Samantha Enslen
CF.APMP

Chop it up!

How to WRITE COPY THAT'S APPETIZING NOT OVERWHELMING

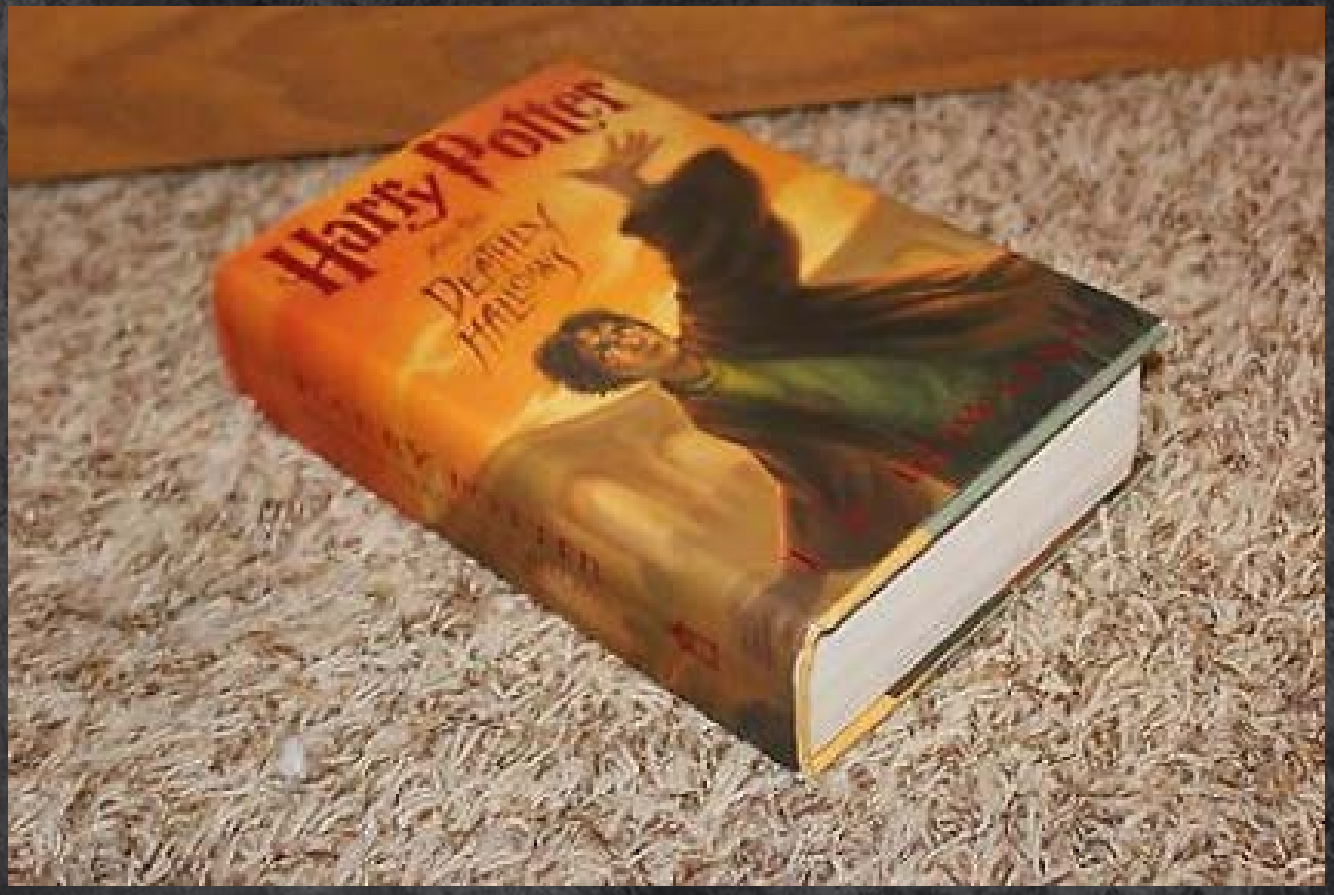
Pleasure

Function

NEW LOOK
CLIF
ATHLETE SERIES
SHOT
ENERGY GEL
STRAWBERRY
+25mg CAFFEINE
DURING

Entertainment

Information



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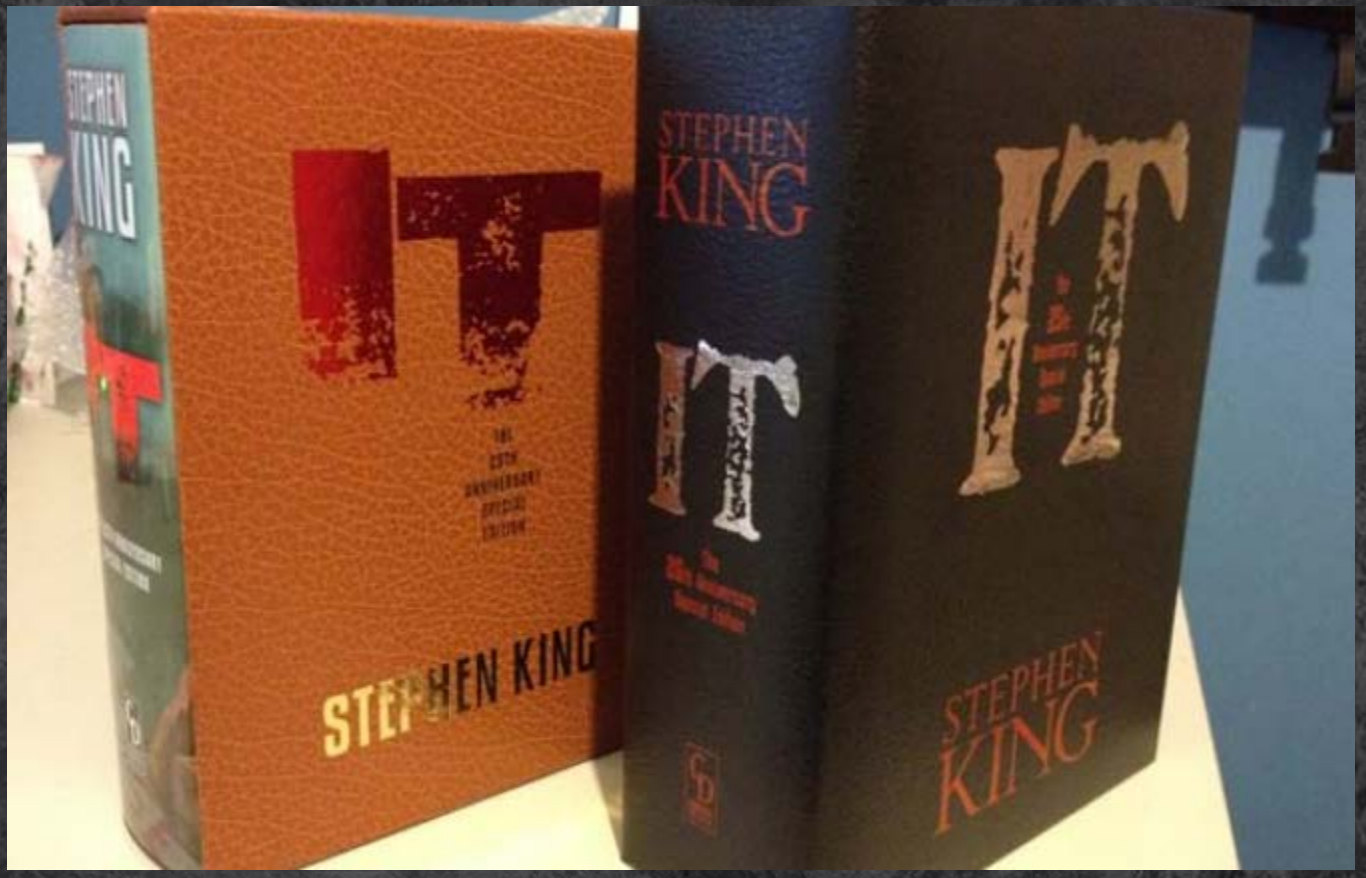
STEPHEN KING
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1,184 pages

