

Administration & Finance Section **e-communicqué**

Summer 2003

From the Chair - Aloha!

By Craig Combs

As you read this I will be lying on the beaches of Waikiki. That's right. Hawaii!!

Aren't paid vacations great? The last time I was in Hawaii was 43 years ago. I was 4 years old and have fond memories of building sandcastles. I don't remember much else; no surfing, no snorkeling, no sailing, no hula girls, no bikinis. This time it will be different.

I hope you have had a chance to take some vacation time and get some R&R. We all work hard and it seems that the demands on our time increase by the minute. For example, I'm trying to get ready for my vacation to Hawaii and I get this e-mail from this guy asking me to write one last epistle for the A&F



Craig's wife, Jan, stops to pose for a "scope" on the beach in Waikiki.

Section newsletter. The nerve of some people!

Much to my surprise, I've enjoyed being Section Chair this year. The primary reason I've enjoyed it so much is because I've accomplished

my objective of doing virtually nothing, delegating tasks to my officers, Council members, and committee members and accepting accolades from thousands of people for the great job my friends have done. Plus, I've been told that it really makes my resume look good!

Seriously, it has been fun and I look forward to seeing you in San Francisco at the NABE Annual Meeting, August 5th through August 8th.

Aloha!
- Craig



Section Leadership 2002-2003

Craig Combs, *Chair*
Fred Parker, *Vice-Chair*
Helen Druce, *Secretary*
Allen Kimbrough, *Treasurer*

Council Members

Rick Bannister
Dana Collier Smith
Greg Derwart
Kari Hartman
Trudy Levindofske

Donna Fouste, *Immediate Past Chair*

Awakening Authentic Leadership

By Kevin Cashman

As we read the business headlines lately, and see the alarms going off around ethics and value creation, it becomes clear that authentic leadership needs a wake-up call.

A while ago I was speaking at a conference; Dee Hock, founder and former CEO of VISA, was also on the venue. His message was stunning: “When we as leaders get in the bad habit of thinking that everyone around us is there to serve us and our success, we’re not leaders, we’re tyrants. However, when we go through the psychological, emotional and spiritual transformation and realize that our job is to serve everyone else, only then do we deserve to be called a leader.”

Many of the business, political, spiritual and ethical dilemmas we face today are symptomatic of a larger issue: *a crisis in authenticity and service*. Their absence leaves us starving for more integrity, more substance, and more inspiration in our leaders. In my more than 25 years’ experience coaching executives, I have witnessed firsthand that authenticity and service are the bedrocks on which

character development, great leadership and effective living rest.

What are some of the wake-up calls to authentic, service-based leadership?

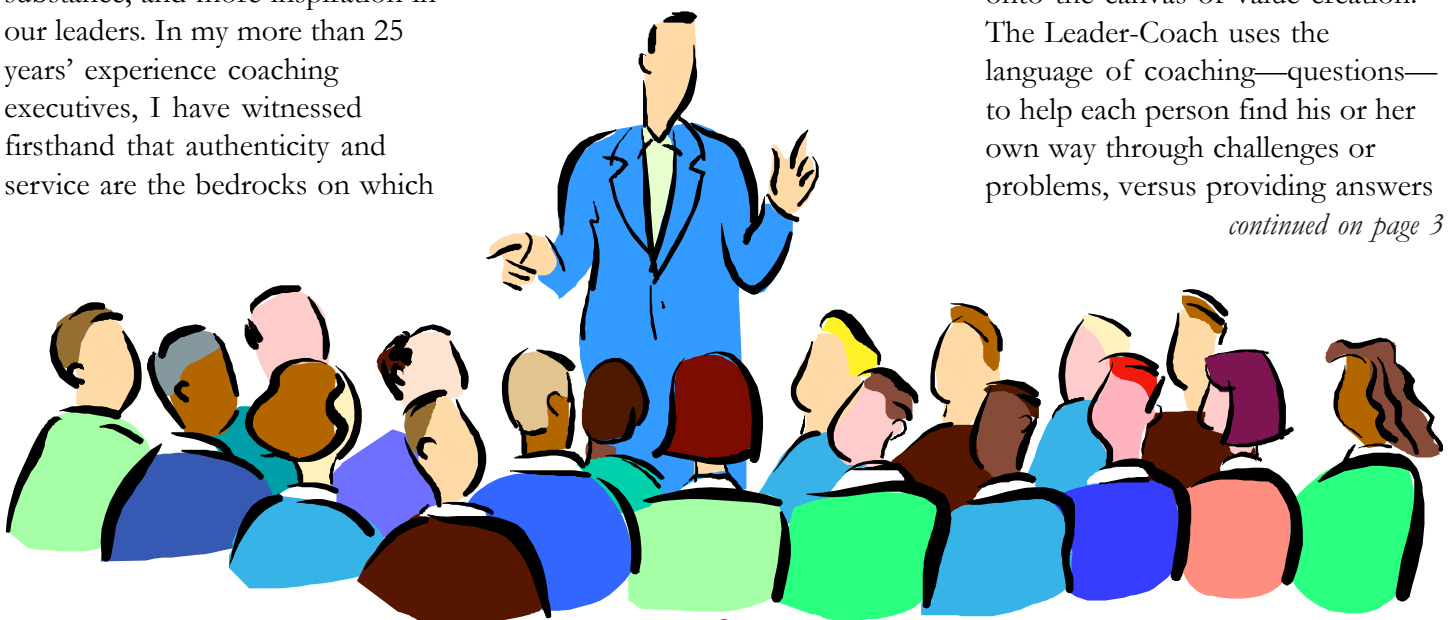
Wrestle with Life’s Big Questions. Ask yourself, What do I stand for as a leader? What are the constants that guide my behavior and decisions? Why do I deserve to be called a leader? Whether we happen to be a CEO or an up-and-coming manager, the fundamentals of living and leading are the same: daily triumphs and heartaches, the frustration of succeeding magnificently in one area while falling on our face in another, health concerns, ethical dilemmas, the desire to leave the world a little better by virtue of our work and interactions. Awakening authentic leadership begins with honestly grappling with life’s big questions as we grapple with life’s fundamentals.

