



The Strategic Edge

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

March 2018

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THE PRESIDENTIAL PERSPECTIVE

Building Organizational Capabilities for Strategy Execution Success



I had the opportunity to listen in to a panel discussion around “designing for speed”. The panel was made up of luminaries in the field of organizational design and change, including Dick Axelrod, Sue Mohrman, and Stu Winby. Invariably, the discussion came around to digital disruption and how organizations are being challenged on several fronts, including handling perpetual feedback from customers, decision making, and handling the speed of change. Many organizations were designed for efficiency – that is, repeatedly delivering value to customers in a cost effective and efficient manner. Those organizations that become digitally disrupted, whether at the infrastructure level, the operating level, or at the business model level, are finding it difficult to change rapidly, mainly due to the cultural artifacts associated with an efficient design.

Others have found it difficult even using agile methods and collaborative, empowered teams. To these experts, agile isn't enough if you don't address all elements – people systems, policies, processes, systems and data – that are still needed to deliver goods and services. These organizational design experts understand the dilemma facing leaders wanting faster change but know it doesn't happen overnight. These experts are trying to figure out how to do this correctly. One key to success is getting teams working on these issues to be more productive more quickly. Leveraging the underpinnings of organizational development theory and practice such as participatory design and ethical design principles, they believe agile, collaborative and flexible team capacity building will help address the dilemma but taking on one design component at a time.

Then I read an article by Jeanne Ross from MIT who addressed the issue of strategy execution from the lens of a business architect. Executing a digital strategy can be a challenge because so many different elements must be synchronized to deliver an integrated solution. She posits that architecting for “efficiency is no longer sufficient”. Business architecture must also focus on agility. She reaches a similar conclusion to the organization design (OD) experts, “...designing rapid reuse of individual business components **and** empowered teams.”

In her article, Jeanne Ross gives an example of a “continual release” concept in action reliant on empowered, cross-functional collaborative teams and management acting as “coaches”. Not unlike the OD experts and Zachman, she calls for clear mission (at the enterprise and team level), reuse of common business and technical components, and great knowledge sharing. These three “must haves” are key to building the capacity of the organization to execute. “...a great strategy is valuable only if a company is capable of executing that strategy.” As strategists, we owe it to our organizations to consider either a business architecture approach or an OD approach, because the elements discussed here are critical for organizational success in the age of disruption. Join us in Chicago in May at [ASP's Annual Conference](#) and hear from 20+ practitioners and experts on how they bridge the strategy execution gap. As Larry Bossidy once said, “...execution has to be part of the company's strategy and goals. It is the missing link between aspirations and results.”

Jim Stockmal
President, ASP

Business Architecture 101

First advocated by Zachman in the '90s, business architecture asks some fundamental questions:

Why: What is the mission and goal?

How: What processes do we need to execute?

What: What data do we need?

Who: How should we be organized?

Where: Where do we operate?

When: When do we need to execute?

Zachman approaches each of these architectural elements at the contextual, conceptual, logical, physical and detailed levels to complete the architecture.

ANNOUNCEMENTS

Strategy Magazine - Call for Article Submissions

The ASP Thought Leadership Committee is looking for contributors to an upcoming issue of Strategy Magazine, currently a publication of the Strategic Planning Society (SPS). We are looking for well researched, insightful, globally applicable articles for publication. Content should be oriented towards Strategy and Strategic Planning (Lead, Think, and Plan aspects of the ASP BOK). Editorial policy and submission guidelines follow.

Strategy Magazine is dedicated to helping executives and strategy professionals improve their strategy formulation and strategic planning. The magazine includes a stimulating and informative mix of articles and case studies exploring strategy in practice.

The magazine is circulated to senior strategists globally from across all industry sectors, including members of the Association for Strategic Planning (ASP) and the Strategic Planning Society (SPS) and other subscribers. Articles may also be highlighted in ASP newsletters. This is a unique opportunity for authors to share their experience with an unparalleled audience of strategy professionals and strategic decision makers.

Editorial policy and guidelines

We actively encourage members and non-members to submit articles for consideration. All submissions are peer-reviewed by an editorial review board consisting of SPS Fellows and against the objectives of the magazine and the following criteria:

Practical implications

Articles should focus on strategy development and strategic planning – in practice. You should be explicit about how your ideas can be applied in organizations.

Objectivity

You should demonstrate your expertise to readers through objective analysis and commentary. It is editorial policy that authors do not mention their company name, services or products within articles – however, full credit is given to authors and contact details are provided after each article.

