

Spring 2005
Volume 1, Issue 3

Inside this issue:

One Leader's View: 2
James Stephanak

"Bring a Dish to Pass"— 3
Learning the Shared Ex-
perience
Heidi Pfannes

Regional Leadership 3
Alliance

LK Calendar 4

Recruiting the Next LK 4
Class

Faith-Based Initiatives

Chris Meehan to moderate Leadership@Noon panel, May 11

Leadership@Noon

Faith-Based Initiatives,
May 11, Noon-1:30 PM,
Chamber Board Room.

- What are faith-based initiatives?
- What role do they play, and what are the benefits to Kalamazoo County and our region?
- Why is the federal government engaged in a faith-based initiative now?

These are some of the ques-

tions to be addressed by panelists involved in faith-based initiatives within our community.

Join LK for this timely and provocative discussion, and a lively Q&A. The session will be moderated by **Chris Meehan** of the Kalamazoo Gazette. Panelists include: **Michelle D. Dunlap**, Project Director, Northside Ministerial Alliance Training Institute; **Rev. J. Louis Felton**, Pastor, Galilee Baptist Church; and **Gregory G. Roberts**, Director, Commu-

nity and Faith Based Initiatives, Office of the Governor. The session was developed by Rev. **Denise Posie** (LK '02) and **Brent Larson**.

The session will be held in the Board Room of the Kalamazoo Regional Chamber of Commerce, Noon - 1:30 PM. You are invited to bring a brown bag lunch.

There is no charge, but reservations are requested. Please call or e-mail Judy Moore, jmoore@kazoochamber.com.

Taking Your Board to the Next Level

Half-day workshop to focus on Board skills, May 20

Skills-Based Workshop

Take Your Board to the
Next Level, May 20, Noon-
1:30 PM, Fetzer Center,
WMU.

Leadership Kalamazoo is partnering with the Volunteer Center to present a half-day board development workshop on May 20 at the Fetzer Center, WMU.

The morning will begin with a continental breakfast, followed by a keynote by **Mr. Harold Decker**, attorney with Miller Canfield Paddock & Stone. Mr. Decker served as the interim director of the national American Red Cross, immediately following the September 11 terrorist attack on the World Trade Center in 2001. His topic will be board responsibilities and leadership in a crisis.

There will be four breakout sessions, and each attendee will

have the opportunity to select 2. Topics will include:

1. So, You Want to Serve on a Non-Profit Board?

This workshop will help you match your interests & skills to those agencies that need you, and prepare you to ask the right questions before saying yes.

2. Governance of a Non-profit Board

Topics in this session will include roles and responsibilities, legal and financial aspects, and effective board meetings.

3. Finding, Developing and Keeping Good Board Members

Discussion will cover recruiting, orientation, board development, and strategic planning.

4. Board Members & Fund Raising

This is a topic relevant to all

nonprofits—what is the role of the board, role of staff, role of professional fund development organizations, and how can you be successful?

Cost of the half-day workshop is \$39 per person, with each additional attendee from the same organization paying only \$29. Board members, potential board members, staff of nonprofits, and anyone interested in future involvement should attend!

Register on the Kalamazoo Regional Chamber of Commerce Web site, at www.kazoochamber.com. Click on the calendar of events, then May 20, *Taking Your Board to the Next Level*.

For more information, call Judy Moore at 381-2977, ext. 3205, or Judy Huth at the Volunteer Center at 382-8350.

Join us for a cup and conversation



Coffee with a Leader

Thursday, June 16,
7:30 AM HOLLY FISHER, founder, Smartshop, at the [new location, 516 E. North St., corner of Walbridge.](http://www.smartshopkalamazoo.com)

Note: This "Coffee" is at the Smartshop. RSVP to Judy Moore, 381-2977, or jmoore@kazoochamber.com.

One Leader's View

JAMES STEPHANAK *Publisher, Kalamazoo Gazette**Servant Leadership and Stewardship***Servant Leadership:
Happy to be Here and
Proud to Serve**

It has been about six months since I left Harrisburg, Pennsylvania, and arrived in Kalamazoo, Michigan, to assume the role as Publisher/CEO of the Kalamazoo Gazette. It has proven to be one of the most exhilarating, exhausting and extraordinary experiences in my life so far.

