A PUBLICATION OF THE COMMUNITY LEADERSHIP ASSOCIATION

LEADERSHIP News

The COMMUNITY LEADERSHIP Association™

www.communityleadership.org

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Creating *Passion* In Community Leaders

By Michael Kroth, Ph.D. and Patricia Boverie, Ph.D.

In preparation for our presentation on Leading with Passion at the 2003 Annual Leadership Conference in St. Paul last June, we asked CLA members to tell us the factors that increase and decrease passion in community leaders. We received 28 responses, certainly not enough for a scientific study, but enough to give us an idea of what members think.

Top Factors That Reduce A Community Leader's Passion

We asked each person what he or she believed to be the three factors that are most likely to *reduce* a community leader's passion for participating in community leadership activities.
The top categories of responses were:

- Time constraints/ Other Demands
- Not feeling valued
- Not being used in a meaningful way
- No unified community or organization vision/goals
- Negativity from others
- Lack of inclusion/being heard

Top Factors That Increase A Community Leader's Passion

We asked each person what he or she believed to be the three factors that are most likely to *increase* a community leader's passion for participating in community leadership activities. The top categories of responses were:

- Seeing meaningful results
- Receiving recognition/appreciation
- Receiving support/encouragement
- Working with other committed, passionate, talented people
- Having a clear vision/end goal

Top Actions A Community Leader Can Take To Increase The Passion In Others

Finally, we asked each person what he or she believed to be the three factors that are most likely to *increase the passion in others* for participating in community leadership activities. The top response categories were:

- Providing recognition/appreciation/making them feel welcome
- Make the vision clear and meaningful – stay focused on it
- Lead with passion/emotions
- Ask for involvement/include them

Conclusions

Even from these simple survey results we can see some common themes. Being around positive, even passionate, people – rather than negative ones – seems to increase passion. Knowing that what you are doing is meaningful is clearly another. Feeling valued, recognized, and appreciated is another theme that seems to emerge. And, people want to feel included and to know that they are a key part of organizational decisions.

Interestingly, these are all things of which leaders have a great deal of control. Leaders are meaning-makers – they interpret the vision and help people find tasks that are important to them; they are perceived – even studied by others in the organization - as being positive or negative; and they have the ability, more than any others, to make people feel valued and included.

Are you doing all the things you can to create a climate where people are passionate about making communities great places to live and work? As one person who answered the survey said, "Passion is the 'heartbeat' to the success of community efforts." We think so, too.

If you are interested in the factors that increase and reduce passion for volunteers and staff *in non-profit organizations*, we will be featuring what we found in a similar survey in our own newsletter next month. You can sign up to receive it by going to www.leadingwithpassion.com.

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FROM THE CLA OFFICE

CLA Summer Intern Reflections

"The book signings are right this way," is something 2003 conference attendees probably heard from the Community Leadership Association's (CLA) intern working in the LeaderShop Bookstore. This summer, CLA hired intern, Diane Zenci, a Butler University student entering her senior year studying Marketing Business Administration and Pre-Law.

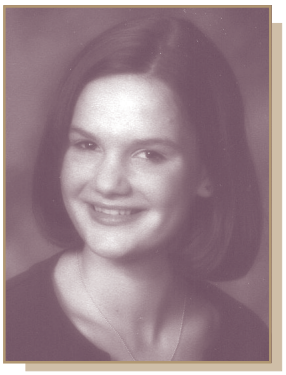
While at Butler University, located in Indianapolis, Diane has been involved in many community activities. Examples of these activities include Bulldogs in the Streets, a day when Butler students disperse into the community and volunteer at various Indy locations. Diane has served as a volunteer at other non-profits such as the Indianapolis Children's Bureau working with underprivileged children, and the Indianapolis Children's Museum for special exhibits.

On campus, Diane is a member of Alpha Kappa Psi Business Fraternity, Student Government Association, Vice President of Programming Delta Gamma Fraternity, Co-President of the business organization Student Advancement of Business Leaders (SABL), and serves on the University Judicial and Appeals Board.

For Diane, her first internship experience was invaluable. She was able to participate at the 2003 Leadership Conference in St. Paul, MN and managed the LeaderShop Bookstore. Through this experience, Diane was able to learn about CLA's programs and mission, while meeting many of its members. According to Intern Diane Zenci, "The programs and offerings that the Community Leadership Association presents to its members and communities worldwide are priceless." "Interning with an organization that is dedicated to the continuation of leadership education throughout various communities was a very rewarding and knowledgeable experience," concluded Zenci.

