

1 **Board Meeting Minutes**
2 **November 19, 2021 via Zoom**

3 **Attendance**

4 **MDA Foundation Officers**

5 Gary Asano, DDS, MS,
6 President
7 Dan Peters, DDS,
8 Vice President
9 Michael Nichols, DDS,
10 Secretary/Treasurer

11 **Guests**

12 Michael Maihofer, DDS, MDA President
13 (Partial)
14 Mary Sumners, Kennari Consulting (Partial)
15 Doug Campbell, Hope Clinic (Partial)
16 Terry Langston, Jackson Center for
17 Family Health (Partial)
18 Jennifer Oprisu, American Indian Health
19 & Family Services (Partial)

20 **MDA Foundation Board Members**

21 Diana Ellis, DDS
22 Cameron Elrod
23 Nancy Harmon, RDH
24 Beth Rosenberg, DDS, MS
25 Ted Schumann, II (Partial)
26 Nicholas VanderVeen

27 **MDA Staff**

28 Don Winn, CFO (Partial)

29 **MDA Foundation Staff**

30 Nancy Maier, Executive Director
31 Janet Elliott, Foundation Administrator
32 Evan Werbrouck, Foundation Intern

33 **Consultant**

34 Sue Carron, DDS, MS,
35 President Emeritus

36 **Absent**

37 Anant Grewal, DMD, MHSA
38 Shelly Jones, DDS
39 Daniel Miller, DDS

34 **EXECUTIVE SESSION**

35 At 11:30 am, Foundation board members in attendance went into Executive Session to
36 address Nancy Maier's evaluation. Executive Session ended at 12:00 pm.

37

38 **WELCOME & CALL TO ORDER**

39 MDA Foundation President, Dr. Gary Asano welcomed everyone and called the
40 meeting to order at 12:00 pm. Gary recognized guests Mary Sumners from Kennari
41 Consulting and Dr. Michael Maihofer, MDA Board President.

42

43 Gary reminded board members of the policies that accompanied the meeting
44 materials, noting that they should be adhered to for all business covered during the
45 meeting.

46

47 Gary recognized board members Drs. Danny Miller, Shelly Jones and Mike Nichols for
48 their service to the Foundation Board.

49

50 **Consent Agenda**

51 Gary noted the items in the consent agenda and asked if there were any
52 questions. Hearing none, all items in the consent agenda were accepted. Gary
53 reminded board members of the importance of their review and response
54 regarding board meeting minutes approval.

55

56 **Approval of the Agenda**

57 Gary asked for and received approval of the agenda.

58

59 **ED & President's Reports**

60 No questions or comments were raised regarding the ED and President's reports
61 which were included in meeting materials.

62

63 **ACTION ITEMS**

64 **Scholarship Committee**

65 **2021 Scholarship Recipient Approval**

66 Scholarship Committee Chair, Nancy Harmon, provided background on
67 the scholarship process which included an initial review of all applicant
68 short-answer questions and a Zoom interview of the top 24 applicants by
69 teams of committee members. Nancy thanked those involved with the
70 scholarship process and noted that the students being recommended
71 were the top scorers from the team interviews. Committee member Nick
72 VanderVeen thanked Nancy Harmon and Foundation staff for all their
73 help in the interview scheduling process and noted the quality of the
74 applicants that his team interviewed.

75

76 **Resolution 111921—01:** Resolved that the following scholarship
77 applicants be approved as the 2021 MDA Foundation Scholarship
78 recipients:

Fund	First Name	Last Name	Amount



Mitus (\$4,000) UM	Rodrigo	Rangel	\$1,000
UM	Taylor	Chick	\$500
UM	Maya	Youness	\$500
UDM	Lizette	Ramirez	\$1,000
UM	Hayley	Harland	\$500
UM	Alina	Krewing	\$500
Jeffers (UDM)	Hayden	Sutton	\$1,000
George Bletsas, (1 recipient D3 UDM)	Hayden	Sutton	\$1,000
John Nolen, DDS, (1 recipient D3 UofM)	Maya	Youness	\$500
William Schumann, DDS (1-2 recipients, D4 UDM)	Ashleigh	O'Brien	\$1,000
MDA IFG (1-2 recipients, D4 UofM)	Hayley	Popp	\$1,000
Genesee District (D, H) UDM	Shane	Gantos	\$2,500
UDM	Rhema	Arif	\$2,500
Gist (1 recipient, D2, D3, D4, UDM, Uof M)	Maya	Youness	\$1,000
Kinra (1 recipient Endo interested UofM)	Reid	Donakey	\$500
Meraw (2 recipient Perio) UM	Magdalena	Orlowski	\$500
Washtenaw (1 Recipient) UM	Taylor	Chick	\$500
GRAND TOTAL			\$16,000

