

WHITE PAPER

The 1999 Florida Society of Association Executives Foundation's Think Tank

Rhea L. Blanken
&

Allen Liff

The Lewis & Clark Consulting Cooperative

Diary of an Anonymous Association Executive

Late in the last century, thirty-two courageous executives gathered at Sanibel Island to explore the future for associations. These intrepid explorers embarked on their FSAE Foundation Think Tank experience with the following toast from their guides:

We are going on a journey. Leaving behind the familiar world of associations we have known for so long and journey to a far-away land. There we will discover new and amazing membership experiences and relationships—they will become indispensable!

What will it take to get us there? What are the resources, the provisions we will need? Courage, commitment and confidence! Invention, innovation and imagination!

Let's toast to our journey. And to our members' futures! A toast to each one of our companions, our brave and stalwart fellow explorers!

DAY ONE: I feel the tremors...SHOCK WAVES COMING

"Many organizations...are remarkably out of touch with the wider world. Their executives may be so preoccupied with near-field problems and issues that they feel they have no time to think about the far field. These organizations tend to be the sitting ducks that take the worst punishment when the shock wave hits."

Karl Albrecht, *The Northbound Train*, Amacon, 1994.

The day started as many others had before when we association executives gather together to do our annual "future think" encounters. The accommodations were great, the views were lush, the food as grand and the guides very experienced. However, my initial encounter with the guides told me that this was not going to be your ordinary trek into the future. Immediately they began to reveal the future and it drew me in. Their language and descriptions were odd sounding at first but I knew it was all part of the world I was about to explore.

"Where will the next shock wave come from?" they asked. "Where must association executives focus to avoid becoming dinosaurs? Our guides from the Lewis and Clark Consulting Cooperative* identified three converging shock waves bearing down on our association community: The signs read:

- Competition.com—evidence of the Internet's far reaching impact
- The *Experience Economy*—membership memories that satisfy and surprise
- *Indispensability*—the new standard for loyalty

EARLY MORNING DAY ONE...ROADSIGNS and WARNINGS

With our guides continuing to feed us heaping portions of the future, our trek took on a serious tone as we began to explore the evidence left behind by the shock tremors already impacting our present day non-profit creditability.

Competition.com

The first shock wave comes from a new breed of competition emerging on the Internet. The best known of the **association-like entities** is VerticalNet (**Error! Bookmark not defined.**). They have positioned themselves as "the Internet's Premier Provider of Vertical Trade Communities" and boast of being able to build "interactive megasite offering online commerce, company databases, catalogs or communications."

VerticalNet offers more than 50 online communities that span a range of industries and professions. The list includes the likes of E-Dental.Com, Nurses.Com, PublicWorks.Com, Property and Casualty.com, Bakery Online, Pulp and Paper Online, and Test and Measurement.com. Founded in 1995, VerticalNet is a publicly traded company and makes a profit.

Another example cited is Plasticsnet.com (**Error! Bookmark not defined.**) which is run by a company called Commerx. The company, founded in 1995 by brothers Tim and Nick Stojka, recognized the potential to revolutionize the plastics industry via the Internet. More recently, the brothers incorporated advanced e-commerce functionality to help make plasticsnet.com leading business-to-business e-commerce systems on the Internet.

From a competitive standpoint, Commerx sees itself not in the *plastics business* but in the *business-to-business community* market. Their website states: "Commerx has developed a unique strategy that is generating success for PlasticsNet.Com and can be easily applied to other industries with similar characteristics... Commerx plans to adapt PlasticsNet.Com's technical platform to other online environments."

Using these two real-life examples, our Lewis & Clark guides prompted us to explore the lessons association executives must learn to thrive in the future:

- The real competition is not from other associations but from new for-profit companies playing by different rules.
- These companies not only play by different rules; they are writing the new rules! It is the Commerxs of the world, not associations, who are the innovators. They are busy developing the technology and competencies to dominate online community building.
- These new competitors are well funded and very aggressive. VerticalNet, through its stock offerings has received a market capitalization of \$6.2 billion and Microsoft has recently invested \$200 million.

We practiced looking five years ahead and thinking about the competitive landscape in a world where the Internet is interwoven into all aspects of our business and professional activities. Imagining this future, who will have the decisive advantage? What new breed of association will

evolve from the innovation efforts of these Internet companies? How will today's associations use their Internet strategy to compete?

