

ACMS Program - Annotated

Six Elements of the Association CEO Position

Element I - Change and Leadership

Handbook

Change and Leadership Readings
Tracking to Contiguous Forces
Bifurcation of association CEO leadership

Seminar

Theme: *Awareness*

CEO's awareness of the nature of association CEO leadership and consequent responsibility for finding the most appropriate balance for it in the association and making adjustments in it as time and circumstance indicate and determine.

Element II - Commonalities

Handbook

Ownership	Consensus
Entrepreneurship	Meaning
CEO Leadership Markers	Success
CEO Characteristics	Thought Leadership
CEO Tenure Dynamic	Role of the CEO
M/L Continuum	Board Member Competencies
Zone of Complexity	Board/CEO Compatibility
Chief Risk Officer	Professionalism
Issues/Services	Ownership II

Seminar

Theme: *Squaring the Circles*

- Ownership and Entrepreneurship
- Tenure Dynamic, M/L Continuum, Zone of Complexity
- Consensus, Meaning, and Success
- Role of CEO, Board Competencies, Board/CEO Compatibility
- Leadership Markers, CEO Characteristics, Flexibility

Element III - Fundamentals

Handbook

Issues/Services Continuum
Board/Staff Balance
Value Proposition
Networking
Profile
Industry/Discipline Life Cycle
Board Governance
Communicativity
Information/Knowledge

Membership Composition
Values/Culture
Membership Engagement
Staff Quality
Technical Capability
Financial Viability
Strategic Relationships
Mission
Direction/Planning

Seminar

Theme: *Control and Impact*

Drivers

Board/Staff Balance
Value Proposition
Networking
Profile

Information/Knowledge
Strategic Relations
Mission

Enablers

1/S Continuum
1/D Life Cycle
Board Governance
Communicativity

Member Composition
Values/Culture
Membership
Strategic Planning

Operational

Staff Quality
Technical Capability
Financial Viability

Discussion -

- Do you have a Fundamental to add?
- Are these properly ordered for your organization?
- On which Fundamentals are you most engaged and most impactful?
- On which Fundamentals do you need to be more engaged and more impactful?

- Over which Fundamental would you most like to have total control?

Element IV - Deliverables

Handbook

- Deliverables are a direct reflection of where an association is on each of its Fundamentals.
- Deliverables are distinguishable from Fundamentals in the nature, timeliness and autonomy with and by which the CEO is in control of them.
- Deliverables are the metric by which the CEO demonstrates success and effectiveness in the position, the *medium* of their effectiveness.

Perspective I - Member- and Board-facing Deliverables

Perspective II - Venues for professional growth.

Operational Dynamics
Mission Formulation and Direction
Entrepreneurial Opportunities
Professional Profile
Leadership Authority
Annual Performance Review

Seminar

Theme: *Opportunity*

Matt Shay - *This is what we get to do!*

Operational Dynamics
Mission Formulation and Direction
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Element V - Responsibilities

Handbook

Overarching
Core Practical
Psychic Units

Seminar

Theme: *Engagement*

A third Overarching Responsibility?

Core Practical Responsibilities

Psychic Units

Definition

Add one

Psychic Units - Column A

Element VI - Board/CEO Partnership

Handbook

Rule of Tiers

Rule of the Two Authorities

Board/CEO Dynamic

Seminar

Theme: *What does it look like?*

The nature and thrust of Board governance combined with the purpose and professional engagement of the CEO can be expected to form a beneficial and mutually shared interest in and commitment to the association's success and the well-being of its members.

The gravitational forces at play in the Board/CEO relationship will naturally drive it in the direction of a partnership and the person best-placed and most responsible for its achievement is the CEO.

Notes - Your purposefulness in achieving a partnership and when and by what signs were you aware that you had achieved it?

Professional Core

Tutorial: Post-session Workbook

Evaluation and Close