YOUR WORLD IS CALLING.

Participant Workbook

The Global Summit on Social Responsibility

April 30-May 2, 2008

www.asaecenter.org/globalsummit
The Global Summit on Social Responsibility is supported in part through an educational grant from The J. Willard and Alice S. Marriott Foundation.

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Dear Colleague,

Welcome to the Global Summit on Social Responsibility, Leveraging the Power of Associations for a New Magnitude of Leadership. This summit aims to define the historic role that associations can play in solving complex economic, social and environmental problems while simultaneously creating healthier organizations.

We greatly appreciate your taking such a strong leadership role by joining the hundreds of people at the Gaylord National Resort & Convention Center host site and at the many connected sites throughout the US, globally and virtually, who have committed to help advance the definition, business case, principles and outcomes of socially responsible and sustainable practices for the association community.

The members of ASAE & The Center for Association Leadership represent every industry, profession and social cause. And the combined memberships of constituents represent an astonishing 287 million people throughout the world. Imagine what we can accomplish in terms of helping society, the global economy and the environment if we all work as individual organizations and as a sector—toward positive change.

We’ve initiated a robust dialogue on social responsibility both inside and outside of the association community. What roles could ASAE & The Center play that would lead to greater awareness of this powerful business strategy within our sector? How would our members benefit the most? Why us? Why now?

At the summit we will identify the unique competencies that associations bring to social responsibility efforts and how they can be effectively leveraged. Get ready to roll up your sleeves and take an active role in creating the future! This could become the world’s largest social responsibility movement! We are proud to participate in the summit with you.

Sincerely,

John H. Graham IV, CAE    Susan Sarfati, CAE
President & CEO,      President & CEO,
ASAE       The Center for Association Leadership &
Executive Vice President, ASAE
Our Summit Task

Leveraging the Power of Associations for a
New Magnitude of Socially Responsible Leadership

Objectives

1. **Sharing Strengths and Celebrating Successes:** to explore how associations are catalyzing innovations in social responsibility by helping industries, professions and communities solve complex economic, social and environmental problems while simultaneously creating healthier organizations.

2. **Making the Business Case for Social Responsibility:** to discover the root factors of mutual benefit and to analyze when and how “doing good and doing well” are mutually reinforcing. In other words, this summit aims to reinforce why and how strategic integration of social responsibility into all layers of an organization can produce “sustainable value,” a powerful win-win-win result that dramatically forwards the mission, strengthens the association and benefits the world.

3. **Identifying the Unique Competencies and Capacities that Associations Bring to Social Responsibility:** to ask the questions, “What do associations uniquely bring to society and do best; and how can these capabilities be effectively leveraged to help us advance a new magnitude of socially responsible leadership?”

4. **Generating Guiding Social Responsibility Principles for Associations:** to articulate a set of principles reflecting our beliefs about social responsibility, a voluntary framework that may provide a way to better connect like-minded but diverse sets of associations.

5. **Taking Action:** to identity opportunities and design initiatives or pilot projects that will emerge at three levels: (1) opportunities to strengthen current social responsibility or sustainability initiatives of individuals and their associations; (2) opportunities to create cross-sector collaborations and new initiatives among associations; and (3) opportunities to connect the whole of the association community in ways that help expand and build a new magnitude of socially responsible leadership.
Summit Agenda

Wednesday, April 30, 2008
Day One—DISCOVERY

But I’ve seen that there is no more powerful way to initiate significant change…
a community discovering what it cares about.
—Margaret J. Wheatley

10:00 a.m. – 1:00 p.m. EDT
Welcome by ASAE & The Center for Association Leadership

Investing in a Task of Historic Significance
• A special opportunity for the association community to advance a new magnitude of social responsibility
• Worldwide roll-call from colleagues on every continent

Opening Appreciative Inquiry (AI)
In Search of Innovations and Stories of Association Leadership
• Insights into how the strategic lens of social responsibility can help strengthen our ability to serve our members
• Going beyond an obligation mindset to an innovation mindset: what happens when doing good and doing well converge?
• Why is socially responsible leadership increasingly key to association leadership? Doesn’t every profession and industry want to be seen as part of the solution?

