

ARMY TRANSFORMATION

STRATEGIC FORESIGHT FOR MULTI-DOMAIN OPERATIONS

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A two-week professional development program



INTERNATIONAL
ASSOCIATION FOR
STRATEGY
PROFESSIONALS

Center for Excellence
in Public Leadership
THE GEORGE WASHINGTON UNIVERSITY





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ABOUT LBL STRATEGIES



LBL Strategies (LBL) is headquartered in Chicago with strategy professionals located in Chicago, Washington DC, and the UK. Since 1985, we have provided a full range of strategic planning and management consulting services to public, private, and nonprofit organizations. Our customer value proposition grows out of more than 37 years of experience in **helping organizations focus, make better decisions, and grow by leveraging foresight to think and act strategically**. Our expertise comes from a history of providing both training and consulting – each providing up-to-date best practices and application for our clients. Our training programs are affiliated with both the George Washington University’s Center for Excellence in Public Leadership, part of their College of Professional Studies, and the Baldrige Foundation. And we are one of the very few registered education providers recognized by the International Association for Strategy Professionals (IASP).

Respected providers of strategic planning and management solutions, LBL Strategies is run by pioneering leaders of university-based certification training in strategic management for business professionals. Our strategic management program (**Mastering Strategy: Strategic Management Performance System**) is an International Accreditor for Continuing Education and Training (IACET) award winning recipient, praised as an “exemplary, outstanding results-oriented program.”



LBL Strategies is proud to be an approved vendor of the US Army Credentialing Assistance and Army Ignited programs, which soldiers use to access funding to obtain civilian certification in strategic planning and management.

PROGRAM SUMMARY



The COVID pandemic in 2020, coupled with other global disruptions like social unrest, changes in the geo-political environment, and political polarization, has emphasized the importance of planning amid perpetual uncertainty. The practice of strategic foresight – popularized by the Shell corporation in the 1970s – has recently seen a surge in demand as organizations recognize the need to plan for the many surprises that could affect their future. However, there are few experienced foresight practitioners – experienced in not just talking about the future, but skilled at how to apply this practice to deliver actionable results and show how they fortify strategic planning.

LBL Strategies has closed this gap. Offered in conjunction with **George Washington University's** Center for Excellence in Public Leadership, and part of the College of Professional Studies, **Army Transformation: Strategic Foresight for Multi-Domain Operations** will take participants through signal and trend scanning, scenario writing, workshop participation, and strategy development to prepare for the future. Successful completion of the program earns participants a certificate of completion from George Washington University's Center for Excellence in Public Leadership.

In addition to guest enrichment speakers from both public sector and private industry, participants will develop Trend Cards focused on discovery of signals and trends that could shape the future national security environment. The group will then select key drivers shaping the uncertain future operating environment, and write scenarios based on these selected drivers set 20 years in the future. Finally, through a lively, dynamic, and experiential workshop, participants will think about the future state and develop recommendations to address various aspects of Great Power Competition in the year 2042.

However, scenario work is not the end. In order to focus on execution, LBL Strategies will lead the team to out brief a key military audience, and then use the data to draft strategies to address the future national security environment. The result will be two weeks of strategic thought, strategic planning, and enrichment that can be applied as soon as participants return to their duty stations, and throughout their career.

LBL Strategies, a certified (US Army) Veteran-Owned Small Business, has a 37-year history in leading organizations and training individuals on strategic thought and planning. The lead

facilitator for this program is Robin Champ, a senior foresight practitioner with LBL Strategies, and Co-Chair of the Federal Foresight Community of Interest. She was recently appointed to The Futures School Global Foresight Advisory Council (GFAC). She designed and leads LBL Strategies' certification course **Mastering Foresight: Scenario-Based Planning**, which is endorsed by George Washington University Center for Excellence in Public Leadership, the Baldrige Foundation, and recognized by The Futures School and the International Association for Strategy Professionals. Ms. Champ not only talks foresight, but she also applies it to real-world problems. Through a specially designed enrichment program, she will bring together leaders in the futures and foresight space to provide strategic, thought-provoking discussions aimed at challenging the status quo and opening up the aperture beyond what we "think" will "likely" happen in the future, to instead focus on the many possible futures and disruptions that could alter our best-laid plans.

Joining Ms. Champ is a line-up of academics, practitioners, and even Hollywood writers and best-selling authors to bring the future to life (see proposed agenda).





