

## Association Leadership 2020 digitalNow Brief: May 21, 2014

Leadership is the thread that ties together the digitalNow model Value/Strategy/Structure.

In observing a growing pattern from executive search criteria for the new association CEO, the “Super CEO” is the new benchmark. Feedback from aspiring future leaders tells us that work life balance is a must consideration in career decisions. And emerging CEOs and newly minted CEOs point to the importance of multiple mentors and an inner circle as key to success. Putting these conversations together, Pamela Kaul, Joel Albizo, and Don Dea joined forces to address these 3 questions:

- What core competencies are indispensable to the association CEO of the future?
- What do volunteer leaders view as key issues, challenges, and competencies that will inform their search/hiring considerations?
- How do emerging leaders view the leadership role, and what can be done to support their development?

Following research with experts in executive leadership; and interviews, surveys, focus groups with association CEOs, emerging leaders, and volunteer leaders, the research survey was conducted with all of the key stakeholder groups that are involved in the association leadership supply food chain.

## Research Results

Over 590 Responses

Over 200 CEOs  
Over 200 Vol unteer Leaders  
Over 100 Staff/Emerging Leaders

### Factors Contributing to Failure of CEO

- Inability to keep organization relevent and current
- Failure to build volunteer relationships and a team environment

### Values

- People of all generations have similar values (35% Agree; 58% Disagree)
- Different generations have about the same level of loyalty (13% Agree; 78% Disagree)
- Work/life balance is a more significant factor emerging leaders than for current generation of CEOs (60% Agree; 15% Disagree)

## Key Issues

### Association Future Challenges

- Building pipeline of next-generation leaders (volunteers and staff)
- Redefining how we deliver education, learning, and knowledge
- Proliferation of alternative channels of access, insights, information, and approaches to serve.

### Core Competencies in the Future

- Strategic Thinking
- Effective Communication Skills
- Business Acumen/Results Focus

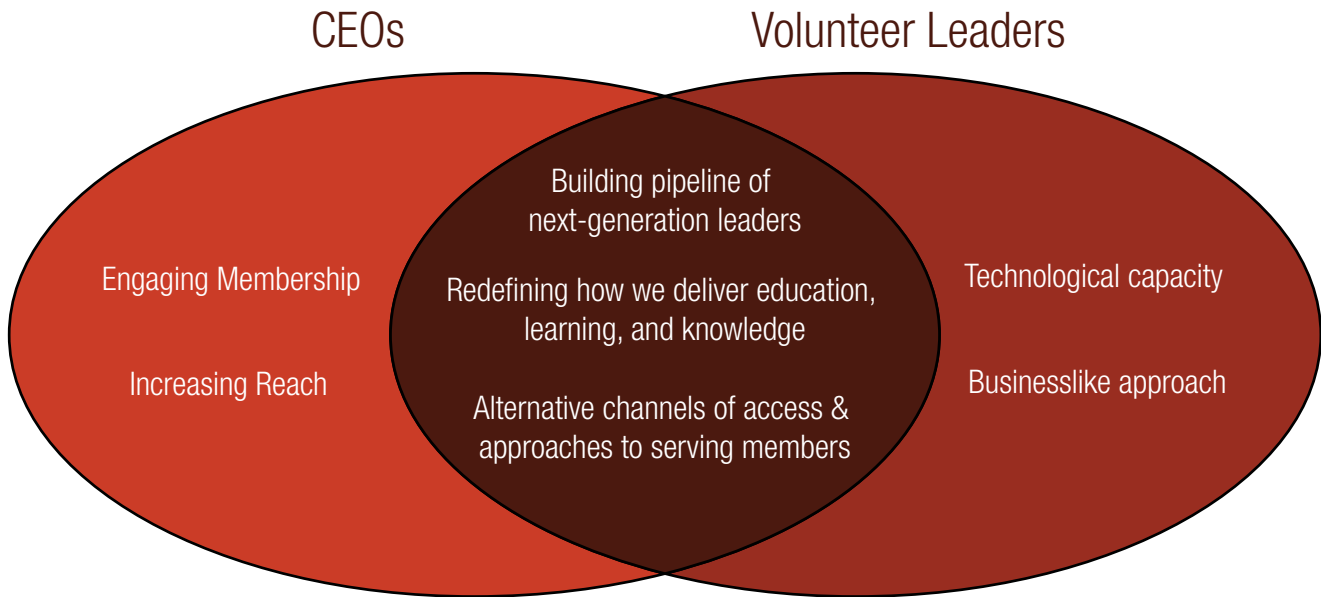
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What are the top 5 most significant challenges facing your association in the next 5-10 years?



What are the core competencies necessary for an association CEO in the next 5-10 years?

