

Frameworks for Positive Results
A Project 20/20 Leadership Meeting
November 28, 2012
Burnham Brook, 7:30 a.m.



Welcome and Opening Comments

Talia Champlin opened the meeting with an overview of the meeting agenda. The theme for the meeting was “Frameworks for Positive Results”. Talia reminded attendees that Project 20/20 facilitates these important conversations among leaders and community members to move Battle Creek toward excellence. Talia then introduced the first speaker.

Presentations by Brenda Hunt, Martha Thawngmung and Mike Bivens

Brenda Hunt, President & CEO of the Battle Creek Community Foundation shared her thoughts on empowerment from a policy and practices perspective. There are several key things that the Foundation practices to empower citizens. It’s the leaders of the Battle Creek community that makeup the Foundation. It’s important that citizens have access to philanthropy. The volunteers within the community make the decisions on grant awards; Staff makes very few decisions. The Foundation also offers fiscal sponsorship, which enables individuals to bring their ideas to reality and/or test them out. It’s important that institutions partner with the people. Through the neighborhood grant making program, residents are able to receive funds to improve their neighborhoods. Youth, through the Youth Alliance Committee, are empowered by doing community service and also making decisions to award funds for community projects. The Foundation offers citizens the opportunity to create an endowment with a low initial contribution (or the intent to build to a certain amount), which is not always the case for other community foundations. The Foundation has had the same values since its inception and will continue to empower the residents of Battle Creek.

Martha Thawngmung, Executive Director of the Burmese American Initiative/Burma Center shared her perspective as a freshly empowered individual. Martha has been in the U.S. for 32 years. She shared how she has been empowered along her journey. We must believe in the person/people. Have faith in what they can and will do. Give opportunities for self-discovery. The W.K. Kellogg Foundation invested in Martha by giving her the opportunity to attend leadership programs. Allow opportunities for experience and experiments. We must not forget about the kids in the community. Include them in planning. Don’t forget about why we do all that we do. And lastly, continue to have trust in human potential. She and two other ladies submitted a proposal to the Kellogg Foundation. Now the Burmese American Initiative is underway and working to foster a sense of belonging, offer hope and affect the lives of Burmese Americans.

Mike Bivens, Executive Coach of Be A Leader Coaching LLC, discussed the difference between managers and leaders and how leaders can empower others. Mike retired from Kellogg Company after 32 years. Part of the time he was there, he was in charge of leadership development for top managers. There is a distinct difference between managers and leaders. Managers plan, budget, organize, hire staff, control and solve problems which creates order in an organization. Leaders set direction, align constituencies, motivate and inspire which creates

change. Mike share quotes by Carlos Gutierrez – one of which was “If I am too far into the details then I am doing someone else’s job.” Managers should be empowered to focus more on the big picture rather than on the day-to-day details. Leaders who empower set clear and compelling direction. They coach and delegate – not tell people what to do. They believe people have the answers. Empowering leaders get out of the way! And finally, they hold people accountable.

Click on the following link to view the PowerPoint Presentation - [Frameworks for Positive Results PowerPoint](#).

Group Discussion and Input

Following the presentations, members were asked to participate in a small group discussion. The following two questions were posed: 1) What are the most valuable leadership tips/literature you have used and would recommend to others? And 2) What topic(s) do you think leadership needs to be more connected on and have a common understanding about?

Each group discussed both questions. An individual from each discussion table shared one key point with the group from each question (however, some shared more than one). All additional ideas are located at the end of this document.

Key Points Reported by Each Group

- 1) What are the most valuable leadership tips/literature you have used and would recommend to others?
 - Lincoln on Leadership – elements of leadership
 - Leadership starts with listening more
 - Leadership activity that requires movement, no verbalization – help each other create the movement
 - Follow to Lead by Don Mercer and Carlos Fontana
 - Self-aware – allowing others to know, move beyond controlling others
 - Gracious Space – about an environment where everyone feels comfortable
 - Listen and build trust and relationships with team members
 - Patience, let folks experiment

- 2) What topic(s) do you think leadership needs to be more connected on and have a common understanding about?
 - True understanding of what programs exist in Battle Creek
 - Get coordinating agencies to coordinate together/work together
 - Competition vs. trust/reciprocity
 - Seek to understand rather than be understood
 - Identifying obstacles to leadership and address these – what are the hurdles or what’s in the way of true leadership?
 - New reality of diversity, new people with new voices
 - Develop action plan when making change – process to make sure it’s successful
 - Create opportunity for greater contact

Closing Comments

Members were reminded Project 20/20 will not host a meeting in January. More information about the next meeting will be emailed. Also, the 2013 meeting schedule is available at www.bcproject2020.com.

