

# EMBRACING 'ONLYNESS'

IDEAS AND INNOVATION CAN COME FROM ANYONE AND ANYWHERE, SAYS NILOFER MERCHANT

BY TIM EBNER

Nilofer Merchant has an impressive resume. Once an administrative assistant, she went on to work with some of the biggest names in Silicon Valley, including Steve Jobs at Apple.

Merchant has also been a CEO and a board member, and she has launched more than 100 products that have generated approximately \$18 billion in revenue. And, most recently, she's a bestselling author.

But during her Opening Keynote address on Sunday at #ASAE17, Merchant shared a memory of a time when she was out of a job and felt like no one. Standing in a circle of business and tech leaders at a networking reception, someone asked, "Who are you?"

Her reply: "I am nobody."

"In that moment, I didn't know how to identify myself," Merchant says. "I no longer had a place to be in relation to these other people."

Maybe you've had a similar feeling—a moment of self-doubt when you felt like an outsider or imposter. It's a common experience, Merchant says, because often we are defined by external factors like our job, ethnicity, or socioeconomic status. While those are important identities, she says, every individual has something more inside.

That something is each person's "onlyness."

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Sign up for a coaching session at Association CareerHQ in the Association Exchange.

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## DEEP DIVES

### APPLY DESIGN THINKING TO LEADERSHIP

Change in an organization doesn't occur from big retreats or big-picture ideas, but rather the small details of how you execute everyday business, according to Anna Caraveli, managing partner of The Demand Networks, LLC, and author of the ASAE-published book *The Demand Perspective: Leading Associations from the Outside-In*.

Caraveli and Jeff Glenzer, COO of the Association for Financial Professionals, explained how to apply design thinking to problem-solving and value-creation during Sunday's Deep Dive session, "Apply Design Thinking to Leadership: A Competitive Advantage."

"Design thinking is human-centered and innovative," Caraveli says. "You invest at the front end and invest in understanding people deeply rather than in marketing or product development. What it means

to adopt this approach for you as a leader, is that you don't simply master techniques or implement them top down. It means that you guide a shift in the way an organization thinks and the way you do business down to the little, everyday routines."

Design thinking has five elements that can be applied from concept to implementation, the first one being empathy. Empathy is the ability and the willingness to put yourself in someone else's place—to feel the person's feelings and to understand what the world looks like from a different person's perspective, Caraveli says. The other four elements are define, ideate, prototype, and test.

"Instead of relying on data-gathering and surveys—passive information—you would approach the task of understanding your stakeholders and members by ethnographic research, which means interviews and understanding a community in-depth and then extrapolating," Caraveli says.



*"Design thinking is human-centered and innovative. You invest at the front end and invest in understanding people deeply rather than in marketing or product."*

Anna Caraveli

### WIN BACK LAPSED MEMBERS

Getting lapsed members to rejoin your association could be as straightforward as a four-step process described by Informz Senior Digital Marketing Strategist Vivian Swertinski during the Sunday Deep Dive session, "Targeted Revenue Source: Lapsed Member Recruitment."

**Analyze.** Discovering members' reasons for renewing and for letting their membership lapse is key to a successful campaign.

**Identify target audience.** To understand the campaign's audience, organizations must review lapsed members' data—information like length of time lapsed, length of membership, demographics, and membership type. "That's really important because you need to map your message to your target group," Swertinski says.

**Create the campaign.** Using that information, the association can construct a message, asking, "What story could I tell that could actually come alive and make sense for people?" But the goal, Swertinski says, should be to serve and connect with those people, not just increase renewals.

**Implement the plan.** The message must be delivered in a way that will effectively reach members, a process that requires testing, she adds.



David Kim

### IS YOUR PASSWORD SAFE?

Warning: The same social networks you use to connect with coworkers, friends, and family can be used for cyberattacks. In the Sunday Deep Dive session, "Anatomy of a Cyberattack: How to Recognize and React," David Kim, senior vice president of information security and governance risk and compliance at ITPG, Inc., demonstrated the multitude of ways that hackers use social networking sites to collect data and information for a hack.

Kim demonstrated in real time how easily a password can be hacked, especially when passwords are weak. For passwords of six characters or less, it takes about 30 seconds to compromise the account, Kim says. The best defenses are complex password strings, words, or phrases with uppercase and character fonts, or two-factor authentication.

### ON TAP

**MONDAY, AUGUST 14**

7:30 a.m. – 5 p.m.  
Registration, The Hive open

7:30 – 8:45 a.m.  
Awards & Recognition Breakfast

7:30 – 10 a.m.  
Business Connection Lounge open

8:30 a.m. – 4:30 p.m.  
Association Exchange open

9 – 10 a.m.  
Game Changer Session, Edutainment, and Learning Labs

10:15 a.m. – 1:45 p.m.  
Association Solutions Marketplace (EXPO) open with lunch

2 – 2:20 p.m.  
Express Talk

2 – 3:30 p.m.  
Game Changer Session and Deep Dives

2 – 4:30 p.m.  
Business Connection Lounge open

3 – 3:20 p.m.  
Express Talk

4 – 5 p.m.  
Game Changer Session and Learning Labs

6 – 7:30 p.m.  
ASAE Foundation's The Classic VIP Reception at Rebel

7 – 9:30 p.m.  
ASAE Foundation's The Classic at Rebel

## WHAT'S THE BEST THING YOU'VE DISCOVERED ABOUT TORONTO AT #ASAE17?



"The neatest thing for me is when we took the bus to the museum yesterday—seeing the different ethnic neighborhoods we went through on our way. We went from the convention center to Chinatown, to a different section of town. Toronto has its own little unique pockets and you can see the diversity of the people in the town. It's very cool."

**Erin Steward, CMP**

VP of Member Relations and Education  
Michigan Health and Hospital Association  
Okemos, Michigan



"I like the waterfront. It reminds me of home. I'm from Chicago, so any place where I can get next to a Great Lake and it has a small walkway where you can walk and jog, I like that. I live in Washington, DC, now and we don't have as much of that—just the Potomac [River]."

**Gary Roebuck, MS, MPA, CAE**

Director of Administration and Operations  
Association of Research Libraries  
Washington, DC



"I ate at a really delicious restaurant called Evviva Breakfast and Lunch. It was only open until 5 p.m., which is my kind of people. I sat outside and had a beautiful view of the CN Tower. They also asked if I needed the machine, but I didn't know what they meant by that. I asked, 'For what?' I learned that when they ask you that, it means for your credit card."

**Lindsay Calvert**

Director of Learning and Development  
American Farm Bureau Federation  
Washington, DC



"The [Royal Ontario] Museum. It was nice to see part of the culture and the blue whale. You don't realize how big [the whale] is until you get up close. I'm from Chicago and we have a lot of dinosaurs and skeleton bones, but I don't believe we have a blue whale."

**Matthew Kremke, MBA**

Vice President of Business Development  
American Osteopathic Association  
Chicago



"I was so surprised at how good the coffee was at Tim Horton's. I didn't have to add anything to it. I drank it straight from the coffee pot, and I never drink my coffee black."

**Brea Sanders**

Program Coordinator  
American Association for the Surgery of Trauma, Chicago

## DEEP DIVES

### NAVIGATING THE OFFICE AS A YOUNG PROFESSIONAL

A group of young professionals gathered at Sunday's Deep Dive session, "Get Your Shine On: A Young Professional Roadmap to Fulfillment," to get advice from their peers on navigating the office environment and leading a purposeful work life.

The panel of young professionals posed and answered the question, "What is the right balance and approach to tackling responsibilities outside your functional area or job descriptions?"

"Don't be afraid to say 'no' if you're really not comfortable with it, or if you have no idea what you're doing," says Genevieve Borello, CAE, membership manager for the American Council on the Teaching of Foreign Languages, who also suggests getting involved in the CAE program to get a leg up on your career.

On the flip side, seizing an opportunity that's not in your job description can sometimes be a positive, says Brittany Shoul, vice president of sales at Network Media Partners, Inc. It could be a "test" to see if you're ready for a promotion or simply an opportunity to prove yourself.

"That can be your learning opportunity," Shoul said. "Maybe you don't know what you're doing, and that's the time to ask for help. But it could be an opportunity in your



Brittany Shoul and Jacob Wilder, CAE

professional career to say, "That's not in my job description, but maybe this could be an opportunity for me to dig in and ask for help and work with other folks in my organization."

Taking on different responsibilities is also about being honest about your abilities and the time you have to allot to the task, says Jacob Wilder, CAE, director of communications and technology at the Building Owners and Managers Association of Georgia.

