



BECOMING INVALUABLE

Wednesday, September 23, 2026

Atlanta, GA

Who We Are – Ashleigh Roche



- Senior Association Manager at Association & Conference Group since November 2024
- Upstate NY (Troy, NY)
- Prior to joining ACG, I worked with standalone associations, serving the Pharmacists Society of the State of New York as well as the New York, New Jersey, and Massachusetts School Nutrition Associations.

Who We Are – Megan Kyte



- Program Manager with AMR Management Services since Oct. 2024
- Works remote from Decatur, GA (with my dog Georgie)
- Prior to joining AMR, worked at standalone associations (American Speech-Language-Hearing Foundation and Infectious Diseases Society of America Foundation) and non-profits in the DC Metro Area

Who We Are – Jennifer Walls



- Jennifer Walls
- Account Manager at Association Services Group since 2019
- Based in LaGrange, GA
- ASG has been my home since graduation college.

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Try again



What is your role/job title at your AMC?



Awaiting first audience response..



Becoming Invaluable: An AMC Perspective

- **Redefining "Invaluable"**
 - Shift Beyond Burnout: It's not about doing everything or having every answer.
 - Elevate the System: Bring consistent, positive solutions that lift clients, colleagues, and the AMC.
- **Inside the Mind of AMC Leadership**
 - Executive Alignment: Understand what owners and executives actively need to keep businesses thriving.
 - Strategic Impact: Connect daily tasks directly to client retention, margin health, and growth.
- **Actionable Growth for Every Role**
 - Titleless Leadership: Drive meaningful influence regardless of your current seat or department.
 - Practical Execution: Apply repeatable, high-value habits starting tomorrow.

We Asked 15 AMC Leaders:

Which of the following skills, characteristics, and qualities do you believe are most important for your staff to display in order for your company to be successful?

Consider your top performers, what are the qualities that set them apart and make them the most valuable assets on your team?



Respond at

pe.app/amci2026session

Poll Everywhere

What do you think AMC leaders said?

Which of the following skills, characteristics, and qualities do you believe are most important for your staff to display in order for your company to be successful?

Internal (team) Leadership

External (client) Leadership

Effective Communication

Strategic Thinking

Financial Management

Member Engagement

Adaptability



Edit

☒ Choices☒ Results☐ Lock☐ Correctness

What Did AMC Leaders Say?

1. Adaptability (2/3 respondents had this in their top 3)
2. Strategic Thinking
3. Accountability
4. Effective Communication
5. Problem Solving
6. Relationship Building



Respond at

pe.app/[amci2026session](https://pe.app/amci2026session)



Poll Everywhere

Of the top 6, which do you find to be the most difficult to embody/
demonstrate?

Adaptability

Strategic Thinking

Accountability

Effective Communication

Problem Solving

Relationship Building



Edit



Choices



Results



Lock



Correctness

Have insights to share throughout our presentation? We want to hear your perspective!

Scan the QR code to submit a thought or question (include your name **or** be anonymous!) or raise your hand at the end of today's presentation!





ADAPTABILITY

Presented by Megan

"Adaptability is the quality that influences how you respond to change. People with high adaptability are often described as being flexible, team players or able to go with the flow."

– <https://www.business.com/articles/how-well-do-you-handle-change-the-benefits-of-being-adaptable/>

- Other comments from AMC Leaders Survey
 - “In my experience, some of the most successful people at an AMC have a "I'll figure it out" attitude”
 - “Curiosity; comfortable with ambiguity; initiative/not waiting for a playbook.”

Adaptability

- “...The same conditions that make adapting so important can also trigger fear, **making us default to familiar patterns or whatever solutions worked the last time.** We call this the “**adaptability paradox**”: **when we most need to learn and change, we stick with what we know,** often in a way that stifles learning and innovation.”

J Brassey, A De Smet, A Kothari, J Lavoie, M Mugayar-Baldocchi, S Zolley. (2021, August). *Future Proof: Solving the adaptability paradox for the long term.* <https://www.mckinsey.com/business-functions/organization/our-insights/future-proof-solving-the-adaptability-paradox-for-the-long-term>

Ask Yourself

- When something happens out of the norm for you, how do you respond?
- How do you approach unfamiliar tasks?
- Can you easily revise your plan once works start on a project?

