Colorado Society of Association Executives

Executive Memo

November 2003
Focus on Association Alliances & Marketing

Inside

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Nine Practices of High Performing Teams

by Loren Ankarlo and Pat Wilburn Avey

The Ankarlo Training Group

You know how important it is to increase revenues and reduce errors. You want to improve customer service and boost employee morale. And you know that highly focused teams can make those goals a reality. The trick is ensuring that your teams are performing at the highest levels possible. Working with teams for 15 years across five continents, we have analyzed exemplary practices of successful, "high performing" work teams. We have found that these nine practices result in extraordinary teams that have fun, drive performance and change the face of the workplace.

1. Establish Common Purpose

When troubleshooting teams, we often ask individual members to write down why they are a team. Almost always, troubled teams lack an overarching purpose.

The other day at a medium-circulation newspaper, where teams are succeeding, I asked individuals from eight teams to tell me their team's purpose. Without exception, each of the members, whether designer, customer assist, or sales rep, specifically cited their revenue goals for the period and they each knew exactly where they were in terms of those goals. When queried further, they knew their team's plan for their market.

The absolute foundation to building high-performance teams is establishing the team's purpose from its inception with specific, measurable and challenging, but attainable goals.

2. Establish "Rules of the Road"

"Rules of the Road" are operating agreements among team members that clarify expectations, reduce conflict and provide a performance management tool to which individuals and the team are held accountable.

Here's an example of the need for rules of the road. I decide to take my family on a driving vacation from Denver to Anaheim to see Mickey Mouse at Disneyland. Although I never communicate it, I have an unwritten rule about this trip: We will beat our fastest travel time without opening maps or asking directions. My wife has an unwritten expectation: She wants to stop at the outlet malls. My kids have an uncommunicated expectation: They want to stop at every amusement park and McDonald's. To minimize conflict on our travel team, we must clarify the rules of the road up front. In other words, I agree to add time for shopping, pit stops and McDonald's breaks.

Establishing the rules of the road eases a team's developmental journey. Teams typically clarify expectations about when meetings are held, the minimal number of meetings

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Executive Memo

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President's Message

Strength in Numbers

—by Raquel Alexander, MA, CAE, CSAE President (aka Randi J. Morris)

The benefit of alliances among associations demonstrates the adage that sometimes the whole is greater than the sum of the parts. Through a synergetic, multiplier effect, groups acting in alliance with each other can achieve their common goals more efficiently than they would be able to acting independently. There is truly strength in numbers.

The Colorado Academy of Family Physicians, of which I am executive vice-president, allies with other groups to strengthen our legislative platform and work at the Capitol. In one sense, we are getting twice the clout for half as much money.

Similarly, the Colorado Society of Association Executives has alliances with meeting industry groups that strengthen member services.

Alliances often contribute to marketing by making each association more visible and distinct. As people discover the mission of a group, they are apt to support it in various ways—through membership, sponsorship or advocacy, for example.

The dynamic that takes place when associations form alliances is similar to that of the individual's participation in an association. An individual joins with others who have similar interests and goals. Their group joins with other groups, contributing to a wonderful web of people working together for similar goals.

The extent to which all of us as individuals and members are giving and receiving support is remarkable. This mutual support is what makes our numbers strong and is a valuable resource.

Raquel Alexander, MA, CAE
President, Colorado Association of Association Executives

Why CSAE?

Creating networking opportunities
Serving educational needs
Advancing your profession
Enhancing the community

Your career deserves it

Mark Your Calendar

November 14, 2003
Education Program
Generating Successful Non-Dues Revenue
Radisson Hotel Southeast Denver, Aurora

November 14, 2003
Membership Luncheon
Member Benefits They Can't Refuse
Radisson Hotel Southeast Denver, Aurora

December 5, 2003
Holiday Luncheon Party
Embassy Suites Downtown Denver

Get on Your Toes: Market Your Association

by Marilee Yorchak, Business Marketing Association—Colorado

As association execs, we are always looking for new ideas and innovative ways to market our associations to new members. Below are a few guidelines to help you market your association today.

- **Research your target audience—** Do you know ***who*** your target member is? Can you identify what makes them tick? Spending some time understanding your target audience and their motivations will pay off in the long run.

- **Look at what is working—**Look at other associations…what are they doing to attract new members? Don't be afraid to copy good ideas. CSAE has a research library on site with ideas from other associations. ASAE and CSAE sponsor awards competitions every year—take a peek at membership programs that have won awards.

- **Differentiation of your association—** After you look at what is working with other associations, take a serious glance at your closest competitors. They may not be associations, either. You should be able to state effectively what differentiates your association from all the other choices prospective members have. It's not easy, but it is important.

- **Use your current members—**Your satisfied current members are your best source of new members. Do you have at least three testimonials from existing satisfied members that you can incorporate into your printed marketing collateral? Your Web site? What services does your association offer that your members consider imperative?

  I have found that when following up with potential members (prospects) that oftentimes, hearing from a member is more effective than hearing from a staff member. The current member has more credibility because they are considered a peer.

- **Consider the 24/7 lifestyle—**As all of us can attest, we are working harder and longer. What can we offer new members that will make their jobs easier? Members today don't often question the amount of money that membership requires; they ask about the time commitment. Make it easy for your prospects to say "yes" by showing how your association will be considerate of their time. The new generation of members look at how much time will be required to attend meetings and functions. If they perceive it to be a large chunk of time, they may bypass membership.

