Hometown Health Leadership Development Workshop

Speaker Biographies and Presentation Materials

August 2, 2016

Mathewson-IGT Knowledge Center
Leonard Faculty Graduate Room (Room 422, Fourth Floor)
University of Nevada, Reno Main Campus

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
Speaker Biographies

Frederick Steinmann, DPPD

Frederick Steinmann currently works for the University of Nevada, Reno and the University Center for Economic Development. He began his professional economic development career with the Reno Redevelopment Agency in the City of Reno, Nevada. Since then, he has worked for the Nevada Small Business Development Center, Bureau of Business and Economic Research, and for the Carson Economic Development Services Department in the City of Carson, California. Frederick has also worked as a Senior Associate for David Paul Rosen & Associates, one of the elite economic development and public policy consulting firms in California. Frederick earned his Doctorate in Policy, Planning, and Development, with areas of study including economic development, public policy, public finance, and real estate development, from the University of Southern California with the successful defense of his dissertation titled, “The Twilight of the Local Redevelopment Era: The Past, Present, and Future of Urban Revitalization and Urban Economic Development in Nevada and California.” He also earned a Bachelor’s of Science and Masters of Science in Economics from the University of Nevada, Reno.
Presentation Materials
Welcome!

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Objectives

The Nevada Leadership Program:

– Main Objective: To create a pool of qualified officials as the difficulty of challenges in Nevada grow; officials who understand the ins-and-outs of government Management and Administration.

– Secondary Objective: To reduce conflict between staff and elected/appointed officials over procedural matters pertaining to government Management and Administration.

Objectives

Hometown Health Leadership Development Retreat:

– Explore the various qualities of effective leadership.

– Develop communication skills needed in order to become an effective leader.

– Develop organizational and personal accountability in a team environment.

– Explore different problem solving and conflict resolution skills.
Our “First” Exercise

What is Leadership?

- As an individual, write down an answer to this question on the index card provided on your table. Think about qualities, responsibilities, activities, etc.
- As a group, and using your individual answers, write a single sentence on the flipcharts provided for your group.
- As a class, we will discuss and share our answers.

The Agenda

An exploration of different aspects of leadership:

1. What is Leadership?
2. Exploring Your Work as a Leader
3. Leadership and Communication
4. Developing Organizational and Personal Accountability in a Team Environment
5. Problem Solving: A Critical Managerial and Leadership Responsibility and Function
What is Leadership?

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What is a Leader?
“Responsible administrators must be able to account for their conduct to relevant others, such as supervisors, elected officials, the courts, and the citizenry, which means being able to explain and justify why specific actions they took resulted in particular consequences.”

Terry Cooper, “The Responsible Administrator: An Approach to Ethics for the Administrative Role”

“The ability to give help and receive help.”

Chester Newland

Qualities of a Leader

- *Leadership is the capacity to influence others to achieve worthwhile results.*

- Personalities Qualities

- Mental Qualities

- Value Systems
Personality Qualities of a Leader

- **Emotionally Mature**: comfortable with themselves and accept their own faults and abilities; predictable and dependable.
- **Independent**: free thinkers; not afraid to disagree with the majority; question and are willing to change policies and procedures.
- **Strong-Willed**: determined; overcome obstacles to achieve goals.
- **Courageous**: willing to take risks and are not afraid to fail.

Personality Qualities of a Leader

- **Ambitious**: strong desire to achieve and they are willing to work longer and harder to do so.
- **Resilient**: continue to perform despite delays, disappointments, distractions, or failures.
- **Charismatic**: capture the ‘popular imagination’; they inspire.

Mental Qualities of a Leader

- **Quick**: think rapidly; can analyze situations and alter plans accordingly.
- **Knowledgeable**: leaders know their organization, its practices, and its culture.
- **Good Judges**: form opinions and make decisions objectively and wisely. Their opinions and decisions reflect the goals of the organization and society in general.
- **Foreseeing**: look ahead, predict what will happen, and plan for it.
The Value Systems of a Leader

"Values are our beliefs and principles by which we live. Our values shape our personality, attitudes, and style of leadership. Values (should be) positive and constructive. For example, a person who values good health may exercise, eat healthy foods, and read health-related magazines. Similarly, leaders who value quality workmanship will establish goals that insure quality."