Adaptive people:

- Are actively prepared for change and advocate for change
- Are strong problem solvers and decision makers
- Stay calm during times of change
- Foster a curious outlook, or a growth mindset (they aren't on autopilot)

“Adaptability isn’t just about surviving a change when it hits you . . . to be truly adaptable, you need to be actively prepared for change, even advocate for it, and be consistently adding more capabilities into your repertoire so your skillset can meet emerging needs.”

Epstein, Sophia. (2022, September 20). *How adaptability helps you ‘bounce forwards’ at work.*
<https://www.bbc.com/worklife/article/20220915-how-adaptability-helps-you-bounce-forwards-at-work>

Ways to Become More Adaptable

- **Adopt a Mindset of Curiosity**
- Develop Problem-Solving and Decision-Making Skills
- Embrace Learning and Keep an Open Mind

Have other insights to share? Scan the QR code, or raise your hand at the end of today's presentation.



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What is your advice on being more adaptable in an AMC?

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STRATEGIC THINKING

Presented by Jennifer

Strategic Thinking: A Mindset

- "Strategic thinking is an intentional mental process that focuses on analyzing long-term goals, anticipating future challenges, and making proactive decisions to achieve success." - *Center for Management & Organization Effectiveness*
- As a leader, how are you strategically thinking for your team?
 - Are you giving them the tools for success in their day-to-day work? Every tool we can add to our toolbelt helps when the next problem needs to be solved.
 - Are you empowering them to want more and learn more? Proactiveness in a team feels like magic.
 - Are you setting them up for future success when the inevitable happens and things change? We just talked about adaptability – wouldn't you rather set a team up for adaptiveness than reactivity?

Strategic thinking isn't just about solving today's problem. It's about making tomorrow's problem easier to solve.

Strategic Thinking: Put It Into Practice

- Ask: **“What are we really trying to accomplish?”**
- Connect the Dots.
 - Make sure your team understands the “why,” not just the “what.” Don't assume they know this!
- Anticipate what comes next.
- Consider the impact on the client, team, members, budget, and future workload.
- In our team meetings we're expected to bring possible solutions, not just problems. Talk it through and work together to figure it out.

Execution gets the task done. Strategic thinking makes sure we're doing the right task in the first place.

Strategic Thinking: Becoming Invaluable

- In a world of uncertainty, this can feel meaningless...
 - Remember this isn't about you, this is about building the best team around you.
 - This is a worst case, I get hit by a train, and the show must go on point of view.
- Strategic Thinking $\neq$ Strategic Planning
 - Strategic planning is a process. Strategic thinking is a habit.
 - It shows up in how you solve problems, prepare people, make decisions, and anticipate what comes next.
- Becoming invaluable means:
 - Seeing beyond the task in front of you.
 - Helping others think, not just telling them what to do.
 - Making the team better prepared for whatever comes next.

The most invaluable people in an AMC aren't the ones who have all the answers. They're the ones who make everyone around them better at finding the answer.

What is your advice on having a more strategic thinking mindset?

Have other insights to share? Scan the QR code, or raise your hand at the end of today's presentation.



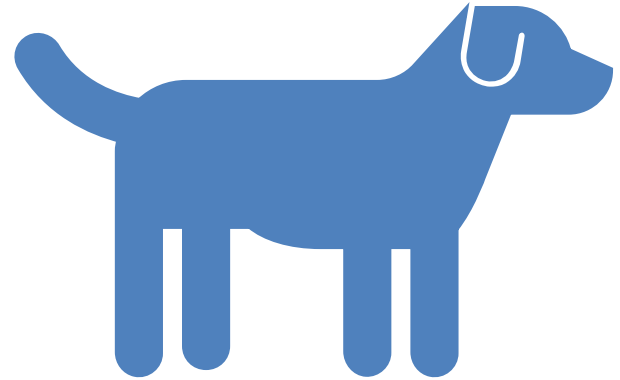


EFFECTIVE COMMUNICATION

Presented by Ashleigh

Effective Communication

- Quick Show of Hands: Who explains their full daily schedule to their pet before leaving the house?



