

Please stand by for realtime captions.

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Hello, everyone. Welcome to today's webinar: How to Build and Sustain Your Team. We will be starting the webinar in about 10 minutes.

[Captioner standing by]

Hello, everyone. Welcome to the webinar: How to Build and Sustain Your Team. We will get started in about five minutes.

[Captioner standing by]

If you have joined us you have joined us today to hear from Karen Hopkins and Michelle Thomas about How to Build and Sustain Your Team, you are in the right place. We will get started in about two more minutes.

[Captioner standing by]

Whoever is able to move the things on the right-hand side of the screen it messes up the captioning pod and where everybody else can see. Please, don't touch anything other than if you have specific questions or need to shift the order of a presenter.

The Captioning Pod still is not up, unfortunately.

We had it but we lost it. Give me a second.

All right, everyone, hang tight just a minute. We want to make sure that we have the Captioning Pod up and going before we start today's webinar. It should be just about another minute.

Okay. I think we are good to go.

All right, welcome, everyone. This is Alyson Ward from NCHAM, the EHDI [Indiscernible] and we're happy to Partner with Hands and Voices, the FL3 to host these webinars for them. Welcome, again. Today you have joined the webinar: How to Build and Sustain Your Team. We will hear from both Karen Hopkins and Michelle Thomas. Today's webinar will be recorded and I am going to go ahead and initiate that recording right now.

I will also open up the question and answer box on the left-hand side of the screen once the presenters have fully presented their content, and then we will take questions via the Q&A pod and the presenters will voice their answers back to you. Without further ado, I will turn it over to Karen and Michelle.

Hi, everyone. This is Michelle Thomas. I will start this webinar today by introducing myself, and then I will get back to you later on in the hour to talk about succession planning, a little a little bit about me first. I am the President of Michigan Hands & Voices and have been since 2016. I am also a Hands and Voices Guide By Your Side, Parent Guide, and have been since 2017. I have a Master's from Madonna University in Michigan in the area of special education. My most important job is I am a Mother to four children. I have a 9-year-old, 7-year-old boy and 3-year old twins. My 7-year-old boy in the middle is my death child and he is the reason that I have become involved with Hands and Voices.

Hello, everybody. This is Karen Hopkins calling from Maine. I am the current Executive Director of the Maine Education Center for the deaf and hard of hearing. I'm also a Hands and Voices headquarters Board Member. I am a deaf adult who grew up in the State of Maine, northern May with no resources and Mary didn't -- never met another deaf and hard of hearing person until 18. That's what I am passionate about the work we do it Hands and Voices and that the MECDHH which is a big part of what I believe in. I have education degree from Gallaudet University, University of Maine, University of New England. As I said, I am a deaf adult and a mother of three grown children, one of whom is hard of hearing. Today we're going to talk to you about Inspiring a Motivated Team and how to create a team that is motivated and ready to go every day. For those of you that are new leaders, I would strongly encourage you to create a plan top I plan that is going to be your entry. How are you entering into your new organization? Your new system? Your new school? Your new club? Make it slow and make it steady. Have step-by-step plans with a strong focus on communication. Everyone loves to know what is happening and being in the no. The more you communicate, the better your start will be. However, we all know that sometimes the plan doesn't go as you hoped. One of the greatest lesson I have learned in life is that I still have a lot to learn. If you look at this picture and try to figure out that one missing puzzle piece. I've had those days and as leaders we have to recognize there is always going to be one piece of the puzzle that just doesn't fit. Maybe it fell on the floor when you are doing a crossword puzzle. Maybe it's missing. That's okay, we're going to work today and try to figure out these pieces of the puzzle together so that we don't feel that way, and whether you are a brand-new leader or a leader that has been in a leadership role for years, we're going to walk through this together. Starting with your vision, your mission, and your values, if your organization does not have these three things, I strongly encourage you to give it a try. Many people are nervous about naming their vision, mission and their values, and they often get confused about what these three things are. Let's start with the mission. A mission statement is an explanation of the Organizations reason for existence. What is your purpose? What is your overall intention? Why are you here? What is your organization exists? Your Vision Statement looks forward. It creates a mental image of the ideal State that your organization wishes to achieve. Where are you going? Your Vision Statement is usually inspirational. It should challenge employees in a positive way. The questions you want to ask yourself are, what problem are we

