

Tarra Nystrom

Non-Grant Writing Samples
for Nonprofit Storytelling

Veterans experiencing homeless

Every year, between seven and 10 veterans in [xxxxxxx area] experience homelessness. Seven to 10. That number may sound small in a world overwhelmed with statistics, but in our community, it represents real people. It represents men and women who once stood in uniform and answered when their country called. They trained, deployed, and sacrificed time with their families. Some now carry visible scars; others carry the kind you can't see. And yet when the uniform comes off, stability is not guaranteed. In a region as proud and closely knit as ours, even one veteran without a home should stop us in our tracks. Seven to ten stories interrupted. Seven to ten individuals navigating cold nights and uncertain mornings along their quiet way of housing insecurity after a lifetime of service.

Homelessness here doesn't always look like a tent on the sidewalk. Sometimes it's a couch for surfing. Sometimes it's a car in a parking lot. And sometimes it's choosing between rent and medication. It is instability hiding in plain sight. These veterans are not statistics to manage - they are our neighbors to support. Their service was a promise to protect us, and addressing housing insecurity is our promise to protect them. Seven to ten veterans per year is not just a number; it is a call to act.

Community health resource collaborative

V. 1

Community partner efforts of money, goods, or services through ABC Collaborative have translated into more than 354,200 individuals served. That's one of your neighbors on social security who received a box of fresh fruits and vegetables. That's your friend's daughter, who has access to long-acting reversible contraception, allowing her to delay her family until she has met her educational goals. That's a minority student paired with a literacy tutor to help him achieve on-track goals for third-grade reading, which is a marker for everything from high school graduation to whether he'll develop diabetes later in life. That's a new mother who received in-home support for breastfeeding. That's a ride someone received to a cancer treatment facility. Times 354,200. With that said, YOU play a critical role in shaping better community health outcomes.

V. 2 (for a grant application)

Valuable CareSource Foundation funding will help ABC Collaborative reach at least 400 more community members. That's one of our neighbors on social security who receives a box of fresh fruits and vegetables. That's a friend's daughter who has access to long-acting reversible contraception, allowing her to delay her family until she has met her educational goals. That's a minority student being paired with a literacy tutor to help him achieve on-track goals for third-grade reading, which is a marker for everything from high school graduation to whether he'll develop diabetes later in life. That's a new mother who will have in-home support for breastfeeding. That's a ride someone can take to a cancer treatment facility. Times 400. The resources made possible by this grant will play a critical role in shaping better community health outcomes.

Focusing on the hero of the story/heroes of their own stories

Organization/Program as hero:	Participants/community as hero:
The nonprofit organization provides mental health services to community members in need.	Community members access mental health services at the nonprofit organization.
The program shelters 30 homeless men each night.	Thirty men experiencing homelessness find shelter each night at the program.
The Center improves the health and wellbeing of each person we serve.	Individuals improve their health and wellbeing by utilizing services at the Center.
The nonprofit organization distributes free meals to community members who fall within the guidelines of the 200% poverty level.	<p>Community members who are increasing financial stability can enjoy free meals in a cooperative neighborhood setting.</p> <p>Our neighbors who are increasing financial stability can enjoy free meals in a cooperative neighborhood setting.</p> <p>Community members experiencing food insecurity or financial instability have access to free nutritious food.</p>
This program mentored more than 225 youths in the past year.	<p>More than 225 youth engaged in mentoring services last year.</p> <p>More than 225 youth aged 13-17 years engaged in mentoring services last year.</p>
Last year, our animal rescue helped 157 dogs, 210 cats, and 45+ pocket pets.	More than 410 animals found safety and love through our rescues last year.
The ABC Food Pantry expects to provide 873,417 meals this year in our service area.	<p>Neighbors in our seven-county service area can expect to enjoy at least 873,417 meals this year. Nutritious, free food.</p> <p>EVERYTHING costs more than last year. More and more neighbors are feeling that financial pinch. The 873,417 meals we expect to provide this year is an 8% increase from last year. That's 8% more</p>

	neighbors, 8% more nutritious free food, 8% more volunteer hours.
HOHC's Children and Teens Grief Support program helps kids manage their grief with workshops and counseling throughout the year, and a camp during the summer.	Children and teens throughout the county have access to free grief support after the loss of a loved one. Workshops and counseling are offered year-round, and they can attend a grief management summer camp at no charge.
Our Rotary Club picked up 550 pounds of trash from parks and roadways last Saturday.	Our neighbors are enjoying a cleaner community after the Hillside Rotary Club removed 550 pounds of trash from area parks and roadways last Saturday.

"Nostalgia Is Not a Strategy": Modernizing Volunteer Engagement Can't Wait

Communication: Blog
Client type: Ghostwriting
Category: Volunteer Management
Topic: Modernizing volunteer engagement
Audience: Canadian nonprofit volunteer engagement professionals
Date submitted to client: December 2025
Client posting/update date: January 21, 2026; February 27, 2026 client update

"Nostalgia Is Not a Strategy": Modernizing Volunteer Engagement Can't Wait

- Jan 21
- 4 min read

Updated: Feb 27



Prime Minister Mark Carney speaks during the Annual Meeting of the World Economic Forum in Davos, Switzerland, on Tuesday. (Markus Schreiber/The Associated Press)

Photo from <https://www.cbc.ca/news/politics/mark-carney-speech-davos-rules-based-order-9.7053350> by Markus Schreiber from The Associated Press. Mark Carney speaks at the Annual Meeting of the World Economic Forum.

Is Canada having a moment? And I'm not just talking about Heated Rivalry fandom.

Yesterday (January 20, 2026), my [Prime Minister Mark Carney made a speech in Davos that is being called "a landmark" and "unmissable"](#). Like many other over-educated Canadian millennials, I first heard snippets of it on CBC's [Your World Tonight](#).

When I heard "Nostalgia is not a strategy", I stopped in my tracks and put writing this blog post in my calendar.

I'm not as versed in politics as I'd like to be, and I don't even agree with everything Carney says in this speech. The middle part is an ad for his government's work since he was elected, and an ad for how Canada is strong, reliable, and here to do the right thing. I'm proud to be Canadian, but we definitely don't do the right thing often enough.

