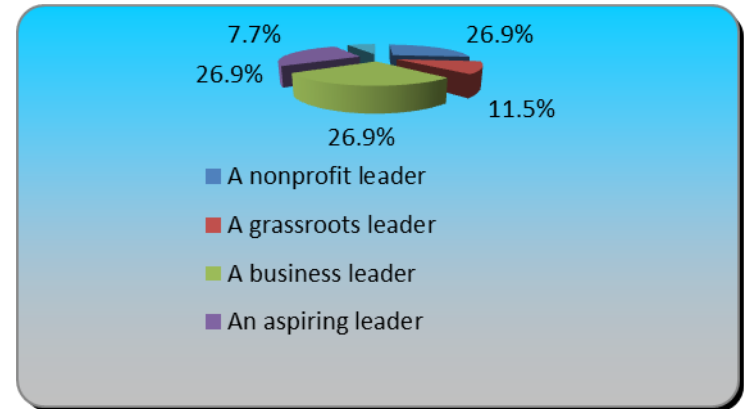


“The Changing Face of Leadership”

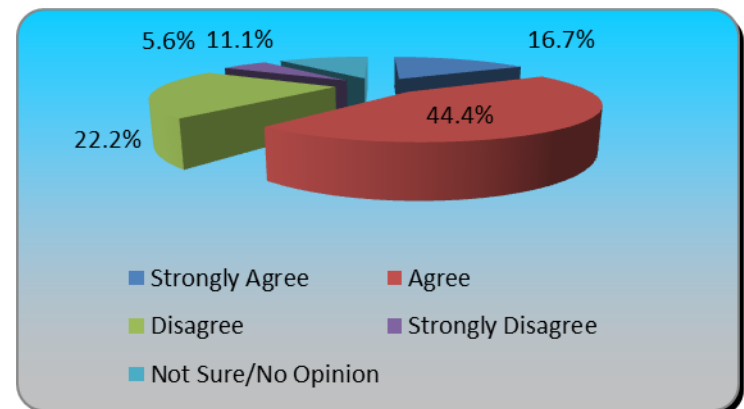
A Community Forum Co-Hosted by the Battle Creek Area Chamber of Commerce, Battle Creek Area Leadership Challenge (BCALC) and Project 20/20
 June 27, 2012, 6:30-8:00 p.m., Burnham Brook Community

After a panel discussion with Jason Cain (OMNI Community Credit Union/BCALC), Chris Christ (Vandervoort, Christ & Fisher), Ken Tsuchiyama (City of Battle Creek) and Sr. Master Sergeant Jayne Wilson (Michigan Air National Guard), attendees (68) were asked to choose responses, via a clicker, to a series of questions about leadership and collaboration. Afterwards, attendees were asked to discuss one question in small groups. The following responses and discussion took place. Please note, at least 61 people participated via clicker and some did not answer every question.

1.) I consider myself: (multiple choice)	Responses	
A nonprofit leader	14	26.92%
A grassroots leader	6	11.54%
A business leader	14	26.92%
An aspiring leader	14	26.92%
Not a leader, just here to learn	4	7.69%
Totals	52	100%

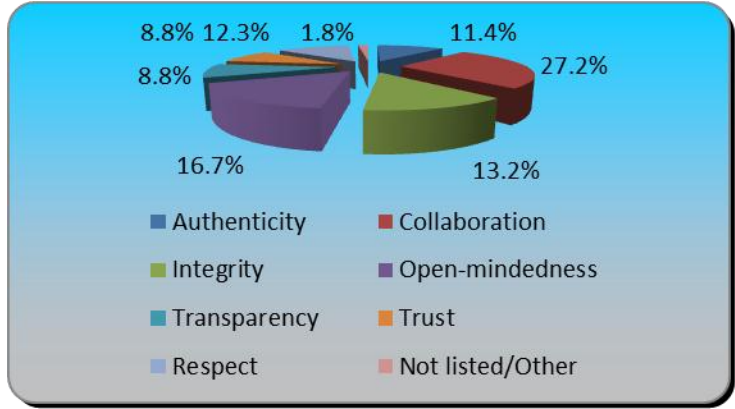


2.) Community leaders are coordinated and working together towards a common goal. (multiple choice)	Responses	
Strongly Agree	9	16.67%
Agree	24	44.44%
Disagree	12	22.22%
Strongly Disagree	3	5.56%
Not Sure/No Opinion	6	11.11%
Totals	54	100%



