



LEADING THE LEADERS:

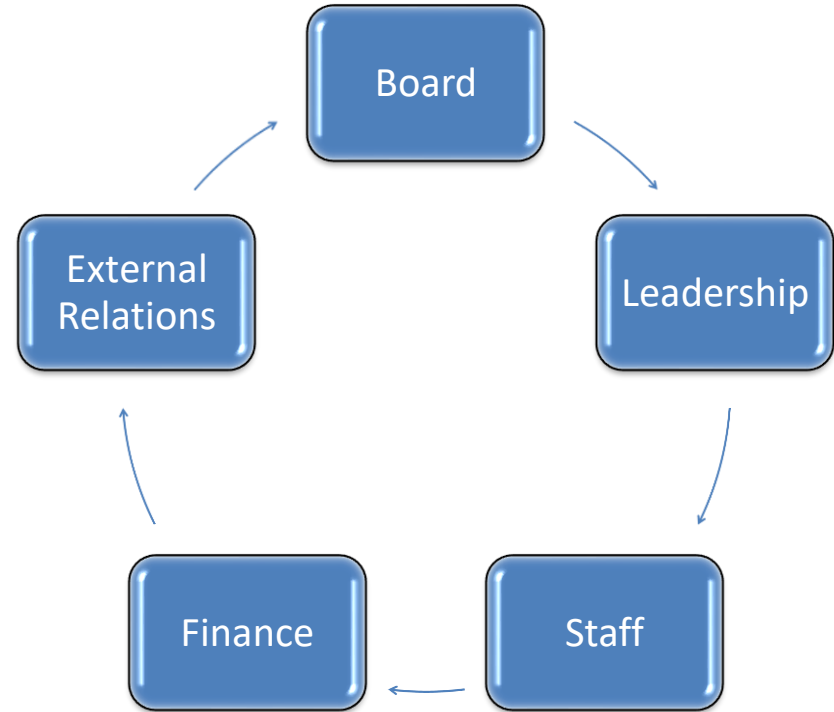
*The Mindset Shift to become an
Executive Director in Association
Management*

AGENDA – Today's Journey

- What It Really Means to be an Executive Director?
- What AMCs Look for in Future Leaders
- Governance as a Cornerstone of Leadership
- The AMC Advantage
- Traits of Future-Ready Leaders
- Self-Assessment & Next Steps
- Q&A

The Role Demystified

- Strategic advisor to board
- Organizational leader
- Staff manager and mentor
- Budget owner and risk manager
- External ambassador



Tactical to Visionary: Leading Beyond Operations

- **Scenario:** Strategic Vision in Action
 - ED noticed BOD meetings were consumed by operations. ED initiates a strategic visioning process, facilitated retreats, and realigns staff work to strategic goals
- **Results:**
 - BOD became more future-focused, staff became more empowered, and two high-initiatives were launched.



Making the Shift

Mid-Level

- Executes task
- Manages teams
- Reports data
- Coordinates events



Executive Director

- Drives strategy
- Leads systems
- Analyzes impact
- Builds organizational vision

Beyond the resume



Strategic thinking

Executive presence

Governance knowledge

Client trust-building

Fiscal and operational literacy

Comfort with innovation and emerging technologies

Budgeting for Mission and Growth

- **Scenario:** Strategic Fiscal Stewardship
 - ED introduced strategic budgeting, aligned spending with goals, and simplified reports. The ED empowered staff and repositioned the BOD's role.
- **Result:**
 - Launched a new program, improved morale, and reframed the BOD's focus on long-term sustainability



How to Prepare Yourself Now

- Lead internal initiatives
- Shadow an Executive Director
- Request governance exposure
- Own a budget
- Participate in BOD meetings



Why It Matters



- Duty of Care
- Duty of Loyalty
- Duty of Obedience

Building the Framework for Strong Governance



- **Scenario:** From Dysfunction to Discipline
 - ED led a governance review, clarified bylaws, and introduced onboarding and board development tool.
- **Result:**
 - Better meetings, stronger board engagement, and a more intentional leadership culture