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BENEFITS

This program will help soldiers and the US Army by:



PRE-SESSION WORK

Several topical reading assignments will be provided before the start of the Seminar.

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Bringing together leaders and guest speakers from a variety of backgrounds to provide new perspectives and stimulate innovative thought, discussion, and problem-solving.

Understanding and appreciating the impact of strategic thinking on organizational alignment and performance.

Introducing exercises and tools to apply strategic thinking principles.

Leading and facilitating a custom Scenario-Based Planning workshop.

Crafting, with your personnel, tailored alternative future worlds, based on key drivers for the Army.

Facilitating discussions to elicit capabilities needed to succeed.

Thinking strategically and screening for opportunities to prepare for an uncertain future.

Aligning teams and individuals behind the skill of “futuring” to enhance agility in the organization.

Ensuring strategic priorities are aligned to and drive the right outcomes.

Bridging the gap between foresight and strategy by applying tools to effectively analyze many possible futures, their needed capabilities, and priorities.

Leveraging an agile foresight system to guide effective decision-making.

Cultivating a strategy-focused organization, driven by deliberate thought and consideration of the possible futures that could unfold.

Engaging in round-table discussions and exercises with a focus on applying strategic thinking throughout the organization.

AGENDA

This seminar is designed to be hosted in Tampa (SOCOM), Austin (AFC), or a location of your choice.

DAY ONE

TAMPA

AUSTIN

Arrival, In Processing, and No-Host Social

INTRODUCTION TO FORESIGHT

TAMPA

AUSTIN

Welcome and Introductions

What is Foresight?

Foresight vs Forecasting

Foresight in Government



Federal Foresight Community of Interest

What is Scenario-Based Planning?

PESTLE

Trends and Signals – Scanning the Environment



DR. JAKE SOTIRIADIS, Director, Center for Futures Intelligence, National Intelligence University on "Stretching Intellectual Horizons"

DAY TWO

INNOVATION, TRENDS, AND DRIVERS OF THE FUTURE

TAMPA

AUSTIN



DR. KOSTOPOULOS, SVP for Emerging Technology at KnowBe4 on "Macro Trends and Technology Convergence"

EXERCISE: Trend Card Development

EXERCISE: Identify Drivers and Poles Related to the Future National Security Environment

EXERCISE: Define Drivers and Poles for Future Army



RICK BEYER, best-selling author and award-winning documentary producer of "The Ghost Army"



Dinner at **The Columbia**, Tampa's oldest restaurantSM, and the largest Spanish restaurant in the world. Named One of America's Most Historic Restaurants by USA Today.



Dinner at **Scholz Garten**, the oldest operating business in Texas. It was recorded as a Texas Historic Landmark in 1967, and added to the National Register of Historic Places in 1979.

DAY THREE

FORECASTING AND NARRATIVE

TAMPA

AUSTIN



PETER W. SINGER: Best-Selling Author "What is the Power of Story?"



KEN LIU: An author of speculative fiction, he has won the Nebula, Hugo, and World Fantasy awards, as well as top genre honors in Japan, Spain, and France, among other countries. "Technology as Character"

NILOO RAZI HOWE: An investor, executive and entrepreneur in the technology industry for 25 years, she has been chief strategy officer for the world's largest Cybersecurity company. "Strategy and Innovation"

DAVE ANTHONY: A video game producer most known for his work leading the design and production of games in the Call of Duty series, the best-selling entertainment product in history. "Managing Creative Teams"

DAVID BENIOFF and D.B. WEISS: Writers and Producers of HBO's Game of Thrones, the most Emmy award-winning series in history. "High-Stakes Storytelling"

LUNCH and CARRIE GILLOGLY: Co-Head of Scripted Programming at the AMC TV Network, as well as helped create such projects as Gran Torino and A Star Is Born. "Finding And Choosing Great Ideas"

ANNALEE NEWITZ: Science reporter for The New York Times, bestselling author, and co-host of the Hugo Award-winning podcast Our Opinions Are Correct. "How to Explain Complex and Technology Stories"

GENERAL MICK RYAN: Commander of the Australian Defense College and President of the Defense Entrepreneurs Forum. "Strategy and Story"

DAY FOUR

FORECASTING AND NARRATIVE (CONT.)

