



The OFA Project IMPROVE Leadership Initiative

Project IMPROVE Team and OFA

October–November 2022



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The OFA Project IMPROVE Leadership Initiative

Session 1: Strategic and Visionary Leadership

Project IMPROVE Team and OFA

October 17, 2022



About Project IMPROVE

/ **Sponsored by the Administration for Children and Families within the U.S. Department of Health and Human Services**

- Office of Family Assistance (OFA)

/ **Remarks from OFA**



Vision

/ **To build an evidence-driven leadership practice that advances careers and improves outcomes for staff and participants**





Why focus on leadership?

- / **These past few years have taught us more than ever the importance of strong, proactive leadership and the power of community**
- / **We have learned that to be successful we need strong leadership and supervision practices to support it**
- / **Strong leaders build successful programs and play a key role in driving equity**



The Mechanics



Training series

Date	Session	Date	Session
Oct. 17	Strategic and Visionary Leadership	Nov. 14	Developmental Supervision
Oct. 24	Tools for Managing Change and Continuous Improvement	Nov. 28	Changing Culture and Practice
Oct. 31	Operational Management—Defining and Implementing Our Program		
Nov. 7	Creating an Environment That Supports and Advances Leaders of Color		



Setting the Stage

What we hope to achieve today



- / **Provide a clear understanding of leadership**
- / **Explore the benefits and building blocks of an evidence-informed leadership approach**
- / **Empower you to inspire and support transformative change in your program**



What Is Leadership?

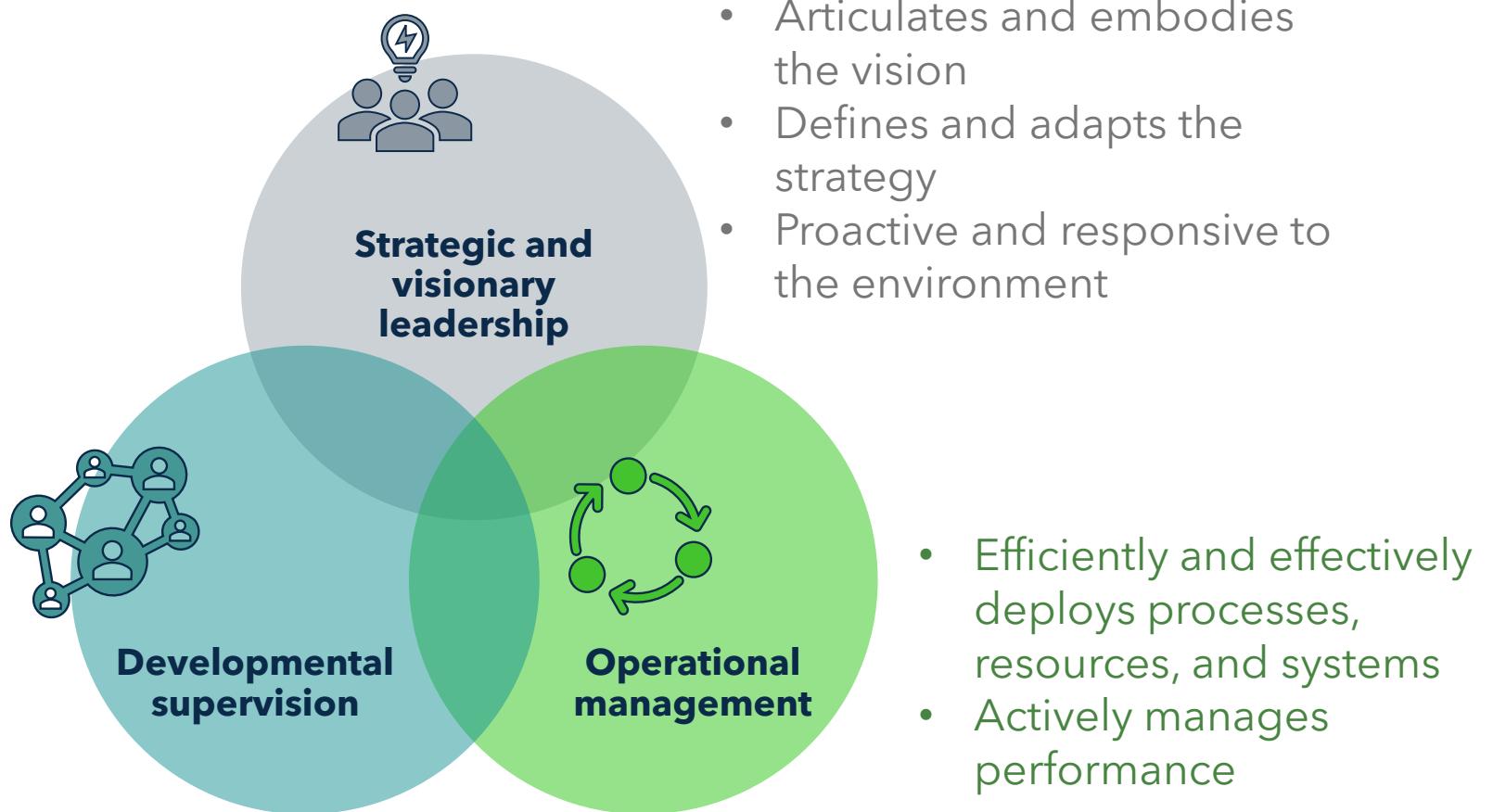
What does it mean to be a leader?

“Achieving significant positive impact ... by building an organization of people working together toward a common goal.” —*Harvard Business Review*

Who is a leader?

“Anyone who takes responsibility for finding potential in people and processes and who has the courage to develop that potential.” — Author Brené Brown

What are the core functions of leaders?



How did we develop this practice?

1



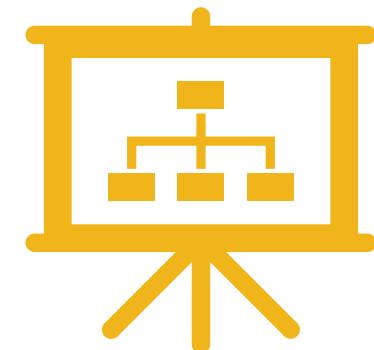
Literature review on
leadership, organizational
change, and management
practices

2



Input from human service and
workforce leaders and
practitioners

3



Translating research to
practice



Leadership framework

Core function	Competency	Mastery Level Behaviors
Strategic and visionary leadership		
Articulates and embodies the vision	Envisions and defines possibilities	Articulates a vision that motivates and directs the services and the people
	Mission and vision-driven	Promotes staff mindsets and behaviors that further the mission and vision
Defines and adapts the strategy	Goal-directed strategy	Consistently articulates concrete goals that promote collective aspiration to improve
	Motivation	Evokes motivation among staff to propel quality service delivery
	Diversity, equity, and inclusion	Promotes and empowers efforts to increase equity and inclusion
Proactive and responsive to the environment	Adaptive management	Adaptive, intentional approach to problem identification and solution generation
	Self-reflective decision-making	Reflective about one's strengths and limitations; seeks input from others
	Innovation	Balances bureaucracy and infrastructure with innovation, enabling iteration of new ideas
	Psychological safety	Creates an environment where people feel safe to share ideas, ask questions, and admit mistakes
Operational management		
Efficiently and effectively deploys processes, resources, and systems	Administration and operations	Efficiently equips staff to execute key strategies and operations in service of the mission and vision
	Communication	Fosters an environment of consistent, transparent, multidirectional internal and external communication
	Resource management	Efficiently builds and manages resources in service of mission, vision, and strategy
Actively manages performance	Quality assurance	Clearly articulates and consistently maintains expectations/quality standards
	Quality improvement	Continuously streamlines and strengthens service delivery
	Data analytics	Leverages data to meaningfully inform decision-making at all levels of the organization
Developmental supervision		
Supportively guides professional development	Responsiveness	Authentically responsive and supportive toward staff regarding questions, changes, and needs
	Reflective engagement	Regularly and frequently engages in individualized supervision to support development of staff potential
	Exhibits a growth mindset	Converts mistakes or problems into opportunities for organizational and lifelong learning and growth
	Strengths-based	Consistently empowers others to act based on their relative strengths
	Belief in the ability to change	Sees the potential in supervisees and believes in their ability to achieve it
Goal-driven skills development	Promotes goal-directed behaviors	Coaches supervisees to pursue goals focused on growing core competencies and skills directly related to their roles and responsibilities
	Meaningful, timely accountability	Holds staff accountable to their goals, job responsibilities, and essential quality standards

Transformational leadership practices



Status quo in TANF programs



Transformational leadership

- / **Science-informed practice**
- / **Focus on building core skills and competencies**
- / **Processes promote growth and meaningful change**
 - Staff performance based on skill and competency development
- / **Promotes growth, learning, and progress towards goals**

- / **Often compliance-oriented**
- / **Focus tends to be federal work requirements**
- / **Processes can be reactive and/or transactional**
 - Staff performance may be based on adherence to federal and state requirements
- / **Limited staff accountability**



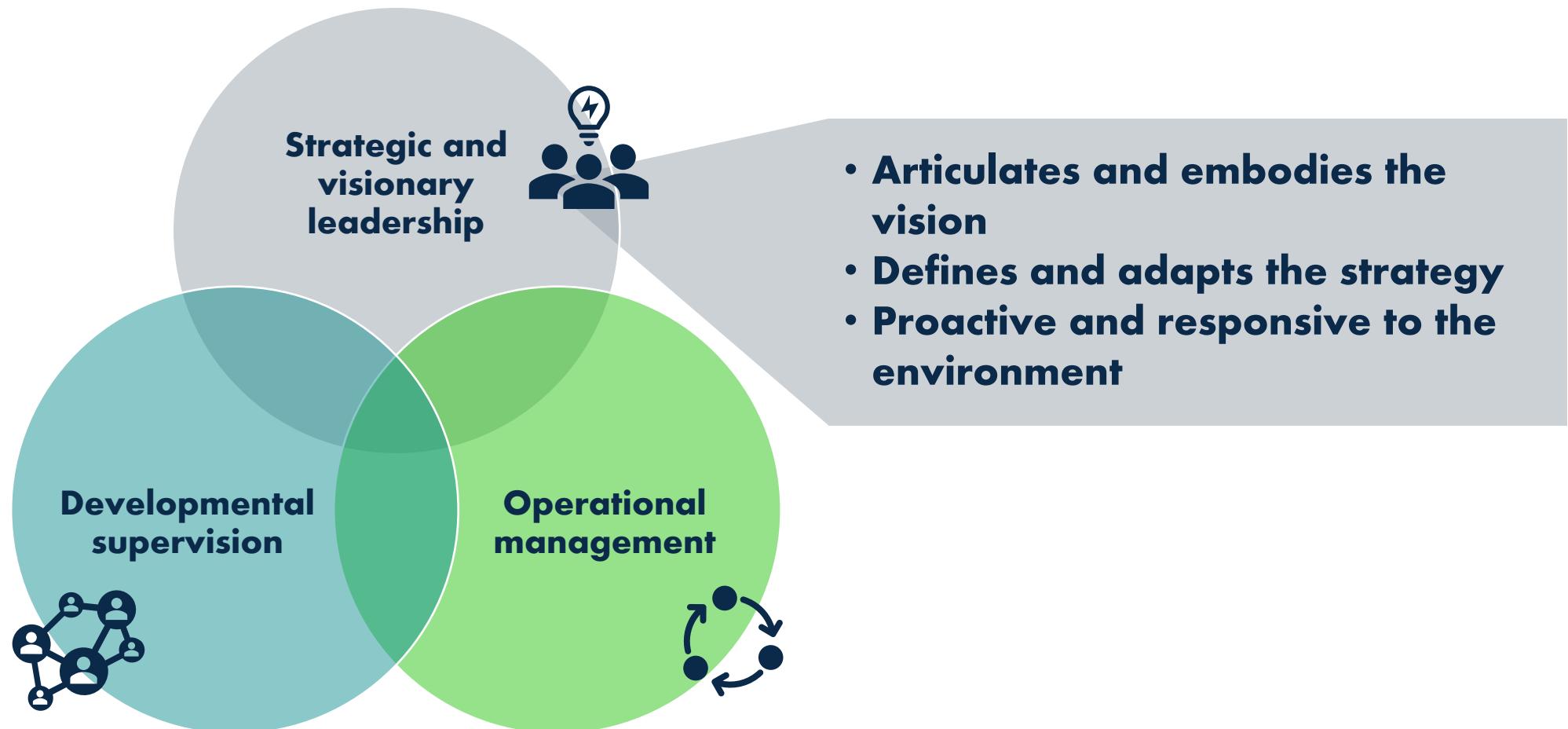
Reflection questions for the breakout

- / What are your reactions to the definition of leadership?
How would you define it?**
- / What is the importance of casting a vision and creating
clear strategies to execute the vision?**
- / What investments has your agency made in your
development?**



Strategic and Visionary Leadership

Strategic and visionary leadership



Articulates and embodies the vision

/ **Envisions and defines possibilities**

- Articulates a vision that motivates and directs services and the people

/ **Leads with mission and vision in mind**

- Promotes staff mindsets and behaviors that further the mission and vision

In our research for the *HBR Leader's Handbook*, we identified three critical vision-creation opportunities that you can grasp, even if you are not the CEO: contributing to senior leaders' vision work, translating the company's vision for your team, and developing a new frontline team vision that can be cascaded up through the company.

