



CMMOTA Board of Directors Roles and Responsibilities

Board of Directors

The CMMOTA Board of Directors ("Board") is a governance Board that manages the affairs of the Association.

CMMOTA Mission Statement: To provide professional association membership to massage and/or manual osteopathic therapists by promoting excellence in education, and accountability in practice among our nationwide membership to improve the health and wellness of Canadians.

Thinking About Joining the Board of Directors?

There are many reasons that someone may consider joining a board such as gaining experience, network growth, personal fulfillment, skill development, or overall interest about the organization.

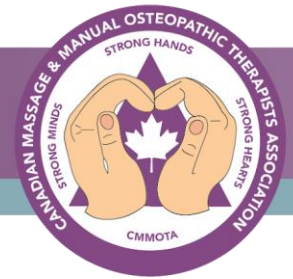
Things You Need to Know

Being a Board Member requires a commitment of time and energy, and a willingness to develop your skills through experience by supporting the Association in working within a team setting, which is our Board of Directors.

Sitting on the CMMOTA board of directors does require your commitment of time. In recognition of that commitment and time away from your practice, an honorarium is provided to each board member as per the CMMOTA Board of Directors Honorarium Fee Schedule. There is a minimum of 2-hour time commitment per meeting/day to qualify for the honorarium. Anything less than the 2-hour minimum is in consideration of your volunteer position.

As a Board Member you do **NOT REPRESENT YOUR OWN INTERESTS**, but the broader interests of the organization. You should:

1. Understand what the Canadian Massage and Manual Osteopathic Therapists Association does and how it contributes to the massage and osteopathic therapy industries throughout Canada (Mission Statement, Values, Objects of the Association, Bylaws and Policies and Procedures).
2. Have a desire to see the Canadian Massage and Manual Osteopathic Therapists Association develop and grow.
3. Understand and be willing to endorse the mission of the Canadian Massage and Manual Osteopathic Therapists Association **WITHOUT RESERVATION**. Too often, people join a Board in order to force a specific change and become disillusioned when they realize that the change will not benefit the entire Association.
4. Understand that being a board member of a non-profit organization comes with certain legal duties. One of these duties, Fiduciary Duty, requires board members to act in the best interest of the organization at all times. Understanding how to satisfy fiduciary duties will ensure that board members act in good faith and loyalty to the organization.



Each board position term is a maximum of 3 years with the option to run for 2 consecutive terms to a maximum of 6 years. The expected commitment level will be a minimum of 6 Board of Directors meetings. These meetings may be held by Zoom (video conference) and/or in person, location/venue varies depending on event/reason for meeting. Typically only 2 meetings a year would be in person, with the remainder taking place by virtual platform (Zoom). You may also be asked to serve on additional committee appointments, as shall be determined by the Board of Directors.

In addition, Board Members must exhibit the following:

- **Loyalty** - uphold the interests of the Association and its Membership.
- **Avoid conflict of interest** - in a position of public trust, you must act in good faith and in the best interests of the entire Association.
- **Appropriate conduct** - your behavior should reflect the principles of fair play, ethics, and straightforward communication at all times.
- **Be organized** - you should prepare for meetings, understand the formats and procedures, and have completed any duties required.
- **Active participation** - be prepared to attend all Board meetings, the Annual General Meeting, and any committee meetings as required.
- **Board and staff relations** - have a friendly working relationship and be aware of the lines of authority and communication within the organization – example: Who interacts with staff, and who is authorized to make public statements.
- **Confidentiality** - be able to keep Board business confidential.
- **Personal responsibility** - take the time to read any information provided and do research when necessary.

Qualities of a good board member:

- Curiosity
- Courage
- Willingness to learn
- Desire to participate
- Integrity
- Good judgement
- Perspective
- Commitment to learning

Skills of a good board member:

- Ability to present options
- Willingness and ability to listen
- Ability to ask questions
- Flexibility
- Dependability
- Ability to think critically, creatively, and strategically

Each Board will have its own structure within the rules dictated by the Societies Act. It is not necessary to have previous Board experience in order to volunteer. In fact, volunteering to be a Board Member can be a very rewarding and educational experience. Volunteers are given the opportunity to:



- contribute to a cause they believe in
- learn new skills
- network with like-minded individuals
- refine their communication and organization skills
- experience working within an organizational structure
- develop policies and procedures for the good of all Members
- experience participating in governance of an organization
- demonstrate leadership and work as a team

All Board Members will be provided with an orientation session one-on-one with the Executive Director and will be required to participate in a Board orientation session and a Board Retreat once per year.

