

Research Report Launch

Brussels Press Club

21 June 2018



Today's agenda

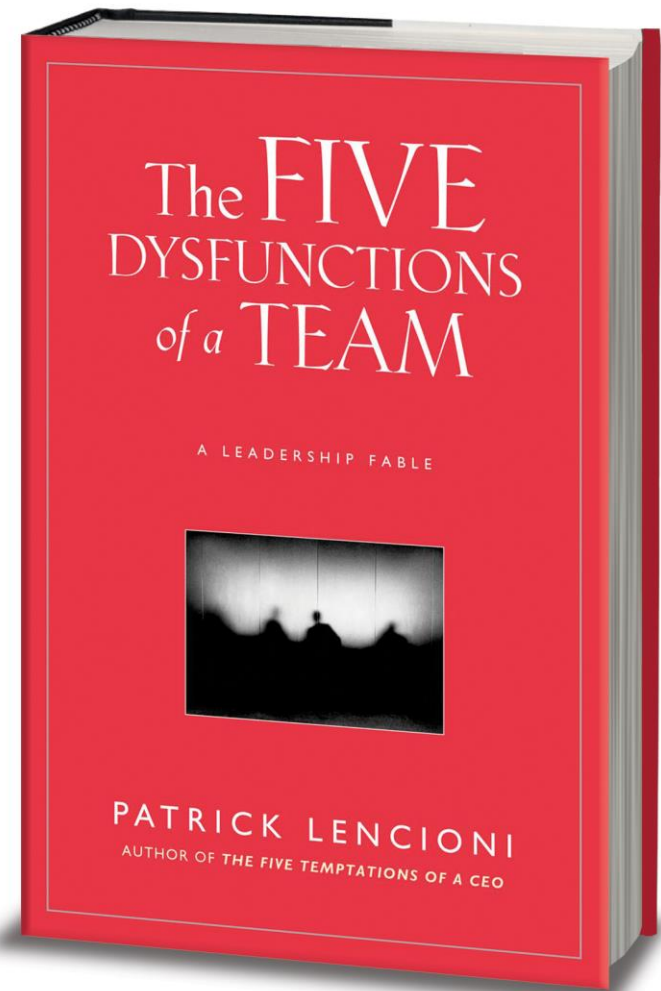
1. Key Attributes Of A High Performance Secretariat
2. Key Attributes of a Successful Association Leader
3. Evaluating Your Secretariat
4. Recruiting Great People For Your Secretariat
5. Personality Assessment & Traits
6. Rewarding, Motivating & Retaining Staff

