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# NAVIGATING THE “MESSY MIDDLE OF YOUR ASSOCIATION MANAGEMENT CAREER”

A Collection of Insights from  
**SURGE Co-Creation**

Thanks to our partners, who convene to further  
the association profession!

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# INTRODUCTION

The following pages house the results of an industry-wide virtual collaboration.

**SURGE Co-Creation** assembled association professionals from across the globe to harness collective knowledge, through a virtual conference focused on transformative ideas and designed to maximize social learning.

Attendees could not only hear from speakers, but converse with them in real time and contribute their own thoughts. We have now assembled some of the best insights from these conversations into a body of knowledge for the benefit of the entire association community.

This eBook, one of the eleven-part SURGE series, delves into the session, *Navigating the “Messy Middle of Your Association Management Career”*. It includes themes from the speakers’ conversation, snapshots of ideas from guest speakers, contributions from attendees, links to further resources, and more.

Thank you to all who participated – and if you missed it, go to the **SURGE Co-Creation** [event page](#) to watch all the sessions for free, at your leisure!

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# 01

## FEATURED SPEAKERS





## Maddie Grant

*Culture Designer/Digital Strategist,  
Human Workplaces*

**Maddie Grant** is an expert digital strategist and workplace culture consultant whose superpower is skillful shepherding of organizations through cultural and digital transformation, with specific expertise in internal (staff) and external (member/customer) engagement. Alongside her “future of work” consulting through Human Workplaces, Maddie is an accomplished speaker and author and has written several books with her partner (in business and life) Jamie Notter, including [Humanize: How People Centric Organizations Succeed in a Social World](#) (2011), [When Millennials Take Over: Preparing for the Ridiculously Optimistic Future of Business](#) (2015), and the [Non-Obvious Guide to Employee Engagement](#) (2019).





## Jennifer Wickline

*Member Services Coordinator, Management Solutions Plus*

**Jennifer** has 30 years customer service.

“My passion for people is my driving force in creating a great customer experience for customers, clients and/or patients.”

She thrives on being challenged and enjoys being of service to others, interacting with a variety of people, working as a team, and organizing projects. Jennifer holds a B.S. in international business and a graduate degree in health and wellness coaching with a concentration in integrated health.





## Tracy Vanneman

*Corporate Partnership, Sponsorship,  
& Exhibits Consulting*

**Tracy L. Vanneman, CAE**, has 15 years of experience in association and nonprofit management, with responsibilities including corporate partnership and exhibit sales, relationship management, meeting planning, governance, membership, program development, and volunteer management. Tracy served most recently as Partnership Sales Manager for the Council of Engineering and Scientific Society Executives (CESSE), with responsibility for generating 70% of the organization's annual revenue through building and developing industry partner relationships, as well as assisting in meeting planning to ensure the success of CESSE events.

Prior to CESSE, Tracy worked for 10 years at the Society for Industrial and Organizational Psychology (SIOP) in myriad roles, including business development, membership management, continuing education, governance, and event planning. Through Tracy's efforts in the sponsorship space, SIOP was honored as the recipient of the 2018 ASAE Gold Circle Award, in the category of Sponsorship/Exhibits/Advertising Campaign. She also has prior experience in nonprofit fundraising and newspaper advertising sales. Tracy graduated Summa Cum Laude with a Bachelor of Science in Business Administration from Bowling Green State University.

She is a member and foundation donor of ASAE and OSAE and has served on the Board of Directors of both the Montessori School of Bowling Green and the Wood County Humane Society. She is a frequent volunteer and content contributor in the association space for AssociationSuccess.org, ASAE, and OSAE. Tracy and her husband live in Bowling Green, Ohio, with their four children.







## Amy Thomasson

*Director of Marketing, Congress of  
Neurological Surgeons*

**Amy** is a marketing strategist, content creator and storyteller with 12+ years' experience in marketing, product management and business development. She has worked in a variety of business environments ranging from Fortune 500 to professional associations. Amy currently serves as Director, Marketing for the Congress of Neurological Surgeons. Amy is incredibly passionate about volunteerism within the association and nonprofit management community, and currently serves as a member of the Editorial Working Group for Association Forum's FORUM magazine. She is also a 2018 recipient of Association Forum and USAE's Forty Under 40® Award. Amy has a BA in Communication from the University of Missouri-Columbia and an Executive Leadership certificate from Cornell University.



