



*presents*

## **2021 Annual California Bar Leaders Conference**

Keynote | Business as Unusual: Preparing Your Association for Post-Pandemic Life

Tuesday, November 16, 2021

Speaker:

Mary Byers, CAE

### **Conference Reference Materials**

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## **Business as Unusual: Preparing Your Association for Post-Pandemic Life**

As we emerge—slowly—from this once-in-a-century disruption, what's next? Mary Byers, CAE, author of *Race for Relevance: 5 Radical Changes for Associations*, will help us harness the “Power of the Pause” to use it as a catalyst to identify opportunity on the other side of the pandemic. Mary will discuss association trends, the concept of a North Star, the value of dancing with uncertainty, why change leads to opportunity, and the benefit of a proactive “Go Forward” strategy for association leaders. You'll have a chance to think through your organization's “next” as well as connect with other bar leaders as they do the same.

### **About the Speaker:**

Mary Byers, CAE, has worked with over 300 associations and specializes in working with volunteer association leaders and staff to help define their roles and clarify their vision through leadership conference programming, facilitating strategic planning retreats and coaching. Mary is a certified association executive and a member of the National Speakers Association. She is also the author of eight books.



### **Program Materials and Resources:**

- 1) PowerPoint deck from the live presentation.
- 2) Association Decision-Making Framework handout and worksheet.
- 3) Recommended hybrid meeting resources
  - a. [Velvet Chainsaw Consulting](#)
    - i. [Game On! Returning to Face-to-Face](#)
    - ii. [The High Cost of Hybrid](#)
  - b. [Associations Now](#)
    - i. [The Return to In-Person Meetings](#)



# BUSINESS AS *UNUSUAL*: PREPARING YOUR ASSOCIATION FOR POST- PANDEMIC LIFE

California Lawyers Association

Bar Leaders Conference

November 16, 2021







*“THE RESPONSE WINDOW FOR A CRISIS IS  
TYPICALLY MEASURED IN MONTHS, WHILE  
RECOVERY IS MEASURED IN YEARS.”*

*--Ryan Estis*



WHAT IS SOMETHING TO CELEBRATE ABOUT  
YOUR ASSOCIATION RIGHT NOW?







