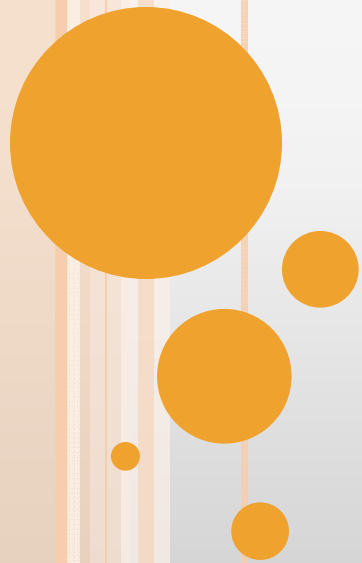


# CEO WANTED: LEADERSHIP PATHWAY



**DigitalNow 2009**

**April 17, 2009**

- **Thomas A. Cooper, EJD, CAE**

Executive Director, International Anesthesia Research Society (IRS)

- **Bonnie Crabtree**

Managing Director, Korn/Ferry International

- **Abe Eshkenazi, CSCP, CPA, CAE**

Chief Executive Officer, APICS

- **John Mancini**

President, Association for Information and Image Management (AIIM)

- **David Nielsen, MD**

Executive VP and CEO, American Academy of Otolaryngology-Head and Neck Surgery (AAO-HNS)

- **Arlene A. Pietranton, PhD, CAE**

Executive Director, American Speech-Language-Hearing Association (ASHA)



# ANY PREVAILING WISDOM”?

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## ASAE & the Center

“Where should your exec come from”  
Robert A. Hall, January 2007

- Hire a professional association exec
- Learning curve “each way”
- An outside point of view is valuable



# ANY PREVAILING WISDOM”?

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## ASAE & the Center

### Choosing A Professional Association Executive – Henry Ernstthal

- Reduce Professional Conflicts of Interest
- Preserve Objectivity
- Eliminate “Identity Crises”
- Ensure Proper Motivation
- Conscientiously Fulfill Board Responsibilities
- Maintain Appropriate Board & Member Relationships



# ANY “PREVAILING WISDOM”?

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## ASAE & the Center



# WHAT DOES THE DATA SAY?

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## CEO Update

- 1999 to 2004 comparison
- Published 436 CEO Selections in 2004



# WHO HIRED NEW CEOS IN 2004?

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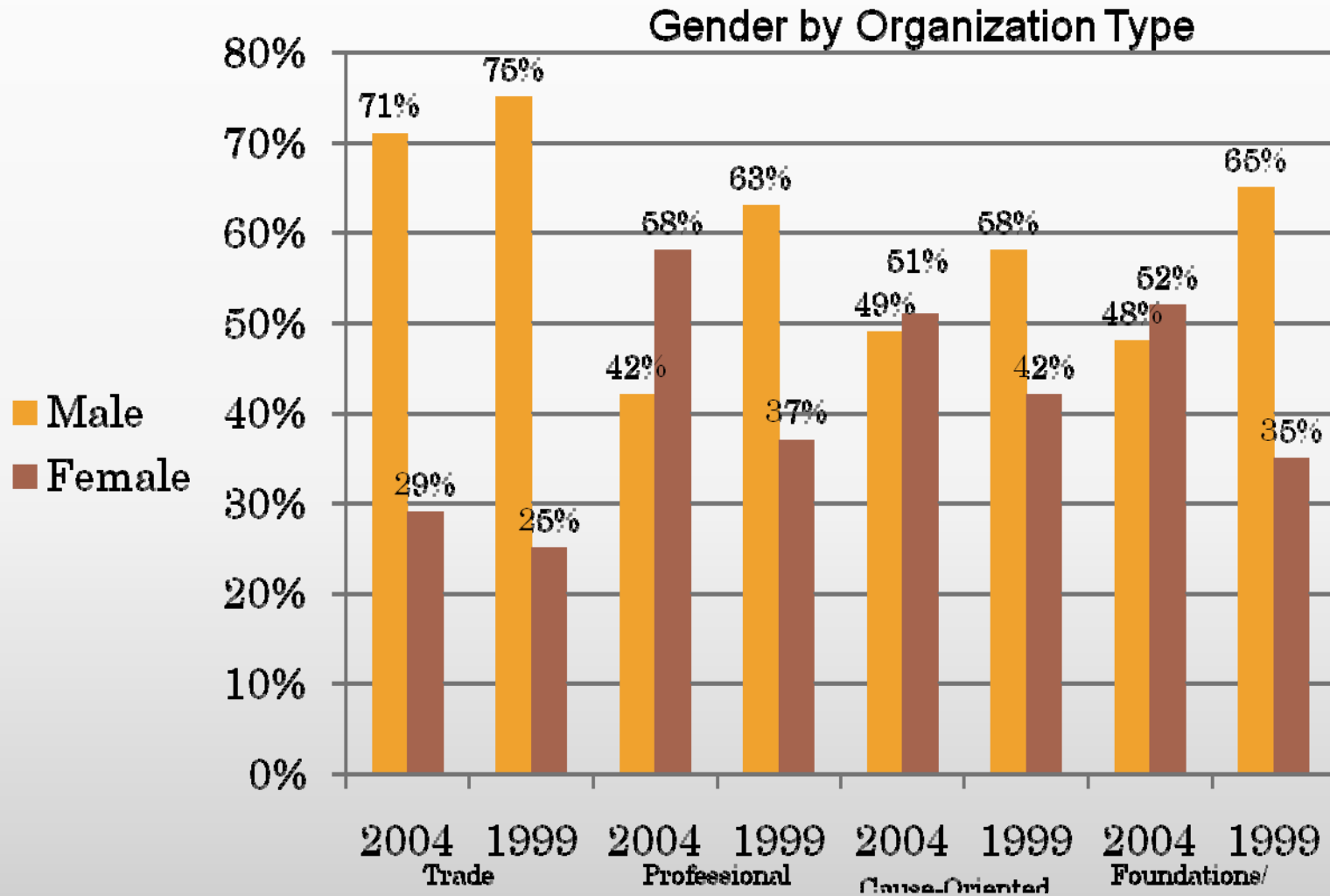
- 38% trade associations whose members were companies
- 24% cause-oriented organizations that depend on grants and donations
- 13% professional societies whose members were individuals
- 25% foundations (free standing or affiliated with groups), cultural arts, and museums



# HOW HAVE CEO BACKGROUNDS CHANGED?

	Academia	CEO Elsewhere	Consultant	Government	Industry	Promoted Within	Senior Staff Elsewhere
2004	6%	29%	4%	8%	16%	12%	25%
1999	5%	31%	0%	7%	16%	10%	31%

# GENDER: HOW HAS NEW CEO GENDER CHANGED OVER THE LAST FIVE YEARS?



# QUESTION #1

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What are the  
current key requisite  
CEO leadership  
qualities?



# QUESTION #2

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How does the CEO's  
background

(profession-based or association management)

affect his/her approach to  
member engagement? ●

# QUESTION #3

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What's the CEO's role as a visible voice in social media?

(e.g., blogs, twitter, social networks, etc.)?



# QUESTION #4

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What are the “pros” and “cons” of having industry/profession-specific expertise?



# QUESTION #5

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What are your experiences and observations regarding mentoring at the senior management level in associations?



# QUESTION # 6

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What 2 or 3 things would you encourage association CEOs to work on – or with to maximize their effectiveness?



# QUESTION #7

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What are the  
implications for our  
respective career  
next steps?