1. Key Attributes Of A High Performance Secretariat



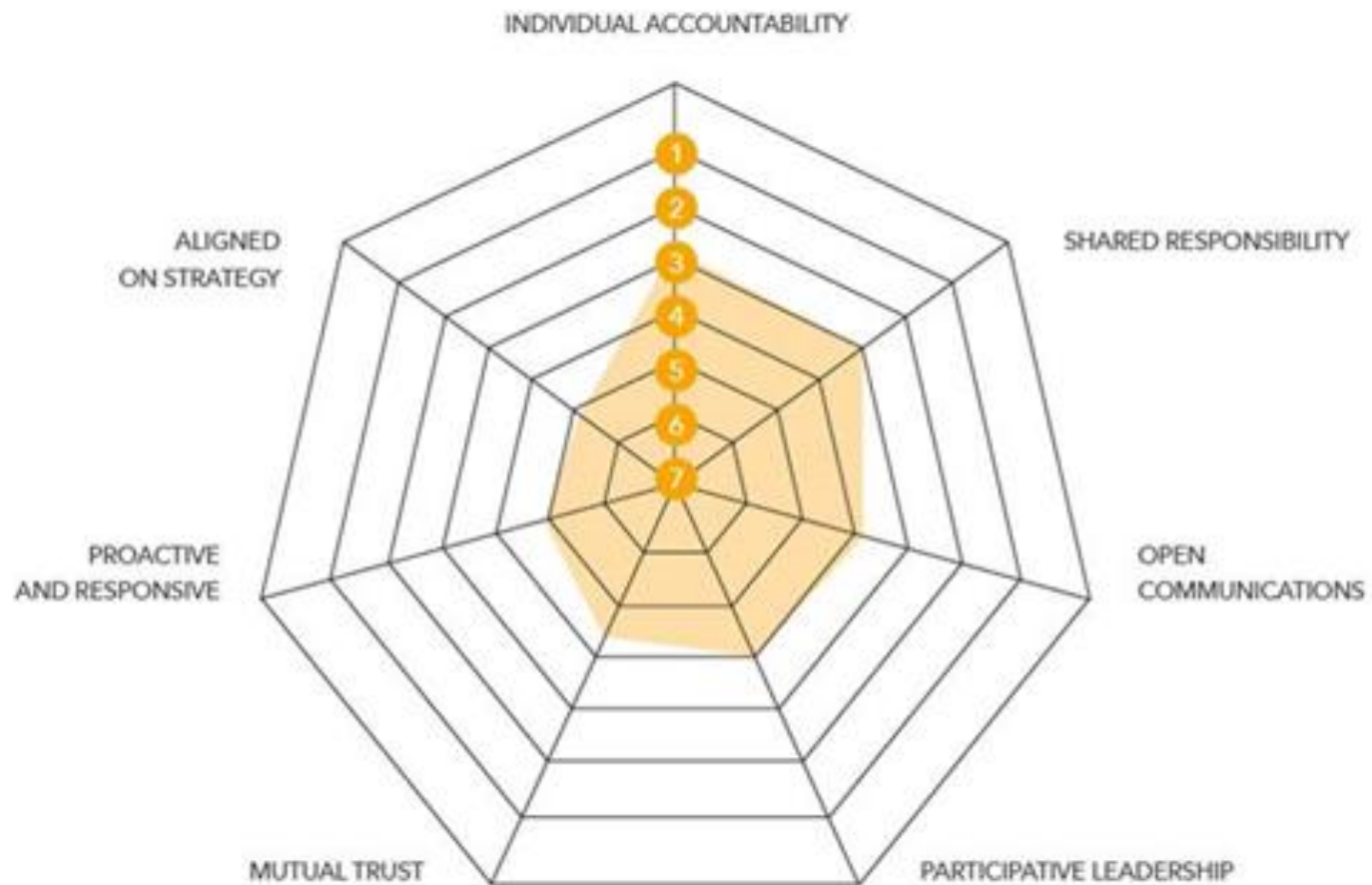
Dysfunctional secretariats

- Lack of:
 - Trust
 - Commitment
 - Constructive debate
 - Accountability.
- Inattention to results.
- Focus on personal success, status and ego before team success.

