

A dramatic scene featuring a man with a long white beard and hair, wearing a red robe with a brown sash, holding a wooden staff. He is standing against a dark, stormy sky with swirling clouds. The text is overlaid on the left side of the image.

TEN COMMANDMENTS TO BE A BETTER ASSOCIATION MANAGER

with Erik Hamberg

THIS IS WHAT WORKED FOR ME

A photograph of a brick building at night, identified as 'The Grand Cinema'. The cinema's name is displayed in a large, illuminated, oval-shaped sign above the entrance. The entrance features a set of double doors and is flanked by large windows. The windows display movie posters, including one for 'The Killing' and another for 'Dietrich's Practice'. The building is lit with warm, yellow lights, and a fire escape is visible on the right side of the brick facade.

THE GRAND
cinema

MY PROFESSIONAL LIFE
IN NONPROFITS STARTED HERE



Buy Your Portrait
for the same low price



Buy Your Portrait
for the same low price

Buy Your Portrait
for the same low price

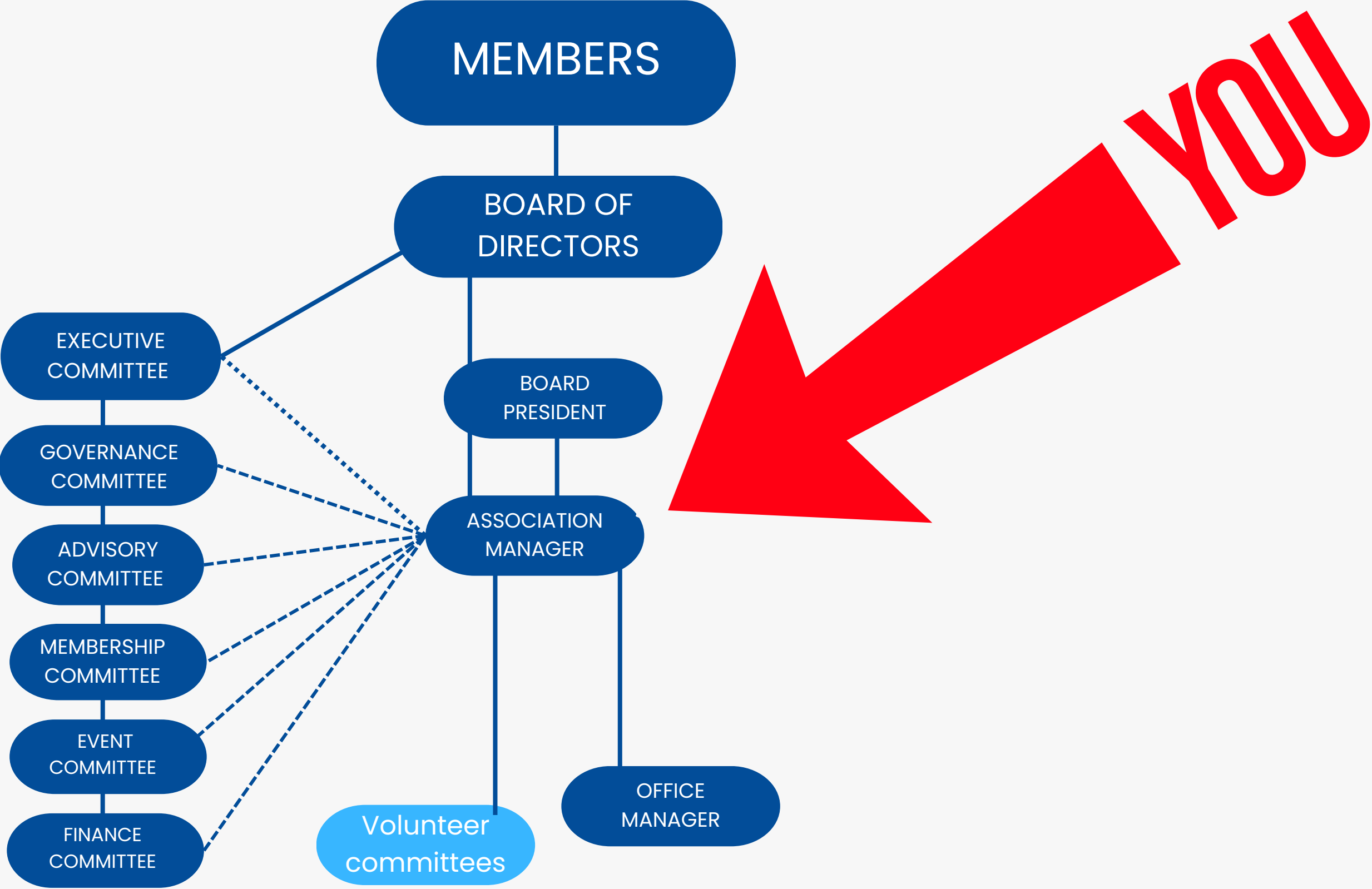


**THE WORK ENVIRONMENT OF AN
ASSOCIATION MANAGER
IS RATHER ODD**

YOU'RE PAID...

YOUR “BOSS” IS A GROUP

COMMON ORGANIZATIONAL CHART



Office Space (1999)

**ARE
YOU AN
EMPLOYEE?
(SORTA!)**



The Wolf of Wall Street (2013)

**ARE
YOU
SELF-EMPLOYED?
