

NABE-News

OF BAR EXECUTIVES

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CALENDAR

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**NABE/NCBP/NCBF
Annual Meeting**
When: August 2-4, 2005
Where: Chicago, IL

**NABE/NCBP/NCBF
NABE Communications
Section Workshop**
When: September 28 -
October 1, 2005
Where: Orlando, Florida

ANNOUNCEMENTS

CHICAGO ANNUAL MEETING UPDATE: Registration is now up to 218, with 26 first-time attendees. I'm told that the highest attendance ever at a NABE meeting was 230, so we only need 13 more registrants to set a new record!

In order to entice you to attend the Annual Meeting (if you haven't registered already), read on.

WEB-PUB PROGRAM: "I just received \$5000 worth of advice, free." - Tom Tinder, ED, WWSB, Web Pub Participant, Salt Lake City.

One of the many strengths of NABE is the ability to learn from one another – to contact your peers across the country and find out what they are doing right or wrong, or what to avoid altogether. The Communications Section is leveraging this NABE resource by bringing its best-kept secret to the big screen, as the Web-Pub Program debuts at the Annual Meeting in a group setting. In the Web-Pub, NABE's own gurus of design, technology, and user interface will review your website and offer tips, advice and pointers. This time, however, the service will be offered in a group setting to allow all of the attendees to learn from one another.

Volunteers are being sought for this program. If you are interested in practical advice on your website from award-winning bar executives, contact Jill Werner at WernerJ@staff.abanet.org by July 8. The bar websites chosen for review will be notified prior to the meeting. Everyone is invited to attend the program. The panelists promise it will be fun, interactive, and informative. They guarantee you won't leave without learning how to better harness the World Wide Web to serve your bar and your members.

NEW BAR EXECUTIVE INSTITUTE BACK BY POPULAR DEMAND! And if that wasn't enough, NABE is offering its New Bar Executive Institute at this year's Annual Meeting in Chicago. The Institute will be held on Tuesday, August 2 from 1:30-4:00 p.m. This is an opportunity for new bar executives to meet and network with your peers, learn from senior execs' years of experience, and share issues and challenges in your new position in an interactive setting.

DON'T FORGET: We still need lots of pictures for the upcoming NABE Pictorial Directory. If you didn't have your picture taken in Atlanta or Salt Lake City and haven't emailed one to Jill or Maria yet, please do so by June 15 so we can meet the directory deadline. I promise that you will not want me to draw a caricature of you to put in the directory!

COMPENSATION AND BENEFITS SURVEY: And while I'm begging/nagging, be sure to return your NABE Compensation and Benefits Survey. All who return the survey will receive a free copy – and you will want one when salary review time rolls around!

THE PARTNERSHIP ROADMAP: “The greatest change in corporate culture – and the way business is being conducted – may be the accelerated growth of relationships based ... on partnership,” espouses business icon Peter Drucker.

A partnership is a voluntary collaboration between two or more parties in which participants agree to work toward a common purpose or undertake a special project, sharing risks, responsibilities, competencies, and benefits. According to Curtis Sahakian, author of *Custom Partnering, An Executive Guide to Key Practices* (The Corporate Partnering Institute, 1997), parties turn to partnering based on the goal of creating the 1 + 1 = 3 effect (e.g., gain a competitive advantage, drive growth, and provide better combined value.)

The power of partnerships makes sense, but not all partnerships are created equal. Partnerships revolve around the ability of your association to actually become an element of your potential partner's business plan and vice versa – and the ability to satisfy joint needs that cannot be solved independently.

Partnering is not an easy process, especially in the early stages. Your specific needs must be identified, and one of the best techniques to use is a SWOT analysis grid highlighting strengths, weaknesses, opportunities, and threats. The opportunity and weakness sections are where potential partnerships can be identified.

The next step in the process is determining which organizations can best satisfy your needs and where mutual value can be achieved. Once these organizations are identified and the relationships accessed, you need to develop a value proposition that is well thought out and beneficial for all partners. This step is when relationships and trust are established.

As Stephen M. Dent, author of *Partnering Intelligence, Creating Value For Your Business by Building Strong Alliances* (Davies-Black Publishing, 1999), reminds us, “In reality, businesses don't partner, people do. So if you want to have a successful partnership, you have to have people with the competencies and the skills to be smart partners.” People trusting people must be established before any commitments can be made.

Once the value proposition has been agreed on and trust has been established, the last steps are to set goals, identify success measurements, and commit to joint execution of the plan. This must be done at a meeting of the key people from both organizations to ensure clear communication among all who contribute to the success or failure of the partnership venture.

All of this sounds very straightforward and basic, but the road to successful partnerships can have many bumps, potholes, and detours unless a skilled driver avoids the hazards. Let's review some important dos and don'ts to help guide the way:

- Set measurable goals and clearly understand all roles in the partnership.
- Know who your partner's real decision makers are and what influences their decisions.
- Understand how your partner's decision makers feel about your organization and your competitors.
- Determine an accurate history of your partner's past partnerships. Does that history look respectable?

- Avoid partners unwilling to share insights about their organizational culture.
- Be sure a high level of commitment exists to invest equally in necessary time and resources.
- Build success early on with recognition and communication of small victories; this must be done by both partners and must include equal communication.
- Lack of conflict or no occasional friction between staff is a sign of trouble; it is natural in a partnership and must be managed.
- Don't overcommit and underdeliver, which damages trust.
- Do not take successful early results for granted. Stay focused to assure the partnership stays on course.
- Overcommunicate. Partners who don't have a strong enough relationship in which everyone can share both good and bad news will fail.
- Build into your plan scheduled periodic reviews of goals and objectives among top decision makers.
- Avoid overdependence on your partner.
- Don't make long-term investments without long-term commitments.
- Don't lose sight of your partner's competitors; they could be future partners or satisfy new needs.

(Adapted from an article by Ty Helms in the Executive Update Online through ASAE)

Next week: How to determine if the partnership is working and how to end it if it isn't.

LOOKING FOR PARTNERS? Check out the NABE Vendor Marketplace at www.abanet.org/nabe/nabe_vendor_marketplace.html. There you'll find vendors listed in various categories, such as financial services, insurance, publishing, and technology. If you know a vendor who might like to be listed in the vendor marketplace, contact Sponsorship Committee Chair Sam Clinch at (402) 475-7091; sclinch@nebar.com.

LAUGH OF THE WEEK: Take-offs on those motivational posters with the pretty pictures and (supposedly) inspiring sayings:

Leaders (eagle soaring): Leaders are like eagles. We don't have either of them here.

Individuality (snowflakes): Always remember that you are unique. Just like everybody else.

Meetings (hands in a huddle): None of us is as dumb as all of us.

Teamwork (snowball rolling down mountain): A few harmless flakes working together can unleash an avalanche of destruction.

Ambition (grizzly bear eating a salmon): The journey of a thousand miles sometimes ends very, very badly.

Potential (a bag of fries): Not everyone gets to be an astronaut when they grow up.