Lawn
Mowers
2017:
A
comprehensive
review

BEST PICKS

The Best Gas Lawn Mowers of 2017

WE RESEARCHED AND TESTED 10 NAME-BRAND GAS LAWN MOWERS ON SIMILAR LAWNS AND EVALUATED EACH MACHINE'S CAPABILITIES FOR A TOTAL OF 220 HOURS.

by Grant Morgan

LATEST UPDATE JULY 03, 2017

A first-rate gas-powered lawn mower makes easy work of keeping your grass short and trim. However, if you don't like the fumes and hassle of a gasoline engine, try an electric lawn mower. Here's a summary of the best electric and push lawn mowers.

More

Summary

Gold Award	2	3	4	5	6	7	8	9	10
Honda HRX	Cub Cadet	Snapper	Honda HRR	Poulan Pro	Craftsman 37441	Toro Personal Pace	Craftsman 37744	Lawn-Boy	Troy-Bilt
$629.00	$399.99	$695.00	$439.00	$339.60	$329.99	$419.00	$379.99	$339.99	$269.00

Best and Worst Walk-Behind Lawn Mowers

Cutting champs and clumping chumps from Consumer Reports' unparalleled field tests

By Paul Hope
March 16, 2017

348 SHARES

Every year Consumer Reports tests a new batch of gas and electric walk-behind mowers at its test lawn in Fort Myers, Fla. This year we bagged more than 5,000 pounds of grass clippings as part of that effort and discovered that not every lawn mower measures up to our cutting, mulching, and bagging tests.

Though even the lowest-rated tractors and riders we tested performed passably, several walk-behind mowers left ugly clumps in their wake and scored 50 or lower on CR's 100-point scale. Brands we tested include Ariens, Cub Cadet, EGO, Echo, Honda, and Toro.

128

Lawn mowers & tractors in

XT ENDURO SERIES STRENGTH BUILT INTO EVERY DETAIL.

Strongest Warranty[1]:
Unlimited Hours / 5-Year Chassis & Front Axle / 3-Year and 4-Year Powertrain

INDUSTRY'S STRONGEST WARRANTY[1]

BUILT IN AMERICA

Advanced Cutting Performance:
New Muscular Cutting System for Durability and Breakthrough Bagging Performance

Incredibly Responsive Handling:
New Steering System Delivers Optimized Command and Control

Corrosion Defense System with E-coat:
Best-in-Class Protection for Amazing Durability and Appearance

Exclusive Mobile App:
Easy Tractor Maintenance via Smart Phone

Stronger Options:
Extra-Tough Fabricated and Stamped Decks

Remarkable Versatility:
Full-Line of Attachments and Accessories

Cub Cadet

Strongest Support In The Industry:
Dedicated Personal Owner Support 7-Days A Week

New Standard in Comfort:
Refined Ergonomics and Bold, New Styling

Smooth and Simple Operation:
Hydrostatic Transmissions – No Shifting, Just Push a Pedal and Go

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Why?

Wilbur Schramm

Schramm's Fraction of Selection Formula

$$\frac{\text{Expectation of reward}}{\text{Perception of effort}} = \text{Likelihood of activity}$$

Watch a movie

Drive to Blockbuster
Hope your movie's there
Bring it home
Put it in DVD player
FF past beginning stuff
Take DVD back
Probably pay a late fine

=

Watch a movie

Turn on Netflix

=

A new cabinet

=

Diagonal Corner Wall Cabinets
Assembly Instructions

Important: When attaching two cabinets together, pre drill holes on the face frame to avoid material split.

This assembly instruction applies to **WBC2430** only.

Parts included:

	Item	Qt
A	Face Frame with Door	1
B	Front Side Panel (Left and Right)	2
C	Rear Side Panel (Left and Right)	2
D	Bottom	1
E	Top	1
F	Back Panel	1

	Item	Qt
G	Shelves	2
H	Shelves Clips	8
I	Corner Braces	4
J	1/2" Corner Brace Screws	8
K	2" Mount Screws with Anchors	4,4
L	¾" Back Panel Screws	4

Step by step

1. Check and count the items in the box before your installation. If you are short any pieces, stop and call the supplier. Otherwise, follow the steps below.
2. Put the face frame (A) face down on a flat soft working surface (Figure 2).
3. Install Front Side Panels (B): insert right and left front side panels (B) into the grooves of face frame (A) and align the cam lock connectors (Figure 3). Lock the cam lock with a screwdriver by turning the screw 180° degree clockwise (Figure 1).
4. Install the top and bottom (Figure 4): gently spread side panels and insert top (E) and bottom (D) into the grooves of side panel (B) until it touches the face frame (A). Well align it and lock each cam lock.
5. Install Rear Side Panels (C) (Figure 5): position rear side panels (C) so that the panel connectors align to the top panel (E), bottom panel (D), and front side panel (B). Gently work the panels into position. Make sure that it fits well and lock the cam lock connectors as Figure 1.
6. Install the back panel (Figure 6): Slide the back panel (F) into grooves of rear side panel (C). Make sure the finished side of panel is towards the inside of the cabinet. Once the back panel is assigned and fitted tight, secure it with the ¾" Back Panel screws into the pre drilled holes on the back panel (Figure 7).
7. Install Corner Braces (Figure 8): place the Corner Braces on each top front corner and bottom front corner of the cabinet and secure them with 1/2" Coener Brace screws (see Figure 8).
8. Your wall cabinet is now completely assembled. After installing the cabinet to the wall (use wall mount screws and anchors), insert the shelf clips (H) into the holes in the cabinet side panels at the desired height and slide in the shelves (G).

