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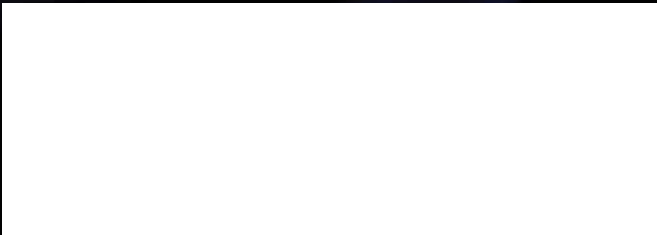
> SUMMER 2007



Succeed with Big Challenges Bronco Teamwork Secrets to Four Generations

VOL. 1, ISSUE 3

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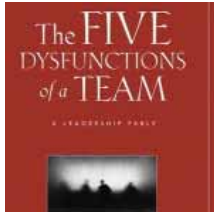
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The Mission:

CSAE brings together association leaders to foster professional and personal excellence through unique learning opportunities that inspire members to achieve more and guide associations into the future.

The Promise:

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- Unique learning opportunities
- An effective advocate

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From the President



Lois A. Rice, CAE
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I've just returned from CSAE's annual conference in Copper Mountain, and if the energy and enthusiasm of the conference attendees are an indication of the coming year, CSAE members will be in for an exciting year of education, camaraderie, and a strong dose of personal and professional development activities.

Taking a look at the year ahead, I want to help guide CSAE and its board onto the continued success we've achieved over the last year, particularly in the areas of education and professional development. Last year, thanks to the leadership of Nancy Erickson and her committee members, the Membership Committee helped CSAE gain 46 new members, and several of those folks have stepped up to the plate to volunteer on committees to plan the 2007-08 program agenda. These new members will have every opportunity to take advantage of the excellent educational and networking opportunities that CSAE offers through its luncheon programs, teleseminars, conferences, Executive Circle and other special events.

While at the annual conference, I had a chance to talk with some of our members about their future goals, and several people indicated a desire to pursue the CAE certification, but are a little intimidated by the preparation requirements to sit for the exam. We plan to survey CSAE members to find out just how many folks do have the CAE certification as a career goal, and how CSAE can best help members in preparing, studying, and sitting for the CAE exam. It may be that our members would take advantage of study groups, or individual mentoring of CAE candidates by those members who have already attained the CAE. If any of you have suggestions on how CSAE can support you in this area, please let me know.

This year, we have an excellent group of executives serving on the CSAE Board, and I look forward to working with them to achieve our goals. One important function of the CSAE Board is its fiduciary responsibility. This year, we will be exploring ways to increase revenues for CSAE while, at the same time, providing added benefit to all CSAE members. We plan to expand CSAE's preferred member program by adding more product and service vendors, who can assist members in the management their associations, and provide a source of non-dues revenue for CSAE. Last year, we surveyed our members to determine which products and services would provide the most value if they could be obtained at a reduced member price. We hope to move that program forward during the fall, so that all of you will have an opportunity to receive additional value from your membership. We know that networking and education are the two most important reasons you chose to join CSAE - but we hope to make CSAE of value in other areas of your association lives.

Whenever I have the opportunity to meet and talk to the members of CSAE, it reminds me why I so value this organization and the many talented and dedicated folks who are making Colorado's association management community the best it can be. Thanks for all you do, and please let me know what CSAE can do to help you face the challenges and achieve the goals of your association.

At the **CSAE Conference**, the audience was inspired by the life lessons shared by the opening keynote speaker, veteran climber and expedition leader, **Jim Davidson**. Here is a synopsis of Jim's compelling keynote, including some tips for overcoming adversity in your life.



TO SUCCEED WITH BIG CHALLENGES, ACT LIKE A PRO

> BY JIM DAVIDSON

The ice wall loomed in front of the climber. He tilted his head back and scanned the hard, overhanging ice above him. The ice cliff was 80-feet tall, maybe more. His face tightened with tension as fear crept through his mind: It looks impossible; I can't climb this. It's too steep, and I'm too scared...

If this climb were just for fun, the climber would simply go home and find something else to do. But, that wasn't an option. He was not scaling the overhanging ice wall for the fun of it. The climber was trapped deep down inside a moving glacier. Alone. He had to climb the wall, or die in the icy darkness of the crevasse.

