

The *New* Executive Skills Lab



Jackie Gaines, Principal
National Speaker, Author

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Session Objectives

1. To offer C-Suite executives leading practices to support success in their new role.
2. To offer opportunities to discuss key challenges and leadership considerations in navigating today's environment.
3. To discuss considerations in working with Boards
4. To explore the importance of self-reflection and continual personal/professional growth as the “secret sauce” to high performance

** All images used throughout the presentation are from the Google image library- copywrite free.*

WHO'S IN THE ROOM?



TALK TO THE GROW...

DON'T OBSESS ON YOUR PRESENTATION

UNPLUG
TALK AMONGST YOURSELVES

BENEFITS ARE LONG-TERM

BE HERE NOW



SENIOR FELLOW
TIPS & TR



COMMON QUESTIONS:

? How do we parse out SIGNAL to NOISE?

COST PER UNIT

CAPACITY

What do you want to get out of this session?



Areas of greatest need as a new executive?

Monsters in the Closet

Let's Talk About Fear

Whether you're stepping into a new role, taking on additional responsibilities in your current role, or just here to step your leadership skills up a notch, take a few minutes to identify what you fear or what you are worried about as it relates to your leadership position

Place your comments, concerns, and fears on the index cards.

Myth *versus* Reality

Common Assumptions That Can Lead to Failure

Myth	Reality
I'm in charge so I can do what I want.	I can't do anything without the buy-in of my staff.
I'm King / Queen of the world.	I must earn their respect and trust before I can be seen as their leader.
You will be compliant and do what I say.	Compliance does not mean they are committed to me or my vision.
I need to create relationships that focus on the individual.	I need to create a culture that allows the team to be successful.
I need to maintain smooth operations and ensure everything is in working order.	I am a change agent. I will help facilitate change to enhance the team's performance.

Leadership Defined

**For the strength of the pack is the wolf.
And the strength of the wolf is the pack. ~Rudyard Kipling**

- True leaders are not those who strive to be first but those who are first to strive and who give their all for the success of the team.
- True leaders are first to see the need, envision the plan, and empower the team for action.
- By the strength of the leader's commitment, the power of the team is unleashed.



Executing for a Viable Future





**Laying the
Foundation for
Success**

Our Current Environment

Our Organizations are Unstable!

Instability leads to challenges in the finances, workforce and organizational culture that cannot be wished away

What have you witnessed?

What are the top 3 barriers to a successful implementation of your strategic initiatives?



WE MUST LEAD FORWARD!

HOW WILL WE LEAD FORWARD?

Key themes:

- Reconnect to Mission, Vision and Values
- Invest in Foundational Skill Building
- Focus and Successful Execution
- Organizational Agility
- Internal and External Collaboration

What is Leading Forward?

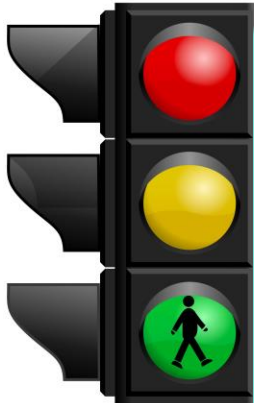
- Looking retrospectively at our journey to date to be a high performing organization against all strategic priority areas
- Keeping both eyes and ears open related to current variables impacting performance (real and potential) as you think strategically about the best path forward
- Embracing your role in driving the organization's mission, vision and values
- Engaging and **LEADING FORWARD**

Jackie's Observations

COVID's Impact on Organizational Dynamics and the Workforce



**Prolonged Crisis
Leadership- Are we stuck
on Yellow?**



Red: Life Threat – Freeze
Immobility Response

Yellow: Danger –
Fight/Flight Mobilization,
Self-Protection

Green: Safe – Relaxed
Socially engaged, Rest
and Digest



Yellow Solidifies the Walls of Organizational Silos

Collaborative leadership is essential for future viability

What

What do you Need to Lead
Forward as a Leader?



Leaders in your life...Hold that thought

The best

The worst



Characteristics of great leaders



- Cared about us
- Gave honest feedback
- Developed our skills
- **Held us accountable for our performance**
- Celebrated our success

A man with short brown hair, wearing a light-colored suit jacket, is seen from behind, looking at a dark chalkboard. On the chalkboard, a thought bubble is drawn in white chalk, containing the word "LEADERSHIP" in bold, white, uppercase letters. The thought bubble is connected to the man by three smaller circles of increasing size, suggesting a train of thought or a concept being considered.

LEADERSHIP

Traits Often Shared by Effective Leaders

Where do you see yourself? What areas will you need to grow?

- * **Drive**

High energy, displays initiative and is tenacious.

- * **Self-confidence**

Trust themselves and their abilities.

- * **Creativity**

Original in their thinking.

- * **Critical Thinker**

Able to integrate and interpret information.

- * **Industry knowledge**

Know their industry and its technical foundations.

- * **Motivation**

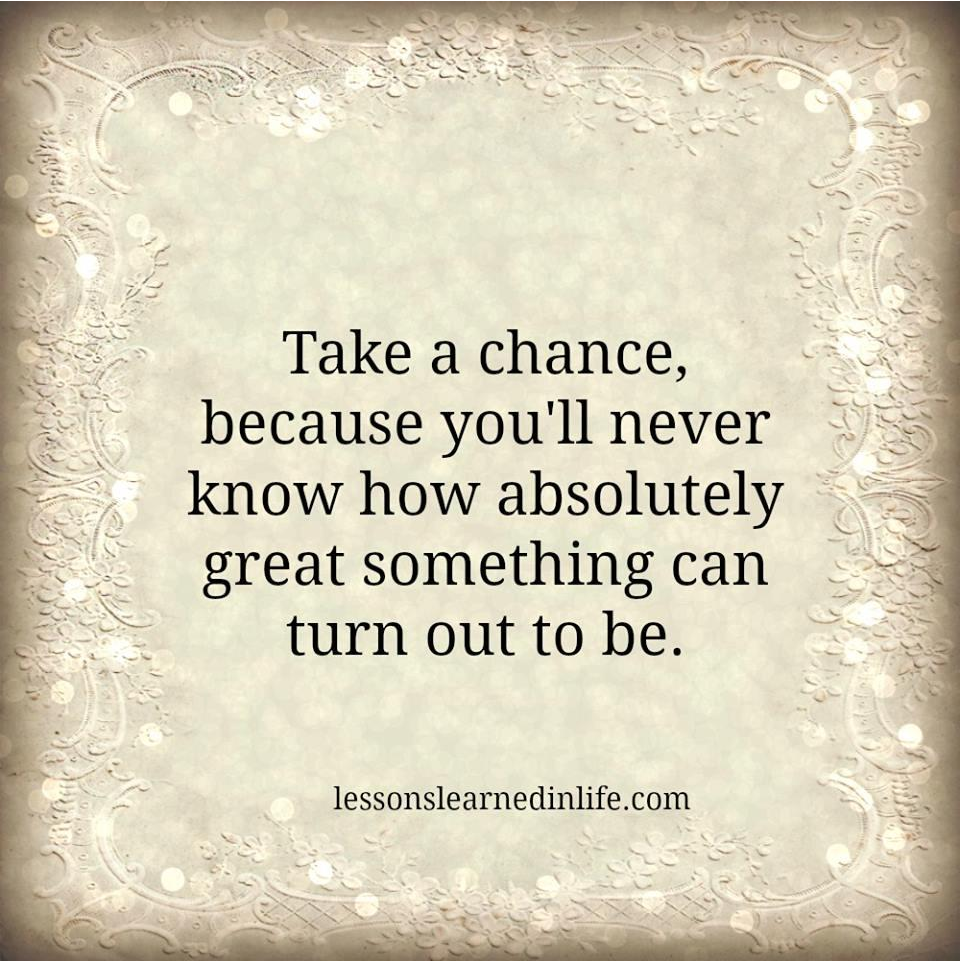
Enjoy influencing others to achieve shared goals.

- * **Flexibility**

Adapts to fit the needs of followers and demands of situations.

