

Leadership Lessons Level 3



Big Mistakes Leaders Make

**The imperative of learning
Servant-Leadership**

(Leader's Guide)

Leadership = Influence

Great leaders inspire us to go places we would never go on our own, and to attempt things we never thought we had in us+

H. Finzel

Biblical leadership means influencing people to follow the purpose of God for their lives

Top-flight leaders really aren't born, they learn by trial and error. The severity of their errors determines their survival or demise. One or two glaring faults remaining unchanged is the undoing of most great leaders.

Name some of the leaders you admire . whether historic or contemporary, biblical or secular.

Billy Graham Churchill Roosevelt
Lincoln DL Moody Reagan Swartzkopf

Write a single sentence after each name that describes the traits, skills or attributes that you see in them and admire.

Graham . ability to work with local churches to assemble great crowds, training, primary set-up teams, delegation, focus on the simple gospel, staying on message and on target, living a life of humility and integrity

Churchill . ability to forgive those who wronged him, staying true to the course regardless of constant opposition, perseverance, courage

Roosevelt . ability to inspire confidence, enabling massive change, coping with incredible conflicts & personal tragedy

Lincoln - ability to forgive those who wronged him, staying true to the course regardless of constant opposition, perseverance, courage, overcoming continuing failure, communication skills, biblical perspective

Moody . big vision, compassion, fearlessness, ability to assemble a team of strong leaders and work with them to further the cause of Christ

Reagan . ability to inspire the best in others

Swartzkopf . ability to inspire courage and confidence in others, ability to create loyalty and vision

Most leaders have not had formal training or good role models!

Many leaders often get off on the wrong foot because

- We replicate the poor leadership habits of others
- We aren't born with leadership skills
- We lack good models and mentors
- We lack training in leadership
- We are confused over secular and sacred models

Among the most common leadership faults are

- Attitudinal Arrogance . the %Top-Down+Attitude
- Dictatorship in Decision-making . Edicts from Olympus
- Dirty Delegation . keeping one hand on the wheel
- Paper Before People . cloistered versus MBWA
- Affirmational Absence . forgetting to praise
- My Way or the Highway . no room for mavericks
- Unclear Communication . expecting by assuming
- Cultural Blindness . corporate & community culture
- Absence of Evaluations . learning to listen & change
- No successors . failure to prepare new leadership

While these are not the only faults we make as leaders, they are common and chronic and are a worthy place to start.

1 Attitudinal Arrogance . the %Top-Down+Attitude

Luke 22:24-27 Phil. 2:5-8

Who that thinketh he leadeth and hath not followers only taketh a walk+
J. Maxwell

A military model of leadership demands unquestioned and immediate submission. It is necessary for survival in combat. But it will almost certainly result in continual battles in the workplace.

How does this Top-Down Attitude reveal itself?

- Abusive authority
- Dirty delegation
- Lack of listening
- Dictatorship in decision-making
- Lack of letting go - control
- Egocentric manner

Why is it so commonly repeated generation after generation when it is so obviously ineffective and problematic?

- It's traditional . it's what I've observed
- It's the most common approach . so it must be right! Right?
- It's easiest . I don't have to listen to others or change or be vulnerable
- It comes natural . it fits our sinful disposition to control

Bradford & Raines, in their book **Twenty-something+** outline the following in their analysis of **UNDERSTANDING YOUNG WORKERS**

Turn-ons

- Recognition & praise
- Time spent with managers & leaders
- Seeing that their experience is making them more marketable
- Opportunities to learn new things
- Fun at work . structured play, jokes, surprises, cartoons
- Small, unexpected rewards for jobs well done

Turn-offs

- Hearing about the past . especially yours
- Inflexibility about time
- Workaholism
- Being watched & scrutinized
- Feeling pressured to conform
- Disparaging comments about their generation's tastes & styles
- Feeling disrespected

Douglas McGregor, *The Human Side of Enterprise*

McGregor challenged contemporary thought regarding the workplace in 1960 by giving another perspective to traditional assumptions concerning workers.

