

LEADERSHIP ACUMEN

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association
acumen™
guiding organizational evolution



TOP TECH TRENDS at Association Acumen

Believe it or not, it's not about technology. Our reason for being is still about connecting people and organizations to the opportunities, information and networks that they find valuable. Today, immediate access to information and services is an essential element of connecting people, and technology is the means – not the end. Here's what we are seeing from our clients at Association Acumen:



Business intelligence is SOP.

Collecting and storing of data is now expected. The opportunity lies in harnessing the power of the data to make more effective decisions for our organizations. Our leaders find value in analyzing and visualizing data. Association Acumen has developed standardized Key Performance Indicators (KPIs) so that our leaders can assess the financial health of the organization in a glance. We pull monthly reports for web analytics and social media use to help us make informed decisions that drive member engagement.

Mobile is the future and the future is now.

Acumen just moved to a more competitive Association Management Software (AMS) that can provide our executives, employees and client members with real time access to systems and reporting tools via their mobile devices. Our clients have individual apps for their unique business functions within the AMS. Watch for more development coming soon!



Social media tools are essential.

The continued challenge of message development and channel selection is now one of the pillars of marketing that promotes associations' programs, products and events. Developing the right message with the right tone to the right people at the right time in the most appropriate channel.

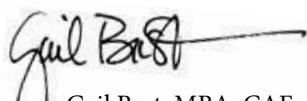
Integrated marketing still rules.

We are using more channels than ever to deliver our associations' messages and, in that respect, the audiences are almost segmenting themselves. We see differing demographics for Facebook, e-newsletters, mail pieces and each channel brings a different opportunity for targeted messaging. Ever increasing channels require content management finesse as well as strategic integration. The rules of engagement have changed, but integrated marketing still rules.

Everyone needs new customers, new products and new services.

Identifying new business – both in terms of member prospects and products and services is a high priority for the majority of our associations. As many association's traditional revenue streams are challenged, the importance of revenue diversification and the expansion of customer bases is key to survival and growth.

Members expect 24/7 access to their association's valuable resources 365 days of the year. At Association Acumen, our digital thought leaders work together with our association management gurus to form a team that bridges IT and business operations. Together we create a vision that supports our association clients today and into the future.


Gail Bast, MBA, CAE
President

association acumen 

LEADERSHIP LESSONS

By Wade Wickre, CIFI, FCLA, Part 2
President, International Association of Special Investigation Units (IASIU)



Wade Wickre is Nationwide Insurance SIU (Special Investigation Unit) Director for the Southeast United States. He is an advisor to the National Insurance Crime Bureau (NICB) Board of Governors and the Executive Board of the Coalition Against Insurance Fraud.

For more information about IASIU, visit www.iasiu.org.

Q: Describe the importance of strategic planning.

A: Strategic planning is the road map for the board. It should be regularly discussed, acted upon and updated as the board moves forward and the organization changes.

Q: What do you think are the biggest challenges facing non-profit associations today?

A: Membership...it's not something new. Today members think they are staying in touch with electronics and other forms of media. We have to be aware of this and reach them with whatever type of communication they use.

Q: What is the biggest leadership lesson you've learned while serving on boards?

A: That serving on the board is a leadership learning experience. It gives you a broad view of the industry.

Q: What is the biggest success you're most proud of regarding your board service?

A: Having a board that responds to challenges, participates and brings solutions.

Q: Who do you most admire as a leader and why?

A: I admire many leaders. I don't have just one that I can point to. I take bits and pieces from their leadership style and integrate it into my own leadership style.

THE BOARD'S DUTY OF FORESIGHT

From *Associations Now*, by Jeff De Cagna, FRSA, FASAE

It is well established that the boards of all nonprofit organizations, including associations, must fulfill three critical legal duties:

- the duty of care (exercising prudence in decision making)
- the duty of loyalty (giving allegiance to the organization)
- the duty of obedience (acting in a manner consistent with the organization's mission)

These three duties define the standards of conduct for board members as they pursue the work of governing their organizations. In a world of transformation, however, they do not go nearly far enough. To this list, I am adding the duty of foresight, a higher standard of responsible board conduct grounded in the affirmative choice to look continuously toward the future.



Boards need to understand as much as possible about the plausible impact of the forces of societal transformation and learn how to harness them for the benefit of their organizations and stakeholders. While the duty of foresight may never become a recognized legal duty of nonprofit boards, it is clearly an essential strategic duty and, arguably, a moral obligation to both association stakeholders and society. For the complete article, click [here](#).



The Society for Vascular Nursing Board of Directors Orlando, Florida



The National Vehicle Leasing Association Annual Conference, Atlanta, Georgia

LEADERSHIP...What's Your Definition?

Ask anyone what leadership means and you'll get diverse answers. To some, it sounds overwhelming, to others it feels like a power struggle and still others say it means "You have to do everything yourself." But let's explore some alternative concepts.

