2018 Symposium for Chief Staff Executives and Chief Elected Officers
2018 CEO SYMPOSIUM

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2018 CEO SYMPOSIUM

Leadership of Contemporary Organizations

Voluntary Organizations
Trends & Issues
Leading Together Partnership

Leadership of Culture

Leadership of the Board

Leadership of Strategic Conversations

Clarity and Consensus on What Constitutes Success

Clarity of Roles and Responsibilities

Confidence in the Competence of Your Partners

Knowledge-Based Decision Making

Voluntary Organizations

Leadership of Culture

Leadership of the Board

Leadership of Strategic Conversations

Work Preferences
Roles & Responsibilities
Representative Governance
Role Clarity
Effective Practices

Strategic Planning & Thinking
Research, Information & Analytics
Digital Transformation
Resource Allocation

Engagement
Innovation
Change
Download the Workbook

1. Go to: www.Tecker.com
2. Password: 2018ceosym

For real time questions and answers, send an email to: Questions@Tecker.com
Discussion Thread I

Special Nature of Associations

- Your Model of Leadership
- Your Association’s Environment
- The Character of Your Organization
- Consultative Partnership
- Leading Together for Good Governance
Your Model of Leadership Behavior?

Where does your “mental model” for Chief Elected Officer come from? (such as experience with another association, corporate, community organization, service organization, academic institution, etc.)

Where does your “mental model” for Chief Staff Executive come from?
Your Model of Leadership Behavior?

Please list the major differences between the source(s) of your “mental models” and your current association:

• Chief Elected Officer: ____________________________
• Chief Staff Executive: ____________________________

What are the implications of those differences for your association leadership?

__________________________
Why People Behave the Way They Do

• What is perceived is.
• Perceptions are based on available information.
• In the absence of information we assume.
• Behavior, no matter how crazy, has a logical basis.
An Association

A group of people who voluntarily come together to solve common problems, meet common needs, and accomplish common goals.
Draw a picture of your association **today** if it were depicted as a form of transportation.

Be prepared to explain what organizational attributes are represented by certain details of the picture.
Draw a picture of your “dream” association 10 years from now if it were depicted as a form of transportation.

Be prepared to explain what organizational attributes have changed from the previous picture.
Name of Your Organization: ____________________________
(Please spell out; no acronyms)

Current State

Driving Factors (+)

Restraining Factors (-)

Realization of Full Potential

Question 1: ________________________________________________________________

Question 2: ________________________________________________________________

Question 3: ________________________________________________________________

Complete 2 copies (see last page)
Trend: a change in progress and the direction of that change.
Shifting Demography

Evolving Technology

Multi Cultural

Digital Transformation

Multi Generational

New Competencies

Your Organization

The Center for Association Leadership
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Your Industry/Profession/Cause Evolving Environment

Key Demographic Trends
________________________
________________________
________________________

Key Business/Economic Climate Trends
________________________
________________________
________________________

Key Political/Social Value Trends
________________________
________________________
________________________

Key Legislation/Regulatory Trends
________________________
________________________
________________________

Other Key Trends
________________________
________________________

Key Technology/Science Trends
________________________
________________________
________________________

Your Organization
2017-18 GENERAL TRENDS:

• Mixed signals - reports of some troubled associations; but more associations than ever before and greater membership; the entire association community is growing significantly (not all individual associations).

• Increased use of credentialing as a way of creating a market demand in response to rapidly changing education and skill needs

• Increased recognition of the power of consumer expectations on members’ needs and the public’s perception of the industry/field they serve
Participants in ASAE’s 2017 Leadership Retreat took a survey on 41 change drivers identified in ASAE’s Futures Project to identify the ones most likely to impact ASAE. The top six drivers identified, in order of importance:

1. Anticipatory Intelligence
2. Fraying Cybersecurity
3. Micro-learning
4. Organizational Millennials
5. Diversity and Inclusion
6. Empowered Women
Other top trends the participants felt were important were:

Shifting Terrain For Advocacy,
Virtual Meetings,
New Forms Of Work,
Work Redefined.

Most urgent were:

Micro-learning,
Frayed Cybersecurity,
Anticipatory Intelligence
(each tied for about 25%).
ASAE also surveyed all of its volunteers (excluding retreat attendees) to find out which drivers were most important to them. Their top six were identical, but the order of importance was different:

1. Diversity & Inclusion
2. Empowered Women
3. Anticipatory Intelligence
4. Micro-learning
5. Fraying Cybersecurity
6. Organizational Millennials
Association Specific Trends

Significant trends impacting associations....
Model of Association Infrastructure

**Key Structures**

1. Membership
2. Governance
3. Program
4. Workforce
5. Financial

**Key Processes**

- Research, Data & Analytics
- Strategy
- Policy
- Resource Allocation

6. Information
Structural Trends

Structural Trends – Membership
- Increased citation of affordability as a problem when perceived value is the real issue.
- Members dropping and joining regularly based upon perceived immediate value.
- More associations viewing members as customers; more businesses viewing customers as members.
- More competition between affiliated associations and/or components (e.g. chapters) for attention, money and volunteer time.
- Others?

Structural Trends - Governance
- Increased conversation about competency-based boards driving innovation in the representative governance model.
- Societal and political tensions related to economic, generational, and world views influencing association decision-making.
- Re-emergence of conflict and confusion about member and staff leader roles.
- Fewer volunteers; less time to give; less association experience to bring.
- Others?
Structural Trends

- **Structural Trends – Program**
  - Increase in “hybrid” programs and technology integrated into learning opportunities
  - Increased expectations about “customized” programs
  - Increased distinction between charitable, professional, and trade association missions in the “mind” of government.
  - Rethinking of global and international strategies and business modeling.
  - Continued pressure to move association experiences online.
  - Others?

- **Structural Trends - Technology**
  - More associations developing comprehensive digital transformation strategies
  - More jobs and new cost centers are being created in associations as a result of technology; costs are sometimes reduced and sometimes increased.
  - Less focus on use of a single tool for member engagement with a reallocation of resources towards multi-platform content creation.
  - Increased storing and use of member data for association decision-making; more discussion of data and analytics
  - Others?
Structural Trends

**Structural Trends – Workforce**
- More dependence on staff; yet static staff resources especially related to data and technology skills.
- Models for organizing from members’ workplace continue to influence organizational design decisions.
- Increased use of full or part-time telecommuting for a wider variety of association jobs.
- Increasing numbers of associations bringing core functions back in-house from outsourced provision or collaborative ventures; increased use of consultants for specific initiatives.
- Others?

**Structural Trends - Finance**
- Increased bundling and/or unbundling of programs and services to decrease costs and/or increase revenue.
- Increased attention to non-dues sources of revenue; diversifying revenue streams.
- Increased attention to the search for “new” business models - especially related to digital strategy
- Wider variation in association fiscal experiences depending on the economic conditions of the profession or industry served.
- Others?
## Trends:
A change in progress and the direction of that change

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Process Trends

Process Trends – Research
- Increased use of both marketplace and membership marketing research.
- More associations using qualitative research for strategy and innovation and quantitative research for creating policy and benchmarking.
- More “do it yourself” survey and data analytic tools being employed by association staff.
- Increased use of polling as a data collection tool providing immediate results and an opportunity to engage members.
- Others?

Process Trends – Strategy
- Increasingly improving the value (content and experience) of an association’s offerings as the focus of innovation.
- Re-emphasis on deeper connection and lasting community as an association’s distinguishing competitive advantage.
- Increased emphasis on the association’s role in influencing the profession or industry in addition to improving the association as an enterprise.
- Others?
Process Trends

Process Trends – Policy

- Continued customized adaptation of policy governance and/or knowledge-based governance.
- Decreased attention to maintaining policy systems as a tool for documenting public and/or operational board policy; diminished institutional memory of decisions already made.
- Increased scrutiny of “the wisdom of the masses“ as a policy determinant for associations.
- Others?

Process Trends - Resource Allocation

- In the not for profit sector, technology is creating/redefining jobs (more expense); in for-profit sector, technology is replacing/redefining jobs (fewer dues paying members).
- More pressure to meaningfully tie budgets to strategy and measures of ROI (return on investment).
- Less reluctance to stop doing existing programs or replacing traditional products/services.
- Others?
Trends: A change in progress and the direction of that change

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Trust in Governance

Members will respect governance they perceive to be:

Credible and Legitimate
Leading Together for Good Governance
Governance

The **values, norms, and behaviors** of governance units individually and as a group; what the group commonly perceives to be good and appropriate; what behaviors are commonly considered inappropriate and dysfunctional; how the unit “enforces” its values, norms and behaviors.
Governance

What authorities are possessed by a unit; what a unit is empowered to decide; what a unit can commit the organization to; the contribution of the unit to the organization’s decision-making; who the unit is accountable to; how people get to that unit.
Governance

How a unit gets work done; how it accomplishes its responsibilities; the systems it uses to make informed and confident decisions; the activities that occur before, during, and after decision-making to ensure effectiveness.
Our governing bodies define and delegate rather than react and ratify.

Our leadership focuses on the outcomes desired rather than on the activity required.

Our leadership focuses on what needs to happen next, rather than on what has already been done.