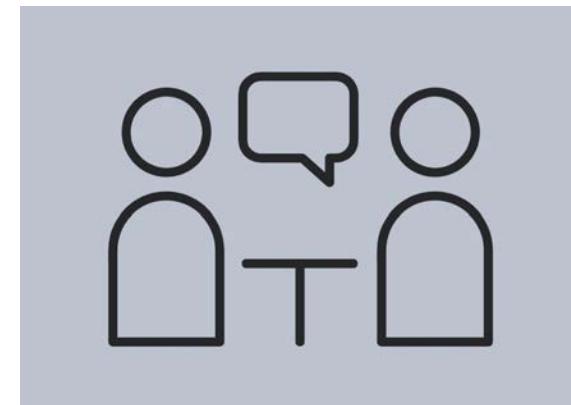
Authors Ron Ashkenas and Brook Manville

Opportunities to cast vision

**In your organization
or program**



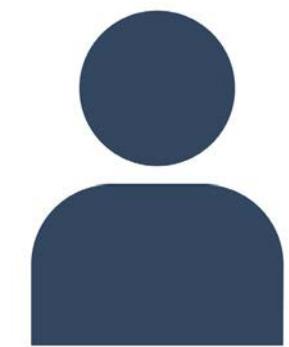
With those you supervise

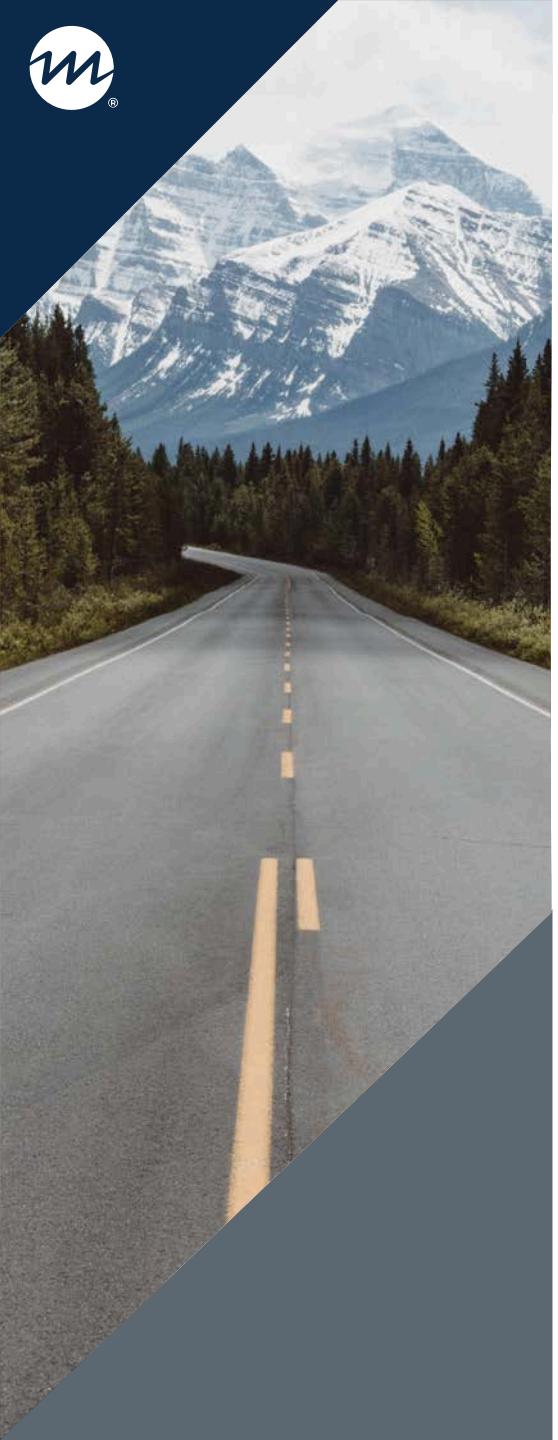


In your team



For yourself





Defines and adapts the strategy

/ Goal-directed strategy

- Consistently articulates concrete goals that promote collective aspiration to improve

/ Motivation

- Evokes motivation among staff to propel quality service delivery

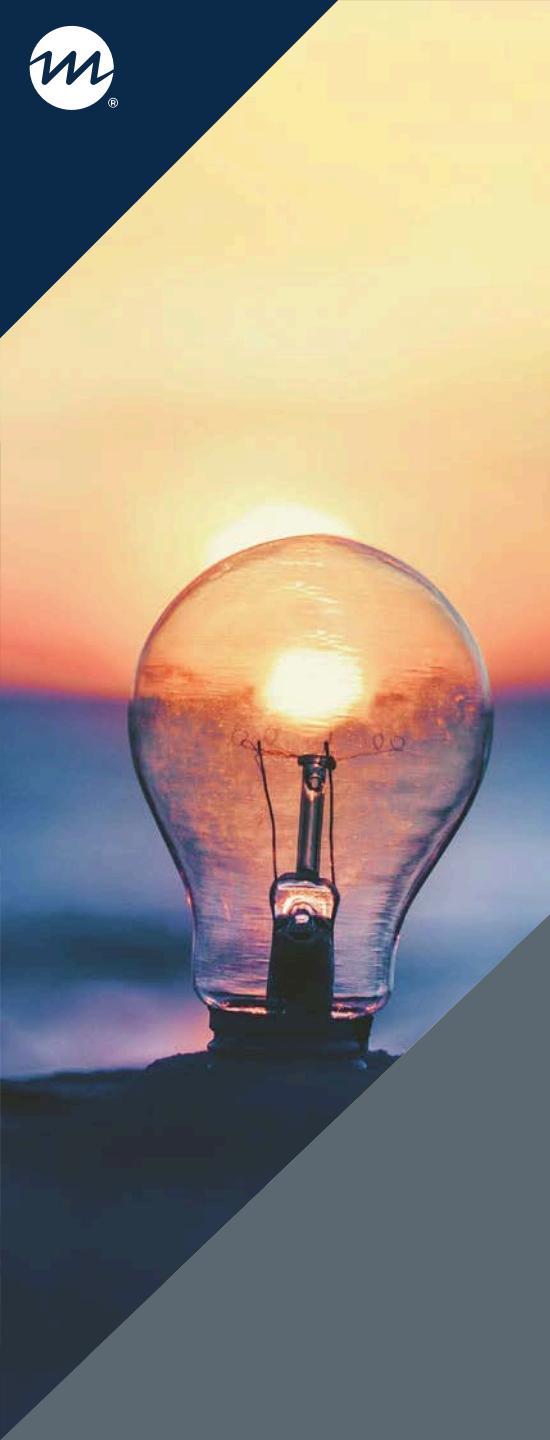
/ Diversity, equity, and inclusion

- Promotes and empowers efforts to increase equity and inclusion

The Black Lives Matter and #MeToo movements have forced people in positions of power—namely, the white men who dominate institutional leadership roles—to realize they must personally step up to make organizations more fair and inclusive. That means playing a truly active role in helping marginalized colleagues advance (instead of just delegating diversity efforts to human resources).

Authors Dr. Tsedale M. Melaku and Dr. Angie Beeman

”



Proactively responds to the environment

/ **Adaptive management**

- Adaptive, intentional approach to problem identification and solution generation

/ **Self-reflective decision making**

- Reflective about one's strengths and limitations; seeks input from others

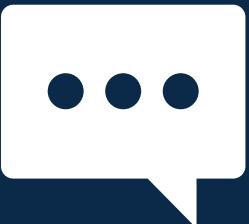
/ **Innovation**

- Balances bureaucracy and infrastructure with innovation, enabling iteration of new ideas

/ **Psychological safety**



Practice



/ **What would you really like to change based on what we talked about today?**

- You might use the framework to inspire your thinking

/ **Why is this important to you?**

Share in
the chat

Dive in

”

Most leadership trainings are about teaching ideas, sharing best practices, and increasing knowledge. But successful people rarely become better leaders because they know more. They become better leaders because they follow through on what they know. That follow-through requires emotional courage—willingness to feel the feelings that come when we take risks and break old patterns.



The OFA Project IMPROVE Leadership Initiative

Session 2: Tools for Managing Change and
Continuous Improvement

Project IMPROVE Team and OFA

October 24, 2022



What we hope to achieve today

- / **Talk about the challenges of planned and unplanned change for organizations and people**
- / **Explore how to manage it**
- / **Discuss tools and strategies for managing change and continuous improvement**



