WHY StratML?

December 29, 2013

The vision of the Strategy Markup Language (StratML) standard is: **A worldwide web of intentions, stakeholders, and results.**

> **Intentions** ~ What do we aim to accomplish?
>
> **Stakeholders** ~ Who is trying to do it and for the benefit of whom?
>
> **Results** ~ How do we know whether we are making progress and when we have succeeded?

Following are some of the key points made by Simon Sinek in his book entitled *Start with Why: How Great Leaders Inspire Everyone to Take Action* together with some thoughts on how they relate to the StratML standard. (ANSI/AIIM 21:2009 & 22:2011)

> There are only two ways to influence human behavior: you can manipulate it or you can inspire it... When companies or organizations do not have a clear sense of why their customers are their customers, they tend to rely on a disproportionate number of manipulations to get what they need. (p. 17)

The StratML standard enables users to identify their stakeholders and to clearly specify their values along with their longer term goals and near-term objectives. Hopefully, usage of the standard will make manipulation more difficult, as stakeholders will come to expect more respectable behavior and better performance.

> ... aspirational messages are most effective with those who lack discipline or have a nagging fear or insecurity that they don't have the ability to achieve their dreams on their own ... (p. 22)

Goals have been defined as "dreams with deadlines." The StratML standard aspires to enable those who have common dreams to more easily discover each other and work more effectively together to achieve explicit, measurable goals they cannot accomplish alone.

> Real innovation changes the course of industries or even society. (p. 26)

Real innovation is hard and change may occur rather haphazardly. So it might be unrealistic to think that society might quickly understand and embrace the utility of the StratML standard. However, its vision is revolutionary, and when its tipping point is reached, adoption could proceed quite rapidly – by virtue of openness and usage of the widely supported Extensible

Markup Language (XML) standard. No self-respecting software vendor would claim to be unable to develop applications and services using data in XML format.

> It is the feeling of "we're all in this together" ... that defines great leaders. (p. 32)

The StratML Committee seeks no personal recognition for leadership. We do not aspire for you to follow US. That is not WHY we are developing and promoting the StratML standard. However, the WHY of the standard is to enable us quite literally to BE "all in this together" – in a worldwide web of intentions, stakeholders, and results. The pursuit of that vision is what motivates us.

Realistically speaking, of course, we cannot be in anything *all*-together, except the world itself. Where collective action actually occurs is within more or less formal organizations comprised of something far less than the entire living population of humankind. When commerce is involved, those organizations are commonly called "companies" and commercial organizations commonly maintain a close hold on information that is proprietary in nature, particularly if it may provide them an advantage over their competitors in the market place.

However, even then companies can benefit from sharing their strategic and performance plans and reports in StratML format among their own employees and performance partners, within the confines of their own intranets and extranets. Indeed, a case might be made that those are the very instances when it might be *most* important to strategically align company resources – including the time and efforts of its employees and performance partners – in order to capitalize effectively on near-term potential advantages.

Moreover, superior capability for strategic alignment itself seems likely to produce competitive advantage in the long run, as new ideas and innovations become passé while the capability for superior performance endures.

> When manipulations are the norm, no one wins... The danger of manipulations is that they work. And because manipulations work, they have become the norm ... (p. 33)

This is one of the obstacles the StratML standard must overcome. Many people and organizations have vested interests in continuation of the status quo, in which they perceive they can prevail by manipulating rather than serving their stakeholders. We believe it is time to change that dynamic. Do you share our belief?

> By WHY I mean what is your purpose, cause or belief? (p. 39)

The StratML core enables documentation of visions, missions, values, goals, objectives, and stakeholders. Why do that? ... To help those who share beliefs and values more easily discover each other and work more effectively together in pursuit of mutual purposes and causes.

> ... people don't buy WHAT you do, they buy WHY you do it. (p. 41)

While the official StratML standards documents are available for purchase from AIIM &/or ANSI, the StratML Committee itself isn't selling anything, at least not for money. The schemas for Part 1, Strategic Plans, and Part 2, Performance Plans and Reports, are *freely* available for usage by anyone with the interest and skill to do so.

The average person cannot be expected to use the standard directly, but because it is based on XML, it is pretty easy for developers to use to create tools, applications, and services that are very easy and useful for anyone with a Web browser and Internet access to use. While we are not "selling" the schemas, we are definitely encouraging and promoting their usage by developers with the vision to recognize the WHY and skill to demonstrate HOW it can be realized.