Know Your Purpose. What has life taught you about what is really important? Comprehending your leadership credo—what you really stand for as a leader—is crucial to claiming authenticity. As Victor Frankl has shown us, humankind has an immense capacity to access meaning even in the most difficult of circumstances. By connecting people to meaning and purpose, leaders influence people to go beyond what they thought possible.

Stay Connected. All leadership is in relationship and all relationship begins with self-relationship. James Michener wrote: “For this is the journey that men make: to find themselves. If they fail to do this, it doesn’t much matter what else they find.” Committing to facing all parts of ourselves—including our strengths and our vulnerabilities—is the basis for authentically connecting with others.

Be a Leader-Coach. Coaching is the art of drawing forth potential onto the canvas of value creation. The Leader-Coach uses the language of coaching—questions—to help each person find his or her own way through challenges or problems, versus providing answers

continued on page 3



Leadership

Continued from page 2

or solutions for them. Leading others to their own solutions through provocative, reflective questions powerfully engages the potential of others.

Move from Coping to Character. When we lead from character, we add energy to ourselves and others, and we have the power to transform circumstances. Coping is valuable in short bursts, when we need to get through a crisis. But when we are coping we are in reactive mode, and over the long run a coping stance tends to wear us out, as well as everyone around us. Ask yourself, “Was I leading from character or coping when I was driving to this or that achievement?” Practice moving from reacting and coping to serving and transforming.

Do the Right Thing. Authentic leadership and ethical leadership are intimately woven together. “Managers do things right; leaders do the right thing,” Warren Bennis so eloquently writes. Steven Young, Director of the Caux Round Table puts it this way: “There can be no ethics without leadership and no genuine leadership without ethics.” How does a leader know he or she is doing the right thing? Our heads may tell us a lie, but our bodies rarely do. Engaging in intellectual analysis of the options, while at the same time sensing what our hearts and bodies are telling us, can bring us to more ethical decisions.

Redefine Value Creation. Good leaders achieve results; great leaders achieve sustainable results by serving multiple constituencies. Is it possible to sustain results by serving *only* the needs of

shareholders? Consider adopting the triple bottom line of value creation: financial performance, employee satisfaction, and customer satisfaction. How are your decisions as an authentic leader serving all three constituencies of value creation?

*Kevin Cashman is CEO of LeaderSource, an international executive and leadership development coaching consultancy based in Minneapolis MN, as well as the author of the recently released **Awakening the Leader Within** and the best-selling **Leadership from the Inside Out**. This article was adapted from an article originally appearing in Executive Excellence magazine. Kevin can be reached at 612-375-9277 or www.leadersource.com.*

Are you the next Hearst?

Most of you will recall the June 16th e-mail sent out on the Section listserve, soliciting letters of intent from candidates interested in the prestigious and lucrative newsletter editor position. You will recall the qualifications as follows:

- 📖 Minimum 8-10 years experience in publications design;
- 📖 Degree in communications;
- 📖 High tolerance for whiskey sours; and
- 📖 Inside contacts at Fox News Channel

The response to this inquiry has been so overwhelming that we must narrow our search by requiring the following additional qualities:

- 📖 Be a member of the A&F Section for at least the past three days;
- 📖 Can surf the internet; and
- 📖 Type 15 WPM

Council member Trudy Levindofsky has been a huge help, contributing towards the newsletter



for the past few issues. But now the time has come for a new team of volunteers to take up the oar that is the *E-Communique*. Interested volunteers should contact Craig Combs at craig@okbar.org, Fred Parker at showard@ncble.org, or Greg Derwart at gderwart@msba.org.