Our discussions are informed, rather than opinion rich and information poor.

Our leaders spend their valuable and limited time together using information not collecting it.

Issues of capacity, core capability, strategic position and all possible choices are routinely considered in deciding what to do.

Fiduciary responsibility is exercised by defining desired outcomes consistent with strategic intent and core values, rather than detailing how an outcome is to be achieved or re-managing work after it has been accomplished.

Our Board does not focus on reviewing what was done, but determines what needs to be done next.
Discussion Thread II

Relationships, Roles and Responsibilities

• Relationships: Working Preferences
• Roles: Member and Staff Leaders
• Responsibilities: Fiduciary Duties
• Representative Governance Model
Understanding One Another’s Thinking & Working Style Preferences

Four key dimensions of leader work and related preferences in associations:

1. Communicating/problem-solving (E-I)
2. Planning (S-N)
3. Decision-making and conflict resolution (T-F)
4. Day-to-day working relationship (P-J)

MY MBTI TYPE ___ ___ ___ ___

http://www.buzzfeed.com/summeranne/whats-your-animal-personality-type
The Leadership Partnership - *Preferences*

Challenges we face today require immediate *consultative partnership* from the CSE and CEO. There is no more “grace period” for the partners to get to know *how* one another will operate as a leader.

### Directions:

1. Read the description of the first preference dimension.
2. Decide which description is most like your preference.
3. Share your finding and the reasons for it with your partner(s).
4. Then answer the following question:

   *When we are [fill in the role] it would help me if you would: ________________________________.*

5. Then read the next description of the next preference and repeat the process.
Extrovert & Introvert Preferences

E&I: The Leadership Dimension of Communicating and Problem Solving

The E and I preferences indicate where a person gets their energy and zest for life. An Extrovert is stimulated by the outside environment — by people, places, and things. Introverts, on the other hand, are simulated from within — from their own inner world of thoughts and reflections. Extroverts are energized by what is going on around them (cocktail parties prove this), and do their best work externally by taking action. They prefer to communicate openly and freely. Introverts, are energized by their own personal experiences (not other’s experiences) and inner resources, and they do their best work internally by providing reflection and deep thought before taking action. They prefer not to communicate openly and freely until they know and trust someone (ever try to stimulate group interaction with a group of Introverts who do not know one another).

Extroverts tend to think and problem solve out loud. You know that they are problem solving because you can see there lips moving and hear them thinking. The analogy is that their computer is connected on-line to their printer. Extroverts often say, just let me talk long enough and I will figure out the answer.

Introverts usually problem solve differently. They require a short period of quiet reflection time to think about and reflect on the problem before they can discuss it. Their analogy is that they need to put their information in batch-storage, review it and then release it to the printer. Introverts typically say, if I can just get some quiet time to hear myself think, I can figure out the answer.

A significant challenge occurs when you mix E’s and I’s together in problem solving. E’s immediately start talking out loud and the I’s cannot hear themselves think (just like radar or communication jamming). The result of this situation is that the I’s will not interact in the problem solving at all.

Two E’s (is anyone listening?) or two I’s (is anyone talking?) also have their challenges when communicating and problem solving.

Adaptation by Bud Crouch
based upon The Myers Briggs
Sensing & iNtuiting Preferences

S&N: The Leadership Dimension of Planning

The Sensing and iNtuiting functions are ways that we prefer to perceive and take in information. The Sensing function takes in information by way of the five senses and likes to: Look at specific parts and pieces of that information, deal with known facts and live in the present enjoying what exists.

The iNtuiting function also takes in information via the five senses, but then adds a sixth sense — a gut hunch or intuitive feeling. Most N’s will state, I make my worst decisions when I go against my intuitive hunch. N’s are very conceptual and prefer to look at overall patterns and relationships. They like to deal with broad concepts or possibilities, and they plan in the future. They enjoy anticipating what might be.

As a result of the broad preferences, S’s and N’s tend to approach planning differently. N’s prefer the broad, overall conceptual look, like to work with possibilities in the future and are comfortable with visioning processes. N’s like to define where the organization is going and the possible attributes, conditions, outcomes that it may seek to obtain.

S’s, on the other hand, prefer step-by-step pragmatic planning that is based upon what can feasibly be accomplished today. They are most comfortable in developing strategies, steps and action plans to achieve certain goals. They prefer to define how the organization is going to achieve its goals.

If N’s conceived of putting man on the moon, the S’s devised the systems and hardware to make it happen.

Obviously, a good plan requires both perspectives — long range conceptual goals (where) and pragmatic strategies and actions plans (how). It is important to understand which strengths and preferences each partner brings to the planning process.

For partners of the same preference, the challenge is that they may not focus on one of the two critical planning components — either the where or the how.

Adaptation by Bud Crouch based upon The Myers Briggs
Thinking & Feeling Preferences

T&F: The Leadership Dimension of Decision-Making and Conflict Resolution

The Thinking and Feeling functions are ways that we prefer to decide and evaluate. The Thinking preference decides on the basis of logic and objective considerations (in their head, not in their heart). T’s prefer to decide things on an impersonal basis. They keep their personal feeling at a distance from the issues that are being decided. They tend not to let their emotions become involved in the decision-making process, and they highly value the notion, reasonableness and competence in any decision-making. It is not that T’s do not have feelings — just that they do not get their feelings involved in the decision-making process.

Feeling types also make decisions objectively in their head, but they then add a subjective component of deciding in their hearts based on issues of personal and subjective values.

F’s tend to decide things on the basis of what they like or don’t like, their values, and the impact of the proposed decision on people (they have strong values on how people should be properly and fairly treated). As a result, F’s tend to literally place themselves inside the situations. They tend to put themselves in other peoples shoes and are sensitive to how this may feel. Now, their feelings become involved in the decision-making process.

Because of these different preferences, T’s and F’s approach and handle conflict differently. T’s like to get disagreements out into the open. T’s tend to enjoy a good argument (discussion), and to argue points based on what they perceive as reason without involving much emotion. As a result, they can walk away from a good argument or confrontation and think no more about it.

F’s generally do not like conflict and tend to avoid it. Because they often get their personal feelings involved, conflict has more of an emotional impact on them. They often worry about how they could have handled the situation differently (better). They tend to think and mull over what went on during the process.

The one area where F’s will enter into conflict is when they think that people have been mistreated or unjustly wronged. In this situation, F’s can often carry a grudge, especially where their strong values concerning people have been perceived to be violated. T’s should know, there is nothing more dangerous than a wounded F. They originated the phrase, I don’t get mad, but I do get even.

Adaptation by Bud Crouch
based upon The Myers Briggs
Judging & Perceiving Preferences

J&P: The Leadership Dimension of Day-to-Day Working Relationships

Judging and Perceiving are ways that we prefer to interact with our environment — both personal and at work. While all of the style differences present the potential for preference conflict, it is the difference in how J’s and P’s approach their environment that can result in the greatest day-to-day style working differences and potential conflicts.

J’s like a lifestyle that is decisive, planned and orderly. They have a very strong desire and need to come to closure (sometimes too quickly). They work best in an environment when they can plan and follow what they plan. J’s are the list makers of the world. They love to do lists and what makes them most happy is to be able to check things off the to do list. Day Timers are made for J’s. They are very punctual — usually early.

P’s are exactly the opposite. They prefer a life and working style that is flexible, adaptable and spontaneous. They enjoy being curious and discovering surprise. For P’s, the journey is more important than the destination (the opposite of J’s). They like to maintain openness and will not answer a closed-ended question (the best answer you can get is — maybe).

J’s typically schedule fun on their Day Timer. For P’s, work must be fun. P’s tell time differently than J’s — most J’s believe that P’s do not tell time at all. P’s originated the phrase, it isn’t over until its over — and even then, it may not be over. They are very innovative, like to make last minute changes, and to finish things with a last minute rush — all of which drives J’s over the brink. They enjoy new and innovative projects, may not be the best finishers, and can be the best crisis management people in the organization. P’s bring a special newness and fun to organizations. They are quick to challenge the J’s notion, that things have always been done this way.

Partners who have the same style, share the challenge of possibly missing the balancing perspective of the other preference. Partners who have different styles, but do not find value in the preference differences are in for a LONG YEAR!

Adaptation by Bud Crouch
based upon The Myers Briggs
Where do you and your partner(s) have different leadership styles and behavior?

How can you cooperatively turn these differences into an advantage for your partnership?

What might you have to watch out for?
Board Responsibilities

1. Set organization direction
2. Ensure necessary resources
3. Provide oversight
Set Organization Direction

• Engage in strategic thinking and planning
• Set the organization’s mission and vision for the future
• Establish organizational values
• Approve operational or annual plans
Ensure Necessary Resources

- Hire capable executive leadership
- Ensure adequate financial resources
- Promote positive public image
- Ensure the presence of a capable and responsible Board
Provide Oversight

• Oversee financial management
• Minimize exposure to risk
• Measure progress on strategic plan
• Monitor programs and services
• Provide legal and moral oversight
• Evaluate the CSE & Board (more later)
Oversight

• Outcomes
• Board

Supervision

• Activity
• Senior Staff
Board Fiduciary Responsibilities

• Duty of Care
• Duty of Loyalty
• Duty of Obedience
Duty of Care

• Be informed and ask questions.
• The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the “duty of care that an ordinary prudent person would exercise in a like position and under similar circumstances.”
• This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.
Duty of Loyalty

- Show undivided allegiance to the organization’s welfare.
- A standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization.
- A board member can never use information obtained as a member for personal gain and must act in the best interest of the organization.
- Board members must comply with policies regarding code of conduct and ethical behavior.
Duty of Obedience

• Requires board members to be faithful to the organization’s mission.

