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THE FUTURE IS NOW **GET READY TO WORK IT**

A Collection of Insights from
SURGE Co-Creation



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



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, *Future Is Now—Get Ready to Work It*. 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





Kevin Ordonez

Co-Founder, .orgCommunity

For more than two decades, Kevin Ordonez has been dedicated to serving the association community as a vendor partner, volunteer, speaker, author and consultant. Throughout his career, he has focused on leveraging all things digital to advance the cause of associations, helping them integrate strategy, manage change and use technology to achieve their objectives.

As .orgSource's technology lead, Kevin works with clients to envision their digital future and then guides them through the process of achieving the vision. Whether developing a digital strategy, creating a multi-year technology roadmap, focusing on a specific system implementation, or undertaking a performance improvement project, Kevin draws upon insights that can only come from someone who has the hands-on experience of working for an association, as well as the entrepreneurial spirit of a founder of leading association management software companies. In total, Kevin has served 1,000s of associations, providing technology insight, product development, implementation methodologies and strategic planning.

Along with .orgSource founder and CEO Sherry Budziak, Kevin is the co-founder of .orgCommunity, an organization that provides hand-crafted connections, inspiration and solutions to association leaders and industry suppliers through education programs, networking events and a robust online community.

Kevin is an active participant in the association community, having served on the Association Forum of Chicagoland board of directors and on various volunteer committees. He frequently serves as a thought leader, lending his expertise to a variety of organizations. He also serves as an advisor to Work XO which helps companies measure, analyze and activate their organizational culture.





Sharon Rice

*Managing Director, Business Strategy,
.orgSource*

Sharon Rice elevates the work of nonprofits and associations by creating strategies that ensure relevance and longevity while advancing their missions. Sharon focuses primarily on strategy development and executive planning to assist clients in meeting their goals.

She is well-experienced in the areas of leadership and workforce development, strategic and business planning, growth strategies and comprehensive product planning, international strategies, complex project management, collaboration support (mergers & partnerships), education (certification, training & conferences), research and content development planning.

Sharon has a depth of association management experience, most recently as the vice president of strategy at APICS, the Chicago-based association for supply chain management. Before joining APICS in 2007, Sharon served as both an association executive and a consultant to nonprofit organizations at the American Express Tax and Business Services (later acquired by McGladrey). She also worked at the American Society of Clinical Pathology; the National Association of Minority Engineering Program Administrators; and the American Association of Legal Nurse Consultants.

Sharon speaks and writes on topics related to association management and strategic planning. She is a former recipient of the Association Forum Supplier Partner Award recognized for her service as a consultant serving the Chicago association community. She holds bachelor degrees in political science and peace studies from Manchester University.





Stuart Meyer

Co-Founder and Partner, .orgFreelancer

With nearly 20 years of association management and innovation experience, Stuart Meyer is President and Founder of Social Frequency. Started in 2009, Social Frequency has worked with over 100 businesses, associations and other organizations on storytelling and consulting projects ranging from creative production to organizational strategy. Additionally, Social Frequency has produced five original documentary films and an award-nominated web series consisting of over 25 episodes.

In addition to Social Frequency, Meyer is also a co-founder of .orgFreelancer, a company devoted to helping association professionals live a life they want doing the work they love and providing associations/nonprofits with a powerful pipeline of industry-focused talent.

Meyer has served as CEO of the National Barbecue & Grilling Association and in management roles with the American Bar Association and Emergency Nurses Association. He was also a lead organizational architect in the creation of the European Alliance for Innovation. Association volunteer leadership roles have included the ASAE Membership Section Council (Chair), serving as co-author on multiple industry books and periodical publications and numerous presentations to association executive organizations.

Meyer believes in living your authentic purpose each and every day. In addition to his professional and entrepreneurial pursuits, he is a proud father of two boys, a husband of 16 years, a founding member of a popular local 80s cover band, and creator of the Artscores Project.





Rob Miller, MPA, CAE

Senior Vice President, Gravitare Solutions

Rob Miller, MPA, CAE, is the SVP of Revenue at Gravitare Solutions where he helps guide corporate strategic direction, product vision, and oversees customer relations, sales and marketing. Prior to Gravitare, Mr. Miller served as the Senior Vice President of Business Development, Strategic Planning and Operations at 340B Health, an association of over 1400 hospitals.