- * **Honesty and integrity**

Trustworthy and dependable



Take a chance,
because you'll never
know how absolutely
great something can
turn out to be.

lessonslearnedinlife.com

Stay integral!

Let's Chat:

Are you a BOSS or a LEADER?

What's the Difference?



Lean into
Leadership!



Leaders can impact organizational culture, operational well-being and results with their words.



Let's Chat: What Are Some Power Words to Advance Employee Engagement?

Simple, direct, unambiguous

Please – It tells the listener you need them, you need their help, and it means something to you

Thank-You – It's essential to thank employees for their efforts. Salary, perks, all those things are part of the employment contract; 'thank you' is a person-to-person recognition of effort

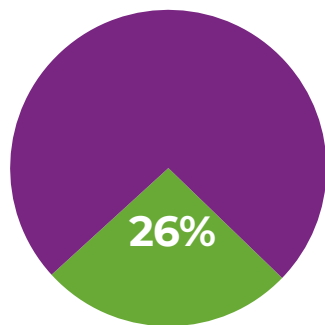
Do you have a moment – It tells them you value their time and effort, and it lets them know you expect the same respect in return.

I understand....only if you really do!

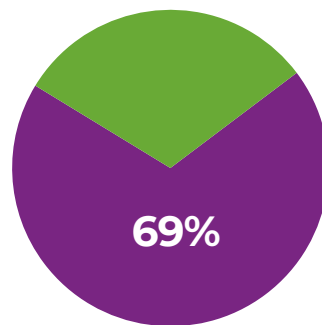
Well done!

Performance Expectations Words

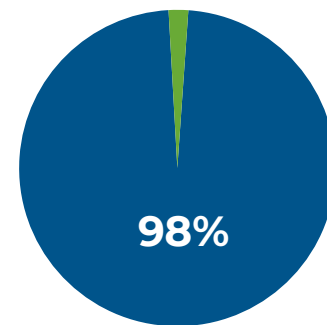
Words that drive compliance



Expected



Required



Mandatory



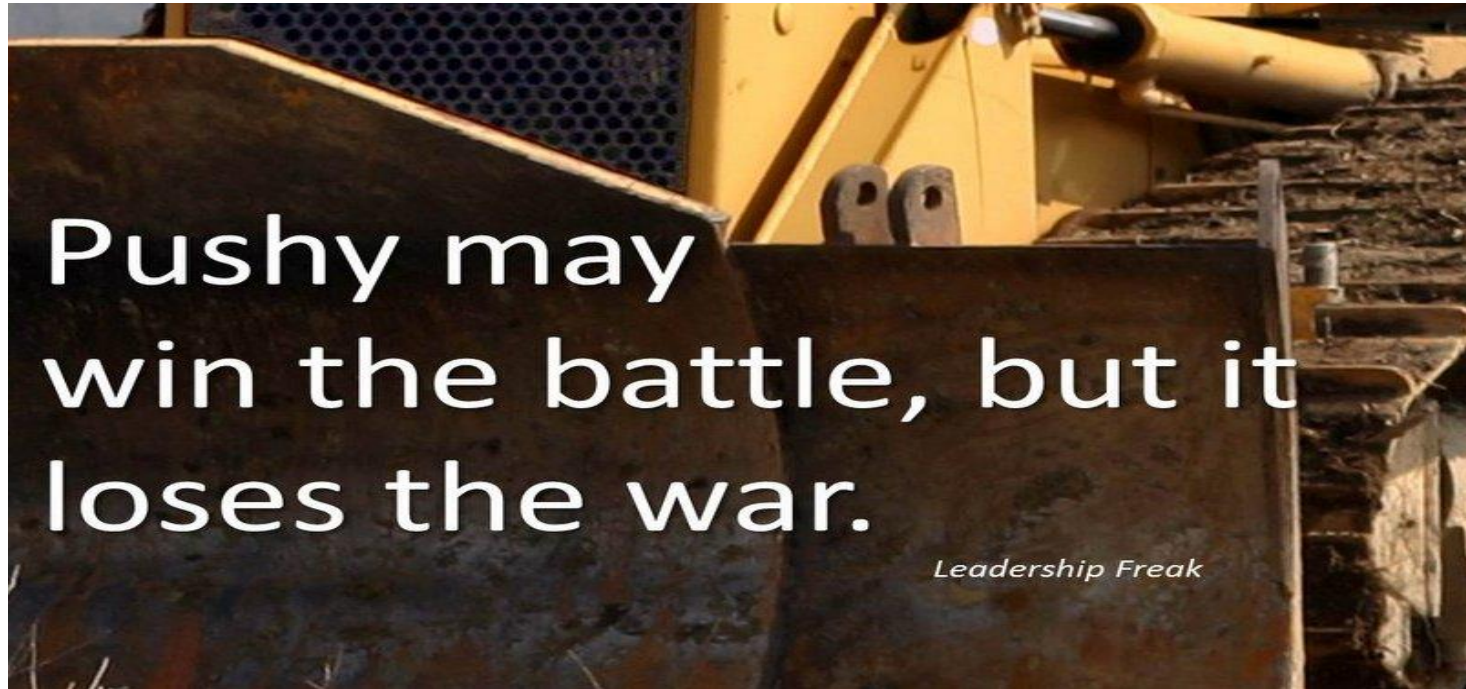
The “POWER” in “Managing Up”

What happens
when we “Manage
Down”?

“

Respectful truth-telling is a core value to maintain, even in difficult situations.”

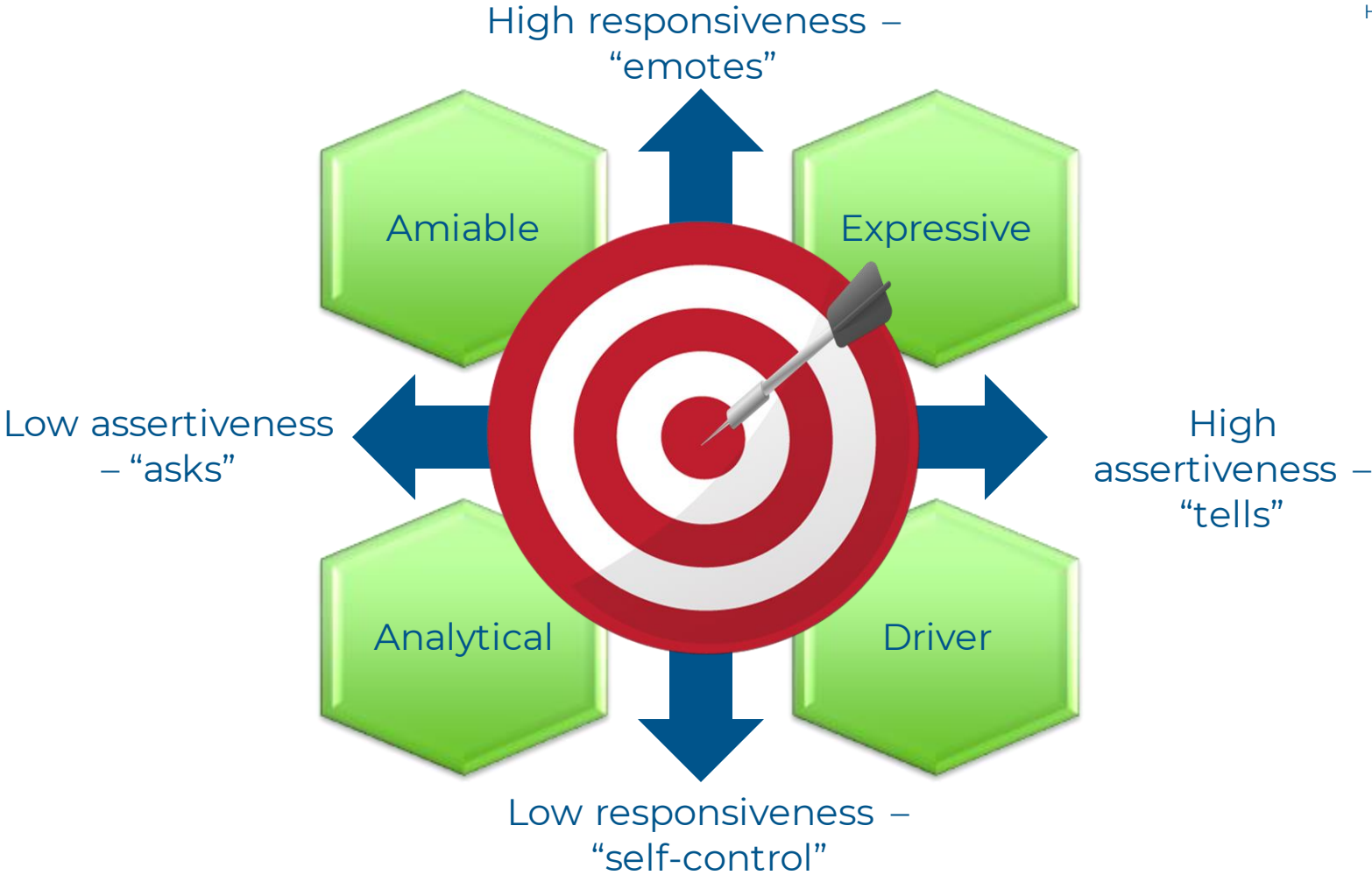
Your Assertiveness Toolbox!