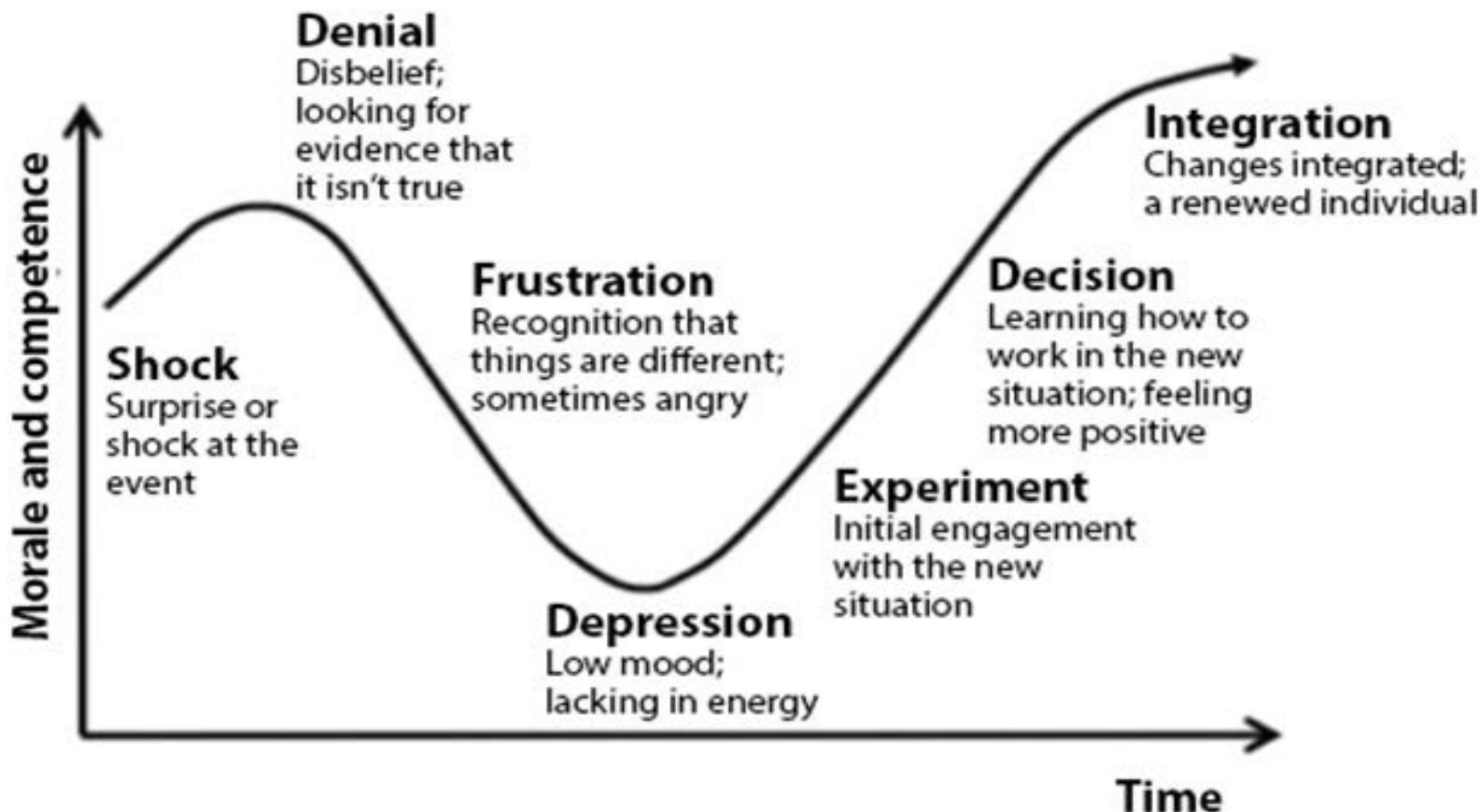
Managing Change

Everyone reacts differently to change

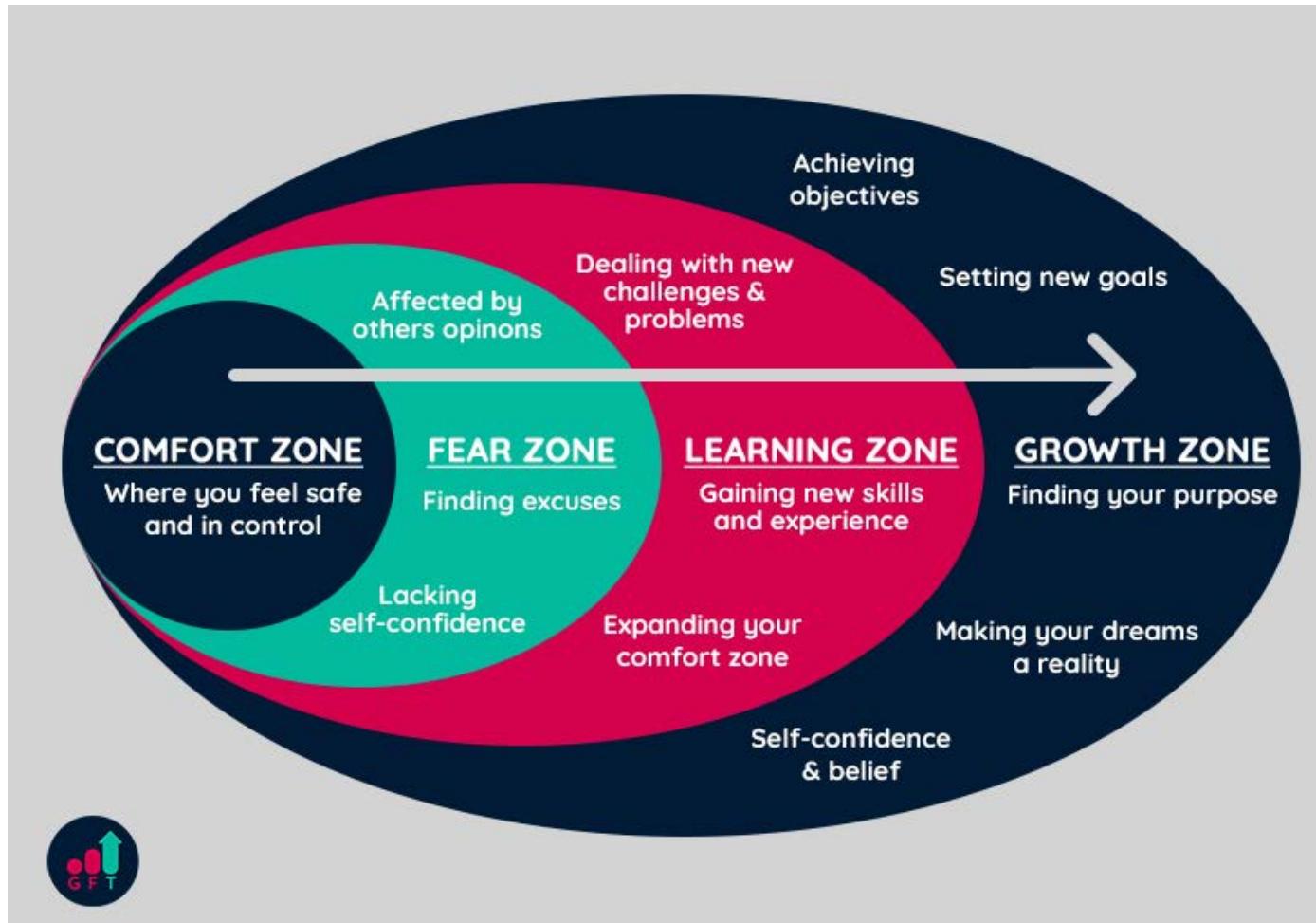


Unplanned change can feel like grief

The Kübler-Ross change curve™



Change as an opportunity for growth



Source: [Positive Psychology](#)



Strategies and Tools for Managing Change and Continuous Improvement

Adaptive and technical leadership framework

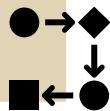
/ Adaptive leadership

- Builds on the principles of science (evolution)

*Source: The Practice of Adaptive Leadership
(Heifetz et al., 2009)*

/ Technical versus adaptive problems

Technical problems have known solutions that can be implemented with current knowledge and resolved through authoritative expertise the organization's current structures, procedures, and ways of doing things



Adaptive problems can only be addressed through changes in people's priorities, beliefs, habits, and loyalties; this requires mobilizing discovery, shedding certain entrenched ways, tolerating losses, and generating new capacity to thrive



*Source: The Practice of Adaptive Leadership
(Heifetz et al., 2009)*



Immunity to change process

Commitments	Doing/not doing instead	Collective, hidden, competing commitments	Big assumptions
What do we want to change?	What prevents the commitment from being fully realized?	What is the fear if we do something other than this? We are also committed to ...	We assume that ...

Source: *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization* (Kegan and Laskow Lahey, 2009)



Example #1 (individual)

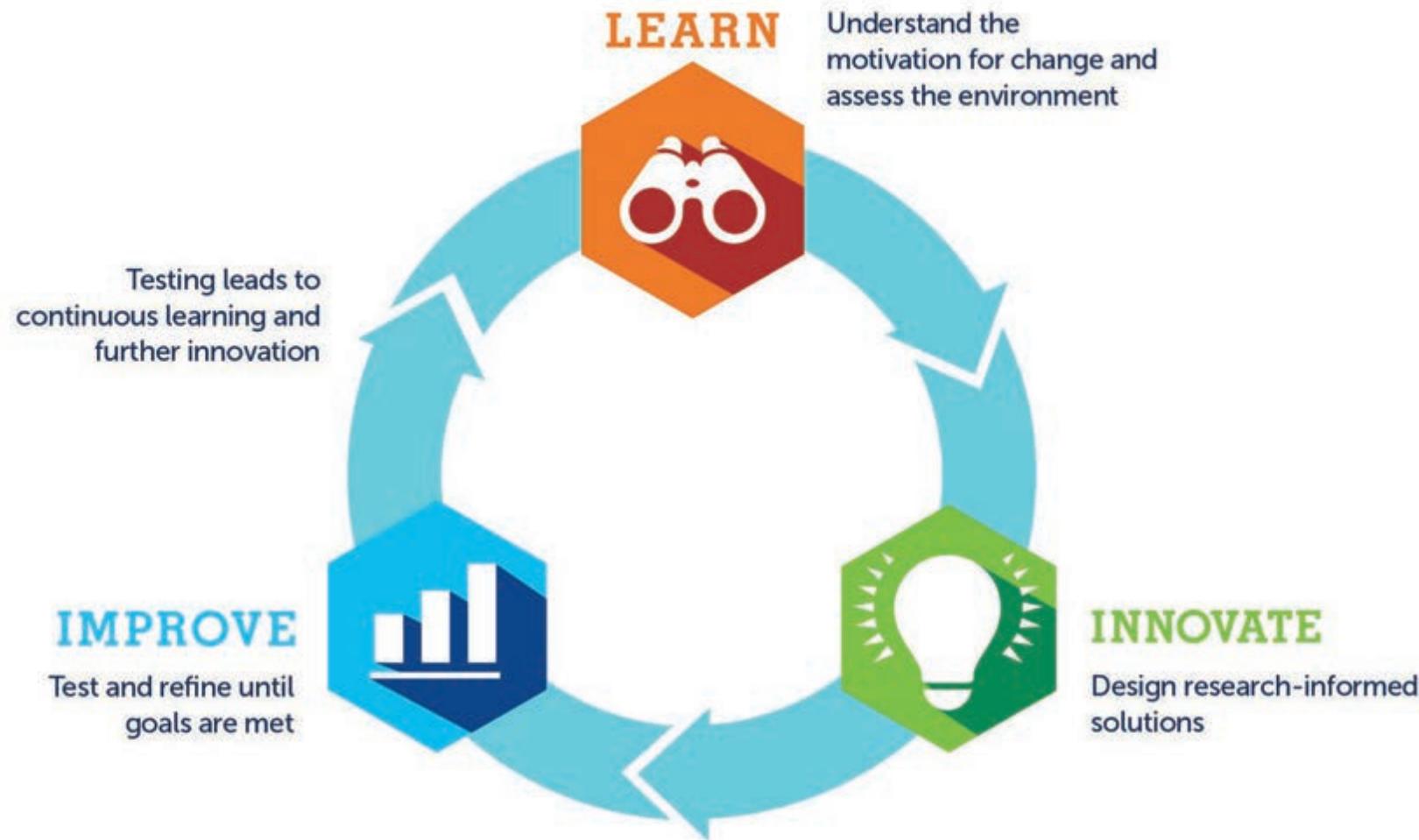
Commitments	Doing/not doing instead	Collective, hidden, competing commitments	Big assumptions
I want to work no more than 50 hours per week	I respond to too many internal requests not tied to my work I accept all meetings without questioning their purpose I spend time and emotional energy trying to address things outside my control	Being a good soldier Proving that I am of value within my organization Not disappointing my colleagues	If I say “no,” the world will end



Example #2 (team)

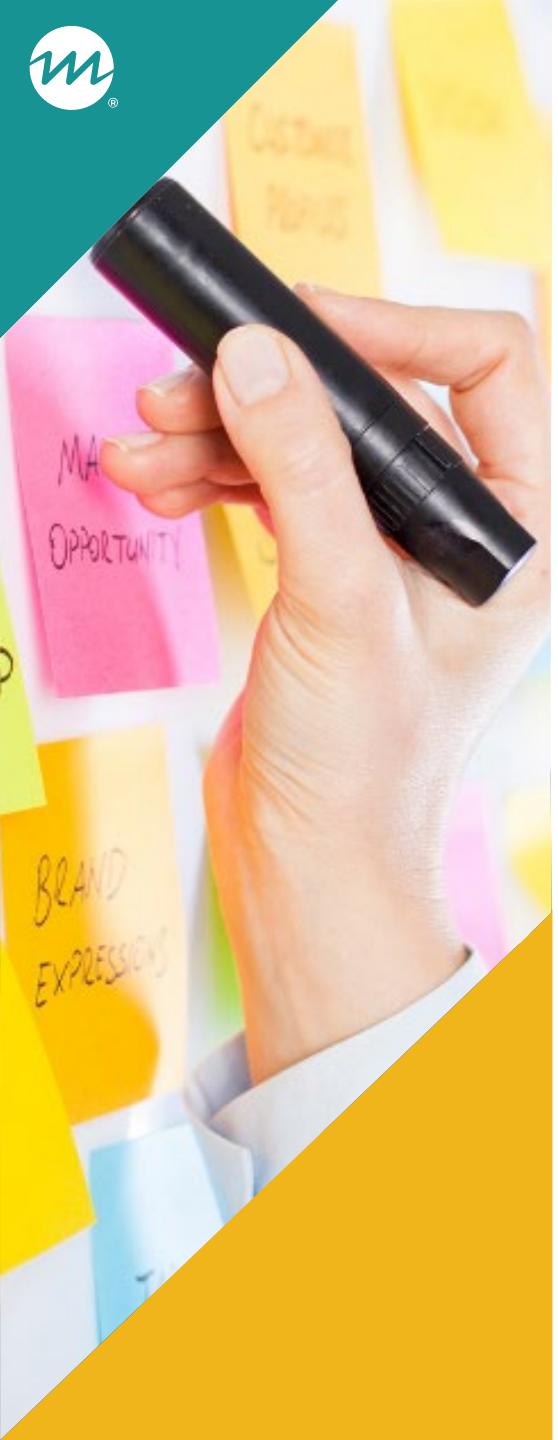
Commitments	Doing/not doing instead	Collective, hidden, competing commitments	Big assumptions
We want to have meaningful rather than transactional relationships with clients	We “process” people We judge staff performance based on compliance to timeliness and paperwork Leaders have transactional relationships with staff	We fear that clients will game the system We fear clients don’t know what to do We don’t prioritize time for meaningful staff development	We don’t need to invest in people

Learn, Innovate, Improve (LI²)



Reflection questions for the breakout

- / **What has been your experience with managing change—both planned and unplanned? How do these compare?**
- / **What strategies have you used for continuous improvement—that is, to reflect and course correct?**
- / **What strategies appear to work best for managing change (planned and unplanned) and continuous improvement?**
- / **What advice would you give your younger self on these issues?**



Practice

/ **Apply to your work**

- Learn more about at least one of these strategies
- Try at least one of these strategies in your work

/ **Adaptive and technical leadership**

- [Article](#)

/ **Immunity to change**

- [Practice resource](#)

/ **Learn, innovate, improve**

- [LI² Practice Guide](#)



