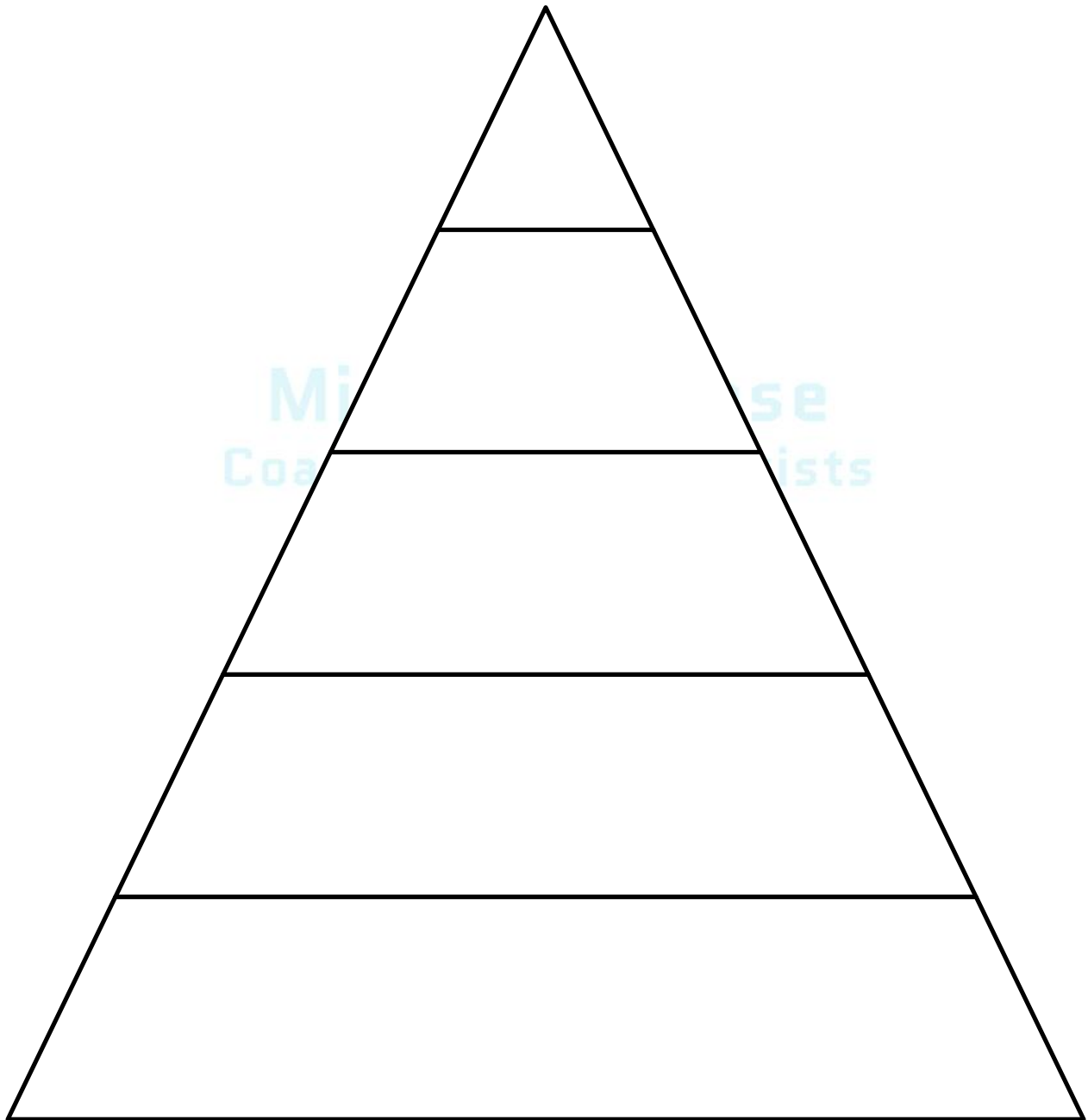


The Foundations of Excellence 2015 v1.3

The "Super Basic" Best Practices Workbook for Mission-Driven Organizations



Mi se
Coa ists

Definition: Excellence

noun

- The quality of being outstanding or extremely good. (Google)
- A talent or quality that surpasses ordinary standards...a continuous moving target that can be pursued through actions of integrity, being a front runner in terms of products/services...meeting all obligations and continuously learning and improving in all spheres to pursue that moving target. (Wikipedia)

Assumptions About You

1. You want the organizations and groups in your life to be excellent and to really make a tangibly positive difference in the lives of the people those organizations touch.
2. You are prepared to do the hard, often unappreciated, work to make sure your organizations have strong legal, programmatic and customer service foundations.

Are these assumptions about you true? Let's find out.

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Testing Assumption 1: Do Really Want Excellence?

Make a list of all of the things you need to do for your organization next week. Divide this list into 3 equal-sized groups: 1/3 will be prioritized as "must dos", 1/3 will be prioritized as "should dos", and 1/3 will be prioritized as "may dos".

Must Dos	Should Dos	May Dos

Testing Assumption 1: Do Really Want Excellence? (Continued)

Look over your three lists. Did anything having to do with improving one of the following topics make your "must do" list?

- Corporate and legal requirements.
- The organization's mission.
- The organization's plan for success.
- The organization's programs.
- Service of and engagement with members, clients, donor and other stakeholders.

If yes, then it's a good sign that you want excellence.

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Testing Assumption 2: Will You Do The Work?

