



MASSIVE
CORPORATION USA



Exploring The Shift From An Industrial Economy to A Post-Industrial Economy

Post 2012 FSAE Foundation Think Tank Observations

The FSAE hosted it's annual FSAE Foundation Think Tank in Orlando Florida, October 24th and 25th of 2012. This two day event titled: Exploring The Shift From An Industrial To A Post-Industrial Economy gave a team of 18 Association Executives from the State of Florida the opportunity to meet face to face and deal with some of the challenges that they encounter on a daily basis in this new and vibrant economy.

What emerged from this two day event was no less than magical, as Association Executives identified areas of the Association experience that needed "re-booting", and "re-imaging". The 18 members of this respected leadership team tackled ideas in the area's of communications, emerging technology, creativity, innovation and human resources. The following White Paper will illuminate some of the chief discoveries, compelling ideas, and solutions that emerged from the Think Tank.

As this years Facilitator, I was honored to have been in the midst of such a dynamic and visionary group.

Vincent Hunt
MASSIVE Corporation USA, Inc.

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Pre-Think Tank Observations

Under the direction of FSAE's CEO Deanna Menesses, a pre-event evaluation was conducted by the MASSIVE Corporation to identify individual personality types of the attendees to better understand the personas and they would interact with one another. This insight gave the MASSIVE Corporation the intelligence it needed to design the Think Tank space in a way that would foster deep conversation and collaboration.

How Personalities Collide



While one would assume that a room full of the state's top Association Executives would produce a bounty of extroverted "alpha type" personalities, what we actually discovered was quite the contrary. With an almost, and ideal, even split of both introverted and extroverted personality types, we were able to divide the Think Tank space into a balanced environment with extroverts on one side of the room and the more introverted personality types on the other. Introverts will often retreat when given the opportunity, and sitting side-by-side with an extrovert could have stifled the introvert and limited the communication for successful dialogues.

Building A Foundation For Collaboration

Divided almost equally between Realist, Doers, Idealists and Thinkers, the Think Tank Group was the ideal mix of personalities to tackle the subject matter at hand. *Exploring The Shift From An Industrial To A Post-Industrial Economy* was a topic with a big scope, and fundamentally addresses many of the challenges that today's Association Executive face. This diversified group of professionals collided in the Think Tank space in a way that was engaging, enlightening and eye-opening.

This year's Think Tank was broken into what MASSIVE likes to call the Four Quadrants of Influence: four areas of the marketplace that have changed within the last 4 - 5 years that have fundamentally shifted us into what some call the "creative economy" or as we like to call it, the "post-industrial economy." These four quadrants include:

1. Human Resources
2. Emerging Technologies
3. Communications
4. Creativity and Innovation

And within these quadrants rest sub components that tell a story of change and transition. The conversation within the Think Tank was lead from the ideas of one simple but profound disruptive hypothesis: *"In 2008 not only did we traverse into one of the greatest economic downturns we have seen in America (the Recession) but we also began to feel the conditions of a "compression" that has changed the business landscape in a dynamic way. Executives charged with leading organizations were caught off-guard and now that we are in the throws of a vibrant new economic paradigm, they, WE were and are not prepared."* ~ Vincent Hunt, MASSIVE Corporation USA, Inc.



Human Resources

The first quadrant, Human Resources "set the stage" with the idea(s) behind "Understanding the Generational Divide." What we discovered was not only illuminating but also truth-telling. Understanding The Generational Divide explored the relationship between three very distinct generations:

1. Baby Boomers (1946 - 1964)
2. Generation X (1965 - 1980)
3. Generation Y *Millennials* (1980 - 2000)



Extracting data curated by the Pew Research Center, Executives were charged with rethinking how they view the generations that will ultimately become the stakeholders in the industry that they are responsible for sustaining.

"One of the biggest arguments that I hear from Pre-Generation X and Pre-Generation Y Human Resource Business Champions rest in the idea that the Generations before them have sense of entitlement. This idea is used as the basis for difficulty in the retention debate.