CORE PILLARS OF EFFECTIVE COMMUNICATION

- *Effective communication in the workplace is the clear, accurate, and mutual exchange of information, ideas, and expectations between employees, teams, and leadership.*

CORE PILLARS

- Clarity & Conciseness
- Active Listening
- Mutual Feedback
- Context & Channel Selectivity
- Empathy & Emotional Intelligence

SELF-ASSESSMENT

- **Intent & Expectations:**

- Am I explicitly stating the "why," deadlines, and owners—or leaving room for dangerous assumptions?
- What unspoken expectations am I holding others to that I haven't actually communicated?

- **Medium & Context:**

- Is this message better suited for quick text (email/chat, or does it require a real-time conversation?
- Am I adapting my communication style to match the platform and my audience?

- **Listening & Clarity:**

- Am I listening to truly understand, or just waiting for my turn to speak?
- How am I verifying that my message was received and understood as intended?



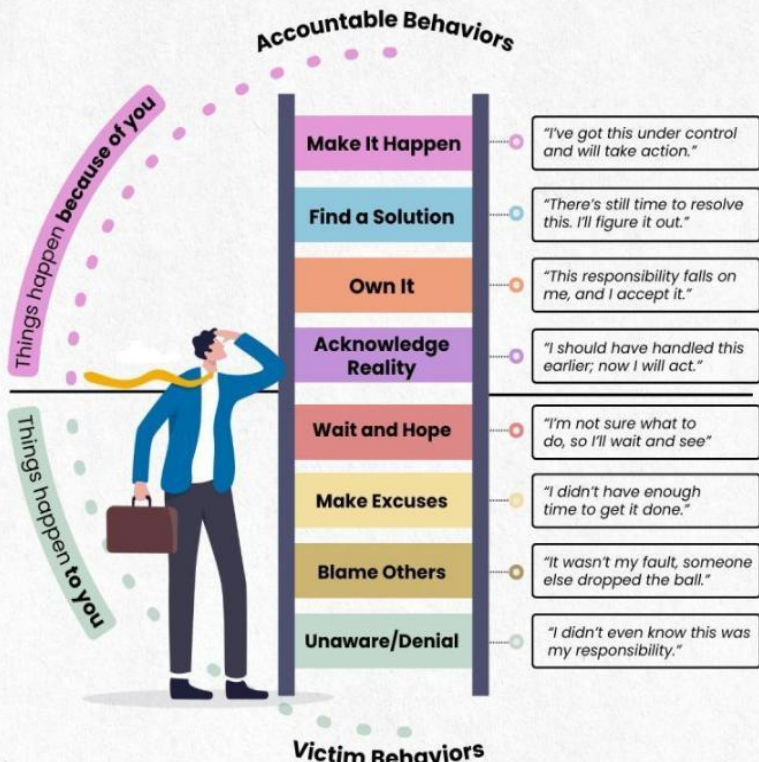
ACCOUNTABILITY

Presented by Megan

THE ACCOUNTABILITY LADDER

WHERE DO YOU STAND?