The current trends in our association marketplace remind us that we must always be on our toes, always be looking at new ways to attract new members to our organizations. By knowing who you are marketing to, being aware of what is working for other organizations and what makes your organization unique, you can better help your association market to new members. ✦

Marilee Yorchak is executive director of Business Marketing Association-Colorado Chapter and on the board of directors for CSAE. She can be reached at 303-986-7611 or marilee@bmacolorado.org.

Things to Think About When Outsourcing Your Meetings

by Mo Goldman
ConferenceDirect

When an association contracts with a third party planner—for site selection, meeting preparation or on-site work—all responsibilities should be spelled out clearly in the contract.

These meeting planners are compensated in one of the following ways.

- **Commission—**The planner performs all services agreed to and receives set commissions from suppliers, including hotels, airlines, transportation, etc.
- **Fixed Fee—**Fee is preset with additional items negotiated separately
- **Time and Materials—**Planner performs all services agreed to plus any other services required and invoices the association for time, material costs and/or out of pocket expenses
- **Hybrid Method—** Planner performs all services agreed to and is compensated in a combination of the above methods. Clearly specify in writing who is paying the planner and the amount the party will be paid. ✦

High Performing Teams

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that must be attended and how much someone will pay the team "party pot" if he's late to a meeting. Other potential areas of conflict requiring clarification include deadlines, workload, interruptions and phone coverage.

The team's purpose and rules of the road should be written into the "team charter" and signed by all of the members and the coach.

3. Clarify Roles and Accountability

Each team member needs to know who is accountable for what task. Otherwise, members will play out of position and be uncertain of completing assignments. Tasks will fall through the cracks.

There are two simple tools that visually enable teams to clarify roles and accountabilities. First, I ask the team to complete an inventory skills matrix in which technical, administrative and interpersonal skills are identified along the vertical axis of a chart. The member's names are listed across the top. Members identify their relative competency in a particular skill with a simple movie critic's Harvey Ball. A completely darkened circle indicates complete competence. An empty circle indicates no skill in that area. Relative competency is depicted by the level of fill in the ball.

A second tool that specifies roles and accountabilities is our old friend the Post-it® notes wall. Each team member writes one task he or she is responsible for during the work week on a Post-it® note. Continue for 20 minutes and dozens of notes reflect the many tasks each individual regularly performs. Group the tasks by affinity on a wall for others to see; identify the team member's function with a clear header. The team goes from function to function identifying, explaining and clarifying each task. On a new team some tasks will be moved, some will be challenged and eliminated, some will be challenged and retained.

4. Conduct Effective Meetings

Meetings can provide an effective means of information exchange, problem solving, consensus building and communication. Or they can be an utter waste of time and a morale killer. Effective meetings don't happen automatically. They require training. They require coaching. They require measuring. A T-graph with the question, "What did we do well?" in the left column, and the question, "What can we do better?" in the right column is a simple wrap-up assessment.

Here is a little quiz for your team:

- Does your team have weekly meetings?
- Do they have prepublished agendas copied to all participants, resources and appropriate management 48 hours in advance?
- Does the team appoint a facilitator, timekeeper and record keeper for all formal meetings?
- Are action plans disseminated within 24 hours after the meeting?
- Does the team conduct an "effective meeting assessment" to wrap up each meeting?
- Does the team know when to substitute formal huddles, e-mail, and subteam discussions for the formal meeting?

5. Make Effective Decisions

Collaboration does not happen automatically. Teams can find themselves discussing problems, interpersonal behavior or marketing ideas ad nauseam with few results, unless you provide them with tools to structure communication.

Does your team know how to multi-vote? Does it know when consensus, although time consuming, is appropriate? Would it recognize when a simple compromise was an appropriate substitute for the decision at hand? In one of our video series, "The 9 Traits of Highly Successful Teams," we examine how a team can use the Weighted Matrix decision-making tool. In this, they learn how to rate relative importance of "wants" against the relative importance of "options" to arrive at a team decision based on quantitative analysis. There are many resources for these tools ranging from *The Team Handbook*, by Scholtes, to *The Memory Jogger*, to works by DeBono, Nelson and a host of others.

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High Performing Teams

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The bottom line: Don't expect your team to talk its way to success! Help it to develop charts, grids, plots and mathematical weighting tools to convert subjective ideas into quantifiable data.

6. Confront and Resolve Conflict

How would you answer this question? Does my team address conflict when it arises or attempt to avoid it? Most Americans try to avoid conflict at work. As a result, conflict festers like a sore. Teams need to be trained and rehabituated to confront and interact with conflict appropriately.

People can actually learn from conflict to change personal behavior for the benefit of the organization and their personal lives. But learning from conflict requires open-mindedness, perseverance, courage and a desire to improve. Especially as a team enters the "storming" stage of development, it is essential to conduct conflict confrontation and resolution workshops.

Above all, organizations that are conflict-averse need to be coached out of that mind-set. Organizations that are conflict-averse do not learn from their mistakes, tend to avoid taking risks and will be ill-fit to compete in today's era of rapid change.

