

Spring 2007
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Join us for a cup and conversation



Coffee with a Leader

FRED UPTON, U. S. Congressman, Michigan's 6th District. Meet our representative and discuss issues at the Chamber, **Friday, April 27, 7:30 AM.** Contact Judy Moore for reservations.

Proactive Leadership for Shaping the Future/June 6

Leadership Summit: Ed Barlow on LK's 20th

In October 1996 on the 10th anniversary of Leadership Kalamazoo, Ed Barlow, futurist and CEO of Creating The Future, led about 60 Leadership members in a half-day planning session. He first gave them a look at "technological and demographic changes that we will see by the year 2000."

He quoted Tom Peters stating, "only flexible organizations that learn to live with chaos will survive." The main issues identified by the group that day were: Regional Cooperation, Shrinking Tax base/Changing Funding Sources, Multiculturalism/Unacknowledged Racial Tension, Globalization of Employers and Shifting Economic Base, and Antiquated Skills and School System Focus. Sound familiar?? Well, here we are 10 years later, and Leadership Kalamazoo has survived!

Now we have invited Ed to return 10 years later to help us celebrate our 20th, and to give us some insight into the issues

of leadership in the future. The event will be our June 6 *Leadership Summit*.

4 Breakout Sessions

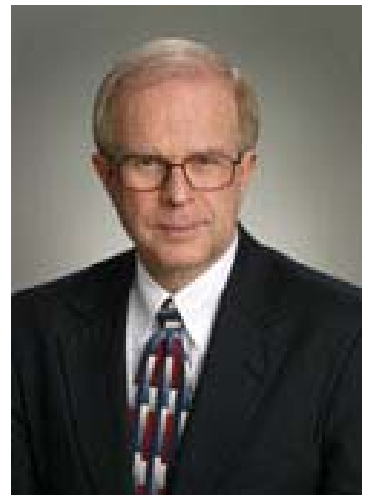
In addition to Ed's keynote, there will be four breakout sessions, addressing topics that are relevant to leadership in the workforce, as well as in the community:

- **Opportunities for Retiring Boomers:** How Do We Keep Them Engaged?
- **Recruiting and Retaining the Young Professionals for Employment and Community Engagement**
- **Talent Management and Leadership Succession:** Preparing Leaders for the Future
- **The Effects of Globalization On Our Community:** How Do We Prepare Leaders for Diversity, Technology, Education and Cultural Changes?

The event will be open to the

community, as well as Leadership members, and will be held at the Fetzer Center on Western Michigan University's Campus. Details and registration information will be available soon on the Chamber's website as well as e-mailed to all LK members.

— Judy Moore



Futurist Ed Barlow will lead LK's Leadership Summit marking its 20th year.

Dan Mulhern for Graduation

Keynote for Class of '07 at June 6 Lunch

To continue our focus on Leadership for the Future, we have invited Mr. Dan Mulhern, Michigan's First Gentleman, to deliver the keynote at our graduation luncheon for the Class of 2007, also on June 6. Mulhern is a leadership consultant, and author of a new book: *Everyday Leadership: Getting Results in Business, Politics and Life*. He also recently started a daily

radio program.

The Graduation Lunch will follow after the Leadership Summit, and those who attend the Summit will be given a discount if they choose to attend the luncheon event as well. It will also be held at the Fetzer Center, and registration information will be available soon.

— Judy Moore

LK Calendar

Get in Synch

With all of the great events planned for the close of this 20th Anniversary year, use the **Synch Checklist** on the back page to be sure you don't miss anything.

One Leader's View

Dan G. Mulhern *First Gentleman of Michigan*

An Introductory Look at The Leadership Challenge

*Leadership Kalamazoo has adopted **The Leadership Challenge** by Kouzes and Posner as the Leadership model for the program. The following weekly articles by Dan Mulhern look at two of the five key practices. Outlined in the book..*

Enabling Others to Act I: Collaboration, Collaboration and Trust

In the next two weeks we take up the leadership practice of **Enabling Others to Act**.

So, are your people out kicking you know what and taking names? Arguably more than any of the other four practices, this practice focuses not upon the leader, but upon the led.

