

**INCREASING THE PERFORMANCE CAPACITY OF SOCIETAL INSTITUTIONS:
GROWING LEADERS TO GROW PEOPLE IN ORGANIZATIONS**

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There are two primary ways to increase the performance capacity of society: advancing solutions to social problems and unmet social needs; and increasing the performance capacity of societal institutions. In today's "knowledge economy" an institution is relevant in society based on its intellectual capital – its stock of beneficial ideas and practices. And those institutions capable of increasing their intellectual capital, whether nonprofit, for profit, or governmental, will offer the most value to society. For society to evolve, its institutions must evolve. And for its institutions to evolve, the people who work in them must evolve.

In *The Only Sustainable Edge*, authors and respected management consultants John Hagel and John Brown offer their insights on just how important this is to an organization's future. "The primary role of an organization in today's society should be to accelerate the capability building of its members so they can create more value. Institutions that can do the most effective job of building capability will create and capture value – the rest will inevitably fall by the wayside."

So how are organizations doing at developing the capabilities of their people? According to the research of Tom Peters, former management consultant for McKinsey and Company and author of the mega bestseller *In Search of Excellence*, they are not doing very well. He says, "people in most organizations spend no more than 6 minutes a day working on improvement. That is a ratio of self-development to work of .01%. This will catch up with those organizations as they are out-competed by those with more robust efforts to develop people." According to Gallup studies, approximately 75 percent of employees in organizations are not intellectually or emotionally engaged at work due to marginally functional or outright dysfunctional organizational cultures. And organizations have just barely tapped the potential of the 25 percent of their employees who are engaged.

Here's one more statistic to motivate organizations to take a harder look at how well they are developing their current pool of talent. According to Ken Dychtwald, Tamara Erickson and Robert Morison in their book *Workforce Crisis*, the workforce will soon *stop* growing. "New births are barely at the replacement rates in America. As a result the rate of growth of the workforce will decline from 12% percent between 2000 and 2010, to only 4% between 2010 and 2020 and then 3% between 2020 and 2030. This translates into a drop from today's annual growth rate of just over 1 percent to anemic 0.3 percent by around 2020." This puts talent at a premium, not to mention top talent, and has spawned what is being called a "talent war" in all sectors of society for the best and the brightest people. But the easy win in the talent war is doing a better job developing the talent pool that an organization already has.

For an organization to bring value to society and stay relevant in the 21st century, it will need to attract, develop and retain talented people. This will necessitate the creation of a very different culture and set of capabilities than exists today in all but a very small number of organizations. Building this capacity in organizations has been one track of my work for several decades. This section tells the in-depth story of one forward-thinking organization that recognized this need and was willing to go through a deep transformation to accomplish it.

**Building Talent Development Eminence and the Transformation of a Culture:
Deloitte Consulting Mentorship Program**

Deloitte Consulting, one of the world's leading professional services firms, is also among the most recognized for its progressive people policies. They have been listed for the past fifteen

years in *Working Mother's* "100 Best Companies" because of their family friendly practices earning them entry in the magazine's Hall of Fame. In 2007 they were ranked by *Business Week* as the best place in America to launch a career. They are perennially listed among *Fortune Magazine's* "100 Best Places to Work." And their Women's Initiative is regularly cited as one of the best in America. In early 2004 I was invited in to help them pioneer their next frontier – talent development. Five years later what we created was recognized by *Harvard Business Review* as best in class. Here's the story of how Deloitte Consulting did it.

A partner, Annette Tirabasso, who had participated in our Empowerment Workshop, felt the empowerment methodology could be effective in building the organization's capacity to grow its people. And she was particularly interested to see if it could help further their Women's Initiative, which having won major acclaim for its innovation and the advancement of women into leadership positions, had reached a plateau. She wished me to meet with Deloitte Consulting's Chairman and CEO, Doug Lattner, to discuss the possibility of my assisting them in getting it to the next level.

Having led many organizational change initiatives over the years I had reached a point where I was looking for an organization that was ready to go beyond one-off transformational trainings. While these are beneficial to the people participating in them, they are not rooted deeply enough in the culture to enable long-term behavior change. From my experience with behavior change, I had come to learn that this would require two things: first the development of a transformational product delivered by top leadership; and second, and equally important, the creation of a culture that encouraged the values of learning and growth. When I met with Doug I was keen to get a sense of whether or not he was up for this type of journey. While there are very few CEO's who don't recognize the importance of developing their talent, few are willing to make the long term commitment and necessary changes in their culture to enable this to occur.