# 02

## GUEST SPEAKERS





## Carrie Severson

*Storytelling Coach, Carrie Severson LLC*

**Carrie Severson** believes in the power of story. With 20 years in the publishing industry, Carrie is masterful at bringing stories to light. She has been published nearly 1,000 times and has delivered more than 100 keynotes. In her keynotes, she helps audience members connect to emotions and stories within them that need to come out. She speaks around the country to help leaders shed their fear of sharing their unique and powerful voice.

Carrie's Keynote is called ***The Unapologetic Voice*** - *As we change and grow as business leaders, so will the direction of our journey, how we show up in the world and how we define success and relate to it.* After a professional and personal burnout, Carrie had to rebuild her life and how she worked. By doing the work she discovered her latest mission, helping leaders uncover their own unapologetic voice.

She has a background in journalism, public relationships and marketing and has been on a deep spiritual quest for more than a decade. She blends her storytelling gift and spiritual experience as she works with women in one-on-one coaching, group programs or online storytelling courses she's created. She runs a Facebook Group called "The Unapologetic Voice" and is the host of The UnapologeticVoice Podcast. Even though Carrie is based out of Scottsdale, Arizona, her online coaching business allows her to travel and offer in-person workshops wherever she is needed. She has delivered more than 100 speeches in her career as an entrepreneur in front of hundreds of leaders and has been published nearly 1,000 times in newspapers, magazines and online media outlets. When she's not writing, or helping others tell stories, she's traveling, connecting with her family and friends, cooking and living her best joy-filled, purposeful life!





## Holly Duckworth

CEO, Leadership Solutions International

**Holly Duckworth**, known as the C-Suite Network Advisor on Mindfulness in the workplace, unleashes human potential through mindfulness techniques. She helps stressed-out leaders find and sustain greater focus, clarity, and inner peace, resulting in a more grounded and powerful presence and enhanced profits. She focuses on the Inner Game as a keynote speaker, facilitator, and coach as an applied mindful leadership advisor. She is a published and award winning author and a contributor to the New York Times, Producer/Host of the Everyday Mindfulness Show, and columnist to countless industry publications.

Holly's career began in the world of non-profits and volunteer leadership teaching thousands of association staff and volunteers how to "reboot" for success. Today she takes the best of her strategic vision expertise, blends it with mindful leadership practices and her event background to curate experiential events that change hearts, minds and companies. Our world has become mindless. Through mindfulness training Holly works with you to know what mindfulness is, what it is not, and then apply your mindfulness techniques to produce more productive and profitable organizations.

Holly was named 2018 Biz Bash Top 500 Event Professionals, Meetings Today 2018 TrendSetter for her applied mindfulness work and 2016 SmartMeetings Woman of the Year. Holly's current book *Everyday Mindfulness: From Chaos To Calm in A Crazyworld* was an Amazon top new release in 2018. Her third book, *Mindful Leadership: The Stress-Free Guide to Leadership* is a best seller and her award-winning book *Ctrl+Alt+Believe: Reboot Your Association For Success* has won two national awards. Holly believes mindfulness builds leaders and organizations that work for everyone. For more on her thought leadership, visit [www.hollyduckworth.com](http://www.hollyduckworth.com).



# 03

## **MID-CAREERISTS AS MENTORS AND MENTEES**

By Maddie Grant

When you get to a stage in your career where you are too seasoned to get much value out of young professional content, but you're not quite on the CEO track, then you've probably reached your mid-career. Or rather **the "messy middle"** that associations aren't too sure how to address, and that professionals find difficult to navigate.

There currently isn't as much support and resources specially intended for us mid-careerists in associations as there are for young professionals and those at later career stages, but **that doesn't mean you can't carve your own path**. Whenever situations like this arise, where you aren't able to find the properly labelled boxes that hold the answers to your questions, it's always a good idea to think outside the box and **create your own opportunities**. One great way to open doors is to get together with fellow colleagues and discuss these issues.

## A MENTOR AND A MENTEE ALL IN ONE

It seems easier nowadays to group together as peers and help each other with individual problems. I remember I started out my career in associations doing social media, and back in 2007 or 2008, there was a lot of talk around un-conferences which were very much like having groups of people get together outside of their regular formal association conference circuit to create events where there was no agenda and no schedule, or there was a schedule but you had to fill in the topics of discussion that you find relevant. It was very experimental and really exciting.

