

## Transforming Behaviors That Impact Your Bottom Line

Very few people or organizations can clearly articulate *why* they do what they do. It is not about making money—that is a result. *Why* is all about purpose, cause, or belief. *Why* does your association exist? *Why* do you get out of bed in the morning? *Why* should anyone join your organization? And *why* should anyone care?

Join VSAE on **Friday, February 2, 2018**, at **The Jefferson Hotel** for **“Transforming Behaviors That Impact Your Bottom Line in Your Membership Organization,”** presented by Yedda.

After attending this highly interactive session, participants will be able to understand the greatest change they can make is not changing the behaviors of others but of themselves and learning how to communicate their “why.”

During the luncheon, Yedda will present **“What You Need to be a Game Changer in Your Organization.”** Learn the top three traits every “game changer” possesses and how to interact with one when you see them.

Yedda, a business coach and consultant, is a results-oriented entrepreneur with demonstrated ability to boost revenues and achieve ambitious organizational objectives through expertise in change management, creative and strategic planning, sales and marketing, and branding and business development. Learn more at [yeddas.com](http://yeddas.com).



**REGISTER AT [VSAE.ORG](http://VSAE.ORG).**

## The 5 Crippling Leadership Habits You Need to Break NOW

We are all familiar with bad health habits and we know how to get screened for them and even enroll in prevention and treatment methods to cure them but what about those leadership habits that are wrecking your culture and your profit? Do you know what those are and have you assessed whether you possess them?

**1 Absence of Clear Directives.** It is pretty simple...a confused mind says NO. The level of cooperation you will receive will be in direct proportion to the clarity of your directives. As a leader, your job is to do the following.

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### NEXT EVENT

#### SEMINAR SERIES WITH LUNCH

Friday, February 2  
The Jefferson Hotel

Speaker: Yedda

8:00 a.m. Registration

8:30–11:00 a.m. Seminar

“Transforming Behaviors That Impact Your Bottom Line in Your Membership Organization”

11:00–11:45 a.m. Networking Reception

11:45 a.m.–1:30 p.m. Luncheon

“What You Need to be a Game Changer in Your Organization”

**Register online at [vsae.org](http://vsae.org).**

### UPCOMING EVENTS

#### SENIOR STAFF SIG: NEW TECHNOLOGY AND THE IMPACT ON EDUCATION PROGRAMS AND CONFERENCES

Friday, January 26  
Virginia Association of  
Community Banks

#### SEMINAR SERIES WITH LUNCH “MEMBERBALL: INCREASING MEMBER ENGAGEMENT AND SATISFACTION THROUGH INNOVATIVE DATA ANALYSIS”

Friday, March 2  
Hilton Richmond Downtown

Check out all events at  
**[vsae.org/upcoming-events](http://vsae.org/upcoming-events).**

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# Leadership reflections



Brandon Robinson, CAE  
VSAE Executive Director

I have always found the beginning of a new year an exciting time. I have never been one to make a lot of New Year's resolutions or make grandiose plans to become a gym rat. Rather, I find the chance to begin again refreshing. The start of a new year is a time to make plans and perhaps think about things just a little bit differently. So, what is different for VSAE and your association community in 2018? Several things . . .

First, as President **Scot McRoberts** announced at the Awards Luncheon in December, VSAE will be launching a leadership development program in 2018. This program is the culmination of years of work from VSAE's Board of Directors to tackle the question of how the association can help with the great leadership and generational transition occurring in the industry. VSAE's leadership development program will help fill a great need for leadership training specific to the association industry. It will not be an age-restricted program. It will be a program designed for anyone who wishes to become a leader in our industry. It will be led by experts and experienced association executives alike.

Second, VSAE has re-branded its Monthly Luncheons. The newly named Seminar Series helps reinforce VSAE's focus on education. And while the basic format of these events remains the same, there are some changes to the schedule. Responding to member feedback, we are offering variations on the format to try to accommodate members' busier schedules. The April Seminar Series will be a breakfast followed by the seminar. In September, the Seminar Series will be an afternoon seminar followed by a networking reception. The goal is to create more ways members can engage with VSAE while keeping the tried and true seminar plus complimentary networking breakfast/luncheon/reception model. You can read more information including a helpful set of FAQs on the website at [vsae.org/seminar-series](http://vsae.org/seminar-series).