The Board of Directors of the Canadian Massage & Manual Osteopathic Therapists Association consists of the following positions:

- President,
- Vice President,
- Secretary,
- Treasurer
- Director.

CMMOTA has an administration staff which includes an Executive Director, Government and Industry Relations Manager, Financial Officer, and additional office staff.

Anyone wishing to volunteer should ensure that they can operate within the guidelines listed.

All Associations are only as good as their Membership/Board Members and staff, and we welcome membership participation.

Principles of Good Governance

- Participation
- Rule of law
- Transparency
- Responsiveness
- Consensus orientation
- Equity and fairness
- Effectiveness and efficiency
- Accountability
- Strategic
- Vision (direction)

The only way a board can responsibly do its job without meddling or micromanaging is by monitoring very well. The best boards keep their noses in the business and their fingers out!

To DIRECT and PROTECT the Association, the board must:

- CONNECT: get to know each other's strengths and weaknesses



- EXPECT: have a shared understanding about what directors of the board are expected to do
- CORRECT: deal with requirements and expectations to keep board performance optimal

With respect to the Executive Director, the board must:

- SELECT: choose an appropriate person to lead the association
- INSPECT: monitor the progress of the association against the strategic plan in place
 - There are always risks in delegation, but this is the road to multiplied results.
 - By monitoring the results, the Executive Director has achieved, compared to the plans, and policies, and strategic plan set by the board is how the board fulfills the responsibility to *inspect*.

The board's role with its leadership is to *select, redirect,* and - if necessary - *eject*

Organizational results are a product of all the efforts of everyone in the organization. The board's responsibility is to simply *reflect* on these results.

Board members must feel the impact of their decisions and their leadership as much as, or more than, any other member of the association.

The key word for boards regarding membership and their expectations is *respect*.

Who Owns the Association?:

A major misconception about non-profit organizations concerns ownership of a non-profit. No one person or group of people own a non-profit organization. When someone refers to the ownership of a non-profit organization (NPO), it is often used metaphorically to show that the members, and directors of an NPO have a stake in the organization's success to continue to provide services its members require.

For CMMOTA, members act as the "owners" when they nominate the board of directors, change the by-laws, or when reviewing the results achieved. These same members act as the "customers" when they receive the services such as newsletters, reduced services or products that come with our member perks or provide answers to questions. Staff will work with the members where there are concerns that require service, but governance issues will be directed to the board.

Powers and Duties of ALL Board of Directors:

In accordance with the CMMOTA Bylaws, below are listed the powers and duties of the Board of Directors. The board is responsible to ensure that the following are done. In many cases these powers and duties are delegated to be fulfilled by Administration, while providing governance over the fulfilment of the individual duties through the setting of policy.

- Management of the day-to-day operations of the Association; and
- Promotion and development of the Objects, Mandate and Vision of the Association; and



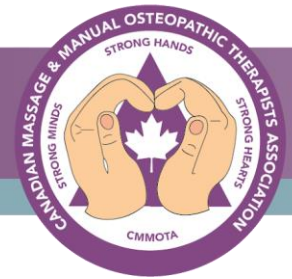
- Promotion and development of the Membership of the Association; and
- Development and implementation of policies, rules, and regulations for the operations the Association; and
- Maintain a Registry of members and oversee Membership requirements, including payment and collection of Membership fees; and
- Prepare and file the Association's Annual filings and maintain the currency of the Association's information with the Alberta Corporate Registry; and
- Coordinate and conduct an Annual General Meeting each calendar year; and
- Acquire and take by purchase, donation or otherwise, all types of real estate and personal property, and may sell, exchange, mortgage, lease, let, improve, and develop it, and may erect and maintain any necessary buildings or structures; and
- Management, protection and development of the Association's assets and property; and
- Entering into contracts or retaining 3rd parties to affect the business of the organization; and
- Development and implementation of the annual budget for the Association; and
- Ensuring the annual audit of the Association's financial records; and
- Maintain the currency of all tax filings and remittances; and
- Payment of expenses, costs and liabilities associated with the operations of the Association; and
- Purchase, lease or otherwise acquire, alienate, sell, exchange, or dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings, or property, moveable or immovable, real, or personal, or any right or interest owned by the Association, for such consideration and upon such terms and conditions as they deem advisable; and
- Wind-up or dissolution of the Association, subject to Article 8.7; and
- All such other acts and things as the Association is, by its constitution, authorized to do; and
- Delegation of its powers and duties to the Executive Director, as may be appropriate.