This future thinking takes a lot to sustain. Our guides wisely gave us a short break to admire our lush tropical surroundings and some light refreshments. But all too soon our trek began with our guides showing no interest in slowing down our pace. Rather, they picked it up with the information delivered in this next section.

In the *Experience Economy*...All Senses Must Be Satisfied and Surprised

This is the second shock wave bearing down on associations. In their book, *The Experience Economy*, Joseph Pine and James Gilmore cautioned that many of the goods and services offered in today's economy are becoming commodities—their value a condition of price or availability. This shift is being driven by the Internet, which they reference as "the greatest force for commoditization known to man."

Taking a real-life look at how and where this is occurring, the Lewis & Clark guides introduced us to the Northern Lights website (**Error! Bookmark not defined.**). In many ways it looks like a lot of other search engine portals. But digging past the surface, we discovered something quite fascinating when the phrase, *trends for associations*, was typed into the search query.

Among the documents listed was an item entitled, "The Changing Face of Associations"—an article published in January 1999 issue of *Association Management* magazine. After clicking on the title, the ASAE logo appears at the top of the page with article information and immediate purchase access (a mere \$2.95). A quick and easy way to obtain just the association related information I might need and it comes with a money back guarantee! A quick information portal designed around one of my biggest concerns, *trends for associations*.

Makes me wonder—do I need to go anywhere else for my information? Especially since Northern Lights has repackaged information from ASAE's *Association Management* magazine as part of its Special Collection—"a unique combination of premium data representing over 5,400 journals, books, magazines, databases and newswires not easily found on the World Wide Web." Many of the items in Northern Light's Special Collection come from association journals and magazines.

What does all this mean to me as I try to strategize for the future? If Northern Lights is turning the information products of associations into commodities, how does that impact my association's value? Will my association be increasingly caught in what Pine and Gilmore call the "commoditization trap"—desperately trying to "add value" to my organization's goods and services (features and benefits formula) by the incremental add-on of new services?

Is my organization in danger of becoming a mere commodity broker of our information? While I know there is a need for this kind of knowledge broker, I suspect my association can not defend this role and keep my membership base loyal. Dealing in commodities means competing on price and convenience—purchasers don't want to pay a lot and don't want to spend a lot of time making the purchase transaction. The commodity customer represents a different set of behaviors and expectations to my organization than that of my loyal members willing to pay dues and become actively involved.

Pine and Gilmore's research highlighted how forward looking entertainment and retail organizations are learning that true value, and customer loyalty, comes from staging *experiences* (e.g., Disney, Rain Forest Café and others). This is a widespread fast paced economic trend that leaves the "commodity mindset" behind. The former chairman of British Airways, Sir Colin Marshall, says commodity mindset leads one to mistakenly think "that a business is merely performing a function—in our case, transporting people from point A to point B on time and at the lowest possible price." What British Airways does, he observed, "is to go beyond the function and compete on the basis of providing an experience." How must my association compete in this experience economy scenario?

Most associations seem to be trapped in this commodity mindset and are still using the Industrial Age model where value is measured as "the sum of the goods or services offered". We are using a simple arithmetic approach based on a progression of economic value (i.e., the more "stuff" we offer the more valuable we are). Even my association's renewal letter lists the benefits received for dues like a traditional value formula. I can see how we have used that approach in the past but today that approach could leave my association extremely vulnerable. More nimble competitors might cherry-pick my most profitable products and services and leave me with nothing.

For my association to thrive, we must go beyond offering a collection of good products and reliable services. My future members will demand their association create a "memorable membership year" linking together a series of engaging events for each member. Loyalty will be built, not by offering a menu of "benefits", but by creating membership experiences and relationships that they deem indispensable. We need to stage my association's experiences according to a new audience template:

- **Customers** buy products and services in an a-la-carte fashion (i.e. Northern Lights) but do not participate as member.
- **Members** pay dues because they value the totality of their membership experience.
- **Volunteers** devote their time and energy because the association offers unique opportunities that make a difference in their lives.

Being able to take another break in the day's focused trek allows me time to speculate on all I've seen and heard today. The world of *association leadership* is changing at a hurried speed and I must keep up...

