

STEVE MORLIDGE & STEVE PLAYER



FUTURE READY

**HOW TO MASTER
BUSINESS FORECASTING**

STEVE MORLIDGE & STEVE PLAYER



FUTURE READY

HOW TO MASTER
BUSINESS FORECASTING

Table of Contents

[Praise](#)

[Title Page](#)

[Copyright Page](#)

[Dedication](#)

[Table of Figures](#)

[Foreword](#)

[PREFACE](#)

[Acknowledgements](#)

[Section 1 - 'WHY?'](#)

[Chapter 1 Part 2 - WHY CHANGE? Everyone knows the trouble I've seen](#)

[Chapter 1 Part 2 - FORECASTING DISEASE the symptoms and the remedy](#)

[SYMPTOM #1](#)

[SYMPTOM #2](#)

[SYMPTOM #3](#)

[SYMPTOM #4](#)

[SYMPTOM #5](#)

[SYMPTOM #6](#)

[SYMPTOM #7](#)

[SUMMARY](#)

[KEY LEARNING POINTS - Seven common symptoms of forecasting illness](#)

[NOTES](#)

[Chapter I Part I - WHY CHANGE? Everyone knows the trouble I've seen](#)

[Chapter I Part 2 - FORECASTING DISEASE the symptoms and the remedy](#)

[SYMPTOM #1](#)

[SYMPTOM #2](#)

[SYMPTOM #3](#)

[SYMPTOM #4](#)

[SYMPTOM #5](#)

[SYMPTOM #6](#)

[SYMPTOM #7](#)

[SUMMARY](#)

[KEY LEARNING POINTS - Seven common symptoms of forecasting illness](#)

[NOTES](#)

[Section 2 - PRINCIPLES](#)

[Chapter 2 - MASTERING PURPOSE — the Cassandra paradox](#)

[PREDICTIONS: ‘WHO NEEDS THEM?’](#)

[WHY IT IS IMPORTANT TO UNDERSTAND THE DIFFERENCE BETWEEN
A FORECAST AND A PREDICTION](#)

[FORECASTS: WHY DO WE NEED THEM?](#)

[DEFINITIONS](#)

[‘A GOOD FORECAST’: A SPECIFICATION](#)

[SUMMARY](#)

[KEY LEARNING POINTS](#)

[NOTES](#)

[Chapter 3 - MASTERING TIME - delay and decision](#)

[WHY FORECAST?](#)

[HOW FAR AHEAD SHOULD WE FORECAST?](#)

[HOW FREQUENTLY SHOULD WE FORECAST?](#)

[THE ANATOMY OF A DECISION](#)

[SUMMARY](#)

[KEY LEARNING POINTS](#)

[NOTES](#)

[Chapter 4 - MASTERING MODELS: mapping the future](#)

[GUIDELINES FOR MODEL CHOICE](#)

[SUMMARY](#)

[KEY LEARNING POINTS](#)

[NOTES](#)

[Chapter 5 - MASTERING MEASUREMENT - learning to love error](#)

[WHAT TO MEASURE](#)

[WHEN TO MEASURE IT](#)

[HOW TO MEASURE IT](#)
[SUMMARY](#)
[KEY LEARNING POINTS](#)
[NOTES](#)

[Chapter 6 - MASTERING RISKS: how the paranoid survive](#)

[HOW TO ASSESS RISK](#)
[ASSESSING UNCERTAINTY USING SCENARIOS](#)
[SUMMARY](#)
[KEY LEARNING POINTS](#)
[NOTES](#)

[Section 3 - 'PRAXIS'](#)

[Chapter 7 - MASTERING PROCESS: the mother of good fortune](#)