Theory X is Traditional

- Most people hate work
- Most people are not ambitious
- Most people cannot solve problems
- Motivation occurs only at the Physiological and safety level
- Most people must be closely controlled and often coerced To achieve organizational goals

Theory Y is McGregors

Work is as natural as play if conditions are good
Self control is essential to achieve corporate goals
The capacity to creatively solve problems is widely distributed among the population
Motivation occurs at all levels . including social, self esteem, personal development, physiological and safety levels
People can be self-directed and creative at work if properly motivated

Servant-Leadership is still leadership . but the style is totally a non-military approach. **Luke 22:24-27 Phil. 2:5-8**

1. Participatory management . allow the group the privilege of input before you move on a course of action. This is more time consuming, but it motivates and inspires people, and allows you to benefit from their insights in the rare case you haven't thought of absolutely everything yourself!
2. Facilitator style . see your role as one who makes it possible for those who work for you to be successful. You are there to empower and enable others to become more effective in what they do.
3. Democratic leadership . build a leadership team with a democratic process that enables the group to have a vital role in the nature and direction of their organization.
4. Flat organizational chart . view yourself as a side-by-side or leading the charge, but not on the top of a giant pyramid.

Remember J. Maxwell's 5 Levels of Leadership

Rights . people follow you because they have to - job description

Relationship . people follow you because they want to

Results . people follow because of what you've done for the organization

Reproduction . people follow you because of what you've done for them

Respect . people follow you because of who you are & what you represent

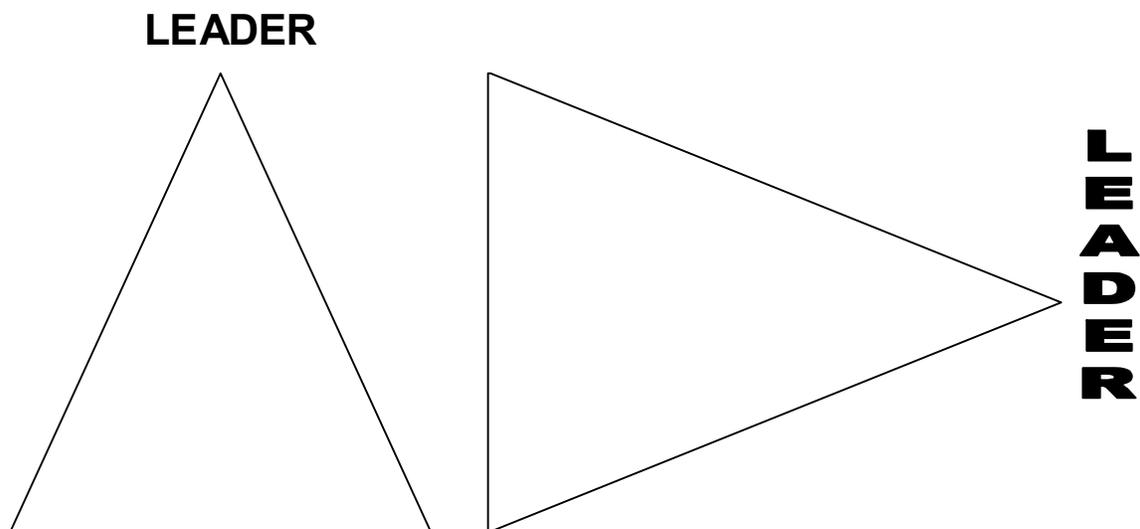
Leadership is a growing, developing, living thing that requires the leader to be real, transparent, growing, developing, caring, serving, and trustworthy. Every day adds to your credibility or takes away from it in the lives of those with whom you serve.

2 Dictatorship in Decision-making . Edicts from Olympus

Leadership is the art of influencing others towards a common purpose. It is not the ability to know everything and decide everything all on our own.

Leaders who fail to listen to their followers and learn from them, will soon find that the best and brightest will go elsewhere.

