

INTERNATIONAL ASSOCIATION
OF LIGHTING DESIGNERS



IALD Vote 2023 Member Feedback & Responses

08 January 2024

This document contains questions and comments submitted by members via the IALD website. Each submission has been logged and anonymised. Where a single user has submitted more than one comment, these have been grouped by ID.

All comments have been noted and replied to where required.

The following page includes a brief synopsis of the questions and answers.

Member Inquiry Synopsis

Association Name Change

Comments for and against changing the association's name.

Membership Trends Post-Pandemic

Concerns are raised about the recent pandemic's impact on membership numbers, skewing the assessment of membership acquisition/retention. Asking if the short-term impacts indicate long-term change.

Membership Fees for Different Categories

Questions are raised about whether students and educators would pay the same fees as more established professionals.

Fee Structure Revision Based on Economic Status

Suggestions for adjusting membership fees according to the economic status of different markets, especially for members from developing countries.

Potential Merger with Larger Organizations

Discuss merging IALD with larger entities like IES, similar to SLL's affiliation with CIBSE, to address financial challenges and membership declines.

Conflict of Interest

Questions around how the code of ethics does not automatically create a violation if products are being sold in addition to design.

Value Proposition

Comments were provided on the lack of member value proposition and some possible solutions to this issue.

IALD Response Synopsis

Acknowledgement

The IALD leadership acknowledges that the proposed changes are significant and that this evolutionary process is ongoing. Updates to the code of ethics have been included in the January 2024 package of information.

Long-term Trends

The IALD acknowledges that forecasting membership numbers based on historical trends is not a good indicator of future performance, but when linked with wider industry data, it's prudent to plan for the worst-case scenario proactively.

Varied Fee Categories

Discounted membership dues will be offered to students, educators and those at the start of their careers. As membership numbers increase, it will also be possible to review regional pricing.

Conflict of Interest

Updates to the code of ethics have been provided to mitigate these concerns. Further work may be needed on these in the future.

Merger Considerations

The idea of a merger is not being considered at this time.

Value Proposition

The IALD acknowledges the need to address the value proposition for members urgently. Work has already commenced to address this, but it will take to increase member value.

ID	Membership	Member comment	IALD Reply
1	Professional	<p>IALD India Townhall Discussion Points</p> <p>1. Transitioning "Lighting Designers" to "Lighting Design" in the IALD acronym is both inclusive & progressive for the overall future of the organisation.</p> <p>2. As per the statistical data analysis, there has been a significant rise in the membership numbers since 2021-22. The pandemic has been hard on everyone so there is naturally a fall in membership numbers. This shouldn't be determinant for such a drastic step for changes in membership categories.</p> <p>3. Also if a Student is also a "Member" & if a Manufacturer is also a "Member", would they be paying the same fees?</p> <p>4. As IALD membership base is growing internationally, might be worthwhile to explore revision in the fees depending upon the economic status of the market. For example, members from developing markets should have reduced fees.</p> <p>5. Merging with a larger affiliated organisation might be a method to mitigate the financial crisis & dwindling membership numbers. For example, the SLL although being an autonomous entity is part of a larger organisation like CIBSE. This enables SLL to be in a much better financial position than most contemporary lighting organisations. Would it make sense to merge the IALD with the larger IES? Majority of IALD members are IES members, so there could be some positives in exploring such a merger.</p>	<p>1. Noted</p> <p>2. While acknowledging the impact of the pandemic on membership numbers is essential, it's crucial to consider whether the temporary decline is a long-term trend or a result of exceptional circumstances. The association industry worldwide is facing increased retirement rates, business consolidation and younger members with very divergent expectations of a professional association. It is therefore prudent to assume a worst case scenario in order to address the possible negative outcomes that would be precipitated by membership reduction.</p> <p>3. While they would be in the same category, Students and Young Professionals would be offered reduced membership pricing to ensure equitable access to the association.</p> <p>4. Considering economic disparities among members is a valid point. This is something the IALD board would like to address when it is financially able to.</p> <p>5. While merging with a larger organization can offer financial stability, it's essential to carefully evaluate the cultural fit, mission alignment, and potential impact on the autonomy of the IALD. Merging organizations with distinct identities and goals can lead to challenges in maintaining the unique aspects that attract members to the IALD. Additionally, the fact that a majority of IALD members are IES members doesn't necessarily guarantee a seamless merger, as the organizations may serve different purposes and constituencies. A thorough analysis of the potential benefits and drawbacks, along with member input, is crucial before pursuing such a significant organizational change</p>
2	Professional	<p>You have completely missed the problem. There is ZERO member value for the fee we pay as members. Even you yearly request for membership dues searches for reasons to be a member. The trust is NOT a member value. A name change and additional membership grades does not increase member value. I recommend getting members such as me and other non-involved, non-past presidents, to work on member value. Something I have suggested for 10 years and happy to spearhead. The past presidents of IALD have all gained massive value personally and professionally, but the professional member at large has not.</p> <p>Work on member value 1st, then deal with everything else.</p>	<p>Your feedback is noted and increasing member value is the number one priority for the board to address going forward.</p>
3	Affiliate	<p>I think these changes are exciting and needed and also allow opportunity for "daylighting" to become another specialty and integrating factor to electrical lighting design.</p>	<p>Noted</p>
4	Professional	<p>I think overall it's a great and needed effort to advance IALD into the next 50 years, given that it is essentially an outdated model. I think streamlining the membership categories is a big but necessary move. I have two real concerns with what this group is proposing: 1. The inclusion of anyone who pays dues to be a "member"; and 2. The name change from Designers to Design. 1. "member" level - I find this really odd. I see it is certainly a quick way to essentially get funds for the organization, but I think it potentially waters down the mission to be uninfluenced by vendors/ market etc. I believe that increasing revenue shouldn't be the driver of letting anyone become a member of the organization. I think it potentially is a reckless way to get \$ without understanding the repercussions (worst case - everyone and their mother is a member of the IALD and there are a few crusty members, professionals, and fellows to boot) - this would turn me off from paying dues anymore. One of the biggest attractions for me to join IALD was that it was an industry organization that was free of all of the product sales components - basically a safe place to engage and network and share war-stories and the "business of lighting" with colleagues as well as be a leader concerning relevant jurisdictional policies, advocacy for environmental issues, etc. Manufacturers intentionally have been kept at bay but also resourced for dialogue and engagement in certain ways (e.g. cross-talks, etc.). 2. Name change - I quit if the organization is not for lighting designers but rather for "design". Period.</p>	<p>1. Member Category</p> <p>The proposal to broaden the membership base by including a more comprehensive range of interested parties is not motivated by the financial needs of the organisation. It will, in fact, be used to reduce fees and increase the accessibility of membership worldwide. A broader group of members means the impact of IALD's work in supporting members can extend beyond the lighting community and promote the profession's importance. This also brings IALD and it's members a broader group of resources from subject matter specialists in allied disciplines such as daylight design, architecture, medical research etc. The naming convention is designed to encourage a sense of community for these members. While there may be concerns about dilution, careful implementation and clear delineation of different membership levels can be used to increase the value of professional and fellow membership categories. This approach also acknowledges the changing landscape of professional organizations and seeks innovative ways to support the IALD's mission.</p> <p>2. Name Change</p> <p>The proposed name change reflects a strategic decision to align with the evolving nature of the lighting design profession. By adopting the term "Design," the IALD aims to encompass a broader spectrum of professionals involved in various aspects of lighting. This change doesn't diminish the organization's commitment to lighting designers but rather recognizes the interdisciplinary nature of contemporary design practices. The shift in terminology is not intended to diminish the emphasis on lighting designers but rather to be more inclusive of professionals who contribute to the broader design ecosystem. This adjustment positions the IALD as a forward-thinking organization that embraces the evolving dynamics of the industry.</p>
5	Professional		<p>N/A</p>
6	Fellow	<p>There is an issue with the new membership qualifications. The member status is open to anybody interested in Lighting Design. This has 2 side effects. IALDANZ has funded our region by creating a Friends of IALD and limiting that number to 6 for each chapter. Currently we have 6 FoIALD in both Sydney and Melbourne and we get \$5000 from each Friend = \$60,000. This funds our chapter events, our advocacy and a part time Regional Coordinator - Alina. The reason it was relatively to select 6 FoIALDs was that there are no competitors at IALD events unlike IESANZ. With the opening of the membership to all, this advantage is lost as our membership criteria will be parallel with the IESANZ. which is full of suppliers and their meetings are dominated by suppliers. I expect that the \$60,000 will disappear.</p> <p>My second point is that the membership structure of the IESANZ and IALDANZ will almost identical and what do we offer that is different? 2 lighting bodies that are almost the same IESANZ has lower membership rates so IALD may disappear</p> <p>The structure of membership needs to be reviewed so it offers more than IESANZ</p>	<p>While acknowledging the concern about the potential impact of broadening membership qualifications, it's important to consider currently that anyone can be an IALD member in the Affiliate Category. The key driver of who becomes a member is based on the value those individuals gain from being a member.</p> <p>A more diverse membership could foster creativity and collaboration, strengthening the organization's advocacy efforts. This inclusivity may attract a wider range of funding sources beyond the existing Friends of IALD model. IALD HQ will work with the ANZ team to ensure that the existing or a new funding model remains viable and supports the work of the members in the region.</p> <p>Additionally, the shift provides an opportunity for IALDANZ to differentiate itself from IESANZ by focusing on specialized programs, events, or resources that cater specifically to the unique needs and interests of lighting designers. This strategic approach ensures that IALDANZ remains a valuable and distinctive resource for professionals in the field.</p>
6	Fellow	<p>What is missing from the proposal is a business case that demonstrates the likely financial benefits. The IALD needs to be transparent with the membership. I agree in general but it needs to be demonstrated as financially sound A full budget estimate is essential</p>	<p>The IALD Board has reviewed models projecting potential outcomes resulting from the proposed changes. While all forecasts inherently carry assumptions and uncertainties, a common thread across these scenarios is the imperative for membership expansion. This growth aligns with the organization's mission to enhance awareness of the profession, create new revenue streams, and maintain relevance within an expanding professional landscape.</p>