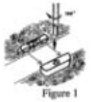


Figure 1

Figure 2

Figure 3

Figure 4

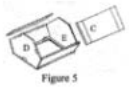


Figure 5

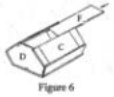


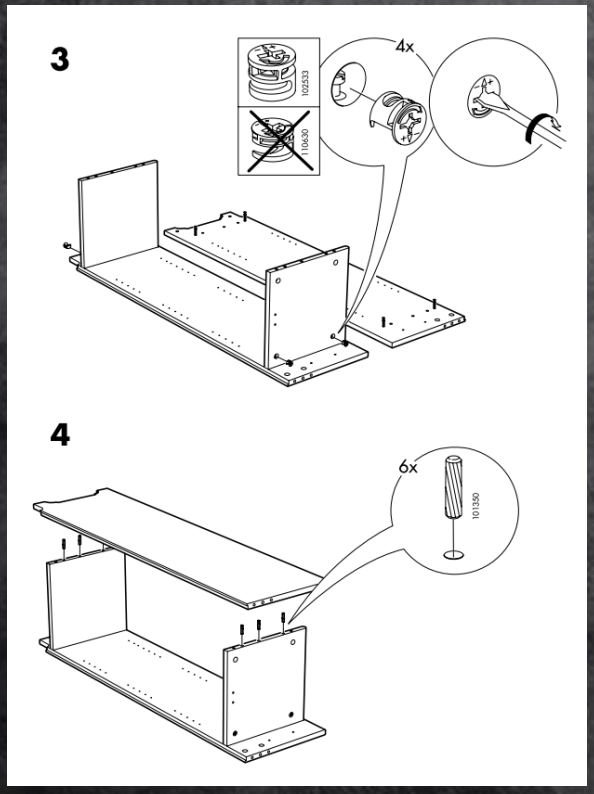
Figure 6

Figure 7

Figure 8

A new cabinet

=



Let's do this with our proposals!

$$\frac{\text{Expectation of reward}}{\text{Perception of effort}} = \text{Active readers}$$

- Break up long copy
- Chunk out long copy
- Be real

Break up long copy

CRAWLING HORROR...
RISING FROM THE DEPTHS OF HELL... TO KILL AND CONQUER!
THE GIANT LEECHES

ATTACK OF THE CRAB MONSTERS
From the depths of the sea... A TIDAL WAVE OF TERROR!
Richard GARLAND · Pamela DUNCAN · Russell JOHNSON
A ROGER CORMAN PRODUCTION · Screenplay by CHARLES B. GRIFFITH
Produced and Directed by ROGER CORMAN · AN ALLIED ARTISTS PICTURE

Shifting lending landscape: Eyes on the big city

The landscape of consumer banking is in a period of flux. But why? The post-2008 recovery has been a long one for banks and many of them are just now coming up for air. Conditions attached to government bailout money altered the way banks do business and those effects are lingering. Technology has shifted consumer expectations of what a bank should be and the unique preferences of millennials are transforming business models, too. In fact, a September 2017 Wall Street Journal article drew attention to a very visible aspect of the banking business model shift: Major banks are fleeing rural areas to open additional branches in the big city. What will all this mean for the consumer, particularly the rural consumer, and those who provide lending solutions for them?

The good news is that lending isn't going anywhere. It will always be around. But the channels to reach the consumer and the services available to them must evolve to keep pace. Technological advancements have forever changed day-to-day life. For example, take clothing shopping. Many of us order our clothing online instead of shopping in a store with the aid salesperson. We could view the future of banking in a similar manner.

Perhaps the shift to high-tech banking was slow for some. Maybe it began by requesting paperless bank statements or occasionally checking your balance online. But now, banks offer nearly every service imaginable online or via mobile app, rending the concept of the local bank branch almost obsolete. In fact, according to an Accenture consumer banking survey, 81 percent of consumers would not switch banks if their primary bank closed the local branch – and this was not the case just a few short years ago. This is thanks to, in large part, technology. What happens when the big bank closes its lone branch in a small town? Some customers do switch to a smaller local bank, if it is an option. Others carry on and rely on the bank in a different way and technology bridges the gap.

The high-tech banking shift is good for banks and the customer. Banks can substantially cut operational costs and the consumer can bank from, well, anywhere. They don't lose access; they gain options. And this provides an opportunity for banks to step up their customer service game to retain and gain new customers, too. Today's borrowers do their research before choosing a lender and signing onto a loan and tech savvy banks are coming out on top. According to a 2017 Harris Poll on Borrowing and Wealth Management, 51 percent responded that having a user-friendly website that is easy to use via laptop or desktop computer was key; 39 percent said that a mobile-friendly website was important to them when deciding on a lender. Strong customer service is also a key deciding factor when borrowers are looking to choose a lender. Among those who have at least one loan, 75 percent said that customer service plays a role when choosing a lender. Services like business process outsourcing, or BPO, can help banks beef up their customer service. BPO can help you pick up the slack in your backend operations with services such as account management or loan origination.

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The nuts and bolts of it

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The next steps forward

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The next steps forward

B

A

B

To do:

- Open up leading between paras
- Hit “return” more often
- Add subheads

Auto lenders at dealerships are more susceptible to trends than are other sources of financing, as they are driven by incentives and sales, said Capital LTD's Scott Franklin, explaining that "they're there to make money, but their primary focus is to help manufacturers move metal."

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15+12+18

Auto lenders at dealerships are more susceptible to trends than are other sources of financing:

- They are driven by incentives and sales
- They exist to make money
- But their primary focus is to help manufacturers move metal.

Ideal sentence length?

14

Pro-but policy

Amtrak says it responds with urgency to anything it views as a safety problem., but some managers said essential repairs that were not flagged as "safety-critical" were often put off for years.

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But some maintenance managers said essential repairs that were not flagged as "safety-critical" were often put off for years.

In 2016, Amtrak crews were generally given brief blocks of time to perform repairs, yet during the same period, contractors on the Moynihan Station project regularly closed tracks on the weekend for up to 55 hours.

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Yet during the same period, contractors on the Moynihan Station project regularly closed tracks on the weekend for up to 55 hours.

Coordinating conjunctions

for
and
nor
but
or
yet
so

Over the past seven years, there has been unprecedented growth in new car sales. And, for this reason, dealer-based lenders have been blowing away the competition.

However, nothing lasts forever.

The worst fires in Northern California tend to hit in October. This year, conditions were critically dry, given the lack of moisture in the air and the buildup of brush.