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Financial Implications: \$16,000 to be taken from the corresponding scholarship funds as approved with the 2021 budget in November 2020. Donors to the Genesee Scholarship decide corresponding award amounts based on the monetary value of their funds. For 2021, the Genesee District Dental Society board of directors voted to approve a total of \$5,000 for their award.

The resolution was approved.



87 Next steps: All applicants will be notified of the decisions made
88 today, checks will be sent after the Thanksgiving holiday to the
89 respective students' school to be placed in their account. All 2021
90 recipients will be invited to the 2022 Sparkling Smiles Celebration
91 held in Novi, MI.

92
93 **Strategic Plan Final Presentation**
94 Mary Sumners from Kennari Consulting reviewed the strategic plan update
95 process. She noted that Kennari helped with the facilitation of strategic direction
96 for a shorter period than what might normally be done but that this is
97 appropriate for the current state of the Foundation.
98

99 Mary highlighted that the vision and mission remained the same as from the
100 previous plan, and that a few tweaks were made on the priorities and goals
101 portion of the strategic plan from what was there before.
102

103 In September, the board reviewed the goals and objectives and determined
104 what the board and staff could do to support the goals. Mary emphasized that
105 the strategies show how the board will support these goals and the objectives
106 provide strategies for making sure everyone is meeting the expectations. Mary
107 stressed the importance of keeping this strategic plan in front of the board
108 moving forward. She noted that there is a role for all board members and that
109 many of the strategies are things that every board member must participate in
110 moving forward.
111

112 Gary noted that the Executive Committee was impressed with how well the
113 strategic plan update all came together and thanked Kennari for their work on
114 the process.
115

Approve 2022 – 2025 Strategic Plan Update

116 **Resolution 111921—002:** Resolved that the MDA Foundation board
117 approves the proposed MDA Foundation 2022 – 2024 Strategic Plan.
118
119

120 The resolution was approved.
121
122

Development Committee

2022 Board Campaign Approval

123 Development Committee Chair, Cameron Elrod provided the board with
124 an update on the 2021 board giving campaign. He noted that as of
125 October 25, the 2021 goal had not been met. In light of current and
126 projected board giving, the Development Committee thought it more
127 strategic to reduce the goal to \$45,000 for the coming year.
128
129

130 Board members expressed appreciation for the thought that went into the
131 recommendation, including realistic expectations for the board.
132

133
134 **Resolution 111921—003:** Resolved that the MDA Foundation board
135 approve a goal of \$45,000 for the 2022 year.

136
137 With no further discussion, the resolution was approved.

138
139 **Executive Committee**

140 **Approval of the 2022 Board Donor Outreach Program**
141 Gary reviewed the process for the creation of the donor outreach
142 program included in board meeting materials. He noted that the board
143 went through this as an exercise during the June and September board
144 meetings, and then their ideas were passed to the Executive Committee
145 to be refined into a concise program for approval by the full board in
146 November.

147
148 Discussion centered on the telemarketing proposal included for the
149 phone call portion of donor outreach. Board members expressed
150 appreciation for outsourcing these phone calls and agreed to approve all
151 three portions of the telemarketing proposal from J. Milito & Company.

152
153 **Resolution 111921—004:** Resolved that the MDA Foundation board
154 approve the 2022 MDA Foundation Board Outreach Program as
155 presented

156
157 And be it further

158
159 Resolved that the MDA Foundation finalize the contract with J
160 Milito & Associates for telephone outreach in 2022 for the total
161 contact amount of \$7,908 by December 31, 2021

162
163 And be it further

164
165 Resolved that the 2022 MDA Foundation Board Outreach Program
166 begin in January 2022.

167
168 The resolution was approved.

169
170 Financial Implications: \$7,908 be added to the 2022 MDA
171 Foundation Budget to cover the cost of telephone outreach
172 contract with J. Milito & Associates.

