



Sectors Presentation at SAM

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Overview of Leadership in Volunteer Organizations & ASME

**Richard E. “Gene” Feigel,
ASME President**

Let's Start by Saying Thanks

- For your ASME leadership & contributions
- For your support & commitment to make 2005-2006 successful
- There's more to be done!

Key Cross-Sector Strategic Issues Ahead

- Early career engineers
- Industry focus
- Globalization
- New sources of revenues

- We need leaders at all levels who are committed to results for these issues

What Makes ASME Unique?

- **Purpose:** We are a learned society/non-profit association
- **Diversity:** We have both members (ie, owners) & customers (ie, consumers), with different (sometimes competitive) values, even if they are the same person
- **Market:** We range from local to global
- **Financial:** “No margin, no mission”—we must develop new margins
- **Leadership:** We need volunteer leaders and full-time professional staff, in partnership

How do we define ASME success?

Important for everyone to have common definition of ASME success:

- ASME success is measured by how well our Society performs to strategic plan, (BSC) consistently over time
- Success is not measured in 12-month themes—continuity is important in organizational leadership & success
- Success is measured by results, not good intentions or number of meetings!

No Boundaries

- Engineering boundaries are disappearing
- **ASME boundaries must be in tune with engineering practice**
- ASME cross-Sector model now in place
- **We must learn to plan & work in teams & projects, across boundaries**
- We need leaders who can & will do this

ASME needs leaders who:

**are solidly in line with BSC and our
overall strategic initiatives**



ASME: Organized for Success

**Terry Shoup,
ASME President-Elect**

Thanks for Being ASME Leaders

- **Why Serve?**
 - To advance the profession
 - To make needed contribution(s)
 - To repay & support opportunities for others
- **Key Leadership Types**
 - Visionary
 - Expert
 - Catalytic
 - Servant
- **Leadership must match the situation**

Key Operational Issues Ahead

- Support what is working
- Priority for continuous improvement—fix the broken stuff
- Full cost accounting—establish the basis for sound leadership & business planning (TF at work)
- New, cross-sector initiatives—SPGF support for strategic initiatives & new program development, ie, early career engineers

Leadership Challenges

- Forward-looking, **aligned w/ASME strategic objectives**
- Cross sector leadership & communications, **“Leading outside the silos”**
- **Generational & global: find and maximize use of early career engineers & global opportunities, colleagues**
- Importance of renewed performance & productivity, particularly in **Sectors & tech units**
- Integrity & ethics: ASME **climate of partnership & trust**

Coordinated through the Balanced Scorecard

- Identifies strategic “change” objectives, measures & targets (BSC is not everything we do!)
- ASME-wide map & Sector strategy maps
- Current strategic initiatives
 - **Early Career Engineers**
 - **Industry: ASME Solutions**
 - **Globalization**
 - **New revenues**