Authority

Wherever possible you should provide research evidence, case examples, quotes from practitioners and hard numbers to back-up your argument; readers are rarely interested in unsubstantiated opinions. Appropriate attribution and references should be included and carefully considered.

Clarity and brevity

Be clear and explicit about your key messages: do not expect readers to 'read between the lines'. Use headings and bullet lists to emphasise main points. Length is not the same as depth; if you can express an idea in 500 words rather than 1,000, you will be providing more value to busy readers.

Submitting an article

To have your article considered, please send a draft, or a synopsis of your proposed article explaining the following:

- What is the idea or concept? Is the idea new or a counter argument for an existing idea?
- Who is the article aimed at?
- Why is this an important issue for target readers? How will they benefit from this article?
- What impact will your idea have on organizations? Is it a breakthrough? How can it be applied?
- What research have you carried out? What professional experience do you have to qualify it?
- What key messages should readers understand?

Articles are generally around 2,000 words. Submission deadline is **March 16, 2018**.

Please supply your text in MS Word. Illustrations may be supplied in whatever format enables you to communicate your ideas most effectively to our designers (a rough sketch is fine).

To submit an article, or for more information, please contact Chris Hafner at c.hafner@traversantstrategy.com.

Do You Have an Award Winning Strategic Plan? - Submissions Open for Richard Goodman Award

The [Richard Goodman Strategic Planning Award](#) recognizes distinction in the practice of strategy. The award is intended to build on the broader purpose of the ASP to enable individuals and organizations to succeed through strategic thinking, planning and action.

The deadline to submit your application is **Thursday, April 5, 2018**. Awards will be presented to the winner(s) at ASP's 2018 Annual Conference!

For more information on the Award or to submit an application, please visit our website <https://goo.gl/XVGu8B>

Congrats Again to our 2017 Award Winner!
Award Category: **GOVERNMENT, NON-NATIONAL**
Mecklenburg County Government, North Carolina



Membership Auto-renewals Now Available

ASP Members! We are pleased to announce the launch of our auto-renewal option for our individual membership type. Members who have an upcoming renewal (90 days in advance of their expiry date) may sign up to be auto-renewed in the future. Members must opt-in to auto-renew their membership and are able to cancel their subscription through their member profile or by contacting our Marketing and Membership Coordinator, Jennie Benjamins, at associationforstrategicplanning@strategyassociation.org.

ASP'S 2018 ANNUAL CONFERENCE

2018 ASP ANNUAL CONFERENCE
BRIDGING THE STRATEGY EXECUTION GAP
 ROSEMONT, CHICAGO | PRE CONFERENCE MAY 9
 CONFERENCE MAY 10-11

 **REGISTER NOW & SAVE \$700!**

Master How to Bridge the Strategy Execution Gap with Strategy Professionals from Across the Globe!

REGISTER

Registration Rates

	ASP Member	Non-Member	Available
Early Bird	\$1,395	\$1,695	Feb 6 - Apr 9, 2018
Regular	\$1,795	\$2,095	Apr 10 - May 8, 2018
Group	15% discount for groups of 3 or more from the same organization. Contact events@strategyassociation.org to book		
Onsite	\$2,095	\$2,395	May 9 - May 11, 2018
Government, Non-Profit, Student	\$1,095	\$1,395	Jan 8 - May 11, 2018
Pre Conference Masterclass		\$195 Per Class	

Hear from Leading Strategy Experts:

	DOUG MARIS <i>LBL Strategies Ltd.</i>		DENISE MCNERNEY <i>iBossWell, Inc.</i>
	MARK PHILLIPS <i>San Antonio Airport System</i>		SYED MEHDI <i>San Antonio Airport System</i>
	JOE BROWNLEE <i>Rotary International</i>		PETER MARKOS <i>Tekno Telecom</i>

More Information:

[AGENDA](#)
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[HOTEL](#)

For more information contact:

Stefanie Pavarin-Tome at

events@strategyassociation.org

or 1-844-345-2828 x240

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#ASPConf2018

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GLOBAL WEBINARS



Next Generation Strategic Planning: Defining, Forecasting & Managing Uncertainty

**** PLEASE NOTE - this webinar will only be offered as a LIVE presentation. No recording will be available following the webinar. ****

Date: March 13, 2018 **Time:** 1:00 - 2:00 PM ET
Presented by Jim McComb - Managing Director, Wild Card Strategy

Next Generation Strategic Planning is a process of anticipating, predicting, preparing for and managing specific plausible events, circumstances and technologies that are presently unknown, unheard of and unexpected . . . and potentially disruptive. Adding Next Generation Strategic Planning to a traditional planning process prepares management teams to realize (or exceed) their vision by positioning the organization to leverage unexpected opportunities and mitigate or eliminate unexpected threats . . . before competitors even know they're coming!

