

Winter 2005
Volume 1, Issue 2

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Meet the LK Class of... 4
2003

Join us for a cup and conversation



Coffee with a Leader

January 26, 7:30 AM
ERIC DEWEY, Greater Kalamazoo United Way, at Greater Kalamazoo United Way, 709 S. Westnedge.

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

LK Continuing Education: Three Programs Leadership@Noon Sessions and Skills-Based Workshop Planned

Inaugurating LK's continuing education program for LK graduates, three programs — two *Leadership@Noon* and one *Skills-Based Workshop* — are planned for the next few months.

Leadership@Noon

March 3, The Criminal Justice Millage Proposal

Once again, voters will be considering a criminal justice millage proposal in Kalamazoo County. LK has asked Sheriff Mike Anderson (LK'89), Prosecutor Jeff Fink (LK'99), Kalamazoo County Board of Commissioners Chairperson, Bob Brink, Vice-Chairperson Dan McGlenn (LK'99), and Commissioner Brian Johnson to join us for a panel discussion on this timely issue.

The session will be held in the Van Deusen Room, third floor, Kalamazoo Public Library, Noon - 1:30 PM. Cost to attend is \$8.00, as box lunches will be provided. Please reserve by Tuesday, March 1, by calling the Chamber at 381-2977, or e-mail Judy Moore, jmoore@kazoochamber.com.

Community Trusteeship Award to Blaine Lam

On March 1, the 2005 Community Trusteeship Award will be presented to *Blaine Lam*, honoring his many years of volunteer contributions to the community and his significant leadership at Lakeside Learning and Treatment Center during its 2004 reorganization (see article, page 2). The LK Member Services Committee reviews

Leadership@Noon

May (date TBA), Faith-Based Initiatives

What are faith-based initiatives? What role do they play, and what are the benefits to Kalamazoo County? Panelists currently involved in faith-based initiatives will discuss these and other questions in May; look for more information in the Spring edition of *eNews*. The session is being planned by Rev. Denise Posie and Brent Larson. For more information, contact Rev. Posie at dposie@yahoo.com.

Afternoon Skills-Based Workshop

April/May (date TBA), Workshop on Board Development

One way to help organizations work better and smarter is to help them — and their Board members — improve Board-related skills. Board members need to be proactive, and must be well-equipped to meet ever greater responsibilities. Our keynote speaker and workshops will help you better navigate the challenges of serving on, or managing, a Board.

The Workshop program begins with a luncheon and keynote speaker, followed by concurrent breakout sessions facilitated by experts. The Workshop is being developed in concert with the Volunteer Center, and its director, Judy Huth.

Details about the Workshop will be e-mailed to LK members and will be posted on the Chamber Web site. The Workshop will also be open to the public.

For further information, contact Judy Moore at the Chamber or e-mail Aaron Cantrell, aaron7@chartermi.net.

What if the entire community read the same book at the same time?

Reading Together



The Color of Water
James McBride

Once again, the current LK Class will meet with Jeter's Leaders to discuss this year's book. If your group or business would like to participate in a discussion or in **ReadingTogether@Work**, contact Judith Fagin, judithfagin@aol.com.

One Leader's View

BLAINE LAM

Lessons from Lakeside

Leadership Kalamazoo has asked me for an "inside look" at the reorganization of Lakeside Learning and Treatment Center this past year, and I'm happy to share.

For those who weren't following it, our residential program for abused and neglected youth had excessive violence and poor relationships with our referring and licensing agencies. By way of background, the Executive Committee of the Lakeside Board of Directors, on which I served, was not oblivious to the issues facing the institution. In fact, we were in my office going over the issues when the State called and informed us that they were pulling the kids from the institution the next day.

Within a few minutes, we agreed that I'd become interim executive director and we were off to inform staff of what was happening. I took over the next morning, Thursday, June 10.

The next two days were dedicated to removing the children from the campus. Then the executive committee and I spent the bulk of the weekend developing strategies.

We met with staff the following Monday and we were off to the proverbial races. Briefly, here's a look at the plan we wrote — and followed.