As I look back, I wouldn't trade or change any part of it. Well, maybe there is one part: moving my family into the new house only a week before Christmas.

When I was asked to write this article and pass on my thoughts about my leadership style and influences, it made me pause and think about what I do and how I do it. What are my guiding principles?

In the book "From Chaos to Coherence" published in 2000, the authors cite a study from Cornell University's Johnson Graduate School of Management. That study concluded that compassion and building teamwork will be two of the most important characteristics business leaders will need for success a decade from now.

During my twelve years in Harrisburg, I had the privilege of working for two individuals who led the company and understood how compassion and teamwork are drivers of success. I was fortunate enough to have them as mentors. I'm also glad they pointed me in the direction of Leadership Harrisburg Area. Through my involvement with my mentors and LHA, compassion and teamwork became key components as I developed my leader-

ship skills. Putting others first, being a resource, eliminating roadblocks and excuses proved to be key factors in moving my organization forward.

Arguably, there is no clear cut answer as to what style of leadership is most effective.

In my opinion, the answer is a servant-leader model. In this vision, the leader's primary mission is to serve the highest and best interests of the group or organization. That organization could be a family, company or the community. The leader looks to the needs of the group and the individual before looking to his or her own. The leader thinks constantly about ways to improve both group and individual performance.

I try to put this into practice as my organization looks to me for guidance. Some things I do that support the servant-leader model are: Accessibility; a liberal open door policy and MBWA (management by walking around) on a daily basis. Quarterly employee meetings; meet with all employees (without managers or supervisors) so I am able to 'get and give' unfiltered feedback from every level and position throughout the organization.

"Helping those who follow us reach full potential is one of the most difficult jobs we will ever face. It is also one of the most important."

Open and honest communication; transparency is the key; there are no points off for bad

news - only if it's trying to be hidden. Inter- and intra-departmental cooperation; we work for our customers (readers and advertisers) and all of our decisions and dialogues should be based on this as we interact with each other.

These are, in fact, only activities. Time-consuming activities. Very necessary and very important "communication" activities. These are critical because they allow us to find out the true needs of the people and the organization. Providing resources, tools and training; exposing people to situations that make them stretch; allowing people to experiment and explore; all are done to help everyone achieve their maximum potential.

Helping those who follow us reach full potential is one of the most difficult jobs we will ever face. It is also one of the most important.

Important because once people reach their full potential, everyone and everything they get involved with becomes better. Difficult because it demands more than just intellectual participation. I have learned that effective service is more than just desire. It requires a keen awareness, preparation and practice, intelligence and personality, drive and determination, just to name a few. We must set the example, one of high integrity and commitment to the superior performance of one's responsibilities. Servant leadership asks us to put aside our needs for the sake of the needs of others. Not just talking the talk, but also walking the walk.

This is my self-analysis. This is a partial summary of how I try

to lead and try to act. I know that on any given day my success may vary. But, then again, on any given day, the measure of success may be very different. What works today, may not work tomorrow. That's the cool thing about leadership: it's always a work in progress. Practicing effective leadership is an ever-evolving activity, always challenging you in ways you're not expecting.

This exercise of analyzing how and what I do on a daily basis when leading an organization of over 300 people has proven to be very interesting. It has also served as a much needed check-up.

There is no question that my involvement with and belief in the Leadership Harrisburg organization has positioned me to succeed. I'm confident that your experience with Leadership Kalamazoo has done the same.

Now, I challenge you to perform a check-up on yourself. What's your leadership style or model? What are your guiding principles? Are you a servant leader? Are you happy to be here and proud to serve?

Jim Stephanak is the publisher of the Kalamazoo Gazette. He grew up in Grand Rapids, and returns to Michigan from Harrisburg, PA, where he was active in Leadership Harrisburg Area.

SAVE THE DATE**First Gentleman
DAN MULHERN**

*to address LK 2005 Class
Graduation Luncheon*

Tuesday, June 7

Noon, WMU Fetzer Center
Details, page 4

“Bring a Dish to Pass” — Learning the Shared Experience

The following summary of the February 11 RLA bonus workshop session, “Bring a Dish to Pass: The Civil Action of Community Improvement,” is contributed by Heidi Pfannes (LK '00), Kingscott Associates..

