



The Center for Association Leadership



2024

Symposium for
Chief Staff Executives
and
Chief Elected Officers



An Association

A group of people who **voluntarily** come together to solve **common** problems, meet common needs, and accomplish common goals.



Board Responsibilities



1. Set organization's direction
2. Ensure necessary resources
3. Provide oversight

Set Organization's Direction



- Engage in strategic thinking and planning
- Set the organization's mission and vision for the future
- Establish organizational values
- Ensuring alignment of operational or annual plans with the strategic plan

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

Board Fiduciary Responsibilities

- ✓ Duty of Care
- ✓ Duty of Obedience
- ✓ Duty of Loyalty



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 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.

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.

Representative Governance

Whose interests do you represent?

The **perspective** you bring?

or

The **association** as an enterprise?

Transparency and Trust Governance

Occurs when board members understand the difference between being

“representative for”

versus being

“representative of.”

Representative For

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.

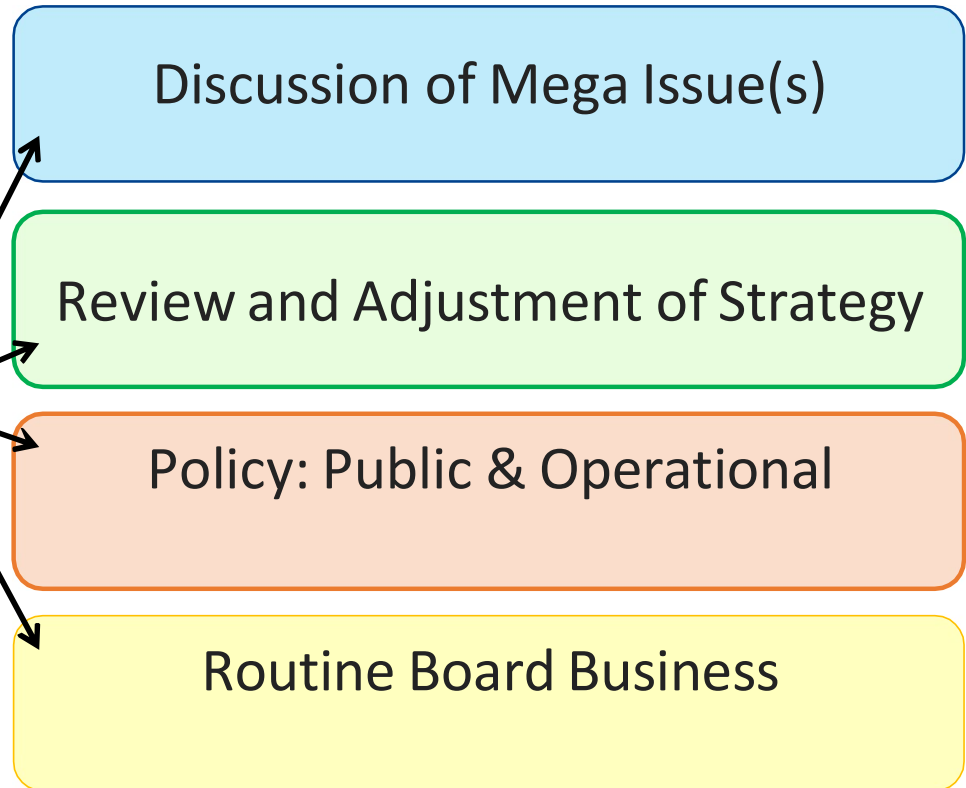
Decision Making

Performance ultimately is the sum of the strategic decisions you make and execute.



The Strategic Board Agenda

How we spend our time:



The Strategic Board Agenda

How we spend our time: April, May, June



Discussion of Mega Issue(s)

- Seattle Boat Show 2025 show hours by June 19
- What info does BSC & Board need?

Review and Adjustment of Strategy

- Achieve 611 members by June 30
- Approve 2024/2025 Budget on June 19
- Superyacht Northwest – Superyacht Committee (April)

Policy: Public & Operational

- Approve membership rate, April 17
- Review & Select Legal Counsel by June 19

Routine Board Business

- Approve new members
- Board Elections
- Review Financials
- Attend Annual Meeting, June 19

For each major decision category, a standout practice can yield outside improvements in both decision quality and speed. - *McKinsey Quarterly*

Key Practices by Decision Type	Who makes it	How to make it better
Big Bet Decisions Infrequent, high risk, future shaping (eg M&A)	Top team; board	Spur productive debate – eg, assign someone to argue the case for and against a potential decision
Cross-cutting decisions Frequent, often high risk, collaborative (eg, operations, planning, pricing)	Business-unit heads; senior managers	Double down on process – one that helps clarify objectives, measures, and targets
Delegated decisions Frequent, low risk, day-to-day (eg, hiring, marketing)	Individuals; Working teams	Ensure Commitment – not just consensus

Aaron De Smet, Gerald Lackey, and Leigh Weiss, “Untangling your organization’s decision making,” *McKinsey Quarterly*, June 2017, McKinsey.com.

A Framework for Dialogue and Deliberation

- I. Dialogue to inform the issue
- II. Dialogue to identify and evaluate strategic choices
- III. Deliberation to determine consensus and reach a decision
- IV. Craft a motion, deliberate and vote

Four Knowledge Bases

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 _____

What do we know about needs and preferences?	What do we know about current realities and evolving dynamics?	What do we know about capacity and strategic position?	What do we know about ethical implications?



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Rate Your Decision Effectiveness

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

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)

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

Question 1: Needs, Wants, & Preferences

Key Stakeholder	Needs, Wants & Preferences
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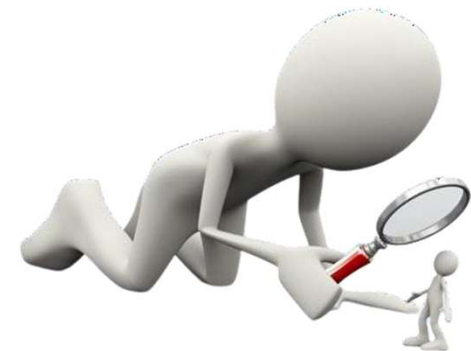


Oversight

- Outcomes
- Board

Supervision

- Activity
- Senior Staff



Four Knowledge Bases

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?

Question 2: Current Realities and Evolving Dynamics

Current Conditions	Trends	Assumptions About the Future
<p><i>What's going on now?</i></p>	<p><i>A change in progress and the direction of the change</i></p>	<p><i>Something that could happen in the foreseeable future that would make a big difference</i></p>

Our Choices

Choice: a discrete, but not necessarily exclusive, alternative

Alternative:		Alternative:		Alternative:		Alternative:	
Advantages	Disadvantages	Advantages	Disadvantages	Advantages	Disadvantages	Advantages	Disadvantages

Four Knowledge Bases

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?

Question 3: Capacity & Strategic Position

STRATEGIC POSITION: factors in the external environment including competitors and dynamics the organizations cannot control



Four Knowledge Bases

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?

Choice

Choice: A discrete, but not necessarily mutually exclusive, alternative

1. Do nothing
2. Do something

What are the possible “some-things”?

Determining Areas of Consensus

- Are there any choices we want to eliminate?
- Are there any choices that can be combined with others?
- What choices are we prepared to commit to now?
- Are there choices we are still interested in but need more information about before deciding?

Craft a Motion

Background <i>(Whereas)</i>	Background Information (Preamble clauses): The section uses the "Whereas" section heading. Whereas clauses are statements of facts to support the resolution. It is due to these facts that the actions in the second section (Operative Clauses) will be taken. The statements should be concise and highly relevant and are drawn from the group discussion on the topic. While this section may have multiple clauses or paragraphs, the number should be limited. Each clause ends with an "and" after a semi-colon. The last clause ends with a comma.
Action <i>(Be it Resolved)</i>	Operative Clauses (Action): The section uses the "Be it Resolved" section heading. Be it resolved clauses state the proposed action or policy change. Resolved clauses should be only one sentence in length and must make sense when read alone, as they are usually the only part of the resolution that will be debated. The section may have multiple operative clauses that end with a period.
Guiding Principles <i>(Key Considerations)</i>	Guiding Principles (Key Considerations): The section begins with the following heading: "The following guiding principles govern these actions:". The Guiding Principles section describes the group's philosophy and sets some general rules for the decisions of that group. The guiding principles are the boundaries within which sound business decisions can be made.

Deliberate on the Motion

- In parliamentary procedure, adjourn the committee of the whole and return to board process.
- Return to normal deliberative process.



Board Effectiveness

- Get the right people with the right expectations
- Change how you spend your time
- Provide orientation and resources
- Hold each other accountable through evaluation



2024 CEO SYMPOSIUM

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2024 CEO SYMPOSIUM

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CEO Symposium Overview

Discussion
Thread 1

Special nature of associations and implications for how they are best led

Discussion
Thread 2

Chief Staff Executive and Chief Elected Officer relationships that sustain success

Discussion
Thread 3

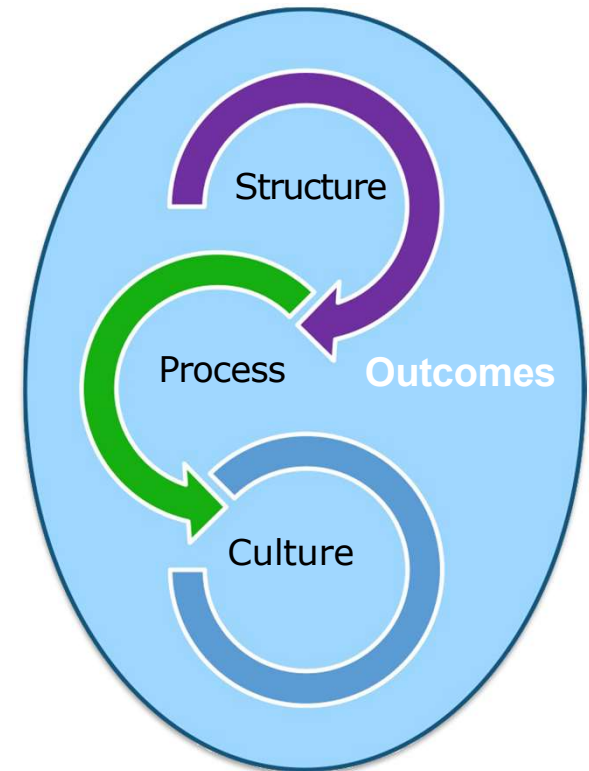
Roles, relationships, and responsibilities related to guiding the governing board

Discussion
Thread 4

Tools, processes, systems, and strategies that enable effective leadership

Discussion Thread 1 - Special Nature of Associations

- Perspectives of Leadership
- Organizational Lifecycle
- Trends in Organizations
- The Infrastructure
- Distinguishing Value Proposition(s)



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?

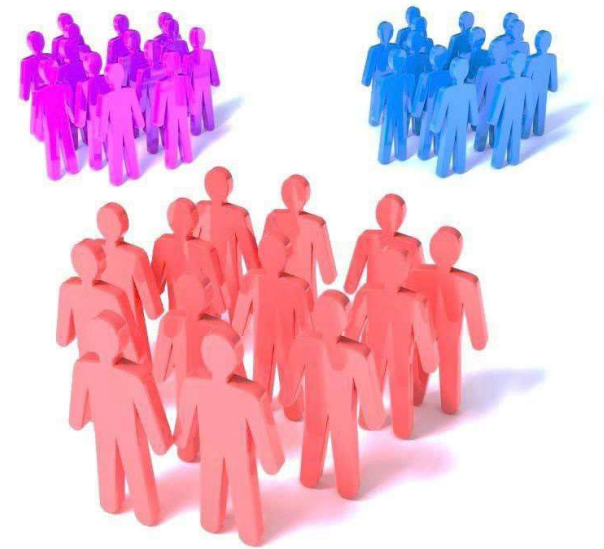
Please list the major differences between the source(s) of your “mental models” and your current association:

(for example: purpose, population served, structure, process, culture, etc.)

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

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





Draw a picture of your association today if it were depicted as an **automobile**.

What is the make, model & year, and any options. Be prepared to explain what organizational attributes are represented by certain details of the picture.