*I pose a different question... What if it's not entitlement? What if the change rests in **expectations**?*

In a world where information travels and influences MUCH faster than it did just a decade ago, should we expect Generation X'ers and Generation Y workforce stakeholders to respond in the workplace the way that the generations before them responded?"

~ Vincent Hunt

This compelling question challenged Executives to re-frame their thinking in a way that would give them the right "context" to the challenges that they face. In a couple of instances, after thinking through the argument, the Executives realized that they identified with Millennials far more than they realized. This breakthrough in thinking helped others understand, to a degree, the complexities of this new and emerging field of leaders.

The Generational Divide: Why Does It Matter?

Here is the truth ... The workforce of today is not like the workforce that we had on Monday... of this week. Maybe it's not quite that severe, but the statement captures the current speed of the marketplace. Understanding the differences in the generations is a key component to understanding the shift. Like people, generations have personalities, and these personalities are usually the result of context.



Understanding the Generation Divide and being able to adapt to this new context is a quintessential piece of the human resource dilemma. When "talent force" retention is tied to "purpose" vs. traditional instruments of "reward" and "incentive," organization Champions are forced to abandon conventional thinking.

Moving forward, building teams that have sustainable value will depend on the ability to identify with and understand the new "motivators" of a generation that leads from a fresh new context:

- **Belonging** is better than cash
- **Purpose** trumps prestige
- **Impact** is better than promotion
- **Meaning and relevance** vs. perceived value and hierarchy

Understanding these paradigm shifts (and many others), opens an entirely new door of possibilities, and more importantly, responsibilities for next-generation Association Leaders.

The Re-Definition of Technology

As we think about the generational divide and why it's important, we cannot ignore the technological advancements that make this difficult. Technology is defined as the application of scientific knowledge for practical purposes, and when we think about all that has changed in the last five years in technology, we cannot ignore that its advancement transcends the leap from typewriters to computers, or "snail mail" vs. "email."

With the emergence of web-based social tools like Facebook and countless others, we have to understand that how we perceive the world around us has also changed. We have to be willing to re-define technology, to better fit interpersonal change as well as exterior change. How we think as a people is impacted just as much if not MORE than the physical attributes of technological advancement.

How Leaders Can Shift Their Perceptions about Emerging Generations

Do the research, get involved, and more importantly do a real, and honest assessment of your personal perceptions, ideas and convictions. Things are changing and they are changing fast. Emerging generations will always be that... Emerging. It's our responsibility as Builders to always be willing to transition our thinking to better serve those that we have in our care. Organizations depend on its people. It's this intimate and necessary dependency that should be at the center of pursuing an understanding of the Emerging Generations.

How Can We Improve Board Communications?

Let's shift gears... Another component to this "dilemma" that we face, and the dilemma being "the shift" and being "stuck" in the middle of two economic paradigms (industrial vs. post-industrial), is the relationship between Association Executives and the Boards that they partner with. As attendees began to see the



enormity of change and transition that's required of them, many of them addressed the idea of communicating this urgent need to the Boards that they partner with and ultimately serve.



Change can be problematic. And though this may sound like a cliché (because it is), change is necessary, and there will be many who are resistant to it. However, to be resistant to change is to surrender to defeat, and the post-industrial climate is proving this time and time again. Major brands that have historically had major marketplace depth are being unpinned partly due to their lack of, or resistance to change. Kodak, Blockbuster, Borders, and more recently Hostess.

From observations and insights shared, one can propose a provocative resolution to the disconnect that often happens when Executives are charged with leading their boards into a climate of velocity and change:

One of the chief communications that must occur between Executives and the Boards they serve revolves around education. An informed Board is kept abreast of economic condition shifts, changes in Association practice and execution, emerging paradigms, technologies and relevance. And a Board that is informed, can ready decisions and actions based on fresh insight and data.

Solve the information gap, enhance communications and you'll get results that matter.

Re-Imaging Member Engagement

Who are our members "now"? This is one question Executives were charged with. Discussions revolved around re-imaging the Association Member, his/her needs and what role Human Resources plays in fostering and building member relationships. Definitively, the teams established that the member of today, is NOT the member of yesterday and that how we address members has to change.

