The Strategic Edge

Update on strategy news, tools, resources and upcoming events

December 2017

CONTENTS

The Presidential Perspective

2018 Annual Conference

Global Webinars

Chapter Events/Webinars

Articles from Members

Announcements

Certification Corner

Membership Corner

Click Here for more Information About ASP’s Chapter Events and Webinars!

THE PRESIDENTIAL PERSPECTIVE

Addressing the Implications of Five Themes and the Future of NATO: Some Reflections

I recently had the good fortune to attend a very interesting briefing by NATO’s Allied Supreme Commander, Transformation, General Denis Mercier, at the Elliott School of International Affairs at George Washington University (GWU). Gen. Mercier’s briefing was a summary of NATO’s 2017 Strategic Foresight Analysis (SFA) that was just published; similar to the "global trends" breakout session I delivered at ASP’s 2017 Annual Conference in Toronto. The SFA focused
on five themes, twenty trends and fifty-nine implications for the NATO alliance. This free unclassified report can be downloaded here. The SFA should be read by anyone working in the field of strategy or at a multinational level as the implications are relevant to all.

Within the Political theme, Gen. Mercier focused on the redistribution of power to Asia as this presents a particularly large challenge for NATO to remain relevant and may create a strain among NATO member states. The 50+ year “rule-based order is being and will be tested” suggested Gen. Mercier. He believes NATO must now cooperate with other non-state actors and rising powers. In essence, NATO will have to be global which may challenge Euro-Atlantic cohesion. Another key political trend that I haven’t previously addressed in my talks is what the SFA refers to as “public discontent/dissatisfaction and polarization”. This is the lack of trust in governments and institutions and the increased polarization not only in the West but also in developing countries.

Within the Human theme, the four trends align with those I and others have spoken to: asymmetric demographic change, increasing urbanization, fractured/polarized societies, and increasingly connected human networks. Aging populations in the West will strain resources of member states. Youth bulges elsewhere will lead to instability and migration. Failure to integrate migrants will exacerbate polarization. The twist for me was how Gen. Mercier discussed increasing urbanization as a challenges for NATO: increased competition for resources, ownership and control of critical infrastructure, dependence on sea lines of communications, governance challenged by uncontrolled urban growth and the likely increased involvement by NATO in urban areas for civil defense. With the polarization of society (and the increased connectedness of the human network) and urbanization, individual actors will have greater power.

Technological themed-trends included the explosion growth of technologies, the accessibility to technology, technological dependency and the dominance of the commercial sector on technological development. State approaches are simply not keeping up with the commercial sector. Gen. Mercier said that NATO “will lose perishable skills that cannot be easily recovered”. The increased dominance of technology has and will continue to create vulnerabilities. Gen. Mercier highlighted that “adversaries will be able to exploit the ever-growing network of sensors and data…and will possibly lead NATO to increased protection of critical civilian infrastructures.”

The surprising ‘aha’ moment for me was when Gen. Mercier summarized the Economic/Resources theme: the increased concern of climate change. With the melting of the polar cap and the increased access to the arctic, this could potentially
increase military activity on NATO member states. Traditional threats from the East and South must still be protected but threats from the North changes the defense landscape. Natural resources will play an increasing role in the ‘power politics’. Severe weather and flooding events will challenge old infrastructures and NATO member states must build greater resiliency. Climate change has the potential for “disrupting traditional areas of food production” which may alter the geopolitics of resources. Differences between the haves and have-nots will likely lead to greater migration further stressing the overall system.

The SFA has come a long way since the first foresight report came out in 1999. With its scheduled renewal every four years, Gen. Mercier’s hope is that the SFA will enable NATO and member states to “…adapt at the speed of relevance”.

The briefing was followed by a panel of distinguished guests including Maj. Gen. William B. Hickman, Deputy Chief of Staff, NATO Allied Command Transformation, Amy McAlilffe, Chair of the National Intelligence Council, Dr. Michael O’Hanlon, Senior Fellow, The Brookings Institute, and Caroline Vicini, Deputy Head of Delegation, European Union. Susan Glasser, Chief International Affairs Columnist, POLITICO moderated.

The key takeaways from the panelists include:

- Overall increased instability across the globe (and within NATO member states),
- It is no longer a “wholly hard power world”,
- The changing nature of warfare, and
- The confluence of all the trends has major implications for NATO’s mission.

For me, the biggest take-away was how all panelists agreed that we are closer now than we have been in over 50 years to having a major world conflict. Pretty sobering for anyone. A key challenge for anyone trying to do scenario planning for their business.