Your association **today** depicted as an automobile:



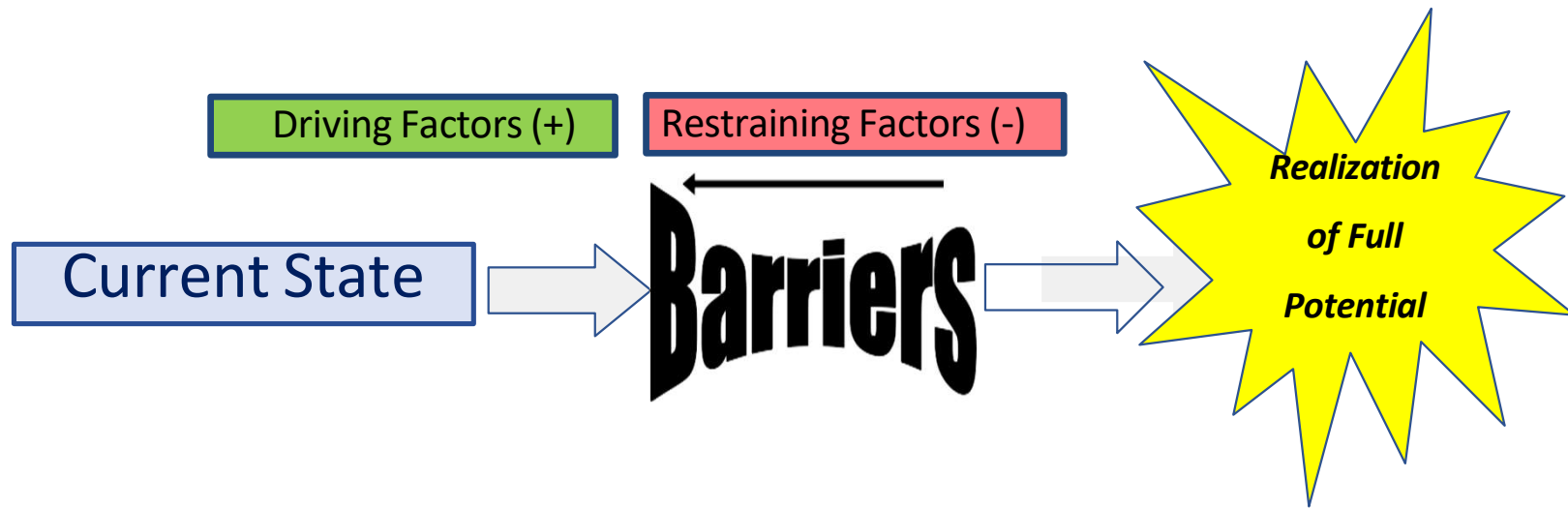
Make:

Model & Year :

Options:

Organizational Attributes:

Name of Your Organization: _____
(Please spell out; no acronyms)



Question 1: _____

Question 2: _____

Question 3: _____

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



- Aging World
- Algorithmic Politics
- American Inequality
- Anticipatory Intelligence
- Automating Work
- Bifurcated Workforce
- Blockchain Platforms
- Cartel Capitalism
- Climate Change Resiliency
- Declining Trust
- Diversity and Inclusion
- Empowered Women
- Empowering the New Workforce
- Ethical Consumption
- Ethical Edge of Innovation
- Fast Data
- Fraying Cybersecurity
- Global Power Shifts
- Healthcare Disruption
- Higher Education 3.0
- Human–Machine Cooperation

- Immigration-Driven Demography
- Marketing and Advertising Transformation
- Mentoring 2.0
- Microlearning
- More Human Humans
- New Forms of Work
- New Journal Models
- The Next-Gen Professionals
- Nichification: Big-Data Segmentation
- Personalized Artificial Intelligence
- Philanthropy Reshaped
- Population Health
- The Productivity Paradox
- Rejection of Expertise
- Re-Working Career Pathways
- Reputation by the Numbers
- The Sharing Economy

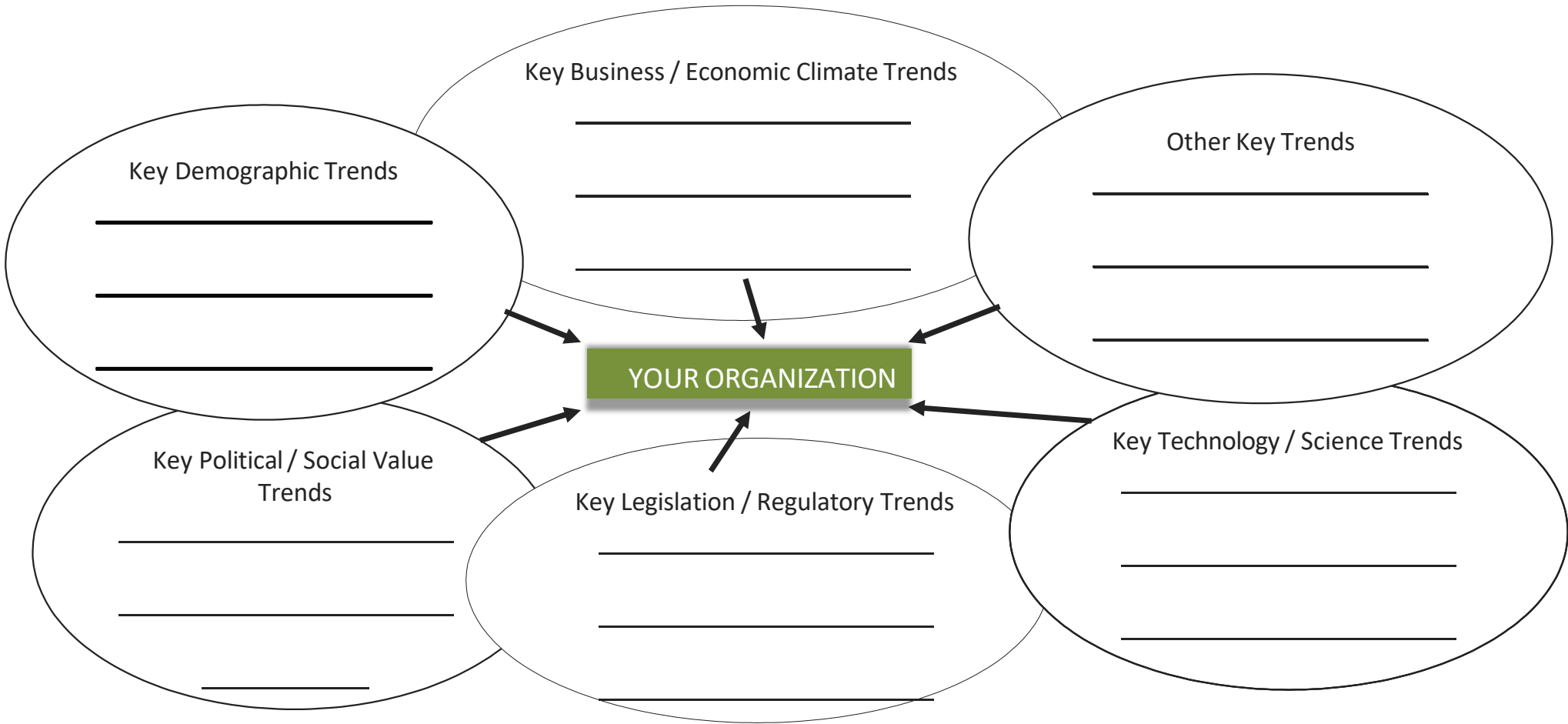


**THE ASAE FORESIGHTWORKS
DRIVERS OF CHANGE**

**Check asaecenter.org/ForesightWorks
and follow @ASAEfdn on Twitter for
updates on new findings and events.**

- A Shifting Environment for Content
- Shifting Terrain for Advocacy
- Socializing Reshaped
- The Splintered Society
- Standards Under Pressure
- Taming Big Tech Dependency
- Toward a Spectrum of Abilities
- Trade in Transition
- Transparent Organizational Ethics
- Virtualized Meetings
- Volunteering
- Who Owns the Data?

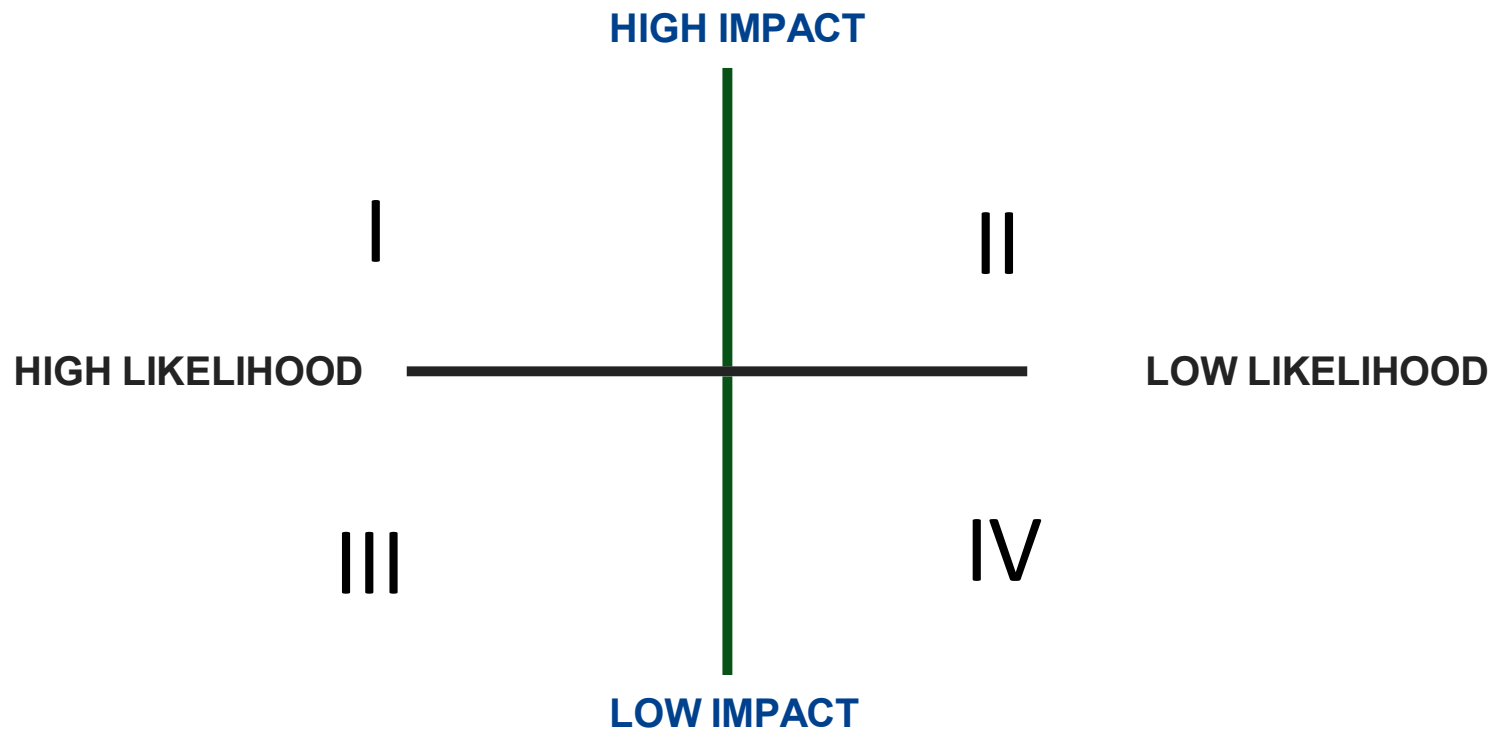
Your Industry/Profession/Cause Evolving Environment



Assessing Trends

Directions:

1. Select a “Driver of Change” relevant to your organization
2. Plot the related Trends on this chart
3. Complete the Implications Chart for Trends Identified as “High Likelihood” and “High Impact”



Key Driver of Change: a trend or dynamic that will make our relevant tomorrow very different than today.

KEY DRIVER OF CHANGE	IMPLICATIONS FOR MEMBERS/MISSION	IMPLICATIONS FOR ORGANIZATION	HOW WE ADAPT & MOVE FORWARD

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 strategy, then the structure will work better, and performance will improve.