By Eric Partaker



h/t Bruce Gordon

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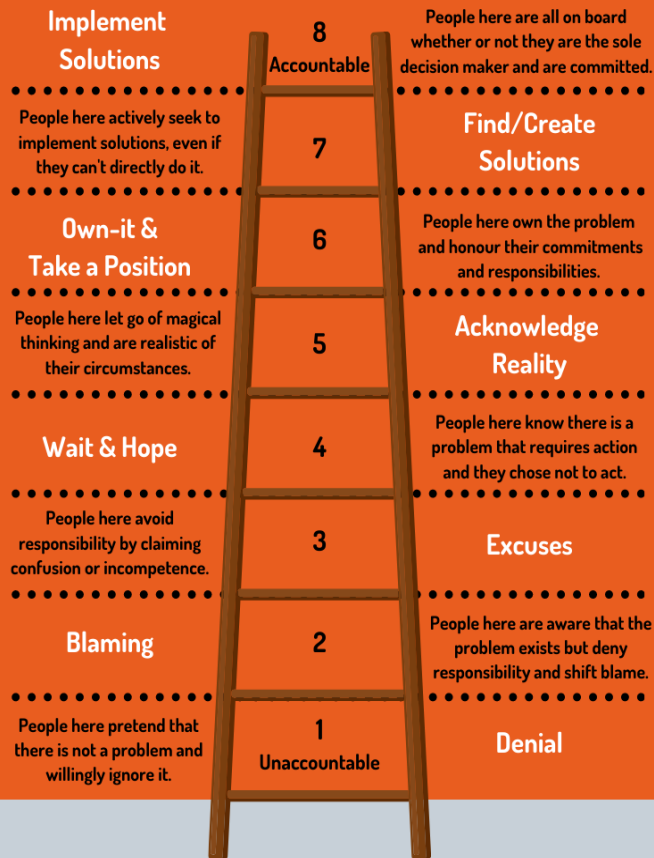


Eric Partaker



[linkedin.com/in/ericpartaker](https://www.linkedin.com/in/ericpartaker)

THE LADDER OF ACCOUNTABILITY



<https://camhsprofessionals.co.uk/the-ladder-of-accountability>

Creating a Culture of Accountability

- Have clear expectations
 - Take ownership of your actions
 - Track progress
 - Ask for/provide feedback
- 
- Build Trust
 - Enhance Teamwork
 - Improve Performance
 - Reduce Burnout