Assertiveness is an art form that you can utilize and refine throughout your career. Although you might still be judged negatively by some for being direct and bold at any time, when you are diplomatically assertive, you are more likely to get what you want.”

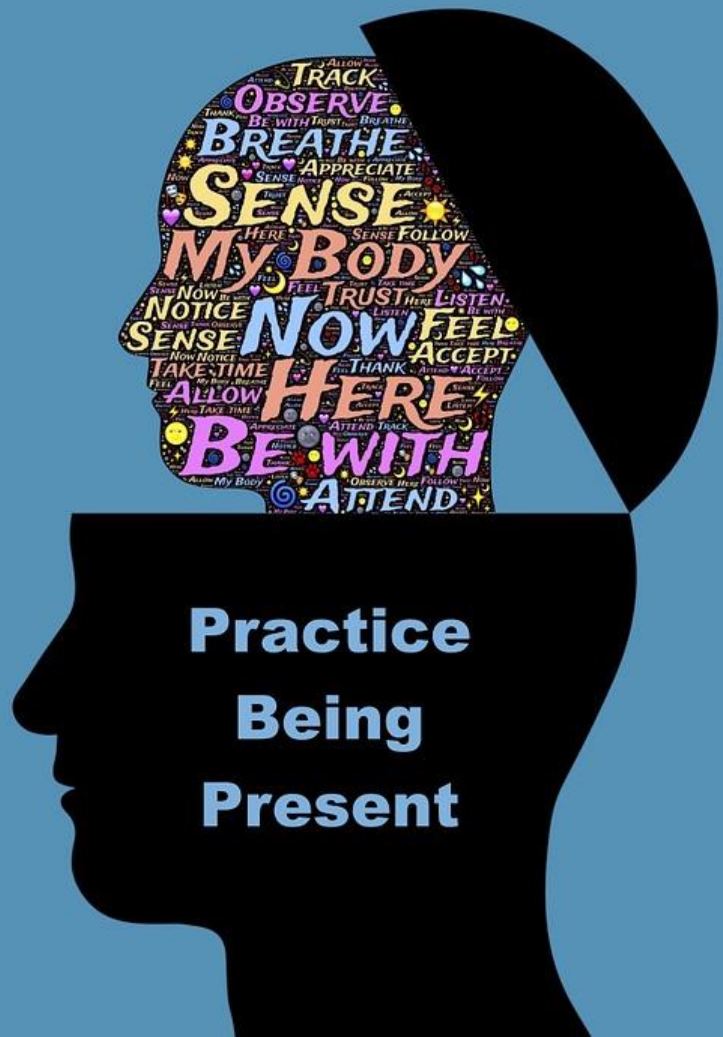
~JACKIE



Trick of the Trade

Lead with asking permission to be reflective or offer feedback- human curiosity will lead to a “yes” most of the time and changes the dynamics of the conversation.





Top of Mind Leadership Considerations

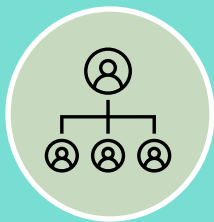
Organizational Structure and Culture

Meaningful Work



- Jobs and values fit
- Autonomy and agency
- Agile teams, supportive coworkers
- Time to focus, innovate, and recover

Strong Management



- Clear goals with stretch opportunity
- Regular coaching and feedback
- A focus on management development
- Transparent, simple performance management

Positive Workplace



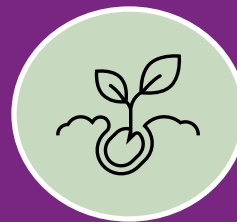
- Tools, processes, and systems to get work done productively
- Appreciation, recognition, and rewards
- Flexible work hours and workspace
- Inclusive, diverse, and sense of belonging and community

Health and Wellbeing



- Safety and security in all aspects of work
- Personal fitness, health, and physical wellbeing support
- Psychological and emotional well-being and support
- Family and financial support

Growth Opportunity



- Open, facilitated job and role mobility
- Career growth in multiple path
- Many forms of learning as needed
- A culture that supports learning

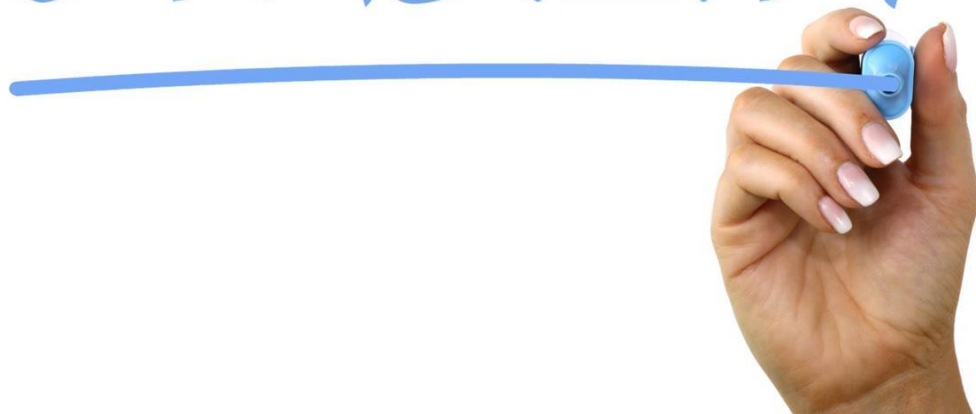
Trust in the Organization



- Mission and purpose beyond financial goals
- Transparency, empathy, and integrity of leadership
- Continuous investment in people
- Focus on society, environment, and community

Focus on Stability, Trust and Psychological Safety- Invest in Relationships

STABILITY



“

“Trust is like blood pressure; it’s silent, vital to good health, and if abused, it can be deadly.”

FRANK SONNENBERG (AUTHOR)



Impact of Trust in Organizations

Multiple Sources

- 50% More productive teams
- 106% More energy
- 74% Less suffering from chronic stress
- 29% Happier with lives
- 13% Fewer sick days
- 76% More engagement
- 40% Less burnout

Stephen MR Covey

Speed of Trust

- **So...Trust is BOTH EARNED AND GIVEN.**
- If you give trust, you will get trust.
- If you are given trust, you are likely to earn trust.
- Good leaders trust first – when a leader trusts you, you are inspired and want to earn it
- Trust is what turns a group/gathering into a team
- Trust is what moves a team from Coordination to Cooperation to Collaboration
- People don't want to be managed; they want to be led...they want to be trusted...

13 Behaviors in High Trust Leaders

Speed of Trust – Stephen MR Covey

Character

- Talk Straight
- Demonstrate Respect
- Create Transparency
- Right wrongs
- Show loyalty

Competence

- Deliver Results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability

Character & Competence

- Listen First
- Keep Commitments
- Extend Trust

How Can You Demonstrate These Behaviors to Each Other and Your Team?

Turn Your Strategic Priorities into Action!

