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## *Editorial*

### **The Leadership of the ASEP Organization**

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“Good leaders are often unpopular but right.” -- Tommy Boone

## **Introduction**

The experience of being a founding member of the *American Society of Exercise Physiologists* (ASEP) seems, at times, to be something on the order of getting ready for high school football. Do you remember the traditional two-week, two times each day August practice? There is no way that practice after the regular school day is as hard as during the month of August. Most high school athletes venture into the unknown of what it means to survive the heat of August and, if they survive, they often make a significant contribution to the team. The spirit of camaraderie is a powerful force. Most athletes appreciate the enormous contributions made by the coaching staff and the members of the team. Some would say that if you were not a football player you could not understand the challenge of surviving the sport. Those who survived seldom forget what they learned and, in fact, most carry for life a permanent imprint of the emotions of the practice sessions and games.

After more than 40 years in the college environment, the imprint of what sports medicine exercise physiologists think is exercise physiology is clear. If you want to be an exercise physiologist, then you need a doctorate degree. You also need the attitude that research and publishing are more important than teaching and building the curriculum, although they will say otherwise. This thinking is consistent with the history of exercise physiology as a discipline that studies acute and chronic changes to regular exercise. From their perspective, it is hardly appropriate to promote exercise physiology as a healthcare profession. Fortunately, that is exactly why the ASEP leadership is no longer “thinking as usual.” As innovators and leaders they have brought increased attention to many untested ideas and beliefs about what is exercise physiology and who is an exercise physiologist. Clearly, the ASEP leadership has taken the challenge and leadership role in the commitment to new practices, policies, and procedures that define exercise physiology.

It is a complicated and challenging task to get colleagues to change old mindsets. The ASEP leadership is doing everything to get exercise physiologists to substitute new ideas

for old habits. New thinking is imperative if they are to effectively tackle the problems of professional development. Perhaps, most importantly, they recognize that leaders don't ask if they can do something. They just do it because it is right. They aren't interested in having all the answers. Failure is not a problem. However, learning, growing, and achieving results are important. Doing what you said you would do is extremely important. That's why they aren't concerned with the questions about certification or accreditation. Leaders can't wait until all the problems are worked out or until everything is perfect before doing something to make things better. It takes time to build a professional organization.

### **The Contributions of Robert A. Robergs, PhD, FASEP, EPC**

Words can never fully express my appreciation for the work, dedication, and contribution of Dr. Robert Robergs to the ASEP organization. A university professor who has published several textbooks and many manuscripts in well-known scientific journals, he embodies the spirit of the new 21<sup>st</sup> century exercise physiology. He understands the power and application of the exercise physiology body of knowledge. That's why he believes exercise physiologists are healthcare professionals like physical therapists or nurses. His willingness to listen to others, to discuss the meaning of professionalism and the importance of professional development of exercise physiology along with his personal and professional decisions to support ASEP have significantly influenced exercise physiology. Most members got this message with his willingness to serve as President of ASEP for two terms. This is not a little thing. Few colleagues have the determination and endurance to do the same. This fact also argues very strongly on Robert's behalf that he would have survived the August practices with a big smile. I'm sure that he would have scored the winning touchdown, too.

The story of ASEP could not have been more different had Dr. Robergs been more personally self-centered and driven by expectations that "it's all about me" kind of philosophy. The reality is that his work on behalf of non-doctorate exercise physiologists has very likely costs him in dollars and published books. Clearly, his scientific work (in the form of journal publications) has taken a back seat to his devotion to the ASEP organization. The consequences of his decision to support ASEP are several, but he has gained tremendous respect for his dedication and unparalleled strength of character. His work is at the edge of new thinking about exercise physiology. I have found strength in his thinking skills and in his understanding of the critical differences between sports medicine and exercise physiology. These core differences are the reasons why ASEP departed from sports medicine. His shared perspectives on these fundamental issues are important because they represent the leading thinking in exercise physiology.

There were many variables to consider in getting involved with ASEP, especially since the organization developed outside of the traditional thinking and leadership of exercise physiology. The challenges were obvious from the beginning, but Dr. Robergs triumph in face of established differences. My goal is to show absolute and forever respect to him. Leading ASEP was never expected to be easy. His leadership confronts our past reality and economic uncertainty while demanding our respect for implementing significant ASEP strategies. The cultural transformation of exercise physiology is largely

a function of his leadership. I find myself thankful for his exceptional obedience to the professional development of exercise physiology for the sole purpose of empowering all exercise physiologists. He has inspired me when I've found myself exhausted, tired, and even discouraged.