TAMPA

AUSTIN

ADMIRAL JOHN RICHARDSON: 31st Chief of Naval Operations (CNO) "How Leaders Use Story and Foresight"

EXERCISE: What are the Stories We Need to Tell?

AUGUST COLE: Best-selling author and former reporter for the Wall Street Journal and MarketWatch. "The Key Elements of Narrative"

WORKSHOP – WRITING: Turning Issues Into Narrative

LUNCH DISCUSSION: Writing Challenges

WORKSHOP – EVOLUTION AND EDITS: Altering Perspectives

WORKSHOP – PEER REVIEW: Critique and Technique

WORKSHOP – WRITER'S ROOM: Delivery, Pitching, and Feedback

DAY FIVE

WEEK ONE (CONT.)

ARMY INNOVATION

TAMPA

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US Army Mad Scientist. A U.S. Army initiative that continually explores the future through collaborative partnerships and continuous dialogue with academia, industry, and government. Through this initiative, the Army shapes future multi-domain operations in its role as a thought leader in the future of warfare.



EXERCISE: PESTLE Framework

EXERCISE: Write future-set scenarios and vignettes



MAJOR SHAYE HAVER, one of the first two women to graduate from the US Army Ranger School. In her talk "Lead by Example: Women and Army Transformation" Major Haver will share lessons learned from her experience at Ranger School and as an Infantry Officer to facilitate discussion on integration as part of the Army's transformation.

WRITING FUTURE SCENARIOS

TAMPA

AUSTIN

EXERCISE continued: Write future-set scenarios and vignettes

WEEK TWO

SOFWERX / ARMY FUTURES COMMAND DISCUSSION

TAMPA

AUSTIN



DR. LUM, CEO Foresight Vision Strategy, author of "4 Steps to the Future," will lead the workshop "Forecasting the Futures of Civilians in Conflict." As conflict and competition continue to evolve at a rapid pace, long-run trends as well as recent events have demonstrated that traditional assumptions about who is involved in conflicts and how they participate are outdated. Using the 4 Steps model, participants will be guided through forecasting logical pathways to alternative futures of conflict. The session will highlight the underlying principles for good foresight and will discuss using these methods in formal projects as well as daily discussions.



SOFWERX Tour: Dr. Bazin, Senior Strategist U.S. Special Operations Command; Strategy, Plans, and Policy Directorate, President and Co-Founder of the VetCoin Foundation (501c3), a non-profit that harnesses the power of the blockchain, Web3, and Metaverse to connect, enable, and transform veteran communities. Dr. Bazin will share "NATO Framework for Future Operations" and will reflect on what we got right and wrong with topical issues such as Ukraine and Covid-19.



Army Futures Command visit and discussion of "Development of the Future Operational Environment"

WORKSHOP: FUTURE REQUIREMENTS

TAMPA

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SCENARIO-BASED PLANNING WORKSHOP

- » Discuss Future Global View
- » Discuss Future National View
- » Discuss Future DoD / Army View
- » Determine Capabilities Needed

WORKSHOP: GAPS AND DE-EMPHASIS

TAMPA

AUSTIN

SCENARIO-BASED PLANNING WORKSHOP

- » Identify Gaps
- » Prioritize Capabilities and Action Steps
- » Determine Areas to De-emphasize
- » Prepare Out-Briefs

WORKSHOP: FUTURE REQUIREMENTS

TAMPA

AUSTIN

SCENARIO-BASED PLANNING WORKSHOP

- » Deliver Out-Briefs to Guest Audience
- » Workshop Analysis



Dinner at **Bern's Steakhouse** "Art in Steaks." Enjoy dinner and tour of their wine cellar containing over half a million bottles and 6,500 labels from all over the world.



Dinner at **Terry Black's BBQ**, known for its signature brisket, beef ribs, sausage, and turkey, Black's Barbecue smokes their meat daily in the restaurant's original Lockhart pits before bringing it to the Austin outpost on Guadalupe Street.