The Work -

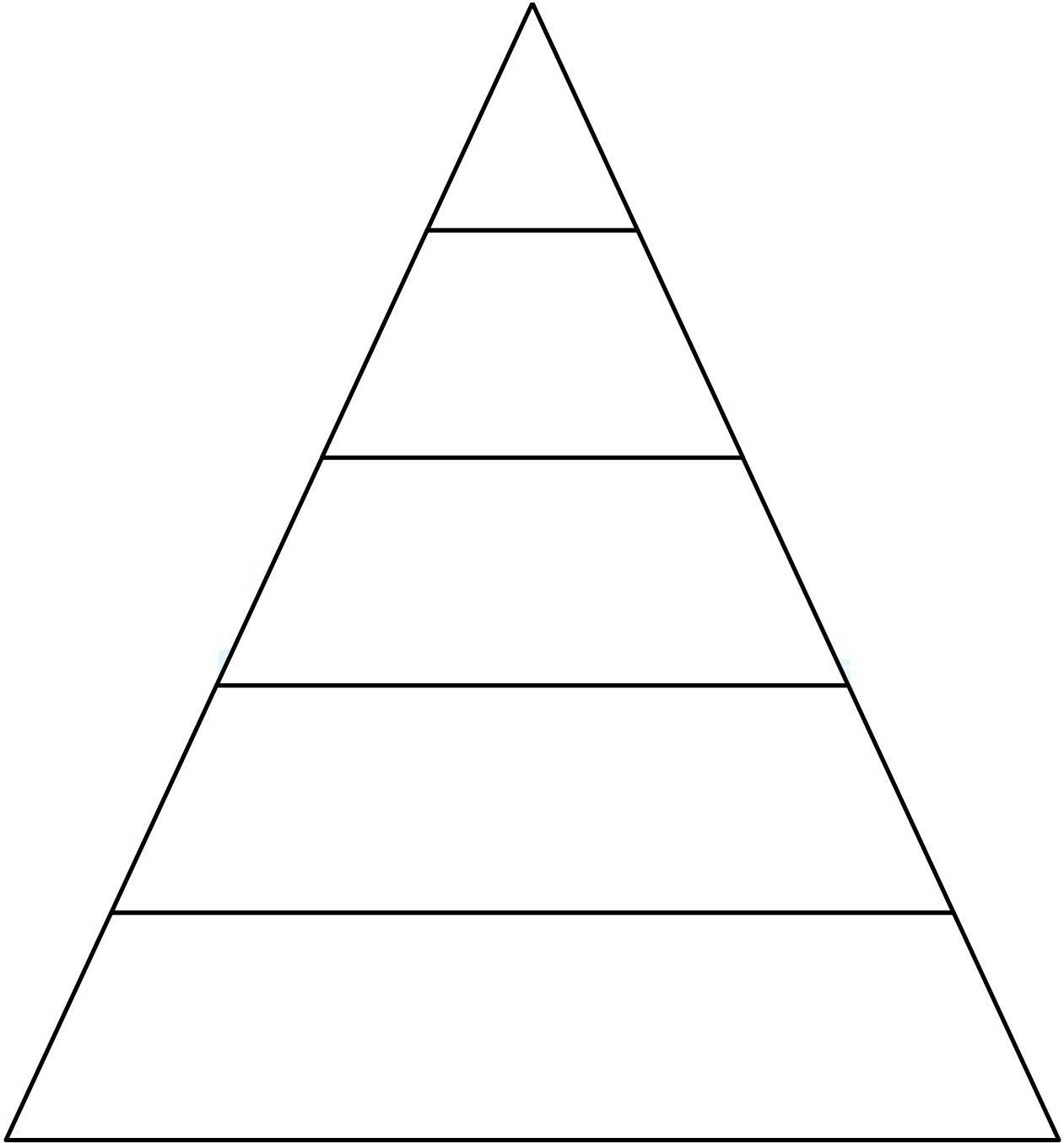
To use best practices to achieve:

- Corporate, Legal and Regulatory Excellence.
- Mission Excellence.
- Strategic Excellence.
- Program Excellence.
- Customer Service Excellence.

It is a rare leader that loves and is great at all this stuff, but if there is nothing on this list that grabs you then you probably won't do the work.

The rest of this workbook is a survey of the work you will need to do, it will get you started and show you where to find more information.

The One Tool Toolbox: Best Practices



Definition: Best Practices

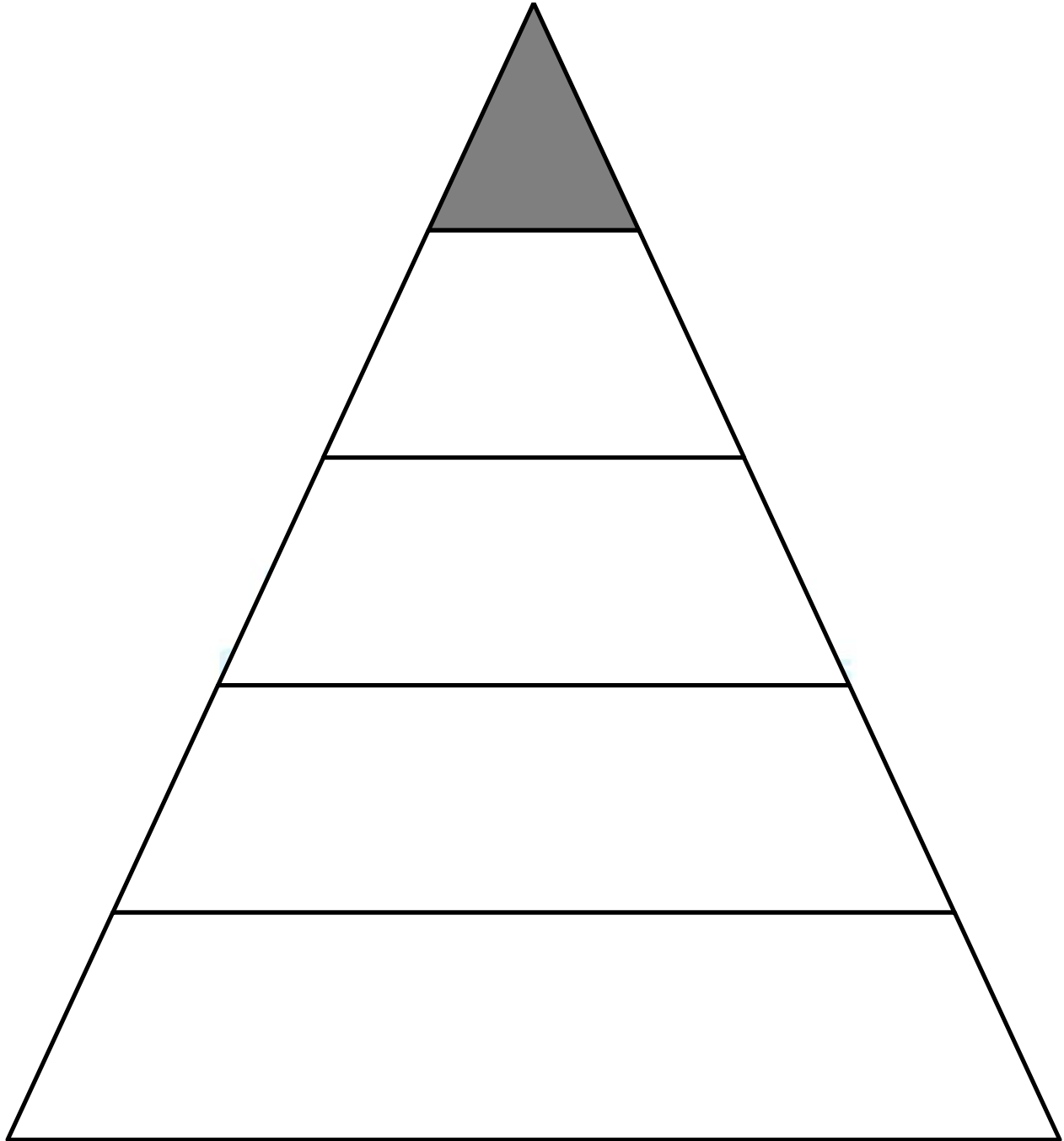
noun

- Commercial or professional procedures that are accepted or prescribed as being correct or most effective. (Google)
- A method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. In addition, a "best" practice can evolve to become better as improvements are discovered. (Wikipedia)

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This is really the only tool you need to build the foundations of excellence in your organization. This workbook will get you started and all you need to do is occasionally check-in to see what is new.