**"There is a lot changing in 2018 for VSAE, though one thing that will not change is VSAE's commitment to you, the members, and living out the mission of creating a network for association professionals; connecting, learning, leading."**

Finally, VSAE will be expanding its geographic footprint into Northern Virginia in 2018. VSAE's membership has grown in the area considered by some to be the "association capital of the world," however heretofore, the opportunity for these members to engage without driving to Richmond has been limited. Therefore, the board made a strategic decision to commit to holding at least two seminars in that area in the first half of the year. If successful, a third may be held in the fall. The goal of this new program is two-fold. One is to engage members from

Northern Virginia. Two is to grow VSAE's membership in an untapped region. Stay tuned for dates and more information about these events.

As you can see, there is a lot changing in 2018 for VSAE, though one thing that will not change is VSAE's commitment to you, the members, and living out the mission of creating a network for association professionals; connecting, learning, leading. I look forward to continuing the journey in 2018 and beyond.

## MEMBER SPOTLIGHT

**Matt Ott, M.S., CAE, CMP**  
Chief Operations Officer  
National Grocer's Association

### What do you like most about your job?

Everyone says this, but we honestly work with the greatest people at our member companies. Every day makes me want to work harder for them.

### What is your greatest challenge at work?

There is never enough time to do everything we want to do.

### Who have been mentors and/or role models in your life/career?

I have been very fortunate to have several mentors. My grandfather and my mother top the list, with Charlie Bray and Peter Larkin a close second. My time working with them at the National Grocer's Association has been not only rewarding, but enjoyable.

### What is on your music playlist?

I have everything from classical to metal to rap, and that is just scratching the surface.

### What sports/teams do you root for?

I am a huge Liverpool Football Club (English soccer) fan. I have been there twice and have already started planning my next trip.

### What drew you to the association industry?

I am actually a third-generation association executive so you could say it is in my blood.

### How do you recharge?

It seems counter-intuitive in a way, but I actually find running on a regular basis does wonders to physically and mentally recharge the batteries.

### What advice would you give your younger self?

Work hard, be kind, be humble, and most importantly, do not be too hard on yourself. Things will always work out in the end.

### What character do you most admire in others?

Honesty. Hands down.

### What piece of advice would you give someone new to the association world?

You will get back ten times what you put into this industry. Stay engaged with your peers.

### What do you enjoy doing in your time away from work?

Spending time with our newborn son and my wife, Jillian, and going on long walks with our dog.

### What was the last great piece of advice you received?

Always trust your first instinct.



- Create the vision.
- Establish the goals necessary to bring the vision to fruition.
- Determine the tasks required to achieve the goals.
- Convey the specific results required for everyone on your leadership team.
- Convey the actions and behaviors required for the specific results.
- Look in the mirror and ask yourself, do your beliefs and behaviors model what you are expecting?

**2 Lack of Accountability.** All leadership traps are rooted in lack of accountability. Once your vision is cast and your goals are set, all parties must be held accountable; if not, why set the goals in the first place? Anytime you convey results criteria and accept anything less, you have weakened your position as a leader and entered into a potential pattern that is very dangerous. You teach people how

to treat you and they are watching to see what you will and will not tolerate.

**3 Rationalizing Inferior Performance.** Great leaders take ordinary people and cause them to become extraordinary. They accomplish this by holding them strictly accountable for specific results. They cause them to go beyond, often far beyond, their self-imposed limits. They do not fall for “control mode” behavior, excuses, victim mentalities, or sad stories; they know they get what they tolerate, so they never rationalize inferior performance. Mediocre leaders, on the other hand, sympathize with, relate to, and make exceptions for the slackers, excuse makers, and those in need of “mental enemas”. They allow them to take their focus off the results required for success. They spend precious time and energy listening to, dealing with, and ultimately rationalizing to themselves and others the inferior performance of those who do not care about the organization.

**4 Planning in Lieu of Action.** Many of today’s leaders spend an inordinate amount of time “getting ready to get ready.” They often do not invest equal amounts of time, energy, and resources in achieving the results as they do in planning the targets. Instead, they go through several quarters before realizing that they are not achieving the results they planned, and so they say, “Let’s revise the plan... again.” The problem is almost never the plan; the problem is the leader’s failing to hold people strictly accountable for executing the plan with action.

**5 Aversion to Risk and Change.** Most organizations wait too long for change. They delay until the pain is so intense that there is no other choice but to change; it happens every day. Effective leaders in today’s massive change environment must make the pain of status quo greater than the pain of change. If not, they face significantly-reduced earnings, performance expectations, or worse.

