

# Reimagining the Office and Workplace



COVID has disrupted how we think about work and “going to the office.” For some, working virtually has been a great experience, for others not so much. Determining how, when, or even if we should return in-person presents many issues and challenges; it also provides opportunities to reimagine the office and work life.

Join fellow members on **Friday, April 23**, from 9:00 to 10:30 a.m., for a virtual seminar, **Reimagining the Office and Workplace**. Hear firsthand accounts of organizations that are addressing these issues and explore the HR considerations that need to be taken into account. The seminar, to be held from 10:30 a.m. to 12:00 p.m., will be led by **Maureen Dingus, CAE**, Chief Operating Officer of the Virginia Society of CPAs; **Lisa Noon, CAE, RCE**, Vice President of Organization Management Group; and **Patricia Trudeau, SHRM-SCP**, Vice President and Chief Administrative Officer at Association of Corporate Counsel.

Register at [vsae.org/calendar](https://vsae.org/calendar).

## Three Ways Associations Can Turn Events Into Year-Round Engagements

Events are unique opportunities that can boost member engagement across a diverse range of contexts, but they’re often frozen in time over a few days. Momentum ramps in the lead-up to the event, then everyone goes home, and that’s it— until it’s time to start promoting the next one.

What if you could build on the pre-event momentum your association creates and keep the conversation going to engage, empower, educate, and inspire your membership 365 days a year? While virtual and hybrid events

are a start, they too are typically limited in duration.

Instead of thinking of events as starting and ending within a few days, take advantage of the wide-open window of opportunity between each event. Consider these three strategies for turning your association events into year-round engagements:

**1** Curate and share evergreen (versus time-bound) content on multiple channels. The value of event content doesn’t diminish

*continued on page 8 >*

### UPCOMING EVENTS

WEDNESDAY, MARCH 17  
Webinar

**Race For Relevance: 5 Radical Changes for Associations**  
1:30–2:30 p.m.

WEDNESDAY, MARCH 24  
Webinar

**Work and Life Balance Balancing the Quickness, Quantity, and Quality of Your Life**  
1:30–2:30 p.m.

MONDAY, MARCH 29  
**Communications & Marketing SIG Meeting**  
2:00–3:00 p.m.

WEDNESDAY, APRIL 7  
Webinar

**The Fine Art of Building Relationships: Face-to-Face and Virtually**  
1:30–2:30 p.m.

FRIDAY, APRIL 9  
**AMC SIG Meeting**  
9:00–10:00 a.m.

TUESDAY, APRIL 13  
**CEO SIG Meeting**  
9:00–10:00 a.m.

FRIDAY, APRIL 23  
Seminar

**Reimagining the Office and Workplace**  
9:00–10:30 a.m.

**VIEW UPCOMING EVENTS AT  
VSAE.ORG/CALENDAR**



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# Vote for Your 2021-2022 Officers and Directors

The Nominating Committee, chaired by Immediate Past President Ray Mattes, III, CAE, and the Board of Directors, present the following slate of officers and directors for the 2021-2022 year (May 1–April 30).

## OFFICERS

### PRESIDENT

**Maureen Dingus, CAE**  
Chief Operating Officer  
VA Society of CPAs

### PRESIDENT ELECT

**Steven Williams, CAE**  
Partner  
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**Stewart Hinckley**  
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Ruggles Service Corporation

### SECRETARY

**Shannon McCabe, CAE**  
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### IMMEDIATE PAST PRESIDENT

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General Counsel  
VA Association of Counties

## DIRECTORS

**Corey Clayborne, FAIA, NOMA, MBA**  
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Virginia

**Sarah Gouger**  
Program Coordinator  
Virginia Tech Center for Emerging,  
Zoonotic, and Arthropod-borne  
Pathogens

**Amy Hewett, CAE**  
VP of Strategy & Communications  
Virginia Health Care Association

**Christina Lewellen, MBA, CAE**  
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Association of Technology Leaders  
in Independent Schools