"It's like the butter and the toast analogy," Wilder says. "You don't want to get spread too thin. You do have to know when to politely say 'no.'"

### MAKING COMPLEX DECISIONS

It's common to hear that there's no place for feelings in the workplace, but Shelley Row, president and CEO of Shelley Row Associates LLC, says that's wrong.

Based on the 77 executive interviews she conducted, executives say intuition is essential to their leadership success. In fact, more-complex decisions require even higher levels of intuition, Row said during her Sunday afternoon Deep Dive session, "Secrets to Complex Decision-Making: It's not Woo-Woo, It's Neuroscience."

"The most effective decisions—particularly for the complex ones—are a skilled balance between thinking and feeling, brains and gut, cognition and intuition," she says. "And what I call that is 'infotuition,' that balance point."

Understanding the need for balance is particularly important because association success depends on leaders' making decisions in complex situations. "How you decide to manage yourself in those situations can make the difference between having a productive situation, having a productive association," Row says.



### UX LESSONS FROM PLAY-DOH

"Oh seriously? This is going to be so bad."

"Oh no! This is embarrassing!"

That's not what you expect to hear from the crowd at the start of a Deep Dive session, but that was exactly the reaction of attendees at Sunday's "Build an Experience-Driven Organization" when they were asked to draw each other's faces. The rapid-fire workshop not only had participants drawing but also sculpting with Play-Doh.

JP Guilbault, president and CEO of Community Brands, wanted to prove a point. Association execs typically use operational mindsets, with rules, process, and order.

Creativity may not come naturally, but it's a critical skill for building an experience-driven organization.

"We've been taught not to think outside the box," Guilbault says. "Creative confidence requires a judgement-free zone."

The same applies for building user-experience-driven projects. You may not always get it right, but innovation comes from curious exploration and an ability to "fail fast," he says. Whether you fail or succeed on a project, innovative organizations are constantly learning, evaluating, and repeating the word "onward."

## EXPRESS TALKS

### SUPER POWERS

During Sunday's Express Talk, "You've Got This! 10 Steps from Zero to eLearning Hero," Kara Adams, director of education at the Society of American Archivists, talked about her successful launch of a learning management system and shared 10 tips for those wanting to become an e-learning superhero. Here are three of them:

**Do prep work.** "Don't wait until you have your system and it's time to do something," she says. "Prioritize and organize your existing content, but the most important thing you'll need to do is make sure you have all the pieces." Also, learn what your members really want and start with the basics.

**Be consistent.** Associations have the tendency to use terminology and

abbreviations that only mean things to staff internally, Adams says. That's why organizations must think about their naming conventions. "Is it a webcast or a webinar? Is it a course or a workshop?" she says. "Decide what words you're going to use and use them across the board."

**Embrace your expertise.** "You have to earn your role and own your program," Adams says. "Be the expert." That means you need to know the details about your program, like your top-five courses, how many people registered for your last webcast, where your revenue stands, and your demographics. "Know how to talk about it off the top of your head," she says. "Be that superhero for your program."

### IDEAS WORTH STEALING

A changing market structure has caused many associations to shift their business models. In her Express Talk on Sunday, Cecilia Satovich, SVP of client services for Results Direct, discussed five for-profit business practices for associations to adopt to achieve that.

One is a maturity model based growth. "This means that expansion may not be the best path to growth," she says. Instead, businesses that are successful assess their ROI and cut programs and services that don't make the mark. "Where is your association in the business model, and have you reached that top part of the growth curve?" she says. "And if you're there, what are you going to do to grow your businesses?"

Satovich also said associations must embrace elevated customer engagement. In the retail world, that means clothing stores offering personalized fashion advice and home improvement stores offering classes. "An opportunity for associations here is to expand their services," she says. "What would it look like if your association offered not just a job board but also actual career advice?"

Rounding out the five were implementing subscription-based access, using conversational systems like Alexa and Siri, and adopting quality mobile interactions. "Doing these will allow associations to adopt the for-profit mindset to capture nondues revenue opportunities, all while keeping your eyes open for new offerings to extend to engaged nonmembers," she says.

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**MIAMI**



#ASAE17

I'm not going to lie. I've been so geeked about popping into the #CAE Lounge. And here I finally sit. #surreal #humbled #ASAE17 #assnchat @Erinautiger

New networking question: What lights your Fire? #ASAE17 Great opening keynote! @jseggarra77

Drake lights my fire. WHERE ARE YOU HIDING HIM #ASAE17 @campocomments

The President & CEO of ASAE speaking out against the travel ban and now the Chairman talking about Drake... BEST CONFERENCE EVER! #ASAE17 @denksyyy

Only through belonging can we express our ideas. But we need to understand how we can belong. Says @nilofer #ASAE17 @DianaTMertz

Who am I? I'm the person holding out hope for Drake @ASAEannual #asaep17 @BuffaLori

Love this at any age "Until you show up as yourself no one else can see you" @nilofer on truly belonging and "onlyness" #ASAE17 @smcalaine

"If people have no way 2 do what they ♥, what drives them; they can't get out of bed in the AM & we suffer as a society" @nilofer #ASAE17 @blalockt

John Graham and ASAE taking a stand on the travel ban and discriminatory legislation. Thank you. #asaep17 @HowieBermanCAE

We are at our best when we are both smart and open. @ScottDWiley #ASAE17 @JacobWilder

How many times did it take me to get a selfie where I didn't look completely dopey? I'll never tell. #ASAE17 @swatymyers

@nilofer thank you for sharing your back story to help us understand your journey as a leader and agent of change. #ASAE17 #RGI\_AMC @lesliemurphycae

Prior to self expression most must achieve belonging, yet until you can show up as yourself, no one will be able to see your ideas. #ASAE17 @BryanHarrison13

When you realize you left all your business cards in your hotel room ... #networkingfail #asaep17 @BRobinsonCAE

Do you have a "Kudos" folder in your email to file away positive feedback? Make sure to relive your accomplishments. #ASAE17 @ASAEYP @andrewbronson

That's how you do trade show lunches! Thanks @MTCC\_Events for a delicious lunch! @ASAEannual #ASAE17 @meetintoronto @mclayf

No one is nobody. Each of our #onlyness gives us a perspective that can change the world. #ASAE17 #inspiration #wematter @djohnsondj

Mini #nextgen reunion at #asaep17 @renotahoe booth! #asaep17 @KateSigety



## INSTAGRAM



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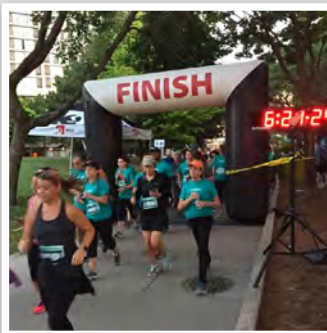
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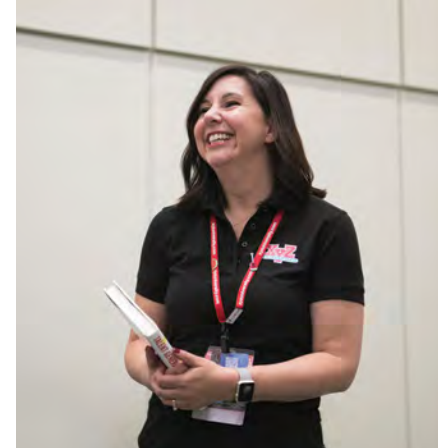
## NURTURING THE TALENT GENERATION

What if the world suddenly had a hospital shortage? Sarah Sladek, author of *Talent Generation*, the new book from Association Management Press, laid out that worrisome prospect in a

book chat Sunday afternoon in the CAE Lounge, noting that 700,000 nurses are expected to retire in the next seven years. It's just one example of a looming talent gap across a wide variety of

industries and professions that has big implications for the future of the economy and Americans' everyday lives.

At the same time, Sladek notes, job satisfaction is at an all-time low and



Sarah Sladek

employee turnover at an all-time high, compounding the problem of building an engaged and productive workforce.

That's the bad news. The good news: "I believe wholeheartedly that associations are the solution to the workforce crisis," Sladek says. "Associations are the only entities that have close connections and relationships with numerous industry leaders and government, and have the influence and power to change education."

As generational differences continue to challenge employers, associations are feeling the downstream effects, Sladek says, noting research showing that 62 percent of associations struggle to engage younger members. "The two [trends] are related," she says. "You can't engage younger members if your member companies continually struggle to get younger talent."

Sladek's research revealed several common values and behaviors of organizations that engage their talent and their members effectively. Among them:

### 1. Prioritize people.

Although association professionals always have members top of mind, other priorities may actually drive decision making, Sladek says. "When you consider major decisions, is the first question in your mind how many people will this impact, or is it how much will this decision cost? If it is the latter, you are not prioritizing people," she says.

