

THE JOURNAL

OF KANSAS CIVIC LEADERSHIP DEVELOPMENT **VOLUME 2 - ISSUE 1 - SPRING 2010**





WELCOME TO THE JOURNAL,
a conversation catalyst in Kansas (and perhaps beyond).

Are you productive or just busy?

A legislator friend of mine complained recently about all of her legislative meetings and official engagements. Running to committee meetings, reading bills, taking lunches with stakeholders and attending evening receptions kept her busy.

She said, "I never have time to do the things I really want to do." Her constituents elected her to help public schools and inner-city kids, cut out wasteful government and advocate for better health care.

I said, "Why do you spend so much time going to committee meetings and receptions?"

She was silent and then said, "Do you expect me to skip my committee meetings and forego the receptions with stakeholders?"

I said, "Yes, if that's what is needed to free up more time to spend on what you, and your constituents, really care about."

"I take my job seriously," she said. "I just can't not show up at things!"

"It sounds like you are busy, but not productive," I answered. "Is your purpose to simply play the part of an elected official or to advance the things you care about?"

My guess is we have all been like my friend. I'm certain that I have. We get so busy trying to "play the part" that we fail to make progress on what we really care about.

I hope The Journal helps you slow down and engage a more intentional approach to your leadership development efforts.

You will find ideas here to help you no matter if you teach, coach, facilitate or consult about leadership. You will find success stories and ideas for new approaches to help you improve your leadership ability. Most of all, The Journal provides a window into the world of civic leadership development in Kansas. Let's make it a productive one.

Onward,

Ed O'Malley
President and CEO
Kansas Leadership Center



THE JOURNAL KANSAS LEADERSHIP CENTER SPRING 2010

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THE JOURNAL

The Journal is published periodically by the Kansas Leadership Center, which is funded through an initial 10-year, \$30 million investment from the Kansas Health Foundation. With a mission to foster civic leadership for healthier Kansas communities, KLC is unique in the field of leadership development due to its focus on civic leadership, statewide scope and robust funding source. KLC strives to deliver world-class leadership development experiences for Kansans by Kansans. Its initiatives are designed to inspire, educate and connect people from all areas of civic life, including business, government and nonprofit organizations.

KLC MISSION

To foster civic leadership for healthier Kansas communities

KLC VISION

To be the center of excellence for civic leadership development

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SUBMISSIONS

Submission deadline for the next issue of The Journal is May 14, 2010. Contact Carlota Ponds at cponds@kansasleadershipcenter.org for more information.



FEATURED ARTIST

John D. Morrison

John D. Morrison is an Oklahoma native, and a retired computer programmer. He and his wife, Shellee, are 30-year Wichita residents with four adult children. John was inspired in 2002 by Australian photographer Ken Duncan's book *America Wide* to pursue photography seriously, concentrating on panoramic landscapes. While much photographic composition involves isolating a subject by removing all that is not visually essential, panoramic photography presents a subject in its context. Often the subject is the context. Learning the rules of composition for this format is sometimes exciting, sometimes painful, and always unfinished.

Contrary to the opinions of some, the Kansas landscape is extremely varied, though it does not shout for attention. Done well, the panoramic format lets the photographer embed the viewer in the landscape. The sweep of the sky and the expanse of the prairie move the viewer's eye from detail to detail, while the lines of grass, trees, earth forms, and clouds tie the details into one overall experience.

John shoots with a Canon digital SLR and tries to manage two photographic day-trips monthly to sites within a few hours of Wichita. He especially enjoys shooting very early or very late in the day, when the colors are more saturated, and when the low sun reveals the contours of the landscape and tints the clouds and the prairie grasses in beautiful, fast-changing ways. Believing that roads, fences and power lines are a part of our lives, John often includes man-made features in his landscapes. "They need not destroy the God-formed beauty on which they lie," he says.