• They are not permitted to act in a way that is inconsistent with the central goals of the organization.

• A basis for this rule lies in the public trust that the organization will manage donated funds to fulfill the organization’s mission.
“Real” Case Studies

Each partnership should select one of the three fiduciary duties that was/is/will be involved in a past, current or anticipated episode. Describe the situation to the table and as a table (ALL participants at your table, not just your organization), answer the discussion questions on the next slide.
“Real” Case Discussion Questions

1. How should your leadership team respond?
2. What policies should be in place to guide your actions?
3. If this occurred in your association:
   a. How would your culture support or inflame the situation?
   b. Who would feel most comfortable taking the lead in handling the situation?
4. How might you prevent this from happening?
The Representative Governance Model

1. One part political
2. One part corporate
3. Two parts weird
Representative Governance Model

Whose interests do you represent?

The **component** that sent you?

or

The **association** as an enterprise?
Representative Governance Model

The answer – in practice – in the political/corporate hybrid is probably:

YES  ☝️
Transparency & Trust in Governance

Occurs when board members understand the difference between being

“representative for”

versus being

“representative of.”
If board members believe they are "representative for," they see themselves as the elected representatives of a particular constituency.

They voice only the self interests and opinions of that constituency and vote only on behalf of that constituency's interests.
Representative Of

Board members who view their role as ensuring that the views, beliefs, values, and self interests of the constituencies they know the best are on the table as part of the conversation, are “representative of.”

They voice interests and opinions of those they know best and vote on behalf of the best overall interests of the organization.
A Board Role “Continuum”

**Strategy and Policy:** All board work is focused on the strategic, long-term direction of the organization, including external scanning, goal and strategy development, policy development, and overall evaluation and accountability.

**Strategy, Policy, and Management:** Most board work is focused on strategy and policy, but also includes some high-level management functions.

**Management:** The majority of the board's work is comprised of managing the operations of the organization, including planning, organizing, directing, supervising, and evaluating operations.

**Management and Operations:** The board spends most of its time managing the operations of the organization, but also serves as the actual workforce for certain administrative or programmatic operations.

**Operations and Activities:** The majority of the board's work is comprised of actually doing the frontline operational work of the organization, because board members also are the organization's volunteers.
A Role “Continuum” for the CSE

Indentured Servitude
clerk
administrator
manager
technical expert
facilitator
advisor
planner
strategist
visionary
Religious-like Deity
What Happens Without Role Clarity

• **Slow process:** Unable to act quickly to address opportunities or challenges

• **Absence of agreement:** Loss of clout as a recognized unified voice

• **Political allocation of resources:** Not doing enough on priorities because we do a little bit for everyone

• **Permission to proceed loops:** Inability to make timely decisions and reallocate resources in changing circumstances
### BOARD/SENIOR STAFF OPTIMAL LEVELS OF ENGAGEMENT

#### DEGREE OF ENGAGEMENT

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<th>Chief Elected Officer</th>
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1. makes the decision; approves and authorizes action
2. Involved in discussing the choices as the decision is being made but does not have a vote
3. opinions are solicited before the discussion takes place and considered in the discussion
4. informed of the decision and the reasoning behind it after the decision is made
5. not involved
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<td>CSO Succession</td>
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<td>BoardEffectiveness</td>
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<td>Board Assessment</td>
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<td>BoardSelection</td>
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<td>Staff structure</td>
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<td>Other</td>
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<tr>
<td>Brand positioning</td>
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<tr>
<td>Government Affairs Policies</td>
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<tr>
<td>Stakeholder Relations</td>
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<tr>
<td>New Product Development</td>
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<tr>
<td>Member Recruitment and Retention</td>
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<td>Program Operations</td>
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<td>Sponsorships</td>
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<tr>
<td>Other</td>
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</tbody>
</table>

1 - makes the decision; approves and authorizes action  
2 - Involved in discussing the choices as the decision is being made but does not have a vote  
3 - opinions are solicited before the discussion takes place and considered in the discussion  
4 - informed of the decision and the reasoning behind it after the decision is made  
5 - not involved
The Strategic Board Agenda

- Discussion of Mega Issue(s)
- Review and Adjustment of Strategy
- Policy: Public & Operational
- Routine Board Business
Six Key Attributes of Board Members

1. The ability to think strategically and analytically and to effectively communicate thoughts and the reasons for them.
2. Possession of earned respect of other key stakeholder group members—
3. The ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.
4. Demonstrated understanding of the differences between “oversight” and “supervision.”
5. Earned reputation for emotional maturity, personal integrity, and honesty.
6. A demonstrated familiarity with the body of knowledge related to both the process for which the group is responsible as well as the substantive content of the subject area within which decisions and choices will have to be made.
The Performance Partnership

PERFORMANCE

- Excellent
- Good
- Average
- Poor

Board

CEO

Staff & Volunteers
NINE CHARACTERISTICS OF A GOOD BOARD SELF-EVALUATION PROGRAM

CSAE Blog August 31, 2016

By Leigh Wintz, FASAE, CAE, Principal Consultant, Tecker International, LLC

Board Self-Evaluation

The association leadership experience is a group experience and a group responsibility. This group experience is most successful when expectations are clearly defined and agreed to by all parties. One way a board can promote clarity of purpose is by engaging in self-evaluation.

The purpose of this survey is to focus on key responsibilities, relationships, and outcomes – and to foster an environment of organizational excellence. Only a commitment on the part of board and staff members to strengthen the capacity for group excellence can overcome the complex challenges facing many associations today.

Please take a few moments to read the following statements. How accurately do they describe your board? Answer on a scale of one to six, with one being “not at all like us” and six being “very much like us.”
# Oversight and Direction Setting

<table>
<thead>
<tr>
<th>Very much like us</th>
<th>Not at all like us</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>5</td>
<td>We participate in board meetings where the majority of the agenda and board time is focused on issues of direction setting, policy and strategy.</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>We maintain sound fiscal policy and practices and realistically face the financial ability of the organization to support its program of work.</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>We are committed to strategically planning for the long-term future of the organization, consider this a regular activity of the board, and weigh all decisions in terms of what is best for those served by the organization.</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>We work to foster growth in the organization based on the ability to understand how the decision(s) interrelate with other Boards, committees, and external organizations.</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>We take into consideration the immediate and long-term issues and ramifications associated with the decisions and actions that are taken.</td>
</tr>
</tbody>
</table>
### Relationship with Chief Staff Executive

<table>
<thead>
<tr>
<th>Very much like us</th>
<th>Not at all like us</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>
## Interpretation

<table>
<thead>
<tr>
<th>Very much like us</th>
<th>Not at all like us</th>
<th>\hline</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxx</td>
<td>xxxx</td>
<td>Consensus: <em>A strength to be recognized and nurtured.</em></td>
</tr>
<tr>
<td></td>
<td>xxx</td>
<td>Consensus: <em>A weakness to be examined and corrected.</em></td>
</tr>
<tr>
<td>x</td>
<td>xx</td>
<td>Distributed response: <em>A bad item/different understandings/different experiences as a member of the board. A response to be diagnosed and cause corrected.</em></td>
</tr>
<tr>
<td>xxxx</td>
<td>XXX</td>
<td>Bifurcated response: <em>Widely divergent understandings. A secondary, symbolic, or symptomatic item reflecting a values dispute. A response to be diagnosed and the root cause examined and resolved.</em></td>
</tr>
<tr>
<td>xxxx</td>
<td>XXX</td>
<td>An outlying response: <em>Different understanding/different experience elsewhere. A response to be understood and considered for potential to improve process.</em></td>
</tr>
</tbody>
</table>

Note: Means, medians and modes can be useful but are usually insufficient
CHARACTERISTICS OF A GOOD CEO EVALUATION PROGRAM


By Glenn Tecker, Chairman and CO-CEO, Tecker International, LLC

http://www.csae.com/Blog/Post/4993/Nine-characteristics-of-a-good-CEO-evaluation-program
Find a process that suits both the CSE and the Association.