7. Conduct Self-Assessments

Look in the mirror; turn away and try to describe what you look like. Now ask five or six other people to look at you and describe your appearance. There will probably be major differences. Our "Father of Quality," Dr. Deming, insisted that annual performance appraisals be discontinued if an organization wants to pursue quality and teamwork. Certainly we are augmenting or substituting the annual appraisal with 360s, balanced scorecards and other tools to be more reliable than the old supervisor-and-employee annual appraisal.

One powerful but simple tool that allows a team to conduct its own performance management is the weekly team self-assessment. Using a flipchart, a team identifies the top 10 items that it wants to improve for the next week. At the conclusion of that week, the team leader conducts a simple "leveling" where each item is rated by the team on a one-to-ten scale. Items that rate high are celebrated. Items that rate low are turned into action items. In the end, the team sets its own goals and gives one another feedback on a regular basis with this informal tool, which ultimately improves business performance and interpersonal exchange.

8. Look Beyond the People

We blame people. We try to train people. But often it is beyond the people. When revenue is lost, quality is reduced, customer service is decreased or a team produces inadequate results, we tend to want to deal with the people component.

But as Deming, Juran, Crosby, Peters, et al. have pointed out, the difficulty may lie deeper than people. In fact, 85–95 percent of the root cause of inferior performance may lie in systems and structures.

Organizational systems include: measurement, reward, training, hiring, firing, orientation, etc. Case in point, if our team is not teaming, we may find that we are measuring and rewarding it for individual work. You can train people as a team, have them conduct team bonding exercises, give them team T-shirts, have them originate a team name, send them to the best team bootcamp in the world for six years, but if they are still paid for individual work, they will still do individual work. Look beyond *people* to the *system*.

An example of structures would be the number of players on the team. The bigger the team, the slower the development. That's why most real work teams are six to eight members in size. Other examples of structures are the right set of skills on the team, managers who have been trained to coach, and housekeeping rules that allow posting team goals and processes. Another often ignored structural issue is the physical work environment and its ability to support teamwork. Are the right players rightly situated to enable communication?

Remember that 85–95 percent of the time, a problem's root cause lies in systems and structures: Look beyond the people.

9. Celebrate and Reward the Team

What gets measured gets done. What gets rewarded gets repeated. If you want to promote teamwork where individuals pull together for the greater cause, share information, challenge and confront one another, improve business processes and prepare your organization to meet the challenges of global competition. You need to celebrate and reward the team for behaviors you would like to see repeated.

One local company budgets $80,000 a year for its team awards presentation. Another regularly encourages teams to take time off work with pay, when exceptional results are achieved.

An AT&T team dances a conga line through their office. Another team rings the team bell whenever an extraordinary contract is signed.

The American Society for Quality said that celebrations prepare an organization for the next part of the continuous improvement journey. Celebration is for the future, not the past. In what original, spontaneous and weird ways have you celebrated your team for behavior you want it to repeat? ✦

For more information on how to succeed with Work Teams, Project Teams, Ad Hoc Teams and Executive Teams please call The Ankarlo Group at 303-516-0072.

Sweet-Talk

Prying ROI Out of Your Speaker Is the New Name of the Game

by Ruth A. Hill, Meetings West

In case you haven't noticed, stand-up talking heads at meetings are about as scarce these days as classroom-style setups. So are celebrity and star athlete keynoters.

What's in are presenters, facilitators and speakers who build attendance by offering plenty of discernible value. They interact with attendees at conference social events, extract information in workshops and seminar settings, and communicate via e-mail or telephone before and after the meeting.

Never has the pressure on presenters been greater to be not only eloquent and entertaining, but also the deliverer of significant expertise, according to Mark Sanborn, CSP, CPAE, president of the National Speakers Association (NSA).

In today's economic climate, those who speak with knowledge and authority must also be real.

Speaker Impact

High-impact speakers and presenters are one of the primary reasons people attend annual association meetings, according to a survey by Meeting Professionals International (MPI) Foundation. Gathering information—much of which flows from the presenters—that can be shared with co-workers, clients or customers, is another important attendance motivator.

The right people are not only important to overall meeting content, they may be one of your most expensive line items. It is not unusual for expert presenters and speakers at the top of the professional heap to charge $20,000 for an appearance. Celebrities may ask several times that amount, but still may be investment-worthy, says Debbie Taylor, president of Denver-based Taylor Made Events and Speakers.

With so much riding on the right mouths, industry experts say planners should approach the selection process with the attitude they would take in making any significant business investment. At any fee level, what return can an organization expect? What is today's effective presenter, speaker or trainer obliged to provide their patrons? Is it enough for them to boost attendance by one keynote appearance? Or should they deliver meat and potatoes with the dessert?

"Making content interesting is something people have thought about for centuries," says Pat Galagan, managing director of all media content for the American Society for Training and Development (ASTD) in Alexandria, Va. "This is more important than ever now, because it impacts explicit organizational outcomes. People are time-starved and critical about even attending. So content must serve the customer." For planners, finding the right speakers to implement meeting objectives and ROI yield can be challenging. And big hurdles exist in today's business environment, as well, for professionals who are champing at the bit to be chosen.

Planner Hurdles

Searching for, communicating and negotiating with the right presenters can be a time-consuming process, but essential in making a good match.

Taylor advises planners to begin their search by thinking about the goals and outcomes they desire and to be open with their specifications.