Mr. Miller has extensive experience identifying and implementing industry-best practices at associations. Prior to joining 340B Health, he was the founder and president of several software and consulting firms that provided solutions to associations including Avectra (now Abila), which he grew to 200+ staff. Earlier in his career, he worked for the National Association of Broadcasters and the White House Office of Management of Budget. He was a Presidential Management Fellow at OMB.

Mr. Miller received his Master of Public Administration from The American University in Washington, D.C., and his Bachelor of Arts from the Gustavus Adolphus College in Minnesota.



02

GUEST SPEAKERS





Cecilia Sepp

Principal & Founder, Rogue Tulips LLC

Cecilia founded and owns Rogue Tulips LLC, a consulting consortium committed to finding inspired solutions to the unique challenges facing clients in the 21st Century. She is a dynamic, flexible association executive who partners with clients to find the answers to the questions they face. She is known for embracing creativity, innovation, and promoting the advantages of 21st Century opportunities to inform, connect, and communicate.

Through the years, she has made things happen as an association CEO, an ASAE leader, and as an association management consultant who's partnered with small volunteer groups to large global professional societies to advance their organizations. Her specialties include Strategic Planning, Research, Membership, Finance and Operations, Board Relations, Component Relations, Communications, Team Leadership, and Fundraising.

In July 2018, Cecilia founded the 501c/Association Mentoring Network, a volunteer program bringing valuable connections to professionals working and serving 501c organizations. <https://www.the501cleague.net/501c-association-mentoring-network>

In November 2018, Cecilia launched The 501c League, an innovative model in Virtual membership organizations. www.the501cleague.net





Robert Rich

*Executive Director,
Congregation Shaarey Zedek*

Bob is a scientific association leader connecting professionals from many disciplines, institutions, and countries with the resources needed to succeed. He recently launched Strategic Associations: Innovation & Leadership (SAIL) to help science-related associations to understand their strategic context, create effective strategies, and move forward through innovation and enthusiasm. SAIL provides association management, strategic facilitation, and environmental research services that identify and respond to challenges and opportunities.

Prior to starting his entrepreneurial enterprise in support of association excellence, Bob was the Executive Director of the Arctic Research Consortium of the United States, leading efforts to professionalize membership relations, develop philanthropic funding, and raise organizational visibility, among other strategic initiatives. He was the Director for Strategy Development at the American Chemical Society (ACS), pioneering online strategy engagement with members, board strategic issues discussions, and scenario and contingency planning. He has previously worked in professional development, science policy, research grants, member services, and volunteer support at ACS and the American Association for the Advancement of Science.

Bob is actively involved in the association community and in national and global science conversations. He holds a Bachelors' degree from the Massachusetts Institute of Technology, a Masters from Harvard University and a Ph.D. from the University of California at Berkeley, all in chemistry, and is a Certified Association Executive. Outside of work, he enjoys skiing, orienteering, sailing, watching baseball, and playing strategy games.



03

SMART SOURCING A NEW GENERATION OF ASSOCIATION TALENT

By Kevin Ordonez

The freelance economy is bringing a wave of disruption that will have world-wide impact. Sixty million Americans are freelance workers, and that number is growing. A typical contract employee is comfortable with limited supervision and adapts easily to a variety of environments and cultures. Whether freelancers work from home, at a client site or move fluidly between venues, **they will change the way associations operate.**

Freelancers aren't generally thought of as part of the team. They are referred to as "remote" or "offsite" workers. **That mindset must be updated.** Freelancers are an incredible resource that can add depth of experience and specialized skills to an association's human capital. I view hiring freelancers as smart sourcing—augmenting teams with talent as needed and building your bench in ways that are both intelligent and efficient. Several of my consulting clients have already demonstrated how successful this strategy can be.

HOW SMART SOURCING CAN WORK FOR YOU

Smart sourcing can turn great teams into exceptional performers. Business units, from IT to membership and meeting services, may include a combination of full-time and contract staff, but everyone shares information and works collaboratively. One of the advantages of hiring freelancers is that location doesn't trump talent. If that perfect market analyst lives in Anchorage and your office is in Dallas—no worries. Video conferencing and cloud computing have made working across geography almost seamless.

