



HOLISTIC MEMBER AND ALUMNI ENGAGEMENT SURVEY RESULTS



THE EXECUTIVES' CLUB
OF CHICAGO

powered by **holistic**

OVERALL EXPERIENCE

SURVEY DATES: 02/20/19 - 03/04/19

TOTAL # OF MEMBER RESPONDENTS: 112

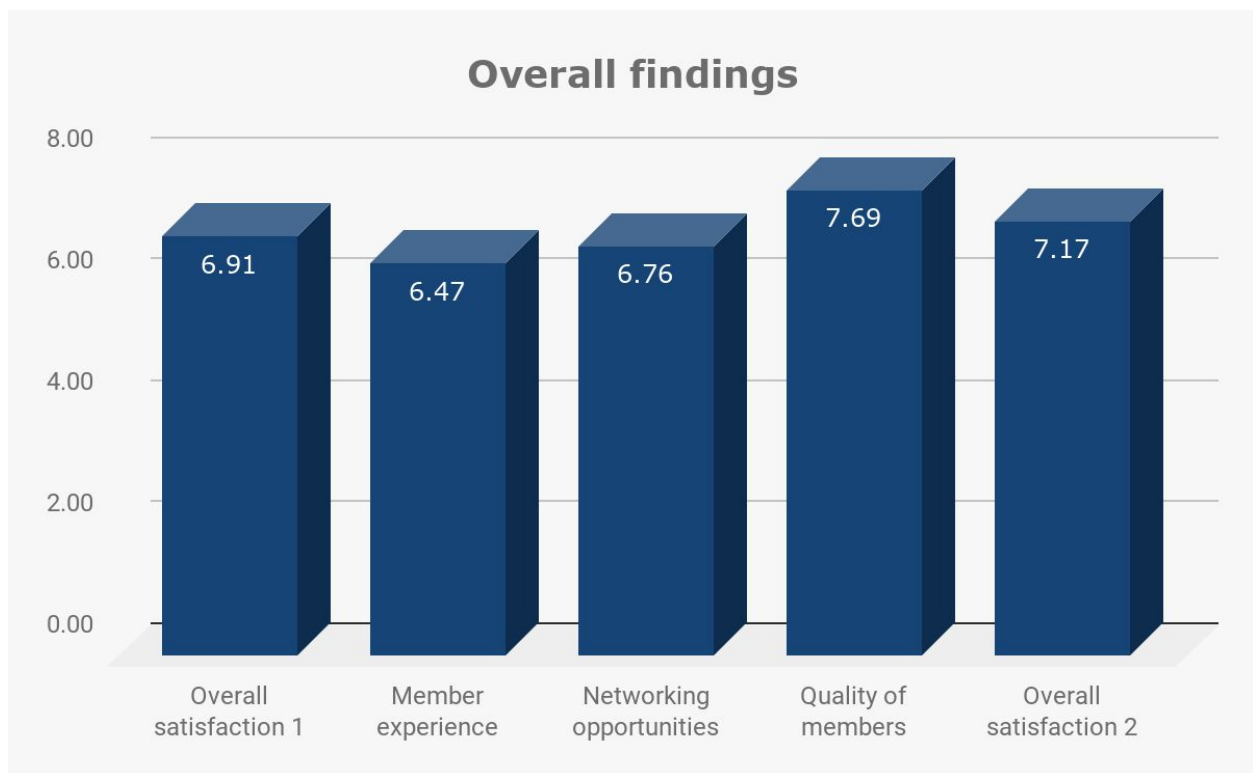
TOTAL # OF ALUMNI RESPONDENTS: 53

TOTAL # OF MEMBER RECIPIENTS: 974

TOTAL # OF ALUMNI RECIPIENTS: 2511

MEMBER RESPONSE RATE: 11%

ALUMNI RESPONSE RATE: 2%



Some key findings:

- The overall findings of the survey are consistent, and likely slightly below where organizationally you would want them to be. On the broader questions, the highest score came around the quality of

members. The overall satisfaction for the organization hovered around 7/10.

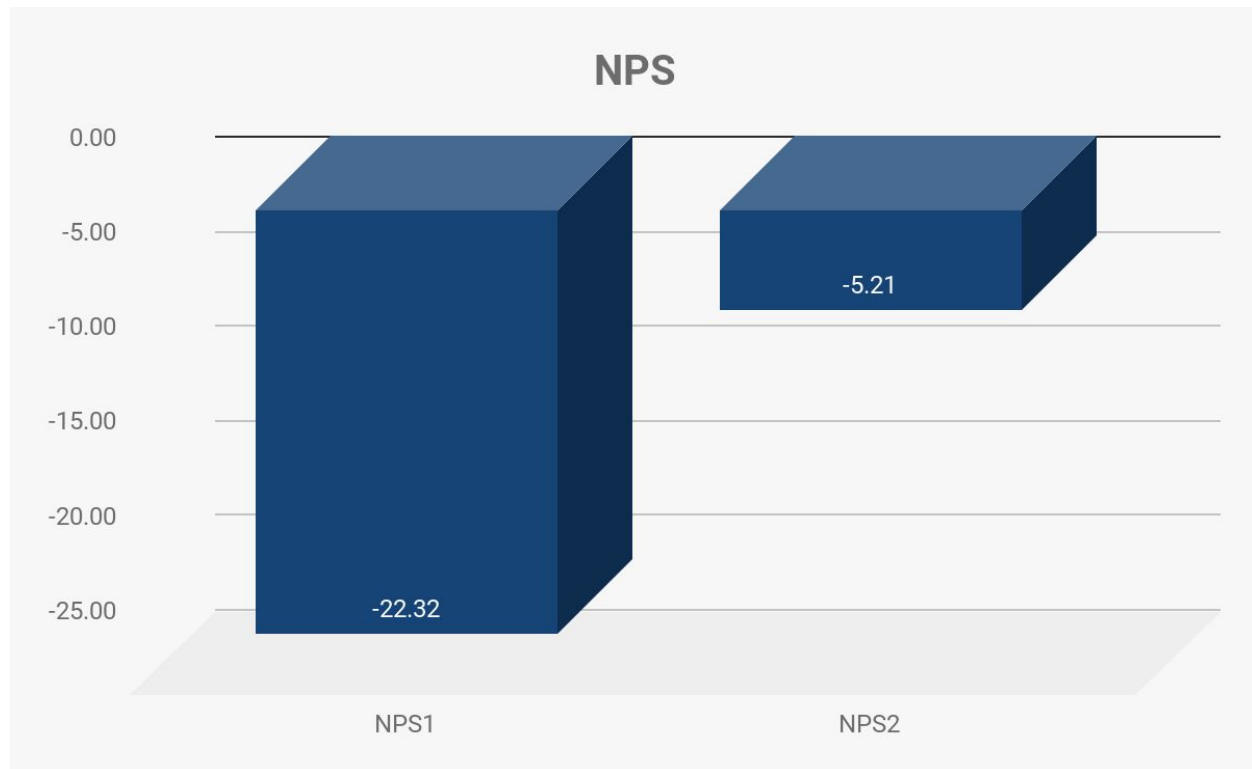
- In general, the results present a strong reason for optimism associated with the organization.
 - New leadership, about which there is a lot of enthusiasm, combined with very clear direction from members and alumni, creates a great landscape for improvement and advancement.
- Off the top, the percentage response was extremely low -- around 11 percent for members and only 2 percent for alumni. This is likely due to a number of factors, including disorganization of member lists, emails and communications being ignored or going to spam, and general apathy for the organization.
 - As such, there is a real opportunity to increase the quantity and quality of responses as well as the communication mechanism between the Club and its members (past and present).
 - Further, there are a handful of techniques that can be used to foster higher response rates, that we can explore together.
 - We will make further recommendations later in the report as to the ways that these numbers can be improved overall.