Afternoon of Day One: Indispensability— the New Standard for Loyalty

When our guides finally unleashed the last of the three shock waves, it was apparent just how different the future will be. Creating my association indispensable to each individual member will alter everything! It demands associations radically change how we create and measure member loyalty. In the past, it has been sufficient for us to survey and measure the levels of *member satisfaction*. Loyalty would then be correlated to degree of satisfaction recorded by the questions supplied. Member *sacrifice* was never accounted for or questioned.

With that in mind, I began to think about my membership. How many of my members were completely satisfied? Where are my members *settling*? What are we sacrificing in the "service" of creating satisfied members?

As we enter the Knowledge Age, the word *indispensability* rather than *satisfaction* will define the new standard for membership loyalty. Indispensability is an access to the future that looks beyond satisfying members by merely *enhancing the value* or *adding value* to my association's current array of features, benefits and services.

I began to ask myself, "How can my association craft membership relationships and experiences so rich they are literally *indispensable* to my members? Can we establish a position in the marketplace where there is no competition?" Can my association envision the future for its members and customers? Their expectations and needs probably will include perpetual interactivity with one another and access to unlimited sources of information and insight critical to their daily functioning as professionals and successful practitioners. Technology is an essential access, a gateway to and enabler of perpetual interactivity, community building and indispensability.

Along with every association executive on today's trek, I experience a sense of mutual urgency and discomfort in addressing this *indispensability* issue. Standing inside of the traditional features-benefits model common to most associations—it's clear that this will not be enough to keep us afloat.

Our members will expect us to go beyond anticipating the impact of future trends, developing "how-to" reports and providing learning tools. In tomorrow's world, my organization will survive and thrive only if we go beyond reacting to change to creating new opportunities and innovative experiences that make us indispensable to our members and our customers, and even to our members' customers.

More Food for Thought Along the Expeditionary Trail: The Net Generation

Feeding us more knowledge nuggets to keep up our stamina, our Lewis & Clark consulting scouts referred to Don Tapscott's book, *Growing Up Digital* as they presented us with our first really hard challenge on the trail was—to design a compelling experience aimed at this future membership audience.

Tapscott speaks of about the next generation moving into the workforce as the *Net Generation* or *N-Gen*. Currently between the ages of 10 and 20, they were born in the era of the Internet just as many of us were born in an era of ubiquitous television. Tapscott predicts that the N-Geners level of comfort with technology will be a jolt to the economy. And jolt my association's vision, governance structure, and communications too...if what he says is true...even partly...my association must make some changes. Here's what he says:

N-Geners thrive on collaboration...Their first point of reference is the Net. They are driven to innovate and have a mind-set of immediacy requiring fast results. Corporations that hire them should be prepared to have their windows and walls shaken. The N-Gen will cause a rethinking of management's attitude towards its people. Senior management will have to treat people as if they are the enterprise's most valuable resource, because increasingly, in a knowledge economy, they are._

N-Gener will impact the workplace and the association experience because they:

- *will demand fully networked computing environments*

- *will want the environment and tools for creating and succeeding rather than traditional supervision*
- *will create huge pressure for radical change in existing companies.*
- *will network their intellect. They believe strongly in knowledge sharing -- networking human intelligence to create a kind of consciousness within an organization.*
- *are highly autonomous growing from their experience as initiators of communication and information handling.*
- *are "media-fluent" knowledge workers who naturally collaborate in ever changing clusters of teams and networks.*

Along with my fellow explorers, we began to imagine the future. We were filled with *what ifs* and *why nots*. *The future is full of possibility.*

AOL.E - Association of Life Experiences

Imagine members being able to sample a wide variety of work and life experiences—right on their desktop—enabling informed decisions about careers and lifestyles. All provided through the association's portal. AOL.E is a portal that lets young people network to sample virtually any life experience.

The "MP3" Awards Program

The traditional awards program is replaced by an interactive Awards Program. The entire process takes one hour, is done live, online with a high degree of interactivity. Submittals for awards (e.g., publications) are made online with interactive discussion about each presentation occurring instantly. This self-created environment encourages the participants to develop the ambiance that fits them best. Voting for the awards is done online and results are available immediately. The process is fast, exciting and memorable.

Connect.Net

Via Connect.Net, the association meets its younger members in *their* world - the Internet. Using online interactivity, feedback about desired programs and topics is gathered. Connect.Net empowers younger members to gather online to identify their issues and express their needs in real time. This bypasses the traditional product development process where volunteer committees takes months or years to identify and develop new services. Instead, this ongoing focus group allows to Connect.Net to literally deliver programs or education "on demand" via the Internet. No longer do members, especially younger ones, have to spend time and money to attend the annual meeting.