Discovery Part One: Roundtable and Plenary Dialogues
What Do Associations Uniquely Bring to the World of Social Responsibility and Sustainability?
• Analysis of the positive core of association sector strengths, opportunities, aspirations, and results
• How are associations helping to scale up solutions for the future? What’s coming next?

1:00 – 2:00 p.m. EDT - Luncheon

2:15 – 4:50 p.m. EDT
Economist Jeffery Sachs on “Common Wealth” and the Economic, Social and Environmental Possibilities of our Time

Discovery Part Two: Roundtable Work and Plenary Dialogues
How Do We Leverage The Huge Diversity of Association Strengths?
• Mapping key strengths across association sectors: business and industry sectors, professional sectors and the supplier community
• What is the call of our time? how does social responsibility and sustainability strengthen our capacity to serve our members’ missions?
4:50 – 6:30 p.m. EDT

A Conversation With Leaders—What’s Next In Global Social Responsibility and What Are This Generation’s Most Important Related Leadership Opportunities
The Industrial Minerals Association and one of its industry-leading members, Fairmount Minerals (U.S. Chamber’s #1 Corporate Citizenship Award); Wal-Mart and Blu Skye on Sustainable Value and Business Strategy; Peter Moran of the Society of American Florists and John Sanbrailo, from the Pan-American Development Foundation; and David Marriott on “We’re all quests on this planet”.

Login to www.asaecenter.org/globalsummit to expand your experience of the Summit and exchange ideas with participants worldwide.

Thursday, May 1, 2008
Day Two—DREAM & DESIGN
“The best way to predict the future is to create it.”
—Peter Drucker

10:00 a.m. – 12:00 p.m. EDT
Welcome and Overview for the Day

Check In: Visions and Voices from Around the World

**Roundtable Work and Plenary Dialogues**

Dreaming With Our Feet On the Ground and Imagining the Future We Want to Help Create
• Visions of a better world
• Opportunities to leverage the unique capabilities of associations
• Images of 2020: A new magnitude of socially responsible leadership

12:00 – 12:45 p.m. EDT - Luncheon

12:45 – 6:30 p.m. EDT - Afternoon Session

**Roundtable Work and Plenary Dialogues**

Moving From Dream to Design
• Naming the priority opportunity areas for action
• Creating “principles for responsible association leadership” and designing individual and collective initiatives to advance a new magnitude of association leadership
• Lessons from the world’s top design firms about collaborative innovation

Login to www.asaecenter.org/globalsummit to explore how Summit participants in other locations have been inspired to respond to these Priority Opportunity Areas.
Friday, May 2, 2008
Day Three—DESTINY: Moving to Action

“You see positive things do not happen by themselves. For positive things we have to make an
effort...for a happier future if that is our wish. It is our responsibility.”
—The Dalai Lama

“We would literally astound ourselves if we did everything we are capable of doing.”
—Thomas Edison

9:00 a.m. – 12:15 p.m. EDT

Check In: Visions and Voices From Around the World

Roundtable Work and Plenary Presentations on Prototype Initiatives
• Preparing Presentation of Prototypes and Action Initiatives
• Presentations and Feedback to Help Strengthen Initiatives

12:00 – 12:45 p.m. EDT – Luncheon and Gallery Walk of Prototype Initiatives

1:15 – 4:30 p.m. EDT

Strategies For Action
• Presentations and commitments
• Reflections and pledges
• The power of appreciation

Next Steps and Closing:
ASAE & The Center for Association Leadership Commitments and Moving Forward Strategies

Login to www.asaecenter.org/globalsummit to continue the work of your action team and prepare for the
Spotlight on Association Innovation online conference.
WHAT IS AN APPRECIATIVE INQUIRY (“AI”) SUMMIT?

The WHOLE SYSTEM participates—a cross-section of as many internal and external stakeholders as possible, people and groups that care about and have a stake in the future of this initiative. We have all heard the call for systems thinking and systemic approaches, but rarely do we bring the whole together to actually live system thinking, doing it together. AI wants to connect the omnipresence of strengths—the universe of strengths in the system—and this requires a configuration of the whole.

TASK-FOCUSED, an AI summit is not simply an educational event or a conference. We are here to build a vision and plan of action that creates a new magnitude of socially responsible leadership by leveraging the unique strengths of associations and their stakeholders.