> When communicating from the inside out ... the WHY is offered as the reason to buy and the WHAT serves as the tangible proof of that belief. (p. 32)

While a significant number of skillful and dedicated developers have voluntarily created some tools, applications, and services supporting the standard, we do not yet have any "killer" applications that the average person might find irresistible to use. That's *why* we need to engage folks like you and one of the ways *how* we need your help.

Some of the more explicit purposes of the standard are outlined at http://stratml.us/index.htm#DefinitionPurposes Good tools, applications, and services will be required for each of those purposes, as well as others not yet envisioned that can and ultimately should be supported by the data.

> ... only companies that act like commodities are the ones who wake up every day with the challenge of how to differentiate. Companies and organizations with a clear sense of WHY never worry about it. They don't think of themselves as being like anyone else and they don't have to "convince" anyone of their value... They are different, and everyone knows it. (p. 47)

The StratML Committee has no desire to "differentiate" itself and we would hope not to need to convince you of the value of sharing public intentions and results openly on the Web. Indeed, we hope such information will be **freely** available and that the community forming around it will grow to become worldwide in scope, anything BUT differentiated. Not only are we NOT worried about StratML becoming a commodity; we HOPE that it will... and if that makes us different, so be it.

At the same time, however, we recognize that value-added intermediaries will be needed to provide the tools, applications, and services required for the masses to realize the value of the standard … and we hope THEY will make lots of money, by providing value for which their customers will be more than happy to pay.

By the way, the elements of the Blue Ocean Strategy are available [in StratML format](). We hope and trust readers are familiar with the concept of the [first-mover advantage](). We'd also like to reduce the incidence of [winner-take-all markets]() and believe usage of the standard can help to do that, by making price/quality tradeoffs more salient and perhaps inducing consumers to pay somewhat less for what is perceived as the "best" and somewhat more for other alternatives whose relative value may be greater. However, unless and until that occurs, the opportunity exists for first movers to achieve disproportionate returns on StratML applications, products, and services… and for later entrants to be left behind.

> It is the cause that is represented by the company, brand or person that inspires loyalty. (p. 49)

The StratML Committee has no desire to inspire loyalty to itself. Nor do we particularly care to try to dictate that the existing schemas for Parts 1 and 2 of the standard persist indefinitely "as is". Indeed, we have already specified Part 3, Additional Elements, and it will be published as an AIIM best practice to provide additional time for review and testing prior to placing it on the ANSI/ISO standards track.

However, we do hope the cause (WHY) of the standard itself will inspire enduring support – not because it serves OUR interests but, rather, because it can serve the interests of anyone and everyone who ever wishes to engage others who share their values and objectives. And because each successive part of the standard is more complex, many folks may find it preferable to start with Part 1, Strategic Plans, and build up the knowledge and expertise to use Part 2, Performance Plans and Reports, effectively prior to moving on to Part 3. On the other hand, if you might be ready, willing, and able to jump right in on Part 3, we'll be glad to provide any assistance you may require.

> … we want to be around people and organizations who are like us and share our beliefs. (p. 53)

The context of the StratML standard is the worldwide web (WWW). So in that sense, the meaning of "being around" each other is pretty broad, even more expansive than any of the existing "social" networking services. The aim is quite literally to build links between anyone and everyone who shares not only beliefs but also objectives, i.e., things they want to accomplish with their lives – particularly if it involves service to others.

Again, however, as previously noted, StratML can be applied by any group of people who happen to be "around" each other, such as by virtue of employment by a company or other organization, regardless of the scope of their shared beliefs.

> ... when a company clearly communicates their WHY, what they believe, and we believe what they believe, then we will sometimes go to extraordinary lengths to include their products or brands in our lives. This is not because they are better, but because they become markers or symbols of the values and beliefs we hold dear. (p. 54)

Again, we are not "selling" StratML as a product or brand but, rather, a **cause** … hopefully a WHY inspiring voluntary enlistment by anyone who believes in openness and values productivity in the accomplishment of "public" objectives – broadly defined as the opposite of "secret".

Even if the scope of "openness" is the confines of a highly secretive group working to establish a first-mover advantage on the next "BIG thing" in terms of technological innovation, organizations who clearly and concisely document their visions, missions, values, goals, objectives, performance metrics and stakeholders seem likely to outperform those who don't.