Members were asked to complete a survey, make a donation, become a fan of Project 20/20 on Facebook or follow our tweets, visit the Project 20/20 website at www.bcproject2020.com and invite others to join us.

Additional Ideas from Small Group Discussion

1) What are the most valuable leadership tips/literature you have used and would recommend to others?

Books

- Good to Great by Jim Collins, “Level 5”, getting the right people in right seats on the bus
- Rise of the Creative Class
- First Break All the Rules
- One of the biggest tips to selling something is listening. NBA of Selling – Harvey Mackey
- Patrick Lencioni (author) – writes great books
- Marian Wright Edelman (author) – Founder of CDF Freedom Schools, Sea is so wide and my boat is so small
- John Maxwell (author)
- Peter Block (Community)
- Margaret Wheatley (Meg)
- Bell Hooks
- Richest Man in Babalon – stories with a focus on what is important on leadership
- Crucial Conversations by Kerry Patterson, et al., “How to” and practical approach to handling tough conversations
- Anatomy of Peace by the Arbinger Institute. Breaking down assumptions, and judgments we place on others that are not helpful
- Jobs – Steve Job autobiography
- Jim Rohn – multiple books
- Strangest Secret by Earl Nightingale, goals and self-improvement
- The bible – all that was said can be found here/commandments
- Leadership Secrets of Jesus
- Seven Habits of Highly Effective People by Stephen Covey (keep the main thing the main thing – begin with end in mind)
- Max Dupree
- Teaching the Elephant to Dance by James Belasco
- Who Owns the Icehouse
- Our Iceberg is Melting by John Kotter
- Glasser (author)
- Deming (author)
- The Road Less Traveled by M. Scott Peck
- What Leaders Really Do by John Kotter

- Saul Alinski's works
- Question Behind the Question – why do we have to change this for?, work with people, power of positive thinking
- Magic of Thinking Big
- Who Moved My Cheese
- One Minute Manager
- That Used to Be Us by Tom Friedman

Ideas/Tips

- Letting go of control
- Managing oneself
- Know your strengths
- Doesn't have to be your way
- Develop strengths
- Know the goal
- Leadership vs. management
- Culture
- Positive quotes on office door
- Come with a solution; not just a problem
- Hear and be open to people – don't judge; be open-minded
- Leader & Manager (Mike's comments)
- Carlos' quotes (used in Mike's presentation)
- Belief
- Use other people's quotes (Pinterest)
- Provide opportunities
- Hiring leaders (not just workers)
- Create rubric for accountability
- Assessments – self-evaluation (Myers-Briggs)
- Harwood Institute
- Mirroring activity (collaboration), does this without words (Paulo Freire)
- The Prophet
- Coaching
- Listening
- Separation of managers/leaders
- From inspiration to accountability
- Being seen from inside out and vice versa (Martha)
- Everyone has something to contribute
- You can make change (in leadership styles) but need to pay attention to how that affects rest of organization (system)
- Clear expectations
- "Don't get stuck" – have courage to move from the stuck place (can be scary)
- White Men & Allies training (leadership)
- Honesty
- Do not let mistakes/failures discourage you – look at lessons learned

- Lead, follow or get out of the way
- Provide trust in plans, activities
- Trust your leaders
- Leaders provide an environment of trust
- Leaders have to get out of the way to not micro-manage and to not become exhausted
- Attend conferences for constant exposure
- Listening and hearing, perhaps understanding
- Remembering the power of building and maintaining trust (constant)
- Ask/seek people out to help esp. unrepresented
- “When can I expect this” rather than telling
- Training your successor
- Leader approachable and accessible relationships, details
- Practice what you preach; integrity
- Understanding cultural assimilation
- Giving positive feedback

2) What topic(s) do you think leadership needs to be more connected on and have a common understanding about?

- Diversity of leadership
- Professional mobility
- Crowd funding
- How do you connect to Battle Creek
- Creating opportunities for greater content knowledge: immigration, poverty, civic responsibility
- More youth voice
- Intentional learning opportunities for ALL
- Engagement of people leading
- More actual experience (biography) vs. theory
- How do we get leaders in community to talk to each other (break down silos)
- “Doing” vs. engaging/informing
- Hurdles to advancing community. How do we hasten this? Have we decided where we want to be? Do people want to see change in community? Do they know how to get there?
- How to involve/engage others in this movement? Do they feel safe/invited?
- We like that this is an asset-based group
- How to do it better
- How do we motivate through honesty, different things are motivating
- Social networking
- Community infrastructure
- Have leaders do direct service together
- Management by walking around
- Leaders should invest time and resources in where they live and work
- Government – City (processes, troubleshooting, feedback, access)
- Healthcare Reform impact