When a harsh challenge looms before you, you might feel like the trapped climber – overwhelmed, tired, or

scared. But human beings are extremely resilient. People have rowed across huge oceans, flown to the moon, and even climbed solo up overhanging ice walls. As a life-long climber, I know about the incredible capacity for the human spirit to overcome adversity. The story of the trapped climber really happened, and that climber was me.

The skills and attributes that allow people to cross oceans and climb out of crevasses can be harnessed and applied to prevail over the difficulties encountered in daily life and business. This article reviews powerful techniques you can use to overcome any adversity and to succeed with the big challenges in your life.

LIFE'S CREVASSES

Climbers know glaciers have dangerous crevasses that inevitably will be encountered. The obvious, open cracks in the ice can be easily skirted around. Sometimes though, accumulated snow completely hides a giant crevasse and climbers may be unaware of the danger lurking right in front of them. It is these unexpected dangers that pose the biggest challenge.

Like a glacier, life has crevasses too. The obvious dangers are easily recognized and avoided. But sometimes, an unexpected problem can suddenly appear in front of you with little warning. In life, the hidden crevasses can be family problems,

Analyze the situation and face reality.

health concerns, and financial difficulties. The business world has crevasses like economic difficulties, tough competition, or lofty sales goals. When one of these obstacles suddenly appears before you, you may feel trapped, scared, or hopeless. While this can feel overwhelming, there is a proven strategic approach for tackling any big challenge: **ACCT like a PRO.**

*—It looks impossible;
I can't climb this.
It's too steep,
and I'm too scared...*

ACCT like a PRO

When I faced that overhanging ice wall, it looked impossible to climb. It seemed like I didn't have enough time, equipment, skills or people to tackle such a huge challenge. Doubt, fear, and a touch of self-pity swirled in my heart and head. While these initial reactions may have been natural, they were not helpful. My experience climbing out of that deadly crevasse shows that the best way to face any daunting challenge is to "ACCT like a PRO".



Figure out which factors
are within your **control.**



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When facing a tough challenge the **FIRST STEP** is to **ACCT**

A

= Analyze

Analyze the situation and face reality. Your analysis of the problem may at first seem daunting, but a thorough analysis of the circumstances is critical for moving forward.

C

= Control

Figure out which factors are within your **control**, and start controlling them. For example, with a tough sales goal, how many calls you make is within your control.

C

= Courage

Having **courage** does not mean being fearless. Courage is feeling fear, but acting anyway. You may find courage and strength from your own heart, from your family, or your beliefs. Tap your best energy source, and gain courage.

T

= Take Action

Taking action is critical. Feeling sorry for yourself, or wishing for different circumstances will not change anything. It is by taking action that you begin to affect the outcome, and thus improve your chances of reaching your lofty goal.

Once you ACCT, you are now taking charge of the situation and you can steer your efforts and the circumstances towards overcoming the difficulty or reaching your goal. You are no longer a forced participant in the adversity. You are an engaged player who can change the outcome.

When striving for any worthwhile goal, there will inevitably be some unexpected set backs or unforeseen complications. When these occur, the secret to success is to be a PRO:

P

= Perseverance

Giving up guarantees failure, but perseverance, being willing to keep trying even though the situation seems impossible, is crucial for breaking down even the biggest obstacles.

R

= Resilience

Unexpected difficulties can be surmounted through resilience – the ability to adapt and to try innovative, even outlandish tactics to reach one’s goal.

O

= Optimism

Maintaining a optimistic attitude, even in the face of unfavorable circumstances, is crucial for subduing panic, and elevating the spirits of one’s colleagues, and even one’s self. Optimism is contagious.

Having **courage** does not mean being fearless.



Jim climbing high on Mount Rainier (14,410 feet), with a huge crevasse field yawning 5,000 feet below.

Taking **action** is critical.