Work Item 1: Corporate Excellence



True Story and Quiz #1

Late in the evening the president of a small charity composed the email calling for a special meeting of the board. The stated purpose of the meeting was to review the charity's current situation. The unstated purpose was to seek the forced removal of an agent of that board. Despite that the rules in the corporate charter, or bylaws, calling for 24 hours notice there would only be 20 hours notice for this meeting.

Things were not good. Fundraising had fallen well short of target, the reserves were empty and now that agent in question was ill. But, this meeting had to happen now because the immediate past president and another board member were out of town, and those two would convince the rest of the board to keep the agent and, the president genuinely believed, would mean the ultimate demise of the struggling non-profit.

Use the space below to note what you believe the biggest legal, moral, organizational and personal risks the president was taking by calling this meeting.

Answer #1

Obviously this leader is on pretty shaky ground. There are concerns here about transparency and honesty. There will likely be some hurt feelings and relationships strained at the very least. The organization may also be open to some hefty liability if the agent's illness put her/him in a protected class and the board voted to terminate.

But the biggest concern for the purposes of this section is the president's willful defiance of the non-profit's legally implemented corporate bylaws and the problems this can cause the non-profit and the individual directors, agents and managers of the organization.

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Your Organization's Constitution: Bylaws and Operating Agreements

There are two major kinds of organizational charters - bylaws and operating agreements. The kind of document you have depends on the kind of organization you have. 501c3 charitable organizations are generally "corporations" and have bylaws. LLCs and unincorporated associations tend to have operating agreements.

While some things may be different between bylaws and operating agreements they each serve the same function: to be the foundational document of the organization.

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Bylaws and operating agreements are like the near-sacred Constitution of the United States. Since it is such an important documents many people you need help from to be successful will a) request a copy and b) want legal assurances that you are adhering to them. The folks include but are not limited to:

- Banks you want to open an account with.
- Lenders who you may need financing from.
- Accountants, attorneys and other professional service providers your organization needs the services of.
- Grantors, foundations, partners and other donors.

Common Elements of Quality Bylaws and Operating Agreements

1. The legal name of the organization.
2. The purpose of the organization and planned primary source(s) of revenue.
3. The duties and responsibilities of the organization's members (if any).
4. Details about the board of directors/managers.
 - a. Number, term and election.
 - b. Vacancies, resignations and removal.
 - c. Rules on compensation and financial transactions (i.e. reimbursement).
 - d. Officers and agents.
 - e. Committees.
5. Meetings, decision-making quorum rules, notice and types (board meetings, membership meeting, etc.).
6. Rules on contracts, loans, expenditures and deposits.
7. Protection of directors/managers, officers, employees, agents and volunteers.
8. Dissolution of the organization and liquidation of assets.

The Dangers of Ignoring Your Bylaws (or Not Having Any)

- 1. You can, and likely should be, should be removed from office.** In most if not all states violating an organization's bylaws is considered a breach of duty to that organization and allows the offending directors, managers, officers or agents to be removed.
- 2. How can a donor or partner trust you if you can't even be relied upon to follow your own rules?** The directors and officers of your organization are charged with implementing bylaws that work for your organization and its members. These are your rules, not ones imposed upon you from the outside.
- 3. Any action taken that violates the bylaws is invalid and not legally binding or enforceable.** All it would take is for a dissenting member, director or officer to object and the action may be invalid.

The Dangers of Ignoring Your Bylaws (or Not Having Any) Continued

- 4. Violation of the bylaws endangers the existence of the organization.** If the bylaws are violated and there is a valid objection, and the issue cannot be resolved amicably then a court may be required to dissolve the organization.
- 5. If the bylaws are violated and that violation is not corrected in a timely manner the directors, officers and agents may become personally liable for the debts and damages of that violation, or maybe even the liabilities of the entire organization.** Most organizations are legally formed to protect directors and officers from being personally responsible for the debts of the organization. Violating the bylaws may remove that protection. For example, the president in the story could have been personally sued by the agent, and if the agent won, the president and not the organization would have had to pay the damages.