Top-Down must become Leading-the-Charge



Dr. William Commons: President of ABWE 1935-1970

Matriarchal administration

Family delegation

Doctrinal deviation

Financial dependency

Core Values that Leading the Charge Leaders must model

Individual Dignity . every part of the organization is important and must be treated with respect, which includes listening to their ideas and concerns

Corporate Creativity . Leading the charge leaders lead leaders This must allow for leadership development within the ranks. Let those who are responsible decide how the jobs will be done. Involve those who will be affected in the process of evaluation. If you don't listen to those who are most affected during the process, you will certainly hear from them after the decision is made. Because that decision will usually be a poor and ineffective one.

Servant Leadership . leaders are responsible for those they lead. A willingness to help those who follow us succeed will cause the larger purpose to succeed as well. Help people develop their skills & abilities. Show your confidence in them by giving them ownership of responsibilities as they prove faithful, and increasing that responsibility as they grow and mature.

%You do not lead people by hitting them over the headõ that is assault, not leadership+ D. Eisenhower

%Leadership is the ability to recognize the special abilities and limitations of others, combined with the capacity to fit each one into the job where he will do his best.+ J. Oswald Sanders

Don't be a dirty delegator! Dirty delegators delegate responsibilities, then turn around and take it back or give it to others without their knowledge, or hover over their shoulders every step of the way. . Effective Leading the Charge leaders must learn to have confidence in the leaders they lead. Dirty delegation defeats and discourages development of leaders.

It's rather get ten men to do the job than to do the job of ten men+
D.L.Moody

The best executive is the one who has sense enough to pick good men to do what he wants done, and self restraint enough to keep from meddling with them while they do it.+ T. Roosevelt

Delegation means giving ownership! This is a major part of delegation and leadership development. Those we lead must know they have ownership of the tasks assigned to them. It must become theirs+, not yours+

4 Questions Followers Ask (L. Sanny, 1992)

1. What am I supposed to do
2. Will you let me do it
3. Will you help me when I need it
4. Will you let me know how I'm doing

4 Steps for Good Delegation (H. Finzel, 1994)

1. Assignment . clearly communicate all aspects of the job
2. Authority . give them the resources they need at the start
3. Accountability . they must know to whom to report, and what
4. Affirmation . they need to be rewarded verbally for good work

Delegation works differently with different people

Low interest

High Interest

Low motivation

High motivation

Low skill

High skill

Delegation - in its pure form works best with HIGH people . self initiators, self motivators

Participation - works best when people need to know how to do a task from beginning to end. The leader walks the individual through the entire process from beginning to end before delegating it.

Selling . people who are highly skilled but skeptical of the process or task must be ~~held~~ sold on the importance and relevancy of the task to be assigned. You must be sure the person who is asked to ~~own~~ own the task is willing to ~~own~~ own it or just willing to ~~hold~~ hold it until someone else comes along.

Telling . low interest, low motivation and low skill people must be assigned tasks suitable for them to handle well. Not everyone will become a leader. This is the lowest form of delegation and should be used only when necessary, and as rarely as possible.

5 Essentials for Clean Delegation

1. Faith . in the ones you lead
2. Release . from the obsession of doing it all yourself
3. Patience . in your desire to do it faster yourself
4. Vision . to see others develop under your leadership

SPEAK TO THE HEAD MAN -- Most of us have watched enough missionary movies to know the importance of checking in with the "head man" in a village, prior to trying to start any work there. The same principle applies in our daily jobs. And the funny thing is -- in a weird sort of way -- I believe it applies in both directions across the organizational chart. See if you agree.

I serve as the president of an agency with just over 300 full-time missionary workers. It's set up in such a way that I coach just 4 workers (heads of departments). They, in turn, lead sub-team leaders in their respective divisions. If a sub-team *member* on one of those sub-teams comes directly to me with an issue... say... regarding a sub-team leader, I have a choice: I can a) try to fix it by going to the department head that I coach, b) try to fix it by going directly to the sub-team leader, or c) briefly mentor the sub-team member on how to fix it solo. The correct answer? You probably already guessed: I believe it is "c". I have to apply the "go to the head man" rule -- in reverse. I have to mentor that worker on the importance of going one-on-one with the sub-team leader to work out the issue. Then I let the process take its course and trust the respective leader to work it out.