Phase 1: June 10-11, 2004

Hire interim administrator, remove 41 children from campus, handle initial public inquiries.

Phase 2: June 12-27, 2004

Develop initial strategies, form restoration project teams, re-

duce workforce, gather staff input, begin FIA compliance, analyze financial picture, meet with stakeholders.

Phase 3: June 28-July 31, 2004

Revise restoration project teams, develop treatment program, launch search for Executive Director, strengthen community position, strengthen organization, prepare for FIA approval.

Phase 4: August 1-August 31

Campaign for community support, program completion, administrative restructuring.

The key was the third phase, where we had between two and five board members serving — and working hard — on each of 10 task forces. Our board members were nothing short of fantastic, and I can only hope I have thanked them all enough times. My first staff appointment was Melissa Thornburg, to the post of chief clinical officer. Melissa was the unsung hero of the turnaround because of her ability to write corrective action plans and understand state guidelines. Debra Mixis was invaluable with her knowledge of the institution and because of the trust that people placed in her. She served as chief operating officer.

Our 10 task forces, and their purposes, were these:

- 1. Board Involvement/Development**, dedicated to improving board performance and involvement.
- 2. Community Approval**, dedicated to create public awareness and understanding of Lakeside's role in serving youth in this community and the region.
- 3. Community Partnering**, dedicated to collaborative ef-

orts with referral sources, educators, providers and other community resources and agencies who serve youth.

4. FIA and Licensing, dedicated to addressing the issues which caused the state to change licensing and purchasing status of Lakeside.

5. Program Development, dedicated to clarify our service philosophy, align it with appropriate clients and design training programs that reinforce it, creating a culture of trust and consistent, quality service.

6. Executive Director Search, dedicated to find a professional administrator who can lead Lakeside's efforts for the next several years.

7. Facilities and Security, dedicated to improving campus appearance, safety and utilization.

8. Staff Development, dedicated to improving staff productivity, morale and effectiveness.

9. Administrative Restructuring, dedicated to creating systematic improvements in administrative support for programming and business development.

10. Finance/Business Development, dedicated to ensuring the financial viability of Lakeside.

The state basically pulled our license June 9 and our goal was to get it back by August 31.

We came in under that deadline and subsequently got the moratorium on new admissions lifted and we re-opened. It was difficult and expensive. Those things which people thought would be impossible were quite easy and the things they didn't think about were nearly impossible. But that's a longer story.

My personal take-aways were these:

- 1) You learn by doing.** Every day at Lakeside was a leadership seminar.
- 2) Urgency counts.** I received my share of criticism for moving too fast. In self-defense and out of curiosity, I read the leading work on "turnarounds," and the experts appeared to agree that the number one factor of turnaround success is a sense of urgency.
- 3) Do it in person.** Amy Upjohn is one of the most effective people I know. She showed incredible leadership as a board member at Lakeside. Amy has taught me (slowly) that the best work is done in person. You can't phone it in. You can't write it. I got to know 95 people and told 65 of them, individually, in person that they had lost their jobs and why. Fortunately, I was able to do the positive work in person as well.

Blaine Lam, president of Lam & Associates, wrote the curriculum for and "proctored" the first class of Leadership Kalamazoo in 1987.



Board Opening

The Whole Art Theatre is looking at expansion and growth in 2005 and seeks new board members. Skills needed include HR, finance, fund development, and public relations. They also plan a summer youth program.

Contact board president George Hebben at the Athena Book Store, or Judy Moore at the Chamber.

Regional Leadership Alliance Next event, February 11

At the second gathering of the Regional Leadership Alliance in Battle Creek on December 2, attendees were urged to focus on the basic fundamentals and on new ideas in economic development, and to think about tactics and approaches on a regional basis.

Keynote speaker Edward W. "Ned" Hill, Cleveland State University professor of economic development, urged the group not to search for the one big issue or big business that will bring greater economic development progress. Instead, he suggested thinking in terms of a "portfolio" to attract new

entrants to the community and a range of new businesses of varying sizes. "The economy is regional," he told the group at the McCamly Plaza Hotel. "You need to decide who is going to speak for the region."

