



a different perspective... to help people and organizations thrive.

Our clients are organization leaders who invite us in because they need a fresh perspective to discover what's next—not simply for the sake of action, but to find real and lasting solutions that produce superior results.

Through our work with:

**Facilitation  
Coaching  
Strategy + Performance**

the d3 Group positions clients to thrive while building internal capacity to sustain success over time.

Are these the kinds of things on your mind?

- We're working non stop and I don't know what we have to show for it.
- People aren't stepping up. We need more leaders around here.
- I'm frustrated with work, but don't know what to do about it.
- We talk a good game, but we don't seem to be getting very far.
- Um, we could not talk about that...
- Everyone is so busy, we don't have time to stop and plan.
- We are capable of so much more than we are achieving now.
- If only my people would stop causing me problems.

If these are in any way familiar to you, it's time to contact the d3 Group.

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# 7 Measures of Success

It is not the strongest of the species that survive nor the most intelligent, but the one most responsive to change.

-- Charles Darwin

You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do.

-- Eleanor Roosevelt

All serious daring starts from within.

-- Eudora Welty

It is what we think we know already that often prevents us from learning.

-Claude Bernard



# the 7 measures of success

## Commitment to Purpose

1. A Customer Service Culture
2. Alignment of Products and Services with Mission

## Commitment to Analysis and Feedback

3. Data-Driven Strategies
4. Dialogue and Engagement
5. CEO as a Broker of Ideas

## Commitment to Action

6. Organizational Adaptability
7. Alliance Building

Source: 7 Measures of Success. Published by ASAE & The Center for Association Leadership, 2006

Remarkable Associations...	Good Associations Often...
Have confidence in who they are and are well on the way to determining—or already know—who they want to be.	May still be struggling with who they are and have given little serious thought to who they want to be.
Ask what members need.	Decide what members need.
Do what needs to be done.	Talk about what needs to be done.
Have learned to let go of programs and services that no longer serve or resonate with members.	Continue to hang on to what may have worked in the past but may now be irrelevant.
Embrace product failures as an opportunity to learn how to better serve members; look for ways to repackage what failed.	View failures almost as embarrassments, as something not to revisit or even recall.
Enjoy camaraderie within an open, sharing environment where a sense of single purpose prevails. (“We’re all in this together.”)	May have a sense of teamwork within departments but usually not across the entire organization, leading to a silo mentality. (“That’s not my job.”)
Question the status quo.	Protect the status quo.
Are methodical and disciplined about collecting member data and opinions.	Take random, inconsistent approach to gathering member data.
Use data vertically and horizontally, so it permeates the organization.	Use data vertically (usually a top-down approach).
Do their homework, through surveys, assessments, and evaluations, before launching or discontinuing a product or service.	Rely more on intuition, assumptions, and chance to guide product development and improvement.
Exhibit a “what if...?” mentality when confronting challenges.	Exhibit a “Yes, but...” mentality when challenges arise.
Remain attuned to the external environment, particularly the competition.	Do not engage in much scanning of the external environment; often rely on organizational leaders for view of the world.
Strive to understand what precipitated a crisis and face it head-on.	Make excuses or place blame when a crisis arises, often becoming immobilized by it.
Talk <i>with</i> members at every opportunity.	Talk to members, both in face-to-face and other types of communication.

Source: 7 Measures of Success. Pg 74 Published by ASAE & The Center for Association Leadership, 2006

# Promising Practices

- **Keep your eyes and your minds wide open.** Products and services should emanate from two sources: your mission and members' documented needs.
- **Develop and foster a strong customer service culture.** Keeping members front and center is everyone's job.
- **Keep your balance.** Remain firm about what—your mission—and flexible about how—your products and services.
- **Clean your plate.** As you add new programs and services, eliminate those that no longer serve a need. Have only one sacred cow—your mission.
- **Seek to influence, not control.** The CEO's job is to facilitate visionary thinking and be a broker of ideas, not force others to adopt his or her vision.
- **Remain humble.** You don't know it all. The best source of what members need is the members themselves. Seek out their views often and in a variety of ways.
- **Be a good neighbor.** Seek out and foster relationships with organizations that may not share your overall mission but do share your desire to accomplish certain goals. Don't make friends for the sake of appearances or profits—do it for the sake of your mission.

Source: 7 Measures of Success. Pg 74 Published by ASAE & The Center for Association Leadership, 2006

# Customer Service

Who are my customers?

What do I know about them? How do I know that?

How often do I walk in 'their' shoes?

Unless someone like you cares a whole awful lot,  
nothing is going to get better. It's not.  
--Dr. Seuss

# ==Alignment==

Purpose

Products + Services



# Data

These are the primary sources of data in our decision making loop:

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And we use the data for:

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It is better to know some  
of the questions than all  
of the answers.

– James Thurber

## Powerful Questions

- Simple and clear
- Thought provoking
- Generates energy
- Focuses inquiry
- Surfaces unconscious assumptions
- Opens new possibilities

He who asks a question is a fool for five minutes;  
he who does not ask a question remains a fool  
forever.

– Chinese Proverb

# Speed Advice

Choose one development opportunity from the list of essential leadership behaviors:

- Know your people and your business.
- Insist on realism.
- Set clear goals and priorities.
- Follow through.
- Reward the doers.
- Expand people's capabilities.
- Know yourself.

I would like to get better at \_\_\_\_\_.

What advice do you have for me???

Person One

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Person Two

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Person Three

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Person Four

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# :::To Do:::

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# :::NOT To Do:::

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- 
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# Now What?? Taking Action

What is my challenge?

Why does it matter to me?

What Will I Do?

By When:

First Step Is:

What Will Get In The Way?

Organizations

People

External Factors

What Will Be Supportive?

Organizations

People

External Factors

How Will I Be Accountable?

To Whom:

By When:

notes...