trying to solve? Where are we headed? And if we achieved all of our goals, where would we be 10 years from now? Then you want to focus on your values, the core principles that guide and direct your organization and its culture. We want our organization to be value led. Ask yourself these questions. What values are unique or different to our organization? What values guide us? How do we want our employees to be and act? This will be Time will spent if you want a team that is connected and inspired. Let's talk a little bit about goals. Goals help us bring clarity and focus. When you have a team that is looking at the same goal and following the same plan, they relax a little bit more. They know where they are going. With your team create tasks that will help your organization achieve all of the goals that you have, and get SMART! Right goals specific to your organization that are measurable, achievable, realistic and set a timeline that you can handle. Make goals that are just outside of reach, but ones that you know you will be able to attain so that your employees, your team members, and most importantly, yourself, feel good about what you have done. Let's talk about Supporting Your Team, once you have a team together. We're going to build a team. When you Ted 23 connected. I love team building activities. [Indiscernible] of my organization. Have a retreat in a fun place. Go to the park. Go to the Beach. Spend one hour focusing on your goals and then play. There is a lot a value in play. When you play together, you go together, you have fun together, you get to know each other as people outside of the office, outside of that room. Games are fun, but be very careful of the individual preferences on your team. I know in the past in my organization we set of things like obstacle courses or basketball game, or maybe an Art activity, and maybe we had not taken the time to recognize that the physical activities were not something that was enjoyable to everybody. So speak with your Leadership Team, your extended team about what your employees like and what they enjoy. Focus on that. Shared experiences, as I said, thinking about the Beach and the Park. Sometimes the most important thing you can do for your team is to give them time, give them time when you and I focusing on a goal, you and I focusing on that [Indiscernible] or that presentation you are doing together. Just time to connect. Getting to know members of your team will help you move mountains. You may have team members that our extroverts, introverts. You to know who they are as people. Are they adventurous? Are they energized by the I know? Or do they prefer the structure and familiarity? Get to know each and every person on your team. No there names. Know what town they live in. Do they have children? Are they taking care of parents? Do they have been thinking Kindergarten? Do they have good going off to college? Those little personal connections that you can calm don't comment in and out of the office, in and out of phone calls will add so much strength to your team and the connection the individual team members have. Think about personality tests. Many of you have probably taken them before. But there is a lot of value to them. Understanding each team member adds empathy top compassion, and brings a certain understanding of perspective and builds successful work relationships, and I have listed a few here: Myers Briggs, CliftsonStrengths, Enneagram and The five Love Languages. Take a look at those and find out what to do those in a moment. Too them at the Beach, in a park and a fun place. Then compare, share and learn about each other. Building intrinsic rewards