### **The Mind of the ASEP Leadership**

I am convinced that by believing in possibilities, by thinking right on behalf of others and by committing to professionalism, everything else becomes irrelevant. That is, when we witness the work of the ASEP leaders stretched and challenged, we become stronger. We learn to do what must be done regardless of the face of adversity. Even among our colleagues who disagree and who choose to act in less than a professional manner, we survive. We do so because we are convinced that our work is important. We do so because it is critical to bringing about change. And, we do so because extraordinary ideas result from hard work on behalf of committed individuals. Several of the underlying ideas that help us stay the course include the following ASEP strategies:

- Never give up.
- Never allow others to get between you and ASEP.
- Never allow anyone to think for you.
- Never underestimate your intelligence to achieve the ASEP goals and objectives.
- Never lose sight of the ASEP vision and mission.
- Never be afraid to take risks.
- Never forget that you have ASEP friends.
- Never be afraid to tell your story.
- Never question your ability to lead others.
- Never let the excitement of different ideas drain your energy.
- Never forget the students and colleagues even if they fail to understand.
- Never let the unknown stop your commitment.
- Never stop doing something to achieve positive change.
- Never allow yourself to be discouraged.
- Never worry, just keep at it.
- Never think it is business as usual.
- Never allow distractions to mislead you.
- Never forget the power of emotions, feelings, and passion.
- Never let mistakes get the best of you.
- Never let snipers and shareholders of other organizations get to you.
- Never forget the power of inspiration.
- Never be afraid to consider contrary ideas.
- Never allow fear or anxiety to control you.
- Never stop focusing on exercise physiology as a healthcare profession.
- Never stop expressing ideas.
- Never forget that everyone in ASEP is in it together.
- Never be afraid to admit mistakes.

These are the primary “never...” statements that help to keep the ASEP strategies in full force. They are listed here for those who are not afraid to “wrestle with an idea.” To accomplish what the ASEP leadership has in mind requires strenuous thinking and some hard intellectual work. Their work on behalf of the members is guided by their conviction that exercise physiologists have the right to their own professional organization. In this respect, some might think that the leadership is similar to the leadership of other organizations. This isn’t the case, however. In fact, one thing that should be understood that most fail to get at first glance is that supporting ASEP carries with it an impression of having highly negative emotions against other organizations. ASEP, to be sure, is an organization in competition with other organizations. We can and must limit ourselves to conscientiously supporting the original work and systematic reflection of “what is ASEP and why it is important.” A person cannot walk in two directions at the same time! But, this doesn’t mean that ASEP leaders and/or members aren’t comfortable with the membership of other organizations or that the members don’t belong to other organizations. The issue is this: if membership in another organization distracts from the work that must be done in ASEP, then it is better and more honest to avoid even the appearance that one intends to do both (or can do both).

### **The ASEP President, Matthew Wattles, MS**

It is self-evident that membership with ASEP has more to do with a personal decision to believe in the right of the organization to exist and that its single most important concern is the welfare of all exercise physiologists. Here, I’m presupposing the understanding of a similar idea with other professional organizations. Given that a person can embrace the very foundation of ASEP thinking without having complete knowledge of the existence of other organizations, he does so with his heart. Not having all the answers in front of him does not stop him from undertaking the work of ASEP.

Every piece of work is an expression of faith, if not self-understanding that is essential to emotional and intelligent growth. The insight into this act of faith is the key reason I’m giving an account of my hope in this brief essay. It is also the stimulus, I think, for the ASEP President, Matthew Wattles, a master-prepared exercise physiologist who is dedicated to ASEP and its vision. He has taken important steps to better integrate the ASEP philosophy and the public’s perception of the exercise physiologists’ credibility. The interrelationships of a code of ethics and licensure, scope of practice and title protection, and accreditation and professionalism have been discussed and enlarged upon during his tenure. That this understanding may be communicated to students, to those who are already working, to professionals in other fields of work, and to the public sector, Matt has encouraged the development of state-affiliated associations of exercise physiologists to support the ASEP national efforts. Members of the state organizations should help exercise physiologists strengthen their personal and professional commitment.

