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SUMMER
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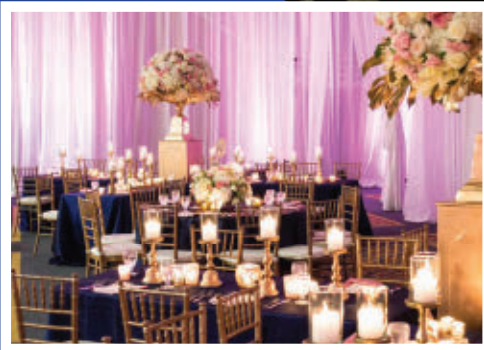
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DEPARTMENTS

- GSAE News & Events** 6
- New Members** 10
- Meetings Tips & Tricks** 27
- Index of Advertisers/
Advertiser.com** 30

FEATURES

- Rethinking Where and
How We Work** 12
BY MARY LOU JAY
- Creating a Culture
of Innovation** 16
BY JAMIE NOTTER
- A New Management Mindset:
6 Keys for Greater
Staffing Stability** 20
BY CARA SILLETTO, MBA
- 2018 GSAE Annual Meeting
at Sandestin Golf and
Beach Resort** 24
- Destination: Savannah,
Jekyll Island,
Jacksonville** 28
- Choices: Welsh Poets and
French Food** 29
BY JOHN P. HARRISON, CAE, CMP



Annual Meeting Attendees Support GSAE & Sandestin Foundation for Kids



Thanks so much to our Silent Auction donors and winners who helped us raise more than \$12,000 to support GSAE's educational programming. Wednesday afternoon's Beer Tastings and Friday's live auction raised more than \$5,000 for the GSAE Foundation to fund future internship grants. Thank you to our beer brothers **Lowell Aplebaum, CAE**, **Mike Pennington, CAE** and **Russ Webb** for hosting. Thursday night's Wine Tasting hosted by **Cathy Jones** and The Henderson Beach Resort raised over \$1,000 for the GSAE Foundation.

Your generosity also helped us raise more than \$4,000 to support the good work of the Sandestin Foundation for Kids through the Pay the Pig Raffle.

- Congratulations to Tara Morrison, CAE, CMP on winning the Grand Prize—Disney Park Hopper passes from Map Dynamics and the Southwest Airlines gift card, courtesy of Explore Charleston
- 2nd Prize—Tripp McKenney—Athens Wine Weekend
- 3rd Prize—Sharon Hopkins—Sandestin Golf and Beach Resort getaway
- 4th Prize—Arianna Afshari—\$100 gift card



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Recognize A Peer Today—GSAE Award Nominations Due

GSAE recognizes excellence by presenting a variety of awards to members. To nominate a member for an award, simply contact Wendy Kavanagh, CAE, President, at wendy@gsae.org. For more information about the awards program, visit the Awards page of the GSAE website. The deadline for nominations is **September 28, 2018**.

Individual Awards include:

The **Clifford M. Clarke Award** is GSAE's highest honor, presented to honor a member for an outstanding career of leadership and service to associations in Georgia. It is named for the late Cliff Clarke, president emeritus of the Arthritis Foundation and the first Georgian to serve as chief elected officer of ASAE. Any active individual member of GSAE is eligible for the Award, with the exception of current officers, directors, staff, members of the Awards Committee and previous recipients. Honorary and retired members who have worked in the Georgia association community within the past two years and former staff members who meet the other criteria as well are also eligible.

The **Alan R. Johnson Award** was established in 1994 and named in memory of a former Chair of the GSAE Foundation. It is given to an association

executive in Georgia who has demonstrated qualities of teamwork (ability to work with and support others), vision (ability to see possibilities for making things happen and communicating this vision to others) and servant leadership (willingness to reach out beyond work and home to benefit the community).

The **Sharon Hunt Emerging Leader Award** was renamed in 2014 to recognize the contributions of Past President, Sharon Hunt, CAE. The award is presented to an association executive with ten years or less of experience in associations who demonstrates leadership through service to GSAE, their own association and to their community. Chief staff executives (CEO, executive director, executive vice president, etc.) are not eligible. Nominees must have been a member of GSAE for at least one year.

The **Peggy Seigler Corporate Member of the Year Award** is presented to the corporate supplier member who has demonstrated outstanding and continuous service to the association community in Georgia. Renamed in 2015, the award celebrates the many contributions of Peggy Seigler, MPA, CDME, a beloved and valued member of the community who died in May, 2015.

Call for Leadership Nominations

The GSAE Nominating Committee is soliciting names of members interested in serving on the GSAE Board of Directors. The Nominating Committee will include GSAE Chair **Gene Stinson**, CAE, PCED, CEcD, HLM, Past Chair **Tara Morrison**, CAE, CMP and Chair-Elect **Bryan Tolar** and up to five at-large GSAE association executive members in good standing confirmed: **Jennie Nesspor**, CAE, **Jason Cline**, CAE, and **Erica Powell**.

Four seats for individual association member directors and one seat for a corporate supplier director will be available for two-year terms, beginning January 1, 2019. If you or someone you know would like to be considered, please fill out either a self-nomination form or a nominated by a member form. All candidates must be members in good standing. Deadline for nominations is **September 28, 2018**.

The slate of nominees will be offered to the membership for review no later than November 12, 2018. Board members and officers will be accepted and installed at the GSAE Annual Business Meeting on December 12.

Relevant Bylaws:

At least ninety (90) days prior to the annual business meeting, the Board of Directors shall appoint a Nominating Committee of at least five (5) persons, each of whom shall have been an Individual member of the Society for at least two (2) years. The chairman shall be the Immediate Past Chair. Others on the committee shall be the Chair, Chair Elect and two or more other members not currently serving on the GSAE Board of Directors. Names of nominating committee members and an invitation for recommendations for candidates for nomination shall be announced to the membership at least sixty (60) days prior to the annual business meeting. The nominating committee shall submit at least one (1) name for each available elective office of the Society and said slate shall be presented, in writing, to the membership at least thirty (30) days prior to the annual business meeting and again, orally, at the annual business meeting.