will go a long way in building a strong team. Yes, everyone loves raises, money and gifts, but these are short lived and in time it goes away. Most organizations can't do this. If you think about chapters in Hands and Voices or the small clubs that we belong to, the boards, a lot of people do not have funds to drive them. Bring back those values of the purpose that you developed. This will have a bigger, longer impact. Think about your core values when you meet. Who do you serve? What problems are you solving together? What are norms and behaviors that drive our teams approach? Values should be visible and ingrained in your day-to-day work. Start a new meeting with one person sharing a value that they have and always go back to that beginning value in all that you do. Focus on the Why which is connected to your values. Why is your organization important? Why did you personally choose to be part of this organization, company, or school? What is the personal connection you bring to the Team? And embed this discussion into all that you do and show it often. Show it on your Facebook page. Show it on your website. Show it in your meetings. You, as a leader, start every meeting with, this is why. This is why I am here. The notice The Why of the ask. Why are you asking your team to do X, Y or Z? And an example that I like to share is this, ask a staff member to please send me your monthly report for the Board by Friday. Perhaps you could say, please send me your monthly report by Friday so I can be sure to include your vision for the program when I report out to the Board, the personal and specific information you share from your expertise means so much to me. Adding that personal touch will inspire your staff. It will help them know that you care about them and you value their input, their experience, and their expertise. Recognition, we all like to be recognized. We all like a good thank you. Recognize a job well done again, and again, and again, and again. no your staff. Some of our staff may like their name in lights, and some I just want an e-mail. I think every person appreciates a handwritten note. And I've had to convince myself to do that often. Take that moment to write that memo and send it in the mail. Do it on interoffice mail, but when you see somebody took the time to handwrite a message, that means a lot. Think with your team about ways to inspire each other and recognize each other. One tip might be having your team vote on a monthly highlight. Who on that team has the best work ethic of the month? Who Block Grant? Who had the best Positive Attitude for that month? And who was the one that really instilled and showed our Organizational Values? When you find that person from a vote or from a discussion, highlight them, again, on your website, on your Facebook page. Make them feel special, valued and a part of everything you are doing. I am going to leave you with some strengths. And ways to promote strengths among your team. I encourage you to listen more and talk less. Think with your team, Not for them. Develop options for your team, Not ultimatums. Look for the positive in each and every person in each and every aspect of your organization, your department, your State. Don't say your wrong. Determine why they feel they our right. The method had a reason for saying what they are saying. Congratulate their success and don't ask for applause. This is going to make you a leader that is embedded in every part of your organization and every person on your team. Setting Yourself Up for Success and set your team up for success. Set them up with a presentation. Set them up with a goal, and activity, and then back away. Let them pick a person to lead

that activity. And let go. That's really, really, really hard for leaders buckets are for those of us who have been supervisors for a long time to take that backseat. Be ready to back him to come back and support. Give them time, time to grow, time to talk, time to build is a team, time to work out the kinks amongst themselves. Don't jump in quickly. Let them make mistakes. Let them find the mistakes, and I know that is how we all learn. Way in the back of this presentation I said that I have learned you don't know it all and we have a lot to learn. We have a lot to learn individually, and we have a lot to learn as teams work the best thing you can do for a leader is let that happen. Let mistakes happen. Let them learn from it. Let them grow from it, and be ready to jump back into support when they ask or when you see the need. And most importantly, recognize their strengths, and I guarantee you are going to see the beauty unfold. More heads are better than one. More heads are better when you put them together. You will see the beauty of your team come together and what they create we'll be so much more beautiful than what you could create on your own. I wish you all luck. I just love this Helen Keller quote, Alone we can do so little; together we can do so much. That's the value of a team, the value of connectivity, and in light of this, the next step to this once you have your team together and you have inspired them and are strong as a team, the next step is to think about, how are we going to sustain this team in our Leadership Models? I am going to turn this over to Michelle to share her experience and passion for Succession Planning.

Thank you, Karen.

So, as Karen mentioned, I will be talking to you today about Succession Planning and to begin I want to preface this by saying, I am not a professional in this area by any means, but I have developed and implemented a succession plan in Michigan with our Hands and Voices chapter there. It has been very successful, so I want to pass along my knowledge in this area to you. The idea of the Succession Planning can be very overwhelming. But also let me tell you that there is no wrong way to do this. Every organization or chapter will have their own specific needs on how a succession plan should be built and implemented. But let's talk about the Benefits to a Succession Plan first. It helps to align your staff development with your strategic plan. I'm Sabika you're strategic vision. If you have a plan in place and you are able to show that to your staff, they will have more confidence in your organization and will be willing to stay with the organization for a longer-term. A succession plan Builds leadership capacity of staff in the same idea as it helped develop leadership skills, but it also gives you is a chapter leader or an organization leader the understanding of who best fits in which position. Having a succession plan also makes the top position in your organization more doable. If you have -- in the Executive Director position, if the Executive Director were to leave, having it all lined out with their roles and responsibilities are well make it less overwhelming for the individual to come in to take over that during the interim. Having a succession plan also engages and reassures the Board, knowing that you have a plan for what may happen in the future will, again, give them more confidence and will allow them to feel more comfortable, and they

