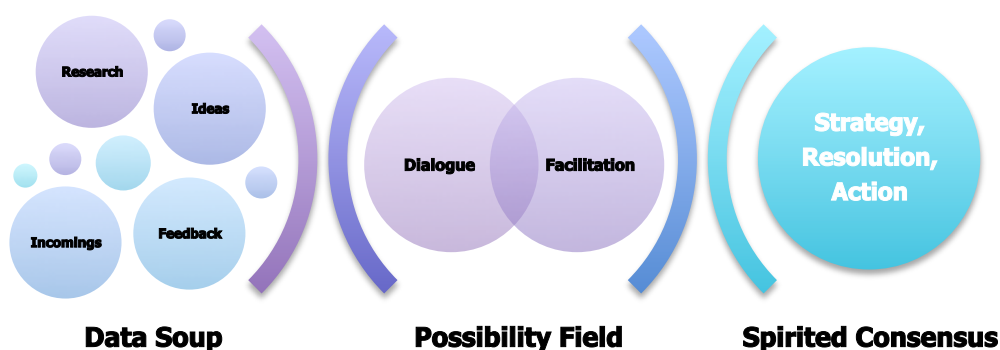


BOARDS, CEOs, & TRANSFORMATIONS

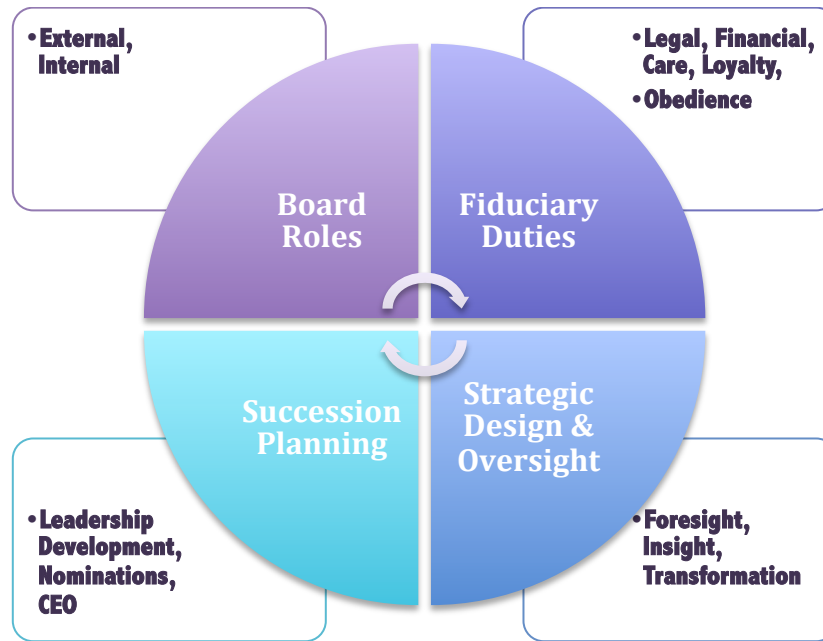
"We make a living by what we get. We make a life by what we give." Winston Churchill

A strong Board/CEO partnership requires a high performance board culture with nimble governance, in order to create a targeted, strategic value proposition to exceed the expectations of members and donors.