Leadership Style

"Great leaders may be very different in their approaches. They do not lead people in the same way. The difference in leadership behavior is called style...Your leadership style, or pattern, is an expression of your personal orientation to several key aspects of leadership: (1) how you think, (2) how you influence others, (3) how you guide the day-to-day actions, and (4) how you employ structures (rules, policies, and systems)."

Measuring Leadership Style

The Four-Dimensional Model of Leadership Style:

1. Reflection: the extent to which they evaluate the situation and the challenges facing the organization, clarify the vision and mission, set the direction, establish priorities, and make plans.

2. Influence: how much they work with and through the talents of the team members; leaders must mobilize the skills, experience, viewpoints, and energies of the team members using personal persuasion, role modeling, idea selling, and hands-on authority.
Measuring Leadership Style

The Four-Dimensional Model of Leadership Style:

3. **Action**: how they tell people what to do; highly directive or highly permissive; can directly channel the team’s activities or allow the team to act intelligently on its own.

4. **Structure**: how they create structures for assigning responsibilities, communicating, sharing information, planning, managing resources, and resolving disagreements.

The Leader Match Principle

“All of the examples so far have one thing in common: they do not account for differences in the situations the leaders must face. Clearly, a person with a very distinctive leadership style might be very effective in one situation and completely ineffective in a different situation. To better understand the whole picture of leader effectiveness, we have to bring together the elements of the enterprise, the team, and the leader. This is the ‘leader match’ principle.”

Exercise No. 1 – Matching Your Leadership Style with Team Leadership Needs Part A

Goal: To allow you the opportunity to recognize your individual leadership style.

Time Allowed: 15 minutes.

Complete the “Assessing Your Leadership Style” Part A assessment and scoring form provided.

As a group, we will discuss:
- How accurately do you feel the profile describes your leadership style? Does your profile surprise you in any way?
- How would this behavior pattern appear in interactions with your team?
- Do you have a strong point that, if taken to the extreme, could become a weakness?
- Under what circumstances might this leadership assessment give you unreliable or unrealistic results?
- Under what circumstances might your leadership style be least effective?
Exercise No. 2 – Matching Your Leadership Style with Team Leadership Needs Part B

Goal: To allow you to recognize your individual leadership style.

Time Allowed: 15 minutes.

Complete the “Assessing Your Leadership Style” Part B assessment and scoring form provided.

As a group, we will discuss:

– Is there anything unique about the current situation facing your organization and/or team which indicates a need for certain aspects of leadership?
– How is the need for leadership likely to change over the near term, and how might it be different further in the future?
– Do team members understand clearly what the mission of the organization is, and if so, do they embrace and support it? Do they understand the challenges they must face in accomplishing the mission?

Evaluating the Leadership Gap or Match

Follow-Up, Estimating Your Leadership Gap or Match:

– Subtract the results of Part B from Part A for each of the four sections (Reflection, Influence, Action, Structure).

– Leadership Gap: Where is the area of greatest difference between your score and the team’s needs score?

– Leadership Match: In what areas are your score and the team’s needs similar?

The Strength-Weakness Irony

“Each of us has certain strengths that we have learned to use for our own benefit and for the benefit of others. But one’s strengths can sometimes become a liability. Psychologists refer to a principle known as the ‘strength-weakness iron’—one’s strength, such as a particular attitude or skill, when taken to an extreme, can actually become a weakness.”
The Strength-Weakness Irony

Examples:

– **Confidence**: can extend to overconfidence and arrogance.
– **Determination**: can extend to stubbornness and unwillingness to recognize and correct mistakes.
– **Participatory Decision-Making**: can extend to ‘wishy-washiness’ and trying to please everyone.
– **Analysis**: can turn into an inability to take action.

The Strength-Weakness Irony

Understanding Your Leadership Style Means:

– Understanding your strengths, knowing how they can sometimes become a weakness.
– Knowing how your style influences the attitudes, feelings, and actions of others.
– Knowing how to alter your behavior patterns to meet situational challenges and team needs.

