



NEXT EVENT

Monthly Meeting January 9, 2015*

Hilton Garden Inn Richmond
Downtown

Schedule

10:00 a.m.
Free Seminar

*"How To Get the Most Out of
Your VSAE Membership"*

11:00 - 11:45 a.m.
Reception (bar open)

11:45 a.m. - 1:15 p.m.
Luncheon

"Virginia Politics 2015"
Dr. Bob Holsworth

* This meeting is the second Friday
of the month, not the first.

Register online at
www.vsaе.org

VIRGINIA POLITICS 2015

Every January for the past 17 years, VSAE members have gathered in downtown Richmond for their first meeting of the year, and heard from the venerable Dr. Bob Holsworth about the political landscape in the Commonwealth for the coming year. 2015 will be no different.



Dr. Holsworth is a local political analyst with a Ph.D. from the University of North Carolina at Chapel Hill and is a retired VCU professor where he taught courses in Virginia Politics, American Politics and Political Theory.

There has been a lot of change to Virginia's political landscape in the last year. The second ranking member of the majority party in Congress lost his primary to a local college professor. The Virginia Senate's controlling party changed in the middle of the session. And there was an

election where several new members were elected to serve in Virginia's Congressional delegation.

What does this mean for you, your association and the state in the coming 12 months? Come find out on Friday, January 9th at the **Hilton Garden Inn Richmond Downtown**.

FREE SEMINAR

*"How To Get the Most Out of Your
VSAE Membership"*

January's seminar is **free to all VSAE members**. Come learn about all the many benefits and value of being a member of VSAE. This seminar is not just for new members.

Register today at
www.vsaе.org/monthlymeeting.

UPCOMING EVENTS

Monthly Meeting
January 9, 2015
Hilton Garden Inn Richmond
Downtown

Membership SIG Meeting
February 3, 2015
TBD

Monthly Meeting
February 6, 2015
Omni Richmond

A full schedule of 2015 meetings
can be found at
www.vsaе.org/2015.

VSAE HONORS PETERS, MITCHELL & HOLLAND



Susan Holland, Danny Mitchell and Stephanie Peters, CAE.

VSAE's Holiday Luncheon & Silent Auction isn't just the greatest association party in Virginia, it's also where VSAE bestows its coveted Awards of Excellence. This year's recipients were as deserving as any in the history of the awards. Mr.

Robert Bradshaw, MAM, President & CEO of the Independent Insurance Agents of Virginia and this year's Awards Committee Chair, presented this year's awards. And the winners were . . .

CEO Award of Excellence

The highest award VSAE can bestow upon one of its Executive members is the CEO Award of Excellence. This award is given to an outstanding association professional who has been nominated by her peers in recognition of her leadership and achievement.

Ms. Stephanie Peters, CAE, President and Chief Executive Officer, Virginia Society of CPAs

Stephanie has served VSAE and the association community for many years.

MEMBER PERSPECTIVE: THE VALUE OF MEMBERSHIP

ABOUT THE AUTHOR



Danny Mitchell is VP - Business Development for the Independent Insurance Agents of Virginia (IIAV). He currently serves on the VSAE Board of Directors and as the Chair of the Membership Committee.

You can write him at dmitchell@iiaav.com.

Imagine your association treasurer marches into your office and demands you explain the VSAE dues line item in your budget. How would you react? Frankly, this should be the easiest-to-justify expense you will ever have to address.

Whether you are a relatively new member or a "long-timer" one of the most valuable benefits of being an active VSAE member is the development of a broad network of association executives and contacts among suppliers, vendors, hoteliers, destinations, and so on. How valuable is it that you can pick up the phone or send a quick email to a fellow member

regarding a critical matter and know you will receive a courteous, thoughtful and prompt response? Having access to this broad network enables you to be effective and efficient as an executive at your association.

Then, there is the education that VSAE delivers. It is difficult to imagine not gaining enormous insight into the management of an association after attending some of the seminars VSAE holds. This year alone, VSAE has had seminars on topics such as building membership, developing leadership, managing staffs and boards, social media marketing, and time management.