**Carter Lyons, CAE**  
Director of Communications  
Associated General Contractors  
of Virginia

**Lisa Noon, CAE, RCE**  
Vice President  
Organization Management Group

**Kyle Shreve**  
Executive Director  
VA Agribusiness Council

**Abby Tammen**  
CEO  
Charlottesville Area Association of  
REALTORS

**Bruce Whitehurst**  
President & CEO  
VA Bankers Association

### Associate Member

**James Gelfand**  
Vice President of Sales and Revenue  
Kingsmill Resort

Additional candidates for the offices to be filled (except President and Past President) may be placed on the ballot with a petition signed by at least 10 percent of the members eligible to vote. The petition must be filed with the current Secretary, Stewart Hinckley, by March 25. The Secretary shall send notice of such additional nominations to all members eligible to vote before the election. **Look for an email on Friday, March 26 with a link to a simple "For" or "Against" vote on this slate. All votes must be submitted by Thursday, April 1.**



## Our Collective Voice Makes a Difference!

Join other association professionals virtually **March 25-26** for **American Associations Day**. In December, Congress expanded the flagship Paycheck Protection Program (PPP) to thousands of 501(c)(6) organizations, providing them collective access to tens of billions of dollars in critically needed financial relief. As Congress continues to address the economic impact surrounding the COVID-19 pandemic, associations need to be at the table.

American Associations Day will include two days of engaging content worth 4.5 CAE credit hours. Participants will learn about association policy issues, ask questions to Members of Congress, and gain valuable insight from advocacy experts on topics ranging from Civil Discourse & the Role of Associations, Building a Grasstops Network, and Strengthening Your Digital Advocacy Campaigns. There will also be opportunities to sign up for virtual Hill meetings with your Members of Congress during the weeks to follow.

Register at [asaecenter.org](http://asaecenter.org).



## THE QUALITY CHOICE FOR YOUR NEXT EVENT

**Embassy Suites by Hilton Hampton Hotel & Convention Center** provides premium accommodations in Hampton, Virginia. Situated at the intersection of I-64 and I-664, and close to both the Norfolk International and the Newport News/Williamsburg International airports, our hotel provides easy access to popular Virginia attractions.



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# RECONNECT RECHARGE REIMAGINE

VSAE 2021 ANNUAL CONFERENCE  
**June 27–29, 2021**  
 Marriott Virginia Beach Oceanfront  
[vsae.org/annual](http://vsae.org/annual)

## KEYNOTES



**MARCUS  
SHERIDAN\***

**The Digital Consumer:  
How Today's Buyer Has Changed and  
What Your Business Must Do About It**

More than any other time in the last 100 years, and further compounded by COVID, buyers and customers today have made a dramatic shift in the way they make purchasing decisions. Unfortunately, many companies haven't adapted to this shift and are not prepared for the continual evolution of this "new digital customer." Marcus Sheridan brings clarity to the way buyers have changed and provides actionable steps on what companies must do to align themselves with this shift in purchasing patterns.

\*Speaker courtesy of Powell Kohne Associates, LLC.

**MICHAEL  
DOMINGUEZ**



**Where Does the Meetings Industry  
Go From Here? Reflections and  
Observations on a Post-Pandemic World**

The world of meetings, events, and travel is changing to meet the needs of a shifting marketplace. Using a variety of recent research reports and studies, find out what trends will affect your meetings and travel today and tomorrow. Get an overview of the state of the global meeting, event, and travel industry, and understand the trends and changes that will move the industry into their next chapter.

## SCHEDULE

Schedule subject to change.  
 See detailed schedule at [vsae.org/annual](http://vsae.org/annual).

**Cannot attend in-person?  
 Create your own hybrid conference experience!**

All keynote and breakout sessions are accessible to hybrid conference attendees, as well as networking opportunities/activities specific only to them. Descriptions in teal are for hybrid attendees only.