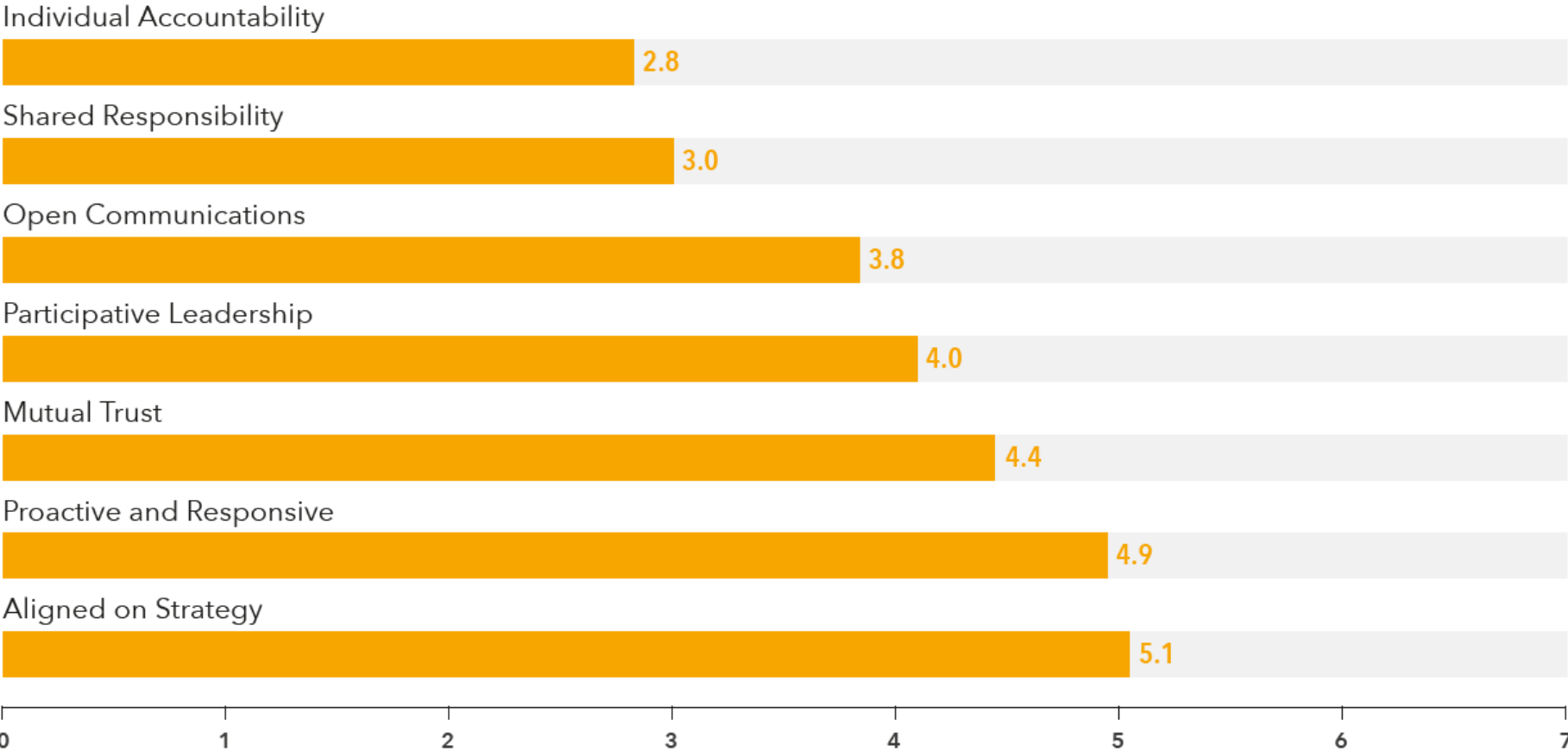


KEY ATTRIBUTES OF A HIGH PERFORMANCE SECRETARIAT

The star chart below maps the attributes graphically, as a useful tool for associations to analyse an association's culture and performance.



Team Attributes - Please rank the following attributes of a high performing secretariat in order of importance (with 1 being the most important and 7 the least important)



- **Individual accountability.**

- “We used to have a very hierarchical leader who barely let the staff engage with the outside world but our new leader has given everybody a sense of responsibility and power over the success of the association.”

- **Shared responsibility.**

- “Even our receptionist could recite our association’s mission to you.”

- **Open communication**

- “I like to say to there are no bad ideas or stupid questions...which is (mostly) true!”