I think a lot of that has evolved now into opportunities where we can just do that much more naturally and where people who wouldn't have been super excited about un-conferences like I'd been, wouldn't be so scared of it.

**There are mentorship programs**, for one, where you can learn from people who have been there before, who have had the same thoughts and concerns, and who are higher up in their career path. But you don't only find mentors through programs. Those are the more formal mentors, where you meet for the purpose of learning from their experience. But then **there are informal mentors**. These could be colleagues or friends you admire or who you know had similar experiences, who can help you brainstorm solutions and ideas while on a regular lunch or coffee outing.

What I find really interesting about this “messy middle” stage is that **we mid-careerists are potentially both mentees and mentors at the same time.** We have a wealth of knowledge accumulated with the years of professional experience, but we’re also still students. We’re always learning, trying to learn more. It’s this unique double position where we can do a fairly decent job at offering guidance and advice, but also greatly benefit by being at the receiving end of it. I think this is a great point in your career where you can also give back to the community while paving your path towards the future.

Associations provide all kinds of resources for young professionals and then for leaders, but the huge majority of their members are in this “messy middle” and they shouldn’t forget about them. However, until our needs are more acknowledged and addressed in organizations, we association professionals can help each other create our own opportunities all the while collectively benefiting from the large pool of shared knowledge.

## FROM THE CHAT

“Don’t dismiss the reverse mentoring that occurs mentee to mentor, as I’ve personally experienced.”

**- Burt Blanchard -**

“Having a good mentor who will help you move through the young profession to the messy middle to the career professional is priceless. If you can’t find one where you are—go somewhere you can find one.”

**- Dawn Gannon -**

“I have been intrigued by women who self-select out of opportunities because they don’t think they are worthy or qualified enough - when men will typically apply if they are qualified or not. If people haven’t read Sheryl Sandberg’s book (<https://leanin.org/book>) it’s worth the read.”

**- Julie Webber -**

“Ask your friends for words, know your audience, frame your words in a way the audience will understand.”

**- Tim Parsons -**

“Served as a mentor for an association but found I learned more than I offered.”

**- Susan Rogers -**



# 04

**LEARNING DOESN'T  
STOP AT MID-CAREER**



By Jennifer Wickline

As a professional in her mid-career, I certainly don't feel like one sometimes. I'm still discovering who I am and what my place is in this world. In some ways, I could say I'm like a young professional at heart, eager to learn and explore. I've always been curious, and that curiosity has served me well thus far in my life and career.

My entry to the association world had been an accident. I had been working for credit unions and alike when I found out about the American Urological Association. I started there as an assistant, went onto become an associate and then finally a society coordinator. The whole time, I was asking myself, "What is this association world?" I'd ask questions, but never really found a solid mentor to explain how to move forward in an association.

I soon discovered that I loved membership; I love working with members and it comes naturally to me. After taking some time off to work towards a master's degree and going into health and wellness coaching, I returned to associations by working for an association management company. I found mentors there, who helped me answer questions I had about where I am heading in my career. They told me about SURGE, and I watched the sessions from 2017 and 2018 that inspired my further growth with the association industry. From there, I just **used my curiosity to keep digging** and found a mentor to help pave a career path ahead.

Now I'm working on my CAE; joined 501(c) organization founded by Cecilia Sepp—where I found my mentor; and I continue to ask for projects at work to help me grow my general knowledge of what it takes to run an association. Once you start digging for the "**What do I really want?**", you realize it's not all altruistic. I found that I wanted to make a good steady wage with insurance while working a flexible job...while helping others. I truly have a passion to help others whether it's the members I serve or the team I work with in membership. **Knowing this, truly knowing this has me excited about mid stage career at 44.** I love the feeling of **forging this path** where my coaching skills; love of people and flexible workplaces meet in harmony.

I'm grateful for a mentor who will answer the questions and also say, "You're on the right track." I highly suggest finding one if you're like me--trying to discover who you are within the association but also in your mid-career. Also, keep learning. Keep being curious about the industry, people, different jobs, everything. **Learning doesn't stop**, no matter what stage you're at in your career. I'm a student of life, and I encourage you to stay curious and hungry for knowledge and to venture on a different route if you don't find what you're seeking where you are now...**reinvent yourself, explore new paths if needed**. I sincerely suggest staying happy during your journey —you are still learning and growing while exploring and gaining knowledge on how to move your life forward.

## FROM THE CHAT

“The most important skill I’ve learned while in this “messy middle” is how to sit with the discomfort of “messy” as my career opportunities and network develop.”

