



Developing Dental Society Leadership Programs: A Toolkit

Toolkit Overview

The toolkit is to help dental societies with:

- Identifying key needs for leadership education among volunteer leaders and staff
- Developing programs to address these needs, drawing on resources from within and beyond our associations
- Evaluating program outcomes with an eye toward ongoing improvements
- Viewing leadership learning as a lifelong process

Welcome to this Leadership Program Development Toolkit

Dear State and Local Dental Society Colleagues,

Dental societies face critical challenges – some common to all associations and some that come with representing a health profession coping with serving patients and communities in turbulent times for health policy and financing. In 2016, the ADA joined with the American Society of Constituent Dental Executives and the Association of Component Society Executives to share their experiences with leadership programs and create a leadership education framework.

Experiences spanned a variety of educational models including: in-person conferences through our associations and outside organizations such as the American Society of Association Executives, distance learning, and one or two-year programs such as the ADA Institute for Diversity in Leadership and other programs for cohorts of dentists who go through the program as a group.

Two basic premises guided this work:

- For strategic success, our associations depend on having effective governance bodies (boards, councils, committees and task forces).
- Governance volunteers deserve support as leaders.

This toolkit presents the leadership education framework that emerged from this collaboration among ADA, the state dental associations, and the local dental associations. The framework is accompanied by ideas for how it may be used in tailoring a leadership program to the needs of any dental society.

Clearly there are no shortcuts to mastery in leadership. Leadership learning is lifelong. We're on this journey together – leaders and staff at the local, state and national levels of the ADA.

Attracting and Keeping Volunteers for Effective Governance

Oversight

Dental societies organize oversight for leadership development in various ways. For the 51 state and District of Columbia societies, a 2013 ADA survey found that 28 societies offered leadership development programs (and 16 intended to implement programs). Oversight was most commonly provided by the board or its executive committee.

Oversight of State Dental Society Leadership Programs



Some dental societies have been replacing nominating committees with leadership development committees focused on broadening the range of dentists who serve in volunteer and elected roles.

Regardless of how dental societies organize leadership development, all face challenges in recruiting, engaging and retaining volunteer leaders who have the perspectives and skills to be integral parts of effective boards, councils and committees. Associations in general are finding it increasingly difficult to recruit volunteers, given the many demands on members' time in their professional and private lives. Meeting these challenges begins with understanding why dentists volunteer with dental societies.

Why Dentists Volunteer with Dental Societies

The October 2017 issue of the *Journal of the Michigan Dental Association* includes an appeal to dentists to consider volunteering with their state and local societies. Michigan Dental Association research identifies top reasons why members volunteer:

- To support the profession
- To support the MDA-ADA-local society
- Helping others
- Personal satisfaction
- To gain new perspectives
- Networking with other dentists
- To share expertise and personal strengths
- Career advancement

Dentists clearly can gain leadership experience that they value through their dental societies. The question then becomes how more dentists can become aware of meaningful leadership opportunities with their dental societies.

Engaging Volunteers

ADA's Volunteer Development toolkit (booklet and video) covers key strategies for dental societies to find, engage, support and retain dentists as volunteer leaders (see references "a" and "b.") The high-level strategies are summarized below:

Volunteer Engagement Strategies High-Level Categories

- A. Identify the association's need for volunteers and related job descriptions
- B. Promote opportunities through various channels with the full diversity of the membership
- C. Make it easy to volunteer and stay active
- D. Provide recognition for your volunteers
- E. Invest in volunteers by providing education for fulfilling their board, council and committee roles
- F. Enable volunteers to evaluate their own performance each year
- G. Enable the board or committee to also evaluate its diversity and performance

For the ongoing viability of dental societies, their governance bodies crucially must be diverse in their composition and inclusive of all in their governance processes. ADA's Diversity and Inclusion Toolkit underscores that:

"A lack of inclusion is currently reflected in the disparity that exists between membership diversity and leadership diversity at the national, state and local levels of the ADA. The pool of emerging leaders within the ADA should reflect the changing demographics of dentistry in order for the Association to gain diverse perspectives and ensure its relevance and sustainability. As the makeup of the United States and the demographics of dentistry continue to change, this disparity will become increasingly apparent without the successful engagement of diverse leaders throughout all levels of the ADA."

