AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

CREATING MEMBER-CENTRIC SYSTEMS

SEPTEMBER 2020

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HOW TO USE THIS GUIDE

MATCH YOUR OFFERINGS TO WHAT YOUR MEMBERS NEED

Members are trying to complete the following jobs when interacting with ASAE:

- Find PURPOSE in the association profession
- Experience a Sense of BELONGING
- GROW EXPERTISE as an Association Professional
- Make PROGRESS in my CAREER
- Address a Work CHALLENGE IN-THE-MOMENT
- Learn How to Better Run & GROW MY ASSOCIATION

The first six maps (pages 2-8) show the fundamental measures of performance that ASAE customers expect when trying to accomplish the six core jobs outlined above. Each map contains a multitude of outcome statements. In a single statement, a desired outcome defines how a member is measuring value and how ASAE can meet this need in deisgning a solution. In addition to being measureable, controllable and actionable, outcome statements are designed and structured to be devoid of solutions and stable over time, thus making them useful customer inputs for years to come. The next seven experience maps (pages 9-16) represent common ASAE products or services that serve as a vehicle to fulfill one or more jobs-to-be-done. Use these maps to ensure that - within that specific offering - you are fulfilling your members needs.

When looking to create, purchase or refine a program, experience, or offering use these outcome statements to guide you. Taking a single outcome statement as an example:

"Minimize likelihood that I have to know someone to get on a committee"

Given this statement and applying it to the selection process itself, how can you ensuer that volunteer applications are as easy and concise to read and compare as possible? Perhaps eliminating the chance that selection committee members run out of time or patience and simply select committee members that they are already familar with? With this in mind, how would that impact the online application process? The selection process?

If you ensure that a volunteer is placed on a committee because of their value, not because of who they know, you are one step closer to fufilling one of the most important jobs that members are trying to complete. You will have greatly contributed to creating a sense of belonging for a greater number of members.

BELONGING

ASSOCIATION PROFESSIONALS WANT TO FEEL LIKE THEY BELONG

- Members want ASAE to better facilitate, encourage and support connections with a diverse group of individuals
- There is a perception that getting accepted onto a committee depends on who you know not what you can offer
- Members believe that it is difficult to volunteer for ASAE
- Engaged members seem to have a story of "breaking in" to the "in crowd"
- Many members give up trying to be involved because it is too difficult
- There is lost opportunity to create connections in non-conference settings
- Members are asking for ways to celebrate each other

QUESTIONS TO ASK:

- **Where are we missing opportunities to facilitate connections?**
- **How might we make it easier to be involved?**
- **How might we lead our volunteers to become more inclusive?**

BELONGING

Association Professionals seek to feel a sense of belonging in the association community. They want to feel connected, included and they want to share experiences with a diverse group of individuals quest to find belonging through ASAE.

There are several avenues members take in their quest to find belonging as ASAE:

- Attend conferences
- Interact online
- Participate in professional development activities
- Volunteer

INTERACT ONLINE

- Maximize likelihood that I am not bullied in online forums
- Maximize ability to give positive reinforcement to others online
- Maximize number of people I can meet with my job title
- Maximize likelihood that I ask the appropriate question in the correct forum

CONFERENCE & PROFESSIONAL DEVELOPMENT

- Maximize number of people I meet with same challenges/issues as me
- Maximize my ability to introduce myself to a first time attendee
- Maximize likelihood that I meet someone that I did not know before
- Maximize ease by which I can contact others before, during & after conference
- Maximize number of intimate settings I can connect in
- Maximize likelihood that I can see who else is attending
- Maximize ability to plan appropriate outfits
- Maximize ease by which I can give positive reinforcement to others
- Maximize likelihood that I can search the attendee list and sort by title, interest, location

VOLUNTEER

- Minimize likelihood that I have to know someone to get selected for a volunteer committee
- Maximize likelihood that I know my application is read by selection committee
- Maximize ease of reviewing and comparing applications for selection committee
- Minimize number of times I have the opportunity to bond with fellow volunteers
- Maximize likelihood that I will be warmly welcomed into the volunteer

PEER GROUP

- Maximize likelihood that I can find and connect with people similar to me
- Maximize likelihood that I can find and connect with people different than me

PURPOSE

SEEKING PURPOSE IN CAREER AND IN GREATER PROFESSION

- Retaining and recruiting top talent is a constant concern for association leaders
- Members learn the greater purpose of an Association career through mentors and peers, rarely mentioning ASAE as a source of inspiration
- Members want to give back to the community and feel a sense of purpose by sharing their knowledge but often find it difficult

QUESTIONS TO ASK:

- **How can we promote the industry in a way that people want to work in it?**
- **How can we inspire association professionals to stay?**
- **How can we inspire younger workers to become association professionals?**

PURPOSE

Association professionals seek to find a greater purpose through their work. They want to feel that what they are doing is making a difference in the broader world. Feeling valued for their skills, being seen as a credible resource to their organization and in the industry, and making a mark in the greater Association profession is important to them.

