



## Just Short of Chaos: Opportunities Everywhere

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Chief Cancer Control Officer  
American Cancer Society





**EYE BANK ASSOCIATION OF AMERICA**

Relay For Life was the primary driver as the American Cancer Society became the first disease-oriented NGO to top the \$1 billion mark.

**American Cancer Society** @RichWender



**Relay For Life became our greatest asset ...**



We became perfectly organized to maximize Relay for Life performance:

- Lots of enthusiastic, young staff members
- A program of work geared to local patient services
- Emphasis on small, general, unrestricted gifts



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**... and our greatest vulnerability.**



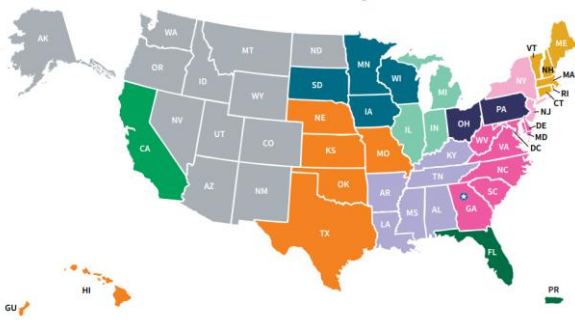
- Relay still generates more money than any special event in the world – but it's now at \$257 million domestically.
- As Relay started to decline, we spent a decade investing in making it stronger.
- **And then we began to change ... really quickly.**



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Rapid change is almost always accompanied by a change in how leaders act ... or a change in leadership.



### When I joined ACS in 2013:

- Declining revenue
- New culture
- Needed to build a new cancer control team
- Lots of staff impatient to receive new marching orders



**“ENTJs don’t just like to lead, they need to lead.”**



Tendencies and talents are important.

It's just as important to be aware of  
what skills don't come as naturally.

Honest self-assessment and  
reflection are difficult but  
really valuable.

Be objective about yourself.

There is no such thing  
as a natural leader.

## Everything I've Learned About Leadership

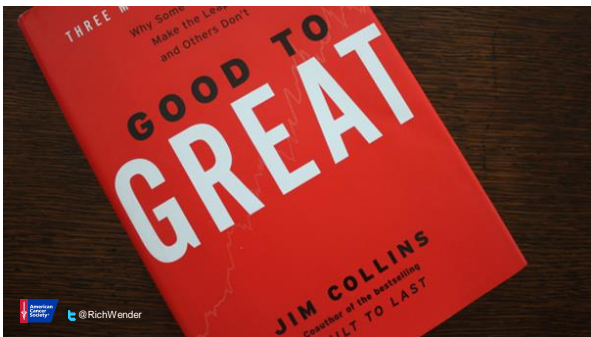


You have absolutely  
no authority.

You can get anyone in the  
world to do anything you want.



There is only one path to truly successful leadership:  
*building relationships.*







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## Unconditional Love

- If you are struggling feeling this kind of dedication to your team members, you may have the wrong people on the bus.
- That needs to be addressed.

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Is being the best at  
what you do enough?

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**Doing exactly what you're doing  
today – no matter how well you do it – is  
not the road to future success.**

Change is possible.

In fact, change is critical.

Technology is growing  
**exponentially.**



**After 7 Years, Only 1% Of The  
Genome Had Been Sequenced**

Some people said, "At this rate, it will take a century to sequence the entire genome."

Ray Kurzweil, director of engineering at Google, and the man who predicted the development of the world wide web said, "Oh, they're almost done."

Seven years later, the entire genome had been sequenced.

In 5 years, total gene sequencing will be available to anyone for the cost of ...



Adaptable Customer Needs  
Measuring Value  
Demonstrating Value Investments in Technology  
Flexible Partners

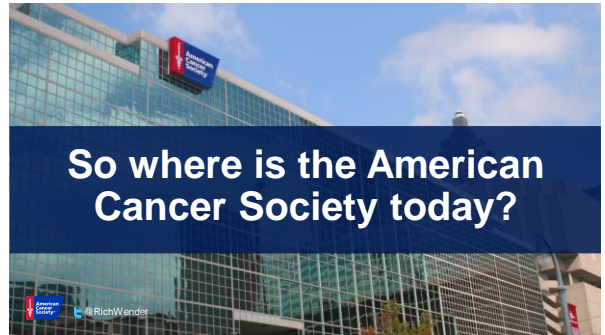
How do you make that  
change happen?

1. All great things begin  
with a conversation.

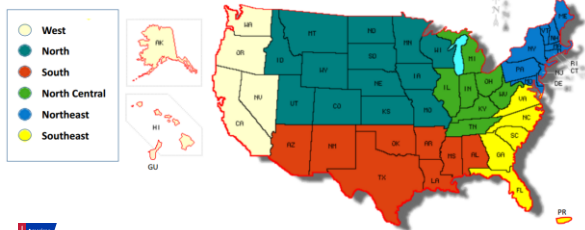
2. The most common reason why  
important things don't get done is  
because you stop trying.

3. Incremental steps and small  
innovations are preferable to  
investing in that one big solution  
designed to solve all your problems.

# 4. Work just short of chaos.



AMERICAN CANCER SOCIETY REGIONAL MAP



80% by 2018 is a national public health campaign designed to achieve an 80% colorectal cancer screening rate among adults age 50 and older by 2018.

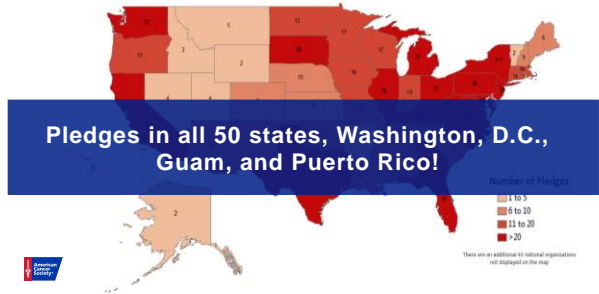


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**More and More Organizations are Taking the Pledge**

**1,300+ and counting!**

**American Society of Human Genetics** @RichWender



**Stand out.**

**Stomp out.**

**#BeTheFirst**

**CVSHealth**  
FOUNDATION

**American Society of Human Genetics**

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National HPV Vaccination Roundtable

AstraZeneca

ChemoQuant

MERCK FOUNDATION

lyft

Bristol-Myers Squibb Company

CDC

HPV VACs

Vaccinate Adolescents against Cancers

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We've living just short of chaos ...

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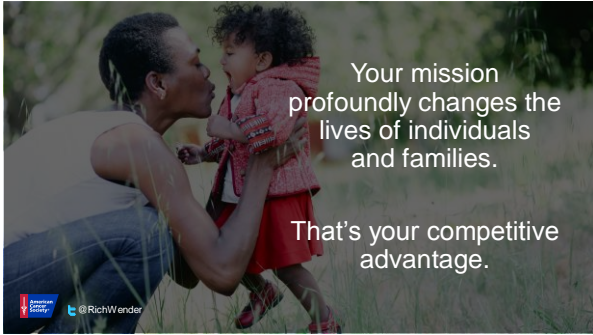
... and we've never been better positioned to lead the fight for a world without cancer.

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5. Take advantage of the greatest asset of all.

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Your mission  
profoundly changes the  
lives of individuals  
and families.

That's your competitive  
advantage.

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