Among dental society strategies for engaging volunteers, the focus of this toolkit is item E in the list above: invest in volunteers by providing education for fulfilling their board, council and committee roles.

Enhancing Your Association's Leadership Program

Working with Your ADA Outreach Manager

This section presents a checklist to guide the development of a leadership program that is well-tuned to the strategic interests of your dental society. The checklist is best used in consultation with your ADA Outreach Manager. The Outreach Managers bring experience in working with a range of dental societies. This includes experience with leadership education plus strategic planning and implementation oversight – a key leadership responsibility.

The Outreach Managers also bring insight to the complexities of leadership program design, delivery and evaluation. They can share extensive knowledge about ADA leadership education resources, outside resources, the many ways in which educational resources can be blended in a program, and how other dental societies have approached leadership education.

To contact your ADA Outreach Manager, visit [ADA.org](https://www.ada.org).

National, State and Local Roles in Leadership Development

The 2013 ADA survey of state dental associations garnered a 100% response rate; so the findings are completely representative of executive directors' thinking at that time. When asked the most useful form of support that ADA could provide for state-level leadership programs, only three categories were each named by over half of the executive directors: leadership program development guides, Board-level strategy discussion guides, and speakers.

Although national ADA conferences provide important leadership education in-person, the national/state/local strategic emphasis is on national support for state and local leadership programs.

These preferences were reinforced in the 2016 discussions, with support for the national framework.

ADA Leadership Institute: National Framework

Aim: Re-inforce State and Local Dental Associations' Efforts to Improve Governance and Leadership.

- Core needs for dentists who are new to leadership roles or considering volunteering – the curriculum from the TRIO Team for Leadership Institute
- Four pillars of governance effectiveness (from the TRIO Team on Management Conference and EDAC):



Products and Services

Distance learning from ADA:

- Online videos and booklets for use by dental societies in their own programs, and by individual dentists and executives
- Webinars
- Recommended reading and viewing
- In-person learning (National Management Conference and PE Conference, and local sessions by Client Services outreach managers)
- Consulting on leadership/governance program design

Partners

Two ADA Divisions:

- Member and Client Services
- Conferences and Continuing Education group
- State and local dental associations, contributing curricula, courses and feedback

Guidance

Dr. O'Loughlin's Executive Director's Advisory Committee

- Ten executive directors, state and local)
- Feedback periodically from dental societies on existing Leadership Institute offerings, gaps, and priorities for new content and delivery models

Various Models

Dental associations at the local, state and national levels deliver leadership education through various models including:

- **Leadership education sessions at dental association conferences**
Examples include leadership tracks at annual sessions of the ADA and state dental associations.
- **Conferences or a series of seminars devoted to leadership development**
Examples include national ADA conferences for state presidents-elect, leadership development conferences by the Ohio Dental Association and the California Dental Association, and the leadership lecture series by South Broward Dental Society affiliate of the South Florida District Dental Association.
- **Cohort programs in which a group of dentists, typically selected through an application process, experience together a series of educational experiences over a year or two, often including a leadership project to be completed by the dentists**
Examples include the ADA Institute for Diversity in Leadership, the Indiana Dental Association AIR program, and the Massachusetts Dental Society Leadership Institute. Leadership study clubs may also emerge.
- **Team study in which an association team works through leadership topics together**
Examples include the Los Angeles Dental Society board and executive director periodically discussing selected excerpts from the ADA Leadership Institute videos with special relevance to current topics in board effectiveness. Another example is a state dental society in which the executive director and each new president review together the ADA Leadership Institute toolkit *Hit the Ground Running: the President's First 100 Days*.
- **Online programs**
Examples include the ADA's online leadership video library, and the ADA® Center for Professional Success™ Executive Program in Dental Practice Management. Online resources are sometimes blended with or supplement in-person conference and cohort programs. Online resources may also be used in self-study, along with books and journal articles.