ID	Membership	Member comment	IALD Reply
7	Associate	<p>With the removal of the word independent all sales or manufactures can become a IALD members. For me this word was this a big reason to be a member of IALD over IES. It separated the sales/manufactures out from the consultants and therefore the possible direction of the design completed by an IALD member. I design based on product that would benefit the client, not benefit myself. The client can select me as their designer based on my memberships and their understanding on what the IALD means. I know the code of ethics will in theory keep members in line, but there are lots of ways to justify designing a specific way.</p> <p>I understand IALD is a small organization and membership is an important requirement to stay alive and relevant. Maybe a 2 tier membership would be better. If you are a sales person that follows the code of conduct of IALD you become a IALD affiliate. I see removing the independent designer from the IALD as the pathway to the end of the IALD. It will join the IES in the future, as what would be the difference between the 2 organizations. I could see the change in the IALD already, in the last Enlighten Americas and I could also see the disappointed responses from people attending. I hope there is another way to move the IALD into the future.</p>	<p>The removal of the term "independent" from IALD signifies a move towards a more inclusive organization, fostering a diverse community that spans various professional backgrounds, including sales and manufacturing. This inclusivity opens doors for cross-industry collaboration and innovation, potentially enriching the field of lighting design. By embracing a broader membership base, IALD has the opportunity to enhance its influence and outreach in the lighting design landscape.</p> <p>It's worth noting that many manufacturers currently join IALD through the LIRC, and while some may opt for additional membership, the affiliate category has not been a common route in the past.</p> <p>Importantly, the commitment to ethical design is upheld through the IALD's code of ethics, irrespective of the term "independent." This code remains a guiding force for all members, ensuring a high standard of professional conduct and increased transparency. The proposed change reflects the organization's adaptability to industry dynamics and its commitment to evolving to meet the changing needs of the profession.</p> <p>Addressing concerns about potential convergence with IES, it's emphasized that the two organizations have distinct missions and serve different professionals in the field. There is currently no consideration of a merger. Such consideration would require careful examination of cultural fit, mission alignment, and the potential impact on IALD's autonomy. Cross-over membership does not guarantee a merger, as the organizations cater to different purposes and constituencies.</p> <p>Regarding feedback on Enlighten, the introduction of the product received positive scores in the EU and US events. To ensure financial sustainability and continue offering programs, there is a need to diversify revenue sources. Discounting IALD members for conference attendance is a key objective, and maximizing revenue opportunities is essential to maintain program delivery and organisation as a whole.</p>
8	Fellow	<p>Note: Under 5. I voted "No", but it shows both marks, Yes and No, how come?</p> <p>Regarding the future membership organisation. I think it makes sense to reduce the number of "member types", but my concern is that the "professional" and "design" member status won't be clear enough for the public at large. Is the design member not a professional? Is the professional not a designer? I am afraid that this will be confusing.</p> <p>Regarding the benefits of a name change. I can't see any, and I do not understand how this could help or support the association or the members. I believe for getting in touch with people who may become new members we do have to offer something beyond of "always cooking our own soup". To me, the IALD is still a small club of lighting professionals speaking to lighting professionals about the lighting profession. There is a comparison with larger associations to show how small we are, but on the other hand no plan how to reach these people, invite them, co-operate with them, listen to them, party with them! Why don't we interact with architects, interior designers, public lighting managers, engineers, city planners, a wider range of relevant media etc. etc.? How do we promote ourselves?</p> <p>Instead of thinking about a name change I would like to recommend a change into a more extroverted policy, the IALD getting in touch with the other designers, planners and engineers out there. In the light of sponsorships and funds, why not getting in touch with many more industrial partners than the lighting manufacturers only. Switches, components, lighting management systems, BIM, materials, most people in the building industry at large still do not have a clue about what we do, who we are, and how we are able to improve a building. So let's talk to them, we are all in one boat, right? The boat of the future could be much bigger than just a handful lighting designers struggling with their own recognition or something to vote on. And, economically, will it be enough to, let's say, double the membership to survive as an association of independent designers? Wouldn't it make sense to start a new initiative to promote our members, our profession, our association?</p> <p>Chip's sentence made me aware about the challenges we could focus on: "In almost 40 years of practice, no one has ever asked me if I was IALD, nor have I ever seen it in a RFP and there is only a handful of times that someone (after reading my card) asked what does IALD mean or stand for." Well in my case, I am a member since 25 years, and I have made exactly the same experience. So its's time to reach out, don't you think?</p>	<p>The form did not record a response for Q.5 – this error has been rectified.</p> <p>Your points about the potential confusion between "professional" and "design" member statuses are valid. Clarity in membership categories is crucial, and your concern about the perception of these terms within the broader public is well-noted.</p> <p>Your call for a more extroverted approach is compelling and would support efforts to clarify the difference in membership categories to a broader audience.</p> <p>Your recommendation to focus on promoting members, the profession, and the association through new initiatives aligns with the idea of creating a larger, more interconnected community. Engaging with a diverse audience and promoting the value that lighting designers bring to the built environment could contribute to the association's growth and impact.</p> <p>These will be subjects for the Board to review and address in 2024 and beyond.</p>