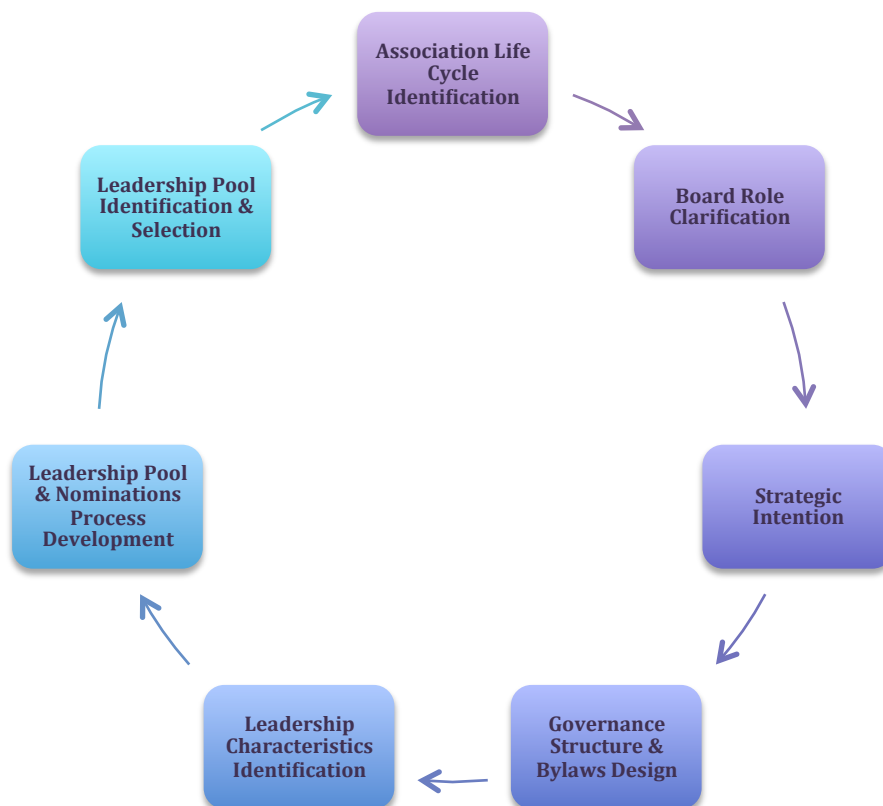
The Board of Directors must facilitate a responsive structure, craft strategic vision, oversee strategic capacity, and ensure strategic focus through aligned resources and clear outcomes. Making sense of the data soup, exploring the unknown on the field of possibility, and engaging in spirited dialogue to reach strategic consensus is essential to address a future, which is changing exponentially.



Board members give of their time to organizations that matter to them. Being a fiduciary is often new to Board members, along with association management's body of law, high performance board characteristics, the division of roles, strategic focus, non-profit financial management, and the chameleon nature required of CEOs. Board members need to understand when they say "yes" in today's leadership environment how to become a strategic high performance board and how to stay out of trouble, while creating a meaningful future for members.



In addition, Board members must recognize their accountability in the long-term sustainability of an organization as they oversee succession, structure, and strategy.



In the essential partnership between CEO & Board, the CEO executes as a master facilitator of organizational dynamics and operations to ensure member satisfaction, expansion of scope and influence, donor management, and standard setting. Leading a team of specialists, the CEO ensures that the association serves its members through a variety of avenues: government relations, certifications and accreditation, foundations, for-profit subsidiaries, meetings and trade shows, education and training, publications, social media, and membership development.

On any given day, the CEO may be dealing with:

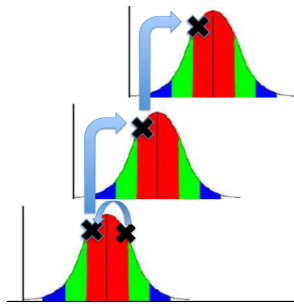
<input type="checkbox"/>	Board Development/Orientation	<input type="text"/>
<input type="checkbox"/>	Governance Reviews/Nominations Processes	<input type="text"/>
<input type="checkbox"/>	Bylaws Reviews and Overhauls	<input type="text"/>
<input type="checkbox"/>	501(c)3, (c)4, and (c)6 Operational Reviews	<input type="text"/>
<input type="checkbox"/>	Strategic Visioning, Planning, and Implementation	<input type="text"/>
<input type="checkbox"/>	Organizational Transformations/Change Management/Turn-Arounds	<input type="text"/>
<input type="checkbox"/>	Leadership Development/Coaching	<input type="text"/>
<input type="checkbox"/>	Infrastructure & processes (Financial, Technology, Talent, Volunteer Mgt.)	<input type="text"/>
<input type="checkbox"/>	International/National Chapter or Component Relations	<input type="text"/>
<input type="checkbox"/>	Certification/Accreditation	<input type="text"/>
<input type="checkbox"/>	Strategic Alliances/Partnerships	<input type="text"/>
<input type="checkbox"/>	Foundations	<input type="text"/>
<input type="checkbox"/>	Name Changes	<input type="text"/>
<input type="checkbox"/>	Political Action Committees	<input type="text"/>
<input type="checkbox"/>	Succession Planning	<input type="text"/>
<input type="checkbox"/>	Change Management/Transitions	<input type="text"/>
<input type="checkbox"/>	Crisis Management	<input type="text"/>
<input type="checkbox"/>	Public Relations/Media	<input type="text"/>
<input type="checkbox"/>	Government Relations	<input type="text"/>