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AENC, FSAE, GSAE, SCSAE, TNSAE and VSAE are hosting an attendee reception on Monday, August 20 at Harry Caray's 7th Inning Stretch (before The Classic). Drop by between 5:15 and 6:30 p.m. for the opportunity to connect with your Southern SAE peers and industry partners. Check GSAE's online calendar for directions and to RSVP for the reception.

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To help you plan your professional development year, GSAE's current calendar of events is available below. We will offer more than 25 hours of in person

CAE-matched programming this year, plus 24 hours of online learning opportunities. GSAE is a Preferred CAE Provider through the CAE Commission. Our list of events is always available online at www.gsaе.org (Learn/Calendar View). Various Shared Interest Group meetings will be added throughout the year. We look forward to seeing you!

- *September 20 Quarterly Luncheon, The Abit Massey Lecture Series featuring Jennifer Frum, PhD, University of Georgia, at Omni Hotel at The Battery Atlanta, sponsored by Augusta Convention & Visitors Bureau
- October 17 Small Staff SIG Summit; hosting opportunity available.
- November 14 Tech Showcase & Luncheon at Sonesta Gwinnett Place—Atlanta, sponsored by Jekyll Island Authority/Convention & Visitors Bureau.
- December 12 Holiday Luncheon, Awards Show, Silent Auction & Annual Business Meeting at Marriott Century Center; two sponsorship opportunities are available.

GSAE Sponsorship and Hosting Opportunities

Luncheons are the primary venue for networking in GSAE. About 180 members generally attend each luncheon, which is preceded by a 30-minute networking reception. Your exclusive sponsorship includes an exhibit table during registration and the networking reception, 2-3 minutes of podium time, rights to leave a brochure or flyer on each seat, luncheon registration for 5 people, recognition in promotional materials and post-event attendee mailing labels. We are accepting sponsorships for remaining 2018 and 2019 dates now (available: December 2018, July, September, November, December 2019).

The **host property** of each luncheon will receive an exhibit table during registration and the networking reception, the opportunity to place material at each place setting, podium time, significant exposure and an attendee mailing list following the luncheon. This is a great opportunity to showcase your property! All GSAE luncheons are on Wednesdays. All 2019 dates are available for hosting.

Please visit www.gsaе.org/sponsorships or call the GSAE office at (404) 577-7850 for more details.



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GSAE's April Luncheon

GSAE members and guests gathered at the Omni Atlanta Hotel at CNN Center on April 18 for the quarterly luncheon featuring Roger Tutterow, Ph.D. Dr. Tutterow is a Professor of Economics at Kennesaw State University and serves as Director of the Econometric Center, an applied research center housed in KSU's Coles College of Business. Prior to lunch, attorney Justin Barnes from the Atlanta office of Jackson Lewis P.C. led an Employment Law Update workshop.



Kevin Udell, Director of Sales & Marketing and **Maria Weiss**, Sales Manager, Jekyll Island Authority Convention & Visitors Bureau, sponsor of the April Luncheon.

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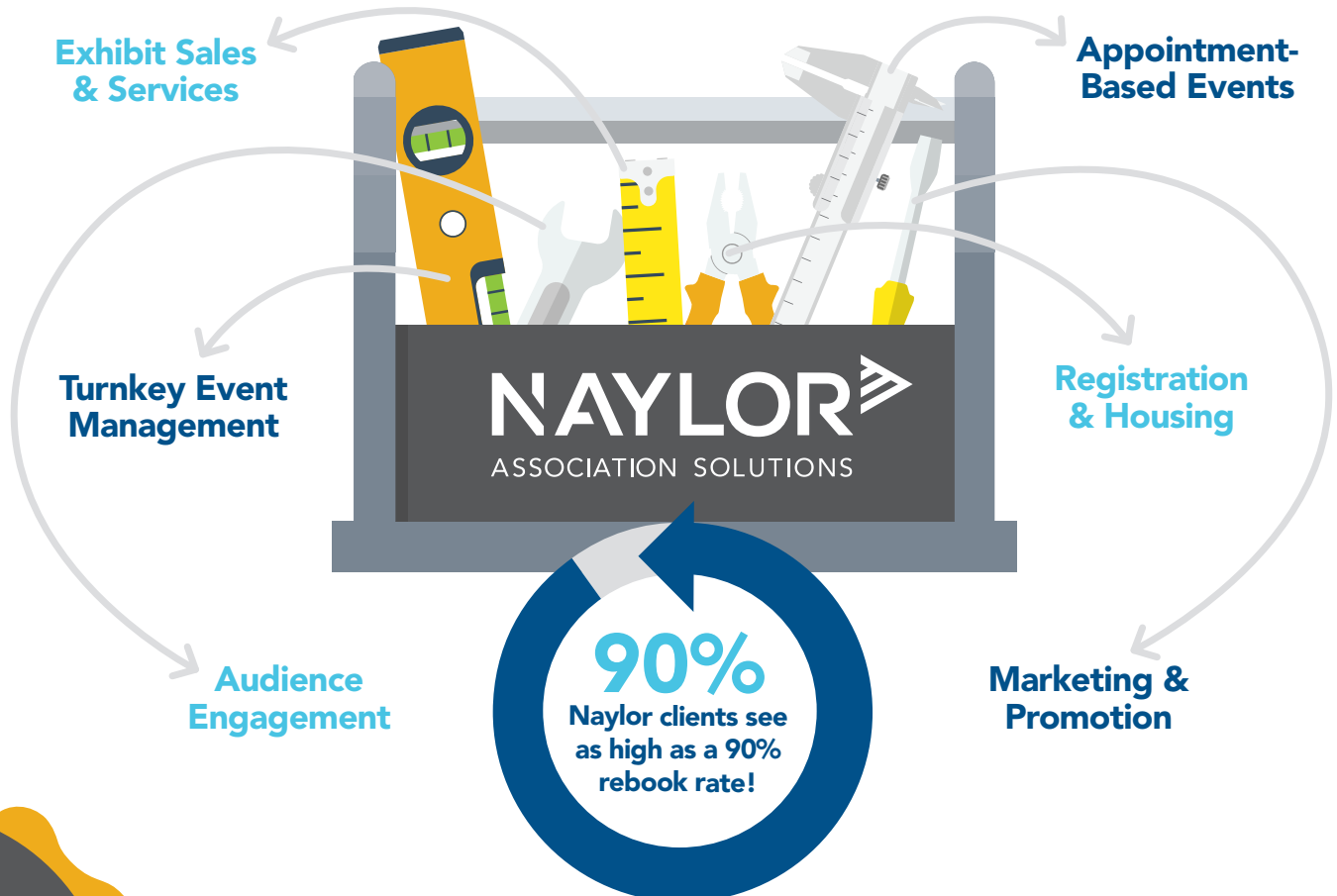