Calendar of **EVENTS**

Thursday, October 4
Courtyard by Marriott
Denver Cherry Creek

Friday, November 2
Warwick Denver Hotel

Friday, December 7

CONCLUSION

Unless you intend to scale the world's high mountains, you are very unlikely to ever find yourself in a glacial crevasse. However, most of us will be inside one of life's difficult crevasses at some time. When that occurs, do not give in to self-doubt or fear. Instead, remember to ACCT like a PRO and you will overcome adversity and reach your highest goals. ■



The key to overcoming a big challenge is to ACCT like a PRO – even when its 15 degrees below zero! Jim Davidson at 19,000 feet on Mt. McKinley in Alaska.

Photos courtesy of Jim Davidson and www.speakingofadventure.com

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AS A PROFESSIONAL SPEAKER, JIM DAVIDSON SHARES THE LESSONS HE HAS EARNED AND LEARNED FROM 25 YEARS OF HIGH-ALTITUDE CLIMBING ACROSS THE USA AND AROUND THE WORLD. MORE INFORMATION IS AVAILABLE AT WWW.SPEAKINGOFADVENTURE.COM OR 970-224-4608.

CSAE Annual Conference

Reflecting back on conversations with attendees, the abundance of ideas and tips gained at each and every session, as well as the fun activities designed to allow members to simply let go and be a kid again, once again confirms that good programming does not just happen.

Thanks to the visionary collaboration and creativity given by the entire conference planning committee, presenters, sponsors, the board of directors, and conference hosts this year's conference accomplished its objective of strengthening our base both professionally and personally.

Association leaders are at their very best when working together and sharing. They are "Excellence by Association."

But association leadership does not just happen. There is no magic formula. No wand waving in the breeze makes a person a leader. However, there are key elements that I have seen over my years of association management that are vital in the role of leadership. Shaping and molding to fit the style of the individual in leadership play a vital role to success.

Leaders are visionary. They do not see challenges as obstacles. But instead see



challenges as opportunities on the horizon. They are visionary people on a mission to make the associations that hired them the very finest. They accept responsibility and they are willing to fail in order for success to happen. They are the risk takers.

Leaders let go. They do not go it alone. They hire, recruit and surround themselves with people who are able to embrace the vision with such vitality that it can be molded and shaped into reality. They don't micromanage but hire the best, step aside and allow success to happen. It is at this point that leaders become followers and sharpen their listening skills so the vision does not stumble or deviate to final success.

And, lastly **leaders share the glory.** They make an art form out of taking a vision to its final stages of reality. And then they share

and celebrate with all who helped along the way.

As Executive Director of CSAE, I am inspired by the mix of association professionals within CSAE. You are leadership at its best. Your commitment to excellence and the future is superb. You are "Excellence by Association." You inspire and motive people to make visions reality, while systematically eliminating obstacles along the way.

As I watched from the back of the room at this year's annual conference, I sincerely applauded all the leaders of CSAE. You are the very best! And, I look forward to the upcoming year together as we continue to carry the vision of excellence in association leadership to new heights.

CONTRIBUTED BY JOAN "JT" TEZAK,
EXECUTIVE DIRECTOR, CSAE,
JOANT@CSAENET.ORG

2007 Strengthening Your Base

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I thought it was an outstanding event and one that provided great value to us as association managers and leaders, both in networking and tremendous training sessions.

—Tim Jackson, President, Colorado automobile Dealers Association



Great conference last week! I came away with some great ideas to implement.

—Jeffrey Arnold, Association Services Management Co.





Bronco Teamwork, The Legacy of the Orange Crush

> BY KARL MECKLENBURG

Photo courtesy Karl Mecklenburg

The Denver Broncos NFL legacy is one of team success. With six AFC championships including two Super Bowl championships, all in the span of 21 years, we have been one of the NFL's most successful franchises.

When I came to the Broncos in 1983 as a twelfth round draft choice, I was just another dumb rookie. Fortunately for me the Bronco's defensive roster was full of veteran players with a team focus. Ruben Carter, Steve Foley, Louis Wright, Tom Jackson, Barney Chavous, Brison Manor, and Randy Gradishire were

all veteran players from the famed "Orange Crush" defense. They not only taught me how to be a professional and selfless team player, but in many ways they taught me how to be a man. There are only forty nine roster spots on an NFL team, so each rookie that makes the team takes a veteran's job. Despite the limited job pool, these veterans knew that for the team to be successful they needed to mentor the twelve rookies that had made the final roster that year. They needed to get them up to speed in a hurry. The veteran's focus on team goals, instead of their own concerns, was a great example for us as young

players. The "Orange Crush" left a legacy that has lasted long after their playing days were over.