These are the ominous signs of a leader that is in denial relative to these five crippling leadership habits:

1. Rationalizing inferior performance across the board.
2. Meeting mania with no actionable conclusions.
3. Scheduling meetings for the purpose of gaining broad political consensus.
4. Discouraging calculated risks.
5. Creating a culture of blame and fear.
6. Retaining non-productive “sacred cows.”
7. Offering no consequences for marginal performance.
8. Hoping things will change or get back to “normal.”

Do you have what it takes to lead change in today’s rapidly changing, economically constrained environment?

## PRIZE WINNER

Congratulations to **Duront “D.” Walton, Jr., CAE**, of the VA Telecommunications Industry Association, who is the Awards Luncheon & Silent Auction evaluation prize winner. D. won a one night stay at the **Hilton Richmond Hotel & Spa at Short Pump** with breakfast.

Be sure to send in your feedback on our Seminar Series events by completing the evaluation survey. Your comments are important for planning future successful events.

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**aura**

## ABOUT THE AUTHOR



**Yedda** is a successful entrepreneur and leader and holds an MBA. She is a certified coach and results-driven business consultant.

Learn more at [yeddas.com](http://yeddas.com).



# Join ASAE in Washington, D.C. to Share the “Power of A”

by Mary Kate Cunningham, CAE,  
Senior Manager of Public Policy, ASAE

## Association Public Policy Update

The New Year will bring a continued period of change in Washington. With further tax legislation being debated and upcoming midterm elections approaching, it is more important than ever for the voice of association professionals to be heard.

Last year Congressional Republicans passed the most sweeping overhaul of the tax code since 1986. The plan cuts the corporate tax rate dramatically and will lower taxes for most American families in 2018, though critics have pointed out that the wealthy will benefit more than the middle class or lower-income taxpayers. Also, many of the individual tax breaks are set to expire in the coming years unless Congress intervenes to extend them, while the corporate tax breaks are permanent.

ASAE is pleased to see the following provisions were not included in the final legislation: taxation of royalty income; elimination of deferred compensation plans for association and other non-profit employers; and application of intermediate sanction rules to 501(c)(6) groups.

Thank you to everyone who weighed in on these provisions during this very rushed legislative process. Collectively, association professionals played a very influential role in this tax overhaul. The bill is not perfect, but ASAE was able to protect the association community from some harmful provisions. That is a testament to the ability of association professionals to mount a concerted advocacy effort when threatened.

**We all are from different organizations, but when we speak as a collective voice we are stronger together. As association professionals, we share a common interest in promoting our sector. To register, call Mary Kate Cunningham at (202) 626-2787, write her at [mcunningham@asaecenter.org](mailto:mcunningham@asaecenter.org), or visit [thepowerofa.org/hillvisit/](http://thepowerofa.org/hillvisit/).**

## American Associations Day

There is a critical need for association leaders to share their story with lawmakers in Washington. Sharing associations' success stories and the positive impact on society is important because it results in a continued understanding of why associations matter, and why it is in everyone's collective interest to have associations and professional societies as key contributors to societal identity, professional growth, and quality of life.

Association professionals have a profound effect in Washington by sharing with their representatives the important ways their organizations are contributing at home and how policy issues critically impact them. Join VSAE and ASAE in Washington, D.C. on March 21-22 for American Associations Day, the only legislative fly-in for association professionals.

Experience in government relations is not needed to attend American Associations Day. ASAE makes it easy: they provide training on the most effective way to share the message and provide you with resources for visiting your Congressional offices.

With all the legislative and regulatory issues facing associations, it is critical to share with Congress the “Power of A” message: associations make the world smarter, safer, and better every day.

Registration is free and ASAE even provides a scholarship of up to \$300 to attend for those outside the D.C. area. Register to meet association professionals from around the country and to attend the ASAE Board Reception. Additionally, 3.5 CAE credit hours are included in the education session.

This year's sessions will feature briefs on timely policy issues as well as how best to communicate the “Power of A” to your elected officials. In addition, you will get valuable face time with colleagues from your home state, association CEOs, the ASAE Board of Directors, and other leaders in the association community. This is a tremendous opportunity to come together to engage with one another, to advocate for the profession, and to learn from the best in the industry.



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## INVEST IN YOUR FUTURE — JOIN THE CAE STUDY GROUP

**"I believe that a true professional always seeks out opportunities to grow, not only to learn new ways how to do XYZ, but to gain a broader knowledge and perspective that would be useful now or in the future. The CAE helped me do just that and beyond."**

DeeJay Garringo, CAE  
Associate/Director, STAT Association Management, Inc.