We discovered several avenues people take in their quest to find purpose through profession:

- By finding meaning through understanding the larger significance of association work
- Through individual visibility and recognition
- By volunteering
- Getting a credential or certificate

UNDERSTANDING SIGNIFICANCE
- Minimize time it takes me to understand the importance of association work
- Maximize number of people who are attracted to the profession to participate in the greater purpose
- Maximize likelihood that recognition I recieve ties my work back to a greater good
- Maximize likelihood that I can easily see how my work impacts the greater good

VOLUNTEERING
- Maximize my ability to share my knowledge
- Maximize number of opportunities that I can contribute in a meaningful way
- Maximize likelihood that I can apply my knowledge to help the greater community
- Maximize likelihood that I am acknowledged for my contribution

VISIBILITY/RECOGNITION (AWARDS)
- Maximize likelihood that I can publicly celebrate other members accomplishments
- Maximize my ability to see what associations or individuals have won awards
- Maximize number of awards I can apply for to show

CREDENTIAL/CERTIFICATE
- Maximize likelihood that I can mentor others taking the exam
- Maximize number of people that I can share my journey to get my CAE
- Maximize likelihood that studying for the CAE includes helping me understand the greater purpose of an Association career

GROW EXPERTISE

HELPING MEMBERS GROW THEIR AREA OF EXPERTISE

- Some curriculum is perceived to be outdated by facilitators (Association Management Week)
- Members express a feeling of being "nickel-and-dimed" to participate
- Members prefer solving challenges with peers rather than listening to speeches
- Members express a desire to form CAE learning circles
- "We need to be pushed with content from beyond, not from within our industry. We need many, many more able-bodied disruptors, and ASAE can help us create them."

QUESTIONS TO ASK:

- **How can we best package our learning solutions?**
- **Should we be in the business of "cutting edge?" Should we partner with others?**
- **How can we make our offering more interactive and focused on real-time problem solving?**

GROW EXPERTISE

Association professionals seek to strengthen their individual area of expertise, perform work tasks more effectively, understand best practices, and learn new skills that they can incorporate into their everyday work.

Interviewees told us that they grow their individual expertise by:

- Reading journals, books and online resources specific to their skillset/expertise (Marketing, Technology, Events)
- Attending conferences
- Participating in online or in-person (non-conference) trainings
- Earning a certificate, degree or credential

READING AND INTERACTING ONLINE
- Maximize number of articles that dig deeper into more advanced content
- Maximize ability to save messages, articles, and other content to read or respond to later (personal library)
- Maximize number of articles relevant to my career stage
- Maximize likelihood that I am aware that I can take part in ASAE through an association membership
- Maximize number of models, samples and benchmarks I can search and sort

ATTENDING CONFERENCE
- Maximize content that is relevant to me and my career stage
- Maximize likelihood that I can see all session content beforehand
- Maximize amount of time spent learning
- Maximize my ability to share key takeaways with my team and board
- Minimize number of conferences I have to pay for
- Minimize time it takes to get to a session and settle in
- Minimize my stress over the details (who, where, when basics) so I can focus on learning

PARTICIPATING IN PROFESSIONAL DEVELOPMENT
- Maximize likelihood that trainer can adjust their teaching to my career stage
- Maximize my access to the experts so that I can ask questions
- Maximize likelihood that I can take notes while watching a screen online
- Maximize likelihood that I understand key points to focus on
- Maximize likelihood that I am shown a clear career path

EARNING A CERTIFICATE, DEGREE OR CREDENTIAL
- Maximize likelihood CAE course teaches me skills rather than "how to take a test"
- Maximize my access to the experts so that I can ask questions
- Maximize number of learning groups I can choose from to join

PROGRESS IN CAREER

HELP ASSOCIATION PROFESSIONALS MAKE PROGRESS IN THEIR CAREERS

- Members would like to better connect with those who can help them
- There is an expressed need for clear learning pathways
- Members express a desire for ASAE to support CAE learning circles
- Members expressed a desire to share and be recognized for their expertise in a broader forum
- Engaged members are trying to figure out how to meet new people and some are simply going to other organizations to expand their networks

QUESTIONS TO ASK:

- **How might we provide the model or framework for association career paths?**
- **How might we better support the unofficial mentoring that is taking place currently?**
- **How might we make it easier for seasoned members to expand their network within ASAE?**

PROGRESS IN CAREER

Association professionals at all career stages are looking to make progress in their career. This can include a promotion within their organization, a move from one functional area to another (ie; communications to membership), and/or a new job at a new Association.