"It's an old adage, but planners need to know their audience, the event environment, meeting objectives, and their budget—and be able to communicate that to me before I can really work with them to find the right people," she advises.

The planner who does their due diligence or homework before approaching a professional speaker has a big advantage in achieving return on investment, Sanborn advises.

"I'm amazed at how many meeting planners call to inquire about my speaking services and don't know what they want me to talk about," he says. "Although my areas of expertise are fairly wide—I'm published in leadership, change, customer service, team building and motivation—there are many topics I'm not qualified to address. In fact, I know of no speaker who can be all things to all people."

David R. Palmer, Ph.D., a professional speaker, marketing consultant, speaking coach and university educator in Santa Clara, Calif., says planners should impart more than their desired topic. "Know the three or four key points you want the speaker to cover," Palmer advises, "and ask the prospective speaker to demonstrate their teaching skill and their ability to help others put ideas to work. Good talk doesn't mean good teach. An excellent book resource on how adults learn is *Telling Ain't Training*, available from ASTD."

Presenter Challenges

Planners aren't the only ones who must devote time and energy to the process. Today, speakers and presenters are working harder to earn their fees.

"From the client's perspective, if you aren't a celebrity or don't have a compelling personal story,

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Speaker ROI

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one-speech-fits-all simply doesn't work today as well as it did in the past," says Patricia Fripp, CSP, CPAE, of San Francisco. "The speaker who is busy these days is one who gives multiple offerings to the same client, is well 'niched' or is considered an expert in a specific industry. It also means they must be ready to customize to a client's specifications."

To Fripp, this often means spending more than phone time on the research. "I hang out with the guys at the plant, attend their barbecue, go where they live so I can give them better return once I am out in front." At the very least, she says, presenters worth their fees should interview customers or people in their audience ahead of time.

"Specificity leads to credibility, but many speakers are too general—they don't give enough that's relative," she warns. Sanborn says all speakers struggle with lack of differentiation. Now more than ever, they must be truly unique with delivery, expertise, or both, without becoming gimmicky or unsafe (as in doing an edgy banter that grates top management).

"This is a jaded marketplace we are in now," he says. "Everyone says they are unique and refreshing and they are under pressure to prove it. You need to push the envelope some, but if you are too unordinary, that can be a problem, too." Palmer says successful presenters must have multiple ways to deliver value to their clients.

"The ROI challenges both speakers and planners to figure out ways to increase their personal value by delivering more for the same money or less. They must be able to demonstrate to clients that they will receive ten times more than they are paying in return that everyone will win," Palmer says. "This may mean they must add breadth and depth on more than one topic."

Adding value may mean being available before or after the main event, says Stephen Tweed, CSP, former president of the NSA. As associations and other organizations move away from one-time, 60- or 90-minute training sessions to telecoaching before or after sessions via phone and e-mail, presenters must develop new competencies.

"We are looking more and more beyond a one-time appearance," Tweed says. "It's beyond thinking I want a platform and a check. It's about finding a core competency and new ways to deliver it. If there is a request for someone to talk about customer service, we may then ask what makes them believe they need a customer service program. They may need more, such as a strategy for creating a competitive edge in the marketplace. NSA is about helping members develop expertise and a variety of ways to deliver it."

Negotiating for ROI

In negotiating for ROI, it may be more productive to ask for more performance than less money from speakers. "Nobody wants to feel robbed," Fripp says. "Planners should be creative and not play games with a presenter's fees. Instead, ask for things like more breakouts, a half hour with the CEO or time with vendors about ways to maximize their exhibitor experiences. Above all, be very clear about your budget. It saves everyone time and frustration."

Dan Maddux, executive director of American Payroll Association in San Antonio, agrees with Fripp. "I don't like to negotiate speaker fees as much as what I want them to do for me," he says. "Think of their impact on and off the platform. My advice to planners is that they approach the task with resourcefulness. Don't focus on the keynote or special event. Rather, consider all the ancillary items you can put into the speaker contract. Ask them to meet and greet in the sponsor's booth—and the first 200 people who stop in get their book for free. This helps the speaker sell their product and creates goodwill for your sponsor. Attendees love being on eye level with people they admire.

"The idea is you don't want your speakers to feel like they are a bluelight special," Maddux continues. "You want them to feel as though they are worth their experience and credentials and, therefore, worth their fee. Nobody wants to show up and perform for less than they feel they are worth."

Sanborn says negotiating for speaker services is about establishing relationships. "If you approach getting a speaker like a commodity that affects product and service," he says. "It seems odd to me that a budget would allow more spending on dessert or an open bar than the speaker. Remember, people have long memories. Speakers who get pressured by planners will remember when the economy gets better."

Getting ROI is a two-way street, says Joan (JT) Tezak, executive director of the Colorado Society of Association Executives. Everyone should invest upfront time and effort and meet each other somewhere in the middle. "Planners want ROI for their meetings and events," Tezak says. "Speakers don't want to discount fees because they already work hard. When the economy turns, they would have great difficulty gaining ground from a discounted level. It's up to both to find the creative solutions." ✥

For more information on the National Speakers Association, contact Dulce de Leon, communications assistant at 480-968-2552 or dulce@nsaspeaker.org or visit www.nsaspeaker.org/. The National Speakers Association (NSA) is the leading organization for experts who speak professionally. NSA's 3,500 members include experts in a variety of industries and disciplines, who reach audiences as trainers, educators, humorists, motivators, consultants, authors and more.