The OFA Project IMPROVE Leadership Initiative

Session 3: Operational Management—Defining and
Implementing Our Program

Project IMPROVE Team and OFA

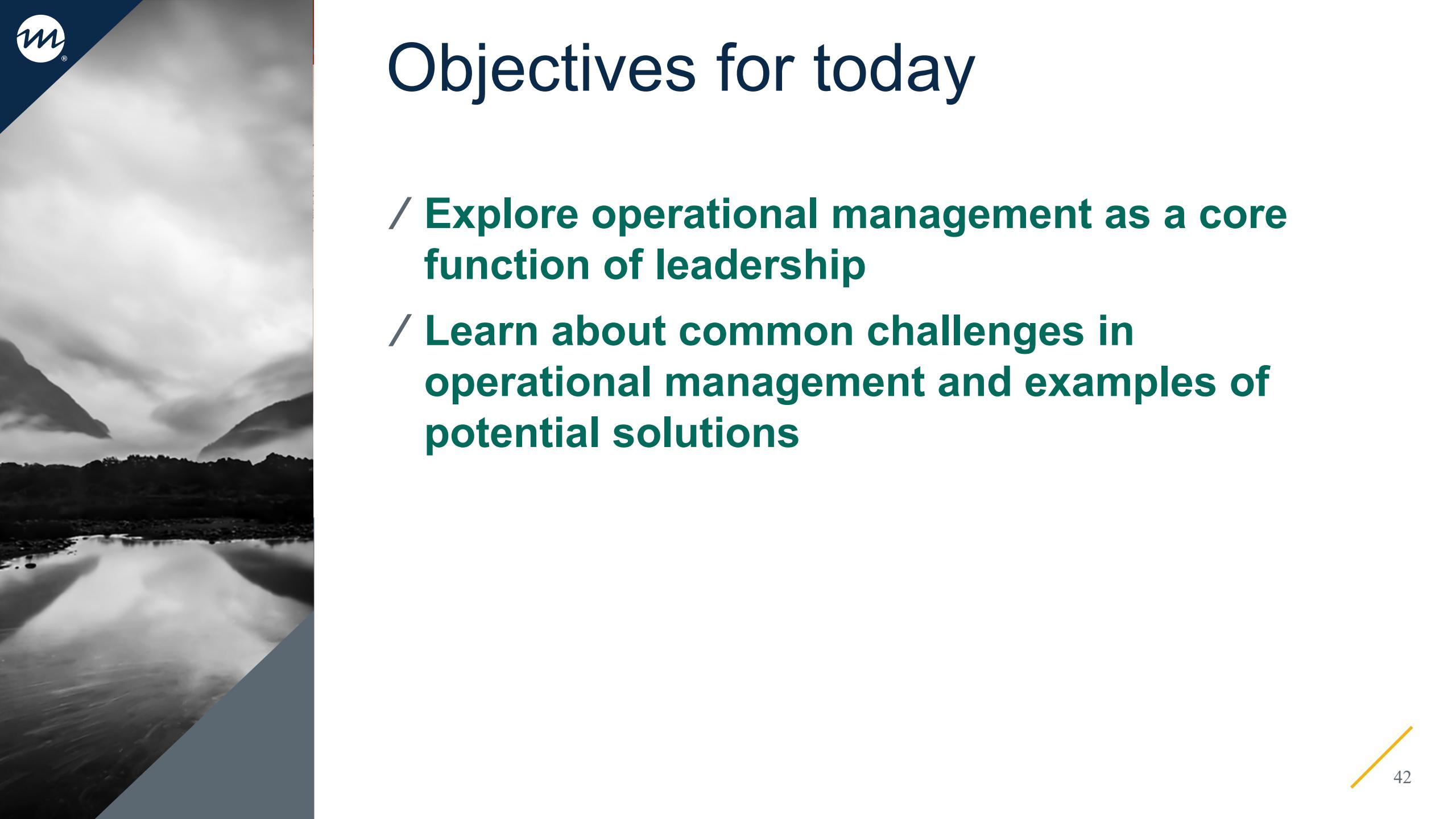
October 31, 2022

Mezzo's Memo



- / **Vision: To be a companion guide that recaps and helps you act on training content**
- / **What's in it for you?**
 - Content reminders
 - Multimedia resources
 - Hyperlinked resources for taking action
 - Platform to interact with each other
- / [**https://tinyurl.com/mezzomemo**](https://tinyurl.com/mezzomemo)

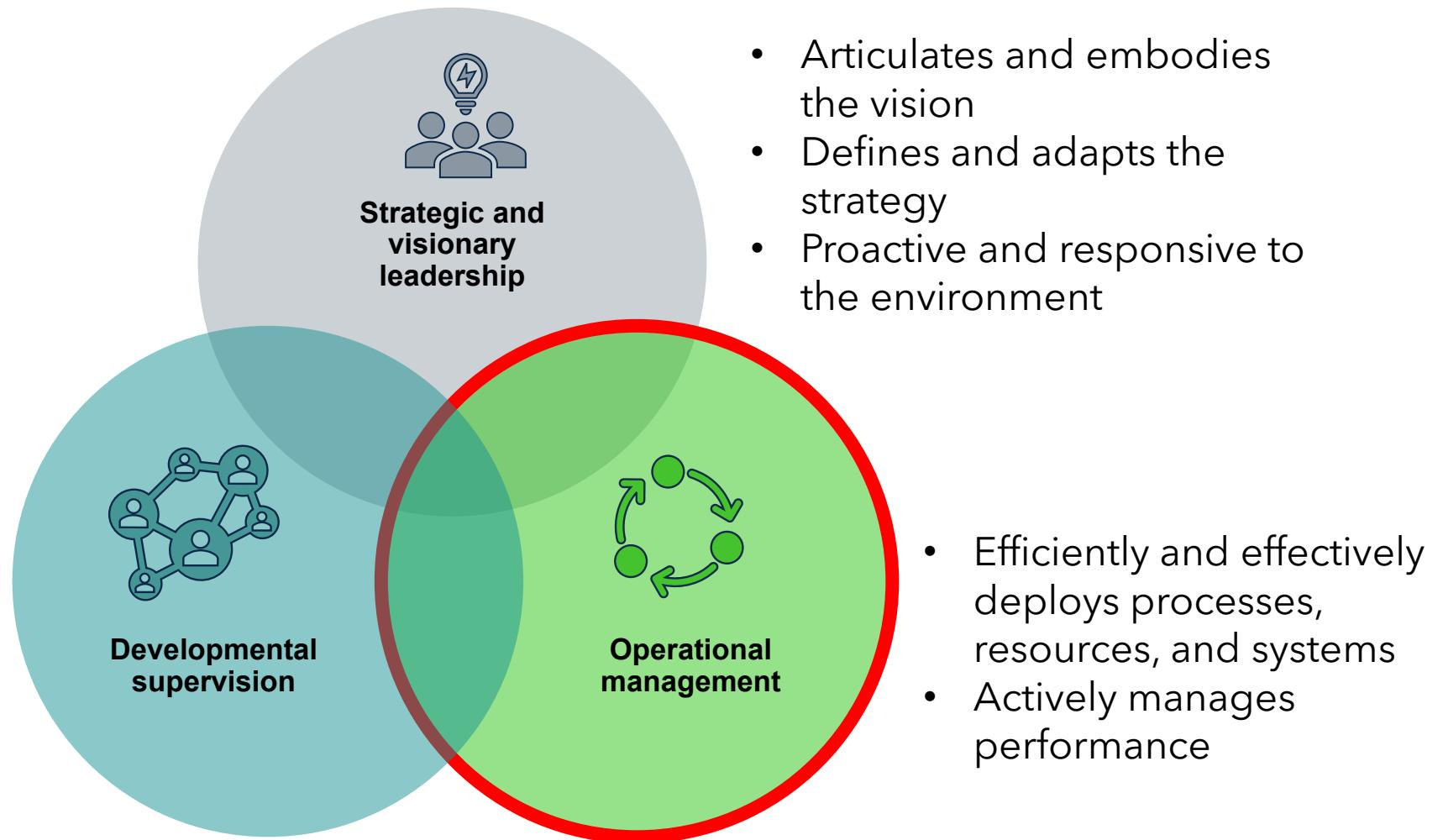




Objectives for today

- / Explore operational management as a core function of leadership
- / Learn about common challenges in operational management and examples of potential solutions

What are the core functions of leaders?





Efficiently and effectively deploys processes, resources, and systems

/ **Administration and operations**

- Efficiently equips staff to execute key strategies and operations in service of the mission and vision

/ **Communication**

- Fosters an environment of consistent, transparent, multidirectional internal and external communication

/ **Resource management**

- Efficiently builds and manages resources in service of the mission, vision, and strategy



Actively manages performance

/ Quality assurance

- Clearly articulates and consistently maintains expectations and/or quality standards

/ Quality improvement

- Continuously streamlines and strengthens service delivery

/ Data analytics

- Leverages data to meaningfully inform decision making at all levels of the organization

Is there a difference between leadership and management?

Management consists of controlling a group or a set of entities to accomplish a goal. Leadership refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success. Influence and inspiration separate leaders from managers, not power and control.

Author and Entrepreneur Vineet Nayar

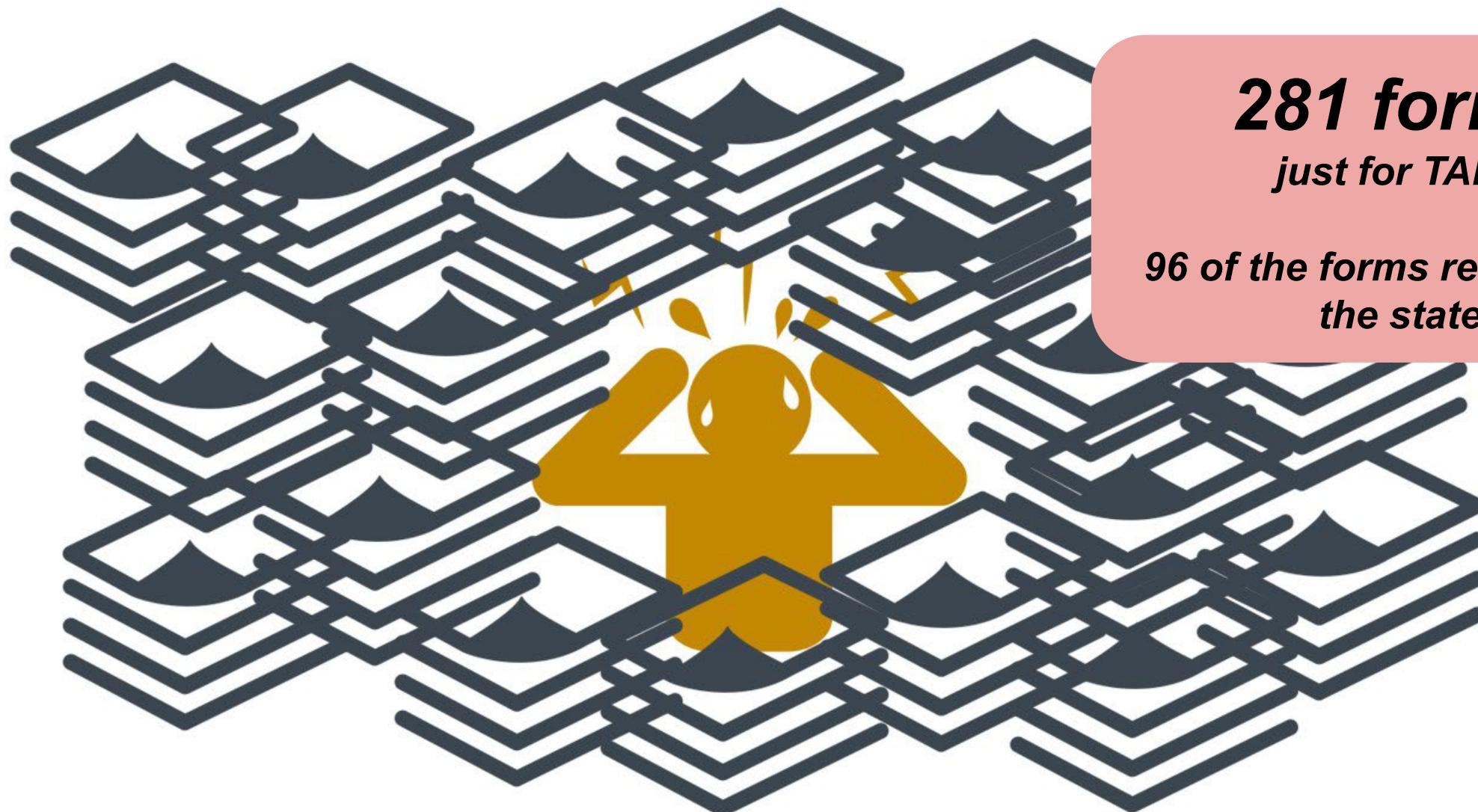
Most of the long-running debate over leaders versus managers focuses on nouns when it should focus on verbs. Everyone needs both leading and managing in their work, and the best executives balance the two.