It's important to remember that leading a virtual team will require adjustments in communication and culture. Managers need to formalize processes and tools to ensure that everyone understands their personal roles and responsibilities and is also aware of the big picture. Opportunities for the group to provide feedback and input and to make quick decisions or operational adjustments should be built into the workflow. Location specific details such as differences in time zones and schedules are among the issues that might need to be resolved.

The virtual team is not really a novelty for associations. Think about the members who vet the content at annual proceedings, who review certification proposals or serve on your boards and committees. Volunteers are the heart of your association, and full-time employees have been working successfully alongside them for years. Our industry is **well positioned to turn this wave of disruption into a significant opportunity**. But the future is unfolding quickly, and to take advantage of this rich resource we must be prepared.

04

A NEW PERSPECTIVE ON WORK



By Sharon Rice

Upwork's [2018 study](#), *Freelancing in America*, finds that the number of contract workers in the United States has increased by 3.7 million since 2014. That impressive statistic has significant implications for associations. The expanding freelance economy is creating dramatic changes in the way that people think about work.

Are associations meeting this shift in the environment head on? As you might guess, our risk-averse community has yet to fully embrace this new phenomenon. In my own consulting experience, some groups are taking a proactive approach and others have yet to react. The organizations that are lagging behind are either unaware or unable to understand how this transformational change might impact their operations. As a management consultant, I learned a long time ago that in order to introduce innovation, it's helpful to break it down in terms of the significance for people, processes and technology.

IMPACT ON PEOPLE

I've been a freelancer myself at different stages in my career. People—especially now—frequently approach me with comments like this: "I'm thinking about becoming a freelancer, but I'm worried about being isolated." Not feeling like part of a team is certainly one of the dynamics freelancers must address, especially when they are working in a remote location.

This is a fascinating era in business. People around the globe can collaborate on projects. Virtual teams are on the rise, and they are the future of work. Organizations need to create **a culture of acceptance for their remote workforce**. Associations that cultivate a team perspective, focus on incorporating and communicating with their freelancers can build more cohesive workgroups, improve communication and boost enthusiasm.

Although the idea of freelance workers may seem new, in reality associations have years of experience incorporating volunteers into initiatives and projects. Making the leap to adding freelancers to the mix should be relatively smooth. Whatever effort is involved will be outweighed by the many advantages.

IMPACT ON PROCESSES

One of the current challenges is that our business systems aren't structured to identify and recruit freelance talent. In the association community, there are not many platforms available for employers and workers to promote their availability. Associations need to be familiar with the resources that are online and understand how to search for the people and skills they need.

Onboarding and managing a remote team is more complex. Some associations, especially smaller groups where freelancers would be most welcome and needed, have not fully documented their administrative processes. Since remote workers don't directly experience the office culture, **providing them with written procedures and policies is pivotal to their success on the team.** Of course, written guidance is also important for full-time staff and volunteer leaders.

IMPACT ON TECHNOLOGY

Freelancers typically are required to use their own computers, printers, phones and other hardware. However, employers need to be sure to have **a stable cloud platform to accommodate this new workforce as well as software licensed to allow for expanding teams.** Documented policies and procedures for online activity are critical. Employers need to ensure that they have **proprietary rights to work products** and that **files are backed up and available to all staff** who need them, especially after the freelance assignment is completed. For groups who will provide hardware to freelancers, the terms of use must be spelled out.

Training on AMS, LMS and other office systems should be available for freelance staff who will need to use that software. **This is not a small issue.** Valuable time can be wasted and data corrupted when freelancers are required to navigate complicated systems without adequate instruction.

Whether your group is just beginning to consider the freelance option, or you already are taking advantage of virtual teams, adequate preparation will ensure that you maximize the potential of this new opportunity for growth.

FROM THE CHAT

Sharon Rice asked attendees: "What would you do differently today if you knew you would be freelancing in three years?"

ANSWERS:

"I would focus on my most "sellable" skills and build a portfolio of sorts so when I try to go out and sell my skill set, I have that strong background. Also, try to build a visual and written presence, like publishing and strong social media."

- Erin Mauss -

"As someone who has recently transitioned to freelance/consulting, I wish I would have done more to expand my network and exposure within the industry - committees, articles, etc."

- Jon Bassford -

"I would either get my CAE or some sort of digital marketing certificate, and dive into Google Analytics/those type of tools because I'm not good enough at it yet."