Continuous Improvement Needed

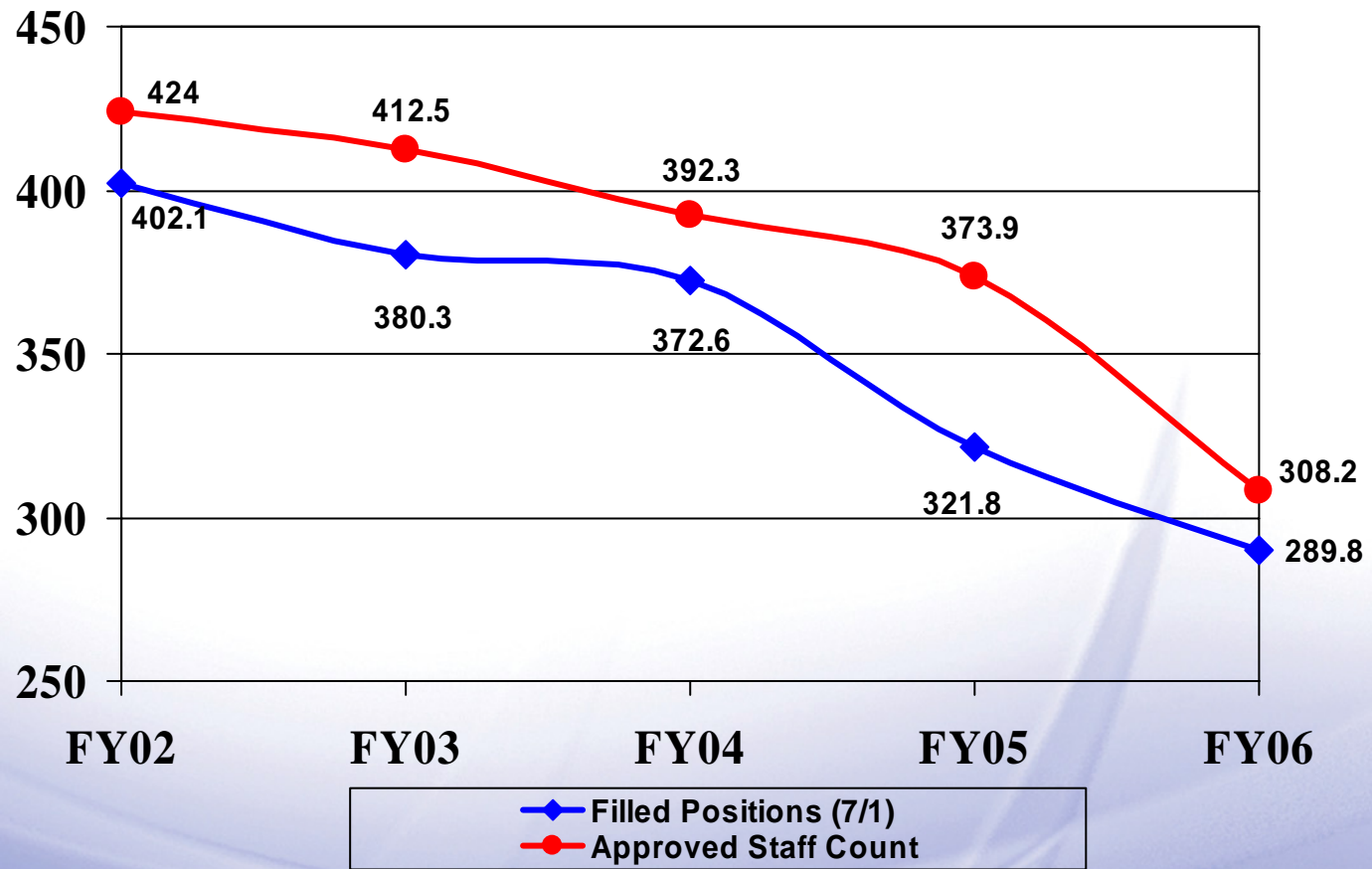
- A learning organization is one that uses **lessons learned and best practices**
- ASME model has functional areas needing further refinement, such as:
 - **Marketing & publications**
 - **Sections, Student Sections & Districts**
- Our continuous improvement is essential
- ASME must be as **flexible and adaptable** as the engineering profession



Essential Partnership: Volunteers & Staff

**Virgil Carter,
ASME Executive Director**

Key Capacity Issues Ahead



Leadership Partnership

- **Partnership is essential for continuous leadership success in a volunteer organization**
 - **Partnership w/other volunteers**
 - **Partnership w/staff**
 - **Working across boundaries**
 - **Working at distances**

ASME's DNA: Volunteers & Staff

- ASME is a “people business”
 - Volunteers need staff
 - Staff need volunteers
 - Together, we make Knowledge-based governance work
 - Rational decision-making
 - Knowledge based vs. “opinion-rich”
 - Informed insight
- “Who makes a decision is far less important that the quality of knowledge & insight on which the decision is made.”

The key for a great organization is to understand what you can be the best in the world at, and what you cannot be the best at.

Jim Collins, “Good to Great”

Thank you for your hard work & dedicated service towards
ASME’s critical leadership