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Leadership and Communication
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Planning a Meeting
Some Basic Steps:
1. State the Purpose
2. Select the Participants
3. Select the Location
4. Inform the Participants

Step 4: Informing the Participants
Your Notice to Participants Should Include:
– Meeting date, time, and place.
– Meeting purpose and desired outcome.
– What information, if any, the participants should bring.
– Meeting expectations (share information, collect information, problem solve).
– Meeting length.
– Special arrangements (snacks, beverages, etc.)
Step 3: Selecting a Location

“Pick a location not just because the room is available, but because it may help you achieve the purpose of your meeting.”

- Attractive and Comfortable space.
- Free of Distractions and Obstacles that may inhibit flow.
- Is the room appropriate for the size of the group?

Step 2: Selecting the Participants

“Most of the time, participants will be members of the same work group, so there will be little or no question about who is to attend. In other situations, the meeting leader will have to decide who should attend to best accomplish the purpose of the meeting.”

- Consider (1) Personalities, (2) Knowledge, and (3) Skill.
- Be aware of possible conflicts; develop conflict resolution solutions in advance.

Step 1: Stating the Purpose

Types of Meetings:

- Information-Giving Meetings: the leader presents facts, demonstrates a procedure, introduces a new policy, or explains an action or decision. (Low Level of Attendee Participation)
- Information-Taking Meetings (Advisory Meetings): the leader seeks information from the group so she/he can make a decision. Information tends to be in the form of data, ideas, opinions, facts, or reactions. (Moderate Level of Attendee Participation)
- Problem-Solving Meeting: most common form of meeting; the leader and group members work together to reach a decision concerning a problem. (High Level of Attendee Participation)
  - Identify the Problem
  - Analyze the Causes
  - Suggest Possible Solutions
  - Evaluate the Solutions
  - Select the Best Solution
Step 1: Stating the Purpose

Why are we having a meeting? Basic Purposes:
- Receive reports from participants (briefing vs. report).
- Develop and reach a decision.
- Discover, to analyze, and/or to solve a problem.
- Gain acceptability for an idea, a program, or a design.
- Understand and/or resolve a conflict.
- Share information.
- Gain understanding.
- Obtain reactions to a problem or a situation.

Is a meeting the best way to achieve my purpose? Consider Alternatives:
- Email, Conference Call, Memorandums, etc.

Exercise No. 3 – Effective Purpose Statements

Goal: To practice writing purpose statements.
Time Allowed: 15 minutes.
Scenarios:
- (A) Your organization’s confidential member/patient database has recently been hacked and your organization is now facing charges of violating the Health Insurance Portability and Accountability Act (HIPAA) under Title II of the Act (the Administration Simplification provisions). As the Manager in charge of maintaining and protecting client/patient information, you have assembled your staff to discuss how the organization will respond to this breach of security. Develop a purpose statement for this meeting as a small group.
- (B) As a regional health care payer in a large and diverse metropolitan area, you, as the organization’s Chief Executive Officer, have noticed declining revenues, increasing costs, and declining profits over the past three years. This trend has now become unsustainable and threatens the long-term sustainability of the organization. You have decided to call an organization-wide meeting of your top department and division managers to identify the causes of these trends and develop an outline for possible strategies to return the organization back to a long-term profitable trend. Develop a purpose statement for this meeting as a small group.

The Agenda

“An agenda is a written plan for the meeting. It lists in order the subjects to be taken up and the time schedule in relation to each. It is made up before the meeting and may be distributed before the meeting or at the meeting.”

Include the Following:
- Include “who”, “where”, and “when”…date and time, location, attendees, special individuals present.
- Provide a brief objective statement…“we will discuss and collect public opinion regarding the new proposed shopping mall development at the corner of McCarran Blvd. and W 7th Street”.
- Write a schedule for the main points of the meeting.
- Allocate time in the schedule for any special guests.
- Provide time for Questions and Answers.
- Provide an outline for discussion topics.
Conducting a Meeting
Some Basic Considerations:

– Opening a Meeting

– Handling a Meeting

– Concluding a Meeting

– Evaluating a Meeting

Opening a Meeting

Eight Steps:

1. Establish a Friendly Atmosphere: arrive early, greet participants, temperature, visual aids, handouts, etc.
2. Start on Time!
3. Bring Everyone up to date: review reasons for the meeting, summarize past meetings, etc.
4. Open with an (Appropriate) Attention Getter.
5. Introduce the Situation or Problem: how the situation/problem arose, why the issue is important, ask participants how they are affected, state how participants can help, explain participant responsibilities.
6. State the Purpose of the Meeting: give information, collect information, problem solve.
7. Welcome the Group.
8. Establish a Method for Discussion.
Handling a Meeting
Characteristics of Successful Meeting Leaders:
– **Poise**: being confident and well prepared.
– **Sensitivity**: aware of others and their situations and positions.
– **Impartiality**: open-minded and objective.
– **Tact**: saying the right thing at the right time.
– **Sense of Humor**: don’t take yourself so seriously.
– **Good Judgment**: thinking through a situation and making the right decision.
– **Good Listening Skills**: an active psychological process.

Handling a Meeting
Other Considerations:
– Get Everyone Participating
– Promote an Open Atmosphere
– Summarize
– Use Transitions
– Ask Questions
– Test Possible Solutions
– Keep the Discussion on Track
– Work for Consensus (Depending on No. of Participants)
– Plan Future Action

Concluding a Meeting
A Six-Step Sequence:
1. Indicate the time to conclude at the start of the meeting.
2. Review the problem or information briefly.
3. Summarize the progress made.
4. Emphasize areas of agreement.
5. Inform participants of any further developments (When will minute be available? Future meetings?)
6. Thank the group and acknowledge their assistance, presence, suggestions, information, and ideas.
Evaluating a Meeting

Three Sources of Feedback:

– **Yourself**: self-appraisal...“How did I do?”, “What problems arose?”, “What could I do better next time?”

– **An Observer**: have someone sit-in on the meeting, someone who is not participating.

– **Participants**: formal vs. informal feedback or both.
Developing Organizational and Personal Accountability in a Team Environment

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The Rise of the Team

"...in businesses and other organizations around the world, people are talking about teams. They use such words as 'teamwork', 'being a team player', 'project teams', 'work teams', 'team leaders', and 'superteams'. The days of the directive or authoritarian-style leaders, when the boss tells everyone what to do and everyone does it without question, are fast disappearing. They are replaced by team environments, where a group of people working together determine goals and plans and share the work."

What is it?
The Bureaucratic Hierarchy

- Scientific Management.
- The Progressive Era.
- The role of Industrialization and Urbanization in the United States.
- It’s Legacy.

What is it?

The Network

- Growth in Complexity – Don Kettl (Is the Worst Yet to Come?) and “Wicked Problems”
- New Public Management – it’s rise in the 1980’s; current decline?
- New Ways of Thinking: Quantum Mechanics, Chaos Theory, Systems Dynamics, Biology, etc.
Authoritarian (Hierarchical) vs. Team (Networked) Leadership

The Authoritarian Leader:
- Assumes responsibility for the group and will try to control all aspects.
- Makes all the decisions and does not accept input.
- Tells everyone what to do...no input on goal-setting, planning, delegation of work, or problem-solving.
- Avoid conflict by suppressing or ignoring problems.
- Discourages commitment by not allowing group members to participate.

Authoritarian (Hierarchical) vs. Team (Networked) Leadership

The Team Leader:
- Shares responsibilities with members of the team.
- Facilitates group problem-solving.
- Asks others for input and welcomes feedback and suggestions.
- Encourages three-way communication (up, down, and horizontal).
- Addresses conflict immediately; views conflict as positive.
- Fosters commitment by letting team members participate and contribute.

Encouraging Commitment

“A team is most productive when it is committed to the goal and makes the full use of each member’s talents. For commitment to occur, team members must feel responsible for what the team does, as well as for what they individually contribute.”
Encouraging Commitment

Team Leaders can encourage commitment by involving team members in:

– Goal Setting
– Planning How to Achieve Goals
– Problem-Solving

Exercise No. 4 – Building Commitment

Goal: To help build commitment to working as a team; to help individual team members articulate their reasons for wanting to be committed to teamwork.

Time Allowed: 15 minutes.