### Sunday, June 27

11:00 am	Golf
1:00 pm	Pre-conference recreation activities
5:15 pm	New Member and First-Time Attendee Mixer
6:00 pm	Opening Reception

### Monday, June 28

6:30 am	Yoga Wake Up
7:30 am	Registration Opens
8:00–9:00 am	Get to Know Your Digital Colleagues Icebreaker
8:30 am	Breakfast
9:15–10:15 am	Keynote by Marcus Sheridan*
10:30–11:45 am	Breakout Sessions
12:00 pm	Lunch and Installation of 2021–2022 Board Officers
1:00–1:45 pm	IGNITE Presentations
2:00–3:15 pm	Breakout Sessions
3:30–4:45 pm	"Ask Me Anything" with Presenters
3:30–4:45 pm	SIG Meetings
5:30 pm	President's Reception (invitation only)
6:15 pm	Jazz Night with the Greats
7:15 pm	Dinner & Entertainment

### Tuesday, June 29

6:30 am	Yoga Wake Up
7:30 am	Registration Opens
8:30 am	Breakfast and Closing Remarks
9:15–10:15 am	Keynote by Michael Dominguez
10:30–11:45 am	Breakout Sessions

GET DETAILED SESSION DESCRIPTIONS, LEARNING OBJECTIVES, PRESENTER BIOS, CONNECT WITH OTHER ATTENDEES, AND ENGAGE ON SOCIAL MEDIA ON THE OFFICIAL VSAE MOBILE APP, **ENGAGEFULLY**.



**REGISTER AT [VSAE.ORG/ANNUAL](http://vsae.org/annual)**

# BREAKOUT SESSIONS & PRESENTERS



## Monday Morning 10:30 – 11:45 a.m. 1.25 CAE Credits

### LIFE ON A 3x5 | *Scotty Sanders*

Who needs a framework for daily success? Everyone - because we're ALL running 100 mph these days! So why not take 1% of each day to plan the other 99%. Less than 1% of us greet each day with a framework for success. Instead, most people are characterized by continually jumping from one 'urgent' matter to the next in a frantic effort to get things done. Clearly, 'no plan' is a plan. It's just the worst possible plan anyone could have. "Life on a 3x5" will help you transform from "crazy busy" into "super productive" with immediate takeaways and a simple daily ritual you can easily knock out in around 10 minutes. You will be simply amazed at how efficient and productive the other 99% of your day can be!



### THE REINVENTION MANDATE: SHAPING YOUR ASSOCIATION'S TURBULENT TWENTIES TODAY | *Jeff DeCagna, FRSA, FASAE*

On December 31, 2029, the final day of The Turbulent Twenties, senior association decision-makers, staff, and stakeholders will look back and ask themselves a question. Which question that will be depends to a large extent on whether boards and chief staff executives are ready to reinvent their associations in 2021. Before this continuing turbulence takes away more of their choices, association boards and executives must act to reinvent their organizations for the rest of this decade. In this foresight experience, participants will think differently about the significant challenges ahead, learn about the generative next practices and capabilities required for reinvention, and prepare themselves for the complexity of navigating and shaping an irrevocably altered world.



## Monday Afternoon 2:00 – 3:30 p.m. 1.25 CAE Credits

### HOW TO RAMP-UP CORPORATE SPONSOR RELATIONSHIPS | *Bruce Rosenthal*

Sponsors play a vital role for associations, providing much-needed revenue. However, sponsorship programs are facing big challenges. The majority of association sponsorship programs are focused on logo placements and recognition at conferences. Many companies are seeking year-long sponsorships with greater marketing value measured by ROI. Explore how to strengthen your association's sponsorship program with the dual goals of increasing revenue and enhancing member value.