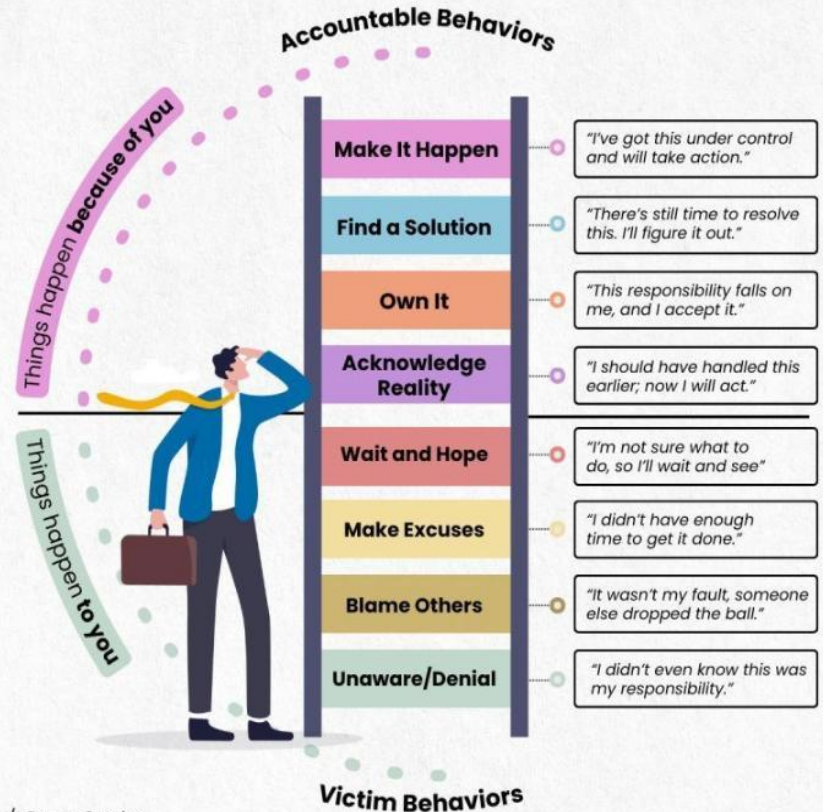
Creating a Culture of Accountability

- Have clear expectations

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Eric Partaker

Top Voice

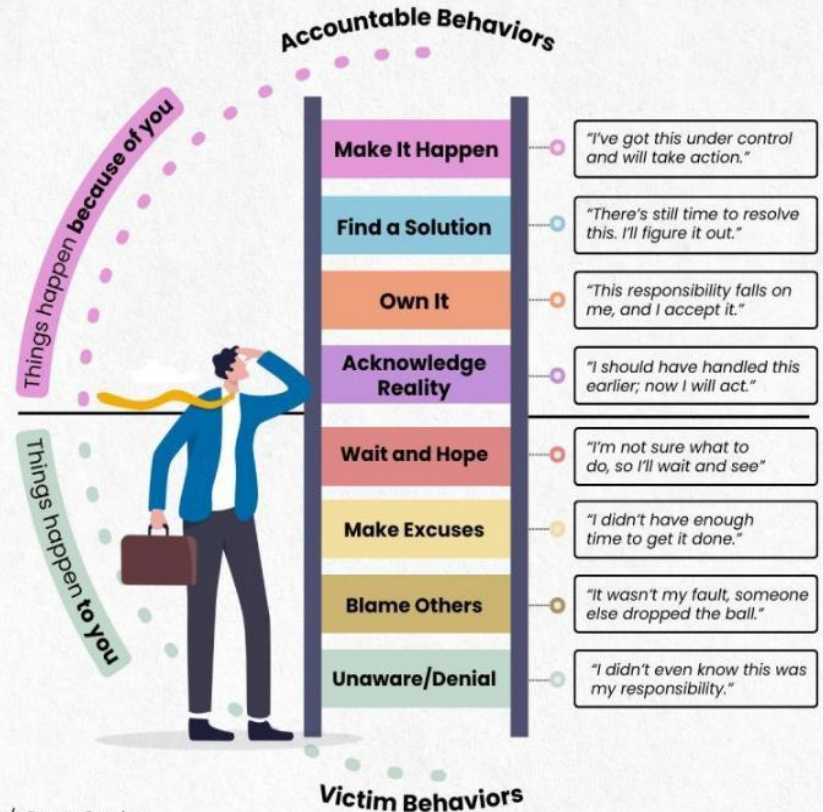
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Eric Partaker

Top Voice

Creating a Culture of Accountability

■ Track progress

THE LADDER OF ACCOUNTABILITY



Creating a Culture of Accountability

- Ask for/provide feedback

THE LADDER OF ACCOUNTABILITY



How do you foster a culture of accountability on your teams?

Have other insights to share? Scan the QR code, or raise your hand at the end of today's presentation.





PROBLEM SOLVING

Presented by Ashleigh

Problem Solving in the Workplace

- *Problem solving in a professional setting is the structured process of identifying an issue, analyzing its root causes, and implementing effective, sustainable solutions to overcome obstacles and achieve desired goals.*



Tom Zohar
@TomZohar

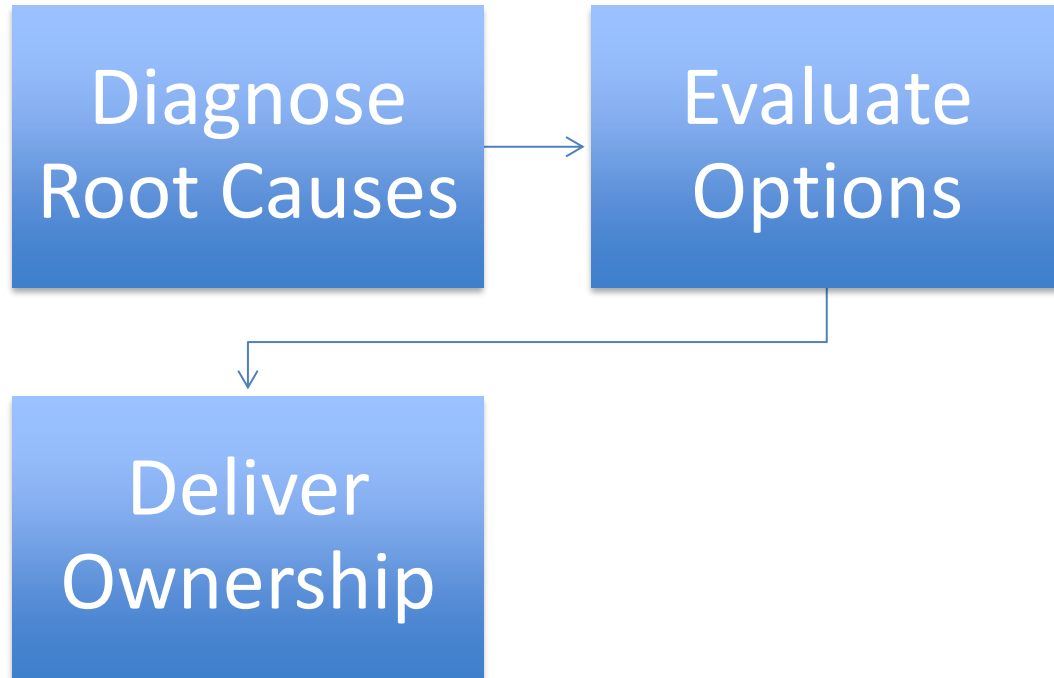
"I hope this email finds you well"