Indeed, in many respects the metaphor of "leading," is in fact here mis-leading. Here, the center of energy is not the leader but the individuals in the organization. They are the ones who act, and the "leader's" job (in this practice) is not to push, inspire, challenge, manage, compel, celebrate, etc., but is, in the end, to get out of the way. Let people act.

On the other hand, it's not quite so simple. The leader's job is to let people do what they inherently want to do: make a contribution. But to do so, leaders fight two contrary forces in the human psyche.

First, every adult was a child, and every child learned, "no," and "why did you do that?" At home and at school, obedience and order tended to be exalted over initiative and action. Natural confidence took a back seat to the fear of doing wrong, wariness towards authority, and hesitance about taking action.

Likewise a natural tendency to

work cooperatively with others was largely overwhelmed by our tendency to compete for affection, attention and advancement from parents, teachers, and bosses, respectively. It is a rare family, classroom, or even team or business in which teamwork and collaboration routinely win out over sibling rivalry and self interest. The leader's job is to build such a culture in spite of the challenge.

So, Kouzes and Posner clearly set forth the necessary commitment-antidote: Foster Collaboration by Promoting Cooperative Goals and Building Trust.

"It is a rare family, classroom, or even team or business in which teamwork and collaboration routinely win out over sibling rivalry and self interest. The leader's job is to build such a culture in spite of the challenge."

You might ask: Do people in my shop worry about making mistakes? Would they say I assume competence and trust them, or, more likely, substitute my judgment for theirs? Am I the "father (or mother) knows best" in my shop, or is there a wide recognition that different people have authority where they have expertise? (As one of our clients put it so well, "on great teams, authority is competency-based.") Is there genuinely a "we" in my shop? Is it "my" shop?

HINT: If you're not sure about the answers to these questions, it would be great to ask your

team what they think -- giving them enough space to talk about it among themselves and answer candidly.

Enabling Others to Act II: Inspiring a Shared Vision

I return to the introductory-refresher look at Kouzes and Posner's *The Leadership Challenge*, to introduce a second practice, **Inspiring A Shared Vision**.

Their first of two commitments to inspire shared vision involves a personal quality or way; as they put it, you "envision the future by imagining exciting and ennobling possibilities." How is that for a Monday morning challenge: are you "imagining exciting and ennobling possibilities?"

The root of "inspire" is found in the Latin, "spirare," meaning "to breathe." To be in-spired, is thus to have breath put into one, as, in many creation myths god breathed life into the first human. To in-spire others is thus to breathe life into them.

I have always been fascinated by a derivative of that root form of "spirit" or "breath" and that is to the word "spire." A spire points up, to something great, it attracts our attention, sends us skyward.

It offers a second perspective, if you will, on the same question for our leadership: **Are we sending people skyward, somehow thinking "wow, now that would be exciting, or ennobling or uplifting?"**

It is incumbent on those who lead to keep alive this "wow" in themselves, to continually imagine something worthwhile in the work. Perhaps it's the "wow" of seeing a high goal,

like a tower or mountain looming before a climber, that you envision and holds the key to your inspiring others. Do you have such heights in your imagination about your shop, team, company (or other domains of leadership)?

Visionary futures are more powerful yet when they are both "exciting **and** ennobling," that is they offer people a possibility that is not just big and daring but also lifts life and work and community a notch higher — to the noble.

Do you have in your own mind the possibility of "nobility" for your people? Do you (or even can you?) imagine their work and accomplishments as noble, individually and collectively?

Kennedy, Gandhi, and other greats shared this sense of the nobility of everyone's work. It is well worth imagining...especially on Monday morning.



Daniel Granholm Mulhern, a Harvard Law graduate, co-founded a leadership and organizational development firm in Detroit. His thoughts about leadership have developed emerging community leaders through Leadership Detroit and REAL Leadership, a program he helped create.

Leadership@Noon/April 12

Leaders Talk About Passion and Leadership

Leadership members and guests left the April 12 *Leadership at Noon* realizing there was a LOT of passion in the room for this community, for children and families, for those living in poverty, and those needing health care. Four panelists shared their passions and responded to questions.