173
174 **Foundation Financials**

175 **Current Financials**

176 A copy of current Foundation financials was included with board meeting
177 materials. Secretary/Treasurer, Dr. Mike Nichols reviewed the financials,
178 noting that they are in the same format as was presented in September.
179 As of September 30, 2021, the Foundation had a net revenue of



180 \$65,784.42. Mike briefly reviewed each of the financial documents. There
181 were no questions from the board regarding the financials.
182

183 Don Winn reminded everyone to be mindful of the fact that the budget is
184 for a full year and the current financials only show 9 months of actual
185 financials. He noted that year-to-date revenue is down at the moment
186 and the dues revenue is just starting to come in now. He also noted that a
187 lot of what we see on the expense side related to timing and that
188 investment income is helping.
189

190 **2022 Budget Approval**

191 Mike presented the proposed budget for 2022. He explained that the only
192 change from what was presented to the board in September is the
193 addition of the telemarketing expense which that brought the surplus
194 down to \$683.
195

196 Mike noted that the 2022 service, consulting and telemarketing
197 agreements were included with meeting materials. The Service
198 Agreement and Kennari Consulting Contract are reviewed every year.
199 These documents highlight the allocation of these funds which are
200 included in the budget.
201

202 **Resolution 111921—005:** Resolved that the 2022 MDA Foundation
203 Budget be approved as presented.
204

205 The resolution was approved.
206

207 Financial implications: A total budget surplus in the amount of \$683.
208

209 Next steps: Fundraising programming meetings have begun or are
210 to be scheduled for the 2022 year with focus to be on fundraising
211 programming to increase MDA Foundation revenue.
212

213 **Approval of Crypto Currency acceptance**

214 Mike reminded board members of the information regarding crypto
215 currency which was discussed in September. The Finance Committee
216 discussed the acceptance of crypto currency and agreed there is little
217 risk as it is similar to accepting stock donations in that it is converted to
218 cash and deposited to the MDA Foundation's bank account as cash.
219

220 The board discussed whether the language of the recommendation was
221 broad enough to include all types of digital currency. It was determined
222 that the recommendation could remain as written, and that when the
223 policy is updated it should include language such as the following for
224 additional clarification: "Crypto currency (such as NFTs, bitcoin, or any
225 other digital token)."
226



227 **Resolution 111921—006:** Resolved that the MDA Foundation board
228 approve the acceptance of Crypto Currency

229
230 And be it further

231
232 Resolved that the MDA Foundation update the Investment Policy
233 Statement to reflect the acceptance of Crypto Currency by Q1
234 2022 as it does stock gifts

235
236 And be it further

237
238 Resolved that the MDA Foundation update the Gift Acceptance
239 Policy to reflect the acceptance of Crypto Currency by Q1 2022

240
241 And be it further

242
243 Resolved that the MDA Foundation promote its acceptance of
244 Crypto Currency by Q1 2022 on its website as it does all gifts.

245
246 The resolution was approved.

247
Governance Committee

249 **Approval of the MDA Foundation Policy Manual**

250 Governance Chair, Nick VanderVeen, explained the process of updating
251 the MDA Foundation Policy Manual. He called attention to the
252 reorganization of the manual, specifically moving the policies to the
253 beginning to make it more user friendly. He highlighted the extraordinary
254 help that Janet Elliott provided in reorganizing the policy manual and
255 thanked Janet and Nancy Maier for their contributions to the process.

256
257 The board discussed the need for a few minor updates that still need to
258 be made, including adding the travel policy and updating the resolutions
259 section. The board agreed to approve the recommendation as written
260 with the understanding that the Policy Manual will be presented again
261 upon completion.

262
263 **Resolution 111921—007:** Resolved that the MDA Foundation board
264 approve the Board Policy Manual, as presented.

265
266 With no further discussion, the resolution was approved.

267
Executive Committee

268 **Approve MOM Program Alternative**

269
270 Dr. Dan Peters reported on the letter sent out to all donors for the 2020
271 MOM after the September board meeting. The letter informed donors that
272 it was the Foundation and Genesee District Dental Society's intention to
273 use the funds raised for the 2020 MOM program in Genesee County in



274 early 2022. If the donors did not agree with this, they had thirty days to
275 inform the Foundation they would like their donation returned. No one
276 requested their funds be returned. The Executive Committee discussed
277 alternative programs and thought it best to distribute the money as soon
278 as possible with the quickest way being to distribute the money to
279 community clinics in Genesee County.
280

281 **Resolution 111921—007:** Resolved that the MDA Foundation board
282 approve the \$56,504.50 plus interest earned be distributed to no
283 less than two organizations located in Genesee County and be
284 used to educate and care for residents in Genesee County
285