I played on some great Bronco teams in my twelve years in the NFL. We won three AFC championships and were usually in contention for the AFC West title. On those teams the coaches got along with the players; the offense got along with the defense; the veterans got along with the rookies; it was fun to go to work. I also played on some bad Bronco teams when we didn't have that togetherness. White guys didn't get along with black guys; linemen didn't

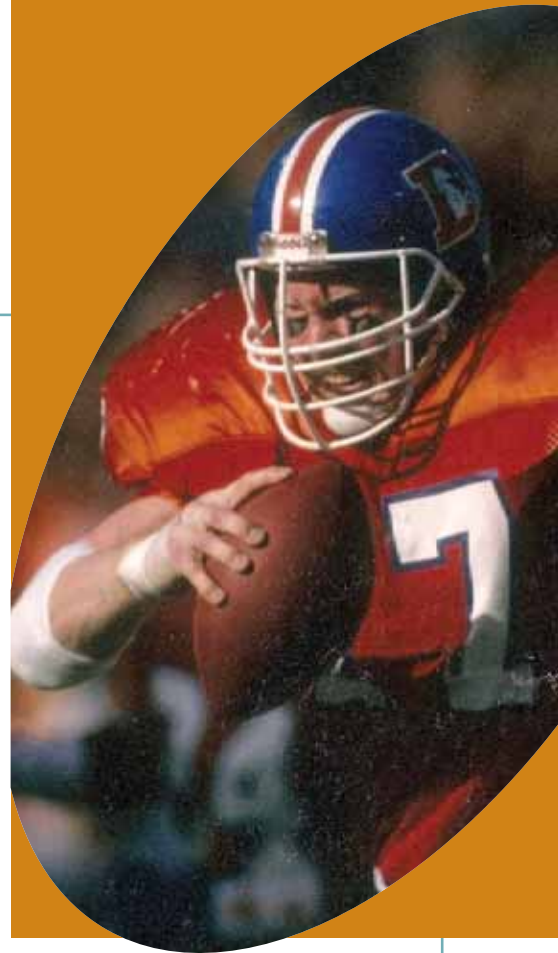
Inspiring positive change in teams and individuals.

get along with backs; rich guys didn't get along with richer guys; it was hard to go to work. I longed for the days of camaraderie. The strange thing was that most of the players were the same. The difference of adding and subtracting a few players can dramatically change a team's chemistry.

A team is like a teeter-totter with a group of leaders on one side and egos on the other. The middle of the see-saw is occupied by the largest group.

These are the undeclared teammates that can go either way. A leader thinks "we" not "me". The team's mission always comes first. A leader thinks long term and realizes that his personal success and job satisfaction is directly tied to the team's success. A leader is willing to sacrifice for the good of the team. They look to build up their teammates whenever they can.

An ego thinks only of his or own short term gain. They don't want the rest of



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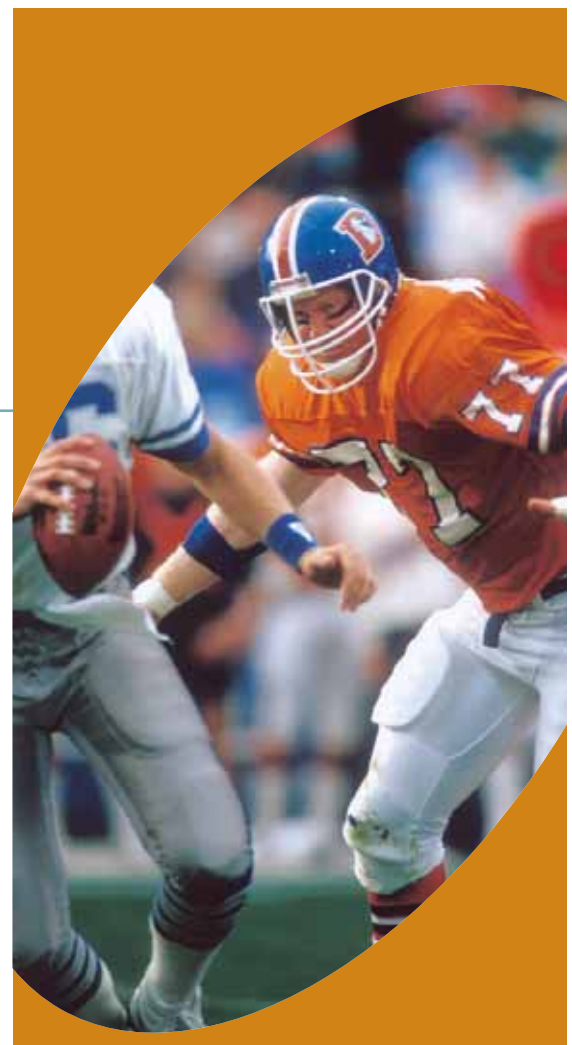
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Photo courtesy Karl Mecklenburg