### DATA-DRIVEN DECISION MAKING TO IMPROVE BOTTOM-LINE SUCCESS | *Tim Hopkins*

How can associations utilize data and analytics to increase customer engagement and satisfaction, measure ROI on programs and services, and improve their bottom-line? In a recent study, approximately 180 associations shared insights into common challenges and misconceptions about data and analytics. This session will share these important research findings and uncover tactics that accelerate an association's data journey and provide steps to improve data-driven decision-making capabilities.



## Tuesday Morning 9:30 – 10:45 a.m. 1.25 CAE Credits

### LESSONS FROM THE ASSOCIATION INITIATIVE ON SMALL IMPROVEMENTS | *Jay Daughtry*

The Association Initiative on Small Improvements was launched in the summer of 2020 on the premise that associations can become indecisive, particularly in times of massive change. The Initiative has enabled associations to focus on areas where they can control and make changes with an eye toward reducing costs, increasing revenue, improving the member experience, and/or creating efficiencies. Already the lessons from this community have been significant, and a similar approach can be readily applied within other associations.



### CULTURE OF ENGAGEMENT: HOW TO BUILD A PASSIONATE, ENGAGED MEMBERSHIP | *Joshua Evans*

Every member of your organization joins from an engaged, passionate place. However, with such demanding roles in their workplaces, it's understandable that their association membership would take a back seat. It can be easy for them to rationalize skipping networking events or educational sessions because of the demands of their daily life. Learn how to positively impact your members by reigniting their passion and re-engage their commitment. Walk away with tools to help them look beyond what your organization 'is' and what your organization 'does' to reveal what your organization truly means to them and their professional success.



**GET SOCIAL! #VSAEAC21**

# LET'S RECAP!



Enslin



Edwards



Marquis



Busky



Gull



Mahmoud

## Seminar: Remaining Positive in Times of Crisis

On February 5, seminar attendees were treated to a lesson in positivity by Tyler Enslin. Tyler's seminar, *Remaining Positive in Times of Crisis*, covered the importance of managing mindset to control stress, adaptable techniques to stay focused, and productive during challenging times. The highly interactive program was a hit with everyone who attended, and Tyler challenged the attendees to create positive habits to promote personal growth and achievement in the year ahead.

## Seminar: Are You An Accidental CIO?

Moira Edwards, President of Ellipsis Partners, and James Marquis, Chief Innovation Officer of 501Works, hosted *Are You An Accidental CIO? Get Tips from IT Pros*, on February 19. The program was targeted toward association leaders who find themselves (often reluctantly) in charge of the ever-changing and ever-complex world of IT for their organizations. Moira and James covered several topics including recent successes associations have had with technology, common failures, how to avoid risky IT practices, and fundamental questions associations need answered by vendors and staff to ensure success in the areas of operations, service, and innovation.

## Seminar: Making DEI a Strategic Priority

On March 5, VSAE hosted a panel discussion, *Making Diversity, Equity, and Inclusion a Strategic Priority*. Panelists were Chris Busky, CAE, CEO of the Infectious Disease Society of America, Kelly Ann Gull, CAE, Sr. Manager – Governance and Executive Office for the National Society of Professional Engineers, and Heb Mahmoud, Sr. Manager of Diversity Initiatives for the Consumer Technology Association. The interactive seminar covered topics such as how to measure success for DEI initiatives, responding to events involving social and racial justice, and an open discussion about successes and failures organizations have experienced with DEI.




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The Greenbrier is extremely proud of its more than 250-year history, but it continues to look forward with ongoing renovations to keep the storied resort fresh and modern. Over the last year, carpets, bedding and upholstery have been replaced throughout the resort, while indoor pool locker rooms, indoor tennis courts and guest suites received substantial upgrades. A completely refurbished conference center is scheduled to be completed by mid-March, and other renovation projects are in the works. Plan your visit now to see the fresh look combined with the legendary history and hospitality that have made The Greenbrier America's Resort™ for more than two centuries.

**BOOK YOUR MEETING OR GROUP**  
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# ASSOCIATE MEMBER Q+A

1. How has your business had to reevaluate its services because of the pandemic?
2. What plans does your business have for 2021 and beyond?