[THEME #1 RECIPE FOR SUCCESS:TIPS AND TRAPS](#)
[RULE NUMBER 1 — GOING WITH THE FLOW: ORGANIZE YOUR](#)
[PROCESS IN A LOGICAL SEQUENCE](#)
[RULE NUMBER 2 - DESIGN OUT BIAS: REMOVE OR TREAT THE](#)
[SOURCES OF BIAS 'INFECTION'](#)
[RULE NUMBER 3 -WHEN YOU HAVE DESIGNED YOUR PROCESS,](#)
[STICK TO ITAND CONTINUOUSLY ...](#)
[RULE NUMBER 4 - MORE ABOUT DISCIPLINE: MANAGERS SHOULD](#)
[BE MADE TO FIT THE ...](#)
[RULE NUMBER 5 -ALIGN BEHAVIORS: ELIMINATE THE BAD](#)
[PATTERNS OF BEHAVIOR WHICH ...](#)
[RULE NUMBER 6 - BALANCE PRINCIPLES AND PRAGMATISM: ADOPT](#)
[A 'GOOD ENOUGH' APPROACH](#)
[SUMMARY](#)
[KEY LEARNING POINTS](#)
[THEME #2 COORDINATION IN A COMPLEX SYSTEM: HOW DIFFERENT](#)
[CAN WE BE?](#)
[SUMMARY](#)
[KEY LEARNING POINTS](#)
[THEME #3 'WHOSE JOB IS IT ANYWAY?' ROLES AND](#)
[RESPONSIBILITIES](#)
[SUMMARY](#)
[KEY LEARNING POINTS](#)
[NOTES](#)

Section 4 - TRANSFORMATION

Chapter 8 - IMPLEMENTATION: beginnings and endings

SUMMARY

KEY LEARNING POINTS

NOTES

Chapter 9 - BEYOND FORECASTING: the biggest barrier

SUMMARY

DEFINITIONS

KEY LEARNING POINTS

NOTES

Chapter 10 - BEYOND BUDGETING: a new management model?

20 KEY ASSUMPTIONS OF THE CLASSICAL MANAGEMENT MODEL

THERE ARE SIX PROCESS PRINCIPLES IN THE BEYOND BUDGETING

MODEL

THERE ARE SIX ORGANIZATIONAL PRINCIPLES IN THE BEYOND

BUDGETING MODEL

SUMMARY

KEY LEARNING POINTS

NOTE

Chapter 11 - CONCLUSION: reconnection

GLOSSARY

Appendix 1 - DESIGN PRINCIPLES: A SUMMARY

Appendix 2 - IMPORTANT CONCEPTS IN SYSTEMS AND CYBERNETICS

REFERENCES

INDEX

Table of Figures

Figure 2.1 Forecasting in business is like navigating at sea. When sailing, you project the future in order to make decisions — to change or to remain on course.

Figure 2.2 Forecasting and continuous replanning. A forecast is the link between external reality, our aspirations and the plans we put in place to bring our aspirations about.

Figure 2.3 The forecast cycle. For a forecast to be useful, it needs to be available in good time for meaningful action to be taken before events change. In this example, 2/3 of the month is given over to preparing a forecast that will soon be superseded; so much of the effort is wasted.

Figure 2.4 Every forecast will be wrong; there will always be some error. A good forecast is unbiased, as in this example: there will be roughly as many positive errors as there are negative errors. In addition, the range of errors - the variation — should have no material adverse effects on decision-making. A forecast is reliable if there is no bias and the level of variation is tolerable.

Figure 3.1 We only forecast because we cannot react. Forecasting is essential whenever there is a significant time lag between taking action and that action having an effect as in the case of a super tanker.

Figure 3.2 How lead times can induce instability.

Figure 3.3 Rolling forecasts. Unlike conventional budgets, true rolling forecasts have a consistent forecast horizon, irrespective of when a forecast is made.

Figure 3.4 A concertina forecast horizon. It may not be necessary to have a strict rolling forecast.

Figure 3.5 Three different types of forecasts. Business forecasting — the subject of this book - differs from Operational and Strategic forecasting.

Figure 3.6 Forecast updates. Showing how the degree of variability and the degree of materiality to decisions might interact to determine the forecasting cycle.

Figure 3.7 How Southwest Airlines schedules forecast updates. Forecast updates take place at different frequencies, depending on the volatility of the variable and the economic relevance to the business. (Reproduced with permission).

Figure 3.8 The innovation funnel. Showing how executable projects are distilled from ideas.

Figure 3.9 Forecast decay. Knowledge declines the further ahead we look; we have to be careful that we are not misled by this.

Figure 4.1 The map is not the territory: the London tube map showing walking times.

Figure 4.2 Forecasting as a process. Shows how models transform assumptions into forecasts.

Figure 4.3 A run chart. An example to demonstrate how bias can change unpredictably. The shift in bias may be associated with motivational bias which has 'changed polarity' due to a change in target at year end.

Figure 4.4 Product costs: an example of a simple mathematical model.