STRATEGY FOR ARMY MODERNIZATION

TAMPA

AUSTIN

Change Agenda Development for Army Modernization

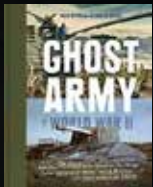
Strategy Development

Closing and After Action Review

TAKE-AWAYS



Custom developed Trend Cards



Autographed copy of "The Ghost Army of World War II: How One Top-Secret Unit Deceived the Enemy with Inflatable Tanks, Sound Effects, and Other Audacious Fakery" by Rick Beyer



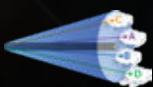
Autographed copy of "4 Steps to the Future" by Dr. Richard Lum



Autographed copy of "Ghost Fleet" by Peter Singer



Autographed copy of "Strategy in the 21st Century" by Randall Rollinson



Strategic foresight activities and tools to develop a culture of thinking and acting strategically

GUEST ENRICHMENT SPEAKERS



RICK BEYER

Rick Beyer is a best-selling author, an award-winning documentary producer, and a long-time history enthusiast. With a take on history that is both humorous and illuminating, he has appeared on CBS News, MSNBC, CNN, The

Discovery Channel, NPR and Fox News.

Rick wrote and produced the PBS documentary *The Ghost Army*, which premiered on PBS in 2013. It has been honored with a CINE Golden Eagle and audience awards at several film festivals. TV Guide called it “entrancing,” while the LA Times referred to it as “fascinating, detailed, and oddly delightful.” He also co-authored (with Elizabeth Sayles) the New York Times bestseller *The Ghost Army of World War II*. The book and documentary are currently being developed as a Hollywood movie by (American Sniper) producer Andrew Lazar and Universal Studios

Rick’s most recent book, *Rivals Unto Death* was published in 2017. It is a dual biography of Alexander Hamilton and Aaron. It explores the story of their 30-year rivalry that ended in a deadly duel on the cliffs of Weekhawken, NJ. He is also the author of the popular *Greatest Stories Never Told* series of history books. Titles include *The Greatest Stories Never Told*, *The Greatest War Stories Never Told*, *Greatest Presidential Stories Never Told*, *The Greatest Science Stories Never Told* and *Greatest Music Stories Never Told*. Each contains 100 tales from history to “astonish, bewilder and stupefy.” The Chicago Tribune described the first book as “an old-fashioned sweetshop full of tasty morsels,” and the Army Times said of the second book: “Just when you thought you knew everything about everything, along comes Rick Beyer to prove you wrong.”

He has produced films for PBS, The History Channel, National Geographic, the Smithsonian Institution, Historic Mount Vernon and others. His documentary credits include *Expedition Apocalypse*, *The Wright Challenge*, *Secrets of Jamestown*, *The Patent Files* and *Timelab 2000*, an acclaimed collection of 200 history minutes hosted by Sam Waterston.

A popular speaker who has engaged numerous audiences, Rick’s topics include *Artists of Deception: The Ghost Army of WWII*, *Rivals Unto Death: Hamilton and Burr*, *A Long Strange Trip: Tales from Music History*, *Getting to Eureka!*, *Confessions of a History Filmmaker*, *The Battle after the Battle: Lexington vs. Concord* and the fight for Revolutionary Fame, and Rick’s *Rules of History*. His presentations are spiked with humor, creative visuals and quirky props. They have proven popular at conferences, corporations, universities, libraries and other venues. Venues include the Smithsonian Institution in Washington DC and Music Teachers National Association Annual Conference in Los Angeles, CA.

Rick has written for *The Daily Beast*, *History Channel Magazine*, *Politico.com*, *America in WWII*, the *Princeton Alumni Weekly*, and other publications. He has also worked as a radio reporter, a TV news producer, an ad agency creative director, and a janitor (not in that order). He has curated a *Ghost Army* traveling museum exhibit, several *Ghost Army* art exhibits, and multiple exhibits for the Lexington Historical Society. And here’s a few other things he’s pleased to say he has done:

- Camp for ten days in the mosquito-infested Siberian Wilderness
- Flee New Orleans the day before Katrina
- Interview Jimmy Carter in the White House
- Climb Mt. Washington 5 times
- Get called stupid by David Brinkley
- Be consoled by Mary Tyler Moore
- Marry a beautiful woman during a lightning storm



PETER SINGER

Peter Warren Singer is Strategist at New America, a Professor of Practice at Arizona State University, and Founder & Managing Partner at Useful Fiction.