The National Civility Center is a not-for-profit organization established in 2000 to help people make their communities a better place to live. They believe that a comprehensive approach to community improvement – one that engages all local stakeholders around shared ideas and a unified plan for action – can help community members and organizations become more effective at solving tough social issues.

Today’s communities are vastly underleveraged. If we work together differently, then the systems and processes could and would be improved. A healthy community – whether it is an organization, a business, or a neighborhood – features a culture of learning, a systems orientation, the inclusion and empowerment of all stakeholders as change agents, and the pursuit and measurement of multiple bottom lines.

We need to combine “heart” and “smart” to make a strong community: It takes both to be a better place to live. Key principles of engagement include:

- View everyone in positive terms.
- Develop a common language.
- Remember our shared humanity: We have more in common than not.
- Value both the process and its results – a product that creates sustainability.
- Look for guidance within as well as outside of the community.

Community Readiness Scale. You can have all the best ideas, but if your community isn’t ready then the community response will be disappointing. You need to get the community ready and engage it through a series of small steps.

Group Activity: The World Café. World Café focuses on authentic dialog. Sitting at round tables, discuss the first question. After 10 minutes, everyone changes tables except one person, who is the greeter and remains. Share what was discussed earlier and ask the second question; then repeat for subsequent questions. In a short period of time you get a lot of ideas and perspectives shared among a group. The goal is to make as many positive steps forward as possible. If you don’t get to where you’d like to be, it doesn’t matter –

you have still moved forward.

The facilitators challenged us to set up World Café in our communities. Don’t just talk, move to action. People are waiting in the community to make a difference; they just don’t know how they can help.

It’s All in the Attitude. Big improvements can be made with positive thinking. Celebrate the best in people and “what is right with the world.” Celebrate the vision of possibility. Perception controls our reality; beauty is always there if we can open our eyes enough to see it.

Create a Culture of Learning. Create a culture of “cross-learning” to discover common purpose, new ways of working together, better relationships, and shared identity. Tools include workshops, training, and seminars. Cross-learning creates social capital. There are two kinds: bonding social capital, which links people who are like one another; and bridging social capital, which links people to others who have something different to contribute. Both types are needed to produce the diverse, flexible networks that people need to overcome life’s challenges. Strong corporate-community partnerships are a step toward fostering such capital.



Regional Leadership Alliance

A SOUTHWEST MICHIGAN PARTNERSHIP

Developing Livable Communities

Friday, April 29, Noon-3:30 PM, Benton Harbor

Join us on Friday, April 29, at Lake Michigan College in Benton Harbor, for “Developing Livable Communities.” This session will focus on redevelopment projects and urban planning. This is an opportunity to see how redevelopment with public/private partnerships can be successful, and to take away ideas that could work in your community.

A panel will be moderated by Jeff Noel, Corporate VP of Communications and Public Affairs for Whirlpool, and Wendy Dant-Chesser, Executive VP of Cornerstone Alliance.

The bonus morning workshop session will be a bus tour of redevelopment initiatives in the Benton Harbor and St. Joseph communities. There will be tour guides providing background information. Buses will leave from Lake Michigan College at 10 AM and return approximately 11:30 AM. The afternoon session will include a panel discussion of these redevelopment initiatives.

More details and registration are available online at the Chamber, www.kazoochamber.com. The cost for the forum and luncheon is \$69, and includes the bonus morning workshop.

RLA is a forum for leaders in SW Michigan to discuss ways we can plan together for our collective future. Join your peers from many Southwest Michigan communities as we share ideas and best practices.

Community Trustee Award

Sheri Welsh, chairman of Leadership Kalamazoo Advisory Board, presents the 2005 *Leadership Kalamazoo Community Trustee Award* to Blaine Lam, of Lam & Associates.

Blaine’s involvement in the community over many years, as well as the creation of the Leadership program, was acknowledged. His work with the Lake-side Treatment and Learning

Center Board this past year was also highlighted. The award was presented at the Kalamazoo Regional Chamber’s annual *Community Awards Program*, which was held at the Kalamazoo Institute of Arts on March 1, 2005. The program was sponsored by TDS Metrocom.