Did you know that [Canada is one of Palantir's biggest funders?](#)

Did you know that [one of Canada's fastest-growing provinces passed legislation that actively harms Trans people in December 2025?](#)

Did you know that [Canada committed to 94 Truth and Reconciliation Calls to Action in 2015, but 44% of those are not started or stalled?](#)

Tangent aside, I'm here to talk about volunteer engagement and to share something I've said in several workshops over the past two years: **"traditional" volunteer engagement models and expectations don't work anymore.**

How most nonprofits work with volunteers was developed in the 1950s. Life back then meant:

- Middle-class families had one parent (let's be honest- usually the woman) stay at home. Once her children were in school for 6 hours a day, she had the time and capacity to volunteer.
- Students in high school and post-secondary had "free time" to share, and would volunteer to learn new things and build their networks.
- Retirees would stay in the same community for many years- usually until they died. They would volunteer regularly and were reliable in giving their time.

What does life look like in 2026? You know it...

- Both parents in most two-parent families are working. Those combined incomes still may not be enough to keep up with the rising cost of living.
- Students are prioritizing paid work to pay the bills. If they have "free time" they are too burned out to give a care, or take on gig work to try to get ahead.
- Older adults are staying the workforce for longer: some because they want to, but many because they can't afford to retire.
- Many seniors are caregiving for their grandchildren (because even for families who can afford daycare, it isn't always available).
- And, as people are living longer, younger seniors in their 60s and 70s, are caregiving for parents in their 90s or 100s.

I see it every day, nonprofits that are ignoring the need to modernize. Their leaders are so stressed trying to bring in money to pay the bills, trying to prevent an upset community member from going to the media, trying to keep staff from leaving all the time... that the same relationships they're working so hard to maintain erode- seemingly without reason.

They're the same folks who say:

- "Volunteers will manage themselves, they always have"
- "So-and-so volunteered, let's give them a six-month contract to organize volunteer stuff"
- "Oh shoot, it's time to report on volunteer hours again"
- "Let's pay people to do this thing that volunteers used to do because no one wants to volunteer anymore"
- "[You're getting paid less because you don't bring in revenue as a leader of volunteers](#)"

As a sector, we need to shift our approach. We need to stop asking, "How does the team needing volunteer help get as many volunteers as they can and keep them for as long as possible?"

And start asking, "**How can we, as a collaborative organization, motivate volunteers to continue engaging with the mission and community in a way that works for them?**"

Shortly before I heard that episode of *Your World Tonight*, I was on a call with [Perry Radford](#), chatting about holistic fundraising and how having shared goals across teams, rather than worshipping specific revenue generators, has proven effective in her fundraising practice.

Perry, and others I've met in the sector like her, are the folks "taking the sign out of the window". Like [the greengrocer from Václav Havel's essay](#), referenced in Carney's speech, nonprofit professionals can no longer comply with a world order and participate in rituals that harm the communities we claim to serve.

Also, for a sector that throws around the word "innovation" like me throwing baking soda in my cat's litter box, doing the 1950s thing is downright sad.

Nonprofit friends and colleagues, please consider this: **Volunteer engagement isn't an afterthought. It's a strategy. Every day you neglect it, you're choosing to damage the trust you work so hard to build.**

Another take you should read is Tasha Van Vlack's. [She posted on LinkedIn this morning](#) about Carney's words from her perspective as a community-builder and also urges you to say no to the status quo.

Thanks for reading! Like this post and want to buy me a coffee? Please visit <https://buymeacoffee.com/learnwithjpp>

Hospice of the Chesapeake Appoints New CMO

Communication:	Team member bio, introduction
Client type:	Industry publication
Category:	Hospice and palliative care; healthcare
Topic:	Introducing new C-level team member
Audience:	US hospice industry professionals
Date submitted to publication:	May 2023
Client posting/update date:	June 6, 2023

Hospice of the Chesapeake Appoints New CMO

Maryland-based Hospice of the Chesapeake recently named Dr. Marny Fetzter as its new chief medical officer.

Fetzter is currently system medical director of palliative care and hospice services at Illinois-based Ascension Health. She will step into the role at Hospice of the Chesapeake in July, alongside seeking a Master of Business Administration from the University of Massachusetts Amherst.

“I am excited to join the executive team at Hospice of the Chesapeake and support future growth of the organization as well as continue to ensure the delivery of the highest-quality supportive and hospice care to the community,” Fetzter said.

In her new role, Fetzter will provide leadership to the nonprofit organization’s medical staff. Other responsibilities include implementing the hospice’s strategic direction and effecting cultural change among clinical team members.

Hospice of the Chesapeake provides services in four Maryland counties along the west coast region of the state. Its affiliates Calvert Hospice and Hospice of Charles County unified under the organization’s main brand in April. The move allowed for greater consistency across communities within its service region, according to the hospice provider.

Fetzter was previously associate medical director at Rainbow Hospice and Palliative Care, now part of the AMITA Health system. Her past roles since 2012 have included clinical and executive positions in emergency and palliative medicine, as well as in hospice.

She has also presented and published literature on the different types of supportive services, including palliative, hospice, acute and post-acute care.

Fetzter’s experience in communicating the importance of community-based advanced illness and end-of-life care was a “key factor” in having her ascend into the CMO role, according to Michael Brady, president and CEO at Hospice of the Chesapeake.

She is also known for recruiting and building strong clinical teams, particularly physicians and advanced practice nurses, according to Brady.

“We are honored that Dr. Fetzter will be joining us,” Brady said in a statement. “We wholeheartedly believe she will bring a tremendous amount of knowledge, compassion and medical expertise to our executive leadership team as we focus on the future of Hospice of the Chesapeake.”

Companies featured in this article:

AMITA Health, Calvert Hospice, Hospice of Charles County, Hospice of the Chesapeake, Rainbow Hospice and Palliative Care

The Operator: The One Hire That Makes Everyone Else More Effective

Communication:	blog; marketing for services
Client type:	ghostwriting
Category:	Nonprofit organization support, fractional partner
Topic:	Operations
Audience:	Regional nonprofit leadership and board members
Date submitted to publication:	May 20, 2025
Client posting/update date:	July 2025

The Operator: The One Hire That Makes Everyone Else More Effective

As our focus the upcoming month is on operations (and that's my personal passion area!), I've decided to write up some of my core philosophies about what makes operations important.

What Exactly Is "Operations"?

A strong operations team is the backbone of any organization. Operations specialists are enablers – they lay the foundation for the specialists in their organizations to do their work without being bogged down by logistics. When you have a strong operations team, the rest of your team is able to do better, more focused work, which means that your org has more impact and higher quality.

