The Strategic Edge

ASP’s monthly update on strategy news, tools, resources and upcoming events

July 2018

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THE PRESIDENTIAL PERSPECTIVE

The Future of Work 2050: Three Engaging Scenarios

I had the opportunity on June 15th to participate in a “modified Delphi” workshop as part of The Millennium Project’s The Future of Work 2050 study. The Millennium Project is a 2009 spin off from the global participatory think tank established by the United Nations in 1996. Today it is comprised of 63 Nodes across the globe – a Node is a set of institutions and/or individuals that connect local and global perspectives. Their vision is to develop a global foresight network of Nodes, information, and software, building a global collective intelligence system recognized for its ability to improve prospects for humanity. It acts as a think tank on behalf of humanity, not on behalf of a government, or an issue, or an ideology, but on behalf of building a better future for all of us. When you have time, look at the State of the Future Index, comprised of 28 historical data points to produce a ten-year outlook.

The June 15th event was conducted in conjunction with members of the Federal Foresight Community of Interested (FFCOI) at the General Services Administration (GSA) Conference Center. The participants prepared for the workshop by reading an excerpt of the three scenarios developed over the past four years when the research project began. Delphi is based on the principle that forecasts (or decisions) from a structured group of individuals are more accurate than those from unstructured groups. When conducted in face-to-face workshops like the one I participated in they are called mini-Delphi or Estimate-Talk-Estimate sessions. Originally developed as an interactive facilitative process, now Delphi’s use computer software to automate the scoring and tracking of the dialogue. These are referred to as “real-time” Delphis or technology Delphis.

The three scenarios being explored during the workshop – and 17 others conducted so far across the globe – are:

1. **2050 Scenario 1: It’s Complicated – A Mixed Bag.** A business-as-usual trend projection of the increasing acceleration of change with both intelligence and stupidity characterized decision making. Irregular adoption of advance technology; high unemployment where governments did not create long-range strategies, and mixed success on the use of universal basic income. Giant corporation’s powers have often grown beyond government control, in this government-corporate, virtual-3D, multi-polar world of 2050.

2. **2050 Scenario 2: Political/Economic Turmoil – Future Despair.** Governments did not anticipate the impacts of artificial general intelligence and had no strategies in place as unemployment exploded in the 2030s leaving the world of 2050 in political turmoil. Social polarism and political grid-lock in many forms have grown. Global order has deteriorated into a combination of nation-states, mega-corporations, local militias, terrorism, and organized crime.

3. **Scenario 3: If Humans Were Free – the Self-Actualization Economy.** Governments did anticipate the impacts of artificial general intelligence, conducted extensive research on how to phase in universal basic income systems, and promoted self-employment. Artists, media moguls, and entertainers helped to foster cultural change from an employment culture to a self-actualization economy.
Some of the workshop participants participated in the first workshop held back in April. A third workshop is planned for the Fall. Participants self-selected into one of five discussion groups: Business and Labor, Education, Culture, Government, Science and Technology. I joined the culture discussion and was led through three rounds of facilitated reflection and conversation. Our job was to explore all three scenarios and develop recommendations for how individuals and larger systems could adapt to the future of work based on new technologies.

Our conversation ranged from the role of governments to help to the role of associations (of all kinds) and the role of arts (performing) to help increase our ability to adapt. We concluded that we needed places to play, tools to enable better communications when not having face-to-face meetings, new “toys” for better play, and better skills. Conflict resolution skills like those embedded in the Quaker community or those conflict resolution games played at “Games for Change” conferences were a must. Also, skills in listening and observation like those taught in improv classes. Jerry Glenn, the CEO of The Millennium Project, participated in our culture discussion and liked my suggestion to reach out to performing arts organizations as a means of engaging them more directly since musicians, actors, and dancers have a huge impact on culture. They can also help us prepare and build resiliency to whatever scenario gets played out.

It was fun to connect with many bright futurists and to hear the suggested recommendations from all five groups. I look forward to reading the summaries and preparing for the next Delphi workshop in the Fall. I highly recommend participating in one of the local Nodes around the world when similar workshops are conducted.

As a follow-up to my last Presidential Perspective I wanted to share that the strategy execution gap is even larger than I thought. Ricardo Viana Vargas stated that the execution gap costs $1,000,000 every 20 seconds.

Jim Stockmal
President, ASP

Culture Eats Strategy for Supper: What are you going to do about it?

**Date:** July 10, 2018  **Time:** 1:00 - 2:00 PM EDT  
Presented by Michael Stewart, Founder of Strategic Narrative

Cultural change is difficult, so much so, organizations rarely know where to start. Organizations usually start with structure or tools, which are relatively easy to change but don't yield long-term competitive advantages. Some will go deeper, focusing on reward systems and performance measures, and a few will even pursue true behavioral change. These initiatives are great, but they don't result in a purposeful culture.

Through this interactive webinar, participants will be challenged to shift the way they approach their work (culture) to be in line with their organization's direction and goals (strategy). Strategy culture alignment is unique to each organization and creates the differentiator your competitors wish they had.