Figure 4.5 A simple statistical model. This example shows a simple linear extrapolation from a time series.

Figure 4.6 Combining models. This example demonstrates the use of two different types of models to produce a combined ‘momentum plus interventions’ forecast. Here the impact which interventions made in the past has been excluded before extrapolating a trend statistically to produce a momentum forecast. This is supplemented by a judgmental forecast of the incremental impact of interventions to produce a combined forecast.

Figure 4.7 A forecasting system. Showing how, in practice, judgmental, mathematical, and statistical models are used in combination.

Figure 5.1 A dot on a piece of paper.

Figure 5.2 Measuring forecasts. We can only measure forecast accuracy within the decision-making lead time. In this example, the fact that we have missed our forecast (which predicted a collision) is down to the decision we made to avoid the lighthouse, not the quality of the forecast. We should therefore measure the quality of the forecast before we started the maneuver (as indicated by the lower arrow), not after it was completed.

Figure 5.3 Measuring a process. An example of how to use measurement to control the performance of a production process.

Figure 5.4 Four examples of forecast error run charts. A and C come from processes which are clearly negatively biased, whereas B is positively biased, at least after the fourth period. See the panel below for an interpretation of D.

Figure 5.5 A damning publication. An example showing how the simple act of publishing a run chart dramatically improved forecast quality in a business unit. Bias has been eliminated (the average net error falls from 2.5% to zero) but variation has reduced as well. A striking demonstration of the power of feedback.

Figure 5.6 Another run chart. This chart shows a change in the pattern of bias in a process which is not picked up by statistics based on averaging the results.

Figure 5.7 Trigg’s Tracking Signal.

Figure 6.1 Two alternative views of risks and uncertainty and how to manage them. Note that the curves represent different views of probability - they are not drawn to scale.

Figure 6.2 Donna’s range forecast

Figure 6.3 A skewed distribution.

Figure 6.4 Possible scenarios for a European manufacturer of fast moving consumer goods.

Figure 6.5 Donna’s solution.

Figure 7.1 An example of a flow chart for a monthly forecast process. ‘M’ denotes meetings.

Figure 7.2 Improving a process. In order to improve a process - like a golf swing — it is important that it is consistent.

Figure 7.3 Two different sorts of behavioral process. Which best describes the way in which your organization’s culture works?

Figure 8.1 The change curve. An ‘S’ shaped curve of the sort typically associated with the introduction of change — of any sort.

Figure A.1 Four different control system configurations.

Figure A.2 The role of time in regulation of a system. Examples of different forms of system behavior resulting from differences in the timing of corrective action.

Figure A.3 A systems diagnosis of patterns of change. The typical shape of a change process is associated with changes in the relative strength of (positive and negative feedback processes. Excessive dominance of positive feedback ultimately leads to collapse.

Figure A.4 A second order feedback system.

Figure A.5 Control technologies. Different types of control arrangements are required for different kinds of systems. (Cybernetics and Management (Stafford, 1959)).
(Reproduced by permission of Cwarel Isaf Institute.)

“A timely resource for these turbulent times - this book provides terrific insight into both sophisticated methodology and the “soft” factors that must be contemplated in developing effective forecasts. The authors also include a valuable section providing practical guidance on implementation and development of forecasts.”

Jack Alexander,
Former CFO, Consultant and Author of Performance Dashboards and Analysis for Value Creation

“As this book vividly demonstrates through its many case studies, forecasting quality is a life or death issue for organisations of all types, and the current economic turmoil makes strong “navigational” capabilities all the more critical. *Future Ready* is therefore a very timely call to action, challenging readers to rethink the many myths and practical flaws which bedevil their current approaches to forecasting and presenting a clear and radical blueprint for future success. This book is immensely readable, deeply practical and unquestionably authoritative — drawing on the authors’ extensive practical experience of leading and reinventing forecasting processes in major corporations and the unique insights derived from their deep academic research. Its rich offering of theory, human and organisational observation, case studies and practical solutions will appeal to all actors in the drama of forecasting, and I would urge business leaders and forecasting practitioners alike to undertake the journey of transformation it advocates so powerfully.”

Paul Baumann
Director of Finance and Investment. NHS London

“The business world needs more books like this one! Based on brilliant observations from their deep experience and knowledge of both the business front-line and the business library, Morlidge and Player not only reveals serious problems with current forecasting practices and offer valuable advice and alternatives, they also do so in a uniquely simple and entertaining way. Great analogies and stories are combined with rock solid theory in a language that even the most reading-averse manager will love from page one.”