**Key Considerations:**

- Is the CSE perceived as a leader or a manager?
- How are your members evaluated in their workplace?
Discussion Thread III

Leading Strategic Conversations

- Digital Strategy
- Research Strategy
- Engagement Strategy
- Advocacy Strategy
- Financial Strategy
Decision Making

Performance ultimately is the sum of the strategic decisions you make and execute.
Rate Your Decision Effectiveness

4 = Most of the time   3 = Some of the time   2 = Infrequently   1 = Never

1. ___ QUALITY  When looking back on critical decisions, we find that we chose the right course of action.
   *Cite examples of when the organization chose wisely.*

2. ___ SPEED  We make critical decisions with sufficient pace.
   *Have opportunities been lost as a result of slow decision-making?*

3. ___ YIELD  We execute critical decisions as intended.
   *Are measures of success and/or “check-in” points established in advance of implementation?*

4. ___ EFFORT  In making and executing critical decisions, we put in the right amount of effort.
   *Do we take into account the resources required for success and impact on other initiatives, projects, programs or service?*
# Flaws in Decision-Making

*(Adapted from “Hidden Flaws in Strategy” by Charles Roxburgh, 2003)*

<table>
<thead>
<tr>
<th>Flaw</th>
<th>Description</th>
<th>Like us</th>
<th>Not like us</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overconfidence</td>
<td>The tendency to want to do more than is possible.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Mental Accounting”</td>
<td>The tendency to misunderstand how the sources of revenue relate to how money is spent.</td>
<td></td>
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<tr>
<td>Status Quo Bias</td>
<td>The tendency to want to leave things as they are.</td>
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</tr>
<tr>
<td>Anchoring</td>
<td>The tendency to choose what is familiar.</td>
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<tr>
<td>Sunk-Cost Effect</td>
<td>The tendency to keep investing in bad strategies/activities.</td>
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<tr>
<td>Herding Instinct</td>
<td>The tendency to conform to the behavior and opinion of others.</td>
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<td></td>
</tr>
<tr>
<td>False Consensus</td>
<td>The tendency to overestimate group consensus and desire to agree with others.</td>
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</tr>
</tbody>
</table>
Organizing and Aligning

- An organization’s structure results in better performance only if it improves the organization’s ability to make and execute key decisions better and faster.
- If an organization can sync its structure with its decisions, then the structure will work better and performance will improve.

Adapted from, “The Decision-Driven Organization,” HBR, June 2010
What Needs Attention?

1. ___ Our **structure** helps-rather than hinders-the decisions most critical to our success.

2. ___ Individuals understand their **roles** and accountability in our most critical decisions

3. ___ Our **processes** are designed to produce effective, timely decisions and action.

4. ___ The people in critical decision roles have the **information** they need when and how they need it.

5. ___ Our **measures and incentives** focus people on making and executing effective decisions.
What Needs Attention?

6. ___ People understand their priorities clearly enough to be able to make and execute the decisions they face?

7. ___ We make decisions in a style that is effective (for example, that appropriately balances inclusiveness with momentum).

8. ___ We put our best people in the jobs where they can have the biggest decision impact.

9. ___ Our leaders at all levels consistently demonstrate effective decision behaviors.

10. ___ Our culture reinforces prompt, effective decisions and action throughout the organization.
Strategy vs. Operational Planning

Strategic Planning
- Longer-term
- Driven by the vision
- Responsive to external environment
- Alignment of programs and services
- Establishes direction
- Leadership is accountable

Operational Planning
- Annual planning
- Driven by the strategic plan and ongoing operations
- Improvements on existing programs and services
- Establishes work priorities
- Staff and volunteer work groups are accountable

Budget
A Process for Planning and Thinking Strategically

Current Conditions

Trends

Assumptions About the Future

Core Ideology and Envisioned Future
- Core Purpose
- Core Values
- Vision
- Vivid Description

Strategic Planning
- Goals and Objectives
- Prioritization
- Organization Strategy

Program & Operational Planning
- Strategies and Tactics
- Priority Setting & Planning
- Annual Budget Cycle
- Infrastructure Alignment

Annual approval & review process

10+ Years → 3 – 5 Years → Annually

asae®
The Center for Association Leadership

CEO Symposium Slide 85
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Your Example Mega Issue: A Mini Case Study

Current State

- Driving Factors (+)
- Restraining Factors (-)

Barriers

Realization of Full Potential

Use the criteria on the following slide to select one of your mega issue questions to use as your example.
Difficult Decision Points
Identifying Leverage Points

You can use the following criteria to make the decision:

**IMPACT:**
A measure of “breadth” of importance. How basic or essential is the objective? How many other things depend on it or are related to it?

**CONSEQUENCE:**
A measure of “depth” of importance. How bad or good will it be if we: (a) achieve the desired condition; (b) take advantage of the opportunity; (c) adequately address the problem?

**IMMEDIACY:**
A measure of the importance of: (a) “opportunity” (how much time is available); and (b) “sequence” (how early in the chronology does this need to occur) to correct the problem before it causes irreparable damage or take advantage of the opportunity before it disappears?
Difficult Decision Point
Dealing with Mega Issues

1. What do we know about our stakeholders’ needs, wants, and preferences that are relevant to this decision?*

2. What do we know about the current realities and evolving dynamics of our environment that is relevant to this decision?*

3. What do we know about the “capacity” and “strategic position” of our organization that is relevant to this decision?*

4. What are the ethical implications?

*What do we wish we knew, but don’t?
## Mega-Issue

The mega-issue question

<table>
<thead>
<tr>
<th>What do we know about needs and preferences?</th>
<th>What do we know about current realities and evolving dynamics?</th>
<th>What do we know about capacity and strategic position?</th>
<th>What do we know about ethical implications?</th>
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</table>
Our Choices
Choice: a discrete, but not necessarily exclusive, alternative

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<tr>
<th>Alternative:</th>
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<th>Alternative:</th>
<th>Alternative:</th>
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<th>Advantages</th>
<th>Disadvantages</th>
<th>Advantages</th>
<th>Disadvantages</th>
<th>Advantages</th>
<th>Disadvantages</th>
<th>Advantages</th>
<th>Disadvantages</th>
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</table>
Your Example Mega Issue: A Mini Case Study

Current State

Driving Factors (+)  Restraining Factors (-)

Realization of Full Potential

Brainstorm a list of possible solution strategies for your example issue and then use the criteria on the following page to “vet” them.
Difficult Decision Point
Vetting Potential Strategies

Use the following criteria to assess each possible strategy

**Necessity:** Is execution of this strategy necessary to achieve satisfactory progress toward this goal & its objectives?

**Feasibility:** Is it reasonable to expect that this strategy can be effectively executed?

**Appropriateness:** Is this organization best positioned to execute this strategy; is it consistent with our purpose and values?

Use the following criterion to assess the tentative set of strategies

**Sufficiency:** If all of these strategies are executed, will we achieve satisfactory progress toward the goal and its objectives?
Use the criteria on the following slide to assign a priority to your set of selected strategies.
Difficult Decision Point
Setting Priorities and Action Planning

You can use the following criteria to set priorities among the selected strategies.

- **Critical:** Work on this strategy must be completed in the coming year
- **Immediate:** Work on this strategy must occur in the coming year
- **Intermediate:** Work on this strategy should occur in the coming year if possible.
- **Later:** Work on this strategy can wait until subsequent year if necessary.
Strategic Long Range Goal
Status Assessment Worksheet

Goal: ____________________________________________________________

1. General status of goal:
   Have we achieved the objectives?
   - Achieved
   - Partially Achieved
   - Not Achieved

2. Progress toward goal:
   How satisfied are we with pace?
   - Exceptional
   - Satisfactory
   - Unsatisfactory

3. Have contextual conditions related to this goal changed? If yes, how?
   __________________________________________________________________
   __________________________________________________________________

4. What has been our experience in executing the strategies and actions related to this goal and its objectives? What has worked and what hasn’t?
   Positive | Negative
   __________________________________________________________________

5. What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal?
   __________________________________________________________________
   __________________________________________________________________

Sample Annual Review & Update
Emerging Trends

**Trend:** a change in progress and the direction of that change.

**Change Driver:** A trend that will make our relevant tomorrow very different than today.
**Trends:** A change in progress and the direction of that change

<table>
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<th>Change Driver</th>
<th>Implications for Our Association</th>
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Association Digital Strategy/Transformation Overview

MARKETING

DIGITAL TRANSFORMATION

EDUCATION

MEMBERSHIP

PUBLISHING
### Exhibit 29: Generations at a glance

Gen Z will be a key driver of AR/VR technological adoption.

