

Competencies Required to Pass the ASP Certification Exam(s)			
Domain		Level 1: (SPP) Strategic Planning Professional	Level 2: (SMP) Strategic Management Professional
		The candidate should know and/or understand how to:	
Lead	1	Set goals and opportunities for his/her own lifelong learning and continuing education in the field.	Practice participative planning department management through involving others and building consensus.
	2	Develop and maintain a balanced life (body-mind-spirit).	Facilitate the thinking, planning, and implementation work of groups in meetings, task forces, and department teams.
	3	Act with conscious intent by deliberately guiding his/her behavior in accordance with a personal vision and values.	Educate managers, employees, and teams (regarding thinking, planning, and implementation).
	4	Commit to ethical practices and high professional standards by acting with consistency, honesty, high integrity, and civility in all aspects of life.	Guide and support communication with department management and employees about the strategic and annual plan to ensure "buy-in" for implementation.
	5	Take inventory of themselves by knowing their style, strengths, and weaknesses and have flexibility to change as circumstances permit.	Lead an effective planning department team of both management and employees alike.
	6	Develop a personal vision, goals, and personal strategies for his/her life and career.	Promote better planning department problem solving and decision making as a role model for the organization.
	7	Develop personal credibility through having the courage of their convictions to confront dysfunctional behavior.	Create, charter, and support cross-functional teams , projects, and task forces.
	8	Show empathy, caring, and respect by respecting the feelings, emotions, and perspectives of others.	Support and integrate business processes based on anticipating and delivering customers' wants and needs for quality products and services.
	9	Communicate effectively and actively through listening actively, questioning others, and giving and receiving honest and effective feedback.	Institutionalize strategic thinking tools and critical thinking across functions in a more holistic and effective manner.
	10	Mentor and coach others by helping them be accountable and achieve better results.	Manage planning processes effectively through sound project management skills.
	11	Manage conflict by influencing and persuading others and him/herself toward a "win-win" solution.	Foster a culture of innovation and strategic thinking throughout the organization.
	12	Be innovative and creative in strategic thinking, strategic and annual planning, and strategic implementing of change as well as continuous improvement, as well as support creativity in others.	Foster networking, knowledge transfer, and the development of a learning organization across the entire organization.
	13	Build and adhere to a reputation for integrity, ethical behavior, and fairness to others.	Support the organization's vision, values, and competitive position in the marketplace and strategies to achieve them throughout the organization.

	14	Facilitate better problem solving and decision making between individuals, seeking consensus where possible yet not allowing compromises on strategic direction.	Support organization design professionals and senior management to effectively redesign and restructure the organization chart to align it with the strategic plan for day-to-day responsibility and accountability.
	15		Coordinate communications of strategic content through senior management and communications staff relying on a range of channels and methods.
	16		Align planning and implementation tasks with accountability for their achievement at all levels.
	17		Support cultural change and transformation to create a customer-focused, high-performance, adaptive organization.
	18		Organize and design the change management infrastructures and change processes of the organization to smooth out strategic plan implementation and effective change management.
	19		Be a change agent/advocate and advisor to management during strategic implementation.
	20		Assist the organization in being flexible and adaptable to changing environments, demands, and deadlines.
	21		Guide effective sourcing, application, and sharing of knowledge and learning across the organization.
	22		Ensure that the underlying business model and processes for the organization are aligned with the desired changes arising from the strategic plan and its implementation for strategic planning.
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		The candidate should know and/or understand how to:	
Think	1	Design a future global environmental scanning system and process utilizing accepted methodologies for today's global competition.	Provide strategic intelligence to senior management to lead competitive advantage and strategy discussions, ending with consensus decision making, where possible.
	2	Ensure that enterprise-wide risk management , scenario planning, portfolio analysis, and futuring are part of the strategic planning process.	Evaluate different strategic alternatives to develop a uniqueness that creates value for their customers and a competitive advantage for the organization.
	3	Support full economic and portfolio analysis of tentative/alternative strategic directions to ensure their viability, growth, and sustainability.	Assist senior management with the development of their vision and mission/purpose, core values , and long-range direction for the future.