As an intern with the CLA, Diane was busy managing the LeaderShop Bookstore at the 2003 Conference, aiding in the transition between the current Access-based database and the soon-to- be revised Web-based database. Zenci spent much of her time revising, editing, and writing content for the new Website. Along with these responsibilities, Diane accompanied Annie Hernandez to Arizona for a 2004 leadership conference site visit at the exquisite Hilton El Conquistador in Tucson, visited with several area leadership programs, and helped to promote next year's conference.

Diane expressed enjoyment during her CLA internship last summer while implementing her marketing and computer skills on meaningful projects. Not only did she learn skills that will benefit her future career, but she also met some wonderful, inspiring people along the way.



Diane Zenci
CLA Summer Intern

CHAIR'S CORNER

Strategic Growth Plan: *You* are a vital component

by Tina Egge
CLA Board Chair,
Executive Director,
Leadership Metro Richmond
Richmond, VA

Times are tough for membership organizations right now. CLA is also feeling the pinch. The good news is that our 2003 conference registration numbers were consistent while many other conferences were experiencing sharp declines. To build on that level of support, we will be asking members and programs to consider gifts in honor of the 25th Silver Anniversary Campaign. These gifts will enable CLA to keep valuable services and programs available to local leadership programs. This is one segment of a business plan adopted by the CLA Board this summer to maintain financial stability.

Another component of this comprehensive plan is developing several regional workshops beginning this fall. I want to thank Leadership Fort Worth, Leadership Greater Hartford, and Leadership Tomorrow for agreeing to host these seminars and to share the proceeds with CLA.

The third aspect of the business plan is to increase revenue from the 2004 Annual Leadership Conference via sponsorships and increased participants. Please mark your calendars and plan to attend a great event The 25th Anniversary Silver Celebration and Annual Leadership Conference June 3-6 2004 in Tucson, AZ.

By supporting these initiatives, we as members, have the opportunity to make sure that CLA remains the major force in cutting-edge leadership for another 25 years.

Dominion

LMR
LEADERSHIP METRO RICHMOND

Dominion and Leadership Metro Richmond congratulate CLA on its 24th year and Tina Egge as Chair of the CLA Board!

Discover the New Resources CLA Has Available to Help YOU!

Get on Board Planning Tool Kit

Have you been given the challenge to recruit a volunteer board? CLA has a new product to assist you in creating a successful board development event in your community. The *Get-On-Board Fair Toolkit* is a CLA/The Center for Nonprofit Management partnership product providing practical tools to develop and plan a non-profit board recruitment fair. The Tool Kit contains a step-by-step event process with examples. The CLA member rate, including the detailed binder and shipping and handling is $450 and $500 for non-members. Contact CLA today for your copy and start planning your own board recruitment fair.

Habits of the Heart

This program, developed by the Indiana Humanities Council with the support of the Lilly Foundation, arises from the recognition that philanthropic transition is unique in the world, and transmitting this tradition to our children is a vital task that is presented to each generation. This curriculum guidebook answers the question: How can we create a philanthropic ethic- i.e. an ethic shaped and characterized by serving, giving, and caring in our children. The curriculum, including shipping and handling, is $210. For more information log-on to: http://www.ihc4u.org/hothre.htm or call the CLA office to order.

Welcome to the Board

Are you looking for a short and sweet introduction to board structure and expectations that can be given affordably to new board members? *Welcome to the Board* is the first in a short series of affordable, hands-on booklets designed to help you engage your board and gain support in becoming more effective. *Welcome to the Board* can be ordered through: www.indygives.org/pages/5/index.htm. The fee is $5 each; take advantage of the 20-pack discount pricing for only $4 each.

CLA Launches 25th Silver Celebration Fund Development Campaign

The Community Leadership Association's 25th Silver Celebration

Reaching for the Stars

The Community Leadership Association (CLA) launched its first fund development campaign this fall in an effort to gain the financial resources necessary to continue to meet the increasing demands of the organization. CLA hopes to raise $15,000 by October 31, 2003. The CLA board and staff contributed 22 percent of that goal. Contribution forms and self-addressed, courtesy envelopes were sent to members in early September.