Curriculum Focus Areas

The 2016 tripartite discussions also produced a curriculum guide for leadership education in dental associations. The next page identifies curriculum topics and current resources for each in ADA's Leadership Institute online libraries (references "a" and "b" at the end of this toolkit).

ADA Leadership Institute: Leadership Curriculum and Education Resources

Challenges Facing the Profession and Dental Leaders

- [ADA Health Policy Institute Web Resources](#)
A variety of national and state based fact sheets and resources on issues and trends impacting the dental profession and community.
- **ADA Health Policy Institute Customized Presentations**
On site presentations on issues and trends impacting the dental profession and community.
- **ADA Advocacy Communications and Resources**
A variety of national and state based information and resources on advocacy and policy related issues and trends impacting the dental profession and community.
- **ADA Executive Director Leadership Update series**
Ongoing sharing of issues and trends impacting the dental profession, community and state and local dental societies.
- **Topic Specific ADA Webinars**
A variety of national and state based issues and trends impacting the dental profession and community.

Governance Duties of Dental Association Leaders

- **Video by Craig Busey, ADA General Counsel**
[Legal Issues for the Volunteer Leader](#) – During this course, Craig Busey, General Counsel for the ADA, guides volunteer leaders through the legal aspects they might face in a not-for-profit organization.
- **On site Leadership and Board Governance training by Craig Busey and Dr. Kathy O’Loughlin**
Leadership & Board Governance – An association is only as strong as those who lead it. Consequently, an engaged and productive board is essential. Understanding the dynamics of fostering an effective board and equipping them with the tools and resources needed to effectively oversee mission, goals, policy and finances is vital to a dental society’s overall performance, as well as to members’ success. Thus, regular governance training is essential. This workshop will enable your dental society Board to:
 - Develop an appreciation for good governance practices
 - Understand governance roles and responsibilities
 - Examine the legal duties they have assumed in taking a leadership role
- **Exercise good governance to protect and further the interests of the organization**

Board Orientation and Education, Including Role Clarity With Executives

Videos and Toolkits by Bill Pawlucy, President, Association Options

- [Hit the Ground Running \(first 100 days as a president\)](#) – The course provides tips and best practices for preparing your incoming elected Board President to take office.
- [Financial Best Practices](#) – This course will take participants through the core elements of financial stability from establishing internal controls to the importance of financial reports and dashboards.
- [Dental Society Relations](#) – This course covers the core elements of good dental society relations and identifies opportunities for collaboration and communication among ADA, State and Local dental societies.
- “Board Assessment” (video and booklet by Bill Pawlucy)
- Plus others by Bill Pawlucy on special topics – [Engaging CE](#) and [Reviving Your Revenue](#).

Board Orientation Modules by the ADA

- [ADA Orientation Modules](#) – A variety of online training modules on key topics associated with governance management, key ADA division, programs, activities and resources.

Employment Life Cycle of State Executive Directors Toolkit by ADA

This [toolkit](#) was designed as a resource for the various employment stages of a State Executive Director. It is divided into three modules:

- Hiring – pre-hire and hire procedures
- Employment – goal setting and performance reviews
- Off-Boarding – performance standards and termination

Strategic Planning to Focus Resources, Governance Meetings and Operational Plans

Video and Toolkit by Bill Pawlucy:

- [Practical Strategic Planning](#) – This session covers the basic principles of strategic planning and plan development, as well tools and tips for ensuring the plan becomes actionable.
- [Efficient Operations](#) – This course covers the five basic elements of establishing efficient operations including tips for a functional strategic plan, how to optimize office resources, an overview of standard operating procedures, elements of a functional governance model and the benefits of outsourcing.