ID	Membershi	Member comment	IALD Reply
9	Fellow	<p>I believe that in Article 5 Obligations to Colleagues, the current sections 7.04 and 7.05 (or some updated version) should be included. I do not understand why they were deleted. The deletion will make it easier for an unscrupulous member to “steal” a client without violating the Code of Ethics. In my 20ish years as an IALD member this is the section of the Code that I have referred to the most.</p> <p>The answer for Question #15 on the FAQ does not answer the question. By not answering the question, it is implied that the new structure will not “protect” independent lighting design practices. If that is the answer, then please say so. Please provide a clear answer to question #15.</p>	<p>7.04 + 7.05 – These have been replaced by 5.04 and a broader definition of interfering with existing contractual and/or professional relationships.</p> <p>Concerning the protection of independent lighting design practices, it's essential to clarify that the IALD does not function as a market regulator and, as such, cannot engage in direct protection of one group of competitors over another. However, the organization does play a significant role in promoting ethical and transparent business practices through its Code of Ethics. The Code of Ethics serves as a guide to encourage members to conduct themselves in a professional and principled manner within the industry.</p>
9	Fellow	<p>I have no problem with the proposal in principle as it was presented (that is, "opening up" membership criteria)</p> <p>My concern is the lack of detail in the proposal as currently presented -- this is what led to my questions about specific membership criteria and the potential conflict between these criteria and the code of ethics. I'm just concerned about potential unintended consequences. "The devil is in the details", right?</p> <p>I don't think any of us can vote on anything until we know exactly what we are voting on.</p>	<p>A proposed membership criteria document is now available on the Vote 2023 website.</p>
9	Fellow	<p>Where are the updated “Membership Criteria Guidelines and Documents” that are referenced in the Bylaws (3.2.1, 3.2.2)? It is not proper to ask for a vote on Bylaw revisions without providing the complete documents that we are voting on.</p> <p>It is critical that we understand the “requirements for membership grades” and the specific qualifications and criteria for each grade – especially the Design grade. Vague descriptions in the Presentation and the FAQ are insufficient. I will vote “no” if this information is not provided well in advance of the vote.</p> <p>I believe that there is a fundamental and unresolvable conflict between the new membership criteria and the revised Conflict of Interest provisions (1.05 and 1.06). I believe this makes the proposed changes “fatally flawed”.</p> <p>Here are the flaws:</p> <p>Example: An IALD lighting designer who is employed or otherwise compensated by a manufacturer or manufacturer’s representative. The lighting products that they recommend to the client will be only those products from the specific manufacturer that employs them, or the manufacturers represented by the manufacturer’s representative that employs them.</p> <p>This situation is an inherent and continuous “activity” that would be a Conflict of Interest (1.05) as defined in the Code of Ethics. The Member’s “interest” in their obligations to their employer will conflict with their “interest” to provide the best service to the client by recommending the products that are best for the clients needs. The definition of Conflict of Interest says: “Typically, this relates to situations in which the personal interest of the IALD Member might adversely affect a duty owed to make decisions for the benefit of the Member’s client”</p> <p>Code of Ethics 3.02 covers the disclosure of conflicts of interest. I find this confusing. Section 1.05 says that Members “shall not engage in practice or activities that shall be considered a Conflict of Interest”. If you shall not engage in a conflict of interest, then there should never be anything to disclose, right? And if you do disclose, then you are basically admitting to a Code of Ethics violation. So what is the purpose of this disclosure? Does it absolve you of the code of ethics violation, effectively giving you immunity? Does it mean that Conflicts of Interest are OK if they are disclosed? The Code does not say that. If I read this correctly, a Conflict of Interest is a Code of Ethics violation regardless of whether or not it is disclosed.</p> <p>3.02 says that the Member “shall ” disclose conflicts of interest (presumably at the first time they provide any sort of design services for a project that they were not already involved with). And who do they disclose to? If the Architect has engaged them, then are they the client? Or is the client the entity who will be paying for the lighting equipment? Is the Architect obligated to pass this disclosure on to the payer client if the member has no contact with the owner? Do we really think that someone who has the primary interest of selling lighting equipment is going to send a letter essentially saying, “we aren’t necessarily going to be recommending the best thing for your project”? Because of the strong disincentive to comply with the disclosure requirement I believe that violations will be the norm. But how will we even know if they occur?</p> <p>The member would be violating 1.06 because they would not be “exercising unprejudiced and unbiased judgment when performing all professional services”. The Code of Ethics does not appear to provide any means of relief from this obligation</p>	<p>A proposed membership criteria document is now available on the Vote 2023 website.</p> <p>You raise valid concerns about potential conflicts of interest within the Code of Ethics. 3.02 has been re-drafted and is located in the updated proposed code of ethics document for review.</p> <p>Addressing the broader points made:</p> <p>The Conflict of Interest is Inherent and Unresolvable. It's possible to manage conflicts of interest effectively through clear communication, disclosure, and adherence to ethical standards. While your scenario highlights a potential conflict, it doesn't mean it's unresolvable. Professionals can take steps to ensure that their recommendations are in the client's best interest by disclosing their affiliations and being transparent about potential biases. Something the COE requires members to adhere to.</p> <p>Disclosure is a responsible and ethical practice aimed at transparency. It does not imply guilt or a Code of Ethics violation. Instead, it demonstrates a commitment to maintaining professional integrity by openly acknowledging potential conflicts. Disclosure informs clients and other stakeholders, allowing them to make informed decisions based on complete information.</p> <p>The Code of Ethics serves as a framework for ethical behaviour, but it does not mean there is no recourse or relief for professionals facing complex situations. Ethical dilemmas can be addressed through consultation with peers, committees, or other relevant bodies within the association. These avenues can provide guidance and support in navigating challenging ethical decisions.</p> <p>While the concerns raised highlight potential challenges, it's essential to recognize that conflicts of interest can be managed, and ethical conduct can be upheld through transparency, disclosure, and a commitment to professional integrity. The Code of Ethics is a valuable resource for guiding professionals in making ethical decisions within the lighting industry.</p>
10	Professional	no	N/A
11	Fellow	<p>#5 only let me answer yes or yes&no. I believe that are the only entity that represents 'the lighting designer'. That is a big deal to me. That is why I am a member and have been for many years. My first meeting was in NYC in 1978.</p> <p>I think we should have a more inclusive membership, but, I think that the professional level and Fellow level need to be earned.</p>	Noted.