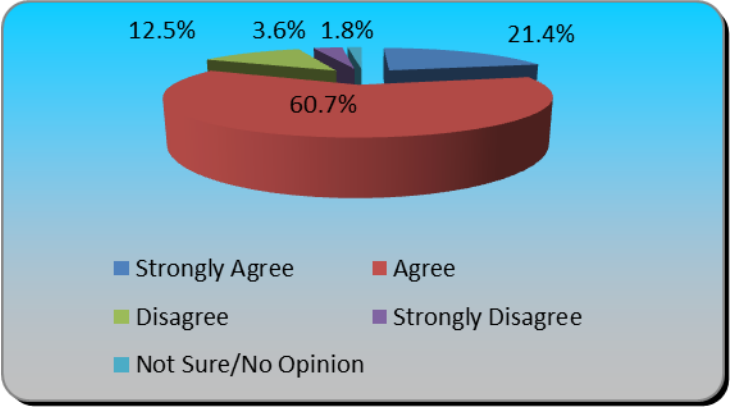
3.) Which leadership qualities are most important for the growth of Battle Creek? (chose 2) (multiple choice)

	Responses	
Authenticity	13	11.40%
Collaboration	31	27.19%
Integrity	15	13.16%
Open-mindedness	19	16.67%
Transparency	10	8.77%
Trust	10	8.77%
Respect	14	12.28%
Not listed/Other	2	1.75%
Totals	114	100%



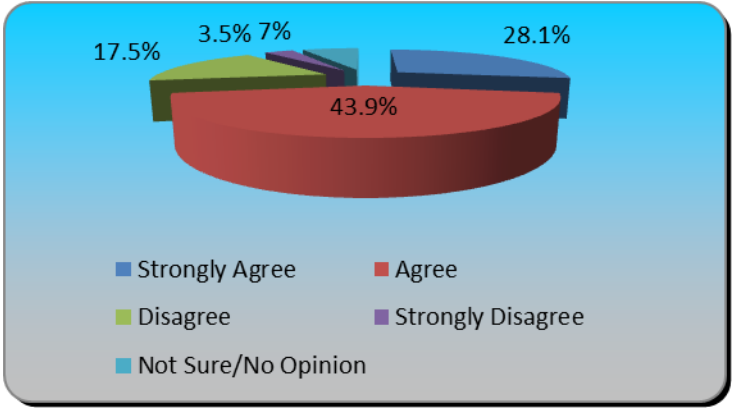
4.) Collaboration is becoming more common among leaders/groups in our community. (multiple choice)

	Responses	
Strongly Agree	12	21.43%
Agree	34	60.71%
Disagree	7	12.50%
Strongly Disagree	2	3.57%
Not Sure/No Opinion	1	1.79%
Totals	56	100%



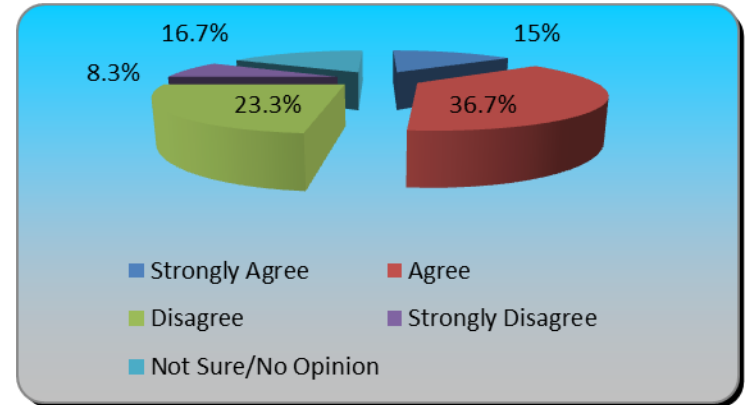
5.) What defines leadership is changing as younger generations enter the workforce. (multiple choice)

	Responses	
Strongly Agree	16	28.07%
Agree	25	43.86%
Disagree	10	17.54%
Strongly Disagree	2	3.51%
Not Sure/No Opinion	4	7.02%
Totals	57	100%



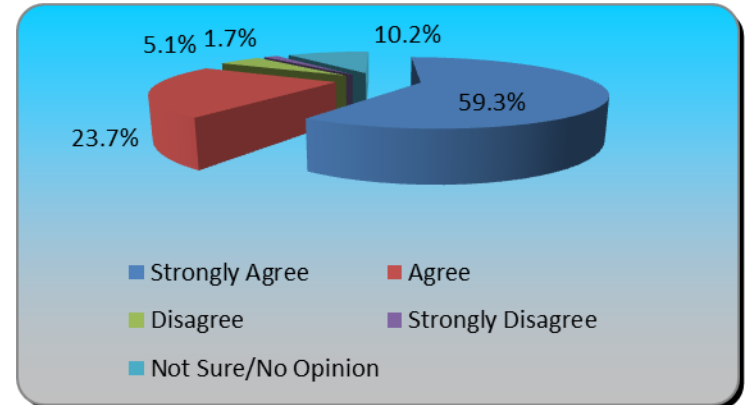
6.) There is a succession planning opportunity for seasoned leaders to mentor emerging leaders. (multiple choice)