Adapted from, "The Decision-Driven Organization," HBR, June 2010

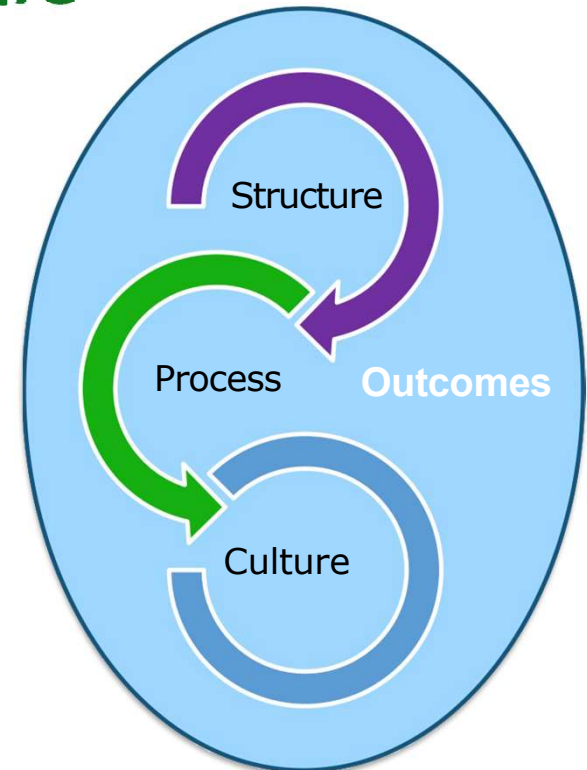
A Model of Association Infrastructure

Key Structures

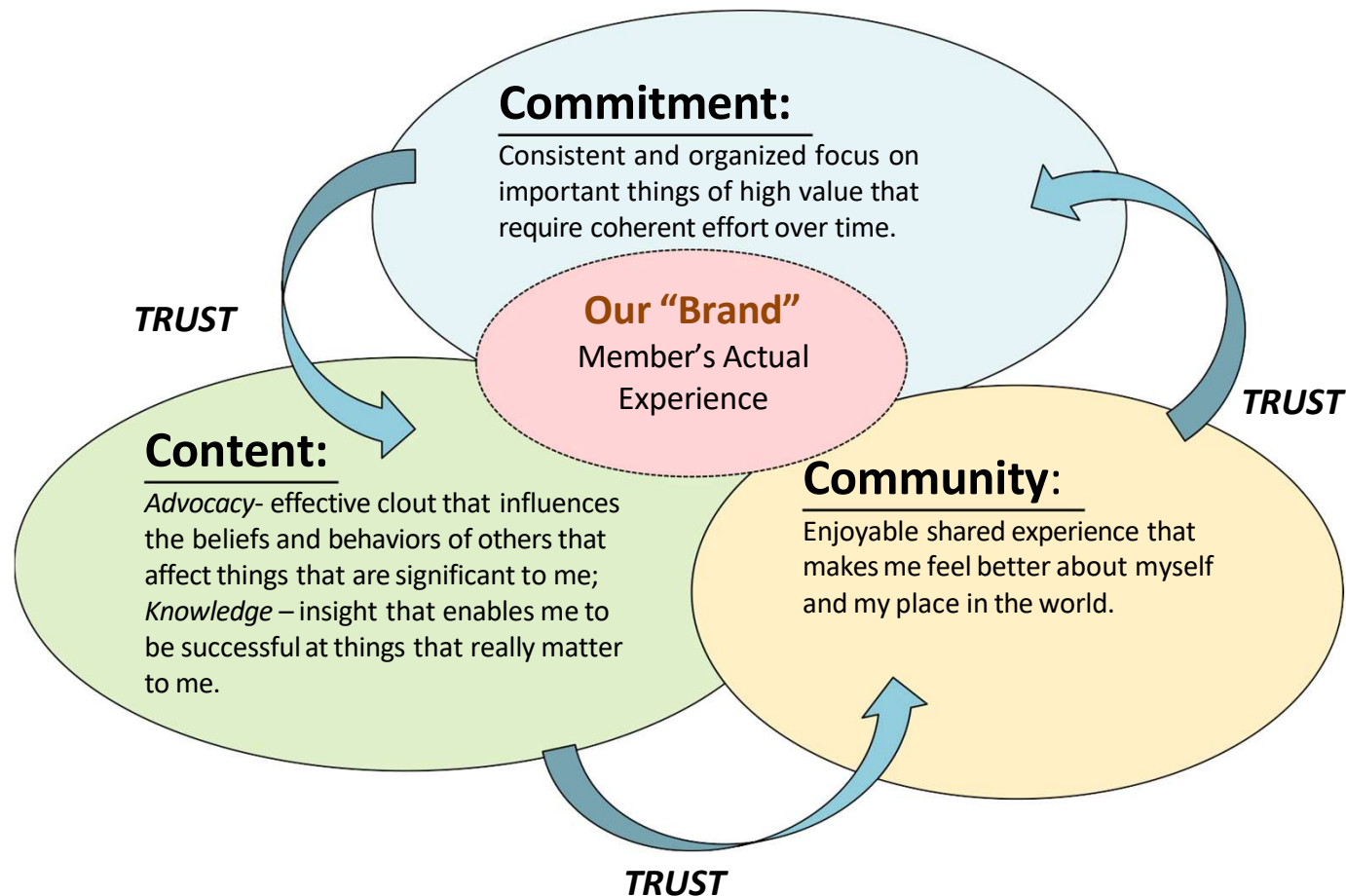
- Membership
- Governance
- Program
- Workforce
- Financial
- Technology

Key Processes

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



The Distinguishing Value Proposition(s) of An Association





What Needs Attention?

1= Strongly Disagree 2=Disagree 3=Agree 4=Strongly Agree

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.

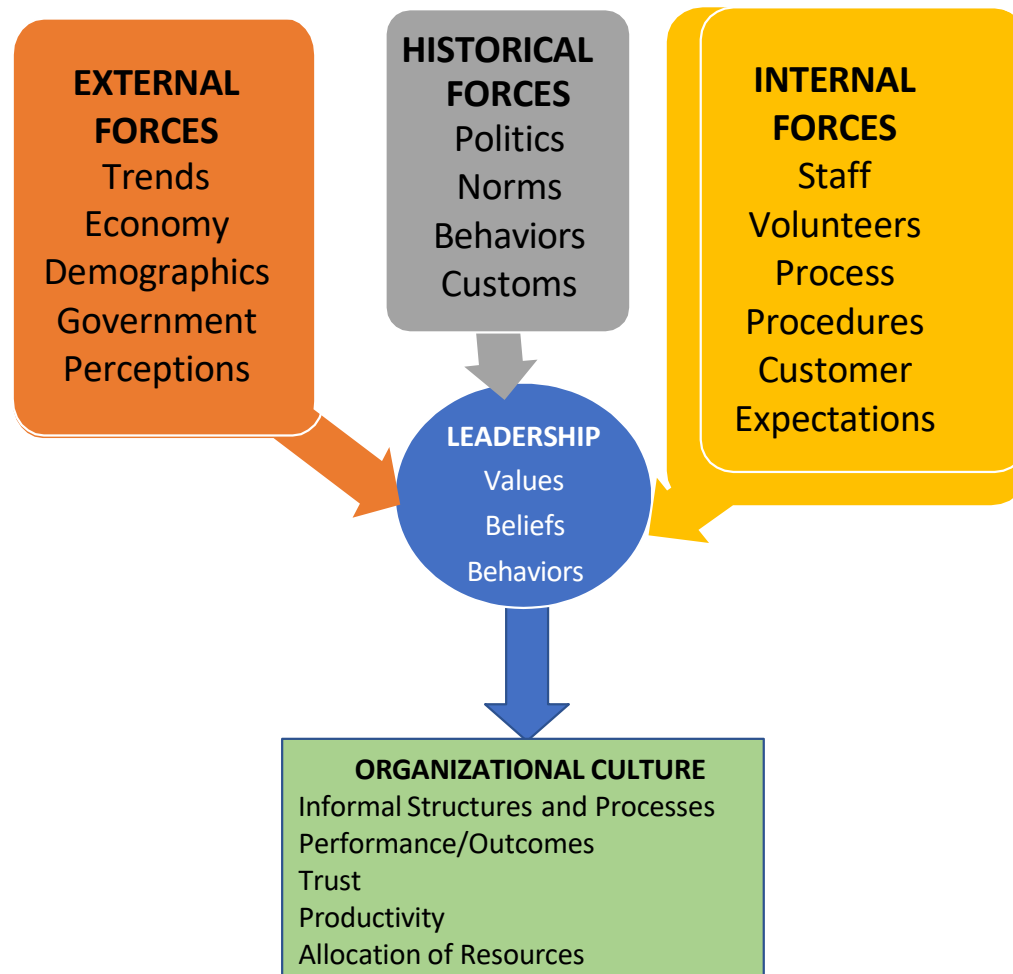


What Needs Attention?

1= Strongly Disagree 2=Disagree 3=Agree 4=Strongly Agree

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 the right people in the right roles, so the organization has the best possible outcome.
9. _____ Our leaders at all levels consistently demonstrate effective decision behaviors.
10. _____ Our leadership partnership ensures that judgments about adaptations to move forward and the effectiveness of our processes guide the actual work of the association.

Culture: a set of shared beliefs, values, attitudes, behaviors and practices that characterize an organization.



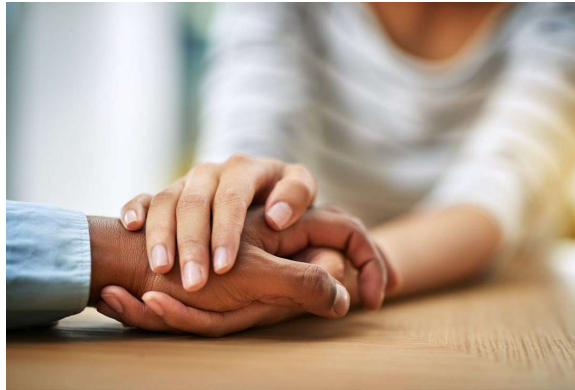
Three Current Common Cultural Commitments

Culture: a set of shared beliefs, values, attitudes, behaviors, and practices that characterize an organization.

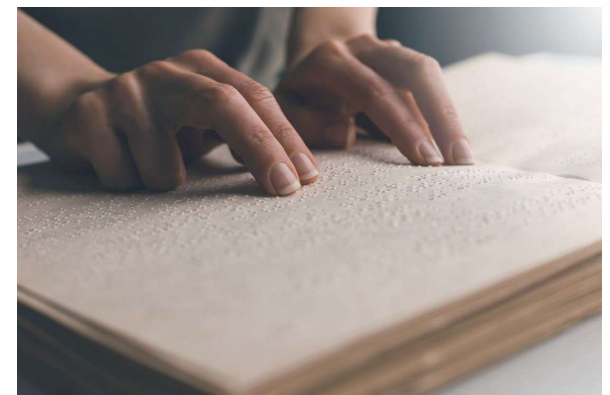
**Agility –
nimbleness**



**Trust –
dependability**



**Inclusion –
DEIA**



How Ready is Your Organization to Sustain Relevance?

1= Strongly Disagree 2=Disagree 3=Agree 4=Strongly Agree

1. ____ Our staff and volunteer **structures** help, rather than hinder, the decisions most critical to our success.
2. ____ Individuals clearly understand their roles and accountability in our most critical decisions.
3. ____ The people in critical decision roles have the information they need when and how they need it.
4. ____ Our **processes** are designed to produce effective, timely decisions and action.
5. ____ There is an ongoing process for reviewing all programs to ensure that they support the mission and goals AND that operationally, they deliver value in the most efficient ways.
6. ____ Our measures and incentives focus people on making and executing effective decisions.
7. ____ Our **culture** reinforces prompt, effective decisions and actions throughout the organization.
8. ____ The board regularly talks about the organization's culture and what can be done to support its stated values regarding diversity, equity, inclusion & accessibility.
9. ____ Staff and volunteer leadership are open to new approaches, doing things differently and are energized by the prospect of being leading edge and innovation.

Agility
Nimbleness



A Culture of trust and belonging is built by:



Leaders who authentically talk about the value of inclusion and how diversity will improve the work of the group. It is not an exercise, but an imperative.



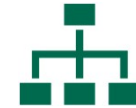
Mindsets that positively shape change behaviors such as self awareness, curiosity, courage, vulnerability, and empathy. They do not push change but make it a desire by all.



A common sense of belonging grounded in our core purpose and core values that improves the ultimate outcomes.



Representation / input / engagement that is focused on valuing diverse perspectives and attributes. Also understanding who we are missing and why they are not participating.



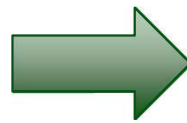
Embedding inclusion into regular systems, processes and operations of the organization.

Trust
dependability



Culture Change

- Culture change follows behavior change
- In associations **change the process** and you can change the behavior
- Change behaviors and mind-set will follow



Diversity – what do we mean?

- Gender
- Race
- Ethnicity
- Location
- Age
- _____
- _____

- Experiences
- Perspectives
- Attributes
- _____
- _____



***Inclusion is a
step toward
belonging
which
unleashes
the power of
diversity ****

*- Unleashing the Power of Inclusion - Deloitte

Authentic inclusion is about how inclusion ***looks*** and ***feels***.

It is rooted in the ongoing experiences of individuals. Individuals do not view programs as the only way to foster an inclusive culture. They want to see it demonstrated in the behaviors of their leaders and peers.

Building a culture of inclusion and belonging takes intentional, significant, and sustainable change.

Fundamental Question -

What are the real and perceived barriers to inclusion? How does inclusion become belonging?

Discussion Questions for Your Board:

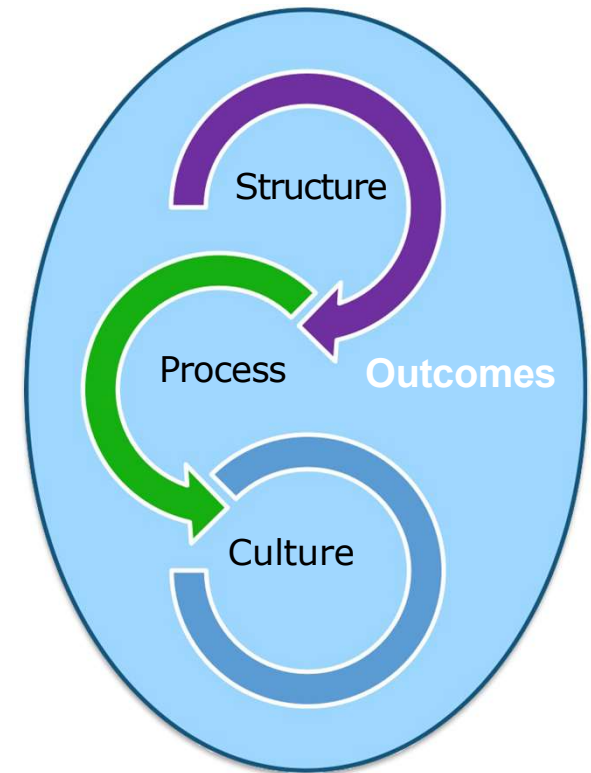
1. What words describe our board culture?
2. What does diversity mean in our board/association?
3. How would we define equity? (Evenhanded, Fair, Impartial, Just, Parity, other?)
4. How will we know when we have achieved a culture of belonging? What will it look like?
5. What are the **barriers** to advancing DEI in our board/staff/ association/industry/profession?
6. What **achievable actions** can we take now that will make a positive difference to maintain or build a positive culture?