- Lisa Campo -

05

THE FULL POTENTIAL OF THE CHANGING FREELANCE ECONOMY

By Stuart Meyer

The American workforce or rather the workforce around the world is seeing trends of independent workers increasing in numbers, Millennials with strong entrepreneurial spirits wanting to take matters of financial stability into their own hands, increased virtualization of association offices, increased technology-enabled efficiencies and time savings, etc. I think this is a natural evolution of work in our society as we look at these trends in the same way we've seen through the Industrial Revolution all the way up to present day. The bottom line is the **full impact, potential, and opportunity of technology which we call disruption is taking root.**

My prediction is that half or more of the association workforces over the next decade or two will be comprised of highly specialized freelance talent wanting a more flexible life, and associations wanting a more cost-effective and flexible workforce. I think in many ways these trends that we're seeing **are a win-win for both sides** and that has not always been the case in the history of work.

WHEN DO WE HIRE FREELANCERS?

I think there are strategy-based and necessity-based reasons we hire freelancers.

From a strategy-based standpoint, it is to:

- Access a national pool of highly specialized talent at a fraction of the cost and overhead of hiring them full time.
- Provide for seasonal based association activities that may not necessarily require a full time employee year-round such as conferences, marketing, IT projects, etc.
- Deliver upon the operations that are promised to our boards.

From a necessity-based standpoint, it is to:

- Fill in the gaps by vacancies when we need interim talent.
- Find highly specialized talent that is tough to source locally.
- Provide for needs in certain moments or projects with budgetary or bandwidth limitations.

I've been on the management side working with boards, understanding what are the staffing implications of the things that our boards would like to accomplish, and it's important that we have as many flexible tools in our tool box as we can in order to get that done.

I think one of the greatest flaws in the full time employment work model is we hire people with strengths and specialized skills for roles where they are applied to 40 to 60 percent of their job and then we fill the rest of their work plan with "other duties as assigned". Meanwhile, freelancers are able to just focus on the things they not only love but the things that they do best 100 percent of the time, so that we're really leveraging their talents and strengths.

WHAT DOES IT MEAN TO BE A VIRTUAL TEAM?

Virtualization of the association space is something I've encountered firsthand in my career: I was a CEO of the National Barbecue & Grilling Association for three years and came in to sort of retool the organization after twenty five years. We basically ended up turning ourselves into a wholly virtual organization and largely a virtual team in order to be agile, leverage the budget that we had to work with, and move the association forward.

With the virtual communication and collaboration technologies that we have today, I think the term "remote work" is outdated as it sends the wrong perception of what it means to not be in an office but still serve an association or an organization. The perceptions are that when we're remote, we're distant and somehow inaccessible. I don't think that's any longer true because **we're moving from a site-based culture to a virtual culture**, truly creating the ongoing ability to easily be in front of each other visually at any given moment in the day, despite not being in the same conference room. The barriers that once existed in the early days of telecommuting and remote work are no longer the same. We're no longer bound to a geographic location or a bricks and mortar building. The advantages quite honestly far outweigh whatever perceived limitations or reluctance to embrace the fact that we are no longer truly remote when it comes to this work.

Disruption is such a scary word, but within disruption resides immense opportunity.

006

ADDRESSING THE FREELANCE WAVE



By Rob Miller

We are seeing an increasing number of freelancers in the United States and more change than ever in the freelance job market, as shown in this [Upwork study](#). We have a dramatic shift in the labor markets where at one end of the spectrum we have millennials who demand a very clear work-life balance and at the other end, we have highly skilled baby boomers who are retiring but still want to stay intellectually challenged and busy. When you combine this with technology advancements, you have a convergence really driving the freelancer industry.

There are ways associations can address this wave of disruption and better accommodate the growing number of freelancers, and it doesn't have to be complicated.

LEVERAGING TECHNOLOGICAL TOOLS

When looking to connect with freelancers, traditional methods such as using job boards, newspapers and recruiters are not the way to go. Instead, employers should look to **new social tools where freelancers like to hang out**. These tools are free. Obviously, many of these freelancers are looking at ways to be efficient so they're going to look to free services. They're going to try and build a brand for themselves on these tools, so that's where you want to start. Tools such as LinkedIn and Facebook or even a service such as MindSeekers that hunts for candidates online and presents them to employers are ideal sources. Although I think the best option is probably the dedicated online matchmaking tools for freelancers that specializes in associations and nonprofits such as [www.orgFreelancer.com](#).