**TIME FAMINE**



Return  
On  
Investment

VALUE PROPOSITION





# SPECIALIZATION & CONSOLIDATION



POLL #1







# GENERATIONAL DIFFERENCES





# INCREASED COMPETITION



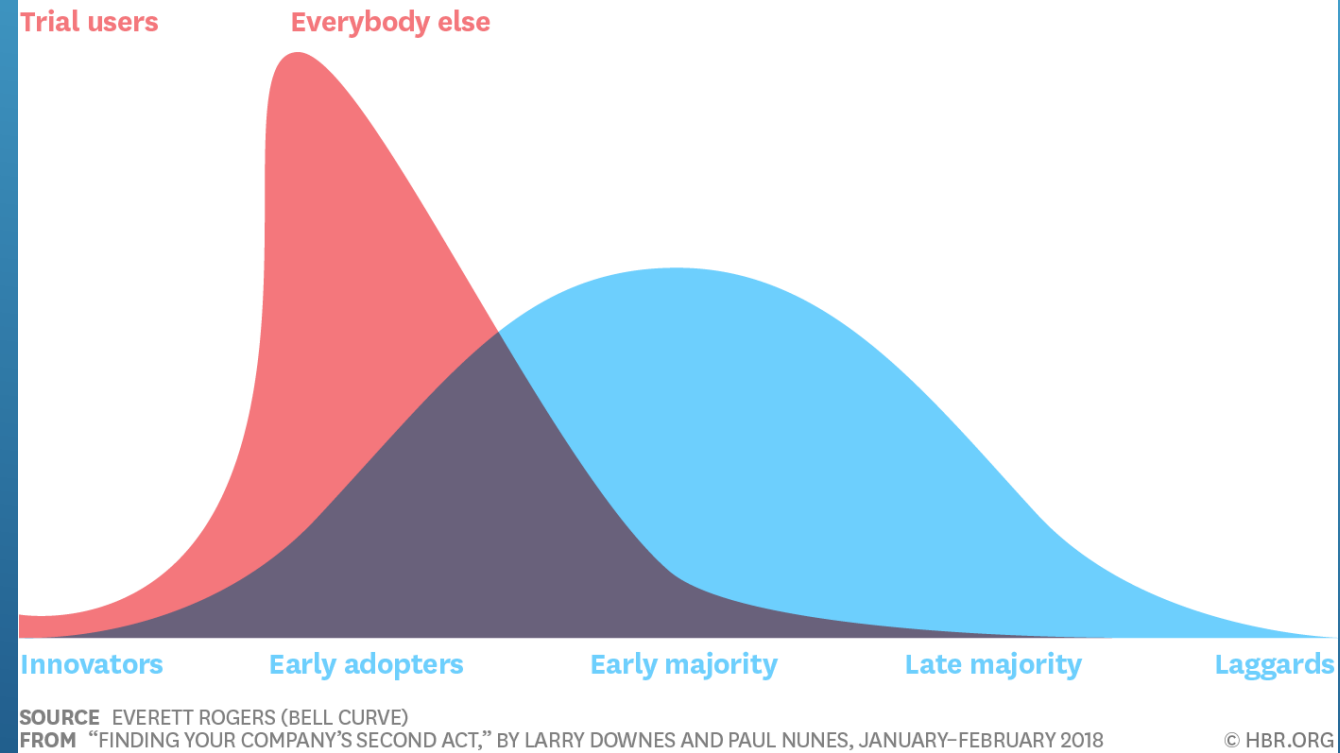


# TECHNOLOGY



## The Shark Fin of Adoption

In the past, technology adoption generally happened in predictable stages. Innovators and early adopters were in the vanguard, followed by a much larger group of mainstream customers and then by a smaller group of laggards. Recently this pattern has been compressed into two short stages.



“DIGITAL FIRST”

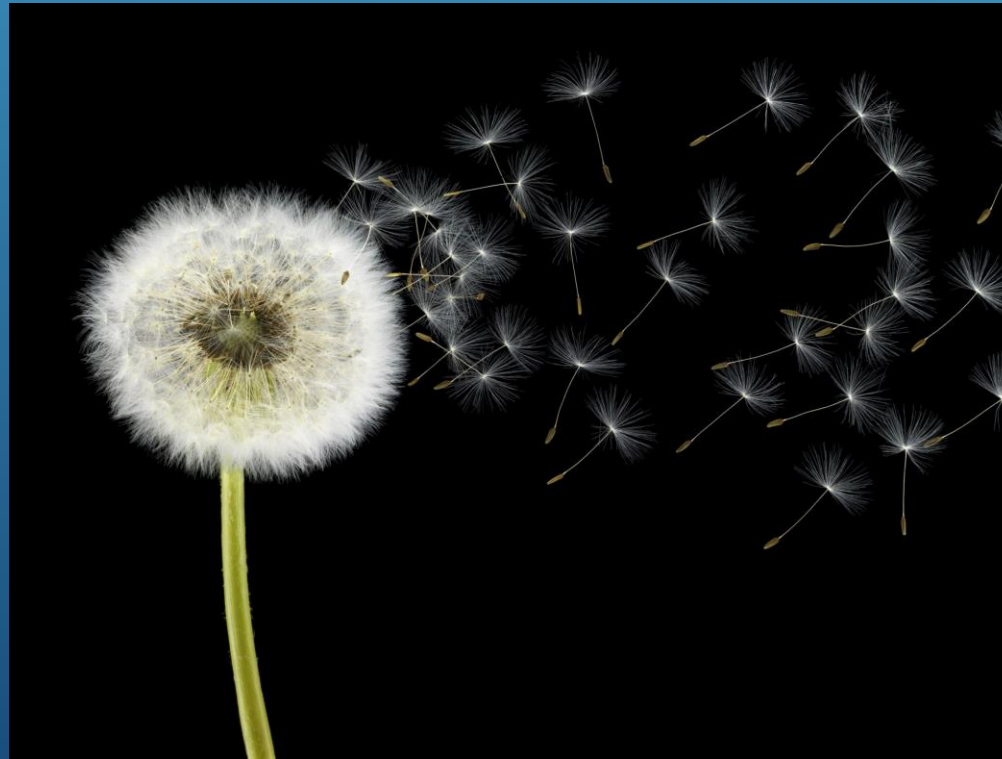


POLL #2

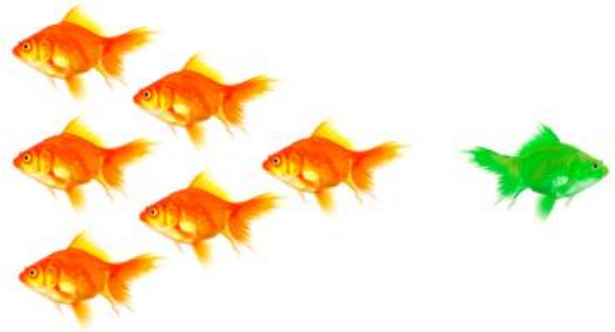




THE PAN-DAMMIT IS BOTH AN ACCELERANT AND A  
TAILWIND.







“We’re different!”



All associations are challenged by limitations in  
time, finances, and human resources.  
Strategy is how you skillfully and purposely deploy  
them.





# SET EXPECTATIONS: THERE IS NO “BACK TO NORMAL”

The more energy you spend trying to “go back,” the less energy you have to move forward.





FOCUS ON YOUR “GO  
FORWARD” STRATEGY

A series of several thin, white, parallel diagonal lines extending from the bottom right towards the top right of the image, creating a sense of movement and direction.





The diagram features two large, stylized arrows pointing towards each other. The left arrow is red and contains the text 'Value Proposition'. The right arrow is dark blue and contains the text 'Competitive Advantage'. The arrows are set against a blue gradient background. In the bottom right corner, there are several white diagonal lines of varying lengths.