Combined, that's a recipe for disaster.

To do:

- Break long sentences into short ones
- Or into bulleted lists
- Let sentences start with “but” and other coordinating conjunctions
- Embrace one-sentence paragraphs

Chunking out copy

Introduction

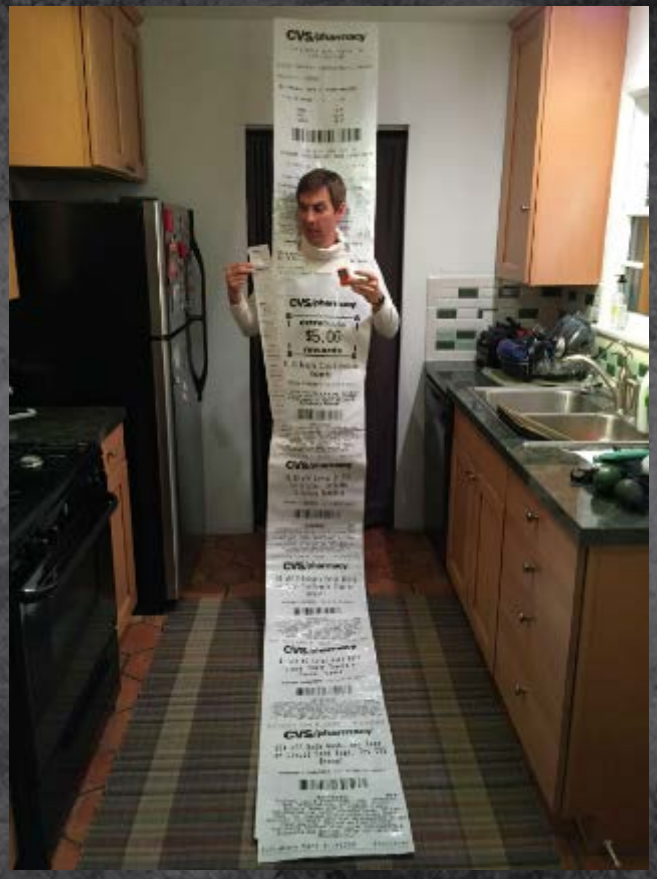
Idea 1

Idea 2

Idea 3

Conclusion

Research papers
Book reports
Essays
Theses
What I did on my summer vacation


CVS/pharmacy
$5.00

narrative

- Summary boxes
- Descriptive subheads
- Lists
- Pull quotes
- Boldface lead-ins
- Sidebars
- Images & captions
- Testimonials
- Calls to action
- Marginalia

76 Sex Secrets!
• TOYS THAT HIT THE SPOT
• 4 HIDDEN MOAN ZONES
• HOT SOLO-SEX TRICKS
One of You Cheated... Now What?
STRESS WAY LESS
This Surprising Habit Helps You Chill Instantly
Kate Hudson
Fun, Flirty & Fit AF!
How She Does It
Overheard On Bro Night
BRACE YOURSELF!
GET A GREAT ASS
In 3 Killer Moves
The Wellness Issue

SKINTERVENTION

The New Way to Wash

What seems to be the most basic of beauty skills really isn't that basic at all. Meet the triple-cleanse—the most effective routine for taking off the day.

BY LAUREN BALSAMO

MAIN IMAGE: GETTY IMAGES.

STEP 1

Remove Makeup

First, a beauty PSA: This part is nonnegotiable. "If left on overnight, makeup can trap oil, dirt, and pollution on the skin, causing breakouts and even premature aging," explains Shari Marchbein, MD, an NYC derm. And because most makeup repels water and moisture (so it can withstand sweat and humidity throughout the day), you'll need to pre-cleanse with an oil-based remover to fully break down those long-wear pigments and polymers, explains Dr. Marchbein. If you wear a full face, massage a few pumps of True Botanicals' cleansing oil all over dry skin, then rinse with warm water. If you only do an eye and/or lip, spot-clean with a cotton pad soaked in Lancôme's dual-phase (i.e., part oil, part water) micellar water—no rinsing required.

→ **TRUE BOTANICALS** *Pre Cleanse Oil, $48, truebotanicals.com*

→ **LANCÔME** *Bi-Facil Visage, $40, lancome-usa.com*

Head

Deck

Subhead / CTA

Marginalia

BEAUTY

subead

STEP 2

Wash

It's time for the main event. On damp skin, gently massage (no aggressive rubbing or tugging) a nickle-size amount of your cleanser in small circles from your hairline down to your neck, paying special attention to the T-zone, where you're most likely to have clogged pores, explains Dr. Marchbein. Rinse using lukewarm water (hot temps can cause redness and dryness). Opt for a cream cleanser if you have dry skin (it typically has more conditioning agents) or something that foams with more surfactants if your skin is oily. A one-size-fits- option: ed, tex- gently exfoliate (so subsequent skin-c e products can penetrate the skin more easily), and hydrate with aloe and grapeseed extract so you're not left feeling tight or dry after you rinse.

→ OLAY *4-in-1 Daily Facial Cloths, $9.50, olay.com*

subead

STEP 3

Tone

Toning offers extra residue removal, hydration or oil-reduction (depending on the formula you choose), and enhanced penetration of your serum or moisturizer, explains Stalina Glot, senior facialist at Haven Spa in NYC. "Moist, clean skin absorbs products better," says Glot. To use, saturate a cotton pad with the liquid, and glide it across your face (misting it on isn't as effective). And don't forget your hairline and jawline—both areas that you're less likely to rinse well during step two. Try It Cosmetics' Miracle Water with hydrating hyaluronic acid if you have dry skin or Herbivore's willow bark blend (a natural form of salicylic acid) if your skin is oily. No matter which toner you choose, make sure it's alcohol-free (avoid *alcohol denat* on the label). "It's too drying, even for oily complexions," explains Dr. Marchbein.

→ IT COSMETICS *Miracle Water, $38, sephora.com*

→ HERBIVORE *Jasmine Green Tea Balancing Toner, $39, sephora.com*

Sidebar

DO I NEED ALL THREE STEPS IN THE A.M.?

No, it's not necessary. "If you have dry or sensitive skin and thoroughly cleansed before bed, rinsing your face with just water should be enough to remove any dirt that has accumulated on skin overnight," says David Colbert, MD, founder of New York Dermatology Group. Ditto if your skin is dry or chapped from winter weather. "If you have oily skin, a gentle wash, like NYDG Colloidal Oatmeal Cleanser ($48, nydg.com), can remove sebum without stripping skin," says Dr. Colbert. And if you use p.m. acne products, like benzoyl peroxide or retinol, you'll want to wash them off in the a.m. since they're not suitable for daytime.