Imagine... if I go to the department head (the one that I coach), he first of all feels a bit embarrassed and ashamed that I became involved in an issue in his department -- one of which he probably wasn't even aware. But what's worse, he now has to go to his sub-team leader and explain that this issue came to the president's desk. He has to ask all about it . . . and the wild thing is... maybe the sub-team leader didn't even *know* about it. So now the sub-team leader is mad at the sub-team member and all this is in *addition* to the original presenting issue. By this time, perhaps the *process* has become bigger than the original issue. By now the problem is bigger than life because people have emailed and met and phoned and... well you get the picture.

So I'm convinced, after having made more than my share of errors on this part of the game plan... I have to say to the sub-team member, "Have you discussed this issue with your sub-team leader?" If the answer is, "Well ... no.," then my answer has to be, "Well trust me -- that's where this needs to start. If, after sharing it with your sub-team leader, you feel you can't work it out, then explain to your sub-team leader that you'd love a chance to talk it through with your department's head, with the sub-team leader present. If you still can't resolve things, ask them if we can all meet -- the four of us. Until you've taken those steps, trust me ... you don't want me to barge in like gangbusters to try to fix this." Does this process sound familiar?

I have found that it functions equally as well in the workplace as it does in Matthew 18:15-17. True -- the passage deals with sin. But in everyday management and problem-solving, I have found it to function well in teams. Next week... what to do if the problem is with someone in a different department or team.

3 Men or Machines, Putting Paper Before People
The Cloistered CEO versus MBWA
(Managing by walking around)

How can I get anything done if people are always interrupting me?+

Signs of misplaced and misunderstood priorities:

Listens poorly if at all
Out of touch with currents in the workplace
Tends to run over people . insensitive
Impatient . tends to say %Out with it+
Alone ã aloof ã lonely

Why do we put paper over people?

Seen, measurable results
Relationships take so much time and are so intangible
We are evaluated by what we do, not who we are
I can control paper
Relationships won't fit into deadlines

H.J.Nouwen

% an old professor at Notre Dame..said with a funny twinkle in his eyes: % have always been complaining that my work was always interrupted, until I slowly discovered that my interruptions were my work. This is the great conversion in life: to recognize and believe that the many unexpected events are not just disturbing interruptions of our projects, but the way in which God molds our hearts and prepares us for His return.+

T.O. or P.O. Which are you?
Task Oriented versus People Oriented

T.O

P.O.

Type A personality

Type B personality

Often affected by birth order

Leadership is basically a people business. Experts confirm that the best and most effective leaders are those who spend most of their time **being with people and solving people problems.**

“Our top executives spend roughly 90% of their time concerned with the messiness of people problems” Bennis & Nanus 1985

Influencing people changes people. People change people by direct contact.

**Well, doesn't the job have to get done?
We can't spend all our time talking, can we?
Don't most of us waste an incredible amount of time?**

**Which comes first, the person or the task?
“If you're at a party, it's people first,
if you're at a fire, it's task first” Lorne Sanney**

(Blessed is he who knows the difference between the two!)

HOW TO PUSH ASIDE THE PAPER TO MAKE ROOM FOR PEOPLE

Love your wastebasket . next to your dog it's your best friend

Do lunch away from work if possible

Take time off with your spouse, kids, and friends

Pray for particular people

Do something fun with your colleagues . job, walk, golf, play ball, bowl, whatever

Make sure you get out and get acquainted with people

Delegate more

Learn to browse, you don't have to read everything

MBWA . manage by wandering around

Skills to learn in relating to those you are seeking to lead

Stand when a guest enters your office (anyone not usually there)

Extend your hand, smile, and welcome folks by name

Stand when they leave, thank them for coming

Make folks feel like they did you a favor by coming in to talk with you

Remember something about the person . ask sincere questions

Don't rush the point . let them get ready to address the issue on their mind

Seek to relate to their concerns or problems

Ask sincere and intelligent questions to make sure you understand the real issue

Check back with them after a few days to see if any improvement has occurred

4 Affirmational Absence . forgetting to praise

What could possibly be better than a pay-raise?