Strategic Planning through Client Services

Strategic planning to help dental societies identify and prioritize goals, strategies and objectives. Phone consultation and on-site planning and facilitation available through Client Services.

Board self-evaluation and ongoing improvement

Video and Toolkit by Pawlucy:

- [Good Governance](#) – This course covers the various governance models with a focus on best practices and good governance. It also covers the roles and responsibilities of key leadership and staff and the importance of defining roles and empowering staff
- “Board Self-Assessment Templates and Resources” by Bill Pawlucy, President, Association Options
- Templates and checklists to help Boards evaluate their effectiveness
- Board Workshops by ADA
- Customized training, presentations and facilitated activities delivered through Client Services to improve team building and overall effectiveness among Boards

Engaging Committed Volunteers.

Video and Toolkit by Bill Pawlucy

- [Volunteer Management](#) – This course covers the spectrum of volunteer management from volunteer recruitment through volunteer engagement.

Micro-Volunteering Toolkit by ADA

- [Toolkit](#) on how to engage volunteers in nontraditional way through micro-volunteering opportunities.

Leadership Lens Fact Sheet by ADA

- Leadership facts and figures that highlight representative makeup of different member market segments.

Starting or Revamping a New Dentist Committee by ADA

- Template and guidance on how to start or revamp a New Dentist Committee. On site workshop also available through Client Services.

Starting a Membership Committee by ADA

- Template and guidance on how to start a Membership Committee. On site workshop also available through Client Services.

Starting a Diversity and Inclusion Committee by ADA

- [Template and guidance](#) on how to start a diversity and inclusion committee. On site workshop also available through Client Services.

Effective Meetings

Video and Toolkit by Bill Pawlucy

- [Effective Board Governance](#) – This course provides practical tips and best practices for running effective Board and Committee meetings as well as solutions for common boardroom challenges.

Video by Dr. Glen Hall, speaker of the ADA House:

- [Writing Compelling Resolutions](#) – Dr. Glen Hall, presents the essential qualities of a clear resolution for definitive action by governance bodies, including special aspects of ADA House of Delegates process.

Video by Westman & Associates Consulting, LLC

- [Being a Great Board Chair](#) – This course provides information on best practices for leading volunteer boards, clarity around the role a board chair plays within an organization and ways to ensure open communication among members.

Leading Groups, Trust and Decision-Making

Videos by J. Keith Murnighan

“To survive in harsh environments, humans in ages past had to rely on both reason and snap decisions. Because our world and lives are so complex, so do we. We couldn’t function if we stopped to make all decisions on explicitly rational bases. Yet our ability to act on experience and insight also sets us up to make predictable errors in leadership decision making. This course examines the risks and suggests ways to prevent errors. To survive in harsh environments, humans in ages past had to rely on both reason and snap decisions. Because our world and lives are so complex, so do we. We couldn’t function if we stopped to make all decisions on explicitly rational bases. Yet our ability to act on experience and insight also sets us up to make predictable errors in leadership decision making. This course examines the risks and suggests ways to prevent errors.”

- Book by
J. Keith Murnighan

- [Leaders, Goals, and Teams](#) – This course presents how effective leaders use goals to lead teams to achieve results.
- [Leadership in Action](#) – This course covers leading teams, building trust and balancing democracy vs. control to achieve results and sustain engagement by team members.
- [Decision Making](#) – This course examines the risks associated with leadership decision making in complex environments and suggests ways to prevent errors.
- **“Do Nothing! How to Stop Over-managing and Become a Great Leader”** – Practical strategies and true stories will show you how to set high expectations for your team and watch it rise to the challenge. It will help you establish a healthier culture by trusting people more than they expect to be trusted. And it will help you overcome your natural tendencies toward micro management so you can let people do their jobs – even when you know you could do their jobs better.
- Negotiations and Conflict Resolution (outside resource highly recommended by faculty with the Institute for Diversity in Leadership): [“William Ury: Getting to Yes”](#)

The Happiness Advantage by Shawn Achor

Dr. Murnighan’s book Do Nothing! How to Stop Over-managing and Become a Great Leader

Video by Dr. David Whiston and Gene Wurth

- [Aspects of Leadership](#) – In this interview Dr. Whiston considers many aspects of leadership and how he managed those during his career, as well as suggestions for others about how to develop leadership skills.