4	Assist senior management with industry and organizational structural analysis in search of a better business model	Assist senior management with value chain management analysis, sustainable value chains , and business models that drive entrepreneurial behavior.
5	Gather customer satisfaction information and intelligence, especially regarding their wants, needs, loyalty, and retention.	Link strategic thinking with strategic budgeting to ensure a focus on the future and opportunities versus sunk costs.
6	Assist the collective management team in developing and using a common framework and language to become a strategy-oriented organization attuned to the frequency of the business' dynamic nature and processes.	Guide the dissemination of acquired knowledge to the entire organization in a form that is useful.
7	Provide benchmarking and best practices research on what works or does not work.	Provide the necessary and specific holistic strategic thinking framework to ensure better strategic decision making.
8	Focus the organization on strategic goals and measurements for its short- and long-term success.	Provide the needed strategic thinking context to keep it separate from the day-to-day tactical and pressured world of business.
9	Promote ethical considerations as part of the strategic thinking process.	Organize meetings with a single agenda item on difficult and chronic strategic issues affecting the organization.
10	Draw quiet people out safely and ensure open and frank communications in strategic thinking sessions.	Involve a broader array of middle management and others in the strategic thinking process as a learning experience while ensuring there is no "dumbing down" result.
11	Lead virtual teams to openly discuss strategic thinking topics.	Conduct strategic deliberations through an understanding of group dynamics, personalities, facilitation, good questions, and assistance in consensus and closure.
12	Foster a culture of creativity and innovation as part of the strategic thinking process.	Challenge existing assumptions and confront the logic of all involved, including senior executives.
13	Focus on keeping things simple (simplicity wins the game every time) as it is a way to make an organization more strategic yet faster and cheaper.	Facilitate conflict management in order to persevere through difficult discussions and chronic issues that have no easy answers.
14	Guide near-term trend and competitive/industry analysis to be able to strategize in dynamic and evolving global markets.	Assist senior management with redefining industry boundaries if necessary, including scenario planning or modeling to transform and create new market space.
15	Utilize proactive pre-work and pre-meetings to tailor and sequence the organization's Think-Plan-Act framework to ensure that all senior and middle management understand and use the same process.	Assist senior executives in identifying the unintended consequences within every strategic discussion in the complexity of today's world.
16		Provide a systemic approach to strategic thinking during future environmental scanning and clarify the desired outcomes before moving forward with any analysis, problem solving, or decision making.

	17		Teach the senior management first, the rest of management second, and the entire workforce third in thinking strategically as a better way to be strategic on a daily, weekly, monthly, and yearly basis.
	18		Design a Strategy Management Office to guide the strategic thinking—strategic planning—strategic implementation processes.
	19		Design a strategic management system and yearly cycle as a way to run the business day-to-day, week-to-week, month-to-month, and year-to-year while thinking dynamically and tuned to the frequencies of the business.
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		The candidate should know and/or understand how to:	
Plan	1	Guide the design and implementation of a good corporate strategic plan and understand best practices as to why good ones work and bad ones do not work.	Facilitate the art of strategy identification , evaluation, and selection.
	2	Advise on identification and evaluation of different options to grow the top line (sales/revenues).	Guide the creation of a marketplace competitive advantage and how to strengthen it.
	3	Advise on different methods to lower costs , increase profit margins, and improve cash flow and the balance sheet.	Influence the strategic direction and vision of the organization as well as the determination of core strategies to achieve this direction.
	4	Conduct a future environmental scan and ensure it is global in scope to capture the worldwide dynamic trends of strategic significance.	Cascade goals and core strategies into corporate-wide annual top priority strategic action items and annual department plans to achieve these goals/core strategies.
	5	Use quantitative tools to conduct decision analysis , modeling, and risk management to support executive decision making.	Ensure that a yearly strategic management system integrates with the corporate budgeting and financing processes as well as HR rewards and recognition systems.
	6	Explain the concepts and principles of the premier theorists and practitioners in the field of strategic planning, both in history and the current field of planning, including the major schools of strategy as well as the newer emerging ones such as Balanced Scorecard, Blue Ocean Strategy, the Knowledge Economy, the Systems Thinking Approach, etc.	Articulate the importance of brand/reputation and support the development of plans to strengthen this.
	7	Leverage, align, and cascade the corporate direction into three-year business plans for all strategic business units and major functional areas.	Assess market opportunities, strategic alliances, and new business development challenges .
	8	Use goal setting and metrics extensively with targeted goals to track and measure “smart” outcomes.	Create viable and mutually exclusive strategic alternatives and best strategies using carefully chosen criteria.