Additionally, the Board is collectively responsible to:

- Oversee the responsibilities of the Executive Director, including an annual review, and providing feedback to improve performance expectations (if required).

The President Duties:

- Manage and supervise the operations and affairs of the Association to ensure business is conducted in accordance with the best interests of the Association; and
- Call and Chair the Meetings of the Board and Membership; and
- Public spokesperson for the Association, unless otherwise delegated by the President; and
- With the Secretary, sign the Association's Resolutions and legal contracts; and
- May act as an ex-officio member of a Standing Committee; and
- Such further and other duties as may be assigned by the Board from time-to-time.



The Vice President Duties:

- Assist with the management and supervision of the operations and affairs of the Association; and
- In the absence of the President, call and Chair the Meetings of the Board and Membership, or delegate a director to do so; and
- In the absence of the President, act as public spokesperson for the Association, unless otherwise delegated by the President; and
- Act as Interim President pending an election in the event of the resignation, incapacity, or termination of the President; and
- In the event of the absence of the Secretary, record the Minutes of the Meetings, or delegate a director to do so; and
- Such further and other duties as may be assigned by the Board from time-to-time.

The Secretary Duties:

- Distribute relevant materials prior to the Meetings; and
- Accurately record and maintain the Minutes of all Meetings; and
- With the President, sign the Association's Resolutions and legal contracts; and
- Such further and other duties as may be assigned by the Board from time-to-time.

The Treasurer Duties:

- Keep a detailed account of revenues and expenditures of the Association in proper books of account; and
- Review and provide recommendations regarding the Association's monthly financial records and reconciliation; and
- Review and provide recommendations regarding the year end Audit of the financial transactions of the Association during each fiscal year; and
- Present Audited Financial Statements detailing the financial position of the Association to the Membership at the Annual General Meeting; and
- Such further and other duties as may be assigned by the Board from time-to-time.

The Executive Director:

- Is a paid employee hired by the Board of Directors to oversee the day-to-day management and operations of the Association, as delegated by the Board; and
- Serves as Ex-officio non-voting member of the Board; and
- Serves as Ex-officio non-voting member of Standing Committees, by appointment of the Board.
- Provides guidance and resources to the Board of Directors to help them effectively lead the association
- Assists with development and execution of the goals set forth in the strategic plan that is agreed upon and implemented by the Board of Directors. Give a presentation

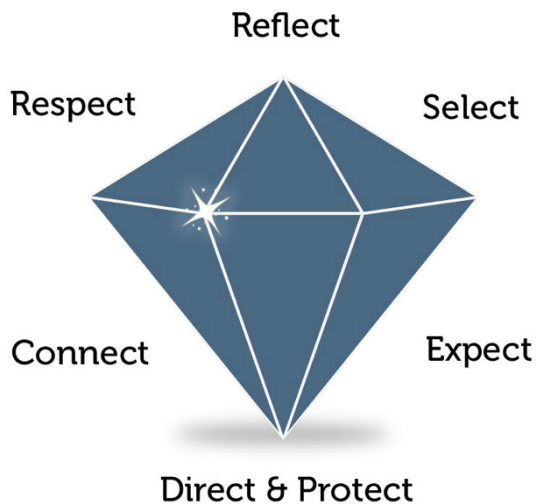


to the board each year with an explanation of how these goals have been met, or reasoning as to why they have not been met

- Develops and implement strategies aimed at achieving the organization’s mission and vision
- Builds an effective administration team by providing guidance and coaching CMMOTA staff
- Ensures adherence of the organization’s daily activities and long-term plans to established policies and legal guidelines
- Directs and oversees financials and investments, in accordance with direction provided by the Board of Directors, either through established policy or motion
- Forges and maintains relationships of trust and communication with internal and external stakeholders
- Acts as the public speaker and public relations representative of the association in ways that strengthen its presence
- Reviews reports to acquire understanding of the organization’s financial and non-financial position
- Manages risk and identify potential issues and conduct that may arise, including crisis management when necessary

Please see the following attachments for more information regarding Board structure.