6 Steps to Successful Implementation- Re-establish expectations and accountability structures

- **Step 1: Communicate your goals-** Clearly identify and align the goals and key variables of your strategy. Minimize vague messaging (*Don't speak snowflake*)
- **Step 2: Engage your team-** Create focus among our team and drive accountability by delegating work. Consider all possible stakeholders. Encourage active participation – the earlier in the process, the better.
- **Step 3: Execute your plan-** Allocate necessary resources and put your plan into action. 90-day increments are more effective than boiling the ocean and more acceptable to a team. Celebrate small victories along the way- don't wait for the end of the story.
- **Step 4: Stay agile-** shift your tactical approach to align with results to date and unforeseen variables impacting performance
- **Step 5: Stay results oriented and follow-up-** consistency, persistence and strong communication with all stakeholders are essential leadership must haves in “hardwiring” results and sustainability. Don't forget to celebrate outcomes.
- **Step 6: Reflect, reset, lead forward!** Look both retrospectively and prospectively on results and variables impacting success. Let them guide you to your next steps.

BREAK



How

Execute Organizational
Goals to Impact Top
Strategic Priorities





Don't practice knee-jerk leadership!

Breathe
Be strategic

Lessons Learned



If you settle for mediocrity, then mediocre is all you will ever be.

As a leader you must own not just successes but also failures.

When you say to yourself, “everything that happens here is the result of or a reflection of my leadership”, you are more inclined to look for ways to be successful.



THINK ...BRAND EXCELLENCE!

Em“power” others often- leveraging the talent of the team

- Results will be achieved faster and sustained longer!
- Be Proactive.
- Identify stakeholders.
- Figure out what part of the process/change/decision they can participate or even lead.

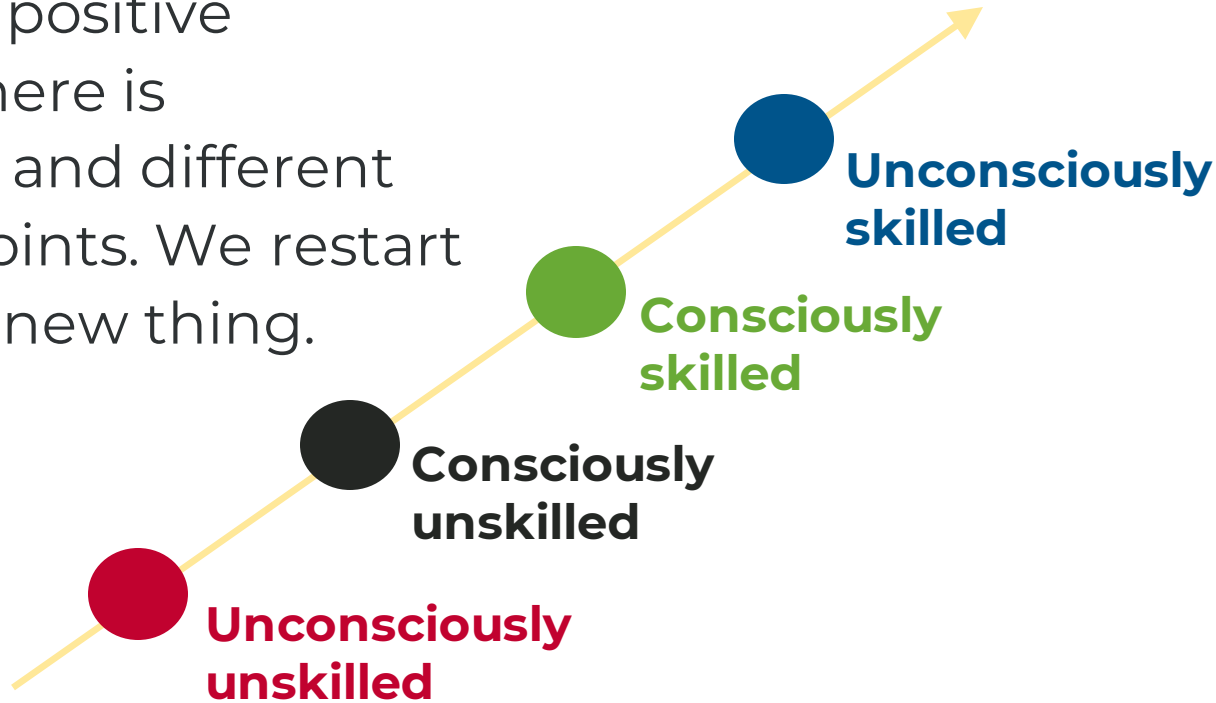


“ Not only are many strategic issues too big or complex for a single manager to handle, but they are often cross-functional and cross-departmental in nature.”

**THOMPSON, A. A., & STRICKLAND, A. J. (1999). *STRATEGIC MANAGEMENT: CONCEPTS AND CASES*
BOSTON, MA: IRWIN MCGRAW-HILL.**

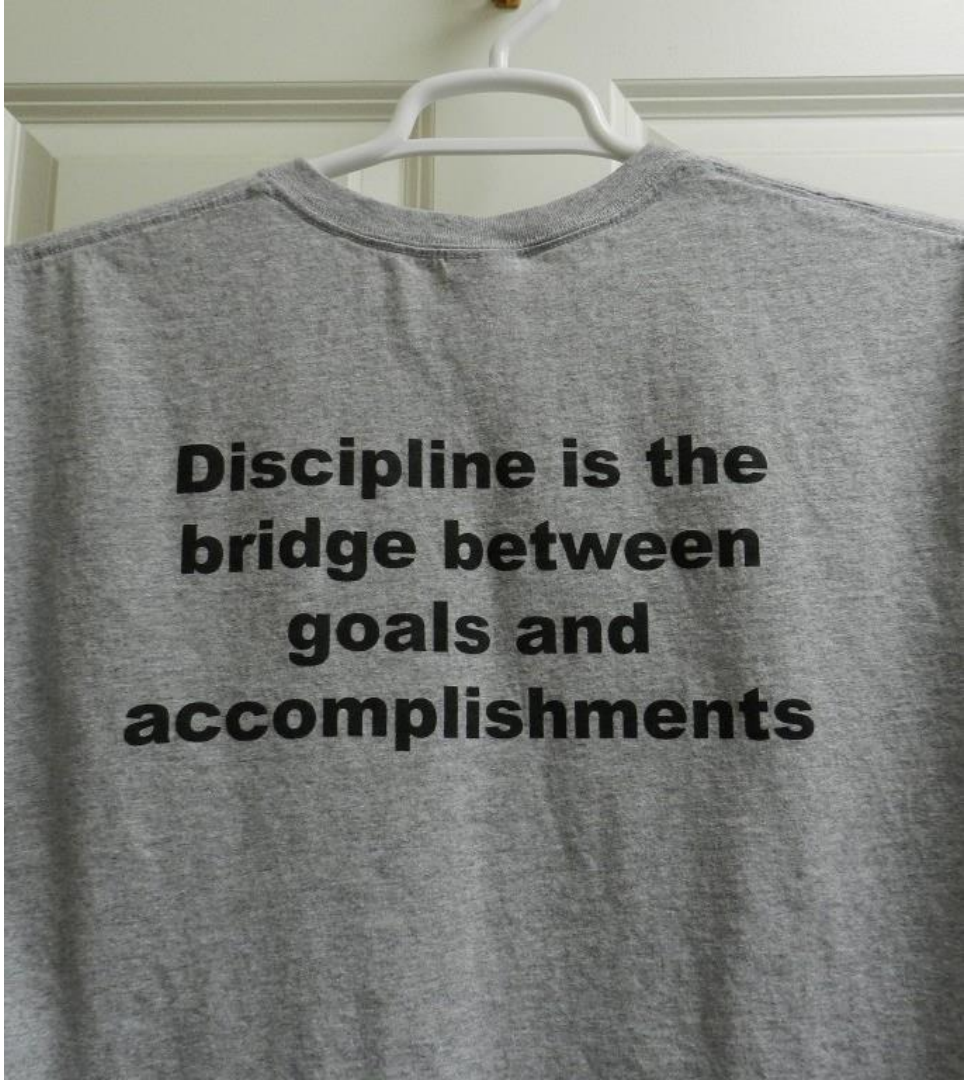
Phases of Skill and Change – Individual

Even with positive change, there is resistance and different starting points. We restart with each new thing.