Judge Carolyn Williams, having spent 18 years in the Family Court, said she always wondered what led children to be in her court. Over the years it became clear to her that people are not born knowing how to parent, and that what children need most is a safe, stable environment, with activities to nurture their development. Having retired from the court, she now is heavily involved in the *Great Start Collaborative*, and is a coach for *Girls on the Run*. What makes her hopeful is that “we’re a small enough community that

we know each other and can get together to solve some of these issues. We also have the power and resources if some can be persuaded to use them.”

Jane Zwiers, director of the First Presbyterian Health Clinic has a passion for “healthcare for all.” As a registered nurse for a number of years, she has watched the healthcare system get out of control during the 14 years at the clinic. The result is that people don’t go to a doctor until it is too late to control what would have been manageable diseases and conditions. Currently over half of the patients seen at the free clinic for the uninsured are working. She said “passion is great, but you also better get a pair of roller skates, as you’ll experience the highest possible mountain top experiences, and the lowest.”

Mattie Jordan Woods shared that her passion came from her Mom, who always told her *she*

was responsible for her destiny. Her passion is to make a difference, and to help someone else get where they want to be, because she had help from many others. In 1987 when she took the job at Northside Association for Community Development she said she was going the change the neighborhood. Twenty years later, she is still working on it! She said “I feel I have to be the voice for the Northside,” and described a leader as “someone who can get someone else to follow their thoughts.” She tells the young people in her neighborhood “do not let someone else define what you do and who you are, what you can or cannot do.”

Don Cooney, Kalamazoo City Commissioner and associate professor of Social Work at WMU, described his passion as “human rights”, citing the 25th article of the Declaration of Human Rights. His background

started in the 1960’s as Catholic priest. He later worked on civil rights with Caesar Chavez; 12 years with anti-Apartheid groups; and as a community organizer in Nicaragua. The same issues that he worked on internationally, he is now working on in the City. “I want to be the voice of the people on the Commission,” he stated. “I put social issues on the public agenda.” His greatest concerns currently are stemming violence among our youth, providing support for youth qualifying for the Promise, and the current issue with EPA and the PCB dumping plan.

Blaine Lam, who moderated the panel, suggested that individuals should discover their strengths and skills as they are identifying their passions. “If your strength is people, that’s great. But we also need people who are more comfortable with systems.” — *Judy Moore*

Coffee with...*Bob Ezelle — Passion for Kids*

LK members joined **Bob Ezelle** (Class of 1998) on March 9 to hear an update on the activities and facilities of The Boys and Girls Club. He shared that the goal for their staff is to have a positive impact on the children served, and to build meaningful adult relationships in their lives.

Their challenge is to keep their programs relevant to kids. Also, to keep their staff and programs updated and tailored to the interests of their members. Their array of programs range from technology and gender specific programs to tutoring and a Teen Center. They also operate a summer

camp in the area.

It was easy to hear the passion in Bob’s voice as he talked about “the kids,” and that’s obviously why he has been at the Boys and Girls Club well beyond 25 years!

— *Judy Moore*

**Get involved...***Poverty Simulation, April 18*

There is still room for more participants in the poverty simulation with the current class on **Wednesday, April 18, from 8:30 to 11:30, at the Douglass Community Association**. There is no charge for you to join the class, but the impact and information you will take away will be significant.

Next Regional Leadership Alliance Event/April 20

Reciprocity Rings: New Tool for Problem-Solving

Hands-on computer session with new Web-based tool

...And now for something completely different!

RLA introduces ***Reciprocity Rings: A New Collaborative Tool for Problem Solving***. This will be a **hands-on (at computers) learning experience** with a new virtual tool for communication, problem solving, and connectedness in the region. It is an exciting concept that General Motors, Merck, and other corporations are using to improve their problem solving ability and the bottom line.

The meeting will be held **Friday, April 20, at the Fetzer Center, Western Michigan University, in Kalamazoo: www.wmich.edu/fetzer/howto.html**. Our speaker will be **Toben King** of Humax Cor-

poration. & VRR Technologies. Humax Corporation is *the* pioneer in helping companies, groups, and individuals achieve measurable business results by improving their social capital. Humax was an Ann Arbor 2005 Entrepreneur Boot Camp company.

The cost to attend (\$69) includes a 6 month membership in a Reciprocity Ring that will be established that day. Space is limited to the number of computers. However, if you wish to bring a laptop, wireless access can be arranged for some for the day.

