

CAPA Member Development Committee

Professional Bodies – Fit for the Future?

12 May 2022

Harry McAdoo and Vernon Soare

Seven challenges for professional bodies

1: The vital ingredients – vision and mission

2: Governance and organisation design

3: Are you sure you have a strategy?

4: Capacity and capability

5: Relevance, status, brand

6: Financing a sustainable future

7: Delivering member value



Whose vision?

‘To improve life here, to extend
life to there, to find life beyond’

**The vital
ingredients:
vision and
mission**

- **Clear and distinctive vision and mission statements**
- **Quickly and easily explained: the ‘elevator pitch’**
- **Ambitious but realistic**
- **Understood by members, students and employees**
- **Championed by the leadership**
- **Focused on outcomes**

Governance and organisation design



One model of
governance....among many

**Governance
and
organisation
design**

- **Help or hindrance**
- **Past or future facing**
- **Due process vs rapid response**
- **Strategic and operational separation**
- **Value of independent non-executives**
- **Utilisation of active members**

Are you sure you have a strategy?



Are you sure
you have a
strategy?

- Implementing vision and mission
- Strategic goals vs collection of short-term objectives
- Received wisdom, leadership preferences, themes
- Medium or long-term horizon
- Published and owned by the governance tier
- Realised in an operational plan with metrics/milestones
- Reflected in employee objectives



**Capacity and
capability**

- People as capital
- People and skills reviews
- Motivation and rewards
- Training and development
- Future digital skill sets
- Hybrid and flexible working



**Relevance,
status, brand**

- Stakeholder engagement strategy
- Brand as competitive advantage
- Aspiring to be a 'go-to' organisation for government, media
- Public interest positioning and impact
- Members proud and identified with their professional body
- Students attracted by relevance (eg sustainability agenda)

Financing a sustainable future



**Financing a
sustainable
future**

- Future of the membership subscription model
- Members as consumers of value
- Developing non-subscription revenue sources
- Balance sheet management
- Releasing working capital
- Post-covid property requirements and flexible working

Delivering member value



Delivering member value

- A right to exist?
- Long-term member retention and development
- Going beyond the professional qualification
- Articulating the unique benefits of membership
- Anticipating market needs
- Communicating with employers
- Facing up to the competition

We would welcome the opportunity to engage and share sector perspectives with individual CAPA member bodies, to help inform our thinking and to explore how The Modern Professional Body might add value to your organisation.

With your agreement, we would like to follow up this presentation with individual calls to further explore the specific challenges you may be facing as leaders in your professional bodies.

The Modern Professional Body believes that sustainable professional bodies are vital to national success – working as partners with governments and business communities to advance the public interest.

Start a conversation with us now on any of the topics covered in this presentation and visit themodernprofessionalbody.com for more information and insights.

Harry McAdoo | harry.mcadoo@modernprofessionalbody.com | +44 7787 101 783

Vernon Soare | vernon.soare@modernprofessionalbody.com | +44 7918 194 839