ID	Memberships	Member comment	IALD Reply
12	Professional	<p>2.02 Conflict of Interest. For shame! This was the original reason for forming the IALD - to separate designers who work on a professional fee basis from salesmen and manufacturers. Compensation is what distinguishes us from the rabble. No one who receives a commission / kickback / bribe for specifying a certain product belongs in the IALD. Ever!</p>	<p>While I understand the historical context and the importance you place on maintaining a clear separation between designers and those who receive compensation for specifying products, it's essential to consider alternative viewpoints:</p> <p>The lighting industry has evolved over the years since IALD was founded, and the roles and responsibilities of professionals within the field have diversified. Some argue that the IALD should adapt to these changes by embracing a more inclusive membership that reflects the current landscape. Professionals from various backgrounds, including those who work with manufacturers, can foster collaboration and innovation within the industry.</p> <p>While respecting the historical foundation of the IALD, a balance must be found between tradition and evolution. The board believe it's possible to adapt to changing industry dynamics without compromising the core principles of the organization.</p> <p>The debate over membership criteria reflects a diversity of perspectives within the IALD community. While your viewpoint emphasizes the historical reasons for forming the association and maintaining a separation between designers and others, alternative viewpoints advocate for a more inclusive approach that aligns with the evolving landscape of the lighting industry. Finding common ground that respects the organization's traditions while embracing change is a central challenge in this discussion.</p>
13	Professional	<p>The basic premise of this change is that it is necessary to grow for growth's sake. I think there are intelligent arguments to be made on either of that debate, but I don't think you've provided an argument as to why you think growth is the right answer. Would be helpful if you did.</p> <p>I also think the Vote 2023 Presentation data is quite misleading. You only show trends where membership has trended down over the course of COVID and the resulting economic fallout. This is disingenuous at best; in particular the charts on page 13 as compared to the chart on page 11. Was any actual statistical analysis completed, or were some dotted lines that sorta kinda indicate a short term trend enough to justify the pitch that membership declines were somehow related to anything other than COVID? Note also that in 2022, member numbers began to rebound as firms' finances presumably began to get back in order. How are numbers looking this year? Continuing to rebound? I think that data is important to share for transparency's sake.</p> <p>From a (semi) outside viewpoint, it seems that the Board is at least partially trying to make up for the abject failure of the CLD program by forcing the IALD to become the CLD.</p> <p>This nonsense of allowing current CLD members to be Professional Members of the IALD is absolutely contrary to the notion that IALD Professional Members are amongst the best in the world. I have been a CLD juror since the program's inception and served on the IALD Membership Committee from 2007-2013 (as committee Chair from 2010-2013). As this is the case, I can 100% assure you that the way the domains are written, CLD acceptance is at a MUCH lower standard than that of Professional IALD acceptance and offering parity is a disservice to all of the folks who earned their Professional Membership through the IALD Membership Committee process instead of the CLD Domains. This is a non-starter for me.</p> <p>If you want to make an honest argument for why growth is necessary, then make that argument.</p> <p>If you want to make an honest analysis of IALD's membership gains or losses, make that analysis.</p> <p>I can see arguments for anti-trust concerns and why we should allow members who sell product, but I think that this discussion is completely glossed over in the documentation provided and you'll need to think a bit more about how to sell that argument to get my vote.</p> <p>Thanks for your consideration. I'm sure a lot of work went into this, but just don't think it's very well fleshed out right now.</p> <p>Question: Will this message be shared with current members? Will you provide any feedback to me directly?</p>	<p>While the proposal underscores the imperative for growth, it's crucial to recognize that growth, in this context, is not a mere pursuit for its own sake. Rather, it signifies an adaptation to the evolving landscape of the lighting industry. This transformation is driven by significant technological advancements and shifts in professional roles over recent years. Embracing growth allows the IALD to remain pertinent and aligned with these industry developments.</p> <p>Indeed, the presentation of membership trends and the impact of COVID raises legitimate concerns. It is worth noting that assessing whether membership is continuing to decline will require ongoing observation. However, attributing the decrease in new membership acquisition solely to the pandemic may not align with broader trends in the association industry. Consequently, it is advisable to proactively address a declining trend rather than await potential recovery, as the latter approach could be more resource-intensive.</p> <p>Addressing concerns about parity between CLD members and Professional IALD members is also a valid point of consideration. The objective is to explore avenues for streamlining the processes for CLD and Professional membership applications, ultimately reducing administrative complexities for applicants. This endeavour requires further examination, with the clear intention of preserving the integrity of both IALD professionals and CLD members throughout the process.</p>

