

ASSE Governance Update

Change: A Constant of Life

In April 2013, *PS* began to publish a monthly series of articles about ASSE's proposed governance model. Articles have examined the transparent, inclusive and collaborative process the Society's elected leaders followed to craft the proposed model. They have discussed how the new model would affect members, chapters and regions, practice specialties and common interest groups, the House of Delegates, the Board of Directors and ASSE's bylaws. Anticipated improvements in Society operations were outlined. These include shifting more operational decision making to the councils, the importance of reducing the time and workload for senior volunteers, and the need to shift the focus of the Society to the membership and the profession.

These articles have underscored one key theme: It is time to improve ASSE's governance structure. This is not because the current model is broken—in fact, ASSE is strong and growing. Nor is it change for the

sake of change simply because it's been nearly 20 years since ASSE implemented its current structure. Rather, this proposal is a proactive step that will enable ASSE to focus more strategically on advancing the membership and the profession, help to engage more members in leadership roles and, ultimately, give members a greater voice in their Society.

As you may recall, in the first governance restructure article in April 2013 (p. 10), we asked you to think about all the things that have changed in your life in the past 20 years. It's probably a pretty long list. The world is significantly different, too, thanks to the rapid growth of technology, globalization, business practices, social change and myriad other influences. Change is such a widely discussed topic because it is constant, its pace is increasing and it touches all of us every day.

We'll leave you this month with a sampling of thoughts on change from some well-known business leaders, authors, philosophers and educators.



“Whatever constitutes strategic advantage will eventually change, and defending one that has outlived its time will simply lock you into the past. As a leader/strategist, you must ensure that your company continues to add advantage over time.”
Cynthia Montgomery, Ph.D., Harvard Business School

“The fundamental problem is that deeply ingrained structures and systems . . . become a liability when the environment [changes]. To compete in these more volatile and uncertain environments you need to do things differently.”
Rita Gunther McGrath, Columbia Business School

“In the end, it's important to remember that we cannot become what we need to be by remaining the same.”
Max De Pree, former CEO, Herman Miller

“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.”
Peter Drucker, father of modern management

“The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.”
Albert Einstein, theoretical physicist/world-class thinker

“The dogmas of the quiet past are inadequate to the stormy present. . . . As our case is new, so we must think anew, and act anew.”
Abraham Lincoln, U.S. President

“The only thing that is constant is change.”
Heracleitus, Greek philosopher

“What is dangerous is not to evolve.”
Jeff Bezos, CEO, Amazon

“Change is no modern invention. It is as old as time and as unlikely to disappear. It has always to be counted on as of the essence of human experience.”
James Rowland Angell, former Yale University president

“If the rate of change on the outside exceeds the rate of change inside, the end is near.”
Jack Welch, former CEO, General Electric