Today's Member is deeply connected through technology. How members receive information and engage this information is fundamentally different than it was just 5 years ago. Social Media can be leveraged to deepen the relationship between Association and Member which leads us to the next quadrant: Emerging Technology

Emerging Technology

By definition, emerging technology relates to contemporary advancements and innovations in various fields of technology. Think Tank attendees were charged with the exploration of some of the most relevant emergents of the past decade and how they relate to or effect the field of Association work.



Navigating Social Media: Best Practices

While conversations ensued around ideas like "mobility" and "the velocity of the marketplace," one of the most robust conversations was social media. Understanding how Social Media has impacted the world of Association work is crucial to really understanding the new dynamics at play. From combatting the idea that LinkedIn replaces Associations, to navigating the highly visible, transparent world of Social Media, the Executives discussed topics like:

- Identity online and off
- Understanding Social Media advantages and weaknesses
- Social Media's relationship to web context - the big picture

Unfortunately, time did not allow for a "flushed out" best practices guide. What we did do however, is identify some of the key area that Association Executives should pay close attention to moving forward:

1. Leveraging Social Media to deepen member relationships
2. The importance of writing a "how I use social media" manifesto
3. Prioritizing Social Media correctly (time management)
4. Using Social Media as a listening tool vs. broadcast tool
5. Leveraging Social Media to generate traffic to static sites
6. The importance of staying relevant
7. Hiring via Social Media - do's and don'ts

Communications

How we communicate now is also completely different. "DM me", "Tweet me", "Facebook me" ... These are the new channels by which some of us communicate.

One of the most constant themes in the shift from the Industrial to the Post-Industrial economy is speed. The Shift happened almost overnight and off the radar for most Business Champions because of Speed.

The speed of communications opened the doors to rapid information gathering and collaboration.

How Has Advancements in Communications Changed The Association Landscape?

About 3 years ago, the powerful messaging platform Twitter started building major traction. It was during this an emerging trend formed. The Direct Message (DM) started replacing email, to some degree. This signaled a shift in expectations and communication protocol. Would the Twitter DM replace a "traditional" email? Could the brevity of Twitter be a more common practice in the marketplace vs. the traditional noise and somewhat consuming nature of email?

We can't mention the Direct Message (DM) without mentioning the "Tweet." Again, another mechanism of Twitter, however; a "game changer" in the communication spectrum. Tweeting someone can hold value, and its speed is blinding.





In the Summer of 2012, Facebook introduced the ability for users to access a @Facebook address that delivered Facebook Messages directly to the platform. This bold move by Facebook is a glimpse of what I feel will be a whole new era of communications – a more integrated communications protocol.

These radical advancements in technology should raise a flag for the Association Executive. If your communications strategies are NOT leaning into these technologies, you may find yourself stuck in a paradigm that is losing value quickly. While email has been tested, tried and true, faster, more agile forms of communication are emerging. Because of this, Association Executives may find themselves rethinking how newsletters are delivered, OR how interaction happens on and offline.

Should Associations Re-Think Their Communication Strategies?

One of the biggest themes of Think Tank was "change." While the body of conversation revolved around understanding the new economic climate, at the core of the conversation was the overwhelming weight of change. Association Executives must re-think and challenge all of their traditional "business as usual" paradigms and explore the new possibilities that have emerged in a marketplace fueled by creativity and innovation. Re-thinking communication strategies is just one piece of a much bigger picture, and while the answer to the prelude question is undeniably "YES," there are many facets of the Association paradigm that need re-visiting, re-thinking and ultimately, re-invention.

With the speed of the marketplace, the saturation of information, and the desire to communicate quickly and easily, Association Executives, Leaders, should fit their messages to the available tools to connect with and meet the demands of their member base.

All channels of communication should be considered, traditional and emergent. Re-thinking the communications strategy is a quintessential piece of the puzzle, and a realization of new communication modes will yield a renewed level of connectivity between the Associations and the Members they serve.