The Governance Excellence Model



Governing well is no easy task. It takes knowledge, skill, and experience. It takes courage and character. And it takes teamwork, in the sense of everyone bringing their unique talents and backgrounds to work together for the best interests of the people the board serves. The track record of board disasters over the past several years underscores how demanding board work can be. But even with all the challenges, it need not be complicated.

The Governance Excellence Model illustrates the keys for boards to do their part in making their organizations successful. Shown as a diamond—a GEM—it has six facets or areas of responsibility. There are disciplines associated with each area of responsibility and these disciplines capture the essence of the board's work. In the following section, the disciplines are listed and their associated areas of responsibility. Some elaboration is provided for each area of responsibility. Remembering the seven disciplines will best help board members keep their governance priorities top of mind.

Direct... Organizational Performance

- Define and refine the vision, mission, and values
- Determine key result areas
- Establish the governing policies that guide the organization

& Protect... the Interests of the Owners

- Ensure that key result areas and policies are met through appropriate auditing and reporting
- Maintain a culture of performance improvement for both the Board and the CEO

Expect... Great Board-Management Interaction

- Articulate board expectations of the organization and CEO
- Establish and maintain the communication process between board and CEO, including confirmation of CEO performance
- Foster an effective team dynamic between board and CEO

Respect... Owner Expectations

- Listen, to understand owners
- Invite input from the owners
- Help owners understand board actions and organizational results

Reflect... on Organizational Results

- Understand and think about the results of the organization's operations and the reasons for deviations from projections

Select... Prominent Leadership

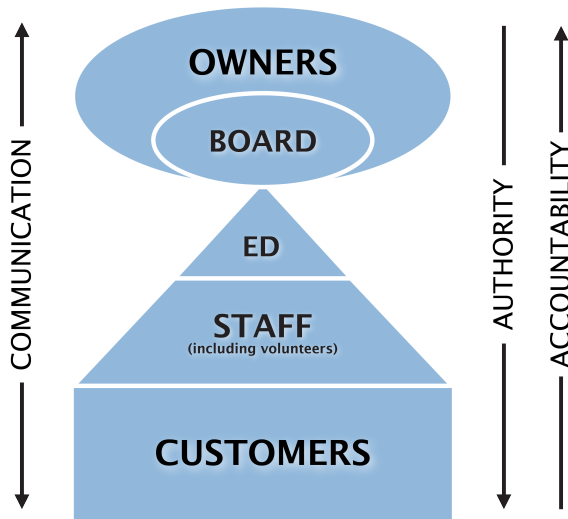
- Ensure the officers and directors project credibility to key audiences
- Choose people with the skills, values, and credibility to fulfill their key responsibilities
- Remove people from these roles if they compromise the organization's effectiveness

Connect... for Healthy Board Relations

- Agree upon, understand, and comply with the expectations of each other as board members
- Create and follow a communication process within the board
- Contribute to an effective team dynamic within the board



The Secret Formula for Organizational Effectiveness™



Bringing Clarity to Your Board and Organization

We don't want to keep The Secret Formula for Organizational Effectiveness™ hush-hush. In fact we want the world to know and use it! The experts at STRIVE! have a proven model that clarifies the roles and relationships within an effective organization. Defining the lines of communication, authority, and accountability to and from your board will set your organization on its way to resilience and prosperity.

Overview

This is not so much an organizational chart; it is a map to clarify the roles and relationships within an effective organization. In every effective organization, there are five essential roles: owners, board, CEO, staff, and customers. The context of the organization may require different terminology or labels but these roles usually exist. For sustained success, the organization must have clear roles and understand the interdependencies between them.

Even though individuals may hold various roles (such as an owner also being a customer or a CEO also being a board member), it is critical to recognize what role a person is acting in and relate to them in that manner.

We are confident that following the straight lines of communication, authority, and accountability is the secret to ongoing effectiveness; ignoring or violating these straight lines creates painful chaos.

Owners

Often, this refers to the shareholders or members of an organization. Each of these owners has different expectations. These owners could be the government or regulatory agencies or

thousands of individual users or producers. The owners of an organization include anyone and everyone who has a vested interest in the organization's success.