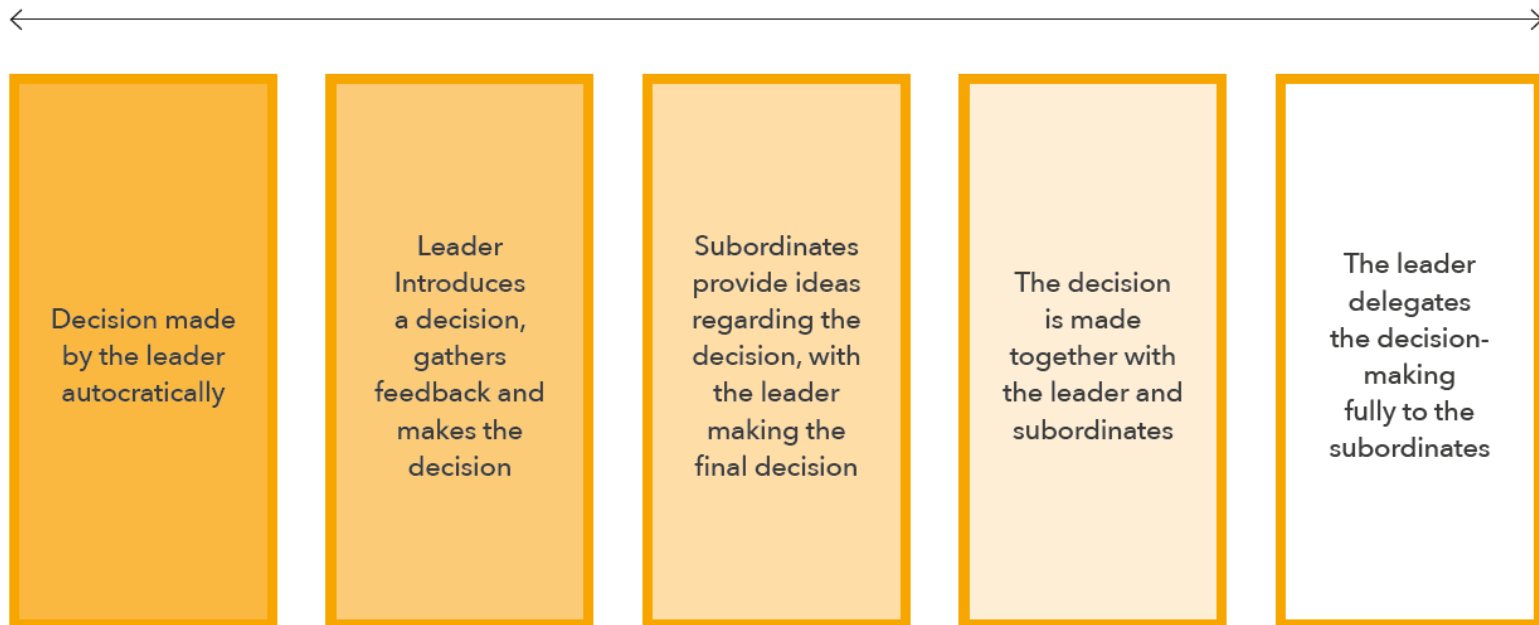
• Participative leadership

- "Our secretariat encourages lively discussion in our Monday staff meetings and we get to know what everybody is up to."

SPECTRUM OF PARTICIPATION

NO PARTICIPATION

HIGH PARTICIPATION



- **Mutual trust**

- “Although our corporate members would probably eat each other for breakfast, we have to trust our colleagues in the secretariat - our issues are too big to fail.”

- **Proactive and responsive**

- “You cannot be a good lobbyist or communicator if you are only reactive. Success comes down to quick thinking and engagement.”