Best Practices for Bylaws

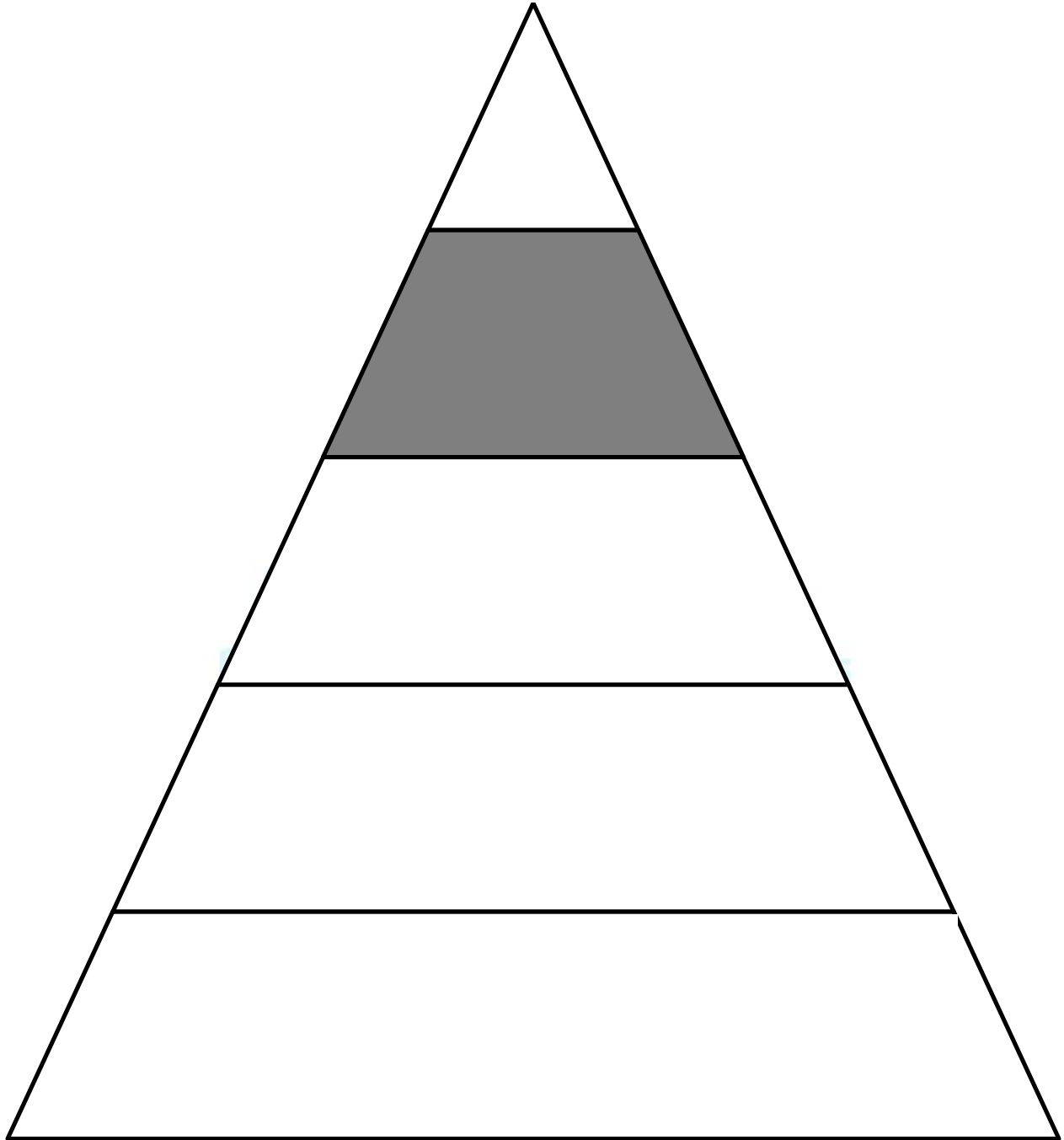
This is a great list from www.venable.com.

1. Understand your State's nonprofit and other corporate laws and make sure your bylaws or operating agreements comply.
2. Make sure your bylaws are consistent with other regulatory and legal documents such as state credentials and licenses, and articles of incorporation.
3. Be sure your bylaws address foreseeable scenarios and can be fairly resilient over time. Carefully walk through the document and explore all of the "what-if" scenarios you can think of.
4. Form a bylaw committee and populate it with a truly representative cross-section of the organization or constituency, or at least voting membership.
5. Get legal advice - a qualified legal professional will be able to spot potential problems and inconsistencies.
6. Create bylaws that reflect the appropriate balance of power between voting members, directors, governing committees, and officers and agents (i.e. Executive Directors).
7. Review bylaws consistently (annually) and keep your bylaws current.

Best Practices for Bylaws Continued

8. Bylaws should provide the outline of governance structure and provide some flexibility, especially in the areas of number of board members and appointing officers and committees not specifically named in the bylaws.
9. Put the details in separate policy documents, not in the bylaws. Bylaws are best when they are concise and easy to navigate. Plus policies are often easier to revise than bylaws.
10. Make sure the purposes clause in your bylaws is accurate. For 501c3s and other tax-exempt organizations this critical. The IRS will refer to, among other things, to the purposes clause in the bylaws or articles of incorporation to determine what is a related versus unrelated charitable activity.
11. Closely review the meeting and voting procedures for members and directors.
12. Review committee composition, especially who can serve on a governing committee of the board (i.e. a committee that can act with the full authority of the board) and how people can be appointed.
13. Pay attention to the approval process for changes to the bylaws.
14. Do not make your bylaws too easy or too hard to change. Super-majority requirements are common but focus on creating an amendment provision that is appropriate for the history, culture and politics of the organization.

Work Item 2: Mission Excellence



True Story and Quiz #2

The three-member "board" of a start-up and not-yet-incorporated organization gathered at 7:30pm on a Wednesday. The group was an activist recruitment organization for other causes and organizations. They were meeting with a consultant whose job it was to help them put into words what their first program offerings were going to be.

The first board member wanted to focus on international and "big experiences".

The second board member wanted to focus on natural disasters and organizing "random-acts-of-kindness days".

The third wanted to focus on serving local people who lived in poverty.

Unable to come to a consensus and with no basis for making a decision, the four met three more nights over the next two weeks and still had not come to a decision a number of weeks later.

Write down the number one way the consultant failed his client in the space below.

Answer #2

The consultant had decent facilitation skills and knew enough to be helpful to this mini-board. It really didn't matter that this group hadn't incorporated and bylaws would only be slightly helpful here.

This consultant should have asked "what is your mission?" When he found out that they didn't have one the consultant should have helped them discover theirs. **They needed a mission statement.**

Why is this so important? As the business advice gurus at Time Magazine's Time.com points out:

"Mission statements may seem overused and unimportant in the scheme of things, but a well-crafted one can help you focus your business.

"It can give you a framework for evaluating opportunities and deciding whether they fit your core business model and strategy. It can help you define your business and establish your brand, and it can help your [employees and volunteers] focus their efforts and suggest ideas that fit with what you're trying to do."

What Does and Does Not Belong in a Mission Statement

1. Meets legal and regulatory requirements and appropriate for eventual inclusion in the purpose clause of your bylaws.
2. Clearly identifies the "moral ownership" of the non-profit. Moral owners are the people/things your organization cannot morally choose to ignore. For example, if your organization has a Down syndrome related mission then one of your moral owners are likely people with Down syndrome in your service area. If your organization has an environmental focus then one more features of nature will likely be a moral owner. Donors are important but they are never moral owners.
3. Clearly states what change will happen to or on behalf of the moral ownership and indicates something measurable.
4. Avoids mandating specific activities or programs.
5. Inspires.
6. Short and the point.
7. Should have the organization's central "myth" behind it.

(Re)Write Your Mission Statement Now With an Mad-Lib

Before turning to the next page complete the form below.

The Name of Your Organization:
<input type="text"/>
A Verb:
<input type="text"/>
Your Moral Ownership:
<input type="text"/>
An Meaningful Outcome That Can Be Measured:
<input type="text"/>

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(Re)Write Your Mission Statement Now With an Mad-Lib Continued

Now complete the mad-lib below with your answers from the previous page.