The past year has been challenging for all of us, but particularly for our Associate members. Many businesses were closed for months or had the majority of staff furloughed, resulting in drastically reduced sales.

We asked our 2021 President's Club and Benefactor Partners the two questions above to see how they have pivoted their businesses due to the disruption caused by the pandemic.

There were more responses than can fit on this page; you can read them all on the VSAE blog. ([vsae.org/blog](https://vsae.org/blog))

## **Randy Cummins** **James River Audio Visual Services**

**1** For us, the "pivot" involved getting acclimated and comfortable with streaming platforms and how to help existing clients understand how to implement the technology in place of in-person events. A crucial component was practicing and rehearsing virtual events and learning along with the clients, instilling confidence that the result would be successful. The relationship with our VSAE member clientele has been crucial for our business during the pandemic.

**2** We expect a virtual component to be a part of in-person events going forward, giving rise to the "hybrid" event far past the end of the pandemic. This will include augmenting existing inventory to provide for this added service as well as additional staff training for implementation. Working with venue partners to insure IT infrastructure is in place to support the new event models will also be crucial.

## **James Gelfand** **Kingsmill Resort**

**1** We have consolidated our food and beverage offerings into one restaurant. We also have created a very robust to go/delivery menu available not only to resort

**"We are working with our local community to help promote our culinary scene, parks, and venues to showcase how they are adapting and thriving through COVID."**

guests, but also to residents within Kingsmill. Some of our spa service offerings, along with steam room and sauna have been suspended. Housekeeping services are reduced; we will exchange towels daily, empty trash daily and perhaps refresh a room lightly, but full service housekeeping daily service is not occurring. We have developed a long term stay program with golf benefits for a minimum of 30 days and it has been very well received.

**2** We will continue to concentrate on the drive market, social and group business, and work toward offering as many options/amenities as possible based upon restrictions that may be in place, easing personal fear with the right safety and cleaning protocols, and managing our resources properly to maximize our guests' experiences.

## **Rita Matthews** **VisitNorfolk**

**1** In Norfolk, we are taking safety to the next level. The city has implemented OpenNorfolk, a boots-on-the-ground program that helps local businesses maintain safety protocols under state and federal guidelines. This has allowed us to safely welcome visitors and groups back to our destination. We are also working with our local community to help promote our culinary scene, parks, and venues to showcase how they are adapting and thriving through COVID. In order to adapt to virtual meetings and events, VisitNorfolk quickly pivoted and found creative ways to stay connected to our clients by offering unique services such as custom

video messages and digital chat backgrounds for meetings that converted from in-person to virtual. Our Convention Services team also obtained certification in Virtual Events and Meetings Management (VEMM) and Global Biorisk Advisory Council Trained Technician (GBAC-Trained Technician).

**2** We are continuing to follow the executive order directive as outlined by the Governor, updating our stakeholders with relevant information, maintaining an active presence on social media platforms, and participating in hybrid industry conference opportunities where available. We've also changed our daily business practices, by establishing creative ways to connect with clients virtually. More recently, VisitNorfolk has afforded clients the opportunity to explore the city from the comforts of their home, by way of virtual FAM invites at various times throughout the year. In addition to expanding our customer reach, purchases made at the Visitor Center are now available for shipping throughout the United States. We are also continuing our joint partnership with the Virginia Beach Convention and Visitors Bureau, the "Together At Last" pass program where guests can register online to experience many venues, dining or attractions in both cities during their visit to the area. VisitNorfolk continues to adjust to the needs of the client, while consistently promoting the city as a safe meeting destination for all.

[Read more at vsae.org/blog](https://vsae.org/blog)

unless you keep it frozen in time. Key takeaways and insights from sessions can hold as true two days post-event as 352 days after the fact. It's as simple as rethinking how the content is packaged and when and where it's shared.