A New York Times Bestselling author, described in the Wall

Street Journal as “the premier futurist in the national-security environment” and “all-around smart guy” in the Washington Post, he has been named by the Smithsonian as one of the nation’s 100 leading innovators, by Defense News as one of the 100 most influential people in defense issues, by Foreign Policy to their Top 100 Global Thinkers List, and as an official “Mad Scientist” for the U.S. Army’s Training and Doctrine Command. No author, living or dead, has more books on the professional US military reading lists. His non-fiction books include Corporate Warriors: The Rise of the Privatized Military Industry, Children at War, Wired for War: The Robotics Revolution and Conflict in the 21st Century; Cybersecurity and Cyberwar: What Everyone Needs to Know and most recently LikeWar, which explores how social media has changed war and politics. It was named an Amazon and Foreign Affairs book of the year and reviewed by Booklist as “LikeWar should be required reading for everyone living in a democracy and all who aspire to.” He is also the co-author of a new type of novel, using the format of a technothriller to communicate nonfiction research. Ghost Fleet: A Novel of the Next World War was both a top summer read and led to briefings everywhere from the White House to the Pentagon. His latest is Burn-In: A Novel of the Real Robotic Revolution. It has been described by the creator of Lost and Watchmen as “A visionary new form of storytelling—a rollercoaster ride of science fiction blended with science fact,” and by the head of Army Cyber Command as “I loved Burn-In so much that I’ve already read it twice.”



MAJOR SHAYE HAVER

Major Shaye Haver graduated from the US Army Ranger School in 2015 as one of the first two women to graduate the arduous leadership course. In her talk “Lead

by Example: Women and Army Transformation” Major Haver will share lessons learned from her experience at Ranger School and as an Infantry Officer to facilitate discussion on integration as part of the Army’s transformation.



DR. LYDIA KOSTOPOULOS

Dr. Lydia Kostopoulos’ work lies in the intersection of national security, strategy, and technology. She is the Science and Technology subject matter expert at the U.S.

Special Operations Command’s (USSOCOM’s) Joint Special Operations University where she is working on developing technology related education for the Special Operations Force Professional. Previously, she was a SOCOM Strategy and Innovation Advisor conducting forecasting work on technology and the future operating environment. Dr. Kostopoulos has participated in the NATO Science for Peace Program, addressed the United Nations member states at the Convention on Certain Conventional Weapons Group of Governmental Experts (CCW GGE) meeting on Lethal Autonomous Weapons Systems (LAWS), done commissioned work for IEEE, and has been awarded the U.S. Presidential Service Award for her service to the cybersecurity community. Passionate about social technology awareness, she has an art series about AI and released an open-source game on technologies that affect humanity called Sapien 2.0.



DR. AARON BAZIN

Dr. Aaron Bazin is seasoned senior strategist and blockchain entrepreneur with two decades of strategic planning, organizational transformation, and executive

management experience for global enterprises, including: U.S. Special Operations Command, U.S. Central Command, U.S. Training and Doctrine Command, and NATO Allied Command Transformation. Currently, Aaron is a Senior Strategist with U.S. Special Operations Command; Strategy, Plans, and Policy Directorate. Aaron is also the President and Co-Founder of the VetCoin Foundation (501c3), a non-profit that harnesses the power of the blockchain, Web3, and Metaverse to connect, enable, and transform veteran communities. Aaron served in the U.S. Army for over 20 years and has experience in over 27 countries which included over 400 combat missions. Aaron has published over 30 articles, authored one book, and contributed to numerous others.



DR. RICHARD LUM

Dr. Richard Lum Richard is an academically trained futurist and chief executive of Vision Foresight Strategy LLC (VFS), a foresight and strategic analysis firm based

in Honolulu. His professional interests include the futures of governance, conflict and security, and industrialism. Richard's current and recent work for the Department of Defense includes research and concept work for US Special Operations Command, US Indo-Pacific Command, the Office of Naval Research, the F-35 Lightning II Program Office, and research and foresight work in support of Strategic Capabilities Office – West. He has briefed the White House, the US Secret Service, and the National Intelligence Council, as well as speaking at US Central Command, the Naval War College, the Association of the United States Army LANPAC, and SOFWERX.

Richard has worked with a wide variety of non-profit organizations, for-profit companies, and government agencies on foresight, strategy development, and strategic thinking. He has conducted foresight and strategy work on projects for organizations such as the European Commission, the UK government, the US Department of Defense, NASA, and PepsiCo. He has helped organizations apply foresight and develop strategy for endeavors ranging from the restoration of ancient Hawaiian island land management divisions to crowdsourcing foresight development to helping educators in the US anticipate the long-term futures of learning.

