

# PROVEN RESULTS FAST

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# **Michael Bohinc**

Michael Bohinc is a highly experienced accountant and the owner of Keeping Score, Inc., a financial management and accounting service catering to contractors in Cleveland, Ohio. Beyond his own business, Michael also serves as the Chief Financial Officer of Norhio Plumbing, Inc., a family owned

plumbing company located in Aurora, Ohio, a position he has held since 1988. With a remarkable tenure of over 35 years, he has developed expertise in financial and business management within the plumbing heating-cooling industry.

A notable aspect of Michael's career is his dedication to knowledge sharing. He has presented financial management and business seminars to numerous trade industry groups across North America. His commitment to education extends to his role as a Service Nation Premier Coach, where he imparts wisdom on financial management and various other aspects of business management.

Moreover, Michael plays a pivotal role as an advisor and mentor within the Service Nation Alliance, having been involved since its inception. His contributions have led to significant success, with at least four Alliance members on his Advisory Boards selling their companies for in excess of \$4 million each. He has also provided valuable insights on accounting matters, including the development of an Alliance chart of accounts, and addressing the intricacies of running a business, including fraud prevention.

Michael's exceptional industry contributions have earned him well-deserved recognition and awards. Notably, he received the Contractor's Service Award from the Ohio Plumbing, Heating, and Cooling Contractors (PHCC) for his outstanding service to the PHCC, the industry, and the community. Additionally, he was honored with the Servant Leader Award by the Service Roundtable, an accolade that reflects his dedication to leadership through service.

In 2015, Michael Bohinc was acknowledged as an Industry Luminary by Contractor Magazine, solidifying his status as one of the most influential professionals in the plumbing and hydronic industry. He continues to share his expertise through his column, "Keeping Score," in the Ohio PHC Magazine, and has contributed to various publications, including Forbes.com, Plumbing & Mechanical Magazine, Contractor Magazine, and Contracting Business.

Michael's areas of expertise encompass accounting, financial statement analysis, KPI calculation, tax services, retirement and succession planning, and break-even analysis. His extensive experience

in family business dynamics, including succession planning and working with family members, makes him a sought-after expert in this domain. Furthermore, with a rich history in the industry and his advisory role within the Service Nation Alliance, he can provide valuable guidance on various aspects of business management, excluding marketing.



# **Roger Daviston**

Roger Daviston is a cognitive specialist who encourages and strengthens people to grow personally. Roger helps people with different ways of thinking to choose differently and get better results. Roger has a passion for helping leaders with boundaries to build more of what they want and less of what they don't want.

Roger has a corporate finance and investment management degree from The University of Alabama and was a bond trader in his early career. He later built and sold two businesses in the 80s and 90s, one of which was a residential service and replacement HVAC business. Roger has a solid understanding of the financial side of the business.

Roger has been a personal development coach and cognitive specialist since 2001 and has written two books, The Service Call Blueprint: Field-Tested Strategies That Lead To Higher Revenue, and Pass the Baton, How To Book and Dispatch Service Calls. Roger lives with his wife, Inna, in Denver, Colorado



#### Justin Deese

Justin Deese is a seasoned business strategist and self-made entrepreneur with over two decades of experience in the plumbing and HVAC industry. Throughout his career, he has spearheaded startups, managed acquisitions, and navigated sales intricacies, demonstrating his expertise in business development and operations.

Justin is passionate about the vibrant community within the industry and finds fulfillment in witnessing the remarkable growth of individuals he encounters, both personally and professionally. He is also the co-author of "When Your Business Partner is Your Spouse: How to Have a Successful

Business AND a Happy Marriage," sharing insights from his journey of building successful businesses alongside his wife.



#### John Eanes

John Eanes is a seasoned professional with a rich background in the HVAC industry. He initially worked in his family's HVAC business but later pursued a degree in Business Management and Marketing at NC State. After graduating, he briefly returned to the family business before transitioning to a career

in education, becoming a math teacher and earning a Masters in School Administration. Fate eventually led him back to the family business, where he leveraged his teaching skills to transform Eanes Heating and Air, significantly increasing its annual revenue from 3 million to nearly 15 million.

John's accomplishments extend beyond business growth, as evidenced by his numerous awards, including the HVACR NEWS Best Places to Work award, Service Nation Alliance Preeminent Performer award, and many more. He is passionate about coaching trade business owners and offers expertise in various areas, from team building to marketing and strategic planning. John Eanes is dedicated to helping others succeed in the trades industry.