- **Aligned on strategy**

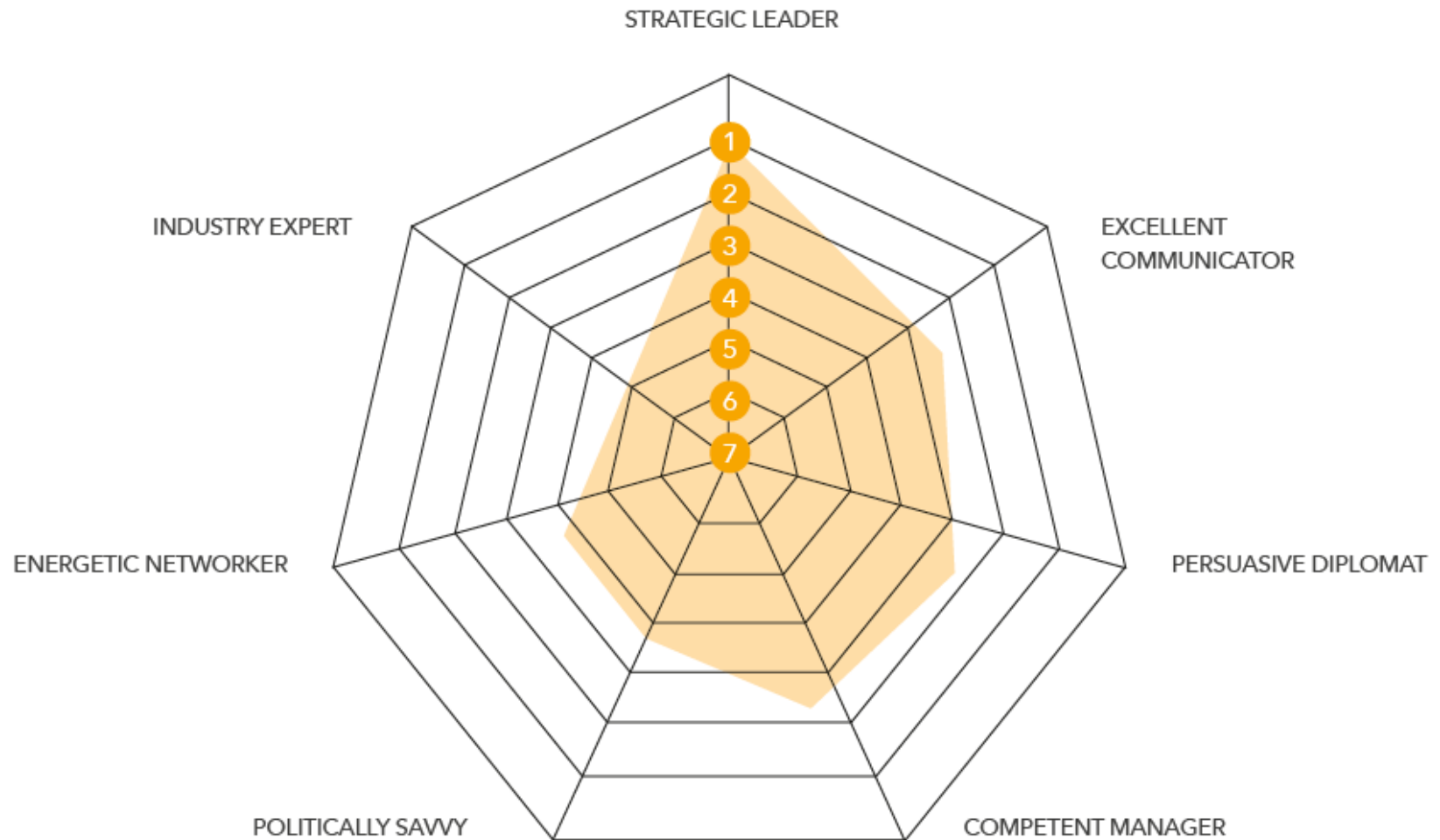
- “We are only six people but seek the whole team’s input into the annual strategy - we buy into it and go for it together.”

2. Key Attributes Of A Successful Association Leader



THE SEVEN KEY ATTRIBUTES OF A SUCCESSFUL ASSOCIATION LEADER

Through this research, Ellwood Atfield has developed a methodology to assess Director General candidates for European associations based on the seven attributes.



3. Evaluating your Secretariat



What you said...

MEASUREMENT WORD CLOUD

Measurement Word Cloud summarizing hundreds of responses from association secretariat leaders and staff to our survey question: How would you measure the overall performance of an association secretariat?

Effectiveness Recognition Results Value
Financial Performance Long Term Success
Strategic Plan Achievement Secretariat Board
Deliverables Member Satisfaction
Strategy Membership Policy Wins
Satisfaction Survey Action Plan KPIs
Key Indicator Stakeholders External Perception
Measure Dossiers Outcome Relevant Association

MEMBERSHIP SATISFACTION

1. Membership satisfaction surveys and scores.
2. Measuring the value and benefit of membership.
3. Membership retention and growth.
4. Membership participation and engagement.
5. General evaluation by the Board

POLICY AND COMMUNICATION OUTCOMES

1. Lobbying wins and long term change in policy agenda
2. Improvement in Reputation of the Association & Sector
3. Outputs such as Quantity and Quality of Meetings
4. Outcomes versus Expectations set by Members.

