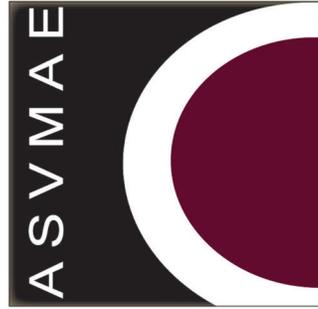


AMERICAN SOCIETY OF VETERINARY
MEDICAL ASSOCIATION EXECUTIVES



UNITING THE
VETERINARY PROFESSION

ASVMAE ThinkWORKS:

Facilitative Leadership:

Maximizing Individuals' Contributions and Organizational Results



March 14-16, 2014

Omni La Mansión del Rio
112 College Street
San Antonio, TX 78205



ASVMAE ThinkWORKS

Deeply probing current and emerging veterinary issues is the heart of ASVMAE ThinkWORKS. Following the “deep dives” into animal welfare and scope of practice issues at previous ThinkWORKS sessions, interested members and issue illuminators will come together for the 2014 edition of ThinkWORKS on Facilitative Leadership.

Anyone can ... and everyone should ... make facilitative contributions.

For too long facilitation has been thought of as something limited to the domain of a few select individuals and only at specific times: during workshops, strategic planning sessions, or board retreats.

In today’s fast-paced, uncertain, and highly collaborative environment, however, it is perhaps more important than ever that everyone embraces the beliefs, behaviors, processes, and techniques of an effective facilitator ... especially association executives.

Association executives are only successful when they are powerful partners for the volunteers and staff colleagues with whom they work. By embracing facilitative leadership, association executives can more effectively and efficiently build others’ capacity and confidence to (1) have conversations about what matters most and (2) to make decisions and plans that accelerate the organization’s value to its members and other stakeholders.

Learning how to do just that is the focus of ASVMAE ThinkWORKS 2014.

Content will examine the following questions (and more):

- What is required for conversations to be open and honest, draw on diverse individual perspectives, thoughtfully consider critical questions, and make decisions that lead to sustainable momentum and results? And how can facilitation support/contribute to those requirements?
- What are the core principles and best/worst practices of effective facilitation? How do can they be applied to common situations we encounter as association executives?
- What are the people and environment considerations that effective facilitators must most understand and design for as they approach a meeting, workshop, or strategy sessions?
- What do we know about veterinary doctors (their values, their training, their practice) that we need to consider in order to effectively facilitate their efforts?
- What special facilitation considerations apply when staff members are working with volunteers or when an individual is not in the designated facilitator role for a discussion? When major disagreements arise or significant conflict emerges, how must facilitation shift to manage the changing group dynamics?
- What are the most important facilitation tools and techniques an association executive should strive to master?
- How should associations build the facilitation capabilities of their volunteer leaders?

Honoring the experienced nature of the ThinkWORKS audience, limited time will be spent on facilitation fundamentals in order to most focus on intermediate and advanced content. To ensure maximum value, participants must complete a short reading in advance of the program, as well as submit their responses to a brief survey to help customize the learning experience.



Program Overview

Friday, March 14

Always a hallmark of any ASVMAE gathering, Friday afternoon will consist of ASVMAE member-driven panels on strategic planning/organizational goal-setting, governance, and the relationship between the chief staff executive and elected President. You'll learn from your colleagues and share your own experiences, laying the groundwork for the facilitation skills that we'll learn in the following days with the goal of making us all more effective association executives.

Saturday, March 15

We'll begin our exploration of the work of facilitative leadership by focusing on what is required when diverse individuals come together in a group to try and accomplish something. We'll briefly examine the common stages of group development and the most important facilitation emphasis for each. We'll consider what we know about the individuals you facilitate and what it might mean for your facilitation efforts, as well as the lenses and perspectives you bring to this work of facilitative leadership. Finally, we will quickly review the core principles that guide effective facilitators.

Our afternoon session moves from principles to practice and application, first with common group dynamics situations that emerge in almost any group, and second with a deeper dive into specific issues/case studies you suggest in our pre-event survey. We'll spend time considering the unique nature of association executives and other staff facilitating volunteers and how to best manage this relationship, particularly if we are not the designated facilitator. How to handle "charged conversations" or conflict-laden discussions also will be addressed.

Sunday, March 16

During breakfast, Jeffrey Cufaude will highlight some of his favorite facilitation resources that you may wish to consider using in your work (and that will be on display all of Saturday and Sunday). Following breakfast, we will first focus on key questions and considerations before, during, and after a facilitation effort as we collaboratively create a "cheat sheet" of sorts to guide your future facilitation efforts. A *lightning round* segment closes out our morning, addressing an agenda of questions and topics that you help Jeffrey create with your responses to the pre-event survey and refine at the close of Saturday's programming. This ensures that you leave Sunday with your specific needs and interests addressed as thoroughly as possible.