# **Tracie Harper**

**Coaching expertise:** Outside sales, Sales Management , Selling techs, Tech lead setting.

Tracie Harper is the Sales Manager at Daffan Cooling and Heating. She is a

Certified John Maxwell coach, trainer and speaker. With over 25 years in the sales profession, she has experienced first- hand the ups and downs of the commissioned salesperson and the challenges and triumphs of developing a winning team. Throughout her career, she has committed herself to breaking stereotypes and traditions in the field.

As a one-on-one sales coach, team trainer or keynote speaker, she combines years of real life lessons, practical applications, direct honest communication and a sense of humor to inspire others to find their path and grow to their potential. She is intentional about living a life of purpose, loving people and leaving a legacy of influence.



# Corey Hickmann

Corey Hickmann is the driving force behind Comfort Matters Heating, Cooling, & Plumbing, a company that has been dedicated to delivering topnotch comfort solutions to homes and businesses across the Minneapolis-St. Paul metro area since its inception in 2005.

Despite humble beginnings with a single used city truck, Corey's unwavering commitment to customer satisfaction propelled the company's rapid growth and reputation as a preferred choice for both residential and commercial clients.

Corey's accomplishments are a testament to his pursuit of excellence:

- 10-time Readers' Choice Award-Winner in multiple areas, including Maple Grove, Osseo, Champlin, and the NW Metro region.
- Four-time recipient of the Contracting Business Quality Home Comfort Award, a recognition of superior service and quality.
- A two-time honoree on the Inc. 5000 list of Fastest-Growing Private Companies in America, most recently in 2021.

At Comfort Matters, Corey and his team stand firmly behind their work, offering a 100% satisfaction guarantee to their clients. Their commitment to transparency is evident in their upfront pricing policy, ensuring that clients receive exceptional service without hidden costs.

Corey Hickmann's philosophy is simple but profound: "We do things the right way, not the easy way." This ethos underlines the company's dedication to delivering results that truly matter to their customers, making Comfort Matters a trusted name in the industry.



# Jim Hinshaw

Jim Hinshaw has been in the HVAC industry for over five decades. He started his career with Trane, ran the Arizona sales district for years, where he enjoyed over 50% market penetration. Joined a mechanical contractor, moved up to President, the company was purchased by a utility. He then bought a

small contractor in Phoenix, grew it and sold it. Joined Donley Service as VP of sales and installations, a residential service and replacement company, stayed for nine years. Jim started his own consulting business in 1999, developed training programs for manufacturers, distributors, and dealers all across north America. In 2011 he joined a consulting business that worked exclusively with Goodman-Amana dealers, ran the western US territory for eight years. He retired in 2019.

Jim's wife encouraged him to go back to work. He called David Heimer, and is now the VP of Sales for Service Nation. Moved to Dallas, enjoys what he does. He works with contractors of all sizes, from three employees to companies with over 1000. Helping improve sales and profits and helping prepare the company for a successful transition on the owner's timeline.

Jim is also a published author, he writes for several industry publications, had three books now in print (lessons Learned- how one employee can make a difference-plus or minus, The Good Stuff-stories of faith, family and focus, and Amazing Stories-stories that end up much different than you would expect!).



# Andy Hobaica

**Expertise:** Leadership Team Development, Sales Department, Service Department, Work-life Balance.

With a family legacy spanning 71 years, Andy's dedication to the business

is deeply rooted. The company Hobaica Services is poised to reach a remarkable milestone with projected revenues of approximately 20 million this year. Their service portfolio is extensive, encompassing residential HVAC, plumbing, electrical solutions, and even wine cellars. In addition, they cater to the commercial sector, offering exceptional HVAC and refrigeration services.

Notably, in 2011, Andy made history within the company as the first technician to surpass a million dollars in revenue, a testament to his exceptional skills and commitment. His list of accomplishments includes being the first Comfort Specialist to achieve a remarkable 3 million dollars in sales. Last year, in 2022, Andy achieved an outstanding record by selling over 5.2 million dollars in equipment and services. This year, he is confidently on track to exceed this achievement, with an ambitious goal of reaching 6 million dollars in sales.

