

## MDRT ALL STAFF MEETING SUMMARY

January 21, 2019  
MDRT Headquarters

Park Ridge, Illinois, USA

An all-staff meeting of the Million Dollar Round Table was convened by CEO **Steve Stahr** on January 21, 2019, at 9 a.m.

### 2019 MDRTargets

Stahr shared the 2019 revenue targets. In order to fund our planned operations for 2019, our target membership for 2019 is 59,245 members. Additional key targets include: Annual Meeting, 10,000 registrations; Global Conference, 9,750; Top of the Table, 250; and EDGE, 750.

### 2018 Financial Results

MDRT exceeded our 2018 targets in all revenue streams. Our gross revenue from membership was \$36.7 million; all meetings combined for \$17.3 million; and project sales were \$1.43 million. Unfortunately, it was a difficult year in the stock market and, as a result, MDRT experienced unrealized losses in the investment portfolio. We are fortunate that we do not have to rely on market performance to fund our operations. Overall, the financial results yield a net operating income of \$11.9 million. Although we do not anticipate significant adjustments, please note that these numbers are prior to the completion of the financial statement audit.

### CHINA STRATEGY

Stahr reported 17,000 members now in China, a rapid increase to No. 1 that is reflected in Annual Meeting attendance. MDRT's challenge will be to manage growth. Last summer, the Executive Committee and Heidrick & Struggles identified key operatives for the Greater China Region (Mainland China, Hong Kong, Taiwan and Macau), using membership and market data to formulate a framework to better serve and deliver value to members:

**Horizon 1** focused on staffing, leadership and an organizational structure. MDRT will open a larger office in Hong Kong and add an executive director and staff reporting to Senior Director Global Markets **Eryn Carter**. Company engagement is built into content curation; reception by members is exciting. MDRT will identify candidate companies to build co-branded meetings.

**Horizon 2:** MDRT will continue scaling up Membership Communications Committee (MCC) and standing committees, deploy ambassadors, transition management, increase member engagement and customize onboarding. Efforts will target additional local companies for company-specific meetings and perhaps deliver EDGE and Top of the Table to that market. Although the committee goal was 107 companies, MDRT is confident we can reach 170. **Horizon 3:** MDRT will develop social volunteer roles and transition local meeting decisions to member leaders. Strategy will include digital delivery of local content, specific to member needs through existing information-sharing channels such as WeChat; full integration of Aptify; and recording meetings to provide more content. The challenge will be to determine the best roll-out to encourage greater engagement and sort and use member data to deliver the right resources to the right people. Director, Content Development **Katie Keuneke**'s team has created three member personas to create value for China members.

Stahr thanked everyone who helped complete 2018 initiatives and who are working on 2019, and asked staff to contact Senior Director, Global Markets **Eryn Carter**, Managing Director **Barbara O'Connor** or him with any questions. They will keep us informed as we move forward.

#### MEMBERSHIP UPDATE

Director, Member Processing and Research **Tom Ensign** compared current membership with about 18,000 members 26 years ago, and MDRT already has reached a third of that. 2019 approvals are 66 percent ahead of last year at this time, driven primarily by the Annual Meeting's quick sell-out, which has motivated earlier online application submittals. About 66 percent of MDRT revenue is from dues. So far, 92 percent of approved applications have been completed online. Companies are sending production files with member data, and IT is loading those in. Bulk dues payments by companies are beginning to trickle in. With six work weeks remaining, Ensign projects 60,000 applications by March 1. A 70-question Member Profile Survey, traditionally done in the United States every three years, provides a lot of member information we don't get through applications. MDRT added China, Japan, Korea and India for insights on members there, to give members benchmarks to compare themselves to local peers and provide data we can share with companies. Analysis of 2019 membership to date shows nearly

3,500 (57 percent) from Hong Kong, nearly 1,000 (17 percent) from the United States and China, 263 (4 percent) from Macau and 129 (2 percent) from Canada. Stahr reminded all of the importance of membership for everyone; he asked staff to take the call and, if you don't have answers, find someone who does.

### HR UPDATE

Senior Director, Human Resources **Laura Good** welcomed new hires: Meetings Manager **Joanne Jensen** and Meeting Planner **Julie Langlie**; Program Planner **Norah Webster** and Program Assistant **Michelle Sweeney**; and Email Marketing Coordinator **Jessica Medell**. Human Resources Associate **Mehvi Akbar** announced three open positions in Marketing and Communications, Professional Development and Global Markets, and invited staff referrals.

In addition: a) Year-end benefit statements were mailed Friday from Vista National, and Good asked staff to contact HR with questions. MDRT successfully completed a pension audit that will become an annual part of the process. b) Mid-year reviews begin in February. c) Those attending training outside MDRT will be asked to provide feedback for comparison with internal training. HR is working on a process of reporting back to employees' directors and HR on development opportunities. d) Good thanked staff for participation in the recent clean-up/ideas day. Internal Communications Coordinator **Gayle Weinhouse** categorized and summarized staff ideas and Good will share next steps.

### BUILDING SECURITY

Director Facilities **Austin Hurley** announced upcoming active shooter and workplace violence training. Hurley reminded staff that safety and security are everyone's responsibility and an employer obligation. The one-hour session with Park Ridge police will encourage awareness, help recognize signs of violence and empower staff to protect ourselves or, if necessary, actively confront active shooters. Hurley reminded staff to note MDRT exits and places to hide, and question visitors they don't know. MDRT has a new code access system, is installing cameras and new intercom system to enhance security throughout the building and is investigating replacement options for a reception desk panic button that sends alerts to staff desktop computers. Stahr reminded staff that current times are a dose of reality, and MDRT is responding with measures designed to keep us all safe.