Bjarte Bogsnes.
Vice President Performance Management Development at StatoilHydro and author of Implementing Beyond Budgeting

“In my opinion Player and Morlidge help Business Executives develop a robust and very sound process for decision making in today’s hectically fast paced world. This book provides a cornerstone to business success.”

A. J. Braniff,
Senior Vice President, Business Development, Whoop Inc

“Steve Player and Steve Morlidge have produced a ‘must read’ for CFOs. In these turbulent financial times, effective forecasting is vital to future business success. They have provided the blueprint to guide us to this success.”

Patricia Cochran
Chief Financial Officer, VSP Vision Care

“This book on forecasting addresses an important topic as executive teams shift their managerial style from after-the-fact reaction to a forward-looking anticipatory planning so that executives, managers, and employee teams can be proactive in making adjustments and resolve small problems before they become big ones.”

Gary Cokins,
SAS, Performance Management Solutions

***Author of Performance Management - Integrating Strategy Execution,
Methodologies, Risk and
Analytics***

“The ability to forecast has always been a precondition for any kind of successful navigation. In today’s globally connected, constantly changing and fast evolving world of business, effective forecasting becomes a survival factor for any kind of enterprise. Yet, the discipline of effective business forecasting is still in its infancy - particularly the understanding of how to design and implement effective forecasting in an organization, especially in a larger organization. With “Future Ready“ Steve Morlidge and Steve Player do an excellent job in putting together the pieces required for effective forecasting by integrating the thinking from various disciplines and different communities of thinking and in showing us how a more holistic, integrated approach to forecasting may lead to better enterprise management that is future ready.”

***Juergen Daum,
Management Advisor and Chief Solution Architect, SAP, and President and
Founder,
International Institute of Enterprise — Heidelberg***

“A detailed and thought provoking look at a fundamental area of corporate financial planning. Provides a clear eyed analysis of an essential business process that many of us don’t understand either as well or as in as much detail as we should. Moves beyond theory to the mechanics of designing and implementing a genuinely useful forecasting system.”

***Liz Doherty,
CFO, Brambles Ltd***

“Business Forecasting is a process all organizations do, but rarely do they do it well. Other books on the topic typically include complex analytical models that even most PhDs could not understand, or are so simplistic that they are not useful. This book provides a practical and understandable approach that can be put to use immediately. Steve and Steve have an ability to communicate complex concepts in simply language and provide an approach based real experience working with major corporations and non profits that will allow your organization to better predict future performance. Should be required reading for all executives and Business school students.”

***Mark Graham Brown,
Author of Beyond the Balanced Scorecard***

“The roller-coaster of the last twelve months shows that this is a timely addition to management thinking. Those of us involved in the dark arts of forecasting know how difficult it can be in practice and that it can make or break the best laid of intentions. More importantly, we know that when done well, great forecasting as a core competency can be a source of competitive advantage in the way companies deploy and optimise the allocation of resources. But, here we have a text that helps shine a bright light on this whole area and it does so in a practical, engaging, and thought provoking way. The deep practical experience of the authors shines through. I can recommend that reading this book will be a good investment of your time and will make a difference to the way you think about forecasting going forward.”

***Howard Green,
Group Controller and SVP Finance Categories, Unilever PLC***

“Knowing the authors well, I wasn’t surprised when I read this thoughtful, well grounded book. But, working in a

company that prides itself on its intensely pragmatic approach to business, I was delighted by the simple and straightforward way in which sophisticated ideas have been expressed and the focus on practical application. This combination makes this a book for the executive suite — as well as the back office.”

Andrew Higginson.

Chief Executive of Retailing Services, and former CFO, Tesco PLC.

“Future Ready: How to Master Business Forecasting is a timely addition to the growing research on management planning and performance measurement. Criteria for superior practices are developed, including the obtaining organizational alignment and achieving significant benefits at reasonable costs. The experienced authors include specific forecasting cases from actual practice. This book provides a lively description of successful experiences in improving management performance in both planning and control.”

Dr Charles T. Horngren, Edmund G. Littlefield

Professor of Accounting Emeritus Stanford University.