Your Role in Governance

- Board education
- Agenda design and facilitation
- Policy and compliance oversight
- Strategic planning support



Activating Purposeful Leadership

- **Scenario:** Growing an Engaged Board

- ED launched a board engagement dashboard, hosted quarterly check-ins, and created a leadership pipeline

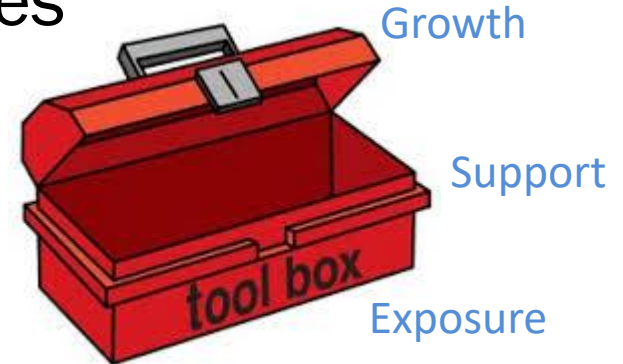
- **Result:**

- More engaged and diverse leaders, stronger connections with committees, and better continuity



The AMC Advantage

- Broad exposure to leadership situations
- Fast-track professional growth
- Multi-sector experience
- Team support and shared services

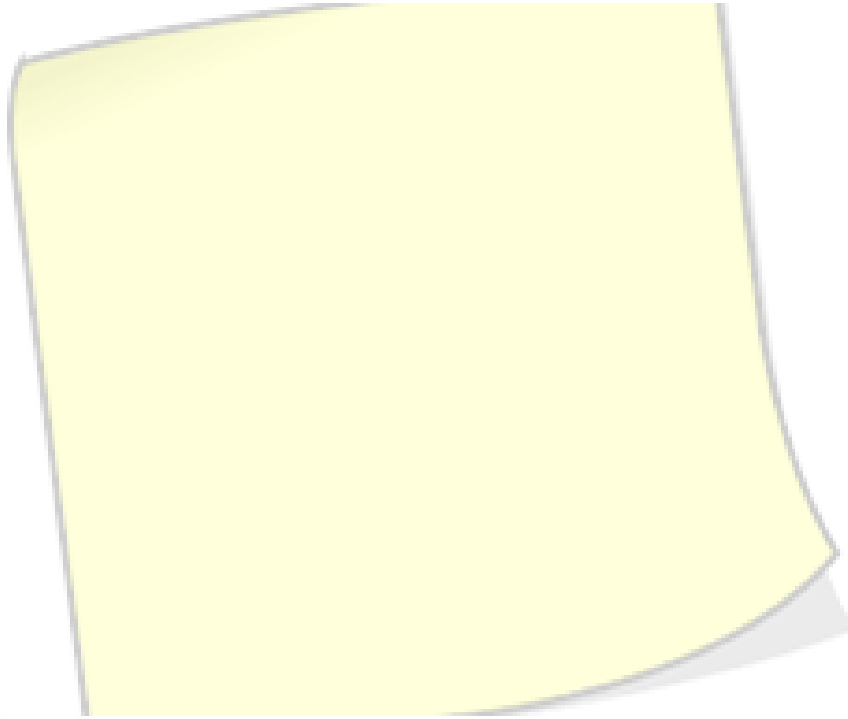


Traits of Future-Ready Leaders

- Agility
- Systems thinking
- Influence without authority
- Emotional intelligence
- Strategic foresight



Am I Ready (Self-Assessment)



- What skills do I have?
- Where are my gaps?
- What experiences can I pursue?

Your Next Steps

- Seek mentorship
- Lead from where you are
- Volunteer for cross-functional roles
- Keep learning



Questions & Reflections