286 And be it further
287

288 Resolved that the MDA Foundation Executive Committee
289 collaborate with The Genesee County Executive Director and
290 Board for distribution opportunities/suggestions
291

292 And be it further
293

294 Resolved that the \$56,504.50 be distributed no later than Q1 2022
295

296 The resolution was approved.
297

298 On a related topic, Gary asked the board to help provide direction in
299 determining an alternative for the Mission of Mercy program moving
300 forward. He noted that a resolution was passed in September which
301 referred this decision to the Executive Committee. Currently, the Executive
302 Committee doesn't have an alternative to the MOM program, and they
303 are requesting additional input and thoughts from the board.
304

305 Discussion focused on the time and labor involved in creating an
306 alternative MOM event as well as acknowledging the loss of deposits and
307 PR opportunities with alternative programs.
308

309 Nancy Harmon reported that a number of free clinics, including the one
310 she directs, would love to host mini-MOM events over the course of a day
311 or weekend. This would also provide opportunities for those patients to
312 establish dental homes at the clinics. For this type of alternative, it was
313 suggested that clinics and volunteers could be polled to assess their
314 interest.
315

316 The board agreed that it would take additional time to determine an
317 alternative Mission of Mercy program. With that in mind, a decision was
318 not made, and the board decided to revisit the topic in 2022.
319

320 **BREAK**

321 The Mission Moment presentation was shared during the break. The presentation
322 highlighted four 2021 grant recipients: Detroit Mercy School of Dentistry, The Gary
323 Burnstein Clinic, St. Joseph Mercy Oakland and University of Michigan School of
324 Dentistry. Photos from check presentations to each of these organizations allowed
325 board members to see the impact of their decisions on Foundation grant awards.
326

327 **PRIORITY TOPIC**

328 **Leadership Training – Fundraising Leadership Panel Discussion**

329 Gary moderated a panel discussion featuring three nonprofit leaders. Terry
330 Langston is the Development Director Jackson Center for Family Health and
331 Fundraising Consultant. Doug Campbell is the Executive Director at Hope Clinic.
332 Jennifer Oprisu is the Development Director for American Indian Health & Family
333 Services.

334
335 Board members asked the panelists a variety of questions related to leadership,
336 including questions about what leadership means to them, how they inspire
337 others to lead, and what they do to succeed and grow as leaders. Common
338 themes among the panelists' answers included leading by example, drawing on
339 the strengths of their team members and inviting open discussion. They also
340 emphasized their own efforts at time management, life-long learning, and giving
341 oneself grace.

342 A detailed [transcript of the panel discussion](#) is included below for reference.

343 **OPERATIONAL INFORMATION**

344 **Executive Committee**

345 **DRAFT MDA Foundation Board Code of Conduct**

346 Gary directed board members to the draft MDA Foundation Board Code
347 of Conduct included in board meeting materials. He explained that after
348 the March board meeting a question regarding a board code of conduct
349 came up and it was noted that the MDA Foundation did not have one. It
350 was suggested that it would be appropriate to create one, and Gary
351 drafted one for the Foundation patterned after the MDA Board Code of
352 Conduct.

353
354 A change in bylaws is required that refers to the code of conduct, so at
355 this point the draft is before the board for informational purposes only. It
356 will be put before the board as a recommendation once the bylaws issues
357 are addressed. Since Foundation Bylaws have to be reviewed in 2022, it
358 will be adjusted at that time.

359
360 The board had no questions regarding the Code of Conduct.

361
362 **Sparkling Smiles Update**

363 Dr. Beth Rosenberg, Chair of the Sparkling Smiles Committee, updated the board
364 on the progress of the committee, noting the addition of two new committee

365 members. Beth presented details on the event that are being planned and
366 highlighted the board's responsibilities in soliciting sponsorships.

367
368 Beth reported that mugs are currently being distributed to board members for
369 use in sponsorship outreach. Additional materials will be emailed to board
370 members for printing and insertion in the mugs. Board members will be assigned
371 3-5 potential sponsors in their geographic area, and the committee is asking
372 board members to deliver sponsorship materials in the mugs to those prospective
373 sponsors beginning in January.

374
Core Values Update

375 Dan reported that the Executive Committee discussed the Core Values work that
376 was started at the September board meeting and thought it was a good idea to
377 follow up with Drs. Deb Peters and Todd Christy about best next steps with the
378 goal of continuing the work in 2022.

