



Engaging Your Board in Strategic Conversations

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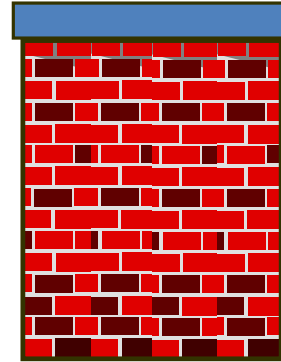


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Connecting Great Ideas and Great People

What are the **Barriers** to a Strategic Board?

The Theory?



The Practice?

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Putting the Seven Measures to Work at NCRA

Mark J. Golden, CAE
Executive Director & CEO



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Start with Self-Assessment

- Membership and Leadership Culture
- Staff Culture
- Inventory of organizational capacities
 - Strengths and weaknesses of staff
 - Strengths and weaknesses in board
 - Resources
 - External factors



Establish an ongoing and persistent program of staff and board development

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Opportunities for Improvement

- Strengthen the habit of engaging in **data driven strategies**
- Increase our governance culture's emphasis on knowledge-based decision making through more sophisticated and intentional **dialogue and engagement**
- Apply this increased capacity to:
 - Ensuring better **alignment of products and services to mission**
 - Strengthening our **customer service culture**



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Start with Staff First

- ROSE project
 - Resources, Opportunities, and Services Evaluation
 - Five years data on every product, service and activity of the association
 - Financial performance
 - Strategic contribution



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Engage Leadership Second

- Build on a history of strategic planning, and prior studies and work they were comfortable with



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Future Group (March 2002- November 2003)

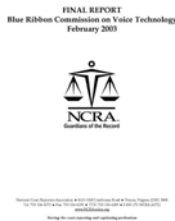


- Radar Screen of Strategic Issues
 - Future Technologies
 - Professional Recruitment/Education
 - NCRA - The Organization
 - Other Issues

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Blue Ribbon Commission on Voice (August 2002 -February 2003)

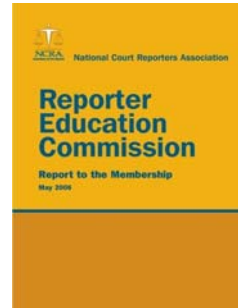
- Objective and fact-based understanding of the current and future potential of realtime voicewriting technology



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Reporter Education Commission (July 2004 - May 2006)

- 13 Separate Initiatives Focused on
 - Schools
 - Teachers
 - Students
 - Recruitment
 - Retention
 - Graduation
 - Integrating Graduates into Work Force



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Engage leadership in a new and different planning approach

- MVP: Member Value Proposition
- Using “Blue Ocean” market analysis
- Resulted in a overarching strategy for moving forward that the Board could grasp and rally around
- Served as basis for revising and refocusing short-term, mid-term and long-term organizational goals

NCRA’s Blue Ocean Strategy

- Innovate and build on NCRA's established competencies to generate resources to reinvest in the core
 - Create and expand non-dues revenue sources that provide service to the membership
 - Expand the customer base we sell our services to beyond just the membership, wherever it is profitable to do so
- Reinvest the revenue generated in meeting the needs of the core.

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Assessing the Results ...

- ROSE left the organization prepared to respond quickly and effectively to declines in the general economy
- MVP creates opportunity to expand services market NOW and expand membership definitions LATER
- But ...
 - Culture trumps strategy
 - Organizations under stress revert to defensive and reactionary behaviors
 - Membership resistance to change embraced by the board



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Time for Change

... A Strategic Leadership Decision

Arlene A. Pietranton, PhD, CAE
Executive Director
American Speech-Language-Hearing Association



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The Story ... Why Change?