The mission of _____ is to _____
(name of organization) (verb)

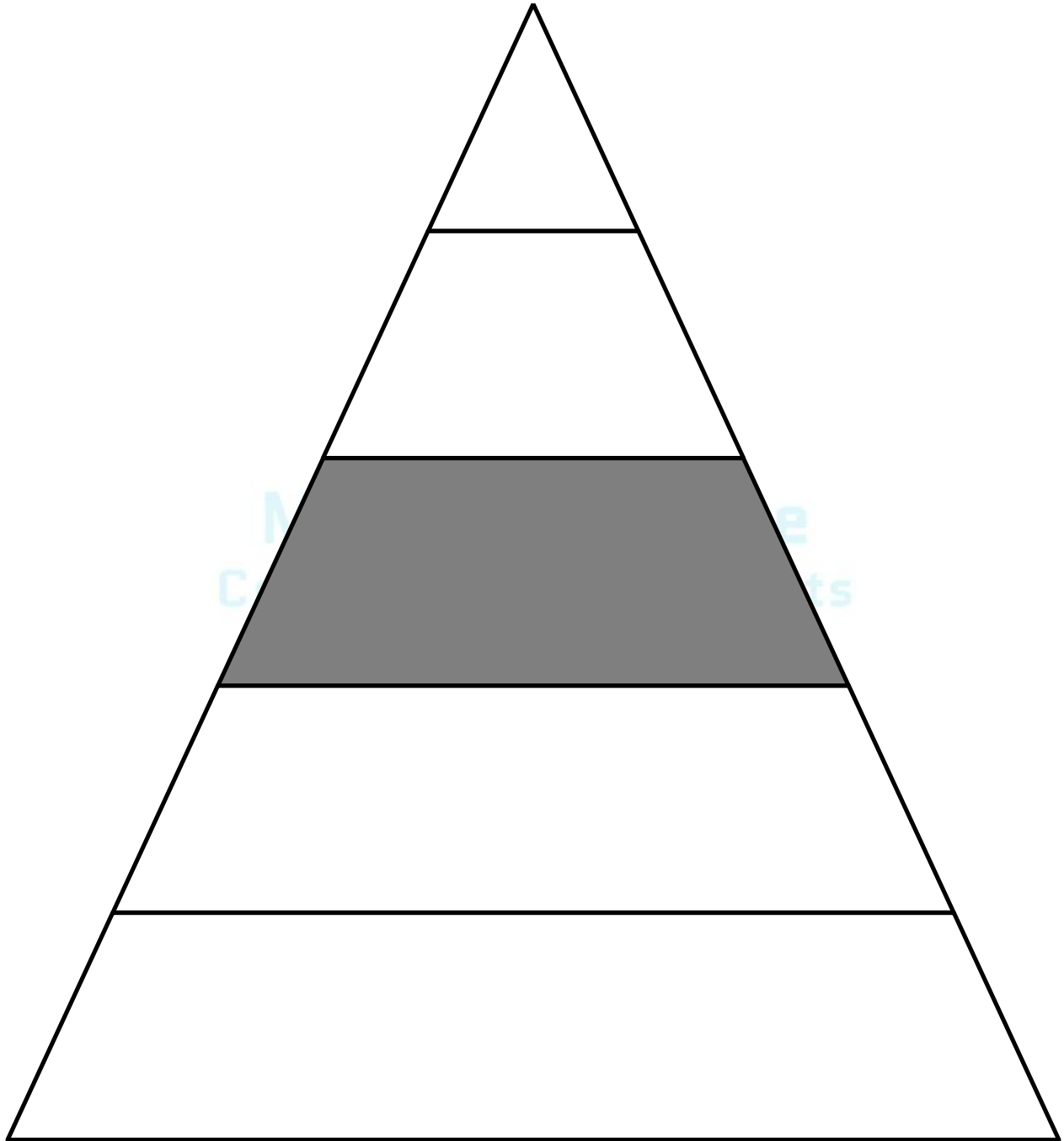
(moral ownership)

(measurable outcome)

Three rules:

1. Your verb-moral ownership-outcome combination must be eight words or less.
2. If the statement doesn't make sense or is not accurate start over and try again.
3. Don't do this alone. Give this task to your whole leadership team and ask them to come up with 5 statements of mission each. Spend a meeting reviewing their suggestions and decide on 3 finalists. Shop those statements around and get feedback from your moral ownership (if they are people and can speak for themselves) and other interested stakeholders.

Work Item 3: Strategic Excellence



True Story and Quiz #3

A midsized Lower-Midwestern Down syndrome advocacy group was in a crisis. It was time to evaluate the Executive Director and the organization was divided.

The ED gave herself a glowing self-evaluation, pointing to strong growth in the number of donors and total revenues. Many board members, except the officers, appreciated the increase in donations but were more excited about the progress made on a new set of educational programs. The board officers as group held the opinion that the organization should spend less time in schools and more time in the hospitals. Externally, a vocal group of parents had complained to the board that their needs weren't being met - they mostly wanted respite and daycare services. Finally, a very strident group of "concerned citizens" has begun to publicly attack the organization for not strongly supporting a proposed strengthening of state regulations limiting abortion, with the ED and the board chair being smeared in the press and local blogosphere.

Take a few moments and make a note or two about some ways the organization could have avoided these problems.

Answer #3

There is no obvious violation of state law or common bylaw provisions. In fact, the organization engaging in a thorough evaluation of the Executive Director that includes the full board and core constituencies is a best practice.

Even without seeing their mission statement there is probably nothing about fundraising success, improving educational outcomes, medical outreach, or having a concern about abortion solely because of a Ds diagnosis that would obviously violate a Down syndrome advocacy organization's mission.

Finally, it is not obvious that any organization should automatically bow to nameless "concerned citizens" who will not engage in constructive dialogue with them.

What this organization really needed was internal agreement between the board, members and Executive Director about how the organization was going to be successful.

In other words the organization needed a basic strategy.

How Will We Succeed?

Strategy does not have to be complicated or arcane. It is certainly not meant to be thousands of pages long and reside in a binder on a shelf, forgotten and collecting dust.

Most importantly every organization, no matter your size or resources can and should have a clear strategy that answers the simple question "how will we succeed?" At its most basic, good strategy is nothing more than a good response to the environment you operate in.

What is important to remember is that there are a million reasonable, legal and ethical paths to be successful and it is your responsibility to choose the best path for your organization.

Good strategy has the following elements:

- Useful in making decisions and evaluating options.
- Serves as a "rallying cry" and unifier - even if people do not all agree, everyone should know what the top priority is.
- Expresses what is most important right now.
- Clear, understandable and be easily modified if doing so would serve the organization.
- Can fit on one letter sized page.