Senior leaders understand culture will determine their success or failure. When the processes, systems, and metrics in the field of HR are linked to aligning a purposeful culture, our relevance to the organization increases significantly. Culture drives both health and high-performance.

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 Global Webinars Presents: Culture Eats Strategy: What are you going to do about it?
Date: July 10, 2018
Time: 1:00 - 2:00 PM (EDT)
Register>

ASP NorCal Presents: Strategic Leadership IMMERSION Program: Manage to Lead Using the Seven Truths
Date: July 11, 2018
Time: 1:00 - 3:00 PM (PDT)
Register>

ASP NorCal Presents: Strategist Dialogue Groups: Story Telling for Leaders
Date: July 11, 2018
Time: 7:00 - 8:30 PM (PDT)
Register>

Click here for additional information about upcoming events in your area!

ANNOUNCEMENTS

Highlights from NonProfit Center for Excellence Discussion: Research Findings on Strategic Planning Practices & Organizational Success

Denise McNerney, ASP President Elect and Chair of the Nonprofit Center for Excellence, recently presented highlights from the preliminary analysis of the 2018 survey on successful practices in nonprofit strategic planning as part of the Nonprofit Center’s First Mondays series. One of the most intriguing features of this survey is the connection it explores between the capacity/strength of the responding nonprofits, and the strategic planning development and implementation practices they follow. A key question the survey sought to answer was: Are there practices that more successful NPOs follow that less successful NPOs do not (in both plan development and implementation) and if so, what are they?

While there is no generally accepted methodology for measuring “success” across NPOs, the survey team incorporated the Capacity Score* method created by Mathieu Despard at the University of Michigan as a standard for quantifying levels of organizational success. To that end, the survey integrated questions assessing organizational capacity including financial strength (operational reserves, long term sustainability and flow of funding), and leadership and organizational capacity (rating of organizational impact on communities touched, client satisfaction, alignment of programs/services with mission, strength of staff leadership, board composition and capacity). The responses to these questions made it possible to group respondents by Capacity Score: High, Medium or Low. This lens in turn enabled survey analysts to compare and contrast the planning practices between high success and low success organizations.

You’ll find some of the high level take-aways from the survey analysis below. For those who wish to explore the survey and results in greater detail, please click here. Please note the information presented is “first round” preliminary analysis that requires further review prior to citation. Some data points may be slightly changed after further analysis.

Survey take-aways:

High capacity organizations:

- View strategic planning as critical to or has a large impact on an organization’s success.
- Strategic planning should be a periodic, routine process.
- Have successful implementation practices in place for progress tracking and reporting.
- Report more frequently on plan progress than low capacity organizations (41% 3-4 times a year, 26% monthly).

Low capacity organizations:

- Are more likely to report that planning is driven by significant risks/challenges.
- Are significantly less likely to conduct reviews of their environment as part of the pre-planning process.
- Engage a smaller variety stakeholders in plan development.
- Are significantly less likely to align staff accountabilities, performance expectations, incentives to achievement of strategic plan goals/activities.

Click here to view the recording from this First Monday's Discussion.
CERTIFICATION CORNER

Qualifying Certification Application Deadline is Fast Approaching – Submit Your Application Today!

Are you looking to sit for the Fall certification examination in November? Deadlines are fast approaching with qualifying applications due this month.

Here are the key deadlines for this cycle:

Qualifying Certification Application Deadline(s):
- Friday, July 6, 2018 Applicants outside of the US and Canada
- Friday, July 27, 2018 Applicants in US and Canada

Testing Center Application Deadline(s):
- Friday, August 3, 2018 Candidates testing outside of the US or Canada
- Friday, August 24, 2018 Candidates testing in US and Canada

ASP is pleased to announce our new Certification Terminology & Key Concepts Flashcards!

Discover key concepts and terminology within the four domains: Lead, Think, Plan and Act. The 132 set of flashcards will be a helpful in preparing you for the SMP and SPP Certification Exam.

Buy them online today [here](https://www.strategyassociation.org/admin/email/bulk_email_body.asp?id=3411696)!

**Pricing:**
- $50 members
- $75 non-members

Contact [executivedirector@strategyassociation.org](mailto:executivedirector@strategyassociation.org) to receive a discount on a bulk order of 10+ flashcards.

Congratulations to our Newly Certified Professionals!

Eddy M. Abou Chakra
Hanan A. Al Arfaj
Dean C. Black
Giovanna A. Casalino
Allison Combs
Jesulito P. Cornejo
Daniel J. Montgomery
Emeka F. Okonkwo

Mohammad S. Al-jbour
Jonathan S. Canlas
Richard A. Dukes
MEMBERSHIP CORNER

Welcome to new members who joined in June 2018!

Chicago Chapter
- Marsiol Marion-Landais, Sagesse

Colorado Chapter
- Richard Caldwell, Northrop Grumman Corporation

Members at Large
- David Porritt
- Danielle Baker, Morehouse School of Medicine
- Catherine Gryba, CRG Strategies
- Megan Dimmer, Humphreys & Partners Architects
- Arokiaraj Sunil Moses, Thomson Reuters

Nigeria Chapter
- George Onekhen, National Insurance Commission

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

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