<table>
<thead>
<tr>
<th>Generation</th>
<th>Greatest /Silent</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age in 2016</td>
<td>71-93Y</td>
<td>52-70Y</td>
<td>36-51Y</td>
<td>19-35Y</td>
<td>0-18Y</td>
</tr>
<tr>
<td>Population (Global)</td>
<td>0.3bn</td>
<td>1.1bn</td>
<td>1.5bn</td>
<td>2bn</td>
<td>2.4bn</td>
</tr>
<tr>
<td>% of Global Population</td>
<td>5%</td>
<td>15%</td>
<td>20%</td>
<td>27%</td>
<td>32%</td>
</tr>
<tr>
<td>Life-Defining Events</td>
<td>World War I and II</td>
<td>Cold War</td>
<td>End of Cold War</td>
<td>9/11 Terrorist Attacks</td>
<td>Post-Great Recession</td>
</tr>
<tr>
<td></td>
<td>Great Depression</td>
<td>Moon Landing</td>
<td>Live Aid</td>
<td>Iraq War</td>
<td>Arab Spring</td>
</tr>
<tr>
<td></td>
<td>Electric Appliances</td>
<td>Transistor Invented</td>
<td>First Personal Computer</td>
<td>Advent of Social Media</td>
<td>Rise of AI</td>
</tr>
<tr>
<td>Communication Style</td>
<td>Letter</td>
<td>Telephone</td>
<td>Email / SMS</td>
<td>Instant Message</td>
<td>Emoji</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Technology</td>
<td>Car</td>
<td>TV</td>
<td>PC</td>
<td>Smartphone</td>
<td>AR/VR</td>
</tr>
<tr>
<td>Hobby</td>
<td>Reading</td>
<td>Watching TV</td>
<td>Surfing the Internet</td>
<td>Video Games</td>
<td>Music Streaming</td>
</tr>
<tr>
<td>Digital Proficiency</td>
<td>Pre-Digital</td>
<td>Digital Immigrants</td>
<td>Early Digital Adopters</td>
<td>Digital Natives</td>
<td>Digital Inmates</td>
</tr>
<tr>
<td>Iconic Figure</td>
<td>Franklin D. Roosevelt</td>
<td>John F. Kennedy</td>
<td>Kurt Cobain</td>
<td>Mark Zuckerberg</td>
<td>Malala</td>
</tr>
<tr>
<td>Music</td>
<td>Jazz</td>
<td>Elvis</td>
<td>Nirvana</td>
<td>Britney Spears</td>
<td>Justin Bieber</td>
</tr>
<tr>
<td></td>
<td>Swing</td>
<td>Beatles</td>
<td>Madonna</td>
<td>Justin Timberlake</td>
<td>Taylor Swift</td>
</tr>
<tr>
<td>How They Get Around</td>
<td>'55 Ford Thunderbird</td>
<td>SUV</td>
<td>Bicycle / Car</td>
<td>Uber / Lyft</td>
<td>Mom’s Prius</td>
</tr>
<tr>
<td>Current Living Situation</td>
<td>Retirement Home</td>
<td>Semi Detached House</td>
<td>Own Small Apartment</td>
<td>Sharing an Apartment</td>
<td>Parents’ House</td>
</tr>
<tr>
<td>Social network other than Facebook</td>
<td>The Rotary Club</td>
<td>Match.com</td>
<td>LinkedIn</td>
<td>Tinder</td>
<td>Snapchat</td>
</tr>
<tr>
<td>Deepest Fear</td>
<td>The world in 2016</td>
<td>No longer center of attention</td>
<td>What about my generation</td>
<td>Paying off student debt</td>
<td>Low batteries</td>
</tr>
<tr>
<td>Key Life Question</td>
<td>How did the country go so wrong?</td>
<td>Where’s the Viagra?</td>
<td>What’s the point?</td>
<td>What’s a career?</td>
<td>What’s a landline?</td>
</tr>
<tr>
<td>Defining Condition</td>
<td>Permanently Aggrieved</td>
<td>Erectile Dysfunction</td>
<td>ADHD</td>
<td>Gluten-Intolerant</td>
<td>Peanut Allergy</td>
</tr>
<tr>
<td>What They Spend On</td>
<td>Oklahoma Community Dinner Theater</td>
<td>VIP tickets to The Rolling Stones</td>
<td>Burning Man</td>
<td>Coachella</td>
<td>Minecraft</td>
</tr>
</tbody>
</table>

Source: iKinetic, McCrindle, Pew Research, Bruce Feinstein – Vanity Fair, various sources, BofA Merrill Lynch Global Research
DIGITAL STRATEGY

STRATEGIC PLAN

DIGITAL STRATEGY

TECHNOLOGY PLAN
A Digital Strategy/Transformation Model

**CURRENT CONDITIONS**
- Environment
- Trends
- Content
- Data
- IT/Digital Infrastructure
- Culture

**DIGITAL STRATEGY**
- Strategic Plan
- Technology Strategy
- Digital Infrastructure
- Digital Investment Priorities

**TRANSFORMATION PROCESSES**
- Content
- Data
- Technology
- Culture
- Decision Making

**FUTURE RESULTS**
- Envisioned Future
- Goals/Objectives
- Content
- Data
- Digital Infrastructure
- Culture
# Digital Strategy/Transformation

## Key Questions

<table>
<thead>
<tr>
<th>Category</th>
<th>Key Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>What are the key trends in your market that will effect the future of your organization?</td>
</tr>
<tr>
<td>Content</td>
<td>What publishing and educational content is valuable/not valuable to your organization’s members?</td>
</tr>
<tr>
<td>Data</td>
<td>How does your organization use data from its database systems to make strategic and operational decisions?</td>
</tr>
<tr>
<td>Digital Infrastructure</td>
<td>How are your organization’s technology investments linked to its strategy?</td>
</tr>
<tr>
<td>Culture</td>
<td>How would you rate your organization’s culture on (1) Collaboration, (2) Agility, (3) Inclusion, (4) Transparency, (5) Innovation</td>
</tr>
<tr>
<td>Decision Making</td>
<td>How well does your organization make decisions on strategic and operational issues?</td>
</tr>
</tbody>
</table>
Decision Focused Research

Decision-Focused Research Ebook:  
http://www.tecker.com/tecker-international-decision-focused-research

Decision-Focused Research Video:  
https://vimeopro.com/tecker/research
Decision-Focused Research

Basic Research Protocol:

1. What decisions do we want to make?
2. What information do we need?
3. What are the sources of information?
4. How will we collect the information?
5. How will we tabulate and analyze the data?
6. How will we interpret the information and report the findings?
Research Strategy

Emerging Trends:

• More distinction between market and marketing research
• Increased respect for distinction between segmentation and stereotype
• More direct conversation with members vs. depending on representative groups
• More short open ended inquiry of targeted groups vs. long multiple choice questions of many
• Better quantitative vs qualitative decisions
## Trends: A change in progress and the direction of that change

<table>
<thead>
<tr>
<th>Emerging Trends</th>
<th>Implications for Our Association</th>
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</thead>
<tbody>
<tr>
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What Will Earn Engagement From Volunteers?

- Working on the things that matter to them.
- Demonstrating the work is making a positive difference.
- Providing an enjoyable opportunity for involvement.
Engagement Strategy

Emerging Trends:

• Lack of engagement and feeling it’s not enough
• Increased measurement of engagement; more mechanisms for tracking
• More debate re: get more out of those who are engaged vs. get new members – redefining & segmenting engagement
• Increased attention to deciding what is now and what will be the challenges
Levels of Connection

- Participation
- Involvement
- Engagement

Stakeholders

- Eligible & Ineligible Customers
- Member
- Core Member

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Strategic Choice:

- Focus on engaging many?
- Focus on harnessing the energy of the engaged?
Engagement Strategy: A Quiz

1. According to ASAE research, what is the relationship between level of satisfaction and level of engagement?

2. In your association, who really develops a sense of being part of a meaningful community? (a) the participating member, (b) the involved member, (c) the engaged member, (d) all of the above (e) none of the above

3. Who defines what constitutes value in your association? (a) the member and/or prospective member, (b) the association (c) the bylaws criteria for membership

4. Which strategy is a better investment for your organization? (a) bigger is better, (b) better is better, (c) bigger is better if it makes it better (d) we have no idea what you’re talking about

5. What are the ethical and/or political issues related to spending your members’ dues on getting new members rather than serving existing members?

6. What do your engaged members prefer? (a) doing the work of the association, (b) interacting with other members about things affecting their industry/profession/cause, (c) making subsidized trips to expensive resorts

7. Are your members more interested in the features or the benefits of membership?
**Trends:** A change in progress and the direction of that change

<table>
<thead>
<tr>
<th>Emerging Trends</th>
<th>Implications for Our Association</th>
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Advocacy Strategy

Emerging Trends:

- More associations recognize advocacy is not just government relations, it’s promoting who you are.
- Reshaping of advocacy infrastructures built under past conditions, tools, and assumptions.
- More adapting Issues Management By Objective.
- More intentional thought to “what are the biggest things to think about, the key drivers of change, & the implications for members and the organization.
- Social media - elected officials are far more reluctant to work with lobbies on legislation because of fear involvement with a bill will be posted to social media before they want to announce publicly.
Advocacy Strategy

• Consolidation to increase size and diversity of constituency to better compete for public policymakers’ time and attention against other lobbies that may have larger and more diverse constituencies.

• Consumers want companies who make the products they use to improve transparency.

• Consumers want companies to use their resources to improve the world in ways that are important to the values of those consumers.

• Technology and transparency do not allow associations to act as buffers to members on issues that are viewed negatively by the public.

Strategic Financial Decision-Making

Or

Avoiding Financial Fuzziness
Financial Strategy

Emerging Trends:

– Increased search for revenue
– More seeking to Identify potential new products
– Increased external competition
– Increased analysis of need before launch
– New mechanisms for tying resource allocation to strategy
Board’s Fiscal Responsibility

- Hold the enterprise in trust for current and future members
- Provide value
- Assure resource availability
- Oversee resource allocation
- Connect fiscal strategy to mission and vision and strategic plan
Balance Mission and Budget

- Must take a long-term perspective with an annual process
- Focus on mission first, then evaluate programs, systems and structure
- Match good budgeting with good thinking
Asking The Right Questions

• What has changed since the budget was developed?
• Have we considered what might happen this coming year? In the next three years?
• Does this budget advance the association toward its goals and objectives?
• Is the budget development process clear to all staff and leadership?