### 2. Focus on the future.

"And not just a year or two out, but actually 10 years out or even longer," she says.

Sladek urges associations to put solving the workforce crisis at the top of their strategic priority list. "If we can begin to think about workforce development, and we can begin to take the lead in solving this crisis and preparing your industries and member companies for the future, our entire economy will benefit," she says.

GEICO's Founders Leo and Lillian Goodwin

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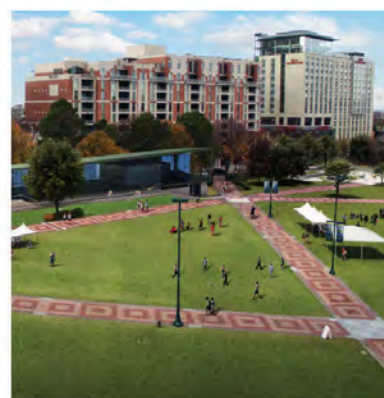
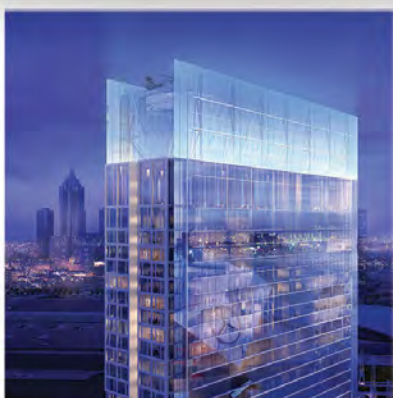
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## Attendee Profile



**NAME:**  
Kevin Tuuaga

**TITLE:**  
Education &  
Events Manager

**ASSOCIATION:**  
LeadingAge  
California,  
Sacramento

**YEARS WITH ASSOCIATION:** Three

**CONSTITUENCY:** 15 LeadingAge California staff members

**MEMBERS:** 600 plus

**HOW IS THE ASAE ANNUAL MEETING DIFFERENT THAN OTHER INDUSTRY MEETINGS YOU ATTEND?**

The ASAE Annual Meeting draws a crowd from all over the globe. It's a large and diverse conference. However, though the meeting is large, my overall ASAE Annual Meeting experience feels intimate in a communal feel.

**WHAT SESSION OR EVENT ARE YOU MOST LOOKING FORWARD TO?**

I look forward to all sessions pertaining to marketing and mentorship. I also look forward to the exciting opening events and, of course, The Classic.

**IF YOU COULD GRAB COFFEE WITH ONE PRESENTER AT THE MEETING, WHO WOULD IT BE?**

At the 2016 ASAE Annual Meeting, one of the keynote speakers who caught my attention was Derek Kayongo. His story was truly inspiring. His presentation was phenomenal and, even more importantly, he was hilarious and engaging. I would have coffee with him to hear more about his story and business.

**WHAT'S MORE STRESSFUL, GOING THROUGH CUSTOMS OR MEETING NEW PEOPLE AT A NETWORKING EVENT?**

Meeting new people at networking events, fortunately, has been easy for me. So I'm going to say customs.

**WHO OR WHAT IS YOUR FAVORITE CANADIAN EXPORT?**

Drake. But secretly it's Justin Bieber. C'mon, he has some pretty good songs!

**SOCIAL NETWORK OF CHOICE:**

Instagram

**FAVORITE APP:**

Venmo

**STREAM OR DOWNLOAD?**

Stream

**EARLY MORNINGS OR LATE NIGHTS?**

Late nights

**I AM INSPIRED BY ...**

risk. Taking a chance and not knowing if it's going to be a success or failure and then learning from either outcome.

**IF I COULD CHANGE ONE THING, IT WOULD BE ...**

to encourage everyone to care more about the well-being of our seniors in the world.

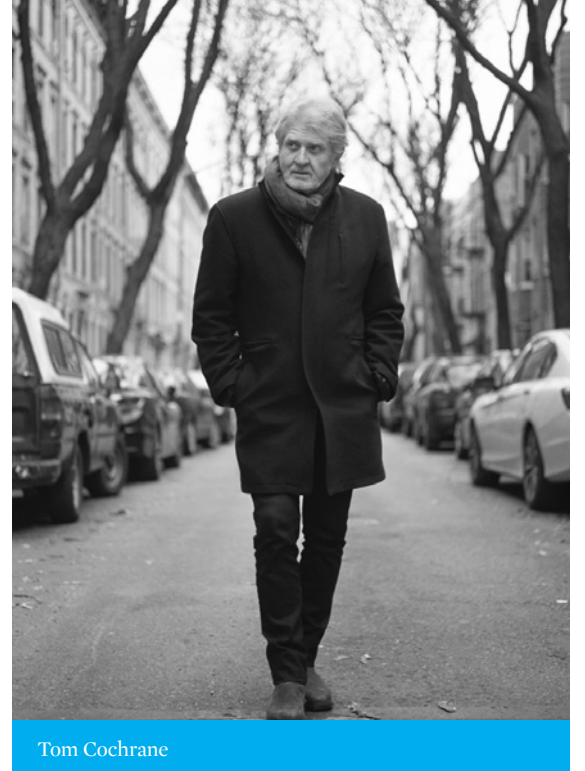
# THE CLASSIC, CANADIAN-STYLE

At tonight's ASAE Foundation's The Classic, attendees will experience the sights, sounds, and flavors of Toronto's many festivals, including the Caribbean Carnival, Festival of India, Luminato, North by Northeast, and Pride.

The experiential and interactive live concert venue Rebel will host the evening's events with four distinct spaces featuring diverse atmospheres, music, and vibes. Dance the night away in the central room, which features a large stage and an installation of LED video walls, or escape for some



Alan Frew of Glass Tiger



Tom Cochrane

quiet at the Cabana Pool Bar, the private waterfront deck with views of the Toronto skyline over Lake Ontario. The area features a grand central bar and a striking light installation, but still offers views of the stage.

The main event, celebrating summer music festivals, will feature performances by two Grammy-nominated musicians, Alan Frew of Glass Tiger and Tom Cochrane. Frew is a multiplatinum-selling songwriter with hits like "Someday," "My Song," and "Thin Red Line," and has toured with Rod Stewart, Tina Turner, and Fleetwood Mac. Cochrane is a Canadian singer, songwriter, and guitarist

whose career has spanned four decades. His album *Mad Mad World*, which includes the hit "Life is a Highway," marked its 25th anniversary in 2017.

The Classic's host, the ASAE Foundation, will roll out the red carpet for VIP attendees, who will enjoy early access to the venue and an exclusive performance by Frew in the Noir Lounge. If you're still looking for a ticket, head to registration to see what's available.

So put on your favorite party outfit and maybe a flower crown, grab yourself a drink and some food, and enjoy this festival celebration.

## QUIZ: FESTIVAL FUN



**Which of these festivals is NOT celebrated annually in Toronto?**

- A. TD Salsa in Toronto Festival
- B. Toronto's Festival Of Beer
- C. Maple Syrup Festival of Toronto
- D. Toronto Fringe Festival

Answer: C. Maple Syrup Festival of Toronto. While there are plenty of events celebrating the sweet liquid in and around the city, you won't find one by this name.



**Theresa S**

July 30 at 12:45pm

Just hosted an unbelievable opening reception at Universal Studios, complete with a red carpet entrance and a fire-breathing dragon. Talk about “wow” moments. Thanks Orlando for knocking this one out of the park! #BestMeetingEver #OrlandoMeeting



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## LEADERSHIP TIPS FROM TOP LEADERS

Before Sunday's Opening Keynote, ASAE honored three exceptional leaders: Richard Yep, FASAE, CAE, received the Key Award, honoring an association CEO; Sheri Jacobs, FASAE, CAE, received the Academy of Leaders Award, recognizing an industry partner; and Elena Gerstmann, FASAE, CAE, received the Professional Performance Award, honoring a senior association executive who is not a CEO. With years of combined experience under their belts, our winners shared some personal perspectives on leadership.

### What is the most important skill for effective leadership?

**Yep:** Compassion, because it helps you understand other viewpoints, even if you don't agree with them. Demonstrating compassion also

indicates that you care and are willing to do what you ask of others.

**Jacobs:** Self-awareness ensures a leader leverages their own strengths and surrounds themselves with a team that brings a diversity of thought, skills, and experiences. To inspire others, one must be passionate and open-minded, embrace change and creativity, and challenge the team to achieve goals beyond what they could have imagined.