Value  
Proposition

Competitive  
Advantage





# Definition:

A condition or circumstance that puts a company  
in a favorable or superior business position.

“It answers the customer’s key question: Why should I do business  
with you? What are you offering that the other guy doesn’t?”  
–Jaynie Smith

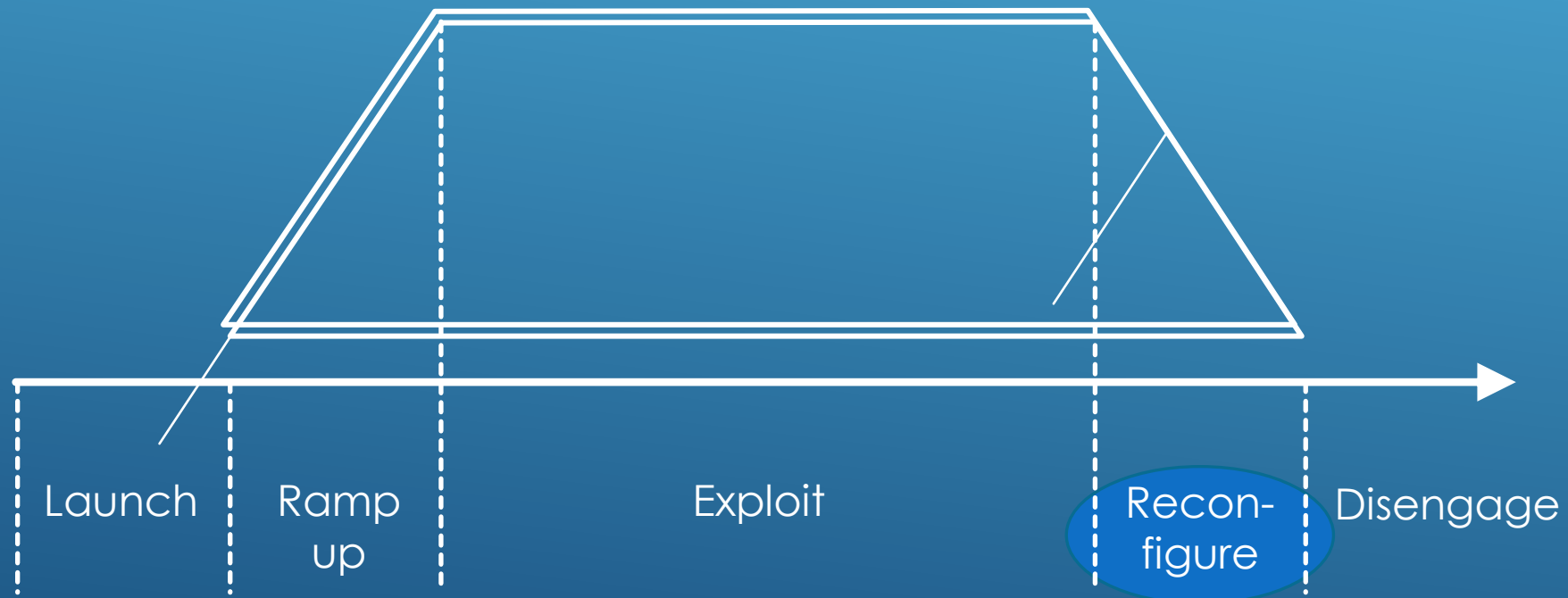


“For most companies, large or small, a competitive advantage is rarely unique and *not often sustainable over an extended period of time.*”