Governance model:

- In place since 1969
- 1969 ASHA membership was 12,800
- 2006 ASHA membership > 123,000
- Not in sync with trends and best practices in non-profit association governance
- Bicameral/shared governance model



The LC, EB, and members told us that efficiency and effectiveness were not satisfactory

... just a little “out of touch”

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First ASHA LC meeting -1969



The Story ... What and Who

Resolution to Establish an

Ad Hoc Committee on Governance Structure and Process

- Submitted by
 - 2005 Past President and
 - 2005 Speaker of the Legislative Council
- Approved by Executive Board



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The Story ...What and Who

Committee Charge

Conduct a review and evaluation of the ASHA governance structure and process to determine if it is, and will, meet the Association's governance/ governing needs and the needs of members of the professions including a review of governance practices in similar national organizations and submit a report to the Legislative Council and Executive Board by September 1, 2006



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The Story ... What and Who

Committee Composition

- Executive Board
 - 1 Current and 2 Past Members
- Legislative Council
 - 1 Current and 2 Past Members
- Executive Director
- Ex officio



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The Story ... The Process

- Conference calls – in December 2005
- Face to face mtg – in February 2005
- Educational Session on Governance Trends for LC & EB in March 2006
- Governance Survey – Spring 2006
- Preliminary report to EB & LC – September 2006
- Facilitated feedback sessions with:
 - EB (October 2006)
 - LC (November 2006)



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The Story ... The Process

- Face to face meeting – January 2007 to refine & finalize proposed new model
- Vetted new model with EB – January 2007
- Select and widespread (all members) peer review of new model – February 2007
- Final Report
 - Every peer review comment addressed
 - Resolution to approve new governance model – Spring 2007 LC meeting



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The Story ... The Approach

- Established credible committee
- Engaged a governance consultant
- Studied governance literature trends and benchmarks
- Started with a clean slate
- Identified 23 possible governance models
- Identified 8 models for focused consideration
- Agreed on one model



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The Story ... The Vision

Governance structure and process that

- is responsive to [member](#) wants, needs, and trends
- serves [members](#) & the professions more efficiently and effectively
- meets current and future governance challenges
- is satisfying to those [members](#) who are involved in ASHA governance activities
- capable of prompt and effective decisions that take multiple sources of information into account
- always considers [member](#) values
- recognizes the increasing complexity of issues confronting ASHA and access to new technologies for communication



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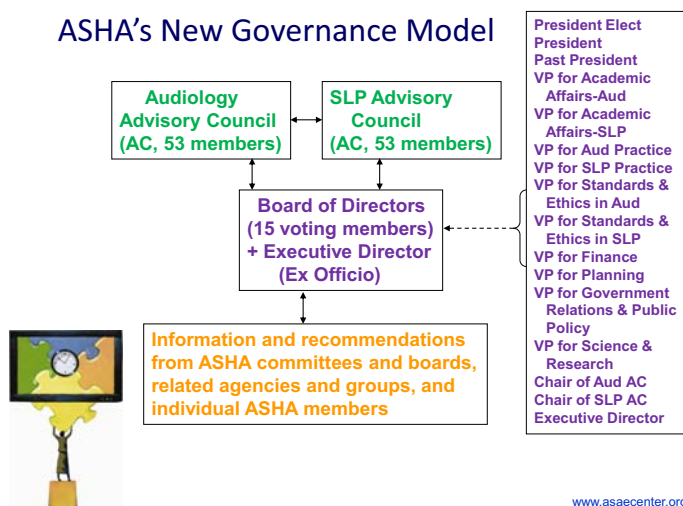
The Story ... The Vision

- Governance should be capable of prompt and effective decisions that take multiple sources of information into account
- Member values should always be considered when making governance decisions
- Model must recognize the increasing complexity of issues confronting ASHA and access to new technologies for communication



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ASHA's New Governance Model



The Story ...The Outcome

- Governance Model vote
 - 85% in favor to 15% opposed
- By-laws vote
 - 95% in favor to 5% opposed
- 2008 = Governance Transition
- 2009 = New Governance Model fully implemented



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The “7 Measures” of Success

Customer Service Culture

- Needs of Members (4 of 7 Vision items)
- Consideration of volunteers’ time & talent
- Deeply frustrated group of volunteers (LC)



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The “7 Measures” Keys to Success

Alignment of Products and Services with Mission

- Not as part of our Governance Change
 - ... but there’s “another story” – about our Strategic Pathway journey ...