the team “holding them back”. They aren’t accountable or ethical. If a team goal happens to coincide with an ego’s short term interests, everyone on the team will be told of the ego’s sacrifice in that area. An ego sees his teammates as competition and will not mentor them or recommend them for promotion. An ego downplays his or her teammate’s accomplishments, while broadcasting any failures.

By adding or subtracting a leader or an ego you can tip the team teeter-totter in one direction or the other. The undecided teammates in the middle will start to slide in that direction, developing team momentum towards success or failure. This is how an individual can change the culture of their association, workplace, family, or football team. Step out of that middle group of undecideds and become a leader.

The “Orange Crush” left a legacy that has lasted long after their playing days were over.

Leadership is the ultimate form of teamwork. It doesn’t matter if you are vocal or not. There are all kinds of leaders. The four Cs that all leaders have in common are commitment, community, clarity, and consistency. Commitment to the team’s mission is necessary for leadership. A great leader adopts the team passion as his or her own. A leader makes an effort to develop relationships with everyone on the team. He should know the strengths and weaknesses of each of his teammates so the strengths can be utilized for the team’s benefit and the team can cover for any shortcomings. This community of relationships forms bonds between teammates that last a lifetime. Clarity of motive means that a leader’s communication and actions demonstrate his or her commitment to the team’s mission.



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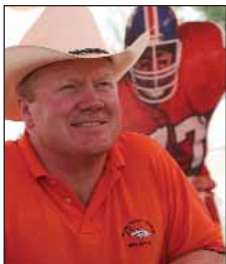
Colorado Society of Association Executives



A leader thinks “we” not “me”.

These actions need to be consistent or a leader will quickly lose credibility with their teammates.

The Denver Bronco’s success as an organization is an example of teamwork while the latest USA Olympic Basketball “dream team” coached by Larry Brown, is an excellent example of great talent underachieving because they didn’t operate as a team. Your teams need you to buy in and step forward as a leader. As a leader you will enjoy your team relationships more than ever, you will see your team succeed, and you will ultimately go way beyond what you could accomplish on your own. ■



CONTRIBUTED BY KARL MECKLENBURG. PUBLIC SPEAKER AND FORMER DENVER BRONCOS CAPTAIN AND ALL-PRO. FOR MORE INFORMATION CONTACT KARL AT 720.379.5317 OR KARL@KARLMECKLENBURG.COM.

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Member SPOTLIGHT

Mary Lynn Hegdahl

Director of Sales and Public Relations

ROYAL GORGE ROUTE RAILROAD

Mary Lynn Hegdahl began her position with the Royal Gorge Route Railroad 25 years ago. Her dedication to the tourism industry is attributed to her interaction with the people she meets. She has formed many long term relationships with clients and considers her network as “one big family.”

Born in Smackover, Arkansas and raised in Louisiana, Mary Lynn believes it was her father’s business as a salesman that inspired her to work in sales and public relations. Her commitments stem into family life. She recently celebrated 25 years of marriage to her husband Robert Hegdahl. She has a son and two grandchildren living in Nashville, Tennessee.

She graduated from Louisiana Tech with a degree in English and History Education and continued her education at Tulane with a graduate degree in Social Work, Mary Lynn is pleased to have a career in which she is passionate for the work and the people. ■

Mary Lynn is pleased to have a career in which she is passionate for the work and the people. Her dedication to the tourism industry is attributed to her interaction with the people she meets.