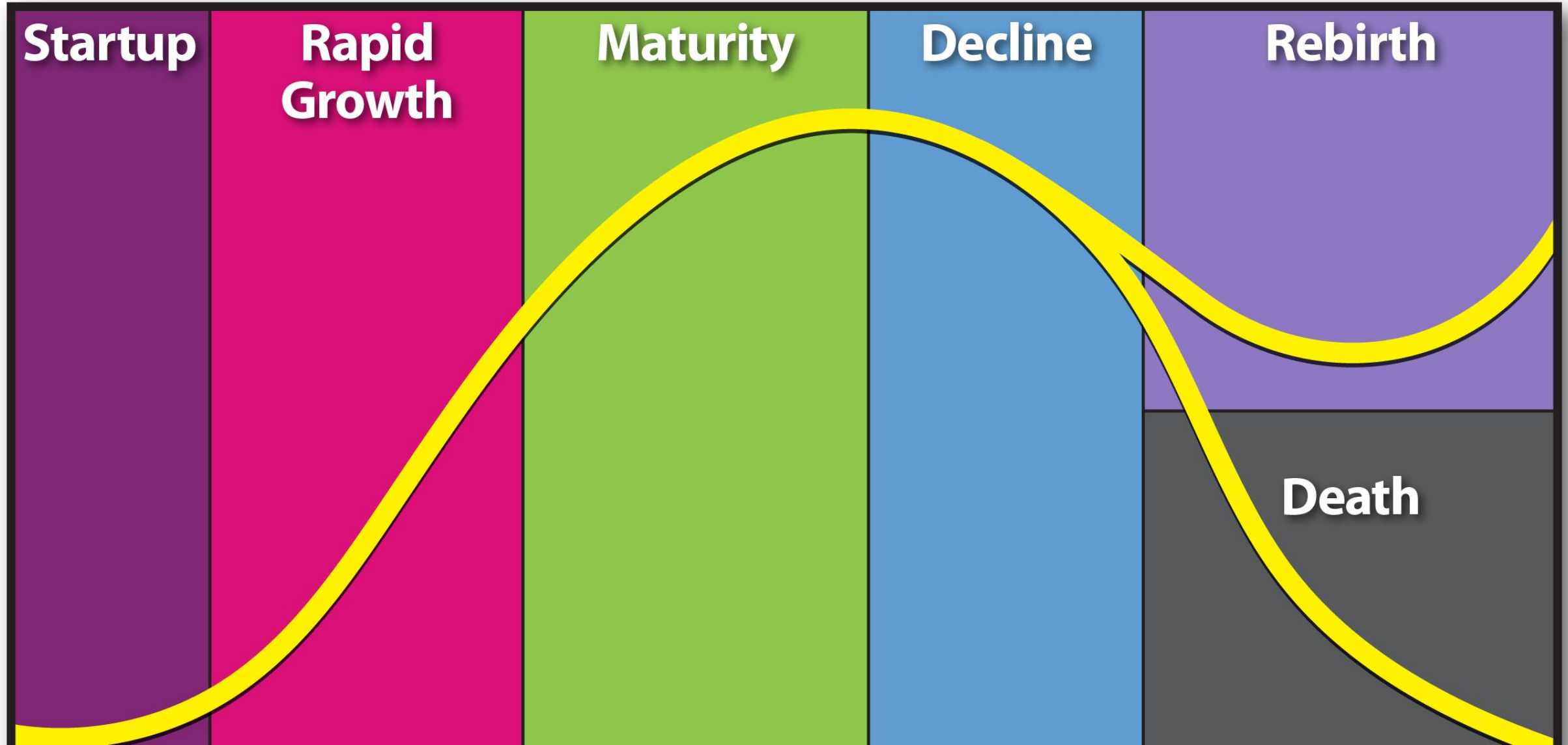
# How to compete: the wave of transient advantage