(ALSO SORTA!)**



- **DIRECTOR TWICE**
- **INTERIM DIRECTOR TWICE**
- **BOARD MEMBER MANY TIMES OVER**
- **FREQUENT CONSULTANT**
- **AND AUTHOR!**



(I DO LOVE MOVIES)



**WE FOLLOW OUR PASSION
THEN HAVE TO FIGURE OUT
THE JOB**



Spider-Man 2 (2004)

**THESE ARE LENSES
TO THE WORK YOU
ALREADY DO**

**FIND AT LEAST ONE THING YOU CAN
IMPLEMENT IMMEDIATELY**

**FIND AT LEAST ONE THING YOU CAN
WORK ON OVER THE NEXT
THREE MONTHS**

**FIND AT LEAST ONE THING YOU'RE
ALREADY DOING WELL**

The Ten Commandments (1956)

TEN COMMANDMENTS TO BE A BETTER ASSOCIATION MANAGER



IV FOR THE BOARD
VI FOR THE ASSOCIATION

Master & Commander: The Far Side of the World (2003)

I. ASSUME LEADERSHIP



“I’VE GOT THIS.”

**BOARDS DON'T KNOW THEY WANT
THIS**



**BOARDS NEED A
“COUNTER WEIGHT”**



**WITHOUT IT, THE MANAGER IS
“MERELY” AN EMPLOYEE**

IT'S EASIER TO PULL THAN TO PUSH

**LEARN TO ASK FOR
FORGIVENESS
MORE THAN PERMISSION**



SORRY



Free Flu Shots
Designated seasonal flu shots offered free of charge to patients with full insurance coverage

Seasonal Vaccinations

New Online Ordering

Over-the-Counter Medications

Natural Health Solutions

Guaranteed Satisfaction
Prompt and accurate prescription fulfillment

24-Hour Customer Care
We're here to help you with any questions or concerns, day or night.