379
**IPS, Endowment Spending, Gift Acceptance,
Operations & Policy Manual Updates**

380 It is time to update Foundation Policies and Manuals for 2022.

381
Social Media Update

382 Foundation Intern, Evan Werbrouck, reported on social media activity over the
383 course of the year. This included increased numbers of followers on both
384 Facebook and Instagram. He noted that increased followers might have to do
385 with the type of content being posted as well as paying to boost some posts
386 during the year. He reminded board members of the importance of interacting
387 with posts and suggested they add a review to help increase activity. Evan also
388 shared statistics on the demographics of both Facebook and Instagram
389 followers, specifically that there are more female followers on both and a
390 somewhat younger group of followers on Instagram.

391
Board Member Orientation

392 Gary reminded returning board members that the Board Member Orientation will
393 take place on Friday, February 4, 2022 at 7 pm via Zoom. It will be a short
394 meeting to welcome new board members, conduct elections for officers for new
395 year, and review the Foundation Board Portal.

396
Assessment of Meeting

397 Each person in attendance shared feedback on the meeting. Board members
398 expressed appreciation for the efficiency of the meeting. A highlight for many
399 was the panel discussion on leadership; it was noted as being both inspirational
400 and informative, and everyone appreciated the time put into organizing it.
401 Board members also thanked those who are finishing their tenure on the board
402 for their time and commitment to the Foundation.

403
Adjourn

404 With no further business to discuss, the meeting was adjourned at 4:00 pm.



412
413 The next scheduled meeting of the MDA Foundation Board is the board
414 orientation on Friday, February 4, 2022 at 7:00 pm. The next scheduled board
415 meeting is Friday, March 11, 2022 at the MDA Building in the boardroom from
416 9:30 am – 4:30 pm.

417 **PRIORITY TOPIC**

418

419 **Leadership Training - Fundraising Leadership Panel Discussion**

420

- 421 • Terry Langston is the Development Director Jackson Center for Family
- 422 Health and Fundraising Consultant, Jackson, MI. Terry works with nonprofits
- 423 and their staff as well as community and private foundations; his current
- 424 job focuses on health advocacy, grant writing and communications.
- 425 • Doug Campbell is the Executive Director at Hope Clinic. Hope provides
- 426 free medical, dental, behavioral and food services and has low overhead
- 427 because they are volunteer based. Doug has been at Hope Clinic for 4
- 428 years. He previously worked as a consultant for nonprofits, and prior to
- 429 that he worked for a nonprofit in Scotland
- 430 • Jennifer Oprisu is the Development Director for American Indian Health &
- 431 Family Services. It is an FQHC nonprofit located in Detroit and is the only
- 432 urban Indian organization in Michigan. Jennifer started her professional
- 433 journey two years ago when working for political campaigns.

434

435 **What does leadership mean to each of you?**

436 J – likes to take on the transformational leadership perspective, setting example while
437 also lifting people up and encouraging them to be accountable – makes sure
438 everyone is getting the credit they deserve with her in the background, helping the
439 team be successful

440 T – echoed what Jennifer said – thinks of himself as a servant leader – walks the talk,
441 lives the example he wants to see in others he's working with

442 **How would you inspire others to be the leaders we think they can be?**

443 T – it's about walking the talk, has to be in the trenches – also being personable and
444 sharing own story and encouraging others to do the same

445 D – people get excited about vision and mission – amongst leaders, being able to craft
446 that together

447 T – the more we invite our team to be part of crafting the vision, the better off we are;
448 we want folks who own the mission and vision and in order for that they have to be part
449 of creating it

450 J – supports board in owning the mission is framing everything the overall connections
451 and uses theory of change to provide smaller actionable steps and shows them how it
452 aligns with mission, makes things feel easy and tangible and then points out their
453 strengths; also likes to do Mission Moments at board meetings – invites a speaker to
454 share what they are passionate about in 5-15 minutes and that then inspires the board

455 **What do they do to have open dialogue with their boards or others on their teams?**

456 D – they often talk about having the parking lot conversation – make sure everyone is
457 encouraged to have those conversations into the main discussion not waiting for the
458 parking lot – have the difficult conversations now rather than later – IDS – Issues,
459 Discussion, Solve – method for approaching things

460 T – what's been effective for him is setting the tone, provide environment in which folks
461 can speak freely; invites folks to talk