Inclusion DEIA



Discussion Thread 2 – Chief Staff / Chief Elected Partnership

- Thinking and Working Style Preferences
- Pre-requisites for a Consultative Partnership
- Competencies of Exemplary Leaders



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)

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MY MBTI TYPE

The Leadership Partnership - Preferences

Challenges we face today require an immediate **consultative partnership** between the Chief Staff Executive and Chief Elected Officer. 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 focus on broad implications and **Introverts** focus on more single subjects in-depth — both are required for effective problem solving and can be effectively utilized if the partners understand their differences.
- Partners with the same preference may lack either the breadth or in-depth perspective in their analysis, which presents a different challenge. How do they achieve balance in their problem solving?

Extroverts tend to think and problem solve out loud. You know that they are problem solving because you can see their 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 Type Indicator®

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 Type Indicator®

Thinking & Feeling Preferences

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

- The **T**hinking and **F**eeling 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 feelings 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.
- **F**eeling 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 Type Indicator®

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 Type Indicator®

Working Preferences

- Where do you and your partner(s) have different or similar leadership styles and behavior?
- How can you cooperatively turn these differences and similarities into an advantage for your partnership?
- What might you have to watch out for?

Pre-requisites for a Consultative Partnership



Six Competencies Exemplary Leaders Share

- Warren Bennis



Create a sense of common purpose - vision



Engage and Motivate Others



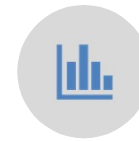
Build an adaptive and agile social structure



Generate and sustain trust (culture of candor)



Develop Leaders



Get results / outcomes

“Perhaps the only unperishable characteristic at the base of all effective leadership is character. It is the human connection between the leaders, the led, and the organization.”

Leaders Inspire Trust

RELIABILITY. Don't make commitments you can't keep; clarify expectations and deliver on promises.

CONGRUENCE. Align language and actions with thinking and true feelings.

ACCEPTANCE. Withhold judgment or criticism; separate the person from the performance.

OPENNESS. State intentions and talk straight; be honest about limitations and concerns.

Behaviors That Dissolve Trust

Abandonment of these principles:

- The board has one employee
- The board speaks with one voice
- Confidentiality needs to be respected
- Conflict of interest must be addressed

Leadership Agreement

Chief Staff Officers Promise

- Be straightforward and honest in partnership
 - Communicate frequently and candidly
 - Provide the best information and resources available to the Chair and the Board
 - Respond promptly
- ✓ *Good and bad must be shared in the leadership partnership. A relationship of trust is essential.*
 - ✓ *Regular updates result in fewer questions and a better platform for addressing the board.*
 - ✓ *Access to crucial information and resources result in better decisions by the board.*
 - ✓ *Delays lead to questions. Prompt response is part of a relationship of trust.*

Leadership Agreement

Chief Elected Officer's Promise

- Keep board discussion focused on mission/direction/strategy
 - Be candid in exchange of ideas and information with the ED.
 - Understand the partnership and the separate roles of the Chief Elected Officer and ED.
 - Refer any employee situations to the ED, avoid comment or involvement
- ✓ *The board's role is strategic. A focused agenda and your leadership keeps the board out of the weeds.*
 - ✓ *Honesty is essential to a strong, dynamic partnership.*
 - ✓ *Your board role is different from your regular job. Recognize the differences.*
 - ✓ *The ED works for the board. The staff work for the ED.*

The Four Competencies of Leadership

- **Management of Attention**
- **Management of Meaning**
- **Management of Trust**
- **Management of Self**

- From Warren Bennis Four Competencies of Leadership

The Four Competencies of Leadership

Management of Attention

Leaders communicate with a focus of commitment; a compelling vision that brings others to a place they have not been before.

- A set of intentions or a vision
- A sense of outcome, goal or direction

Management of Trust

- Reliability
- Constancy
- Focus
- Authenticity

People would much rather follow individuals they can count on, even when they disagree with their viewpoint...

Management of Meaning

In order to make dreams apparent to others, and to align people with them, leaders are able to communicate a vision. Leaders integrate facts, concepts, and anecdotes into meaning and focus.

Leaders get people to understand and support goals in a variety of ways.

Management of Self

Knowing one's skills - Deploying them effectively. Leaders know themselves; they know their strengths and nurture them. They also have the ability to accept risk.

Learn from and use something that doesn't go well.

Mistakes are simply another way of doing things. They are not viewed as failures but simply as the next steps.

- From Warren Bennis *Four Competencies of Leadership*

The Management of **Attention**

Leaders communicate with a focus of commitment; a compelling vision that brings others to a place they have not been before.

- A set of intentions or a vision
- A sense of outcome, goal or direction

Building a Leadership Strategy – Management of Attention

What is the goal or key initiative you must lead your organization through?

Who are the stakeholders involved or affected?

For each stakeholder, what are the formal and informal communication opportunities?

What are the primary messages; the most important things they need to understand about the initiative?

The Management of Meaning

In order to make dreams apparent to others, and to align people with them, leaders are able to communicate a vision.

Leaders integrate facts, concepts, and anecdotes into meaning and focus.

Leaders get people to understand and support goals in a variety of ways.

Building a Leadership Strategy - Management of Meaning

What are the self-interests of each group of stakeholders regarding this initiative?

Key Stakeholders	Interest/Concern	Implications for the Initiative

Building a Leadership Strategy - Management of Meaning

What would be the value/benefit to each stakeholder group if the goal were achieved or the initiative implemented?

How would they be affected by the initiative (positively and negatively?)

How can we as leaders ask them to support the initiative? What should we ask them to do?

The Management of Trust...

Reliability

- Constancy
- Focus
- Authenticity

People would much rather follow individuals they can count on, even when they disagree with their viewpoint...

Building a Leadership Strategy - Management of Trust

For this goal, or initiative what are the leader behaviors that can earn and enhance trust?

For this goal, what are the leader behaviors that can inhibit or diminish trust?

The Management of Self

- Leaders know their skills and deploy them effectively.
- Leaders know their strengths and nurture them.
- Leaders have the ability to accept risk.
- Leaders see failure as a mistake from which we can learn
- Leaders assertively respond rather than defensively react

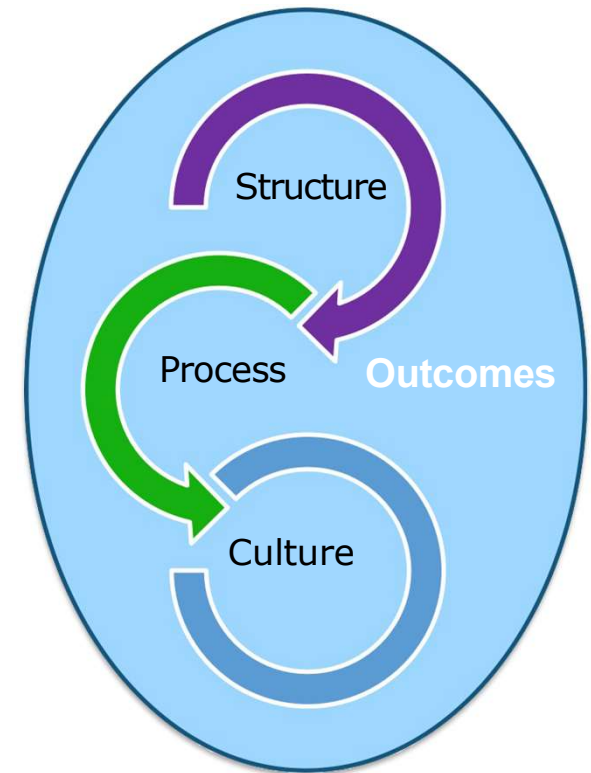
Building a Leadership Strategy - Management of Self

For this goal, or initiative, what are the primary strengths that we as leaders need to bring to pursuit of this initiative? What do we need to do effectively in order to lead the change?

For this goal, what are other strengths or competencies, skills or abilities will we as leaders need to pursue this goal, and what are the sources for obtaining them?

Discussion Thread 3 – Leading the Organization Roles, Relationships, Responsibilities

- Roles and Responsibilities
- Transparency and Trust in Governance
- Knowledge Based Decision-making
- Leading Culture



Principles of Good Governance Processes

High Level Self-Assessment

1= all the time 2 = most of the time 3 = seldom 4 = never

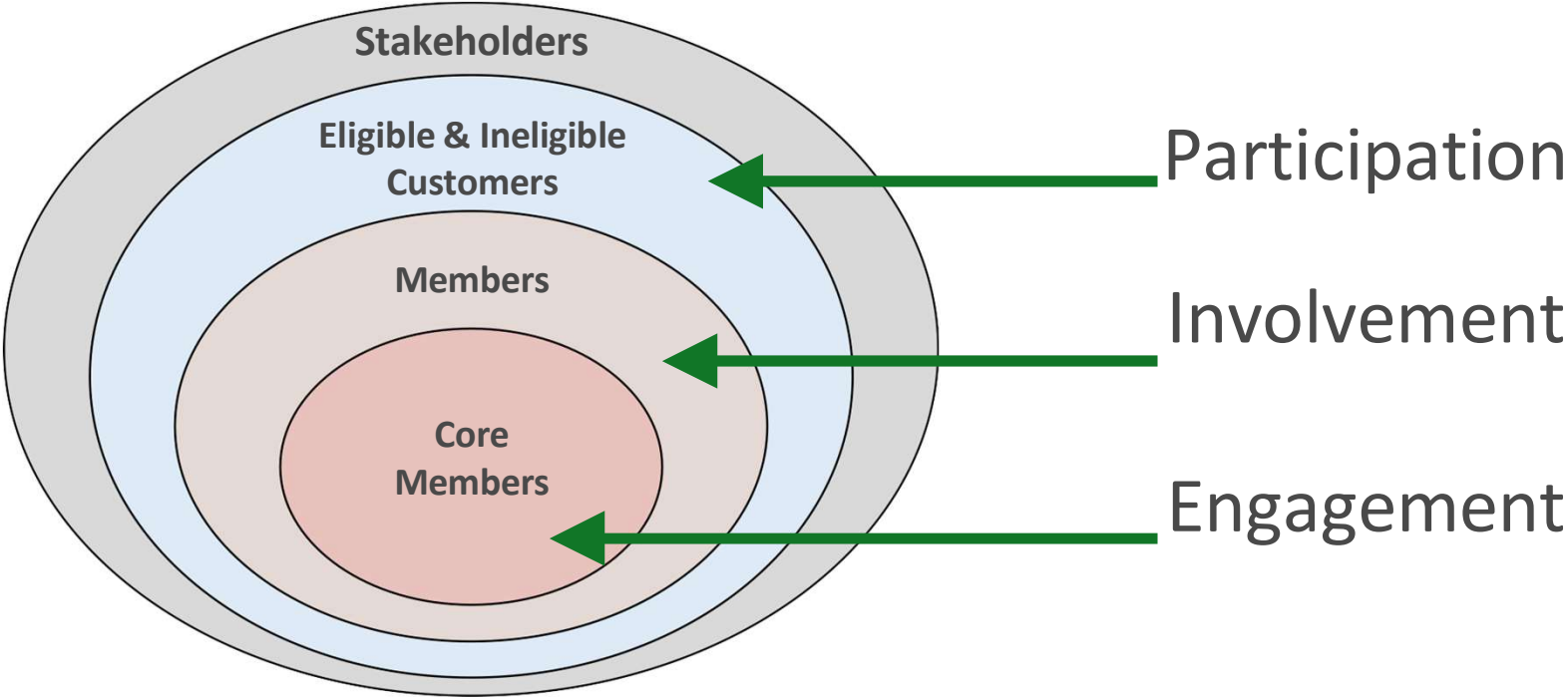
- _____ Our governing bodies define and delegate rather than react and ratify.
- _____ Our leadership focuses on the outcomes desired rather than on the activity required.
- _____ Our leadership focuses on what needs to happen next, rather than on what has already been done.
- _____ Our discussions are 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.

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.



Levels of Connection



Engagement Preferences

CATEGORY	%
LEADERS	2-5%
DOERS	10-15%
"DO SOMETHINGERS"	15-20%
BELONGERS	60-80%

Three Volunteer Styles

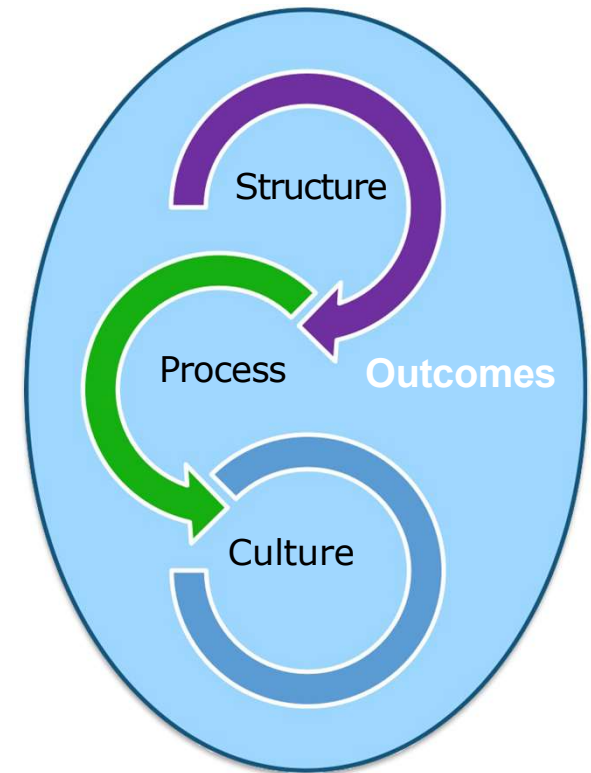
- **Leader** – Large Scope / Long Term
- **Manager** – Large Scope / Short Term
- **Task** – Small Scope / Short Term and Flexible

Some Other Important Considerations In Engagement Strategy:

- The member will decide their desired level of engagement.
- Diagnose why are folks not taking an offer.
- Experience, beliefs & values drive behavior – not demographics.
- Determine & explain your allocation priority- membership development or value to current members.