Most Insurances Accepted
90% of insurances accepted

X

Jane Smith
1234 Main St.
Richardson, TX 75081
Tel: 214-333-0188

Atiprasinil tablet
QTY: 30 Tablets
Use 2x daily

Signature: _____

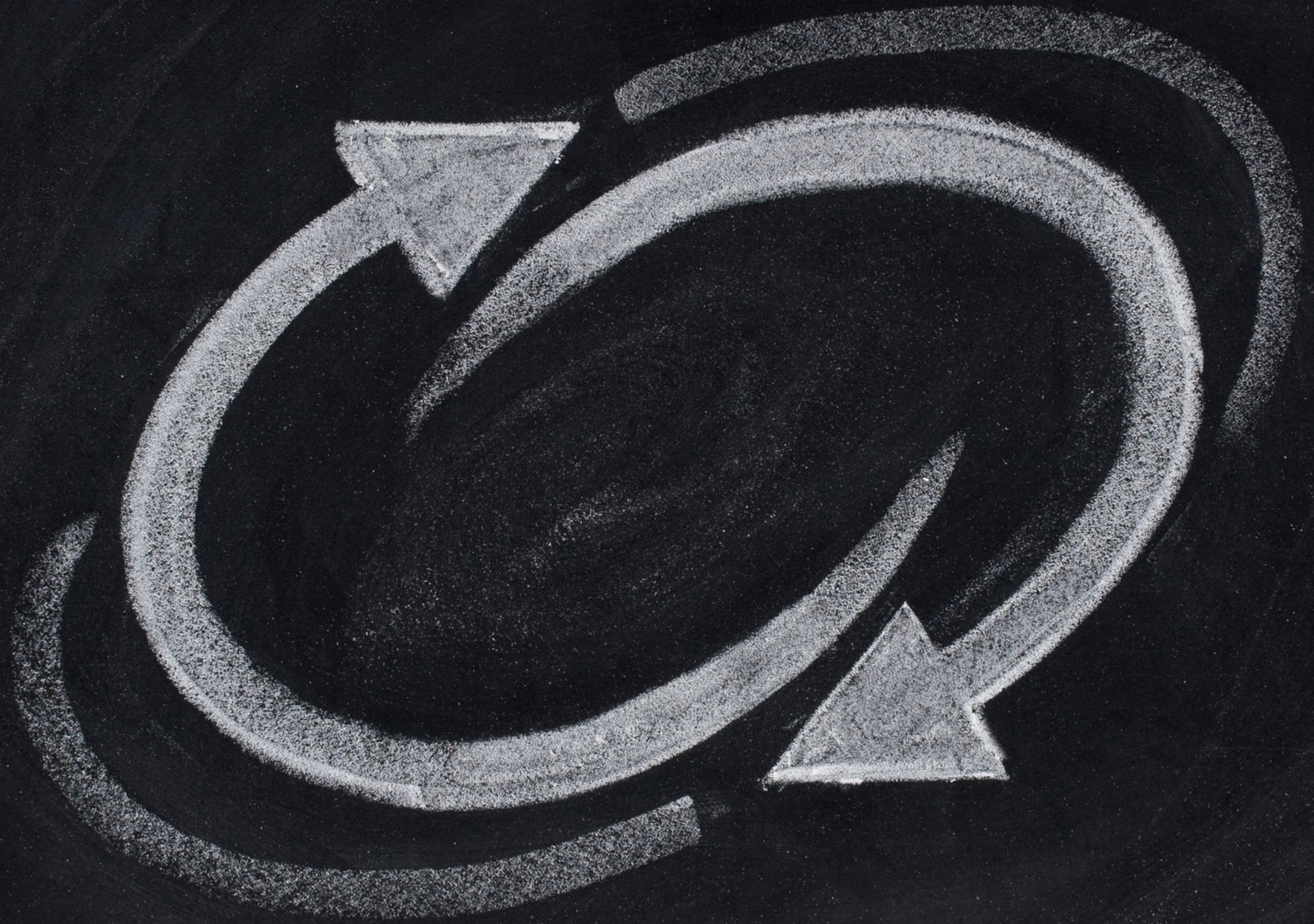


A blue bowling ball is positioned in the foreground on a light-colored wooden bowling lane. In the background, a row of white bowling pins with red stripes is visible. The scene is dimly lit, focusing on the ball and pins.

**IS THERE ONE AREA YOU COULD
ASSUME MORE LEADERSHIP?**

**WE'RE FAMILIAR WITH PEOPLE
COMPLAINING ABOUT THEIR BOSSES**

**BUT YOU CAN AFFECT THEIR WORK
BY CHANGING WHAT YOU BRING
THEM**



WHAT DOES THIS HAVE TO DO
WITH “FORGIVENESS?”

Swiss Family Robinson (1960)

DON'T STOP...