462 EOS – Traction is a book that outlines the program – Cameron asked about it and
463 observed that he hadn't heard of it being used in nonprofit settings

464 J – uses one-on-one conversations with all board members, built committees based on
465 passions that individual board members have – give them a place where they can own
466 what they love; learning about people's strengths and setting them up for success

467 **How do you get yourself to do what you're supposed to do? Motivation?**

468 J – time management is number one in terms of getting things done – plans everything
469 and gives self space and grace to turn off – still does things and gives herself permission
470 to not do things perfectly as long as she still shows up, vulnerable to her team

471 T – two things he used is tries hard not to schedule meetings first thing in the morning
472 because it works well for him to allow himself the first part of the day to check in on his
473 to do list and look at the big picture and organize his to dos around the big picture; also
474 current CEO hired a coach to work with directors and as part of coaching process they
475 have a check in time with the coach once a month and that allows him to focus on the
476 big picture projects

477 D - seeing the big projects – every quarter they have three things they are going to do
478 each quarter and each team has three and each individual has three things; block
479 scheduling in his calendar to set aside time to work on those projects (even things like
480 email return, etc.); If you don't schedule for grace (the "x" factor) you don't find it; also
481 uses "one note" to send things directly to tasks

482 J – used to use Trello? To save time, she uses her calendar and blocks time off; also is old
483 school and writes to do lists in a notebook; white board also in office that she updates
484 quarterly

485 D – everyone has different ways that work for them, had a staff member for whom to
486 do lists were overwhelming and they had to move things off the immediate list to future
487 lists

488

489 **What do you do to continually grow and improve as a leader?**

490 **As you were younger and starting out, was there an individual that inspired you?**

491 J – traditional growth tactics of webinars, meetings, classes, etc.; what she's learned
492 works best is to take each moment as a learning experience; carries that mentality with
493 every meeting she has

494 T – schedules weekly opportunities for training (webinars, seminars, etc.); connects with
495 a coach regularly; belongs to professional organizations/associations and he takes full
496 opportunity of their offerings; seeks out and asks for feedback and accountability by
497 colleagues and peers

498 D – passes on resources he comes across (podcasts, books, etc.) and uses them –
499 constantly listening and learning, looks for life-long learners

500 T – all over the map in terms of what he reads, not one book, but Steven and Franklin
501 Covey were motivating for him – still has his personal statement from his first year with
502 the 7 habits program, also motivated by his personal faith

503 **How much would you say leadership is born into us and how much can be learned?**

504 J – thinks there is such a thing as a born leader but it may be more about being born
505 into an environment that encourages that, thinks that a lot of it can be learned and
506 coaxed out of people; a lot of leaders come out of adversity being driven by that, it's
507 easier to be a leader when you are passionate about something

508 T – doesn't subscribe to notion of "born leader" because that means the rest of us are
509 not leaders at all, thinks we are all leaders in our own right, just need to be engaged in
510 their own passion and that motivates people to be leaders; does buy into the fact that
511 there are people who are destined to be great leaders, but not every great leader
512 grew up with wealth and means

513 D – added that as far as organizational leadership – not everyone wants to lead, and
514 that's okay too; everyone has to go into their gifting – some of greatest leaders are
515 introverted, quiet people

516 Gary – so maybe leadership depends on the circumstances?

517 **What is your greatest challenge as a leader?**

518 J – to be so involved in so many projects where it's personal to her and to have to
519 delegate tasks to other people and let other people own specific tasks – knowing when
520 to delegate and when to own a task and know when to hold people accountable

- 521 T – giving yourself grace – “bless and release” – ultimately very hard to give up on
522 people
- 523 D – clarity – listening and learning – energy – people can get through how if they know
524 the why
- 525 **Our group is predominantly dentists or those who assist dentists – mostly that's all we
526 know and don't have a lot of leadership experience – noted that they have ascended
527 into leadership positions with leadership skills – what would their one point of advice be
528 to give to prepare to be leaders?**
- 529 J – value your time and talents and value the time and talents of everyone around you
530 – this allows you to be vulnerable in every conversation you have; helps create
531 foundation of unity and respect
- 532 T – pushed back on idea in question that they aren't leaders – he noted that they
533 themselves lead their own private practices and as such people will look to them for
534 leadership
- 535 D – be life-long learners, listen to other voices, picking a system that's going to work for
536 you to cast a vision and follow through on that, that allows you to motivate each other