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Brand—A Foundation for Growth

by Sheila Stewart, CEO, Marketing Solutions & Results (MSR)

Brand…most think we know what it means, but do we really? How do organizations create a strong brand? How can a company spend marketing dollars to build a brand when their marketing budget has been cut? Many are confused, overwhelmed and not certain how to the answer these questions.

It is important to begin by defining brand. According to *Webster's New World Dictionary* brand is defined as "an identifying mark or label; a class of goods identified as the product of a particular firm or producer." The marketing lexicon is more in depth and includes such words as "identity, equity, positioning, essence, character, soul, culture and image."

So, how do organizations create a brand? Building a strong brand takes time and requires that an organization have a solid foundation. As with anything, assess and evaluate the current situation. Start by examining the logo, identity and marketing materials. Visually analyze them to determine whether they accurately depict the organization's mission statement, price point(s), value proposition and overall desired image. In order to modify or enhance the current brand, organizations should also understand the competition and the current customer. With a solid foundation in place, an organization's brand can be built one brick at a time.

Think of the mortar as the elements that set the organization apart. These should be consistent for each brick that is added. When new marketing materials are developed and new strategies implemented, each should be built to last.

In challenging economic times, many organizations choose to reduce marketing budgets and cut corners. Too often, this involves modifying the mortar, thus compromising the overall stability of the brand. How does this happen? Marketing materials may assume various design elements in an attempt to attract new customers. The new design elements deviate drastically from the foundation. The organization's thought…create something "new" and "fresh" to gain attention, awareness and, ultimately, customers. In fact, these tactics often confuse the customer and diminish the brand's value. Customers become uncertain about what the organization stands for. This can also diminish the perceived value of the product or service.

If built properly, organizations can successfully shift their brand and ultimately strengthen their market position and revenues. Now more than ever, brand is critical since every marketing dollar is precious and customers can be fickle.

History has proven that companies can gain significant market share in challenging economic times.

So, what is your organization building? What does the organization stand for? What makes your group different, unique and of value for each customer? What is your brand built on…sand or a solid foundation? History has proven that companies can gain significant market share in challenging economic times. How? By strategically strengthening the brand, differentiating themselves and focusing all marketing efforts. ✥

Sheila Stewart can be reached at 303-790-1117 or sstewart@msrcreative.com.

From Scan to Plan: Integrating Trends Into the Strategy-Making Process

What will your organization be tomorrow? Who are its future members? Where are its opportunities?

During times of economic stress and change, thinking about the future becomes more difficult—and more necessary. Uncertainty and change in the world forces organizational leaders to consider and respond to clues about the challenges that may affect their associations in the years to come. At the same time, they must act effectively to manage today's crises. But how do you create and maintain a balance between "forward" thinking and "now" acting?

You do it by creating a "foresight" culture in your organization. In other words, you develop the ability to think and strategize for the future so your operations become more purposeful.

From Scan to Plan: Integrating Trends Into the Strategy Making Process lays out a six-step process for creating and internalizing that balance. It offers practical advice on how to collect useful information, interpret it, and convert the interpretation into strategies that will address future opportunities and threats. You can build a "foresight mechanism" for leaders and members alike by following these six steps:

1. **Plan.** Decide your purpose and desired outcomes from the effort, who will lead it, who will do the work and what approaches you will take.
2. **Scan.** Conduct environmental scanning to discover trends important to the association's strategy making.
3. **Interpret.** Identify and analyze trends and what they mean to your association.
4. **Establish a framework.** Establish a common understanding of strategic management, reach consensus on the definition of key terms and create a dynamic model of how strategy works.
5. **Identify strategic issues.** Define strategic issues based on the scan and trend analysis.
6. **Develop strategies.** Build strategies through identification of strategic issues, principles, desired outcomes and action plans. ✥

From Scan to Plan… *is available from ASAE for $53.95 (ASAE members) or $69.95 (non-ASAE members). To order, call toll-free at 888-950-2723 or visit the ASAE Web site at www.asaenet.org/bookstore.*

Principled Networking® Tip: Networking Is a Learned Skill

by Julia Hubbel

Some folks are natural networkers. However, most of us have to learn how to connect. There's a good reason for this: most of us grew up learning some simple rules of behavior as children. For example:

- Children are to be seen and not heard.
- Don't ask so many questions.
- Don't speak to strangers.
- Answer when someone speaks to you.
- Don't rock the boat!

So many of these rules run contrary to the very behaviors we need in order to be successful. Your achievements today depend in part on your ability to meet strangers, speak up with confidence, ask lots of relevant questions, respond intelligently to questions others ask you and, occasionally, rock the boat.