I explained to Doug that bringing this transformative learning and growth methodology into his organization would not be easy. To get at the issues necessary to further growth would require vulnerability. Would the leadership be willing to demonstrate vulnerability with their colleagues? In addition, it would demand a commitment by the firm's top leadership to mastering a transformative coaching methodology with the intention of creating actual behavior change. Would the firm leadership be willing to master this coaching methodology? Finally, it would take a substantial investment of time in working with people. Would partners be willing to invest this much time in growing people? He was very gracious and listened attentively as I explained these success parameters.

I then asked him what he thought the cultural change challenges would be. He understood them clearly. "Our culture is focused externally on its clients and it will be difficult to get people to pay attention internally," he explained. "We do not have a good track record of getting new programs to stick. And our partners are very bottom line oriented and already overextended, so unless we build a strong business case, they won't invest the time needed to make this successful." Just as clearly, Doug understood that the current way the organization was developing people, and particularly women, needed improvement, and so he was willing to give the empowerment methodology a try. "We'll find out soon enough if this approach to change causes tissue rejection," he said at the end of our meeting.

I worked with Doug and Diane Davies, the partner in charge of the Women's Initiative, to develop a two-day visioning and strategy session with the firm's top leadership. In preparation I interviewed twenty senior leaders and top women partners to get their insights and recommendations. Out of those interviews, four developmental areas emerged. 1) Women needed better mentoring and coaching by top leaders to advance their careers. 2) To feel connected and invested in the firm, they needed to experience a sense of community. 3) There

needed to be a genuine organizational commitment to flexible work arrangements; at the time, women who openly talked about wanting flexible work arrangements risked having their loyalty questioned and putting their career advancement in jeopardy. And 4) a formal leadership succession plan needed to be put in place that actively included women and minorities. The two-day workshop would focus on fleshing out these four areas of development and translating them into a behavior change strategy.

I divided the workshop into four groups based on these developmental areas and each answered the empowerment methodology questions. Where are we now around this issue? Where do we wish to go? What do we need to change to get there? And what is our next developmental step? The consensus of opinion was that Deloitte Consulting's culture was based on the philosophy of sink or swim. With the competition for top talent reducing the available supply, they could not afford to lose high quality women through inattention to their needs. And to advance women in this predominantly male leadership culture would require a special effort to develop them beyond what they were doing.

The strategy that emerged was to create a mentoring and coaching program led by the firm's top leaders, who were almost all men. This would require empowering these men to be more effective mentors and coaches (not their strong suit in a sink-or-swim culture); and helping them better understand and support the professional development of women in their culture (an intimidating challenge for all concerned in any culture).

I then explained to them that making any kind of behavior change requires a culture conducive to learning and growing. Using the analogy of nature, for new seeds (behaviors) to take root, grow and thrive, they need fertile soil. Creating this fertile soil (a learning and growth culture) I call "empowering the space." An empowered space enables individuals to feel safe and trusting enough to risk the vulnerability needed for true growth to occur. When the behaviors to be changed are so deeply entrenched into an organization's existing culture, an empowered space was of the utmost importance.

I then led them through an assessment to evaluate how well their culture enabled learning and growth. On a scale of 1 to 10 they rated their culture on six qualities.

Self Responsibility: Individuals take responsibility to have their job, team, function, organization, the way they wish it to be.

Authentic Communication: Individual communication is open, honest, transparent, and vulnerable.

Trust: Individuals feel safe to try out new behaviors and take risks without fear of reprimand or put down by superiors or colleagues if they make mistakes.

Learning and Growing: Individuals are encouraged and supported to work on the real behaviors they need to change.

Interpersonal Process Skills: Individuals and groups have established protocols and developed skills which are regularly deployed to resolve interpersonal issues and build high functioning relationships and teams.

Caring: Individuals feel valued and inspired to give their very best effort on behalf of the organization.