March 1 at KIA





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, Chair, Member Services
 Tel 269-343-1244
judithfagin@aol.com

SPECIAL ANNOUNCEMENT

**First Gentleman
 DANIEL MULHERN**
 to address

2005 Class Graduation

**Tuesday, June 7
 Luncheon, 12 Noon
 WMU Fetzer Center**



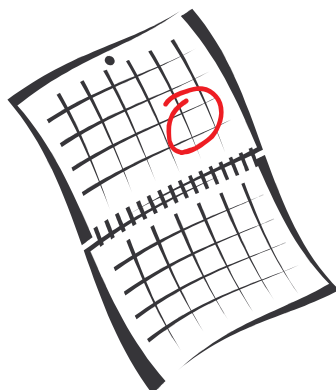
We are honored to host Michigan's First Gentleman, Daniel Granholm Mulhern. A Harvard Law graduate, he co-founded a leadership and organizational development firm in Detroit. His thoughts about leadership have developed emerging community leaders through Leadership Detroit and REAL Leadership, a program he helped create. Invitations will be sent to LK graduates in May. *Contact Judy Moore; note new date/time.*



We're on the Web!

Leadership eNews (.pdf) link is on the Chamber's LK page:
www.kazoochamber.com/chamber/prog_services/ps_leadership.htm

LK Calendar



April 29, Friday, 12 Noon *Regional Leadership Alliance*, Lake Michigan College in Benton Harbor, 12 Noon. Topic: "Developing Livable Communities," with morning bus tour and afternoon panel and discussions groups. *Contact Judy Moore or register online..*

May 11, 12 Noon *Leadership@Noon*. "Faith-Based Ini-

tiatives" panel. Brown bag in the Chamber Board Room. *Contact Judy Moore for reservations.*

May 20, 7:30 AM *Taking Your Board to the Next Level*. Breakfast, speaker, and workshops, at the Fetzer Center, WMU. Keynote: Harold Decker. *Cost: \$39 first, \$29 additional. Cosponsored by the Volunteer Center. Contact Judy Moore or Judy Huth.*

June 7, Noon *LK Graduation Luncheon*, Fetzer Center, WMU. 2005 Class graduation with speaker, Daniel Granholm Mulhern, First Gentleman of Michigan. *Contact Judy Moore.*

June 16, Thursday, 7:30 AM *Coffee with a Leader*. Holly Fisher, at the Smartshop. *RSVP to Judy Moore.*

Recruiting the Next LK Class... Shape the future

This is the time of the year when we begin recruiting for the Class of 2006. Deadline for applications is June 15, 2005. Please send any suggestions you have for potential candidates to Judy Moore.

The following may help you discuss LK with them:

Mission. LK develops individuals who will become engaged and action-oriented leaders.

Description. The program provides a unique opportunity for a diverse community group from all walks of community life to learn and work together, building leadership skills and new relationships for the future. The knowledge and skills that they gain will allow them to create positive community change and personally commit to leadership

roles in the community. LK graduates are a growing network of individuals with more than 400 members currently residing in the area, continuing to learn, and serving hundreds of community organizations.

Selection Criteria. The selection committee seeks a class representing a diversity of backgrounds, geography, affiliations and demographics. Candidates must demonstrate a strong commitment to the community and leadership potential.

Participants. Approximately 30 persons per year, representing a diverse cross-section of the community, are selected on the basis of written applications to participate in the program. Both individuals and their organizations benefit

from the exposure and contacts in the community.

Commitment. Participants must have full support of employer or sponsoring organizations as there is an attendance requirement. Retreat session is mandatory and attendance at six of the eight remaining all-day sessions is required in order to complete the program. Sessions are held the third Wednesday of each month.

Members. There are more than 400 LK members in the area. Member services include programs offering continuing education and dialogue on community issues, and networking. Graduates are also a community resource for local non-profits and governmental advisory boards/commissions.



Board Opening

The Adventure Centre at Pretty Lake Board is seeking a few new members. Many of our graduates will remember being there for the September retreat. If interested, please let Judy Moore know, or call board member, Michael Dombos, at 343-2106, ext. 14, for more information.