

The Association CEO Handbook

The Six Elements of the Association CEO Position

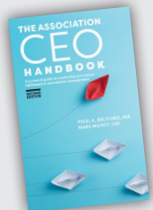
By breaking the CEO position into six separate elements, each with its own set of parts and pieces, the *Handbook* will help you to identify the *whats* and *hows* of what you do so that you can continue to learn how to do them better. Here's an executive summary of *Element I – Change and Leadership*

ELEMENT I

Change and Leadership

Yes, *Change* and *Leadership*. But why not *Leadership* and *Change*? Chickens and eggs aside, change and leadership are inextricably linked, engaged. In fact, they have coexisted from the dawn of human time as they will continue to do for as long as there may be human time.

For the Association CEO, understanding the relationship between leadership and change is key to professional growth as well as the success of the organization led. The *Handbook* opens with a short reading each on *Change* and *Leadership* leading to a discussion and graphic depiction of the *Change/Leadership Dynamic*. From there, it covers how and why these differences affect and distinguish the leadership role of the association CEO from that of the corporate CEO.



HANDBOOK READING TAKEAWAYS

*Change is not a random process,
though it has random effects.*

Change is driven by human consciousness.
See. Reflect. Develop. Commit. Do.

Change is good.
It's how we get to *better*.

Change is the *medium* of those
who would *lead*.

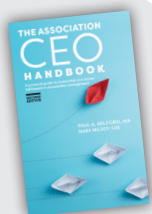
CHANGE/LEADERSHIP DYNAMIC

Absent change, leadership is meaningless.

Absent leadership, change is chaos.

Change begets leadership,
creates opportunities to do *better*.

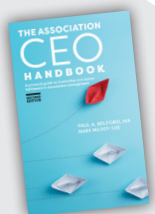
Leadership begets change,
infuses it with direction and *purpose*.





CONTIGUOUS, DRIVING FORCES

Change is to Opportunity as
Opportunity is to Awareness as
Awareness is to Purpose as
Purpose is to Leadership as
Leadership is to Change...



The Models

Corporate

In the corporate model, CEO leadership is expressed within a single structure with executive control over, and direction setting authority on, all matters of significance. As important, and unlike the Association CEO, the corporate CEO plays a direct role in who is to sit on the Board, routinely recruiting candidates to serve on it.

The corporate CEO is the enterprise's key decision maker who's impact throughout the corporate structure is *direct*. This is precisely what the Chief Executive Officer title was developed to make clear and why it has endured.

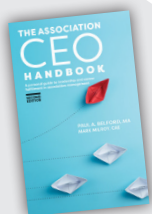


And it is here that *Change and Leadership* can be seen as comprising a specific and unique *Element* of the association CEO position.

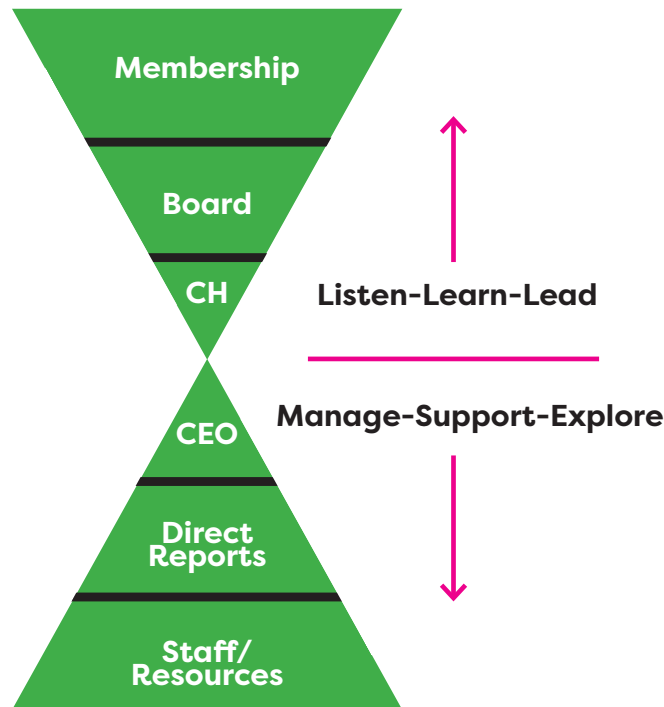
By plan, purpose and effect, the corporate CEO has charge over the entirety of the single structure of the enterprise. An association, however, is comprised of *two* structures.

First, there is an *operational* structure over which the Association CEO has executive leadership authority similar to that of the corporate CEO, i.e., providing *leadership, management, support*, and the *drive to explore* new service areas and directions.

Second, there is a *membership* structure comprising a chief elected official (Chair), a board of directors and the general membership. It is the membership structure that owns the association and by and for which it was created. With the membership structure, the Association CEO listens, learns, engages and leads as *appropriate* to the circumstances, needs, tradition, culture and dynamics of that particular organization.



Association



The Association CEO's impact in and on the operational structure of an association can be as direct, or near as direct, as that of the CEO in the corporate model. Within the membership structure of an association, however, the CEO's impact can range from that of an advisory and inferential nature to one of a working partnership, all according to the organization's culture and needs, the inclination of its Board, and the ability and strength of its CEO.

It is this *bifurcation* of the Association CEO's leadership role that most distinguishes it from the corporate CEO. Understanding and mastering this dimension of the position is an indispensable factor determining success in the position—the one thing at which you can never get too good.