The assessment, to no one's surprise, indicated the culture would need to change fairly dramatically to enable the type of learning and growth we contemplated. I then suggested that we begin this culture change process *right now*, starting with each one of them specifically identifying the behaviors they would need to change and the leadership responsibilities they would each need to adopt. All of a sudden this exercise moved from the theoretical to the very personal: from vulnerability at the macro level – the culture; to vulnerability at the micro level – the individuals in the room. This was a moment of truth; would they be willing to engage on such a personal level in a community of peers? Having just created their collective vision and identified the obstacles that would need to be transformed to implement it, the value of this exercise was clear to them. It was now time to make these changes in their own behaviors and ante up their own leadership commitment. And to their enormous credit, they jumped into the water.

The fact that there was enough self-confidence and trust among these leaders to be vulnerable with one another was a very important signal to me *and* them that there was real potential in this culture for change. In fact, there was now actual excitement about the prospect of change.

One more important thing happened. With the senior leadership of the organization experiencing the empowerment methodology and working on their growth, they now had a firsthand understanding of what the behavior change process I was proposing looked like and its efficacy. This very personal experience had the effect of creating champions, beyond Doug and Diane, to support the cultural transformation we would need in order to be successful.

Creating a Next Generation Mentorship Program

One of these champions was John Gibbons, a member of the executive committee. He enthusiastically stepped forward to volunteer his leadership team for the mentoring pilot and his help in designing the program. This was a stroke of good fortune because John is an opinion leader, and getting his help designing the program would give it the good housekeeping seal of approval essential to its acceptance. Demonstrating his gray eminence, John's first step was to build our credibility by creating a design team of female partners to provide insights into the issues they had had to overcome to advance in the Deloitte Consulting culture, and suggestions regarding the cultural changes needed to enable female advancement to happen more easily. John invited eight women, including Diane, to help me develop the content issues inside which I would embed the empowerment transformational operating system.

What emerged were four topics essential to career success in this culture: mastering the craft of consulting; developing a personal brand; work/life balance; and planning for career advancement. The program would consist of a three-hour in-person mentor/mentee meeting every three months over a year around each of these topics, with the first session being preceded with an in-depth life story exchange.

To help facilitate these meetings the mentor would be provided a detailed script based on the four-part empowerment methodology. They could stick to it more or less closely depending on their desire and the situation the mentee presented. But the end game of each session, no matter how they got there, was to enable actual behavior change. To accomplish this they needed to help the mentee develop a statement of intention and a visual image around their key growth issue for each topic, anchored by specific measurable activities (a learning and growth plan) to be implemented in the interim three-month period to help enable the desired behavior change. Half way through the three-month time period, the mentors would follow up with a one-hour coaching call to help the mentees tune up their growth issue or what we called their "growing edge," if needed, and address any issues in implementing their learning and growth plan.

Each mentor would go through a two-and-a-half day capacity-building training to learn the empowerment coaching methodology; how to create a learning and growth environment; and how to deliver the mentorship program curriculum. They would be personally experiencing the coaching process by facilitating one another's growth as coaches and mentors. While the training would help them learn the empowerment and program fundamentals, it would be through implementing the program with follow-up coaching calls and master classes, which I would facilitate, that they would develop competency.

The all-female design team (except John and me) concluded that we did not need to develop a special training to rewire the male psyche to work better with women (as much as they relished the thought) because they believed the program and coaching skills would do the heavy lifting. They also decided that given how robust this program had become it should include the "Diversity and Inclusion Initiative," which served another population that needed special support to be able to advance in the Deloitte Consulting culture.

Identifying, matching and preparing the mentees for this program were our next design challenges. Up until now mentor/mentee relationships had been based on chemistry and were quite informal. The idea of a formal program where mentors and mentees were matched was yet another experiment. It was our expectation that the universal nature of the development issues combined with a structured program to address those specific issues, and implemented by partners trained as coaches and mentors, would increase the likelihood of forging successful mentor-mentee relationships. If it worked, we would have created a breakthrough in talent development by systematically leveraging the collective wisdom of the firm's leadership to accelerate the learning, growth and advancement of its high potential people. In a culture built on intellectual capital, this was a potential game changer.

Our plan was to invite senior leaders to nominate high potential women and people of color at the partner, director and senior manager levels as mentees for the program. The mentees would be asked to identify their first three choices from the pool of mentors and we would attempt to match them. We developed a three-hour workshop to make sure the mentees were ready to make an investment in their growth commensurate with the commitment the mentor would be making in them. If after that session they determined they were not ready to make this investment, they were encouraged to opt out of the program.