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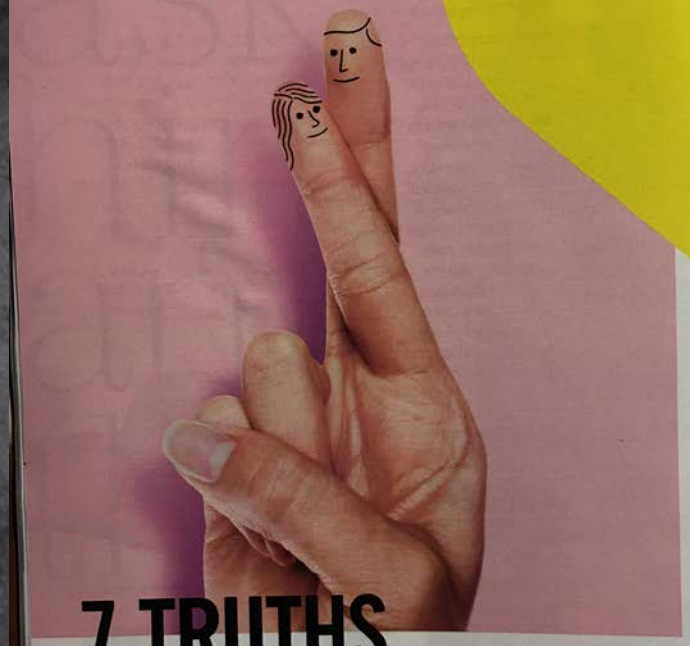
DATING & MATING

with
Esther Perel



ESTHER PEREL IS A SEX AND RELATIONSHIPS THERAPIST, AUTHOR OF *MATING IN CAPTIVITY* AND THE FORTHCOMING *THE STATE OF AFFAIRS*, AND HOST OF THE AUDIO SERIES *WHERE SHOULD WE BEGIN? WITH ESTHER PEREL*. HER TED TALKS HAVE BEEN VIEWED MORE THAN 17 MILLION TIMES. VISIT ESTHERPEREL.COM OR @ESTHERPERELOFFICIAL FOR MORE.

7 TRUTHS ABOUT CHEATING

IT'S TIME FOR US TO REEVALUATE INFIDELITY.

Even if you've never cheated or been cheated on, it's likely you've been affected by infidelity at some point. And yet it remains so poorly understood and is still shrouded in secrecy and shame. Cheating is the elephant in the room. This makes it hard to have open conversations with our partners about our relationships. And that's why it's time to rethink it.

While writing my new book, *The State of Affairs*, I discovered surprising things about cheating that can help get these discussions started. Here, just a few of the realities I unearthed.

Head

Deck

Sidebar

Sidebar

A PRE-CHEAT TALK IS A MUST

Discuss sexual boundaries and your definition of monogamy with your partner before the shit hits the fan. Everyone has a different definition of cheating—a strip-club visit can devastate one person as much as a 10-month affair hurts another. Get to know each other's opinions now to avoid being blindsided later. It's also vital to talk about how you will handle it when you're attracted to another person. Usually, couples don't address this when the tide is low—they only do so once they're in crisis.

"ONCE A CHEATER, ALWAYS A CHEATER" IS NOT THE RULE

There *are* some repeat offenders. And their actions are more than just cheating—they have a fundamental lack of respect for you and the relationship. But in general, just because someone's been unfaithful once doesn't mean they'll do it again. In fact, if your partner shows genuine remorse for hurting you the first time, they are more likely to own their mistakes and remain dedicated to earning back your trust.

YOU CAN'T TELL WHO WILL STRAY

So many young women tell me, "I picked this guy because he'd never cheat." But you can't always tell that in advance. Instead of trying to avoid infidelity by guessing who will be faithful, talk to your partner, acknowledge that sexual desire exists, and commit to monogamy for the sake of the relationship.

BETRAYAL HAS MANY FORMS

We're taught that the one who strayed is always at fault. That's because we look at these situations according to the cheating bias—the idea that venturing outside the relationship is the worst thing a person can do—not according to what actually happened. When someone is repeatedly mistreated or neglected in a relationship, an affair is less about infidelity and more of an attempt to reclaim self-esteem and respect. Sometimes, the person who has been cheated on doesn't actually have the moral upper hand.

INSTANT GRATIFICATION HAS CHANGED EVERYTHING

These days, we're used to getting anything we want right away, so we think it should be easy to transition from hooking up with different people to only one person. It isn't. We have to navigate lots of temptation.

EVEN PEOPLE IN LOVE CHEAT

In our society, the ideal relationship is one in which our mate is The One. We think if we have everything we need at home, we've no reason to look elsewhere. So when our partner steps out on us, it's easy to feel that we're not enough...that if only we were more beautiful or successful, this wouldn't have happened. But an affair is not always a symptom of something missing in your relationship or in you. And it doesn't always mean that your mate doesn't love you.

AN AFFAIR ISN'T ALWAYS THE END

There are a few factors that determine if infidelity will be the nail in the coffin. First, is the person who cheated able to acknowledge what they did without justifying, rationalizing, or blaming it on someone else? Second, are they able to acknowledge that cheating hurts, and can they resist the urge to rush past the pain they've caused? Third, are they able to say "What can we learn from this?" While one person was responsible for the affair, the couple is responsible for the relationship. Twosomes who learn from this crisis together can use it for good. ■

The State of Affairs: Rethinking Infidelity, by Esther Perel, is out October 10, from HarperCollins.

LOVE QUIZ

Are You Ready to Heal?

1 You can't stop reliving the moment your partner told you he cheated.
☐ True ☐ False

2 Whenever you ask him for more details, he says, "God. You're still on this?"
☐ True ☐ False

3 You've been secretly checking his texts.
☐ True ☐ False

IF YOU ANSWERED MOSTLY TRUE, you're not ready and you may never be. It's natural to obsess over an indiscretion for the first few months, but you can't move on until that passes. To make it through, you'll need a partner who shows empathy and can be trusted (i.e., you don't feel the need to snoop).

IF YOU ANSWERED MOSTLY FALSE, it may be time to consider rebuilding. Although you'll never forget this, you're past the point of obsession and spying, and your partner isn't belittling your feelings. Trust can make this just one moment in your relationship, not the whole story.

ILLUSTRATION BY MATT CHASE

HAND: GETTY IMAGES; ALL OTHERS COURTESY

Head

Deck

LEADERSHIP

Strategy as a Wicked Problem

"Wicked" problems can't be solved, but they can be tamed. Increasingly, these are the problems strategists face—and for which they are ill equipped.

by John C. Camillus

Originally published in May 2008

OVER THE PAST 15 YEARS, I've been studying how companies create strategy—the most important responsibility of senior executives. Many corporations, I find, have replaced the annual top-down planning ritual, based on macroeconomic forecasts, with more sophisticated processes. They crunch vast amounts of consumer data, hold planning sessions frequently, and use techniques such as competency modeling and real-options analysis to develop strategy. This type of approach is an improvement because it is customer- and capability-focused and enables companies to modify their strategies quickly, but it still misses the mark a lot of the time.

