

# NABE-News

## CALENDAR from [www.nabenet.org](http://www.nabenet.org)

### NABE Board of Directors meeting

When: Nov. 5 - 6  
Where: Destin, FL

### GR Section Workshop

When: Nov. 10 - 12  
Where: Washington, DC

### NABE Administration and Finance Section Meeting

When: Feb. 7 - 8  
Where: Salt Lake City, UT

### NABE/NCBP/NCBF Midyear Meeting

When: Feb. 8-12  
Where: Salt Lake City, UT

### CSE Retreat

When: March 8 - 9, 2005  
Where: Chicago, IL

### Bar Leadership Institute

When: March 10 -12, 2005  
Where: Chicago, IL

## ANNOUNCEMENTS

**COMMUNICATIONS SECTION WORKSHOP:** More than 80 people—including 27 first-timers—attended the NABE Communications Section workshop last week in Minneapolis. All who attended enjoyed great weather (didn't even need a coat), wonderful camaraderie (especially those who went to the Mall of America), and excellent learning opportunities, thanks to the efforts of "The Wild Bunch," the 2004 Workshop Committee: Duane Stanley, chair, Joy Hamilton, Jackie Burgy, and Joseph Satter, Hennepin County Bar Association; Joyce Hastings, Wisconsin State Bar Association; Gretchen DeSutter and Brant Skogrand, West Group; Jud Haverkamp, Minnesota State Bar Association; Alexandra Hennekens, Ramsey County Bar Association; and Dan Wise, New Hampshire Bar Association.

Below are highlights of some of the sessions. I would encourage you, whether you're involved in communications, marketing, membership, pr, or all of those as an executive director, to attend this workshop. The topics discussed – an integrated marketing approach, branding, keeping and rewarding volunteers, finding out what our members want – have broad appeal, plus you have the resources of communications professionals who do this 24/7. Next year's workshop is Sept. 29-Oct. 1 at the Hilton in Walt Disney World, Orlando. There's a rumor that Mickey himself will make an appearance!

**ASSOCIATION COMMUNICATIONS IN AN ENVIRONMENT OF CHANGE:** Dr. Stephen Carey with Association Management and Marketing Resources kicked off the workshop with a discussion of the issues, both internal and external, facing bar associations today. Some of the issues cited by nearly everyone were:

- Information overload
- Delivery methods and clutter reduction—e versus print and fax
- Doing more with fewer resources
- Providing value to members
- Participation by members, including young lawyers
- Need to train staff and volunteers

Dr. Carey noted that research – real market research as opposed to simple 10-question surveys – is the #1 problem in association management. He views marketing, communications, and management as an integrated whole, each a leg of the stool. In a follow-up session, he discussed "segmentation", targeting products and services to specific segments of the membership, and provided a matrix for how to do this. For marketing to different generations, he recommended an article in the March 2004 issue of *PT Magazine*, entitled "Managing the Generations."

**KEEPING, COAXING & CULTIVATING VOLUNTEERS:** Judith Berrett of the Washington State Bar and Stephanie Abbott of the Clark County (Las Vegas) Bar, along with Dr. Carey, were the panelists for a session on working with and rewarding volunteers. Christine Cendagorta of the Washoe County Bar was the moderator. For recruiting volunteers, the following tips were offered: 1) demonstrate the need; 2) provide meaningful

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work; 3) be sensitive to volunteers' time (task forces are replacing committees as the "norm"); and 4) give a meaningful reward. To manage volunteers, it was suggested that you 1) train chairs on meeting management, e.g., how to stick to the agenda and not waste volunteers' time; 2) provide materials in advance; 3) have a good volunteer structure, with a clear roadmap on how someone moves up the "leadership ladder"; 4) identify the characteristics you want on each committee and then match those characteristics with volunteers; and 5) have a clear policy on when and how a volunteer can be "fired." Everyone agreed that there is a "praise deficit" regarding volunteers and it was necessary to reward them early and often. Visible symbols are great (don't throw away those plaques yet!) and rising stars in the leadership need to be given something special to do to keep them involved. Ideas for recognizing volunteers included buying an ad in a local paper; an appreciation luncheon; creating a special section of the web site for bar leaders; free tickets to an event; and a handwritten note.

**WHAT MEMBERS WANT:** Sarah Sladek of Limelight Communications, took us through what associations must do to keep their members, noting that in 5-10 years, the majority of member associations will no longer exist (should we start updating our resumes?) Successful associations are those that

- Focus always on our members' (not our!) success.
- Recognize change in the industry and respond quickly.
- Continually gather information from members and non-members.
- Allocate a significant portion of their resources to advocacy efforts at the local, regional, and state level.
- Have a strong executive that leads the organization under the guidance of volunteer leaders (the trend is to have no more than 11 Board members; focus on quality, not quantity.)
- Attract, train and retain great people.
- Align financial management with their strategic plan.

**BUILDING YOUR BAR'S BRAND:** Chris LaVictoire Mahai with Aveus led us through "branding," how to manage our bars' methods and messages. Arriving at a meaningful brand strategy requires an understanding of: 1) your constituents; 2) the substance of what is important to them; 3) a logical way to think about their interactions with your association; and 4) a way to translate your objectives into their perceptions as they interact with you. Associations win and lose opportunities to build relationships with key constituents at each stage of engagement. Any good brand strategy answers four key questions:

- Who are your target customers?
- What problems do you solve for them?
- What makes you different?
- What position in the market (community) do you want to occupy?

Building your bar's brand by managing methods and messages means: 1) defining the target experience you want your constituents to have; 2) translating that idea to your media options, using each for what it does best; and 3) using the defined target experience to evaluate your message and media choices and adjust.

To try out these ideas, go to your association's web site. What jumps out at you? Who are you targeting with your message? Members, the public, others? Is what you want them to notice really what they're going to notice? Are you giving out mixed messages?

Quote: "Leadership is the art of getting someone else to do something you want done because he wants to do it." Dwight D. Eisenhower