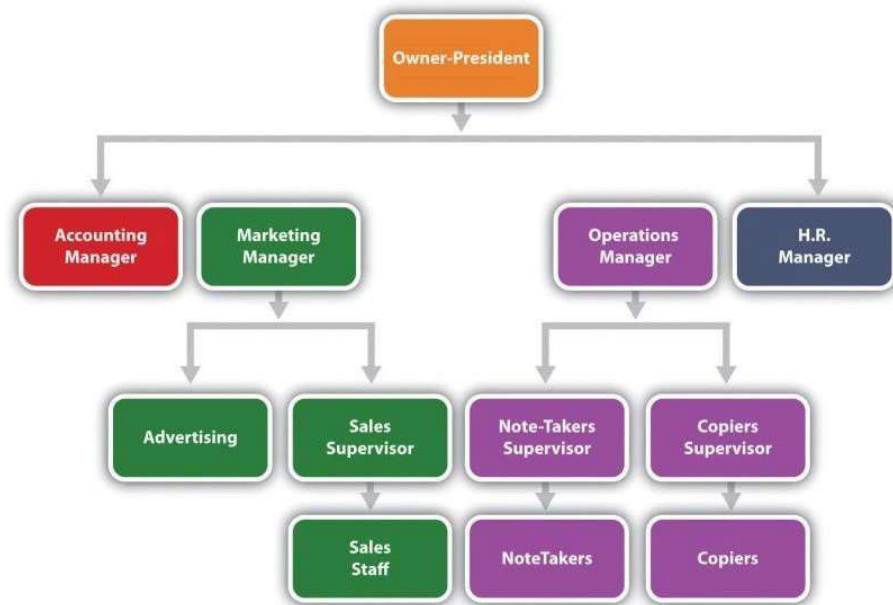
Discussion Thread 4 – Tools, Processes, Systems and Strategies for Effective Leadership

- Effective Decision Making
- Effective Board Processes
- Assessing Performance
- Tools for Decision-Making
- Tools for Engagement



Associations As A Collaborative Network Rather Than A Traditional Hierarchy

In Associations most significant decisions are made by a process rather than by a person or position...



Trust in Decisions

Members will respect governance they perceive to be:

Credible
and
Legitimate



Decision Making

Performance ultimately is the sum of the strategic decisions you make and execute.



For each major decision category, a standout practice can yield outside improvements in both decision quality and speed. - *McKinsey Quarterly*

Key Practices by Decision Type	Who makes it	How to make it better
Big Bet Decisions Infrequent, high risk, future shaping (eg M&A)	Top team; board	Spur productive debate – eg, assign someone to argue the case for and against a potential decision
Cross-cutting decisions Frequent, often high risk, collaborative (eg, operations, planning, pricing)	Business-unit heads; senior managers	Double down on process – one that helps clarify objectives, measures, and targets
Delegated decisions Frequent, low risk, day-to-day (eg, hiring, marketing)	Individuals; Working teams	Ensure Commitment – not just consensus

Aaron De Smet, Gerald Lackey, and Leigh Weiss, “Untangling your organization’s decision making,” *McKinsey Quarterly*, June 2017, McKinsey.com.



Rate Your Decision Effectiveness

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

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?

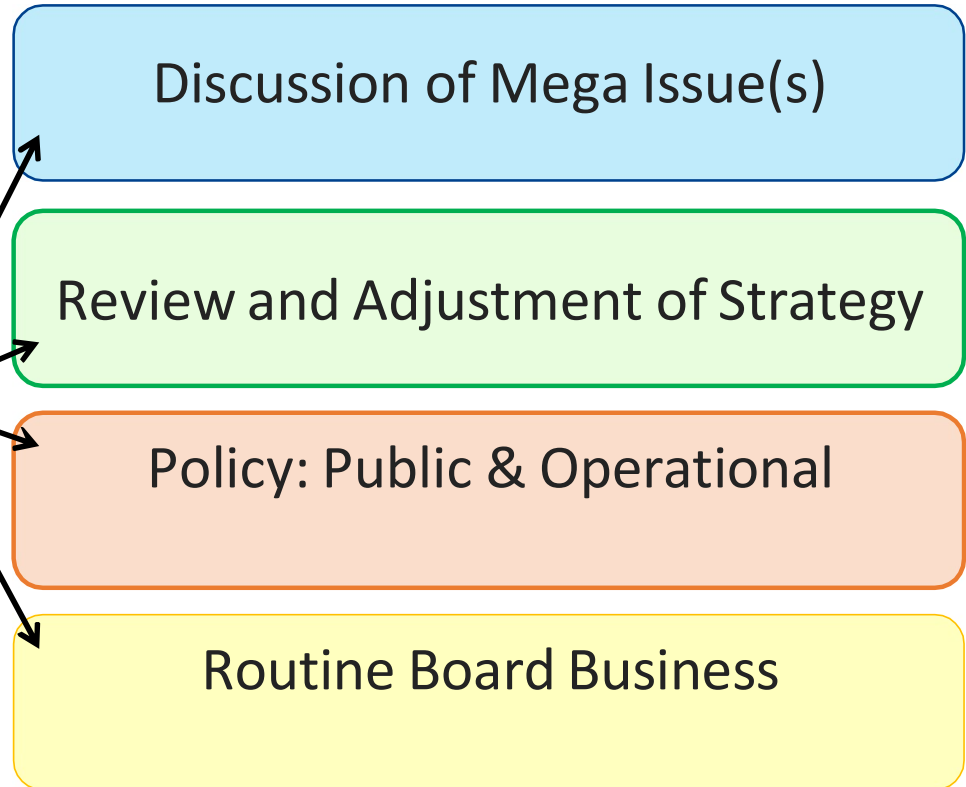
Flaws in Decision Making

(Adapted from "Hidden Flaws in Strategy" by Charles Roxburgh, 2003)

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

The Strategic Board Agenda

How we spend our time:



A Framework for Dialogue and Deliberation

- I. Dialogue to inform the issue
- II. Dialogue to identify and evaluate strategic choices
- III. Deliberation to determine consensus and reach a decision
- IV. Craft a motion, deliberate and vote

Four Knowledge Bases

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?

Question 1: Needs, Wants, & Preferences

Key Stakeholder	Needs, Wants & Preferences
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

Four Knowledge Bases

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Question 2: Current Realities and Evolving Dynamics

Current Conditions	Trends	Assumptions About the Future
<p><i>What's going on now?</i></p>	<p><i>A change in progress and the direction of the change</i></p>	<p><i>Something that could happen in the foreseeable future that would make a big difference</i></p>

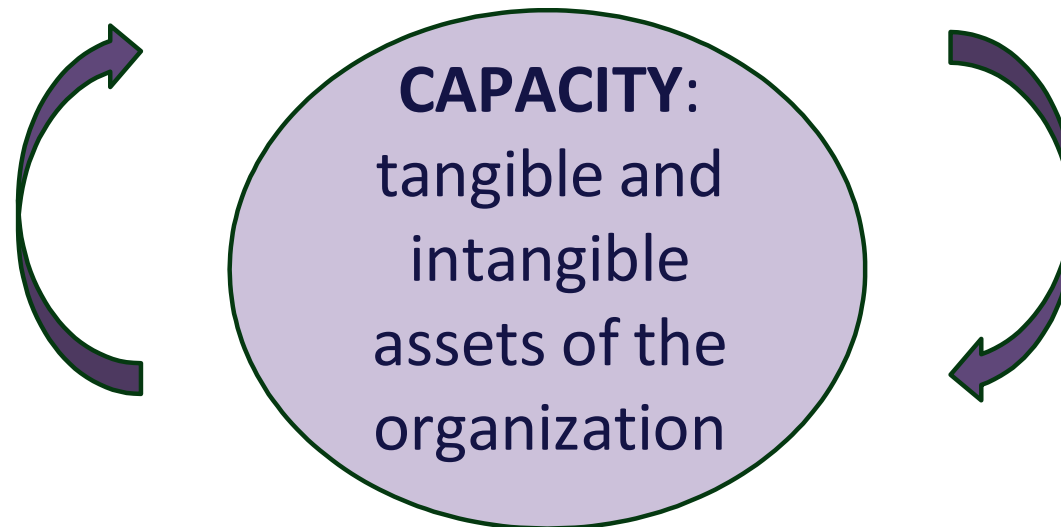
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Question 3: Capacity & Strategic Position

STRATEGIC POSITION: factors in the external environment including competitors and dynamics the organizations cannot control



Four Knowledge Bases

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 _____

What do we know about needs and preferences?	What do we know about current realities and evolving dynamics?	What do we know about capacity and strategic position?	What do we know about ethical implications?

Choice

Choice: A discrete, but not necessarily mutually exclusive, alternative

1. Do nothing
2. Do something

What are the possible “some-things”?

Our Choices

Choice: a discrete, but not necessarily exclusive, alternative

Alternative:		Alternative:		Alternative:		Alternative:	
Advantages	Disadvantages	Advantages	Disadvantages	Advantages	Disadvantages	Advantages	Disadvantages

Determining Areas of Consensus

- Are there any choices we want to eliminate?
- Are there any choices that can be combined with others?
- What choices are we prepared to commit to now?
- Are there choices we are still interested in but need more information about before deciding?

Craft a Motion

Background <i>(Whereas)</i>	Background Information (Preamble clauses): The section uses the "Whereas" section heading. Whereas clauses are statements of facts to support the resolution. It is due to these facts that the actions in the second section (Operative Clauses) will be taken. The statements should be concise and highly relevant and are drawn from the group discussion on the topic. While this section may have multiple clauses or paragraphs, the number should be limited. Each clause ends with an "and" after a semi-colon. The last clause ends with a comma.
Action <i>(Be it Resolved)</i>	Operative Clauses (Action): The section uses the "Be it Resolved" section heading. Be it resolved clauses state the proposed action or policy change. Resolved clauses should be only one sentence in length and must make sense when read alone, as they are usually the only part of the resolution that will be debated. The section may have multiple operative clauses that end with a period.
Guiding Principles <i>(Key Considerations)</i>	Guiding Principles (Key Considerations): The section begins with the following heading: "The following guiding principles govern these actions:". The Guiding Principles section describes the group's philosophy and sets some general rules for the decisions of that group. The guiding principles are the boundaries within which sound business decisions can be made.

Deliberate on the Motion

- In parliamentary procedure, adjourn the committee of the whole and return to board process.
- Return to normal deliberative process.



Board Effectiveness

- Get the right people with the right expectations
- Change how you spend your time
- Provide orientation and resources
- Hold each other accountable through evaluation



Balanced Board

Chapter officers, donors, and committee members are often “doers.” They don’t always make good board members for precisely the reasons they make good chapter officers, donors, and committee members.



Seven Key Attributes of Board Members

1. The ability to think strategically and analytically and to effectively communicate thoughts and the reasons for them.
2. Ability to be open and listen and hear and value all perspectives
3. Possession of earned respect of other key stakeholder group members
4. 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.
5. Demonstrated understanding of the differences between “oversight” and “supervision.”
6. Earned reputation for emotional maturity, personal integrity, and honesty.
7. 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.

Vetting Candidates for a Balanced Board

Three Considerations:

1. Board Member Skill Sets – Key Attributes
2. Special Skills or Expertise Germane to Key Strategic Initiatives
3. Generational, Geographic, Gender, Cultural, Industry, Ethnic, or Specialty Related Experience



Achieving a Balanced Board

- What are the perspectives that you want to have on the board but do not?
- What needs to change in your current process to achieve the desired perspectives?



Defining Norms



...and the behaviors that
will support them

*Providing A Template
for Discussion*

Defining Norms

Norms are the bridge between principles and rules.

Norms are different from rules in that rules state exactly what must occur, when and how.

Principles are more general in that they guide people but never provide the 'how' to do it.

Types of Norms

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

Relationship Norms

EXAMPLE

We will:

- a. Contribute ideas and solutions.
- b. Recognize and respect the differences in personal style.
- c. Be flexible and respect the collaborative relationship among members and between the EC/Board and the staff.
- d. Strive to achieve the best possible outcomes.
- e. Treat EC/Board members, staff and invited guests as equal partners in discussions, while recognizing the Board's ultimate authority to determine policy and strategic direction.
- f. Recognize our obligation to the members to spend the time they pay for us to assemble on issues of strategy, policy and program; not personality attributes, personal styles or individual values.
- g. Personally support, promote and protect a leadership culture that celebrates the value of diversity in perspectives.
- h. Recognize that personal disputes that sometimes can arise between individuals have no place in the activity of the EC or the Board.
- i. Refrain from initiating, participating in, or tacitly accepting by not challenging conversation focused on the qualities, lifestyle, or interests of any individual.