What's the Matter with Members Today?

By Mark Levin, CAE, CSP

If you recognize the title of this article as a take-off on the song from the musical "Bye Bye Birdie" you are probably part of my generation of baby boomers. You know that the song it refers to is "Kids" and you're probably singing the words to that song in your head right now. ("Kids, I don't know what's wrong with these kids today. Kids! Who can understand anything they say? Why can't they be like we were, perfect in every way? Oh what's the matter with kids today?")

The rest of you are probably wondering, "How old is this guy?"

I'm plenty old.

The reason I refer to that song is the fact that when it was originally written and sung, among the "kids" they were singing about were my friends and I. It was written in the 1950's and the Baby Boomers were the target of the lament of the "older generation." I mention it to point out that every generation seems to think that the generation that follows them is not as involved, not as concerned, not as *good* as they were. It flows over from society in general into our membership organizations, too. We're always trying to get more members involved in our organizations, yet we seem to be going in the wrong direction. These newer generations of members just don't seem to be as interested in doing

the work of the association as the generations before them.

What's their problem? They say it's time, but we don't buy that. They have the same 24 hours as everyone does so they can't actually have less time.

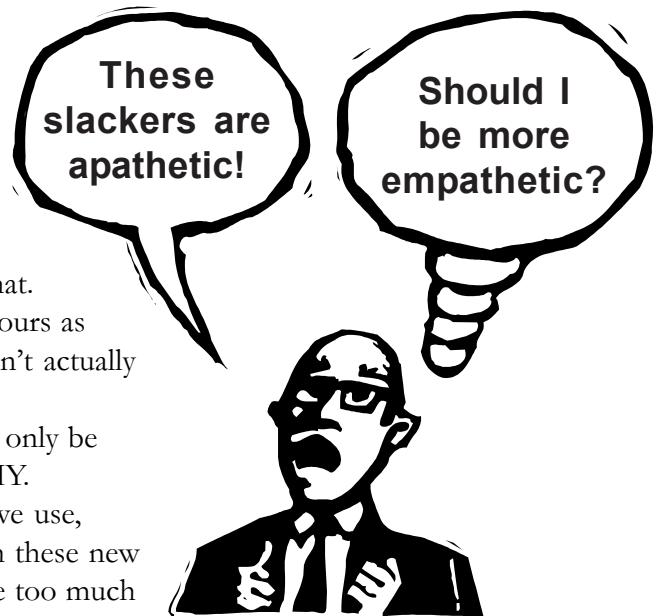
If it's not time, it can only be one other thing - APATHY.

Yes, that's the word we use, apathy. The problem with these new members is they just have too much apathy. Apathy, of course, is defined in the dictionary as "lack of interest, indifference." That about sums this new generation up, doesn't it?

Or does it?

Maybe it just SEEMS that younger members don't care and don't want to get involved.

According to a study done by the Independent Sector (Washington, D.C.) and published in their latest edition of *Giving and Volunteering in America*, 89% of American households DO contribute to some nonprofit organization each year. In addition, 44% of the adults (over 18) questioned said that they had spent some time in the past year volunteering for an organization. Are you



getting 44% participation? I'm not.

How do we get these volunteers to come forward? Maybe the survey gives us a clue to that, too. Of the adults who said they volunteered, 71% said they did so *because someone asked them!* Of the ones who said they didn't volunteer, many said it was because no one asked them.

How can that be? You know, as I do, that we are always asking our members to get involved, to help the organization, to just give us a few hours of their time. We know we've asked them, but they say "no one asked me." Maybe what they are saying is "no human being who really understands my situation ever told me why I should give up my precious time to be involved in the organization."

Maybe the answer to overcoming the apathy is just (get this) a few *letters* away. It's so close

(continued on page 5)

Apathy vs. Empathy

Continued from page 4

that we probably never step back and see it clearly.

The only way we're going to overcome the **apathy** is through **empathy**.

Isn't it interesting how close those two words are? We can overcome apathy (disinterest) with empathy (understanding another's feelings or motive). But it's not enough just to have empathy, we need to have "membership empathy." "Membership empathy" means (in my world, anyway) that they *believe* we understand their situation. What's the difference between those two definitions? Having empathy is a characteristic - you have it or you don't. Membership empathy is a skill - you can communicate it or you can't.

To get more members involved, we have to first establish that we truly understand their situation, and knowing that we still feel there are ways to get involved in our organizations. In fact, let's not even worry about getting them involved. Let's get them *engaged*.

We need to stop thinking of our "involved" members as our "good" members. When we think of our involved members, we tend to think of our leadership groups, officers, committee members, etc. But what

percent of our members will ever get involved at that level? It's a pretty small group. We need to spend more time getting members engaged. Until they become engaged, there is little chance that they'll get involved.