Richard is the author of 4 Steps to the Future: A Quick and Clean Guide to Creating Foresight and his contributions were featured in the books Thinking about the Future: Guidelines for Strategic Foresight (2006), A Careful Revolution (2019), Rethinking Asia 7: The Future of Work (2020), and Strategic Latency Unleashed: A SOF Perspective (2020). He has been published in the Journal of Futures Studies, the journal Futures, International Journal of System of Systems Engineering, World Future Review, and Small Wars Journal. He is the co-creator of the Verge General Practice Framework for foresight work, a framework used by foresight practitioners throughout the UK, in Europe, Africa, and Asia for horizon scanning, scenario development, and visioning work.

Richard is a member of the GeoTech Action Council at the Atlantic Council in Washington, DC and is a member of the HYFUTEC Expert Network at the European Centre of Excellence for Countering Hybrid Threats. He holds a PhD in Political Science from the futures studies program at the University of Hawai'i. His dissertation research focused on developing a conceptual framework for designing future governance systems.



DR. JAKE SOTIRIADIS

Dr. Jake Sotiriadis is the Director of the Center for Futures Intelligence at National Intelligence University (NIU). He is a member of the NIU research faculty and teaches

courses on international relations, intelligence tradecraft, and geopolitical futures. Jake is a frequent speaker on global futures and intelligence and founded the US Air Force's Strategic Foresight and Futures Team. He is also an advisor to the State Department and teaches courses at the Foreign Service Institute. Jake's work spans the nexus of disruptive technology, geopolitical risk, and futures intelligence. He leads a team that helps senior leaders in the Intelligence Community, the Department of Defense, and the State Department embrace uncertainty and build anticipatory thinking.

"In dealing with the future, it is more important to be imaginative and insightful than to be one hundred percent 'right.' The maps of the world drawn by medieval cartographers were too hopelessly inaccurate, so filled with factual error, that they elicit condescending smiles today. Yet the great explorers could never have discovered the New World without them."

- ALVIN TOFFLER

FEEDBACK FROM CLIENTS

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LBL Strategies provided a comprehensive framework (Strategic Management Performance System) to think about strategy as a discipline starting with assessing the needs to strategy formulation, execution, and performance management which we directly and successfully applied into the development of Aeronautics' strategy.

NASEEM SAIYED
NASA

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Often, our cumulative military experiences are well-understood within military circles, but when trying to relate our planning, strategy, and leadership skills to new employers, we face a translation wall, as strategy is frequently used to achieve a task or complete an operation. However, with shifting priorities, we often neglect the strategic management of our organizations which would apply a set of processes and competencies to specify goals, then develop and manage initiatives to attain these goals, and determine the long-run performance of an organization.”

LTC, U.S. ARMY

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The GWU/LBL SMPS course was one of the best decisions I made! I learned several concepts and techniques that I have applied way before the course ended. I had many light bulb moments for some of the challenges I was trying to solve on my strategic management journey. Support throughout the course was phenomenal and addition of best practices and lessons learned added great value for me. Thank you!

MYRNA MCKENZIE, SENIOR INNOVATION SPECIALIST
WOUNDED WARRIOR PROJECT

“

The “Mastering Strategy” Strategic Management Performance System course provided me with both the theory and practice of what it takes to devise a coherent, executable strategy. As a member of the DoD, I see great value in applying this knowledge to shape the strategic direction of my organization and implement, execute, and assess both the long-term strategy and strategic operating plan. The course work, case studies, and templates all were very helpful in getting ready for the Association for Strategic Planning “Strategic Planning Professional” (SPP) certification process. Lastly, the professional cadre was very helpful and provided the individual attention to promptly answer every question I had about the content, and process, and contributed greatly to my success in the course.

MAJOR BRETT BUTLER
U.S. ARMY

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Encouraging participation across the groups to gain a broader perspective for my organization and applying the strategies to the realities of my organization.

TOM CONAWAY, STRATEGIC OFFICER FOR BUSINESS OPERATIONS
U.S. NATIONAL GEOSPATIAL INTELLIGENCE AGENCY

“

Wow, this course exceeded my expectations and more. I've taken numerous strategy courses over my career, and this one is by far the most comprehensive of useful knowledge, skills, and tools that can be readily applied to the real world. The instructors are top notch, combining expertise, experience, and humor to make for an engaging class experience.