Despite the overall slightly ‘pessimistic’ SFA report, the panelists agreed that by having such a continual process in place shepherded by NATO is a really, really good thing:

- The EU and NATO are working more closely together,
- All member states have agreed to keep their share of funding for NATO’s mission,
- Collaboration with other NGOs and academia is at an all-time high, and
- NATO and the EU are fairly unique globally, other potential bad-actors do not have a similar arrangement which may be their biggest vulnerability.
All panelists agreed that growing leaders with the capabilities to address such complexities will be vital for everyone. Not a bad recommendation for any multinational organization. Many things for me to ponder as ASP grows internationally. I trust you will help us along the way.

Jim Stockmal
President, ASP

ASP’S 2018 ANNUAL CONFERENCE

2018 ASP ANNUAL CONFERENCE
BRIDGING THE STRATEGIC EXECUTIVE
ROSEMONT, CHICAGO
PRE CONFERENCE MAY 9
CONFERENCE MAY 10-11

SPONSORSHIP OPPORTUNITIES

ASP is excited to launch the Sponsorship Opportunities for the 2018 Conference.

We listened to your feedback that pre-formatted packages don’t always fit. As a result, we have created À la Carte opportunities that allow you to mix and match and build your own package while ensuring to keep kept the firm favorites!

We believe the 2018 Annual Conference will be the best one yet. We will be collaborating with PMI Chicagoland Chapter, ATD Chicago Chapter and Association of Strategic Alliance Professionals Chicago Chapter in varying ways.
Contact Claire at aspconference@strategyassociation.org or at 1844 345 2828 Ext 3 for more information on sponsorship.

REGISTRATION OPENING IN JANUARY 2018

Visit the registration information page for details on super early bird, early bird, group, government, non-profit and student rates.

Contact events@strategyassociation.org for requests to register in advance of January 2018.

CONFERENCE PROGRAM TO BE ANNOUNCED IN JANUARY 2018

The 2018 Conference program will be announced in January 2018 concurrent with registration opening. Pre Conference Masterclasses and Conference sessions will focus on our 2018 theme 'Bridging the Strategic Execution Gap' and our full roster of speakers will be joining our two keynote speakers:

- **Ismael Roig**, Senior Vice President, Chief Strategy Officer, Archer Daniels Midland Company
- **Dan Kotecki**, Assistant Vice President, Operational Excellence, Cancer Treatment Centers of America

With the announcement of the program coinciding with the opening of registration, get set to book your Pre Conference Masterclasses at the same time as your Conference registration.

Questions? Contact events@strategyassociation.org

GLOBAL WEBINARS
Can We Trust "Big Data" When Used to Formulate our Strategic Plans?

**Date:** December 13, 2017  **Time:** 1:00 - 2:00 PM ET
Presented by Dr. Paul Fifield, CASS Business School

Contrary to what is often thought, management fads aren't "fads" because they're new, they become a fad when we, as humans, adopt a herd mentality to them and use them too much, and often too quickly. Managers are always in search of better tools to help them and their staff work through their day to day issues and to just work better as a team. Managers know that a panacea doesn't exist but hope springs eternal. Then when they see other peers jumping on a fad, they could be inclined to do so as well.

Is 'Big Data' a quick, catch-all remedy, or simply the latest management fad? Will you get ahead by being into big data before your competitors - or will you win by not being sucked into another distraction?.

If you would like to host a webinar, please reach out to **jennie@strategyassociation.org**, we would love to hear from you!

Missed a webinar? [Click here to view our recorded archives.](#)
CHAPTER EVENTS & WEBINARS

ASP NorCal Presents: 2nd Annual Non-Profit Challenge

**Date:** December 2, 2017  
**Time:** 8:30 AM - 6:30 PM (PT)

[Register >](#)

NPCE Presents: Facilitating the People-Side: "Meetings-From-Hell"

**Date:** December 4, 2017  
**Time:** 4:00 - 5:00 PM (ET)

[Register >](#)

Second Chance to Rock Your Business Model Design with ASP NorCal and Business Models Inc.

**Date:** December 6, 2017  
**Time:** 11:00 AM - 12:30 PM (PT)

[Register >](#)

Global Webinars Presents Can We Trust "Big Data" When Used to Formulate our Strategic Plans?