A good operations team lets you operate efficiently. They're the hub of the organization. They should be aware of everything that's going on and proactively supporting everyone and everything in it. Similar to an actual spinal cord, all activities within the organization should point back to the operations team. The operations team literally provides the support and infrastructure for the rest of the organization.

Operations supports the vision. It's a recommended practice to pair a strong visionary with a strong operator – the visionary will bring creative energy and ideation into the organization and the operator will bring it to life. Without the operator, the visionary's ideation would never come into being.

Different types of operations jobs

Operations means MANY different things. Be clear about what type of "operations" you need when you're hiring and if you can, label the job description appropriately. Similarly, if you're looking for an operations job, know what kind of operations you're good at and look for that. This is a list of the most common interpretations of "operations" that I've encountered.

- **Administrative support:** This type of operations associate will provide general support for those in a more senior level position. They'll be great with details and love being the power behind the throne.
- **Office management:** These are the caretakers of the organization. They're proactively thinking about how to make the workspace more friendly to the rest of their team members. They keep an eye on things like supplies and faulty lightbulbs and take care of it before you even know it's a problem. They're willing to get their hands dirty and do the necessary menial work to keep things running well.
- **General operations manager:** This role usually combines a few of the other operations roles and is often used in smaller organizations where staff members need to wear multiple hats. It also includes all the "random" tasks that come up, like website updates or paying dues. The ops manager is aware of everything going on in the organization and works to streamline processes and support the whole team. Alternatively, a more senior version of this is when there's a number of operations staff members and someone needs to coordinate and oversee all of their efforts. The most senior iteration of this is a COO.

- **Project Management:** A project manager is responsible for the success of a program or project. They will stay on top of all the moving pieces and watch the timeline to make sure the project stays on track, on time, and on budget. They will naturally use spreadsheets or project management systems to stay on top of things. To be a good project manager, you need to be good at problem solving and dealing with multiple focus areas at once.
- **Event Coordinator:** Much like a project manager, a good event coordinator will oversee all the aspects of running an event, from logistics to vendor sourcing to registration and partner collaboration. They'll be a superstar with details and spreadsheets and highly responsive and adaptable.
- **Client Relationship Management:** Whether you're engaging with participants or donors, someone needs to be the communicator and face of the organization. This operations professional will respond to phone calls, emails and general outreach from the outside world. They will be responsible, friendly, communicative, and will follow up on action items requested of them.
- **Marketing Operations:** This refers to someone who is familiar with social media and marketing principles and pushes out content on social media. They usually work with a marketing expert to advise them on content, since they most often won't be strong natural marketers.
- **Grant Management:** Whether it's grant writing or grant reporting, someone needs to deal with the details. Grant reporting requires skill with data and spreadsheets. General grant management requires the ability to tell the story of the organization in a way that's attractive to donors using the data to support the message.
- **Financial Management:** Someone has to make sure everyone gets paid, bills are paid, and that the expenses are in line with the budget. There's also the matter of bookkeeping and financial reporting. This operations pro will know how to make numbers tell a story, and connect all expenses to the org's mission. This role is usually rolled up into a different job until the organization is big enough for a full time controller.
- **People Management:** When it comes to managing people and performance management, these operations pros make sure that the staff is set up for success and has all the tools and support they need to thrive. They can also be responsible for recruiting, screening and hiring. In its most senior position, this takes the form of a Chief of Staff.
- **Legal and Compliance:** Every organization needs someone to make sure that they're in compliance with local and state regulations relevant to their entity. This person will be constantly exploring and learning to make sure that the entity stays in compliance; they will have done enough exploration and research to be able to flag any activities that might disrupt compliance and reach out to appropriate professionals to support them.

Again, this is not a complete list of types of operations job requirements – just the most common ones I encounter.

Signs of a good operations team:

- **They're never the bottleneck.** If I were ever to write a book, it would be called *Don't Be the Bottleneck*. Operations people get things done. If you have someone on your staff who's on the operations team and they're holding things up or need reminders, that's a red flag.

- **They're one step ahead of you.** Operations pros should always be thinking about what potential capacity constraints might be and work to resolve that ahead of time so that you don't actually run into a capacity constraint.
- **They're supportive and adaptable.** Egos don't play a part in a good operations team – they strive to support your mission, and their pride is in the amount of impact they enable others to get done. They'll learn what they need to and change directions as needed to support the organization's mission. If you have someone on your operations staff who's *consistently* resistant to change, that's a red flag.
- **They're creative problem solvers.** Operations aren't rigid. There's no set of rules or algorithms that accompany an organization's functions. Problems and new situations will always present themselves, and your operations team should be eager to come up with solutions to address them appropriately.
- **It looks effortless.** The best sign of a job well done is that you wonder why it took so long to do it because it seems so easy. This rule works with pretty much any job out there. It's a talent to be able to make things simple and straightforward, and if your team does that consistently, that's great. I'm not saying that everything should take a while – on the contrary, your team should work quickly and push things through easily. It's the end result – constant, seemingly effortless, turnaround that makes the difference.

How do you know if you should go into operations?

The best operations professionals think in systems. They like organizing things, learning new things, and are adaptable. They tend to be more detail oriented than big picture thinkers. They like to play a supporting role backstage instead of being in the limelight.

One tool I often use in hiring and mentoring is [Gallup StrengthFinders](#); the premise is that there are 34 unique talents that each of us is born with. It's the lens through which we view the world. A good operations professional will be high in the execution talents and strategy, with a bit of relationships mixed in.

As a side note, I do recommend using this assessment for all your final candidates – it's a great way to assess natural ability to perform well in the job before hiring them.

If you find your natural strengths lie in the other sectors – that's great! Go pursue your strengths and be the best that you can be – but don't try for a career in operations; you'll be frustrated, and your organization won't thrive as much as it could have. There's no glory in operations – much of what you do will never be noticed by anyone, so only follow this career path if that thought makes you excited. Otherwise, you're doing yourself and your prospective employer a disservice.

Hiring a strong operator

People often ask how mission aligned operations pros need to be; my answer is always that good operations professionals take pride in their work of enabling others to do a great job; their primary motivation and job satisfaction will primarily be in their work, not in your organization's impact. That's not to say that mission alignment isn't at all important – it just means that it shouldn't be a factor in your hiring decision if the stronger candidate isn't mission aligned. Trust me, they will very

quickly become quite knowledgeable about your area of expertise and will be your biggest champions.