Future scenarios—for the organization, community or issue—are put into HISTORICAL and GLOBAL perspective. That means thinking globally together before acting locally. This enhances shared understanding and greater commitment to act. It also increases the range of potential actions.

People SELF-MANAGE their work and use INQUIRY—not “problem-solving”—as the main tool. That means more discovery and joint designing than speechmaking and pre-determined outcomes.

COMMON GROUND, rather than “conflict management,” is the frame of reference. That means honoring our differences and then discovering areas for action where we have common-ground images for the future we want to help create.

APPRECIATIVE INQUIRY (AI)—“to appreciate” means to value and is the AI process taken to understand those things worth valuing. To inquire means to study, to ask questions, to search. AI is, therefore, a collaborative search to identify and understand the system’s strengths and greatest opportunities, and people’s aspirations.

COMM MITMENT TO ACTION ensures that, because the “whole system” is involved, it is easier to make more rapid designs (prototypes and pilots) and deliver on promises to act in ways that everyone can support and help make happen. As co-designers, we brainstorm and build things that we want to help create individually, in partnerships and as a whole.

**Diagram:**

- **Discovery**
  - **Strengths**
    - Innovations & Insights
    - Unique Assets of Associations

- **Design**
  - Aspirations
    - Brainstorm Opportunities
    - Rapid Prototypes

- **Destiny**
  - Results
    - Innovatives & Pilots
    - Momentum & Learning

- **Dream**
  - Opportunities
    - Images of a Better World
    - Social Responsibility

The Global Summit on Social Responsibility # April 30 - May 2, 2008
Opening Exploration

Associations and the Next Phases in Social Responsibility

Before he passed away, Peter Drucker spoke about the astonishing surge of interest in social responsibility among leading stars in business, industry and the association and nonprofit sector. Throughout the conversation Drucker vigorously emphasized three simple ideas:

“Management is a noble profession—it is a matter of world affairs.”
“Every single social and global issue of our day is a business opportunity.”
“It's a time to aim higher as a field.”

Indeed, innovations are booming. Factories and green buildings are being designed in ways that give back more clean energy to the world than they use. Nobel Prize awards are going to empowering models of micro-enterprise, demonstrating how enterprise can eradicate poverty through profitability. Companies are designing products that leave behind no waste—only “food” that becomes input into other biological and technological cycles. And associations are helping the world “scale up.” They are spreading knowledge and promising solutions; they are creating awards that spotlight member innovation; and they are using their unique capacity to convene and connect to catalyze innovation in virtually every sphere of positive environmental, social and economic change.

Associations play a special role in our world and have the power to transform society for the better. With staff whose professional and personal lives are ignited by the spirit of service, and with members who touch millions of individuals and organizations, associations are poised to serve as agents of world benefit. Thousands of associations already serve in this capacity via a wide range of philanthropic activities, from blood drives to community service projects. However, a new era—some call it social responsibility 2.0—is showing how “doing good and doing well” are no longer trade-offs but just the opposite. Why are “firms of endearment” such as Toyota, Whole Foods, General Electric and Green Mountain Coffee Roasters—industry leaders that have created huge emotional bonds with the world—generating investor returns at a rate of some 1,026 percent over a 10-year period compared to 122 percent for the S&P 500? Are we seeing the next phases in the business case for social responsibility, where doing good and doing well are increasingly intertwined?

If this is true, what might happen if the association world came together in a concentrated and dedicated way to unite the strengths of associations with the opportunities to create win-win-win solutions—for their members, the world and themselves? What might the future look like if we magnified—by a factor of 10x or 100x—the next phases of social responsibility and new management tools, concepts and strategic initiatives for advancing sustainable value?

Instructions: On the following pages are questions that explore this terrain. We will invite diverse pairs to reflect on each question in the form of a mutual interview. The questions are a starting point. Feel free to invent others. Adopt a discovery mindset. Treasure your curiosity. Ask “what’s important, most interesting and why?” Expect to be surprised. At the end simply thank your partner for a great conversation!
Opening Exploration
Questions for Reflection

1. A Story about You as a Leader of Change—a “High-Point Experience: “Meg Wheatley defined leadership in terms of leaving the world in a better place than we found it. “A leader,” she said, “is anyone who wants to make a difference at this time.” By this definition all of us in this room are leaders. I’d like you to scan your life from the perspective of leading positive change—times when you collaborated and connected with others to bring about innovation, transformation, positive change. Obviously, for all of us, there have been ups and downs, so let’s reflect first on one of the most memorable “high-point moments” in participating in and leading positive change—a time that stands out when you felt most engaged, alive and effective in leading change—and working with others to build a better organization, community or society.

