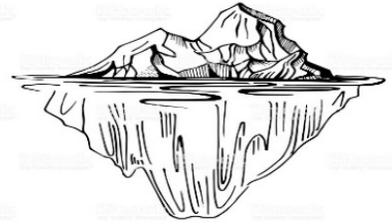


Below the Surface in the Organization

80 percent of an iceberg is below the surface. The same can be said about associations. The critical elements are invisible to members yet a responsibility of the leadership.



Structure	<p>Organizations have unique structures. Some are stand-alone 501c organizations while others include a <u>foundation, PAC, and/or for-profit corporation</u>. Some have a “parent” organization <i>above</i> and/or local chapters <i>below</i>.</p> <p>An organizational chart depicts relationships, lines of communication and authority. For instance, the committees get their authority from, and answer to the board. Build the right structure to advance mission and goals; relying on legal and accounting counsel.</p>
Strategy	<p>A board should act strategically, leaving tactics to committees and staff. The leadership sets the long-term plan and vision.</p> <p>A multi-year strategic plan guides board, committees and staff. The plan communicates value to members and stakeholders. It should always be on the board table to quickly answer, “<i>How does this idea fit into our strategic plan?</i>”</p>
Sustainability	<p>Sustainability impacts 2 areas: 1) <u>revenue streams/assets</u>, and 2) <u>leadership pipeline</u>. Relying on only one or two sources of income can be detrimental should one source fail. Be aware of the ratio of dues to non-dues income. Position the organization to add value and create reliable income streams.</p> <p>Sustainability also applies to the succession of leaders and professional staff. Build a pipeline of future leaders. Committees, chapters and emerging professionals are training grounds for future leadership.</p>
Relevance	<p>Organizations can lose relevance, especially with external factors such as competition and time constraints. Communicate the ROI of benefits and services. Develop, protect (©) and provide signature-quality, unique programs and services that address member challenges.</p> <p>Make customer service a priority. Abandon programs and services that drain resources. (<i>Does the organization have an appearance as if it exists in the 1990s?</i>)</p>
Performance	<p>Performance is about people. Leaders and staff must be competent and accountable. Contrary is the phrase, “<i>I’m just a volunteer, don’t expect much from me.</i>” Progress will not be made without performance.</p> <p>Identify metrics to track performance for nearly every program and effort. From attendance to membership, lobbying wins and PR, everything can be measured. Identify what can be measured, creating dashboards to monitor.</p>