will stay on for the long-term. Finally, one aspect to Succession Planning that I think a lot of organizations and/or chapters overlooked is the fact that having this plan gives confidence to your funders. I like to think of this as having a small business. If you go to the Bank and you ask for a business loan they will ask you for a business plan. If you do not have a business plan the Bank will be less likely to give you a loan to fund your business because they can't see the benefit on their end to provide you with that funding. The same works for a non-profit organization or any other organization, for that matter. If you cannot give confidence to your funders, having their name attached to your organization might hinder their development and further their name and the ability to give money to others. There are Three Types of Succession Planning. Again, there is no right or wrong way to do it. You have to decide what your organization needs, and start from there. There is Strategic Leader Development, Emergency or Interim Succession Plan, and, Departure Defined. I will go through these individually to talk about them in more detail to help you decide which is best for you. Let's begin with leadership development. When you create a succession plan, they find leadership development, essentially what you are doing is identifying future goals and challenges. You are creating a strategic plan. You are looking three years, five years, seven years down the road and your making a plan for what you want your organization to look like top or where you want your organization to be. Having that all laid out helps you to decide or determine what leadership position you need to develop to get your organization to that.. You will create a model of needs, competencies, skills, and experience. It's basically a checklist. What do you need in order to get your organization to the strategic plan that you laid out for the future? Identify potential successors and assess individual and organizational gaps to determine developmental needs. That sounds like a lot, but, basically, what this is is figuring out who, what, and how. Who will be a potential [Indiscernible] in the event [Indiscernible - static]. What are the skills they need, and how you get them to that point? Create individual and organizational development plans. These are two separate recipes, I like to call them. What is your recipe for an individual position? How will that look and how you get the person that you are bringing to be in that position, how are you getting them set up for success for that? And your organizational recipe, how are you going to set up your organization? What do you need and how are you going to get there? Finally, measure frequently and revisit your models as your priorities shift. Of course, the first thing that comes to mind for me currently is COVID, how things are constantly changing and shifting, and we don't really have a lot of control over that. So, we are constantly revisiting our plan to adjust them as things are changing, it will be really hard for us to maintain the goals that we have set for our organization. Secondly is the Emergency Succession Planning. Now, let me explain a little bit first. This is what we decided to do in Michigan. We decided to create an emergency succession plan for our Hands and Voices chapter because we already had a very strong Board, and a lot of strong leaders within the Board that have been consistent with the organization for many years. But we did not have a plan in place if anybody needed to leave emergently. So, that is basically what this is. An emergency succession plan is developing a plan in the event that somebody on your

Board or within a leadership position needs to leave emergently. To create that plan you need to identify the critical Executive functions and responsibilities. I always use the role of the treasurer within a non-profit as an example. If your treasurer needs to leave quickly without having a plan in place, it is very hard to have bills paid or checks paid out to others, or account taken care of. You need to be able to do that in order to effectively run your organization. Making a list of those assumptions and responsibilities is key in order to pass along that to somebody if they needed to take that over.

Name and train a backup for each function. Also this is the who and the how. Name the person that will take over those positions, and train them so that they feel comfortable with that position in the event of an emergency departure. You don't ever want to just throw a job to somebody and say, okay, now you have to do this. That is overwhelming. That may waste time for you and somebody will have to trade that person, and in the event the person feels very overwhelmed they may leave, and you may need to continue training over and over and over. You want the successor to be as comfortable as possible. Ensure that key relationships and contacts are documented. This is very important. You need to make sure that you list out who your organization partners with, who you depend on top you work with, name, phone numbers, anything like that. Again, in the event of an emergency departure, everything can be picked up right where they left off. Create and update a binder or a digital file that includes key documents such as monthly calendars, organizational activities, Google calendar is great for this. If you lay out when your appointments are, or when specific meetings are, or when presentations are happening, if somebody needs to leave or cannot make one of those, it is easy for someone else from within the leadership Board to go into Google calendar and be able to pick up one of those roles, jobs or responsibilities. Again, to keep everything moving is a well oiled machine. Finally, just create a Board-approved policy and procedure for emergency succession. This is what we did in the Michigan Hands & Voices chapter. We spent a retreat weekend in 2019, and we developed this succession plan for an emergency departure so that we had an idea. Essentially, what we did is we drew like a bracket or a family tree, whatever visual that you need to help you see what I'm talking about, and we listed out the specific role and then determine who would take those jobs if something were to happen. It was well laid out. It was clear, and everybody understood what their responsibility would be. Everyone understood in the event of an emergency departure. The one thing that I did forget that I don't want you to forget about is the departure design. That will be uploaded in the PowerPoint for you to view later but I did forget it at this time in my excitement to share with you all about succession planning. Departure Defined is simply just planning ahead when somebody can give you the time frame in which they are planning to leave. In a typical job world it sometimes is six weeks notice, two week notice, maybe somebody can give a one-year that notice. Having that Departure Defined or knowing when it will happen will allow you to better equip your organization with a plan for who will take over next. You will identify what role it is that you need to plan for. If the Executive Director tells you, I am planning to leave in one year, then you know that you need to not only plan for