> ... when we communicate from the inside out, we're talking directly to the part of the brain that controls decision-making, and our language part of the brain allows us to rationalize those decisions. (p. 56)

Jonathan Haidt, Robyn Dawes, Gary Klein and others have pointed out that we humans are not the rational beings we may fancy ourselves to be. Rather than making decisions based upon objective analyses of the full range of alternatives, we have a strong tendency to use reason (arguments) to justify what we already believe and are inclined to do, without reflective thought. However, regardless of whether we are communicating "inside out" (from the gut) to ourselves or to the world at large, it seems best that we do so clearly and concisely… and that is the essence of the StratML standard.

> ... gut decisions ... tend to be faster, higher-quality decisions. (p. 58)

Gary Klein and others have argued this is true in "naturalistic settings," where there may not be time for extensive data collection and analysis. However, the perverse and sometimes devastating effects of groupthink are quite well known. Addressing the topic of "things that make us smart," Donald Norman has suggested **the greatest peril is that of "experiencing when one should be reflecting ... where entertainment takes precedence over thought."**

Even if sufficient data is lacking for reflective thought, James Suroweicki has pointed out that the "wisdom of the crowd" commonly exceeds that of the gut feelings of its most

knowledgeable members. Of course, that assumes the topic for decision is readily available to and comprehensible by the "crowd," which, again, is the essence of the WHY of the StratML standard with respect to goals and objectives.

> Great leaders and great organizations are good at seeing what most of us can't see. They are good at giving us things we would never think of asking for. (p. 60)

We the members of the StratML Committee do not view ourselves individually as great leaders nor collectively as a great organization per se. To the contrary, we know we have significant weaknesses. However, we do have both a clear vision as well as a deep commitment, and we have a hard time believing that multitudes of others cannot see the value of an open, machine-readable data standard like StratML for the expression of objectives.

Indeed, even the so-called "do-nothing" Congress has recognized the need and required U.S. federal agencies to begin publishing their strategic and performance plans and reports in machine-readable format, like StratML. So if others choose not to recognize the need for and potential of a standard like StratML, we suspect other motivations may be in play… and that their reasoning may simply be a rationalization of gut feelings destined to become self-fulfilling prophesies.

> It all starts with clarity. You have to know WHY you do WHAT you do. (p. 65)

Again, clearly specifying values (WHYs) as well as goals/objectives (WHATs) is the essence of the WHY of the StratML standard. We know very well why we are developing and promoting the standard, but if we have not also made it clear to you, that is proof positive we still have work to do.

> …WHY do you do what you do … is actually quite simple and efficient to discover … It's the discipline to never veer from your cause, to hold yourself accountable to HOW you do things; that's the hardest part. (p. 66)

This is one of the weaknesses of the StratML Committee. Although our WHY is very clear, we have not yet been able to produce tools, applications, and services (the HOWs) sufficiently compelling to demonstrate to the masses why THEY should care. That's why we need for YOU to join us … if you "buy" our WHY.

> For values or guiding principles to be truly effective they have to be verbs. (p. 67)

For the sake of brevity, nouns are preferred for the names of values (guiding principles) documented in StratML format. However, they can also be spelled out as complete sentences, including verbs, to provide concise narrative describing each value. Initially, the value names

and brief narrative descriptions will comprise a [folksonomy](#) but, over time, they may mature into a formal taxonomy of commonly recognized and clearly defined values.

> ... authenticity means ... means that everything you say and everything you do you actually believe. (p. 68)

Given human nature, this may be an unrealistically high standard. However, to the degree that "beliefs" (values), objectives, and goals may be documented in StratML format, it will be possible to literally link (strategically align) each and every record created in an organization's business processes to the goals and objectives it supports.

If and, hopefully, when that occurs, not only will it become possible for each of us to more efficiently and effectively evaluate our own performance against our values but, to the degree that our plans and records may be public, for our stakeholders to do so as well. Hopefully, over time, such feedback will lead to greatly improved performance as well as rising expectations for even better results going forward.

Again, given human nature, that may be too much to expect for our individual, personal performance plans. However, at least we should come to expect organizations whose plans, reports, and records should be matters of public record to do so.

Besides agencies at all levels of government worldwide, other organizations who should be expected to publish their plans and reports in an open, standard, machine-readable format like StratML include: non-profit, tax-exempt charities; political parties and candidates for elective office; as well as for-profit companies, at least with respect to their corporate social responsibility (CSR) plans and reports.