Example: zero based or “copy and paste”
With your partner....

• What beliefs, values and assumptions are driving your association’s current program/budgeting behavior and why?

• What conversations should your board have to assure connection between the strategic plan and the budget?
Approach To Financial Strategy

• Identify sources of revenue
  – Dues
  – Non-dues income
  – Investment income

• Resource allocation
  – Tied to strategy
  – Encompasses all costs
  – Evaluated on outcomes and revenue
Where for the most part will money come from and where for the most part will money go?
Financial Strategy

[Image of a $100 bill]

Pie chart showing:
- DUES (blue)
- Conference (green)
- Education (red)
- Publications (purple)
Financial Strategy

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Goal 4</th>
<th>Etc.</th>
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<tbody>
<tr>
<td>How many dollars of the $100 dollar bill do you want invested in each goal?</td>
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</tbody>
</table>
Strategic Program Assessment

Adapted from Work by Dr. Ian MacMillan, Wharton Business School
### Program Portfolio Analysis Exercise

<table>
<thead>
<tr>
<th>Community</th>
<th>Advocacy</th>
<th>Knowledge Development &amp; Transfer</th>
<th>Credentialing</th>
<th>Etc.</th>
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</thead>
<tbody>
<tr>
<td>Collaboration Sites</td>
<td>Lobbying</td>
<td>Market Research</td>
<td>Basic Certification</td>
<td></td>
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<tr>
<td>Annual meeting</td>
<td>Public Information</td>
<td>Annual Meeting</td>
<td>Master Certification</td>
<td></td>
</tr>
<tr>
<td>Topical Interest groups</td>
<td>Inter-organizational Relations</td>
<td>Seminars</td>
<td>Accreditation</td>
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</table>

**Step 1:** Chart your program portfolio

**Step 2:** Select (a) a core program and (b) a candidate for change or abandonment

**Step 3:** Assess those two programs using Strategic Program Analysis
Strategic Program Analysis involves assessment of current and potential programs in three dimensions:

**Program Attractiveness:** Factors contributing to judgments about whether the program is attractive to the organization as a basis for current and future resource deployment (high or low)

**Competitive Position:** Factors contributing to judgments about whether the organization is in a strong position to support the program (weak or strong)

**Alternative Coverage:** The extent to which other organizations can, or may be positioned to serve the same customers through similar programs (high or low)

*Adapted from original work by Dr. Ian MacMillan, while at New York University*
<table>
<thead>
<tr>
<th>Program Attractiveness</th>
<th>Competitive Position</th>
<th>Alternative Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How central to mission?</td>
<td>• Financial resources?</td>
<td>• Many small sources are/could meet same need?</td>
</tr>
<tr>
<td>• Will need continue?</td>
<td>• Human resources?</td>
<td>• One or two other large sources are/could meet same need?</td>
</tr>
<tr>
<td>• Will support continue?</td>
<td>• Technology?</td>
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<td></td>
<td>• Expertise?</td>
<td></td>
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<td>• Time?</td>
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<td>• Reputation?</td>
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Instructions:
As a summary, circle the preliminary assessment of this program (e.g. HIGH or LOW) in each of the 3 categories:

Program Attractiveness – HIGH or LOW
Competitive Position – STRONG or WEAK
Alternative Coverage – LOW or HIGH

Locate the ‘cell’ or cell description that matches your assessment. Read the Generic Strategy for programs that fall into that cell. The generic strategy provides a typically logical strategy, but does not reflect the unique nature of a particular program.

Generic Strategy:

Recommended Program Strategy:

*Develop a specific preliminary strategy describing what you think should be done with this program in the future. What is the overall strategy (e.g. aggressive competition)? And what specific actions should be taken? Or did you find you were missing important information that needs to be determined before a final strategy is developed?*

Key Insights:

Actions/Initiatives Based on this Strategy:
<table>
<thead>
<tr>
<th>Competitive Position</th>
<th>Alternative Coverage</th>
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<tbody>
<tr>
<td>Strong High</td>
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<td>Strong Low</td>
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<td>Weak High</td>
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Program Attractiveness

CEO Symposium Slide 130
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CELL I  High Program Attractiveness, Strong Competitive Position, and High Alternative Coverage

Generic Strategy: Aggressive Competition
The strategy for each of these programs is to aggressively compete to maintain a strong position in areas where the organization is currently strong. These highly attractive strong position programs can play a vital role in the future in that they can be a possible growth base for the organization as well as generate surplus resources for other programs.

CELL II  High Program Attractiveness, Strong Competitive Position, and Low Alternative Coverage

Generic Strategy: Aggressive Growth
The essential feature of this cell is that the field is open to the organization. Thus, the imperative is to expand these programs as rapidly as possible, and to consolidate the strong position by building up capabilities in as many of the competitive position variables as possible, so as to secure these programs from future competition.

CELL III  High Program Attractiveness, Weak Competitive Position, and High Alternative Coverage

Generic Strategy: Orderly Divestment
Generally this is a transition strategy. As program attractiveness is high, and the organization is in a weak position to provide such programs, the key theme is responsible orderly concession, not abandonment. Identify the exit barriers and build a plan to address those barriers and exit the program.

CELL IV  High Program Attractiveness, Weak Competitive Position, and Low Alternative Coverage

Generic Strategy: Build Strength or Sell Out
Transitional strategy. Programs may be new to meet recently developed, rapidly growing needs, and the organization does not yet have the necessary skills in place to be in a strong position to serve them. If the programs are truly attractive, if the organization has the resources, and if exit barriers are not anticipated, then the necessary resources should be deployed to develop needed skills as rapidly as possible, thus moving the program to Cell II. If the resources are not available, then the organization should identify other organizations with appropriate skills and advocate their offering the program, even aiding them in skill building if necessary.
CELL V  Low Program Attractiveness, Strong Competitive Position, and High Alternative Coverage

Generic Strategy: Build Up the Best Competitor
As program attractiveness is low and if the organization has alternative programs on which to focus its resources, exit from these programs is called for. Since there are many competitors vying for these programs, the only factor that should delay the transfer of such programs to other organizations is the fact that the organization has clear superiority over its competitors. Hence, the imperative for this cell is to transfer program coverage to the best organization currently serving the segment thus increasing the attractiveness of the program for the surviving provider.

CELL VI  Low Program Attractiveness, Strong Competitive Position, and Low Alternative Coverage

Generic Strategy: Soul of the Organization (Unattractive, but necessary)
Programs that fall in this category are not attractive to the organization. However, the problem is that if the needs being addressed by these programs are essential, the organization may be the only source for such services.

CELL VII  Low Program Attractiveness, Weak Competitive Position, and High Alternative Coverage

Generic Strategy: Aggressive Divestment
There are substantial competitors providing similar programs. If these competitors are able to provide superior services, there is really no justification for the organization to offer these programs, no matter how attractive they may be. The decision to concede such programs is often very difficult, requiring strategic vision and leadership. With clear competition in the marketplace, continuation of such programs is detrimental to the organization, consuming resources that could be better used elsewhere.

CELL VIII  Low Program Attractiveness, Weak Competitive Position, and Low Alternative Coverage

Generic Strategy: Transition to Others or Joint Venture
Programs falling in this cell are needed, but the organization vastly underestimated technical skills required. The generic strategy is to identify and/or support other organizations that are better positioned or "joint venture" with them. The key challenge is to find ways of transferring programs to those organizations that may have the skills and providing them with support, (or joint venturing with them) or taking an activist position to attract the attention of constituents to the problem.
With your partner, discuss what needs to be done to ensure that new and existing programs are aligned with the strategic direction. What steps do you need to undertake to make it happen?
Discussion Thread IV

Leadership of Culture

• Norms
• Innovation
• Change
Culture: a set of shared beliefs, values, attitudes, behaviors and practices that characterize an organization.
Three Cultures

- Identical
- Different
- Connected
- Conflicting
- Aligned
- Other
Defining Board and Executive Committee Norms

...and the behaviors that will support them

Providing A Template for Discussion
A Template for Discussion

- Relationship Norms
- Conflict-Management Norms
- Decision-Making Norms
- Communication Norms
- Meeting Norms
- Preparation Norms
**Decision Making Norms**

We:

- Document decisions by formal vote
- Make judgments by consensus when it will help move discussion forward
  1. We try to clearly define options in advance or by brainstorming
  2. We evaluate options in a fact-based manner
  3. We test for consensus giving everyone a voice
  4. We do not stay silent if we cannot support a decision; we at least register our unease and request time to reflect and assess other facts
  5. We only revisit decisions if new information is discovered.

- We have achieved *consensus* if everyone at the meeting can *support the decision* – even if they would not have *selected it on their own*. Everyone at the meeting should feel they were part of the decision and own it. You can test for consensus by summarizing the position and asking for a 5 point scale of agreement:
  1. I really don’t like it!
  2. I like it, but MANY changes are required.
  3. I like it, but 1-2 changes are required.
  4. I can live with it.
  5. I really like it!