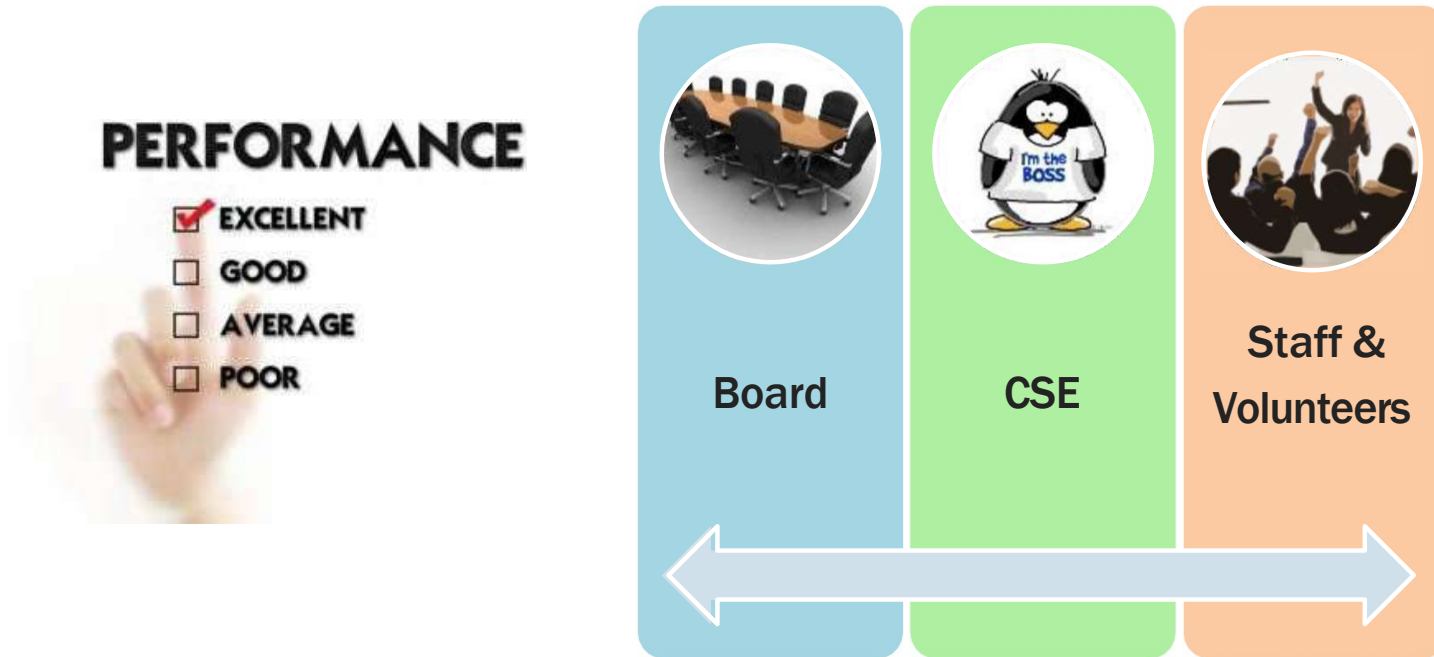
**Alpha and numeric designations are only for reference during discussion*

Building Board Norms

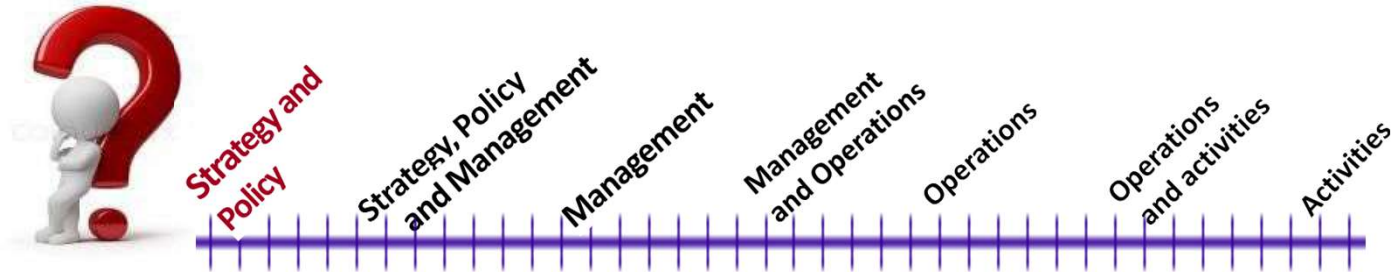
Area: _____

We promise to ...	We promise not to ...	If we see a problem we will...
1.		
2.		
3.		
4.		
5.		
6.		

The Performance Partnership



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:

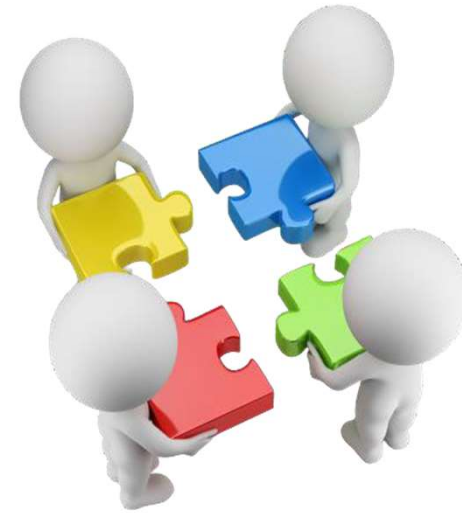
The majority of the board's work is comprised of actually doing the frontline operational work of the organization, because board members also are the organization's volunteers.

Delegation by the Board

Rule 1: Only Do What Only You Can Do

Rule 2: Be Clear About Expected Outcomes

Rule 3: Understand How You Will Monitor Progress Without Meddling





NINE CHARACTERISTICS OF A GOOD BOARD SELF-EVALUATION PROGRAM

CSAE Blog August 31, 2016

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

<https://bit.ly/3n1bm7m>

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

Very much like us ← → Not at all like us						Attribute
6	5	4	3	2	1	We participate in board meetings where the majority of the agenda and board time is focused on issues of direction setting, policy and strategy.
6	5	4	3	2	1	We maintain sound fiscal policy and practices and realistically face the financial ability of the organization to support its program of work.
6	5	4	3	2	1	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.
6	5	4	3	2	1	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.
6	5	4	3	2	1	We take into consideration the immediate and long-term issues and ramifications associated with the decisions and actions that are taken.

Relationship with Chief Staff Officer

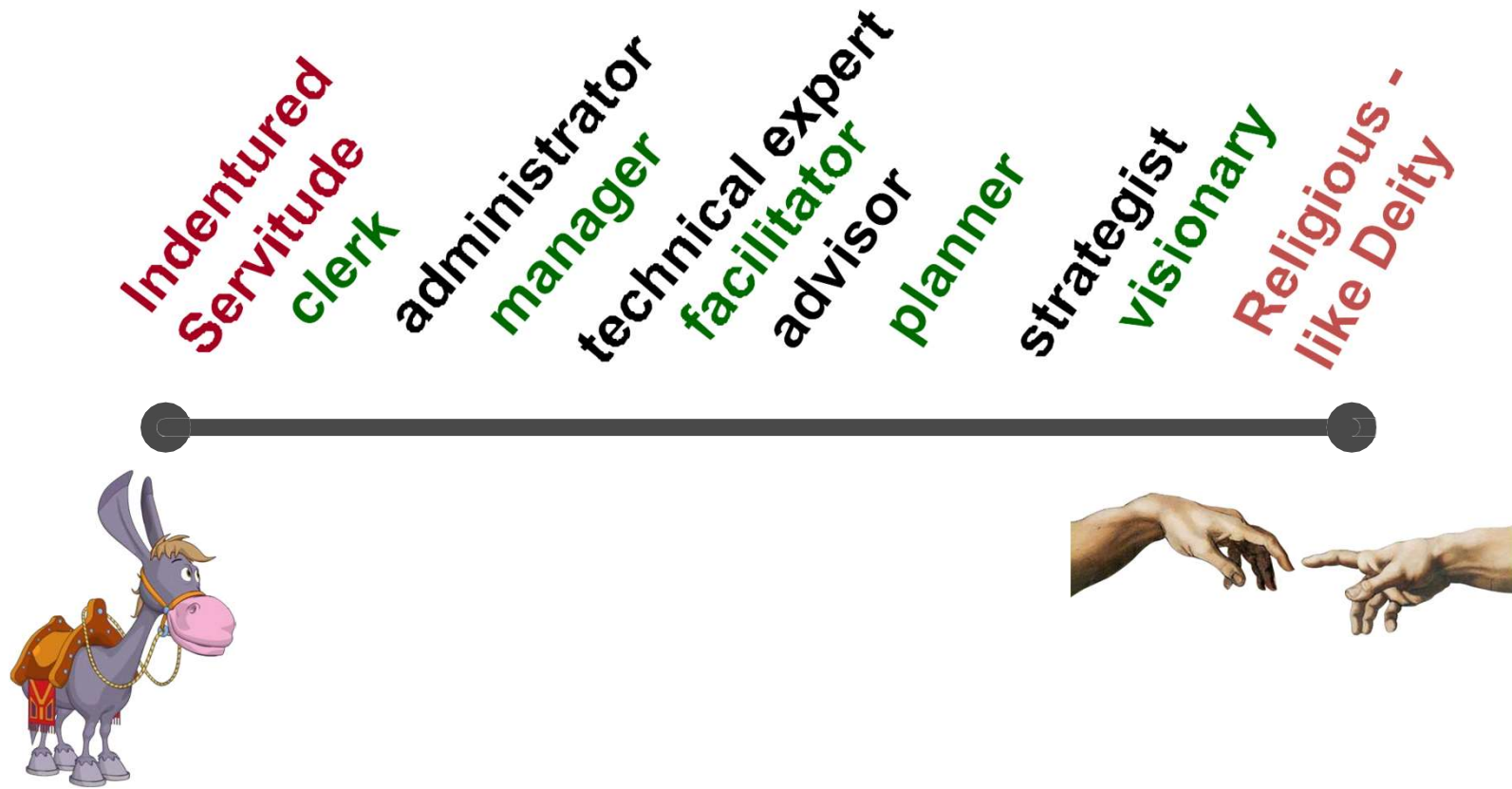
Very much like us ← → Not at all like us						Attribute
6	5	4	3	2	1	We have clarified (in writing, if appropriate) a mutually agreed upon definition of what success will look like for the organization and for the performance of the CSO, and we have provided the resources and authority necessary to achieve expectations.
6	5	4	3	2	1	We have provided the CSO with a clear statement of the personal qualities and performance expectations against which he/she will be measured periodically; and we have agreed to a formative process for providing feedback as plans are being executed.
6	5	4	3	2	1	We provide opportunities, encouragement and resources for the professional growth and development of the CSO and staff.
6	5	4	3	2	1	We discuss immediately, rather than allow to fester or deteriorate, those items that are controversial to either board members or the CSO.

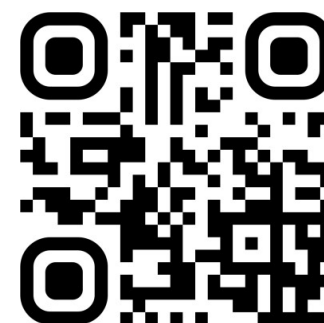
Interpretation

Very much like us		←→				Not at all like us		Implication
xxxx	xxxx							Consensus: A strength to be recognized and nurtured
				xxx	xxxx			Consensus: A weakness to be examined and corrected
x	xx	x	x	xx	x			Distributed response: A bad item / Different understandings / Different experiences as a member of the board. A response to be diagnosed and cause corrected.
xxxx					xxxx			Bifurcated response: 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.
xxxx	xxx				x			An outlying response: Different understanding / different experience elsewhere. A response to be understood and considered for potential to improve process.

*Note: Means, medians and modes can be useful but are usually insufficient**

A Role “Continuum” for the Chief Staff Executive





CHARACTERISTICS OF A GOOD CEO EVALUATION PROGRAM

CSAE Blog August 25, 2016

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

<https://bit.ly/3BNZ4ph>

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?

Sustaining Relevance - Strategy as a GPS

It's a marathon not a sprint!

Associations are designed to pursue high level value that requires consistent organized attention over time.

Special challenges for associations: The route keeps changing and there is NO finish line.



Sustaining Relevance - Strategy as a GPS

- Balancing the **aspirational** (envisioned future and goals) and the **actionable** (meeting today's needs)
- Pursuing a **compelling vision of the future** while providing **relevant value today** consistent with that vision



Sustaining Relevance – Strategy as a GPS

Associations must continuously evolve:

- Be less like a roadmap (static) and more like a GPS
- Use hindsight, foresight and insight
- Adapt & move forward



How is Your Sight?