When the dust settled and we looked at what we had created, we realized it was a bold experiment with a lot of untested assumptions, not the least of which was would the mentors be willing to make this level of commitment? Between the two-and-a-half day training, the follow-up telephone coaching and master classes, four meetings with each with their three mentees with follow-up coaching, the mentor's time commitment would be approximately eighty hours over the course of a year – not including preparation for the meetings, travel to meet with the mentees, or any advocacy they might do on their mentee's behalf. This would be substantially more than any other Deloitte professional development program. And this was on top of an already intensely busy schedule.

I told our program champions that I realized this program was asking a lot of the mentors, but this is what it would take to produce the desired behavior change in the mentors and mentees. Anything less would be just going through the motions and quite frankly not worth the effort. Doug, John and Diane did not flinch. They understood how important this was to the future of Deloitte Consulting and we went quickly to creating the business case for the mentors. As the senior partners in the firm, these mentors would be very concerned about investing this much time in non-business related activities unless they could see the value.

Doug rose to the occasion and made a compelling case for the program. He told his partners that in today's highly competitive talent marketplace, if they want to attract, retain and advance top

talent, the firm needs to demonstrate that they will help them develop their full potential. That one of the most effective ways to achieve this is to leverage their existing leadership talent. And that this mentorship program would provide the firm with a market differentiation strategy for talent acquisition and retention. He went on to say that he felt the program would create an historic inflection point for Deloitte Consulting in terms of how it develops its people.

Between his vision and business case, and John's ability to provide incentives for participation to the leaders he supervises, we got thirty-one mentors ready to go. They were skeptical for sure – but willing to play.

The Journey Begins

The mentors attended the mentorship training not knowing what to expect. None of them had been through an in-depth personal or professional development program like this before, and even sitting still in one place for two-and-a-half days, more or less disconnected from their Blackberries, was a new experience for most. There was skepticism about the methodology and whether or not you could actually put any rigor to what they viewed as “soft skills.” They also didn't know what to think about being assigned mentees who they knew not at all or only slightly. Because John and Doug, two of the firm's senior most leaders, were champions of this initiative, they were willing to give the program and me the benefit of the doubt, but just barely.

Fortunately for me the first person who volunteered to share his growing edge in front of the room was Andrew Vaz. He was open, vulnerable and deep. His issue was work/life balance. He talked about how the experience of one of his children dying at a young age had helped him prioritize the importance of spending more time with his family. But he had recently been finding that the demands of his high-pressured job were causing him to lose whatever semblance of balance he had attained and he wanted to regain it. He was concerned that this program would put even more pressure on him. Andrew's intention statement was to use what he learned in this program in order to spend higher quality time with his family, and to help him to be more effective in empowering the people in his practice who were taking so much of his time. He would help his colleagues learn how to fish so they would not be so dependent on him to provide them fish.

Andrew's authenticity got the group's attention. They saw how this process could address comparable issues in their professional life they had either not taken the time to look at or did not know how to change. Several of the most skeptical members of the group commented on how moving it was to observe Andrew working his growing edge. John and I furtively smiled at each other. We had turned a corner. Thereafter people let their defenses down and chose to engage. The rest of the training continued to deepen and the mentors came out of it feeling empowered themselves, and ready to invest the time to make the program work.

The training was the easy part, however. It would get much harder very soon when they had to sit across the table from their mentees, look them in the eyes, and actually help them develop their potential, without just *telling* them what to do. This was a sink or swim situation. As the survivors in this culture they knew how to swim in just about any kind of water you could throw them in. And swim they did. With the accountability of having their mentees advance in their careers as the motivator, they wholeheartedly committed to mastering the program content and coaching process. This commitment along with their already highly refined consulting skills, which are very compatible with coaching, allowed them to excel as coaches. Drawing on their years of experience in the organization and the consulting profession, they were already outstanding mentors. Combining the program structure with high quality coaching and mentoring skills proved to be a winning combination.