Source: *The End of Competitive Advantage*, Rita Gunther McGrath

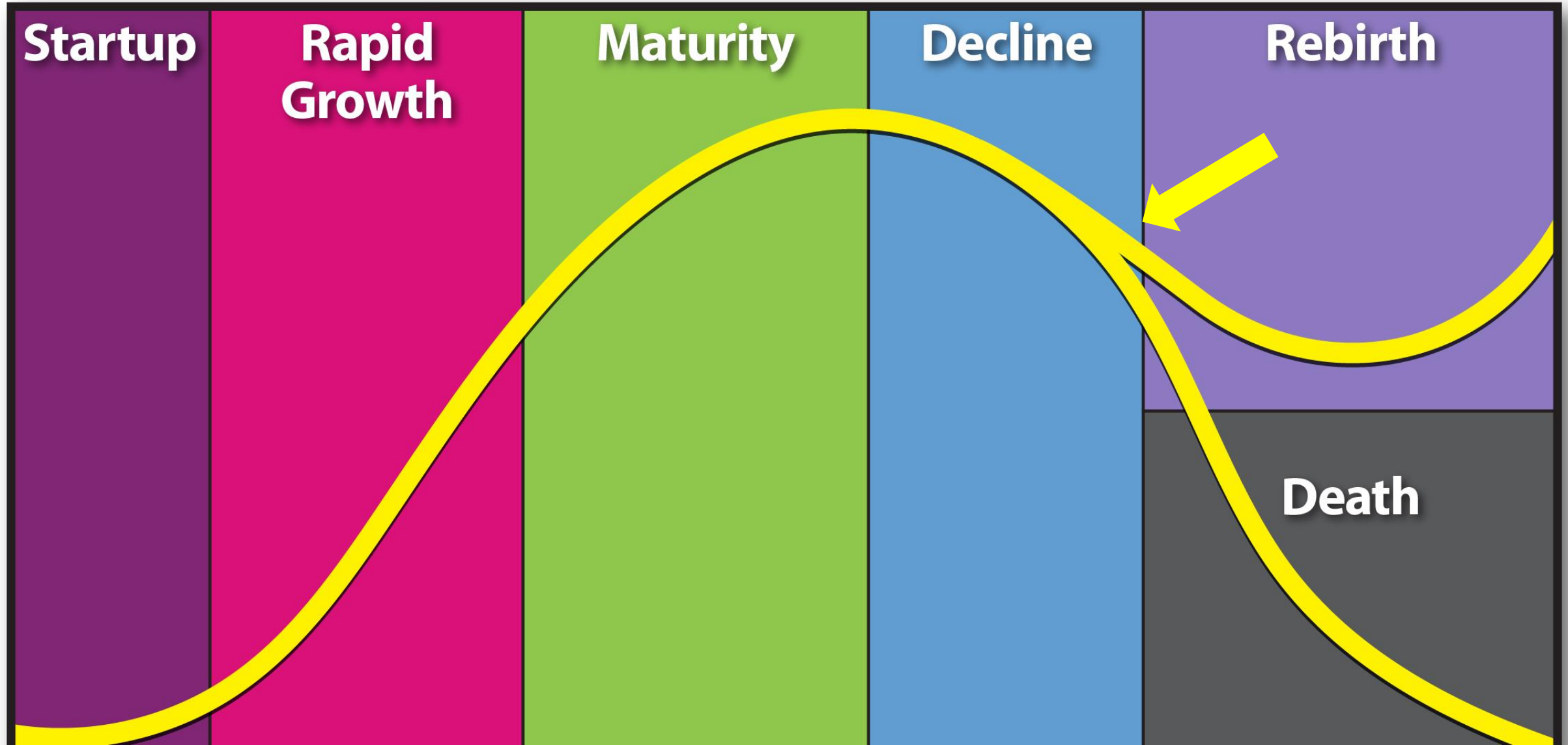


# Lifecycle of an Association





# Lifecycle of an Association





POLL #3





VALUE CREATES RELEVANCE  
AND RELEVANCE CREATES  
VALUE





# SUFFERING=OPPORTUNITY

- Mapmakers
- Sensemakers
- Wayfinders



WHAT DOES THIS MAKE  
POSSIBLE?





SUFFERING=OPPORTUNITY






WHAT DO MEMBERS NEED NOW  
THAT THEY DIDN'T NEED BEFORE?





HOW CAN YOU HELP MEMBERS  
WORK LESS STRESSFULLY, MORE  
PROFITABLY AND MORE  
PRODUCTIVELY?

A series of several thin, white, parallel diagonal lines that originate from the bottom right corner and extend towards the top right corner of the image, creating a sense of movement and modern design.



WHAT CAN YOU DO FOR  
MEMBERS THAT THEY CAN'T DO  
THEMSELVES?





WHAT ARE YOU UNIQUELY  
POSITIONED TO DO?

A series of several thin, white, parallel diagonal lines extending from the bottom right towards the top right of the image, set against a blue gradient background.



IF WE COULD \_\_\_\_\_,  
WE COULD \_\_\_\_\_





COLLABORATION IS THE  
NEW CURRENCY





# CONVERSATION:

1. HOW CAN YOU EVOLVE WHILE  
RESPECTING THE PAST?

2. WHAT EVOLUTION OBSTACLES DO  
YOU FACE?

Several thin, white, parallel lines of varying lengths and slopes are positioned on the right side of the slide, extending from the top right towards the bottom left.



100%

**PLEDGE**



HARNESS THE POWER OF THE PAUSE







**What is your North Star?**





# What is your North Star?

- Purpose
- Focus
- Clarity



# THINGS YOU SHOULD BE THINKING ABOUT NOW:

Strategic  
Plan

Investment

Risk  
Tolerance

Several white lines of varying lengths and angles are positioned on the right side of the slide, extending from the right edge of the 'Risk Tolerance' box towards the bottom right corner.



# THINGS YOU SHOULD BE THINKING ABOUT NOW:

## Strategic Plan

What are you going to do?