Learning how to network means letting go of some of the assumptions we have about our social behaviors. Many are so ingrained in us from childhood, we don't even know they're part of how we interact with each other. Take a look at how you show up in public and how you respond to others. If you find yourself being guided by these rules, perhaps it's time to rethink them. As an adult living in today's business world, you have the opportunity and responsibility to meet new people and make a difference in their lives, but it means first letting go of some old habits. Talk to strangers! Ask lots of questions! Be heard and be heard now! Rock your own boat and try something different at your next CSAE meeting, and see what wonderful things come of it. ✦

Julia Hubbel is a speaker, prize-winning journalist and author of the upcoming book, The Art of Principled Networking: When You Schmooze, You Lose! *She specializes in transforming conferences and helping associations improve their retention strategies through building lasting, collaborative relationships. Contact her at jhubbel@frontier.net*

Tech Tip: Security Threats to Your Computer

Quick tips to improve your day-to-day work and increase the efficiency of your organization. E-mail your tips to Tim Blum at timblum@rmel.org.

The term "virus" is often used as a generic reference to any malicious code that may not be a true computer virus. It's important to know the various type of threats: viruses, trojans, worms and hoaxes. With the exception of hoaxes, these threats are essentially small programs written to alter the way a computer operates without the permission or knowledge of the user. For a detailed description of these threats go to the Symantec Web site—www.symantec.com, click on *security response*, scroll down and click on *FAQ*.

Due to recent events, it is easy to believe that viruses lurk everywhere—Web sites, e-mails, files etc. Take these steps to help secure your computer and data.

1. Use anti-virus software such as Symantec's Norton Anti-Virus program
2. Update your program's virus definitions once a week. If your program doesn't have the latest definitions, it can't protect you against the latest threats.
3. Be suspicious of e-mail attachments from unknown sources.
4. Verify that attachments have been intended to be sent by the author of the e-mail. Viruses can not only spoof addresses (making email messages appear to be from people you know) but can also send them without your knowledge.
5. Don't open attachments that have executable files (such as .exe, .vbs, .com)
6. Write-protect your floppy disks after you have finished writing to them.
7. Back up your data frequently. Keep the (write protected) media in a safe place—preferably in a different location than your computer.
8. Be careful of bringing laptops, disks and data from home to the office. Don't make it easier for threats to penetrate your defense system!
9. Download the most recent fixes for your operating system software. Microsoft releases security patches and updates regularly to fix new vulnerabilities in your system.
10. Scan all media with your anti-virus software before opening or running anything it contains.
11. Stay aware of the latest threats and learn about them. Symantec's Web site has a security response area with definitions of known threats. ✦

Ready, Set, Ski!

by Vineta Campau, Communications Director, Colorado Chiropractic Association

It sounds nuts! "Let's strap some slippery boards to our feet and fly down a snowpacked mountain." Crazy as it sounds, skiing and snowboarding are incredibly popular winter activities—and lots of fun. Being popular and fun does not make them safe, however. These are dangerous sports, but with a little common sense, you can make your time on the slopes safe and enjoyable.

Shape Up for the Slopes—Get ready to ride and ski at least four to six weeks before your trip. Try a combination of agility, strengthening and flexibility exercises. Aerobic exercise will build stamina and weight lifting or stair climbing will build strength. For balance and agility, try jumping rope or raquetball. Be honest with yourself about the limits of your ability and physical condition and then ski within those limits.

Be sure to get your equipment in shape *before* you go. Skis and snowboards should be tuned every year by a reputable ski shop. This should include a check of the bindings. Check your boots for proper binding fit and sole wear. The leg you save could be your own.

Know What You're Doing—Take lessons. You'll be much more confident—and safe—if you learn from an expert. You'll also find out about skiing and riding etiquette. Read trail maps ahead of time. Most ski resorts have Web sites with trail maps included. Only ski on runs that are appropriate for your skiing ability.

First Run Do & Don'ts—Do eat a healthy breakfast before your day on the mountain. Don't forget to drink plenty of water during the day because dehydration is common at high altitudes. Do some simple stretches before the first run, including your calves, hamstrings and lower back muscles. Jog in place for a few minutes.

Don't start with a difficult run! Take a couple of runs on the easy slopes first to loosen up before you tackle the run named "Psychopath."

Don't be afraid to say "no" to a run that is too difficult for you. Take your time and go at your own pace.
Focus 100 percent of your attention on your skiing or boarding and the mountain in front of you.

What Do I Wear?—Mountain weather is unpredictable, so be prepared. In addition, as you exercise you'll build up body heat, so dress in layers. Then, you can peel off or unzip different layers as the weather dictates. A hat is vital. Bring one even if you don't think you'll need it. Over 30 percent of your body heat is lost through your head. Mittens are warmer than gloves.

It's often sunny on the mountain and the reflection from the snow makes it extremely bright. Be sure to wear plenty of sunscreen and good sunglasses or goggles with UV protection. Goggles are essential when it's snowing.

Helmets are the latest rage in ski resort wear, but don't think you're completely safe from injury if you wear one. Always use common sense and ski or board within your limits.

The Last Word

Avoid taking one last run. Typically, the last run of the day is the most dangerous. You're tired, the waning daylight makes nasty bumps harder to see and everyone else is tired, too. Quit early and enjoy the wonderful après-ski activities. ✦

Vineta Campau is communications director at Colorado Chiropractic Association. She can be reached at 303-755-9011 or vineta@coloradochiropractic.org.

Live By the Code & Stay Alive!

Observe the code shown below and share with other skiers and riders the responsibility for a great experience on the slopes.