CHERYL CHRISTOPHER, STRATEGIC ADVISOR
U.S. NATIONAL GEOSPATIAL INTELLIGENCE AGENCY

“

The program was great! Very thorough the amount of material and the tools provided exceeded expectations.

TOM CAVANESS, PLANNING AND POLICY SPECIALIST
AMERICAN BATTLE MONUMENTS COMMISSION

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EXPERIENCE



Since 1985, LBL Strategies has provided a full range of strategic planning, performance measurement, and strategy execution consulting, training, and professional certification services. We have extensive experience helping public, private, and nonprofit organizations envision and reach their strategic goals. We provide consulting and education/training in:

- Strategic Planning and Management
- Strategy Execution
- Scenario-based Planning
- Agile Organizational Design
- Governance
- Board Leadership Development

Our team of highly trained and experienced professionals starts with an understanding of the specific needs and contextual situation of each client we serve. Whether it be a consulting project or a training assignment, we assess what each client values, and then we shape a practical solution to meet those specific requirements. Our customer value proposition grows out of more than 37 years of experience in helping organizations focus, make better decisions, and grow, by leveraging foresight to think and act strategically.



REFERENCES

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THE LBL STRATEGIES' TEAM



RANDALL ROLLINSON PRESIDENT

Randall Rollinson is the Founder and President of LBL Strategies, a federally-certified veteran-owned business and nationally-recognized leader in the practical application of strategic management principles, tools and techniques. LBL Strategies is headquartered in Chicago, IL.

Since 1985, Randall has served more than 3000 organizations across sectors with a targeted set of strategic management education, training, consulting and certification preparation services. He has a special interest in governmental agencies, nonprofit associations, and other “mission driven” organizations where governance and strategy execution issues are often a major consideration.

Randall is a certified Strategic Management Professional (SMP), an Association for Strategic Planning (ASP) Certification Pioneer, and an active member in the ASP Government Community of Practice. He is the co-founder and past president of ASP – Chicago Chapter.

Randall possesses a strong belief in the power of effective efficient strategic management to positively influence our seemingly endless set of global and domestic challenges. His passions center on empowering leadership teams to achieve a positive, sustainable, and functional future for every living thing.

Throughout his career, Randall has specialized in strategic management consulting, teaching and software development. He is the lead listener, designer and instructor of the *Mastering Strategy: Strategic Management Performance System Certification Program*, winner of the 2001 Exemplar Award from the International Association for Continuing Education and Training for being an “exemplary, outstanding results-oriented program.”

This program is offered in multiple formats, including online and in person, in partnership with the George Washington University Center for Excellence in Public Leadership. The goal of *Mastering Strategy* is to help public and private sector management professionals expand their strategic planning and management knowledge and skills while providing a pathway to ASP certification. LBL has a long and rich history of providing ASP certification preparation courses with a 97% pass rate.

Randall holds an MBA in Management from DePaul University, a master’s degree in rehabilitation counselling, and a bachelor’s degree in psychology from Southern Illinois University. In 2010, he coauthored and published acclaimed strategic management textbook *Strategy in the 21st Century: A Practical Strategic Management Process*.

He is a past President of the Norwood Seniors Network and an active volunteer with New Hope Community Food Pantry. He is a Vietnam veteran.





DOUG MARIS

UP OF OPERATIONS & SENIOR CONSULTANT

Doug has over twenty-five years' executive leadership and strategy experience. As Senior Director of Business Development he

developed, launched, and led a strategic management system for a large nonprofit senior healthcare and living chain with 2,200 employees and \$175 million annual budget. He also served as Executive Director for three large retirement communities, responsible for over 600 employees and successful fiscal management of a \$10,000,000 annual operations budget.

Doug has taught courses and conducted training events for George Washington University - CEPL; DePaul University; Lincoln Christian University; Exelon Utilities; ComEd Utilities; Upstate Medical University; PEAK National Summit; Association for Strategic Planning; Life Services Network; and many other businesses and organizations.