Beyond his accomplishments in revenue generation, Andy takes immense pride in the positive changes he has implemented within the company's culture and training programs.

He has fostered an environment that encourages growth, collaboration, and excellence, contributing significantly to the success and reputation of the business.

Andy's business philosophy reflects his commitment to integrity and ethics. He firmly believes in "always doing the right thing, even when no one is watching." This ethical compass guides his actions, both in business and in life, and it has been a driving force behind his remarkable journey in the industry.



#### Lou Hobaica

Lou Hobaica is the President of Hobaica Services, a 71-year family-owned and operated multi-service company offering a wide range of services, including cooling, heating, plumbing, sewer/drain, electric, and wine cellar services. He has a deep connection to the family business, having grown up working in

various roles within the company from a young age. Lou's journey is marked by a strong work ethic and a diverse range of experiences, from a paper route and mowing lawns to building and selling bikes, cooking pizza, and even car repairs. His education includes attending Catholic grade school and high school, and he earned a bachelor's degree in Business Management from ASU in 1983.

Family holds a special place in Lou's heart, as he has been married to his high school sweetheart, Jane, for 40 years and is the proud father of three grown sons, with five grandchildren. Outside of work, Lou enjoys spending quality time with his family, helping others, engaging in creative projects, and traveling.

Notable among his hobbies is his passion for collecting and restoring classic muscle cars from the 1960s and early 1970s. Additionally, Lou finds joy in gardening, making jam, and taking on various restoration projects. Known for his friendly and approachable nature, Lou Hobaica is undoubtedly one of the most likable individuals you'll ever meet.



# Scott Krahling

**Coaching Expertise:** Sales, Customer Service, Personal/Professional Growth, Leadership, Recruiting and Retention.

Scott Krahling is a current Master Plumber in the State of Maryland. He has worked for Saffer Plumbing and Electric in Baltimore since 2007 and has over 20 years in the plumbing trade. He is fortunate to be married to his supportive and brilliant wife Danielle since 2001. She runs a sales office and lends tips and advice that Scott is happy to steal for his own use. They share a 20-year old daughter, Reagan, who will soon be heading into her senior year at Mc-Daniel College where she is majoring in Business with a minor in Food Studies.

In late 2019, he helped develop a coaching role at Saffer Plumbing. After moving into this leadership position, he began directly mentoring a group of 5 t7 technicians in the field with sales and technical support. Scott creates and conducts bi-weekly trainings and monthly company meetings at Saffer. Since moving into this role, the company has experienced continued growth of around 15-20% monthly and is projected to increase their yearly revenue from \$3.9 million to \$10 million by 2024.

After attending Service Nation's Boot Camp in early 2023, Scott began his journey as a Premier Coach with Service Nation. He is excited and incredibly passionate about customer service, sales and helping the growth and success of others in the trades. Scott looks forward to continuing to pursue his personal Mission Statement: *Helping others. Improving lives. Achieving dreams.* 



#### **Rory Krueger**

Rory Krueger, a stalwart in the Mechanical Trades industry, boasts an impressive career spanning three decades, defined by unwavering dedication and unmatched expertise. Together with his partner, Mindy Krueger, he co-owns and operates Krueger Heating Air Conditioning Geothermal, setting a high standard for excellence in the field.

As a Service Nation Premier Coach, Rory is at the forefront of industry leadership, shaping the future of the Mechanical Trades. His commitment to innovation and sustainability is exemplified through his 20-year accreditation as an IGSHPA Installer and his remarkable achievement in engineering and installing a Geothermal System in one of the world's largest homes.Rory's accolades include being honored as a Boundless Benefactor by the Service Nation Alliance, recognition as a mentor in the Service Nation Alliance Retail Sales Mastermind Group, and the receipt of the National Sales award for his excellence in Geothermal Sales.

Rory Krueger's remarkable journey and unrelenting pursuit of excellence continue to inspire and elevate the Mechanical Trades industry.



#### **Carol Longacre**

Carol Longacre is a seasoned business owner and leadership coach with over three decades of experience in entrepreneurship and professional development. As the co-founder of a successful family-owned remodeling company established in 1990, Carol understands the challenges and rewards of running a small business.

With more than five years at Service Nation, Carol has dedicated her career to helping business owners and leaders enhance their company culture, leadership development, and professional growth. She is John Maxwell and DISC certified, equipping her with the tools to guide individuals and teams in understanding personality dynamics, improving communication, and fostering stronger workplace relationships.