There are a few ways to assess operational competency. These are a few suggestions to include in your hiring process:

- **Work test** – but be vague! Pick a scenario that you’re likely to encounter in the role, whether it’s event planning, project management or logistics. Don’t provide too much instructions so you can see what they can do *without* you needing to be involved
- **Look for past successes** – as mentioned above, operations people get things done. Your prospective employee should have things they did in high school and college to fill their resume. Good operations people like to keep busy.
- **Ask for scenarios** – you want to hear stories of accomplishments, successes, multi-tasking. You want to hear the story of someone with high aspirations.

How many people do I need on my operations team?

There’s no right answer to this. At minimum, you need a virtual assistant as your admin support. At maximum, you need a whole team. The right answer is the number of people it takes to increase your capacity so that adding in the extra salary creates the equivalent (ideally more) opportunity for impact. The specific metrics you’ll want to track include:

- How much direct impact time / salary cost does this hire increase?
- Who would do this work (relevant to compliance and basic staff support) without this hire?
- What’s the highest and best use of each person’s time? What percentage of their time is spent on doing that?
- Does everyone on my team feel supported with the right tools so that they can focus on their highest and best use?

Next Steps

If you’re interested in exploring a career in operations and want to chat, please use [this link](#) to book a time with me – I’m happy to share my insights!

If you’re looking for an operations job, please fill out [this form](#). I do get a number of employers reaching out to me to see if I know anyone that’s a good fit, and I’d love to have you in my database to refer to them.

If you’re looking to expand your operations team, pick a time [here](#) to chat with me (it’s free) – we’ll discuss what to look for so that you can make the hire that’s best for your organization. I may even have some connections for you!

If you’re looking to join WorkStream’s executive assistant team, please fill out [this form](#) and I’ll follow up with you. Alternatively, if you’d like to benefit from our team of virtual executive assistants, [schedule a call](#) with me or [submit this form](#), and I’ll send you information about the program and a link to schedule.

Summary

Operations professionals are the unsung heroes of any organization. We're the pillars of success and enable a tremendous amount of impact. But it's not for everyone – there's a big enough pool of candidates that only those who excel naturally in this area should consider moving into this field. There's a lot of room for specializing here also, so make sure that if you're considering a career in operations, that you're thinking about what type works best for you.

If you're an employer, having an operations professional will transform how your organization works. Give yourself the infrastructure you need to have the most impact you can.

I wish you the best of luck in your journey to impactful operations!

Like this article? Share it on [LinkedIn](#) or the [EA Forum](#).

Grants Positioning Report for Hospice of the XXXXXXXXXXXX (HOX)

Prepared by Tarra Nystrom, MBA, CBA

September 2025

FEDERAL

From Grant Professionals Association:

Many of the Executive Orders currently in place are in litigation but remain in force during litigation. Weekly updates are provided by several reputable organizations and are monitored by the HOX Grant Coordinator for relevant changes.

Most awarded federal grant funding was paused in late January and early February 2025; much of the paused funding remains paused. Again, updates are published weekly and are monitored by the HOX Grant Coordinator for relevant changes. Most of the funding released is for energy, border security, and immigration initiatives directly relating to the Administration's Executive Orders.

For the foreseeable future, federal grant funding remains an ever-changing landscape:

- Before being reviewed for funding approval or rejection, applications for unawarded funding for active grants are subject to a top-level review by a department head for eligibility/alignment, which now includes NO diversity, equity, and inclusion (DEI) policies or practices by the organization seeking funding. If awarded, when accepting the funds, the head of the nonprofit (and in some cases, the Board of Directors) MUST legally certify that the organization has NO DEI policies or practices, including program components that include any DEI verbiage, resources, outputs, outcomes, or impacts. Organizations and some staff can be prosecuted if the grant agreement misrepresents their policies and/or activities.
- Before being reviewed for funding approval or rejection, applications for open Request for Proposals (RFP) are subject to a top-level review by a department head for eligibility/alignment, which now includes NO diversity, equity, and inclusion (DEI) policies or practices by the organization seeking funding. If awarded, when accepting the funds, the head of the nonprofit (and in some cases, the Board of Directors) MUST legally certify that the organization has NO DEI policies or practices, including program components that include any DEI verbiage, resources, outputs, outcomes, or impacts. Organizations, Boards, and some staff can be prosecuted if the grant agreement misrepresents their policies and/or activities.

FEDERAL CONTINUED

SWOT Analysis for HOX’s current positioning to receive federal grant funding:
 Since July 2021, the HOX Grant Coordinator has monitored appropriate federal grant funding for HOX services and programs, projects, capacity building, security, and other opportunities. The most significant detractors to or qualifiers for applying are 1) formal academic and/or medical research partnerships or participation, 2) evaluation, tracking, and monitoring protocols and/or capacity for required evaluation, tracking, and monitoring protocols, and 3) capacity and willingness to manage internal reporting.

**SWOT Analysis: Hospice of the XXXXXXXXXXXX
 Federal Grant Funding
 Prepared by Tarra Nystrom, MBA, CBA – Fall 2025**

STRENGTHS

- 47 years of high-quality service in the region
- THE trusted hometown hospice, palliative care, and grief support provider in the region
- Experienced and qualified leadership; thoughtful, well-vetted leadership transitions
- Strong, energetic, engaged, and diversified Board of Directors
- Ability to maintain qualified workforce and management team member levels that remain in line with local, regional, and national industry trends; [ADD if turnover rate is industry-comparable – not the percentage, just the fact]
- Regular review and appropriate changes to policies and procedures
- Restricted Funds updates are currently convened monthly by the Foundation (Advancement ED, Grant Coordinator, COO, grants mgt. members of the accounting team, others as needed = department and program leaders) to review funding gaps
- Financial reserves for sustainability
- Regionally and nationally recognized leaders who regularly contribute to professional and industry conversations and publications
- Long-standing volunteer program with engaged volunteers in various roles throughout HOX
- Long-standing and robust local and regional partnerships
- Coordinated effort between Advancement ED and Grant Coordinator for additional departmental processes implemented in the Summer and Fall 2025 to maximize communication and awareness of grant opportunities, awards, and declines for the

WEAKNESSES

- Lack of formal Memos of Understanding (MOUs)
- Lack of formal partnership agreements
- CharityNavigator ratings for HOX Inc. and Fdn.*
- Limited or no formal academic and/or medical research partnerships and/or study participation