RLA intends to develop a geographically diverse ring, so if you haven't been to an RLA meeting for a while, join us for this one! If you have questions,

please contact Judy Moore at 381-2977, ext. 3205. This session will also acknowledge those "regional stewards" who have attended the majority of the RLA sessions the past 3 years.



Regional Leadership Alliance

A SOUTHWEST MICHIGAN PARTNERSHIP



2007 Community Trustee Award to LK Grads

Rosalie Novara and Nancy Owen honored at March 14 event

This year's Leadership Kalamazoo Community Trustee awards were presented to **Rosalie Novara** (Class of 2004) and **Nancy Owen** (Class of 1987, LK's first class) at the Chamber's March 14 Community Awards Event. The event, held at the Kalamazoo Institute of Arts, was the sixth year the award has been given—and the first time that two winners had been honored.

Nancy Owen was honored for her more than 20 years of contributions to many different nonprofit sectors in the community, including Southwest Michigan Land Conservancy, Save the Dunes, Gilmore Keyboard Festival and Fontana Chamber Arts.

She has also worked closely

with the local drug courts, organizations assisting the homeless, and was described by her nominator as a "collaborative visionary force in the broad range of successful projects in Kalamazoo that have changed the face of this community for the better." Nancy is president and CEO of The Owen Group, a company that works with nonprofits on management, planning and financial development.

Rosalie Novara was nominated by a group of her colleagues who work with her in advocating and serving those less able to advocate for themselves. Rosalie is currently president and CEO of MRC Industries, and her career has been dominated by serving adults with developmental dis-

abilities and mental illness. Her nominators credited her with vision, collaboration and empowerment which brought community organizations together to form alliances, and create three different programs to serve their mutual clients. In addition, they credited her with taking leadership roles in community issues, such as the passage of the recent Transit millage.

— Judy Moore

TOP Chamber President and CEO **Steward Sandstrom** presents the Community Trustee Award to **Nancy Owen (LK '87)**

RIGHT Trustee award co-winner **Rosalie Novara (LK '04)** addresses the attendees at the March 14 event at the KIA.



Regional Leadership Alliance Event/February 16

RLA Finds New Economic Development Tools in Arts & Culture

By Jesse Clements, Class of '05

The Keynoter for the RLA February 16 session, Robert McNulty, is President of *Partners for Livable Communities*, in Washington D.C. He was laid back and soft spoken until he grabbed us with a world wide flow of knowledge, relationships and experiences that we were leaning forward to hear better. I'm no tape recorder but, let me give you a few words and scenes from the day:

With globalization and outsourcing, the U.S. and certainly Michigan are shifting from a manufacturing economy to a service economy. How can we capture and hold creative people? (The "Young and Restless," he called them.) By investing in arts and culture that appeal to whole families.

"Cultural Planning," a new field, is now in 30+ universities at the graduate and post-graduate level. Advancing creativity and excellence

through arts and culture is so effective that some units of government are recommending it in every department.

McNulty plugged "Asset Based Community Development," an approach put forward by John Mc Knight, one of my guides to youth and community development in Indianapolis before I was drawn to the "Assets" of Michigan. His deal is to stop focusing on problems & disadvantages, like the decline of our auto industry. Instead, inventory the high quality skills of this labor force and focus on new, futuristic, employment opportunities. As Granholm says, "Reinvent the State's economy."

"We need to combine YoYo Ma with YaYa, a school in New Orleans." I think his analogy referred to linking the excellence of traditional training and discipline with the creativity of that school offering at-risk youth a three-year apprenticeship which results in completion of High

School or a GED, and also a marketable skill in arts and culture.

Now that health care is the largest industry in most U.S. cities, how can it be merged with cultural assets?

Public libraries are building affordable & senior housing on top of their buildings in order to accommodate shifting lifestyles of Boomers. It's cool for young professionals to offer seminars and courses to the residents 'upstairs' on health, economics, language and culture. We have to link changing community, cultural and economic needs to achieve the desired quality of life.

Jackson Hole, WY, where cattle rustlers used to hang out, is now the richest county in the U.S. It only takes 90 days to become a legal resident, if you are interested. The citizens depend on two nearby Mexicans for their labor force.