Over the past 25 years, The Community Leadership Association has helped community leadership programs develop leaders by:

- Acting as a catalyst for developing and sharing innovative curriculum and best practices;
- Providing top quality professional development opportunities;
- Serving as the pioneer organization linking local leadership programs with valuable international resources and subject-matter expertise; and
- Creating a network of individuals and organizations committed to community betterment through trusteeship.

CLA would like to ask its membership to give generously to support the continuation of valuable community leadership products and services. For more information visit the Website at www.communityleadership.org or call the international headquarters at 317.637.7408.

The COMMUNITY LEADERSHIP Association™

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317.637.7408

FEATURE

Community Trusteeship and Critical Reflection:

A Qualitative Case Study of Community Leadership Program Alumni

Carol S. Spalding

As a graduate of a local, state, and national program and a board chair of a local and former chair of the Community Leadership Association, I have been fascinated with the types of learning experiences that community leadership programs (CLP) provide. I've also been frustrated that CLPs have not been able to assess and articulate the influence they have had on their graduates' personal growth or civic involvement. Many of us have heard the expression the program was a journey or a life changing experience. Before I researched a program using qualitative research methods, I did not fully understand the influence that a CLP may have on its graduates. Now through the research study, I better understand and am more impressed than ever with the CLP and Community Trusteeship as an important resource to building community social capital.

A local CLP was the basis for a qualitative case study for my adult education dissertation for Teachers College at Columbia University. The research was designed to better understand how participants in a CLP perceived that the program influenced their subsequent civic involvement, and which program activities engaged them in critical reflection.

The findings of the study were conducted from a sample of 20 CLP participants from two classes from one community leadership program selected to reflect the characteristics of the classes. Each participant completed a comprehensive survey and interviewed. After an analysis of the data, there were 13 significant findings.

A key finding was that all 20 participants reported the CLP had a positive affect on their subsequent civic involvement and their willingness to become community trustees. Community Trusteeship, an ethical leadership-training component based on the Greenleaf Servant Leadership materials and shared by the Community Leadership Association, was important to the individual and program, and an influence on personal mission in 90 percent of those interviewed.

> ***"The real act of discovery consists not in finding new land but in seeing with new eyes."***
> **- Marcel Proust**

In addition, 85 percent of the study participants reported that networking with the diverse membership of the class helped them broaden their perspectives. While 70 percent engaged in critical reflection as a result of experiential learning activities.

Critical reflection occurs when individuals reassess the way they may have posed problems, and examine their own orientation and assumptions concerning why they perceive, know, believe, feel or act. As a result of critical reflection people often report they changed their assumptions and their perspectives, a process central to leading in today's world of rapid change.

As one participant described critical reflection in terms of his program experience:

The times I felt most rewarding were when I felt my own beliefs or values challenged and was out of my comfort zone. I am not sure I can give you a specific example of how they do it, but I think they should focus on forcing people out of their comfort zones, challenging their beliefs, making them question their own beliefs, making them defend their own beliefs.

CLPs seek to provide an environment conducive to the exchange of ideas. As Goleman found in his research on emotional intelligence, "the best development processes create a safe space for learning, making it challenging but not too risky" (2002, p. 234). Eight of the twelve CLP days contained subject matter that was both relevant and frame-breaking for development and engaged participants in critical reflection. The other four days were largely instructive or didactic and did not seem to include learning in the emotional or affective domain and were not mentioned in the interview or judged important on the pre-interview survey.

When program planners understand and value critical reflection, they ask very different questions on their evaluations. They ask if the program challenged any assumptions and moved people out of their comfort zones. Rather than planning activities that are liked, they plan experiences that engage their classes in critical reflection, an important experience that builds better leaders. For a copy of the pre-interview instrument to adapt to your program go to the CLA Web site at www.communityleadership.org.

CLA Receives Technology Grant to Enhance Communication

CLA's technology plan, designed to enhance communications to its members, is now underway. Money received from a recent grant from SBC will afford CLA the opportunity to purchase much needed state-of-the art computer hardware, software, a Dot-net-based database, and a fresh new Website providing information on events, products and services giving visitors unique information on each visit. This new system will allow CLA members to purchase logo merchandise, books, curriculum and other valuable program resources, along with user-friendly event registration, easy to remember login and passwords your entire program can use, and, for the first time, on-line renewal. Updates to member records will be instantaneous and available immediately on-line.