Creativity And Innovation

We have to be willing to get beyond the cliché... ~ Vincent Hunt

We have to get beyond thinking that creativity and innovation are things that you sprinkle on process and regimen. We have to get beyond believing that only certain "types" of organizations are charged with "being creative" or "innovative." We have to get beyond the notion that "ideas are a dime a dozen" and start seeing the idea making process as a critical part of our organization's ability to thrive. Creativity and Innovation are not "buzz words." Creativity and innovation are the seeds of invention, and the cradle of new business ventures.





Exploring The Shift From An Industrial To A Post-Industrial Economy

was rooted in the premiss that our Country is in the midst of one of the biggest economic shifts of the century and Association Executives need to not only recognize the shift, BUT they need to start thinking about what the "shift" means to their organization(s). Pursuing this, there is no way around the mechanisms that are fueling this transition - creativity and innovation.

How Can We Leverage Creativity And Innovation to Re-Define Association Culture?

While this provocative question is one that has many possible answers, Executives were challenged to take a step back and ask the compelling question: **When did we STOP being creative?**

We probed the modern education system and the implications of growing up through the industrial paradigm and discovered a series of mental artifacts that stifle creativity very early on, well before now. We realized that the challenges that are faced by SOME Association Executives (not all), as it pertains to creativity and innovation, rest in the idea that process and system are common place while the nature of BEING creative is not the default channel by which organizations are lead.

Building cultures of creativity within the Association paradigm will be paramount moving forward. In order to leverage creativity and innovation to redefine how Associations think about and ultimately do business, Executives will have emphasize the pursuit of creativity and innovation – because it's not the default mechanism that governs association culture. A good balance, or "blend" of creativity, innovation, strategy, and sound business practice will ultimately transform the Association landscape.

Managing Creative People: How Can We Bridge Creative Gaps And Capture Ideas?

When we think about building cultures of creativity and innovation, we also have to think about what happens when we start awakening and championing the idea(s) within the workplace. Because most work environments of the 21st century are not "natively" creative, the people within these environments are probably benefactors of process and rigor. Unleashing creativity within the organization requires that Executives are prepared to manage creative people.



Pearl S. Buck, the American novelist and recipient of the Pulitzer Prize and the Nobel Prize, captured what it means to be a highly sensitive person:

The truly creative mind in any field is no more than this: A human creature born abnormally, inhumanly sensitive. To him... a touch is a blow, a sound is a noise, a misfortune is a tragedy, a joy is an ecstasy, a friend is a lover, a lover is a god, and failure is death. Add to this cruelly delicate organism the overpowering necessity to create, create, create—so that without the creating of music or poetry or books or buildings or something of meaning, his very breath is cut off from him. He must create, must pour out creation. By some strange, unknown, inward urgency he is not really alive unless he is creating.

Why is this important? At the center of MASSIVE Corporations belief about creativity, its origins and how creative people work is this fundamental understanding: Creative people are deeply sensitive people, and whether they are creative by divine DNA or they are lead in a way that allows them to BE more creative, sensitivity to the art is paramount to understand and embrace.

Executives were inspired to start the process of understanding creative minds, and more importantly, challenged to start thinking about ways that the "creative gaps" within their cultures could be bridged, and how, once cohesive, the ideas produced are captured. Taken from Adobes Research "State of Create" this is how the "creative gap" is defined:

- 8 in 10 feel that unlocking creativity is critical to economic growth
- Only 1 in 4 believe they are living up to their own creative potential
- 75% said they are under growing pressure to be productive rather than creative at work
- More than half feel creativity is being stifled by the education system – and that feeling rises to 70% in the US
- Only about half of Americans would describe themselves as creative (global average is even lower at 39%)

This separation between creativity's importance and the day-to-day reality is the "creativity gap."

Here are some take aways:

1. Make time for creativity
2. Put an emphasis of creativity, and articulate its importance
3. Serious play is important and it can be used to generate ideas
4. The human capacity to create is not bound by expectation, but influence by encouragement
5. Every organization should have a system for capturing ideas
6. Ideas are organizational assets and should be treated as such

Bridging creative gaps is a challenging proposition. It takes a desire to change perceptions about creativity and a willingness to dismiss the notion that creativity is an additive to something more important, vs. the seed of importance.



Why Are Creativity And Innovation So Important?

