

Subject: FW: October CSAE E-news



E-news

A quick look at what's happening in
the world of association management

October 2004

What's New at CSAE:

CSAE will unveil a new communication strategy beginning with this issue of *CSAE E-news*. *CSAE E-news* is designed to give members a quick snapshot of what's happening at the Colorado Society of Association Executives delivered directly to your inbox each month. In addition, starting with the January/February 2005 issue of *Executive Memo*, the printed newsletter converts from a PDF-only version to a bi-monthly printed version. [Learn more...](#)

CSAE Question of the Month:

Professional & supplier members: *What kind of community service projects does your organization do?* E-mail your answers to Jill Ladouceur at ladjill@qwest.net.

Fax Update:

The Federal Communication Commission (FCC) has granted a new six-month stay, until July 1, 2005, of the proposed fax regulations. Our work is not done. [Learn more...](#)

Association Trends:

Doug Eadie led the September program on *Involving Your Board in Leading Strategic Change*. Your association, like all other organizations and institutions, has a choice in today's changing, challenging world. You can build the capacity to lead and manage your own change--proactively and creatively--in response to the changing world around you. [Learn more...](#)

Upcoming Events:

Click here to see a list of upcoming [CSAE activities](#).

Click here to download the latest [meeting notice/registration form](#).

Connect With CSAE:

Click here to visit www.csaenet.org for the latest information on what's happening at CSAE. Contact the CSAE office at 303-398-9090 or by visiting 2170 S. Parker Road, Denver, Colorado 80231.

CSAE E-News is being sent to you as a part of your membership benefits from the Colorado Society of Association Executives. To unsubscribe to this monthly service, reply to this e-mail with "Unsubscribe" in the subject line.

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"CSAE continues to respond to the changing needs of our members," said Joan Tezak, CSAE's executive director. "Our goal is to provide members with useful information in a timely format." The board recently voted to expand its communication program to include an e-newsletter, but recognized the value of providing a hardcopy format as well. *CSAE E-news* will be published on a monthly basis beginning with this issue.

Suppliers can now reach the CSAE audience via two methods: *CSAE E-News* and *Executive Memo*. Both methods reach the top decision makers at Colorado's associations. For the latest rate card and information, [click here](#).

The CSAE communications committee is seeking a few top-notch communications professionals to join our committee. This will be a great opportunity to meet with your communications colleagues and learn about communications programs at other associations. To learn more, contact Jill Ladouceur at 303-804-9778 or ladjill@qwest.net.

We welcome your comments, suggestions and contributions. To submit articles for either *Executive Memo* or *CSAE E-news*, contact Jill Ladouceur at 303-804-9778 or ladjill@qwest.net.

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Fax Update:

The American Society of Association Executives (ASAE) has contacted us requesting further assistance on the fax issue. Although action at the federal level will not help Colorado associations and their members immediately, it does open the door and provide a road map to follow for possible corrective measures in Colorado. Contacting Senator Dianne Feinstein and Senator Barbara Boxer immediately is greatly appreciated.

Here is a copy of ASAE's memo to CSAE:

The Federal Communication Commission (FCC) has granted a new six-month stay, until July 1, 2005, of the proposed fax regulations. Our work is not done. ASAE and the Fax Ban Coalition are still working diligently to have Senate Bill 2603 passed by the Senate. It is the coalition's hope that the Senate will consider this legislation during the lame duck session scheduled to begin November 16.

As has been reported, the Senate Commerce, Science and Transportation Committee filed its report September 29 on the fax bill (Senate Bill 2603), which it passed July 22; the full House passed the companion bill, H.R. 4600, on July 20. Both bills restore the "established business relationship" provision so that legitimate, business-to-business and association-to-member fax communications can continue unimpeded.

We need your help now more than ever!

Unfortunately, the Senate failed to act on the legislation before they adjourned last week for the elections. Because of legislative procedures late in the Session, it required unanimous consent of all Senators to pass Senate 2603. At that time, only Senator Boxer of California objected to the bill, preventing its passage. It is extremely important for all

members, whether living in California or not, to contact Senator Boxer at her office with the simple message to please support passage of Senate 2603. The contact information for her district office is below.

In addition, please call or write Senator Dianne Feinstein, also of California, at her office listed below. Ask her to support immediate passage of Senate 2603, the fax ban bill, and request that she ask her colleague, Senator Boxer to remove her objection so the bill can be passed in November.

The Fax Ban Coalition and ASAE also believe it very important to have other members of the Senate, particularly Democratic Senators and colleagues of Senator Boxer, to personally contact her and ask her to drop her objections and pass Senate 2603. We would therefore urge any association executive comfortable making a personal request to their Senator to please do so.

The contact person at ASAE working on this issue is Chris Merida at 202-626-2831. His e-mail is cmerida@asaenet.org.

Senator Barbara Boxer, 501 I Street, Suite 7-600, Sacramento, CA 95814, 916-448-2787, 916-448-2563 fax

Senator Dianne Feinstein, Jim Molinari, State Director, One Post Street, Suite 2450, San Francisco, CA 94104, 415-393-0707

CSAE joins ASAE in thanking you for your support on this issue.

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Association Trends:

Involving Your Board in Leading Strategic Change: Meeting the Change Challenge

by Doug Eadie

Your association, like all other organizations and institutions, has a choice in today's changing, challenging world. You can build the capacity to lead and manage your own change--proactively and creatively--in response to the changing world around you. You can fashion and execute strategies to capitalize on opportunities and to avert threats. Or you can circle the wagons in hopes of protecting your association's status quo from the changes swirling around you. The siren song of comfort and security will always tempt people to go on the defensive in the face of change, but you know there's not really a choice.