Associations also need to **be more intentional about their planning of their internal communications and daily work**. Take the example of a meeting. You might need to set ground rules for that meeting, such as you have to have an agenda, you have to send out connection information, and you have to do it two days in advance. It could be as simple as those types of rules to modify the corporate culture and create an environment conducive for all members of the team being successfully included.

Another simple change organizations can make is to get beyond email. As great as email is for one-to-one communication, it's not a good collaborative tool. In fact, it's not a good tool for long term organizational information because ultimately, what happens is that key information ends up in people's inboxes. There are much better tools for collaboration

such as Basecamp or Slack, which preserve, organize, and facilitate these dialogues. The decisions can be stored and processes can be put in place that quite frankly benefit the entire organization.

ADDING VALUE TO FREELANCERS

The Upwork study found that the number one concern for freelancers was being able to access affordable health insurance. Given that freelancers receive no benefits, this makes a lot of sense. I believe that national associations have an opportunity to consider providing various affinity programs including potential insurance to their members in their industries to address this concern, and remove a major barrier to their members pursuing their ideal work arrangement.

The Upwork research also found that freelancers were more likely to get professional education and found it more valuable than full time staff members. Because the freelancer is trying to differentiate themselves from a fellow competitive freelancer, associations have a substantial revenue opportunity if they can offer certifications, micro-certifications or certificates that would provide an avenue for freelancers to pursue and differentiate themselves.

Associations are in this very special place of trust; they have the trust of their members and the great industry they support. Associations should consider developing a marketplace where they can connect their industry with freelancers in a trusted environment. An example would be for the association to create “industry-approved” professional services, which the freelancer and the industry would thus use to engage one another. Another example would be to create other training and articulate industry best practices. Associations therefore have a number of things that they can do to really provide value to freelancers and ultimately benefit their whole industry that they support.

FROM THE CHAT

“Most associations are not leveraging freelancers, but there is a big opportunity.”

- Sherry Budziak -

“For example, if you have a constant need for graphic work, a full time or long term part-time employee might be a better investment. If it’s something you only need every few months, it is probably cheaper to only hire someone as you need it.”

- Erin Mauss -

“The planning for freelancers is so important. If not, they can’t manage their time and usually can’t deliver on time--and it’s the association’s fault.”

- Lisa Campo -

“I wish more employers valued performance over presence.”

- Dennis Sadler -

07

**WORKING WITH YOUR
CONSULTANT TO GET
THE BEST RESULTS**

By Cecilia Sepp, CAE, CNAP

If you've never worked with a consultant before, or rarely worked with one, you may be wondering why you might want to do so when you may have the ability to complete a project on your own. The reason you would work with a consultant comes down to the best use of your resources, which are time and money. Consultants are an important part of your outsourcing plan because they bring experience and knowledge that enhances what you already have in-house.

Perhaps you don't have the experience for a specific project, or you feel uncertain about starting something with significant risks and you really need another opinion. It could even just come down to the reality that you just don't have the time, knowledge or skills required to successfully do the planning or execution. This is when you want to seriously consider working with a consultant.

Consultants also bring an objective and clear-eyed view of your organization and its needs. This by itself is a valuable exercise for evaluating your needs. The benefit of working with consultants, especially those who are knowledgeable about and familiar with the association space, is that they understand how your organization generally works and all the different demands you have on your time and your budget. A consultant with association experience also understands the intricacies of the many relationships that comprise your organization's world.

There are a few things you should keep in mind for a smooth process. Here are my tips on how to work with a consultant:

- 01 The Proposal Process is the starting point.** Working with a consultant usually starts with a proposal. To avoid any confusion, let me point out just what a proposal is: it is a starting point for a conversation. That's it. It's not a contract or agreement, so if you want to change that proposal, or you have questions, go ahead and talk with the consultant because an experienced professional consultant will work with the client to create the project plan they need to achieve their goals and desired outcomes.