This raises the question, “Who is Matt Wattles?” To say the least, he is an independent thinker. A man of some size and strength, literally speaking, he has chosen to make a difference. According to his thinking, the *American Society of Exercise Physiologists* offers the “hope of all that is good and wholesome for all exercise physiologists.” He is a

determined man with the essential skills to understand and speak to the differences between exercise science and exercise physiology and between being a specialist and a professional. Average by no means, he stands before all other exercise physiologists prepared to shape the very foundation of the field. Supported by his graduate education and commonsense on one hand and a heart of faith in himself and hope for the better for all exercise physiologists on the other, he has taken the challenge to lead ASEP. He understands all too well that when he studied exercise physiology years ago that, like most students, that he did so much out of faith that everything would fall into place. The intention was obvious (i.e., to locate an exercise physiology job with a good salary, and raise a family). These things were taken for granted. In those days, like much of today as well, students didn't reflect much about the differences between exercise science and exercise physiology, the importance of a precise vision and mission statement of organizations, or individual questions about certification and accreditation. The professors (along with academic majors, respect, credibility, salary, and professionalism) were taken for granted or were considered part of a larger plan of sports medicine that was taken for granted. His faith was conditioned by his belief in the system, especially his professors and sports medicine that supported exercise physiologists and which today does not.

Matt believes that the study of exercise physiology at an academic institution must be a credible undertaking, and that it is ridiculous for exercise physiology professors to encourage their students to think like exercise physiologists if they are getting a degree in something other than exercise physiology. It is too problematic and an ill-conceived message to mislead students and their families. If students are in an exercise science major, then, from the very beginning, Matt believes that the professors must explain the differences between exercise science and exercise physiology. Otherwise, however exact and/or accurate the professors' research and attendance to conferences and meetings, the students' lack of a unified and integrated understanding of "what is exercise physiology" encourages the dilemma to continue along with its inherent problems. Matt is quick to say that the false impression that an exercise science major can produce an exercise physiologist is an aftermath of a poorly thought out sports medicine view that has been with us too long. He understands that what was physical education has become fragmented into an immense number of areas of study (from kinesiology to human performance, exercise science to health and sports sciences, movement sciences to bioenergetics, and more), with each offering important material but having very little to offer exercise physiologists. His contribution to exercise physiology is significant, and it will continue for decades to come. We are in excellent hands with his leadership.

Every new idea is always a path that arises out of necessity and discovery and, like ASEP; it requires critical reflection and time to understand it. Those who have done both, like Matt Wattles, support the ASEP exercise physiologists as the exercise physiologists of the 21<sup>st</sup> century. And, as the reader might expect, they are no longer subject to the sports medicine view and interpretation. As a consequence, those who work primarily in cardiac rehabilitation as exercise specialists or those who work in predominately non-teaching positions (however important and a part of exercise physiology) are no longer the only professionals who have something to say about

exercise physiology. The power and the right to clarify the philosophy (or to build a philosophy) of academic exercise physiology should come from all exercise physiologists. Matt would say, “Those who are intellectually indifferent to this point of view and our fundamental responsibility for concrete change cannot justify their individual dogmas.” This is so simply because, given the present structure of exercise physiology as seen by sports medicine, there is among ASEP exercise physiologists an inescapable unity in the conviction that the ASEP reality is absolute and right. The clear and distinct idea here is why Matt Wattles supports ASEP. When he thinks of exercise physiology, when he hires people, when his work is slowed by the failure of sports medicine to change, when he is saddened by the idea of so many good exercise physiologists changing careers, or when he looks to the future of what exercise physiology will become, the tension is not static or turned inward. Instead, the tension is a fluid experience inspired by the image of something better for all exercise physiologists.

### **The ASEP Organization and Matthew Lehn, MBA, EPC**

Presently, among other ASEP responsibilities, Matt Lehn’s attention is focused on getting companies to sponsor ASEP, to connect with ASEP, and to help make it self-evident that ASEP is at the threshold of becoming *[the]* organization of exercise physiologists in the United States. His thinking and philosophy of exercise physiology are understood and objectified as an ASEP board certified exercise physiologist. And, everyone who works for him is expected to be an ASEP board certified exercise physiologist. This is not any means a trivial point. Matt has looked inside himself, he has looked at the role of sports medicine, and he has looked at the world of exercise physiology around him in Indiana, and he knows that the future of exercise physiology lies with the ASEP organization. He believes that the responsibility for professional development lies with the shift in responsibility from academic exercise physiologists to non-academic master-prepared exercise physiologists. Increasingly, therefore, the latter is becoming more responsible for the burden of the new thinking with which professionalism is recognized as an integral part of exercise physiology.