<p>philanthropy team and appropriate HOX employees, managers, leaders, and departments</p> <ul style="list-style-type: none"> • Grant Coordinator regularly participates in relevant educational and professional development activities to maintain and improve grant proposal writing skills for trends and growth • Grant Coordinator keeps Advancement ED and team apprised on relevant, evidence-based trends and needs for grants success and growth • [Add fiscal policies and practices that are STRENGTHS specific to federal grants here.] 	
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<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Prepare at the beginning of the fiscal year with new/updated Letters of Support from individual donors, corporate partners, and community partners • Maintain current financial information on GuideStar (i.e., update in their portal as soon as the 990 and/or Audit are completed)* • Increased internal communication of significant funding needs for clinical services, planned growth initiatives, or capacity building strategies • Increased communication • Updated/improved/more user-friendly website • With census growth, greater implementation of required, in-place evaluative, tracking, and/or monitoring processes requirements for specific grants; concrete plans and timeline to add the same • Keeping up-to-date with the rapid growth of HOX programs, projects, and strategic initiatives* 	<p>THREATS</p> <ul style="list-style-type: none"> • Communities’ needs outpace capacity to address in the region of service and all areas of services • Changing federal government funding models (i.e., reduced reimbursements)/Medicare and Medicaid reimbursement strain • Rapidly changing federal guidelines, requirements, and priorities, many of which have been standard for decades*** • Need for updated website – internal capacity and funding • Alignment for federal department and/or RFP priorities based on 1) size of organization, 2) (limited) service area (comparatively speaking), 3) existence of internal, programmatic, and partner DEI policies and practices** • In-place evaluative, tracking, and/or monitoring processes requirements for specific grants; concrete plans and timeline to add the same • Regional and national for-profit services growth is outpacing that of nonprofit services** • Reduced federal grant opportunities significantly increases competition for available grant opportunities • Unclear status of US Congressional Senate Discretionary funding/grants awards for FY26 and FY27
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* Being addressed by the Advancement Executive Director and Grant Coordinator (with other team members as needed) at the time of this SWOT Analysis
 ** THREATS over which HOX has no control

Which WEAKNESSES can be improved upon to move to STRENGTHS in the short term? Long-range?
 Which THREATS can be reduced or eliminated to move to opportunities in the short term? Long-range?

STATE OF MARYLAND

In my opinion, a disproportionate amount of state grant funding is restricted to the State’s ENOUGH initiatives. While it is crucial to reduce poverty in Maryland through a variety of outputs, outcomes, and impacts, I feel there are many worthy nonprofit organizations doing necessary work to reduce multiple determinants of health around the state and improve the quality of life for all residents.

Whether disproportionate or not, the evidence shows that state grants for Maryland residents with life-limiting diagnoses, their caregivers and family members, and clinical and social services, as well as bereavement support, have decreased since at least early 2023.

SWOT Analysis: Hospice of the XXXXXXXXXX State of Maryland Grant Funding Prepared by Tarra Nystrom, MBA, CBA – Fall 2025	
<p>STRENGTHS</p> <ul style="list-style-type: none"> • 47 years of high-quality service in the region • THE trusted hometown hospice, palliative care, and grief support provider in the region • Experienced and qualified leadership; thoughtful, well-vetted leadership transitions • Strong, energetic, engaged, and diversified Board of Directors • Ability to maintain qualified workforce and management team member levels that remain in line with local, regional, and statewide industry trends; [ADD if turnover rate is industry-comparable – not the percentage, just the fact] • Regular review and appropriate changes to policies and procedures • Restricted Funds updates are currently convened monthly by the Foundation (Advancement ED, Grant Coordinator, COO, grants mgt. members of the accounting team, others as needed = department and program leaders) to review funding gaps • Financial reserves for sustainability • Regionally and nationally recognized leaders who regularly contribute to professional and industry conversations and publications, especially local, regional, and state publications • Long-standing volunteer program with engaged volunteers in various roles throughout HOX • Long-standing and robust local and regional partnerships • Coordinated effort between Advancement ED and Grant Coordinator for additional departmental 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of formal Memos of Understanding (MOUs) • Lack of formal partnership agreements • CharityNavigator ratings for HOX Inc. and Fdn.* • Limited or no formal academic and/or medical research partnerships and/or study participation with research and studies for services provided in the State of Maryland • Limited census in the State of Maryland’s ENOUGH Initiatives • More robust participation, stewardship, and/or networking with some state divisions and departments (i.e., Maryland Communication and Health Resources Department and its Commission (MCHRC) https://health.maryland.gov/mchrc/Pages/home.aspx have money to award) • Grant funding for Prince George’s County activities

<p>processes implemented in the Summer and Fall 2025 to maximize communication and awareness of grant opportunities, awards, and declines for the philanthropy team and appropriate HOX employees, managers, leaders, and departments</p> <ul style="list-style-type: none"> • Grant Coordinator regularly participates in relevant educational and professional development activities to maintain and improve grant proposal writing skills for trends and growth • Grant Coordinator keeps Advancement ED and team apprised on relevant, evidence-based trends and needs for grants success and growth • [Add fiscal policies and practices that are STRENGTHS specific to state grants here.] 	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Prepare at the beginning of the fiscal year with new/updated Letters of Support from individual donors, corporate partners, and community partners • Obtain Letters of Support (specific and/or general) from local, regional, and statewide leaders, recognized experts, and influencers (i.e., • Maintain current financial information on GuideStar (i.e., update in their portal as soon as the 99 and Audit are completed)* • Increased internal communication of significant funding needs for clinical services, planned growth initiatives, or capacity building strategies • Increased communication • Updated/improved/more user-friendly website • With census growth, greater implementation of required, in-place evaluative, tracking, and/or monitoring processes requirements for specific grants; concrete plans and timeline to add the same • Increasing grant applications and awards in Prince George’s County* • Researching and vetting new grant opportunities throughout HOX’s service areas* • Keeping up-to-date with the rapid growth of HOX programs, projects, and strategic initiatives* • More robust participation, stewardship, and/or networking with some state divisions and departments (i.e., Maryland Communication and Health Resources Department and its Commission https://health.maryland.gov/mchrc/Pages/home.aspx have money to award) 	<p>THREATS</p> <ul style="list-style-type: none"> • Communities’ needs outpace capacity to address in the region of service and all areas of services • Changing federal government funding models (i.e., reduced reimbursements)/Medicare and Medicaid reimbursement strain affect State grant funding • Inconsistent communication from the State and Departments for changing to grant funding, as well as short timeframes from release of RFPs to submission due dates** • Need for updated website – internal capacity and/or funding • In-place evaluative, tracking, and/or monitoring processes requirements for specific grants; concrete plans and timeline to add the same • Local and regional for-profit services growth is outpacing that of nonprofit services** • Limited census in the State of Maryland’s ENOUGH Initiatives (much funding has ENOUGH parameters, and that is not going away until the Administration changes leadership)** • Reduced federal grant opportunities mean reduced pass-through grants for the state to offer and award** • Significantly increased competition for available pass-through grants due to reduced federal grant opportunities for pass-through funds for the state to offer and award ** • State legislature reallocates budget priorities to align with ENOUGH initiatives, reducing the budgets of state divisions and departments crucial