Source: Abraham Maslow; 1940; "Four Stages for Learning Any New Skill"; Gordon Training International by Noel Burch; 1970

Success Will
Require Focus
and a Disciplined
Approach

A gray t-shirt is hanging on a white plastic hanger. The t-shirt has a quote printed on it in bold black text. The quote reads: "Discipline is the bridge between goals and accomplishments". The background shows a white door frame and a light-colored wall.

**Discipline is the
bridge between
goals and
accomplishments**

Accountability is a tool in the leadership toolbox required to focus the team on achieving organizational results!



Accountability



*The obligation to demonstrate and take responsibility for performance **in light of agreed upon expectations**. There is a difference between responsibility and accountability; responsibility is the obligation to act; accountability is the obligation to answer for that action.*

A look *back*...
and a look *forward*

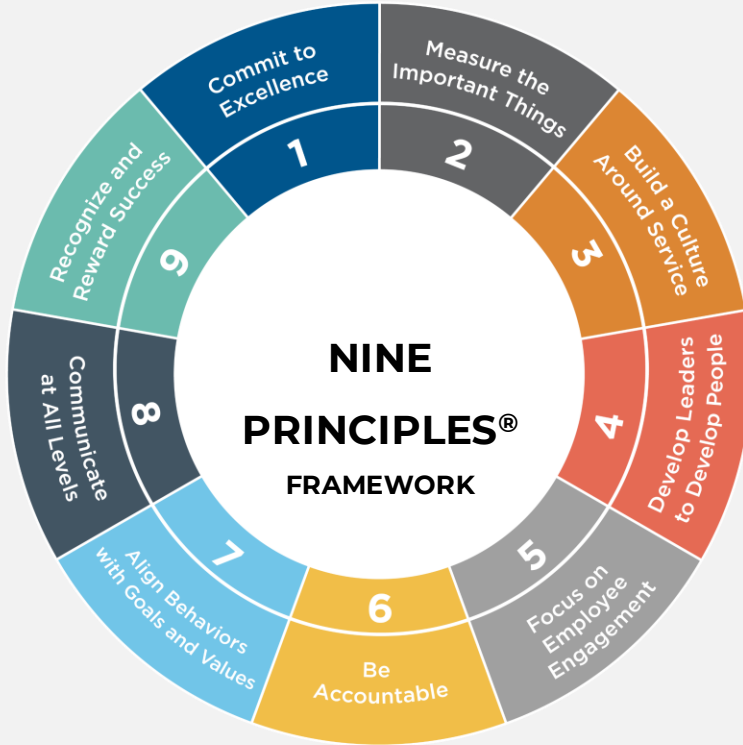
Accountability is both
prospective and
retrospective

What is preventable?
Did we achieve what we
said we would?

Key Factors to Achieve High Performance

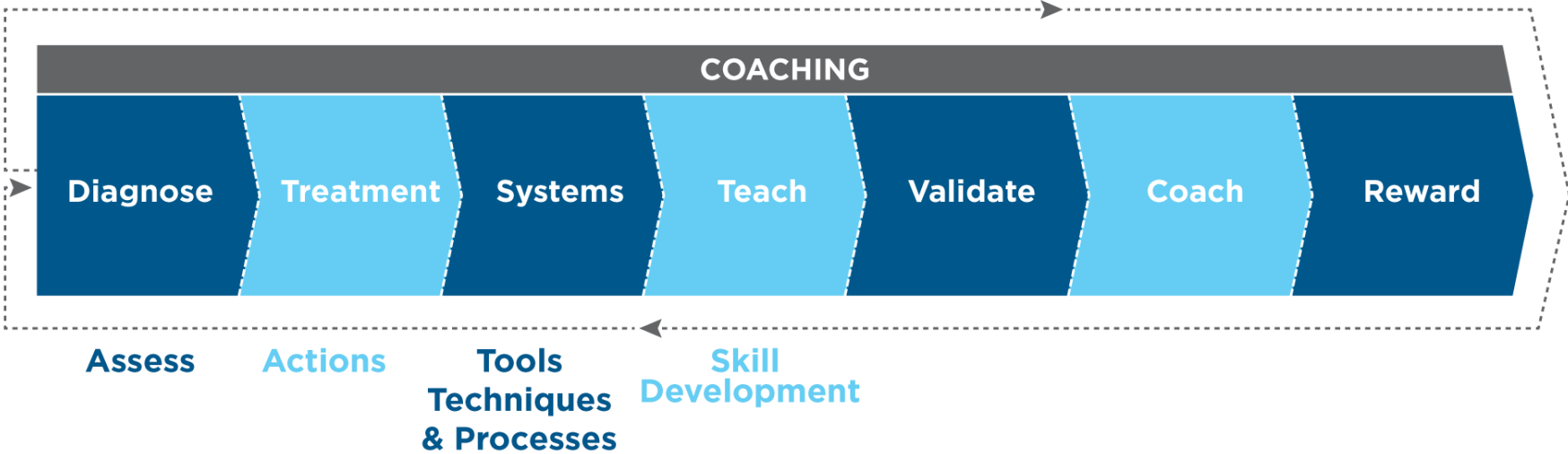


Nine Principles® Framework



- PRINCIPLE 1: COMMIT TO EXCELLENCE**
 Set high expectations to achieve results while living out mission and values.
- PRINCIPLE 2: MEASURE THE IMPORTANT THINGS**
 Continuously track progress to achieve results with an improvement mindset.
- PRINCIPLE 3: BUILD A CULTURE AROUND SERVICE**
 Serve others with great care and concern.
- PRINCIPLE 4: DEVELOP LEADERS TO DEVELOP PEOPLE**
 Coach people to be their best at work.
- PRINCIPLE 5: FOCUS ON EMPLOYEE ENGAGEMENT**
 Attend to aspirations and desires in the workplace.
- PRINCIPLE 6: BE ACCOUNTABLE**
 Commit to individual accountability to achieve organizational goals.
- PRINCIPLE 7: ALIGN BEHAVIORS WITH GOALS AND VALUES**
 Apply consistent practices to move the organization in a positive direction.
- PRINCIPLE 8: COMMUNICATE AT ALL LEVELS**
 People know why what they do matters.
- PRINCIPLE 9: RECOGNIZE AND REWARD SUCCESS**
 Value and appreciate people working together to get results.

Driving performance




Use SMART Goals

Specific, Measurable, Aggressive, Realistic, Time-bound

- **Goal Statement includes the following information:**
 - Increase/Decrease/Maintain
 - to the amount of
 - as measured by
 - for the time period
- Aligned to annual goals
- Quantitative



Leading Forward Toolkit for Leaders



Successful leaders acknowledge the worst
and move forward with their best.

How Do Leaders Help Reconnect Their Teams to Mission, Vision and Values?



Critical Skills?

What have you done well to date?

Critical Skills for Leaders

Mission, vision, values

- Standards of Behavior
- Connect to Purpose/Storytelling
- Understand organizational strategy
- Goal/Results focused (connect tactics to goals and results)
- Joint action planning with other stakeholders
- Communicate the “why” ,”what” and “how of our work



Points for Distinguishing Behaviors from Results



Behavior is often confused with results.

For example, “my staff are using AIDET with our patients” is a **behavior** and not a **result**.



A result would be because your staff are using AIDET, your patient experience scores go up.



The key is to establish behaviors that are also tied to measurable results.



Read the Map!

Data Will Be Your Compass

- Data will direct leadership decisions and action plans
- Data will offer objective accountability metrics
- Trend lines (quantitative data) and continued dialogue with all stakeholders (qualitative data) will lead the way.