Generic Association TV

Every member has a digital videocam mounted on their computer enabling everyone a high degree of interfacing. The experience would be much like a live TV show -- and every viewer/member feels as if they are part of the studio audience. Thus, the typical association meeting or educational forum looks and feels more like an MTV event.

It Never Ends! Designing a Memorable Membership Year

Our next challenge presented was to design a membership experience that would last an entire year! That's a hard shift for those of us who are used to designing stand-alone events. But I ask myself, "Will my association continue to thrive simply by offering a series of unrelated products or services, no matter how good they are? Or do we have to learn how to link together a series of personally engaging events to create a 'memorable membership year'?"

Two powerful approaches emerged:

Annual Meetings that are a year in the making

Most associations simply plan their annual meetings as stand alone events-- a big meeting is held with lots of education seminars and social gatherings. Afterwards, everyone goes home and the planning begins for next year's meeting. What if you could transform this event by making the annual meeting the culmination of a yearlong, membership-wide dialogue and inquiry into the issues facing your industry or profession?

The process a full year in advance of the annual meeting. The entire membership is engaged through the following types of mechanisms:

- Members are engaged in the "dialogue":
 - The association's website acts as a portal or gateway to free-flowing communities of interest. Members congregate, virtually, around emerging topics or special interest areas.
 - Online surveys and focus groups are used frequently to dig deeper into member opinions, perceptions and needs.
- In response to these issues online events, as well as traditional education and networking events, are organized.
- The dialogue is carefully monitored by the association's staff. Their mission to "harvest" the knowledge and insights that emerge from the online interactivity. These "knowledge nuggets" are harvested and fed back into the online dialogues to create a richer experience.

The online interactivity allows the association to monitor the pulse of its membership and create an annual meeting is extremely relevant and even customized to specific needs of small segments of the membership. Those topics that emerge online for discussion become the basis for educational programs offered at the annual meeting. And the communities that have emerged online become the basis for organizing the onsite networking events. In this way, the Annual Meeting becomes the culminating experience in a year's worth of interaction.

Ultimately, synergy takes place between the virtual and face-to-face venues. Members find that attending the annual meeting makes their online experience more valuable (e.g., when they go back home, there is a greater sense of community). And they also discover that the more they interact online during the year the more valuable the face-to-face interactions become.

High-Level, High Commitment Forums

The association transforms its high-level education/networking forum into an ongoing experience with the help of two novel twists. First, rigorous advance preparation is required. During the months prior to the forum, attendees are given advanced reading assignments and must participate in a series of pre-meeting discussions (either online or via teleconference). These activities are pre-requisites for attending the meeting - those who fail to do their homework cannot attend!

Second, following the meeting the participants are given assignments that will enable them to share what they have learned with other members (e.g., presenting at local chapter meetings, hosting online chats, etc.). The participants then report back what they have learned from their interactions with the members; this information is used to plan next year's conference. Participants must complete their post-meeting assignments in order to be eligible to attend the next year's forum.

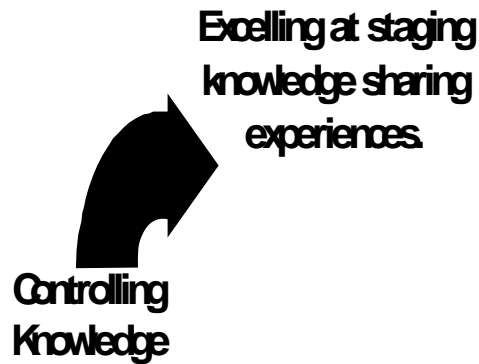
Three principles underlie the philosophy of this approach:

1. *Mutual Commitment Eliminates the Casual Participant.* The process of preparing and participating in the forum is neither easy nor casual. Participants know that a high level, thoroughly engaging face-to-face experience is the direct result of the hard work done in advance. The culture of the forum therefore drives away those who are unwilling or unable to make the necessary commitment.
2. *Co-Creation Leads to Personalization of the Experience.* A recent article* in Harvard Business Review notes: "...customers are not prepared to accept experiences fabricated by companies. Increasingly, they want to shape those experiences themselves, both individually and with experts or other customers." The high level of commitment and advance preparation empowers participants to shape the forum's overall program and to create specific opportunities for personalized experiences.
3. *A Mobilized Community leads to a Sustained Experience.* In creating this event, the association's staff are acting more like community organizers than meeting planners. Mobilizing a *community* of committed members, versus a task force that simply plans an event, creates a sense of momentum and critical mass that will sustain the experience from year to year. Each year's forum becomes a building block for the next year in terms of content and community.

