

Governance, Leadership and Management in Uncertain Times: Balancing Strategy and Stability

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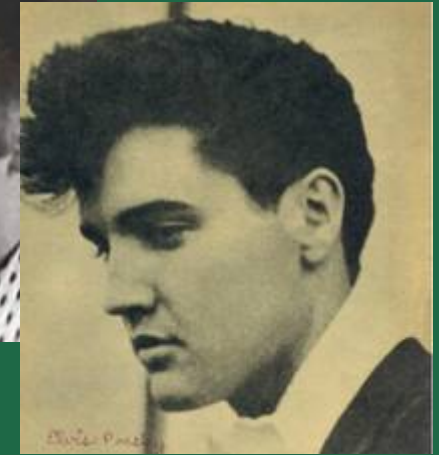
AALAS – Taking Care of Business

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AAAS

Memphis Icons





American Association for Laboratory Animal Science

*...advances responsible laboratory animal care and use
to benefit people and animals...*

Established 1950

13085 Individual Members

585 Institutional Members

179 Commercial Members

24 Affiliates

48 Branches

\$5,800,000 Budget

35 Staff

Scope: National with International Participation



Taking Care of Business

- Identify “key indicators” of financial health of the association, both revenue and expenses, and monitor on a frequent (weekly at a minimum) basis.
- Develop contingency plans (reserves) and budgets in advance of necessity.
- Step-up Communication - Staff and Volunteer Leaders



TCB continued

- Develop social media vehicles in addition to and in some case instead of traditional communication and education avenues.
- Engage the staff is identifying creative ways to cut expenses and expand revenue.
- Employ systems analysis/appreciative inquiry or similar processes to strengthen and enhance the programs and services that reach the broadest sector(s) of the membership.



APPRECIATIVE INQUIRY

- * Focus on the positive
- * Reality based
- * Learn by experiencing
- * Ongoing process



Assumptions

- * Set of Beliefs shared by group
- * Cause the group to think and act in certain ways
- * Identify assumptions



Assumptions of Appreciative Inquiry

1. In every society, organization, or group, something works.
2. What we focus on becomes our reality.
3. Reality is created in the moment, and there are multiple realities.



Assumptions cont.

4. The act of asking questions of an organization or group influences the group in some way.
5. People have more confidence and comfort to journey to the future (unknown) when they carry forward parts of the past (known).



Assumptions cont.

6. If we carry parts of the past forward, they should be what is best about the past.
7. It is important to value differences.
8. The language we use creates our reality.

Source: Hammond, Sue A., Appreciative Inquiry, Thin Book Publishing Co., 1998



AAAS

The task of **leadership**
is to align the **strengths** in ways
that make **system** weaknesses
no longer relative.