Recently, VSAE had added another new member benefit, the Shared Interest Groups (SIGs). If you've not participated in

one, you are really missing a great learning opportunity. As one Executive member says, "Having recently joined VSAE, I'm already seeing the benefits of membership. The knowledge I've gained from the CAE study group, SIGs and seminars has already paid dividends and enhanced my value to my association. Sharing information and experiences with my colleagues in other associations is proving to be invaluable as well. I wish I had joined years ago!"

It is truly a testament to VSAE's value during these times when so many associations are struggling to build memberships that VSAE continues to grow.

Another VSAE Executive member wrote, "VSAE has provided great networking and interaction with a community of colleagues dealing with similar work environments. Thanks to the friendly network of professionals and VSAE's ability to provide excellent educational trainings, the learning opportunities and professional growth is tremendous. For even a small nonprofit like mine, the monthly luncheons and other events are applicable and affordable. As a younger and new executive, the ability to connect and learn from others is vital to success and

VSAE couldn't provide a richer environment for that. Even better is the willingness of both VSAE and its members to fulfill a need when identified such as establishing SIGs that allow you to focus in depth on particular issues of greatest importance to you."

Whatever reason caused you to join VSAE in the first place, I hope you will quickly renew for 2015 and spread the word to other potential members about the value your membership in this association brings. They could even be colleagues and coworkers. There are price breaks for multiple members from the same organization available to all membership types. VSAE is strongest when we grow together.



Renew online today at www.vsaev.org or by calling 804-747-4971.

VSAE HONORS PETERS, MITCHELL & HOLLAND - *CONTINUED*

(Continued from page 1)

Recognized as a thoughtful professional with a strong work ethic, she has held many volunteer leadership positions within VSAE, most notably as President from 2012-2013. During her time as President, Stephanie lead VSAE through unprecedented change and improvement. Her quiet understated approach to leadership and consensus building was critical to VSAE becoming the strong organization it is today.

Association Staff Award of Excellence

This award gives VSAE the opportunity to recognize an outstanding association staff professional for his contributions to his association. Criteria for this award include high integrity, professionalism, recognition from peers, a record of success and achievement in association management, and consistent leadership and service to VSAE.

Mr. Danny Mitchell, Vice President - Business Development, Independent Insurance Agents of Virginia

Danny is a tremendous asset to his association and VSAE. Not only does he possess a rich understanding of the industry he represents, having been employed with several member companies, he also understands the association business and translates the two wonderfully. He has served in many different volunteer leader capacities within

VSAE, currently as the Chair of the Membership Committee and a member of the Board of Directors. Danny is professional, articulate, friendly and supportive, and a truly valuable asset to his association, VSAE, and both groups' members.

Associate Member Award of Excellence

This award allows the association community to recognize a supplier or vendor among its membership who has distinguished herself among her peers through her leadership qualities and professionalism.

Ms. Susan Holland, Sales Manager, The Boar's Head.

Susan is a long-time, dedicated member of VSAE, who has served on numerous committees and has been a loyal supporter of the sponsorship and advertising opportunities. She is a consummate professional, always willing to help in any way asked. Recently, Susan and her team at The Boar's Head hosted the 2014 VSAE Annual Conference helping to put on one of VSAE's best events ever.

Join VSAE in congratulating these winners of the 2014 VSAE Awards of Excellence. A complete list of all of the previous award winners can be found on the VSAE website.

MEMBERS ENJOY HOLIDAY LUNCHEON & SILENT AUCTION

VSAE members gathered at the Richmond Marriott Downtown on Friday, December 5th for the Holiday Luncheon & Silent Auction, one of the highlights on the VSAE calendar.



HEALTH CARE CORNER

The IRS increased the maximum contribution limits for Health Savings Accounts ("HSAs") for tax year 2015. Individuals will be able to contribute \$3,350 and those who insure dependents, including spouses, can contribute \$6,650. There is an annual catch up provision that allows individuals 55 years of age and older to contribute an additional \$1,000.



Questions? Contact:
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WHEN IS AN EXECUTIVE COACH RIGHT FOR YOUR ORGANIZATION?