**Gerstmann:** I try to keep an open mind before, during, and after making a decision. I do not always get this right, which is why I value continuous improvement. I recall a professor saying, "Always remember we are always becoming." This has grounded me.



**Richard Yep, FASAE, CAE,** chief executive officer at the American Counseling Association, received this year's Key Award, honoring an association CEO.



**Sheri Jacobs, FASAE, CAE,** president and CEO of Avenue M Group, received the Academy of Leaders Award, recognizing an industry partner.



**Elena Gerstmann, FASAE, CAE,** deputy, executive operations, at the American Society of Mechanical Engineers, received the Professional Performance Award, honoring a senior association executive who is not a CEO.

### What activities outside of work have helped you develop leadership skills?

**Yep:** Being the president of my kid's PTA. As the only dad working with what was traditionally an all-mom group, I learned humility and honed my listening skills.

**Jacobs:** As an avid runner and marathon training coach, I've learned it is important to set goals and develop a plan to achieve them. I've also learned how to overcome setbacks and challenges. As a coach, I've learned that

not everyone responds to the same motivations or approaches.

**Gerstmann:** Being a mother has taught me about being a leader. Patience, compromise, humility, and flexibility are essential.

## MEET THE 2017 SUMMIT AWARD WINNERS

It's a high-powered crowd here at #ASAE17, with professionals representing associations that make a difference for people in nearly every walk of life. Each year, ASAE recognizes the impact of associations on the world in its annual Power of A Awards. This year, 56 exemplary association programs received gold and silver Power of A honors. From the gold winners, six elite Summit Award winners were selected. They are listed at right.

### Association of Equipment Management Professionals

**Program:** Advancing a Profession Through Technology  
An industry-changing solution for members of the heavy-equipment industry, who need ways to better manage performance and maintenance data made available by new technologies.

### College of American Pathologists Foundation

**Program:** See, Test & Treat  
A free cervical and breast cancer screening program conducted by pathologists at volunteer health institutions, with gynecologists,

radiologists, nurse practitioners, medical technologists, and other members of the healthcare team.

### National Auto Body Council

**Program:** Recycled Rides  
An industry-wide program to rebuild late-model vehicles and return them to a useful life for families who cannot afford to buy a car.

### National Council for Behavioral Health

**Program:** Be 1 in a Million  
An initiative to double the number of trained "Mental Health First Aiders," people who have completed an eight-hour course on how to identify someone who

is experiencing a mental health or substance use problem and connect them with appropriate resources.

### National Volunteer Fire Council

**Program:** Make Me a Firefighter  
An innovative recruitment and retention campaign to combat the decrease in the number of volunteer firefighters over the past three decades.

### Soroptimist International of the Americas

**Program:** Dream It, Be It: Career Support for Girls  
An initiative that provides girls with access to

professional role models, career education, and the resources to live their dreams and grow up to be strong, successful, happy adults.

ASAE's Power of A Awards highlight the association community's valuable contributions to society on the local, national, and global level. The winners will be formally recognized at the 18th Annual Power of A Summit Awards Dinner on October 4 at the National Building Museum in Washington, DC. For more information, visit [www.asaecenter.org/summitdinner](http://www.asaecenter.org/summitdinner).

## FEEDING THE FUTURE WITH ASAE FOUNDATION'S INNOVATION GRANTS

The world's population is expected to reach 9 billion people by 2050. That means food technologists must find innovative solutions to maintain a safe and plentiful food supply in the future.

For Kate Dockins, CAE, senior director for volunteer leadership development and recognition at the Institute of Food Technologists, a \$10,000 ASAE Foundation Innovation Grant is helping to build a culture of innovation that prepares IFT student members for the future.

"Our students are the ones who are eager to make change and try something new," she says. "And because of this grant, we're able to bring a spirit of entrepreneurship to the student experience."

The IFT Student Association was one of four recipients selected for this year's Innovation Grants Program (IGP). The grants are supported by SunTrust Foundation, GEICO, and

Whiteford, Taylor & Preston, as well as individual donors. Since 2013, IGP has funded new thinking within the association community.

"Innovation, to us, meant thinking globally about food and taking opportunities to talk with people about emerging food trends," Dockins says. "What we ended up proposing was a pilot program that allowed our students to learn, connect, and solve global challenges during our annual event."

The IFT Student Association has about 3,000 members, many of whom attend the annual event but do so on an independent basis that doesn't always intersect with professional members. This year, Dockins tested a new experience for a more collaborative approach.

IFT reached out to its global partners and asked each of them to nominate two students to attend this year's annual event in Las Vegas.

A group of 12 students were selected and organized into teams led by IFT mentors. Each team was challenged to solve a pressing food issue using the conference as a learning laboratory.

"We sent them off for three days to learn from more than 100 educational sessions and 1,000 exhibitors," Dockins says. "Our students went all-in. One group presented on alternative proteins for the future, including foods sources like crickets, mushrooms, and soy."

The grant funded an experience that Dockins says went beyond IFT's traditional education model—an opportunity she encourages other associations to apply for. Associations have until October 1 to complete an IGP application. Criteria and further details can be found at [www.asaecenter.org/igp](http://www.asaecenter.org/igp).

### SPEAKER SPOTLIGHT



**NAME:** Brian Van Norman, CAE  
**TITLE:** Director of Chapter Relations  
**ASSOCIATION:** American Public Works Association, Kansas City office  
**SESSION:** Assign Value to Your Current and Future Association Chapters

**TIME AND LOCATION:** 2 p.m. Monday, North Building, room 205AB

**HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:** Change is inevitable—value what your chapters currently offer while you explore their needs and value in the future.

**IF I COULD GIVE ONE PIECE OF ADVICE, IT WOULD BE:** Stay true to who you are and the goals you have set for yourself. Be appreciative and thankful for what you have received while continuing the journey to what you want to achieve.

**OTHER THAN MY PASSPORT, MY MOST INDESPENSIBLE TOOLS IN TORONTO ARE ...** my cell phone and running shoes.

**I FEEL MOST SUCCESSFUL WHEN ...** I can get out of bed without hitting the snooze button on my phone. After that, I feel most successful when I can say, "I gave it my all" to my preparedness, determination, and efforts to achieve a goal.

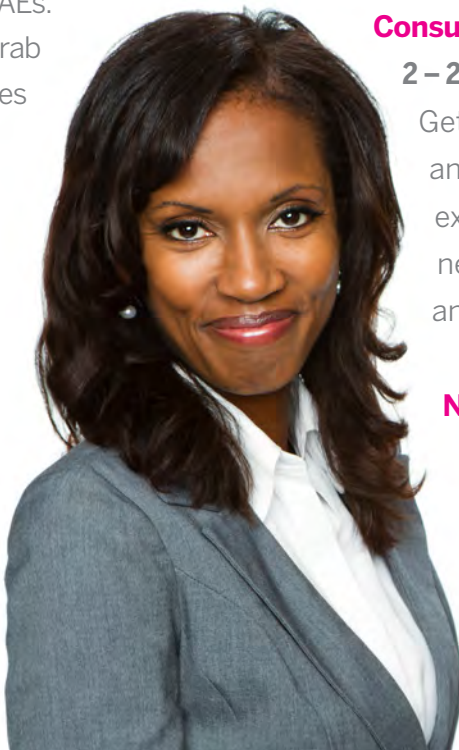
**I AM INSPIRED BY ...** those who remain true to themselves and in turn inspire others to follow their own path.

**HOW I GOT INTO THE ASSOCIATION INDUSTRY:** When I realized I wasn't going to be the next great George Brett in professional baseball, I set my sites on selecting a career that would provide me with opportunities to engage my passion to establish and build relationships and connections. I had an internship in nonprofit management in college. That experience led me to pursue a career in association and nonprofit management right out of college.

## CHECK OUT THE CAE LOUNGE

Once again, there's a lounge exclusively for CAEs! The CAE Lounge (room 709) is a haven for CAEs to relax, refuel, and reconnect with fellow CAEs.

In between sessions, CAEs can grab a snack and network with colleagues while reminiscing about the late-night study hours dedicated to the CAE exam. Discuss how all the hard work has paid off while learning about other ways to connect with colleagues through CAE-only events and volunteer leadership opportunities. There are also several special events scheduled in the CAE Lounge.



### MONDAY'S CAE LOUNGE EVENTS

#### Ask the Accounting, Tax, and Consulting Experts

2 – 2:30 p.m.

Get your accounting and tax questions answered by Johnson Lambert experts. Come with questions about new accounting standards, your 990, and risk management to name a few.

#### New CAEs Toast

3:30 – 4 p.m.

Help us welcome the new CAEs with a toast and introductions.