Getting To Your Basic Strategy

1. Gather a strategic planning team duly appointed according to your bylaws or other policies. This could be your entire board or leadership team, but should not be your entire membership. Three to six well informed leaders is probably a good size.
2. As a team brainstorm ideas to complete the sentence “2015 is the year we...”. These ideas should be time-bound to 2015, qualitative, and should be the responsibility of the entire leadership team (even if this qualitative goal focuses on one leader's assigned portfolio).
3. Combine similar ideas.
4. Does one of idea encompass all of the others? If not, create one or use a voting activity to identify the top idea that should be focused on at the exclusion of the others.
5. Ask, “Is this really uniquely important now, or is this idea always important? Is this important enough that we should give it our undivided attention in 2015 until we complete it?” If yes, then you have it and go to 6. If no, return to 4 and craft another statement. Your final choice is your "rallying cry".

Getting To Your Basic Strategy Continued

6. At a separate meeting of the strategy team brainstorm a list of goals that would need to be completed in order to achieve your rallying cry. Consider statements from 3 that were not selected to be the rallying cry but still seem important. Consider items that always important (i.e. meeting budgets, performance benchmarks, etc.).

7. Select 3 to 6 goals that fully define the rallying cry. To define the rallying cry means that if you achieve these goals then you will achieve the rallying cry. Why 3 to 6 goals? Because that number is small enough to make sure you have to make tradeoffs but large enough to be complete.

8. Review: Do you still believe you have the right rallying cry? If yes, continue. If no, go back to step 1.

9. Review: Do you believe you have the right goals? If yes, continue. If not, go back to step 6.

10. Assign one person or one committee to be responsible for executing each of the goals. A person or committee should only be assigned to one goal.

Getting To Your Basic Strategy Continued

11. Document the rallying cry, the goals and the assignments in one page or less with plenty of white space.
12. Seek appropriate approval of the strategy from the board or the entire membership as required by bylaws, policies, politics and tradition.
13. If approved, make this document and its execution the center of every board and management team meeting. If not approved, go to step 8.

A Complete Example Strategy in About a Half of Page:

Rallying Cry: 2015 is the year we expand our donor base and grow revenue by 25%.

Goal 1: Conduct constituent needs assessment to be able to make the case for why we need more funds.

Goal 2: Engage the local press and have them help us tell the stories about people with Down syndrome in our community.

Goal 3: Clean up donor database and explore options for improved donor information management.

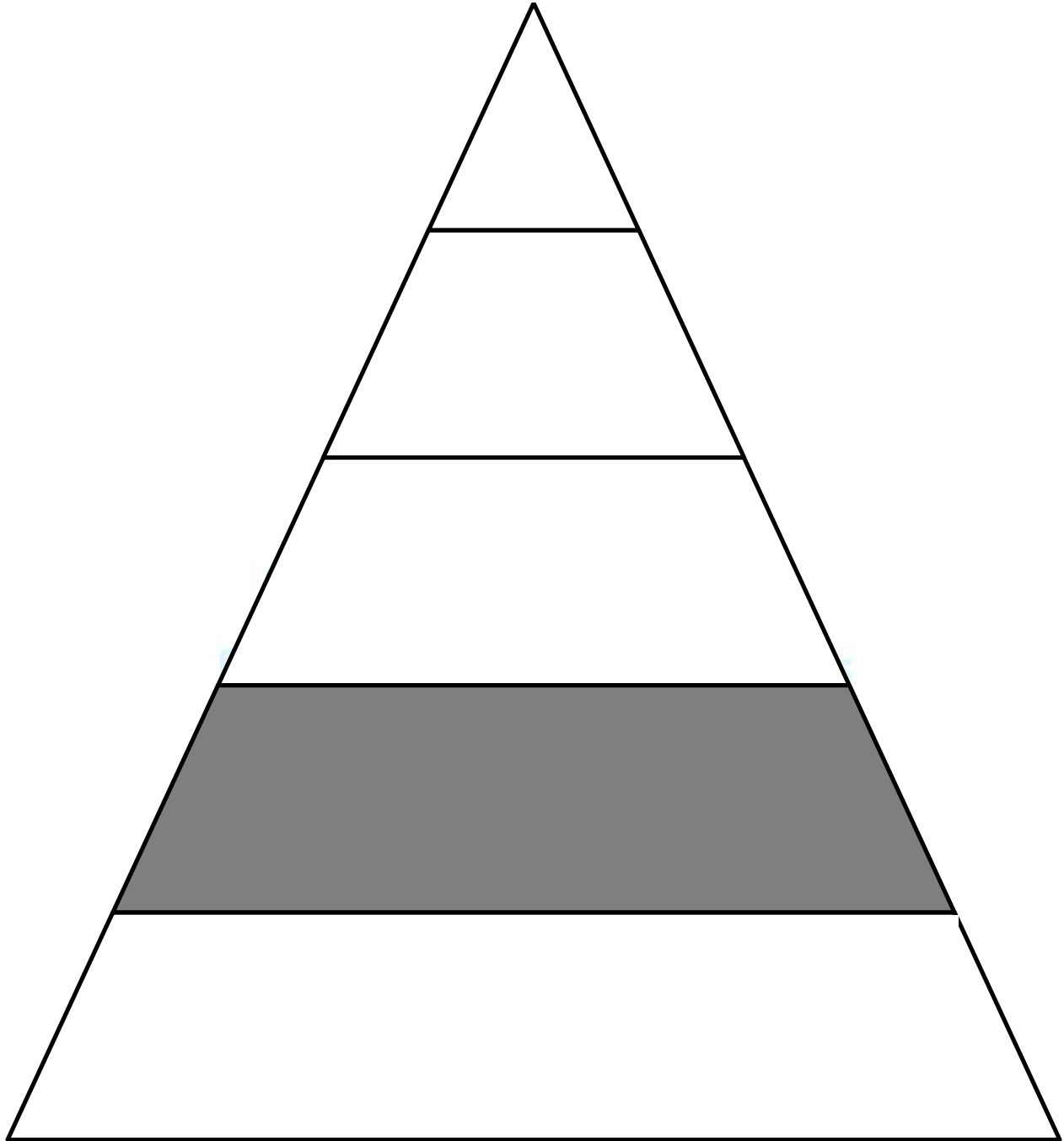
Goal 4: Educate the entire board and staff on best practices in fundraising and implement the most promising ideas.

Optional: Try It On Your Own For Five Minutes

Take a moment and in the space below jot down one idea that completes the sentence "2016 is the year that my organization...".