9	Articulate the importance of the organization’s distinctive core competencies and strategies that result in a competitive advantage versus MOS (more of the same).	Facilitate a thorough financial analysis of the organization’s financial health and human resources.
10	Assess the degree to which the corporate culture will obstruct or enable implementation of the strategic plan and adjust accordingly.	Focus the organization on the most critical issues to address.
11	Integrate, communicate, and cascade all the strategic planning components into an annual planning and budgeting process across and down the entire organization.	Facilitate a top management planning team process led by the CEO that appropriately involves the board of directors and other key internal and external stakeholders.
12	Identify and explain at least two of the different methodologies for strategic planning that follow the Lead-- Think— Plan—Act process.	Build necessary relationships across countries, cultures, languages, and continents with global sensitivity, awareness, and sophistication.
13	Conduct an effective current state assessment (such as a SWOT analysis), including status of the organization with respect to its competitors.	Facilitate effective decision-making processes in plan development.
14	Understand the strategic planning process that starts with the desired outcomes such as the ideal future vision, mission, core values, and desired competitive advantage/positioning to set a future direction for the organization.	Facilitate a process to uncover and clarify the organization’s core competencies and any gaps.
15	Understand how to use scenario planning and modeling to anticipate and make sense of changes happening in the world and their impact on the organization.	Install a timely preplanning process to “ engineer success upfront ” in the planning process.
16	Support, communicate, and audit the organization’s core values.	Set up a planning infrastructure whereby the core planning team is led by the CEO and includes all members of senior management within a manageable size so they can be productive.
17	Facilitate formulation of the vision and mission statements to be clear in defining “why the organization exists” (its purpose) including who its future customers/clients are and what products and services it will provide them.	Install a Strategy Management Office structure/staff person(s) to guide the strategic planning (Lead--Think— Plan—Act) process.
18	Provide an annual department planning process that is in a line of sight linked to the corporate strategic plan.	Coordinate and integrate specific structural linkages between strategic plans and operating plans for appropriate performance, results, and associated rewards.
19	Articulate numerous ways to involve all key internal and external stakeholders in the process since people are willing to change when they are involved, not when change is imposed on them.	Develop specific frameworks and structures to build, review, and evaluate the links between the corporate strategic plan and strategic business units with three-year business plans.
20	Guide relevant research and required data collection required in a timely fashion.	Coordinate a merger/acquisition process or system for the organization.