TYPE OF "SIGHT" (Collectively they equal Informed Intuition)	WHAT YOU NEED TO PLAN FOR THE FUTURE
<p>Hindsight - understanding of a situation or event only after it has happened or developed..</p>	<ul style="list-style-type: none"> • Understanding how you got to present state. <i>(Churchill: "Those who fail to learn from history are condemned to repeat it.")</i> • Evaluation of programs and services • Measurable objectives
<p>Foresight - the ability to predict what will happen or be needed in the future.</p>	<ul style="list-style-type: none"> • Innovation and new product/program development process • Staying true to core purpose and core values, mission and vision • Honest evaluation of capacity and strategic position
<p>Insight - the capacity to gain an accurate and deep intuitive understanding of a person or thing.</p>	<ul style="list-style-type: none"> • Decision-focused research • integrating strategic thinking and planning • Identifying leverage points to shape culture to stay relevant in changing times



Strategy vs. Operational Planning

Strategic Planning

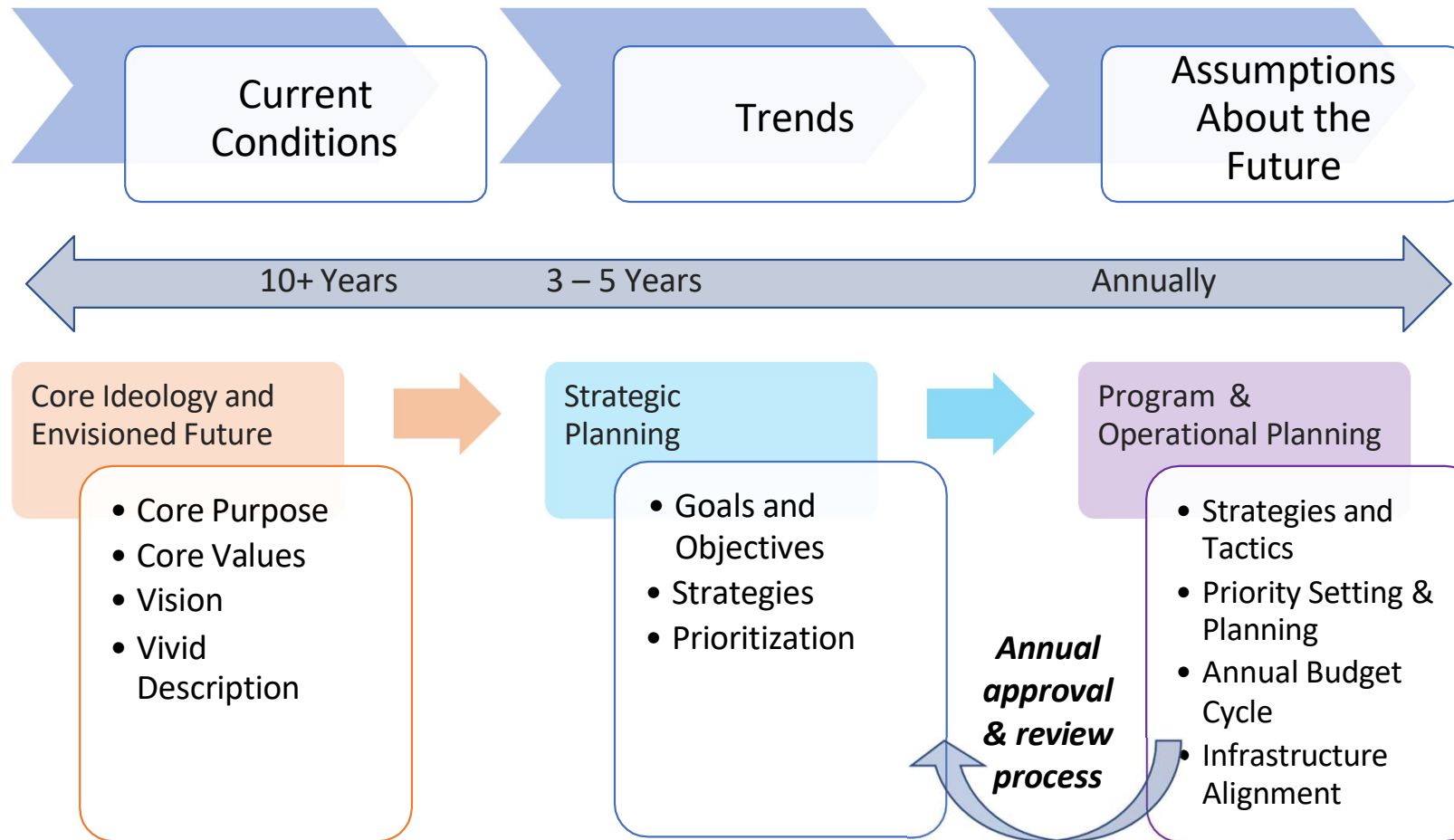
- Longer-term
- Driven by the vision
- Responsive to external environment
- Alignment of programs and services
- Establishes direction
- Leadership is accountable

Operational Planning

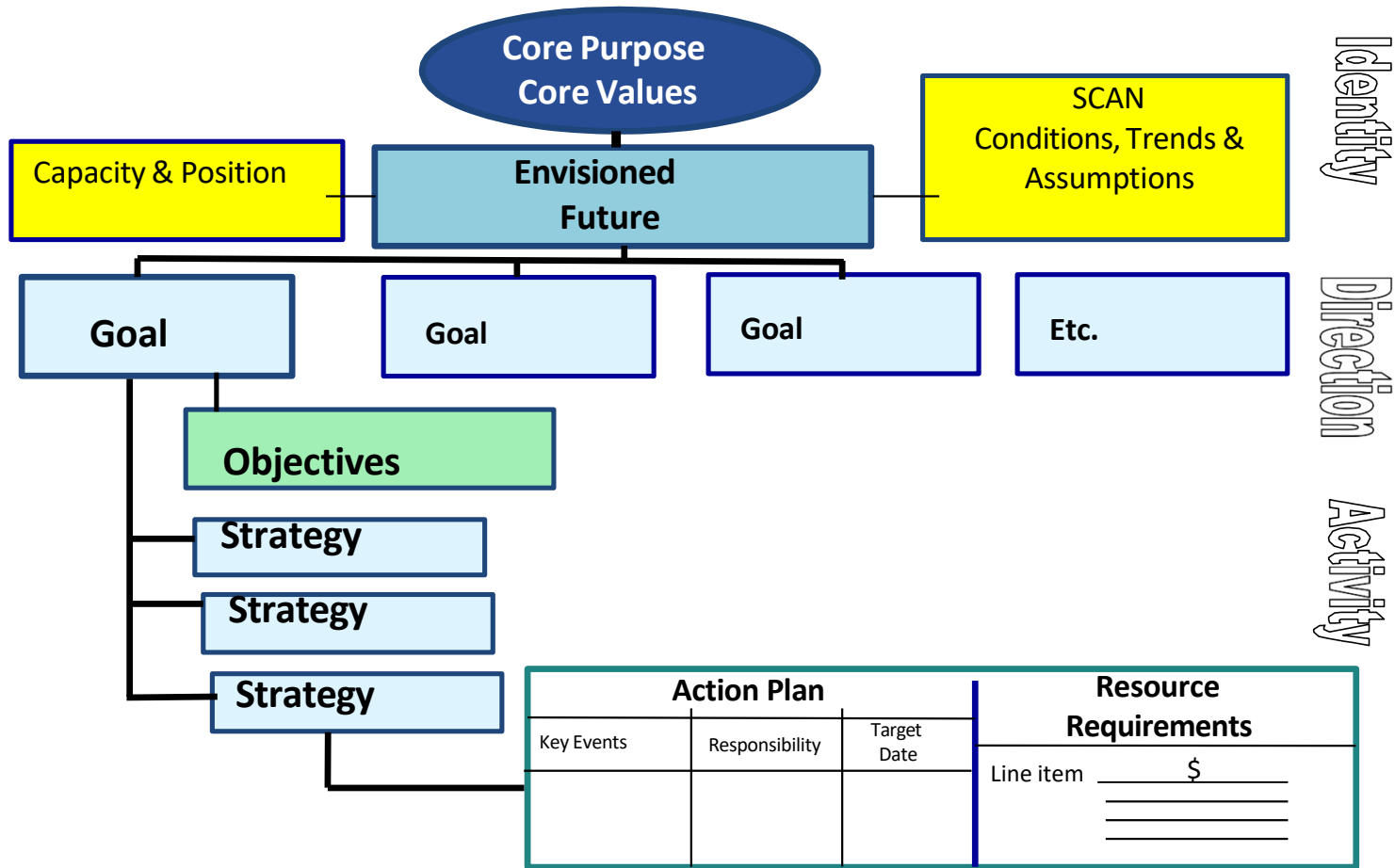
- Annual planning
- Driven by the strategic plan and ongoing operations
- Improvements on existing programs and services
- Establishes work priorities
- Staff and volunteer work groups are accountable



A Process for Planning and Thinking Strategically



A STRATEGY MAP



Strategic Long-Range Goal Status Assessment Worksheet (Annual Review)

Goal: _____

- | | | | |
|---|-------------|--------------------|----------------|
| 1. General status of goal:
<i>Have we achieved the objectives?</i> | Achieved | Partially Achieved | Not Achieved |
| 2. Progress toward goal:
<i>How satisfied are we with pace?</i> | 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 objectives for this goal?

What has worked and what hasn't?

Positive

Negative



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

Planning Strategically Checklist

Check the box that best describes your association.	A Strength	Room for Improvement	Don't have
Environmental “Scan” – an annual review of external conditions that could impact future planning			
Core Purpose – is relevant, clear and responsive to our environment			
Core Values – are a set of core behaviours necessary to fulfill our purpose			
Envisioned Future (Vision/Big Audacious Goal and Vivid Description) – reflects a longer-term unrealized goal and vivid description driving shorter-term planning			

Planning Strategically Checklist

Check the box that best describes your association.	A Strength	Room for Improvement	Don't have
Goals – are stated outcomes to be achieved in a shorter-term (3-5 years) planning horizon.			
Objectives – are direction setting statements within each goal area.			
Prioritization of Objectives and Activities – a process for leadership to identify shorter-term priorities within the longer-term plan.			
Schedule for Plan Review – a commitment to following a schedule of ongoing strategic plan review and assessment.			

Strategic Program Assessment



*Adapted from Work by
Dr. Ian MacMillan,
Wharton Business School*

Program Portfolio Analysis

Community	Advocacy	Knowledge Development & Transfer	Credentialing	Etc.
Collaboration Sites	Lobbying	Research	Basic Certification	
Annual Meeting	Public Information	Annual Meeting	Master Certification	
Topical Interest groups	Interorganizational Relations	Seminars	Accreditation	
Etc.	Etc.	Etc.	Etc.	
Etc.	Etc.	Etc.	Etc.	

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

Compressed Criteria

Program Attractiveness	Competitive Position	Alternative Coverage
<ul style="list-style-type: none">• How central to mission?• Will need continue?• Will support continue?	<ul style="list-style-type: none">• Financial resources?• Human resources?• Technology?• Expertise?• Time?• Reputation?	<ul style="list-style-type: none">• Many small sources are/could meet same need?• One or two other large sources are/could meet same need?

Program Attractiveness

		<i>High</i>		<i>Low</i>	
		I	II	V	VI
Competitive Position	Strong				
	Weak	III	IV	VII	VIII
		High	Low	High	Low
		Alternative Coverage			

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.

Program _____

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:

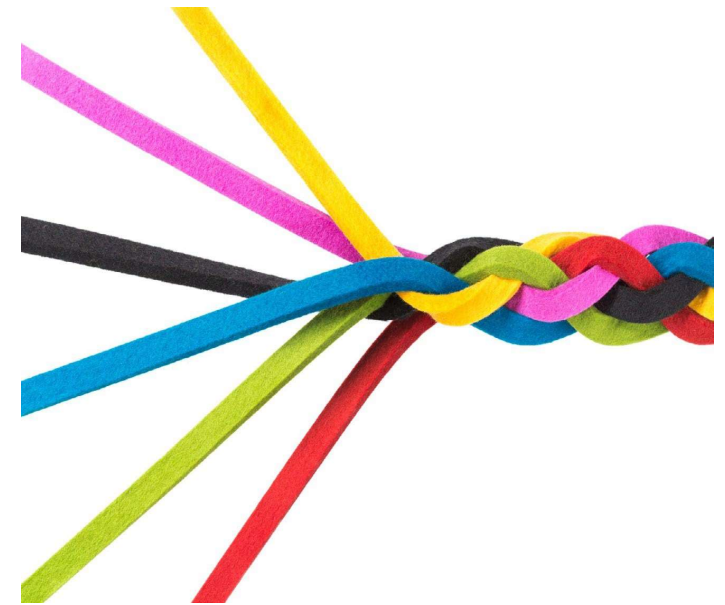
Example Worksheet

From McKinsey & Company

November 2023

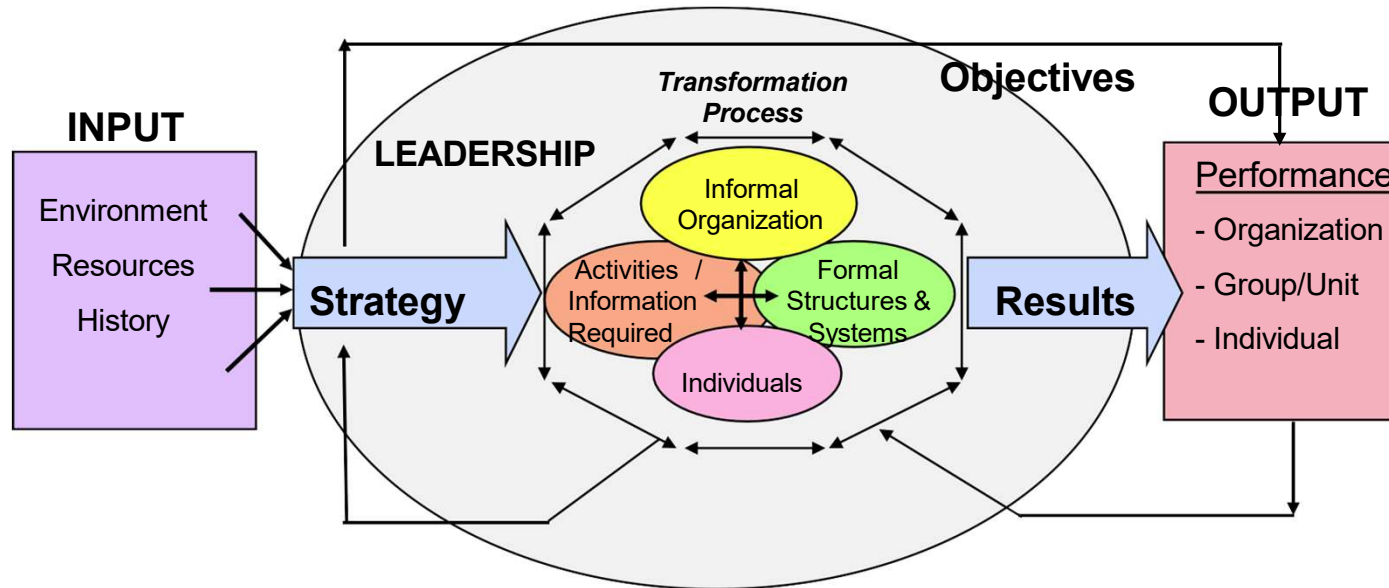
In digital and AI transformations, start with the problem, not the technology...