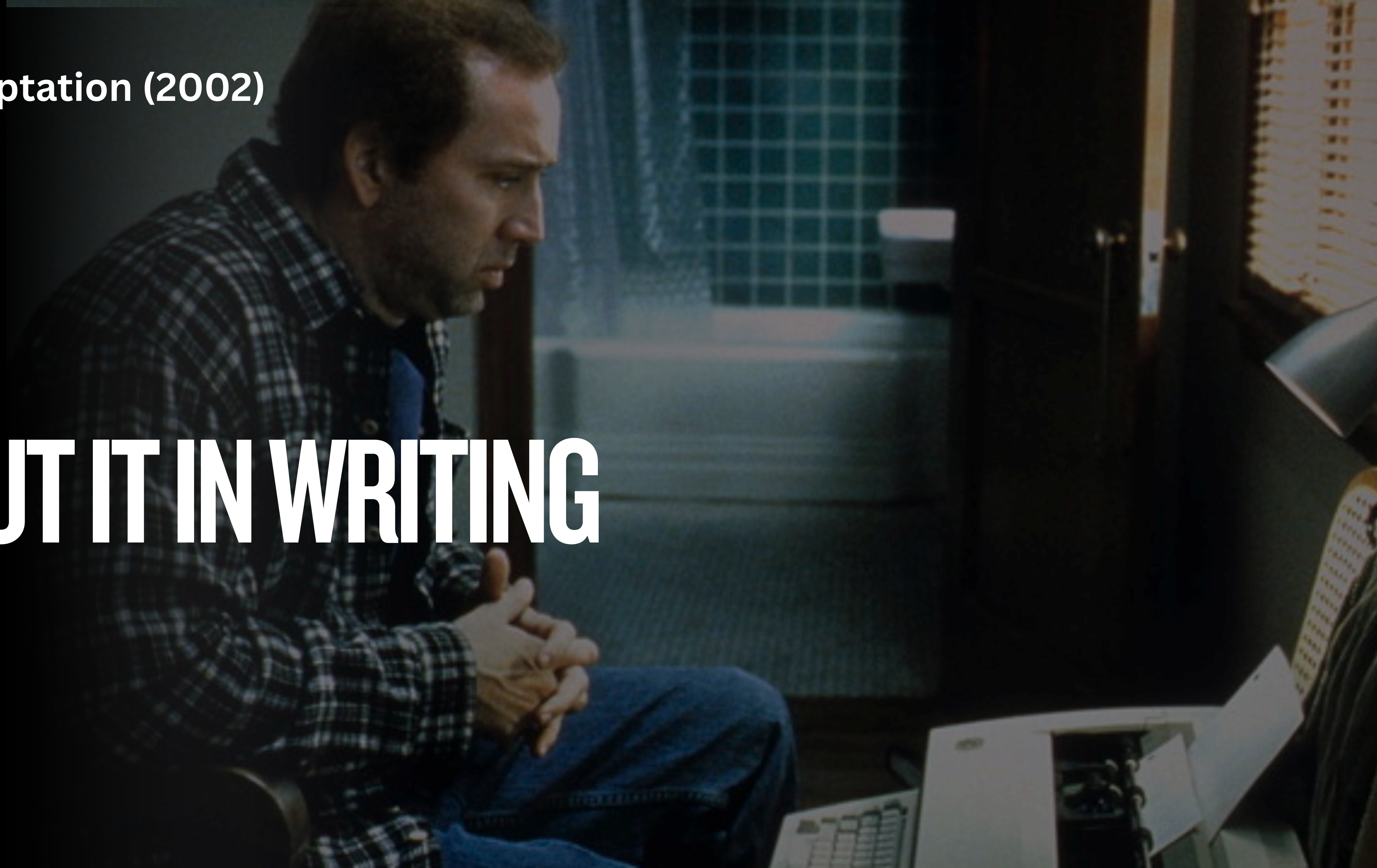


**JUST COURSE
CORRECT**



Adaptation (2002)

II. PUT IT IN WRITING





**SUBMIT A WRITTEN REPORT
BEFORE EVERY BOARD MEETING**

Executive Director's Report
February

Major Accomplishments of January

Launch of the Membership Database

I am pleased to announce that the online membership database has gone live on City Club's website. The membership database will serve as a membership recruiting tool for several reasons:

- Many potential members will want to be included in the site.
- When someone passes their renewal date, their information automatically falls out of the search queries—i.e. they are no longer shown as a member. This makes the strength of a renewal stronger, as not renewing has an immediate effect.
- We are "crowd sourcing" the accuracy of our database. By encouraging the entire membership to flag any incorrect information, we can keep better tabs on our members, by replacing old email addresses or phone numbers. This will be especially helpful for member renewals.

