

Hi Kelvin,

Firstly, I would like to thank you and the Board for your continued trust in my service and support to the Society, the Board, Darren and the newly formed Leadership Team. As you know, I have been working closely with Darren and the Leadership team to help prepare them for the ongoing evolution of the Society. My relationship with the Society is now in its fifteenth (15) month.

As we discussed in our December 2019 conversation, the Society is very much in a growth mode for the next several years. You asked some very good strategic questions about how to best position the organization for that growth and evolution. As per your request, the following are my recommendations for the Board to consider based on the three areas we discussed.

1. PROFESSIONAL DEVELOPMENT – EXECUTIVE DIRECTOR

You had asked if the Board should consider offering professional development opportunities for Darren now that he has finished his MBA. This is completely Darren's wish, but my recommendation is that the coaching process we are currently working on with overall leadership development, sustainability, etc. is very much professional development for he and the leadership team and might suffice for the next 12 – 16 months.

2. BOARD PLANNING RETREAT

We discussed the focus and recommended agenda topics for a Board planning session relative to the evolutionary status of the organization. Here are my recommended topics for a full day planning retreat:

- A. The 'Ideal organization' the Society wants to be...and why?
 - Purpose/Mandate
 - Growth parameters (size, services, locations)
- B. Annual Health & Sustainability Outcomes required to achieve the ideal
- C. Role & purpose of the Board relative to growth strategy – Governance Effectiveness

3. PERFORMANCE REVIEW – EXECUTIVE DIRECTOR

We talked about various methods and processes that can be used to effectively evaluate Darren in the Executive Director role. Although there are several different methods you can use, I believe that part of my role for the Society (and effectively the Board) for the duration of my service Contract (ending November 2020) is to monitor Darren's performance relative to the Society's growth plan, and the development of a true senior leadership team; all with a sustainability focus. I am happy to meet with the Board to discuss my observations regarding Darren's progress and leadership competencies the role I plan (and can play) in helping the Board conduct a performance evaluation. My professional

integrity requires me to raise any serious concerns with a Board should the performance of their Executive Director be less than satisfactory.

I have helped Darren and each Leadership Team member clearly define the following which help me monitor performance.

- i. Purpose and defined outcomes required of the Senior Leadership team
- ii. Purpose and defined outcomes required of Darren and each Senior Leadership Team member
- iii. In February, I am working with each staff team within Emmanuel home to determine their specific working core values to help build a workplace culture commensurate with the values of the Society, and that will help ensure how staff interact to provide quality services

Essentially, to help the Board understand the leadership philosophy I am coaching Darren (and his Senior Leadership team) towards see the picture below:



I am happy to report very good progress is being made. As you likely already know, you have a very capable Leader in Darren. He continues to want to be challenged, is comfortable being vulnerable to learn new and adapt new ideas that will help move the organization forward.

Please contact me at anytime should you have questions.

Regards,
Brad Kotowich, Principal
Focused Leadership Group