NET PROMOTER

Net promoter score is a useful indicator of enthusiasm for your organization. Promoters are people who rated the organization a 9 or 10 – these are people truly enthusiastic about the Executives' Club. Detractors are people who rated the business 1 through 6 – people who have a real distaste for the Executives' Club. A positive net promoter is good, and a score of above 50 is outstanding.

First time asked: -22

Second time: -5

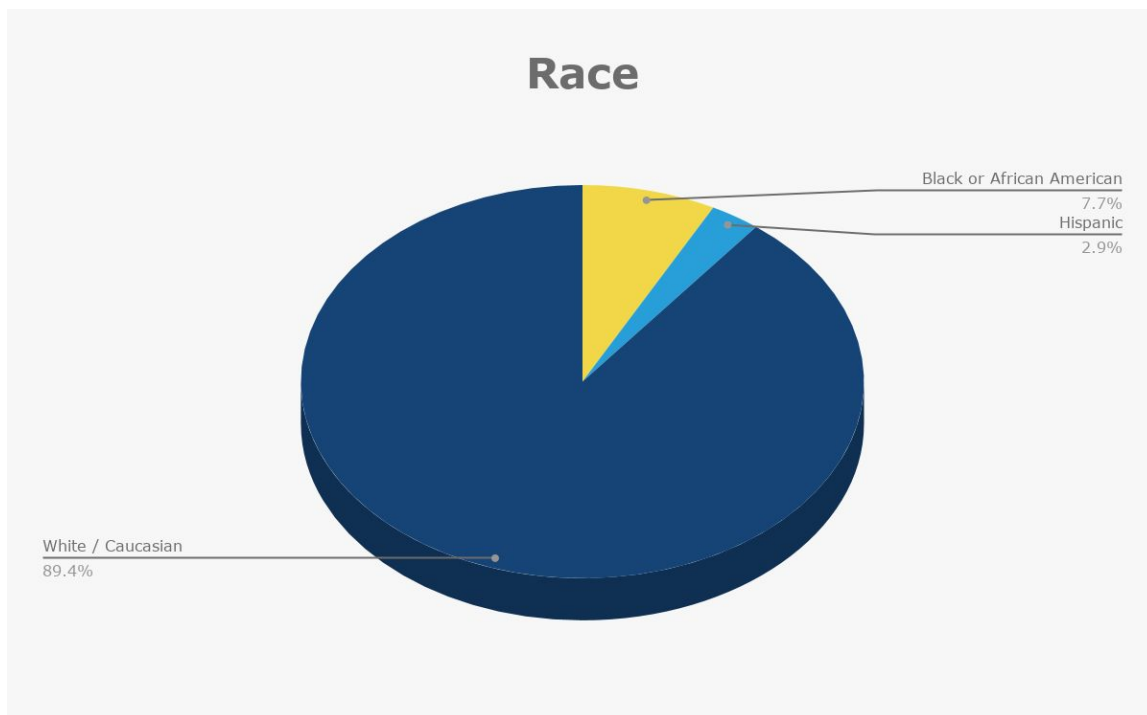
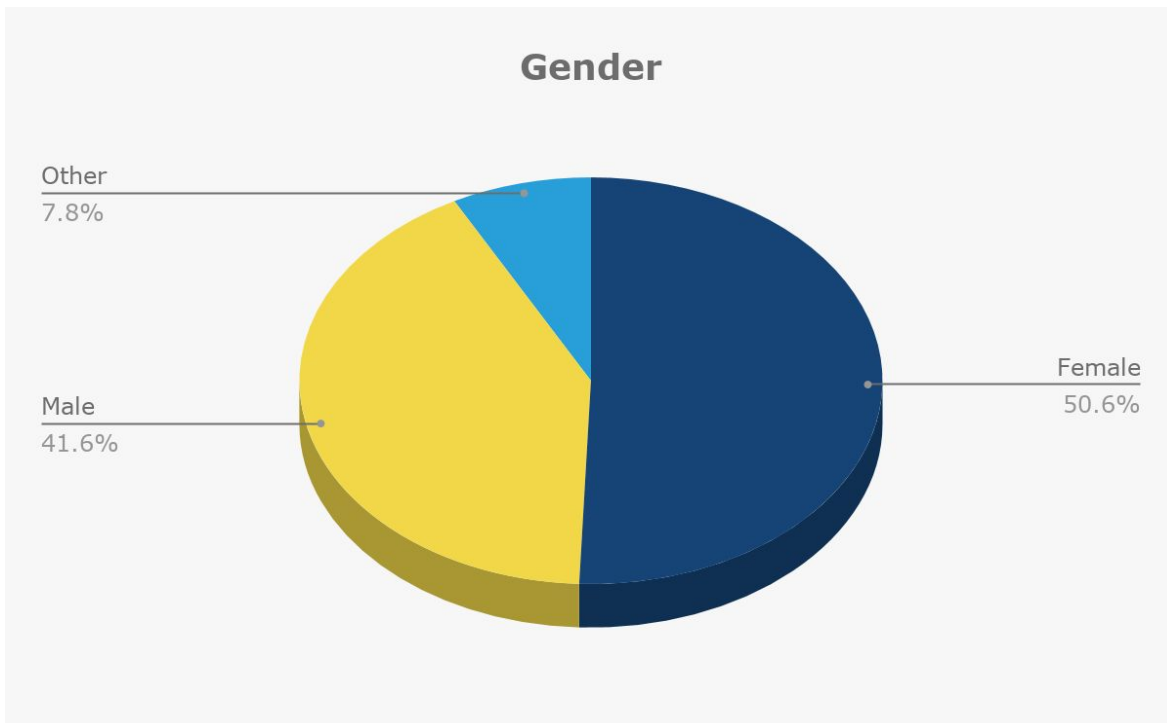