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Rethinking Where and How We Work

BY MARY LOU JAY

FLEXIBILITY IS ESSENTIAL in today's workplaces. The corner offices and rows of cubicles of previous eras are giving way to a variety of spaces that reflect the impact of technology, more collaborative approaches to working, and remote access capabilities.

Two GSAE members took the opportunity to rethink their office space when their leases came up for renewal this year—and their solutions were very different. The Professional Photographers

of America (PPA) completely gutted and transformed their old offices to better reflect their organization's culture. In contrast, the Southern Newspaper Publishers Association (SNPA) chose to do without rented office space altogether, enabling its employees to work virtually.

Fitting Space to Culture

PPA considered several options when it came time to renew its lease. The association decided

to remain in its existing space on the 22nd and 23rd floors in Peachtree Center, but staff had to move temporarily to a different floor to accommodate a total renovation of the offices.

PPA employees had been working in 1970s and '80s-style, closed-in offices with dark halls and thick molding everywhere. "That didn't fit our culture," said **David Trust**, CAE, CEO. "We have a very interactive staff—they are fun, upbeat and

"We have a very interactive staff—they are fun, upbeat and positive—and we wanted to do something that would better fit our culture and energy, while at the same time encouraging them to spend more time collaborating."

—David Trust, CEO of Professional Photographers of America (PPA)

positive—and we wanted to do something that would better fit our culture and energy, while at the same time encouraging them to spend more time collaborating."

The association hired NELSON, an interior design/space planning firm, to assist them in developing a better space. "I feel like we did a pretty good job of helping them understand our mentality, and our philosophy and our staff culture, and they built the plans on that," said Trust.

PPA very briefly considered an open office concept. "We wanted something that was bright and airy, and there is a big trend towards everybody working in the same room," Trust said. "But we did some research about that and the truth is that it doesn't enhance productivity or camaraderie, it creates problems for people who have to work side by side so closely with no personal space. Studies show that it is actually decreasing productivity."

The demolition did remove all of the existing walls, leaving a big, wide-open floor with floor to ceiling windows all around the exterior. PPA then rebuilt the offices for its 50 employees but changed the design so that everyone has a glass exterior wall, two solid side walls and an interior hall wall with a glass door. "We can both let the light in and let people have their own office space," said Trust. The design also called for seven distinct "collaborative areas" that are intended to be bright and interactive. Staff members are encouraged to leave their offices and work with others in those

areas as often as possible. Trust feels like it is the best of both worlds. "It's a hybrid between the open bench-seating scenario and having offices; those two concepts didn't have to be mutually exclusive," he said.

The senior staff members gave up their large offices to make this work. "We took the best areas on both floors, the corner areas with the best views and the best windows, and we used them for the collaborative areas," said Trust. NELSON had noted the familial feeling of the association, so PPA named each of these collaborative areas after rooms in a home—the front porch, the living room, the garage, the library, etc.—and chose distinctive furniture and lighting to decorate each one.

"We think it fits our staff's culture and mindset, mirrors who they are and encourages collaboration," said Trust. These areas are not meant to be used as lunchrooms; the new office space includes separate break rooms for that. There's also a large multi-function room in the center of the offices and three more traditional conference rooms as well.

Trust said all of PPA's employees were eagerly anticipating the move to the new space, which took place in early July.

"I think what we did right was starting to think about this well in advance," he said. "It took a lot more effort on the front end than we were anticipating. As we went through the process we realized how many things that we had to consider," he said.

Trust anticipates some changes as employees begin using the new

space. For example, PPA may add a frosted strip about three feet up and three feet wide to the front of each office for additional privacy. But overall, he believes it will work very well.

PPA expects a lot from its employees and the new space is one way to give back to them. "The most important thing we do is serve our members, but the way we do that is by having hardworking, engaged, qualified, positive staff," Trust said.

Virtual Space Improves Productivity

SNPA's lease on its 3,600-square-foot space in Atlanta was due to expire in January 2018. **Edward VanHorn**, SNPA's executive director, knew they had three options: renew the lease, move to a new space, or go virtual. With the enthusiastic support of the SNPA board, the employees moved to home offices.

"We were confident we had the technology to do our work, and collectively, we were eager to work from our homes," VanHorn explained.

Many companies now have employees working virtually at least part of the time; the Bureau of Labor Statistics reported that 22 percent of employed people did some or all of their work at home in 2016.

SNPA's decision to go virtual made sense for many reasons. The existing space was too big, since the association had downsized during the recession, leaving only VanHorn and two long-time employees, **Cindy Durham, CAE**, director of communications, and **Paulette Sheffield**, membership director.