The VSAE CAE Study Group is now forming for members interested in studying for the certified association executive (CAE) exam in May.

The study group begins February 20 and runs for 10 weeks, ending in time for the exam on May 4. This is a group facilitated by current CAEs. Candidates who fully participated in a VSAE Study Group have had excellent pass rates. The study group is free for VSAE members.

If you are interested in participating or if you have any questions, please write VSAE CAE Committee Chair **Laura Cobb, CAE** at [lcobb@vscpa.com](mailto:lcobb@vscpa.com). You can also call VSAE's Executive Director, **Brandon Robinson, CAE** at (804) 249-2234.



## AROUND THE COMMONWEALTH



**Joe Barrow** is now the Director of Hotel Sales at **Colonial Williamsburg Hotels**.

**Kim Law** is now Group Sales and Catering Manager at **Holiday Inn & Suites North Beach**.

**Kelly Morris** has been promoted to Senior Sales Manager at the **Doubletree by Hilton Charlottesville**.

**Ray LaMura**, President of the Virginia Cable Telecommunications Association, and **Duront "D." Walton**, Executive Director of the Virginia Telecom Industry Association, have recently been appointed to the Broadband Advisory Council by Governor Terry McAuliffe.

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## VISITNORFOLK

Named America's Favorite City for 2018 by a well-known travel publication, Norfolk is a city with vibrant entertainment and culture, delicious cuisine, and 144 miles of beautiful shoreline.

Groups staying in Norfolk are accommodated in a wide variety of hotels, most of which are located within walking distance of the city's downtown meeting venues, shops, restaurants, attractions, and night life.

When your meeting is over, dine in Norfolk's chef-owned restaurants. Norfolk's Granby Street, also known as "restaurant row," and the historic Ghent neighborhood are teeming with talented chefs and ambitious restaurateurs. The city offers everything from vegan fare to a highly lauded seafood selection to culinary offerings from around the world. Sign up for one of Norfolk's fabulous culinary or pub tours.

Also take time to enjoy the city's attractions, historical landmarks, trendy neighborhoods, local breweries, and Virginia's first and only urban winery. Norfolk has a unique art scene including the NEON (New Energy of Norfolk) Arts District, the nationally-renowned Chrysler Museum of Art, and the Chrysler Museum Glass Studio.

History enthusiasts can tour the Douglas MacArthur Memorial, the final resting place for General Douglas MacArthur and his wife, or Naval Station Norfolk, the world's largest naval base. Norfolk is also home to Battleship Wisconsin, one of the largest battleships in the world, which is docked in the city's picturesque harbor and has served in both WWII and the Gulf War.



### SAVE ON EDUCATION!

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### NEW IRS STANDARD MILEAGE RATE

Beginning on January 1, 2018, the standard mileage rate used to calculate the deductible costs of operating an automobile will be **54.5 cents per mile** for business miles driven, up from 53.5 cents for 2017.

### NEED TAX HELP?

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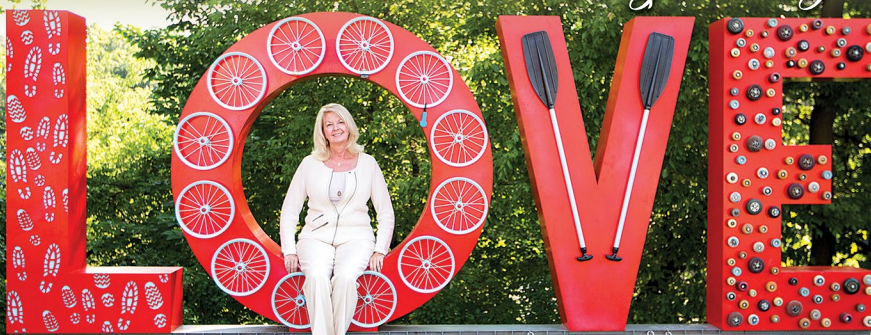
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The IRS announced an increase to the maximum contribution limits for FSAs in 2018. The individual medical participant contribution limit will be increased to \$2,650 per plan year, which is a \$50 increase over 2017. For married couples, both spouses can elect the maximum contribution in their respective FSAs.

The FSA limit is subject to an employer's plan document. Therefore, employers who offer FSAs can choose to offer the maximum medical contribution limit or a lower amount.

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