How the email found me:



10:12 PM · 8/29/20 · [Twitter for iPhone](#)

3 PILLARS OF PROBLEM SOLVING



THE SOLUTION-FIRST FORMULA

- Transform routine roadblocks into leadership credibility through a 3-step conversational pattern:
 - Define the Friction
 - Present Alternatives
 - Recommend a Path

**WHAT SEPARATES AN ADEQUATE
PROBLEM SOLVER FROM
SOMEONE WHO IS TRULY
INDISPENSABLE?**



RELATIONSHIP BUILDING

Presented by Jennifer

Relationship Building: A Mindset

- "Relationship building is the intentional, ongoing process of forming, growing, and maintaining meaningful connections with other people."
- Relationships are built in the small moments — not just at staff meeting or at networking events.
- Be genuinely curious about the people around you. AKA- care about them!
- Learn what matters to your clients, coworkers, members, and partners — not just what they need from you today.
- People remember how easy — or hard — you are to work with.

Relationship Building: Put It Into Practice

- Know who you are talking to.
 - Understand how different people prefer to communicate and work.
 - Pick up the phone. Walk down the hall. Sometimes the relationship matters more than the efficiency of another email.
- Connect people when you see an opportunity.
- Be present — people can tell when you're being genuine.
- Don't only build relationships “up.” Build them across, down, inside and outside your organization.

Your network becomes an extension of your ability to solve problems.

Relationship Building: Becoming Invaluable

- What does that mean in relationships?
 - People trust you enough to tell you what's really going on.
 - People call you before the problem becomes a crisis.
 - You know who to call when you don't have the answer.
 - You create connections that make your clients and coworkers better.
 - You maintain relationships even when you don't currently "need" them.

The most invaluable people aren't the people who know everything. They're often the people who know how to bring the right people together.

What is your advice on being a relationship builder?

Have other insights to share? Scan the QR code, or raise your hand at the end of today's presentation.





CLOSING PERSPECTIVES

BECOMING INVALUABLE: WHAT TO TAKE HOME

- **Impact Over Exhaustion**

- True invaluability isn't working 70-hour weeks or being a lone hero—it's driving structured clarity and solutions that prevent burnout.
- Your daily goal: consistently elevate your clients, your immediate team, and the broader AMC.

- **Thinking Like Leadership**

- You now have the blueprint for what AMC executives prioritize: client retention, workload stability, and bottom-line growth.
- Align your everyday tasks with these overarching business drivers to show true strategic value.

- **Lead From Where You Stand**

- Leadership is a daily behavior, not a title—no corner office required.
- Build lasting executive trust immediately, whether you work in admin, meeting planning, comms, or client management.

We Want To Hear From You!

- Do you have any additional insights or tips on the traits/characteristics highlighted today?
- How are you invaluable to your AMC?
- AMC Leaders: Are there any traits or characteristics that you would have included that we are missing?
- Any questions for us?



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