- As a leader, you are willing to serve as the one who guides the team and focuses on the team's goals. Overwhelming is then transformed into team empowerment.
- Leaders possess qualities that keep the team engaged. They plan for the next venture. In any sport, every player has a position, but before play begins, there's a team huddle. While each member has been well oriented to a specific task, all still listen to the coach for last minute cues on how to improve play. Then the team executes the game plan while the coach, its leader, is on the sidelines strategizing for the next goal, depending on team members to make the current play a reality. The power for success then belongs to everyone.
- A leader knows how to assist each member to utilize the best skills to accomplish the plan. Even King Arthur turned his rectangular table into a roundtable so leadership ideas could be freely exchanged among every knight. Each link in the chain would depend on the other to keep the whole strong. Decision making then becomes a shared responsibility.



By Vickie Nimmer, RN, BC,
Immediate Past Treasurer,
Society for Vascular Nursing

Leadership can become an opportunity for you. Team planning is far removed from being an overwhelming task. A power struggle is neutralized into a give and take experience to help team members become their individual best selves and accomplish short and long range goals together as a team, insuring the best outcomes for all.

FIRST EVER LEADERSHIP ACUMEN TRAINING PROGRAM CONCLUDES

By Ruth Grackowski, Professional Encourager and President, Tri-S Consulting

It has been my privilege to facilitate a group of eight amazing leaders through the first Leadership Acumen Training Program, a six month self-directed program aimed at helping directors at Association Acumen become the best leaders they can be.

We started with Empowerment and Delegation, discussing how empowered employees are happier and more productive. The group identified blocks to delegation and prepared an action plan to move forward. Communication is the number one challenge in most organizations along with conflict management and it was great to watch the team evaluate strengths and weaknesses and not balk at the areas needing improvement. Month three covered *Leadership and the One Minute Manager*. We discussed the importance of setting and sharing goals, praising people for what they did right while not shying away from constructive feedback.

Teamwork followed with a discussion of *The 17 Indisputable Laws of Teamwork*. We reviewed opportunities where team members can and do add value, while identifying ways to improve team interaction. Next we focused on discussing the difference between problem solving analytically and creatively and exploring the value of both in creating dynamic outcomes.

Our last topic was Emotional Intelligence, the ability to recognize, understand and manage our own emotions AND recognize, understand and connect with the emotions of others. I was amazed at the level of self-examination, honesty and depth shared with the group during this session. I can truly say that I am better for being with the leaders at Association Acumen and their impact on me will last a very long time.



Leadership Acumen Participants (from left): Betsy Smith, Mike Mathy, Ruth, Sarah Martis, Sandy Koehler, Leah Grunewald, Lori Rathje (not pictured: Gail Bast, Bill Elliott)

NEWS OF NOTE



Theresa DeVeaux
RN, MS, ACNP,
Past President of the
Society for Vascular
Nursing (SVN)

SVN Past President Receives Baltimore Nursing Award

Theresa DeVeaux, RN, MS, ACNP, Past President of the Society for Vascular Nursing (SVN), was selected as one of *Baltimore Magazine's* top nurses for extraordinary contributions to healthcare. The fifty-five Excellence in Nursing winners were featured in the May issue and celebrated at a dinner reception on April 20th. DeVeaux was honored in the cardiovascular category. She is a Nurse Practitioner at the Vascular Center of the Baltimore Washington Medical Center. Congratulations on this wonderful achievement!

Leadership Acumen is published by Association Acumen, LLC, three times per year to bolster leader development and support organizational evolution. Association Acumen is an award-winning, accredited full service association management company that is intently focused on its clients and hard-wired to the latest trends and advances the industry offers. Acumen's goal is to work seamlessly with leaders to advance your mission.

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WHAT'S NEW & WHO'S WHO



Beth Klipping serves as the Federation of Clinical Immunology Societies (FOCIS) Associate Executive Director and Executive Director of Women in Ophthalmology (WIO). Beth has been executive director of multiple associations, including the Society for Behavioral Medicine. She recently completed her MBA with an emphasis in data analytics.



Lauren Ecke, Meeting & Marketing Coordinator, will coordinate WIO's Summer Symposium, marketing and membership activities. She graduated from UW-Stout with a degree in Hotel and Restaurant Management.

PROMOTIONS & CONGRATULATIONS

Mike Mathy took over the helm as Executive Director of FOCIS. Mike has over eight years of leadership experience with regional and national associations. Mike also serves as the Executive Director of the National Vehicle Leasing Association.

Adam Snow has been promoted to Director of Meetings, leading the Immunology of Diabetes Society, Automotive Fleet and Leasing Association and FOCIS educational meetings.

Betsy Smith, CPA, MST has been promoted to Vice President of Finance.

A FOND FAREWELL TO THE ONE & ONLY



After ten years with Association Acumen, **Sarah Martis, CAE**, previously Executive Director of FOCIS and WIO, has moved on to pursue other opportunities as Executive Director of the Milwaukee Bar Association. We wish Sarah all the best in her new endeavor and thank her for the many years of dedicated service to Acumen and its clients!

COMING IN THE NEXT ISSUE

- Leadership Lessons from Theresa Belding, Past President, Automotive Fleet & Leasing Association (AFLA)
- ASAE CEO Symposium Takeaways
- Seizing the Leader Within Workshop Created
- Defining Chapter Relationships
- Emotional Intelligence and its Impact on Leadership
- And **MORE!**



Let us know how we're doing! Please click here to complete a brief survey. Thank you for your help!