Companies tend to ignore one complication along the way: They can't develop models of the increasingly complex environment in which they operate. As a result, contemporary strategic-planning processes don't help enterprises cope with the big problems they face. Several CEOs admit that they are confronted with issues that cannot be resolved merely by gathering additional data, defining issues more clearly, or breaking them down into small problems. Their planning techniques don't generate fresh ideas, and implementing the solutions those processes come up with is fraught with political peril. That's because, I believe, many strategy issues aren't just tough or persistent—they're "wicked."

Wickedness isn't a degree of difficulty. Wicked issues are different because traditional processes can't resolve them, according to Horst W.J. Rittel and Melvin M. Webber, professors of design and urban planning at the University of California at Berkeley, who described them in a 1973 article in *Policy Sciences* magazine. A wicked problem has innumerable causes, is tough to describe, and doesn't have a right answer, as we will see in the next section. Environmental degradation, terrorism, and poverty—these are classic examples of wicked problems. They're the opposite of hard but ordinary problems, which people can solve in a finite time period by applying standard techniques. Not only do conventional processes fail to tackle wicked problems, but they may exacerbate situations by generating undesirable consequences.

In the areas of public policy, software development, and project design, experts such as Peter DeGrace, Leslie Hulet Stahl, and Jeff Conklin have developed ways of spotting wicked problems and coping with them. DeGrace and Stahl wrote *Wicked Problems, Righteous Solutions: A Catalogue of Modern Software Engineering Paradigms* (1990); Conklin authored *Dialogue Mapping: Building Shared Understanding of Wicked Problems* (2006). Policy makers, in particular, have put this powerful concept to good use, but it has been largely missing from strategy discussions. Although many of the problems companies face are intractable, they have been slow to acknowledge the wickedness of strategy issues.

Between 1995 and 2005, I completed three research projects that provided insights into wicked strategy problems. First, as part of benchmarking projects that the APQC (formerly known as the American Productivity & Quality Center) and the Hong Kong Productivity Council conducted, I analyzed 22 North American, European, and Asian enterprises that use innovative strategic-planning techniques. They include ABB, Alcoa, Honeywell, John Deere, PPG Industries, Royal Dutch Shell, Siemens, Sprint, Whirlpool, and Xerox (China and USA). Second, I studied strategy implementation in depth at seven of these enterprises. Third, a colleague, Gaurab Bhardwaj, and I tracked DuPont's pharmaceuticals business to learn how companies draw up strategies when returns will accrue only in the long run and are highly uncertain. Based on these studies, I'll explore in the following pages how companies can tame—since they can't solve—such problems. I'll conclude by describing a planning process that helps PPG Industries tackle wicked issues.

What *Is* a Wicked Problem?

There are several ways to define a wicked problem, but according to Rittel and Webber, it has some or all of 10 characteristics. (See the sidebar "The 10 Properties of Wicked Problems.") Caveat: The criteria are not a set of tests that mechanically determine wickedness; rather, they provide insights that help you judge whether a problem is wicked.

Wicked problems often crop up when organizations have to face constant change or unprecedented challenges. They

The 10 Properties of Wicked Problems

In 1973, Horst W.J. Rittel and Melvin M. Webber, two Berkeley professors, published an article in *Policy Sciences* introducing the notion of "wicked" social problems. The article, "Dilemmas in a General Theory of Planning," named 10 properties that distinguished wicked problems from hard but ordinary problems.

1 **There is no definitive formulation of a wicked problem.** It's not possible to write a well-defined statement of the problem, as can be done with an ordinary problem.

2 **Wicked problems have no stopping rule.** You can tell when you've reached a solution with an ordinary problem. With a wicked problem, the search for solutions never stops.

3 **Solutions to wicked problems are not true or false, but good or bad.** Ordinary problems have solutions that can be objectively evaluated as right or wrong. Choosing a solution to a wicked problem is largely a matter of judgment.

4 **There is no immediate and no ultimate test of a solution to a wicked problem.** It's possible to determine right away if a solution to an ordinary problem is working. But solutions to wicked problems generate unexpected consequences over time, making it difficult to measure their effectiveness.

5 **Every solution to a wicked problem is a "one-shot" operation; because there is no opportunity to learn by trial and error, every attempt counts significantly.** Solutions to ordinary problems can be easily tried and abandoned. With wicked problems, every implemented solution has consequences that cannot be undone.

6 **Wicked problems do not have an exhaustively describable set of potential solutions, nor is there a well-described set of permissible operations that may be incorporated into the plan.** Ordinary problems come with a limited set of potential solutions, by contrast.

7 **Every wicked problem is essentially unique.** An ordinary problem belongs to a class of similar problems that are all solved in the same way. A wicked problem is substantially without precedent; experience does not help you address it.

8 **Every wicked problem can be considered to be a symptom of another problem.** While an ordinary problem is self-contained, a wicked problem is entwined with other problems. However, those problems don't have one root cause.

9 **The existence of a discrepancy representing a wicked problem can be explained in numerous ways.** A wicked problem involves many stakeholders, who all will have different ideas about what the problem really is and what its causes are.

10 **The planner has no right to be wrong.** Problem solvers dealing with a wicked issue are held liable for the consequences of any actions they take, because those actions will have such a large impact and are hard to justify.

List

occur in a social context; the greater the disagreement among stakeholders, the more wicked the problem. In fact, it's the social complexity of wicked problems as much as their technical difficulties that make them tough to manage. Not all problems are wicked; confusion, discord, and lack of progress are telltale signs that an issue might be wicked.

In my consulting work, I've found that when five characteristics are present in a strategy-related issue, executives agree they have a wicked problem on their hands. I'll list the key criteria below and use them to show how the challenge of growth that Walmart faces today may well be wicked.

The problem involves many stakeholders with different values and priorities. As Walmart tries to grow faster, numerous stakeholders are watching nervously: employees and trade unions; shareholders, investors, and creditors; suppliers and joint venture partners; the governments of the U.S. and other nations where the retailer operates; and customers. That's not all; many nongovernmental organizations, particularly in countries where the retailer buys products, are closely monitoring it. Walmart's stakeholders have different interests, and not all of them share the company's goals. Each group possesses the capacity, in varying degrees, to influence the company's choices and results. That wasn't the case in 1962, when Sam Walton set up his first store in Rogers, Arkansas.