Author James R. Bailey



Common Challenges and Solutions: Paperwork

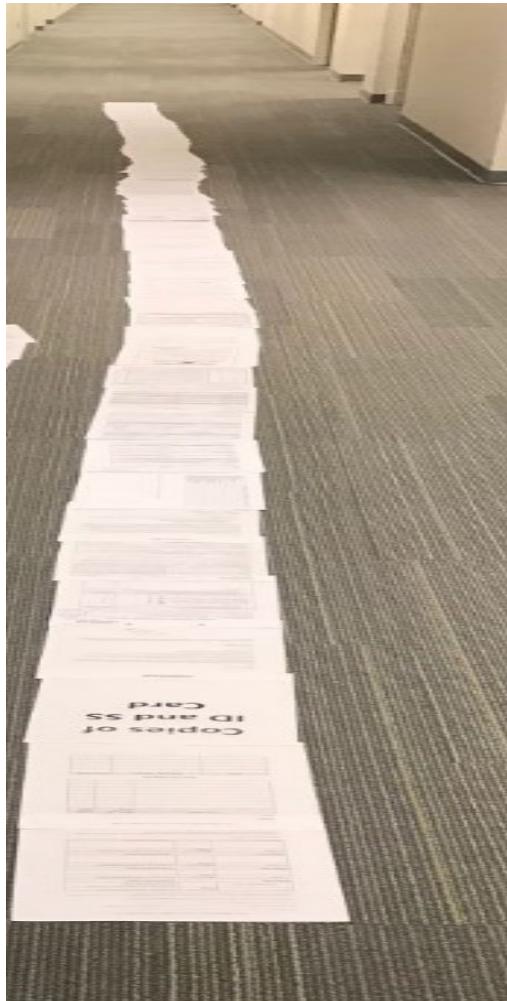
When paperwork smothers you ...



281 forms
just for TANF

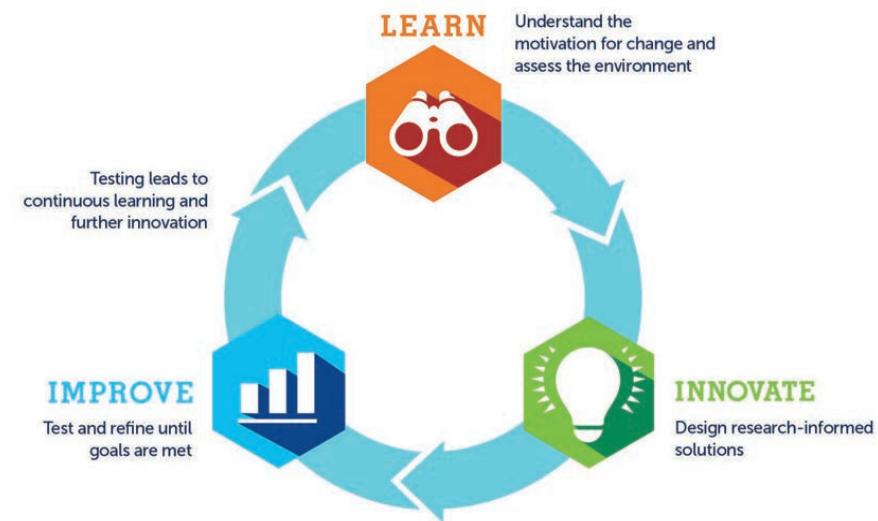
**96 of the forms required by
the state**

When paperwork gets in the way ...



80+ forms

The team used...



Solution: Paperwork analysis

Keep

Streamline

Eliminate

Solution: Change the look and feel of paperwork

EARN PROGRAM ENROLLMENT PACKET Clear heading

Hello, and welcome to Bold colors
Large text

We are looking forward to working with you.

Before EARN orientation begins, we'd like you to review the materials in this packet. This will give us a head start on serving you better.

Please take the next couple of minutes to review and complete the following forms.

Form 1: EARN mission and services Using white space to improve readability

Review this form to learn why you are here and how we can help!

Form 2: EARN program policy acknowledgment Provide clear directions

Review this form, then sign and date it to acknowledge your acceptance.

Final result: Fewer forms and greater visual appeal

Before

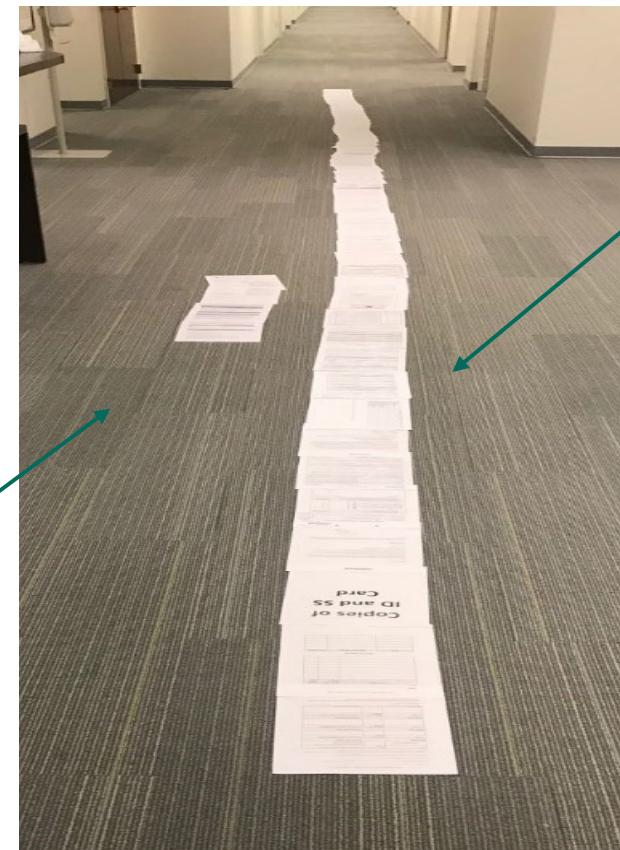


After



See the difference!

After (5 forms)



Before (80+ forms)



Common Challenges and Solutions: Communication

Problems

/ Too much information

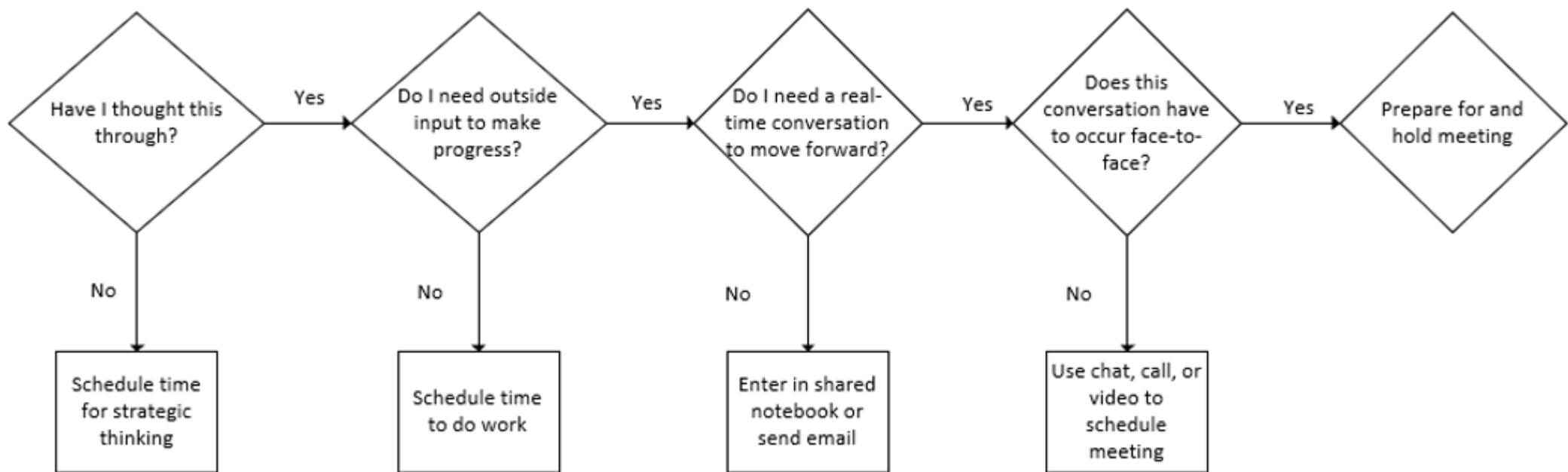
- Can flood staff and make it difficult for them to prioritize

/ Information is unclear

/ Information isn't timely



Solution: Use a decision tree for holding meetings





Solution: Map out communication needs

Step	Action	When	Date	Audience	Mode	Communicator
1	Notify site administrator of upcoming change	1.5+ months in advance	MM/DD/YY	Center leaders	Email	Manager of integrated systems
2	Provide center leaders and relevant team leads with high-level overview of process changes (Meeting #1)	1 month in advance	MM/DD/YY	Center leaders	Meeting/call	Manager of integrated systems, program rep
3	Provide a summary email to center leaders and relevant team leads; include relevant training materials	1-2 days after Meeting #1	MM/DD/YY	Center leaders	Email	Program rep

Solution: Consider communication strategy



Audience: Who?
What are their
needs?



Goal: What do we
want them to know?
How do we want
them to feel? What do
we want them to do?



Feedback: Can I
test messages,
ask for
feedback?



Context: How long am I speaking or
how long is this email? Can I
collaborate with my audience?



Structure: What is it?
Why is it important?



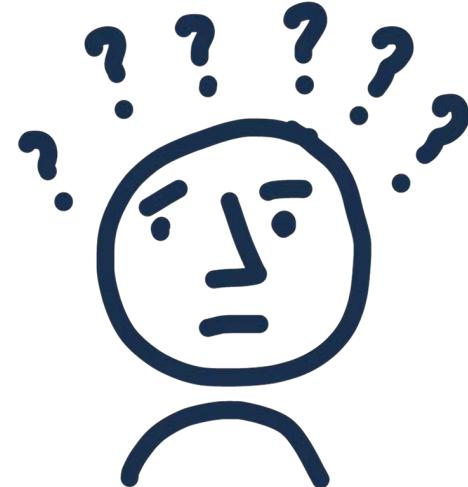
Common Challenges and Solutions: Roles and Responsibilities

Problems

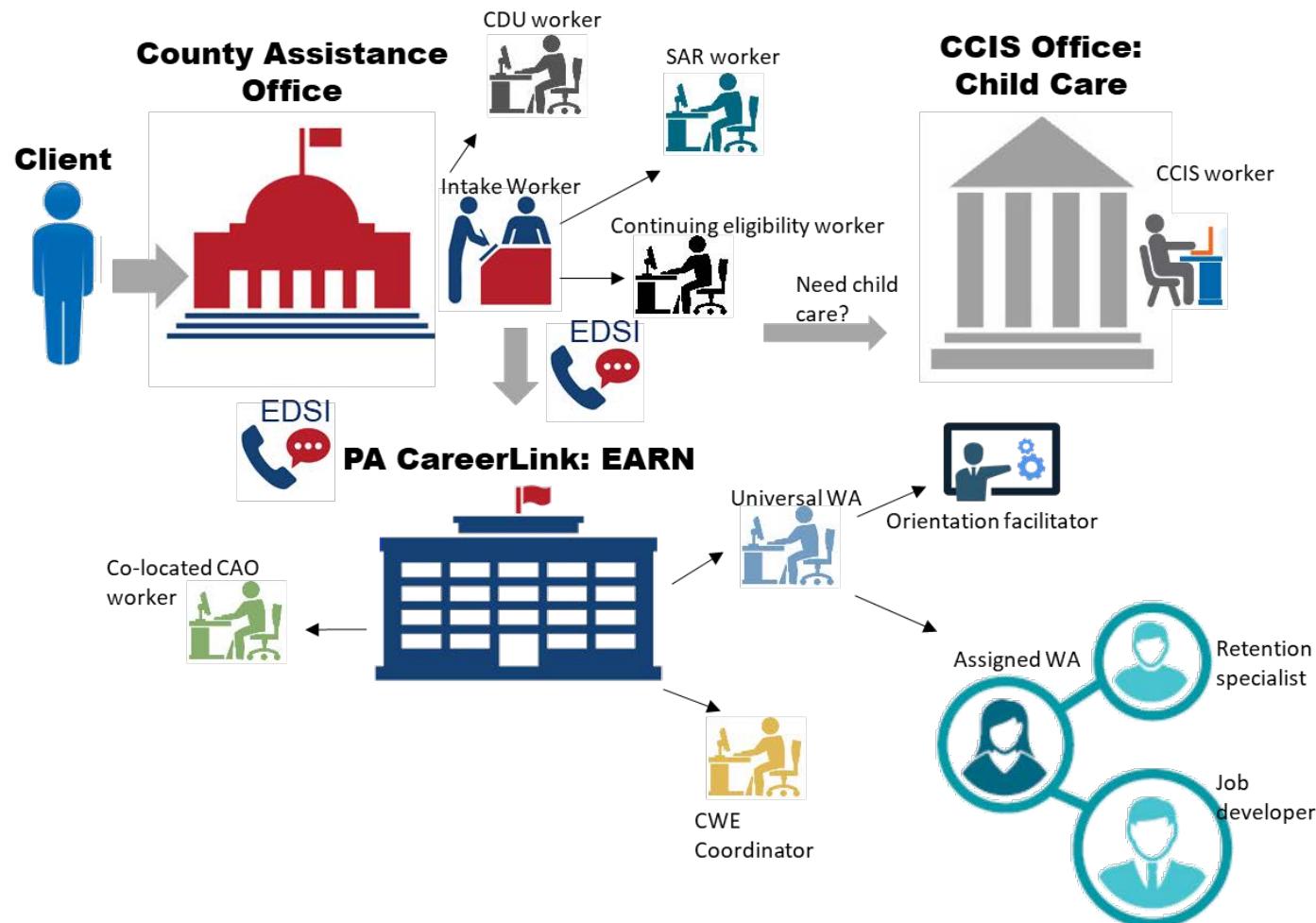
/ Duplication and overlap of responsibilities

