



Second Century

A Recap, and Things to Come

This is my 13th “Second Century” editorial, which is to say I am starting my second year as ARRL CEO. It has been an interesting, challenging, and exciting first year. This recap of the highlights also gives a look at what’s coming up next for ARRL and its members.

New Magazine: We will roll out a new bimonthly magazine, *On the Air (OTA)*, in January. This is ARRL’s first new magazine in 3 decades, and it is no small achievement. Staff from all departments have been working for months to bring *On the Air* to fruition. Kudos to them!

OTA is targeted to beginner-to-intermediate radio amateurs, and will be available as a member benefit. Every member will get both *QST* and *OTA* in digital form, and will have the option of receiving either *QST* or *OTA* in paper form. You can find more details about *OTA* on page 57 of this issue.

Courses and Training: ARRL’s new Lifelong Learning program will include curriculum, courses, and lessons in an online learning center that offers training on various topics including personal communications, electronics and technology, and emergency communications.

These courses will be developed by experienced subject matter experts and will be available on demand, delivered through a modern learning platform. We have completed the user experience (UX) architecture content mapping for three primary content tracks, and are well on the way in UX user-flow prototyping. The Lifelong Learning website is expected to be fully active in mid-2020, with a select number of courses available. The program will grow into a broad resource, covering all aspects of Amateur Radio.

Association Management Software: In 2019, ARRL undertook a long-needed Association Management Software (AMS) conversion. A key feature of the new system will be the capability to build communication and marketing workflows that systematically complete tasks to ensure members and prospective members (1) understand the value ARRL provides, (2) know how to access programs, benefits, and content, and (3) find opportunities to participate, join, renew, make purchases, learn, consume content, etc.

As you can imagine, this project spanned all business units at Headquarters. The first round of analysis and testing for the system has been completed, and the design and software build is currently under way. The new system is expected to be fully functional in mid-2020. Members

should see a greatly improved user experience when accessing the ARRL store or renewing membership.

Reorganization: ARRL now has a Management Council (MC) consisting of 10 senior managers from across ARRL. The MC meets every other week and has become a very effective deliberative and generative body. It has also helped to break down silos and “flatten” the organization.

We have implemented a “lite agile process” with MC members filling roles as squad leader, tribe leader, and chapter leader simultaneously. Since that nomenclature may not be familiar to everyone, let me briefly describe the terms.

Chapter Leader: Every functional reporting line has a chapter leader, who must build up the right capabilities and people; equip them with the skills, tools, and standard approaches to deliver functional excellence, and ensure that they are deployed to value-creation opportunities.

Tribe Leader: Tribe leaders act as true general managers, mini-CEOs focused on value creation, growth, and serving customers. They must develop the right strategies and tactics to deliver desired business outcomes and to determine what work needs to get done, how much to invest in which efforts, and how to prioritize opportunities.

Squad Leader: Squad leaders develop the ideas created in the MC, refine goals for the project, produce a detailed plan, coordinate requirements, and negotiate with the chapter leaders to obtain the required resources.

To quote Steve Jobs, “More important than building a product, we are in the process of architecting a company that will hopefully be much more incredible, the total will be much more incredible than the sum of its parts.” The ARRL team is more incredible than the sum of its parts. I’m looking forward to leading ARRL’s staff into our Second Century.

I encourage your comments to me at ceo@arrl.org.

A handwritten signature in black ink that reads "Howard E Michel WB2ITX". The signature is written in a cursive, flowing style.