SNPA's Edward VanHorn, Cindy Durham, CAE, and Paulette Sheffield

"Finances played a part. Rent and related expenses like office equipment and janitorial services totaled about six percent of our annual operating expense," said VanHorn. "Eliminating those costs afforded us the funds to hire a new staff person and expand the services that we provide to our members."

SNPA was technologically prepared for the change. "We could not have made this move just a few years ago," VanHorn said. "However, in the last three years, we were able to migrate all of our software and file storage away from in-office servers to cloud-based systems. We use Box, Microsoft Office 365, QuickBooks online, Salesforce and RingCentral virtual telephone system that interfaces with our desktop computers and mobile phones. These moves actually cut expenses and simultaneously improved our work efficiency and data security and backup."

The SNPA staff began their commute-free workday early in 2018. That's been a big relief for Durham and Sheffield, who no longer have to make the long trek (up to three hours) through greater Atlanta's traffic each day.

"Working from home, without the distractions inherent in an office environment, has helped

us all be more productive," VanHorn added. "I can concentrate on important projects better when I am working from home than I could in our old offices."

Having a virtual office will also make it possible for SNPA to hire the best qualified candidate throughout the U.S. for its new staff position, since that person won't have to relocate to Atlanta.

The three staff members, who have worked together almost 30 years, do miss the daily interactions. But they meet for lunch a few times each month to socialize and to discuss current and future projects. They also talk with each other frequently by phone, email and messaging, and via spontaneous video conferences, sharing screens if they need assistance solving problems. They're also experimenting with Glip team collaboration software.

The Challenges of Virtual

Doing without office space requires associations to find new ways to preserve important documents. SNPA rented a secured storage locker for the documents they need access to and donated older files to the

Southern Historical Collection at the University of North Carolina. Historians, researchers and SNPA staff will be able to access these catalogued documents.


Some employers might worry that staff members would be less dedicated to their work, but that didn't concern VanHorn. "There was no fear whatsoever that one or more of us would become a slacker. In fact, it would be nearly true to say that the opposite happened," he said.

It was essential for each of them to have a dedicated, comfortable room in their home to serve as office space. "At the end of the day, everybody needs to be able to walk out, turn off the light, and separate your home from your office. It takes some experimentation to get the balance right," said VanHorn.

He thinks that virtual offices could work well for organizations of any size, as long as all staff members can handle that environment. To focus on their work, virtual employees must be able to find ways to manage a variety of distractions ranging from children, spouses and pets to household errands.

"If there is any doubt, test in advance," VanHorn advised. "Allow staff members to work from home for a week or a month and evaluate their productivity. Uncover problems in advance. If you give up your offices, and a key employee cannot make the adjustment to working from home, you are faced with a serious dilemma."

The virtual solution has proved to be the right one for SNPA.

"I love everything about it, and the other staff members would say that times 10," VanHorn said. 

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Creating a Culture of Innovation

BY JAMIE NOTTER

MOST ASSOCIATIONS TELL me that innovation is important to them, and I, of course, agree. But the overall track record on innovation in the association community is

not that great. Twelve

years ago, some fellow

consultants and I

wrote a short book

titled, *We Have*

Always Done It That

Way: 101 Things

About Associations

We Must Change. Two

years ago (10 years after

the book was released),

I went back and looked at

all 101 things and gave an

admittedly subjective “grade”

(pass/fail) on all the things that

needed changing. For example,

“embrace social media” was one

of our suggestions back in 2006

(remember when everyone said it

was a fad?). For that one, I gave

a passing grade, as I think the

association community, for the

most part, has embraced social

media. Do you know how many of

the 101 things secured a

passing grade?

Seven.

In 10 years.

That’s not rapid innovation,

folks. So, we’re saying we need

innovation, but we’re not really

doing it. In cases where the say/do

ratio is off, there is almost always

one culprit: workplace culture. If

you have not aligned your culture

so that it values the specific

behaviors you need to succeed

(including behaviors related to

innovation), then you are sowing

the seeds of failure. The good

news is, culture and culture

change are not as impossible to

manage as people seem to think.

There are three basic steps: what

is, what should be, and what will be.

Step 1: What Is

Avoid the urge to start by defining your perfect “culture of innovation.” Instead, get rigorous about defining what your culture actually is. Take the good/bad out of it, and dig into exactly how you do things in your culture, particularly around innovation. In our culture assessment, we actually break innovation down into 8 individual building blocks, including things like creativity, future focus, and continuous improvement. You need to know: how much are those things valued and present inside your culture. Of course, those are the “conceptual” sides of innovation—we also ask about experimentation, beta testing, and risk taking (which includes supporting failure). We see lots of associations who are embracing the concepts in the culture, but haven’t figured out how to support people in doing the actual work of innovation.

You need a clear picture of how your people experience your culture right now, because that is always the starting point for your culture change efforts. If you start moving in a new direction without clarifying and acknowledging your starting point, you are bound to get more resistance. People tend to resist being simply told to go in a new direction, but if you can tell a more complete story—showing them the culture as it is right now, and then making a case for why changing it would make people more successful—then they are likely to support the change efforts.

Step 2: What Should Be

That “making the case” part is the heart of step 2. Once you understand your culture as it truly is, you have to be able to show people how that culture either supports or gets in the way of what makes you more successful. Culture is not about being cool or cutting edge. The whole purpose of having a culture is to make your people and your organization more successful. So while I generally think innovation is a good thing, you will actually have to make the case that it’s what is needed to drive your success. I point out all the time—if you’re a nuclear power plant, I’m not sure I want you to be very futurist around innovation. I don’t want people “hacking” things and taking risks.

Associations, of course, are not nuclear power plants, so to get clear on why you need innovation, start asking yourself some key questions:

- What makes you stand out from your competitors?
- What are you already admired for internally and externally?
- (And my favorite) What are your superpowers?