This webinar unveils a process for forecasting, anticipating, preparing for, and managing plausible events, circumstances and technologies that are presently unknown, unexpected and potentially disruptive, yet rarely if ever contemplated in traditional strategic planning.

[Register >](#)

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

NPCE Presents: Launching and Guiding Transformation: A Case Study

Date: March 5, 2018
Time: 4:00 - 5:00 PM (ET)

[Register >](#)

Global Webinars Presents: Next Generation Strategic Planning: *Defining, Forecasting & Managing Uncertainty*

Date: March 13, 2018
Time: 1:00 - 2:00 PM (ET)

[Register >](#)

ASP National Capital Area Presents: Pursuing Growth in New and Mature Markets

Date: March 21, 2018
Time: 5:30 - 7:30 PM (ET)

[Register >](#)

ASP Chicago Presents: The Role of Mid-Level Manager in Strategy Execution

Date: April 10, 2018
Time: 5:30 - 7:30 PM (CST)

[Register >](#)

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

Date: April 11, 2018
Time: 11:00 AM - 1:00 PM (PT)

[Register >](#)

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

ARTICLES FROM MEMBERS

ASP Colorado Supports Regis University's Innovation Challenge
By Marty Scholes (MBA) and Dennis Kater (MBA)

The thing about strategic planning is that it covers so much that the words are almost meaningless. Strategic planning could (and does) apply in a military context, or a business context, or to consultants, or to business executives, or even investors. With such a breadth of applicability, strategic planning can be found almost everywhere, even in the hearts of young and eager entrepreneurs. We were recently blessed to be a part of helping ten nascent groups form into functioning organizations.

Regis University's College of Business and Economics Innovation Center recently began an Innovation Challenge to assist student designed businesses to enter the business world. The event solicits student startup businesses, who will compete for a \$10,000 grand prize, and \$5,000 and \$1000 prizes. Ten teams were selected from 22 initial submissions. The 10 teams participated in an initial event in January to discuss and begin development of their business plans/strategy.

[Click here](#) to read more.

GET INVOLVED WITH ASP

ASP Member Spotlight

We want to let ASP members know who you are! To be featured in our member spotlight in a future issue and on the ASP website, just answer any three questions from the following list, provide a photo of yourself (head shot), and be sure to include your name, title and organization.

- What is your biggest achievement to date – personal or professional?
- What are your biggest professional challenges?
- What do you value most about ASP?
- What are you proudest of?
- How can other ASP members help you?
- How can you help other ASP members?
- What book would you recommend for other ASP members to read?
- What do you like most about your current role?
- What are your career aspirations?
- What are three words that describe you?
- What do you do?
- If you are not at work, you are...?

Please email your answers, photo and information to membership@strategyassociation.org.

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, March 23.

CERTIFICATION CORNER

Are you Certifiable? A Kick-Off for Certification Study



This full day pre-conference course offers exposure to key strategy concepts that candidates for ASP certification in either SPP or SMP would need to understand to be successful. The course surveys key concepts in the four domains of our certification program: Lead, Think, Plan and Act. In each domain, a successful candidate answers multiple choice questions involving three strategy elements: content, process and context. This course is designed to be a kick-off for your study plan. This course will help you assess how much and what kind of study you would need to do to be successful on an ASP certification exam. We will also help you develop a study plan for success.

2018 ASP PRE-CONFERENCE: WEDNESDAY, MAY 9, 2018

9:00 AM - 4:30 PM

\$300 (breaks and lunch included)

REGISTER

MEMBERSHIP CORNER

Welcome to new members who joined in February 2018!

Austin San-Antonio Chapter

- Michael Hernandez, I.R.S

Boston Chapter

- Liz O'Connor, Strategy Matters, LLC

Chicago Chapter

- Steve Ozinga, Kennari Consulting

Members at Large

- Anita Bennett
- Erin Sedor, Black Fox Strategy
- Nicholas Hauff, Fillgap

National Capital Area Chapter

- Joshua Wymer, US Navy

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