Association professionals try progress in their careers by:

- Making and keeping connections to other industry professionals
- Understanding what jobs are currently open
- Seeking ways to show or share their skills in a broader forum/venue
- Building their resume through training and credentials that show their experience

MAKING CONNECTIONS

- Maximize number of thought leaders available for me to connect with
- Maximize likelihood that I can find a mentor or role model
- Maximize ability to leverage my network
- Maximize likelihood that I can connect with other participant in online or in-person courses or events
- Maximize ability to expand my network beyond those that I already know

FINDING JOB OPPORTUNITIES

- Maximize ability to use career center anonymously
- Maximize my ability to research associations and their involvement in ASAE when looking for a job
- Maximize likelihood that I can understand what employers are looking for in talent selection

SHARE SKILLS IN BROADER FORUM/VENUE

- Maximize my ability to share my knowledge in a broader forum
- Maximize my ability to share knowledge online without looking self-promoting
- Maximize my ability to be perceived as professional among my peers
- Maximize likelihood that I am respected for my knowledge

BUILDING RESUME

- Maximize likelihood that I can understand my career path possibilities
- Maximize my ability to afford courses to support my career growth
- Maximize likelihood that I have proof of completion of a course or lesson
- Maximize likelihood that I will learn what skills and experience I need to develop in my career
- Maximize likelihood that my skills are aligned with my volunteer opportunities

WORK CHALLENGE

ADDRESSING A WORK CHALLENGE IN THE MOMENT

GIVE ASSOCIATION PROFESSIONALS A SENSE OF BELONGING

- Members want ASAE to better facilitate, encourage and support connections both to members that are similar and to members that are dissimilar
- There is a perception that getting accepted depends on who you know not what you can offer
- Members believe that it is difficult to volunteer for ASAE
- Engaged members seem to have a story of "breaking in" to the "in crowd"
- Many members give up trying to be involved because it is too difficult
- There is lost opportunity to create connections in non-conference settings
- Members are asking for ways to celebrate each other

QUESTIONS TO ASK:

- Where are we missing opportunities to facilitate connections?
- How might we make it easier to be involved?
- How might we lead our volunteers to become more inclusive?

WORK CHALLENGE

Association Professionals want help addressing challenges immediately. They want ASAE to be one step ahead of them when it comes to potential challenges. They expect ASAE to lead the rest of the industry by producing content that is innovative and future-looking, that has depth, and to provide templates, benchmarks, best practices and advice on common current and future industry challenges.

We discovered several avenues or paths that people take in their quest to find purpose through profession:

- Online
- Conferences and Professional Development
- Contingency Planning

ONLINE
- Maximize likelihood that offerings meet my immediate challenge
- Maximize likelihood that I will see what the newest and most progressive organizations are doing
- Maximize likelihood that I can easily search across all digital properties
- Maximize number of case studies I can sort and search
- Maximize likelihood that I can find one or more organizations that have addressed my challenge

CONFERENCES AND PROFESSIONAL DEVELOPMENT
- Maximize likelihood that session content is new and innovative
- Maximize likelihood that I can learn about organizations that have tried what I am trying to do
- Maximize number of thought leaders who are attending

CONTINGENCY PLANNING
- Maximize likelihood that ASAE has completed scenario planning on a regular basis
- Maximize likelihood that ASAE has tested solutions to potential issues for me
- Minimize likelihood that nobody in the Association community has addressed a challenge
- Maximize number of solutions that have been tested by other organizations

BETTER RUN MY ASSOCIATION

PROVIDE CEOS THE INFORMATION TO CREATE ASSOCIATIONS THAT THRIVE

- CEOs want content that is innovative and future-focused
- Leaders frequently turn to ASAE for benchmarks on how others in the industry are performing
- Leaders are looking for templates and samples as to not "recreate the wheel"
- CEOs would like to learn from their peers
- CEOs want help training and growing staff
- CEOs want to be able to include more of their staff but cannot afford to
- Vendor CEOS and EDs both expressed need to better connect with each other

QUESTIONS TO ASK
- **How might we create up-to-date samples and templates?**
- **How might we better organize peer learning for the C-Suite?**
- **How might we better help guide and train increased numbers of staff?**

BETTER RUN MY ASSOCIATION

Executive directors and CEOs are trying to lead organizations to more effectively achieve their unique missions, create more impactful organizations and stay relevant (and thrive) in a changing environment.