Lesson: Of Knowledge, Control and Staging Experiences

It's the end of the day and I'm getting tired. But as the sun sets I gain an important insight into changing role of my association. Until recently, we gained power by hoarding information and controlling access to knowledge. In the Internet economy and a world of interactivity, this approach is no longer viable. In the future, we must shift their strategies from "controlling knowledge" to "being the best at staging experiences that enable people to share knowledge."

* "Co-opting Customer Competence," C.K. Prahalad and Venkatram Ramaswamy, *Harvard Business Review*, January-February 2000.



Early Morning, Day Two: REDESIGNING GOVERNANCE AND LEADERSHIP

Later in the Think Tank we explored the issues of governance and leadership. Regarding governance, an ASAE Foundation study, "Association Governance, Structure, & Culture Best Practices," notes that "Twenty-first century associations are laboring with nineteenth century structures...Process often strangles effective, timely decisions substantive issues and is often reinvented annually."

And speaking of governance, it might be useful to look up some of the definitions associated with the term. Miriam Webster's dictionary links the word to "government" which first appeared 14th Century and is defined as "the act or process of governing; specifically: authoritative direction or control." Another definition reads, "the organization, *machinery* [emphasis added], or agency through which a political unit exercises authority..."

Looking at the definition of the word *govern* yields the following:

- archaic : MANIPULATE
- to hold in check : RESTRAIN
- to prevail or have decisive influence : CONTROL

With these definitions in mind, consider the following statement by ASAE's Task Force on Innovation, Change and Leadership: "We now know that the traditional model of the chief executive leadership (basically embracing the command-and-control style) no longer suffices in a world demanding flexibility, creativity, and the expansion of human capability."

To gain further insight into this important issue, we had been asked to read an article by Margaret Wheatley entitled, "GOODBYE, COMMAND AND CONTROL."

We still think of organizations in mechanistic terms, as collections of replaceable parts capable of being reengineered. We act as if even people were machines, redesigning their jobs as we would prepare an engineering diagram, expecting them to perform to specifications with machinelike obedience. Over the years, our ideas of leadership have supported this metaphoric myth. We sought prediction and control, and also charged leaders with providing everything that was absent from the machine: vision, inspiration, intelligence, and courage...

Organizations of all kinds are cluttered with control mechanisms that paralyze employees and leaders alike. Where have all these policies, procedures, protocols, laws, and regulations come from? And why is it so difficult to avoid creating more, even as we suffer from the terrible confines of change that confront us daily. Years of such fear have resulted in these Byzantine systems. We overcontrol? These mechanisms seem to derive from our fear -- our fear of one another, of a harsh competitive world, and of the natural processes of growth and never effectively control people with these systems, but we certainly stop a lot of good work from getting done."

In the midst of so much fear, it's important to remember something we all know: People organize together to accomplish more, not less. Behind every organizing impulse is a realization that by joining with others we can accomplish something important that we could not accomplish alone.

Bye-Bye Boards? What will the new models of Governance Look Like?

We were then given the chance to redesign the association governance in accordance with Wheatley's conception of organizations as organic rather than mechanistic entities. "What will we come up with?" I wondered.

Eliminate the Board of Directors!

Two strategies were proposed that actually involved eliminating the board:

1. The board is replace by a Council of Visionaries who provide strategic guidance. The council consists of the best and the brightest minds in the industry or profession. There would be no fixed term of office - council members would stay only as long as they are

useful. Decisions would be made by consensus, not by vote. The Council would be charged with "Visioneering Duties" - not governance - and focus on two areas: 1) Keeping the vision alive and challenging the organization to "walk the talk"; and 2) mentoring.

2. The board would be eliminated and replaced by a three person executive committee consisting of: CEO/President (paid staff); Chair (volunteer); and CFO (volunteer).