As we move forward and deepen our roots in the post-industrial economy, we must gain a greater understanding of creativity and innovation. These are not "buzz words;" do not be mislead.

Organizations that will win in the new economy will

- champion new ideas
- change paradigms
- challenge convictions
- pursue what's new and fresh

While some of the jargon associated with the new economy may be poetic and inspiring, do not be blind-sided to the clever truth that rests in the core of the message: "Innovate or Die."

Earlier in this White Paper, we noted traditional businesses that for whatever reason, abandoned their creative roots and became products of an industrial system that believes solely on process and rigor... These companies are suffering now in the new economy.



Associations are not immune. Understanding the *Shift From An Industrial To A Post-Industrial Economy* was and is about embracing change. It's about making a difference that resonates within the marketplace. It's about creativity, innovation, people, how we communicate TO those people, and being mindful of technological advancements that can change things in an instant.

Why is creativity and innovation so important? Creativity and innovation is the seat of invention, and while we would like to think things will always remain the same, change is inevitable. This year's Foundation Think Tank was about re-thinking, re-booting and yes... Re-inventing how Associations view their roles in this rapidly changing marketplace.



Resources

Think Tank Overview

<https://www.evernote.com/shard/s2/sh/1c4dded9-c054-41c4-83b1-9ebbe69471c4/8fdf452e174749b4106e97b92efc5082>

Think Tank Objectives

<https://www.evernote.com/shard/s2/sh/ccc12052-9429-4e17-a9ab-5ee2a64930cc/89e565591968b0c80b0a617870646740>

Introduction to the Shift

<https://www.evernote.com/shard/s2/sh/401999ba-11c5-4ef8-bc6e-a35089774685/3eafcfada6a43a7905db6636facf375b>

When Did The Shift Happen, And Why Is It Important For AE's To Embrace It?

<https://www.evernote.com/shard/s2/sh/6d1c736f-276f-4582-a1a4-d4bca7350f6d/efca61238940a2f2c2f559bb9e934ba0>

Illuminating The Four Quadrants

<https://www.evernote.com/shard/s2/sh/c08a922f-3063-4033-94ba-20b4a9369767/0a923231b5eae0b5e7773f9274d1d9f5>

"The New Playbook"

<https://www.evernote.com/shard/s2/sh/d272cd2a-a904-4d63-b0c0-37a1d5336a8b/d348235cb068aec6f00225b3b1f39517>

Understanding The Generational Divide

<https://www.evernote.com/shard/s2/sh/05dd04ee-d1ef-4f1f-a95d-c5479ceb5359/666583f5dd0e3485a82621a2fa66f662>

Building Better Associations From The Outside In

<https://www.evernote.com/shard/s2/sh/2b606a43-d52f-4096-989d-fff0fd44335b/85bba37df793b587aa340a3d2c63d3bd>

Leveraging Social Media as a Staffing Tool (working draft)

<https://www.evernote.com/shard/s2/sh/d2a0d1db-6c9b-4705-8b85-fb20d78f5cd8/33421bd29258808b1de6bfe4c6ad040b>

Where Does The Speed of The Marketplace Come From?

<https://www.evernote.com/shard/s2/sh/4a2a0a3e-c5fe-4610-a9b8-7956a265a5f4/0c4428dff68e307f127e8809802e2ce2>



Beyond Mobility - The Power of Access

<https://www.evernote.com/shard/s2/sh/cabeab3f-5dbf-47b4-b59a-0ab5841e15d3/85aec2708883101343493be5f8cce306>

How Has Social Media Changed The Way We Communicate?

<https://www.evernote.com/shard/s2/sh/ef02e5d1-9ab6-4f59-abde-6ffd2d0b6da0/e659b480f3fb4a5b77378c00dafbaa5a>

Mobile & Social Media - What's the Relationship And Why Does It Matter?