Board

The board is selected from among the owners so the interests and motives of the directors are most closely aligned with the ownership. The role of the board is to "direct and protect" on behalf of the collective owners and in the best interests of the whole. Essentially, the role of the board is to answer the big picture "What" type of questions.

In this way, a board member serves the organization on behalf of *all* the owners. A board member does not speak for only his or her subset of the owners but considers the needs of *all* the owners. It's not about representing your region, subset, or constituency; it's about big picture thinking to further the best interests of the whole.

In recognition of its role, the board will not necessarily spend time addressing each individual customer concern—not that these concerns are trivial—but that the board needs to be careful not to become bogged down with details. Too many individual details or issues will prevent the board from doing its real job. Owners should certainly bring their concerns to the board, but the board will need to decide which items to address and what to discard, for the sake of being able to serve the whole.

Senior Staff

Whatever the title—CEO, Executive Director, General Manager, President—the senior staff person's role is distinctly different from and subordinate to the role of the board. The senior staff is accountable to and in communication with the board as a whole, not simply to the chair or a committee. This role is a pivotal one, representing a genuine vulnerability of the organization, and could potentially become a bottleneck if the relationships are not well managed.

The role of the senior staff person is the operations side of putting the board's strategic plan into practice. This person is responsible for the "How" type questions in order to achieve each of the strategic goals of the organization. All authority and accountability is filtered through this role.

Staff

Employees, volunteers, and workers are an extremely valuable component of any organization's success. Through the staff's operations, under the oversight of a senior staff person, the staff will put into action the strategic plan to achieve the goals and key result areas. Staff members have been empowered to deal with customer concerns. Staff focus their energy

on serving customers effectively and fairly without fear of board interference or meddling since all customer-related items are the staff's responsibility.

Customers

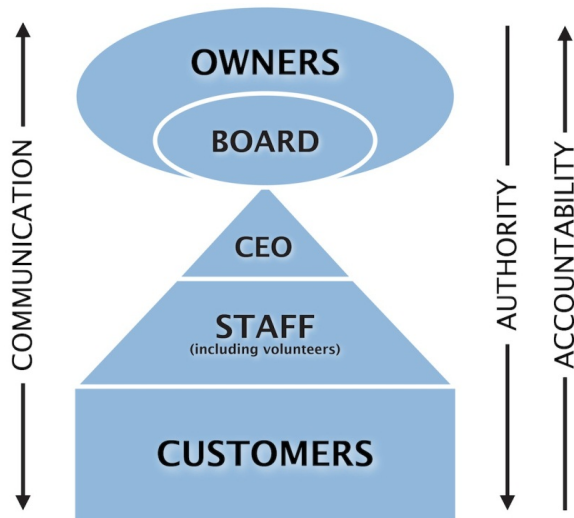
Customers are those being served or recipients of services. Customers are entitled to have specific expectations regarding the products or services you provided. Most likely, the organization allowed or even reinforced these attitudes and beliefs. As end users or members, customers are encouraged to raise valid concerns and issues. However, customer issues will be addressed by the staff whereas owner issues will be address by the board.

Owners and Customers?

A concern that often arises is whether someone is an owner or customer. In co-ops, credit unions, churches, and industry associations, the members and the owners tend to be a similar group of people. In these organizations, members act "owners" when they select the board, change the by-laws, or when reviewing the results achieved These same members act as "customers" when they receive services such as newsletters, reduced fees for products or services, or other benefits. Staff will work with the members when there are customer concerns that require service but governance issues will be directed to the board.

Members commonly have both owner and customer interests. As owners, they desire to ensure reasonable prices charged for services enable the organization to grow and develop and to build equity for a rainy day. As customers, they wish the lowest price for a product or service. To manage this conflict objectively, it is most effective for the board to deal with the owners' interests and to empower staff to deal with customer issues. Members who are concerned with the fee for a service, waiting time, how to access the newsletter, how to complete forms, or how to get certain information are acting as customers are best served by the staff who have been empowered to serve the customers.

The Secret Formula for Organizational Effectiveness™



The Clear Lines of Communication, Authority and Accountability

Bypassing these lines will: erode trust and break down relationships, result in diminished confidence, and unclear direction or focus for the organization. While good relationships between all persons involved are encouraged, communication or authority that subverts the clearly defined structure will result in problems. When we know our roles and responsibilities and are held accountable for our actions, our organization will be more effective and achieve greater results.