They seek to grow their business by:

- Consuming trusted sources
- Attending conferences
- Sitting on a board of directors (volunteering)
- Joining a CEO Peer Group
- Sponsoring an association event (Vendor Partner)

CONSUMING TRUSTED SOURCES

- Maximize number of up to date models and samples I can find
- Maximize number of up to date association benchmarks I can access
- Maximize likelihood that articles have depth and really dig into challenges I face
- Maximize likelihood that I can amass the resources I need in a personal library to refer to later
- Maximize likelihood that I interact with those in my same position and level
- Maximize ability to see the most latest activities by the most progressive organizations
- Maximize ability to determine what to outsource and what not to outsource

CONFERENCES

- Maximize likelihood that I interact with those in my same position and level
- Maximize ability to see the latest activities by the most progressive organizations
- Maximize ability to determine what to outsource and what not to outsource
- Maximize likelihood sessions, articles, ideas and content that are new and innovative and forward thinking
- Maximize ability to get best offer available for my company/team
- Minimize effort it takes to find vendors relevant to my needs
- Maximize ability to act upon what I learn in sessions immediately with vendors
- Maximize ability to plan conference for a team of people
- Maximize number of business conversations I can have with vendors at the conference
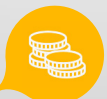- Maximize ability to see demos or new features of vendor products

VOLUNTEERING

- Maximize the experience I gain by volunteering
- Maximize likelihood that I bring and apply my past experience
- Maximize likelihood that I can apply what I learned working with my own board
- Maximize likelihood that I can prove that I added value

JOINING PEER GROUP

- Maximize likelihood that format allows us to solve complex challenges together
- Maximize number of peer groups of my level to choose from
- Maximize number of diverse individuals in my peer group

SPONSOR EVENT

- Maximize likelihood that I can share my knowledge with the community
- Maximize likelihood that i can connect with serious buyers

CONFERENCE

Attending professional conferences provides members an avenue to connect with other professionals, learn new skills, learn about other associations and find new and innovative ways to thrive as an organization and as a professional

RESEARCH
- Maximize likelihood that I will be with people that I can connect with
- Maximize likelihood that I can find attendees with my similar job and title
- Maximize likelihood that I can easily see who I know that is also attending
- Maximize number of thought leaders that are attending
- Maximize likelihood that session topics are relevant to my current challenge
- Maximize the likelihood that I can see all session content (presentations) before hand
- Maximize the likelihood that I can see all session topics beforehand
- Maximize how quickly I receive the schedule/brochure in the mail

REGISTER
- Minimize number of prompts to add on conference extras
- Minimize time it takes to register
- Maximize likelihood that I know that my data is secure
- Maximize likelihood that my information is pre-populated on the forms
- Minimize number of emails you send me for confirmation
- Maximize my ability to add sessions to my personal calendar easily
- Maximize the likelihood post registration confirmation/communications is comprehensive and concise
- Maximize ability to get best offer available

PLAN
- Maximize my ability to create a detailed personal agenda that is comprehensive of flight, plan, hotel, parties, and sessions
- Maximize my ability to plan my outfits appropriately
- Maximize my ability to search and filter people from my state, name, title, or similar professional role/other interests
- Maximize ability to differentiate between vendors and attendees
- Maximize ability to research special venues beforehand
- Minimize effort to contact other attendees
- Maximize likelihood that I am invested enough to pay the "extras" that my employer is not paying
- Maximize the likelihood that my employer pays
- Maximize ability to personalize my conference experience
- Maximize ability to add personal information on mobile agenda
- Maximize ability to "divvy up" sessions with peers easily
- Minimize likelihood that the "extras" are very special and unique experiences
- Maximize feeling of exclusivity of smaller events so that I can bond with people and share the experience
- Maximize likelihood that first time attendees have a conference buddy
- Minimize the amount of stress over details (who, where, when basics) so I can focus on the experience in the moment
- Maximize amount of conference materials I can easily