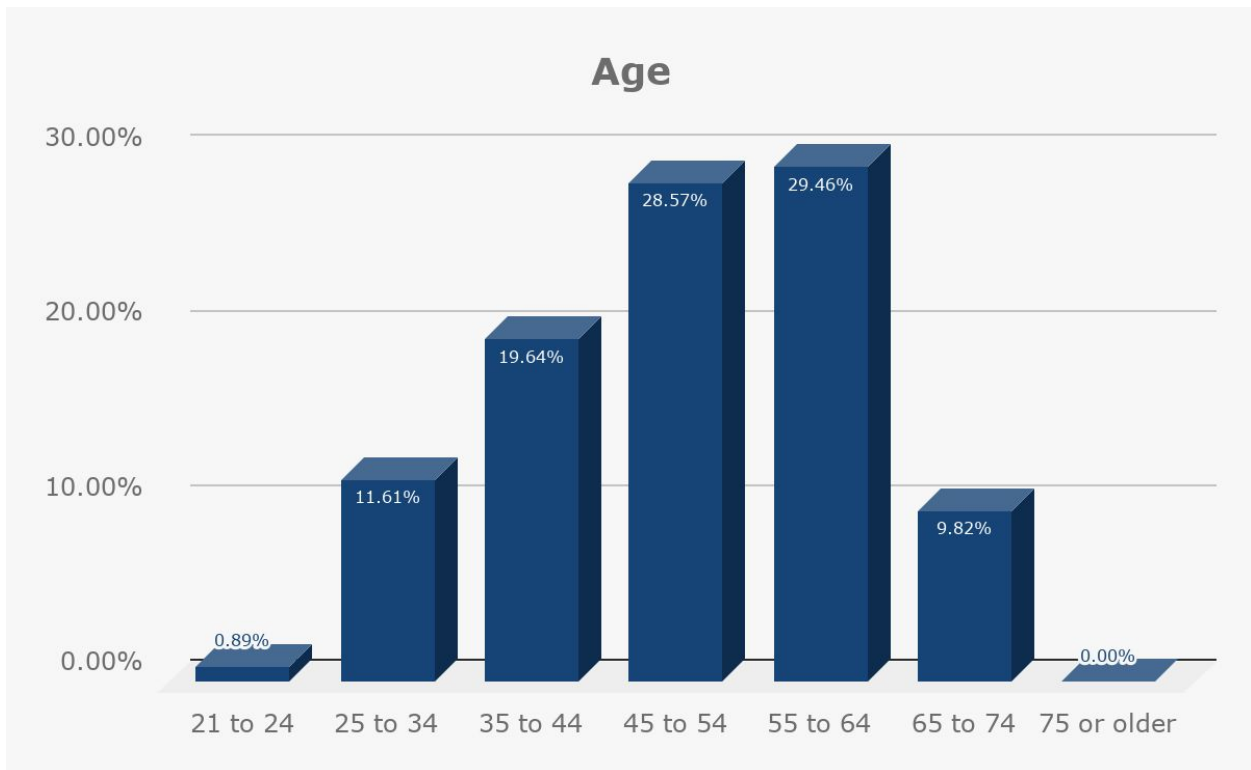
We ask this question twice during the survey to gain insight as to whether members change their tune in the course of the survey, and also to provide another data point, since this is a crucial metric and members may not always answer in a fashion that's reflective of their true feelings.

What this means:

- A negative net promoter, in this case, is more of a reflection of lack of enthusiasm than outright distaste for the organization.
- The movement toward a positive finding is a very good sign, and an indication of two things:
 - Given a chance for reflection, members are realizing that they value the organization more than they thought.
 - There is some optimism that the new leadership will make positive changes and improve the overall quality of the organization.

DEMOGRAPHIC INFORMATION



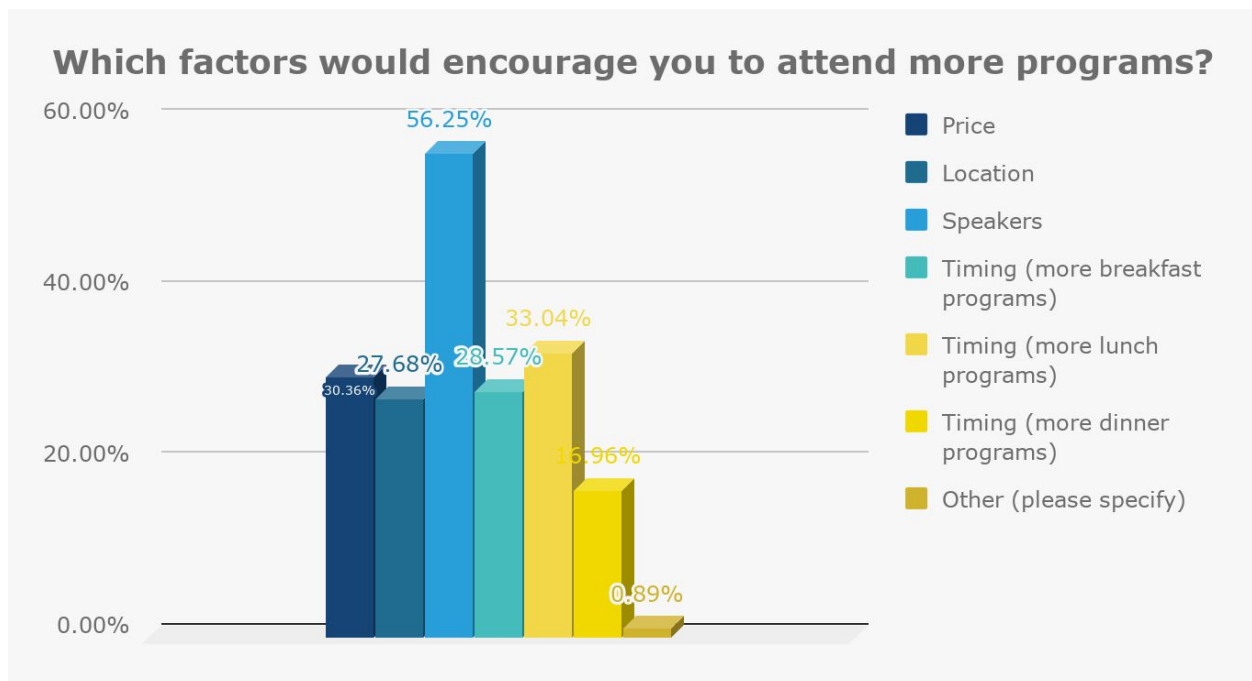
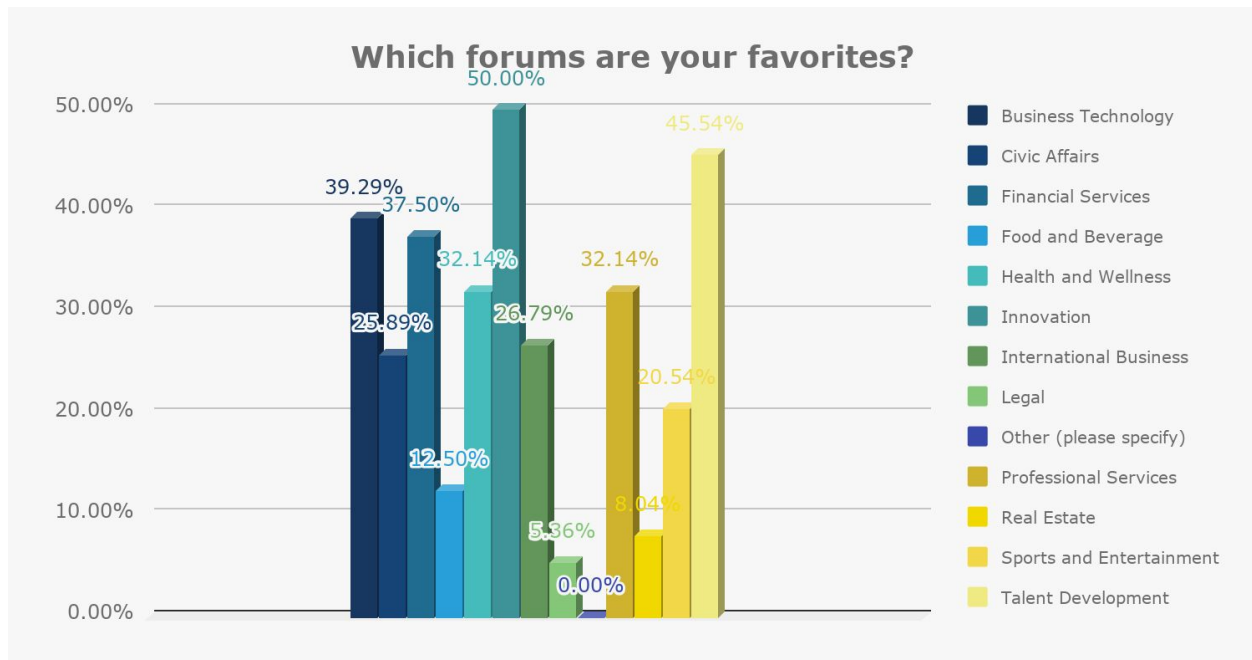