	Responses	
Strongly Agree	9	15%
Agree	22	36.67%
Disagree	14	23.33%
Strongly Disagree	5	8.33%
Not Sure/No Opinion	10	16.67%
Totals	60	100%



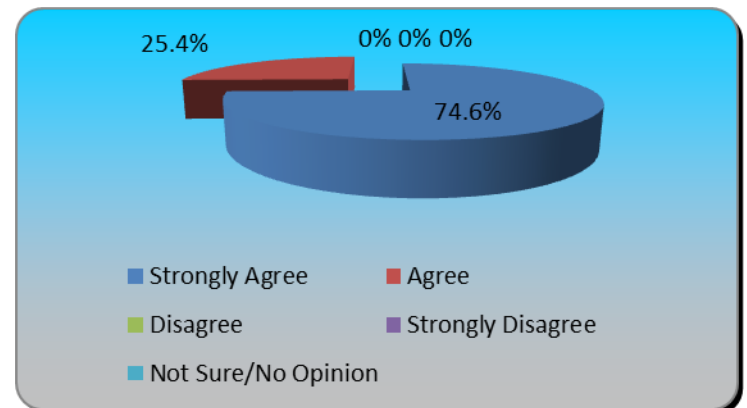
7.) My employer is supportive of my leadership and/or involvement in the community. (multiple choice)

	Responses	
Strongly Agree	35	59.32%
Agree	14	23.73%
Disagree	3	5.08%
Strongly Disagree	1	1.69%
Not Sure/No Opinion	6	10.17%
Totals	59	100%



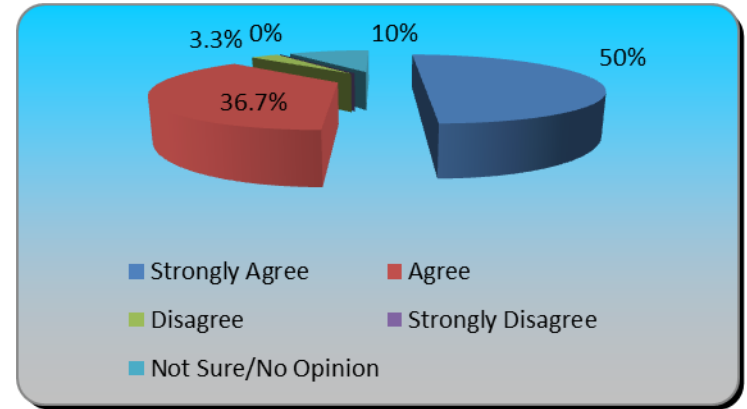
8.) Leadership plays a role in staff engagement and happiness. (multiple choice)

	Responses	
Strongly Agree	44	74.58%
Agree	15	25.42%
Disagree	0	0%
Strongly Disagree	0	0%
Not Sure/No Opinion	0	0%
Totals	59	100%



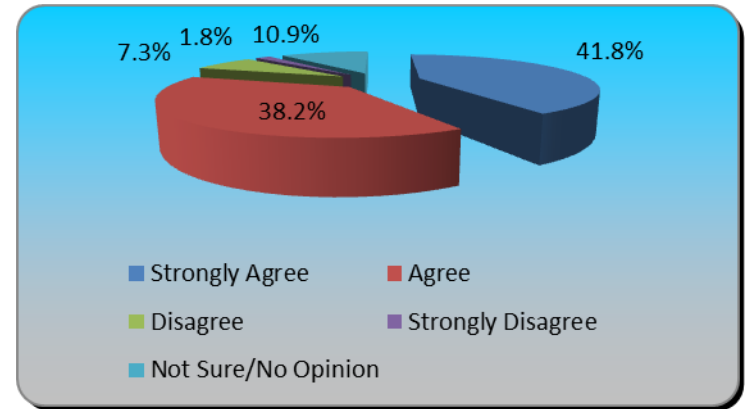
9.) My leadership and/or involvement in the community has had a positive impact on my career advancement. (multiple choice)

	Responses	
Strongly Agree	30	50%
Agree	22	36.67%
Disagree	2	3.33%
Strongly Disagree	0	0%
Not Sure/No Opinion	6	10%
Totals	60	100%