   A. Please reflect on and share key elements in your story. Can you remember what happened? When? Where you were? Feelings? Challenges? Insights that we might bring to our task here at this summit?

   B. Based on this story and others like it, if we now had a conversation with people who know you the best and asked them to share the three best qualities or human strengths they see in you as a leader, colleague or friend, what would they say?
2. **Innovations in Social Responsibility:** A Search for “Golden Innovation” and Insight across the Association Industry.

From the green revolution in building design catalyzed by the National Association of Home Builders to the award-winning sustainability task force of the Industrial Minerals Association, we are learning something important: Every association, industry and profession, at least within their own spheres of influence, wants to be known and seen as part of the solution.

So if you were asked to put the spotlight on just one striking or exceptional story of innovation or association leadership in social or environmental responsibility, what real-life story have you seen, heard about or experienced that you would most want to share? This would be a story of mutual value and benefit related to associations as a force for social betterment and good health; a greener, more sustainable world; or even as an advocate for peace in high-conflict zones.

A. Please share the story: Where? What happened? Results for the world? What benefits for the association and its effectiveness? How might a model like this be spread and scaled up in ways that strengthen the society, members’ success and the association’s success?

B. In terms of transformative learning, what is your favorite book, practical model or exemplary example from business or civil society in the arena sustainability and social responsibility? Why? Are there other pioneers or thought leaders of whom we should be aware?
3. **Your Images of a Better World:** The Special Tasks and Significance of the Field of Association Leadership in the Arena of Social Responsibility.

Let’s assume that tonight, after our session, you go into a sound sleep. It is a good sleep. When you awake, it is about 12 years into the future—it is now 2020. But while you were asleep, many small and large developments happened. The world changed. Innovations in sustainability, clean energy and social betterment emerged everywhere. Small steps had large systemic impacts. Several leapfrog developments were so significant that they seem like miracles, and the world changed in ways you would most like to see.

A. Now you awaken. You go out into the world of 2020 and get a panoramic view of our children, the world’s people, Earth, international relations, the economy, etc. You appreciate, value and feel grateful for what you see developing. Along many dimensions it is becoming the kind of world you most want. Please describe now what you see. Describe what is happening April 30 in 2020 that is new, changed or better. How do you know?


B. More specifically now, what do you see in your vision of the future of “associations as agents of world benefit” or catalysts of social, economic and environmental responsibility— and what is happening in the association community in 2020 that is new, changed or better? How do you know?
4. **Legacy Leadership**

As Nelson Mandela suggested in a recent publication, *Living the Legacy*, we are living at a time when each one of our lives matters. Indeed, the systemic issues—from global climate change and the needs for renewable energy to extreme poverty; from international understanding and terror to questions of peace and prosperity; and from species extinction to global health—are calling all of us to aim higher.

As we look forward toward the largest summit ever held about the unique role that associations can play to advance social responsibility in professions, communities and industries, we each have hopes.

**A.** What are three of the smallest things that could come out of the summit that might have the largest impact?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

**B.** What are three bolder things that could come out of the summit—things that we may not yet have even considered?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Discovery – Part I
Discovering the Strengths and Capacities in Our Worldwide Community

Purpose
To welcome and appreciate each other; to learn about special experiences, strengths, capabilities and resources people bring to this summit; and to begin to touch on every aspect of our “task” for the whole summit.

Steps
Note: Select a discussion leader, timekeeper, recorder and reporter.

1) Go around the table and introduce your interview partner (in one minute) by sharing a couple of highlights from your interview—things from your partner’s stories or visions that stood out most for you. Everyone introduces his or her partner.

2) Next, go deeper into one of the interview questions assigned to your table. Everyone shares stories and observations, while the group listens for patterns/themes.
   • “Blue” groups focus on the “high-point” leadership experiences: questions in #1.
   • “Yellow” groups focus on the stories of association innovations: questions in #2.
   • “Red” groups focus on images of a better world and role of associations: questions in #3.
   • “Green” groups focus on outcomes and hopes for the summit: questions in #4.