### CAE QUICK FACTS

- ASAE founded the CAE program in 1960.
- As of July 6, 2017, there were 4,338 CAEs.
- Virginia is the state with the most CAEs.





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## A ROADMAP FOR MAKING GREAT TECHNOLOGY DECISIONS

When an association is trying to make a strategic technology decision—like choosing an association management system, determining a data warehousing strategy, or deciding on a phone system—it requires careful evaluation due to the risks that can be involved.

The decision-making process is a lot like a road trip: You determine your destination, choose your

companions, maybe hit a few road bumps along the way, but then—if you make all the right turns—witness something beautiful in the end.

Four decision-making experts will provide attendees with a roadmap for making big, high-stakes technology decisions during today's Deep Dive session "Strategic Technology Decisions: Avoiding Analysis Paralysis and Death by

Scorecards," which begins at 2 p.m. in room 202AB in the North Building. They will discuss tools and techniques that can be implemented during the decision-making process, providing association executives with a framework to feel confident moving forward and avoid analysis paralysis.

Here are a few stops session attendees will make along the 90-minute journey:



Rebecca Achurch, CAE



### DETERMINING THE DESTINATION

The first step of any road trip is figuring out a destination and a route. Rebecca Achurch, PgMP, PMP, CSM, CAE, who runs Achurch Consulting,

says setting expectations, as rudimentary as it sounds, will allow you to put the right processes in place to arrive safely at your destination. She will offer tips to analyze the journey before the trip even begins.

"People tend to gloss over and rush through determining exactly what it is they need to achieve," Achurch says. "Organizations should use an approach that aligns with the strategic importance and the value of the technology to the organization."



Moira Edwards, CAE



### CHOOSING YOUR COMPANIONS

Who are you going to take with you? The size of the team depends on the business and technology impact, and the overall complexity of the problem. You want the right makeup of people to come with you on the journey, says Moira Edwards, MS, CAE, president of Ellipsis Partners. She will explain who should be involved in the decision-making process and why.



René Shoner, CAE



### NAVIGATING BUMPS IN THE ROAD

René Shoner, CAE, managing director of technology initiatives at the American Industrial Hygiene

Association, says big technology decisions are rarely in an association executive's wheelhouse and often carry big risks. And the negative implications can be amplified because of the financial burden.

"We want to make the case that an association has to do their homework," Shoner says. "They've got to gather the right information to enable them to make the right decision. We're going to bring examples of different types of scorecards, including cost and functionality scorecards. We also want to talk about the ways you can survey and measure the data you're collecting."



### HITTING YOUR MILE MARKERS

The speakers will also examine the importance of looking at intangible factors when making technology decisions. These can include a vendor's reputation and whether their culture fits the association, says Shoner, adding that it can be difficult to pinpoint intangible factors because they're not always clear-cut. The speakers will help attendees assess where their gut instinct is leading them.



Gretchen Steenstra



### ARRIVING AT THE DESTINATION

Analysis paralysis occurs when the data doesn't point to a clear outcome and delays arrival at the final decision, says Gretchen Steenstra, PMP, a strategic consultant with DelCor.

"Going back and forth to rationalize every point can waste time and risk that the project will lose momentum," she says. "A decision may be to defer the project to a later date. People sweat over the minutia during a selection, but you should save your energy for when you're actually setting up your new system and improving your members' and your staff's experience."







## PERFECTING YOUR PITCH, ONE NOTE AT A TIME

There won't be a high-stakes a cappella contest during this afternoon's learning lab "Pitch Perfect: Create a Compelling Case for Anything." But you'll want to warm up your vocal chords for a different kind of perfect pitch.

Two digital marketing extraordinaires will walk attendees through the do's and don'ts of creating a perfect sales pitch and the science behind our brain's information processing during the one-hour session, which begins at 4 p.m. in room 205CD in the North Building.

Whether you're making a case for a promotion, selling a client on your business, or pitching an initiative to your members, you have to create a persuasive argument to elicit action, says Kiki L'Italien, CEO of Amplified Growth and host of Association Chat. L'Italien will debunk the communication myth that "more is better" and offer tips for effective storytelling to grab an audience's attention and never let go.

"In the first three seconds you have someone's attention, they decide whether or not they can trust you," she says. "People spend too much time in the beginning telling who they are and

giving way too much information along the way. In actuality, there's only so much information the human brain can take in at once."

Layla Masri, president of Bean Creative, agrees that the brain plays a big role in perceiving pitches. She will explore the science behind the primitive reptilian brain, which is the core part of the human brain that focuses on survival and decision-making while processing information.

"You have to start off with a sucker punch to that reptilian area," Masri says. "Most of us start off with the benefits that our product or service have, but that doesn't grab people's attention. You have to start with the pain points."

Masri compares the pitch process to infomercials, like the Ginsu knife commercial that starts off with a poor sap trying to cut a tomato. Then the pitch person swoops in and explains how the product can save you.



Kiki L'Italien

"Understanding how we process information means you have to be able to understand that we process ideas from more of an avoidance and survival type of standpoint," Masri says.

The duo will walk through the pitch process and explain how to organize a pitch. The goal is to get attendees so comfortable with the concepts that they can deliver a perfect pitch as soon as they leave the session.



Layla Masri

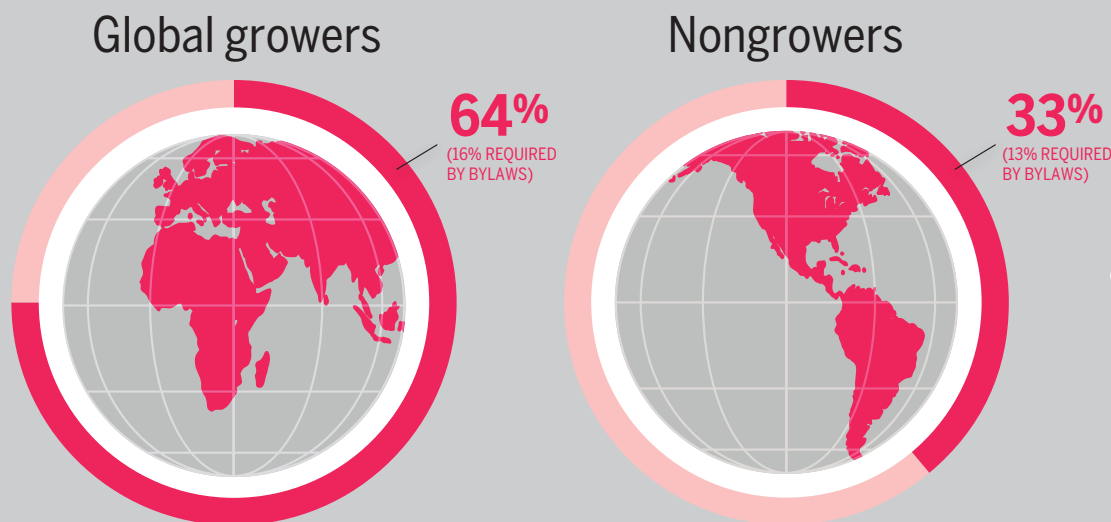
"Pitching is like you're getting in front of people and telling a story to save your life," L'Italien says. "Of course, it's not so grim. But I'd like to think if you did have to save your life, hopefully we can provide a framework so that you can and will be able to do it. It's like that story *One Thousand and One Nights*. The character [Scheherazade] had to be a good storyteller to stay alive."

### DATA NUGGET

## WORLD LEADERS

Associations that grow internationally tend to have volunteer leadership that reflects a global worldview, according to research by the ASAE Foundation. International board members help associations "to understand the needs of local members and customers and to appreciate how this information might impact the design, promotion, sales, or service of its products and membership," the researchers say.

## Percentage of associations with board members from countries outside North America



Source: ASAE Foundation Research Series, "Achieving Global Growth: Establishing and Maintaining Global Markets," 2014. Data is rounded to whole numbers.

### GOING GLOBAL

Learn more about international expansion during today's learning lab "Strategically Evaluating Your Association's Global Readiness and Effectiveness" at 2 p.m. in the South Building, room 717AB.

## PRIVATE CAREER COACHING AVAILABLE ONSITE

You've journeyed to ASAE's Annual Meeting to learn about new association trends, network with colleagues, and progress your association career. Association CareerHQ shines the spotlight on you and your career growth by providing personalized career coaching. Whether you want to strategize your next career move, fine-tune your executive skills, or even talk through personal obstacles that may be hindering your

career advancement, Association CareerHQ's coaching program is your go-to resource.

### Association CareerHQ Jobs+ @ Association Exchange

Be sure to stop by the Association Exchange to discover more Association CareerHQ resources around recruitment strategies, job search tactics, leadership development, and more.