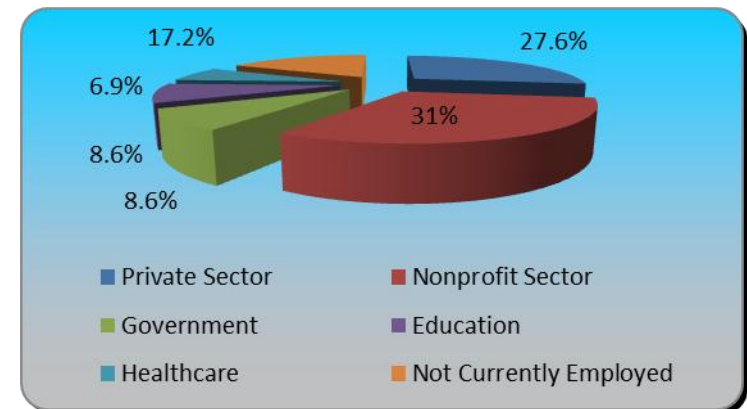
10.) I want to know more about the soft skills of leadership. (multiple choice)

	Responses	
Strongly Agree	23	41.82%
Agree	21	38.18%
Disagree	4	7.27%
Strongly Disagree	1	1.82%
Not Sure/No Opinion	6	10.91%
Totals	55	100%



11.) Employment status: (multiple choice)

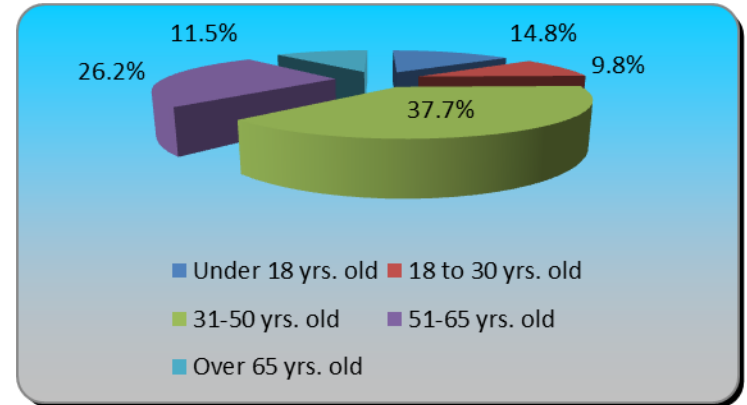
	Responses	
Private Sector	16	27.59%
Nonprofit Sector	18	31.03%
Government	5	8.62%
Education	5	8.62%
Healthcare	4	6.90%
Not Currently Employed	10	17.24%
Totals	58	100%



12.) Age: (multiple choice)

Responses

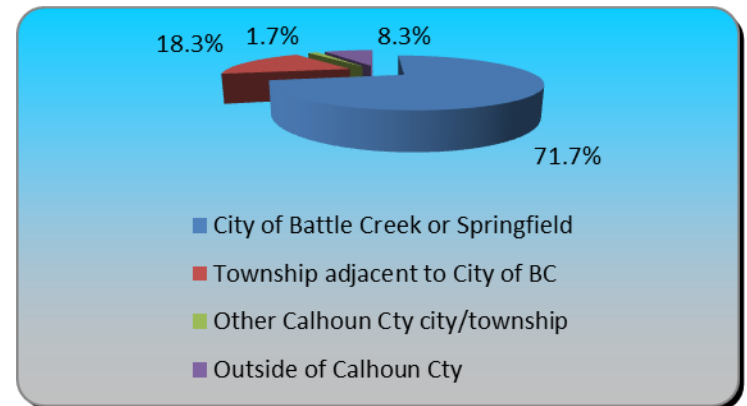
Under 18 yrs. old	9	14.75%
18 to 30 yrs. old	6	9.84%
31-50 yrs. old	23	37.70%
51-65 yrs. old	16	26.23%
Over 65 yrs. old	7	11.48%
Totals	61	100%



13.) Residence: (multiple choice)