The issue's roots are complex and tangled. Walmart's slowing growth in the U.S. is a consequence of, among other things, a saturated market, its customers' limited disposable incomes, and intense competition from rivals such as Target and Costco. Walmart also faces resistance to imports, criticism about the wages and benefits it offers employees, and charges that illegal aliens work in its stores. All this has generated unfavorable publicity and strengthened people's opposition to Walmart's opening stores in urban areas. Compounding the challenge, some of the company's advantages have turned into disadvantages. For instance, Walmart's large market share in some product categories makes it tough to grow same-store sales rapidly. Its low-cost sourcing practices have rendered it vulnerable to the health and safety concerns that surround products made in China. Its supply chain expertise doesn't help in the case of fashion and organic products, and its low-price image hurts its ability to sell upscale products. Moreover, Walmart's deep roots in rural America are of little use in overseas markets.

The problem is difficult to come to grips with and changes with every attempt to address it. Walmart has several options. It can try to boost revenues and profits by increasing sales from existing stores or raising prices, by expanding into urban markets in the U.S., by entering emerging economies, by diversifying into upscale product lines and creating new store brands, by forecasting better, or by cutting suppliers' margins. These strategies demand different capabilities, are risky, and sometimes conflict with one another.

Consider two of the least complex options before Walmart. It could boost profits by hiking prices, but until now, everyday

AT A GLANCE

THE IDEA IN BRIEF

Strategic-planning processes may let companies modify strategies quickly, but they often don't help enterprises deal with the big problems they face in an increasingly complex environment. Some issues can't be solved merely by gathering more data, being defined more clearly, or being broken into smaller problems.

The first step toward addressing this is to identify that a problem is not just tough or persistent but indeed "wicked." A wicked problem has innumerable causes, is tough to describe, and doesn't have a right answer. It has no precedent, changes with every attempt to address it, and involves many stakeholders with differing agendas.

To cope with wicked strategy issues, the simplest techniques are often the best:

1. Involve stakeholders, document opinions, and communicate.
2. Define the corporate identity—the organization's values, competencies, and aspirations.
3. Focus on action; experiment with several feasible strategies even if the implications are unclear.
4. Adopt a "feed-forward" orientation: Describe desired conditions 10, 20, or 50 years out so that executives can be open to the range of future possibilities.

Recognizing and confronting wicked problems will compel companies to move beyond using conventional processes to address strategy issues—ultimately preventing unintended consequences and allowing for thorough and thoughtful decision making.

low prices have helped the company fend off rivals. If consumers resist higher prices, the retailer's sales will fall and profits will drop. To prevent that, Walmart must first modify its value proposition, stock some upscale products, and develop a brand persona that warrants higher prices—challenges that have little to do with boosting profits immediately. Alternatively, Walmart could enter a fast-growing emerging market, as it has done in India. It has found the going tough there, however. In India, local laws don't allow foreign companies to operate multibrand retail outlets, so Walmart has had to develop a special business model: cash-and-carry wholesale stores for local retailers. Besides being unfamiliar, the strategy contains the nucleus of another problem. When India's laws change and allow Walmart to sell to consumers, it will have to compete with the retailers it supplies.

The challenge has no precedent. The two strategies we just discussed pose completely new challenges for the company. For instance, Walmart would have to alter its brand image—for the first time in its 46-year history—to justify higher prices. Its recent foray into higher-priced garments is an experi-

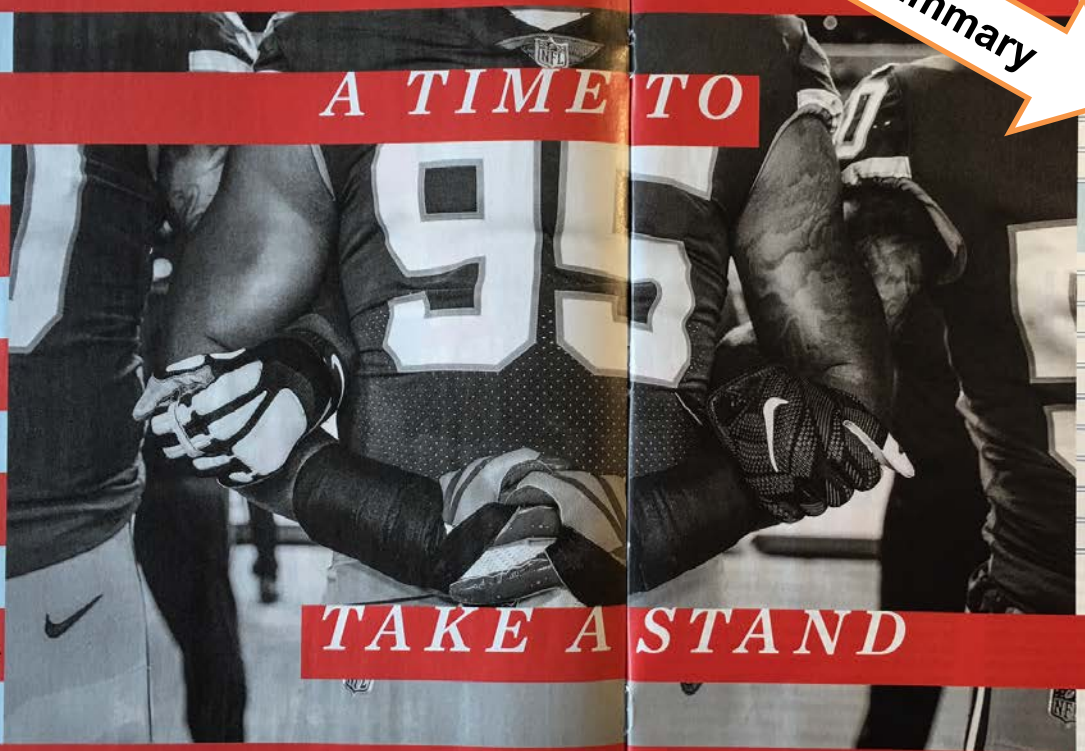
BF Lead-in

BF Lead-in

BF Lead-in

Summary

A TIME TO TAKE A STAND



Photograph by Patrick Smith Getty Images

Summary

Stick to sports? Not possible, not when the passions stoked by ***protest and the President*** threaten to subsume the games themselves. Those who watch and play—in other words, all of us—want to believe that sports are a force for teamwork in every sense. The time to set that example is now

her head and looked away from the Soviet flag while sharing the top spot on the medal podium with the U.S.S.R.'s Larisa Petrik at the same Games, only two months after Soviet tanks crushed the Prague Spring revolt of 1968. When Čáslavská got home, she was investigated by the new government and forbidden to travel or compete for several years.

2) The protests of today are not about the anthem or the flag or the troops, or even about Donald Trump. The protestors are high-profile African-American athletes raising awareness of how lower-profile African-Americans are often mistreated by police officers.