Aside from a flawless, well-communicated value proposition, there are four areas in today's organizational dynamics that are accentuated, which can destroy an organization if the Board and CEO partnership is not supremely masterful: change management, generational transitions/integration, leadership development, and creating a coaching environment.

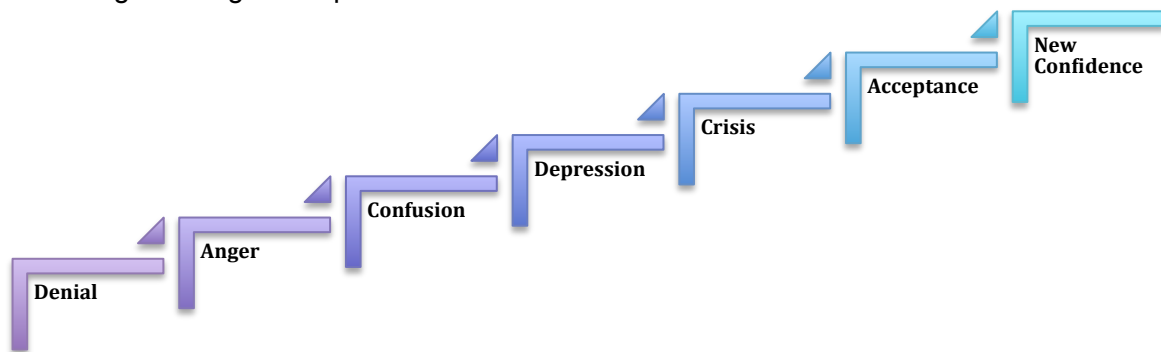
Change Management

"The illiterate of the 21st century will be those who cannot read and write, but those who cannot learn, unlearn, and relearn." Alvin Toffler

As change management masters, understanding the change effort effect is essential,



along with knowing how to identify where individual leaders, members, and staff are in the change management process.

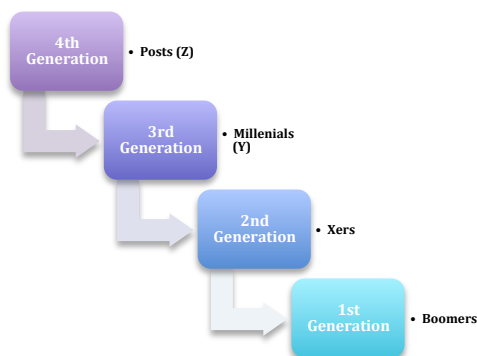


Torben Rick: <http://www.torbenrick.eu/blog/change-management/increasing-the-likelihood-of-successful-change->

It is critical for the Board and leadership team to have the skills, talent, and understanding to lead change management; to move through evolution instead of revolution, and to have the competencies to communicate the shared value proposition to a variety of audiences.

Generational Transitions/Integration

Never have there been so many generations and such a difference in the workforce as right now. Creating synergies between the generations, welcoming them to the table, and having key conversations about career development, altering performance review processes and feedback practices, and bridging the gap between how you run the organization now and how your successors see things are deal breakers. Becoming insightful leaders who integrate the strengths of each generation either tee-up long term sustainability or create destructive conflict.



Leadership Development

"Survival of the fittest is not the same as survival of the best. Leaving leadership development up to chance is foolish." Morgan McCall

Talent acquisition, retention, and development are primary drivers of success. This is not your father's, grandmother's, or even your older cousin's business environment anymore. Opportunities abound for those who choose to develop stellar skill sets and operate at peak performance. In addition to ongoing leadership development as a best professional practice, an organization without a leadership development program for its members and staff ignores, at its peril, a generation that has self-identified as needing leadership development – the millennials, now the largest generation in the workforce and the future leaders of every business, industry, profession, government agency, and non-profit of the future.