the Executive Director's position, but you might need to plan for the Co-Directors position. If you are planning to shift people up so they can kind of take over those roles then you will need to fill in the spot eventually. So, you want to make a plan for the positions that become open. Evaluate the readiness for succession planning and leadership development. This is your list of you who and your how. Who is ready? What skills do they need? And how are we going to get them there? Again, if you have a good amount of time to plan for, this would allow you to really develop those leaders for what you will need in your strategic plan that you developed in the very beginning that we talked about at the beginning of this discussion. Engage your Board and senior leaders and get commitments. Ensure accountability. You want to make sure that if they know the Executive Director is leaving in one year, what their plans are. Today think they will stick around? Can you count on them? Are they accountable to the Board? Can you count on them to help fill in these roles if needed, or are they interesting? You never want to just push somebody into a position they do not feel ill-equipped for, or they are not comfortable with. As I said earlier, if you spend time and resources training these leaders and then they figure out in a few weeks or a month, they are not comfortable in that position they may leave and you will be doing it all over again. That is a waste of time and effort. As we all know, there is not enough time in the world. So, the better you effectively use their time you really want to make sure you are communicating with your members, you're Board effectively. You also want to create an emergency succession plan during this time. Again, if you have a defined departure, you know when someone's leaving, this might be a good time to create an emergency succession plan because you will have the additional time to work with that person before they leave to get their input. You will want to understand the future needs, skills and competencies. What will be needed for that position? What skills are needed? What responsibilities will there be? You will need to lay that out and do that during this time with that member who will be leaving so that you can get their input as well. Identify and assess potential successors. This keeps coming up. You never want to just pick somebody out of a jar. I feel like this takes me back to elementary school with the Teacher would sit in the front of the class and pick a popsicle stick out of a jar with a name on it. That is putting somebody on the spot, and that might make them uncomfortable. You don't necessarily know what their skills are. You don't necessarily know what they are able to do, or what they are comfortable with. So, if you have the time and you are in a place to do so, it's very wise to hold interviews or application processes, things where you can gather people who are interested 1st and then you can go through to check to see what their skillset is. Finally, periodically assess the effectiveness of leadership development and succession planning. Adjust as needed. Things are always changing. Nothing is ever set in stone. And I think if we are constantly double checking and looking at things, and sometimes, just looking at things with a different eye after situations occur, your mindset changes. Look at what has gone on with COVID. A lot of us have looked at the way that we do things so differently, and if we are constantly changing the way we look at the way things are happening, we will have a better idea of how to make it better for us in the future if something else comes up. So, periodically assessing



the effectiveness of your leadership is really important. That slide will be included if you are interested after this presentation has concluded. Here are some of the resources and references for things that we have used. If you are interested, feel free to reach out to other one of us. Here our are e-mail addresses so that we can be reached. If you have specific questions, or if you would like some help developing your own succession plan, I am happy to do that with you as well.

Great, thank you, Karen and Michelle. Such timely topics. I know at NCHAM we have had conversations about succession and putting a that's something you have to be forward thinking about. I have opened up the question pod over on the left-hand side of the screen. Go ahead and type your questions in here, and I will field them to the presenter. So, to start off, Michelle and Karen, you often hear small non-profit leaders, especially all-volunteer organizations that share only one or two Board members are actively involved in doing work. How can leaders utilize your motivation strategies and/or succession tools to make sure everyone is pulling their weight as Board members?