ID	Membership	Member comment	IALD Reply
14	Fellow	<p>Last night's presentation was very interesting. On the whole it is raising the question of who can and should be admitted as members of IALD. Over the past decades our current rules have excluded some very capable and competent designers, have put off many more from joining and have not prevented some from flaunting the intent and actuality of separating commerce from design.</p> <p>We all accept that independent design practices represent a tiny fraction of the lighting design carried out everywhere in the world. As a profession we have driven forward the practice of lighting design to the extent that we now have several high quality masters level courses throughout the world producing 100 or more qualified lighting designers each year when you include the courses in China. Unfortunately few of these people join IALD.</p> <p>There is a large emerging lighting design community in both India and China. We see evidence of this in IALD award entries and design publications. As an International association we should be attracting memberships in these markets.</p> <p>IALD does achieve recognition and in many areas has to represent a broader congregation than the current membership. We have recognition and success in influencing lighting regulation in the USA, Australasia and Europe. We do need to bring in a broader and deeper membership to maintain this effort and respect.</p> <p>Generally I believe the intentions of this proposal are excellent, however there needs to be far greater clarity in who will be able to become members and how. These issues are the ones that will decide if the proposal will succeed or fail. I strongly believe that these issues should be brought front and centre of communicating this, I feel that the current messaging in the presentation skirts around this. Generally it could be felt that these core issues are being "concealed" rather than directly addressed. This is not the right way to communicate to the membership.</p> <p>A further thought is that although this proposal will increase membership dues revenue this will not sustain the IALD. We have been fortunate in the revenue generated by Lightfair and unfortunate in the losses as a result of our contractual obligations. We need to find other sources of income and look at how LIRC works and find a way to significantly increase the revenue from that. We also need to be more direct in raising money from the lighting industry through other sponsorship routes.</p> <p>Membership dues also must be affordable. Based, currently, on the USA market are way too high in emerging markets and at lower end of the career scale. This needs to be addressed to allow for the proposed growth of membership and broadening our reach in the design community. Allied with this is member benefits. Again we need to find benefits for those at the lower end of the career scale and unable to afford or be allowed to attend conferences. This is a difficult problem but needs significant work and discussion with those who we wish to benefit either in distant markets or in the early years of their careers. It is however necessary to encourage people to join, the fuzzy feeling of belonging is just not enough.</p> <p>I fully support the intent of this proposal and hope that it can be communicated well enough to win over the current membership.</p> <p>On the name change, personally I do not mind and I see the potential benefit it gives in signalling the broadening of membership. It is of course highly emotive and bringing it forward simultaneously with the membership proposals may be a step too far for many existing members. As it is likely to take the best part of a year to action the membership bit, resolving recognising a need to change is the highest form of mental and emotional intelligence. And shows that an organisation is a trust worthy organisation</p>	<p>Thank you for sharing your perspective on the proposed changes to the IALD. Your insights regarding membership criteria, affordability, and the need for greater clarity are valid concerns that need to be addressed.</p> <p>The intention of the proposal is indeed to broaden the IALD's reach and attract a more diverse membership, including emerging lighting design communities in countries like India and China. The success of the proposal hinges on clear communication and addressing the core issues you've highlighted. We will work towards ensuring that these concerns are front and centre in our communication efforts with the membership.</p> <p>Your point about the sustainability of IALD's finances is well taken. Exploring additional sources of income and sponsorships, as well as making membership dues more affordable, are critical considerations to support the proposed growth in membership.</p> <p>Currently the name change will continue to be included in the ballot in early 2024.</p>
15	Non Member		Noted
16	Professional	<p>Thank you for the extensive efforts. As a chapter coordinator, I am aware and appreciate of the amount of effort spent to get to this set of recommendations, and I am generally aligned; but haven't had the chance to fully absorb all the details.</p> <p>For that reason, and because the emails have unfortunately not made it to many members, been unclear about the ask and timelines, and also gotten lost in communications about events, elections, and new website (busy time!), ***we need more time for membership to digest the proposed changes.***</p> <p>I would request that there be additional time for discussion at the chapter level, with questions posed and answered ahead of a vote.</p>	<p>Thank you for your feedback.</p> <p>IALD replaced its mail system in 2023, and this has increased the deliverability of email communications to members. Social media has also been used to ensure members are notified of the proposals.</p> <p>The vote period has also been moved from November 2023 to January 2024</p>
17	Professional	<p>1.02 Change "ensures" to "supports". I don't feel that we can use the word "ensures" based on our still limited knowledge of what is truly effective practice and puts an undue legal burden on the designer.</p> <p>1.03 Change "combat climate change and its impact" to "steward our planet's natural resources". and 6.01 delete "particularly its negative effects on climate change". The current language is unnecessarily politically polarizing. IALD should be furthering the quality of lighting design of all practitioners regardless of political leanings and it is not the purview of IALD to push a societal agenda that could be alienating.</p> <p>4.01 Delete last portion starting with IALD Members. "highest standards" is a legal definition that could have negative consequences for members. I understand the need to be aspirational, but this implies a promise that may be unattainable and have repercussions to members.</p> <p>6.03 Delete or at least delete "by preventing light pollution from occurring". IALD members are NOT going to prevent light pollution from occurring, nor are they going to not bid on or walk off a casino project or other nighttime entertainment venue.</p> <p>3.02 Since the intent is to open membership to include designers working for suppliers, I'd like to see this paragraph expanded to explicitly state that designers working for suppliers (which I believe can count as a conflict of interest) provide written notification stating that their remuneration is fully or partially related to the sale of products thus limiting their design scope of offerings to those products.</p> <p>I think that the Design designation is confusing to the public, particularly where sits in the hierarchy, whereas Associate member is more recognized and understood.</p>	<p>1.02 – "Ensures" has been updated to "promotes".</p> <p>1.03 + 6.01 - Worldwide, the scientific community is clear: climate change is real and presents a significant risk to the planet. The IALD uses this basis to acknowledge that climate change is a significant issue and something lighting professionals should be addressing in their work.</p> <p>3.02 – This has been expanded to clarify the transparency requirements.</p> <p>4.01 – Wording "aspires to set the highest standards" added.</p> <p>6.03 – This criterion asks IALD members to address the preservation of darkness without prescribing specific actions.</p>
18	Fellow	<p>I wasn't able to stay long enough to hear a response to my question left during the presentation session. Is it possible to have an industry lighting designer membership category in addition to the "independent" lighting designer category? That way, designers can move in and out of categories while still retaining their membership in IALD.</p>	<p>Introducing a two-tier system with both an "industry" lighting designer membership category and an "independent" lighting designer category may add complexity and potentially confuse external stakeholders.</p> <p>The task force discussed this option and decided to recommend the use of transparency and ethical behaviour as per the code of ethics rather than separate membership categories.</p>
19	Associate	<p>I would like you to consider making it possible to vote electronically, perhaps in advance or in a certain time frame for those of us who cannot attend the proposed meetings.</p>	<p>The vote will be conducted electronically via a third-party voting company to ensure the integrity of the vote.</p>
20	Associate	<p>I think these changes makes a lot of sense and I appreciate all the hard work that went into this. Thank you!</p>	Noted.