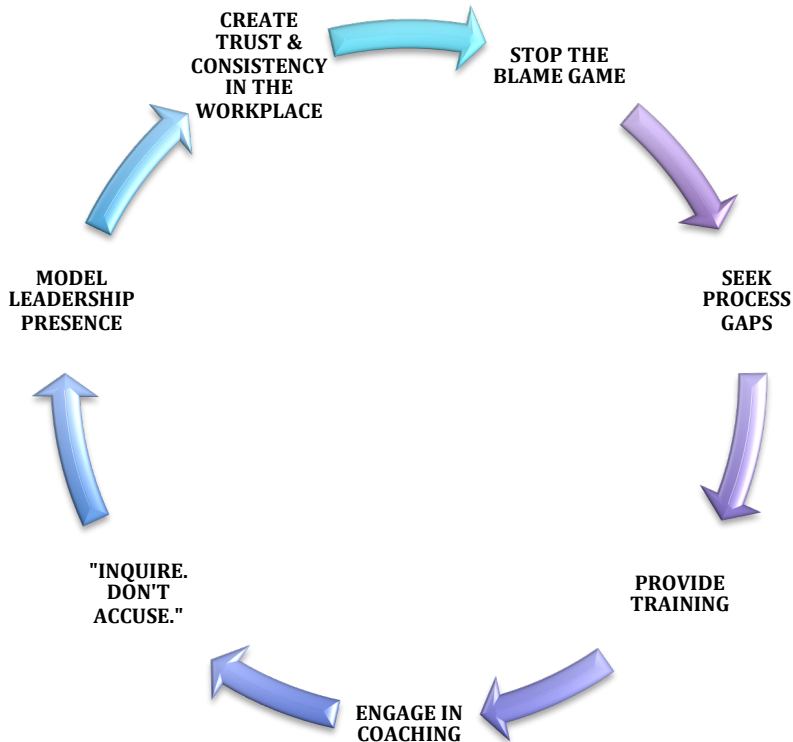


Creating a Coaching Environment

A coaching environment is not the practice of mentoring. It creates a sustainable environment with an approach that includes being:



It is characterized by:



It yields:

COACHING'S BENEFITS

<input type="checkbox"/> PEAK FUNCTIONING TEAMS	<input type="checkbox"/> ANTI-COACHING SENTIMENT IDENTIFIED PRE-HIRING
<input type="checkbox"/> SYNCHRONIZED COMMUNICATION	<input type="checkbox"/> COACHING ENVIRONMENT CULTURE
<input type="checkbox"/> PEOPLE DEVELOPMENT COMPETITIVE EDGE	<input type="checkbox"/> SUSTAINABILITY
<input type="checkbox"/> GENERATIONAL HARMONY	<input type="checkbox"/> SUCCESSION PLANNING

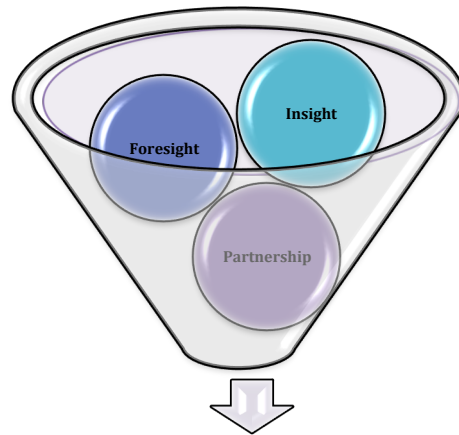
SUMMARY

If we map a high performance Board/CEO partnership with a strong value proposition to becoming change management masters, facilitators of generational transition and integration, leadership development investors, and creators of a coaching environment, we have the opportunity to transform in lock step with the exponential changes of the next decade.

The goal of a high performance Board culture with a strong Board/CEO partnership is high impact, created when a clear value proposition is communicated effectively, resulting in high engagement.



High impact is the secret sauce, which moves organizations from maintenance to transformation.



EXECUTION

**LANGUAGE CREATION &
COMMUNICATION (STORY)**



TRANSFORMATION