

Community Living Mississauga

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VOCATIONAL SERVICES

March 17, 1994

David Guthro
The Cadence Group Inc.
517 Wellington Street West Suite 304
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Hello David!

In case you don't remember who I am. My name is Stephen Westfall I took on Diane Leakers position when she moved on. I am writing to update you on our vocational progress since our November 1993, encounter with Margo and yourself. I hope this letter finds you and those close to you in good health and spirits.

Since that day we have been continuing with our struggles to move forward and work more as team and proved our customers with a higher quality of service. Your day with us left me with some clear direction and strategies for supporting the team to keep moving forward even though I was a new director.

The co-ordinators are starting to share some of their resources with each other and are looking at the bigger picture of interdependence versus independence. My struggle is providing the encouragement to move forward when the struggle for other departments is gaining and maintaining their independence. However, Diane and myself are working together to address interdependence with the other departments.

On the front line some are trying hard to grasp the concepts you have shared with us and some are actually are putting their necks out and seeing the differences. The nice thing about the experimenting is that, the more people who see others making a difference encourages and challenges those sitting on the fence to move forward. The down side is that a number of people are looking for security and they see this in not taking responsibility for their position. So we have a bit of confusion among those who like to be told what to do by a co-ordinator yet the co-ordinator is working towards drawing the direction from the team. The nice thing is that the complaining is starting to withdraw away from, "some one should" or "management should" to, "I would like to try this."

As you see we are still working on all that you have shared with us and keep coming back to different aspects as different situations arise. I am looking forward to future encounters and if you have any questions please feel free to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Stephen Westfall". The signature is written in dark ink and is positioned above the typed name.

Stephen Westfall
Director of Vocational Services