Q & A

What is the function of your business and what do you do?

Tourist train attraction that I promote to groups.

What is unique about your job?

I represent the only gourmet dining train in the state of Colorado.

What trends are affecting your industry?

Travelers are becoming more interested in cultural heritage tourism.

What do you like best about your job? Why?

The people I meet because I can learn something new from each contact.

Why did you join CASE?

For the networking opportunity.

Do you have a hobby or passion for any special activity in your personal life?

I have a second home in Nashville, TN where I go frequently to visit my grandchildren.

BOOK Review

The Five Dysfunctions of a Team

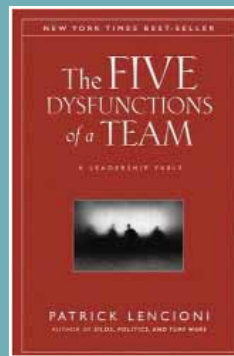
by Patrick Lencioni

Available at

www.amazon.com

Experienced association executives, like other managers, know that success only comes from teams. Sure, history is replete with examples of brilliant individual accomplishments, but almost all the lasting improvements in this world have come as a result of team effort. It's not surprising then that team building gets a high priority in government, the military, for-profit companies and non-profit associations and charities.

And like every other important goal in this world, everyone is looking for the magic bullet. With team building, it often consists of an hour or two of playing some silly game, supposedly to build trust and team spirit, despite a lack of measurable ROI in the management literature, except for the fees paid to those designing the exercises.



In *The Five Dysfunctions of a Team*, Patrick Lencioni has given us an enjoyable and easy-to-read guide to team building. And, he says, the elements of team building are easy to grasp. Unfortunately, he quite rightly points out that team building isn't something you can get from an hour-long exercise, or even a "team building" weekend retreat. The concepts may be simple, but implementing them in your team is just plain hard work, done over a period of time. And it's a job never fully done. ■

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> BY JENNIFER J. DEAL, PHD

The Secret to Working with Four Generations

When you are a gray-haired, three-piece suited executive talking to a twenty-something with multiple body piercing; it may seem that the generation gap in the workplace is bigger than ever. But new research from the Center for Creative Leadership (CCL) shows that people of all ages essentially want the same things – even if they look or behave differently.

After exploring data from a seven-year study involving more than 3,200 leaders from all walks of life, it was discovered that many of the assumptions made about each generation were exaggerated or untrue. Instead, the so-called generation gap is, in large part, the result of miscommunication and misunderstanding.

Here are 10 key truths from CCL's research that apply across all generations:

> ALL GENERATIONS HAVE SIMILAR VALUES

Many people talk about the enormous differences in values between older and younger people as if these differences were an established fact. The most striking result from CCL's research is how similar the generations are in the values that are important to them. Family is the value chosen most frequently by people of all generations as their top priority.

Other values ranked among the top 10 by each of the generations included: integrity, achievement, love, competence, happiness, self respect, wisdom, balance, and responsibility.

So why do we assume that those from different generations value different things? Even though the values are the same, the behaviors that go along with those values may be profoundly different.

> EVERYONE WANTS RESPECT

We often hear that younger people are disrespectful of older employees and of those in authority. We also hear complaints that older people show no respect for younger talent and ideas. The reality is that everyone wants respect, but the generations just don't define it in the same way. In this study, older individuals talked about respect in terms of "give my opinions the weight I believe they deserve" and "do what I tell you to do."

“listen to me”
“pay attention to what I have to say”

Younger respondents characterized respect more as “listen to me” and “pay attention to what I have to say.”

> TRUST MATTERS

The different generations have similar points of view about their organization and upper management.—they don’t trust either very much. Research shows that people of all generations and at all levels trust the people they work with directly (bosses, peers, and direct reports) more than they trust their

broader organization. And people trust their organization more than they trust upper management.

> PEOPLE WANT LEADERS WHO ARE CREDIBLE AND TRUSTWORTHY

What do different generations expect from their leaders? As it turns out, age simply doesn’t matter that much when you look at the response. People of all generations want their leaders to be credible, to be trusted, to listen well, to be farsighted, and to be encouraging.