Critical Skills

People

Post information about new hires, turnover, and overtime. Include ideas to help employees see the impact they have in the department

- Employee engagement focus
- Annual engagement survey participation
- Employee rounding
- Team meetings
- AIDET® - coworker
- Reward and Recognition
- High Solid and Low communication
- Annual competencies
- Tough conversations



Critical Skills

Quality

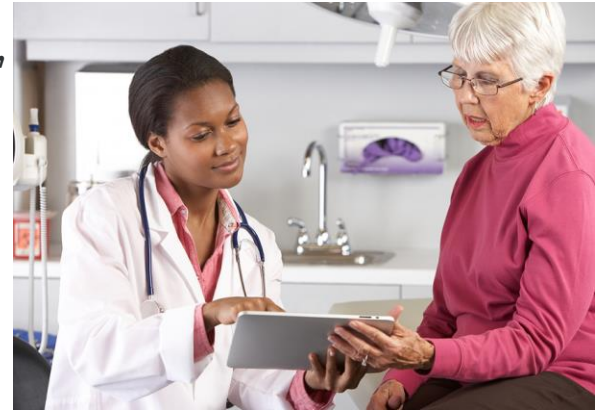
- List quality indicators for each department, the goal for each indicator, and the current status of each indicator
- Know your “numbers” for targeted quality metrics
- Monitor, track and share with team monthly
- Include stakeholders in improvement strategies (planning through execution)



Critical Skills

Service

- Post scores and information relating to engagement levels of various groups: patients, physicians, and other departments
- Understand patient experience data for your span of control and how it relates to organizational performance
- Monitor, track and share results monthly with team
- Connect the dots between tactics and results
- AIDET® coaching and validation



Critical Skills

Community

- Contains articles showing the impact the organization has in the local community, philanthropically and in other ways. This is also a great place for external environment news
- Participate in outreach and fundraising activities as applicable
- Always be an ambassador for the organization



Create Professional Development Plans

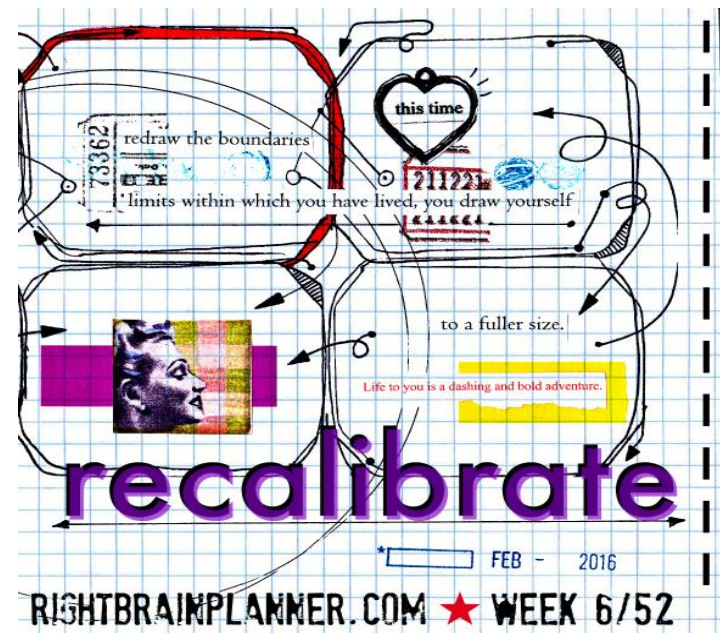
Review progress at least quarterly with one-up

- Annual – 1-2 areas of
- Considerations- personal vision, past performance evaluations, team outcomes
- Review progress during monthly supervisory meetings
- Integrate conferences, readings or utilize the learning lab to advance performance in areas of greatest opportunity for growth



Use a Monthly Supervisory Meeting to recalibrate:

- Both parties come prepared – agenda-based discussion
- Results driven - 80/20 rule
- Action plans = close the gap to goal
- Clarity in expectations and next steps
- Professional development and completion of key leadership task



Use Your Voice to Effectively Communicate and Collaborate

Essential elements in your prescription for a Culture of High Performance!



Building and Sustaining a Collaborative Culture – *Why? Why? Why?*

Our future viability depends on it!

- Workforce engagement, retention and recruitment
- Shared goals and a unified focus on results
- Increased effective communication-proactive versus reactive leadership
- Stakeholder inclusion which improves morale and ownership
- Increased efficiency/productivity, decreased rework
- ***We just don't have the same depth of resources!***
- Other?



*Communication is the key to collaboration. **Learning how to express yourself and receive others respectfully** is the secret sauce. You must understand the strengths and weaknesses of your communication style, as well as how others communicate.*

JACKIE GAINES



Don't Fear Thinking Outside the Norm



Partnerships,
Mergers and
Acquisitions



Agility Tips for Leaders

Stay focused on the Patient Experience (our primary customer)

Welcome change. Agile processes harness change for the customer's competitive advantage.

Work together! Collaboration seeds sustainability.

Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.

Communicate often and face to face if possible. Use every possible forum available (remember the rules for adult learners)



Agility Tips for Leaders

Measure Progress. Track performance at regular intervals (weekly, monthly...). Share results transparently. Course correct as needed.

Anchor work in sustainable processes. Agile leaders strive to maintain a consistent level of activity which translates to consistent velocity. One important result is a better ability to forecast.

Quality and Excellence cannot be lost to chaos and speed. Be ever vigilant to both.

Keep changes simple. Agile leaders are ruthless about cutting functionality that does not lend value.

Reflect for Effectiveness. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Accountability is Imperative



Accountability - Cascading from the

1. Strategic Plan

2. Strategic Action Plans

Specific plans related to each strategic priority areas. providing detail and ownership.

3. Organizational Goals

Well articulated, specific and objective outcomes for each pillar plan.

4. Cascaded Goals

4-6 specific goals cascaded to each leader, weighted to show priority areas and a range of performance that may be achieved (e.g. 1-5 rating, where 3 is meeting goal).

5. Executing the Plans and Feedback Loop:

90 Day Action Plans: identify the actions to be taken in order to accomplish goals.

Monthly Meeting Model: structured leader-to-leader meetings that allow for focus, prioritization and review of progress.

Executive and Board Reports: monthly review of organizational progress to date in a balanced scorecard format.



Reward and Recognize Success

Invest
in YOU!

Reflection

Professional
Development

Work-Life Blend

Relationships

Taking care
of your mind &
thoughts

Taking care of
your physical
health & body

Self-Care

Increasing your
own well-being through self-
care behaviors

Taking care
of your spiritual
health

Taking care of
your emotions



Tip #1:

Cultivate a positive,
optimistic mindset

EXAMPLE: Unsuccessful Round with Employee

Negative Mindset: PESSIMIST

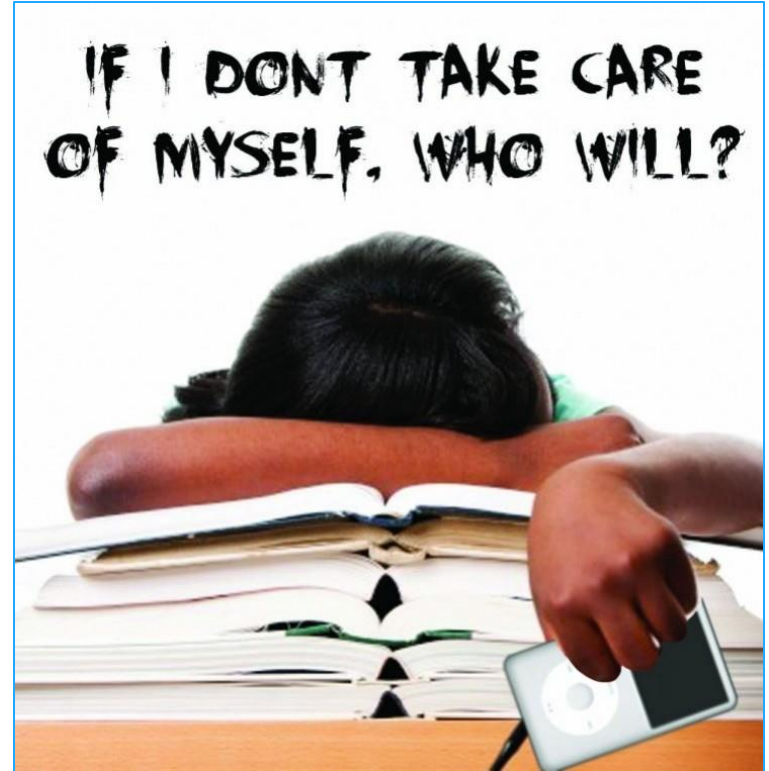
- Rounding is never going to work! (**permanence**)
- I might as well quit now if I'm such a terrible leader (**pervasiveness**)
- I'm such an idiot; why did I ever think I could lead anyone? (**personalization**)