**What this looks like:**

- Templates attendees can download with exercises to help them carry learning forward from your event to their own organizations.
- Video recaps and transcripts of high-level insights from sessions, panel discussions, and contextual commentary.

**2** Deliver content through targeted email and social-media marketing campaigns. If you limit sharing evergreen content to public channels, you miss out on the opportunity to engage with your audience on an intimate, personalized level. Leverage the member data that lives in your association management system to personalize your email messaging.

Take what you know about member behavior (interactions and impressions on social channels, for example) and apply it to build integrated multichannel marketing campaigns around content curated to amplify value for your members.

**What this looks like:**

- Conversational calls to action such as, “share your favorite moments from the event in photos” with a branded hashtag on specific channels (e.g., an event app or microsite, public social media).
- Key takeaways from sessions in easy-to-download PDF formats.
- Keynote and leadership highlights in regular newsletter-style mailers focused on a strategic theme, such as digital transformation or #futureofwork.

**3** Adopt a conference mobile app and microsite or other tech-enabled community. Event technology is so pervasive your options are virtually limitless. Consider what year-round member engagement is worth to your association: How much bandwidth and budget do



you have, and how much could you save with this technology? Use your answers to inform the decision about how to approach adopting a new platform or tool.

**What this looks like:**

- A digital community at their fingertips.
- Your association as a trusted resource for relevant information not limited to a single location or timestamp.
- Curated content by industry, common interest, or topical challenges like member engagement and non-dues revenue generation ideas.

By employing these three strategies to turn your conferences into year-round events, your association will likely not only see increased member engagement but also more revenue and sponsorship opportunities.

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**ABOUT THE AUTHOR**

**Christina Tomlinson** is Vice President of Marketing and Events at Pathable, Inc., an event app and website platform for conferences and tradeshows.

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# A Strategy for Safely Getting Employees Back in the Office

With many associations still not back in their offices due to the pandemic, leaders are wondering whether they can return in a safe way.

Eisenman & Associates has been back in the office since late June 2020. Terry Monroe, CAE, President of Eisenman's Association Management Services division and Executive Director of the Virginia Association of Society Executives, said getting back in the office successfully takes staff buy-in, a good plan, and flexibility.

"You can write all the guidelines and policies you want," he said. "You can try to mandate all that stuff, but buy-in from the whole team is really critical."

Eisenman & Associates' decision to return to the office was initiated by staff, Monroe said. A couple of team members, who felt their home situations were not working and wanted to return, brought the idea to the entire staff for discussion.

"This was a team-driven conversation on how we should do this and what would it look like," Monroe said. "From there, we realized we needed to create protocols and guidelines for when people did come back to the office."

A team created return-to-work guidelines, which were circulated to the whole staff for feedback. Once the guidelines were finalized over a few weeks, the entire team returned. Among the rules implemented were temperature checks at entry, a no-visitor policy, a mask mandate in all common areas and hallways, requirements for kitchen use, and social distancing. The organization did not have to reconfigure its office space.

"We have old-school office space, where we have private offices," Monroe said. "That gave us a big advantage." Team members can remove their masks in their office when alone.

Monroe noted that organizations with cubicles or other types of floor plans will

have more challenges. "Physical space is going to be an issue," he said. "If you have an open floor plan, you are going to have to figure out some way to make that work, whether that's shift work or staggered days."

The organization is able to collaborate by being in the building, with two people able to talk together while masked in one office. Up to three people can have a socially distanced meeting in the office's conference room. Eisenman and Associates leases a floor in a building that has a large conference space. If the entire team needs to meet, they use that space.

"It's been pretty seamless," Monroe said. "Wearing the mask and the social distancing have become standard operating procedure now, so you don't really think about it much."

## Why It Works

Monroe believes their return to the office worked well because the staff came together on the issue. "It wasn't like management said, 'You must come back on this day,'" he said. "I think that's important. I think the fact that this was a collaborative discussion, and people had a chance to weigh in and be part of the conversation to help figure out how this was going to work was very important."