PANORAMA TECHNIQUE

Each of John's landscape panoramas is a composite of many overlapping exposures. With the camera mounted on a tripod, he manually sets focus and exposure and uses a cable release and mirror lock-up for the sharpest image possible. He then takes seven to 12 vertical-format exposures that cover the scene, each exposure overlapping its neighbor by about one-third. Once the resulting individual files are "stitched" together on a computer, the resulting image file is almost identical to one produced by the traditional method of scanning a large-format transparency. Of course, this technique does not work well for subjects in motion, such as waves breaking on the beach (an uncommon sight in Kansas!).

John's goal is to produce a print that recreates as closely as possible what he experienced at the time and place the image was captured. He believes if he's diligent (and fortunate), the print will appeal to others, as well. As the images here reflect, he's been both diligent and fortunate.

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ON THE COVER:

Looking east along US 160 west of Independence, Kansas. Traveling from the east, photographer John Morrison had just driven through the rainstorm. When he emerged, the low afternoon sun had created this double rainbow. Montgomery County, Kansas. June 29, 2003.



A MEETING OF MINDS: Kansas Residents Gather at Summit to Learn About Leadership

by Nicole Lezin



Blackbear Bosin's Keeper of the Plains sits at the confluence of the Arkansas and Little Arkansas rivers. Wichita, Sedgwick County, Kansas. May 28, 2007.

A little more than three years ago, Ed O'Malley wandered through the downtown Hyatt Hotel in Wichita, contemplating whether he and his family should relocate to Wichita from the Kansas City area. The Kansas Health Foundation had offered him a role as the president and CEO role of a dream called the Kansas Leadership Center. In a hallway of the hotel, among other Kansas-specific décor, Ed caught sight of a framed reproduction of an East Coast newspaper article from May 28, 1887. Its opening line read:

"The unparalleled growth of Kansas in population and material wealth has challenged the wonder and admiration of the American people. The state stands today as the grandest monument in the history of the progressive civilization of modern times."

Ed wondered if this grand KLC experiment, unique in the nation and perhaps the world, might not lead to similar accolades, "if we get it right."

Fast-forward to November 2009, and it appears that Ed, the charter President and CEO, and the KLC have made significant progress. Those same Hyatt hallways buzzed with teams of Kansans representing more than 40 community-based leadership programs (CLPs). Program directors, board members, participants and volunteers had all assembled to learn about the KLC's emerging theories, principles and competencies and to help enhance their practice of civic leadership.

It marked the first event of its kind hosted by the KLC, but as Ed explained in his welcoming remarks, the 2009 Summit did not exactly constitute a new event. Instead, it represented a new chapter in a series of Kansas civic leadership efforts built over a decade with support from the Kansas Health Foundation. Now, with the KLC at the helm, this movement, the Kansas Community Leadership Initiative (KCLI), has expanded to encompass a six-fold program of supports for those doing the important work of planning, recruiting and executing CLPs throughout the state.

In addition to the Summit, KLC has developed or continued to develop the following aids for use by CLPs throughout the state. Please look for updates on these projects on the KLC website: www.kansasleadershipcenter.org. They also will be chronicled in future issues of The Journal.

Continuing Education - Programmatic activity designed to increase the effectiveness of novice or veteran local CLP facilitators

Curriculum Development - Ongoing effort to produce a variety of curriculum materials for use by local programs, including updates of existing curriculum and Field Guide (now on version 2.0), case studies, and audio, video, and Web materials

Evaluation - To develop useful formative evaluation tools that help us understand what works for CLPs, what impact CLPs have in their communities, and how KLC's support for CLPs can improve

Marketing and Sustainability - To develop customizable marketing and fundraising materials for use in each community to build support for and participation in civic leadership

Consulting and Coaching - KCLI consultants/coaches deployed to communities to help build a stronger CLP infrastructure that helps elevate local programs to higher levels of aspiration and performance

A SUMMARY OF THIS YEAR'S SUMMIT CONTENT:

We built the 2009 KCLI Summit around four core civic leadership principles:

- Leadership is hard;
- Leadership is risky;
- We may be part of the mess; and
- Progress is difficult.

We introduced and explored each principle in a large plenary session, and reinforced them through intense work in small-group sessions. The small-group sessions encouraged participants to "dive deeper" and provided immediate opportunities to practice applying the concepts underlying the four principles.