Take a few moments and write three specific, measurable, challenging and achievable goals that if all were completed the rallying cry would be completed. When done make note who would be the best person or team to be responsible for that goal. If you don't have the people to meet a goal, create a goal of recruiting the people you need.

Work Item 4: Program Excellence



True Story and Quiz #4

Seeing the situation clearly the Executive Director from story 3 formed a dominant coalition of board members, self-advocates and their parents, and edgy volunteers. This coalition quickly guided the organization to coherent strategy. Taking their cues from the interests of the big foundations, donating corporations and well-resourced donors, this coalition proudly declared that social programs were a waste of money and time and that all programs should be aimed at changing public policy, improving school outcomes for children with Ds, or help adults with Ds gain meaningful community-based employment.

When a dissenting board member offered to take the lead to revitalize a neglected medical outreach initiative the ED turned down the help, saying "We will consider doing other good things if and when we implement successful initiatives in our three core areas of policy, education and employment."

What do you think of the ED's and her supporter's position on programs? If you could only work on three programs what would they be?

Answer #4

You may not like how ED and her coalition are being so political or being a little inflexible, but that's not really the issue here. Also, non-profits sometimes need to attach themselves to whatever the hot issue of the day is in order to be successful at fundraising. Clearly this organization is doing that. After doing the work of determining a rallying cry and identifying goals, the Executive Director is probably more right than wrong to turn down an offer to turnaround a program that does not fit the current strategy.

The question really is whether or not the leaders of this organization have selected the right three programs to work on to the exclusion of all others.

An Example of a “Big Three Programs”

Down Syndrome Affiliates in Action (DSAIA) is a trade association that exists to advance growth and capabilities of local and regional Down syndrome organizations, and to be the conduit for value-driven training, programs and best practices.

It is their business as a trade association to know the business of being a Down syndrome organization. DSAIA would agree that public policy, education and employment are important issues that its member organizations should be working on. But if an organization only had the resources to deliver three programs those would not be the ones DSAIA would suggest.

In fact in order for an organization to achieve its basic accreditation they must have these three programs:

- New Parent Outreach, Support and Information.
- Prenatal Outreach, Support and Information.
- Down Syndrome Awareness Campaigns and Information.

Why these? Because DSAIA believes Ds-focused organizations should be there with timely, relevant and accurate information when parents or parents-to-be receive the diagnosis of Down syndrome. New parents and expecting parents often feel like they are in crisis and member organizations should be there to connect them to the Ds movement.

An Example of a “Big Three Programs”

DSAIA also believes the local Down syndrome organization is in the best position to tell the real story about children and adults with Down syndrome in their communities.

Those are a credible national organization's big three and why. What are your big three and why?

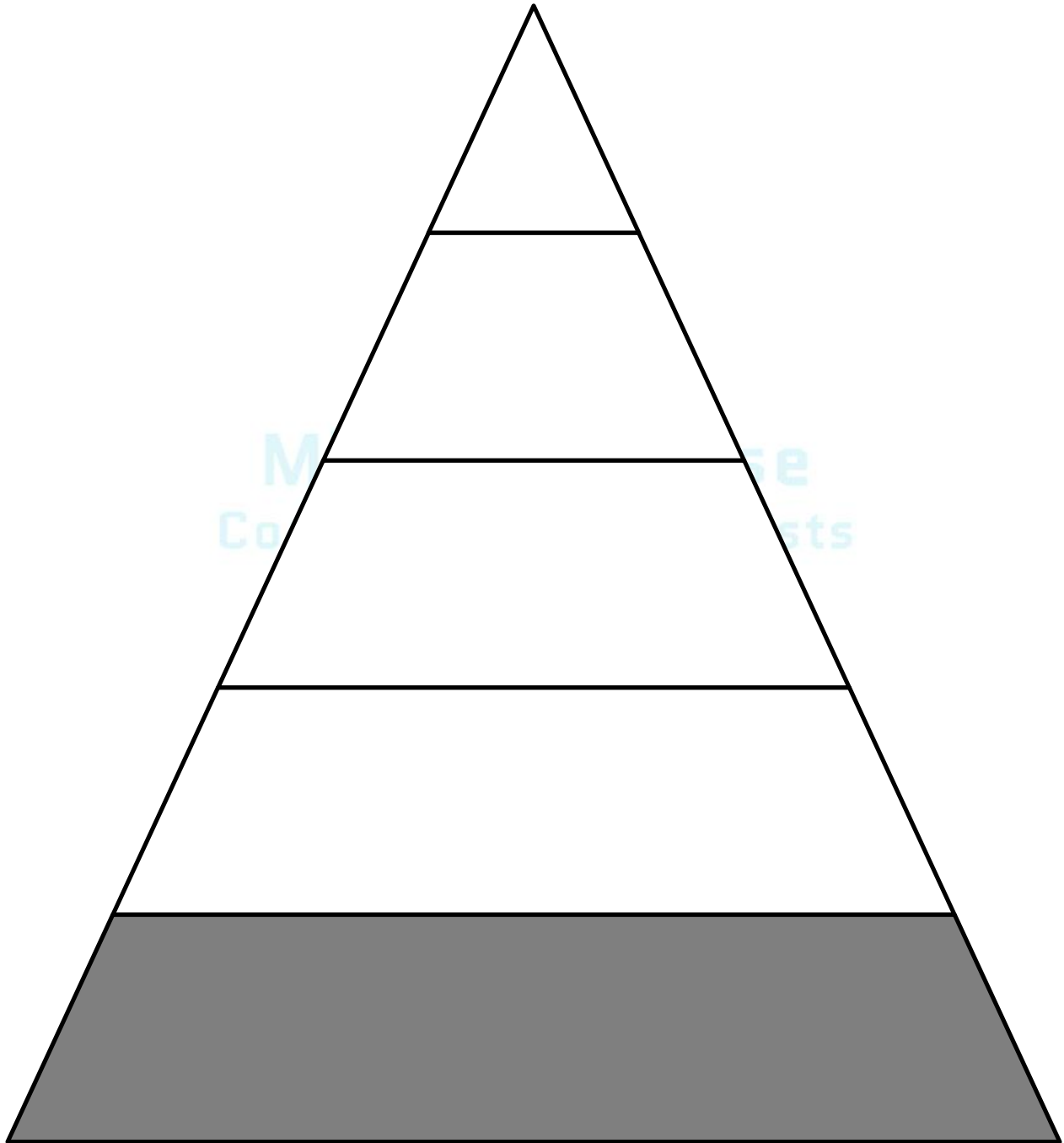
Note: What is programming? In **The Leadership Trap 2015 v2015.4: A Workbook for You're Not Leading, You're Stealing** I offer this idea to get you started:

A core responsibility of most organizational leaders in government and the for-profit space is to avoid most risk and make wise decisions about whether or not to expose the organization to predictable risks.