ID	Membership	Member comment	IALD Reply
21	Associate		N/A
22	Associate	<p>Article 4.02 should not be omitted.</p> <p>4.02 IALD Members shall not accept fees, commissions, or any other consideration of value from anyone attempting to compromise the IALD Member's professional judgement or in return for specifying a particular lighting or lighting-related product for a specific project, except from clients or employers for whom services are being performed.</p>	<p>Article 4.02 is well-intentioned in its aim to prevent conflicts of interest; its omission from the revised Code of Ethics is a step toward greater inclusivity and adaptability in the changing landscape of the lighting profession. By removing this specific provision, the IALD is acknowledging that lighting design is evolving, and professionals are increasingly engaged in multidisciplinary roles that involve collaboration with a wide range of stakeholders.</p> <p>The lighting profession has seen significant advancements in technology and product innovation, making it more complex than ever before. Lighting designers often collaborate with manufacturers, suppliers, and experts to provide their clients with the best solutions.</p> <p>Rather than prescribing the business model of members' business, the revised Code of Ethics emphasizes the importance of transparency and disclosure. Lighting professionals should be encouraged to maintain clear records and openly communicate any potential conflicts of interest to their clients and employers. This approach strikes a balance between preserving professional integrity and allowing for the realities of modern practice worldwide.</p>
23	Professional	<p>I saw the video and I understand from IALD's arguments that changes are needed. However, I use my membership as a proof of my independence, which is now in danger by the proposed changes.</p> <p>Why not opt for a membership structure in which there is a separate name for independent designers within IALD, but open yourself up (more than now, because of the already existing membership option for non-independent designers) to different types of members You do not make a distinction in terms of integrity, but you do make a distinction in the form of how you provide your advice.</p> <p>Moreover, how ethical is it towards your client (and peer designers) to prescribe/change fixture X instead of fixture Y (where fixture X is prescribed by an independent designer and replaced by fixture Y by a designer from the manufacturer) because you receive the highest commission for that? This happens regularly in our market by different dependent lighting designers. Therefore I opt for a distinction in the forms of membership of independent and dependent designers. For example PROi en PRO (i for independent) . A small difference can give the membership more value for independent designers.</p> <p>Moreover, each country has its own local associations for lighting designers (dependent and independent together). I'm from the Netherlands and they have that there too although it is a very small country. Associations of independent lighting designers are too small in our country, which is why I joined a larger and more recognized organization as IALD (although we work mainly national). So the value of recognized independency is still important in our market and for me, at the moment the IALD membership helps me with that.</p>	<p>Your concerns about maintaining the distinction between independent and dependent lighting designers within the IALD membership structure are understood. However, it's important to consider the broader context and goals of the proposed changes.</p> <p>The proposed changes aim to create a more inclusive membership structure that reflects the evolving landscape of the lighting profession. The industry has seen significant changes, with professionals often collaborating with various stakeholders, including manufacturers and suppliers, to deliver innovative lighting solutions. This collaboration doesn't necessarily compromise integrity or independence, and it can lead to valuable insights and solutions for clients.</p> <p>While a separate membership category for independent designers may provide clarity internally, it could also create divisions within the organization and increase the complexity of communicating with other external stakeholders. The proposed changes seek to foster a sense of unity among all lighting professionals and promote collaboration across different roles and backgrounds.</p> <p>It's worth noting that the revised Code of Ethics emphasises transparency and ethical conduct. Lighting designers should continue to uphold the highest standards of professionalism, regardless of their affiliation with manufacturers or suppliers. The IALD's commitment to ethical practice remains a guiding principle.</p> <p>Additionally, the proposed changes aim to make IALD membership more accessible and affordable for professionals in various career stages and markets, which can benefit a wider range of lighting designers, including those in smaller associations or emerging markets.</p> <p>While the value of recognised independence is important, the proposed changes aim to strike a balance between preserving that recognition and adapting to the changing dynamics of the lighting industry. Ultimately, the goal is to ensure that the IALD remains relevant and supportive of all its members, regardless of their specific roles or affiliations.</p>
24	Associate	<p>I think I understand why these changes are being approached now - as a survival skill maybe? - but as a member for over 30 years, I still think the reasons IALD is feeling "irrelevant" are due to the power imbalance in the industry between those who control the amount of money spent and those who have to deal with the choices made by those bottom-line controllers. Is the strategy for these changes to include those who make money off the product choices in the hopes this will also draw attention to those of us who have to see the wholistic view, the total picture and only represent the end-users' best outcome? From my perspective, PROMOTION of that focus not only on the money but also onto the best outcome under given circumstances is what has been missing. My concern has been, for quite some time, that design has been allowed to be overshadowed by engineering energy codes and profit for product monopolies. Where are the checks and balances that give IALD a seat at the table? Will all these changes help address that missing piece of the industry puzzle?</p>	<p>These proposals are the culmination of conversations which have circulated within the association for over 20 years. Following the pandemic, IALD is using this time of restructuring and review critical questions for the future as part of a strategic planning process.</p> <p>Your concerns about the power imbalance in the lighting industry and the need for a focus on the best outcome for end-users are valid and important considerations.</p> <p>While the proposed changes to the IALD's membership structure aim to create a more inclusive and diverse community of lighting professionals, it's essential to recognise that these changes alone may not directly address the industry's broader challenges, such as the influence of product choices driven by profit and energy codes.</p> <p>The IALD's mission has always been to promote the value of quality lighting design and advocate for the best interests of the profession and end-users. The proposed changes, while opening up membership to a wider range of professionals, do not inherently change the organization's advocacy and promotion efforts.</p> <p>To address the concerns about design being overshadowed by other factors in the industry, including engineering, energy codes, and product monopolies, the IALD may need to consider additional strategies and initiatives. These might include Advocacy and Education, Industry Collaboration, and Awareness Campaigns.</p> <p>Addressing the challenges you've highlighted may require a multi-faceted approach combining membership structure changes with continued advocacy, education, and industry engagement efforts. The IALD can strive to remain at the table by actively participating in industry discussions and emphasising the importance of lighting design in achieving the best outcomes for all stakeholders.</p>