- Always stay in control and be able to stop or avoid other people or objects.
- People ahead of you have the right of way. It is your responsibility to avoid them.
- You must not stop where you obstruct a trail or are not visible from above.
- Whenever starting downhill or merging into a trail, look uphill and yield to others.
- Always use devices to help prevent runaway equipment (except handgrips and straps on ski poles).
- Observe all posted signs and warnings. Keep off closed trails and out of closed areas.
- Prior to using any lift, you must have the knowledge and ability to load, ride and unload safely.
- Know the code—it's your responsibility. In some states, like Colorado, it's the LAW!

Information from www.nsp.org the National Ski Patrol Web site.

Corporate Governance and the Nonprofit Board of Directors in the Wake of Sarbanes-Oxley

by Ann C. McCullough and Adrienne O. McNamara

In response to a series of widely-reported corporate scandals in the for-profit world, such as Enron and WorldCom, Congress passed the Sarbanes-Oxley Act of 2002, last summer. Although not directly applicable to nonprofit organizations, the requirements set by the Sarbanes-Oxley Act may become relevant to the governance of nonprofit organizations as "best practices" or even threshold expectations. Some state legislatures and attorneys general are already advancing Sarbanes-Oxley corporate governance standards directed at nonprofit corporations.

To the extent Sarbanes-Oxley and the related requirements have established higher standards of conduct in matters such as auditor independence, financial statement review, insider transactions and disclosure. Those higher standards will likely affect the fiduciary duties and, therefore, the potential liabilities of directors and officers of nonprofits.

Audit Committees

One rule promulgated by the SEC under Sarbanes-Oxley requires that public companies have an audit committee of the board, to be made up only of "independent directors." To qualify as an independent director, he/she must not accept, directly or indirectly, any consulting, advisory or other compensatory fee from the company or its subsidiaries, other than for board and committee service. He/she must not be an executive officer or holder of 10 percent of the company's stock. In addition, the rules require companies to disclose whether or not at least one member of the audit committee is "audit committee financial expert," defined as an individual with certain attributes generally aimed at establishing a familiarity with GAAP, who gained such attributes in certain broadly-defined capacities.

The requirements set by the Sarbanes-Oxley Act may become relevant to the governance of nonprofit organizations as "best practices" or even threshold expectations.

A nonprofit organization with a Sarbanes-Oxley-compliant audit committee would have a compelling defense in the event of a claim of financial mismanagement or fraud. Assuming the committee was reasonably diligent in conducting its activities, the oversight of such an independent body, which by definition has expertise in financial and auditing matters, should satisfy any observer that the board exercised reasonable care in protecting the organization from harm.

Auditor Independence

The SEC was required by Sarbanes-Oxley to adopt rules relating to the independence of firms that audit public companies' financial statements. The SEC specified various services, some of them commonly provided by the big auditing firms, that would disqualify the firms from auditing a company's financial statements. Auditors may not provide bookkeeping services or certain consulting services relating to financial information systems, may not give appraisals or fairness opinions, may not perform actuarial, internal audit, management, human resources, investment banking, legal, or expert services unrelated to the company's audit. In addition, audit partners must rotate out of audit service for particular companies on a periodic basis and if a company employee was employed as part of the company's audit team at an audit firm in the previous year, that audit firm would be disqualified from auditing the company.

Nonprofits that engage independent auditors may look to their auditing firms as the obvious choice for other financial or accounting services, if the need arises. However, in light of the new environment as reflected by Sarbanes-Oxley, it may be wise to reconsider this choice.

Nonprofits that engage independent auditors should also be aware that under Sarbanes-Oxley, records relating to audits of public companies must be retained for seven years. This is another area where Sarbanes-Oxley may influence nonprofit organizations generally—it may be that retaining audit records for seven years becomes a "best practice" outside of the public company realm.

Controls and Procedures

Sarbanes-Oxley further requires that companies establish systems of disclosure controls and procedures designed to ensure that the company meets its reporting obligations under the securities laws. The rules regarding disclosure controls and procedures bring to the forefront the importance of process, both for organizations that

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Sarbanes-Oxley

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are required to report on the state of their business or finances, and for organizations, such as some nonprofits, that are charged with custodial authority over the assets of others.

Nonprofits may be well-advised to re-examine the current processes in place for gathering information, either for monitoring purposes or to prepare reports to regulators or constituents. It is imperative that these procedures adequately capture all relevant information, and enable the information to be recorded, processed, and reported on a timely basis, if necessary.

Many requirements of Sarbanes-Oxley add significant levels of cost, and some inefficiency, to matters of governance and financial oversight. However, they also have the potential to strengthen a company's internal organization and procedures, if implemented, and a nonprofit that institutes provisions of Sarbanes-Oxley that are deemed appropriate by the board of directors could appear in the future to be more responsible than nonprofits without such controls. These steps could serve to enhance donor confidence and reduce the risk of legal challenge.

Conclusion

In light of the current corporate responsibility environment, it is sensible for nonprofit boards of directors to evaluate how they exercise their oversight responsibilities and fiduciary duties, and how the boards can respond to the governance challenges spawned by the Enron debacle and subsequent legislative initiatives. Given the range of size and expertise of nonprofit boards of directors, the evaluation of current practices and the implementation of any changes will require an assessment of costs, time and risks. However, while Sarbanes-Oxley does not apply directly to nonprofit organizations, implementing certain relevant provisions may serve the board of directors and the organization well, particularly in the event of later legal or regulatory scrutiny. ✦

Ann C. McCullough practices in nonprofit and health care law and Adrienne O. McNamara represents associations and other nonprofit organizations, at the law office of Faegre & Benson in Denver. They can be reached at 303-607-3500 or by e-mail at amccullough@faegre.com or amcnamara@faegre.com. The information in this article is informational only and is not intended as legal advice.