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The “7 Measures” Keys to Success

Data-Driven Strategies

- Governance survey
- Researched other governance models
- Reviewed literature & trends
- Input/data from peer reviews
- Written into the Committee’s charge



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The “7 Measures” Keys to Success

Dialogue and Engagement

- Established a committee w/“right people”
- Governance consultant
- Conference calls & face to face meetings
- Review(s) – every comment addressed
- Principle of direct member input vs. a “representative” model



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The “7 Measures” Keys to Success

CEO as a Broker of Ideas

- Collaborated with Past Pres. & Speaker
- Worked closely with Committee Chair, Ex Officio & Consultant
- Full member of the Committee
- Change management & communications



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The “7 Measures” Keys to Success

Organizational Adaptability

- Efficiency, effectiveness & nimbleness
- Changed from 40 year old bicameral w/150 member Legislative Council & an Exec Bd
- Recognition of autonomy of 2 professions



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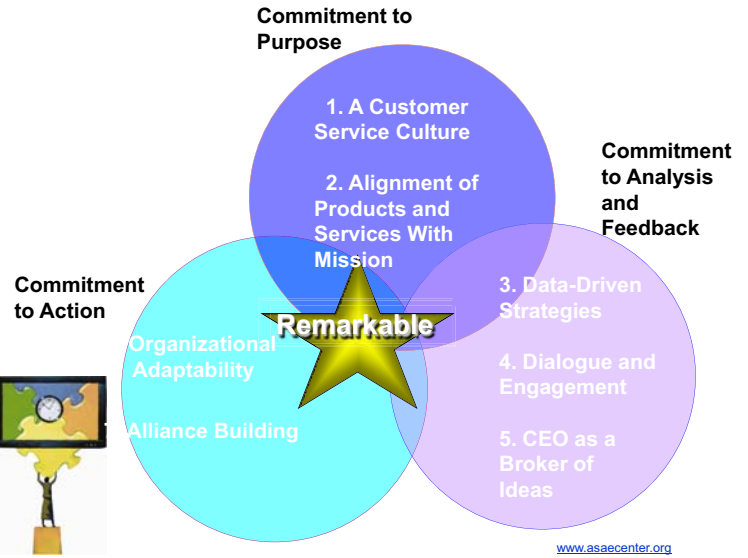
The "7 Measures" Keys to Success

Alliance Building

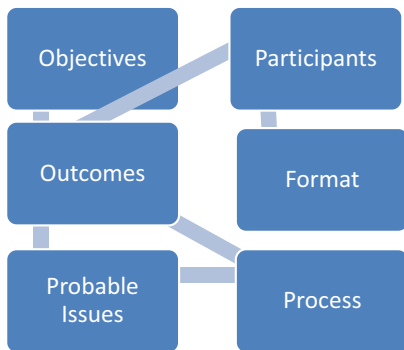
- Past President & Speaker
- Chair, Ex Officio & Executive Director
- New model has explicit commitment to:
 - Internal alliances among BOD, Advisory Councils, Divisions, Committees, etc.
 - Enhanced external alliances with related organizations



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Enlisting 7 Measures for Boards



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ASAE & The Center 7 Measures Resources

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Governing for Growth: Using 7 Measures of Success To Strengthen Board Dialogue and Decision Making

Facilitator's Guide to Governing for Growth (to be published in 2009)

7 Measures of Success: What Remarkable Associations Do That Others Don't

7 Measures of Success Implementation Guide & Assessment Tool



SEE YOU NEXT YEAR!
Annual Meeting & Expo
August 21 - 24, 2010
Los Angeles, CA

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