ABOUT THE AUTHOR



Genevieve Roberts, MBA, PHR is a Partner with Titan Group, Inc. She has over 20 years of experience in human resources in various industries including the non-profit sector.

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For human resource managers, one of the challenging parts of the job is improving employee performance. If you could replicate yourself, you could accomplish more work including coaching all the employees in your organization. If a part of your role is to develop employees and you have been wondering about whether an executive coach is right for your organization, this article will help you identify the key criteria to consider.

Executive coaching has emerged in recent years as a powerful and ever more popular way to develop leadership skills. Recent studies conducted with Fortune 500 companies indicated that leadership coaching consistently delivers value in several types of situations. When managers discuss an employee's performance, it is usually because the performance is either very good or very poor. Ironically, these are also the two most common situations where coaches are used.

The organization will rely on the skills of an executive coach when they need to get a high performer up to speed fairly quickly. The coach works with the person to identify specific competencies that the organization feels are important for the next role and assesses the person's skill level against those competencies.

Coaching can be very effective when used in this manner. It allows the individual to gain an understanding very quickly of the skills needing improvement. It also reinforces the individual's belief that the

company values him and is willing to invest in his development.

In the second scenario, a coach can be used for an employee who is not performing well and the company wants to give the person one final chance to improve his performance. In this case, coaching works when the employee is motivated to make a change in behavior, and can feel positive about the company's willingness to take the time to invest in the development of his skills.

Regardless of which scenario you find your employee in, a good executive coach should do the following.

- Help the employee choose the right skill building activities.
- Hold the employee accountable to learning skills to improve the competencies.
- Routinely schedule review meetings.
- Encourage the employee if setbacks are encountered.
- Recognize and celebrate accomplishments.
- Provide helpful advice.
- Be honest and direct.

The role for HR managers is to determine when the situation calls for an executive coach and whether that coach should be external or internal. The internal coach comes from within the company and is tasked with creating a mentoring type of relationship with the employee. HR can help make that match and sets up the coaching relationship. HR is also asked to source the external coach while ensuring the right coach is matched for the right employees.

Determining whether to use an internal or external resource depends on several criteria including internal coach availability, internal coach's skill sets possessed, length of time available to improve individual's skill level, and funding.

After you have assessed the individual's motivation level to change and your company's development resources, then you can determine whether an internal or external coach is best for your employee. Refer to the Coaching Options Chart to the left to help you make this decision. However, you should remember that the employee's success is not solely determined by picking the perfect coach, but rather by the employee taking responsibility for his own life.

COACHING OPTIONS

Org's Resources	Employee Motivation to Change		
		Low	High
	Many	Consider other development options	Internal coach
	Few	Consider other development options	External coach

THE FEEDBACK FORMULA - GIVE FEEDBACK IN TWO MINUTES OR LESS

ABOUT THE AUTHOR



Shari Harley is the Founder and President of Candid Culture, a Denver-based training firm that is bringing candor back to the workplace, making it easier to give feedback at work.

You can write her at shari@candidculture.com.

Provided you have a trusting relationship with someone and have secured permission to give feedback, there is very little you cannot say in two minutes or less. The shorter and more direct the message, the easier it is to hear. Follow the eight-step Feedback Formula below. You do people a favor by being honest with them. People may not like what you have to say, but they will invariably thank you for being candid.

1. **Introduce the conversation** so feedback recipients know what to expect.
2. **Empathize** so both the feedback provider and the recipient feel as comfortable as possible.
3. **Describe the observed behavior** so the recipient can picture a specific, recent example of what you're referring to. The more specific you are, the less defensive he will be, and the more likely he'll be to hear you and take corrective action.
4. **Share the impact or result** describing the consequences of the behavior. It's what happened as a result of the person's actions.
5. **Have some dialogue** giving both people a chance to speak and ensuring that the conversation is not one-sided. Many feedback conversations are not conversations at all; they're monologues. One person talks and the other person pretends to listen, while thinking what an idiot you are. Good feedback conversations are dialogues during which the recipient can ask questions, share his point of view, and explore next steps.
6. **Make a suggestion or request** so the recipient has another way to approach the situation or task in the

THE SMELLY COLLEAGUE EXAMPLE

Step One: Introduce the conversation.