- Staff may stray from their lane
- Staff may not follow through on something they are responsible for

/ Participants may feel confused about who to approach for what

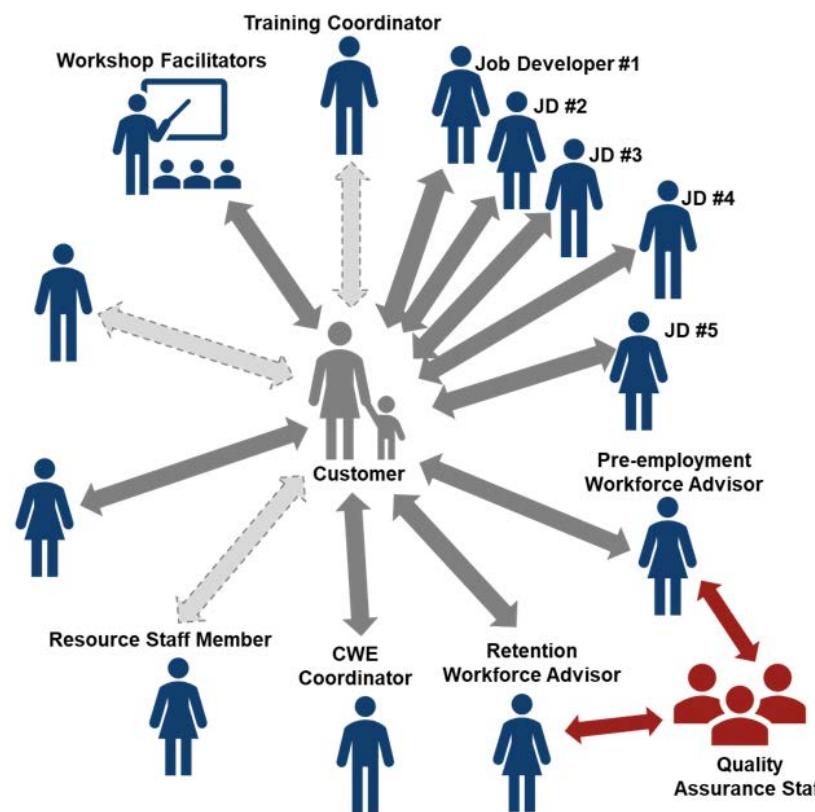


Solution: Map participant flow

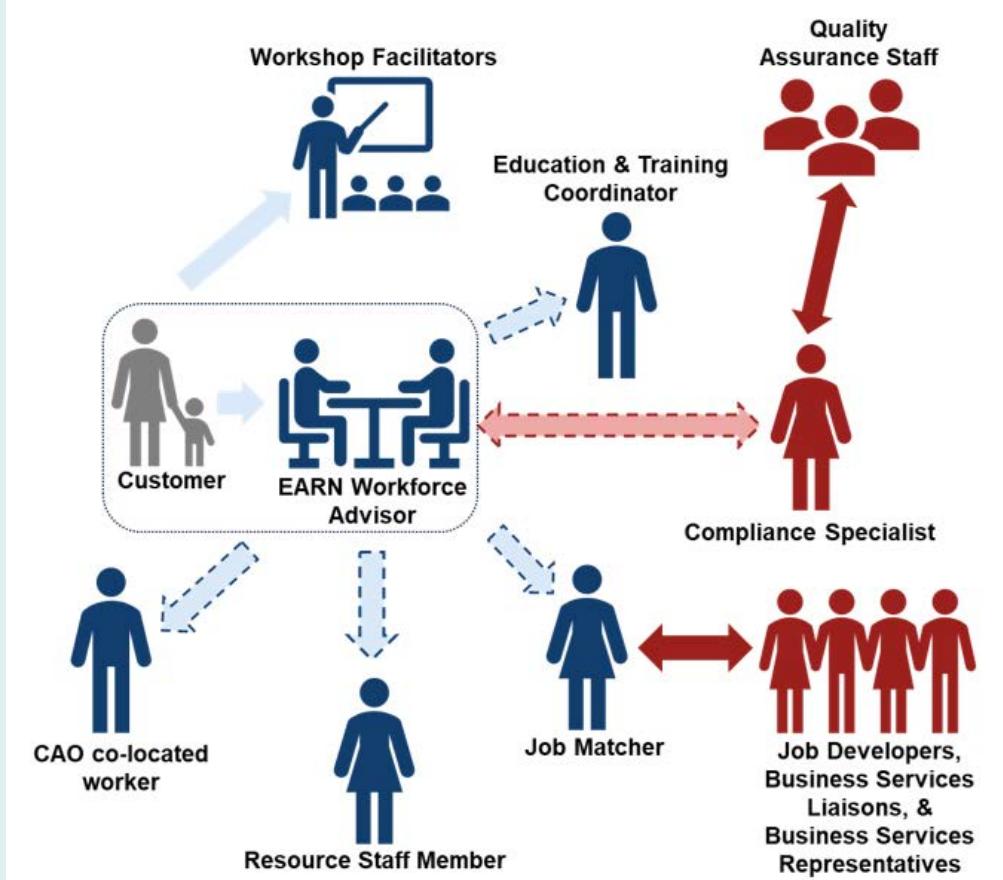


Solution: Map interactions between participants and staff

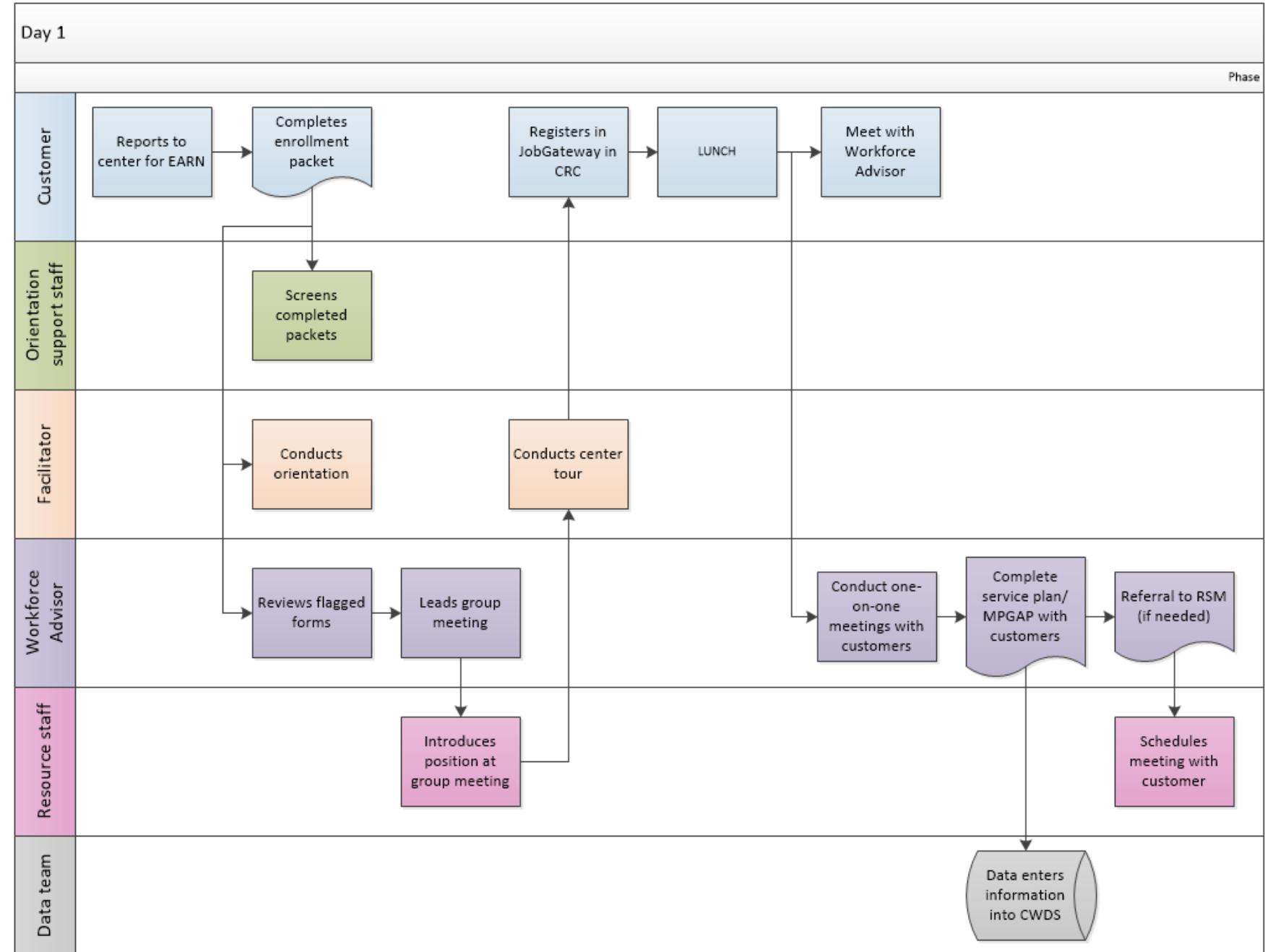
Before redesign



After redesign

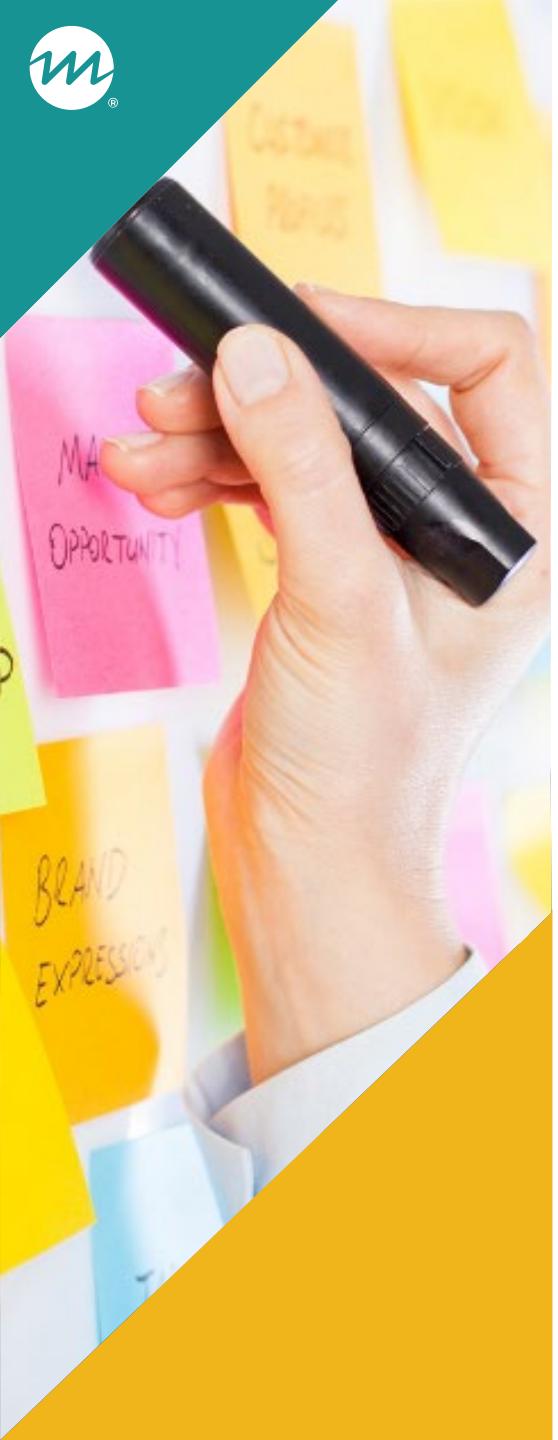


Solution: Use swim lanes



Reflection questions for the breakout

- / **What resonated with you in the content we just shared?**
- / **What are the qualities and skills of a good operations manager?**
- / **Where do you see your primary strengths—as a good leader, good operations manager, or both?**
- / **Why is strong program management important? What are the consequences of poorly managed operations?**
- / **What strategies have you used to manage your program consistently well?**
- / **What operations strategies appear to work best? Where could you use more help?**



Practice

/ **Apply to your work**

- Learn more about at least one of these strategies
- Try at least one of these strategies in your work

/ **Resources**

- [Streamlining paperwork](#)



The OFA Project IMPROVE Leadership Initiative

Session 4: Creating an Environment That Supports and
Advances Leaders of Color

Project IMPROVE Team and OFA

November 7, 2022



Objectives for today

- / **Model how to support honest, difficult conversations about diversity, equity, and inclusion**
- / **Describe techniques for creating a safe, open environment**
- / **Explore possibilities to advance leaders of color in TANF programs**



Community and discussion norms

- / Show patience and respect one another's voice
- / Have an open mind
- / Be willing to share and speak your truth, and be open to asking questions
- / Understand this is a learning space
- / Welcome all styles of participation
- / Say it messy



Community and discussion norms (cont.)