“For digital and AI transformations to succeed, companies need to understand the problems they want to solve and **rewire their organizations** for continuous innovation.”



ORGANIZATIONAL PRODUCTIVITY MODEL

Updated for AI Integration



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- All Rights Reserved -

Updated for AI Integration
Based on Work by Nadler & Tushman
Developed by ATT's Organizational Effectiveness Group
Transferred to Organizational Initiatives Inc.
Transferred to Tecker Consultants LLC

**OPM DEFINITIONS
THE ORGANIZATION
(Transformation Process)**

RATING
Good Bad
1-2-3-4-5-6

SIGNIFICANT
STRENGTHS

SIGNIFICANT
WEAKNESSES

KEY
IMPROVEMENT
OBJECTIVES

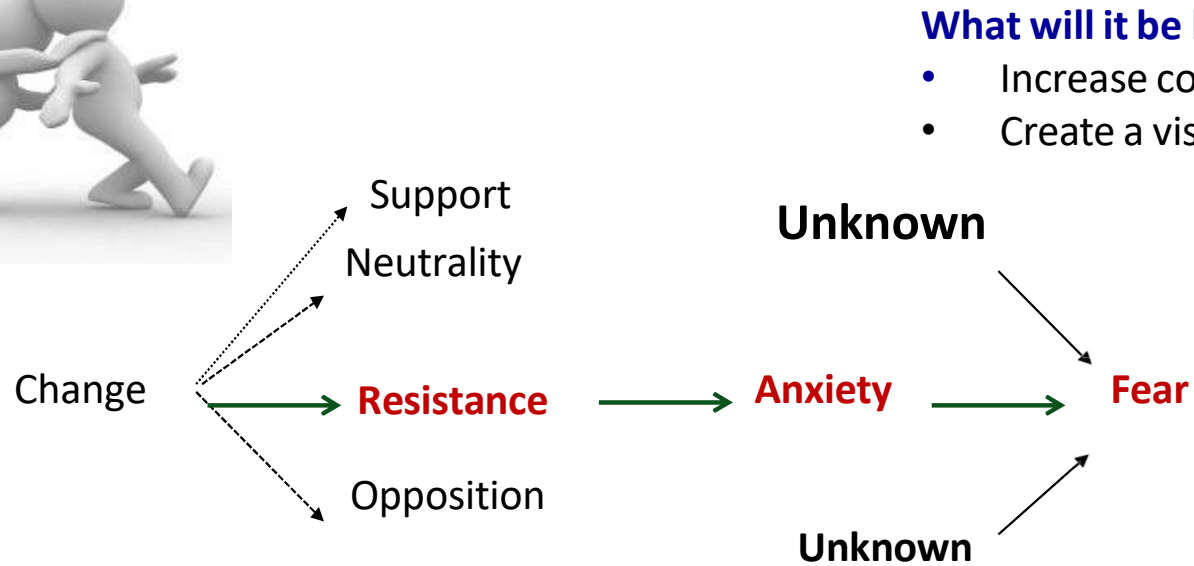
PRIMARY
Responsibility

DIRECTING COMPONENTS

Leadership: The directing, guiding, motivating and potentially transforming role of managers & directors especially those at higher levels, to create -- or recreate -- an organization to meet the challenges of its environment. Leaders must be able to both deeply understand and transcend their immediate organizational culture to fashion and communicate a clearly articulated vision of the future. This vision must at once be simple, easily understood, clearly desirable, and energizing. By empowering others and gaining commitment, often through direct participation, major changes can become institutionalized and persistent. At all stages, leadership must not only ask whether their vision is appropriate to the organization, but whether their style meets its needs.

EXAMPLE
1 of 30 Elements

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

Nature of **Change** and **Transition**

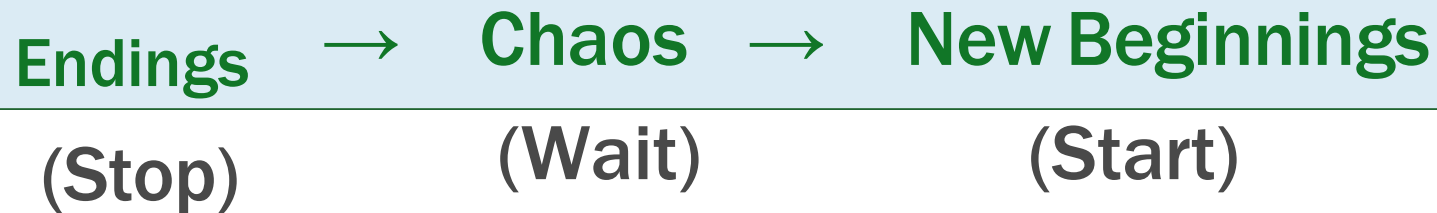
Change

- 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*



- 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*

New Mental Models

- Focus on purpose not just mission – **monitor impact** not just activity
- Sustain relevance – treat **strategy as a GPS** rather than a roadmap
- Continuously **adapt and move forward** – don't just "pivot" or declare a "transformation"

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 these conversations?

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*. he previously also served as Board Chair of New Hope Academy – a nonprofit multi-campus nontraditional alternative school in Pa. Glenn currently serves as vice chair of the national 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 to individuals who have made a lasting contribution to the field of association management.

Donna French Dunn, CAE

Donna Dunn is a Principal Consultant with Tecker International LLC. An experienced and expert 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.

Gregory J. Fine, FASAE, CAE

Gregory J. Fine is an accomplished association executive and leader with a proven track record of delivering growth, innovation and value. With more than 25 years of experience in the industry, he is a recognized leader, innovator, mentor and association evangelist.

Prior to joining Tecker International he served as executive vice president and CEO of CCIM Institute, a 13,000-member international professional association. Before that, he was global CEO of the Turnaround Management Association. Greg joined TI in 2022 to work with organizations on the front lines of what is likely to be the most transformational period in our industry's history.

An active member of the association community, Greg served as 2021-2022 Chair of ASAE's Key Professional Association Committee. In addition, he served on the ASAE and ASAE Foundation boards, Association Media & Publishing board (including tenure as president) and the Digital Now Advisory Group. He is faculty emeritus for the U.S. Chamber's Institute of Organizational Management and was a member of the Chamber's Association Committee of 100. He was invited to join the ASAE Fellows in 2017

A prolific writer and speaker, Greg co-authored a chapter in *Professional Practices in Association Management* (4th edition 2021) and has written for FORUM, Associations Now and Signature magazines. He is a sought-after and highly rated speaker for audiences around the world on the topics of strategy, leadership, the multigenerational workplace, association trends, the value of membership, volunteerism, and the power of associations.

Among many awards, Greg was named the 2017 Association Forum Inspiring Leader; the 2009 Young and Aspiring Association Professional by Association TRENDS; and the Angerosa Research Foundation's inaugural 2008 Publishing Trendsetter, an award recognizing innovation that advances association publishing. CCIM was the inaugural recipient of the Association Forum Welcoming Environment Award in 2018, and he was recognized as one of Crain's Chicago 2020 Notable LGBTQ Executives.

Growing up in Missoula, Montana, Greg was instilled with an entrepreneurial spirit from his parents who were small business owners. He was a leader from his earliest years. This included becoming one of the state's youngest elected officials in history when, at age 18, he was elected to the Missoula County High Schools Board of Trustees. He was re-elected twice and served as chair. He is a graduate of The University of Montana, currently resides just outside of Chicago in Harbor Country, Michigan, is an avid world traveler, and an award-winning amateur poet.

Cheryl Williams

Cheryl Williams is a Senior Consultant with Tecker International LLC.

With over two decades of corporate and nonprofit leadership including Marketing, Public Relations, Strategic Planning, Financial Management and staff Leadership and Development, Cheryl is also the founder and CEO of Hudgins Williams Associates – a firm specializing in individual executive coaching. Additionally, she serves as one of two unique specialists in Tecker International providing customized coaching for teams of Chief Staff Executives and Chief Elected Officers.

During her twenty-two-year career at Procter & Gamble, Ms. Williams' responsibilities included visibility and reputation building for domestic and global brands representing \$30 billion in annual retail sales. She led brand external relations and designed and executed product launches on three continents, including an in-country assignment in Singapore. Among others, she has worked with Academy Award nominated actress Queen Latifah and Academy Award winner Cate Blanchett on both cause related and direct brand building projects, and she managed on-site Public Relations for P&G's first beauty and grooming salon and spa at the 2010 Winter Olympics. During her tenure with P&G Ms. Williams served ten years as administrator and Vice President of the P&G Cosmetics Foundation and as a member of the foundation's Board of Directors.

Twenty years of nonprofit service include leadership roles in faith based and secular organizations, increasing visibility of and support for humanitarian projects in dozens of countries including Uganda, Niger, Nicaragua, Peru, Indonesia, the Philippines and India. She has served on the boards of directors of Baltimore Center Stage, the Baltimore School for the Arts, the Baltimore Design School, and United Lutheran Seminary and its predecessors.

Ms. Williams received the Advanced Certified Personal and Executive Coach certification from the College of Executive Coaching, an International Coach Federation accredited coach training program and the leader in coach training for professionals with graduate degrees. She earned her B.S. in Computer Science at North Carolina State University, and both an M.S. in Business and an M.B.A. from The Johns Hopkins University. She is a native of New York City and proudly calls Baltimore, Maryland her home.

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.

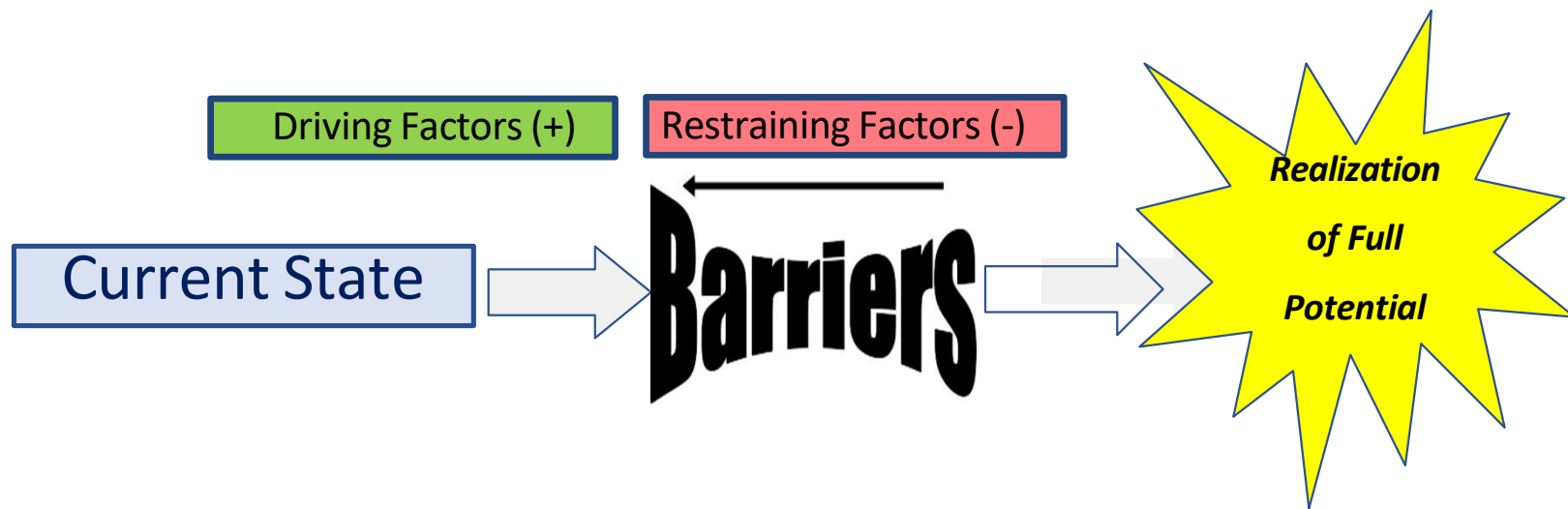
The collective competencies of the Tecker team enable us to provide the talent, skills and expertise to achieve the goals of each of our clients. Drawing on the firm's knowledge base and experiential resources, we employ a friendly, collaborative approach to empower organizations to succeed. In addition 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)



Question 1: _____

Question 2: _____

Question 3: _____