Now why do you suppose mammoth Bank of America changed its policy to allow illegal immigrants without social security numbers in Jackson Hole and elsewhere to open bank accounts? They wanted a piece of the \$4 billion a year flow of wages across our borders.

Kathy Eftekhart, Battle Creek Arts & Industry Council, told us "the value of art is the value of creativity. Any situation needing creativity needs art." She later led us on a tour through Greenstreet Arts, an incubator for artistic businesses from the area, where we saw a variety of artists and beautiful products.

Tony McGhee, from Cornerstone Alliance, introduced us to a concentrated group of entrepreneurs in Benton Harbor who were not only bringing in new dollars; they were also creating a sense of place that added value to the community. They scored on all three essentials of success: quality products, marketing skills and a sound financial base.

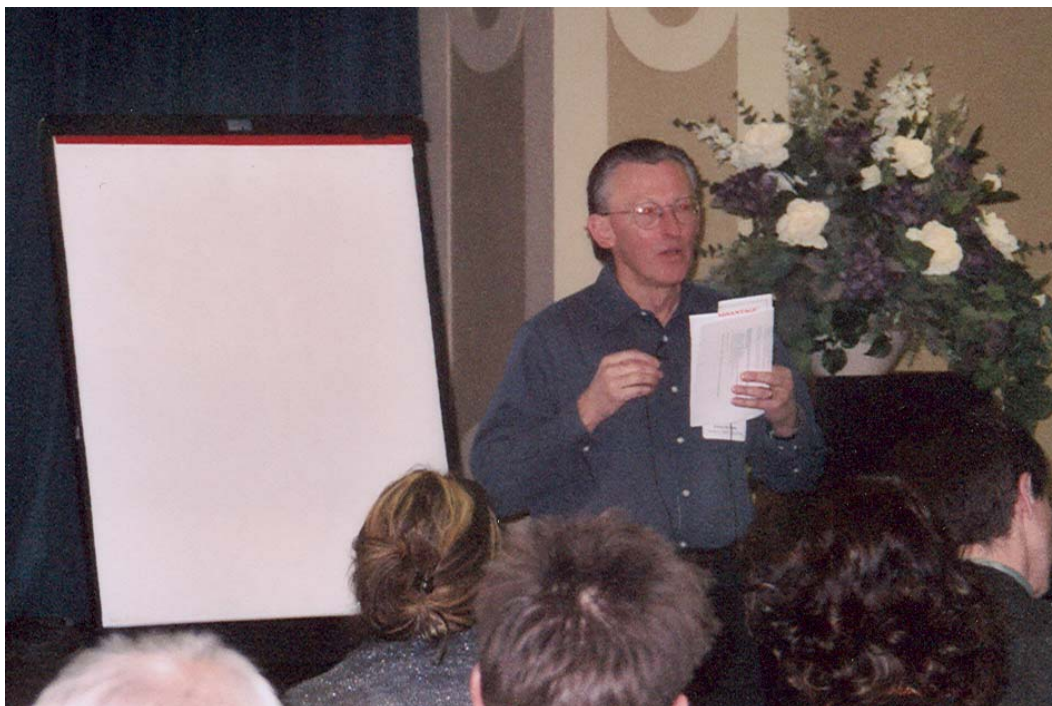
By the end of the day it was clear why we needed to understand and take action on Legislative Proposal for "Michigan Cultural Redevelopment Districts Using Arts and Culture in Economic Development."

Bob McNulty, *President of Partners for Livable Communities*, challenges the region to invest in culture at the February 16 RLA session.