John, I need to talk with you.

Step Two: Empathize.

This is a little awkward, and it may be uncomfortable. I want you to know that while I wish I didn't have to tell you this, I'm doing it because I care about you and I want you to be successful.

Step Three: Describe the observed behavior.

John, I've noticed that you have an odor.

Step Four: Share the impact or result of the behavior.

I know this is a very awkward subject. We work in a small space. I don't want others to avoid working with you or say negative things about you. And as awkward as this is, I would rather you hear this from me than

from someone else. Sometimes health conditions can cause certain odors, as can eating certain foods.

Step Five: Have some dialogue.

What are your thoughts?

Step Six: Make a suggestion or request.

Again, I'm really sorry to have to tell you this. Please make sure you shower every day before coming to work and wash your clothes regularly. And please tell me if there's something else you'd like me to know.

Step Seven: Because of the awkwardness of this subject, skip step seven.

Step Eight: Say, "Thank you."

Thank you for being willing to have this conversation with me.

future. Most feedback conversations tell the person what he did wrong and the impact of the behavior; only rarely do they offer an alternative. Give people the benefit of the doubt. If people knew a better way to do something, they would do it another way.

7. **Build an agreement on next steps** ensuring there is a plan for what the person will do going forward. Too many feedback conversations do not result in behavior change. Agreeing on next steps creates accountability.

8. **Say "Thank you"** to create closure and to express appreciation for the recipient's willingness to have a difficult conversation.

If you're giving more than one piece of feedback, address each individually. If you need to tell someone that she needs to arrive on time and check her work for errors, first go through the eight steps in the formula to address lateness. When you've discussed an agreement of next steps about being on time, go back to step one and address the errors. Talk about one issue at a time so the person clearly understands what she's supposed to do.

WELCOME NEW MEMBERS

Associate

Justin Beale

The Main Norfolk
Norfolk

Lisa Meriwether

Discover Lynchburg
Lynchburg

Eric Perkins

Perkins Law, PLLC
Glen Allen

The Value of Membership

"Networking and continuing education are two of the greatest benefits of my VSAE membership. I always attend the annual meeting in May and learn so much while meeting fabulous people. In the upcoming year, I look forward to expanding my knowledge base while growing my professional network."

Molly Wash, CAE

*Development & Academic Relations
Director, VA Society of CPAs*

DUES RENEWAL INFO

You should have received your dues renewal invoice in mid-November. If you have multiple members from the same company/organization, the dues renewal invoice was sent to the primary member.

Consistent with VSAE's Strategic and Business plans, the rates include increases of \$5 for Executive members and \$25 for Associate members. These modest increases help ensure VSAE can continue delivering the high value programs and services you've come to expect from Virginia's only association serving the state's association management industry.

2015 Membership Dues

Executive

1 st & 2 nd	\$325 (\$305)
3 rd & additional	\$165 (\$155)
Non-Resident.....	\$275 (\$255)
* Early bird rate in parentheses. Renew by 1/9/15.	

Associate

1 st & 2 nd	\$525
3 rd & additional	\$275

Semi-Retired..... \$60

Affiliate..... \$275 (\$255)

If you have questions about membership, please call Tami Guthrie at 804-249-2232 or write her at tami@vsae.org.

THANK YOU TO OUR 2014 PARTNERS

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Conference Center
VA Beach Resort Hotel &
Conference Center
Westfields Marriott Washington
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YourMembership.com

2015 VSAE Newsletter Ad Space is Still Available!

VSAE's monthly newsletter *The Association Press* is distributed to 400+ association executives and other industry professionals.

Full color ads are \$475 each.

Space is still available for most issues.

Reserve Your Ad Space Today!

For more information or to reserve your advertising space, call Brandon Robinson at 804-249-2234 or write him at brandon@vsae.org.