Truly innovative companies will do more than that. They will use open data standards like StratML to engage and co-create the future in partnership with their customers and thus thrive in the marketplace in ways their more culturally restrictive and secretive competitors will be unable to match.[1]

Donors, taxpayers, and consumers have a right and should come to expect nothing less, as a condition for their continued financial, emotional, social, and political support.

> ... if your WHYs and their WHYs correspond, then they will see your products and services as tangible ways to prove what *they* believe. (p. 74)

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[1] John Case has argued that [open-book management](#) is the coming business revolution.

The fact you are still reading demonstrates your interest. We will be most interested to learn whether YOUR beliefs support StratML's WHYs, and if so, WHAT you plan to do about it and HOW you plan to do it. If you have questions or need assistance, please do let us know.

> … [trusting one's gut is] a good strategy, except that it's not scalable. The gut decisions can only be made by a single person... but what happens when success necessitates that more people be able to make decisions that *feel* right? That's when the power of WHY can be fully realized. The ability to put WHY into words provides the emotional context for decisions... When you know the decision is right, not only does it feel right, but you can also rationalize it and easily put it into words... (p. 79)

Putting both WHY and WHAT into words and making those words scalable – on a worldwide basis – is a central aim of the StratML standard … not merely to employ the *wisdom* of the crowd but also its *productive potential*, by means far more efficient and effective than traditional institutions. It is insufficient merely to think wise thoughts; wise actions must also be taken and they are where the "rubber meets the road," so to speak, on the superhighway to the future.

However, the thought that enlightened and empowered crowds might be highly productive is likely, of course, to engender negative gut feelings among the existing institutional powers-that-be, an emotion that should be acknowledged. If the masses begin to buy into the WHY of a standard like StratML, institutions will ultimately be powerless to resist but, in the meantime, they can make progress far more difficult.[2] So any advice and counsel on how to address institutional resistance would be most welcome.

> I can easily explain WHY I'm in business -- to inspire people to do the things that inspire them. (p. 79)

Sinek's inspiration is quite inspirational. In the context of his WHY, StratML is a HOW by which his vision can be turbo-charged, on a worldwide scale. Do you find that cause to be inspirational? One way or another, please take a moment to let us know what you think.

> The goal of business should ... be to focus on the people who believe what you believe. (p. 80)

The purpose of StratML is to enable not only businesses and organizations of all types but also individuals to more efficiently connect with those who share their beliefs in the pursuit of common objectives supporting their mutual values.

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[2] For further theoretical discussion of this issue, see Wikipedia's articles on transaction costs and the Theory of the Firm.

> Trust is a feeling, not a rational experience... Trust begins to emerge when we have a sense that another person or organization is driven by things other than their own self-gain... You have to earn trust by communicating and demonstrating that you share the same values and beliefs. (p. 84)

Users can communicate their values directly and explicitly in StratML and, subsequently, demonstrate their authenticity in those beliefs based upon the results they are able to produce in support of objectives aligned with each of their values. While loyalty and trust may be nice by-products, it is the results themselves that matter – at least to any individual or organization whose aim is truly service to others rather than one's self. Loyalty and trust are only worth the results they reliably reflect in each, individual context in which they occur.[3]

Moreover, Deborah Tannen has argued that women in particular build intimacy and trust on the basis of shared secrets. So to the degree that may be true, the notion of publishing goals and objectives (motivations) openly on the Web may fly in the face of the nature of *interpersonal* trust.[4] If you think that might be a significant impediment to adoption and usage of the StratML standard, please give us your thoughts on how we might overcome it.

Even if it proves to be too much to expect many individuals to use a standard like StratML, it seems like it might be logical to question the trustworthiness of an organization whose leadership refuses to do so. How can we be expected to trust an organization whose values and objectives are unknown, hidden from the sight of its stakeholders or, at least, unclear?

> ... a WHY is just a belief, HOWs are the actions we take to realize that belief, and WHAT's are the results of those actions. When all three are in balance, trust is built and value is perceived. (p. 85)

Again, we think the WHY of StratML is pretty clear. If you do not agree, please give us the benefit of any questions you may have about it. However, where we could really use your help is in building the tools, applications, and services (the HOWs) necessary to demonstrate to the masses (the world) the WHATs (results) about which they care.

