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## Navigating Uncertainty

As CEOs, we lead through uncertainty—it's part of our job description. But for many of us, the current environment is one of the most uncertain we've faced in our careers.

Trends that were emerging before the pandemic have been accelerated by the pandemic, challenging our organizations, our workforce, our business models, and our mission.

We're grappling with issues such as how to be competitive in a market with acute workforce shortages. I am hearing more often that organizations are either reducing services and occupancy because of workforce shortages or unable to expand services despite strong and increased demand. Member CEOs also share with me their challenges in creating high-performing boards of directors that have the expertise and diversity required to enable their organizations to thrive in times of uncertainty. And CEOs are tackling a myriad of challenges from significant disruption in technology, consumer preferences, funding models and more.

While we face these challenges individually, we also face them collectively across the Lutheran Services in America network. That's why when we come together as a trusted community, we have the unique opportunity to be both inspired by outside thought leaders and supported by colleagues who get what you do and why and who don't compete with you. Colleagues who bring innovative ideas and practices to the table and openly share what worked—and what didn't. Outside thought leaders who bring new perspectives and innovative examples from our sector and others, and who lead highly interactive sessions.

Join us at CEO Summit 2022 January 23-26, 2022 in Tampa, Florida. Hear firsthand [from your colleagues](#) what they're looking forward to when we come together at CEO Summit and why they wouldn't miss it.

In gratitude for all that you do,

*Charlotte Halverson*



**Charlotte Haberaecker**  
President and CEO