Dr. Hill's no-nonsense and direct style challenged us to avoid focusing on the on the nice "quality-of-life" things we like to say about the places in which we live. Instead, he said, focus with clarity and with scrutiny to identify those factors that truly provide a competitive advantage in distinguishing our region from the many others competing for the

same business investments.

Next Event: Three Rivers

The next quarterly forum, "Community Weaving: Building Inclusive Communities," will be held on Friday, February 11, 12-3:30 PM, at Riverside Church, 207 E. Michigan Avenue, in Three Rivers. The keynote speaker will be Rick Williams, Director of Community & Minority Affairs, Oakland County, MI.

The cost for the forum and luncheon is \$69, and includes a bonus morning workshop (10-11:30 AM), "Bring a Dish to Pass: The Civil Action of Com-



Regional Leadership Alliance

A SOUTHWEST MICHIGAN PARTNERSHIP

munity Improvement," led by Kent Roberts of the National Civility Center.

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. Contact Judy Moore or register online at www.kazoochamber.com.

Coffee with Santa

Santa shares leadership secrets from his workshop

"Think your job is tough? You try recruiting in, and for, the North Pole; you try retooling your plant — and retraining your people — every year to produce the newest fad in toys; you try delivering tons of presents on a route as big as mine — all in one long night."

— Santa Claus

Since recruiting for the North Pole and for Michigan are pretty similar, we wondered what else we could learn from the Big Guy in Red.

Thanks to John Long's direct connection with the famous sleigh-driver, we found that Santa had a lot of wisdom to

share with LK on December 7, before his big end-of-season appearance.

Santa, as leader, manager, employer, and market guru, faces the same challenges we do. He emphasized that, to survive and prosper, we and our organizations must be able to achieve "big things" throughout the year. However, those big things can't get done without effective leadership.

The following is a summary Santa's 8 strategies that have made him successful with his reindeer, elves, and all of us:

1. Build a wonderful work-

shop. Make the mission the main thing, focus on your people as well as your purpose, and let values be your guide.

2. Choose your reindeer wisely. Hire tough so you can manage easy, promote the right ones for the right reasons, and go for the diversity advantage.

3. Make a list and check it twice. Plan your work, work your plan, and make the most

of what you have.

4. Listen to the Elves. Open your ears to participation, pay attention to how you're perceived, and walk awhile in their shoes.

5. Get beyond the red wag-
ons. Help everyone accept the reality of change, remember that the customer is really in charge, and teach "the business" of the business.

6. Share the milk and cook-
ies. Help them see the difference they make, do right by those who do right, expand the reinforcement possibilities.

7. Find out who's naughty
and nice. Confront performance problems early, coach the majority in the middle, and don't forget the super stars.

8. Be good for goodness
sake. Set the example, establish guidelines and accountability, and remember that everything counts.

— From *The Leadership Secrets of Santa Claus: How to Get Big Things Done in Your Workshop All Year Long*

"YP" Group Launched

Have you heard about the *Kalamazoo Area Young Professionals*, a group sponsored by the Kalamazoo Regional of Commerce and Leadership Kalamazoo?

The mission of KAYP is to connect young professionals through networking, professional development and personal growth opportunities in

the Kalamazoo Region. The group's vision is the creation of the Kalamazoo area as an attractive region for young professionals to live, learn, and grow together, and they are dedicated to "jazzing" members about the Kalamazoo area.

Young professionals (ages 22-39) are invited and welcomed to

attend KAYP's kickoff networking event January 27 from 4:30 – 6:30 at the Union in downtown Kalamazoo. For more information and to register for this event, go to www.kazoochamber.com under "Events" or contact Judy Moore or Sheri Welsh, 488-8846, sheri@welshandassociates.net.



Leadership KALAMAZOO

Engage today. Improve tomorrow.

Leadership Kalamazoo

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We're on the Web!