   The recorder will fill out the designated worksheet (see next pages) for your table’s assigned question.

3) The reporter should prepare to give a three-minute report-out, being sure to include (beyond the list of themes) one or two of the most powerful stories/examples that came from your group.
<table>
<thead>
<tr>
<th>Q-1 High Point Stories of Positive Change &amp; Collaborative Leadership</th>
<th>Root Causes of Success</th>
<th>Implications for Our Work Here</th>
</tr>
</thead>
<tbody>
<tr>
<td>List stories from group: Note to reporters: Choose one or two of your group’s best stories to share in the report-out to the large group.</td>
<td>What are the key success factors?</td>
<td>What are the implications for approaching our task here? Looking at all the high point moments in leading positive change what story can you tell about us—the folks in this group?</td>
</tr>
</tbody>
</table>
### Notes Page for “Yellow” Groups (13-24): Exemplar Stories or “Golden Innovations” in Social Responsibility

<table>
<thead>
<tr>
<th>Exemplar Stories</th>
<th>Business Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>List innovations/stories of Associations in areas of social responsibility and sustainability and how did these benefit society?</td>
<td>How might the lens of social responsibility or sustainability benefit associations, their members and their professions or industries?</td>
</tr>
</tbody>
</table>

Prioritized List: top five ways social responsibility and sustainability can make associations more effective,

What are your favorite books, practical models, theories, or good examples from business and industry or civil society in the arena or social responsibility or sustainability

1

2

3.

Note: Along with your themes, choose one or two of the group’s best stories to share as examples.
Notes Page for “Red” Groups (25 –27): Images of the Future Worksheet from Q-3

Images of a Better World 2020 and Role of Associations
(Everyone shares from Q-3, and listens for patterns and group themes)

Step 2. From the material above create the front page news headline of the April 30, 2020 edition of some great news outlet—the BBC, CNN, Time Magazine, etc. What’s the exciting headline? What are some of the key elements at the heart of the story?

The News Headline in 2020:

Key elements in the story about associations and their role in building a new magnitude of socially responsible leadership:
**Notes Page for “Green”Groups (38 and beyond): Legacy Leadership Q-4.**

<table>
<thead>
<tr>
<th>Smallest Things With Largest Impact</th>
<th>Bolder Things</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are three of the smallest things that could come out of the summit that could have the largest impact?</td>
<td>What are three bolder things that could come out of the summit—things we may never yet considered?</td>
</tr>
</tbody>
</table>

Complete the following sentence:

We will be most proud of the association industry and its partners in 2020 when ____________________________

____________________________________________________?
Key Messages and Themes:
What, in your view, are the most important global trends, trajectories and opportunities—areas that might add up to what may be called the social responsibility agenda?

What calls you most? If you could, with a magic wand, call the association world to leverage its strengths in one or two areas, what would you call for?

How might associations fill the collective action gap that is the call for greater and greater global cooperation across cultures, professions and industries?

The things I take away from all this include _________________________________.

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Discovery – Part II
Strengths from the Perspective of Our Various Stakeholder Groups

Purpose:
To look at the things we are doing to create a new magnitude of social responsibility—from the perspective of our stakeholder group and the member organizations, industries and professions we serve.

Steps:
Note: Select a discussion leader, timekeeper, recorder and reporter.

1) First think in a broader way beyond the topic of social responsibility. When you are at your best, serving your members or constituencies in effective ways, what kinds of services and innovations are you providing? What we want to understand is this: What are the unique and special things that associations or organizations in your stakeholder domain do best—things that we might learn from, or better leverage, if applied to social, environmental and economic responsibility?

2) Now turn your attention to the topic of social, environmental and economic responsibility. List what your stakeholder group is doing—or has done—that you are most proud of and/or the strengths that you bring in terms of advancing a new magnitude of socially responsible leadership within your spheres of influence. We may want to approach this question from several vantage points:
   • Things we are proud of and doing in our own organizations.
   • Things we are proud of doing to advance social responsibility and sustainability with our members or partners across an industry, profession or partner supply chain.