- / Focus on equity and inclusion
- / Be engaged, even when you are not talking (active listening)
- / Lead with curiosity
- / Honor differences and opinions
- / Be mindful of intention versus impact

Discussion questions

- / **What stood out to you or resonated most with you?**
- / **Where do you and your colleagues tend to get tripped up during these discussions? What can be done to ease those challenges?**
- / **What do you need to feel psychologically and emotionally safe? What can you do as a leader to create that space for others?**
- / **What is one thing that you can take away from today's session? What can you do differently in your program?**



The OFA Project IMPROVE Leadership Initiative

Session 5: Developmental Supervision

Project IMPROVE Team and OFA

November 14, 2022



What we hope to achieve today

- ／ **Inspire leaders to invest in professional development for themselves and those they lead**
- ／ **Explore the importance of developmental supervision**
- ／ **Cultivate the conditions and practices that support professional development and growth**



Motivation for Change: Why Develop Staff?

Benefits of developing yourself

“Put your mask on first!”



Benefits of developing your staff



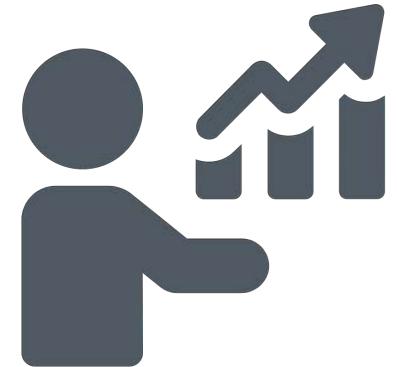
**Improves
productivity**



**Increases job
satisfaction**



**Reduces
turnover**

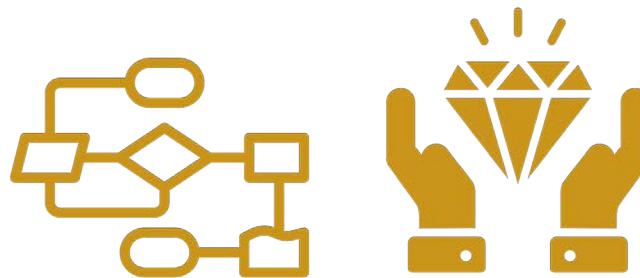


**Helps staff
realize their
potential**

Benefits of developing your teams



Staff learn from each other

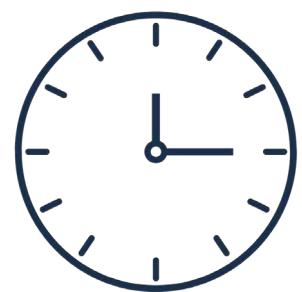


Better processes and products

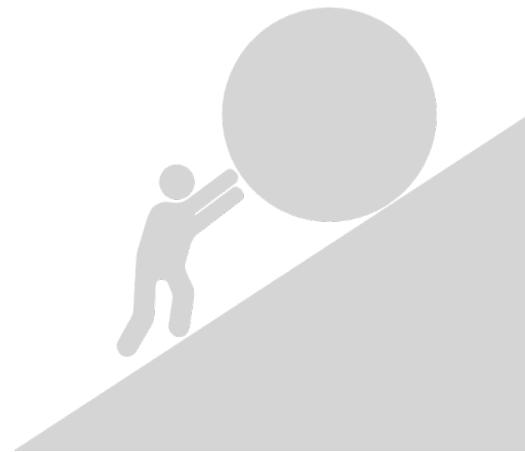


Staff feel valued and connected

Developing yourself and others is an investment



Time



Effort

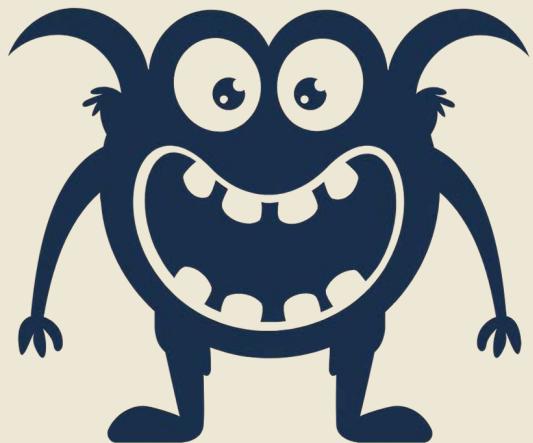


Emotional
energy

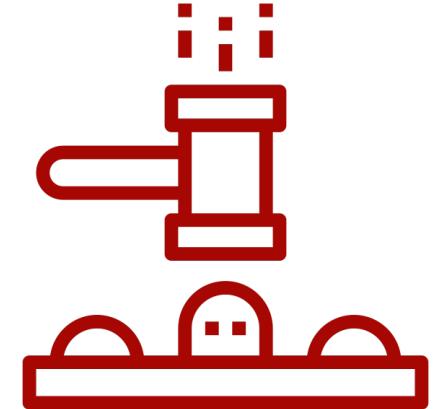


ROI = Growth

Challenges with Supervision Practices



Whack-a-mole supervision



/ Reacting to the ever-present crisis

- It seems each hour offers a new fire to put out
- Your job centers on constant fixing

/ Downsides

- Burns you out
- Is not fun
- Promotes dependency
- Takes time from mentoring and staff development

Compliance-driven supervision



/ Overemphasis on WPR and key metrics

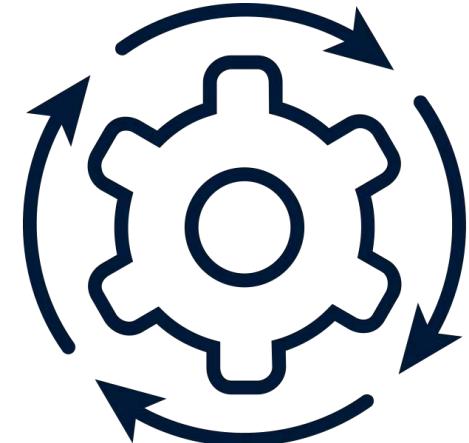
- Accountability = Meeting federal and state measures
- Focus on whether staff are hitting their targets

/ Downsides

- Many of these measures are outside of staff's control
- Staff focus on toeing the line with you
- Opportunities for motivational accountability are overlooked

/ Staff burn out

Operations-only supervision



/ Near-exclusive focus on executing the process

- Every problem or question has a known, technical solution
- The status quo is comfortable and predictable

/ Downsides

- Leadership = Being a veteran operator
- Forsakes innovation and resists change
- Misses growth opportunities and overlooks adaptive challenges



A Different Supervision

What does it mean to be a leader?

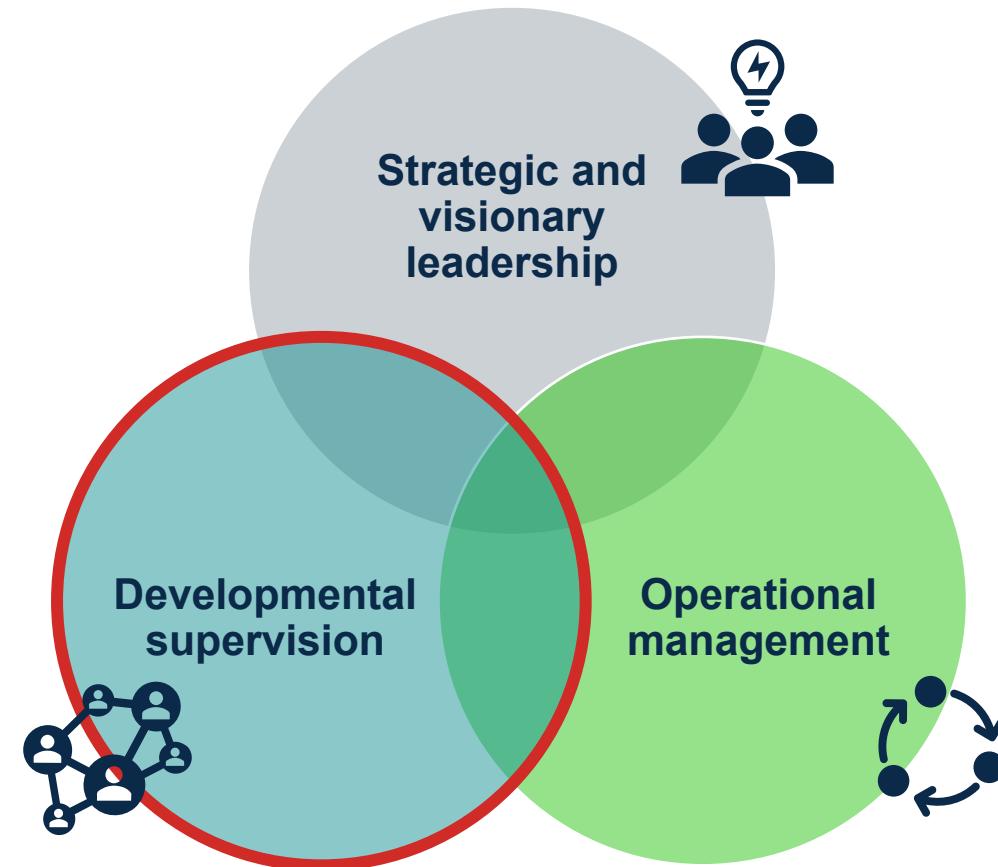
*“Achieving significant positive impact ... by building an organization of **people working together** toward a common goal.”*

Who is a leader?

Brené Brown

*“Anyone who takes responsibility for **finding potential in people** and processes and who has the courage to **develop that potential.**”*

Leadership core functions



Striving toward a supervision practice that...

- / Puts personal motivation at the center of staff growth and performance**
 - Rather than compliance
- / Focuses on building core skills and competencies**
 - Rather than fixing problems
- / Uses a systematic process to promote professional growth and learning**
 - Rather than relegating growth conversations to performance appraisals

Supervisory functions and competencies

/ **Supportively guides professional development**

- Responsiveness
- Reflective engagement
- Exhibits a growth mindset
- Strengths-based
- Belief in the ability to change



/ **Promotes goal-driven skills development**

- Promotes goal-directed behaviors
- Provides meaningful, timely accountability





Supportively guides professional development

/ **Responsive**

- Authentically responsive and supportive toward staff regarding questions, changes, and needs

/ **Reflective**

- Regularly and frequently engages in individualized supervision to cultivate development of a staff member's potential

/ **Growth mindset**

- Converts mistakes or problems into opportunities for organizational learning and personal growth



Supportively guides professional development (cont.)

/ **Strengths-based**

- Consistently empowers staff to act based on their relative strengths

/ **Belief in ability to change**

- Sees the potential in staff and believes in their ability to achieve it



Goal-driven skills development

/ **Promotes goal-directed behaviors**

- Coaches staff to pursue goals focused on growing core competencies and skills directly related to their roles and responsibilities

/ **Provides meaningful, timely accountability**

- Holds staff accountable to their goals, job responsibilities, and essential quality standards

Discussion questions

- / What stood out to you or resonated most with you?**
- / Which supervision challenges could you relate to? Why?**
- / What would you like to change about your supervisory practice? What would you need to make those changes?**
- / How might you apply the competencies and practices for good supervision?**
- / What is one thing that you can take away from today's session? What can you do differently in your program?**

Mezzo's Memo



- / **Vision: To be a companion guide that recaps and helps you act on training content**
- / **What's in it for you?**
 - Content reminders
 - Multimedia resources
 - Hyperlinked resources for taking action
 - Platform to interact with each other
- / <https://tinyurl.com/mezzomemo>



The power of investing in your people

“

The most powerfully motivating condition people experience at work is making progress at something that is personally meaningful. If your job involves leading others, the implications are clear: the most important thing you can do each day is to help your team members experience progress at meaningful work.