### FINANCE UPDATE

Senior Director, Finance **Laura McGrady** shared the following:

- MDRT Audit — Beginning January 28, CliftonLarsonAllen auditors will be on-site in the Finance department. McGrady asked staff to be mindful when making requests during this time, and asked for everyone's patience.
- 2018 Invoices — January 23 is the last day to submit 2018 invoices to get through the audit process. McGrady asked that staff provide a heads-up to her or Accounting Manager **Joanne Consiglio** about any invoices expected to come in later.
- Wire Transfer and Member Expense Forms — Revisions to forms to process payments are effective January 28 and will be posted on the ATM; previous versions should be deleted. The Excel workbook has tabs for specific countries, since some request different banking information. Member expense forms have been translated into major languages.
- Gant Travel — McGrady asked MDRT travelers to update travel profiles with cell phone numbers and passport numbers for staff who travel internationally. Anyone needing a Gant logon should contact McGrady to set one up. Finance will forward the revised Gant travelers' list for ATM posting, along with travel policy. The new template has a tab with information about who the travelers are; staff should discard old templates. Finance is in the process of a major overhaul in the way in which MDRT works with Gant.
- Finance Fridays — Responding to ongoing changes and new staff, the Finance department will institute Finance Fridays the first Friday of the month beginning February 1. During the open-door sessions, staff can bring questions about wire transfers, budget and other finance-related functions. McGrady will formalize this with an Omni.

### 2019 FOUNDATION GRANTS

Executive Director, MDRT Foundation **Michele Stauff** reported the Grants committee made all giving decisions and awarded \$930,000 in funding. Eight committee members read 166 applications and worked to give something to everyone who applied. Stauff mentioned a member from South Africa with a lifetime involvement with the Tongaat Child and Family Welfare Society, which provides services to children who have been abandoned or are living in poverty. The member will receive one of the larger awards. Stahr said they try to satisfy everyone's request,

even if not 100 percent, and congratulated the Foundation for supporting members who want to give back to their communities.

### VOLUNTEER STRATEGY

Member Engagement Manager **Wanda Dixon** shared MDRT's volunteer management strategy, which will help staff understand volunteers through segmentation and optimizing onboarding evaluation feedback practices. Dixon's team is developing a self-identification mechanism for new volunteers and, with the help of a consultant, has identified two of four states of MDRT's development strategy through members and staff interviews. A survey of all volunteers in six languages before the holidays used the "volunteer genome" to address cultural growth, innovation, inclusion, collaboration, transparency, markets, agility, technology and solutions. Results (segmented by region, gender, language, member status, member years, age and generation) confirm MDRT is doing a great job; some can be applied to the China strategy. The genome revealed issues during onboarding and engagement feedback that may be hindering the volunteer experience. The team will design a plan in response, with completion expected by year-end.

### "BE MDRT" CAMPAIGN

Media Relations Coordinator **Giang Ngo** said many members in South Asia are dropping their memberships after the first year — as high as 80 percent in Vietnam. In response, the team developed the "Be MDRT" campaign, which offers access to podcasts and other MDRT resources and energizes new and aspiring members to attend meetings, be connected and proud, volunteer and rejoin every year. The team is monitoring social media for insight into how members are using their memberships. The all-new, bold look and feel of campaign imagery speaks to the strength of being an MDRT member, and members can use the logo and other images on their social media profiles and when they qualify for Lifetime Achievement. Other key visuals include a "What does it mean to be MDRT?" road map and campaign launch details to inspire MDRT membership. Materials are available in Japanese, Spanish, Vietnamese, English and Korean.

### IT UPDATE

Senior Director, Information Technology **Jim Unander** shared MDRT's plan to strengthen computer security. Unander will provide information about MDRT's new password policy effective January 22 and encouraged staff to change passwords January 21. IT has identified risky websites and will continue to monitor and block others they find. Staff who need to continue using

these sites can request access through IT. Unander cautioned staff to be alert to scams, such as gift card offers, and not to engage.

A new cloud-based phone system using desktop-software “soft phones” will replace physical phones. Staff can opt to keep their physical phones, and a limited number of headsets is available. Roll-out is scheduled in early March. Extensions and direct dial numbers will not change, and staff who have set up new passwords need not do so again. System features include messaging capability for documents and communication with others in the company and portability for staff who travel. Unander will issue a post-conversion Omni and schedule roll-out sessions.

New collaboration tools will simplify document-sharing inside and outside the building, and IT is working to standardize them. MDRT is running out of drive space and Unander is reviewing SharePoint and other storage management options; he will talk with directors and has requested staff feedback about features and products they like. New project charters will inform staff about MDRT projects and help communicate better across the organization. Unander will discuss the initiative with directors January 22 to lay out project details and areas that will be impacted, and will post the information for all-staff access.

### MDRT BLOG

Content Specialist **Antoinette Tuscano** provided an updated on the MDRT blog ([www.mdr.org/blog](http://www.mdr.org/blog)). Launched in 2016, the blog has expanded to 150,000 visits annually and gives MDRT more entry points to engage readers into our content. Most visitors are in the United States, India, Singapore, Greece and Malaysia. Part of MDRT’s internal strategy to introduce and remind readers about the deep well of content at MDRT, the blog provides ideas that readers can pull and use quickly through links to podcasts and other resources. It helps those who are not yet members keep MDRT top of mind and helps members who pull ideas multiple times each year get value from MDRT. The blog posts three times per week and currently is available in English. Promotion is through *Round the Table* magazine, in social media and on the front page of the MDRT website ([www.MDRT.org](http://www.MDRT.org)).