

NABE-News

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NABE/NCBP/NCBF

Annual Meeting

When: August 2-4, 2005

Where: Chicago, IL

NABE Communications Section Workshop

When: September 28 -
October 1, 2005

Where: Orlando, Florida

NABE Governmental Relations Section Workshop

When: November 7 - 9, 2005

Where: Austin, Texas

ANNOUNCEMENTS

CHECKLIST: Here's the latest – and probably last – checklist from me:

- Sign up by July 22 for an individual consultation with one of DBS' Consulting Staff (Elizabeth Derrico, Karyn Linn, and Jennifer Lewin) on Tuesday, Wednesday, or Thursday afternoon during the NABE Annual Meeting in Chicago. Email your name, phone number, email address, and a brief description of your issue to Elizabeth Derrico (derricoe@staff.abanet.org) and indicate which day you would prefer.
- If you didn't have your picture taken in Atlanta or Salt Lake City and haven't already sent one to Maria Johnson for the NABE Pictorial Directory, do so now! Email your picture to Maria at JohnsonMaria@staff.abanet.org. If you haven't paid your 2005-2006 dues yet and want to be included in the directory, you still have time if you pay quickly.
- Remember to bring school supplies for students at the South Loop Elementary School if you're planning to attend the annual meeting in Chicago. Supplies needed include: glue sticks, wide-ruled spiral notebooks, notebook paper, colored pencils, #2 pencils, scissors, crayons, and pocket holders. Put your supplies in the collection box near the NABE registration desk at the Chicago Sheraton Hotel & Towers.

ATTENTION ALL RUNNERS: Pat Yevics of the Maryland State Bar wants you to know that the Chicago Distance Classic (a half marathon and 5K) is being held on Sunday, August 7 starting in Grant Park. She plans to participate in it.

RICHTER LEADERSHIP AWARD NOMINATIONS: The NABE Communications Section is soliciting nominations for the E.A. "Wally" Richter Leadership Award, which recognizes "outstanding achievement in the field of communications, for extraordinary service to colleagues in the National Association of Bar Executives, and for distinguished leadership of the Communications Section." The award is named for Wally Richter, its first recipient and a pre-eminent bar communicator who served as director of public information for The Missouri Bar for 28 years.

The deadline for entries is August 24, 2005. Although any NABE member may submit a nomination, only members of the Communications Section are eligible for the award, which will be presented at the Communications Section Workshop in Orlando, Florida. A nomination

form, criteria, and list of past recipients are available on the Communications Section page of the NABE web site, www.nabenet.org.

FINESSING TOUGH SITUATIONS: A Guide for New CEOs: In last week's NABE-News, I printed the advice that three of America's leading management coaches (as ranked by Forbes magazine) would give to new association CEOs who are replacing a beloved organizational leader. This week, here are their responses to the second difficult scenario presented to them.

Scenario B—Overcoming “the Dark Side” Reputation

The association has been besieged by accusations of fraud and/or unethical activities, causing the previous CEO to resign.

Marshall Goldsmith:

I would suggest four things:

1. Face the issues. You can't sit there and pretend bad is good. You have to face the issues and be honest about the need to change.
2. Don't punish people who did nothing wrong. Even in the worst ethical scandals, the huge majority of employees didn't do anything wrong, so it's very important not to punish innocent people. Build on the positive elements of the past. Even though the [organization] made some mistakes, it did some things right, and you need to build on that, because you're dealing with all these employees who have been working there for years. If you send them the message that “you're all bad people,” then [you'll] demotivate everyone.
3. Develop a profile for the new leadership of the organization and have all the leaders give feedback on how their behavior matches this profile, so you don't just talk this stuff or preach it – you actually see people living it.
4. Finally, you need to establish a clear system for dealing with ethical issues.

Dave Ulrich:

1. Make a public commitment to transparency and openness – and live it. Have a lot of interviews both inside and outside to signal a new beginning.
2. Create or reinforce a values statement by declaring it and then living it. Ask employees and members of the association to help not only define the values but to “operationalize” them by proposing what behaviors they would imply.
3. Honor the past. Go back a generation and talk about the heritage of the association. Rather than demean or badmouth people who have left, just skip over that era in building on the past and creating the future.
4. Do a stakeholder map. Identify the key stakeholders to you as CEO. Define your goals for each, how important each is, and what activities you should do for each. Review this map frequently to update it.

David Allen:

Obviously, you need to build trust. Trust is such a huge factor when it comes to any kind of leadership, and there are a zillion things that have to be considered to build trust. But certainly in that kind of situation, you need to be as elegant as you can be in terms of running someone down and generating more bad press.

You need to look like you know what you're doing. You need to look like you care. You need to look like you're listening to things that are going on. And, obviously, [you need to] demonstrate that you [intend] to repair the image of the organization. There is safety in disclosure. It's better to surface the dirty laundry, the bad news, and the current realities in

(continued)

all their forms. One of the conversations that every organization should have is, “What are our core values? How do we want to play?”

Early on, everyone is going to be very skittish. Everybody is going to wonder about the integrity of the organization and their careers. In those kinds of situations, you want to make sure people are shoulder to shoulder in terms of values. You don’t have to go out and be a Boy Scout. You just need to say, “Look, we have a value about customer service or honesty or integrity or whatever.”

Next week: Advice on overcoming an association that is stagnant.