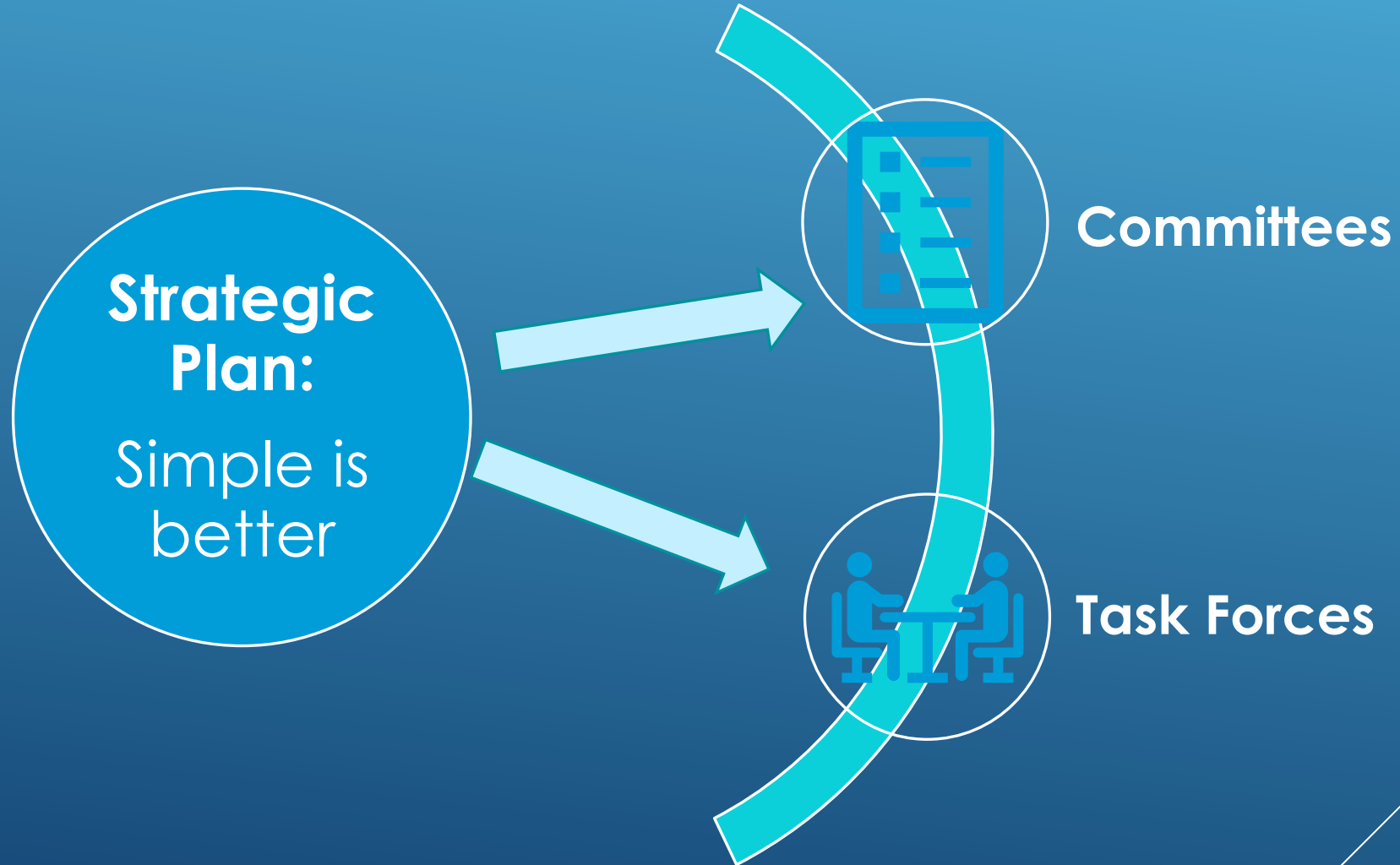
## Investment

What is it going to cost?

## Risk Tolerance

How much are we willing to experiment?