	<p>to HOX services, capacity building, and growth strategies** (i.e., The Rural Maryland Council awarded HOX FY24 \$150,000 Continuum of Care and \$35,000 Clinical Ladders), FY25 \$75,000 for Dementia, \$0 for Ladders due their budget being reduced by 50%, and FY26 \$0 funding because of an additional budget reduction.</p>
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* Being addressed within the Philanthropy Department at the time of this SWOT Analysis

** THREATS over which HOX has no control

Which WEAKNESSES can be improved upon to move to STRENGTHS in the short term? Long-range?

Which THREATS can be reduced or eliminated to move to opportunities in the short term? Long-range?



Knuggets of Knowledge +

How does your nonprofit get buy-in from leadership or the board to invest in volunteer programs? Then, how are the costs covered?

The Buy-In: Irrefutable Benefits for the Nonprofit

- Increased organizational capacity & extended mission reach
- Augmented staff capacity
- Increased, enhanced outcomes & impacts for optimum change in the community
- Improved, increased services for constituencies & stakeholder groups
- Amplified organizational exposure
- Enhanced program quality through improved program delivery efficiency & efficacy
- Creates ambassadors for your mission
- Greater financial efficiency & efficacy across the nonprofit
- Enhances diversity & brings in new ideas
- Streamlined operations, fiscal activities, & fundraising activities
- Minimizes volunteer turnover
- Prudent use of funders' support across the nonprofit
- Expanded ability to quantify volunteer value
- Additional or growth of a fundraising segment
- Empowers the most passionate supporters





Knuggets of Knowledge +

Covering the Investments (Costs) of a Volunteer Programs:

- Include volunteer program & initiatives investments in the annual budget(s)
- Include in relevant program or project budget(s), sharing the costs across applicable personnel & departments
- Include in applicable overhead, operations, administrative budget(s), especially for administrative volunteers
- Seek related capacity-building funding through program & general grants, sponsorships, underwriting, private or corporate donations, campaigns, board engagement, in-kind contributions
- Secure volunteer program funding through program & general grants, sponsorships, underwriting, private or corporate donations, campaigns, board engagement, in-kind contributions
- Seek unrestricted dollars for use towards volunteer expenses through program & general grants, sponsorships, underwriting, private or corporate donations, campaigns, board engagement, in-kind contributions
- Leverage external partnerships to share costs, exchange resources, strengthen organizations for volunteer programs
- Peer-to-peer fundraising with donations restricted for volunteer initiatives

SMART Money Grant Writing
Tarra Nystrom, MBA, CBA





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Chapter 1

Soft Skills vs. Hard Skills

A favorite thought in a remarkable resume cover letter suggested, “While my resume highlights the skills and experience that make me a viable candidate for this position, it cannot reflect the professional demeanor I will bring to your organization.” What better way to say, “I have the hard skills AND the soft skills you need!”

Let us quickly review what each term means. Hard skills are characterized as teachable, specific abilities that can be defined and measured, observed, performed, and quantified. Hard skills are essentially job tasks, the activities that bring to life the job description. A few examples of hard skills include how many words per minute you can type, the ability to use specific pieces of equipment like a printer or copier, and the dexterity to disassemble computer components. Hard skills also include your ability to write, analyze data, or speak in public.

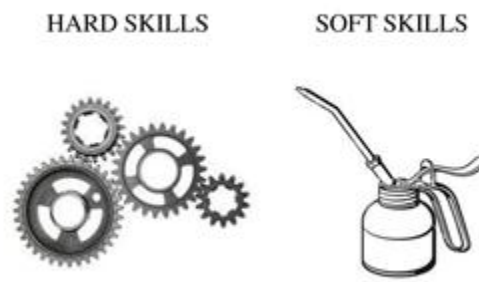
Soft skills, in contrast, are less tangible. Businesses, hiring managers, vocational rehabilitation professionals, and job developers identify soft skills as desirable qualities that do not depend on your knowledge or perceptible talents. Soft skills are habits and traits. Behaviors. And while it is true that habits and traits are also observable and teachable, they differ from hard skills in that they are more about what you think and feel, and how those thoughts and feelings affect you and your behavior in the workplace, as opposed to what you do or at what skill level you perform in the workplace. Additionally, soft skills differ from hard skills because they can change depending on where you are (i.e., the work environment) and the people you are with inside the work environment. “Soft skills also help you find yourself... and really make a difference because they help you to think critically,” noted one job seeker with a disability.¹

Risking the tedium of repetition, I will restate that soft skills are the traits, work habits, and attitudes that all employees across all occupations need to obtain, sustain, and progress in employment. These include being dependable, punctual, adaptable, positive about work, and appropriately dressed and groomed. Soft skills also refer to such characteristics as the ability to get along with others, work both in teams and independently, work productively,

¹ U. S. Department of Labor “Mastering Soft Skills for Workplace Success: In Their Own Words”
<https://www.dol.gov/odep/topics/youth/softskills/words.pdf>

and take the initiative. Regardless of an organization's size, employees must possess the hard AND soft skills necessary to do their jobs.

The concepts of hard and soft skills are best visualized as hard skills depicted as cogs in the business machine, and soft skills as the oil that makes the cogs operate more smoothly together.



We all can recite lists of soft skills. These lists vary from VR professional to VR professional, program to program, and are subjective for everyone. However, there is a common thread binding most lists. It is important to note that every task, every job, and every employee in every business has expectations for soft skills. Each task, each job, each employee, and each business is different. Within this common core of soft skills, each skill spans a range of appropriate levels for tasks, jobs, employees, or businesses. For example, a call center customer service agent will utilize a different level of communication skills than someone on the assembly line of an auto manufacturing plant. Problem-solving skill levels will contrast between an entry-level employee and a 25-year veteran of the firm who was recently promoted to vice president. Let us review the common core of soft skills in vocational rehabilitation curricula and job readiness programs: Communication, enthusiasm and attitude, problem-solving and resourcefulness, professionalism, teamwork, networking, empathy, and time management.