### Who are the coaches?

Association CareerHQ offers professionally trained and certified coaches from a variety of backgrounds. All coaches have three or more years of career-coaching experience and have worked specifically with association and nonprofit clients.

### What kind of coaching is available?

Association CareerHQ offers coaching for professionals at all stages in their careers:

- **Executive coaching** for top-level managers to improve strategic decision-making, leadership, and executive presence
- **Career- and leadership-development coaching** for people at all organizational levels who want to find a job, switch careers, or transition back into the job market after some time off
- **Personal-development coaching** for those looking to improve their personal life, professional life, health, and relationships



- **Résumé review and enhancement** for job seekers looking to create stellar resumes and cover letters that will get noticed
- **Interview skills development** for professionals who are currently interviewing for positions or those who

just want to brush up on techniques and strategies for future opportunities

### How do I book a coaching session?

To register for a private coaching session, come to room 801B to sign up for an open slot.

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5. Share key takeaways in the app and keep the conversation going



### OPENSOURCE MEETUP

TODAY'S HOURS: 2 – 5 p.m.

LOCATION: South Building, Level 700 Concourse

## SPEAKER SPOTLIGHT



**NAME:** Maureen Geoghegan

**TITLE:** Director of Marketing

**ASSOCIATION:** American Academy of Orthopaedic Surgeons, Rosemont, Illinois

**SESSION:** Change is a Noun and a Verb Take Two

**TIME AND LOCATION:** 2 p.m. Monday, North Building, room 202CD

**HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:** AAOS talks navigating the bumpy journey to embrace a digital engagement model in the face of and by driving organizational change.

**IF I COULD GIVE ONE PIECE OF ADVICE, IT WOULD BE:** Put your audience first.

**OTHER THAN MY PASSPORT, MY MOST INDESPENSIBLE TOOL IN TORONTO IS ...** my appetite (for food and learning).

**I AM INSPIRED BY ...** the ocean and my garden. And the dream of having a garden by the ocean!

**HOW I GOT INTO THE ASSOCIATION INDUSTRY:** The first half of my career was in advertising, in account management and strategy. I always advocated for our clients and found some tension in the need to balance our clients' needs with the agency's. That led me toward "client side" marketing opportunities, which led me toward mission-driven organizations in the association realm. It was a culture shock at first, but it feels good to have a full team aligned and working for the benefit of members.



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“Cultural intelligence is the capability to relate and work effectively in culturally diverse situations. It goes beyond existing notions of cultural sensitivity and awareness to highlight a theoretically-based set of capabilities needed to successfully and respectfully accomplish your objectives in culturally diverse settings” - Nasif Kayed, the Arab Culturalist

**Venue:** Metro Toronto Convention Centre, Room 104A  
**Date:** Monday, 14<sup>th</sup> August 2017 | **Time:** 3.30pm - 4.00pm

[www.dubaiassociationcentre.com](http://www.dubaiassociationcentre.com)

## EXPLORE AND GIVE BACK TO TORONTO

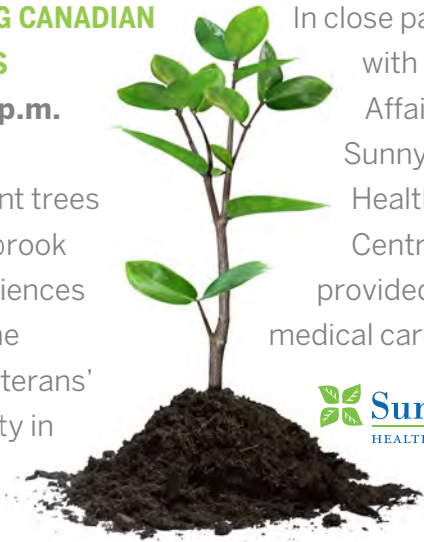
It's already day two here in Toronto, which means time is running out to connect with our host community if you haven't already done so. Lucky for you, there are opportunities tomorrow to get out and about, give back to the local area, and take your learning beyond the Metro Toronto Convention Center. While the animal shelter event is already sold out, be sure to add one of the other Community Connection activities to your Tuesday to-do list.



### HONORING CANADIAN VETERANS

2:45 – 5 p.m.  
Tuesday

Come plant trees at Sunnybrook Health Sciences Centre, the largest veterans' care facility in Canada.



In close partnership with Veterans Affairs Canada, Sunnybrook Health Sciences Centre has provided long-term medical care to 475



veterans from World War II and the Korean War. Participants will help brighten up a space that brightens up lives in return.

### TORONTO EXPERIENCES

2:45 – 5 p.m. Tuesday

Choose from four different tours that

will help you to see Toronto like never before. Options include a sail on the harbour, a cultural tour, a graffiti tour, and an inside look at the building and infrastructure that made the city the financial powerhouse it is today. Proceeds from

the experiences benefit Royal Canadian Legion.

To sign up for one of these Community Connection events, head to the registration desk on the Level 600 Concourse in the South Building.

## Attendee Profile



**NAME:** Deb Cross, MBA, CAE

**TITLE:** Director, Strategic Partnerships

**ASSOCIATION:** Institute of Corporate Directors, Toronto

**YEARS WITH ASSOCIATION:** Three

**CONSTITUENCY:** Boards of directors and individual/serving directors in the corporate, private, and nonprofit sectors

**MEMBERS:** 12,400 across Canada

**HOW IS THE ASAE ANNUAL MEETING DIFFERENT THAN OTHER INDUSTRY MEETINGS YOU ATTEND?** There's a huge range of association professionals from across North America representing countless sectors, as well as top-notch, timely, and very relevant speakers and topics. The ASAE Annual Meeting is an outstanding opportunity to network and share ideas with industry professionals.

**WHAT SESSION OR EVENT ARE YOU MOST LOOKING FORWARD TO?** "6 Simple Rules and Tools for Successful Collaboration" (9 a.m. Monday, North Building, room 206CD).

**IF YOU COULD GRAB COFFEE WITH ONE PRESENTER AT THE MEETING, WHO WOULD IT BE?** Nilofer Merchant. She's clearly a dynamic, thought-provoking innovator with a wealth of ideas and a fascinating history. This would definitely have to be longer than just 'grabbing coffee,' though!

**WHAT'S MORE STRESSFUL, GOING THROUGH CUSTOMS OR MEETING NEW PEOPLE AT A NETWORKING EVENT?** No stress at all this time. I'm a Torontonian so no customs needed, and meeting new people is one of my favourite pastimes!

**WHO OR WHAT IS YOUR FAVORITE CANADIAN EXPORT?** Hmm, that's a challenge ... inventions, musicians, comedians, actors. I'm going with: Being "nice."