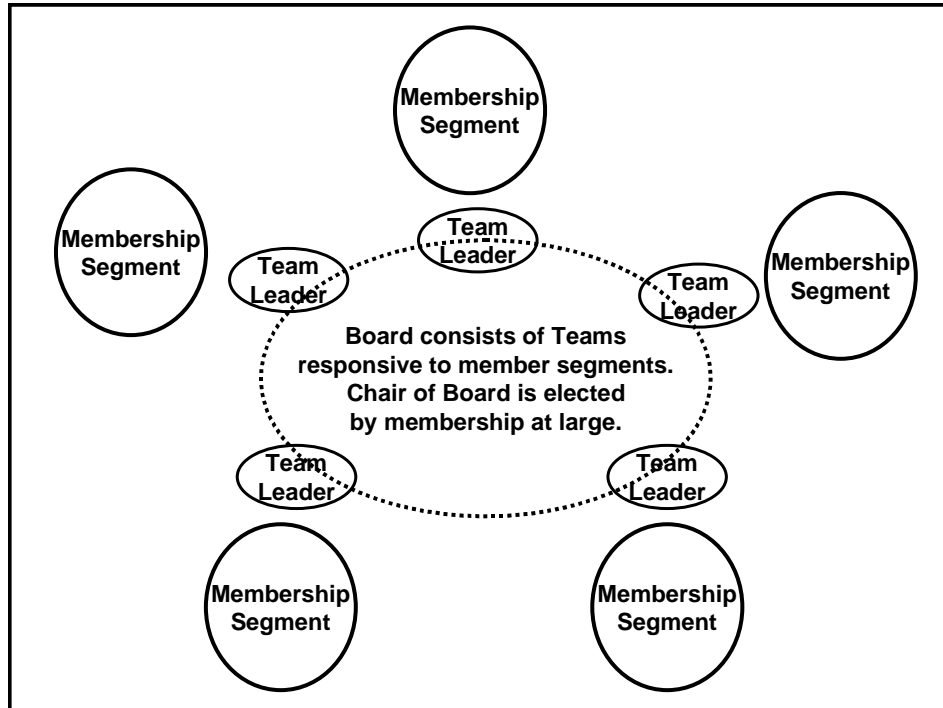
The intent behind these approaches is to "get the Board out of the way" thereby enabling associations to become fluid and flexible. Micromanagement would be eliminated! All standing committees would be eliminated replaced by ad hoc task groups that members can join - or leave - at any time.

For profit, corporate Models of Governance

Another viable option is to forgo the association's nonprofit status and adopt a for-profit mindset and operating model. Thus, the traditional association governance model gets replaced by a corporate model. Members would be conceived of as stockholders; in some cases the association might sell stock as a membership benefit. In this model, the Board of Directors functions in purely an advisory role with various volunteer task forces. The lead staff functions as the CEO; staff have autonomy for operations.

An organic, highly responsive structure

One model did away with the traditional hierarchy and organizational chart. Instead, a more fluid and organic model emerged which conceived of the Board as a series of teams responsible and responsive to the needs of various member segments. This approach reflects Margaret Wheatley's observation that self-organizing behavior is naturally present in any organization and can be nurtured to achieve great things. As Wheatley notes, "Organization occurs from the inside out, as people see what needs to happen, apply their experience and perceptions to the issue, find those who can help them, and use their own creativity to invent solutions."



Eliminate Standing Committees, By-laws

Flexibility and fluidity were seen as key attributes and all the models created at the Think Tank threw away standing committees, by-laws committees in favor of ad-hoc groups and a minimum of structure.

B. Designing the Volunteer of the Future

Designing new models of governance is all well and good. But as our guides pointed out, new organizational designs require different behaviors from the people inside the organization. Therefore, new governance models will require a new breed of volunteers who are willing to lead and work in new ways. We were asked, "if you could design the volunteer of the future for your association, what characteristics would that person have?" Here's what we said:

- "I want a risk-taker who helps our members move into the future."
- "A sense of humor."
- "The ability to see the whole picture."
- "A person who is loyal, articulate, honest and has no personal agenda!"
- "A large dose of courage to make hard decisions tempered by compassion for those affected by the decision."
- "Patience."

Populating the board with these types of volunteers is likely to result in the following shifts:

FROM	TO
Cautious	Risk Taking
Political/personal agendas	Big picture, what's best for the membership
"The board is control" mindset	True partnership with staff; trust and openness reigns
"It's my turn to serve on the Board"/ Boards chosen through traditional elections	A highly qualified board is selected. Competencies are required to serve on the board in areas such as technology, strategy, team-build and leadership.