Once you get clear on your success drivers, you can go back and look at that detailed picture of how your culture treats innovation, and you’ll start to see whether or not innovation should be a priority. Then you can start focusing on the change.

Part 3: What Will Be

Here’s some more good news: culture change is not that hard. Sorry to use a boring

Here's some more good news: culture change is not that hard. Sorry to use a boring sports analogy here, but all you need is a simple "playbook" of culture change efforts to address your priority areas.

sports analogy here, but all you need is a simple "playbook" of culture change efforts to address your priority areas. Let's say your association looks like that classic example above, where the concepts of innovation are supported but the actions are not. What do you do?

You run some plays. You change existing processes or structures to make it clear that you value those kinds of actions and behaviors. Maybe you'll change your monthly or quarterly organizational dashboard to include "experiment metrics." Literally all your employees would be reporting regularly on how many experiments they ran AND what percentage of them failed (side note: if all your experiments succeed, you're not pushing the boundaries enough). If you started

doing that, you would quickly see people actually running experiments (to avoid reporting lots of zeroes). Or maybe you could run a technology play, like adopting idea management software, where everyone in your organization has the opportunity to suggest ideas for innovation, and then vote them up or down. By crowdsourcing idea generation and evaluation, you end up with a much broader range of ideas to work from.

End Game: Culture Management

Once you ran those plays, you'd take a couple more out of your playbook and run those. Or maybe one of those first plays didn't work the way you thought it would, so you pull it out to make some changes and put it back in. The point

here is that you shouldn't focus on culture change as a thing you do at a single point in time. Instead, you should build the ongoing capacity for "culture management." You need people, processes, and systems in place to make sure your culture is continuously aligned with what makes you successful. It's the only way you're going to make innovation a reality inside your association. <

Jamie Notter is a co-founder and culture consultant at Human Workplaces (humanworkplaces.net). He is the co-author of two books (Humanize and When Millennials Take Over), and his next book, The Non Obvious Guide to Employee Engagement, comes out in September 2018. GSAE currently offers two webinars from Human Workplaces at gsae.org.



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A New Management Mindset:

6

Keys for
Greater
Staffing
Stability

BY CARA SILLETT, MBA

NEW
MINDSET



LET'S SURVEY YOUR current staff!

How many people in your organization have been there 10+ years, are deep-rooted and likely aren't going anywhere until retirement? We'll call these staff "trees."

How many people haven't been there long and their position will likely turn over multiple times in the next few years? We'll call these our "revolving door" roles.

Today, what percentage of your team are trees verses revolving doors? Is it 70/30, 50/50, 30/70? There's no right answer or target number, but it's important to know your current breakdown.

Now let's project out a few years. By 2020 or 2025, do you think you'll have more or fewer roles turn into revolving door positions? If you're like most of my clients, you now realize an increase in shorter-term workers is imminent.

A New Management Mindset

What does it take to be a sustainable organization moving forward? It takes a new way of leading, planning and operating. Here are some strategies we suggest.

1. Focus on Slowing the Revolving Door, Not Stopping It

In most organizations, long-term incentives are gone. Few companies offer pensions today, and for those who do, no one under 35 believes they will ever see those benefits.

So if we know new staff are unlikely to become "lifers," how do we extend the tenure of each new hire, even if it's just a little bit. Can we make a six-month worker a 12-month worker? How do we get that two-year person to stay three?

Take a look at your current incentives for staff. Are you stuck in the old annual performance rut? For young staff, 12 months is a long time! And more recognition between the 13- and 24-month mark is a critical time.

Have you identified at what points in their tenure most staff leave your organization? If it is mostly within the first 90 days, you likely have a recruiting issue, are not giving people a realistic job preview, or your front-line managers are scaring people away. If it's at the 13- to 18-month mark, the staff probably see little incentive to stay until the 24-month mark, if they're convinced they'll only get a 3 percent cost of

living adjustment (which is NOT a raise!).

Think about your employees' career pipeline. Figure out where people are jumping ship and determine ways to plug that hole in the boat, so they don't want to escape at that point. And find new staffing milestones worth rewarding—not the traditional model of 5- and 10-year pins.

2. Prepare & Restructure for a Shorter-Term Workforce

Some companies tell me they rely on the expertise and speed of veteran staff to meet customer demand and make a profit, and they cannot operate with a short-term workforce. It is time for those organizations to thoughtfully determine whether their business models and current pricing are sustainable as labor costs at all levels increase.

Several components of our businesses must adapt to this new shorter-term workforce, including operations, training, management and more. Ask yourself:

- Are resources readily available for new hires to access or do you expect them to memorize what they learn in orientation?
- Have you revamped your onboarding timeline to cover what each new hire needs at the time they need it, or are you cramming all the training requirements into the first few days of their new role?
- Are your systems, software and apps new-user friendly?
- Are your managers spending enough time getting to know their new staff? Are they mentoring new hires and offering ways to advance their careers?
- Do your seasoned workers bully or "eat their young" as new hires arrive? Can you separate these toxic individuals from the new hires, or is it time to separate those individuals from the organization completely?

3. Know Your People

Regarding management approaches, one size doesn't fit all any more. Today's workforce is extremely diverse not only in



NEW
RESULTS

regards to race, religion, gender and generation, but simply by mindset. We all have different priorities, different motivators, and different goals in our lives and careers.

How well do you know your staff, professionally and personally? Do you know what keeps them up at night? Do you know why they work for you, or why they would consider leaving? Don't assume. Go ask!

As a leader, you also cannot assume people think like you do, were raised like you were or will behave as you behave. And they can't read your mind, so you must communicate your expectations more clearly than ever before to be sure everyone's on the same page. Otherwise, your staff will be frustrated when they are reprimanded for something they didn't know they weren't supposed to do.

4.

