

THREE REMINDERS FROM THE FUTURE: WHY YOU NEED TO ATTEND THE ESAE FOUNDATION THINK TANK 2017 THINK TANK FACILITATOR



BY JEFF DE CAGNA,
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When you close your eyes and try to imagine what's next for your association, as well as the field and stakeholders it serves, what do you see?

Before you answer this question, consider for a moment where we find ourselves in mid-2017. Right now, there are powerful forces of societal transformation hard at work, reshaping the world we

have always known. These profound cultural, demographic, economic, political, scientific, social and, above all else, technological shifts in progress are creating new dynamics to which all organizations must devote their attention.

This emerging context demands that association professionals surface and question the orthodox beliefs that animates their work, including how their associations create value for stakeholders. This year's FSAE Foundation Think Tank will help you do that, and just in case you're unsure about why you need to be there, here are three important reminders from the future for your consideration:

1. THE FUTURE WILL NOT COOPERATE

For decades, associations have operated on the assumption that membership was the only relationship they would ever have with their stakeholders. But as societal transformation creates compelling alternatives to what associations offer, it is time to consider how your association will develop distinctive value for stakeholders who will never be members. During the Think Tank, you will have the

opportunity to expand your thinking about what animates your association's future stakeholders and how to build meaningful relationships with them.

2. THE FUTURE WILL NOT NEGOTIATE

As the pace, depth and intensity of societal transformation grows, associations will find their traditional ways of doing business increasingly unsustainable. With that in mind, **it is critical for association professionals like you to understand how to harness the forces of transformation for the primary benefit of your stakeholders.** During the Think Tank, you will have the opportunity to practice applying "**next rules**" of **association value creation** for the stakeholders you want to serve in the years ahead.

3. THE FUTURE WILL NOT WAIT FOR YOU

Most associations are very conservative and extremely risk averse. They are designed to move slowly and they struggle with the pursuit of innovation. As a 21st century association decision-maker or value creator, however, you need to think creatively about how to adapt your organization's legacy business model to deliver an actual experience of value in every stakeholder interaction. During the Think Tank, you will **explore critical imperatives for innovating your association's existing business model.**

LAYOFFS CONTINUED

KEVIN KOSTENLNİK

group of individuals are included in the RIF, what factors were considered in selecting the group, any time limits that apply, the job titles of the individuals selected for the RIF, the ages of the individuals selected for the RIF, and the ages of all employees in the same class who were not selected for the RIF.

Importantly, a release cannot require an employee to waive their right to file a charge of discrimination with the Equal Employment Opportunity Commission or similar state agency.

IMPACT ON EMPLOYERS

It is important to recognize that courts generally require strict compliance with the OWBPA. A party seeking to enforce a release has the burden of proving that it was signed knowingly and voluntarily. Failure to adhere to the requirement set forth above could result in a court deeming a release to be invalid, which could expose an employer to liability for potential causes of action under the ADEA. In light of this, employers should consult with their counsel before developing or offering an RIF incentive program. ♦

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JEFF DE CAGNA

Now let's get back to our opening question: when you close your eyes and think about the future of your association, what do you see? For some association professionals, embracing the future feels too intimidating or too much of a departure from what they know to accept. **Serious value creators, however, will recognize the future for what it is: a huge opportunity to think differently,** to nurture a strong reputation as a genuine innovator and, most importantly, to make an enduring impact on the lives of the stakeholders they serve. If that is who you

are (or want to become), I look forward to seeing you at this year's FSAE Foundation Think Tank. ♦

For more information visit www.fsaе.org/thinkTank

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