3) Select your “Proudest Prouds” or “Strongest Strengths” as a group and then prioritize your top three.

4) Identify one story to share with the plenary—which to illustrates your stakeholder group’s “Strongest Strengths.”

5) The reporter should be prepared for a 3- to 4-minute report-out. Drawing on the above discussion: What is unique and special about associations and our whole association industry—the collective strengths, assets and perhaps underestimated capacities that we have and can leverage to create a new magnitude of socially responsible leadership at this time?
What’s Next in Global Social Responsibility, and What Are This Generation’s Most Important Related Leadership Opportunities?

Stories of Innovation, Insight and New Strategic Tools

Key Messages and Themes:
Dreams and Visions of a Better World &
A New Magnitude of Socially Responsible Leadership

Future Scenario We Want to Work Toward

Purpose:
To imagine a future you want to work toward and to leverage the strengths of the association community to envision a new magnitude of social responsibility in industries, professions and supply chain partnerships.

Guidelines:
Note: Select a discussion leader, timekeeper, recorder and reporter.

1) As a group, put yourselves in the year 2020. Visualize the better world, the world you really want, as if it exists now. What is happening that is new, better, changed? Everyone shares visions (feel free to draw from question 3 of the opening interview.)

2) Now focus on associations—again, you are looking back from the vantage point of 2020. How did associations leverage their strengths? List some of the big accomplishments of the association world. List some of the smaller contributions that had large impacts as well. What did the association industry do to build a whole new magnitude of social responsibility with special reference to (you choose or add based on your priorities)?

- Exploring new images of the association executive of the future—skills, qualities, leadership styles and mindsets, values (for example: risk taking, innovation)
- Participating in the transition to a world of clean, advanced energy
- Helping to eradicating extreme poverty in the world
- Building greener and more sustainable industries and professions
- Brokering innovative partnerships—private sector, government sector, civil society sector, investment partnerships, think tanks or larger-scale projects
- Helping build industry reputation and celebrating industry stars
- Accelerating knowledge sharing, global learning and the spread of innovation
- Creating new social responsibility tools and sustainability resources for members
- Dealing with collective action issues—things no single group or nation can solve alone—such as; climate change, food, water, human rights and biodiversity
- Advancing economic opportunity, health and human development
- Advancing peace, human security and honoring of diversity
- Enabling a new magnitude of consumer responsibility
- Building business strategy tools that turn sustainability into a bona-fide business opportunity for innovation
- Advancing new multi-stakeholder dialogue and planning methods
3) After listening to everyone, capture all key elements of your group’s visions for the future. Spend enough time to imagine concretely what your group wants to see. Be bold. This is an exercise in dreaming and imagination that builds on all earlier analyses of past innovations and strengths; that’s why we call it “dreaming with our feet on the ground.”

4) On a flipchart, brainstorm the major barriers that you had to overcome to help ignite a new magnitude of social responsibility, and the opportunities you worked with to overcome those challenges.

5) Now choose a creative way to present your 2020 vision as if it is happening now. Examples:
   - TV special or worldwide webcast
   - Drama
   - A day in the life
   - A work of art or creation of an enabling metaphor (e.g., the genetic code of social responsibility; the picturing of associations as a kind of global brain or neural net)
   - Other—a panel presentation, etc.

*Note: presentations will be 3 to 4 minutes. Please include everyone in your group.*
**Things I Value Most in the Images of the Future 2020**
*For your notes from each of the presentations*

| Elements of the Visions I Find Most Important or Exciting  
(The WHAT of the vision) | Opportunities and Possibilities for Action  
(The HOW of the vision) |
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</table>
Moving From Dream to Design

Working With Key Opportunity Areas for Action

“We would literally astonish ourselves if we did everything we are capable of doing.”
—Thomas Edison

Purpose:
Taking Action: to design pilot projects and initiatives that serve to (1) empower and enrich current social responsibility initiatives of individuals and their associations; (2) facilitate cross-sector collaborations and new initiatives among associations; and (3) design ways to connect the whole of the association community around initiatives that build a new magnitude of socially responsible leadership.