*If EVERYONE* gives a rating of 4 or 5 you have consensus. If not, explore what changes are required to reach consensus.
## Our Behavioral Compact
### Decision making

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<th>We promise not to …</th>
<th>If we see a problem we will…</th>
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AGILITY

7.7 Distribution of power (A2)
Power is distributed in our organization; we value those who have the knowledge, expertise, and experience to make decisions and solve problems than seniority, tenure, or title.

7.5 Quality Management (A8)
We have high standards on quality, but we also work hard to avoid letting perfect be the enemy of good; we can usually find a way to maintain speed without sacrificing quality.

7.4 Assignment of responsibility (A7)
We have clear programmatic lines for dividing up the work, but we recognize that sometimes those lines will become blurred if it helps to get the work done.

7.2 Leadership facilitation (A6)
In general, the senior levels value the work getting done more than their own need to be “in charge” and involved with the implementation; they do recognize the need for quality, of course, and will intervene when necessary.

6.9 Managing Change (A1)
We are used to change as it occurs regularly in our business; we have plans and protocols in place for managing that change and generally we are skilled at getting through it.

6.7 Changing Directions (A3)
While we utilize proven processes and methodologies, we are also given the flexibility to alter our course as warranted by the situation or circumstance; we do so with appropriate approval and oversight, but we are not limited to our bound by any one approach.

7.2 Decision making and Problem Solving (A4)
Those with assigned responsibility are typically recognized as those ultimately in control; however, it is also recognized that their authority is not absolute and that we can only be successful if we can also divide and conquer.
Inspiration (N4)
We are continuously inspired by who we are, what we do, and how we do it; part of the magic of this organization is achieved by tapping into our deeper motivations, so it’s an important part of our collective work.

Creativity (N5)
Our success is dependent on the vibrant creativity of all of our employees; not every moment is creative expression, of course, but we actively nurture and support creativity as a driver of business results.

Permission to hack (N7)
You know in this organization that people higher up in the hierarchy will have your back when you want to try something new; they see the value in learning from these experiments so they give you the support you need.

Future focus (N3)
Our past, our history, and our heritage is an important part of who we are; it helps us think about where we want to go. We have a more current and recent focus, though, and when we think about and plan for the future, it’s not that far out.

Experimentation (N6)
We are looking for innovation, so we carve out a limited area for most employees where they have the opportunity to experiment and try new things.

Risk taking (N1)
When we take risks at work, we do so only after careful and calculated consideration. We recognize that from time to time we have to take those risks to advance our success, but we try to take them only when necessary.
6.7 Strategic direction and alignment (Y8)
We want our people to be as strategic as possible in their decision making, so we make every effort to broadly share our strategic direction internally.

6.6 Clarity on success (I8)
We don't want people to be heads-down all the time; we make a concerted effort to ensure that people can see the larger success drivers of the organization so they can apply that to their day to day work.
TECHNOLOGIES

Operating flow (T8)
We have made our policies so simple and so clear that everyone in the organization knows them and understand them; by making the principles crystal clear, we do not have the need to bog everyone down with details.

Obstacles to progress (T7)
We know there will be times when employees are frustrated because they are inhibited from getting their work done, but we work hard to keep that to a minimum.

Modernity (T3)
The facilities we use, the infrastructure we have in place, and the physical environment we’ve created serves who we are and what we do; it may not be considered the most modern, but we are safe, comfortable, and at home with what we have.

Resources and support (T4)
There is a process and protocol for requesting and seeking approval for new equipment, technology, tool, or resource; and while that requires a business case and supporting information, reasonable requests are authorized in a reasonable amount of time.

Competitive technology (T2)
The tools and technologies we use in our business are as good as those our direct competitors use; we may not be the first to adopt the latest and greatest, but we are fast followers to adopt those technologies and business tools which will help us deliver our products and services more effectively.

Leveraging functionality (T1)
This organization is increasingly looking for ways to more effectively and efficiently use the heightened functionality afforded through the enterprise systems and technologies.
Sample DATA

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<tr>
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<th>TRADITIONALIST</th>
<th>CONTEMPORARY</th>
<th>FUTURIST</th>
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<td>Transparency</td>
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7.5 CEO Symposium Total
NOVEMBER 2017 GENOME NOTES

• Slide 1: Overall 7.5. On the edge of contemporary and futurist. This is quite high. Average among all organizations we’ve done it with is 6.3 (middle of contemporary). Average among associations is right about 6.0.

• More traditional markers are AGILITY, SOLUTIONS, and TECHNOLOGIES.

• More futurist markers: INCLUSION, GROWTH, COLLABORATION.

• That pattern is similar to other organizations.

Slide 2: Here’s some aggregate data if you want to show them. This only represents 20 organizations, so take it with a grain of salt, but note associations/nonprofits hover at the same level as manufacturing, and more traditional than tech or healthcare.

• Slide 3: AGILITY. The more traditional building blocks here are the ones I call the “getting out of our own way” blocks. Efficiency (we remove things that get in the way of success) and Changing directions (if somethings broken we can fix it with ease). So in this culture, there seems to be a contrast:

  • Higher scores: the leaders get out of the way, you can move quickly and maintain quality, knowledge and expertise matter more than title or tenure

  • Lower scores: we can’t stop things or fix things.

• Slide 4: INNOVATION. I see this one all the time. The CONCEPT side of innovation scores futurist (inspiration, creativity, future focus), but the ACTION side is noticeably more traditional (experimentation, risk taking, beta testing).

• Slide 5: note that two of the lowest scoring blocks are related to success drivers and strategic clarity. This is also one I see frequently (and not just with associations).

• Slide 6: TECHNOLOGIES. Not a surprise, but the lower scoring blocks here are the straight tech ones: is our tech competitive, do we leverage the functionality, and is it reliable.

• Slide 7. Note that there is very little difference between the staff and volunteer experience of the culture.
Innovation
A Business Definition

Innovations are divided into two broad categories:

1. **Evolutionary innovations** are brought about by numerous **incremental advances** in technology or processes and are of two types (a) **Continuous evolutionary innovations** result in an **alteration** in product **characteristics** instead of in a new product, and do not **require** any user-learning or **changes** in his or her routine. **Examples** are the multi-blade shaving razor, fluoride toothpaste, and **laptop computers**. (b) **Dynamic continuous evolutionary innovations** require some user-learning but do not disrupts his or her routine. Examples are **fax machines, instant photography**, and **handheld computers**.

2. **Revolutionary innovations** (also called **discontinuous innovations**) require a good **deal** of user-learning, often disrupt his or her routine, and may even require new **behavior patterns**. Examples are photocopier (xerography) machines, **personal computers**, and the **Internet**. Innovation is synonymous with **risk-taking** and **organizations** that **introduce** revolutionary products or **technologies take on** the greatest **risk** because they have to **create** new **markets**. A **less risky** innovation **strategy** is that of the imitator who **starts** with a new product (usually created by a revolutionary-innovator) having a large and growing **demand**. The imitator then **proceeds** to satisfy that demand better with a more **effective** approach. Examples are IBM with its PC **against** Apple Computer, Compaq with its cheaper PCs against IBM, and Dell with its still-cheaper **clones** (**sold directly** to the customer) against Compaq. Although many innovations are created from **inventions**, it is possible to innovate without inventing, and to invent without innovating.

*From www.businessdictionary.com/definition/innovation.html*
Sample Policy Regarding Organizational Innovation

The __________________________ Board recognizes that:

• Innovation is essential to maintaining an enterprise responsive to the continually changing world of the populations it serves;
• New initiatives involve prudent risk, experimentation and adjustment based on changing circumstances or experience in implementation.
• Such initiatives may lead to new business, service or product lines; and
• Modification of organizational structure, process or practice may, at various times, be deemed appropriate to keep the parts of the whole well aligned with __________________________ mission as a nonprofit corporation.
• Its fiduciary responsibilities as a governing Board are best fulfilled by encouraging a culture of experimentation and thoughtful consideration of new ideas that demonstrate the potential to advance the core purpose of the enterprise.
New Product/Service Development Process

Stage 1
- Preliminary Market Assessment
- Gate 1

Stage 2
- Concept Analysis
- Gate 2

Stage 3
- Design and Development
- Gate 3

Stage 4
- Review and Validation
- Gate 4

Stage 5
- Market Launch and Delivery
- Gate 5

Post Implementation
- Review

Idea

Gate 1

Gate 2

Gate 3

Gate 4

Gate 5

Inputs - prescribed deliverables
Criteria - hurdles or questions that the project is judged on
Outputs - a decision - go/kill/hold/recycle an action path or path forward

CEO Symposium Slide 150
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Resistance to Change

What will it be like?
• Increase comfort
• Create a vision

Will I be able to handle it?
• Increase self esteem
• Demonstrate confidence in their competence

Change → Resistance → Anxiety → Fear

Support → Neutrality → Opposition

Unknown → Unknown
Nature of **Change** and **Transition**

**Change**
- An event
  - Either anticipated or unanticipated
  - Either chosen or imposed from somewhere else
- Change is **external**

**Transition**
- A personal reaction
  - How we alter behavior and perspective to come to terms with the change
- Transition is **internal**
The Transition Process*

Endings → Chaos → New Beginnings

(Stop) (Wait) (Start)

• The starting point for transition is not the change.

