Participants
Diane Abatemarco, Lisa Benz Scott, Jeff Hallam, Katie Heinrich, Jim Neff, Kim Northup, Erika Trapel, Lara McKenzie, Jessica Rath, Joanne Sommers, and Kelli Will

Welcome and Importance of Meeting
• Kim shared a bit more about herself
• Board members shared some information about themselves with Kim

Introduction to Leading Change
• Going to the chiropractor – it’s about creating alignment
• Technical vs. Adaptive Challenges -
  - “The hope of leadership lies in the capacity to deliver disturbing news and raise difficult questions in a way that people can absorb, prodding them to take up the message.” - Ronald Heifetz
  - Technical challenge
    - Problem is clear
    - Solution is known and ready to be applied
  - Adaptive challenge
    - Problem is semi or unclear
    - Solution requires changes in attitudes and behavior
• Change formula and why it matters – connection to having impact!
  - Dissatisfaction with the status quo x Vision x First Steps > Resistance to change
  - Change occurs when the product of Dissatisfaction with the status quo x by a Vision of the future, x by understood and agreed Pathways and Procedures to accomplish the change, x by Support from key players, is greater than the Cost of change
  - For any change to be successful, we must have the buy-in of our stakeholders
  - People don’t fear change – they fear loss!
  - In most change efforts, about 70% will be pro-change, 20% will be on the fence, 10% will be against it - focus on the 20% and they will help bring the bottom 10% around
• A brief brainstorm on what AAHB members are current dissatisfied with, raised the following:
  - Detachment from the Board
  - Lack of connection to The Academy
  - Tension about growth - stay small vs. grow membership to increase income
  - Journal
What is the benefit of membership?

**Rhythm of the Planning Process**
- Planning team will evaluate existing information/data and determine what other information should be collected
- The planning team will collect additional data via listening sessions and survey’s
  - Board members will be able to participate and contribute to these
- The planning team will interpret and disseminate data
  - All of this information will be available in the “Members Only” area of the AAHB website
  - Critical information will be disseminated via the listserv
- Based on the data and board/member feedback during the listening sessions, the planning team will draft core values, mission, vision, and strategic goals and objectives
  - After they have developed a draft, they will solicit feedback from board/members, revise if necessary, solicit feedback a second time, revise a second time if necessary, and then send it to the Board for a vote
  - This process will repeat for each piece of this process so that the Board is approving pieces of the strategic plan all along, versus being given a full draft that may need lots of revision

**The Consultant/Client Relationship and Expectations**
- Expectations board members have of working with one another:
  - Openness to others input
  - Have an open mind
  - Respect for diversity of opinion
  - Respect of the history of AAHB and the work that has been done before
  - Participate!
- Expectations board members have of Kim:
  - Openness to others giving input
  - Have an open mind
  - Clear path at the end of the process in terms of how The Academy will achieve its mission
- Kim’s expectations:
  - Actively engage yourself and others in the process
  - Listen attentively
  - Be open to ideas and perspectives of others
  - Search for common ground
  - Respect confidentiality
Use appreciative inquiry

Selecting a Decision-Making Model

- Four possible decision-making models:
  - Board decides with no input from stakeholders
  - Board decides with input from stakeholders
  - Board and stakeholders decide together
  - Stakeholders decide without Board input
- After some discussion, the Board decided it would be best to make a decision with input from stakeholders. This means that the planning team will participate in an Adobe Connect and/or conference call with the Board to present each piece of the strategic plan. This will give Board members and the planning team to discuss the recommendations prior to a Board vote. Additionally, there was agreement that there may be instances where the Board decides something should be sent out to everyone for a vote (similar to elections), but that this would not be practical for every little detail.

Selecting a Planning Process

- The planning team should be representative of general AAHB membership
- The Board decided the planning team should have approximately eight members and include the following:
  - Men and women
  - Ethnic and racial diversity
  - Full, affiliate and emeritus members
  - Individuals with varying lengths of membership - from founding members to new members
  - A previous board member or past president
  - One Board member (bylaws stipulate this person be the immediate past president)
- There will be a general call for applications that will detail the time commitment and ask individuals to provide the information above as well as briefly discuss why they would like to be a part of the planning team