Scenarios:

– (A): Your organization’s confidential member/patient database has recently been hacked and your organization is now facing charges of violating the Health Insurance Portability and Accountability Act (HIPAA) under Title II of the Act (the Administration Simplification provisions). As the Manager in charge of maintaining and protecting client/patient information, you have assembled your staff to discuss how the organization will respond to this breach of security. As a small group, list who should be part of your team and the reasons why it is in the best of interests of your team to commit to their team and its goal.

– (B): As a regional health care payer in a large and diverse metropolitan area, you, as the organization’s Chief Executive Officer, have noticed declining revenues, increasing costs, and declining profits over the past three years. This trend has now become unsustainable and threatens the long-term sustainability of the organization. You have decided to call an organization-wide meeting of your top department and division managers to identify the causes of these trends and develop an outline for possible strategies to return the organization back to a long-term profitable trend. As a small group, list who should be part of your team and the reasons why it is in the best of interests of your team to commit to their team and its goal.

The Role of Collaboration

“Collaboration occurs when the team shares the planning and work required to achieve a common goal. Team members rely on each other for advice, counsel, and help. Individual egos are set aside and energy is focused on achieving the group goal. Everyone participates and also supports and encourages other team members.”
Building Collaboration through Communication

- Successful Teams Communicate Three Ways:
  - They share information.
  - They provide feedback.
  - They encourage participation.

- Tips for Improving Team Communication:
  - Communicate directly.
  - Keep the message simple.
  - Provide clear explanations.
  - Use the right medium.

Building Trust

In teams, trust must occur:

- Among team members: each team member must feel that they have the support of other team members (reciprocity).
- Between the leader(s) and team members: leaders must have the trust and confidence of their team members (leadership).

As Team Members:

- Communicate openly and honestly.
- Listening (vs. hearing) to and respecting other's opinions.
- Demonstrate commitment.
- Display loyalty.
**Building Trust**

As Team Leaders:
- Communicate openly and honestly.
- Listening (vs. hearing) to and respecting other’s opinions.
- Display loyalty.
- Be decisive.
- Be fair.
- Be consistent.

**Resolving Conflict**

Conflict is generally caused when the actions of one person violates the expectations of another:
- Differing needs, objectives, or values.
- Differing expectations of results.
- Differing perceptions.
- Unwillingness to resolve the conflict.

**Resolving Conflict**

Five Methods of Resolving Conflict:
- **Avoidance**: ignore the conflict and hope the best.
- **Accommodation**: sacrifice one (or more) party(ies) for the betterment of the group.
- **Win-Lose**: a competitive strategy where one person/party uses threats, pressure, or intimidation to achieve their objectives.
- **Compromise**: both parties search for a mutually beneficial solution; each giving up something in return for something.
- **Consensus**: when a proposed solution(s) satisfies the major beliefs, interests, and needs of all parties.
Resolving Conflict

Paving the Way to Conflict Resolution:

– Understanding of the problem.
– Joint responsibility for solving the problem.
– An opportunity to speak and voice individual concerns.
– A binding quality where all parties feel they have recourse if others fail to live up to their promises.
– Something gained.
– Receptiveness.

Resolving Conflict

To Reach a Consensus:

– Encourage everyone to speak.
– Emphasize areas of agreement.
– Determine seriousness of objections and disagreements.
– Continually sum up areas of agreement and mutual understanding.

Exercise No. 5 – Resolving Conflict

Goal: To provide practice in resolving conflict in a team environment.

Time Allowed: 15 minutes.

Scenarios:

– (A) Your organization’s confidential member/patient database has recently been hacked and your organization is now facing charges of violating the Health Insurance Portability and Accountability Act (HIPAA) under Title II of the Act (the Administration Simplification provisions). As the Manager in charge of maintaining and protecting client/patient information, you have assembled your staff to discuss how the organization will respond to this breach of security. As a small group, discuss the problem and decide what solution(s) the group thinks is best.