Soft Launch

The launch will be complete over the course of February. After testing by board members (thank you!) a link to the membership database went live on the homepage of City Club. Between February 1 and February 14, members who spot it and request a login will get their password and will serve as the final testers of the site. Finally, at the February 15 lunch, we will give usernames and passwords to all member attendees, encouraging them to try it out. We will also include it in the Catalyst newsletter. Finally, any member who has not gotten their username and password by the March Dinner will be sent their information.

This staggered launch will help us spot any major issues early, save on any mailing costs, and possibly generate a little buzz within the membership.

Possible New Features

I am working on two new features:

Browsing membership alphabetically

"Suggest a member" – A message that says something to the effect of: "Didn't find who you were looking for? Send an email right from the site and invite them to check out City Club." This is tricky because we don't want to spam people, but used effectively we could again see our members working for us.

New Opportunities

Facebook, and personal emails to let our attendees know that the lunch had been rescheduled. What could have been a major issue went very smoothly.

KBTC CityLine Filming

Kristina and I were on CityLine the morning of January 12 to promote City Club. We had 12 minutes on the show to talk up City Club, our mission, and our upcoming programs. The show was live that morning and then played often over the next week. I think it was a big success.

Other Tasks & Accomplishments

- Secured the Bates boardroom for a March 22 Phone-a-thon
- Rented the booth and provided our material to board volunteers at Shift Happened
- Successfully encouraged the Museum of Glass to become a corporate member
- Applied for a \$3,000 grant from the Greater Tacoma Community Foundation
- Sent special weekend email for Hide/Seek letting members know more about the exhibition
- Successfully secured a members-only tour of Hide/Seek at TAM after the March 21 lunch
- Worked out new financial reporting procedures with the treasurer

forsmallnonprofits.com/bowl/



III. WORK TO IMPROVE YOUR RELATIONSHIP WITH YOUR BOARD PRESIDENT





**DON'T SURPRISE
YOUR BOARD PRESIDENT
IN A MEETING**



The Greatest Showman (2017)



Full Metal Jacket (1987)

Superman: The Movie (1978)