KEY PERFORMANCE INDICATORS (KPIs)

1. Internal and External KPIs
2. Strategic KPIs set by the Board

Evaluating your secretariat - our way

- **TEAM EFFECTIVENESS**

- Output - Are our members and stakeholders happy with our output—with its quality, quantity, and delivery?
- Collaborative Ability - Do our team's dynamics help us work well together?
- Individual Development - Are individual team members improving their knowledge, skills, and abilities?

- **HIGH PERFORMANCE SECRETARIAT (7 'Cultural' Attributes)**

- Individual Accountability/Shared Responsibility/Open Communications/Participative Leadership/Mutual Trust/Proactive And Responsive/Aligned On Strategy

- **SUCCESSFUL ASSOCIATION LEADERSHIP (7 'Personal' Attributes)**

- Exceptional association leaders are; strategic; persuasive diplomats; excellent communicators; politically savvy; competent managers; energetic networkers; and sectoral experts.

4. Recruiting great people for your Secretariat



We know what high performers look like..



High performers are the epitome of professionalism in secretariats. They are accountable for their work, they help others that are in need, have a positive mindset, resolve problems by talking to co-workers directly or to management. They focus on the association's mission, and doing a good job to satisfy members and stakeholders. They concentrate on improving their skills and take the lead when it comes time to make decisions. High performers crave autonomy. They want to be trusted to get on with things or to have the opportunity to do things their way.

The cost of poor staff



If they stay....

- The opportunity cost of poor policy outcomes
 - Potentially € millions/billions.
- The negative impact on team performance.
- Upset internal and external stakeholders.

If they are fired....

- Disruption to ongoing/incomplete projects.
- Notice periods, legal fees and outplacement services.
- Recruitment fees, advertising and staff time.
- On-boarding time and expenses for replacement hires.

Recruiting top people



“If the meeting is going well and you believe candidate is worth wooing, spend time during the second half of the interview selling the role and the organization. If you focus too much on selling at the beginning, it’s hard to be objective but once you’re confident in the candidate, tell the person why you think he or she is a good fit. Bear in mind that the interview is a mutual screening process.”