ADA Executive Program in Dental Practice Management Course – Understanding Leadership

This [Leadership program](#) is a 10-hour online course that is part of the larger practice management certificate program conducted in partnership with Notre Dame, through ADA Center for Professional Success. The “Understanding Leadership” course is designed to give you the right leadership tools to successfully motivate and empower your team. Through comprehensive leadership instruction, informative readings and self-assessments, you’ll explore the following key topics:

- Understanding and leveraging your own leadership style
- Recognizing and adopting the traits and attitudes of effective leaders
- Spotting and avoiding common management mistakes
- Enhancing your ability to positively lead and influence a team
- Overcoming fears and mastering effective communications as a leader

Women in Dentistry Series at ADA’s Annual Meeting

- An on site series of education, delivered by professional speakers, on topics and issues important to women and their practice and leadership path and development. [ADA.org/meeting](https://ada.org/meeting)



Books Recommend by Kathy O’Loughlin

What makes a great organization:

- “Good to Great” by Jim Collins
- “Drive” by Daniel Pink
- “Five Dysfunctions of a Team” by Patrick Lencioni

What makes a great leader:

- “Managing the Non-Profit Organization” by Peter Drucker
- “The Tipping Point” by Malcolm Gladwell
- “True North: Discover Your Authentic Leadership” by Bill George
- “Mistakes Were Made (But Not By Me)” by Carol Tavris & Elliot Aronson

How to manage conflict and have a great outcome:

- “Crucial Conversations” by Grenny, Patterson, and McMillan

For Women Leaders:

- “Lean In” by Sheryl Sandberg
- “How Remarkable Women Lead: The Breakthrough Model for Work and Life” book by Geoffrey Lewis, Joanna Barsh, and Susie Cranston
- “Executive Presence: The Missing Link Between Merit and Success Kindle Edition” by [Sylvia Ann Hewlett](#) (Author)

Mindfulness Practice:

- Jon Kabat Zinn – has several books on mindfulness practice and medication
- “Declutter Your Mind: How to Stop Worrying, Relieve Anxiety, and Eliminate Negative Thinking” (Mindfulness Books Series Book 1) by [S.J. Scott](#) (Author), [Barrie Davenport](#) (Author)
- “Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, [Hope and Compassion](#)” by [Richard Boyatzis](#) (Author), [Annie McKee](#) (Author)

Effective Communications by Leaders:

- “The 7 Principles of Public Speaking” (book noted by ADA Communications)

Crucial Conversations Seminar Series (new and launching in 2018)

- A three part series, inclusive of supplemental learning materials, on how to have necessary, but difficult conversations.

Advocacy – What Leaders Must Know and Do

DPAC Information & Resources

- A variety of national and state based information and resources on advocacy and policy related issues and trends impacting the dental profession and community.

ADA Advocacy Communications and Resources

- A variety of national and state based information and resources on advocacy and policy related issues and trends impacting the dental profession and community.

Checklist for Leadership Program Development

The following pages present a checklist planning guide for strengthening your associations’ leadership development approach. Your ADA Outreach Manager can provide various kinds of assistance during your association’s leadership program development work, including:

- Discussing the checklist steps in more detail;
- Helping tailor the checklist to your association’s particular situation;
- Helping orient other leaders and staff to the checklist/planning guide;
- Serving as a “sounding board” for ideas and questions from the team;
- Offering perspectives in reviewing progress along the way and planning next steps;
- Facilitating planning team meetings or workshops; and
- the Outreach Manager would be pleased to discuss any other kind of assistance of interest to your association.