Carol specializes in community involvement, leadership team development, and work-life balance, ensuring that business leaders not only grow their companies but also thrive personally and professionally. With a passion for empowering others, she helps entrepreneurs build strong, values-driven businesses that make a lasting impact.



#### **Travis and Renee Lucas**

Travis and Renee Lucas founded LCS Heating and Cooling in 2005, but it wasn't until 2016 that they decided to make a fresh start after years of hard work with little to show for it. With determination and a well thoughtout plan, they successfully transformed their business. Today, they enjoy operating a thriving \$5M+ company that aligns with their core values and follows efficient processes, allowing them to maintain a healthy work-life balance. Based in Indianapolis, IN, LCS Heating and Cooling specializes in providing HVAC services to residential and light commercial clients. Notably, their newfound success has afforded them the luxury of taking vacations for an impressive six months out of the year. This inspiring journey reflects their commitment to not only building a prosperous business but also crafting a fulfilling and balanced life. Buford Martin graduated from Arkansas Valley Vo-Tech in 1989 with an HVAC Certificate that sprang him into his career. Buford worked for a York distributor/contractor



#### **Buford Martin**

Buford Martin graduated from Arkansas Valley Vo-Tech in 1989 with an HVAC Certificate that sprang him into his career. Buford worked for a York distributor/contractor where he worked on everything from a window unit to a 250-ton chiller. While employed by the distributor, he passed the OK

Journeyman test at the age of 21. The following year he obtained his AR HVACR contractor license. By the age of 23, he earned Service Manager and responsible for five technicians.

After five years with that company, he went to work for a test and balance and digital controls. He worked on setting up controls for multi-story office buildings and hospitals. Buford spent the next 10 years in the wholesale distribution business as HVAC manager for multiple locations. His duties included quoting jobs, sales, ordering materials and equipment, implementing show rooms and technical support.

In 2005, Buford and his wife started an HVAC contracting company with zero customers and the commitment that they could serve the community better and provide an out of this world customer experience. They made small profits until joining a best practices group, where they learned processes and procedures. After implementing the use of KPI's into their business, profitability increased to double digit percentages. They grew the company revenues to \$3.5 Million with a budget of \$4.5 million the following year before selling to a PE group in 2021.

There were many ups and downs over the years in their business that could have been avoided if they had educated themselves earlier in their career. This has given Buford a passion for helping others not to make the same mistakes and struggles he went through with his company.



# Kim Martin

Kim Martin has worked in the HVACR and Plumbing industry for over 35 years. After achieving her accounting degree from the University of the Ozarks in Arkansas, she accepted a job as a bookkeeper for a HVACR supply house. She was involved in all day-to-day operations and earned title of

Controller, Officer of the company as Sec/Treasury and a Board of Director. She was an integral part of successfully selling the third-generation company to Ferguson.

She was also Co-Owner and integrator of a heating and air contracting business with her husband, Buford Martin. Her duties included setting up and maintaining accurate and timely financial books, human resources, and creating processes and procedures. Her expertise is analyzing data to make managerial decisions to reach the company's KPIs. She created a written vivid vision for their company that let everyone see the future of the company which also enriched the culture and improved employee's lives.

After 15 years of running a growing business, they were fortunate to sell their business. Kim is passionate about the trades and has served as President of the local HVACR Association and her HVAC company was the first "trades" company to be present at the local Chamber of Commerce Career signing day. With years of knowledge in the industry, she is excited to help other HVACR companies achieve their goals. Her favorite part of coaching is participating in on-site visits where she can embrace her personal mantra: Inspire and Be Inspired.



#### **Chris Michel**

As a Sales and Business Consultant for the trades, Chris gets to help heal the self-inflicted sales harm that keeps you from being effective and profitable. He has been around sales and management for over 30 years and has seen people struggle with having a solid sales process.

Some are born with the ability to sell and need to be fine-tuned in their processes, while others need help finding a sales process that will help them get on track and become a solid salesperson. He is inspired to help people do what inspires them so that they may be fulfilled.

Specializing in consultative sales, Chris has years of sales, training, and management experience that has award-winning results. He has been the winner of numerous local and regional awards.