PARTNER HIGHLIGHT: WYNDHAM VIRGINIA BEACH OCEANFRONT

The Wyndham Virginia Beach

Oceanfront is unlike any other hotel at the oceanfront. Situated in the prestigious North End section of the beach, just blocks from the excitement of the boardwalk, guests will get to relax and enjoy their very own semi-private beach.

Out of 244 guestrooms, 166 of them have oceanfront options available, boasting the most direct ocean views that Virginia Beach has to offer.

Everything you need is right here at the Wyndham

Guest rooms feature complimentary Wi-Fi, a refrigerator, coffeemaker and a flat screen TV. From single occupancy to an entire family, there are enough room type choices to guarantee you'll find the perfect fit for you and yours.

Other amenities include a newly renovated 24-hour fitness center, an indoor and outdoor pool, a business center, an on-site concierge, and ample complimentary parking.

In the summer months, a complimentary shuttle is offered from the hotel to the boardwalk (and back) for your convenience.

Award-Winning restaurant

Live music and entertainment are endless here at the Wyndham Virginia Beach Oceanfront. With the award-winning Surf Club Ocean Grille on-site that offers weekly and nightly entertainment during the summer months, guests can kick back on Patio 57, with breath-taking views, fire pits and live music right at the sand. The Surf Club Ocean Grille also unveils a new menu at the start of each season and hosts a monthly Wine Tasting for locals and tourists alike. Visit them at www.surfclubvabeach.com.

Enough meeting space for any occasion

The stunning setting of the Wyndham Virginia Beach Oceanfront hotel makes it an ideal option for any meeting or event. From the 5,128 square foot Atlantic Ballroom to a 2,000 square foot outdoor oceanfront patio, the hotel currently has the largest event space at the oceanfront. Groups up to 550 people can be



WYNDHAM

Virginia Beach Oceanfront



comfortably accommodated. And who can forget the oceanfront weddings? From exquisite catering options to personalized event services, the Wyndham offers it all. Our team of specialized and experienced Sales and Catering Managers are here to

help make your event one you and your guests will never forget.

Contact a member of our team today!

Call 757-428-4752 or visit

www.wyndhamvirginiabeach.com.



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AROUND THE COMMONWEALTH



BRAYMER, PARRISH, FINLEY RETIRE

Several VSAE members announced retirements recently.

- **John Braymer, CAE** Executive Vice President at the Virginia Society of the American Institute of Architects.
- **Glenda Parrish**, Director of Administration at the Virginia Forestry Association.
- **Charlie Finely, CAE** Executive Director of the Virginia Motorcycle Dealers Association.

PETERS APPOINTED TO CPA/SEA BOARD

Stephanie Peters, CAE, President & CEO of the Virginia Society of CPAs was installed as President of the Board of Directors of the Certified Public Accountants Society Executives Association (CPA/SEA) in October. CPA/SEA is made up of all state CPA society chief executive officers/executive directors throughout the U.S.

VSAE HELPS DELIVER MORE BIKES TO AREA CHRISTMAS MOTHERS

Thanks in part to support from VSAE, local charity, Bikes for Kids was able to provide even more bikes for children in need this year. Several VSAE members, including **Judy Hackler, Andrew Mann** and **Tracie Grady** joined over 75 volunteers from the Richmond Area Bicycle Association on November 1st to build over 200 bikes for local children in need.



2015 CALENDAR OF EVENTS



The 2015 Calendar of Events is out. Mark your calendar today so you can plan to attend all these great events. VSAE offers about 40 hours of CAE credit in a calendar year. You can use the Calendar of Events to track your attendance and your hours. The previous 5 years of calendars are available on the VSAE website on the CAE Exam Information page in the Events & Education section.

2015 SEMINAR PASSES

Now is the time to order 2015 Seminar Passes.

Six times a year VSAE offers a quality educational seminar in conjunction with the monthly meeting. Purchase seminar passes now and save on continuing education. Seminars cost VSAE members \$40 each.

- Buy a 3-Seminar Pass for \$105, **you save \$15!**
- Buy a 6-Seminar Pass for \$200, **you save \$40!**
- **Order by January 31, 2015**

For questions or to place an order, call 804-747-4971 or write info@vsaе.org.