ID	Membershi	Member comment	IALD Reply
25	Professional	<p>I think this proposal will destroy the weight an IALD professional membership holds by diluting the requirements for membership and adding confusion for outside groups like architects as to what IALD membership means. I understand the need to grow, but the focus should be on adding members who are experienced enough to qualify for full professional membership under the current requirements, not by reducing the requirements. These practitioners are numerous and a recruitment drive could do far more than just opening the doors to nearly everyone employed in lighting. For me, the exclusivity is the reason to be an IALD member, it separates the experienced professional from everyone else who may not demonstrate the skills of a full IALD member. It gives a clear indication to outsiders (like our client architects) that the person they are hiring is fully qualified for the position. Additionally since Covid the level of engagement and programs for the membership has dropped significantly, at least at local levels. Holding membership has increasingly become only about having the credential so if this passes, I am very likely to drop my membership altogether as I won't see the point in the expense just to carry a credential that can now be obtained far more easily without the same high level of qualifications. The revised appellations will only confuse everyone. Growth is important, but this is not the way I envision it.</p>	<p>We appreciate your perspective and your commitment to the exclusivity and high standards of the IALD's professional membership. It's clear that you value the organization's role in distinguishing experienced professionals and maintaining a level of excellence within the field of lighting design.</p> <p>Your concerns about the dilution of membership requirements leading to confusion among external groups are countered by some members as there is some agreement that IALD is not sufficiently recognised outside of the lighting industry. It is, therefore, possible to increase the recognition of the membership categories the greater voice the association has with a broader stakeholder group.</p> <p>While maintaining high standards is crucial, opening the doors to a more diverse membership can also bring in valuable perspectives and insights. Having a broader membership base could foster collaboration and innovation outside of the lighting industry.</p> <p>The proposed changes do not diminish the importance of professional development and qualifications. They open the door for professionals at various stages of their careers to access IALD resources, which can help them grow and eventually meet the criteria for full professional membership.</p>
26	Professional	<p>I am of the opinion that the changes proposed are too many to be clubbed into a single category for one yes/no vote. Could be deliberated more. Inclusivity is good, but should not be at the cost of dilution of IALD</p>	<p>The proposed changes are grouped together as it would be impractical to have a vote on every single change in a line by line ballot. The board, therefore, decided to group the changes into two main sections. 1. The Name 2. The membership structure changes.</p>
27	Professional	<p>Victor asked me to drop my speaking notes, so here they are:</p> <p>So, now that the deck chairs are beautifully rearranged.</p> <p>I will say briefly that I intend to vote yes for the changes because the last thing we need is more delay on structural issues, when we have bigger problems, I'd entreat you all to sign off on these. Now let's talk about the real issues.</p> <p>IALD doesn't have people interested in joining in sufficient numbers, it isn't retaining existing members, and it's not a forum that outside investors want to invest into. As I see it, and in conversation with various other vocal members, outside of the committee structures the fundamental reasons we don't have the membership we need are:</p> <ul style="list-style-type: none"> * Value proposition * Quality control * Basic communication * Effective digital forums * Value for membership rather than for leadership * Engaging outward with allied professionals and clients * Teaching mentoring SKILLS <p>In terms of value, we need to draw in people because when people are first engaged with IALD, the younger generation needs get pulled in and inspired. They need contact beyond their region, beyond their firm, beyond their existing friends. They want to be part of something bigger, at the heart of the community, and have resources that they can access as and when they need to fill the gaps in what they learn at work and to inspire new directions of thought.</p> <p>That means digital forums where everyone in the community is involved, it means events, it means that accessible to the younger generation where they are.</p> <p>Regarding quality control, it means running things in ways that excel. In my own chapter, the chapter leaders have NEVER contacted me as a leader of a 30 person organization to invite me to introduce my staff to IALD, to speak, to sponsor. Each chapter leadership needs goals to aspire to. It means that LIRC/Chapter meetings need not to ask "what have you done in your chapter this year" but "What have you done in your chapter, what worked, what didn't?".</p> <p>When someone contacts a committee member or administration member, their comments should be circulated AND RESPONDED TO. That's how professional communication works.</p> <p>There has been vibrant debate about Vote 2023. Just not on IALD forums, but in the digital communities we've all put together ourselves - because IALD doesn't have them.</p>	<p>Reply to No27 (all boxes)</p> <p>Thank you for sharing your thoughts and concerns about the proposed changes to the IALD and its broader challenges. While you intend to vote "yes" for the changes, you have highlighted several significant issues within the organisation that deserve attention:</p> <p>You emphasise the importance of a strong value proposition to attract and retain members. Younger generations of designers seek inspiration, community, and resources beyond their immediate networks. Digital forums, events, and accessible resources are crucial to engage and inspire them. IALD has now started the launch of community forums on the website and will be working on developing these into meaningful resources in the coming months and years.</p> <p>IALD regions and chapters are at the forefront of the IALD leadership at a local level. In 2024, IALD will launch new training and support resources for these members. The LIRC will also be launching their ambassador program to help support our local leaders through the LIRC network. With these initiatives, our volunteers will get greater support to excel in their roles.</p> <p>Clear, effective, and responsive communication is crucial for member engagement. Committee members and administrators try to respond in a timely manner, but it is important to note that volunteers and staff have time constraints, and therefore, the speed of replies can take longer than typical business communications.</p> <p>Encouraging participation from allied professionals like architects, interior designers, and engineers is vital to showcase the value of IALD members and the profession more broadly. Growing the IALD membership is intended to increase resources and collaboration with an extended group of allied professionals.</p> <p>Building effective mentorship programs and encouraging experienced professionals to become mentors is essential for the growth and development of younger designers. This is something IALD will be looking at in 2024/25.</p> <p>IALD is adapting to changing times to engage with new digital communities and become a natural home for various specialised lighting groups. Offering administrative and governance support to subgroups could foster inclusivity and innovation. IALD is also looking at how to partner with other organisations more effectively in the wider context of ED+I.</p>
27	Professional	<p>And most importantly, we need to prioritize IALD being accessible to allied professionals - architects, interior designers, landscape architects especially, but also engineers, project managers and beyond. If they see the value of the organization, if they draw on resources we produce, they will draw on the membership too.</p> <p>Finally, mentoring. We need to invest not in scheduling mentoring sessions, but in training our 30 year old designers to be wonderful mentors, to build up teams behind them and slingshotting them forward, while inspiring the younger designers to stay in the industry, to learn and to become masters. We need to put our education funds into forming mentors as they transition into Professional members, knowing that investment might last in the industry for three decades directly, and be paid forward into the following generation of young designers.</p> <p>And when young designers ask "where did you learn to teach me, to lead me?", the answer should be clear. IALD.</p> <p>These are the substantive topics, not whether we have four membership grades or nine.</p> <p>If I don't see real movement on these other topics, I intend to resign my membership, though I may not need to if there is no organization to resign from.</p>	<p>Cont...</p> <p>To reach a wider audience, cross-posting announcements across multiple platforms, including Instagram, Facebook, and LinkedIn, is crucial. Members should have the flexibility to choose the channels that suit them best.</p> <p>While WhatsApp or Signal may work for some groups, its usage should not exclude members who are not part of those specific chats. We are watching with interest the development of WhatsApp communities and other ways in which we can leverage these platforms to better serve our members. It is important to note that due to the global nature of IALD, some of these platforms offer greater access and security than others, and therefore, there is some cultural influence on the use of technology platforms in different regions. Your feedback highlights the need for IALD to adapt, communicate effectively, and prioritise inclusivity and value for members.</p>