Author of Cost Accounting: A Managerial Emphasis (12th ed), Introduction to Management Accounting, (13th ed), Accounting, (6th ed), Financial Accounting, (6th ed)

“This is a very useful book for managers, because its focus is on the forecasting process and not on the technique.”

**Professor Dr Peter Horvath,
Chairman, Horvath and Partners**

“This book puts its finger on most of the important lessons I have learned from my 25 years of experience of running and using and consulting in this area, and a lot more besides. It is profound as well as practical; challenging the reader to think again about the way in which they go about doing business.”

**Martin Jarvis,
CEO, D1 Fuel Crops Ltd**

“Sustainability in a business context is not about the here and now but about survival into the future. This is the challenge for business managers. No one can precisely predict the future, but organizations that are better prepared to weather the storms of uncertainty will not only survive but thrive. Steve Morlidge and Steve Player have translated their many years of experience in the area of forecasting into an easily understandable and well presented text that will certainly add value to any business, and enlighten any manager in the complex art of business forecasting and performance management using leading edge tools and thought.”

Aubrey Joachim

FCMA MBA, Global President, Chartered Institute of Management Accountants (CIMA); Principal

**Consultant, Leading Edge Change — Australia and Australasian Director,
BBRT**

“There are many broken processes in most organizations, and forecasting is one with a big impact. The authors help the reader discover and expose the fractures and the impact of these fractures. Their methodical approach to “healing the fractures” is equivalent to a living feedback system checking reality against assumptions and adjusting as necessary. A great way for a flexible company to minimize surprises and create solid countermeasures.”

Beau Keyte,
founder of Branson Inc and co-author of *The Complete Lean Enterprise: Value Stream Mapping for Office and Administrative Processes* Shingo Prize winner 2005.

“Conducting a traditional budgeting and planning process is tantamount to a gross misuse of company resources. Enlightened firms are learning to focus on the key drivers of revenue and expense, and to plan and forecast continuously as market conditions inevitably change. This flexibility is necessary to succeed and to ensure that strategic investments are not crowded out.”

Dave Martin,
CFO, Dimensional Fund Advisors

“The recent recession has made one thing clear in business — the rules have changed. No longer can companies operate in discrete and clearly defined operating timeframes. Many companies have realized that the operating parameters used in setting annual budgets in January become obsolete by the end of the first quarter. So, it is a imperative that companies develop a much more dynamic process in keeping the annual budget relevant to the changing market dynamics. Changing the annual plan targets and parameters can be a tricky effort as it is important that the overall goals and targets are not compromised as market conditions change. But rather, the path to those goals and targets must be dynamic and flexible enough to allow alternative paths for accomplishing a company’s goals. A key to a dynamic path is a forecasting process that is integrated into the fabric of the tactical decision making process for a company. The forecasting process must be able to link the sales, marketing and operations personnel so that changes in one area complement others rather than create conflict and resistance. Coordination of efforts to react to changes in market conditions is a key to success for any company in this new and dynamic business environment that we face daily.”

Brian McMahon,
Assistant Controller, The Hershey Company

“Competition in business is just as intense as athletic competition. This book shows how to use forecasting to develop a winning game plan.”

Steve Pace,
CFO, Big 12 Conference

“This book perfectly demonstrates the importance of predictive capabilities for successful management in these turbulent times. In the area of Forecasting, it is the best book in the market.”

Fritz Roemer,
Leader of Enterprise Performance Executive Advisory Program, the Hackett Group

“To steer the right course, companies need to adopt business forecasting methods, tools, and processes — especially during these uncertain and turbulent economic times. In *Future Ready*, Morlidge and Player capture this urgency and draws upon their extensive experience and cross-industry perspective to prescribe a common sense philosophy and approach to business planning and forecasting. By integrating sound forecasting practices into business decision-making, companies improve their chances of being future ready!”

Srikant K. Sastry,
Chairman of the Board,

**Consortium of Advanced Management-International.
Principal, Grant Thornton LLP**

“The authors have delivered a well-documented treatise on an important and often neglected business topic.”

**Jonathan B. Schiff,
Professor of Accounting, Fairleigh Dickinson University**

“Steve Player and Steve Morlidge have seen the future of forecasting and charted a path to it. This is essential reading for finance executives tasked with leading their organizations into the world of real-time decision making.”