This comes at a very important time when CLA's staff and board are creating new, unique member benefits, workshops, curriculum, and services to assist its members in getting the most from their CLA annual membership investment. Watch for new developments in the coming months.

LEADERSHIP*News*

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Community Leadership Team

Lisa Duda, Director of Membership & Marketing
Annie Hernandez, Manager of Programs
Amy Stewart-Brown, Fall 2003 Intern
Justin Corbitt, Fall 2003 Research Intern

Community Leadership Programs Participate in International Evaluation

The Community Leadership Association (CLA) recently announced the participants in the inaugural program evaluation research project conducted by The Leadership Lab, University of Minnesota. Fifty-six programs were chosen to participate in this year's evaluation. Participating programs are required to have at least three class sessions and a broad goal of increasing civic engagement.

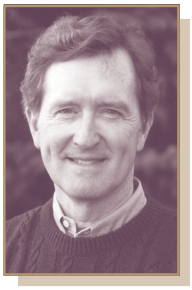
The Leadership Lab and the Center for the Study of the Individual and Society (CSIS) at the University of Minnesota, the Leadership Lab, and CLA joined together to provide a low-cost program evaluation, the first of its kind, developed to assess program participants' community involvement prior to participation, motivation for becoming involved, participant expectations, individual personality, and satisfaction with the program following completion. By measuring these components, an analysis is generated to determine how behavior and community involvement changes following completion of a community leadership program.

Participating community leadership programs will receive two customized reports: one after their current class graduates and the second one-year later, after completion of two follow-up studies. Following the individual program assessments, The Community Leadership Association will receive a comparison of program outcomes. This confidential information will allow CLA to make recommendations to its members on how to motivate individuals to enroll in community leadership programs, how to get participants involved in the community, and how to sustain involvement following graduation.

CLA Fall Regional Workshop "Leading at the Verge"

Joel Barker, renowned futurist, scholar and teacher is slated for the first of four Community Leadership Association regional workshops, Thursday, October 30, 2003 in Hartford, Connecticut. This two-part workshop includes a breakfast seminar "Leading in a Time of Change", 7:30-10:00 a.m. answering questions such as, what are the guiding principles that we as leaders must consider as we assess the present and anticipate the future? Does competition spur or diminish innovation? Can our diversity truly be an asset? Do we have a shared vision of where we need to go as a business, a community and as a country? Following the breakfast is a luncheon workshop "Tools for Leading Tomorrow," 10:30 a.m. to 3:00 p.m. addressing how leaders need effective tools to help them anticipate and shape the future, and the skills to use those tools effectively.

This hands-on workshop will introduce participants to three new techniques to successfully define and implement their vision. In addition, attendees will take part in exercises to shape a more positive future for our Nation. The verges of nature, such as when ocean meets shores, are places of enormous dynamism and adaptation. The verges in our social and economic worlds, the places where something and something different come together, can also be opportunities of great change and innovation. But leaders must have the insights, the tools and the confidence to walk along these verges.



Joel Barker

Joel Barker has spoken to more than one million people around the world. His training videos include "The New Business of Paradigms", and "Wealth, Innovation and Diversity: Putting our Differences to Work in the 21st Century." He is the author of "Future's Edge," named as one of the most influential books of 1992 by the prestigious Library Journal. Penguin Press will publish his latest work, "The Five Regions of the Future," in 2004.

Registration forms are available on-line at www.communityleadership.org/

CLA Welcomes Its Newest Members

GOLD UPGRADE INDIVIDUAL

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Did *You* Know?

Using the login word "leader" and your member ID number (which serves as your password) at **www.communityleadership.org** in the "Members Only" section will enable you to explore the many resources your CLA membership investment provides you. Examples include access to past issues of Leadership News, members-only on-line forum to post leadership inquires, and Peer Assistance - a list of volunteer experts ready to assist you in creating a successful program.

Your program's member ID number is now located on your address label above your name.

The 2004 Annual Leadership Conference and Silver Celebration will have some outstanding pre-conferences, valuable workshops, as well as a special Black Tie event and silent auction to celebrate CLA's 25 years of service. Make plans to attend June 3-5, 2004 in Tucson, AZ.

The COMMUNITY LEADERSHIP Association™

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