**SOCIAL NETWORK OF CHOICE:** LinkedIn

**FAVORITE APP:** Find My iPhone

**STREAM OR DOWNLOAD?** Download

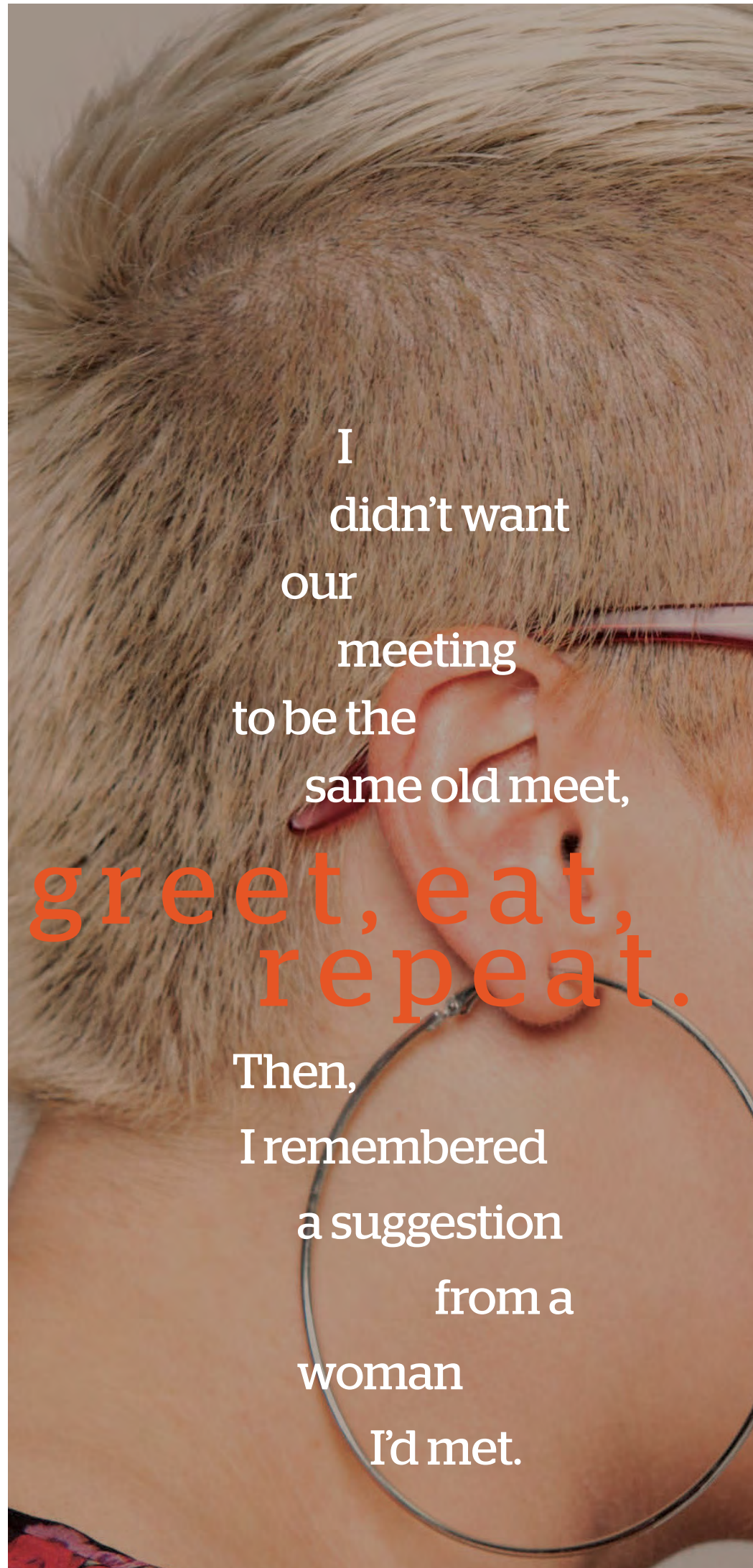
**EARLY MORNINGS OR LATE NIGHTS?** Late nights

**IF I COULD CHANGE ONE THING, IT WOULD BE ...** to bring the ASAE Annual Meeting to Canada every second year.

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## NEWBIES GET BUSY IN THE HIVE

The Hive was buzzing Sunday morning as #ASAE17 surged to full speed and first-time attendees stopped by to network with other “new-bees” and plan their time at the ASAE Annual Meeting & Exposition.

Jeff Johnston, managing director of financial regulatory affairs at the National Association of Insurance Commissioners, is attending his first Annual to build on his expertise in public policy and broaden his knowledge of association management at the executive level.

“At this stage in my career, I’m dedicated to being in the association field, so one aspect is to get more of an understanding of the variety of associations that are out there, and do a little bit of networking. And I’m very much keen on the sessions this afternoon,” says Johnston, who plans to pursue his CAE and envisions a future as an association CEO.

Second-time attendee David Krantz, who was planning his Sunday schedule in the Hive, is attending the meeting to make connections that could lead to his next association job. A former vice president of research at an association with experience in the corporate and academic sectors, he says he’s found his niche in the association community.

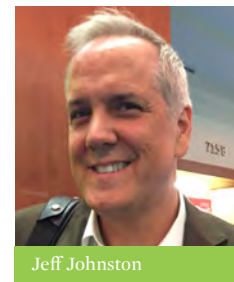
“I really like the association space because it’s a powerful place to be,” Krantz says. “If you can influence what’s happening at an association, you can influence what’s happening in a whole sector, a whole industry,

and that’s exciting for me.”

If you’re a newbie and haven’t yet visited the Hive, stop by for a comfy spot to sit down and chat with other attendees on the 600 level, opposite registration.



David Krantz



Jeff Johnston

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## TRAVEL THE WORLD IN THE EXPO HALL

The sights and sounds of the expo hall are designed to transport attendees to cities across the world.

On Sunday, attendees tapped their feet to Willie Nelson's "Bring Me Sunshine" and sipped margaritas at the Arlington, Texas, booth (1727), while others putt-putted at the Florida booth (1309) to win a marine stuffed animal.

As #ASAE17 attendees entered the expo hall, Toronto (booth 801) greeted them at the door with a cocktail crafted with grapefruit juice, bitters, and a local gin that's infused and finished with fine botanicals and wood.

Once inside, there's no shortage of imbibing to do on the expo floor.

A Bloody Mary bar at the Milwaukee booth (1730) gives visitors a chance to not only indulge in the city's signature drink, but garnish it with cheese, mushrooms, sausage links, olives, limes, and pickles.

"We're not just beer and motorcycles here, we're a lot more than that," says Marco Bloemendaal, senior vice president of sales for VISIT Milwaukee. "We've got this amazing Bloody Mary scene with several bars in the area known for making them on a full-on meal with fried chicken and burgers. Bloody Mary's are typically a Sunday brunch thing, but they've become a pre-game and everyday experience."

Speaking of food, you won't leave the expo hall hungry. While there's delicious lunch being served on one end, cupcakes and popcorn stands aren't hard to find if you're still hungry after your stacked Bloody Mary.

You can also be transported to Lexington, Kentucky (booth 1737), when you strap on a pair of virtual reality goggles.

"One of the videos [in the VR goggles] is the Keeneland racetrack, which makes you feel like you're one of the jockeys racing to the finish line," says Marci Krueger-Sidebottom, vice president of sales and services at VisitLEX. "It also takes you to Taylor Farms, which is where they breed, train, and raise horses."

Attendees can also spin the wheel to win a chance to enter what looks like a plastic phone booth that blows money and discount coupons to TrackBill (booth 733), a service that tracks legislation at the state and federal level. Put on a pair of safety goggles and try to grab the swirling items, but fair warning, it's much harder than it looks.

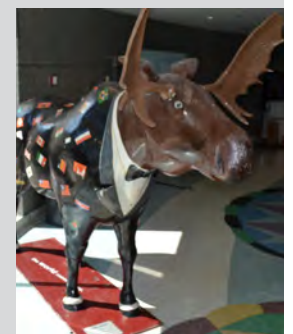


## #ASAE17 SELFIE SCAVENGER HUNT

Would you call yourself a selfie expert? Or are you still trying to master the art of the selfie? While the experts probably started by snapping a selfie in the Toronto frame at Pearson International Airport, there are still plenty of spots to capture that perfect shot onsite at ASAE's 2017 Annual Meeting & Exposition.

Before you enter the convention center, stop and smile at the outdoor sculptures, angling your camera or phone just right to include the CN Tower in the background. When you enter the South Building, don't miss an opportunity to cheese it up with the tuxedoed moose stationed by the entrance—a popular spot for selfies.

He's part of Toronto's outdoor art event, Moose in the City, which helped raise money for Canadian charities and Olympic athletes.



ASAE lounges and meeting spaces also offer chances to show you're excited to be at the meeting. Visit the Association Exchange to learn about ASAE publications, advocacy, foundation research, and the ASAE Political Action Committee. While you're there, pose with a frame, sign, or whiteboard to share "why you're a Power of A advocate."

If you're heading over to the ASAE Foundation HeadShotLOUNGE (room 701B), check yourself out in one of the mirror signs guiding the way. Each is outfitted with drawn-on glasses and a mustache for a quirky self-portrait.

Lastly, don't miss the photo ops on the expo floor, like posing with Business Events Canada's Mounty (booth 807) or the Memphis CVB's Elvis cutout (booth 1607). You'll also find a photo booth at the exhibit for EventMobi (booth 341)—an event app company—where you can use signs, hats, and other props in your picture. It's a good "conversation starter" and a "way to engage people walking by," says EventMobi's Jeff Ro.

Of course, make sure to share your snapshots in the ASAE app and on social media with #ASAE17!

### Booth Winners

More than fifty first time attendees scoured the Association Solutions Marketplace yesterday in search of the best in show. Booths were judged on a number of factors, including brand identity, product presentation, design elements, exhibit personnel, and overall presence on the floor. Here are the 2017 Annual Expo winners:

#### Island Booths

##### FIRST PLACE

Korea Tourism Organization  
Booth 1223

##### SECOND PLACE

Louisville Convention & Visitors  
Bureau, Booth 1531

##### THIRD PLACE

Visit Omaha, Booth 1337

##### HONORABLE MENTION

Explore St. Louis, Booth 1745

#### Inline Booths

##### FIRST PLACE

Visit Anchorage, Booth 1624

##### SECOND PLACE

GEICO, Booth 610

##### THIRD PLACE

VISIT Milwaukee, Booth 1730

##### HONORABLE MENTION

Visit Savannah, Booth 1136

Visit our winners on the show floor today to congratulate them!