**- Tracy Vanneman -**

“I’ve been very intentional with meeting people and how I spend my time. If I find someone I think could help me grow in some way, I try to meet.. grab coffee... something.”

**- Anne Nevel -**

“Generalized practitioners might seem to have more opportunity by being able to ‘do it all’ but they are hard to describe beyond a first-person connection. When you can be specific or specialized you are easier to remember and can build your brand through word of mouth. This also allows you to be more focused on your expertise area, becoming better and better at what you do.”

**- Emily Taylor -**

“Don’t call it ‘personal brand’, just call it ‘things I’m passionate about’, then frame it in a way that speaks to your audience... same thing.”

**- Tim Parsons -**

# 05

**WHY DON'T YOU JUST  
MEET ME IN THE  
MIDDLE?**

By Tracy Vanneman

It begins innocently enough. Career milestones are reached. You find yourself in conference sessions instructed noticeably below your skill level. The interns at your office look, maybe even are, young enough to be your children. You may not yet be a C-Suite leader, but you'd be kidding yourself attending a Young Professionals happy hour.

## WELCOME TO THE MIDDLE

Defined loosely, mid-career is having 10-20 years of work experience, and an equal number of gray hairs. It's a time for showcasing everything you do well, identifying what you have left to learn, and experiencing an authentic career reckoning.

As association professionals, we do different jobs than our members, but we join them in the common human experience of aging. If you feel stuck in the middle of your career, how many of your association's members feel the same in their line of work?

It is common for associations to deliver programs devoted to students or early career professionals and to hold senior leadership events or give out fellowship and lifetime achievement honors, but where is the love for everyone in between?

Here are 5 easy ways to meet your members in the middle:

### 01 DETERMINE THEIR EDUCATIONAL NEEDS AND DELIVER ACCESSIBLE PROGRAMMING

Identify the challenges that your mid-career members face at work, both in technical and soft skills, and deliver programming at that precise level. Be cognizant of format, too. Not everyone can travel to conferences, so **make use of virtual events and self-study options** that may better fit the hectic lives of many mid-career professionals who are in the throes of active parenting and countless kids' activities.

### 02 GIVE THEM A WAY TO REACH FORWARD AND BACKWARD

Mid-career professionals are in a prime position to both seek continued guidance from senior leaders while also sharing their experiences with early career colleagues. If you have a formal mentoring program, be sure that it welcomes people who are simultaneously qualified to be both a mentor and a mentee. If your association does not

host a mentoring program, simply **commit to helping members connect with each other** through your existing programming to encourage the formation of spontaneous, informal mentoring relationships.

### 03 DON'T BURDEN THEM WITH THE HIGHEST COST FOR EVERYTHING

Sure, they are no longer starving graduate students nor drawing from social security just yet, but your mid-career members may not have gobs of disposable income to throw at your association (saving for kids' college funds and retirement, anyone?) They also may not be in a sufficiently senior position to have the fullest access to their employer's discretionary pool of money for travel and professional development. Look at your dues and conference registration charts. Is there obvious price discrimination in favor of the young and the old? If so, **consider how to more equitably deliver services** to and draw revenue from members across the span of career tenures.

### 04 OFFER LOW-COMMITMENT, HIGH-RETURN VOLUNTEER OPPORTUNITIES

The most enthusiastic 30- and 40-somethings might be ready for service on your board, but the average mid-career member may be spread thin at work and home, unable to devote much time to their professional association. However, volunteer service is a valuable resume-builder and differentiator to aid in career advancement. When evaluating your association's work to be done by volunteers, **make a point of creating short-term but meaningful volunteer options** for members who have a wealth of knowledge but only a few spare hours to share. Engagements that double as learning opportunities, such as peer-reviewing conference sessions and contributing content, are ideal for mid-career members.

### 05 STAY IN TOUCH, EVEN IF THEY DON'T

New blood with their whole work lives ahead of them and the established industry superstars are way more exciting than a mid-career professional with a decent resume but nothing remarkable to their name. But every time an association endeavors to support its members throughout each career phase is **an investment in the association-member relationship**, positioning it for something more fruitful in the future.

After all, add a few more gray hairs, and today's mid-career professionals become tomorrow's senior leaders. If your association has shown the love all along, you will enjoy the **engagement and financial benefits** of those who now view themselves as your members for life.

