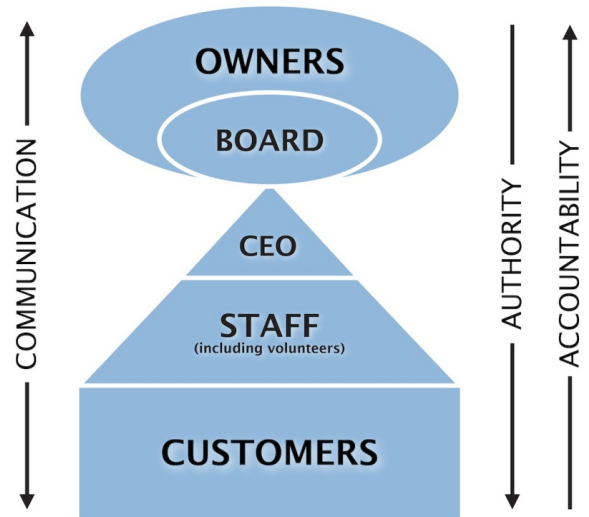


Steps to Implement the Secret Formula

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.