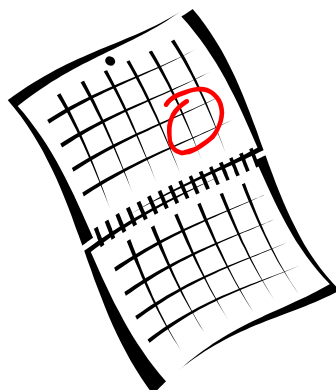
Leadership eNews (.pdf) link is on
the Chamber's LK page:

[www.kazoochamber.com/chamber/
prog_services/ps_leadership.htm](http://www.kazoochamber.com/chamber/prog_services/ps_leadership.htm)



www.kazoochamber.com

LK Calendar



January 26, Wednesday, 7:30 AM
Coffee with a Leader: Eric Dewey, Greater Kalamazoo United Way, at GKUW.

January 27, Thursday, 5:30-7:30 PM
Young Professionals: Union Cabaret & Grill. Contact Judy Moore or Sheri Welsh, 488-8846.

February 11, Friday, 12 Noon
Regional Leadership Alliance: Riverside Church, Three Rivers. Topic: "Community Weaving." Bonus workshop: "The Civil Action of Community Improvements." Contact Judy Moore.

March 1, Tuesday, 5-7:30 PM
Community Awards Ceremony at

the KIA. Awards include: Ambassador of the Year, ATHENA, Community Trusteeship (to LK graduate, Blaine Lam), Discover Kalamazoo, Environmental, Public Servant, Helping Young Leaders Grow, and Performance Excellence.

March 3, Thursday, 12 Noon
Leadership@Noon: "The Criminal Justice Millage Proposal" panel, Kalamazoo Public Library. Reserve by March 1. Cost \$8 for box lunch. Contact Judy Moore for reservations.

April 29, Friday, 12 Noon
Regional Leadership Alliance,

Benton Harbor/St. Joseph, 12 Noon. Topic: "Livable Communities," with morning bus tour and afternoon panel and discussions groups. Contact Judy Moore.

May (date TBA), 12 Noon
Leadership@Noon: "Faith-Based Initiatives" panel. Contact Denise Posie, dposie@yahoo.com.

April/May (date TBA), 12 Noon
Workshop on Board Development: Luncheon and workshops. Contact Judy Moore or Aaron Cantrell, aaron7@chartermi.net.

June (date TBA) LK Graduation Dinner. 2004 Class graduation dinner and speaker.



Board Opening

Goodwill Industries is seeking new board members with skills in any of the following areas:

- Development/capital campaign expertise
- Industrial services expertise
- Knowledge of the Benton Harbor/St. Joseph area
- Experience in the custodial or building maintenance area

For more information, call Rayline Manni at Partners Building Community, 337-8339 or Judy Moore at 381-2977, ext. 3205.

Meet the LK Class of... 2003 puts service into action

"What saves a man," writes famed author C.S. Lewis, "is to take a step. Then another step."

That's the philosophy behind SWAT – Service With Attitude Today, an ongoing initiative by Leadership Kalamazoo alumni. SWAT directs its efforts at helping nonprofit organizations and their clients in the Kalamazoo area.

Originally created by the Leadership Class of 2003, SWAT has grown to embrace other Leadership graduates – for example, a job-search workshop held in

November 2004 was spearheaded by the Classes of 2003 and 2004.

To date, SWAT has held several workshops aiding job seekers in need. The goal is to give individuals the skills they need to find work and improve their lives.

These upbeat workshops offer insights on creating a resumé, filling out job applications, business writing, interviewing and job options. Attendees are encouraged to think positively and persevere.

Since 2003, the workshops have been held in cooperation with Open Door and Next Door Shelters, Jeter's Leaders, the Kalamazoo Deacons Conference and other churches and community groups.

"SWAT personifies what Leadership is all about," says Judy Moore. "What we learn must spark creative action if it's to have value. It's exciting to see how SWAT brings hope to so many people in our community." One step at a time.

— Rick Chambers