The soft sciences: Affirmation and praise are essential to bring out the best in others

We wildly underestimate the power of the tiniest personal touch of kindness

Each person needs a different level of affirmation

Seekers

Little confidence

Laps up affirmation

More is better

Fragile

Auto-pilots

Self-reliant

Skeptical of
affirmation

Leave me alone

Tough as nails

Certain times call for extra affirmation

Just starting a new task, job, position . where we feel out of the loop and practically useless to the company or team

After completing a major project

After changes, reversals, difficulties, or in the midst of stress

How do I give affirmation to my co-workers?

Remember that affirmation doesn't last . it requires application repeatedly

Listen . the L in Leader means %listen+

Empathize . share in the lives of others, let them know you're human too

Comfort . reach out in word and deed

Carry burdens . give practical assistance when the burden is getting heavy

Get out of your office . when someone does a good job, go to him or her

Don't let good work be a secret . thank them personally

Public Affirmation . at meetings, conferences, etc. . give public recognition to team members by name, and when introducing them

5 My Way or the Highway . no room for Mavericks

Webster on Mavericks: “a pioneer, an independent individual who does not go along with a group”

Great Mavericks

Martin Luther . passionate about his core beliefs

William Carey . when told to sit down and shut up, he went to India and started the modern missionary movement

Lee Iacocca . outsider who reinvented Chrysler from the top down

Chuck Colson . Nixon hatchet man to prophetic voice for American church

Martin Luther King . a dream to die for, changed America

Stephen Jobs . from his little garage with big ideas brought IBM to its knees

Thomas Edison, Chester Carlson, George Washington Carver

Mavericks think outside the lines

Henry Ford: ~~was~~ looking for a lot of men with an infinite
for not knowing what can be done.+

Smart Businesses encourage Mavericks

3M requires it's employees to goof around with new ideas and experiment at least 3 hours of every work week on company time! Any idea that becomes marketable guarantees them a 3% ongoing share of all profits!

Mavericks can save institutions from decline and death

The Institutional Aging Process

Stage 1 Conviction & Vision . overwhelmed by the need to begin. Often the focus is on what we won't do and what we won't be due to faults seen in the mother company.

Stage 2 Definition . coming to grips with who we are and how we intend to become what we have envisioned

Stage 3 Exploration . expanding markets, methods, and means

Stage 4 Organization & Systemization . defining job descriptions, developing flow, traditions, and corporate culture

Stage 5 Institutionalization . next generation inherits a fully functional organization. The organization has become an institution. Promotions come from playing the game according to well-established rules, not from improving the organization. Suggesting change viewed as attacking or criticizing previous leadership or values.

Stage 6 Fossilization . decline, hardened habits, tendency to irrelevancy, standing for policies that employees see as irrelevant and counterproductive, eventual death of the organization

%think there is a world market for about 5 computers+
Thomas Watson, CEO of IBM, 1943

%there is no reason for any individual to have a computer in their home+
Ken Olson, President of Digital Equipment Corp, 1977

Don't kill great ideas by committee control

A Maverick's definition of committees.....

A committee: keeps minutes and wastes hours

A committee: the unfit leading the unwilling to accomplish the unnecessary

A committee: those who separately do nothing and together decide nothing
can be done

God so loved the world He didn't send a committee

The old organization was built on control. But the world has changed. The world is moving at such a rapid pace that control has become a limitation. We must balance freedom with control. But there is room for far more freedom than you ever dreamed of.+ Tichy & Sherman, 1993

Not all malcontents are mavericks. Some are just troublemakers. Some are a pain and don't do anyone much good. How do you tell the difference between a healthy maverick and a problematic malcontent?