(cont.)

To make the most of the Summit sessions, large and small, Ed had several suggestions for participants: “Be intensely curious and ask lots of questions;” get lots of sleep (because the Summit wasn’t meant to be a spa experience, but rather an intense experience); and “soak it all in” by staying present. “You’re working on behalf of your community while you’re here, so ask yourselves: ‘What can I learn from this experience that will help me be more effective in making change happen in my community?’”

The KCLI 2009 Summit launched with those words.

Summarized highlights follow, but please take the initiative to follow up with one of the 240-plus participants who experienced it first-hand. Then make plans yourself to join us in 2010.

LEADERSHIP IS HARD

Lynette Lacy, a veteran of previous KCLI events, directs the Leadership Reno County program. She opened the session on why leadership is so hard by candidly sharing some of her recent doubts about what the program truly had to show for its efforts — and the difficulty in expressing these doubts and acting on them.

Lynette started asking herself some hard questions after participating in a week-long KLC event 18 months ago. She questioned whether Leadership Reno County had made enough of a change in Reno County’s civic culture to have a real impact on the deep, entrenched issues the community faced. Several other community members had gone through the same KLC experience, so Lynette pulled them together and posed the same question: “Are we doing enough?” Reluctantly, the answer bubbled up: probably not. And the question then became: What can we do to improve?

Lynette said the reaction was disheartening. Could the group withstand yet another transformation? She wondered which way to turn. “It’s not like we could adopt a model, or follow a blueprint already in place,” she said. Thanks to her KLC experience, she had a name for what she and her colleagues in the program

were about to experience: loss. After all, the program seemed to be doing some good things and had received lots of kudos — and so had she. But they knew they could do more. Today, many sessions into that journey, she knows she doesn’t have all the answers, but truly believes the changes will end up being worthwhile.

Diagnosing the Situation: Technical vs. Adaptive Challenges

Kristin von Donop, a partner in the leadership development firm Cambridge Leadership Associates, followed Lynette’s story with observations about why civic leadership is so hard. As Lynette’s story illustrated, one major challenge involves accurately diagnosing and understanding community needs: Mastering the distinction between technical and adaptive challenges lies at the heart of making an accurate diagnosis.

Why do people so commonly misdiagnose community situations as they try to close the gap between the current reality and their aspirations? Why do otherwise smart, capable people revert to the familiar, known solutions, instead of pushing for something unfamiliar, uncomfortable — and potentially more effective?

We misdiagnose in part out of the considerable pressure to do something quickly. For example, during the financial meltdown last fall, the government took some “stop-the-bleeding” measures to keep banks and large companies afloat, steps undoubtedly necessary. But what about measures addressing deeper, systemic problems, such as beginning to regulate derivatives or learning to live within our means as a nation? These more painful and controversial measures were not taken. As a country, we opted for the quickest and least painful approach, deferring some of the tougher decisions to our children’s and grandchildren’s generations.

These **technical** solutions can prove tempting. They call for naming the problem, and then applying expertise and some type of quick, clear implementation of one or more solutions. And for some situations — a



broken arm, for example — these solutions work as designed. They fix the problem (or at least have a good chance of doing so). The mismatch arises when a technical solution is applied to an adaptive need.

Adaptive challenges defy off-the-shelf solutions. Instead, adaptive challenges require an investment in learning before progress is possible. They also require an accurate diagnosis of the situation — a diagnosis that appears murky and difficult as well. “If you’re unable to make progress and are not even sure about the nature of the problem,” Kristin suggested, “that’s a good clue that you’re facing an adaptive challenge.”

Working through a few examples from Summit participants, Kristin concluded by asking a series of questions that can help “unpack” what’s really going on with an adaptive challenge. “Where’s the conflict?” she asked. “What’s the conflict about?” she continued. “What assumptions might be preventing progress? Where are the losses — the things we might have to give up in order to make progress?”