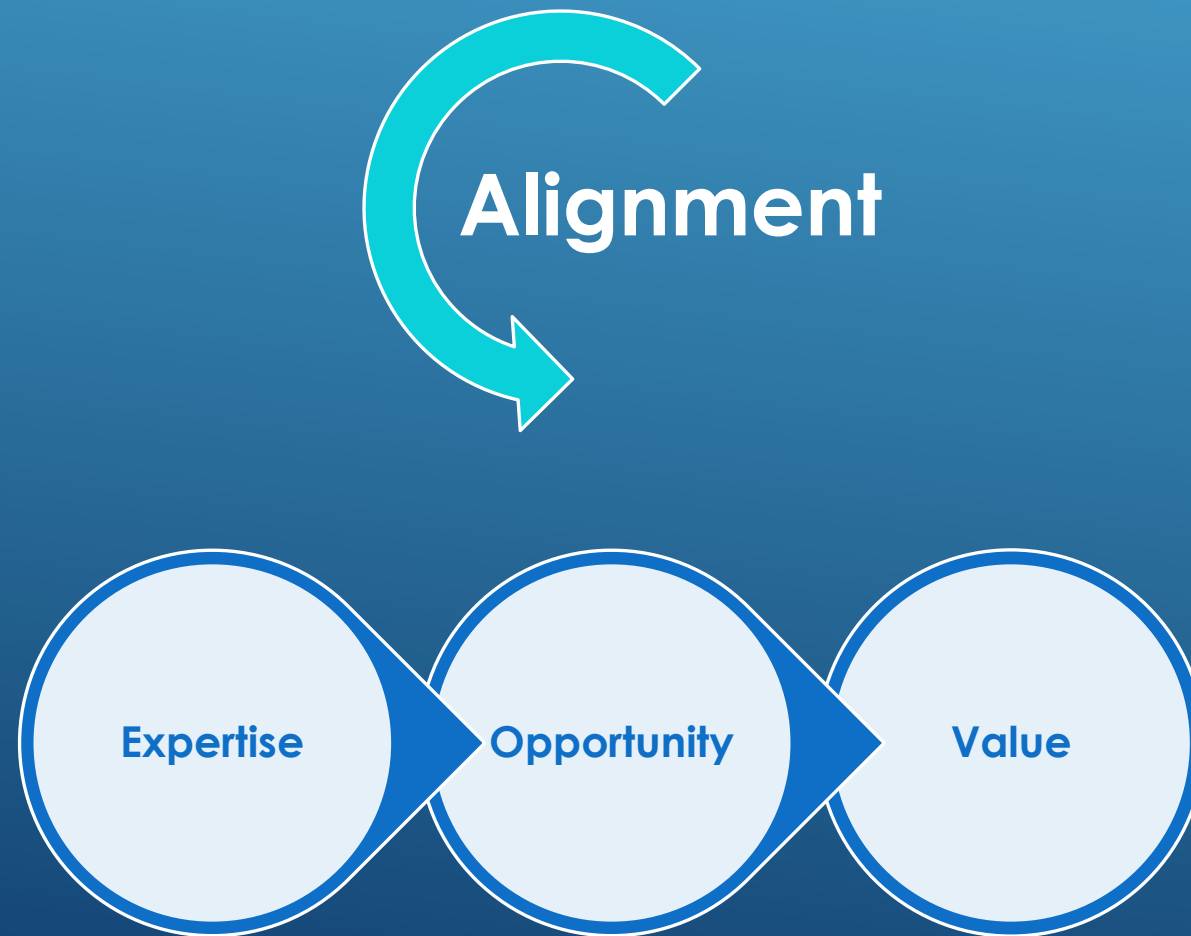




WHERE ARE YOU GOING TO SPEND  
YOUR TIME, MONEY AND EFFORT?



# STRATEGIC PLAN SHOULD SUPPORT ALIGNMENT





# STRATEGIC PLAN SHOULD SUPPORT ALIGNMENT



Ensures your budget, staffing and governance structure allows you to succeed.



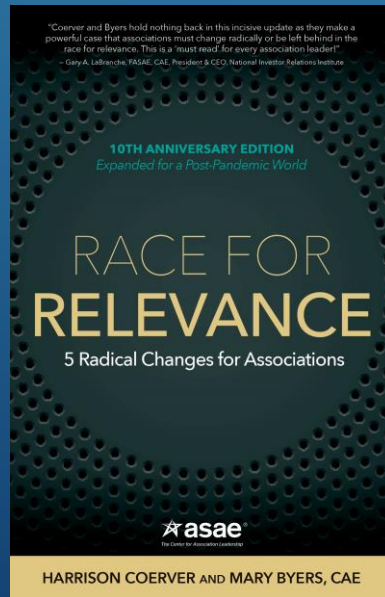


WHAT ONE THING WOULD MAKE THE  
BIGGEST DIFFERENCE IF WE WERE TO DO IT?

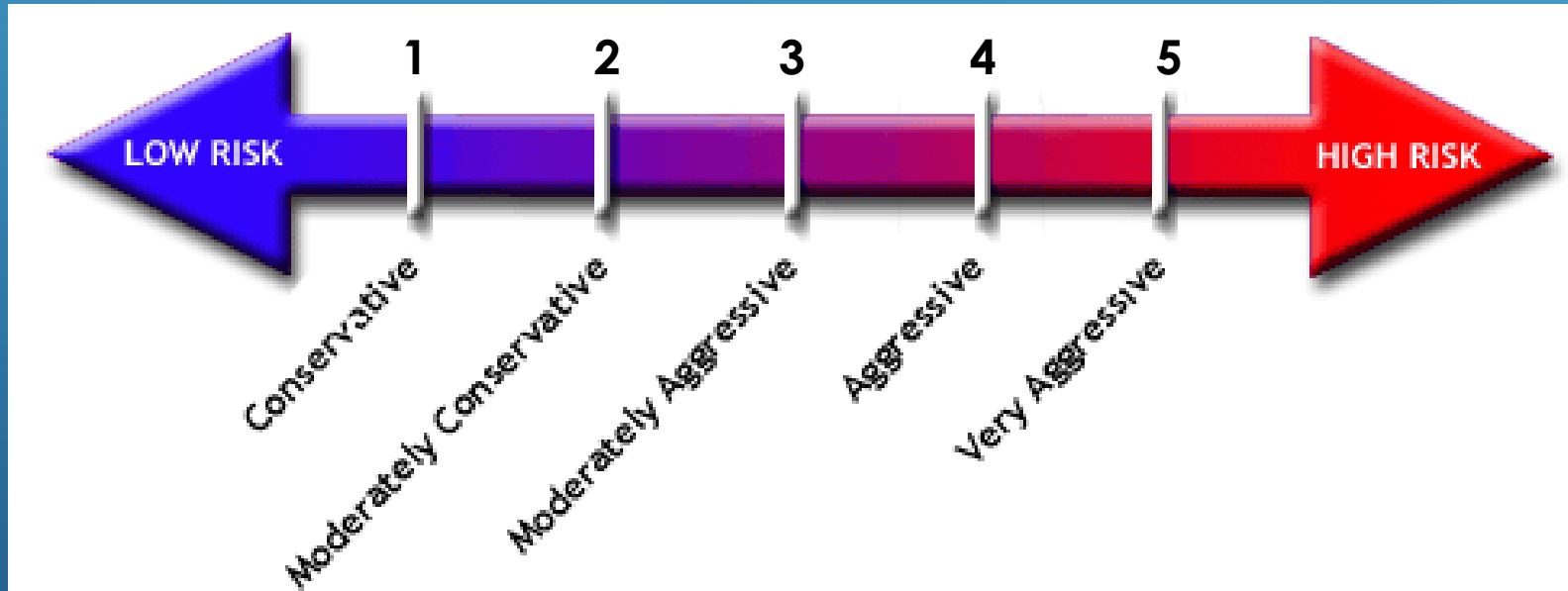


# LEVERAGE RESERVES!

ACCORDING TO ASAE'S "ASSOCIATION IMPACT SNAPSHOT MAY/JUNE 2020," 3 IN 10 RESPONDENTS ESTIMATED USING LESS THAN 10 PERCENT OF RESERVES TO OFFSET LOST REVENUE AND ONE IN FIVE DID NOT ANTICIPATE USING RESERVES AT ALL







# RISK TOLERANCE



TAKEAWAYS











“...the same circumstances that  
are causing discomfort are also  
midwifing the future.”