Maverick

Cares about the good of the organization
Has same basic goals & values
Making a positive difference
Willing to earn the right to be heard
Their influence produces positive results

Malcontent

Cares only for their own ideas
Differing values & beliefs
Creating circle of discontent
Demand to be heard now
Their influence creates chaos

How to harness the power of Mavericks

- Give them a long tether . trust them
- Put them in charge of something they can own
- Listen to their ideas . they think outside the lines
- Give them time to grow . help them see the positives
- Let them work on their own if they wish, or choose their team workers
- Keep communicating, but don't hover
- Don't make them go through multi-levels of management or committees
- Don't make them wait months for decisions to be made

6 Unclear Communication . expecting by assuming

Never assume anyone knows anything

Nothing happens until people talk.

Nothing good, that is!

State, repeat, illustrate, summarize, ask questions, listen.

The bigger the group, the more attention must be given to clear, thorough communication.

We never communicate enough.

Never!

Communication is the red blood cell of an organization.

Without it, health disappears, disease and weakness take over.

Organizations must learn to grow in communication.

Patterns of communication tend to atrophy with age

Birth

Oral

Informal

Spontaneous

Active

Lively

Maturity

Written

Formal

Planned

Passive

Liturgical

When left in the dark, people dream up wild rumors

The two words information and communication are often used interchangeable, but they signify quite different things. **Information** is giving out; **communication** is getting through!+
S. J. Harris

Share an example of communication breakdown and its results in your own experience.

Leaders must be effective communicators, privately as well as publicly....within the organization as well as to those on the outside

There may be no **single** thing more important in our **efforts** to achieve **meaningful work** and **fulfilling relationships** than to learn and practice **the art of communication**.+ Max DePree

What happens when communication breaks down

Chaos about the groups direction

Arguments & disagreements about priorities

Waste of resources through cancelled jobs

Idle & unused resources

Duplication of efforts

Poor morale

Conflicts among departments

Poor productivity and job insecurity

Why leaders fail to communicate, listen, and succeed.

Too little time

Too many people

Pressure

Distance

Too much knowledge

Pride

Communication overload

Isolation

CRM, Inc. Expectations & Privileges of CRM Staff

To know those who lead me and what they believe

To have leaders who will explain to me their vision

To never be left in isolation

To be heard

To be trusted

To be provided a context for growth

To be held accountable

To be the object of grace

How to assist in the art of communication organizationally

Provide a clear **purpose/vision statement** that is genuine

Provide a clear **chain of command** . who to go to for what

Provide a **people map** . who does what & where

Provide a **clear, workable job description** for everyone

Keep memos brief

Include **one-page summaries** on top of lengthy reports

Use fax & e-mail to keep up to the minute

Use stand-up meetings when lengthy discussions aren't needed

MBWA (manage by wandering around) Stay face to face
with your key workers

Practice HOT communication

Honest, Open, Transparent, remember...

Nothing happens until people talk!

Nothing good, that is.

Evaluations – learning to listen & change

Doing regular, timely, honest, written evaluations are an essential process in fostering clear communication and listening to those who are most passionate and affected by the status quo.

Evaluate procedures, processes, plans, productivity, and people.

Everyone needs to be evaluated by someone.

Evaluations may be formal or informal.

Personal formal evaluations are less threatening and less
conflictive than informal ones

Formal evaluations are up-front and expected.

Formal evaluations are announced and prepared for.

Formal evaluations are fair, in that everyone affected has the
opportunity to hear and be heard.

7 Cultural Blindness – corporate & community culture

Corporate culture is “the way we do things around here”

Knowing the culture is essential.

Working within it is essential.

Changing it is not easy.

Never underestimate the mighty power of your organization’s corporate culture.

Corporate culture is the way insiders behave based on the values and group traditions they hold.