This is Karen. That is a super good question that I think pulls on both of the aspects that Michelle and I have talked about. One of the biggest things that I would try with that is linking things together like not doing just one of the strategies, but making sure that all team members are involved in all of the strategies or as many as possible. So if you think of some of the things we talk about today and you think of one of your team members that may be is not involved, maybe ask them to lead an activity, or asking them to choose the next Star of the month, really looking at those that are lagging behind and finding some strength in them that you can highlight, that might pull them up to the top a little bit. Michelle, do you have other ideas on that?

Yes, this is Michelle. I think sometimes it comes back to meeting them where they are at. Why aren't they as productive? Or why are they participating as much? Are you giving them too many things to take care of? Is it not working for them in their time frame? Sometimes it's just having a discussion with them saying, I have noticed that maybe you don't seem as involved or as interested in the work we are doing lately. Is there something I can do to help you with that? Is there something we can do together? I don't think, personally, working with individuals for the last several years, I don't think that anyone is intentionally not doing enough work or pulling their own weight. Sometimes I do think it just comes down to whatever is going on in their lives personally, and if they are still on the Board there is a reason for that. Usually it's because they enjoy it, they love it, they are very passionate about it, so meeting them where they are at I think generally do a lot in those type of situations.

Great, thank you. I like this particular question called negative Nelly but working with somebody that is negative in an organization that no matter what you do they always tend to look at the negative, or

a team member is toxic with their attitude. Any ideas you can provide here?

I think slide them with kindness, positivity, and every time they say something negative, you turn it around to make it positive again and again and again. That is really, really tough, but I think the more you flood them with positivity and the more your team does together that going too smooch them. I think another thing to do is look at, like Michelle was just saying, what is going on with them? Is it something you can find that you can help them with? Pull them aside and say, I am noticing this. Is there something I can personally help you with to help this turnaround because you are pulling the Team down and I want to find something to build you back up? Also go back to why, why are they on the Team? Why are they in the organization? Why are they working in this and help them remember the wife. I think that helps. Michelle, do you have something to add?

Karen, it's so funny. I was going to say the same thing basically. I tend to look at the world through Rose colored glasses, and I like to think that there is kindness and everybody. And so, communication can really mean a lot to somebody. Just reaching out to someone asking them what is going on, because while I can be nice to everybody on most occasions, there are times when I also feel like a [Indiscernible]. Typically it's driven by something that is going on and I just need to be able to get it off of my chest and move on. I would think that communication will really help in those situations as well.

Great responses, thank you.

The next question, I love the saying, when you play together, you go together. Regarding team building and retreats, what are some ideas we can do to really engage our team virtually because of COVID?

Yes, I love this because of the play aspect too. Something we had done is we have actually played games online. We place categories and we did a scavenger hunt that one of our team leaders developed where everyone had to go grab different things and come back. We were running around our offices or our house to find different things. That was really fun. We did it in Breakout Rooms once where each department went to a different breakout room and had to come back with different ideas. The other thing we are thinking about now that it's getting to spring, and again I am in May, so it has taken us a while to get there but we're already to get outside. Our team the other day was talking about, how can we do a retreat outside and maybe not be together because we're still struggling with COVID constraints? One thing a team member brought up is, what if everybody brought their laptop out on their desk or in their yard where they still had Wi-Fi? Will member was say they could hook up their hot spot and be outside. Really getting creative about where to do your meetings. Is there a way everybody can show their location like out in their yard. Look at this beautiful tree that is going. Look at this hour. My daffodils that came up, to trying to be more ingrained in nature and let the outside retreat, but sometimes that is still complicated. We're looking at ways we could

potentially to retreats together, in person, outside but be at a distance. That is another thing but a lot of the Hands and Voices chapters, national chapters, especially, are really far apart distant so I think it's been great to be able to use technology and get created in different ways to do some of the things you do in person online. It's been pretty effective.

Great ideas, Karen. Michelle, do you have anything to add to that?