- *Communication* is disseminated in several forms: non-verbal, verbal, and written. Strong communication skills exist along a continuum, and not solely in one's body language, vocabulary, or writing. Communication skills development works on the mode of expression (nonverbal, verbal, written)—when to express yourself (which most times are situational), with whom to convey your message (coworkers, supervisors, upper-level management), where is the most effective workplace venue to express yourself relative to the message (meeting room, break room, cubicle, private office, parking lot), when is the best time to relay your message

during work time, deciding the best form of conveyance (one-on-one or in a group setting, a printed memo or letter, email, voicemail), and analyzing the purpose of the communication (formal or informal information, technical, time-sensitive).

Perhaps the most fundamental yet strongest communication skill is a genuine smile, and it is nonverbal. A smile, nod, glance, gait, posture, vocal tone, handshake, and even clothing and accessory choices are examples of nonverbal communication. Nonverbal communication is tied to other soft skills, as these various modes of expression can help convey confidence, enthusiasm, professionalism, problem-solving, teamwork, and even empathy in the workplace.

Verbal communication is the use of sounds and words to express oneself when sharing information and includes the spoken word as well as sign language. Strong verbal communication is the effective use of words, not the words themselves or run-on sentences or extravagant presentations. Verbal communication skills development works on knowing appropriate (and inappropriate) words used in the workplace and YOUR workplace. It encompasses the tone of voice and volume, as well as articulation, based on one's best ability with pronunciation and the pace at which one speaks, not based on that of trained orators. Nonverbal and verbal communication are inextricably linked because we are human! Being able to use the tools of nonverbal and verbal communication as skills that are inextricably linked is key.

Smiling and speaking are much easier for most people than writing it down (written communication). For some reason, writing has the nomenclature of being daunting, intimidating, and hypnagogic. The need for workplace writing skills and the level at which they are executed is situational, depending on the job tasks. Regardless of writing skill level or use, accurate and concise writing skills enhance performance, often simplifying the job and increasing productivity. Writing skills are used in nearly every aspect of work: Reports in the form of checklists to updates to business analysis, client and customer notes, order taking, proposals, memos, email (internal, external, formal, informal), human resources forms, presentations, scheduling, job applications, and much more.

A side note: It is essential to include listening in communication skills because communication is not one-dimensional, especially in the workplace. Communication breaks down without the ability to accurately receive and interpret another's message (i.e., listening), whether it is nonverbal, verbal, or written.

Lastly, but puissant, compelling, and powerful communication skills for people with disabilities are necessary for the development of not only self-advocacy and self-determination but also essential skills for the workplace and personal success.

- In the workplace, *enthusiasm and attitude* not only make the day seem to fly by but also make the employee indispensable and valuable to the employer. Enthusiasm, according to Merriam-Webster dictionary, is an active interest in something that you like or enjoy. Workplace enthusiasm does not imply that you clock in every day while shouting with joy from the rafters. It does suggest, however, that the reason you clocked in goes beyond the paycheck. It suggests that because there is an interest in what you are doing, engagement with the tasks, coworkers, and overall environment is prevalent. The interest (enthusiasm) can be directly or indirectly related to the actual tasks performed in your position. In fact, many employers would rather provide job skills training to an enthusiastic but inexperienced worker than hire someone with perfect experiential qualifications and a less-than-positive attitude. Once hired, an enthusiastic employee will typically show up on time, exhibit interest in the job, and demonstrate a willingness to listen, learn, and try new things. Overall, an employee with enthusiasm comes across as someone who wants to be at work and is willing to do what it takes to get the job done, resulting in sustainable employment.
- Everybody can benefit from having good *problem-solving* skills, as we all encounter problems daily. Some of these problems are more severe or complex than others. And while it would be ideal to have the ability to elucidate all problems efficiently, with timeliness, and without difficulty, unfortunately, there is no one way in which all problems can be solved. Part of problem-solving is that if you cannot solve the problem, you know where or to whom to go to have assistance with solving that problem.

Knowing where or to whom to go to solve the problem is *resourcefulness*. Resourcefulness can also benefit workplace performance by providing alternative solutions to a problem or adjustments to processes if solving the problem itself is difficult or impossible.

- *Professionalism*—Merriam-Webster to the rescue again: The skill(s), good judgment, and polite behavior expected from a person who is trained to do a job well. Professional behavior descriptors include responsibility, integrity, accountability, and excellence. Professionalism incorporates being accountable because you take ownership of situations in which you are involved, you see them through and take responsibility for what happens—good or bad; you do not blame others if things go wrong. Professional behavior is the outcome when an A-Player combines A-Player traits (formerly known as soft skills) with dexterous hard skills. Some good judgment is brought to the business, and some are learned and adapted to the business culture once working in the company. Professionalism, or good judgment, embodies

most of the other soft skills—appropriate communication, being interested and showing attentiveness to your role with the business, applicable problem-solving, working cooperatively on a team, and demonstrating consideration for scheduling. Professionalism is also finding a way to be productive all the time.

Professionalism is an appropriate core concept in which to include workplace attire, grooming, and social media because these decisions are all about good judgment as well. Professionalism is not represented by a coat and tie or tailored suit and pumps.

Professional attire is the clothing most suitable for the job tasks and work environment, including footwear. That could include a uniform, the color of shirt or pants/skirt designated by the employer, closed-toe shoes, limited size of accessories, covered tattoos, or similar specifications. Not all attire will be outlined explicitly by human resource policies, but all company policies directly or indirectly prefer clean clothes and a well-groomed appearance. Grooming includes not only clean clothes but also neatly arranged hair, use of deodorant/antiperspirant, good oral hygiene (brushing teeth, using mouthwash), and shoes in good repair, to name a few.

Decisions about social media are closely tied to professionalism, and the choices about what is posted, including written messages and photos, can affect employment. A good rule is, “If you wouldn’t want your mother or your kids to see it or read it, don’t post it!”

Additionally, politics and religion can be polarizing conversations that should be given careful thought before publicly posting views.