• ENDINGS are required to leave the old behind.

*William Bridges, Managing Transitions: Making the Most of Change
So...

1. What will we do differently as a result of the conversations over the last two days?
2. What will we direct/assist others to do differently as a result of the conversation?
Glenn Tecker

Glenn Tecker is Chairman and Co-CEO of Tecker International, LLC, a multinational consulting practice that has completed projects for over 2000 groups in the U.S., Europe, Canada, Asia, Scandinavia, Mexico, and Central America.

Glenn is widely acknowledged as one of the world’s foremost experts on leadership and strategy. Having worked in an executive capacity with businesses, public agencies, and non-profit organizations, he has also served as a board member for a number of non-profit and for-profit organizations. Glenn’s particular expertise in the areas of governance, program strategy, organizational design, research analysis and presentation skills will be critical to the effort. Some highlights of his accomplishments include:

- Guiding National Collegiate Athletic Association [NCAA] member and staff leadership of the through a participative and transparent process that redefined the organization’s core purpose and values, developed vision based strategy and action plans, and realigned the NCAA’s priorities to lead a re-focusing of the university athletic experience for the 21st Century.
- Developing new organizational, program, and operational strategy with the United States Green Building Council [USGBC] to provide innovative solutions to global ecological concerns in order to successfully navigate a period of multiple opportunities, complex demands and rapid growth.
- Designing and conducting an institute for an international philanthropic organization to train representatives from 10 Asian nations with a tradition of conflict.
- Devising strategy and developing competencies with school districts, educational agencies, and school board and teacher associations working to improve teaching, learning, and organization.
- Assisting the United States Environmental Protection Agency, the American Water Works Association, the Technical Institute of the Pulp and Paper Industry and other environmental advocacy organizations to foster global use of technologies that contribute to quality of life.
- Facilitating planning activities of information, telecommunications and entertainment related organizations in high technology industries challenged by tough competition and constant dramatic change.
- Supporting research and program planning efforts of agricultural organizations addressing complex issues related to food safety, industry prosperity, and shifts in the demography and economics of agriculture.

Glenn is also the co-author of three best-selling books – The Will to Govern Well: Knowledge, Trust and Nimbleness; Building a Knowledge-Based Culture: Using 21st Century Work and Decision-Making Systems in Associations; and Successful Association Leadership: Dimensions of 21st Century Competency for the CEO. Currently he serves as Board Chair of New Hope Academy – a nonprofit multi-campus nontraditional alternative school in Pa. and as a member of the executive committee of the Board of Guide Dogs for the Blind Foundation and America’s Vet Dogs in NY. In 1998, Glenn was honored as the recipient of ASAE’s Academy of Leaders Award - the highest possible recognition awarded by ASAE’s Board of Directors.
Paul D. Meyer

Paul D. Meyer is President and Co-CEO with Glenn Tecker of Tecker International, LLC, and Principal Consultant with Thunderbolt Thinking, Inc. providing strategy development and change management consulting, strategic planning, issue resolution facilitation, organizational governance, innovation training, operational analysis, board/volunteer leadership development, and research for corporations and not-for-profit organizations.

Consulting Experience
For the past 10 years, Paul has worked with associations, NGOs, academic institutions, and corporations’ worldwide as well as state, province, and local component organizations and community-based institutions representing a variety of industries, professions and causes. He has worked with groups in a number of settings such as medical, hospitality, education, mental health, accounting, state governments, construction, travel, engineering, pharmacy, trucking, scientific research, library sciences, public institutions, entertainment, technology, and insurance/financial services. His primary areas of expertise include strategic planning facilitation and implementation, knowledge-based decision-making, conflict facilitation and mediation, brand positioning, operational analysis, structural reengineering, market and marketing research, governance restructuring, and product/program assessments. He is a proven researcher, trainer, and group process facilitator focused on producing results through collaboration, group dialogue, decision-making processes, and research assessment. Paul’s skills and experience enables him to assist groups at reaching consensus in developing new opportunities, creating innovative solutions, solving problems, and achieving identified organizational goals. His recent accomplishments include:

• Reengineered long-standing governance structures in response to changing volunteer preferences and organizational needs.
• Designed and facilitated future visioning forums convened to rethink and reshape professions and industries.
• Strategically positioned public institutions to successfully navigate changing consumer priorities and needs.
• Redesigned organizational infrastructures in response to strategic priorities.
• Assessed program portfolios in order to strategically align activities with direction.
• Provided interactive leadership development sessions motivating and educating volunteers.

Education and Professional Involvements
Paul has an MBA from Marymount University and has earned his Certified Association Executive (CAE) designation from the American Society of Association Executives (ASAE). Paul has been a faculty member of the US Chamber of Commerce’s Institute for Organizational Management and currently a content leader for ASAE’s CEO Symposiums.

Paul is co-author of the best-selling book The Will to Govern Well: Knowledge, Trust and Nimbleness.
Donna French Dunn, CAE

An association professional, Donna’s work in and with associations spans 30 years. Donna has a passion for helping organizations achieve success and move into their potential. Sometimes called an association architect, Donna has experience working with associations in times of transition and transformation. Strategic planning, organizational design and program evaluation are part of her work with associations. She has worked with clients for more than 15 years to implement modern board governance techniques that empower staff to achieve results and keep boards focused on the future and strategic thinking; identify and overcome barriers to organizational effectiveness in governance and staffing; secure support for and acceptance of significant organizational change; coach volunteer and staff leaders to be more strategic in focus; linking research to strategic planning.

Donna spent, 14 years as CEO of four associations, including trade, academic, and professional/credentialing organizations. Prior to becoming an association CEO, she was an association executive in the areas of communication and membership. Her practical and real-world advice to clients is borne out of experience in change management, assisting organizational response to ever-changing environmental forces. She is recognized as a leading resource in the area of organizational assessment and organizational change.

Education and Professional Involvements
Donna served on the American Society of Association Executive’s board of directors for three years. She chaired ASAE’s executive management section council and served on the ASAE diversity committee. Active in other professional organizations, she has served on the board of directors of the Iowa Society of Association Executives and the New England Society of Association Executives following four years as chair of the NESAE education committee.

Donna is a graduate of the University of Vermont with a bachelor’s degree in plant science and a master’s degree in agricultural and applied economics. Donna also has a Master of Science degree in not-for-profit management from the University of Maryland University College.
About Tecker International, LLC

For more than 30 years, Tecker International (LLC) has helped thousands of clients meet goals, impact lives and change the world. TI is a client-focused, mission-driven international consulting practice offering a broad range of services tailored to fit our clients’ unique needs. In partnership with our clients, we identify opportunities, overcome challenges and create structures and processes nimble enough to adapt to environments of rapid change. Our knowledge-based, outcomes-oriented approach has helped to transform associations, not-for-profit organizations, institutions and businesses of all kinds.

The collective competencies of the Tecker team enable us to provide the talent, skills and expertise to achieve the goals of each of our clients. Drawing on the firm’s knowledge base and experiential resources, we employ a friendly, collaborative approach to empower organizations to succeed. In addition to being expert strategists, skillful facilitators and subject-matter experts, Tecker consultants are also top-notch educators who are always willing to share fresh ideas and proven methods of success. When you engage with Tecker, you choose a team of friendly, responsive, respected professionals, with extensive knowledge of personal and organizational dynamics. Their passion and enthusiasm inspires and motivates leaders to take action and tackle challenges head on.

TI specializes in managing change, strategic planning, governance remodeling, repositioning companies and programs, strategic alliances and consolidations, market and member research, executive coaching, parliamentary procedure and a variety of other disciplines. We offer in-depth subject matter knowledge of specific industries, businesses and professions. TI builds a sustaining culture of innovation to support an organization’s ability not only to survive but to thrive. Our clients return to us again and again because they experience the measurable, positive outcomes our knowledge-based strategic thinking and planning creates. We guide volunteer and staff leaders to lead with confidence and clarity.

With so many consultants to choose from, what factors set the Tecker team apart?

- We are committed to superior thinking achieved by a team that is constantly learning and sharing through client engagements, original research, full community participation and by serving as faculty for the ASAE CEO Symposium.
- We listen to our clients and their needs are our first priority.
- For each engagement, we build a shared vision of the future based on knowledge, not opinion.
- We provide practical tools to achieve the shared vision of the future.
- We ensure implementation by including all key stakeholders in building and supporting change.
- We understand that there are no best practices, only good practices customized to the unique needs and cultures of each of our clients.
- We develop successful volunteer/staff teams based on their unique roles and their importance to the success of the organization.
- We help staff create plans for communication, action and evaluation to ensure successful follow through on decisions made.
- We have a genuine love of what we do and a deep appreciation of the value diverse perspectives bring to analytic and creative discussions.
Name of Your Organization: _____________________________________________
(Please spell out; no acronyms)

Current State

<table>
<thead>
<tr>
<th>Driving Factors (+)</th>
<th>Restraining Factors (-)</th>
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<tbody>
<tr>
<td>Barriers</td>
<td></td>
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Realization of Full Potential

Question 1: ________________________________________________________________

Question 2: ________________________________________________________________

Question 3: ________________________________________________________________