> Being the leader means you hold the highest rank, either by earning it, having good fortune or navigating internal politics. Leading ... means that others willingly follow you ... because they want to. (p. 85)

Again, we have no desire to be perceived as "leaders". We'd much rather interact as peers with others who share our values and can help us achieve our objective – widespread adoption and usage of the StratML standard. We do care a great deal about the standard itself. So if you do

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[3] See Wikipedia's article on the Fundamental Attribution Error (FAE).
[4] See also Wikipedia's article on ingroups and outgroups.

not believe it is worth "following," please do give us the benefit of your constructive critique so that we can more effectively pursue our WHY.

> The drive to win is not, per se, a bad thing. Problems arise, however, when the metric becomes the only measure of success, when what you achieve is no longer tied to WHY you set out to achieve it. (p. 86)

The win we seek is of the win/win variety. Indeed, we simply *cannot* succeed with StratML unless YOU do too.

> We've succeeded as a species because of our ability to form cultures. Cultures are groups of people who come together around a common set of values and beliefs. When we share values and beliefs with others, we form trust. (p. 88)

Regardless of whether you trust us or not, we hope you will consider joining the broader StratML community and helping to build it into the kind of society that you and others who share your values can not only trust but also cherish.

> American culture strongly values ideals of entrepreneurship, independence and self-reliance. (p. 89)

It is folks like you, with values like that, whose assistance is required to help the StratML standard cross the chasm to widespread adoption and usage. We see no inherent conflict between those values and the need for a voluntary consensus standard like StratML, including the support it can provide for collective action to achieve results than none of us is capable of accomplishing alone. Do you?

> If companies do not actively work to keep their Golden Circle in balance – clarity, discipline and consistency – then trust starts to break down. (p. 110)

According to various reports, trust in institutions may be at an all-time low. However, that begs the question: Why *should* institutions be trusted – particularly if they fail to openly share not only their plans but also clear evidence of the results they are producing? Might it be true that large, secretive institutions are, by definition, untrustworthy? … That large databases with single points (or worse yet, multiple single points) of failure should not be trusted with our personal information?[5] President Reagan's famous admonition seems highly applicable: Trust but verify!

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[5] See Wikipedia's article on single points of failure.

... John F. Kennedy used to rally people to bring to life his belief that service to the nation – and not being serviced by the nation – would lead America to advance and prosper. (p. 136)

Has anyone heard another politician make a statement like this lately: "Ask not what your country can do for you — ask what you can do for your country"?[6]

How about this one: "Some people see things as they are and say why? I dream things that never were and say, why not?"[7]

StratML offers the potential not merely to "dream" and "ask" what one might do but, rather, to actually commit to doing it, directly in partnership with others similarly motivated. Now that's a novel thought, isn't it?

The pessimists are usually right ... but it's the optimists who change the world. (p. 140)

Even as 90 percent of small businesses fail within the three years, chances are that StratML too will fail to achieve critical mass. However, if you are an optimist like us, we look forward to having you join our quest. The world is waiting to see what YOU may have to offer… and the StratML standard can help to make your contributions to the future salient for all to see.

For a message to have real impact, to affect behavior and seed loyalty, it needs more than publicity. It needs to publicize some higher purpose, cause or belief to which those with similar values and beliefs can relate. Only then can the message create any lasting mass-market success. (p. 146)

Again, while achieving in-group loyalty is NOT our objective, making a positive impact certainly is, and as already noted, we simply cannot achieve anything close to the results we seek without the active support of folks like you. So if you're up for the challenge of a higher cause, please do consider supporting and using the StratML standard.

A leader with a cause, whether it be an individual or an organization, must have a megaphone through which to deliver his message. And it must be loud and clear to work. Clarity of purpose, cause or belief is important, but it is equally important that people hear you. For a WHY to have the power to move people it must not only be clear, it must be amplified to reach enough people to tip the scale. (p. 146)

Would you like to participate in the tip? Will you become part of the megaphone Sinek says is required for it to occur?

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[6] See JFK's inaugural address.
[7] RFK paraphrasing George Bernard Shaw.

> Success comes when we wake up every day in that never-ending pursuit of WHY we do WHAT we do. Our achievements, WHAT we do, serve as milestones to indicate we are on the right path. (p. 181)

By this measure, we have already succeeded. Because we do quite literally go to bed every night and wake up every morning thinking about how we might spread the gospel of StratML to the masses. However, by measure of mass, we still have a long way to go and we simply cannot get there without the help of folks like you.