Executive Monique Valcour



The OFA Project IMPROVE Leadership Initiative

Session 6: Changing Culture and Practice

Project IMPROVE Team and OFA

November 28, 2022



What we hope to achieve today

- / **Ground ourselves in the current realities in TANF and Tribal TANF programs**
- / **Share how a leadership practice might transform an agency's culture and practice**
- / **Explore next steps for applying what you've learned in this leadership initiative**

Current realities for leaders

- / **New pressure to reengage participants to meet state work requirements**
- / **Leaders, direct service staff, and participants are navigating a changing labor market**
- / **Most programs have seen staff turnover or burnout or both**
- / **Some programs are experiencing increases in TANF caseloads**
- / **Continually leading change—both planned and unplanned**

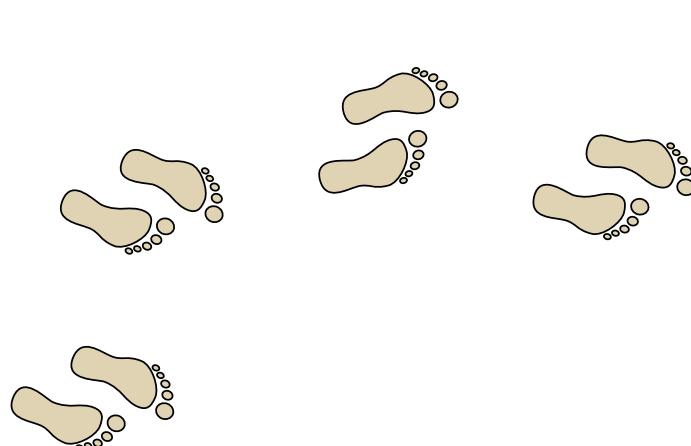
We are exhausted!



Opportunities for impact

- / These past few years have taught us more than ever the importance of strong, proactive leadership and the power of community
- / We have learned that to be successful we need strong leadership and supervision practices to support it
- / Strong leaders build successful programs and play a key role in driving equity

/ How can we take small steps to change program culture and organizational practices through strong leadership?



Revisit core functions and competencies of leadership



Draw on the science of behavioral change

/ Motivation



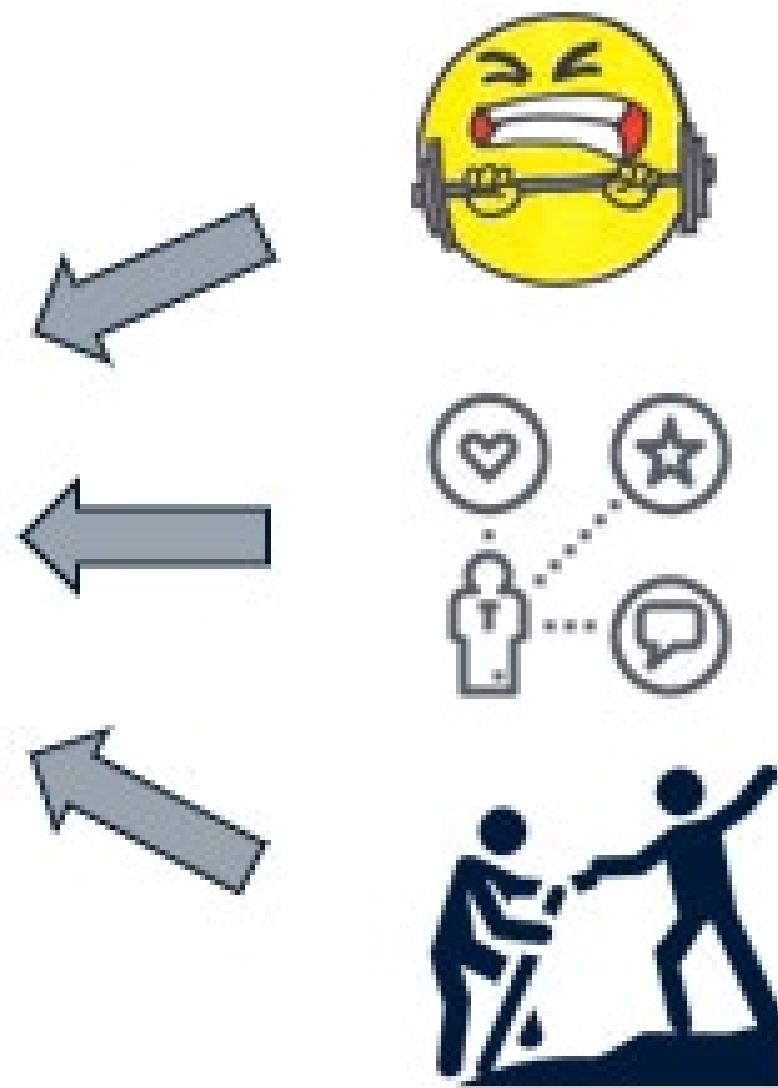
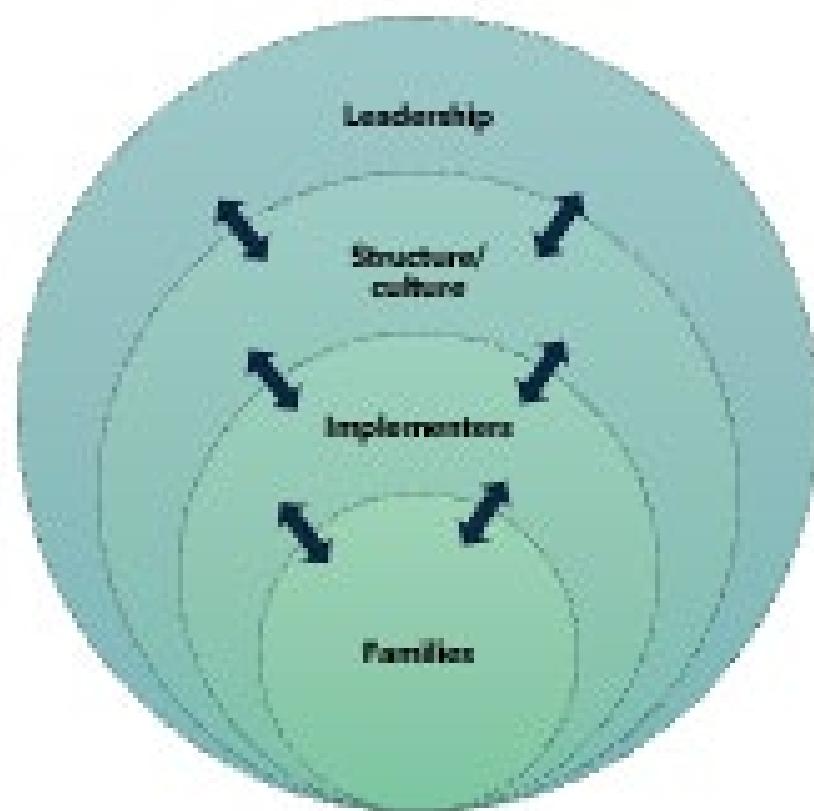
/ Capabilities



/ Opportunities



Think holistically





Core function	Competency	Mastery Level Behaviors
Strategic and visionary leadership		
Articulates and embodies the vision	Envisions and defines possibilities	Articulates a vision that motivates and directs the services and the people
	Mission and vision-driven	Promotes staff mindsets and behaviors that further the mission and vision
Defines and adapts the strategy	Goal-directed strategy	Consistently articulates concrete goals that promote collective aspiration to improve
	Motivation	Evokes motivation among staff to propel quality service delivery
	Diversity, equity, and inclusion	Promotes and empowers efforts to increase equity and inclusion
Proactive and responsive to the environment	Adaptive management	Adaptive, intentional approach to problem identification and solution generation
	Self-reflective decision-making	Reflective about one's strengths and limitations; seeks input from others
	Innovation	Balances bureaucracy and infrastructure with innovation, enabling iteration of new ideas
	Psychological safety	Creates an environment where people feel safe to share ideas, ask questions, and admit mistakes
Operational management		
Efficiently and effectively deploys processes, resources, and systems	Administration and operations	Efficiently equips staff to execute key strategies and operations in service of the mission and vision
	Communication	Fosters an environment of consistent, transparent, multidirectional internal and external communication
	Resource management	Efficiently builds and manages resources in service of mission, vision, and strategy
Actively manages performance	Quality assurance	Clearly articulates and consistently maintains expectations/quality standards
	Quality improvement	Continuously streamlines and strengthens service delivery
	Data analytics	Leverages data to meaningfully inform decision-making at all levels of the organization
Developmental supervision		
Supportively guides professional development	Responsiveness	Authentically responsive and supportive toward staff regarding questions, changes, and needs
	Reflective engagement	Regularly and frequently engages in individualized supervision to support development of staff potential
	Exhibits a growth mindset	Converts mistakes or problems into opportunities for organizational and lifelong learning and growth
	Strengths-based	Consistently empowers others to act based on their relative strengths
	Belief in the ability to change	Sees the potential in supervisees and believes in their ability to achieve it
Goal-driven skills development	Promotes goal-directed behaviors	Coaches supervisees to pursue goals focused on growing core competencies and skills directly related to their roles and responsibilities
	Meaningful, timely accountability	Holds staff accountable to their goals, job responsibilities, and essential quality standards

Build on lessons from the pandemic



Use technology

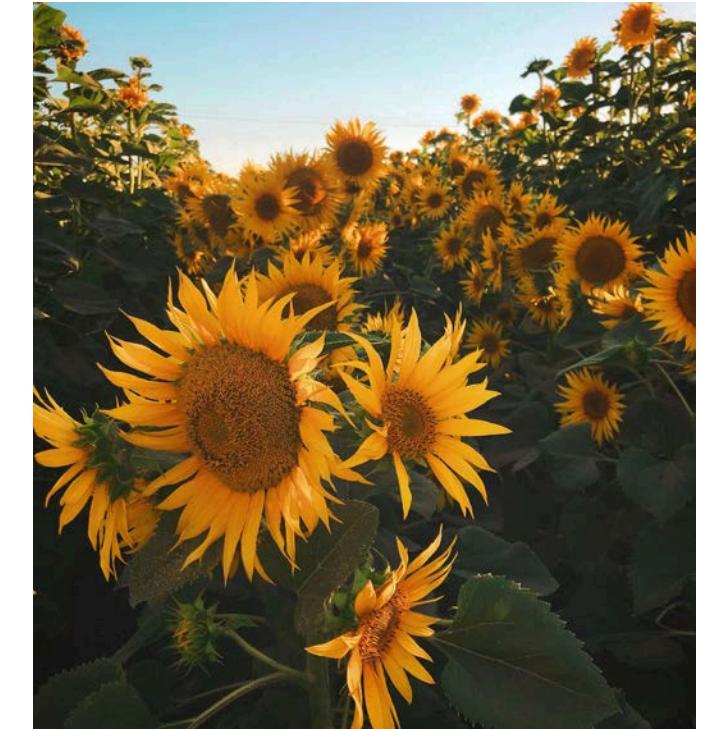


**Advance diversity, equity,
and inclusion**



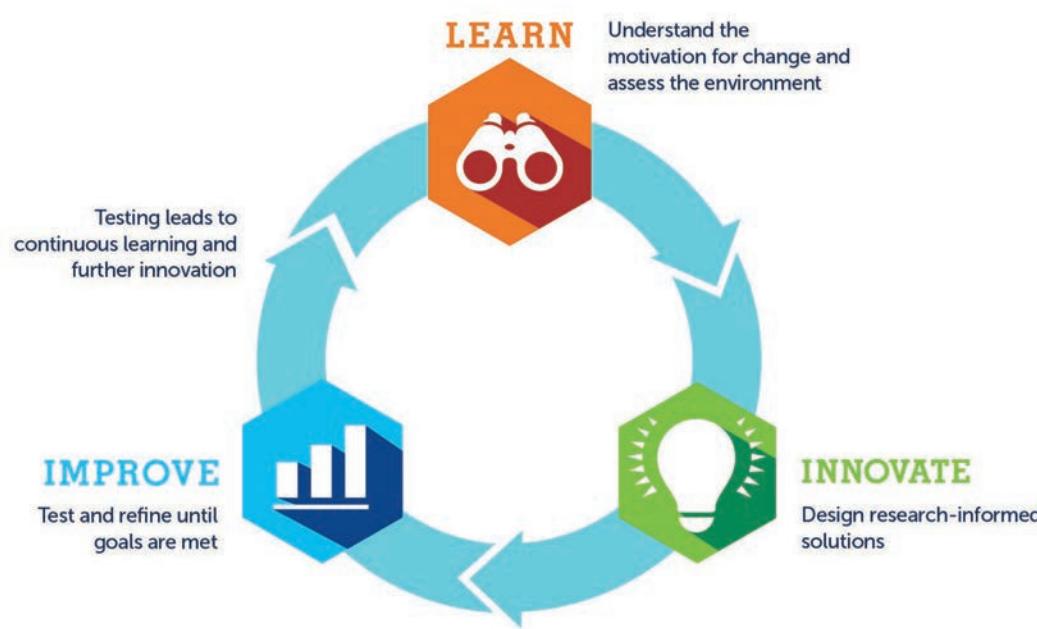
**Adapt to the changing
labor market**

Look for adjacencies



Embrace change

Process for organizational change and continuous improvement



Process for individual change



Strive for impact



Photo by Jacob Lind from Noun Project

Discussion questions

- / What stood out to you or resonated most with you today?**
- / What is one area of program culture or organizational practice that you would like to change?**
- / How might a strong leadership practice—think core functions and competencies—support your change efforts?**
 - What other resources or supports might you need?
- / Round-robin: Share one reflection or takeaway from the training series that has inspired you to do something differently**

Mezzo's Memo



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Go forth!

“

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

Theodore Roosevelt