ATTEND & EVALUATE
- Maximize likelihood that hotel check-in is easy
- Maximize likelihood that I can identify and introduce myself to a first timer
- Maximize likelihood that I can pick up badge right away
- Maximize ability to orient myself to local area
- Minimize chance that I will be standing alone at a large event
- Maximize likelihood that I will know one person at an event
- Maximize time spent learning
- Maximize ability to leverage what I learn back home
- Maximize time to get to next session and settle in
- Maximize the likelihood that my team can share key takeaways from individual sessions
- Maximize ability to act on what we learn
- Maximize ability to act on what I learn in the conference immediately with vendors
- Maximize people I can recruit for positions
- Maximize ability for my team to get the most from the conference experience
- Maximize ability to get through the exhibit hall
- Maximize number of business conversations I can have with vendors
- Minimize follow up conversations (want to have conversations on-site)
- Maximize number of vendor demos or new features I can see

FUNCTIONAL/ EMOTIONAL NEED

- GREEN = Running Business
- BLUE = Belonging
- PINK = Just in Time
- RED = Purpose
- ORANGE = Expertise
- PURPLE = Progress in Career

NETWORKING

Connecting with other Association Professionals either online or in-person is a way for ASAE members to make progress in their careers and to find belonging.

RESEARCH & FILTER
- Maximize likelihood that I can seeinvolved other associations are within the ASAE community to guage their support for their own staff
- Maximize likelihood that I see awards won for an Association
- Maximize the number of people I am introduced to that are intentional about connecting
- Maximize likelihood that I meet someone that can

PREPARE
- Maximize ability (online) to see who is connected to whom
- Maximize ability to sort member directory by length of membership, Job Title, Career Stage, Professional Interests, Committees, Volunteer Contributions, are they a thought leader or a vendor or both, Award Won, Events Sponsored
- Maximize ability to see who is part of ASAE and who is not
- Maximize ability to see all available networking options
- Maximize likelihood that experiences in smaller groups will help me to build relationships

CONNECT
- Maximize the number of new people I meet
- Maximize time I have to connect with existing contacts
- Maximize ability to see common threads between me and others
- Maximize ability to get contact information easily in the moment
- Maximize diversity of people I meet
- Maximize likelihood that i can set a follow up meeting in the moment
- Maximize exposure to other volunteers in a longer term setting
- Maximize number of small events with more intimate settings
- Maximize ability to meet people facing same challenges/issues
- Minimize number of large social events that I have to navigate
- Maximize opportunity to connect with people in small groups

EVALUATE
- Maximize my ability to give public praise and encouragement to fellow members
- Maximize chance that I know someone walking into my first event
- Maximize likelihood that there is one person I can relate to at event
- Minimize likelihood that I am standing alone at an event
- Maximize number of quality experiences in smaller groups

FUNCTIONAL/ EMOTIONAL NEED

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CREATING A GRASS ROOTS GROUP

Association Professionals often cannot find a way to connect with and learn from peers that have similar job titles or interests within the ASAE ecosystem. When this occurs, they often form their own peer group.

The outcomes listed here are expected from ASAE when members form a peer group to:

- Better Run Their Organization
- Make Progress in Their Career
- Create a Sense of Belonging

RESEARCH
- Maximize resources available on "how to form a peer group"
- Maximize non-formal relationship with ASAE
- Minimize ASAE placing "structure" on my group
- Maximize amount of encouragement and support from ASAE

IDENTIFY WHO TO INVITE
- Minimize time to create a diverse mix of people
- Maximize likelihood that I can invite those who may be less connected within ASAE
- Maximize ability to invite people I do not know
- Minimize the time it takes to find peers that fit group criteria
- Maximize ability to see who is connected with whom
- Maximize ability to see who is part of ASAE and who is not while on LinkedIn

INVITE
- Minimize the time it takes to ask peers to join
- Maximize ideas from group members to guide meeting topics
- Minimize time it takes to identify speakers
- Minimize time it takes to book speakers

MEET
- Maximize quality relationships formed
- Minimize travel time involved to meet
- Maximize likelihood that I can use ASAE resources for the group
- Maximize likelihood that I can find resources for the group outside of the ASAE community
- Maximize ability to offer CAE credits
- Maximize likelihood that ASAE cares to partner with and promote the group

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SPONSORS

Vendors in the Association community sponsor events as a way to find greater belonging within ASAE, as a way to share their knowledge, and ultimately to grow their businesses.