- Most employment is not solitary. Every business is a team, with pieces and parts working cooperatively toward a common goal: the bottom line. *Teamwork* is as essential in small businesses as in large corporations, although the makeup, size, and the number of teams vary from company to company and from industry to industry. Teamwork benefits both the employer and employee. Some of the advantages include fostering creativity and learning, blending strengths, enhancing communication, sharing the workload, improving efficiency, escalating experience, building trust, teaching problem-solving, promoting a sense of ownership, and encouraging risk-taking. In essence, teamwork strengthens soft skills for the employee and the bottom line for the employer. It should be noted that even in self-employment or a 'one-man' operation, there is a certain amount of teamwork involved. Collaboration with clients and suppliers creates a team-like working arrangement.
- *Networking* does not have to induce panic. It is merely relationship building. Like communication, networking is a continuum of interacting with other people to

exchange information and develop contacts, most often relating to job and career purposes. A network can range from exclusively the job seeker and job developer to a LinkedIn account with 500+ connections. Networking is not *networking*. Not everyone you meet or work with is right for your network, and a limited and resolute group will make networking activities more manageable, and not to mention more fruitful. Networking is not *betworking*. Collecting business cards or work-related friend requests on social media is a gamble with regard to securing a sustainable job or building a career. Know that networking is necessary, even if it is with a limited, targeted pool of compadres. To lessen the anxiety about networking, think of your network as your posse. Having a posse when trying to find a job can generate valuable leads and tender significant referrals or recommendations. Having a posse once you get to the workplace can help navigate the new environment and discreetly practice soft skills while on the job.

- *Empathy* might be considered sympathy on steroids. To synopsise the differences between the most common meanings of these two terms: sympathy is feeling compassion, sorrow, or pity for what another person encounters, while empathy is putting oneself in the shoes of another, having actually felt or experienced something similar for which you feel compassion or pity. In the workplace, it is the difference between offering an inconsequential pat on the back to the stressed, deadline-challenged colleague in passing and offering a genuine smile of encouragement that speaks from experience (or at least from your expectation of that potential experience). Employment-related empathy does not propose that you become close, personal friends with every coworker. Business-based empathy "... can show deep respect for coworkers and show that you care, as opposed to just going by rules and regulations. An empathic style can make everyone feel like a team and increase productivity, morale, and loyalty."²
- Success at work necessitates a balancing act with the rest of life's activities and managing to get it all done, and *time management* is a useful tool in the balancing toolbox. Time management is not simply clocking in and out at the scheduled times. Although punctuality is an employer's expectation, it should be a fundamental lifestyle. Adhering to time constraints reduces stress, increases productivity, indorses respect, facilitates goals, and improves focus. Time management includes knowing the routine and schedule of regular activities such as work, school, and church, combined with intermittent activities such as medical appointments, volunteer shifts, holiday and life celebrations such as birthdays and anniversaries,

² DeLores Pressley, "The Importance of Empathy in the Workplace" sbnonline.com, November 16, 2012

along with the awareness of the blocks of time each of these activities requires. Our parents or teachers would refer to this as planning ahead!

That ends our list!

Let's also quickly review that this book is about sustainable work and careers for people with disabilities. This book is not a job search reference manual. Too often, conversations about soft skills focus on the job search rather than the broader, more desirable topic of sustainable employment. The intended outcome is sustainable employment, so that the job search process doesn't repeat itself frequently. Soft skills are never merely filler for a resume or clever responses in an interview in the job search process. If listing soft skills is only padding or rhetoric, the role for which you are hired will not be sustainable. You have to practice what you preach, to use an adage. In this case, what is meant by "practice what you preach" is that if you reference (specific) soft skills in your resume or during an interview, or in any other work situation, for that matter, those skills need to be what you regularly do and do with ease. For example, if you are punctual and responsible with scheduling and break time, touting responsibility and timeliness are okay. If you are improving on timeliness (i.e., you are always late), do not state that as a strength. Identifying the soft skills you excel at is important when preparing for a career, and equally important is recognizing the ones that need a little attention. On the other hand, you already know what hard skills you have and want to utilize to earn income. You are confident in your interest and proficiency in the hard skill(s), or you wouldn't be pursuing a career sourcing that interest.

To use another adage, "Practice makes perfect," is perfect when emphasizing the importance of soft skills for sustainable employment. We understand that soft skills characterize your relationships with other people or are about how you approach life and work. They characterize the habits that you will exercise in the workplace. The greater awareness that you develop these relationships and approaches, the greater success you will experience in the workplace. Until each soft skill becomes a habit, and you no longer have to think about a particular response or reaction to a specific situation, practice is necessary. The perfection of soft skills is individual, as they are personally driven and subjective. It is important to accept that perfecting some soft skills requires more attention than others. For example, timeliness and routine may be easy for you, and yet talking with people in the break room or presenting in a meeting may seem like torture. If presenting or public speaking is a hard skill that your job demands, then practice, practice, practice. If a chat in the break room about weekend plans makes you want to eat lunch in your car, again, practice makes perfect, or at least will minimize the anxiety about that looming conversation.

Even though soft skills are intangible, it does not mean that they are invisible. While practice makes perfect in transforming the soft skill traits into habits, practice also makes perfect in job performance. It is intrinsic. Using soft skills to hone the hard skills is intrinsic. We typically perform hard skills without much forethought. Job tasks (i.e., hard skills) become routine. Folding towels for the hotel laundry the same way every time, putting documents in the proper sequence, and conducting a monthly meeting with the same agenda items every time are all instances of rote hard skills that become intrinsic with time and experience on the job. Soft skills require the same routine or conditioning. Although you cannot wrap your hands around time management or empathy and touch them, you can wrap your mind around soft skills and use your other senses to perceive them.

Being able to articulate how the two sets of skills—hard skills and soft skills—are related will help land the job. Demonstrating how the two sets of skills work together will help you keep the job and grow with the organization. When the day comes when the workplace only requires hard skills, we will have all been replaced by robots! Statistics prove that since 1980, jobs with high social skill requirements have experienced more significant relative growth throughout wage distribution in the workplace. Furthermore, employment and wage growth have been most robust in jobs that require high levels of both cognitive skill and social skill.³

On the business side of the conversation, soft skills inventories should be in every company's strategic plan, a practical consideration in the health of a business organization. In business performance, the absence of soft skills in the organization can be more obvious than their presence, and do more harm in the workplace. Soft skills in the company culture are conspicuous. "In fact, soft skills tend to be more conspicuous by their absence than by their presence! This is somewhat like the view of a cynic who knows that 'something is wrong' in a thing without being able to tell what to do to make it right or what constitutes the right thing."⁴ ©

³ David J. Deming, "The Growing Importance of Social Skills in the Labor Market" August 2015
https://scholar.harvard.edu/files/ddeming/files/deming_socialskills_august2015.pdf

⁴ Unknown