- 02 Don't be afraid to tell a consultant what the budget is.** This makes the entire process work better. I know many clients are reluctant to reveal their budget, but it's the best way to do it if you want to gauge how realistic your expectations are. As the client, you can learn very quickly if you are under budget for what you want to accomplish, over budget, or if you need to rethink your project. Also, telling a consultant your budget gives you a good idea of what types of questions to ask. For example, if you tell a consultant that your budget is \$50,000 and they come back with a budget of exactly that amount, that's definitely a starting point for questions. You can also learn a lot by talking to them about your budget and what they will provide. Keep in mind a quality project with professional consultants is an investment.
- 03 Make sure you are communicating well with them.** Answer their emails, return their phone calls, and answer their questions because they are simply trying to do the best job they can do for you. That means giving regular updates, having detailed conversations, and collecting all the necessary information to make suggestions. If your consultant is coming to you with a question, it is because they want to ensure they are delivering that quality outcome you are seeking.
- 04 I also strongly encourage you to build long-term relationships with consultants.** Long-term relationships with consultants are beneficial and grow in value because they will get to know you, your staff, and your volunteer leadership, leading to a trusted relationship with a professional that delivers what you need when you need it.

Working with Consultants is a great way to increase productivity, add valuable knowledge and expertise to your organization, and to build a professional relationship with someone who understands 501(c) organization business management and will provide you personalized service.

08

WHEN YOU LOSE YOUR JOB



By Robert Rich

In Washington D.C., we often define our identity through our jobs as association executives. But what happens, like it happened to me last year, when you lose that job and are suddenly looking for a new position?

Well you go through the stages of grief (you know the stages of grief). In order to get through those as quickly as possible, **you need resilience.**

I have three tips on how to develop that resilience before you need it and then apply it while you are in this transition.

01 DON'T LET YOUR JOB DEFINE YOU

At least not entirely. Don't define your job as an association executive as the be all and sole purpose of your existence, but rather cultivate relationships with friends and family and community organizations where **you can make a difference completely outside of work.**

02 FOCUS ON YOUR GROWTH

Be sure that you have a focus on physical activity, mental stimulation, and spiritual growth that can carry you through regardless of whether you are employed or not.

03 DON'T LET YOUR JOB DEFINE YOU

You need to keep in perspective that losing your job does not take away any of the skills or experience that you have. But rather, you are an even better leader now because you've experienced adversity firsthand.

Recently, I was offered the new and excellent job which I was seeking. I'll be starting next month as Executive Director at Congregation Shaarey Zedek in Southfield, Michigan. This brings together my passions with my experience and skills. So, as my period of involuntary transition comes to a close, I am comfortable in assuring you that the world does not come to an end when you lose your job. With the skills and the resilience that you build with these techniques, you can get through this. You can survive and move on.

09

FURTHER RESOURCES



During the live chat, speakers and attendees alike chipped in with their tips for further reading and resources about the workplaces changes we're witnessing. We've compiled them into a list here.

- [Monday](#): A team management solution to plan, organize, track in one visual, collaborative space.
- [Calendly](#): helps you schedule meetings without the back-and-forth emails.
- [Freelancer](#): Hire expert freelancers for any job, online.
- [Smartsheet](#): A work execution platform built to plan, capture, manage, automate, and report on work — at scale.
- [.orgFreelancer](#): will match you with qualified professionals that meet your needs and fit your work environment and culture.
- [Upwork](#): Grow your business through hiring freelance talent nearby or worldwide.
- [Dropbox](#): is a modern workspace designed to reduce busywork-so you can focus on the things that matter.
- [OneBox](#): A virtual phone system delivers pbx features without hardware. The Onebox® system provides you with voicemail transcription, online faxing, & more.
- [Hours](#): Time tracking app for freelancers & small business to track projects, clients, tasks on the web & iPhone.
- [Asana](#): A work management tool to organize and plan workflows, projects, and more, so you can keep your team's work on schedule.
- [Basecamp](#): A project management software that helps you increase accountability, communicate more efficiently, and keep everyone on the same page.
- [Microsoft Teams](#): is the hub for team collaboration in Office 365 that integrates the people, content, and tools your team needs to be more engaged and effective.
- [Slack](#): A team collaboration service to share information and tools with the right people.
- [Doodle](#): An online calendar tool to schedule meetings with clients, colleagues, or friends.
- [Zoom](#): offers communications software that combines video conferencing, online meetings, chat, and mobile collaboration.
- [Wrike](#): is an online project management software that gives you full visibility and control over your tasks.
- [Flow](#): Simple task tracking and project management software for teams. Plan projects, prioritize to-dos and delegate tasks.



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