Communication

Organizational communication follows a single straight line. Owners speak to the board. The board speaks - with a unified "one voice" message - to the CEO. The CEO speaks to the staff. And the staff speaks to the customers. Similarly, communication follows the same straight line in the other direction: customers speak to staff, staff to CEO, CEO to board, and board to owners. Whenever the straight lines of communication are breached, chaos occurs. Effective two-way communication will build a strong team.

What If?

- What if customers stop talking to staff and come straight to the CEO will all their concerns? Chaos abounds. The CEO becomes bogged down in details and is unable to fulfil his or her real role and responsibilities.
- What if board members bypass the CEO and communicate directly with staff? The CEO will feel out of the loop or usurped. The staff will be unsure who to listen to - the board members or the CEO?
- What if a CEO bypasses the staff and is consistently spending more time communicating directly with customers? Again, his or her time will be consumed in lower-payoff activities. Staff will become disillusioned asking themselves why they're even on the job if the CEO is doing all the customer contact. They're going to feel unappreciated, or even mistrusted. The good staff members will eventually leave and find a job that's more fulfilling.

Authority

In effective organizations, authority follows a single straight line. The owners have authority over the board. The board has authority over the CEO. The CEO has authority over the staff. And the staff has authority over customers - at least in some ways, to manage the purchase or service process and to ensure that appropriate business transactions are handled professionally and courteously.

Since the authority comes from the top, direction will come from the board, through the senior staff person to the staff and customers. Staff will not accept orders from board members. Authority flows in one direction only, through the appropriate parties.

To put this into practice, allow those who have been delegated authority to address whatever concerns arise. Don't allow problems to move up the chain of command unless the previous level has been unable to address or resolve them.

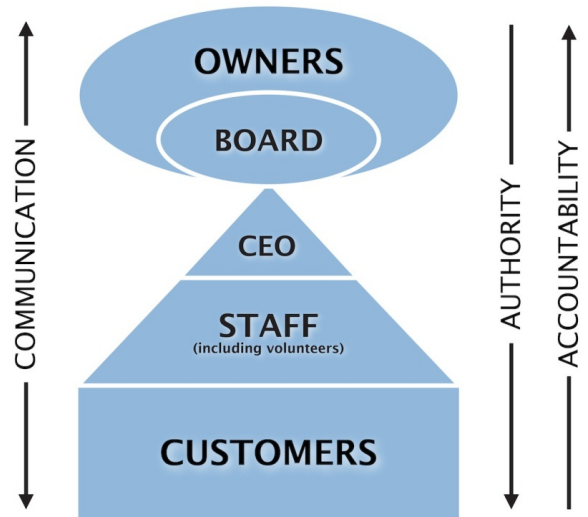
Accountability

Similarly accountability follows a single straight line. The customer is accountable to the staff, if only to pay for things before walking out of the store. Obviously, the staff are accountable to the CEO, the CEO to the board, and the board to the whole ownership.

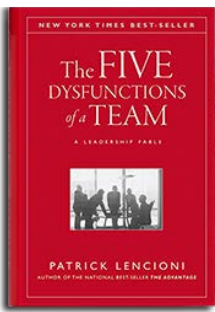
What if the straight line of accountability is broken? People will be confused over who to listen to; a culture of covering your backside will develop; chaos and confusion will abound. By encouraging great performance from all levels of the organization, clear accountability enhances organizational results.

Steps to Implement the Secret Formula

1. Identify the **owners** of your organization and their **collective interests**.
2. Clarify the **board's role in relation to owners** and the **staff's role regarding customers**.
3. Commit to being / becoming a **governing board**.
4. **Remove obstacles** or any indirect lines of authority.



5. **Organize committees** to be either staff or board committees.
6. Develop **board policies** to enable effective communication and direction.
7. Set up a **monitoring system** to ensure accountability.
8. Develop a **strategic plan** to give the organization direction.
9. Implement the **straight lines of authority, accountability, and communication**.
10. **Monitor regularly** to maintain an effective organization.



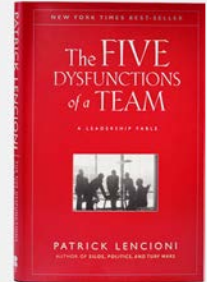
The Five Dysfunctions of a Team



Want to go deeper?