C. The Transformational Association Executive

Finally, we tackled the toughest question of all: If associations are to meet the challenges of competition.com, the experience economy and achieving indispensability, what kind of executive will it take to lead this transformation? What are the characteristics of the *transformational association executive*?

After all, if I want my association to change I must change myself. Here are the insights we discovered:

The Transformational Association Executive...

- ***Leads rather than simply manages the association.*** We considered the following question: "Most executive directors are hired by their boards to: a) lead the association; -or- b) manage the association." What is your answer? Overwhelmingly, we felt the answer was "b" - that boards hire executives to manage rather than lead.

Obviously I am going to have to reconceive my role and behaviors and consider how to assume significant a leadership role. Merriam-Webster's dictionary offers that following definition for *executive*: "One that exercises administrative or managerial control." Perhaps in the future the CAL (Certified Association Leader) will replace the CAE (Certified Association Executive). I hope so! This is not to suggest that the executive will usurp the board in this area. Rather, it requires careful consideration of how the leadership function will be shared between the board and chief executive.

- ***Celebrates rather than fears failure.*** Finally, I have to let go of my fear of failure and embrace the philosophy of Thomas J. Watson, the former CEO of IBM , who believed that "if you want to succeed, double your failure rate." Is this philosophy appropriate or feasible for associations? I believe so. I have heard of one association executive who tells his staff, "I do not reward status quo. I do not punish failure. I reward innovation."
- ***Displays genuine trust.*** In her article Wheatley observes that "to lead in a self-organizing system, we have to ask ourselves, 'How much trust do I really have in the people who work here?'" Our guides challenged us with the following litmus test to consider what messages are inherent in how train our staff. Do our new staff orientation emphasize personnel policies with the implicit message "Here are the rules, don't break them." Or do we choose to inspire and empower new staff with the following type of introduction, "Welcome. You have been hired because of your skills, experiences and desire to serve our members. Like every organization we have a personnel manual and you can read that later. Just remember that there are only two policies that really count around here. The first policy is that trust is more important than supervision. The second policy, use *your* best judgement at all times."

This question of trust led us to a moment of deep reflection. Wheatley notes that "those leaders who have embraced a more participative, self-organizing approach tell of their astonishment. They are overwhelmed by the capacity, energy, creativity, commitment, and even love that they receive from the people in their organization." Or as Sam Walton, founder of Wal-Mart stated, "Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish." **I hope I can be this kind of leader!**

Suggested Readings

Participants in the Think Tank were asked to read the following prior to their attendance:

- "Corporate Imagination and Expeditionary Marketing" by Gary Hamel & C.K. Prahalad, *Harvard Business Review*, July-August 1991 (Reprint 91409)
- "Welcome to the Experience Economy" by B. Joseph Pine II & James H. Gilmore, *Harvard Business Review*, July-August 1998 (Reprint 98407)
- "GOODBYE, COMMAND AND CONTROL" by Margaret Wheatley -- an online excerpt from the book "Leader to Leader" by the Peter Drucker Foundation. Go to:
<http://www.pfdf.org/leaderbooks/L2L/summer97/wheatley.html>**Error! Bookmark not defined.** (NOTE: the "L2L" portion of the URL is the letter "L", the number "2" and the letter "L")

ADMIT 1 TO THE FUTURE

Getting Started on Your Expedition

Arthur Ashe said “Start where you are. Use what you have. Do what you can.”

Where will you begin?

- Governance— modernize mission, goals, tasks and identify players/resources for each.
- Mergers—attention to the differences in participating organizational cultures
- Services—review for “indispensability”
- Technology—private Internet networks
- Environmental Scan—
- Membership—

An association's attempt to launch an expedition can be derailed at the onset if board and staff have not anticipated potential objections from members and volunteers.

What are the anticipated objections?

POSSIBLE EXPEDITIONS

Launching expeditions requires an association to guide its members into an uncertain future. As part of its leadership function, your board and staff must not only identify the expeditions, they must be able to articulate:

- *Why the expeditions are critical to the association's future?*
- *What do you hope to learn from them?*
- *Which strategic alliances would you consider?*

Community of Practice

Push Technology to Personalize Delivery of Products, Services, and Experiences

Virtual Marketplace

New Member Categories

E-Publishing

Fused Live and Online Meetings and Education

Online Searchable Body of Knowledge