It is natural to question the order of things even if it is not popular. Matt has not evaded this simple truth. The fact that ASEP exists is worth thinking about because its existence makes a difference, and it is independent of the organizational objectives of non-exercise physiologists. This is important because exercise physiology is no longer nameless or incomprehensible without speaking of sports medicine. This by itself is huge. It is history in the making, thus the true meaning of ASEP (according to Matt) is the right of every exercise physiologist to come together under one vision. Matt Lehn sees this view as not banishing the past, but learning from it so that the future holds significantly more professional opportunities. Here, Matt would say, “Consider for a moment if the ASEP organization disappeared without a trace, without leaving any of its accomplishments behind, or without being replaced by a similar organization which challenges exercise physiologists in the similar way, would exercise physiology as a healthcare profession survive? Would anyone take exercise physiologists seriously with the title personal trainers or fitness experts?” This is exactly the problem ahead of all exercise physiologists if ASEP did not exist. The very fact that ASEP exists gives hope and

sustainability to increased future possibilities. The challenge, Matt would say, “Stay the course. Take responsibility for affirming our convictions. Deal with negative answers and protest against ASEP with positive thinking.”

It is precisely this kind of thinking that points to the path of success. ASEP does exist. It is our professional organization, and it makes our history. For this reason, more exercise physiologists will join the “Society” of exercise physiologists. It makes sense that this is the future reality of all exercise physiologists. For ASEP is itself *[the]* organization of exercise physiologists that has been lacking for decades. It is almost ridiculously obvious that ASEP is *[the]* professional organization of exercise physiologists. Matt would say, “It is about making explicit for ourselves as healthcare professionals what we already know implicitly about exercise physiology.” If ASEP did not exist for this specific understanding, then exercise physiologists would be hearing, thinking, and acting as sports medicine specialists alongside fitness instructors and personal trainers. It is not in these latter areas of work that is bad. Rather, both are important to society and, fitness instructors in particular, serve a specific purpose in personal self-realization, but what is important is that the knowledge of exercise physiology transcends the knowledge of aerobic dance. This constitutes the fundamental distinction between fitness instructors and healthcare professionals with the meaning of all that associates with work in the healthcare professions.

### **The Language and Leaders of ASEP**

The reality is that Dr. Robert Robergs, Mr. Matthew Wattles, and Mr. Matthew Lehn are all leaders. They know what needs to be done, and it is obvious that they have committed themselves to doing it on behalf of all exercise physiologists even if it is not popular among those “who don’t get it.” All three support the ASEP vision and mission statements. They understand that leading is not about liking or not liking a colleague. Rather, it is 100% about being absolutely responsible to the organization; not using the organization for personal gain or for other reasons and, most importantly, it is about avoiding being part of doing something that is popular just to be part of a larger group. As leaders, they understand that exercise physiologists must change the way they think and talk about exercise physiology. They believe that the key to autonomy: (1) lies within exercise physiology not sports medicine; (2) the accreditation of exercise physiology programs rather than health, fitness, and personal training; and (3) ASEP board certification instead of generic certifications. This is the language of the ASEP leadership, not of sports medicine; of the ASEP philosophy, not of being managed by non-exercise physiologists. It is therefore noteworthy that ASEP exercise physiologists think of themselves as exercise physiologists whether they have the doctorate degree or not.

No wonder the ASEP leaders have grown with the development of the organization. They are competent, committed, and determined to do their collective best to fulfill the ASEP vision. The glue that holds them together is their sense of identity. It is an understanding among them that the cause is greater than any one of them, that the ASEP vision is more than a written document, and that it is really is a matter of heart. The unwavering determination, the tenacity, and the courage to follow good advice are

exceptional characteristics of men and women like *Aliisa Criffield, Don Diboll, Jason Young, and Steve Jungbauer*. The very fact that they use gentle persuasion with a humble presence to attend to the members of the organization is evidence of their strength of character. They are among the greatest forces of the ASEP leadership. Collectively, they are the change agents of the future. Step by step they are removing the obstacles that have kept exercise physiologists from promoting themselves. They believe that the ASEP vision is worth the effort and the commitment of its members, that believing in possibilities is vital to achieving real change, and that there is no going back to the days of sports medicine.