ID	Membershi	Member comment	IALD Reply
27	Professional	<p>I think the membership deserves three major things in communication:</p> <ol style="list-style-type: none"> 1. In concrete, what are the changes, and what do they mean. The dropping of independence, for example, needs to be clearly and simply stated. Think about what anyone in a bar would be saying about these changes if they understood them. "Yeah, they're scrapping independence, and you don't NEED to have a CLD, but if you do, Professional Membership is pretty much automatic, saving you hassles." 2. A simple FAQ covering those topics. 3. Publish the changes, in summary form to the Facebook, Instagram, LinkedIn pages, and where ever else people are. We had literally half of today's town hall as members of various boards/admin/staff, plus five or six active members. We didn't get anyone who was just curious, peripheral, etc. That indicates that the communication is not evocative or exposed enough. <p>Following the meeting, on reflection I still don't feel that there is enough reflection on what the changes might actually DO, as opposed to what the intention is. Changes have foreseeable and unforeseeable first, second and third order effects. Have they been discussed - if not, it's overdue. If they have, then they should be expressed.</p>	
27	Professional	<p>Additional Note</p> <p>The following note is not relevant to the present discussion, but is relevant to the health of the IALD. It may require its own bylaws consideration.</p> <p>I disagree with the point made in the town hall that the younger generation doesn't want to be part of organizations, that it's extra-curricular, and they don't have energy for organizations. That is entirely contradicted by:</p> <ul style="list-style-type: none"> Women in Light Equity in Lighting Light Justice North American Coalition of Lighting Industry Queers Green Light Alliance WILD <p>Also things like the paper-thin programs "40 Under 40" and "Silhouette Awards". There is energy out there. It just doesn't want to be part of IALD. The question that the board should be asking in this regard is "why don't these groups/founders think that IALD is their natural home?"</p> <p>Why is it that IALD doesn't offer a home for these? My suggestion to Christopher in the past is simple. Offer them administrative and governance support and let them be subgroups within IALD, special interest groups? Have chat forums for IALD as a whole and each of these subgroups as well as by region. These sorts of groups have all the same needs in governance and admin, so there will be reduced redundancy, as well as the scope for members to amortize costs, not have to choose where to pay, and natural hosting at conferences. There is already a model for this at IES, who have SALC under their umbrella.</p>	
27	Professional	<p>Why not make IALD the natural home for startup groups with energy, harness the energy, offer breadth to the members of these groups, as well as succor.</p> <p>There are lots of groups out there that could be within IALD, or who are competing with IALD for energy. Business of Light was the obvious one, but where is the overlap with the following organizations?</p> <ul style="list-style-type: none"> American Lighting Association Illuminating Engineering Society American Association of Independent Lighting Agents Next Generation Lighting Industry Alliance National Association of Innovative Lighting Distributors International Landscape Lighting Initiative National Lighting Bureau National Association of Lighting Management Companies National Council on the Qualification of Lighting Professionals Business of Light International Landscape Lighting Institute Association of Outdoor Lighting Professionals 	

ID	Membershi	Member comment	IALD Reply
27	Professional	<p>Zero Cost Communication Improvements</p> <p>Watching the communications of both Banff and Vote 2023, it's clear that there is narrow thinking about IALD communication. If you want to be present for more members, and at effectively zero cost, IALD needs to consider cross-posting. I've asked about this in the past, and been told "we don't want to flood peoples' inboxes". But right now, courtesy on not over-filling inboxes is less a concern than members not hearing. Most people ignore email newsletters as spam, and so the email path, while important, is limited.</p> <p>Facebook is dead to anyone under 35.</p> <p>WhatsApp is again, to many, noise.</p> <p>So how should IALD communicate?</p> <p>All of the above.</p> <p>I think IALD should be cross-posting announcements to: Instagram TikTok Facebook LinkedIn</p> <p>People choose where they want to be, their associations shouldn't do it for them. Everyone thinks that the places they are are what "everyone uses" because everyone they're connected with is BY DEFINITION on those channels. It's narrow groupthink.</p> <p>In terms of professional environments, principals of practices will generally be on LinkedIn anyway, and it gives a forum for discussion. All evidence is that Facebook isn't performing that forum function, and other social networks tend to be trendy, giving a few years at their peak. LinkedIn is boring, but a stable background environment.</p> <p>I know that a number of chapters do everything by WhatsApp, which excludes those not on those chats, so perhaps chapter leaders should be required to do communications via a minimum number of channels, say, three - email, a social media platform appropriate to the region, and WhatsApp if they really must? WhatsApp is currently functioning as a driver of the perception of the organization as a clique, because so many of the groups in regions (and in leadership???) exist in that space, and there's no published way of accessing them. At the</p>	