IV. LEARN HOW TO UNLOCK YOUR BOARD'S SUPERPOWERS

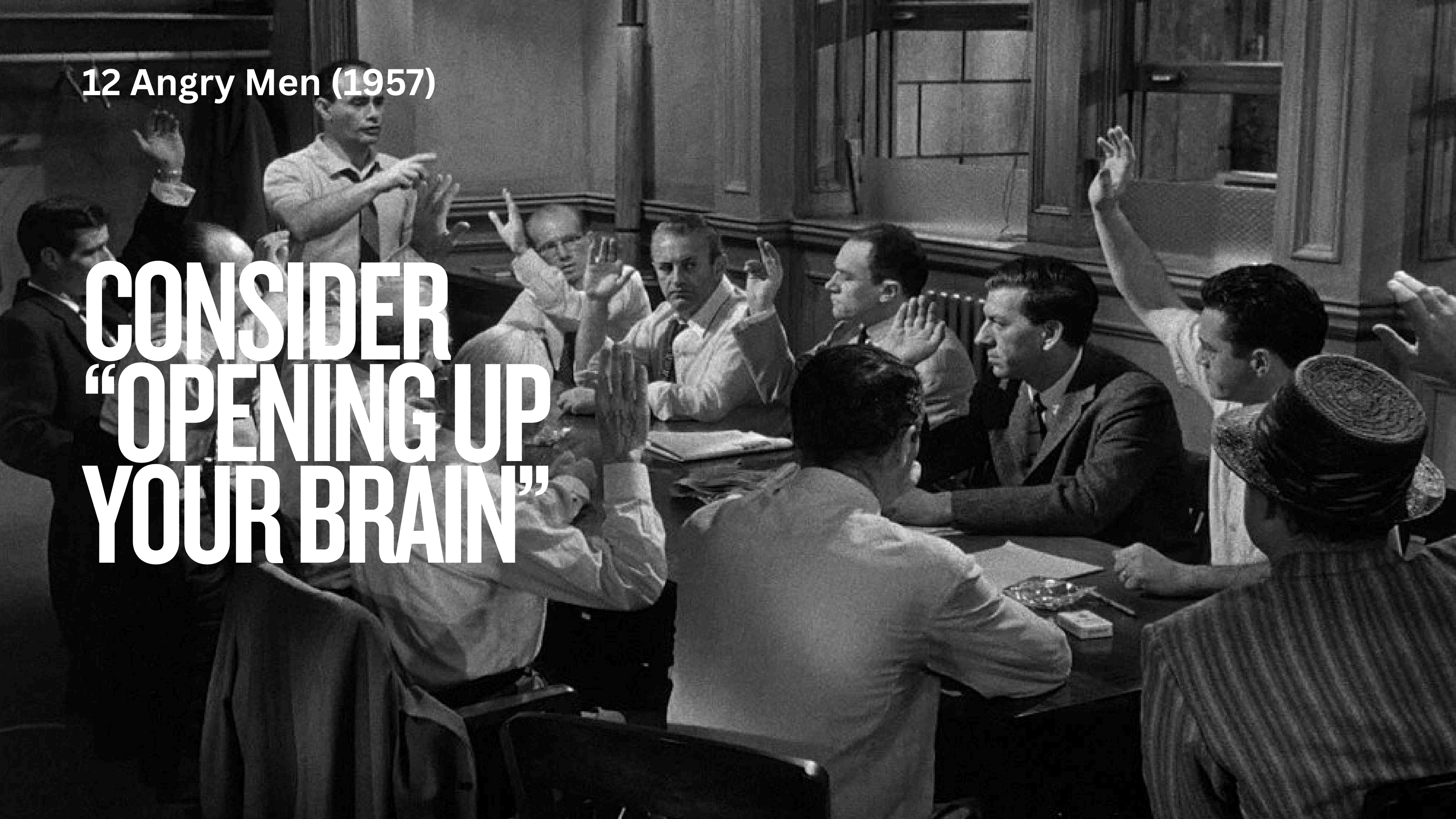
12 Angry Men (1957)

DELIBERATION AND DECISIONS



12 Angry Men (1957)

**CONSIDER
“OPENING UP
YOUR BRAIN”**



An aerial view of a dense cityscape, likely New York City, with numerous skyscrapers and residential buildings. Overlaid on the image is a network diagram consisting of white lines connecting various points. These points are represented by white location pin icons, some of which are placed on specific buildings. The network forms a complex web across the top and middle of the image. The text 'BOARD RELATIONSHIPS' is written in large, bold, white capital letters on the left side, partially overlapping the network lines and the city background.

BOARD RELATIONSHIPS

Witness (1985)

MANY HANDS MAKE LIGHT WORK



**LET'S TALK ABOUT YOUR
ASSOCIATION**

Close Encounters of the Third Kind (1977)

V.
**WORK ON YOUR ASSOCIATION...
NOT JUST IN IT**



what can you start here?



to save 10 hours a week here?

The Matrix (1999)

WHAT TASKS COULD BE
STREAMLINED WITH TECHNOLOGY?

Stranger Than Fiction (2006)

**WHAT ARE WE DOING BECAUSE
“IT’S ALWAYS BEEN DONE THAT
WAY?”**



Stranger Than Fiction (2006)

WHAT ARE YOU PUTTING OFF?





VI. BUILD SYSTEMS AND CULTURE ...



**...THAT OUTLAST
EVERYONE IN THIS ROOM**

WHAT IF YOU WIN THE LOTTERY?