Positive Mindset: OPTIMIST

- Well, that round didn't go well. (**limited**)
- I'm glad I had those positive rounds with staff yesterday (**isolated**)
- I certainly learned not to approach this employee with vague questions next time (**external**)

Tip #2:

Make personal
health a priority

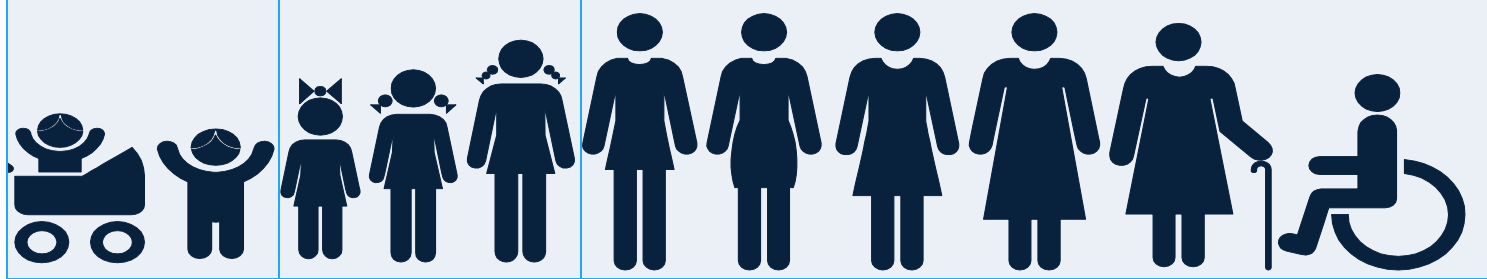


Tip #3: Practice Self-Compassion



1. **You notice** you are suffering and start paying attention to it
2. You know you need help and **feel the desire within you to take care of yourself** and the things that are important to you
3. You recognize that suffering, failure and imperfection of self is a common human experience and that **you own what you are going to do about it**

Tip #4: Pursue what work-life blend means to you





Personal Resilience

Create your personal resilience development plan

- What is your personal mission for who you are today?
- What is your personal vision for who you want to be tomorrow?
- What are the values you need to be present in your life to strengthen and/or nurture your resilience?
- What behaviors will you begin to build and sustain resilience

Personal Resilience Development Plan

Create your personal resilience development plan by doing the following:

1. Ask yourself: "What positive behaviors do I need to practice and/or learn more about to be resilient through negative events in my personal and professional life?"
2. Prioritize your development based on which behaviors you believe will help you establish a meaningful strategy to maintain a positive mindset.
3. Complete the document below, and discuss your plan with your direct supervisor.

(Deepest learning is achieved when multiple education methodologies are utilized. Incorporate reading, role play, practice, videos, mentoring, etc. in your plan to ensure the best learning experience for you.)

Name:		Date:	
Area for Development	Actions	Due Date	Comments

Tip #5: Continue to grow personally and professionally

Maintain a passion
for what you do!



Can you articulate what you value most about working for your organization? Remember the “why”!



Story-telling can be powerful

Success is About...

- Relationships
- Shared mission and values
- Support
- Alignment, Action and Accountability
- Commitment

It's about **YOU AS LEADERS!**

IF YOUR
PRESENCE
DOESN'T
MAKE
AN
IMPACT

YOUR
ABSENCE
WON'T
MAKE A
DIFFERENCE

I am only one,
but I **am** one.

I cannot do everything,
but I can do something.

And I will not let what
I cannot do interfere with
what I can do.

– Edward Everett Hale



Working with Boards: What do I need to Know?

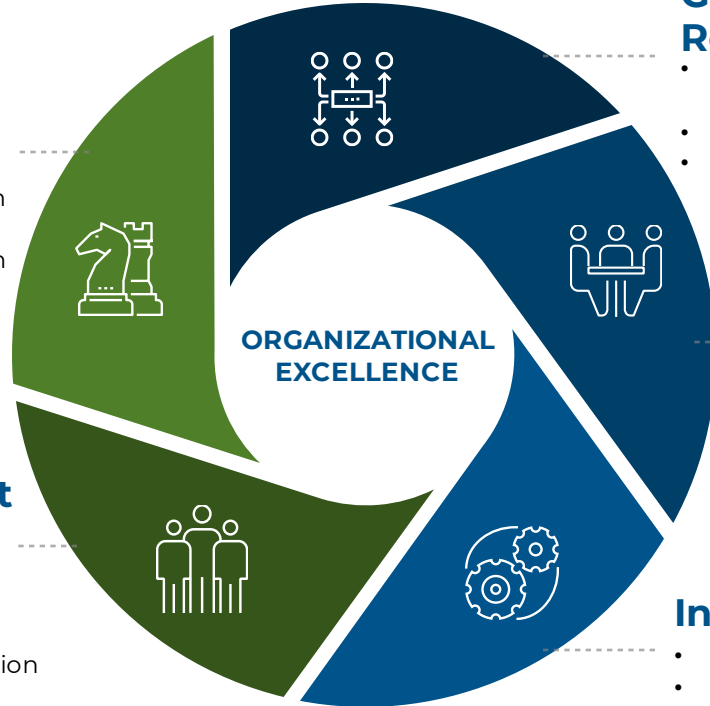
High-Performing Boards Lead to High-Performing Organizations

Strategy

- Sustainability of mission, vision, values
- Visioning and strategic direction
- Strategic monitoring
- Risk assessment and action plan
- Evaluation of opportunities
- Organizational culture

Leadership and Talent

- CEO selection, retention and evaluation
- CEO/Top leadership succession planning
- Board development and succession planning
- Board of the future competency mix
- Diversity, equity and inclusion



Governance Roles & Responsibilities

- Management oversight and relations
- Medical staff oversight and relations
- Accountability and service to community

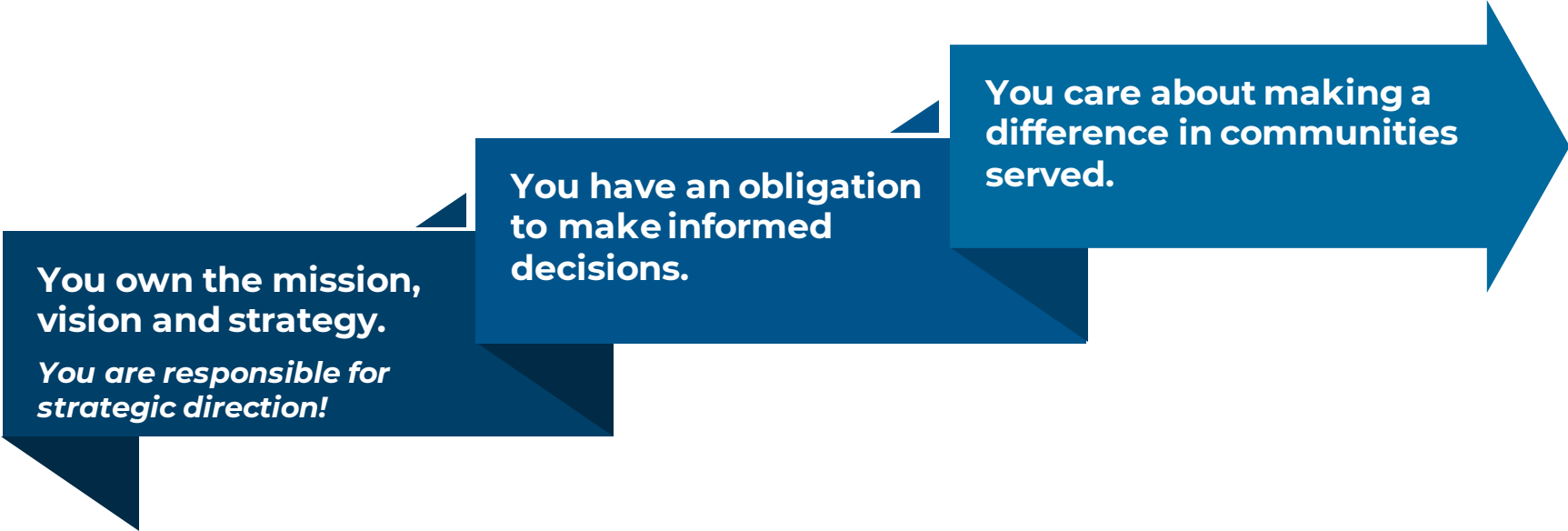
Board Effectiveness

- Board self-assessment and evaluation
- Board improvement plan
- Board culture and engagement
- Board orientation and development
- Effective meetings

