

NALDC application questions: 3/22/2021

- A. I joined the AACD in 2004, and in 2005 I attended my first Scientific Session in Nashville. I have been a member for 17 years and have attended all Scientific Sessions except Hawaii.
- B. The following is a list of positions and committees where I have served with honor:
- American Board of Cosmetic Dentistry- two consecutive three-year terms, 2015 to present.
  - ABCD Chair-two terms, 2018 -2020.
  - ABCD Liaison to the Executive Committee under Dr. JA Reynolds and Dr. Elizabeth Bakeman.
  - ABCD Liaison to the Board of Directors: 2018-2020
  - Clinical examiner and mentor for the Accreditation process. Invited by Nelson Rego, Accreditation chair. 2012 to present.
  - Budget and Finance Committee- voting member for 5 years, 2016 to present.
  - Executive Director Contract Review Subcommittee.
  - Audit committee.
  - Bylaws Review Subcommittee.
  - Written Exam committee-9 years to present.
  - Ongoing participation in the Advanced Accreditation Workshop at the Scientific Session. Co-educator with Dr.Brian LeSage in the breakout room.
  - Speaker Host for several years.
  - Accreditation mentoring booth at the Scientific Session.
  - New England Academy of Cosmetic Dentistry, Board of Directors, 2006-2018.
  - Chairman- New England Academy of Cosmetic Dentistry- 2009.
  - Accredited in 2012 with no failed cases.
- C. Leadership courses:
- I attended two full day leadership-training courses with the AACD double boards during my tenure on the ABCD. I have read many books on leadership. Leadership has been a constant evolution for

me, and this academy has given me the opportunity to step-up to higher and higher levels of leadership and responsibility. I am grateful for these opportunities. It has been a wonderful learning experience, both professionally and personally.

My leadership style, very simply stated is that I lead by example, which is something that I do everyday in my practice, at home, and in my community. Leading by example involves some key behaviors, most importantly, taking responsibility for my actions. I am the first to accept responsibility for an undesirable outcome; an example might be running late in our daily work schedule, but then asking my team for feedback, in hopes of not repeating the stressed-out situation again. Listening carefully and learning from others is also a key to being a good leader. I am honest and truthful with my coworkers, patients, colleagues, and family. I am comfortable saying I am sorry if I have hurt feelings or stepped on toes. I am not afraid to take calculated risks. I am comfortable delegating responsibility to those that are capable of following through with tasks.

D. / E. Why do you want to be a member of the NALDC, and why do you feel qualified?

I feel that I am well suited for the NALDC, especially considering my recent six consecutive years of leadership experience. My final term on the ABCD expires in April 2021, and with this, I will be bringing a focused knowledge of governance topics and budgetary issues to the table. I am familiar with current double board activity, which is valuable for leadership succession.

I have strong relationships with Team AACD, the CFO, and the Executive Director. I am intimately familiar with AACD bylaws, policies, and have a clear understanding of the current recovery strategy and strategic direction of the AACD. I would like to be part of the leadership selection process that will effect change, and help move the Academy toward its recovery, at an unprecedented time in AACD history.

Now more than ever, the Academy needs strong leaders and a solid “succession plan” to avoid the yearly change in strategic direction, which happens with each incoming new president.

Succession planning involves identifying individuals with especially high potential early on, to fill leadership positions when the time comes. Then, once identified, those individuals should be encouraged to get involved with introductory positions, such as committee work. Then, when the time is right, they can be tapped for more significant leadership roles. This type of succession planning will require a razor sharp focus on the organizations vision and future, in addition to a connection to the Accredited community, and the membership at large. I would like to see this type of ongoing leadership development happening at the NALDC level. I feel that I could play a role in the facilitation of succession planning. It takes time and experience to develop a good leader, and good leaders will perform tirelessly in the Academy's best interest. Good leaders facilitate the execution of the AACD's strategic plan, through building relationships and alignment with fellow board members. Good leaders win mindshare, and help to nurture and grow the capabilities of others. Bad leaders disrupt and delay progress. The last few years have been fraught with disruptive and manipulative behaviors among some leaders, who clearly have personal agendas or self-interests, and do not share the notion of working in the Academy's best interest. This has been an eye-opener for me, and a problem that can certainly change if good leaders are identified early, and nurtured. To this end, the voting process somehow needs to change, so that our membership votes on the nominees who have been carefully vetted by the NALDC, and not a manipulative dark horse running from the floor. The academy needs GREAT leadership now!

F. Additional pertinent information: Concerning what you might expect from me and how I work with others: I am a hard-working, cooperative, goal-oriented person. I communicate respectfully and effectively in a non-confrontational style. I am a friendly person with a positive outlook. I enjoy challenges and I value open communication. I am a creative problem solver, and work best in a small group setting. I have no personal or political agenda. I am dependable and responsible, and will work tirelessly to meet deadlines and expectations. I am a good listener. I am sensitive and respectful of the needs and opinions of others.

I enjoy humor and a good laugh, even at the height of disagreement. I enjoy collaborative work.

G. I have never been convicted of a felony or a crime.

Respectfully submitted,  
Lauren Shanard DDS, AAACD