He has many years' experience assisting non-profit organizations with articulating a strategic & operating plan with a focus on execution and developing key performance metrics. While serving with a large senior healthcare and living non-profit organization, Maris served as project manager/lead for major corporate-wide change initiatives and projects (including integration to electronic medical record platform, centralizing procurement automation and

systems, establishing executive team dashboards, creating systems for increasing utilization of rehab service line, and initiating new reporting and metrics systems).

Additionally, he wrote and executed the business plan to launch a large pharmacy serving multiple campuses throughout Illinois and generating additional revenues for the company. Maris has also led two large churches as senior pastor through significant seasons of growth and outreach via major strategic management and change processes. Additionally, he has taught as an adjunct professor for Lincoln Christian University for over twenty years offering college and graduate-level courses. He is also former 6-year board director with the Abraham Lincoln Memorial Hospital and current second-term board member of the Olympia Community Unit School District #16.

Maris earned his M.A. and M.Div. from Lincoln Christian University. He also earned the Strategic Management Certificate from DePaul University and is a Certified Strategic Management Professional and Certified Strategic Planning Professional, both through the Association for Strategic Planning. He is also a member of the International Association of Facilitators.

Doug uniquely contributes to the LBL team by leading team members and managing operations with a laser focus on operational excellence and improvement. He is an experienced facilitator and exceptional instructor. As a big-picture thinker and problem solver, he desires to support the team to achieve personal and professional success. He enjoys attending his children's extracurricular sports and activities, reading, boating, golf, and the Chicago Cubs (sometimes).





ROBIN CHAMP

SENIOR CONSULTANT & TRAINER: SCENARIO-BASED PLANNING

Robin Champ is a senior trainer and consultant focusing on strategic foresight and strategy management.

She is also the Chief of the Enterprise Strategy Division at the United States Secret Service, where she leads both foresight and strategic planning for the organization.

Prior to joining Secret Service, Ms. Champ was the Chief of the Global Futures Office at the Defense Threat Reduction Agency (DTRA). There, she developed a comprehensive methodology (to include stakeholder interviews, scenario-based planning, SWOT analysis, policy analysis, and crowdsourcing) to facilitate development of the Agency's Strategic Plan. She also spearheaded the introduction of scenario-based planning in the organization and continues to be a frequent speaker on the subject at various Department of Defense (DoD) and Interagency venues.

At DTRA, Ms. Champ also led the Project on Advanced Systems and Concepts for Countering Weapons of Mass Destruction (CWMD), addressing key national security and CWMD issues through strategic studies and dialogues. In this capacity she partnered with the National Defense University (NDU) Center for the Study of Weapons of Mass Destruction (CSWMD) and the United States Air Force Institute for National Security Studies (INSS) at the U.S. Air Force Academy.

In addition to her official positions, Ms. Champ Co-Leads the Federal Foresight Community of Interest (FFCol.org). In addition, she was appointed to the Global Foresight Advisory Council which serves as the accrediting body for The Futures School Professional Foresight Certification.

Ms. Champ earned a Bachelor of Science in Journalism/Advertising from the University of Maryland where she was the Outstanding Senior in Advertising, graduating at the top of the Advertising class. Ms. Champ earned a Master of Science in National Resource Strategy from NDU's Industrial College of the Armed Forces (ICAF). She is also a graduate of the Harvard Kennedy School, Senior Executive Fellows program.

In addition to a commendation from the Vice President of the United States, and her many awards for outstanding performance, Ms. Champ is a recipient of the DTRA Director's Distinguished Civilian Service Medal.

Ms. Champ is a frequently requested keynote speaker on foresight, and has spoken at forums such as:

- Association for Strategic Planning
- Federal Foresight Community of Interest
- Palladium Strategy Summit
- National Defense University
- American Society of Microbiology
- Department of Homeland Security
- Environmental Protection Agency
- Department of Energy National Labs
- Federal Executive Institute
- Primer 21 Conference
- US State Department
- Centers for Disease Control (CDC)



PROPOSED FEES

TUITION

Contact Doug Maris for pricing at DMaris@lblstrategies.com or 217-737-3731.

LODGING

Participants are responsible for own travel and lodging costs. LBL will ensure lodging is at Government per diem rates, and participants must stay at LBL contracted venue at the Government per diem.

MEALS

Two dinners, as well as snacks, soft drinks, and coffee breaks are included in tuition. All other meals to be covered by participant's M&IE per diem.

TRANSPORTATION

Participants are responsible for own travel, including rental cars.