> ORGANIZATIONAL POLITICS IS A PROBLEM – NO MATTER HOW OLD OR YOUNG YOU ARE

Everyone who isn’t winning at the political game dislikes it. People from all generations are concerned about the impact of organizational politics on their careers, on being recognized for the work they are doing, and on getting the resources they need to do their job. Even if they don’t like company politics, employees know that political skills are a critical

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“say goodbye to the generation gap”

component in being able to move up and in being effective at higher levels of management.

> NO ONE REALLY LIKES CHANGE

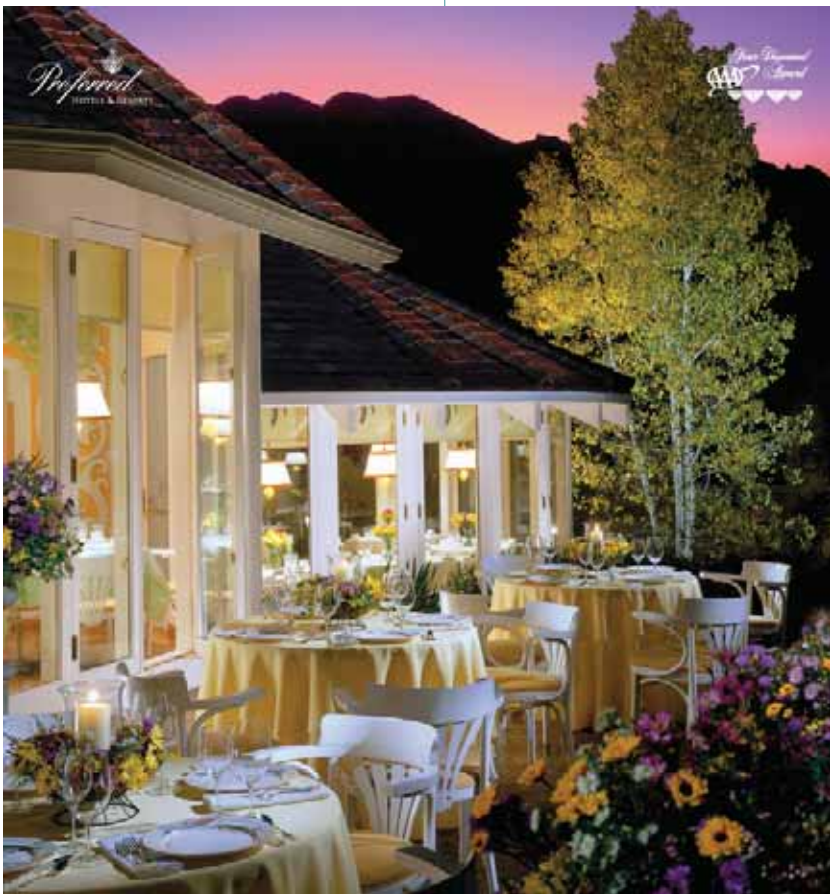
The stereotype is that older people dislike change in the workplace and that younger people love change. But these assumptions didn't hold true in CCL's research. In general, people from all generations are uncomfortable with change. Only 12 of the thousands of people

participating in the CCL study said they actually liked change. Resistance to change has nothing to do with age; it is all about how much one has to gain or lose with change.

> LOYALTY DEPENDS ON THE CONTEXT, NOT ON THE GENERATION

It's often said that younger people are no longer loyal to their organizations in the way that young people were in the past. Our research shows that younger generations are no more

likely to job-hop than older generations were at the same age. In addition, people of all generations don't necessarily think that being loyal in the "old sense" is good for their careers. It's the context that's important, not the age. For example, people who are closer to retirement are more likely to want to stay with the same organization for the rest of their working life, and people higher in an organization work more hours than those lower in the organization.



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> IT'S AS EASY TO RETAIN A YOUNGER PERSON AS AN OLDER ONE – IF YOU DO THE RIGHT THINGS

People of all generations share the same ideas about what their organization can do to retain them.

They want:

- Opportunities to advance.
- Learning and development.
- Respect and recognition.
- Better quality of life.
- Better compensation.