3) All effective protest is inconvenient and, in its own way, uncivil. The Boston Tea Party was an act of vandalism. Critics' appeal to "find a better way to protest" is really a call for self-sabotage, and it's a dodge that dates back to the Olive Branch Petition of 1775.

In short, if you're going to perform national anthems, you're going to have politics. And if you have politics, you're going to have political statements, and this being the United States of America, those statements are not always going to make everyone comfortable. And once military-related promotions reached a level that made even John McCain uncomfortable, those statements had to get louder, if only to be heard over the fighter jets, and more garish, if only to be seen beyond the giant midfield flags.

TRUTH TO POWER Clockwise from near right: Protestors LeBron; Smith and Carlos; Evers; and Tea Party revolutionaries.

The NFL power structure chose a relatively anodyne approach to the whole matter: *standing behind their employees' free-speech rights.*

The way to avoid this, of course, is to de-emphasize the anthem ritual and return to the days before 2009 when it was common practice for teams to remain in the locker room while the anthem was played. (During this interlude, of course, fans generally fled to the concession stands.) Unfortunately, today it would take courage beyond that possessed by most owners and league commissioners to take this simple step.

This is why, over the weekend, we had so many owners framing the issue as a matter of standing behind their employees' free-speech rights. The NFL power structure chose a relatively anodyne approach to the whole matter. It enabled the league to stay away from the issue that prompted the protests in the first place, the issue that very likely has kept Kaepernick from getting a job. Those same owners, along with commissioner Roger Goodell, don't want any part of the issue of why African-Americans end up dead on the pavement after traffic stops and other encounters with police officers. But ultimately the owners and commissioners may not have a choice: The real issue behind the protests has been out there all along.

It was there in the summer of 2016 when WNBA players demonstrated in protest of the police killings of Philando Castile in Minneapolis and of Alton Sterling in Baton Rouge. (The WNBA's players have been out front on the issue longer than most athletes. On Sund… and the Los Angeles Sp… before Game 1 of the W… there in '12 when the Mi… Trayvon Martin, and in … Derrick Rose and others warmed up in T-shirts reading I CAN'T BREATHE, reportedly the last thing Eric Garner said

before dying because of a chokehold applied by an officer on Staten Island. Seen as a continuum, there is no end in sight to this tragic series of events. It is reminiscent of the 1960s, except now there is instant communication and the athletes know how to use it better than their employers. Isolating the "troublemakers" is going to be impossible. Smith and Carlos got thrown out of the Olympics and were disappeared for a time from their sport, as thoroughly as Čáslavská was in Czechoslovakia. It's almost impossible to imagine that happening today; there are too many options to get your message out, too many ways to rally support.

There's a history to this issue, and that history provides formidable momentum, so, very likely, this conflict wil… with us for a while. And Donald Trump, who never sa… crac… is n… has …

T… hea… the Steelers stayed in the locker room or in the tunnel r… than appear on the sideline for the anthem. The exception … left tackle Alejandro Villanueva, a former Army Ranger and combat veteran who stood with his hand over his heart just outside the tunnel. From a free-speech standpoint, this was a perfect moment. Villanueva did what he thought was right. His teammates did what they thought was right. And then they all got together and . . . lost to the Bears 23–17, but that wasn't the point. Everybody handled the situation with dignity and grace, (even the next day, when Villanueva expressed regret for standing apart from his teammates). Sunday, Sept. 24, was one of the oddest afternoons of fundamental Americanism that we've seen in an awfully long time, and it was directed by U.S. citizens against misbehaving institutions of their own government—specifically against the President, but also against that which Marvin Gaye called out as "trigger-happy policin' " in 1971 on an album that included backup vocals from Mel Farr and Lem Barney, two Detroit Lions who did not stick to sports. Make me wanna holler, indeed. □

> "The Pittsburgh Penguins respect the institution of the Office of the President, and the long tradition of championship teams visiting the White House . . . and have accepted an invitation to attend again this year. Any agreement or disagreement with a president's politics, policies or agenda can be expressed in other ways."
> —*Penguins team statement*

LIVE AND LEARN

Our 45th president would have loved Vince Lombardi. *(A real winner!)* And he could have picked up a thing or two from the man • BY PETER KING

If you asked President Trump what he thinks about Vince Lombardi, I bet it would go something like this: *Now that's a great American! Winner. They don't come tougher. A beautiful man . . . beautiful. Wonderful example of what makes America great. We would have been great friends.*

It would be close to that. So it's interesting to note that at a similar time in our country, nearly 50 years ago, Lombardi *(left)* spoke in support of the social unrest movement. In 1970, Paul Zimmerman interviewed him, four months before the coach died, at 57.

As Zimmerman later wrote: *We were in the latter stages of the counterculture movement, campus unrest, hippies. . . . "They're showing an awareness; they're making themselves heard," he said. "They have a right to say what they want, and it behooves us to listen. My kids tell me things, and sometimes I have trouble understanding. Well, I've got to learn."*

Had Lombardi not died so young, I'm guessing he'd have engaged some player about what was going on in this country. A player like Eagles safety Malcolm Jenkins, who has stood with a raised fist during the national anthem and who helps lead the 40-odd-man Players Coalition. Jenkins would have told Lombardi something like what he told The MMQB: "Athletes have been doing this work for a long time. We just don't hear about it. . . . If we just go out and do the work silently, it doesn't get the attention it needs."

Maybe Trump should invite Jenkins to the White House for a discussion about why players are so angry. That would be a great meeting, potentially a healing meeting. I don't believe Trump would make the call, though. □

Pull quote

Sidebar

Pull quote

Millennials and younger –

- Skip dense text to get to the point
- Are more responsive to visual content
- Decide whether they want to read something in a milisecond

Be real

Use real words

synergy

seamless integration

core competencies

"Bizspeak may seem like convenient shorthand, but it suggests to readers that you're on autopilot, thoughtlessly using boilerplate phrases that people have heard over and over."

-- Bryan Garner, *HBR Guide to Better Business Writing*

Talk about real people

Say you, say me

Team Smith is proposing that Cloud Atlas FY17 Program …

We are proposing that **you** …

Use real phrasing

Team Smith's organizational structure (Figure 3-2) illustrates our TO team design along with efficient use of management to ensure we deliver the maximum support for the FY17 Cloud Atlas effort. Our lean organization is agile and responsive to the Government's needs and evolving requirements.

Use r eal phr asing

We have a small team, so you get to wor k dir ectly with our sc ientists – wit hout having to go thr ough a bunc h of manager s.

Think about your reader

- Break up long copy
- Chunk out narrative copy
- Be real

$$\frac{\text{Expectation of reward}}{\text{Perception of effort}} = \text{Active readers}$$

THANK YOU FOR ATTENDING

☺

sam@dragonflyeditorial.com