Along the lines, I think, recently in Michigan we held a fund-raiser that wasn't necessarily a retreat or team building, but a lot of our Board ended up coming, and it was a mixologist class. Somebody talked about how to make different alcoholic drinks, and we had a lot of education behind it. It was really fun and we ended up as a Board in the breakout room afterwards and just had a lot of fun doing something that wasn't necessarily work-related. It did support the organization that we worked for. It was a lot of fun, and I think that might just be some way to look around at different fund-raiser ideas that are out there, because those are really engaging activities that you can turn into a retreat or some type of bonding activity via Zoom.

Great ideas. I might have to steal some of these. The next question is, what would you recommend if you identify potential successor who has the qualifications but lacks the confidence. Would you still try to recruit them?

This is Karen, yes, I would. I think sometimes leaders can see beyond and see little steps or little pieces somewhere within the employees or their staff that they know they can grow and build. One thing I have done in the past is I have made action plans does plant that are positive action plans. If any of you have done Plan-Do-Study-Act cycle, I kind of use that was staff some time to show small steps of change or small steps of success. If you think of the Plan-Do-Study-Act it is small steps of change but I love to highlight with them, that was really successful. You did that so way. Let's do another one. I will try them leading a meeting or an activity, and then we go through what worked, what didn't work, but I'm focusing on what did work and letting them find themselves what worked and didn't work. Sometimes there's little action plans that help where they are writing down their own plans of success. Then you can build them up and show them that they do have the confidence. You've just got to find it way down deep inside.

This is Michelle. I agree with that, because I actually like a lot of self-confidence when I was first brought onto the Board. It was a very big transition for me, and I felt very comforted in having these other leaders surrounding me, allowing me to know that failure is okay to pick you don't have to be perfect. There is nothing, nobody is perfect. Having moment where you mess up like today when I did not put a slide in this presentation. I was reassured that it's okay, and it's okay to make mistakes. That is the biggest part I think is building on confidence is knowing regardless of what we do it will be okay because we will grow and learn from those things.

The other thing that I would add to that similar to what Michelle said is in the leadership role you want to look for who you see has the interest. And then walk behind them. The minute you see them starting to do something on their own, you back off. That was a slide I had that talk about setting them up for success. You may start something, look at them and say, why don't you finish this? You got this and it back away. Later circle back to talk about how they think it went. That works really well. I have done that at our chapter a lot more in the professional role tried to support and build parent leaders. It's walking with them, walking behind them, and now I think I'm way down the street. Our Peer Leaders are taking off and it is fun to see that growth.

-- our parent leaders.

Suggested, I am amazed at the prompt responses. You guys have obviously been doing this for a long time and it's very well thought out. The next question is, personality tests are a great idea and could be a good approach. What about [Indiscernible] different communication styles that often cause frustration?

I am laughing because I have some of my team that hate it when we do personality test, and others love it. I think that gets back to the communication styles and personality styles. Actually what we have seen what we have done this, again, if I have done it in a really laid-back way outside, at the park, at a really comfortable location, we make it fun and we make it really engaging. Usually, at the end of it if I parent tend to or three traits that come up and let them kind of go off in chat, that has been a really effective tool. Later they can figure out by doing that together and talking about the result together, the end up working will together later because they kind of laughed and said top remember when you were this and I was this, that why we are not getting a long way now. That's why we are really jiving together. But if you can make the experience bigger and more personable and fun then just filling out the checklist, filling out the checklist and submitting them. If you think about your group and have them do it in teams together, or have small groups, two or three people. I have purposely put people together before that I knew had opposite traits to tie to kind of force that to happen in an unknowing way. That's a lot of fun.

This is Michelle, and I think it if you take a couple of steps back from that even and don't even assign them but encourage them to learn more about themselves by taking these, I think it kind of helps to repair some communication issues that people might not even realize they have. Speaking personally, I took one of those test about six months ago, and really figured out that a lot of my personality revolves around relationships and how important they are to me, and how I developed them with others. And knowing that helped me to be a better communicator because when I am having an argument with somebody I can say, why is this hard for me? Or why am I having a difficult time with them? What about this situation? Or what about the individual is making this difficult for me? I think knowing about who you are and

your personality traits can sometimes it just help the way that you communicate with others. Without that information, how do we know them?