LEADERSHIP IS RISKY

Marty Linsky, co-founder of Cambridge Leadership Associates, shared some key assumptions about civic leadership:

- All of the civic leadership challenges facing Kansas communities — the problems as well as the potential solutions — resided in the room full of Summit participants.
- Summit participants attended the Summit because they perceived a gap between their community’s current reality and their aspirations for that community. (“In other words,” Marty said, “you’re here because you’re stuck!”)
- The gap between current reality and aspirations persists because Summit participants intuitively realize that closing the gap will require taking some risks and doing things differently.

- If everyone in the room — participants, KLC staff, faculty, Board members — exercises civic leadership more often than in the past (even a little bit more), then Kansas communities, he predicted, will become healthier places.

Types of Risks

KLC faculty member **Ron Alexander** opened his session by asking for a show of hands: did anyone not think exercising leadership held inherent risks? No one agreed with this proposition. Marty then asked the group for examples of specific types of risks that exercising leadership entails. Answers included:

- The risk of being **labeled** — a “Chamber type,” an environmentalist, a tree-hugger. Marty said communities resist change by labeling people who exercise leadership. “The community is going to resist in ways that are designed to make you back off, by going after your vulnerabilities instead of your strengths,” he observed.
- You also risk losing **friendships** and relationships because of having to tell people what they need to hear, instead of what they want to hear. Marty said, for example, “a father knows he’s exercising good parenting when his teenage daughter looks him in the eye and says, ‘Daddy, I hate you!’ — and he doesn’t take it personally.”
- The risk of losing a **reputation** or **credibility**. A community may push back by signaling that those exercising leadership could lose their reputations, credibility, and positions or roles in that community.

These examples, Marty said, help us understand why we don’t exercise leadership more often, whether in our communities, in the work place, or at the family dinner table.

We have to challenge ourselves to recognize those opportunities — in part, by diagnosing the situation before us more accurately and understanding what’s



(cont.)

really going on. The second challenge involves summoning the courage and sense of purpose to advance on those opportunities. Even a small increase — say, from seizing 12 percent of these daily opportunities, instead of 10 percent — can make a difference.

Marty predicted that colleagues, family members and others back at home wouldn't necessarily embrace the idea of changing things in possibly uncomfortable ways.

“Trust me on this,” he said. “The deepest, fondest hope of the people who know you are here is that when you come back, nothing will change.”

That's because if Summit participants really embrace opportunities for civic leadership, more (not less) will be demanded of them. “They won't want to do the work that they're hoping you would do for them,” Marty explained.

Returning to his parenting analogy, Marty noted that people reward you for delivering to them what they want. The conflict unfolds when you deliver what they need, and it's different from what they want. “One way that we reward people for never delivering to us what we need, when it's different from what we want, is by calling them leaders. But it's just a bribe,” Marty said. “Another way to keep you just where the organization, system and community want you.”

Delivering Losses; Taking Casualties

Challenging the current reality puts you at risk personally and professionally because those who have the most invested in the status quo will experience it as a threat. “When you're exercising leadership,” Marty explained, “you're delivering losses.”

“Leadership involves the distribution of loss, because even if you're doing God's work on earth, some people are going to experience that as a threat or loss to them.” Seeing your good works as distributing loss, Marty predicted, “will change the way you do business.”

It's important to show empathy for that loss, pace the work, and choose allies and strategies based on that understanding.

WE MAY BE PART OF THE MESS

Kevin Bomhoff, KLC faculty member and organizational development director for Wichita State University's Center for Community Support and Research, introduced the Summit audience to the topic of defaults by sharing some of his own. As a person who gravitates towards goals, objectives, action plans, and strategies, he finds that people often reflexively turn to him for help with these kinds of tasks.

These strengths and skills constitute Kevin's defaults — the areas in which he feels most comfortable. Relying on these strengths allows him to predictably and consistently make valuable contributions to the people, groups, and communities he works with. Still, he wondered: what's he missing by not stretching outside his comfort zone? Could he do his work more powerfully if he became less predictable and stretched beyond his defaults?

Being effective as we step into a situation requires not only understanding the situation, but understanding ourselves, too. Understanding our own personal resources and strengths, as well as our weaknesses and vulnerabilities, represents a critical element in exercising leadership effectively.