He has mentored and coached some of the top salespeople and sales teams. He has also worked with all types of companies (small, medium, and large), helping decision-makers at all levels make the appropriate choices for their companies and their people to succeed in their business goals. Chris has managed P&Ls and budgets for multi-million-dollar organizations and successfully helped organizations in the following ways: Developing sales processes, developing leadership, reducing inventory levels, improving customer service representatives, service technicians, and installation personnel, improving A/R balances, and evolving cultures to achieve company goals.



#### Leo Morales

Leo Morales brings a wealth of expertise to the coaching team, with a background that bridges advertising, community involvement, company culture, and leadership team development. Since entering the industry in 2016 from the vendor side, Leo has trained hundreds of technicians across

North America, gaining hands-on experience through ride-alongs in HVAC, plumbing, and electrical service calls.

Currently overseeing multiple divisions at BCI–including Service, Warehouse/Logistics, Marketing, and Community Relations–Leo has played a pivotal role in the company's evolution. Under his leadership, BCI achieved 100% revenue growth while maintaining a strong, cohesive team. Notable achievements include spearheading a brand refresh in 2021 and fostering a company culture centered on collaboration, training, and community engagement.

Leo's business philosophy, "If you want to go fast, go alone. If you want to go far, go together," reflects his commitment to empowering teams and driving sustainable growth. A recipient of the 2024 Hometown Hero Award for Community Support and Involvement, Leo also serves as a Chamber Board Member in Denton, TX, and a Mastermind Facilitator for Global Marketplace Leaders.

For those seeking guidance in advertising strategies, enhancing company culture, or building effective leadership teams, Leo offers a unique blend of practical experience, strategic insights, and a passion for helping businesses thrive.



# **Tracy Paul**

Tracy Paul is a marketing specialist who delivers training and support services tailored to residential HVAC, plumbing, and electrical contractors. Drawing from over thirty years of marketing expertise in the trades, Tracy focuses on developing comprehensive budgeting, marketing strategies, and

community/digital/traditional advertising plans. His mission is to collaboratively build contractor success by providing proven direction, execution, and lead flow strategies.



# **Aaron Ruddick**

**Coaching Expertise:** Financials (P&L and Balance sheet), Process development, Budgeting, Efficiency, Cash Flow, EOS implementation, Annual planning, Budgeting, Leadership, Problem solving, Culture.

After wandering into the HVAC industry right out of high school Aaron found an industry he loved. Having spent over 30 years in the industry and over 20 years owning a company that was acquired by Heartland Home Services successfully in 2021, there is not any one position in a company that he has not spent time learning, understanding and improving. His passion is Financial Management, Process and Business development. Having received countless manufacturer and business awards Including Inc 5000 fastest growing (three times), Carrier Presidents Award (3 times) and Daikin Fit top 20 dealer. Aaron strives to build success within any organization he's involved in. He loves to solve big complex problems and help implement massive change in an organization that provides the opportunity to gain freedom of time or exit successfully and profitably.



# Jenn Shue

Jenn is a seasoned professional with over 20 years of experience in the HVAC industry and five years in the Plumbing sector. Currently serving as the General Manager for Barbosa Plumbing & Air Conditioning in Dallas, Texas, she brings a wealth of expertise in Leadership, Management, FieldEdge, and

QuickBooks Enterprise. Her prior military background in the Army has further enriched her leadership skills, making her a pivotal asset in every organization she's been a part of. Beyond her professional endeavors, Jenn is passionate about spending quality time with her family. She is an avid baker, known for her culinary creativity, and enjoys taking her dog on long outdoor excursions. Additionally, she has a knack for refinishing old furniture, breathing new life into timeworn pieces.

Jenn's varied skillset and interests not only make her an exceptional leader in her field but also a well-rounded individual dedicated to both her career and personal growth. This year, she aims to further expand her leadership impact by becoming a John Maxwell Certified Leadership Coach.



#### Lori Tschohl

Lori Tschohl, the owner of Eagle Pipe Heating & Air and Managing Member of Eagle Pipe & Mechanical, boasts a remarkable journey from a humble start as a McDonald's crew member to achieving significant success in the HVAC and franchise industries. With over 35 years of experience, she has a proven track record of climbing the ladder to success.