We know members are time-challenged (empathy) so let's find volunteer jobs that don't take a lot of time. Let's have task groups instead of committees. Let's use teleconferencing and audio programs more frequently. We know our members, at least the younger ones, are comfortable with electronic communications (empathy) so let's take online member surveys and develop targeted listserves to get them engaged. We know that members will get involved if they are asked appropriately, so let's do away with generic "calls for volunteers" and get our current leaders to ask specific people to take on specific roles in the organization.

Apathy is something every generation has to deal with, and ours is no different. If we can have empathy for our members, and communicate that empathy effectively, we have a chance to get them engaged. If we engage our members and give them appropriate recognition and acknowledgement

for that engagement, we have a better chance to get them involved.

What's the matter with members today? Not a thing. We just need to motivate them out of their **apathy** through **empathy**.

See how close we are?

Mark Levin, CAE, CSP, is an internationally-known speaker and consultant to the nonprofit and association community. He can be reached at mlevin0986@aol.com or via his website at www.baileadership.com.

Five Ways to Sabotage Your Business

By Nancy Friedman, Telephone Doctor

Believe it or not, there are many, many ways to sabotage your business. And, chances are, your staff is doing some of these now, without your even knowing it. And worse yet, you've probably even heard some of this yourself (ouch!). That's the bad news.

The good news is, through our many Telephone Doctor surveys, we're able to bring to you the top five sabotage practices and then show you how to neutralize the effects. So, get ready. You and your staff are about to be in a much better position to handle: The Five Top Ways to Sabotage Your Business Today:

continued on page 6

Five Ways to Sabotage Your Business

Continued from page 5

1.) It's Not Our Policy

This, unfortunately, is used more as an excuse than anything else. It's a sure thing that the employee has not been shown how to explain a policy to someone. This phrase is used, then, more as something to say when the employee doesn't know what to say. The customer then calls that an "excuse."

When the customer hears "it's not our policy," they immediately respond (usually silently) with, "WHO CARES?" What a business needs to understand is, no one but the management and staff cares about your policies. Do you really think the customer says to himself or herself as they enter or call your place of business, "Gee, I wonder what their policy is on this issue?"

All this being said, there are companies who do have policies that make it more difficult to work with them than with others. So here's a suggestion: Decide on your policy, then work as a team with your staff to find a positive way to explain it to the customer.

Otherwise, it'll be the customer's policy not to do business with you!

2.) It's Not My Department

Well, then who's is it? Let's remember one of the Telephone Doctor mottos: Tell the customer what you do, not what you DON'T do. If someone mistakenly gets to your extension and asks for something that you don't handle,

the following is far more effective: "Hi, I work in the paint department. Let me get you to someone in the area you need." This is far more effective than telling someone it's not your department. (Let's not say, "YOU have the wrong department." Take full responsibility with the "I" statement.)

3.) My Computer's Down

Yeah, yeah, yeah. We've all heard that one. And Ouch! That one hurts because there are still many customers who remember the days BEFORE the computer. My goodness, how did we ever survive? Sure it's easier to have the computer but, believe it or not, millions - of businesses, were launched and operated on 3x5 cards or some other type of manual database.

When your computer crashes, this sounds so much better: "I'll be delighted to help you...it may take a little longer as I'll need to do things by hand...our computers are currently down." This way you've still explained what happened and they'll have a little more compassion as you've offered assistance - and didn't simply blame the computer for your inability to help.

4.) I Wasn't Here That Day (or I was on vacation when that happened)

This one personally really makes me laugh. I don't remember asking them if they were there that day.

Do you really think the customer cares if you weren't here when their problem happened? Honestly, they don't, so that's not even an issue to discuss. Just hit the problem head on - apologize without telling them where you were...or weren't. Remember, you ARE the company whether you were at work or on vacation when the issue occurred.

5.) I'm NEW

SO? OK, you're new. Now what? Does being "new" allow you to be anything but super to the customer? When the customer hears this sabotaging statement, do you really think they say: "Oh, so you're new? So that's why I'm getting bad service? Well, then that's okay...you're new... no problem."

Yes, even if you are new, the customer honestly believes you should know everything about your job. Here's the Telephone Doctor® method on this one. You can tell the customer, "Please bear with me, I've only been here a few weeks." That will buy you time. For whatever reason, hearing the short LENGTH of time you are with the company means more to the customer than, "I'm new." Again, it's more of an "excuse." Remember to state the length of time. It's a credibility enhancement. "I'm NEW" is a credibility buster.

Good luck. !

Nancy Friedman is a KEYNOTE speaker at chamber and association conferences and corporate gatherings. Call 314-291-1012 for more information or visit the Telephone Doctor website at www.TelephoneDoctor.com.