Seniority Doesn't Matter—Value Does!

Is someone who has been with your organization a long time more valuable to your company now than they were years ago? Maybe. Maybe not.

If that person has gained new knowledge and/or skills over time, built positive relationships, has become a resource for troubleshooting, and is loyal because they believe in the organization and its leadership, they should be compensated for bringing added value. On the other hand, if that seasoned employee has not bettered themselves or increased their value to the organization over time, they may not be as valuable as a newer hire could be in the same role.

Smart employees know their value and grow their value. And they don't settle for being undervalued, or letting those less valuable receive more compensation. Seniority-based approaches reward loyalty for loyalty's sake. But today, we know those staff are much more likely to stay simply because they are deep-rooted in the organization. Workforce statistics report the

longer someone has been at an organization, the less likely they are to leave.

So should you be making your staffing structure, scheduling or other decisions based on seniority? Not if you want to retain new hires. Instead, focus on value and recognizing every job well done, and you will see an increase in loyalty and length of tenure of the current revolving door roles.

5.

Build Trust through Transparency

Going back to loyalty, most new hires have very little commitment to your organization on day one.

After seeing my hardworking mom get laid off three times when I was young, I learned that loyalty isn't automatic in any direction today. It must be earned over time from both sides. The best way I've seen this happen with clients is by increasing their level of transparency.

In a skeptical society where news outlets share stories of leader after leader doing bad things or not being who they said they were, it is essential that organizations and managers be as open and honest as possible with their staff. If you leave any gaps of information, workers will fill in the missing pieces with their own assumptions (typically negative ones).

Consider ways to be more authentic, sincere and accessible to your staff and they will become more loyal every day. If they truly believe you have their back and would fight for them, if needed, they will have your back too!

6.

Retention is Everyone's Job

At many companies, when turnover rises executives point to HR to fix it, whose plate is overflowing with terminations, payroll, benefits management, and back-fill recruiting. HR then blames bad managers for running off good people, and managers push back complaining the company does not give them enough time or training to

manage their people appropriately. The real issue is that no one OWNS retention.

It's time to build a culture of retention, where people at all levels understand the benefits of retaining staff. Are your staff rewarded for recruiting new hires and given tenure bonuses tied to how long those new hires stay? Be sure you have incentives built in, but also educate all staff on reasons to work together on retention efforts so they are not constantly short-staffed.

And reevaluate how you incentivize your managers as well, if retention isn't already a part of their current compensation model. Are your management bonuses short-term or long-term focused? If they are tied to quarterly goals, remember that some business decisions, which would be better in the long run for the organization, are likely to be overruled for an alternative that will provide those managers with quick money on their next check. And if turnover is a growing issue, ensure your managers at every level are compensated for improving employee retention within their departments.

Same Approach = Same Results

If the trajectory of your employee turnover is headed in a positive direction, then keep doing what you're doing. However, if your retention is getting worse every year, it is likely time to try a new approach.

Is it time for your leaders to think differently about their management mindset? If so, then it is time to demand more leadership training to create a culture of retention where leaders at all levels own it. <

Workforce thought leader Cara Silletto, MBA, is the president and chief retention officer at Crescendo Strategies, a firm committed to reducing unnecessary employee turnover by bridging generational gaps and making leaders more effective in their roles. Cara is a highly-sought-after national speaker and trainer. Workforce Magazine named her a "Game Changer," Recruiter.com listed her in their 2016 "Top 10 Company Culture Experts to Watch" list, and she is a co-author of the book, What's Next in HR.



GSAE Leadership Academy Applications Due September 1

The 2018-2019 Leadership Academy class will feature the most up-to-date curriculum and a capstone project to synthesize all you will learn. The Leadership Academy is an excellent opportunity for association professionals to build their knowledge of organizational management, while earning up to **56 CAE hours** to qualify to sit for the Certified Association Executive (CAE)

exam or to recertify. The class will begin with a kick-off retreat October 25-26, followed by eight day-long classes from December to June. Sessions will also include experiential learning opportunities and tours of local associations.

GSAE's Leadership Academy launched in 2008 as a result of a three-year task force co-chaired by two past presidents, the late **Clare B.**

Reagan, CAE, IOM and Ragan Cohn, CAE. It continues to be a flagship program, thanks to the efforts of more than 50 volunteers who share their knowledge with the next generation of association leaders in Georgia.

\$1,050 covers registration, the retreat, tours, and all

course materials. Participation is open to any GSAE member or staff (if the CEO is a GSAE member). Application deadline is **September 1, 2018** (gsae.org/leadership-academy). *Convenient payment plans are available as long as the balance is met by December 31, 2019.*



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at the beautiful Sandestin Golf and Beach Resort for the GSAE Annual Meeting. For our early arrivals, Nancy Wilkerson and her team arranged for a sunset cruise on Tuesday (thank you SunQuest Cruises) and golf Wednesday morning at The Raven Golf Club at Sandestin. Things kicked into high gear with 2 beer tastings benefitting the GSAE Foundation, 3 pre-conference workshops and an orientation for new members/first time attendees, followed by a fabulous opening reception and dinner at the Baytowne Marina all on Wednesday. Attendees enjoyed a variety of educational sessions, fun networking events and connecting with new and old friends alike. <



GSAE Foundation internship grants were presented to the Georgia Association of Convenience Stores and Associated Builders & Contractors of Georgia: **Jennie Nesspor, CAE** and **Angela Holland, CAE, GACS**; **Robin Lane, CAE**, GSAE Foundation Chair; **Pat Dunwoody, CAE, LEED AP**, ABC of GA and GSAE Chair **Gene Stinson, CAE, PCED, CEcd, HLM**.