Your association's long-term survival and growth depend on its mastering the change challenge. Merely defending yourself is a recipe for sure decline and perhaps even extinction if the changes around you are truly strategic (for example, rapid consolidation in your industry that is taking a huge toll on your association's membership; or a sister association with abundant resources going after a large chunk of your market).

Old-Time Strategic Planning a Bust

I tend to avoid the term "strategic planning" in my work for two reasons. First, there is no such thing as THE strategic planning process--it tends to mean a hundred different things to a hundred different people. Second, the process as traditionally applied has, over the years, earned a deserved reputation for ineffectiveness as a tool for leading strategic change. In a nutshell, the problem with traditional strategic planning--sometimes called comprehensive long-range planning--is that it has tended to project everything an association is already doing into the future, often for a meaningless, totally arbitrary period such as three or five years. This approach has tended to generate bloated compilations of the conventional wisdom that eventually make their way to dusty shelves, where they reside-- largely forgotten and virtually never consulted.

Fortunately, in recent years a variation on the broad strategic planning theme that is explicitly intended to deal with strategic change has been developed and thoroughly tested: *the Strategic Change Portfolio*. At last we have a very

powerful vehicle for involving your board creatively and proactively in leading strategic change.

The Portfolio Approach at a Glance

The Strategic Change Portfolio is essentially a "holding pen" for strategic projects--often called Strategic Change Initiatives--that have been developed to address particular strategic issues that an organization's board and CEO have selected for attention NOW. Each of these Initiatives, or projects, consists of the goals to be achieved, implementation strategies, and the implementation revenue/expenditure budget. At any given time, the Strategic Change Initiatives in the Portfolio will involve a range of time frames. For example, Initiative A--effecting a merger with a sister association, will require 18 months for implementation; Initiative B--the image enhancement campaign, will require nine months; Initiative C--major revamping of the annual conference, will take 12 months; and Initiative D--restructuring of the board's standing committees, will take six months. As Initiatives are implemented, they move from the Portfolio to mainstream operations, and new Initiatives take their place as new strategic issues are identified and selected.

The Board Gold Standard

Two compelling reasons dictate that your organization's board be involved in a creative, proactive fashion in the Strategic Change Portfolio Process, making it the gold standard for board participation in the affairs of your association:

- Your board is uniquely qualified to participate in the process of identifying and selecting strategic issues, which benefits tremendously from the diverse experience, expertise, knowledge, and perspectives that your board members bring to the table.
- And, psychologically speaking, your board's creative and proactive involvement in such a high-stakes, high-impact process is one of the surest ways to build board member satisfaction and commitment. Indeed, leaving your board on the periphery of the action in the Portfolio process is a sure-fire way to breed frustration and erode commitment among board members.

Creative and Proactive Involvement

In my experience, associations that have realized the strongest return on their board members' involvement in the Strategic Change Portfolio process--in terms of both leading and managing strategic change and board member satisfaction and enthusiasm--have involved their board members intensively early in the process. They are involved in updating the organization's vision statement and identifying and selecting the strategic issues to be addressed. Once the issues have been selected, the process of developing the detailed action strategies that make up the Initiatives is essentially a staff job.

A common, highly effective approach is for the whole board to meet with its CEO and executive managers in an annual retreat (sometimes called "strategic work session"), at which a rough cut of the updated vision statement is generated, a preliminary set of strategic issues are brainstormed and possible Strategic Change Initiatives are discussed. The board's planning committee, working closely with the CEO and executive team, then follows up by fine-tuning the vision statement, which is subsequently adopted by the full board, and by analyzing and refining the list of strategic issues, which is eventually approved by the board. From this point on, detailed development of the Strategic Change Initiatives is handled by staff, perhaps with consulting assistance and non-board volunteer involvement in one or more task forces.

This article is adapted from Chapter 8 of Doug Eadie's best selling book, "High-Impact Governing In a Nutshell" (ASAE 2004). Doug is the founder and CEO of Doug Eadie & Company, based in Palm Harbor, Florida. The author of 16 books on board and CEO leadership, Doug can be reached at DEadiePres@aol.com and you can learn more about his work and books at www.DougEadie.com.

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Upcoming Events:

- **November 4, 2004**, Luncheon--*Enhance Your Professional Career*. Position yourself for career success. You learn how a CAE or CMP can enhance your professional career, the benefits of a career coach, career counseling resources, and how to get involved in your career.
- **November 10, 2004**, Teleseminar 8:00-10:00 a.m.--*Trade Showmanship*. There are four key components to a trade show or conference, even a meeting with a display table. Most people concentrate on only one, the day(s) of the exhibit. Trade shows constitute an excellent marketing strategy. They provide an opportunity to reach numbers of people in one place at one time. That's the good news. The not-so-good news is that too many people are disappointed with the return on their trade show investments. This teleseminar, led by Adrienne Zobel, will discuss how to get the most out of your trade show dollars. You simply can't afford to miss this session!
- **November 10, 2004**, Luncheon 12-1:30 p.m.--*Network for the Needy* Denver Merchandise Mart, hosted by Ed Green, Channel 4 News. Cost is \$40/individual (\$45 after 10/29); \$350/table (\$400 after 10/29; \$250/vendor table (limit one). **To register go to:** www.mic-colorado.org. All proceeds benefit Denver's Table and Food Bank of the Rockies!
- **November 17, 2004** Seminar--*Policies/Procedures and Legal Issues* presented by Bob Harris, CAE, Harris Management Group and Faegre & Benson LLP. Fine tune your organization. Bob will team with legal counsel to provide you with what you need to know so you can implement best practices in your organization and avoid any legal difficulties.
- **December 3, 2004**--*Holiday Luncheon*. Celebrate the Holiday season with your CSAE colleagues. Bring gifts for the Samaritan House.

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