	21	Utilize online and computer technologies to facilitate and speed the strategic planning process.	
	22	Designate a corporate “ support team and functional cadre ” to ensure that the knowledge, timing, outcomes, processes, and infrastructures of planning and strategic management achieve the corporate-wide integration and leverage they require to ensure business success.	
	23	Implement an annual strategic planning review and update of the system to ensure the continued improvement of the strategic planning process.	
	24	Assist the organization in keeping simple, clear, and well understood language and terminology of the entire strategic management system.	
	25	Work toward evolving continuous improvement processes that are in synch with rapidly changing global systems and events.	
	26	Guide the design and implementation of a good corporate strategic plan and understand best practices as to why good ones work and bad ones do not work.	
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		The candidate should know and/or understand how to:	
Act	1	Leverage the fact that “ people support what they help create ” in supporting change across the entire organization.	Ensure that change theories and their application to the organization are taught and applied at all levels of management by subject matter experts including knowledge of behavioral science principles and change management applications.
	2	Ensure teamwork and project management skills are taught to those in the organization needing to effectively implement strategic plan projects and initiatives.	Facilitate a line of sight for the organization’s goals and objectives across/down the entire organization.
	3	Take into account the importance of the organization’s culture when planning/implementing organizational change.	Facilitate changing the culture of management and employees.
	4	Break down long-term strategic plans into annual and project plans.	Facilitate ways to motivate and incentivize people.
	5	Keep the organization abreast of new emerging theories and methods of creating customer value, including listening to and involving customers to create such value.	Foster innovation in new product/services development.
	6	Ensure the application of quality management and customer service best	Ensure that an effective monitoring and evaluation system is in place.

	practices in support of the organization’s strategic direction and core values.	
7	Foster ongoing communications processes and involvement of all key internal and external stakeholders so they “buy in” and “stay in” over time with the new strategic direction.	Ensure that a code of conduct has been developed and is properly communicated and enforced with all employees.
8	Set up a monitoring and accountability process and information systems to track key success factors—“smart” goals and implementation of the change.	Follow best practices in change management and overcoming resistance to ensure that the change initiative succeeds.
9	Review progress and coordinate the modification of the implementation plan as needed.	Obtain the commitment of the board, CEO, senior management, and middle management to lead and support the strategic change.
10	Provide mechanisms, including lessons learned , that ensure the process is improved over time .	Guide senior management in understanding the impact of change on all aspects of the organization and the need to appropriately “keep up the pressure” for change so employees don’t slip back to old routines.
11	Serve as the trusted advisor to project teams and continuous improvement teams as they implement the strategic initiatives throughout the year.	Facilitate the development of a change game plan that can be fully supported by senior management before the formal change and implementation process begins.
12	Identify and engage the key stakeholders that will drive the change and the best practice structures.	Facilitate reward and accountability systems at all levels to support the change initiative.
13	Work with the CEO and CFO to ensure that adequate funding and resources for the required change initiatives and infrastructures are in place.	Assist senior management in making effective critical decisions to drive change based on valid information and objective analysis.
14	Guide the development of regular change leadership teams at all unit levels as appropriate.	Ensure that the needed rewards and recognition structures for the new strategic direction are in place and reinforced at all levels of the organization.
15	Establish an effective portfolio management system to support the strategic plan initiatives and projects.	Facilitate an organization-wide change leadership team that is led by the CEO, supported by the strategy management office, and meets monthly.
16	Assist senior management in developing and executing an annual implementation schedule (corporate yearly calendar).	Set up and run a strategy management office to coordinate the entire strategic plan change effort in support of the CEO and change leadership team.
17	Convey the concept that an organization is a system wherein all components of the system are interrelated .	Identify and install other change infrastructures/teams (such as an employee development board, IT steering group, facilities management team, etc. as appropriate).
18	Support ideas to ensure employee engagement and attunement of their hearts and minds in support of the strategic direction.	

Domain		
		The candidate should know and/or understand:
Roles	1	The role of the Strategic Planning/Strategic Management Professional in Strategic Planning (Lead-Think-Plan-Act).
	2	The roles of the key others the Strategic Planning Professionals and Strategic Management Professionals will interact with, including the board of directors, CEO, senior management team, line managers, and strategic business units.
	3	The terminology, definitions and framework of the different components of the field of Strategic Planning (Lead-Think-Plan-Act).
	4	The roles and relationships of Strategic Planning Professionals and Strategic Management Professionals with internal and external clients.
	5	The keys to engineer success “up front” in successful strategic planning and implementation