Guidelines:
What are we really capable of doing? As inventor Thomas Edison said, “We would literally astound ourselves if we did everything we are capable of doing.” If this is the case, then in this session we ask, “What might we do tomorrow that will make a bigger difference than anything we have ever imagined or done in the past?” In this session we ask you to move to new groups, based on exploration of initiatives that are most important or exciting to you. These possible initiatives, as they are posted around the room, have emerged collectively from our previous roundtable dialogues. We ask you to think about your top choice. Then you will vote with your feet, moving to the initiative area or opportunity that is most compelling or important to you to join other “co-designers.”

1. Share a quick check-in: “What draws me to this initiative area is…..”

2. As a group, articulate a focus for a brainstorming phase. Fill in the blank: If anything imaginable were possible, how might we design a __________ initiative to ______________? 

3. Now, thinking like “designers,” plan the rest of your time. You will have ___ hours. We suggest the following phases in designing:

A. Hold a brainstorming session for 30 minutes or so using norms such as deferring judgment, encouraging wild ideas, going for quantity, holding one conversation at a time, deliberately building on the ideas of others and being visual. Choose (1) a facilitator, (2) a timekeeper and (3) a brainstormer radical—someone who actively encourages wild ideas and moves to new creative places.

B. Rapid prototyping: Do a quick read of the promising ideas or combination of ideas from the brainstorming session. For the sake of building at least one prototype, narrow and prioritize the brainstormed list. One way to do this is to use colored “dots,” with group members taking five dots and placing them on the items they most want to work on (someone could put all five dots on one item, or they could vote for five different items).

Think about ideas that can be designed into something that is tangible. Then begin building the prototype: a model, visual image, storyboard or performance of the initiative. Prototypes give visual form to a concept. Give the initiative or pilot project a name. Give it a look or logo. Visually portray it. If it has discrete elements—or you are developing more than one initiative you may want to move into subgroups to work on the different pieces. Suggested time: ___ minutes.

C. Choreograph an action plan and timeline: What is the initiative? Who will and should be involved? Which milestones are short-term (3 weeks), moderate-term (3 months), and long-term (1-3 years). What is needed to succeed? Suggested time: ___ minutes.

D. Prepare a three-minute creative presentation of your prototype initiative.
From Design to Destiny
Strategies for Action

Purpose:
To refine the prototype based on summit feedback and build an action plan to find the quickest, most effective ways of launching the rapid prototype or pilot.

Guidelines:
Note: Select a discussion leader, timekeeper, recorder and reporter.

Steps:
1. The Name of the Initiative: __________________________________________________________

2. The Core Team: Provide names, e-mails and phone numbers.

3. Other Stakeholders: Name groups, organizations, sectors and individuals you may want to include, including other initiatives that may be like this one.

4. Visions of the Initiative: What are the aims or mission? Big goals? Envisioned results?

5. Timeline and action plan:
   - Short-term actions, milestones and due dates—first 3 weeks

   _______________________________________________________________________________

   - Moderate-term actions, milestones and due dates—next 3 months

   _______________________________________________________________________________

   - Long-term actions and milestones—1 – 3 years

   _______________________________________________________________________________

6. Key success factors include

   _______________________________________________________________________________

7. Key contact person(s) and e-mail

   _______________________________________________________________________________

Note for report-out: In less than 30 seconds provide a headline for the initiative, the most exciting element, the planned next step and how others can connect with this initiative.
Closing Reflections & Pledges for Action

Guidelines:

With your interview partner, discuss the following:

1. Name the three most important or exciting things that happened at this summit.
   • One area of insight, learning or surprise for me was …

   • The high point in the summit for me was …

   • One of the most important outcomes in my view was …

2. Personal Pledges for Action
   • The smallest things I will do that will have the largest impact include …

   • The bolder things—the collective action initiatives—that I will help make happen include …

   • One big hope as I leave this summit is …
The Wall of Social Responsibility provides a very powerful way to depict enthusiasm for social responsibility efforts within our community.

It demonstrates a collective desire to create smart business practices that improve society, the global economy and the environment. Express your reflections and opinions about positive change through images, quotes, stories or links to videos about why social responsibility is so important.

Stand up and be counted!

Make a contribution to Social Responsibility through ASAE & The Center for Association Leadership—post your images, text or video messages to the Wall!

It’s easy, go to www.asaecenter.org/wallofsocialresponsibility and complete the online process. “Picture blocks” are just $99 each—(which is tax deductible).