In a survey of the mentees, 96% rated the value of the program in the “good to excellent” range and their face-to-face sessions with the mentors as “valuable to extremely valuable.” Mentees appreciated the opportunity to develop themselves not just professionally, but personally as well. Most of them felt that had grown substantially over the course of the year. And most of them looked forward to using what they learned to help their own mentees in the future. “I’ve learned so much from this experience,” said mentee, Kathee Fox, senior manager. “It’s shown me what I should be looking for in terms of helping others as I progress in my career. It will help me structure conversations relating to growth to more effectively help my counselees and mentees and expand their thinking. I’m really looking forward to sharing these skills and experience with others.”

But the benefits were not limited just to the mentees. “In the course of their interactions with their mentees,” said John Gibbons, “the mentors looked at their own lives and careers from a new perspective, gaining new insights and learning things they didn’t expect and wouldn’t have experienced otherwise.”

As a result of this successful pilot it was decided to roll out the program over the next several years to all partners and directors, and to include men as well as women as mentees. We decided that work/life balance should not be a separate module, but be integrated into all of them. We developed a new stand-alone module focused on networking and business development. Given that mentors often needed to travel to meet with mentees, we reduced their load to two mentees. Otherwise the program stayed pretty much the way we had originally designed it.

Ken Porrello, a principal in the firm responsible for partner and director development, took over the leadership helm for the roll out. We would train the consulting practice’s 200 top tier partners as mentors and the next 700 high potential partners and directors as mentees. All told we would directly reach close to ten percent of the practice who in turn would be cascading these principles and tools throughout the entire organization. Ken brought the leadership, personal commitment, advocacy skills and human touch needed to scale up this sophisticated program.

“This mentorship program,” he said, “is changing our culture in terms of how we use time and consider time as it relates to individual development. It’s not a trivial thing to participate in; it requires a tremendous amount of work by all involved. But the prevailing message we’re hearing is that mentees are getting tremendous value out of it. They’re gratified by the investment of time that mentors are willing to put into their careers. By any perspective, this program is an ambitious attempt to infuse our culture with a whole new way of thinking about individual development and career growth. We benchmarked leading consultancies and found that no one came close to this degree of emphasis on developing people. I think we’re in the process of setting a very high standard for people development.”

Doug’s initial willingness to take a risk on this new approach to people development was now paying dividends. And they would continue.

Senior Leaders Build Talent Development Competence

One of those dividends was the skills being developed by the senior leaders in growing people. Since developing people was the primary vehicle for increasing their existing intellectual capital, this was no small thing. Through the considerable investment of time mentors were making in applying these tools with a few individuals, and the coaching support they were receiving to assure their proficiency they were becoming skilled empowerment coaches. In fact, this time investment, although not through our traditional Empowerment Institute structure, met our standards for coaching certification and so we were able to formally recognize their achievement by certifying them. They quickly began leveraging their new coaching competency to build talent development strategies across their practices and the culture.

“Strong connections are such an important facet of superior teamwork,” said Andrew Vaz. “We’ve grown so much in the partner and development ranks in recent years and many of our newer colleagues don’t have the range or depth in relationships needed to reach their teaming potential.”

Andrew decided to do something about this. Along with other program participants, he helped form a task force drawing some 50 partners and directors to focus on high performance teaming. “There was skepticism at first – we’re great at designing programs but we often have difficulty getting emotional buy-in on new approaches,” he continued. “We just concluded our second meeting that consisted largely of sharing shorter versions of our life stories, like we did for the one-on-ones in our first mentoring sessions. It was amazing. The skepticism seemed to melt away and the level of conversation following was profoundly more meaningful. I think we’re well on our way to creating a safe space that will help us build stronger relationships.” Andrew continued to embed these tools into the culture by developing a special application of the program for staff in his Life Sciences practice.

A number of mentors also used the empowerment tools in their relationships with junior colleagues. “One of the things I’ve noticed in counseling our junior colleagues is that they’re often dissatisfied with where they are versus where they would like to be,” said John McCue, partner and another mentor actively promoting the program. “Even when they are told the things they need to do to improve their performance, they may still get frustrated because they have difficulty connecting those viewpoints to their actual behavior. The empowerment methodology questioning techniques are helpful in refocusing their energies and helping them understand why they are in static growth positions and to think about their development more organically – to find their growing edge and to pour their energies into that next part of their vision.”

“The big takeaway I got from the mentorship program was the power of the appropriate probing questions,” added Andrew. “I may have good insights into what the limiting belief is that is holding an individual back from significant growth, but I try not to provide my solution – it is amazing how growth accelerates when a person explores the right question about their own behavior and finds solutions on their own.”