Checklist for Leadership Program Development

Identify and Commission the Volunteer Oversight and Staff Team for the Program – the Planning Team

As described earlier in this toolkit, dental associations organize leadership development in a number of ways. Regardless of how your association structures leadership development, it is important that the volunteer/staff team have or create a written “charge” presenting the purpose of the program, oversight and staffing, team leads, time frame and budget for the program.

Determine the Target Groups, Goals, and Measurable Objectives for the Association’s Leadership Program

Target Groups: In planning, it is key to be clear on whom the program is to serve. Is it to address:

- The board? (Current members? New members?)
- Councils or committees? (Current or new members?)
- Officers? (Current or next?)
- Emerging leaders?
- Those with special knowledge and skills?
- Those who represent new dentists or diverse sets of dentists (based on gender, race, ethnicity, practice mode, and dental school faculty)?
- Members generally, including prospective leaders? (The Ohio Dental Association has found it valuable to position its annual leadership conference as beneficial for dentists interested in association roles as well as for dentists looking to strengthen leadership for their practices.)
- Other?

Plan Goals Before Activities: at the outset of program development, the planning team should decide the basic purpose of the program.

- To attract volunteers?
- To better reflect membership diversity in leadership diversity?
- To retain volunteers?
- To educate volunteers and improve the performance of association governance bodies?
- Other?

Then more specific goals can be developed. The most powerful goals are expressed in terms of outcomes rather than activities. Early in planning leadership development, a participant might propose a goal along the lines of, “Produce a leadership conference for September that attracts an array of dentists who are diverse in terms of years experience, gender, race/ethnicity, and practice settings.” Upon reflection, the planning team will see that this describes an activity (holding a conference) but does not say “why.” What outcome is desired from the initiative?

After discussing the “why?” question, the team might decide to re-frame the goal in terms of the outcome desired from the effort: “By September, increase the number of dentists representing the full diversity of the membership who are ready to serve as volunteers with the dental society.” With the goal framed this way, conference planning becomes more focused and efficient; and, the planning group may see strategies to consider beyond a conference for producing the desired outcome.

Metrics: Measurable objectives can then be set to track, progress, tally results, and spot areas for ongoing program improvement. Measures can be in terms of the size and demographics of dentists to be served by the program, gains in knowledge and skills, perceived value of the program in future leadership roles, dates and cost for deliverables.

Assistance from ADA: Your ADA Outreach Manager is prepared to advise or facilitate the planning team's work on this pivotal step in developing the leadership program.

□ **Decide Priority Strategy Areas to Enhance Leadership for the Association**

For the leadership program team, an early question is, "Given the association's overall leadership development goals and current level of performance in each strategy area, what priority should each area have for improvement? This will help the team focus and sequence its work. The team may find it desirable to revise this table as its work moves ahead.

Leadership Development Strategy Categories

Setting Priorities to Guide Leadership Program Improvement

1. Identify the association's need for volunteers and related job descriptions
2. Promote opportunities through various channels with the full diversity of the membership
3. Make it easy to volunteer and be active
4. Provide recognition for your volunteers
5. Invest in volunteers by providing education for fulfilling their board, council and committee roles
6. Enable volunteers to evaluate their own performance each year. (Individual self-evaluation if covered in the online ADA toolkit: Volunteer Development, reference "b" at the end.)
7. Enable the board or committee to also evaluate its performance. (Board self-evaluation is covered in the ADA's Board Assessment toolkit – reference "c" at the end.)

For Priority Strategy Areas (*Except Leadership Education, Covered Next*), the Planning Team Develops Consensus on the Following Questions:

- A. What have your association and others learned about what works and what doesn't in the basic strategy areas selected as priorities for improvement?
- B. What initiatives make sense now for this association?
- C. For each of these initiatives, what should be the basic project milestones and work plan? Evaluation plan?