Seth Kahan





**How uncomfortable am I willing to be on behalf of my association?**



# ASSOCIATION DECISION FRAMEWORK



• _____	• _____	• _____	• _____	• _____
• _____	• _____	• _____	• _____	• _____
• _____	• _____	• _____	• _____	• _____
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# ASSOCIATION ACTIVITY MATRIX

<p><b><u>To Don't List</u></b></p> <p>Stop Doing:                      Don't want to happen:</p>	<p><b><u>Pause/Uncertain</u></b></p>
<p><b><u>Doubledown On</u></b></p>	<p><b><u>Collaboration</u></b></p> <p>Potential collaborators:                      Issues to collaborate on:</p>

What do you want to be true when this season of uncertainty is over?



# ASSOCIATION DECISION FRAMEWORK FILTERS

Think "For Now" vs. "Forever"

6 Months

6 Months to a Year

One Year Plus

What can we influence?

What is outside of our influence?



# Meeting Triage

## Factors to Consider when Cancelling or Delaying Your Meeting

First, identify your stakeholders' objectives for the meeting →

Then, catalog into 3 buckets:



Must take place at the originally scheduled time

**C o n v e r t   t o   V i r t u a l**



Can be delayed without harm

**D e l a y   a n d   R e t o o l   a s  
V i r t u a l   o r   F a c e - t o - f a c e   o r   H y b r i d**



Can be jettisoned without impact

**J e t t i s o n**



# ASSOCIATION RESOURCES



## Health Trend and Modeling Resources:

- Centers for Disease Control: <https://www.cdc.gov/coronavirus/2019-ncov/index.html>
- National Institutes for Health: <https://www.nih.gov/health-information/coronavirus>
- Johns Hopkins University: (<https://www.hopkinsmedicine.org/coronavirus/>,  
<https://coronavirus.jhu.edu/map.html>)
- Return to Work Guidance: <https://tinyurl.com/ycy2f65k>

## Meetings:

- Outlook and Recovery Timeline: (This resource includes a helpful chart)  
<https://www.eventmanagerblog.com/events-coronavirus>
- Conference Go/No Go Decisions in a Pandemic:  
<https://velvetchainsaw.com/2020/04/09/conference-go-no-go-decisions-in-a-pandemic/>
- Renegotiating Live Event Agreements When All Parties Are Innocent Victims:  
<https://velvetchainsaw.com/2020/04/13/renegotiating-live-event-agreements-when-all-parties-are-innocent-victims/>
- Steps You Should be Taking Now for Your Fall Conference:  
<https://velvetchainsaw.com/2020/04/21/steps-you-should-be-taking-now-for-your-fall-conference/>

## Crowdsourcing:

- Associations Catalyzing Entrepreneurship crowdsourced answers to questions about communications, meeting cancellations, virtual event expectations, sponsor relations, disaster policy and teleworking:  
[https://docs.google.com/document/d/1n9iZKKK4xl\\_k3quVuOgCSZSu-u0HDcLh5pyVzm88l9M/edit](https://docs.google.com/document/d/1n9iZKKK4xl_k3quVuOgCSZSu-u0HDcLh5pyVzm88l9M/edit)

## Online Engagement:

- Making Online Meetings More Interactive: [https://www.youtube.com/watch?v=nz\\_8UtWvZY4&feature=youtu.be](https://www.youtube.com/watch?v=nz_8UtWvZY4&feature=youtu.be)
- Tools to Engage Online: <https://yournerdybestfriend.com/2020/04/17/nerdwords-live-tools-to-engage-online/>
- Education Tools We Can All Use to Engage Online:  
<https://yournerdybestfriend.com/2020/04/17/education-tools-we-can-all-use-to-engage-online/>
- Rethink Online Meetings (Before, During, After):  
<https://stephenshapiro.com/pdfs/RethinkingMeetings.pdf?fbclid=IwAR3B-C-cvZyZos0kyR6JfN3jKLNDMWu1h13JQxXGBRnvJKvgmRwrET0UkGM>

## Remote Teams:

- 15 Creative and Fun Team Building Ideas for Remote Teams: <https://tinyurl.com/y839rncb>

*Note: The above list is curated by Mary Byers, CAE, CSP. The above should not be mistaken for legal or financial advice. The list is provided to be helpful and thought-provoking as association professionals navigate a time of extreme uncertainty.*