We need leaders like *Aliisa, Don, Jason, and Steve* who can unite us and keep us going. They understand the power in persevering and, in so doing; they have helped turned exercise physiology on its ear. The old sports medicine structure has gradually given away to new leaders, new thinking, and new possibilities. They are college teachers, directors of health and fitness centers, and supervisors of rehabilitation programs.

### **The Passion of Aliisa Criffield**

Aliisa is the only female on the Board. She is forward-looking and competent. She is an inspiration to all young exercise physiologists. She is biased about the future of exercise physiology. She believes ASEP is *[the]* organization of exercise physiologists. I've known Aliisa for some time now, especially since she graduated from The College of St. Scholastica with two academic degrees in exercise physiology. She practices what she preaches, and she is believable because she does what she says she will do. As a licensed athletic trainer and a board certified exercise physiologist, ASEP fits with her beliefs. She knows that she is an exercise physiologist and, very importantly, she has the passion to persuade other young people.

Early on after graduating with a master's degree in exercise physiology and securing a job in Nebraska, Aliisa set out to start a state affiliated ASEP organization, the Nebraska Association of Exercise Physiologists. It hasn't been easy organizing state meetings. It never is easy. However, the uncertainty and lack of support from the professors of surrounding universities did not stop her. Her work has disturbed the status quo, and it has awakened new thinking about exercise physiology. She seized the opportunity to do something positive for all exercise physiologists. Her dedication and intensity are hard to match. Make no mistake about it; Aliisa is an important leader in the ASEP organization. As a positive role model for women in exercise physiology, what she does will encourage others to do it too.

### **The Commitment of Don Diboll, PhD, FASEP, EPC**

Don has kept ASEP as a priority in his professional life. I've always been impressed with his commitment. He is not the kind of person to impose his beliefs on others and, yet his proactive involvement in ASEP has helped others share in its values and dialogue. For me, personally, I'm driven to take action because I'm concerned about the risk of what exercise physiology will become without the ASEP influence. Don's driving force seems to be his compelling desire to do the right thing. His vision of exercise physiology is founded in ASEP. It seems to be an intuitive understanding (i.e., a gut reaction) to the

problems faced by students after college. Don is convinced that anything is possible when you put your heart to it.

ASEP is all about a better future for our students. By focusing on the ideal, everyone benefits. Don believes that pursuing our dreams is our right. Aside from ASEP bringing purpose to our lives, Don helps his students make the transition from the old thinking to the new way of defining exercise physiology. He is a college professor and chair of a department. His thinking on behalf of all exercise physiologists is forward-looking and proactive. There isn't any question that he has the courage to act and to push his limits to get things done.

### **The Message of Jason Young, MA, ATC, EPC**

Jason's presentation on certification at the 6<sup>th</sup> ASEP National Meeting in Indianapolis (April, 2004) was a statement about the future. His reflections have helped others in attendance, such as Jesse Pittsley, PhD of North Carolina to build a common vision as young professionals. Jesse was taken by Jason's comments. When he returned to North Carolina, he founded the *North Carolina Association of Exercise Physiologists*. He has also written numerous articles about professionalism, professional development, and exercise physiology and, presently, is the Editor for the *Journal of Professional Exercise Physiology* (JPEP). Their work is about helping future exercise physiologists. This is exactly why Jason founded the *Wisconsin Association of Exercise Physiologists*. What is unique about Jason is that he has extended himself beyond his everyday work to carry us forward into the future. His leadership is about doing something meaningful for all exercise physiologists. After all, he would say, "It's about getting rid of the confusion, contradiction, and ambiguity about exercise physiology." Clearly he is breathing new life into exercise physiology in Wisconsin.

### **The Professionalism of Steve Jungbauer, MBA, EPC**

Steve's enthusiasm, excitement, and commitment to exercise physiology are contagious. As past-President of ASEP, he left a powerful mark. His track record exemplifies the leader who has an inner understanding of what it takes to get the job done. His Presidency faced many issues and concerns that could have easily thrown off the equilibrium of the organization. He limited the damage and kept ASEP moving forward just as he did with the ASEP 2003-2004 licensure document that was submitted to the Senators of Minnesota. Steve is very interested in satisfying the needs of the exercise physiologists. Getting people to pull in the same direction and working together smoothly is one of his strengths. In fact, under his leadership, as mentioned, significant changes at the Board level were made that were extremely difficult at the time. Steve's leadership is testimonial of his deep caring for the ASEP organization and its role in the professional development of exercise physiology. Not all decisions are easy. Many are down right a pain to resolve. Steve was able to remain objective in dealing with the board members, the process, and the specifics of what had to be done. His readiness to take charge and to set the stage for emphasis on "professionalism" provided a valuable service to all members of the Society. His Presidency is a model for all future leaders of the organization.