> The goal is to ensure that as the measurement of WHAT grows, the clarity of WHY stays closely aligned. (p. 186)

We'd like to think the openness and voluntary nature of the StratML standard might help to ensure that its WHY will always remain in alignment with its purposes (WHYs) and that, regardless of HOW anyone may try to use it, those purposes might only be strengthened by the multiplying network effect. However, if you see any danger that we might be missing something in that regard, please do let us know.

> Most organizations today use very clear metrics to track the progress and growth of WHAT they do ... Unfortunately, we have very poor measurements to ensure that a WHY stays clear. (p. 191)

So far more than 2,500 plans and reports have been added to the prototypical StratML collection, a half dozen or so StratML authoring/editing tools have been developed, and a few StratML services have been demonstrated. By virtue of the nature of the standard itself, we hope and trust that its WHY will remain clear. However, as previously noted, the standard is still in the early stages of the [technology adoption life-cycle](). So we need not only innovators but also early adopters. They are our most important metric at this point in the market maturity of the StratML standard. Might YOU be one of them?

In standards activities, there is always the risk of "forking".[8] However, whereas differences in software programming logic may create significant impediments to interoperability, differences in XML-based data standards are relatively easy to reconcile, so long as the semantics and structure of each are well-specified. XML's first name is "Extensible," and while it would be nice to think the world might embrace StratML as it has HTML, for example, minor and perhaps even major differences in semantics and structure may not be showstoppers.

As long as intentions, stakeholders, and results are clearly and consistently documented in *any* machine-readable format, smart techies and intelligent technology will be capable of

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[8] See Wikipedia's article on [software forking]().

transforming them into StratML format. The only questions are how much needless time and effort the transformation might take as well as why the differences are required, i.e., why the standard is not used in the first place. If you see any significant weaknesses in the standard, we will certainly do our best to correct them in future releases. Our idealistic aim is to leave no one with a valid excuse to fail to use the standard, but at the same time, we recognize the 80/20 proposition and would not be displeased with that ratio.[9]

> Our goal is to find customers who believe what we believe and work together so that we can all succeed. We're looking for people to stand shoulder-to-shoulder with us in pursuit of the same goal. (p. 225)

Sinek's point here is redundant of points we're already made, but our goal is not merely to find "customers" to passively consume what we're "selling" but, more importantly, **partners** to help us deliver the results we seek not only for our own self-satisfaction but for the benefit of each and every member of the StratML community/network… which, hopefully, will eventually include at least as many people now using Facebook, for example.

> Being a leader requires one thing and one thing only: followers. A follower is someone who volunteers to go where you are going. (p. 226)

Need we say more? We hope to see you, not following along "behind" but right there *alongside* us as we travel the route to where we aim to go… not because of what WE want but because it is what YOU want.

> Leadership requires two things: a vision of the world that does not yet exist and the ability to communicate it… Our visions are the world we imagine, the tangible results of what the world would look like if we spent every day in pursuit of our WHY. (p 228)

Enabling the documentation of visions is among the purposes of the StratML standard and so too is the documentation of results, so that we and our stakeholders can more easily understand whether we are making progress or not.

> Leaders don't have all the great ideas; they provide support for those who want to contribute. (p. 228)

Enabling those who want to contribute to common goals to discover and engage each other is the essence of the purpose (WHY) of the StratML standard.

> Leaders never start with what needs to be done. Leaders start with WHY we need to do things. (p. 228)

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[9] See Wikipedia's article on the Pareto Principle.

Once again, we don't particularly care to be perceived as "leaders". It's not about us. However, we sincerely believe anyone can more effectively accomplish whatever they choose to do and that being able to engage performance partners more efficiently is one of the primary keys to a brighter future. Even if some our goals do not require the assistance of others, at the very least using the StratML standard can help us clarify what we'd like to accomplish and what might be required in order to do so. WHY would any of us NOT want to do that? How about you?

Please do share your thoughts with us. If you are so inclined, you'd be more than welcome to join us – formally or informally, with as little or much engagement as you desire.

The StratML Committee's performance plan/report is available, naturally, in StratML Part 2, Performance Plan or Report, format at http://stratml.us/index.htm#WorkResults We'd love to document a role for you in it.

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