Responses

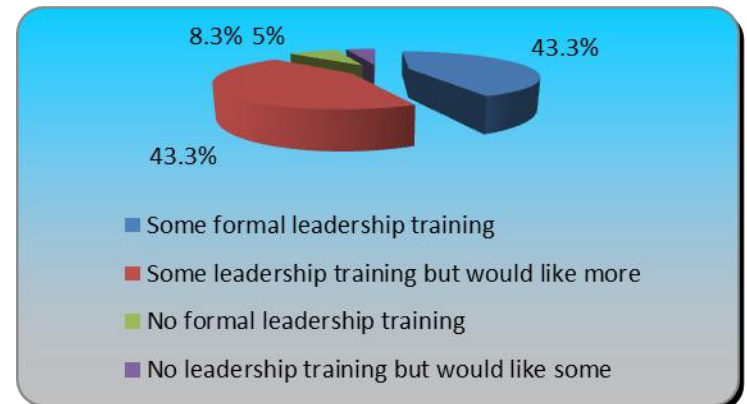
City of Battle Creek or Springfield	43	71.67%
Township adjacent to City of BC	11	18.33%
Other Calhoun Cty city/township	1	1.67%
Outside of Calhoun Cty	5	8.33%
Totals	60	100%



14.) I have had: (multiple choice)

Responses

Some formal leadership training	26	43.33%
Some leadership training but would like more	26	43.33%
No formal leadership training	5	8.33%
No leadership training but would like some	3	5%
Totals	60	100%



Small Group Discussion Notes

Attendees were asked to select one of the clicker questions and discuss with their groups the answers they chose.

Question #3 – Leadership Qualities most important to the growth of Battle Creek

- Transparency is key to leaders collaborating – people must bring everything to the table if collaboration is going to truly be successful
- Leaders must recognize the greater good. They need to value what is not only beneficial to their mission but what will improve the other orgs at the table
- Open mind – creative thinking – thinking outside of the box. Not always doing things the same way
- Integrity and respect goes back to the golden rule. When you are standing alone, are you prepared to do what is right? Are you willing to have the hard conversations? Are you willing to step back and listen to all sides and consider their views?
- Other: resilient – able to learn from experiences and become a better leader because of it
- Be willing to stand your ground and do it with integrity to earn respect. Recognize that “respect” may have different definitions to different people.

Question #6 – Succession Planning & Mentoring Emerging Leaders

- Mentoring needs to be deliberate. It is the responsibility of those already in leadership to reach out to emerging leaders (or younger) employees
- Critical for success in an organization to keep the company culture in tact over time
- Everyone should have a voice in how the emerging leaders are developed
- Important to train many people so power isn't too concentrated but must still have a leader who takes responsibility
- Can use the possibility of shared power
- Not all leaders are good mentors. Need opportunities for leaders to learn how to be valued and effective mentors.
- Mentoring must be face-to-face not only by electronic methods
- Rare to see
- Not a lot of multi-generational mentorship
- More senior people need to engage in social media
- Younger leaders are more project-focused; finish a project, then move on
- Some schools have no mandatory community service programs
- Involvement in neighborhood councils – some leaders offer leadership responsibilities
- Timing is an issue when it comes to mentoring
- FB – use it as a community communication channel
- Not a lot of mentorship going on at some schools
- Work together more
- Clear Lake Camp suggested Facebook as a way for people to connect and stay in touch
- It's important to meet to stay connected and mentor each other

- Facebook allows “walls to come down”
- The internet is a great equalizer
- There’s a lot of knowledge out there and seasoned leaders should take responsibility for mentoring other people
- Create a foundation of trust fostering each other like a family , and holding each other accountable for excellence
- Young professionals could be mentored by other, older leaders
- Many organizations do good succession planning within their organizations, but not across the community
- Leadership Camp develops children from the earliest time. Leaders pass on what they know
- Inner drive, inner focus – do as much as you can every day
- Leadership Challenge has exposed participants to complicated group dynamics. Once you’ve made it to a certain point of success, it’s your job to give back to the community.
- Seasoned leaders recognizing talent and bringing it out
- Emerging leaders may not always realize they’re being mentored
- Openness and flexibility to learn new concepts at all stages
- Community leaders collaborating for a common goal

Other Discussion Notes – No question specified

- Leadership is timeless; skills needed don’t change. Find your passion, build relationships, take a risk to make an investment in the community
- Need to stress service; volunteerism can be big (chairs events) or small (serving cookies, working with children reading for an hour)
- Proud of Battle Creek and how hard people are working to make it a better place i.e. Project 20/20, garden tour, # of people working with kids
- Need more inter-generational opportunities for mentoring/developing leaders
- Bringing kids to work
- Diversified staff of young people
- Opinions of young people in work force – (pockets of time)
- Young people → leadership
- YP bring another perspective. Fear of retention – self-centered, centered around their organization, centered on building sustaining impact of leadership
- Change to come from Leadership Challenge
- Work with youth – come with soft skills – make connection between young and community!
- Mentoring young people
- What is actually changing?
 - Technology is changing/people skills still needed
 - Hired on kindergarten skills
 - Documentary – women – see in work later, women can’t have it all