As a non-profit leader you have a special relationship to risk. A charitable non-profit's job is to transfer risk from a vulnerable population, or thing, to the organization itself. You then seek donor and volunteers to help your organization survive the potential downside of those risks.

This transfer is commonly called...programming.

Work Item 5: Customer Service Excellence - This Will Make or Break Your Organization



Too Big of a Topic for This Workbook

Very simply you can have the best bylaws and follow them to the letter, you can have the best mission statement, you can have the perfect strategy, and you can have world class programs, but you can still fail.

If you don't return phone calls, are a pain to deal with and are not reliable, then you are out of business.

Customer service is not an abstract ideal - it is your way of meeting (the sometimes unrealistic) expectations of your clients, donors, staff and volunteers.

Customer service is the function you use to cultivate, facilitate and accumulate more people (clients, donors, staff, and volunteers) who are being served by and serving your organization.

You personally need to discover and engage in the current best practices for customer service. Then your organization needs to bake these best practices into daily activities.

You are a leader of a business - yes your "charity" or "cause" or "calling" is a business. You need to accept that and treat your work that way.

List Your Stakeholders

To figure out who your customers are, you need to first identify all of the stakeholders that use, interact with, rely on or in some way engages your organization. Starting with your moral owners (if they are people), use the provided space to list your stakeholders.

Here's a starter list help you start fast:

1. Moral owners
2. Program participants
3. Targets of advocacy
4. Donors
5. Staff of foundations, corporations and other funders/sponsors
6. Volunteers
7. Board members
8. Others?

The Goal

How do you know if you are doing what you need to be doing when it comes to customer service?

Ask yourself, and honestly answer, the following question:

Do we have the processes and behaviors in place that show deep respect for, cultivate and accumulate more people in each of our stakeholder groups?

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A Starter Customer Service Audit

Use this check list to audit your customer service effectiveness. If you fall short in any area, figure out if the issue is with your procedure or with the behaviors of the responsible people, or both.

- Is your contact information easy to locate, including on website?
Have you included phone, email address and one other way for people to contact you?
- Does every member of the board, staff and working volunteers respond to emails and phone calls within 1 business day or faster?
- Do your stakeholders report that requests or issues are handled with respect, tact and understanding?
- Do your meetings, events and other activities where “outsiders” engage your organization start and end on time?
- Do your stakeholders report that meetings, events and other activities are well run?
- Are “outsiders” and other stakeholders greeted with enthusiasm when they engage your organization?
- Are staff, volunteers and board members given adequate and recurring training?
 - Mission statement?
 - Three minute “elevator speech”?
 - Their responsibilities and job expectations?
- Are donors and funders formally thanked within a week of receiving a gift?

A Starter Customer Service Audit Continued

- Are donors and funders formally and informally thanked for their support at least six times before being asked to support again?
- Do all donors receive a tax receipt by the end of January the calendar year after giving a gift?
- Do you frequently share with donor the impact their gifts have made?
- Do you formally collect feedback from stakeholders? Are they given ample opportunity to evaluate events, services, etc., as well their interaction with representatives of your organization?
- Does management at least annually audit and “grade” all aspects of customer service?
- Do you have written standards and procedures that describe what is supposed to happen related to customer service?
- Do you have evidence that:
 - Your organization understands stakeholders’ needs?
 - You have set service standards?
 - You have built capacity to provide required customer service?
 - You systematically and regularly collect feedback?
 - You seek provide your representatives the ability to proactively solve the problems of individuals who touch your organization?

A Last Thought on Customer Service - Stats

Asking questions is **3 times more persuasive** than presenting information. **Listen effectively.** “Salespeople” are notoriously bad listeners. Practice your listening skills.

- **84% of buying decisions are based on emotion,** rather than logic

When dealing face to face remember:

- 7% of communication comes from the words we hear
- 38% comes from the tone of voice
- 55% comes from our body language

How'd the Test of Assumption 2 Go?

You've explored all 5 types of work that are necessary to build an excellent organization.

What do you think? Is this kind of work you enjoy (not everybody does)? Are you the kind of leader that will make sure this unsexy stuff happens (not everybody is)?

If not, then don't worry about it. Share a copy of this workbook with another leader attached to your organization who would dig this kind of thing.

Don't have a leader like that? That's OK too. You just need to recruit one. Remember you agreed that you want your organization to be excellent and this workbook is as good as any place to start.

If this work was your kind of thing, then great! You are the chosen leader who will make 2015 the year your organization establishes the foundations of its future excellence.

Now take action. Quick! As this is being written, it's already October!

Taking Action

Start Reading and Learning - Here Are Some Accessible Resources Readily Available on the Web:

- <http://www.venable.com/SnapshotFiles/a9acafa5-11aa-4faf-ad88-e49127f6cef2/Subscriber.snapshot?clid=c2d1036d-648d-4bf6-9ef1-4e6f4e391844>
- <http://smallbusiness.chron.com/consequences-violating-corporate-bylaws-74780.html>
- <http://yourbusiness.azcentral.com/consequences-violating-corporate-bylaws-27808.html>
- <http://business.time.com/2013/01/24/why-you-need-a-mission-statement/>
- http://www.ssireview.org/blog/entry/the_eight_word_mission_statement
- <http://www.dsaia.org/trainings/accreditation.html>

If this isn't enough check out **The Advantage** by Patrick Lencioni. An easy but high quality read.

Taking Action (Continued)

- 1. Join The Purpose Movement:** Go to www.mightypurpose.me and sign up for the email list. You will receive resources and ideas for both living a purposeful life and leading/creating purposeful organizations.
- 2. Don't Be Shy, Email Us:** Sterling Lynk can be found at sterlinglynk@att.net. We'd love to help.
- 3. Tell Your Friends:** In his book **What Got You Here Won't Get You There**, Marshal Goldsmith noted that people only believe that someone else is improving when that person asks for feedback. So tell the people who are closest to your organization that you intend to get better in these five areas and ask them how you are doing.
- 4. Spread the Excellence Virus:** You may be the one destined to set your organization up for excellence but you will still need help. Print four copies of this workbook and give a copy to three leaders attached to your organization and give the fourth copy to a leader you wished was attached. Yes, this stuff is really basic...so basic we forget about it and don't do the work.