Thanks to the Beer Brothers for another successful foundation fundraiser: **Russ Webb, Lowell Aplebaum, CAE** and **Mike Pennington, CAE**



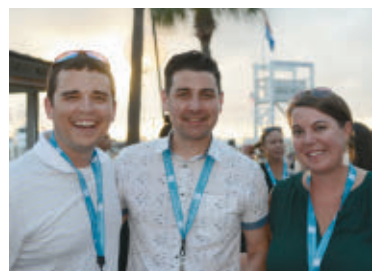
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A huge thank you to part of our Team GSAE: **Gene Stinson, CAE, PCED, CECd, HLM, Loren Einstein, Jenn Thompson, Regina Robuck, Spence Downs, Missy Brandt Wilson, MBA and Robin Gray, JD.**



Mary Claire Ricco, Karyl Hanisch, Megan Wilkinson and John Roch, CAE at the GSAE Registration Desk.



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In the Halls of Sustenance

FOOD HALLS. WHAT began as a something of a hipster food court trend a few years ago is hotter than ever, and few cities are on top of it like Atlanta. In fact, just recently, Thrillist put Ponce City Market on its list of the “17 Best Food Halls in America.” It’s no secret that this, and many others in town, serve as wonderfully innovative venues for meetings and events, but what you may not know is that more, still, are coming!

The Collective

This new 10-purveyor food hall concept plans to open its doors in February of 2019 in Midtown’s Coda Building. Healthier options, reportedly, are afoot for the project and plans include a centrally located, full-service bar. Its communal seating will open into a 20,000-square-foot outdoor space.

Main & Main at Colony Square

With an opening date slated for summer 2019, Main & Main will serve as an anchor in the Colony Square Building, which is currently being redeveloped. Per the Atlanta Business Chronicle, more than a dozen restaurants and a beer garden will entice guests, along with a beautiful outdoor space in The Grove, where 80-foot trees tower. Design will lean mid-century modern and its indoor/outdoor space will total 28,000 square feet.

About Face

At press time, there was big news in event technology, as Community Brands, a leading provider of cloud-based software solutions for associations, announced it had acquired Expo Logic, a global event technology company.

Expo Logic, among other things, provides onsite facial recognition check-in, but its applications in meetings is evolving, and seemingly limitless.

Orwellian to some (proponents generally remind naysayers that their faces are being captured tens of times daily by cameras in elevators, public transportation hubs and city streets among other places), planners are increasingly finding uses that include personalized service for attendees and gamification applications for thoughtful, engaging interactions.

Remember the Coke vending machine that dispensed beverages for a simple smile? That’s facial recognition technology at work.

At the aforementioned check-in (we may be seeing it at the airport before too long for this purpose), facial recognition can help streamline one of the most arduous processes your attendees might experience.

Moreover, it may help do away with surveys about how you did! With an ability to recognize body language and expressions, before long you could be dialing into post-meeting “emotional analytics,” that capture how your members are feeling at the post-session coffee break instead of waiting for data to roll in later on. Speed it up and you may be able to turn a flailing event around as it happens, improving your guest experience in real time.

Southern Summer Eats

Lit in Augusta


Augusta’s Riverwalk, which spans four blocks along the Savannah River in the city’s downtown, hosts events of all kinds already, but a newcomer may be changing the game. Augusta already has a few craft breweries, but a new law allowing nano distilleries (that means they’ll produce less than 1,000 barrels of booze annually) has Carolina Moon Distillery looking into a location on the river. With new hotels and restaurants popping up all over town, and beer tastings already on the agenda of many a planner, folks eager to welcome the distillery believe visitors will want to taste the whiskey, as well.

Hot on St. Simon’s Island

Coastal Georgia is not Nashville, but while Music City can’t reproduce the sublime Atlantic shores your guests

will enjoy here, local food purveyors at the island’s hot new restaurant—Porch—do a slamming rendition of Nashville hot chicken. The kitchen’s recipe is “Nashville connoisseur” tested and wholly approved, based on early reviews. Minutes from the beach, Porch also serves up a mean hot catfish, too.

Haute in Fernandina Beach

Across the border in the Sunshine State, there’s no shortage of Jimmy Buffett-esque haunts for your Key West-inspired mixer, but you might be surprised to find a newer, more upscale option for corporate lunches, dinners and other events: Pogo’s Kitchen. Southern flavors, simple and elegant cocktails and a sumptuous wine selection will make a stellar impression. Pogo’s hosts private events, as well. 

— Amy Drew Thompson

Summer in the South

SUMMER, NO DOUBT, has you dreaming of a coastal getaway. Stay close to home while lounging in laid-back style at these cities along the Atlantic—all of which will also please the convention crowd.

SAVANNAH

Savannah is a pedestrian paradise. Even with the nation's largest registered Urban Historic Landmark District, Savannah's 22 green squares and 1,600+ historically and architecturally significant structures are all within a 2.5 square mile area. Explore the city by foot—and don't forget to take a stroll along the riverfront. You can even stay just steps away from the cobblestone street steeped in history at the newly remodeled Marriott Savannah Riverfront. The hotel's 387 guest rooms and public spaces have all been revamped and feature bright, open floor plans that complement the picturesque views of the Savannah River. Inspired by the city's distinguished

architecture, history, and reputation for Southern charm and hospitality, this transformation extends beyond guest rooms. From the Great Room Restaurant and Bar to the 40,000 square feet of meeting space, the Savannah Marriott Riverfront renovations are poised to set new standards in hospitality.

JEKYLL ISLAND

Nestled between Savannah and Jacksonville, Jekyll Island boasts a rare combination of attractions and natural wonders that capture the imagination, and its 10 miles of pristine shoreline are perfect for soaking up some sun. But it's Jekyll Island's storied past that will pique the interest of history lovers, and unique meeting venues like Horton House bring that history to life. In 1735, William Horton was granted Jekyll Island by the trustees of the colony of Georgia. Following a Spanish attack that destroyed his first house on the island, Horton rebuilt the home that still stands

today in 1743. Horton brewed Georgia's first beer at his home site on Jekyll Island. Horton House is one of the oldest tabby buildings in Georgia, is listed on the National Register of Historic Places, and is available for events of all sizes.