It also helped that the staff has made safety a priority in and outside of work. "There was an agreement amongst the team that, as individuals, we would be doing our best to minimize any risks outside the office," Monroe said. "We understand our shared responsibility of looking out for each other."

The organization also is being flexible. While staff is back in the office, some people are telecommuting one or two days a week. "It's important to appreciate that one size doesn't fit all," Monroe said. "Some people work better remotely and some work better in the office. You need to understand your personnel. You need to understand how to get the most out of them and how they're going to work the best."

With that understanding, Monroe thinks any organization ready to return can. "I think the lessons we've learned can apply to any size organization," he said. "I realize the bigger the organization, there are more challenges and more staff, but it can be done."

## ABOUT THE AUTHOR



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In addition to compensation and salary information, this platform also gathers data on diversity, equity and inclusion (DE&I) initiatives, such as: gender and racial identity of employees; hiring practices; DE&I policies; and more. **All organizations inputting data by March 31 will receive a DE&I Industry Snapshot Report at no cost.**

While an annual subscription is required to generate benchmarking reports, data entry is free and all information will remain anonymous.

Get started at [VSAE.org/benchmarking](https://VSAE.org/benchmarking). Remember there is no subscription required to enter your organization's data. If you have an account already, simply log back in with the same username (likely your email) that you've used before. All data from 2020 has been saved.



## ASSOCIATION BOOKSHELF

What are you reading? If you have a book you'd like to recommend to your association colleagues, let us know! Send the title and author, along with a brief description, to **Lorraine Meade** at [lorraine@vsae.org](mailto:lorraine@vsae.org) and look for them in future newsletters.

### *Home Work* by Julie Andrews

Julie Andrews' story is riveting and confirms that we never know what someone has had to go through to get to where they are. It reminds me of a college football coach with whom I used to work who often said to his team: "To get to you got to go through." How true.

Colleen Briley  
Hilton Virginia Beach Oceanfront

### *Building a StoryBrand* by Donald Miller

Associations are challenged to be seen, heard, and understood. Because of the pandemic, communication plans are being refined and reworked and digital platforms are playing a bigger role. But what hasn't changed is the importance of getting the right message out to the main audience. Too often associations focus on themselves and

not their members as their heroes. "Your customer (member/client) should be the hero of your story, not your brand," according to Donald Miller.

Miller introduces a simple seven-part story board framework to help build and tell a compelling story. "If you confuse, you lose!" he says. What's your response when you're asked what you do? If your response is unclear and you ramble, you need to read this book. Clear, simple, relevant stories reduce the effort the listener has to make to understand your message. People respond to what they hear, not what you say.

Don't forget to add Chief Reminder Officer (CRO) to your title. As a CRO, it's a good habit to always remind members about something the association is doing to help them. Never assume your leaders/members know what the organization is doing for them.

A final thought. Imagine a dark football stadium with two people kissing on the 50-yard line. They know exactly what they are doing but nobody else does because they cannot be seen. It's a curse of associations I call "kissing in the dark!" Too often associations are doing great work for their heroes and industry but until someone "turns on the lights" no one knows what they are doing. This book will help you improve your communication success and let your members know all that you're doing for them!

Bob Ramsey, CAE, CRO



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Hilton Norfolk The Main is Norfolk's premier upscale hotel, dining, and meeting destination. The hotel features THE EXCHANGE, a world class, IACC-certified conference center located in the heart of the Mid-Atlantic, as well as three chic eateries.

Located in Downtown Norfolk at the corner of Granby and Main Streets, The Main is within walking distance to many of Norfolk's cultural attractions, trendy shopping and dining, and the Elizabeth River.

### THE GOLD STANDARD FOR SAFETY & SOLUTIONS

Supported by Hilton EventReady with CleanStay, The Main has been a leader in creative event experiences that are clean, flexible and socially responsible. Hybrid meetings at The Main mean you'll have confidence knowing we've undergone a thorough IT assessment of bandwidth and infrastructure.