– (B) As a regional health care payer in a large and diverse metropolitan area, you, as the organization’s Chief Executive Officer, have noticed declining revenues, increasing costs, and declining profits over the past three years. This trend has now become unsustainable and threatens the long-term sustainability of the organization. You have decided to call an organization-wide meeting of your top department and division managers to identify the causes of these trends and develop an outline for possible strategies to return the organization back to a long-term profitable trend. As a small group, discuss the problem and decide what solution(s) the group thinks is best.
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Critical Functions

- Goal Setting (Budget)
- Planning and Delegation (Administration)
- Motivating and Coaching (Personnel)

Goal Setting

- Provides direction for the development and implementation of tasks.
- Characteristics of a Goal:
  - Starts with ‘to’ followed by a verb.
  - Specifies the result(s) you wish to achieve.
  - A target date for completion.
  - Appears in a measurable form.
  - Estimation of cost.
  - Relates to the needs, hopes, wants, and desires of the organization and management.
  - Is realistic, understandable, and achievable.
  - Specifies ‘what’ and ‘when’ but not the ‘why’ or ‘how’.
  - Communicated in writing or verbally.
- Goals must be agreed-upon.
Planning and Delegation (Administration)

- Planning: a plan is a road map that helps individuals and organizations achieve their goals.
- Planning is important because it (1) makes managers more future-oriented, (2) enables managers to coordinate decisions, and (3) reinforces goals.
- Six Steps:
  - Determine goals.
  - Establish strategies.
  - Set a timetable.
  - Assign responsibilities.
  - Anticipate obstacles.
  - Modify the plan as necessary.

Planning and Delegation (Administration)

- Delegation: assigning responsibility for the achievement of goals and the implementation of the plan to others within and outside the organization.
- Three Steps:
  - Assign specific duties to the individual(s).
  - Give appropriate authority to the individual(s) responsible for the goal or implementation.
  - Create the obligation for the subordinate to perform the assigned duties.

Motivating and Coaching (Implementation)

- Motivation: “...that inner force that moves us to achieve our goals.
- Ken Blanchard and Spencer Johnson, The One Minute Manager:
  - Tell people up front that you are going to let them know how they are doing.
  - Praise people immediately.
  - Tell people what they specifically did right.
  - Tell people how good you feel about what they did and how their performance helps the organization.
  - Stop talking for a moment so they can feel how good you feel.
  - Encourage them to do more of the same.
  - Shake hands or touch people in a way that makes it clear you support their success.
Motivating and Coaching (Implementation)

Forms of Recognition:
- Delegating authority and responsibility.
- Pay raise or bonus.
- Personal ‘thank you’.
- Letters of praise.
- Awards and certificates.
- Good job assignment.
- Allowing members to be more creative and innovative.

Motivating and Coaching (Implementation)

Actions associated with Coaching:
- Help team members see their own strengths and weaknesses, and help build on those strengths and overcome those weaknesses.
- Help team members analyze their own performance so they are better able to work on their own development.
- Help team members become motivated through reinforcement and support.

Standards

“The basic purpose of control is to make certain that plans and goals are achieved. To do this, you must be able to measure performance...Standards can be physical, representing quantities of products, units of outputs, number of clients seen etc....Standards can also be expressed in monetary terms, such as costs, investments, revenues, etc.”

What types of standards exist in your organization? Physical? Monetary? Examples?
When Performance Fails to Meet the Standard(s)

- The **Force Field Analysis** is based on the premise that the existing problem has occurred because of certain opposing forces. Some forces (drivers) *push* toward a solution; other forces (restrainers) *inhibit* solving the problem.

- Using Force Field Analysis:
  1. Define the problem.
  2. Define your objectives. What do you want to have happen once you’ve solved the problem?
  3. Identify the **driving forces** and **restraining forces** that contribute to the problem.
  4. Develop a solution.
  5. Consider your strategy (solution) against your objectives.

**Exercise No. 6 – Using Force Field Analysis**

**Goal:** To practice the Force Field Analysis problem-solving method.

**Time Allowed:** 20 minutes.

As a small group, apply the five-steps in the Force Field Analysis to one of these scenarios:

- (A): Your organization’s confidential member/patient database has recently been hacked and your organization is now facing charges of violating the Health Insurance Portability and Accountability Act (HIPAA) under Title II of the Act (the Administration Simplification provisions). As the Manager in charge of maintaining and protecting client/patient information, you have assembled your staff to discuss how the organization will respond to this breach of security.

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