What this means:

- Gender diversity is strong within the membership as well as the alumni communities. Over 50 percent of the respondents identified as women; this presents a real opportunity for the organization to emphasize the role of, challenges facing and opportunities in front of women in business and society.
- Racial diversity is low, and likewise presents an opportunity – particularly coupled with the findings in the diversity and inclusion questions later in the survey.
 - It is unclear as to whether the low levels of diversity in the membership are simply a reflection of the broader environment – that is, is this simply the nature of executive teams these days? Or does the dearth of people of color in the membership also lag society? This is an opportunity for further exploration, that will be outlined later.

- Approximately 2/3rds of the organization is 45 or older – so there is an opportunity to foster greater diversity by drawing younger members into the organization. There are a spate of younger executives in the city who should be aggressively targeted.
 - There is a real opportunity for the Executives' Club to redefine the term “executive” and to own the platform around this word and the concepts and environment around it.
- The membership of the organization, unsurprisingly, is extremely well educated and extremely well compensated.
 - Nearly 100 percent of members are college educated and 75 percent have a Master's degree or better.
 - 70 percent of respondents make more than \$150,000 each year.
- There is a lot of opportunity to explore the diversity of the organization from other perspectives – industry, work experience, work style, geography, education, etc. This is a chance for the Executives' Club, not only to diversify its own operations but to be a standard bearer for the entire industry.

MEMBER EXPERIENCE – CURRENT MEMBERS



Key findings from the data:

- Four forums came in at 20 percent or below -- all of which were in specific subject matter areas: Sports, Food and Beverage, Real Estate, and Legal.
 - Real estate and legal each came in under 10 percent.
- More breakfast and lunch programming each appeared on approximately 1/3rd of the survey responses.
 - Significantly less people requested more dinners (only about 1 in 6 respondents).
- Speakers were the overwhelming reason why members wanted to attend events (over 50 percent).
- Only 10 percent of the members said they “often” do business with other members -- while nearly 50 percent said “rarely” or “never”. This is an opportunity to foster further collaboration among the members, which is also a stated goal.
- The vision of the organization scored a 6.73, while the clarity of goals and objectives was even lower, at 6.04 – both are areas that warrant focus.

Key findings from Members’ open-ended questions:

- There was a universal desire for more focused networking groups and opportunities for better connectivity with members.
- There is a universal desire to see the Forum programs return to the calendar of events.
- We saw a high amount of requests for speakers that can address today’s growing business and organizational challenges.
- The Executives’ Club should identify a few topic areas and establish a position of thought leadership that either attaches to programming or values.

Key quotes from Members' open-ended questions:

- On other topics not in the survey:

"I think the Executive's Club has evolved for the better since I joined about 4 years ago. The expansion of the Forums (and I think they were intending to start livestreaming which would be great), and moving member seats to better tables at the luncheons (used to be catch as catch can in the back). I get an incredible amount of value from the forums."
- On member benefits not currently available:

"More cohort-based leadership development programming opportunities. More members-only events with access to high profile speakers (Economics Club quality)."

"A view from academia, specifically from the leading business school deans in the U.S., like Kellogg, U of C, but also Harvard, Stanford, Wharton. What are THEY watching and theorizing about?"
- On the staff:

"I love the staff. As a networking organization, having a staff that fosters leadership, membership, and camaraderie is important. I'm sad to see the turnover of the Club over the recent year but know the staff will work to drive future growth."
- On other members:

"People bring a strong sense of professionalism to [The Executives' Club]. There is a gravitas to the networking that I don't experience at any other events (and I attend many!)."