**Date:** December 13, 2017  
**Time:** 1:00 - 2:00 PM (ET)

[Register >](#)

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

Book Review: Learn How Competitive Intelligence Feeds Strategic Planning: Read Competitive Intelligence Rescue
Reviewed by: Ellen Naylor
Book Reviewed: Competitive Intelligence Rescue by John McGonagle and Carolyn Vella

Competitive intelligence provides companies with insight about how the market is affected by factors outside their company. And more importantly, what they need to do, to maintain or improve their competitive advantage. A strategic plan without competitive intelligence will often fail, as leadership might make decisions based on their gut, their ego, or how they’ve always done business. This is a recipe for failure.

Learn how to diagnose what needs to be fixed in your company’s competitive intelligence effort by reading Competitive Intelligence Rescue. Carolyn Vella and John McGonagle walk us through their experiences rescuing 7 companies in the case study format.

Click here to read more.

ANNOUNCEMENTS

NPCE First Mondays 2018
The first Monday in January falls on January 1, so we will resume our discussions in February. The topic will be strategic foresight, how to identify and prepare for potential threats and capitalize on hidden opportunities. A fittingly forward-looking topic for the start of the New Year!

Are you Interested in Joining an ASP Community of Practice?
ASP continues to strive to bring value to our members. The concept of Communities of Practice allows members with interests in special sectors to come together and share new ideas, discuss challenges, and hear about successful practices. Most commonly, these communities operate virtually, allowing members from across the globe to participate and network with colleagues practicing in similar
industries/sectors. ASP has had great success and participation with its first Community of Practice – Nonprofit Center of Excellence in Strategy – for several years now. We are in process of starting up a second community: the Government Center of Excellence, which will roll out in early 2018. Then in mid-2018, we plan to roll out two additional communities:

- Small Business
- Women in Strategy
- SPS Fellow’s / ASP Hall of Fame Community

If you have an interest in joining any of the communities, whether as a participant and/or in a leadership role, please click here to sign up.

We encourage members to take advantage of this opportunity and further benefit from your ASP membership. There are no charges for members who register for Community of Practice webinars!

If you have any questions about the ASP Communities of Practice initiative, please contact ASP Board Vice President, Denise McNerney at dmcnerney@iboswell.com.

---

**ASP Wants to Hear from You!**

Want to get published in the Strategic Edge newsletter? If so, we would love to hear from you! ASP members are encouraged to submit strategy-related news, articles and content for publishing. If you have any content to share for our next issue, please email it to Jennie at jennie@strategyassociation.org.

**Next submission deadline is Friday, January 5, 2018.**

---

**Members At Work**

It is always interesting to hear from members and their activities. Let us know what moves you are making, articles you are writing, and presentations you are giving in the area of strategy and strategic planning.

To send us an update for "Members at Work", please contact membership@strategyassociation.org.
CERTIFICATION CORNER

Association for Strategic Planning Establishes its First Certification Commission

The Association for Strategic Planning (ASP) is pleased to announce the establishment of its Certification Commission. Contributing to the commission will be a seven-person panel, appointed by ASP’s Board of Directors, made up of ASP Certified professionals, public members and the support of the Director of Certification from ASP staff ex officio.

The mission of the commission is to direct the operational decisions related to certification including the examination content, process and qualifications, Standard Operating Procedures, fees, policy, appointment of sub-committees, application assessments, qualifying and communicating with Registered Education Providers and relationship with the examination vendor, recertification and appeals.

Click here to view the bios of the Certification Commission Panel.

MEMBERSHIP CORNER

Welcome to new members who joined in November 2017!

Atlanta Chapter

- Michael O'Reilly, Amnesty International

Chicago Chapter

- Emily Xu, Crate and Barrel

Colorado Chapter

- Lisa Jelliffe
Members at Large

- Scott Mills, Throne Planning
- James Mpofu, Future Squared
- Jennifer Johannes, AstraZeneca
- Ahmed Alahmary
- Karen Carter, OneNet
- Roy Adams
- Anna Chatzionastasiou, Invesco Real Estate
- David Cockrum, Cockrum Consulting LLC
- Mohamed Gebriel
- John Bennett, 600C Consulting
- Maru Mulugeta
- Timothy Ssentongo, Fairfield Education Services LTD, Kiwanga-Mukono
- Eiichiro Kodama
- Pile Chisulo

National Capital Area Chapter

- Luis Tsuji
- Lisa Henkel, University of Maryland

Headquarters Office: 411 Richmond Street East., Suite 200, Toronto, ON, Canada M5A3S5

Thank you for supporting the Association for Strategic Planning. This email was sent to 'email' from Association for Strategic Planning. If you wish to stop receiving email from us, you can simply remove yourself by visiting unsubscribe_url to choose which emails you wish to receive or not from ASP. You may also contact us via email.