Regional Leadership Alliance

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Leadership Kalamazoo
 346 West Michigan Avenue
 Kalamazoo, MI 49007-3737
 Judy Moore, Executive Director
 Tel 269-381-2977 ext. 3205
jmoore@kazoochamber.com

Leadership eNews
 Judith Fagin
 Tel 269-343-1244
judithfagin@aol.com

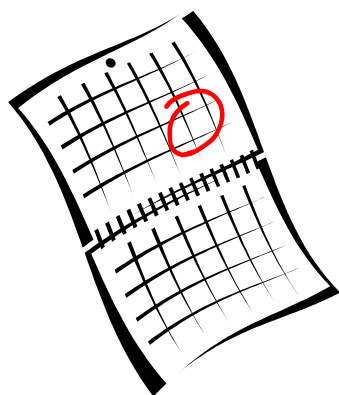
- Synch Your Calendars & PDAs**
- ☑ **4.20.07, Friday RLA Web-tool workshop**
 - ☑ **4.27.07, Friday Rep. Fred Upton**
 - ☑ **5.3.07-5.6.07, Thursday-Sunday National Community Leadership Conference, Grand Rapids**
 - ☑ **5.17.07, Thursday Get on Board! Expo and Board Development Workshop**
 - ☑ **6.6.07, Wednesday Leadership Summit and Graduation Luncheon**



We're on the Web!

Leadership eNews (.pdf) link is on the Chamber's LK page:
www.kazoochamber.com/about/leadershipkazoo.asp

LK Calendar



April 20, Friday, 10:00 AM to 3:00 PM **Regional Leadership Alliance, The Fetzer Center, WMU, Kalamazoo, MI.** Topic is "Reciprocity Rings: A New Collaborative Tool for Problem Solving." Keynote speaker is Toben King of Humax Corporation. The session will include hands-on computer training with this Web-based tool. Space is limited by computer availability. Call 381-2977, ext. 3205, or email Judy Moore.

April 27, Friday, 7:30 to 9:00 AM **Coffee with a Leader.** Join us for a dialog with Congressman **Fred Upton** at the Chamber.

May 3-6 **Community Leadership Conference** in Grand Rapids (workshops on Friday and Saturday). Registration <http://www.communityleadership.org/conference/conf07.html> for any portion of the conference.

May 17, Thursday, 7:30 AM to Noon. **Get On Board Expo**, in conjunction with annual **Board**

Development Workshop, Fetzer Center, WMU. This event is an opportunity to hone your board skills and seek out those nonprofits that are looking for board members. \$49 first attendee. \$39 additional. Register through the Volunteer Center.

June 6, Wednesday, 7:30 AM to Noon **Leadership Summit,** Fetzer Center, WMU. **Ed Barlow**, Futurist, followed by **LK Graduation Lunch**, with **Dan Mulhern**, First Gentleman.

Expo and Board Development Workshop/May 17

Get on Board!

Whether you are a nonprofit executive, or a board member at a nonprofit, or would like to volunteer on a board or committee at a nonprofit, you will want to save the date for the **Get on Board! Expo** on May 17, 7:30 AM to Noon, at the Fetzer Center, WMU.

Leadership Kalamazoo has partnered again with the Volunteer Center for board development workshops. This year has added an "expo", which is an opportunity for nonprofits seeking potential board members and volunteers to have a display and an opportunity to talk to people about missions.

Teams of experts will lead the four workshops. Topics include: "Creating Community Impact through Thoughtful, Deliberate Board Service"; "Branding: The First Step to Marketing and Fund Development"; "Staying Legal: Regulatory Requirements for a 501(c)(3)"; and "When Do You Need a Consultant and How Do You Select One?"

Cost is \$49/\$39 for additional attendees from the same organization. Register online at www.volunteerkalamazoo.org or call the Volunteer Center at 382-8350.

— Judy Moore



Get on Board!

Portage Community Outreach Center seeks Board members who live or work in the Portage school district. PCOC specializes in delivery of services for Portage residents, including hosting self-help meetings, tutoring programs, emergency assistance, and other services. Talents in fund development, accounting, marketing are sought for 3 year terms beginning late Fall. Contact nominating chair, **Jan Sackley** ('93), 376.8331, or janice.sackley@nationalcity.com

Spotlight on Leadership

- **Molly Dollahan** ('02) is now a Medical Social Worker with Spectrum Health in Grand Rapids and has relocated to GR.
- **Joan Thomas** ('06) relocated to Charlotte, NC, to work for the Charlotte Symphony.
- **Eurkres Smith Rallings** ('95), who left Kalamazoo after her class graduated, has now returned.
- **Jeff Fink** ('99) is serving on a national committee that advises President Bush and U.S. lawmakers on juvenile justice and delinquency prevention.