JACKSONVILLE

Just south of the Georgia-Florida state line, the city of Jacksonville is uniquely Florida. Jacksonville has more shoreline than any other city in the nation with 1,100 miles of navigable water and 22 miles of relaxing beaches. Each beach has its own unique personality and flavor, from Jacksonville Beach with its great nightlife, chain hotels and surf shops to Boneyard Beach at Big Talbot Island with its dozens of Live Oaks resting on the sand. After spending time on the water, you'll want something cold to drink, so check out the Jax Ale Trail, a self-guided tour that connects all the local craft breweries across the city. The local craft beer scene has doubled in the past few years, and includes award winners like Engine 15 Brewing Co., Intuition Ale Works, Aardwolf Brewing Co. and Pinglehead Brewing Co. ◀

Source: Visit Savannah, Marriott Savannah Riverfront, Jekyll Island Authority, Visit Jacksonville and the Beaches



Welsh Poets and French Food

BY JOHN HARRISON, CAE, CMP

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IT'S GOOD TO be put in your place every now and then, and by that I mean being cut down to size by those more clever than you—whether at work or at home. Here are a couple of glaring examples from yours truly to help you make it through your day.

First, a tale from Toastmasters. This is that famous group to help one sharpen public speaking skills. It's a great program especially for association executives, and we had a chapter which met at our office every week or so with about 20 of us in the group. In the usual program, Toastmasters has a "word of the day" where an individual is assigned to bring a word to the meeting that all then try to use in their impromptu one-minute speeches. I watched as the usual suspect words were brought in by my peers: inculcates and prevaricates and bloviates and so on. My turn came for word of the day and I offered up *raison d'être*—a bit of a show off word, but still useful as "reason for being."

One of my colleagues, ever fast on her feet, handled this word with alacrity during her minute: "My mother, being of French extraction, was a great cook; I remember the mouth-watering aromas of the kitchen, for she truly made the best *raison d'être* anyone has ever had." She had no clue what the word meant, but she wasn't even flustered and fielded it well. In fact, she got laughter and applause. I would have to come up with a better word.

And it happened. I was flipping through a concise version of the end-all-be-all of dictionaries, the OED (Oxford English Dictionary) to ready myself for the next word of the day opportunity. There it was: *eisteddfod*. I said it out loud, ees-ted-fod, which means, of course, a congregation of Welsh poets. Nothing could beat this. I envisioned cheers, confetti, the medal around my neck: yes, all the accolades of word-of-the-day stardom were to be mine.

And all was as it should have been—for a while. All were impressed with my great word, and no one could quite fit it successfully in a sentence off the cuff. It was

an afternoon triumph, and then came an office reception that evening. Many of my Toastmaster colleagues were there. And so too was the visiting Consul General from the UK. Our office even arranged for a picture of the Queen and a welcome "HM Consul So-and-So" sign at the entrance.

We were ready. It was my duty as a good executive to make small talk with the diplomat. After finding out he had studied at fine universities like Oxford and the Sorbonne, I asked him if he'd been on any interesting trips lately. He said he'd recently been to Wales.

Wales! He didn't just say Wales, did he? My friends, the moment was mine. I perked up, looked about, and came in for the kill, "Ah, Wales. Did you happen upon any, uh-hum, ees-ted-fods?" I asked, delicately letting the word flow from my lips like silk on a breeze. Conversations stopped, Toastmasters in the crowd turned in amazement. Boy howdy, he's done the impossible, they thought.

And then, Her Majesty's Consul looked at me, and it was a moment, no, a year, before he spoke, "My dear man, the word is eye-**sted**-fud." I did not speak. In fact, I was now exactly one half the height I was a moment before. My choices seemed to be to make haste to Wales, find an eisteddfod, and self-immolate before them, or to quietly sneak out of the building, head home and dismember the OED.

Now to the home front. My daughter, filling out college applications, said she planned to self-designate as American Indian hoping to improve her odds of getting into some prestigious university. She had heard the family story of great-great-grandmother Matilda who was full-blooded Cherokee and married my great-great-grandfather, just off the boat from Ireland. This is why my grandmother and my Aunt Wylene both had high cheekbones and red hair, of course. So, I started doing the math on what the fraction needed to be to claim this ancestry and send my child to some great

school (Hmmm ... I envisioned her at Oxford or the Sorbonne, so she could learn to do battle with consuls, but no, I was over that incident).

My wife scoffs at this whole thing. First, we shouldn't be claiming something just for selfish gain, and secondly, didn't we know that half the stories of Cherokee lineage turn out all confused. No way, I said. This has been passed down to me painstakingly through the generations. My son even tans oh so easily and we were all quite at home in the woods. Something in the cell memory, I explained to my wife. Why don't we leave it all up to science, she suggested. So we got the DNA test.

In no time, I sealed up the tube of spittle, and off to the ancestry lab it went. A few weeks went by, and my daughter, now close to an Indian princess for sure, was busy putting the final touches on college application essays and the like. It looked very promising. Then the mail arrived—well, email actually—to my wife's account.

"Gather round, and let me announce the results of the great heritage test," she said, but she sported this wicked smile. "Let's see," she began, "mostly English with a good bit Irish and some Welsh even [no comment], and the percentage you thought to be American Indian turns out to be from—well, from Senegal." I was incredulous. Senegal?

"Oh, maybe that explains why we all took French," said the daughter. I shrugged and went off. To eat some *raison d'être*. <

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*Dalton is 15% below national average for goods and services as reported by Edge Magazine.

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Melissa Ray
Human Resources
Shaw Industries



To bring your next meeting to Dalton, contact

Trey Williams

Sales Manager

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