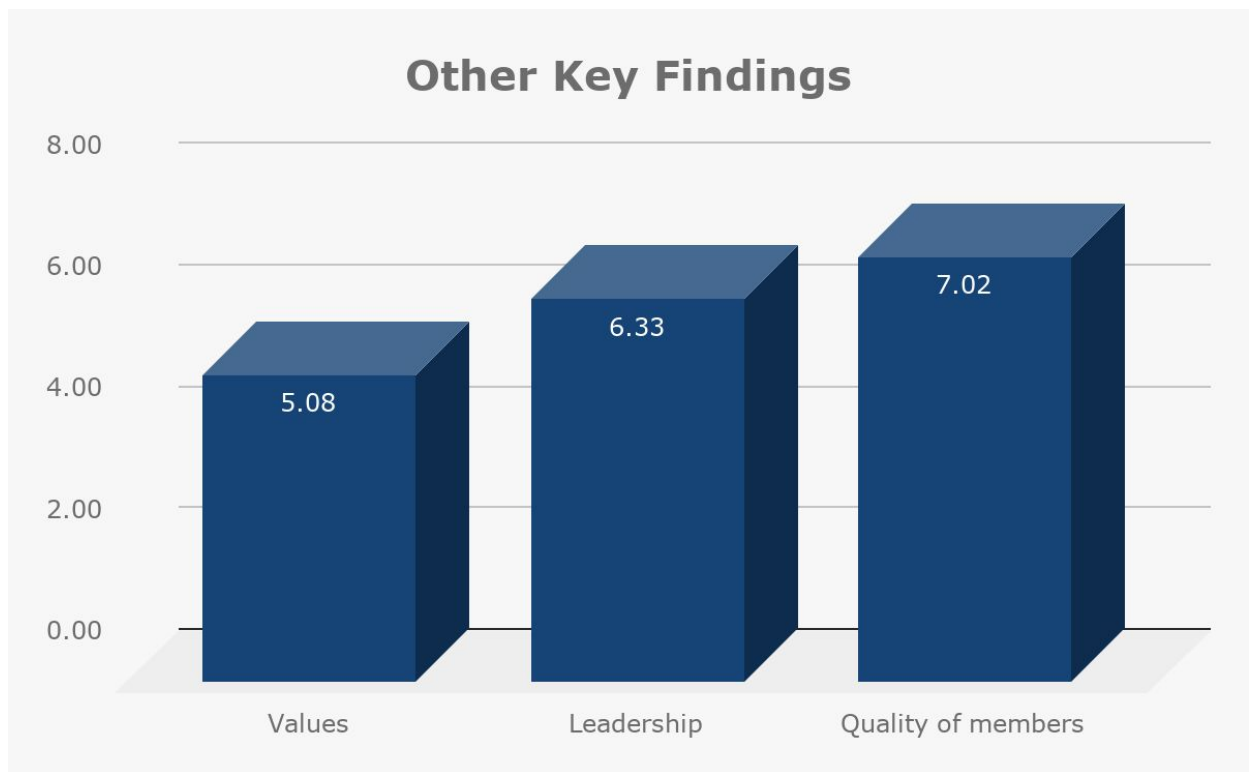
"The mentorship program is such a gem & worth coming back year after year. It's so different from the big luncheons where you chit chat & maybe exchange cards. Meeting with the same group of people month after month really allows true relationships to form. These are people who know me, who I would do business with in a heartbeat."

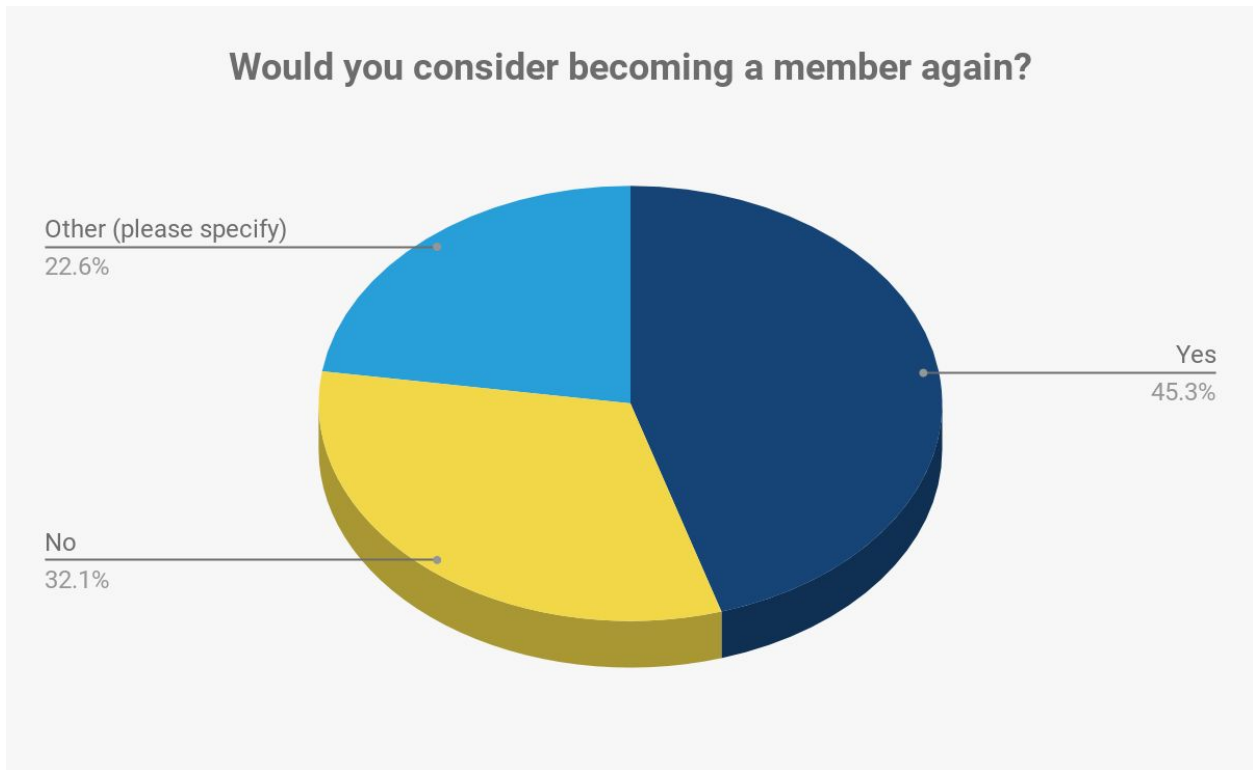
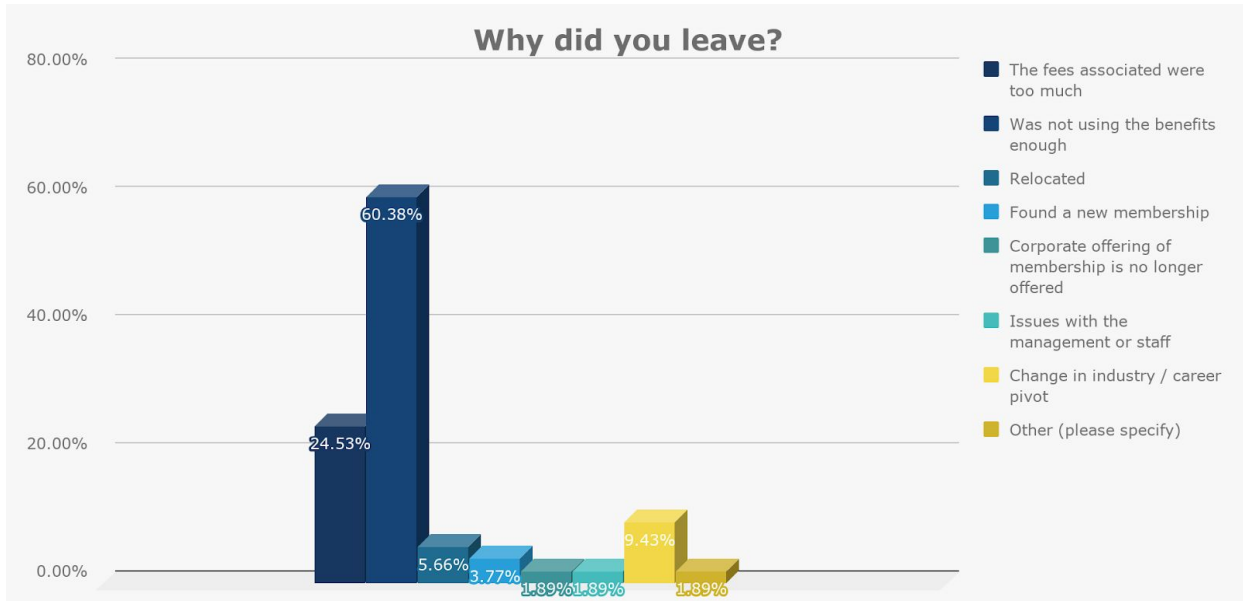
- On the broader role in Chicago's business landscape:
"I would love to see the Club take a poll of members-only on topics that are important to the city or the business community. Nothing political, but something that the club can own, like a point of view on corporate headquarters moving into the city. Just a quick 2-3 question poll once per quarter with one topic – I think that would be powerful and would engender pride."