Apollo 13 (1995)

VII. AIM FOR GROWTH



THE FOUR “D’S” OF ASSOCIATION **GROWTH**



DOCUMENTATION

Star Trek: The Next Generation (1987)

DATA(BASE?)



Good Will Hunting (1997)

DEVELOPMENT



True Grit (1969)

DETERMINATION



Moneyball (2011)

VIII. KNOW YOUR NUMBERS



Starting Balance	\$ 18,000.00	\$ 22,277.25	\$ 3,354.50	\$ (9,068.25)	\$ (7,380.44)
	April	May	June	July	August
Income					
Grants	\$25,000.00			\$10,000.00	
State Contract				\$2,500.00	\$2,500.00
SBA Forgivable					
Business Support					
Fundraising Events					
Fundraising Mailing			\$5,000.00		
Raffle					\$4,000.00
Major Gifts				\$10,000.00	
Other Earned Revenue		\$500.00	\$500.00	\$500.00	
Interest	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Total Income	\$25,001.00	\$ 501.00	\$ 5,501.00	\$ 23,001.00	\$ 6,501.00
Expenses					
STAFF					
Key Staff	\$7,575.00	\$7,575.00	\$7,575.00	\$9,037.50	\$9,037.50
New Staff	\$2,700.00	\$2,700.00	\$2,700.00	\$4,333.00	\$4,333.00
Payroll Taxes	\$2,112.75	\$2,112.75	\$2,112.75	\$2,406.69	\$2,406.69
Medical Insurance	\$1,130.00	\$1,130.00	\$1,130.00	\$1,130.00	\$1,130.00
Contract Grantwriting/Marketing	\$1,300.00				
Payroll Processing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PROGRAM COSTS					
Program Expense				\$900.00	\$900.00
FUNDRAISING/ADMIN COSTS					
Fundraising Costs	\$2,500.00	\$2,500.00	\$1,000.00	\$100.00	\$500.00
Office Expense	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Misc Expense	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Rent, Parking, Utilities	\$3,106.00	\$3,106.00	\$3,106.00	\$3,106.00	\$3,106.00
Equipment Rental and Maintenanc	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Facilities Maintenance	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Telephone System	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Travel					
Professional Development					
Computers					
Total Expenses	\$ 20,723.75	\$ 19,423.75	\$ 17,923.75	\$ 21,313.19	\$ 21,713.19
Remaining	\$ 22,277.25	\$ 3,354.50	\$ (9,068.25)	\$ (7,380.44)	\$ (22,592.63)

Moneyball (2011)

**WHAT THREE FINANCIAL METRICS
GIVE YOU THE MOST VALUABLE
INFORMATION?**

Willy Wonka & the Chocolate Factory (1971)

IX. COMMUNICATIONS AND MARKETING ARE NOT OPTIONAL



**ACTIVE...
SOCIAL...
FUN...
COMMUNITY...
WITH TIME AWAY FROM YOUR PHONE...**



**WHAT MIGHT NEED TO
BE CHANGED TO FIND
YOUR NEXT MEMBERS?**





**WHAT IF EVERY GROUP IN THIS ROOM
COULD INCREASE MEMBERSHIP BY
1% FOR THE NEXT FIVE YEARS?**



I. ASSUME LEADERSHIP

II. PUT IT IN WRITING

**III. WORK TO IMPROVE YOUR RELATIONSHIP WITH
THE BOARD PRESIDENT**

**IV. LEARN HOW TO UNLOCK YOUR BOARD'S
SUPERPOWERS**

V. WORK ON YOUR ASSOCIATION, NOT JUST IN IT
VI. BUILD SYSTEMS THAT OUTLAST
EVERYONE IN THE ROOM
VII. AIM FOR GROWTH
VIII. KNOW YOUR NUMBERS
IX. COMMUNICATIONS AND MARKETING ARE NOT
OPTIONAL





MY DAD'S MOTTO



X. CHANGE OR DIE

**THIS IS AN
INVITATION**



MAY 2025

THANK YOU
SO MUCH!

Presented by **Erik Hanberg**

erik@forsmallnonprofits.com

May 2025

forsmallnonprofits.com/bowl

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