Beliefs and Values must be understood distinctly

Beliefs are moral absolutes, black and white issues

We will be honest, open, forgiving

Theft will not be tolerated among our people

We will not hold bitterness

We will not lie to each other, ever

The Bible is God’s inerrant word to the world

Values are the preferences and tastes of the organization

We will use the latest technology to get our work done

We will do quality work, even if it takes longer

Speed is important, faster is better

We will write our memos down

We will provide monthly ministry reports

Churches, businesses, organizations all have corporate culture

Leaders must **embody** that culture for their leadership to flourish.

Effective leaders **create culture over time.**

Sam Moody Bible Institute and Ministries+ J. Stowell, III

What are some examples of the corporate culture in your workplace, neighborhood, church, and ministry?

REACTIONS TO CULTURE CONFLICT

The Conformer . I just accept things and work within it+

The Complainer . I may have to work here, but I don't have to like it+

The Innovator . I'll change a few things around here+

The Ritualist . What job? What job? I just put in my time and go through the motions.

The Retreatist . I've got to get out of here, now!+

The Rebel . They can't make me conform. I'll just show them+

Who stays and who leaves?

Adapt, embrace and promote the culture wholeheartedly

Adapt reluctantly and submit passively

Reject the culture and try to change it

Reject the culture and be a troublemaker & be miserable

Reject the culture and leave

Reject the culture and make everyone miserable trying to change it

8 **No Successors – failure to prepare future leadership**

“Success without a successor or failure” W. Webster

“Finishing well is an important and final measure of your leadership success.” H. Finzel

Transitions in Leadership (Lyle Schaller)

Of all the leadership transition mistakes, two occur most frequently:

- Leaders tend to stay too long in a position rather than not long enough
- Leaders who stay too long do much more damage than those who don't stay long enough

Everything costs something, and some-things cost everything.

There is a price to pay in leadership transitions. It is costly for both the new as well as the old leader. But the cost is far greater if the price isn't paid up front!

The Price of Letting Go

Job security . what am I going to do next

Fear of Retirement . loss of significance, self worth . this job is my life

Resistance to change . the saddle is comfortable

Love for the role . I love this job

Loss of investment . I've poured my life into this group

The Price of coming on board as a new leader

No track record in the new role . no confidence in your leadership

Inheriting the unknown surprises . people & situations

Inheriting the corporate culture without really knowing it

Listening to the stories about your predecessor

Feeling out of the loop, not part of the family, no backlog of memories

Facing the Future.....Leadership demands looking ahead.

%A leader is one who sees more than others see, sees farther than others see, and sees before others see+ Leroy Eims

%Stay one step ahead of your people and you are a leader.
Stay ten steps ahead of them and you are a martyr.+ Unknown

%Leaders are pioneersõ people who venture into unexplored territoryõ .they guide us to new and unfamiliar destinationsõ .the unique reason for having leaders is to move us forwardõ .leaders get us going someplace+ Kouzes & Posner

%Leadership is seeing the consequences of our actions further in the future than those around us can+ B. Gothard

If we do not make time to plan for the future, we will be its victims. We will become reactionary, defensive, critical, and fearful. When organizations theologize their methodology they freeze. We need proactive leadership that anticipates the future and moves into it with confidence.

DREAMERS T. E. Lawrence

All men dream; but not equally.

Those who dream by night
in the dusty recesses of their minds
awake to find that it was vanity.

But the dreamers of day are dangerous men,
that they may act their dreams
with open eyes
to make it possible.

Leaders plan for the future, and prepare the men and women who will inherit it.

Who will you begin preparing for future leadership?

Set aside time to think about the following....

- What are our strengths
- What are our greatest weaknesses
- What should be our highest priorities
- What do we do well
- What do we do poorly
- What barriers do we need to remove to enhance our effectiveness for the future in truly substantial (not just cosmetic) ways

Annual Goals for every department of your organization

Quarterly Goals for every department of your organization

SMART GOALS

Specific

Measurable

Attainable

Relevant

Trackable

Who will do what, when, how, with whom, who needs to know, who will be most affected, when will it start, when will it end, how much will it cost, who will fund it, what will be needed (supplies), how will we inform, how will we promote, what will determine if we are successful?