When it comes to development, John emphasized that taking an honest look at oneself is uncomfortable and that is why it so helpful to have tools to guide someone through this process. “Let’s face it,” he said, “our practice is filled with high performing type ‘A’ personalities that have always ranked at the top of their classes throughout their lives. When they get here, the guy or gal right beside them had the same experience and they’re part of a high performing peer group that they’ve never been part of before. They may have a key limiting belief that ‘my manager doesn’t recognize how good I am.’ I’ve run across many individuals that have that limiting belief.

“It’s not hard to understand why that is the case,” he continued. “Not everyone with ambition can rise at the same pace – a matrixed organization can’t operate that way. That’s why we have a performance rating system. The empowerment methodology provides an excellent way to deal with this issue by turning the discussion around and asking the person ‘why do you think you’re not perceived as highly as you’d like?’ ‘Why do others perceive you differently than how you perceive yourself?’”

As I noticed the growing competence of Andrew Vaz, John McCue and other senior partners in using these empowerment tools, we invited them to step into various leadership roles with the program, including co-leading the mentor trainings. Having the program presented by a colleague who was a strong advocate with a demonstrated track record of successful applications

significantly accelerated program buy-in by skeptical partners. Now it was not an external change agent talking about these new ideas and tools, it was a well respected peer within the culture – one of the key principles for the diffusion of an innovation.

The Transformation of a Culture

When the survey results came in from the several hundred mentees participating in the first wave of the roll out we knew we had a winner. 97% of the respondents said they would recommend the program to other Deloitte Consulting colleagues. In addition, 96% said their mentor effectively helped them reach their goals, with more than 90% wishing to continue the relationship.

“When the pilot program was initiated three years ago, no one could have predicted how successful it would be” said Ken Porrello. “By the end of the program, however, it was clear that it’s principles of individual empowerment were hugely beneficial influences in the personal and professional lives of those mentees – and mentors – who participated. We recognized that this empowerment approach could be a very powerful component of our culture. The purpose of our Consulting-wide rollout was to weave it into the fabric of who we are. Our hope is that the principles behind this program will slowly start to permeate throughout our entire practice and gain a momentum of their own,” continued Porrello. And there are significant signs that this is starting to happen.”

Creating a learning and growth culture takes time. But by all the indications, five years after my initial conversation with Doug in which he wondered if there would be “tissue rejection,” I can safely conclude that the answer is no. Some of the signs Ken was referring to include the empowerment design principles, tools and philosophy have seeped into the organization’s various development programs. Partners and directors are now being evaluated and rewarded based on their people development competency and talent development strategies. Mentors are transforming what were previously transactional encounters with junior colleagues into development opportunities through use of the coaching tools. The empowerment nomenclature of “limiting beliefs,” “growing edges” and “life story exchanges” so permeate the culture that people who have not been through the program just assume they are Deloitte Consulting terms. Recruiters of new employees reference the mentorship program as an example of the people development experience they can expect at Deloitte Consulting.

This was by no means a smooth ride. There were many resistances. There was push back from partners about investing so much time in developing people. Some struggled with the language of transformation and empowerment. Some were not ready to change their approach to mentoring. Some believed the program would just go away and didn’t invest themselves in developing competence as an empowerment coach. But as time went on and they saw the effect of the program on mentees and other partners, and with Doug, the program champion, constantly communicating his vision for its importance and demonstrating his personal commitment as a mentor, these resistances began to fall away. While there is still a ways to go, and there will be some who will never get on board, I am confident that the empowerment approach to people development is now firmly ensconced in the Deloitte Consulting culture and on a steady diffusion path.

A fitting conclusion to this transformational journey was the recognition the program got in Harvard Business Review in July of 2008, and the sense of pride this instilled in the organization. The COO responsible for talent, Jack Witlin, said in a meeting telling mentors about this recognition, “Our mentorship program is the gold standard for Deloitte and based on the article in the *Harvard Business Review* it appears for Corporate America as well.”

Deloitte Consulting showed what is possible when there is a deep commitment from the senior leadership of an organization to develop the full potential of its people. It was extremely gratifying to take this journey with these committed individuals and to bask in their pride. This journey, in one form or another, is one any organization who wishes to increase its value and concomitant contribution to society must take.

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