### THE EXCHANGE: AN INTERSECTION OF INNOVATIVE SPACE & IDEAS

The Main features 65,000 square feet of flexible meeting space with two ballrooms, including the largest hotel ballroom in Virginia with an 18,500 square-foot Grand Ballroom, plus an abundance of pre-function space.

THE EXCHANGE is a technologically advanced, state-of-the-art conference center with dedicated professional staff and classrooms that intentionally open up to "think tanks" where ideas and dialogue can be exchanged.

### TAKE IN THE VIEWS AND DELECTABLE CUISINE

Offering three diverse, top-rated restaurants - Saltine, Varia and Grain - The Main is a central meeting point for office lunches, savory dining, after-hour drinks, special events, and everything in between.

### SALTINE

This street-level restaurant and bar is an urban seafood bistro and the number-one restaurant in Norfolk on TripAdvisor. To add to the distinctive downtown appeal, craft cocktails from the restaurant's apothecary bar are a

signature specialty. An extensive raw bar will showcase the region's finest oysters, clams and shrimp, along with seasonal favorites like stone crabs and soft shells.

Saltine's Chef's Loft sits above the bustling raw bar with views of the floor-to-ceiling wine collection for a perfectly intimate private dining experience.

### VARIA

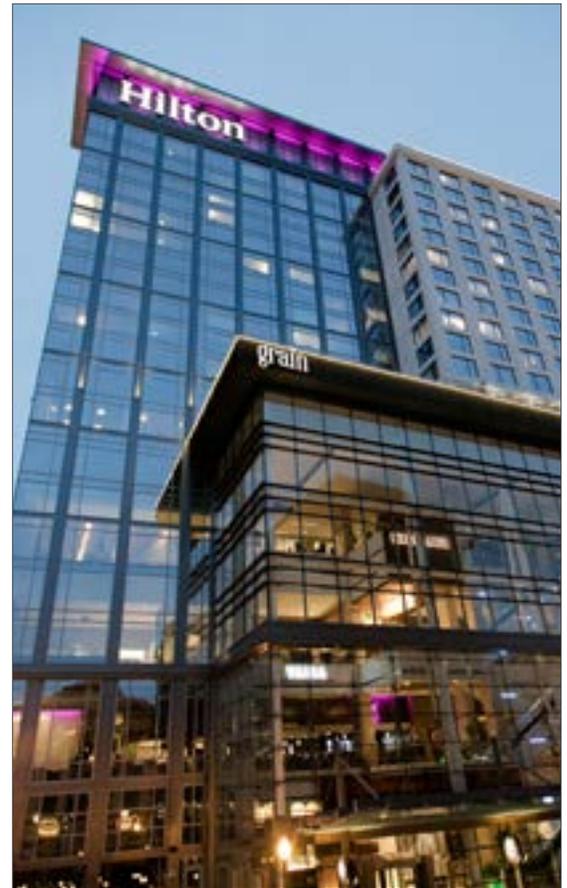
Varia offers artisanal Italian fare that allures guests into a sophisticated, relaxing space with an eclectic, modern design. Before your evening festivities at Varia, drop by the adjoining Wolf Lounge for a glass of wine from the 24-bottle Cruvinet.

For a private dining experience in Varia, venture beyond the hidden doors of the large millwork library that lead into an ultra-private dining room for exclusive events.

### GRAIN

Grain, Norfolk's only rooftop beer garden, is the perfect place to relax with a craft beer and enjoy the downtown nightlife. Grain offers an oversized fire pit, live entertainment and spectacular views of the Elizabeth River.

Start planning your next meeting and find out how you can kick-start 2021 with a 21% discount on your next hybrid event!



### CONTACT:

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If you are trying to lead your business through COVID-19 and still dealing with a paper or manual process for anything from recruitment to retirement, we would love the opportunity to show you a better way that will have a significant impact on your success.

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