Everyone wants to learn – more than just about anything else. Learning and development were among the issues brought up most frequently by people of all generations. Everyone wants to learn and to make certain they have the training necessary to do their current job well. They also are interested in what they need to learn to get to the next level in their organization. Five developmental areas made it onto every generation's list: leadership, skills training in their field of expertise, problem solving and decision making, team building, and communication skills.

> ALMOST EVERYONE WANTS A COACH

We've heard that younger people are constantly asking for feedback and can't get enough of it. We've also heard that older people don't want



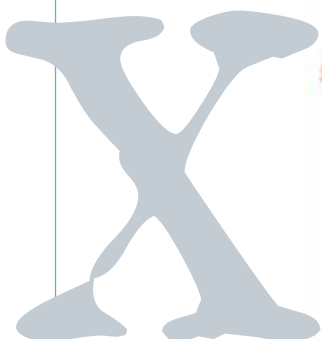
any feedback at all. According to CCL's research, everyone wants to know how he or she is doing and wants to learn how to do better. Feedback can come in many forms, and people of all generations would love to receive it from a coach.

These 10 key truths show the generation gap isn't as large as people think it is. You may see younger and older people disagreeing in the workplace, but conflicts that arise from generational differences are dwarfed by those that stem from other sources. As a leader, you now have the opportunity and obligation to let go of your assumptions and say goodbye to the generation gap. ■



JENNIFER DEAL IS A RESEARCHER AT THE CENTER FOR CREATIVE LEADERSHIP (CCL), AN EDUCATIONAL INSTITUTION THAT SPECIALIZES IN LEADERSHIP EDUCATION AND RESEARCH WORLDWIDE. SHE IS AUTHOR OF THE NEW BOOK *RETIRING THE GENERATION GAP: HOW EMPLOYEES YOUNG AND OLD CAN FIND COMMON GROUND* (JOSSEY-BASS/CCL, 2006). FOR MORE INFORMATION, VISIT WWW.CCL.ORG; OR EMAIL TO INFO@LEADERS.CCL.ORG OR CALL (336) 545-2810.





The Generations: Who's Who

CCI's research involves five generational groups who are **mixing it up** in the workplace today:

Silents {born 1925-1945}

This group is called the Silent Generation because it tends to be quieter than the Baby Boomers and isn't discussed as much. If you look at the organizations controlled by people in this age range, you will see how powerful the members of this generation are.

Early Boomers {1946-1954}

These were the children born following WWII. There was a massive increase in the birth rate shortly after the end of the war, which led to the Baby Boom tag.

Late Boomers {1955-1963}

This is the second half of the Baby Boom.

Early Xers {born 1964-1976}

The group identified as Gen X began when the birth rate decreased after the end of the Baby Boom. The term Generation X became widespread after the publication of Douglas Coupland's book of the same name in 1991. Coupland's book followed Charles Hamblett and Jane Deverson's 1964-novel, also titled Generation X, which described those who would come of age at the end of the Twentieth Century as both apathetic and materialistic.

Late Xers {born 1977-1982}

This group includes the youngest part of Generation X.

10 Rules for Non-Profit Associations: A Handy Guide for CEO's

1. The organization looks to you for leadership and vision. The vision of the organization always resides in the heart of the staff, not the volunteers.
2. A rising tide raises all ships, but a swirling bowl takes everything down. Put on your own oxygen mask first.
3. Be more passionate and concerned with the constituents than with the organization.
4. Never let the Board hire your staff.
5. Tell your Board that they make policy, and you execute it. It is up to you to help the Board stay within their bounds.
6. Volunteers come to not-for-profits for a transcendent experience. Our job is to make "meaning" of their efforts.
7. You will never be viewed as a peer by your Board. You are hired for your professional expertise and advice, but in their eyes you will never be the elected governing body.
8. When the war breaks out, don't get caught in the crossfire.
9. Always put a volunteer between you and disaster.
10. Find the "indispensable" person in your organization, and fire them.

J. EVAN GOULDING, SPECIAL DISTRICT ASSOCIATION OF COLORADO SHARED LESSONS HE HAS LEARNED IN HIS LONG-TERM CAREER IN ASSOCIATION MANAGEMENT. EVAN CAN BE REACHED AT 303.863.1733 OR EVAN.GOULDING@SDACO.ORG

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