**Jack Sweeney, editor in chief, Business Finance Magazine, founding editor
Consulting Magazine**

“Steve Morlidge and Steve Player both have considerable experience of the problems and issues of management control in large organizations and in this book they bring that experience to bear. To support their ideas they incorporate into the text many relevant ‘real world’ examples of the problems currently encountered in organizations’ management control activities and they give their own ‘take’ on planning and control solutions. Given the extremely modest success achieved by current practices in this area, their ideas are most welcome. This book will be valuable to middle and senior level managers, who are wrestling with the planning and control processes of their organizations. It will also have a place on MSc or MBA courses which deal with management control as a pragmatic general reader offering an alternative approach, alongside a more traditional academic text.

At one level the book can be seen as some light reading and in this form it will be ‘entertaining’ and thought provoking. However, this does not do justice to the book as the content is also worthy of greater attention and more detailed scrutiny; managers will definitely benefit from giving the content greater consideration. If a management team is seeking to ‘overhaul’ or, more appropriately, ‘refocus’ their planning and control processes this text should be compulsory reading for all those concerned.”

**Mike Tayles,
Professor of Accounting and Finance Hull University Business School;
Director, Centre for International Accounting and Finance Research**

“As someone who focuses on improving business decisions I see the impact of bad forecasting systems all the time. Good business decisions require good forecasts and this book lays out the principles essential to effective forecasting.”

James Taylor, author of Smart (Enough) Systems

“This provocative and highly relevant book is a call to action for management accountants and other business professionals looking to drive business performance inside organizations. The authors view forecasting as a core business process and provide six intuitive and focused principles to master. Studies continue to reveal that CFO teams around the globe have significant gaps in their planning and forecasting capabilities, exacerbated and exposed by the global recession. This book is a solutions-oriented approach to practically filling that gap.”

**Jeffrey C. Thomson,
President and CEO, Institute of Management Accountants**

“Probably the first entertaining book written on the subject of forecasting.”

Flavio Ventacilla,
Research Associate: Business School of the University of Applied Sciences,
Northwestern Switzerland

“The last twelve months have shown how volatile the business environment can be. The practical ideas in this book help us get ready to prepare for whatever comes.”

Jon Zindel,
Chief Financial Officer, American Century

FUTURE READY

How to master business forecasting

Steve Morlidge

Steve Player



A John Wiley & Sons, Ltd., Publication

This edition first published 2010 © John Wiley & Sons, Ltd

Registered office
John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, P019 8SQ,
United Kingdom

For details of our global editorial offices, for customer services and for information about how to apply for permission to reuse the copyright material in this book please see our website at www.wiley.com.

The right of the author to be identified as the author of this work has been asserted in accordance with the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as permitted by the UK Copyright, Designs and Patents Act 1988, without the prior permission of the publisher.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Designations used by companies to distinguish their products are often claimed as trademarks. All brand names and product names used in this book are trade names, service marks, trademarks or registered trademarks of their respective owners. The publisher is not associated with any product or vendor mentioned in this book. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold on the understanding that the publisher is not engaged in rendering professional services. If professional advice or other expert assistance is required, the services of a competent professional should be sought.

Library of Congress Cataloging-in-Publication Data

A catalogue record for this book is available from the Library of Congress.

eISBN : 978-0-470-66221-2

A catalogue record for this book is available from the British Library.

Set in 10.5 on 14 pt Garamond by Toppan Best-set Premedia Limited

This book is dedicated to the people in our past who made it possible to produce this book today. That began with our parents both Frank and Joyce Morlidge and Bobby and Violet Player, who lifted us and gave us a firm foundation where all success is possible. All that we reach is because they lifted us up on their shoulders.

Also, we dedicate this to our families (Sue, Lisa, Sally and Matthew Morlidge and Lydia, David, Emily, and Cole Player) and our co-workers, who sustain us and make our journey worth traveling. They give our journey meaning and joy that enriches our lives.

Work most often is accomplished by dedicated individuals diligently performing their jobs and doing so far away from the spotlight. These supporters, while often unseen, are the successful execution. Michael Player provided an outstanding example for all to follow - and he did it with wit, humor, and a genuine caring for members and co-workers that made our work special. We will honor him as we continue on the trails that he blazed.

Our hope is that this book helps you and your organization become future ready to both thrive and build a better world. We can think of no better way to bring honor and repay a portion of what so many have freely given to us.