Lori's extensive involvement in various professional organizations, such as AB80, WHVACR, and the Builder's Association of Jefferson County, highlights her dedication to her industry. Her achievements include receiving the Woman of Influence Award from the New York Business Journal and being recognized as the 2022 Service Woman of the Year and the 2022 Boundless Benefactor.

Lori's leadership extends to her role as a founding advisor of Women in Plumbing and Piping. In recent years, she has focused her full-time efforts on the growth and development of Eagle Pipe and Mechanical, specializing in commercial gas pipe and heating and cooling services in Washington State.

Through her diverse experiences and commitment to professional development, Lori Tschohl stands as an influential figure in her industry and a dedicated advocate for women in traditionally male-dominated fields.



# **Roy White**

Roy's career commenced in 1990 when he stepped into the world of HVAC as a dedicated service technician. Over the years, he honed his skills and expertise, laying the foundation for remarkable growth and transformation within the industry.

In 2018, under Roy's leadership, his enterprise achieved remarkable milestones. They closed the year with an impressive \$632,000 in revenue, accompanied by a notable 1.5% net profit margin. This achievement laid the groundwork for what would become a remarkable trajectory of success.

Fast forward to 2021, just three and a half years later, Roy's commitment to excellence, combined with exceptional mentoring and a dedicated team, catapulted the company's performance to new heights. With an ever-growing base of delighted clients, the business soared, culminating in an outstanding year-end result of nearly \$2.8 million in revenue and a remarkable 16% net profit margin.

As of the second quarter of 2022, Roy's leadership has been instrumental in expanding the team from 12 to 16 members in just 60 days. The company's projections for 2022 are nothing short of impressive, aiming for a revenue of \$3.4 million and a 17% net profit margin.

Remarkably, the organization is on a trajectory for even greater success, poised to achieve a remarkable \$4 million in revenue with a 20% net profit margin for the current year. This consistent growth is a testament to Roy's unwavering dedication and strategic leadership.

Roy's professional focus lies primarily in residential service, replacement, and indoor air quality. His commitment to excellence has not gone unnoticed, as his company has been honored with the titles of "Best HVAC Company" and "Best Place To Work in Southern Maryland" for the past two consecutive years. In 2020, Roy's enterprise received the prestigious Service Nation Alliance Expeditious Advancement Award, a recognition of their exceptional contributions to the industry. Furthermore, in 2021, they were esteemed finalists for the coveted Service Nation Alliance Preeminent Performer Award.

Roy White's journey is an inspiring testament to the power of dedication, mentorship, and a relentless commitment to excellence in the HVAC industry. Under his visionary leadership, his company continues to set new standards for success, providing an exemplary model for others in the field.



# **Tucker Yarbrough**

**Coaching Expertise:** Advertising, Company Culture, Leadership Team Development, Recruiting, Retention, Social Media.

Tucker Yarbrough, a trailblazer in the world of residential and commercial HVAC services, has a remarkable journey deeply rooted in the trades. Born

and raised in a family with a strong legacy in the industry, Tucker's work ethic and passion for excellence have been his guiding forces.

Tucker's professional journey began at the young age of 13 when he took his first steps into the world of trades by working in a scrap yard. As he pursued higher education at Oklahoma Baptist University, he continued to immerse himself in the HVAC industry, working as a Residential and Commercial Service Technician. Tucker's academic pursuits led him to study Management and Finance, providing him with a strong foundation in business acumen. After completing his education, he returned to his family's company in 2017, assuming the role of Chief Financial Officer. This transition marked a pivotal moment in the company's history.

Founded by his father in 1988, the company had grown steadily over the years, reaching \$4.5 million in revenue by 2016. In December of 2017, Tucker, along with his two older brothers, joined the company full-time, under their father's leadership. Together, they embarked on a journey to expand and enhance the company's operations, with a strong emphasis on creating a thriving workplace culture.

Under their collective vision, the company witnessed phenomenal growth, closing 2021 with a remarkable \$9 million in revenue, effectively doubling its size in just four years. The team expanded from 25 members to 48 during this time, reflecting their commitment to providing top-notch residential and commercial HVAC service, maintenance, and installations.

Tucker's business philosophy is rooted in leading by example and always prioritizing the customer's satisfaction. He and his team take pride in supporting their employees, fostering a culture of empowerment and accountability. They trust their team members to operate with a high degree of freedom and delegate decision-making authority to those directly impacting the situations.