Great responses, and I think that probably covers one of the other questions which was, do have some strategies to help a team member communicate in a more effective way? But if you have any additional comments that build upon what you just answered with the personality test, certainly, feel free to add them.

Yes, Alyson, this is Michelle. I do have one additional thing to add with that. I think in team approaches, especially, communication is really strong when you use a lot of I statements. I don't know of a lot of you are familiar with those but if you are putting yourself first, I don't like it when I hear you are saying this. I am understanding this. Putting that 1019 statement in their makes it more personal. It makes less likely [Indiscernible - static] pointing at the other person. It [Indiscernible - static] and make it less of a tense situation sometimes if both parties are saying the I statement to make that clear. That is how they in turn -- how they are interpreting something versus how the other person is making them feel. They become less [Indiscernible].

[Indiscernible - static] you feel this, or seeing that. Again, focusing on Ted 23. Sometimes they will come back and say, no, that is not at all what I am trying to say but, again, really owning it yourself.

Such great suggestions. Okay, so the next question is: Some organizations have long-term Board members who, while passionate about the work or not as engaged with today's families and issues. How can an organization gently move folks while not disseminating a Board membership and losing a wealth of experience?

Yes, maybe one idea could be pairing up more seasoned Board members with a newer Board member. Perhaps, a Board member has a child in college and a Board member that has a baby. Or a family that has a baby and getting them more connected with that younger group, or that the families of today what they are experiencing. Another idea to be having them work on a workshop with those families and, again, for them and with them, potentially pairing them up to do something that will benefit other families. But I think when you are teaching something you are learning it to pick if you are having them paired up with somebody that has experiences in creating something for others, they can Bond together. I think they would instantly pick up pieces of that information.

Yes, and, Karen, I really like that. I also would add that you want to be very open as a person in a leadership role by acknowledging the fact, we all have experiences based on our journey. [Indiscernible - static] situation. While maybe there is a Board member who is older there experience may bring more knowledge than somebody who only has 11-year-old who was also very knowledgeable in their experience, just because the times and the area of like the year, going through these things are so different. But I think as long as we are communicating

and openly saying, we evaluate what everybody has to say. And I think if you don't have somebody on the Board in that position where they can bring in a new point of view, maybe you just ask a guest to join you for a couple of meetings. Maybe it's a Guide By Your Side Parent Guide, or you bring somebody else in speaking specifically to Hands and Voices. But maybe you just bring someone else in who has that point of view so they can help add to that wealth of knowledge.

Excellent, thank you. The last question that I see on the screen is: Where do you start with succession planning? How time-consuming or involved a doesn't have to be? It can feel so overwhelming it seems too always take a backseat to other more pressing activities.

This is Michelle. So, you can start. I truly believe there is no wrong way to do it. If you don't have a plan at all and you write down two things, now you have a plan. I firmly stand by the saying one is better than none. That also works in parenting. And if you have just one thing written down, it's better than not having anything written down. It can be time-consuming depending on how deep you are looking to make your succession plan, but it doesn't need to be. It can be overwhelming, but, again, you have to remember that if you put into the backseat or on the back burner or where ever you put it to get back to it later, you are only delaying the growth of your organization by not having that plan. So, not only are you delaying the growth for your leadership, but you also could be potentially delaying any funding that you may be asking for from future funders. It really, really, really, really needs to be at the forefront of your mind as an experience leader, or a leader that has been doing it for a while to say, I need to create a plan. Again, it can look however your organization needed to look. Whatever is appropriate for where you are at that time. There is no right or wrong. But no plan, that is worse than a small short plan.

Excellent, I completely agree with you, Michelle. It looks like that is the conclusion of the questions. Again, thank you for providing such clear answers to all of the inquiries. That concludes our presentation for today. I am going to send those suspend the recording. If you will please take a minute to click on the link that you see on the screen on the PowerPoint where it says, click here to give us feedback. I know that Hands and Voices would really love your thoughts about this webinar, and also provide you an opportunity to get a certificate of attendance. Thank you to Karen and Michelle for taking the time to present. Certainly, also to our ASL Interpreter's and our captioners for being here and helping make this webinar fully accessible.

[Event Concluded]