Here's the CAE question of the month…

The first step in planning a computer system upgrade is to:

- **A.** Develop the vendor RFP
- **B.** Perform a cost/benefit analysis of the upgrade
- **C.** Evaluate currently available technology
- **D.** Document in-house information work flow

Answer at bottom.

Interested in finding out more about the CAE certification? Call ASAE at 202-626-2772.

Correct answer is D.

Member Profile: Tom Riel, Providence Convention and Visitors Bureau

by Mo Goldman, ConferenceDirect

Bet you didn't know that one of our CSAE members recently moved to Providence, Rhode Island! From 1997 to 2001, Tom Riel was a familiar face at monthly meetings and even hosted our CSAE Annual Conference in 1999 at the Vail Marriott. And recently he was spotted at ASAE in Hawaii.

Since April 2003, Tom has been the director of national accounts for the Providence Convention and Visitors Bureau (CVB), including the town of Warwick. His territory includes everything west of, and including, Chicago. His responsibilities include booking citywide conventions using local hotels and the convention center. I caught up with him while he was doing sales calls in Denver this Fall.

No stranger to the Eastern Seaboard, Tom was born and raised in Worcester, Mass. He's the youngest of five children, all of whom stayed in the area. A graduate of Quinsigamond College in Worcester—he studied business administration. In 1991, he began his hotel career at the front desk of the Atlanta Marriott Marquis and quickly moved up to sales manager. After six years, he accepted a transfer to the Vail Marriott, working out of their Denver sales office. But, within four years, he was back East with the Marriott in Providence. Recently, he accepted his current position with the Providence CVB and after all these years, still works with the association market.

Tom has two hobbies—renovating old homes and ice skating. He is currently renovating a 100 year old Craftsman bungalow. Throughout grade school and up through college, Tom was a competitive ice skater and often attended regional competitions. While in Denver, he coached children of all ages at the Ritchie Center. He even took 18 months away from work to coach full-time, when one of his skaters placed eighth in Junior Nationals.

Not only is Tom a member of ASAE, CSAE and NE/SAE (New England), he also belongs to PCMA, IAEM and MPI. Ultimately, Tom would like to be a director of sales and marketing for a large city. If you would like to bring a group to Providence, you can reach Tom at 401-274-1636 x 236 or e-mail at triel@goprovidence.com. Details on America's Renaissance City can be found at www.GoProvidence.com. ✥

November Education Seminar: *Generating Successful Non-Dues Revenue*

Are you tired of the same old ways of generating non-dues revenue with little results? Join a panel of experts who will share their successes and challenges on new and innovative non-dues revenue programs. **Panelists:**

- Suzanne Bradeen, CPA, Suzanne M. Bradeen, PC
- Nelson E. Fabian, National Environmental Health Association
- Ed Rochette, American Numismatic Association
- John Sadwith, Colorado Trial Lawyers Association

November Luncheon: *Member Benefits They Can't Refuse*

In today's economy retaining members/customers and recruiting new ones is one of the challenges facing all of our organizations. Come and listen to a panel of experts tell their success stories and share what works and doesn't work to create positive, successful member benefits. **Panelists:**

- Peggy Sundstrom, PhD, Sundstrom and Associates (moderator)
- Marianne Virgili, CCE, Glenwood Springs Chamber Resort Association
- Kris Webster, Medical Group Management Association

Special Thanks to Our November Luncheon Sponsors:

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November Meetings

When: November 14, 2003

Where: Radisson Hotel Southeast
3200 S. Parker Road
Aurora

Directions: From I-225 take exit number 200. Merge onto CO-83 South/South Parker Road via exit number 4. Take the Vaughn Way/Dam Road ramp. Turn slight right onto S. Vaughn Way. Turn right onto ramp. Merge onto CO-83 North/South Parker Road.

Time:
8:00 a.m. —Check in
8:30–11:30—Seminar
11:00 a.m.—Orientation
11:30 a.m.—Networking
12:00 noon—Lunch
12:30 p.m.—Program

Cost: **See registration form below**

Cancellation deadline: 11/11/03

All unfilled reservations will be billed $35

CSAE Registration Form

November

Names ______________________________

Association/Company ______________________________

Phone ______________________________

❒ Yes, I am attending for the first time. I am attending as a ❒ CSAE Member ❒ Guest

Attending new member orientation ❒ Yes ❒ No **Alternative Luncheon Plate** ❒ Fruit Plate ❒ Vegetable Plate

Education Program: ❒ $109/member ❒ $84 for second or more from the same association/company

❒ $159/nonmember ❒ $134 for second or more from the same association/company

Luncheon: ❒ $30/member ❒ $35/nonmember

Total amount due $____________

Method of Payment ❒ Check ❒ AMEX ❒ Visa/MasterCard

Name ____________________ Number____________________ Exp. Date __________

Register today by fax 303-368-4222 — online at www.csaenet.org,
or mail to: 2170 S. Parker Road, Suite 265, Denver, Colorado 80231