To become more effective in exercising leadership, Marty suggested, we expand our tool kit so that we can customize interventions to each situation. Pushing against the boundaries of our existing defaults will feel awkward and uncomfortable at first. We may even experience a sense of incompetence or failure. But the wider our tool kit, Marty explained, the more resources we have to draw upon to customize an intervention. In small groups, Summit participants later discussed how their own defaults may have served as barriers to exercising leadership, and to their learning during the Summit itself.



MAKING PROGRESS IS DIFFICULT

David Chrislip, Senior Fellow at KLC and co-author of *Collaborative Leadership* (and its companion volume, *The Collaborative Leadership Field Book*) started his presentation by acknowledging that making progress is difficult. “To make progress,” he said, “we need to become more conscious, purposeful and intentional about our leadership interventions.” In order to be intentional, he continued, it's helpful to be as clear as possible about our purpose.

With a clear understanding of purpose, we have a better understanding of why we'd consider an issue we've targeted worthy of the risks Marty and others described earlier. Clarity of purpose not only orients us, but energizes others, as well.

To help Summit participants uncover their own sense of purpose, David asked them to make a list of what concerned them most about the future of their communities. Then, he asked participants to choose just one item from the list, using the criteria of what might warrant taking a risk, doing something different, and intervening to make progress. David guessed that most of the items that made the cut would qualify as adaptive challenges. “Purpose,” David summarized, “is one of the central orienting factors of leadership. If we are clear about what our purpose is,” he said, “we're more likely to move others than if we're not clear.”

THE OPPORTUNITY, OBLIGATION AND PROMISE OF CIVIC LEADERSHIP

Even though KLC developed as an organization by and for Kansans, the occasional outside perspective — in the form of two New Yorkers and a representative from neighboring Colorado — can still prove illuminating.

In that spirit, Marty and Kristin (the New Yorkers) and David (the Coloradan) shared some reflections as the Summit drew to a close.

Marty said that his observations came not just from his world-wide leadership development work, but also as someone who had tried (often unsuccessfully, he confessed) to exercise leadership in the many worlds he has inhabited as an elected official, journalist, academic, and teacher.

“From my perspective,” he shared, “there is nothing in the world I know of that is anything like this . . . Nowhere else is there a regional effort that is well-resourced enough to try to affect and improve civic culture, in the interests of dealing with communities' most difficult issues — and all working towards a more healthy community.”

“I have enormously optimistic hopes and aspirations for what you can accomplish, individually and collectively,” he continued. Trying to come up with a metaphor for what he has observed in Kansas, Marty thought about a dance — specifically, a waltz. “At this point, it still feels to me a little arms-length. People are trying to figure out how to work together, where the opportunities and resources are, how to work together.” What is beginning as a slow waltz, he predicted, will begin to look more and more like a mutual embrace as potential allies find each other and work together in new ways.

Kristin's leadership development work takes her across the country and around the world. Everywhere she goes, people ask her what she does, and she feels the answer — consulting on leadership development — leaves most questioners scratching their heads. “Let me give you an example,” she says — and then she tells them about KLC, the civic leadership initiative, and her work with many of the people attending the Summit.



(cont.)

“The reason I talk about it is because of the possibility it represents,” she said. “It’s amazing to think about what would happen in this state if the people in this room notch it up just a little bit. You’re already doing a lot, but it will require all of us to up our game if we’re serious about affecting the social determinants of health.”

“Our invitation to you,” Kristin said, “is to be the change you’re asking your community to do . . . enter into what may be an uncomfortable space, step a little out of your comfort zone — enough to challenge yourself to the point where your heart beats a little faster, your palms are a little sweatier, and you’re unsure about the outcome. If you do that, it will be amazing!”

For **David**, the unique statewide civic leadership experiment unfolding in Kansas brings to mind the work of Robert Putnam, who popularized the formerly academic notion of social capital through a best-selling book called *Bowling Alone*. *Bowling Alone*, which documented the precipitous drop in levels of civic engagement in post-war America, was preceded by a more scholarly and, to David, more important and provocative book: *Making Democracy Work* — *Civic Traditions in Modern Italy*.