### **The Intellectually Challenging Lonnie Lowery, PhD, RD**

Last but not least by any means is Lonnie Lowery; a very capable person with many interesting ideas and strategic perspectives. His involvement with ASEP has been greeted with cheers of approval. As Editor of the *ASEP Newsletter*, he has developed a new and contemporary website to pass along news, events, and all messages important to exercise physiology. Each month he pinpoints a specific behavior, attitude, or skill by way of an editorial or article. And, after putting into place the monthly email steps to getting out the newsletter, he has thereby removed obstacles to encouraging others to read about ASEP. To fully understand his contribution to the organization, you would need to attend one of his lectures on supplements, athletics, and professionalism. Leaders are typically creative people, and Lonnie is more creative than most. I found his lecture in Indianapolis both intellectually challenging and timely. He established himself as a person with a keen understanding of ethics and professionalism. By bringing forth ideas that did not exist previously or that existed in a different form, Lonnie has continued to distinguish himself as an important and engaging member of the Board of Directors. Just between you and me, I'm captured by his knowledge of nutrition and his bonding with the ASEP organization.

### **The ASEP Influence on Exercise Physiology**

I'm glad Lonnie and the rest of the ASEP leadership are anticipating and creating the future of exercise physiology. Their thinking, action, and hard work are setting a direction that should have been defined decades ago. Now, that we know where we are going and how to get there our success is ensured. Members of the Board have, in effect, reinvented exercise physiology in the United States. There was no code of ethics before ASEP. There is a code now. There was no healthcare definition of what is exercise physiology before ASEP. There is a definition now. There was no certification designed specifically for the exercise physiologist before ASEP. There is one now. There was no accreditation of academic programs before ASEP. There is one now. There was no scope of professional practice before ASEP. There is one now. There were no truly visionary leaders of exercise physiology before ASEP. They exist now. If you are unfamiliar with these accomplishments and much more, study the ASEP website. The ASEP leadership has done these things for all exercise physiologists, and the leadership did it in a very short time period.

However, what is important about creating the future is that it carries with it many challenges that are not just about getting things done. For example, there is the hint that the organization is too small as if being big is the answer to strategy formulation or the difference between success and failure. Being big is a good thing in many respects, and yet it can be a problem when the organization is guided by groupthink. Entrepreneurial leaders understand the value in being small and in reinventing new ideas and strategies. Hence, there will be times when, no matter how much you desire otherwise, how desperately you may want to be embraced by a larger audience, you will need to appreciate the influence of a smaller organization. Small is not bad. Everything that is big started small. It is admittedly the first step of change, regardless of idealism, experience, and enthusiasm. With small comes possibilities, with small comes different points of view, and with small comes determination and tenacity.

Everything has a beginning. I read somewhere, as I recall, “Benjamin Franklin was 16 when he became a newspaper columnist, but he was 81 when he forged the compromise that framed the Constitution of the United States.” Being small either in size or age has little to do with Academy Award status. So in the middle of a conversation, when a colleague talks about the importance of a larger organization, and states that ASEP is small and, therefore, insignificant you will have a better understanding of how to think about the comments. Most every organization has its place, much like everything else we encounter in life. Perhaps, rather than speaking badly of a small or medium size organization, we should think about the interconnectedness of everyone and everything. So much is at stake when we catch ourselves putting down an employee or turning our backs to a new idea. Some organizations will never be big and they shouldn’t be. It is not about bigness anyway. An organization’s commitment to its members and its vision is what leadership is about.

What a great gift the ASEP leadership and members who support the ASEP perspective have given all exercise physiologists! What they have done is not just point us in the right direction, but they have given us hope as well. If we will just stop for a moment to reflect, we will find ourselves no longer separated from the right path to success. There is nothing more important than going in the right direction. Perhaps you will find yourself thinking about the ASEP leadership, in a discussion with a colleague tomorrow, in the laboratory of another important research project, or in an email with a student. Maybe, then, you may realize the true treasure of any organization is its leadership and its members who restore and renew our hope in a better future. Can you imagine how much happier and more satisfied we would be if all exercise physiologists embrace the ASEP experience? Incredible accomplishments await us. Everyone wins.