## FROM THE CHAT

“Mentoring is not an age thing. It’s an experience thing. And keep in mind some mentees are 2nd or 3rd career and need help.”

**- Cecilia Sepp -**

“A number of companies now choose education over experience, especially when using electronic application filters. Is it really worth going back to school if you have 35 years of real-world experience?”

**- Julie Webber -**

“My career and personal brand is building relationships....be it with members, companies, etc. I’m an includer!”

**- Janet Williams -**

“Biggest lesson I have learned over the last decade - everyone else is making shit up as they go too.”

**- Maddie Grant -**



# 006

## PAVING YOUR PATH TO YOUR MID-CAREER



By Amy Thomasson

I'm at an interesting point in my career journey where I've recently transitioned from a young professional to a mid-careerist. What I've found is that defining your mid-career, and your career in general, is really **up to you**. It's up to you to pave your own path, and the good thing is that you can do anything you want to do, especially in the association landscape. The bad part, on the other hand, is you really need to know and **be able to articulate your mission statement or your 'why'** to yourself as well as to others.

## BE OPEN TO CHANGE

I started the association portion of my career journey in education. After about six months in an education/certification role, I moved into marketing because the federal grant for my education role was ending. Before that education role, I worked in corporate roles in marketing, product management, and business development in the electrical and industrial industries. I never thought when I was studying marketing and communications in college that I would be marketing to manufacturers, distributors, and end-customers ranging from electricians to linemen on the telephone poles. But that's what I did for ten years.

Then about four years ago, I transitioned to association management. I had volunteered for a trade association that served individuals in my previous industry, but I had never even heard of membership associations. I happened to have coffee with a friend of a friend who knew I was in the job market, and six months later I was working for an association in the supply chain management space. When our membership director left, I moved into membership, which was something I volunteered for, even though I love marketing and content development, because I feel that marketers are stronger when they know sales.

The story of my career has been about being open to change, different paths, volunteering and trying new things, while not being afraid to fail. If there is one takeaway and lesson that I can provide you from my career, it's to **be open to change but to still know what your desired endgame** is and to always keep in mind your 'why'.

## VOLUNTEER, VOLUNTEER, VOLUNTEER!

I am currently the Marketing Director at the Congress of Neurological Surgeons, but I had been job hunting before that. One of the ways I used to vet the different organizations I interviewed at was to ask interviewers: **“Will you support my volunteer participation in the association community?”** By including that question as part of the interview process, it helped me to vet whether the organization fostered **a culture of learners** and if it would support me in my endeavors to broaden and deepen my understanding of the association space.

Volunteerism for me has thus been extremely important, not only in skill-building, but because of the relational aspect—the connections with other association professionals. I love our community because it is such a personable, warm, and welcoming community, and that’s the greatest value I’ve got out of associations as a career path.

## BUILD YOUR PERSONAL BRAND

Personal branding is something that I’m really passionate about. I’ve found that the easiest way to start to build a personal brand is through your online presence. A personal brand is really about consistency. One of my keys to getting started in building your brand is to take your CV or your LinkedIn profile, and dive into that and make a consistent presence overall. I really believe in starting with a **professional profile picture**. If you can invest in one expense as an individual beginning to build your brand, it should be to get a professional headshot and use that everywhere you appear online. It’s okay if it’s the same image, because you’re building up that brand equity for yourself. It’s just like a logo.

You never know where possibilities lie, but by being open to change, volunteering, and building your personal brand, **the equity you put into yourself and your professional development will pay off.**

# 07

**MAKE A BIGGER IMPACT  
WITH YOUR STORY**



By Carrie Severson

So many times people came to me and said, “There’s no place for me to be heard or seen” or “It’s such a saturated marketplace! I’m not even going to bother trying to share my story.” Even more so, the concept of storytelling has gotten a somewhat bad reputation lately because so many people are using it as a sales technique. Stories sell because of their engaging and persuasive powers and the kind of emotional, empathetic, and behavioral responses they elicit.

But long before it became the hot marketing and sales trend as it is quite known to be now, storytelling, from the start of the universe, has been **a human connection to all**. So don’t think of it in terms of a sale you’re going to gain something by sharing your story. Instead, think of it in terms of “I get to meet somebody new”, “I get to make a bigger impact and a bigger imprint in the world by sharing my personal experience with somebody who really needs to hear it.” It’s really all about forming connections and the genuine desire to share experiences, lessons learned, and things that are meaningful to you and potentially valuable to others.