<https://www.evernote.com/shard/s2/sh/85b406bc-63d0-4394-84e8-3e40a411d266/e289e02d0e63b802178b5cd0b65cd82b>

The Catalyst of Change: Disruptive Innovation and Extreme Creativity

<https://www.evernote.com/shard/s2/sh/57e11715-ff93-4038-b78b-8247e6c8adc0/11d3c8b5f0d88dc81e26c715e8e616a5>

Disruption Exercise: Writing A Disruptive Hypothesis

<https://www.evernote.com/shard/s2/sh/1640b904-b19c-4ead-b073-66ef82d11de4/153b31c8dc41d331d3110010aa1430e5>

Introduction to Possibility Thinking - The Seat of Innovation

<https://www.evernote.com/shard/s2/sh/51a3071e-8f25-49aa-a42d-796ec0e0ec1b/5c8bbb171c40913da79daefe8d3b58d4>

Video Library

Seth Godin: Stop Stealing Dreams - TED X Youth @ BFS

<http://youtu.be/sXpbONjV1Jc>

The Otis Report on the Creative Economy 2011

<http://www.youtube.com/watch?v=oNpNyBC9w4c>

Introduction to the Creative Economy

<http://www.youtube.com/watch?v=raCF64vTkkU>

Michael Casey: The Creative Economy

<http://www.youtube.com/watch?v=bKqRhGCoQI0>



Building The Creative Economy: Joe Rolfe - TED X Monroe

<http://www.youtube.com/watch?v=oAKPVG23NUU>

Beyond Industrialism: A Post-Industrial Economy - Bill Shireman

<http://www.youtube.com/watch?v=ofEbqeGGWpY>

Collision Repair University: Social Media & Human Resources

<http://www.youtube.com/watch?v=qJ46oQjRIBw>

Perry Timms: Social Media in Training & Learning

<http://www.youtube.com/watch?v=HBYYH1-Fv20>

A Department in Transition: Human Resources and the Adoption of Social Media - Vilanova University

http://www.youtube.com/watch?v=dfcz_0r8rY0

"Why Your Klout Is Critical" - How HR Departments Are Using Klout to Recruit

<http://www.youtube.com/watch?v=wQS8YUDLmrs>

Emerging Technologies and It's Impact on Large Enterprises

<http://www.youtube.com/watch?v=2Jlh8PT7AoU>

Corning: A Day Made of Glass (Part 1)

http://youtu.be/6Cf7IL_eZ38

Corning: A Day Made of Glass - Extended Vision (Part 2)

<http://youtu.be/jZkHpNnXLB0>

Corning A Day Made of Glass - Unpacked

http://youtu.be/X-GXO_urMow

John Ive on Remembering Steve Jobs

<http://youtu.be/0vYHzb6r5MU>

Susan Cain: The Power of Introverts (TED)

<http://youtu.be/c0KYU2j0TM4>

Susan Cain: The Power of Introverts

<http://youtu.be/hYn6NeWemVw>

Tom Peters: Business Should Be Energetic And Passionate

<http://youtu.be/OYLhthJA6qc>



Tom Peters: Innovation Is Actually Easy

http://youtu.be/8AGTpu_i8sc

Scott Anthony: How To Spot Disruptive Innovation

http://youtu.be/KGzXWO_anLI

Steve Johnson: Where Do Good Ideas Come From

<http://youtu.be/NugRZGDbPFU>

Carl Bass: The New Rules in Innovation

<http://www.youtube.com/watch?v=YKV3rhzvaC8>

Clayton Christensen: Disruptive Innovation

<http://www.youtube.com/watch?v=qDrMAzCHFUU>

Michael E. Porter: Rethinking Capitalism

<http://youtu.be/LrsjLA2NGTU>

Can Introverts Lead? Francesca Gino

<http://youtu.be/filvIODRukw>

Fast Company - Luke Williams: Innovation Starts With A Disruptive Hypothesis. Here's How To Write One.

<http://www.fastcodesign.com/1663970/innovation-starts-with-disruptive-hypotheses-heres-how-to-create-one>

Event Specific Resources

Event Attendees Personality Type Array

<https://www.evernote.com/shard/s2/sh/9130226b-c66b-43f7-947e-d048d7a8e3c6/8ab5483e34683a43995eb99c7c9de958>

Event Attendees Personality Type Array (Map)

<https://www.dropbox.com/s/4y90w8gms1xhhab/FSAE%20Foundation%20Personality%20Array.pdf>