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01
DYSFUNCTION #1:

ABSENCE OF TRUST

The fear of being vulnerable with team members prevents the building of trust within the team.

02
DYSFUNCTION #2:

FEAR OF CONFLICT

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

03
DYSFUNCTION #3:

LACK OF COMMITMENT

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

04
DYSFUNCTION #4:

AVOIDANCE OF ACCOUNTABILITY

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

05
DYSFUNCTION #5:

INATTENTION TO RESULTS

The pursuit of individual goals and personal status erodes the focus on collective success.

Conquer Team Dysfunction

By Patrick Lencioni

Introduction

Like it or not, all teams are potentially dysfunctional. This is inevitable because they are made up of fallible, imperfect human beings. From the basketball court to the executive suite, politics and confusion are more the rule than the exception. However, facing dysfunction and focusing on teamwork is particularly critical at the top of an organization because the executive team sets the tone for how all employees work with one another.

A former client, the founder of a billion dollar company, best expressed the power of teamwork when he once told me, "If you could get all the people in the organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

Whenever I repeat this adage to a group of leaders, they immediately nod their heads, but in a desperate sort of way. They seem to grasp the truth of it while simultaneously surrendering to the impossibility of actually making it happen.

Fortunately, there is hope. Counter to conventional wisdom, the causes of dysfunction are both identifiable and curable. However, they don't die easily. Making a team functional and cohesive requires levels of courage and discipline that many groups cannot seem to muster.

Addressing the Dysfunctions

To begin improving your team and to better understand the level of dysfunction you are facing, ask yourself these simple questions:

Do team members openly and readily disclose their opinions?

Are team meetings compelling and productive?

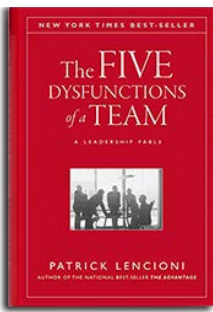
Does the team come to decisions quickly and avoid getting bogged down by consensus?

Do team members confront one another about their shortcomings?

Do team members sacrifice their own interests for the good of the team?

Although no team is perfect and even the best teams sometimes struggle with one or more of these issues, the finest organizations constantly work to ensure that their answers are "yes." If you answered "no" to many of these questions, your team may need some work.

The first step toward reducing politics and confusion within your team is to understand that there are five dysfunctions to contend with, and address each that applies, one by one.



Conquer Team Dysfunction

(Continued from the previous page.)

The Dysfunctions

ABSENCE OF TRUST

This occurs when team members are reluctant to be vulnerable with one another and are unwilling to admit their mistakes, weaknesses or needs for help. Without a certain comfort level among team members, a foundation of trust is impossible.

FEAR OF CONFLICT

Teams that are lacking on trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back channel comments. In a work setting where team members do not openly air their opinions, inferior decisions are the result.

LACK OF COMMITMENT

Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make employees, particularly star employees, disgruntled.

AVOIDANCE OF ACCOUNTABILITY

When teams don't commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that may seem counterproductive to the overall good of the team.

INATTENTION TO RESULTS

Team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team when individuals aren't held accountable. If a team has lost sight of the need for achievement, the business ultimately suffers.

The Rewards

Striving to create a functional, cohesive team is one of the few remaining competitive advantages available to any organization looking for a powerful point of differentiation. Functional teams avoid wasting time talking about the wrong issues and revisiting the same topics over and over again because of lack of buy-in. Functional teams also make higher quality decisions and accomplish more in less time and with less distraction and frustration. Additionally, "A" players rarely leave organizations where they are part of a cohesive team.

Successful teamwork is not about mastering subtle, sophisticated theories, but rather about embracing common sense with uncommon levels of discipline and persistence. Ironically, teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make teamwork so elusive.

About Patrick Lencioni

Patrick Lencioni is founder and president of the Table Group, a firm dedicated to making work more fulfilling by making organizations healthier. Pat has written numerous best-selling books which have sold over six million copies and has worked with thousands of senior executives and their teams in organizations ranging from Fortune 500 companies to nonprofits. Through his work as a best-selling author, consultant and keynote speaker, Pat has pioneered the organizational health movement.

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