Infrastructure

- Board compact
- Structure and committees
- Board policies
- Monitoring performance

Organizational Viability Starts with the Board of Directors



Essential Responsibilities of a Board

01

Determine the Organization's Mission and Purpose

02

Input on Strategic Direction and Planning

03

Select the CEO

04

Support the CEO and Review CEO Performance

05

Approve Operating and Capital Budgets

06

Provide Oversight and Monitoring of Strategic and Financial Plans and Risks

07

Enhance the Organization's Public Image

08

Assess its Own Performance

Board of the Future: Talent and Expertise

Given market trends, have you considered representation of these areas on your board?

- Data / Analytics / Informatics
- Technology
- Consumer / Retail
- Culture Development
- Insurance
- Public Health / Social Determinants
- Talent Strategy
- Consolidation / Integration
- Experience
- Mergers / Strategic Alliances





Boards and board members perform best when they exercise their responsibilities primarily **by asking good and timely questions** rather than by ‘running’ programs or implementing their own policies.

RICHARD INGRAM,

TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

What Makes a Great Board Member?

- *Membership will look great on my resume!*
- *What do I have to do?*
- *Do I have to come to all the meetings?*
- *I have a lot of other obligations*
- *How may I help?*
 - *I am really looking forward to this opportunity to serve my community!*
- *Passion & dedication*
- *Count on me, I will be there!*



Basic Requirements

Duty To Care

A Board member carries out their duties in good faith:

- *Attends meetings regularly (including reading materials before the meeting)*
- *Stays informed about the organization*
- *Exercises independent judgment when voting*

Duty to loyalty

The Board member acts in a way that will not harm the organization.

- *No personal gain or benefit*
- *Beware of conflict of interest*
- *Maintains strict confidentiality*

Basic Requirements

Duty of Obedience

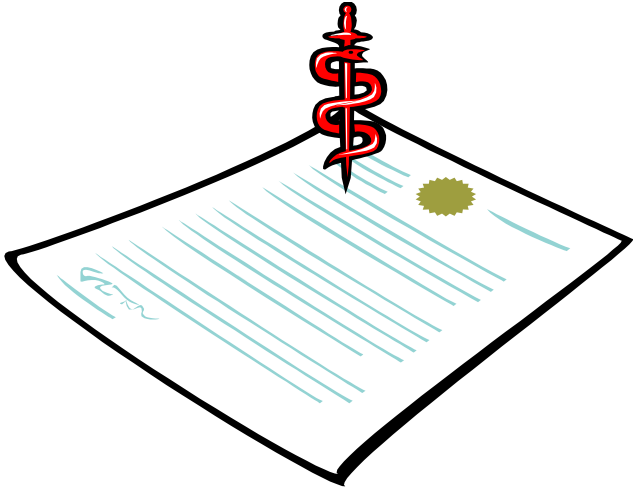
Board members are *legally* bound to the articles of incorporation, corporate policies, mission and core values.



Board members assist the organization to stay true to its mission, core values and all legal obligations to the community served.

This includes federal, state, local laws as they relate to operating a cooperative living campus.

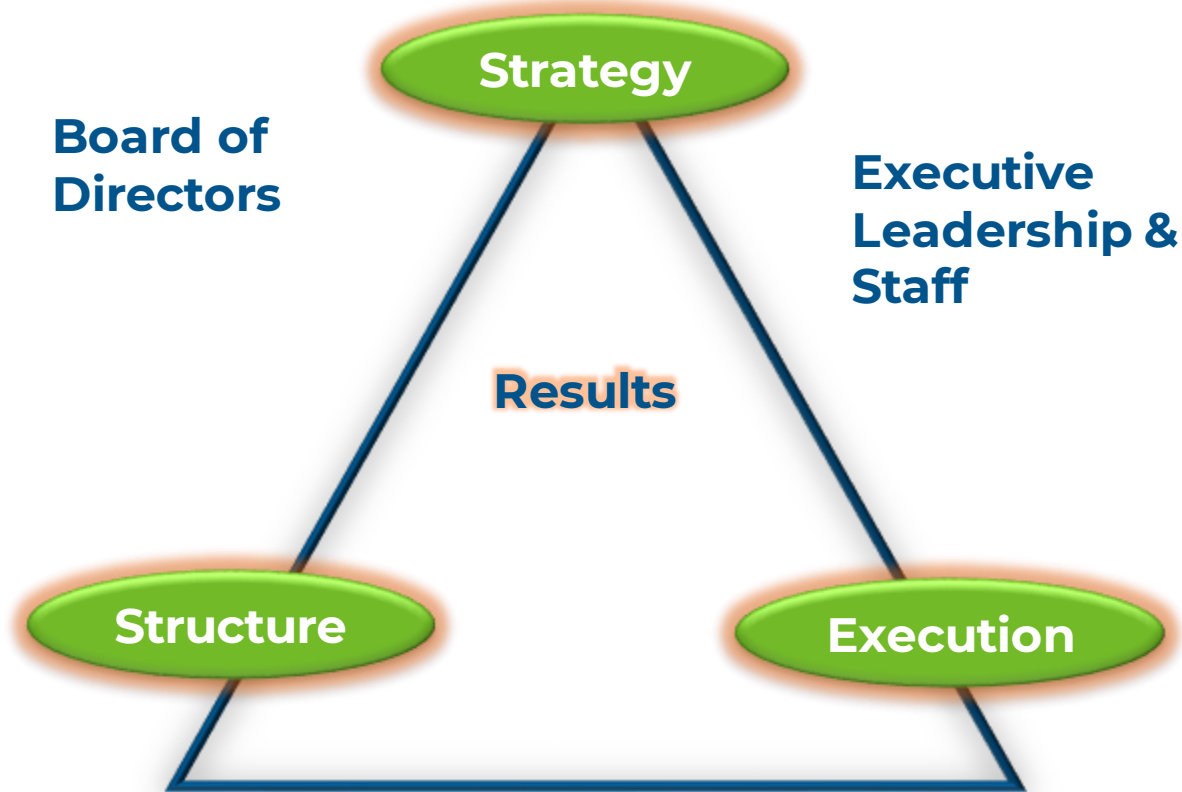
Board Roles



Approves general direction and policy, but does not execute.

Adopts budget and ensures the organization has enough resources to achieve the targeted objectives.

Result Triangle



Let's Chat: My Role Versus the Board's Role

What's your
line in the
sand?



What's the line in the sand?

BOARD

STRATEGIC

STAFF

OPERATIONAL



TRUE OR FALSE

When I go to the clinic for care, I should go to the front of the line because I am a Board member and have special status.

FALSE



FALSE

TRUE OR FALSE

A staff member approaches a Board member about feeling they have not been treated fairly by their boss. The Board member should discuss the situation in more detail with the staff member and try to resolve their concerns.

TRUE OR FALSE

Board members should feel free to show up during office hours and offer advice about operations and personnel issues (hiring, promotions, terminations).



FALSE



TRUE

TRUE OR FALSE

Board members should use their unique talents to advise the strategic direction and policies of the organization.



TRUE

TRUE OR FALSE

Board members and their family/friends cannot receive services for free or at a special Board rate. They may take advantage of services offered to all community members provided they meet the same criteria.

What one or two things are you taking away from this session? Questions?



Questions/Next Steps

THANK YOU!