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## Meetings & Events

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## LEARN HOW TO DEVELOP EMPLOYEE PERFORMANCE, NOT JUST MANAGE IT

Research shows that 80 percent of managers have no performance review training. While this obviously puts managers at a disadvantage, it also hinders young professionals, who rely on employer feedback to better themselves and advance their careers.

During Monday morning's learning lab "You Hold the Key to Performance Development in Association Management," four association executives and HR professionals will discuss patterns they've seen in the careers of good employees self-destructing over time.

The goal of the session, which begins at 9 a.m. in room 715AB in the South Building, is to help "young professionals understand

that they have some ownership and some control over their own personal development and performance management," says panelist Stephen Stahr, CAE, chief executive officer of the Million Dollar Round Table.

The panelists will discuss strategies young professionals can use to stop self-destructive

behavior, take advantage of constructive criticism, and manage the difference between performance development and performance management, which are key to a great career in association management.

"We're going to be sharing real issues that have come up in the office where we identified potentials or

identified risks and intervened to help young professionals get out of the way of themselves," says panelist Laura Good, PHR, SHRM-CP, director of human resources and professional services at the Million Dollar Round Table.

Stahr and Good will be joined on the panel

by Sharon Gautschy, executive director of the American Association for the Surgery of Trauma, and Sara Curtis, MBA, SPHR, director of human resources at the American Society of Anesthesiologists.



Laura Good, PHR, SHRM-CP



Sara Curtis, MBA, SPHR

Performance Development	vs.	Performance Management
Maintain continuous dialogue with formal and informal touchpoints throughout the year		Once-a-year performance review
Focus on contributions and impact within the context of current priorities		Shut down and become defensive when feedback comes
When reviewing, using the terms "continue behaviors" and "consider changes"		Evaluate and talk in terms of "strengths" and "weaknesses"

The panelists will also offer insight for CEOs and managers in attendance to put more emphasis on training supervisors to improve their evaluation strategies.

## LIGHTS, CAMERA, ACTION IN TORONTO

While Vancouver is widely viewed as the epicenter of the Canadian film industry, Toronto has also earned its place in the spotlight.

Often referred to as "Hollywood North," the Toronto film industry had its best year in 2016, contributing more than C\$2 billion to the economy after topping C\$1.5 billion in 2015.

The city was the backdrop to nearly 700 productions in 2016, including the latest rendition of Stephen King's *It*, set for release in 2017. Other shows shot in Toronto included the new CBS series *Star Trek: Discovery*, and the science fiction film *Downsizing*, which stars Matt Damon and Kristen Wiig and is scheduled for a December release.

The mega-production *Suicide Squad* employed more than 4,700 people in 2015 and included shots of the Harbourfront Centre, which is less than a mile south of the Metro Toronto Convention Centre.

While in town, you might spot the cast of "Schitt's Creek," a Canadian sitcom filming its fourth series, or ABC's "Designated Survivor 2," a political drama starring Kiefer Sutherland. Those are just a few of the productions being filmed in Toronto in 2017.

So why is the city a hot spot for directors, producers, and big-budget productions? The city points to its diverse landscape, talented workforce, studio space, technological innovation, and tax credits.

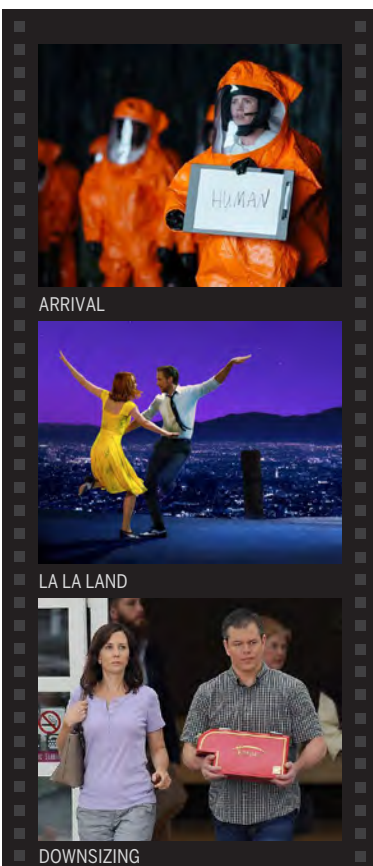
Toronto offers various tax credits that can be combined to save up to 45 percent on qualified labor costs and up to 35 percent of total production costs. Qualifying corporations can also apply for the Ontario Interactive Digital Media Tax Credit for expenditures related to the creation, marketing, and distribution of eligible interactive digital media products.

Another way Toronto is gaining traction is through its annual film festival. The Toronto International Film Festival (TIFF), which runs September 7-17 this year, "starts the Oscars race" for many in the industry. The film festival operates out of the TIFF Bell Lightbox, a cultural center that occupies

an entire city block in the heart of Toronto's media and entertainment district.

Last year, the festival screened 296 features. Stars Emma Stone and Ryan Gosling attended the screening of *La La Land*, and Amy Adams made an appearance for her movie *Arrival*. Films slated for screening at this year's 42nd annual festival include *Mother!* starring Jennifer Lawrence and *First They Killed My Father* from director Angelina Jolie.

If you find yourself looking for something to do outside of the convention center, grab some popcorn, view a movie at the Lightbox, and bask in Toronto's booming film scene.





Merchant describes onlyness—a term she coined—as the idea that every person is capable of contributing ideas to fuel innovation, progress, and economic growth. These ideas can come from anyone, anywhere.

In her book, *The Power of Onlyness*, Merchant shares nearly 300 stories of people who exhibit and live out lives of onlyness. The study she undertook in writing the book helped her to realize that only through a feeling of belonging can someone turn an ordinary idea into a great one.

Merchant challenged attendees to embrace their onlyness and seek out others to form meaningful relationships around this identity.

“We don’t give up ourselves because we want to,” she says. “We end up giving up ourselves because we don’t know the one thing we need to know—how to be in relationship with those we want to be in.”

### Ideas Rule

Merchant notes that onlyness has not always been valued. In the history of our modern economy, organizations and businesses generally have placed higher value on being able-bodied and productive.

But that has changed, she says. You don’t have to be the fastest or biggest talent anymore, but rather the one with a great idea. “That’s how I came up with the word ‘onlyness,’” she says. “Ideas can come from anywhere. They’re no longer limited to capital and no longer limited to organizations.”

Associations that embrace onlyness stand ready to make change, Merchant says, because they exhibit two important qualities: an ability to bring “onlys” together and a commitment to cultivate their ideas into action.

Merchant calls this the “gateway of belonging.” And both individuals and organizations can create it. “For many people, it’s the connectedness that helps people to stand up,” she says. “Because if you can claim for yourself what is important and make it meaningful with others, it can fuel your work.”

### Only Can Feel Lonely, Too

Unfortunately, it doesn’t always work that way. Onlyness can be challenged when an organization’s culture makes people feel the need to fit in.

“Often, we belong in hobbled ways, and in doing so, we end up fitting in, which is the greatest cost to our own ideas,” Merchant says. Such an experience can lead to a sense of isolation.

Merchant challenged attendees to break through the “loneliness of onlyness” by creating dynamic communities

where ideas are cultivated, celebrated, and recognized.

The tools to create this ideal are all around us, she says. Empowering people is easier in our hyper-networked world. Social media and other digital platforms are making connections quicker and easier—one example is online petitions, which can gather and unite people behind a cause.

So why should your association embrace onlyness? Because it stands to benefit from the ideas and talents that staff and members are ready to contribute.

And associations should be looking for onlyness at the intersection of what Merchant calls people’s horizontal and vertical identities. Horizontally, people might be defined by innate

characteristics—things like language, birthplace, or ethnicity. Vertically, people connect based on inherent values and hopes.

That’s the sweet spot, Merchant says. “This is how change is going to happen,” she says. “Stand in that spot where only you stand and see the ripples that go out into the world.”

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## NIGHT AT THE MUSEUM

#ASAE17'S OPENING CELEBRATION AT THE ROYAL ONTARIO MUSEUM HAD ATTENDEES WALKING WITH DINOSAURS



## COMMUNITY SNAPSHOTS

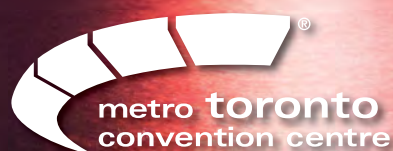
HIGHLIGHTS FROM THE FIRST FEW DAYS OF ACTIVITIES HERE IN TORONTO



PHOTOS BY NICK IWANYSHYN

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