5. Personality Assessment & Traits



The Perfect Advocate



Personality



Knowledge



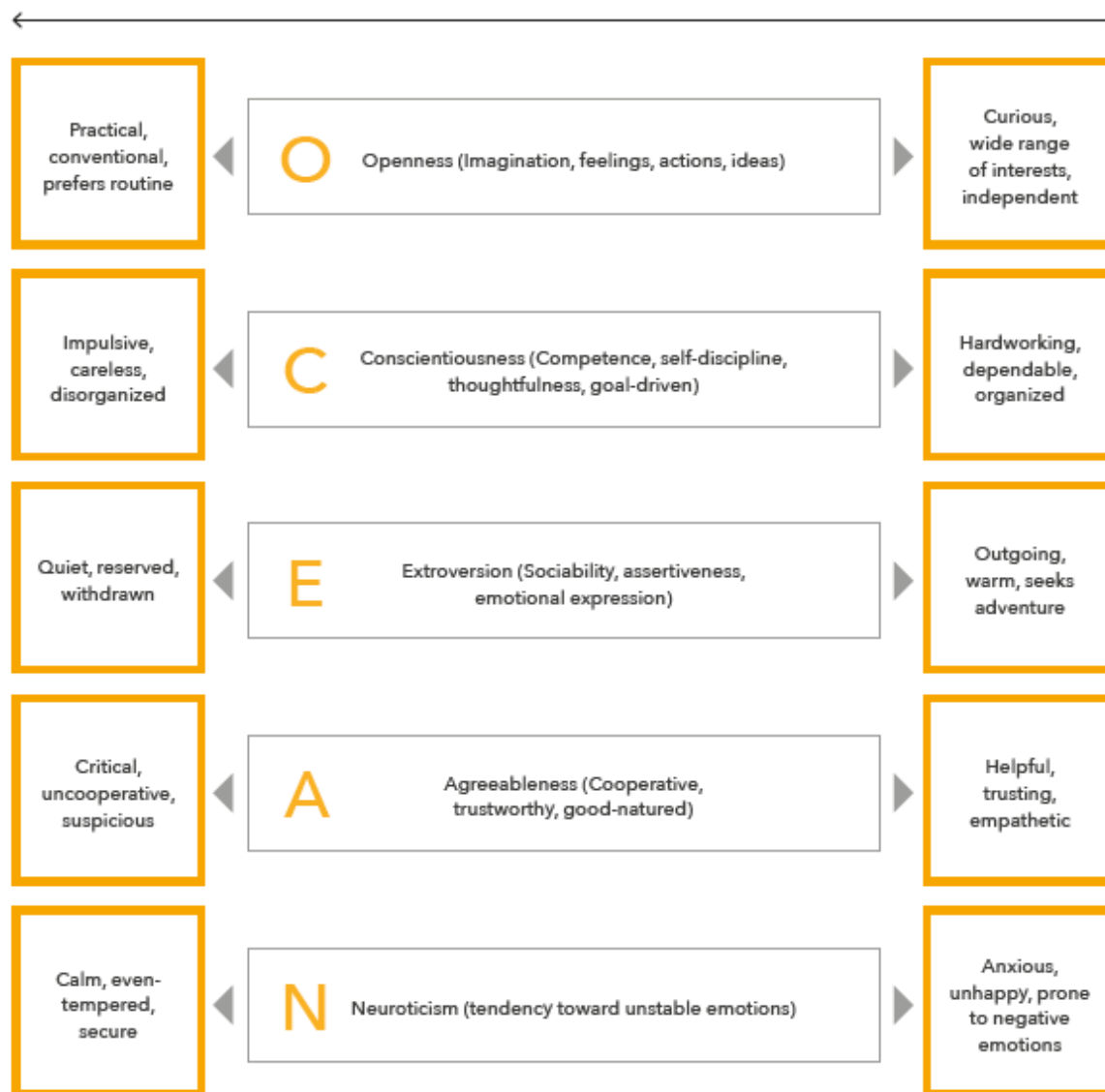
Skills



LOW SCORE

TRAIT

HIGH SCORE



Top advocates are usually



- **TRUSTWORTHY** (& AGREEABLE)

- Individuals who score high on trust generally believe others' intentions to be benevolent. Those scoring low on this facet tend to be cynical and view others as suspicious, dishonest, or dangerous.

- **PROACTIVE** (& CONSCIENTIOUS)

- People with a proactive personality have a tendency to take action to change things, show initiative, and persevere until the desired change has occurred.

- **RESILIENT** (& CONSCIENTIOUS)

- Psychological resilience is defined as an individual's ability to successfully cope with adversity.

6. Rewarding, Motivating & Retaining Staff



Rewarding.... See our Report!



The key factors in rewarding individuals for high performance in association secretariats (in order of importance)

Flexible work schedule

1.7

New responsibilities

1.8

Good annual salary raises

1.8

Special recognition (e.g. awards, public praise etc.)

2.0

Flexible work location

2.1

Extra Training Opportunities

2.1

Performance related financial bonuses

2.2

Title change

2.3

Extra vacation time

2.4

0 1 VERY IMPORTANT

2 IMPORTANT

3 NOT SO IMPORTANT

Secretariat Assessment of the reasons other staff cite in wanting to leave their association in terms of frequency.

Not learning and growing in their careers, knowledge and skill.

2.0

Failure to provide a framework within which the employee perceives he/she can succeed

2.0

Poor leadership or supervision

2.1

Lack of clarity about expectations for the job

2.2

Feeling ignored and not able to use their talent and skills properly

2.4

Perception of unfairness (e.g. pay gap, preferential treatment to others)

2.4

Lack of clarity about earning potential

2.5

Lack of feedback about performance

2.5

Inability (or feeling thereof) to speak his or her mind freely

2.7

Feeling threatened or harassed by bosses or colleagues

2.9

0 1 FREQUENTLY 2 SOMETIMES 3 RARELY 4 NEVER

e recruiting the people
who talk for you a




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