The jobs they are trying to accomplish include:

- Finding belonging in ASAE community
- Growing or running organization better

PRIORITIZE SPONSORSHIP OPPORTUNITIES
- Maximize the number of people in our target audience that will attend
- Maximize my opportunity to build a network of association professionals
- Maximize ability to understand who is really at the event to ensure this is truly our target audience

DECIDE WHAT TO SPONSOR
- Maximize likelihood that there is opportunity to be involved in the community beyond showing up and giving money
- Maximize likelihood that we can speak so that we are known as a source of knowledge
- Maximize time it takes to negotiate better performance
- Maximize collaboration with ASAE staff to create a mutually beneficial relationship

PREP PRIOR TO EVENT
- Minimize the time it takes for me to understand what we paid for
- Minimize the time it takes to make decisions if there are optional things to do as part of sponsorship
- Minimize surprises that could happen at the event
- Minimize time it takes to organize who does what at the event

ATTEND EVENT
- Maximize ability to solve complex challenges together
- Maximize perception that vendors are engaged community members and not just out to "sell me something"

EVALUATE SPONSORSHIP
- Maximize the amount of existing relationships to create more depth of relationships
- Maximize the number of new people we talk to
- Minimize the time wasted with people that have no interest in working with us
- Maximize the amount of data we have access to after the event
- Minimize the perception that we are annoying or harassing if we email or call after the event

INTERACTING ONLINE

Association Professionals interact with ASAE online by reading AssociationsNOW or other trusted content, communicating with peers in the online community or searching for content to help them address an immediate need or challenge.

RESEARCH
- Maximize the number of different perspectives available to me
- Maximize likelihood that content is timely and relevant
- Maximize likelihood that I know I am a member and as a benefit have access to ASAE online resources and community
- Maximize the amount of available content that shows me what other associations are doing
- Maximize my ability to find content that helps me maintain relevance in the association arena

PREPARE
- Maximize likelihood that I post to most relevant forum
- Maximize likelihood that I do not get reprimanded publicly
- Minimize likelihood that I look unprofessional in front of my peers

CONNECT OR READ
- Maximize amount of relevant feedback I get back to my questions
- Maximize ability to upload files and documents to share
- Minimize number of "fluffy" articles I have to sort through
- Maximize number of articles that dig deeper into the content available
- Maximize ability to search across all web properties
- Maximize ability to reply to a thread without logging in every time
- Minimize demeaning, thoughtless or derogatory language in the forums
- Maximize ability to flag messages to reply to when I have time
- Maximize ability to forward relevant information to my board or team
- Maximize ability to share association benchmarks and best practices in presentations to my board
- Maximize ability to use content to educate my staff or board
- Maximize ability to take "snippets" of information to deliver to my board
- Maximize ability to gather benchmarking data
- Maximize likelihood that I get perspective of other Associations or non-profits
- Maximize ability to get information from CEO peers who have my perspective

EVALUATE
- Maximize ability to validate information shared with me online

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VOLUNTEER

RESEARCH
- Maximize my understanding of what volunteer opportunities are available
- Maximize likelihood that I understand my commitment
- Maximize the likelihood that the opportunity is interesting
- Maximize my understanding of process of selection committee
- Minimize number of people that feel disenfranchised and not "in the know" from the "inner circle"
- Maximize likelihood that it is easier to volunteer at ASAE vs. other organizations
- Maximize opportunity to include a broader number of people in the organization
- Maximize understanding of the submission process
- Maximize likelihood that I understand probability that I will be accepted
- Maximize likelihood that it is comparatively easy to volunteer for ASAE rather than another organization
- Maximize the likelihood that I can find a way to volunteer that fits my schedule
- Maximize likelihood that I understand if what I am applying for is prestigious or exclusive

APPLY
- Minimize time it takes to fill out the application
- Maximize my confidence that volunteering is the right decision
- Maximize likelihood that I know what priorities for selection are being applied to
- Maximize likelihood that my application is complete and error free
- Maximize chance that what I write in my application is read by a committee
- Maximize chance I can qualify based on my expertise rather than who I know
- Maximize ease of reading applications by selection committee
- Minimize time to compare and sort application by selection committee