What does this all mean?

- The primary challenge around the membership is obviously engagement. There is strong sentiment through the responses that when it is functioning well, the Executives' Club is a valuable tool, offering insight and value to its members.
 - However, the survey also shows a tremendous level of disengagement or apathy on the part of members. From the low response rate to the large amount of middle-of-the-road answers on key questions, member enthusiasm is clearly an area that needs focus.
- The membership is also clear about what types and sorts of events and programming make sense for them right now:
 - Issue-specific content on key areas , such as technology and innovation, inclusion, women's issues, etc.
 - Small, more private networking engagements that allow for more targeted networking opportunities.
 - Diversity of speakers and points of view in presentations.

MEMBER EXPERIENCE – ALUMNI





Key findings from data:

- Over 20 percent of the respondents said they didn't have a professional club membership, but were actively looking -- which indicates a real potential to re-attract some lost members.
- Forums (37%) and events (69%) were overwhelmingly the two areas that most alumni reported having used while members.
- Status (nearly 40%) and access to other execs (over 60%) were the two top reasons for people joining the organization.

Key findings from Alumni members' open-ended questions:

- Many Alumni members stated that they would be interested in becoming members again if the programming and events were:
 - more intimate and focused on their specific industry of work.
 - relevant, of-the-moment topics.
- There were repeated mentions of how much alumni enjoyed programming, especially forums, that fostered more individualized networking and connectivity.
- There were a fair amount of comments around restructuring membership costs to make it more affordable for smaller or non-profit organizations, retired professionals and independent contractors.

Key quotes from Alumni members' open-ended questions:

- On what would make them return:

"I would need to see a change in focus around innovation topics and the impact of emerging technologies on business models, brands, customer journey, etc."
- On other ideas not in the survey:

"I think this survey is an excellent idea. I think the Club can be an excellent vehicle on many levels. This survey has also made me reflect on my involvement and possible contributions to the club. I am considering rejoining, rather than sitting on the sidelines and expecting others to do the work."

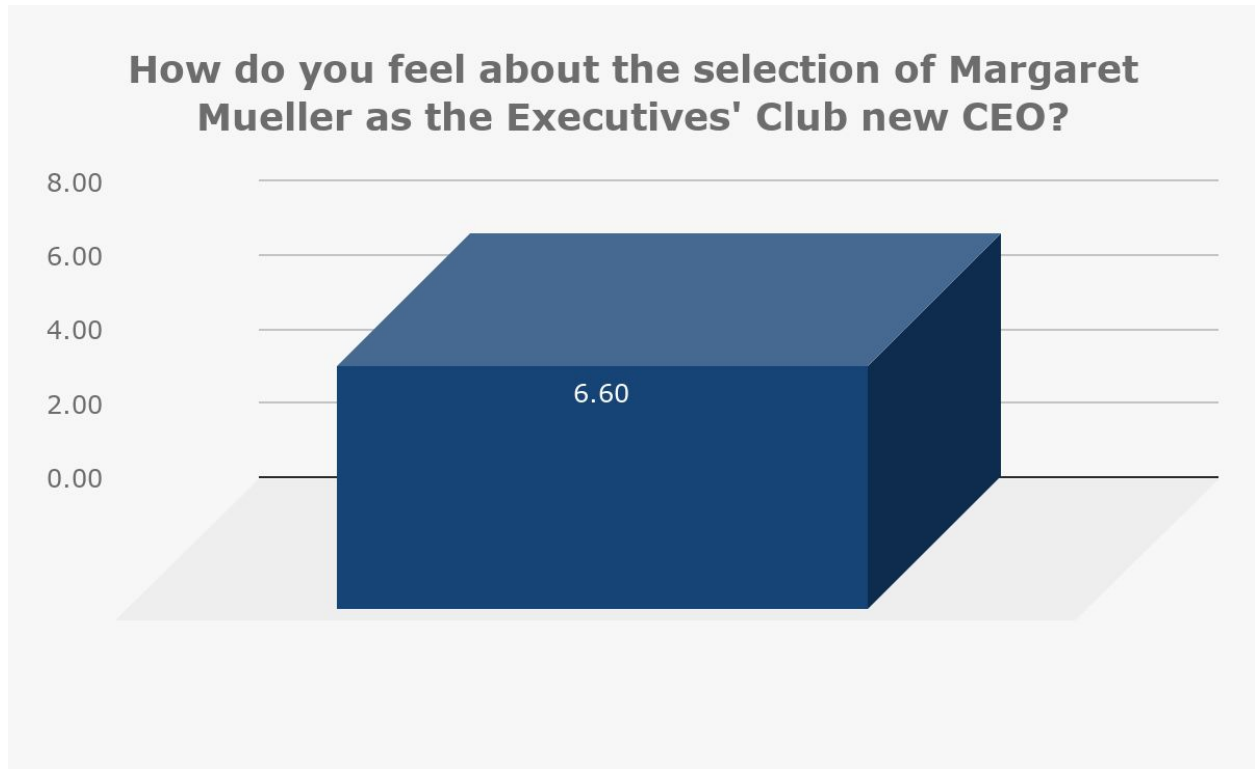
"Inclusion is most important, regardless of the status of position. This is what makes people want to attend."