“ The first order of business is to build a group of people who, under the influence of the institution, grow taller and become healthier, stronger, more autonomous. ”
Robert Greenleaf, *Servant Leadership*





ThinkWORKS Schedule

Friday, March 14

- 1:00 - 1:15 PM Welcome, Introductions, and Setting the Stage
David Foley
- 1:15 - 4:30 PM Key Topics in Association Leadership Panels
Rick Alampi
- 4:30 - 6:00 PM ASVMAE Welcome Reception

Saturday, March 15

- 8:00 - 8:30 AM Breakfast
- 8:30 AM - 12:15 PM The Work of Facilitative Leadership: Part One
Jeffrey Cufaude
- 12:15 - 1:15 PM Lunch
- 1:15 - 4:30 PM The Work of Facilitative Leadership: Part Two
Jeffrey Cufaude
- 4:30 - 4:45 PM Distilling the Learning/Action Planning
Jeffrey Cufaude
- 6:30 PM ASVMAE Group Dinner

Sunday, March 16

- 8:15 - 9:00 AM Breakfast with Resource Review
Jeffrey Cufaude
- 9:00 - 11:45 AM The Work of Facilitative Leadership: Part Three
Jeffrey Cufaude
- 11:45 AM - Noon Distilling the Learning/Action Planning
Jeffrey Cufaude

Strategic Initiative Partners

Platinum Level



Silver Level



Bronze Level





About Jeffrey Cufaude



A former association executive director and university student affairs staff member, Jeffrey Cufaude is an accomplished writer, speaker, and facilitator whose work for almost two decades has focused on building communities of ideas and idealists.

As president and CEO of his own consultancy, Idea Architects, Cufaude is a regular keynote speaker, strategy session facilitator, and workshop presenter in the association community. For more than a decade he designed and facilitated one of the American Society of Association Executives flagship professional development offerings, its Future Leaders Conference, and he has spoken and more ASAE conferences and published more articles in *Associations Now* than he would care to count. And he's no stranger to the veterinary medicine community, having done significant work in the past for ASVMAE, AVMA, CVMA, OVMA, and AAHA, among other groups.

Cufaude deeply believes that when it comes to associations, our communities are *resource-full*. We just need to become more *resourceful* into tapping the interests, aspirations, and yes, frustrations of those we serve in order to advance our missions and visions. And no skills are more important to doing so than those associated with effective facilitation, so he is especially pleased to be bringing this topic to ThinkWORKS 2014.

You can experience a taste of Jeffrey's creativity and thinking online where a quick Google search will lead you to videos of his 2012 TEDxIndianapolis talk on lifelong learning, two short IGNITE presentations for ASAE, as well as brief interview conversations on various leadership topics.

About ASVMAE ThinkWORKS

ThinkWORKS is about exploring new ideas, sharing experiences, and discovering your personal philosophy and strategy for leadership on a contemporary issue. ThinkWORKS is about colleagues thinking together on mutual interests, concerns, and challenges. And ThinkWORKS is about developing guidance, models, and content that ASVMAE members can put to work in their VMAs.

The people who come to ThinkWORKS are there because they have a keen interest in the topic, wish to immerse themselves in a think-tank environment, and desire to engage with colleagues in probing the issue – and as a result gain insight and understanding into a key issue facing the veterinary profession.

ThinkWORKS is an engaging experience and an intimate gathering of colleagues who respect and trust one another – just the right learning environment to test new ideas and enrich your understanding of a challenging topic.



The Details

ASVMAE ThinkWORKS is open to any ASVMAE member. In exchange for the registration fee of \$295, ASVMAE provides the program, issue illuminators, Friday reception, Saturday continental breakfast, lunch, and dinner, and Sunday's hearty breakfast. Enrollment is limited to 25 participants; ASVMAE members only, one representative per VMA.

The program will begin Friday, March 14 at 1:00 PM and end Sunday, March 16 at Noon.

This year ThinkWORKS will be held in San Antonio at the Omni La Mansión del Rio, situated along San Antonio's River Walk. In addition to its stately combination of Spanish colonial and European architecture, the Omni La Mansión del Rio's scenic views and tranquil nature sets a new standard for architectural grace, welcoming personality, and stunning landscapes.

ASVMAE attendees will receive a rate of \$209/night (single or double). Reservations may be made by calling 800-843-6664 and indentifying yourself with ASVMAE. The cutoff date for hotel reservations is February 21, 2014.



Scholarships

Thanks to the support provided by ASVMAE Strategic Initiative Partners, ASVMAE is able to offer three scholarships to ASVMAE ThinkWORKS. The scholarship is intended to support the attendance of an ASVMAE member who would not be able to otherwise participate due to the association's limited operating budget. The scholarship will waive the \$295 registration fee and provide a stipend up to \$500 for travel and lodging costs.

To be considered for a scholarship, please write a brief (1-2 paragraph) explanation of your financial need and your desire to participate in ThinkWORKS: Facilitative Leadership; email your information to Tesha Hoff at tesha.hoff@att.net by close of business on Friday, February 7. Scholarship applicants will be notified promptly thereafter.



Registration Limited to 25 Participants

Name: _____ Position: _____

Association: _____

Mailing Address: _____

Email: _____ Daytime Phone: _____

Registration Fee \$295

Check (enclosed payable to ASVMAE)

Visa MasterCard American Express

Credit card #: _____ Expiration date: _____

Cardholder's name printed: _____ CVV # (3 digits back of card): _____

Cardholder's signature: _____

Billing address (if different from above): _____

City, State/Province, Postal Code: _____

How to Register

Online

www.vmaexecs.org

By Fax

Send registration form to
866-593-3892

By Mail

Send registration form to
ASVMAE
PO Box 460
Camas, WA 98607

Cancellations received on or before the registration cutoff date will receive a full refund less a \$50 administrative fee.

No refunds will be issued for cancellations after the registration cutoff date or for no shows.

Registration Deadline
March 7, 2014