SERVE
- Maximize impact I can have on the organization
- Maximize my ability to contribute my industry knowledge and my network back to ASAE
- Maximize my ability to contribute in a meaningful way
- Maximize my understanding of my individual contribution and role
- Maximize likelihood that meetings are structured
- Maximize likelihood that ideas are given proper consideration (I'm not a rubber stamp)
- Maximize likelihood that I bring and apply my past experiences and industry knowledge
- Minimize time it takes to ramp up to understand committee
- Maximize clarity of charge of committee
- Maximize face to face in committee
- Maximize likelihood that every voice is heard on committee
- Maximize my ability to get to know others I serve with
- Maximize likelihood that I feel accepted
- Maximize empathy or understanding for out of town (non DC) participants
- Maximize likelihood that I will be warmly welcomed
- Maximize my ability to develop relationships that can help me grow
- Maximize likelihood I can stick to the requirements, criteria and what I was tasked to do
- Minimize distraction and stay true to what I was supposed to do

EVALUATE
- Maximize likelihood that I can prove that I added value
- Maximize that I can apply what I learned to working with my board, my boss and my peers
- Maximize my ability to apply what I learned from the opportunity to my organization
- Maximize ability to formally evaluate other committee members rather than just staff
- Maximize likelihood that I feel my contribution is meaningful

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PROFESSIONAL DEVELOPMENT

Association Professionals seek Professional Development opportunities in the form of in person or online trainings or webinars.

There are several jobs they are trying to fill when seeking professional development opportunities:

- Finding Belonging in ASAE Community
- Addressing an Immediate Work Challenge
- Make Progress in Their Career
- Grow a Specific Area of Expertise

LOCATE TRAINING
- Maximize the likelihood that classes offered meet my immediate challenge
- Maximize ability to know exactly what will be covered in the course or webinar
- Maximize likelihood that I can get a "free" taste of programming (test value)
- Maximize content relevant to non-CEOs in the c-suite
- Maximize likelihood that I understand method of course instruction up front in order to know if it matches my learning style
- Maximize likelihood that the course description ensures that I will learn best practices
- Maximize ability to see peer evaluations of the course
- Maximize ability to know exactly what will be covered in the

REGISTER
- Minimize time it takes to register
- Maximize likelihood that event is added to my calendar
- Minimize the time it takes to get into the webinar or online session
- Maximize likelihood that I understand whether I am going to get a copy of the presentation or slides prior to or after the event
- Maximize likelihood that all of my information is already populated in the system so I don't reenter
- Maximize likelihood that I receive a detailed confirmation email to help me properly prepare
- Minimize likelihood that the event autopopulates on my calendar
- Maximize ability to see who else is registered
- Maximize ability to sort registrations by job title

PARTICIPATE
- Minimize the likelihood that I will need to take screenshots during the session
- Minimize the time I have to spend wondering "what happens next" so I can focus on what is
- Minimize likelihood that I can't take full notes
- Maximize likelihood that I can communicate with others during the session
- Maximize likelihood that I can connect with other participants after the session
- Maximize likelihood that I can focus so I can extract the information
- Maximize likelihood that the instructor is engaging and interesting
- Maximize likelihood that questions can be asked before, during, and after the session

EVALUATE
- Maximize likelihood that I can summarize what I learned to my boss
- Maximize ability to ask follow up questions of experts
- Maximize likelihood that experts are approachable
- Maximize likelihood that I can implement what I've learned at work
- Maximize my ability to reference learning materials at a later date
- Maximize the likelihood that I am automatically sent the recorded session
- Maximize the number of times watch the recorded session

FUNCTIONAL/ EMOTIONAL NEED

- GREEN = Running Business
- BLUE = Belonging
- PINK = Just in Time
- RED = Purpose
- ORANGE = Expertise
- PURPLE = Progress in Career

CERTIFICATION

Association Professionals seek to obtain their Certified Association Executive (CAE) credential to fulfill the following jobs:

- Expertise
- Find purpose in the profession
- Find belonging
- Make progress in career

RESEARCH
- Maximize my understanding how CAE can help me
- Maximize the likelihood that I see the credential as exclusive or "special"
- Maximize the chance that my boss will support and fund the credential
- Maximize confidence that CAE is key to career progress
- Minimize my anxiety around what I'm getting myself into
- Maximize my understanding that CAE shows my commitment to the profession

GATHER REQUIREMENTS
- Minimize the time it takes to gather documentation across all credit providers
- Maximize the thrill of "gaining" credentials
- Maximize my motivation to "pull the trigger" and register
- Maximize my ability to track my CAE credits
- Minimize time it takes to find all my hours
- Maximize confidence that I've captured and applied all my relevant past credits