- On the best things about The Executives' Club:
"In the past, I was personally invited to dinners with women leaders that grouped new leaders with more seasoned executives. That got me more engaged and led to my deeper involvement."
- On values of The Executives' Club:
"Provide access to top-flight leaders to help grow the knowledge of members. To help develop young leaders. To be inclusive."

What all this means:

- The key finding from the alumni survey is that there is a strong chance to win back a lot of the lapsed members, if that is the direction that the Executives' Club wants to go.
 - The members who left primarily did so because they weren't using the resources of the Executives' Club or failed to see the value; or a little of both.
 - This is particularly insightful in the context of the fact that the primary reasons for people joining were the prestige and the resources.
- On this level, the challenge becomes fairly straightforward – can the Executives' Club:
 - Convince members to give them another shot?
 - Deliver an experience in line with (or exceeding) what members are hoping for?

MARGARET MUELLER



Key findings from the data:

- 55 percent of respondents answered that they hadn't formed an opinion one way or the other on Margaret's hire, which is the key finding.
- NPS score came in at -37 -- this is likely due to a relatively small amount of "endorsers" compared with a handful of people who were advocates for the previous leadership and/or wanted to be considered for the role themselves (or had a different candidate that they were promoting).

Key findings from Member and Alumni open-ended questions:

- Members and Alumni alike are energetic about Margaret's arrival.
- There are concerns about the turnover of staff. However, many of those concerns are bookended by comments around new staff picking up where others left off and executing responsibilities well.

- We saw a grouping of requests to have Margaret be more involved and have a greater presence in facilitating forums, events, and networking events.

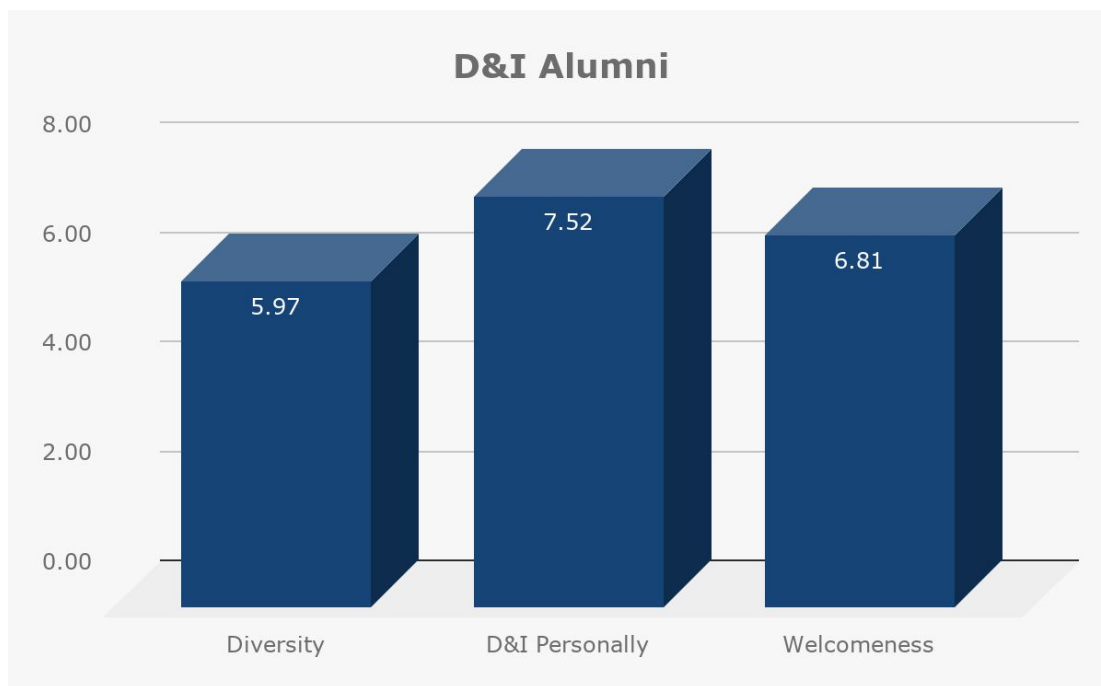
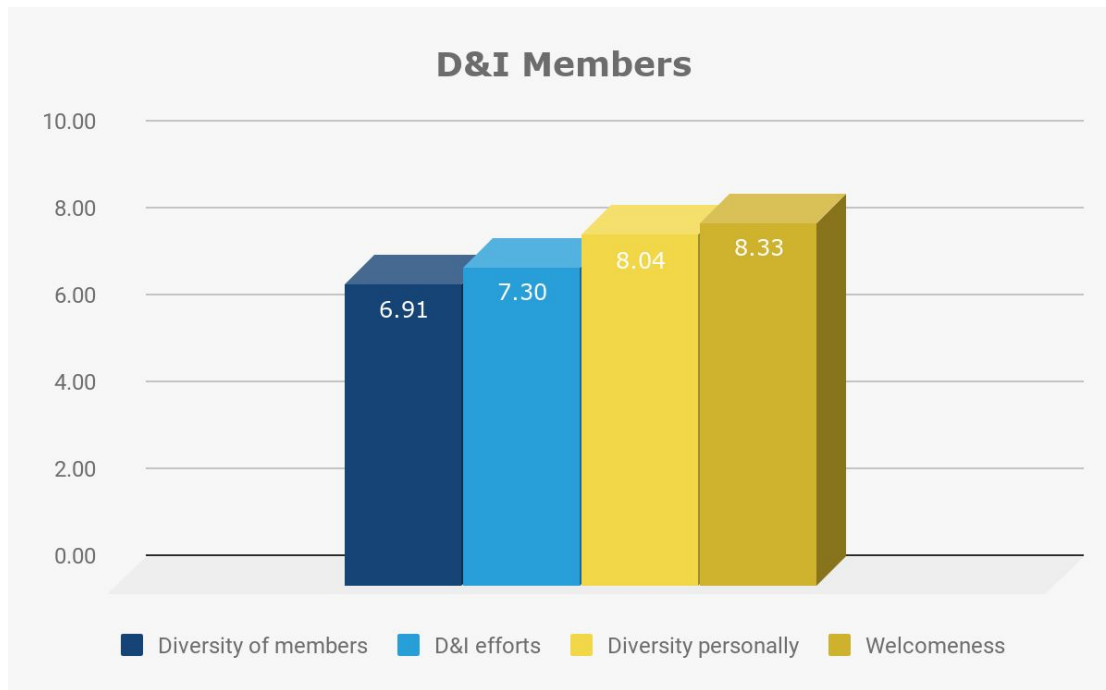
Key quotes from Member and Alumni open-ended questions:

- *“Welcome, Margaret. I know you will take the Club to new heights.”*
- *“Welcome!! Your background is impressive and your positive energy is infectious. I am looking forward to meeting you.”*
- *“I know there are the various subcommittees, such as Civic and D & I. It would be great to hear more about what they are doing and how it impacts the Executives’ Club of Chicago”*
- *“I think that there is a lot of good energy with emerging leaders and I think that you offer a great opportunity to connect, relate, and add a fresh vision to the organization and its future.”*

What all this means:

- This all means that, as expected, Margaret has an opportunity to reshape the Executives’ Club in her (and her team’s) vision and that, by and large, the community is enthusiastic about the prospects and willing to give her a chance.
- This also means that, more than you might find in some other organizations, there will be a lot of emphasis and focused placed on the CEO and her actions / approach / efforts.

DIVERSITY AND INCLUSION



Key findings from data:

- Two of the highest scores on the survey were with respect to Diversity and Inclusion.
 - “How important is D&I to you personally?” came in at 8.04 and “How welcome do you feel in the organization came in at 8.33.
- This is juxtaposed against the backdrop of extremely low diversity and inclusion metrics in key areas (basically everything except gender-based diversity).

Key findings from open-ended responses:

- Diversity and inclusion were noted significantly as an element in questions about value of The Executives’ Club. However, it was also noted as an issue area in other open-ended questions such as feedback around leadership and staff as well as additional sections.

Key quotes from the open-ended responses:

“Highlighting or featuring executives from high performing companies that actively and effectively engage around diversity & inclusion.”

“The Club has little consciousness today on putting program panels together. For example, one of the recent panels on diversity had all majority speakers with the exception of one person of color (moderated by PwC). One of the advertised panels on technology featured 4 or 5 men. This type of programming shows a noticeable and deplorable lack of awareness and sensitivity to diversity (not just black and white but all.). As a Club that should be at the forefront of advancing executive leadership this absence of thought has been noted widely.

What this all means:

- Diversity and inclusion is a key area where the organization can make a lot of headway in the coming months, given the specific areas for potential improvement coupled with the desire of the membership (and the broader business community) to address these issues.

- The team assembled by the Executives' Club has a number of leaders who are well experienced in these types of efforts and will likely be able to have a profound and immediate impact on the landscape.

RECOMMENDATIONS AND NEXT STEPS

Below are our key recommendations / areas of focus from the survey:

1) Focus on fostering diversity in membership and programming

- The Executives' Club has a really interesting opportunity in the sense that many of its challenges collide around the key area of diversity and inclusion. It is a clear area of need while at the same time being an area that members, current and former, have stated they'd like to see more of. Aside from efforts around growing the diversity of the member population, there are some other areas in which growth in D&I is possible.
 - Holistic's demographic analysis technology can be extremely useful to the Executives' Club in terms of understanding the landscape and nature of the executive population in Chicago. In so doing, goal setting is very possible and would allow the organization to take a leadership position on trying to move the needle on this issue more broadly. This would apply to events, networking, and other content activities as well.

2) Narrow programming to areas of interest

- There is such a breadth of programming – both in terms of subject matter and type of programming – that it can be overwhelming to members. One suggestion is to reduce the number of areas where programming is focused to the key topics and types that are best attended, and focus on fostering more diverse, original content, even if there is less of it.
 - Tailoring program styles in light of member recommendations also makes sense.

3) Outreach campaigns to current and lapsed members

- A full-throated outreach campaign -- which is no doubt already underway -- should continue for both member and alumni populations.
 - We recommend that the campaign(s) focus on the aforementioned goals and raised issue areas, and are underscored by the broader goals and objectives of the organization.
- An intra-membership communication portal, facilitated by the Executives' Club, may make sense. Holistic uses a solution that is designed to be an employee portal, but this portal could be a valuable tool for both the Executives' Club to connect with its membership but also for the Executives' Club to be the driving force behind members connecting with one another.

4) Define, own, and market the word “Executive”

- In the evolving world in which we live, the term “Executive” is more nebulous and loosely defined than ever.
 - This is a true opportunity for the Executives' Club.
 - By focusing efforts on not only clarifying the definition of the term, but also crafting the communications efforts around this in an engaging, collaborative fashion, it will not only inform the Executives' Club's efforts but also create a more inclusive, mission-driving, forward-looking organization.
 - A “What makes an executive?” communications campaign or social media effort -- or something in this vein -- would go a long way toward meeting virtually every goal outlined in this report.

5) Consider launching a recruiting program and other benefits

- Benefits that are available to members of the Executives' Club and nobody else – exclusivity – are a key driving force for people to take up membership, and the lack of distinguishing benefits is a key reason why people are leaving membership.
 - A recruiting program for membership – which nearly 60 percent said they would either like or would consider – is one such idea that the Club can implement.

6) Pulse surveys, member entrance and exit surveys

- The low “turnout” on the survey is reflective not just of apathy, but also speaks to the fact that there are few substantive ways for members or ex-members to have their voice heard. We recommend implementing entrance and exit survey technology, as well as pulse survey technology, to better hear from the members and continue the conversation with them in a data-driven, consistent fashion.
 - These tools are extremely useful in terms of understanding sentiment with respect to the arc of an individual's experience with the organization, which is critical.

7) Margaret – showcasing her to the community, members-only events involving her as the facilitator

- Many of the members (and former members) do not know Margaret, have not yet formed an opinion, or are looking to understand her vision for the organization and the way she is seeking to grow and evolve the Club. As many members-only events as possible that are featuring Margaret as a facilitator, a convener, a networker or a leader make sense in this regard.

CONCLUSION

Overall, the Executives' Club of Chicago is at a point of tremendous opportunity. With new leadership and a mandate for change, and a rapidly evolving business community behind it, the organization has a tremendous capability of making great strides in a relatively short period of time.

By focusing on the aforementioned matters, we are confident the Executives' Club of Chicago will find its footing, better service its members, and better prepare for the future. In tandem, it will also create a better understanding of what sort of organization it would like to be, what its priorities are, and how it can best achieve them. We look forward to working together to make this a reality.