I like to talk about storytelling in terms of a slice of life, an absorbable lesson that you can share with somebody. In the spirit of sharing, I want to share some quick inspiration and tips on ways that you can use your story, message, and voice to make an even bigger impact in the world. There are three questions you should always ask yourself:

- 01 **What lesson of mine can I pass on today?** Find something that struck you, in a small or big way, something that would be valuable to someone else.
- 02 **Who needs to hear this lesson?** Every good story or message needs a receptive audience to hear it. Put some thought into why this would be something they want to hear, what value it would bring to their lives, or what they might get out of it.
- 03 **In what format should I express it?** Storytelling is done through speeches, videos, personal essays, books, online courses, social media, etc. There are so many ways for you to make an impact, even in a saturated marketplace. So ask yourself what lesson you’re supposed to share that day and get to work on sharing it.

The most important part about storytelling is that you have a consistent practice. That doesn’t mean you have to consistently share with the large market. A story can happen in a private conversation, in an email or a text message to a close friend. Start sharing your lessons and see the power of storytelling for yourself.

# 08

## THE ABC TO BECOMING A HEALTHIER HUMAN IN YOUR ASSOCIATION

By Holly Duckworth

As busy association executives at every level of your organization, you are required to address multiple demands at the same time. You experience change, and that change can cause chaos.

I practice and teach applied mindfulness, which has changed my life. It has given me the ability to stay calm in moments of chaos, and it helps me easefully sort through priorities and make focused decisions. I have also companioned many association executives to create new jobs or change the mindset of the jobs they are in to be less stressed and more focused.

## WHAT IS MINDFULNESS?

It's about being **fully present in the moment**. You don't need to sit on a yoga mat or in a meditation pose to be mindful. Mindfulness or applied mindfulness can happen in the car on the way to work, at your desk, or between meetings. These micro-moments are used to center, focus and reduce stress while making you a more effective association executive.

It surprises me when leaders show reluctance to recognize that **they build their own reality with the thoughts, beliefs, and actions they make each day**. In my book *Everyday Mindfulness: From Chaos to Calm In A Crazy World*, I help people be inspired each day and set a daily intention. The intention is different than a daily goal. An intention is about being clear on how you want to set your energy in motion each day.

How do you want to be in the doing? For example, if I am an association executive in the membership department, do I want to be stressed taking member calls each day or do I want to be joyful? **Focus less on the "doing" and a bit more on "being"**.

Mindfulness can make you less reactive and more responsive to demands, and in result, make you and your team more productive and profitable.

## USE MY A, B, AND C TO BECOME A HEALTHIER HUMAN

Here are a few simple tips to get you started in practicing applied mindfulness in the morning, in your car, before that member phone call:

### A. Affirm the good

State something positive every day.

### B. Breathe

Just take a moment to breathe.

### C. Choose how you want to be in your doingness

If you choose to be easeful and stress-free, you'll be surprised at how much more you can get done. Change happens, but chaos is a choice.

Just like a star athlete does not win the first time they take the field or the court, neither does a mindful leadership executive. Mindfulness practice is important because we are killing ourselves under the weight of stress.

Some may call taking moments for yourself each day selfish, but I say **self first is not selfish**. In fact, if you don't take care of you, you can't take care of your staff or your members.



# 09

## FURTHER RESOURCES



During the live chat, speakers and attendees alike chipped in with their tips for further reading and resources about the messy middle in association careers. We've compiled them into a list here.

- [The 501c/Association Mentoring Network](#): is a volunteer-founded and run network of professionals working in and serving the 501c/association community.
- [VIA Character Strengths Finder](#): can be used to address a variety of life challenges and achieve positive personal and professional outcomes.
- [Article](#): [Linking In: Is Your Social Media Presence Deterred Your Professional Mission?](#)
- [Association Forum](#): advances the professional practice of association management.
- [Associations Now](#): is the premier media brand covering association management and the impact that associations have on the world.
- [ASAE Volunteer Opportunities](#): offers a variety of ways for our members to get involved, from short-term volunteer projects to committee, council, and board service.
- [Article](#): [Micro-Mentoring: Identify Your "Mentor Moments"](#)
- [Video](#): [Gender and Leadership](#) with our special guest Cathy Smalley Pales, EdD, of [Take A Breath Coaching](#).
- [Book](#): [Lean In: Women, Work and the Will to Lead](#)
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