STUDY/PREPARE
- Maximize my ability to learn and retain rather than learning to "take the test"
- Maximize quality of study facilitator
- Maximize likelihood that I retain content by supporting a variety of learning styles
- Maximize time online that I can study
- Maximize my ability to guide and structure my own study
- Maximize likelihood that members of my study group are serious about the exam
- Maximize the amount of structure given to study groups
- Maximize likelihood that I can share my knowledge with others taking the exam
- Maximize likelihood that I find comradery in my study group
- Maximize likelihood that I can share my career/study successes with a group
- Maximize the likelihood that I can join a group with a variety of time options
- Maximize the length of the study group options
- Maximize diversity of people in study group (by job title and by background)

REGISTER
- Minimize the time it takes to register
- Maximize likelihood that I will register in one sitting
- Minimize back and forth within the form
- Maximize likelihood that I submitted my registration correctly and completely

TAKE EXAM & EVALUATE
- Maximize ability to focus on test day
- Maximize ability to mentally prepare
- Maximize my ability to show/share that I am a CAE
- Maximize likelihood that my manager and colleagues know I passed
- Maximize likelihood that senior leaders see my CAE as a significant career milestone
- Maximize likelihood that I can share my success the group
- Maximize likelihood that I keep in touch with my study group

FUNCTIONAL/ EMOTIONAL NEED

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BONUS MAP: SETTING EXPECTATIONS

While not a specific job-to-be-done, in the course of talking to members settiing expectations and helpng them to plan came up over and over again. For that reason, we have created a separate map to guide you in fulfilling this need.

Members want to be fully prepared before interacting with ASAE. If they feel fully prepared and informed on basic information they can then lean into fulfilling their core Jobs-to-be Done.

GOING TO PROFESSIONAL CONFERENCE
- Maximize ability to create a detailed personal agenda
- Maximize my ability to plan my outfits appropriately
- Maximize likelihood that I can divvy up sessions for a group with ease
- Maximize effort it takes to organize a group

REGISTERING (FOR ANYTHING) ONLINE
- Maximize likelihood that my information is pre-populated on the forms that I can edit

PARTICIPATING IN NON-CONFERENCE PROFESSIONAL DEVELOPMENT
- Maximize likelihood that I can easily see my connections that are also attending
- Maximize number of intimate settings I can connect in
- Maximize opportunity to meet people facing same challenges /issues
- Minimize difficulty of tracking down and contacting other attendees
- Maximize ability to give positive reinforcement to others

VOLUNTEERING
- Minimize likelihood that I have to know someone to get on a committee
- Maximize chance that my application is actually read by the committee
- Maximize opportunities to bond with my peers
- Maximize likelihood that I will be warmly welcomed
- Minimize effort it takes to introduce my team to ASAE
- Maximize likelihood that I will have a conference buddy as a first time attendee

CREATING THEIR OWN PEER GROUPS OR JOINING A PEER GROUP
- Maximize likelihood that I can connect with people similar to me.
- Maximize likelihood that i can find people different than me

METHODOLOGY

A CUSTOMER-CENTRIC, DATA-DRIVEN APPROACH TO INNOVATION

The Outcome Driven Innovation process developed by Anthony Ulwick was used as the framework for creating a simple and consistent process by which all staff can tie systems and processes back to customer needs on an ongoing basis. The following research activities provided a depth of insights:

ONE-ON-ONE INTERVIEWS

Over 80 ASAE members and 23 ASAE staff participated in a series of structured one-on-one interviews. Participants were recruited from a broad and diverse pool of members. Building on previous research from Brain Traffic, participants fell into a cross-section of the following groups: True Believers, Strivers, Bystanders, Outsiders and further into Large, Medium, Small staff organizations and then by Executive Director, Director, and Staff positions

WORKSHOPS

23 staff who make up the Member Behaviors & Experiences team at ASAE participated in four workshops:

- Empathy Mapping
- Jobs To Be Done Workshop #1 Reviewing Jobs-to-be-Done
- Jobs To Be Done Workshop #2 Creating Job Maps
- Jobs To Be Done Workshop #3 Reviewing Results & Next Steps

ETHNOGRAPHY

An online ethnography study was used to observe participants over the course of a four week period to help us gain a deeper, more nuanced understanding of member and staff behavior. Participants participated in an initial meeting and then responded to weekly prompts (research questions) in the form of weekly diaries either in writing, images, and/or video. Participants also participated in an exit interview.

QUANTITATIVE RESEARCH

Data from Google Analytics, Collaborate, Google Trends, and Microsoft BI provided supporting insights into customer behavior.

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