certification Program is professional education designed to deliver a "process driven" understanding and provide practical tools to those managing or leading strategic planning and those desiring to develop their skills to take on more responsibilities in strategy management. It builds skills capacity, professional credibility and provides recognized exam preparation training and a pathway for delegates to sit for the two Association for Strategic Planning (ASP) certification examinations—Strategic Planning Professional and Strategic Management Professional. The Strategic Management Certification Program is geared toward:

- Management professionals with responsibilities tied to strategy and strategic planning
- Career-minded professionals all levels looking to build strategic planning knowledge and skills
- Owners and senior executives who want to establish a practical strategic management process matching their organization's capacities and capabilities
- Strategic management consultants

- Graduate business students looking to build a career entry point

For anyone seeking professional strategic certification through the Association for Strategic Planning (ASP), this continuing professional education program offers a pathway to certification by delivering strategic management understanding, practical tools and is aligned with ASP's "Lead-Think-Plan-Act" rubric and the Body of Knowledge. Program graduates who have sat for the ASP "Strategic Planning Professional" certification examinations have achieved consistently higher pass rates than from other training providers.

"We're very excited to partner with the Balanced Scorecard Institute and George Washington University's College of Professional Studies, starting with the Strategic Management Certification online programs and Boot Camp," says LBL Strategies President Randall Rollinson. "This partnership combines our valued strategic management content with the Balanced Scorecard Institute's and GWU's vast international appeal and network."

"The addition of LBL Strategies to our long-standing and highly successful relationship with GWU creates a strong program not offered anywhere else, and provides comprehensive training and consulting services across the full spectrum of strategic planning and performance measurement and management," says Balanced Scorecard Institute President & CEO Howard Rohm. "This partnership has solutions to any and all needs regarding strategic planning, strategy alignment and execution, key performance indicators/measures, and more."

About LBL Strategies:

LBL Strategies is a Chicago, IL-based developer and provider of certification-based education and training in strategic management. The LBL Strategies team comprises respected practitioners and solution providers for strategic planning and performance management, strategic information data management and governance/board leadership development. LBL Strategies' Strategic Management Certification Program has been recognized by the International Association for Continuing Education and Training as an "exemplary, outstanding results-oriented program."

About Strategy Management Group (Balanced Scorecard Institute):

The Balanced Scorecard Institute, a Strategy Management Group Company, provides strategic planning, balanced scorecard and performance measurement and management training, certification, and consulting services to government, non-profit, and commercial organizations worldwide. The Balanced Scorecard Institute's headquarters is based in Cary, NC with offices in Washington, DC and San Jose, CA, and with Global Partners worldwide.

About George Washington University College of Professional Studies:

The College of Professional Studies (CPS) is part of The George Washington University, a private, coeducational research university in Washington, D.C. CPS offers undergraduate and graduate programs that address the competency requirements of adults working in emerging and rapidly changing professions. The CPS main campus is in Washington, DC, with online courses and five satellite locations in the DC-metro area and Virginia.

Membership Corner

Welcome to new ASP members in October 2015!

Members At Large

- Mervette Shaer, *HCA*
- Tim O'Krongley, *San Antonio Airport System*
- Dakorinama George
- Mohamad Jaber
- Christopher Hafner, *Newton Consulting*
- Kathy Tacke, *United Way of Southwest Wyoming*
- Andreia Ferreira
- Pedro Ramos

Dallas Fort-Worth Chapter:

- Rob Chumley, *Uncommon Sense Consulting*

Honduras Chapter:

- Miguel Velez, *Talen Hunters*

Metro New York Chapter:

- Barbara Ruffino, *ESL Federal Credit Union*

National Capital Area Chapter:

- Martha Lester, *American Chemical Society*