Your ADA Outreach Manager can: a) connect the team with lessons learned by other dental associations in each strategy area, b) help plan analyses on the potential impact and cost of new strategies, and then c) facilitate consensus on top strategies for your dental association.

□ **For a Leadership Education Program, an ADA Outreach Manager can also help the planning team reach consensus answers on the following questions:**

1. For the defined target group or groups (the second step in the checklist), what content goals, learning objectives and time horizon should be addressed?

Content goals, objectives and timelines may differ across target groups. Insights to their needs may flow from the planning team reviewing: a) the model curriculum presented, b) interviews or surveys of emerging, current and past leaders, c) shared experience and reflections by the planning team, d) other associations' experiences, and e) summaries from self-assessments done by individual participants for themselves and for the governance bodies on which they serve (Volunteer Development and Board Self-Assessment toolkits)

The time horizon for the program should also be decided. Should planning aim for an annual event, an ongoing series of monthly or quarterly events, or a finite series of events over, say, the course of six months? To avoid squeezing too much content into available time, it is worth remembering that leadership learning and mastery is a lifelong process.

2. What format model and presenters/facilitators should the program use?

Basic models include: stand-alone conferences or CE tracks in broader dental society annual meetings, cohort and team learning, and self-study online and using leadership literature. Blends of these approaches can be effective.

There are many options for presenters/facilitators for the program. These may include university faculty, consultants, professional speakers, and experienced leaders and staff from dental associations and other organizations.

The ADA's online leadership videos and booklets may be integrated as pre-work for leadership education events, excerpted for use during events, and assigned as follow-up for supplemental learning.

3. What should be the financial plan? (To include decisions on expense and revenue budgets, registration fees, and scholarships)

4. Who will lead and coordinate program implementation, marketing, logistics, and evaluation?

Although a team effort will be needed, it is important that one person be empowered and accountable for the implementation of the program. The person's scope is comprehensive, including logistics, speakers, communications, and trouble-shooting during the program?

5. What is the post-program evaluation plan?

The post-program evaluation should enable the volunteer/staff planning team to reach well-informed judgments on:

- The value of the program realized by the participants and the association.
- Opportunities for improving the program in the future.
- New needs and programs to consider for the future.

In a survey immediately after the event, it may be helpful to ask the degree to which participants were satisfied or valued the program. The ADA Institute for Diversity in Leadership has found it insightful to also ask attendees to list a few key "take-aways" from each of their leadership education session at ADA headquarters. The Institute has also found value in surveying alumni annually to ask about their involvement in volunteer leadership, how the program has been useful to them in leadership, and their recommendations for improving the program for future participants as dental society environments and challenges continue to evolve.

Conclusion

This toolkit began by spotlighting two fundamental consensus points from ADA's 2016 work with state and local dental societies framing a joint approach to leadership development

- For strategic success, our associations depend on having effective governance bodies (boards, councils, committees and task forces).
- Governance volunteers deserve our associations' support to succeed as leaders.

Collaboration among ADA, state dental societies, and local dental societies provides a framework, model curriculum, learning resources, and pooled experience for meeting our obligations to support our volunteer leaders in their lifelong learning about leadership. The ADA Outreach Managers stand ready to help your association design its leadership strategies.

References

- a. [ADA Leadership Institute videos](#)
- b. [ADA Leadership Institute booklets](#)
- c. The Changing Face of Dentistry – Meeting the Challenge, A Diversity and Inclusion Toolkit for State and Local Dental Societies, American Dental Association, 2017.
- d. Leadership Development and Diversity Survey, ADA Board of Trustees Diversity and Inclusion Committee, May 2013.
- e. "Leadership: "You've Got What It Takes," Journal of the Michigan Dental Association, October 2017.
- f. [ADA Membership Manual](#)