“What the heck do civic traditions in modern Italy have to do with Kansas and the Kansas Leadership Center?” David asked, echoing a question that was probably forming at many of the tables across the Wichita Hyatt’s ballroom.

Despite having identical structures, constitutions, and charters, Italy’s regions differed markedly in their quality of governance. Dr. Putnam explored many different possible and plausible explanations,

discarding them all. The differences couldn’t be explained by per capita income, education levels, access to natural resources, or anything else on his list. Nothing seemed to correlate to the differences in the quality of governance.

Digging deeper, Dr. Putnam discovered five elements that he referred to collectively as “the civic community.” The first four are:

- Civic engagement (involvement in public life);
- Political equality (no single entity or faction dominated);
- Trust, tolerance and reciprocity (ability to tolerate different views and respect them); and
- Social structures for cooperation (places where people come together and engage in civic life as peers).

These elements, David believes, are the same qualities that civic leadership promotes: higher levels of civic engagement, bringing people together in ways that even out differences in power and hierarchy, building trust and tolerance, respecting each other’s views, and supporting the idea that we’re all in this together.

“The quality of governance,” David reiterated, “is not dependent on the quality of the people we elect. It’s not dependent on the structure of government. It’s something deeper than that: how we engage and relate.” Other researchers and thinkers have echoed Putnam’s findings: these dimensions, whether we call them civic community or social virtues or some other term, are tied to healthier communities. And KLC’s purpose in the long run, David observed, is to build healthier communities in Kansas, transforming the civic culture along the way.



In his closing remarks, Ed shared, “Our aspiration is to work with you and to help you close the gap you see between your current reality in your communities, and the greatest aspirations you have for your community. We believe it can happen, but it only happens with you. We hope you leave this experience more committed, more inspired, and a little more able to make a difference in the health of your community.”

Ed concluded by reiterating KLC’s objectives:

- To **inspire** Kansans to engage more and to risk more on behalf of creating healthy communities
- To **educate** Kansans on how to do so more effectively, and
- To **connect** Kansans to one another.

Again, this truly is a brief summary of the content portion of the 2009 Summit. Nothing here captures the energy, the camaraderie, the networking or, frankly, the fun of experiencing the event firsthand. The dates for this year’s KCLI Summit are November 8-10, again at the Hyatt in Wichita. The focus this year will be on recruiting entire community leadership program cohorts to learn together. We believe that a critical mass of energized people sharing common knowledge, tools and energy can begin to make a transformative difference in the level of civic engagement in their communities. Contact Shaun Rojas, Program Associate, at srojas@kansasleadershipcenter.org to register your community leadership program for this event. We hope to see you here in November.



NICOLE LEZIN is based in California, but enjoys her visits to Kansas to work with the Kansas Leadership Center team. Her writing and planning work focuses on public health and education policy for a variety of organizations seeking to make the kinds of changes at the heart of KLC’s civic engagement and leadership initiatives. She is the co-author, with Marshal Kreuter and others, of Community Health Promotion: Ideas that Work and with Douglas Kirby of Preventing Teen Pregnancy: Youth Development and After-School Programs.



HAIRYSCARY

Adventures in Leadership

by Joyce Webb



JOYCE WEBB, Ph.D., is the owner of Webb PhD Associates and works as a professional leadership and relational wellness coach, consultant, professor, and program developer and trainer for healthy marriage/relationship programs. Joyce continues to provide leadership and direction for non-profit organizations in Kansas.

I'm a 4th generation Kansan and very proud of my heritage. I come from a long lineage of strong, hard-working entrepreneurs (mostly farmers) and teachers. I had a Rockwell-esque upbringing and I lived my life "safely." Anyone who knew me when I was growing up would have described me as calm, smart, quiet and shy – painfully so. This is exemplified by having never been away from home for longer than a week due to unfounded fear, and sadly, that week was spent with my grandparents.

I was an expert in "managing self." Introverted wasn't in my vocabulary then, but neither was "intuitive" and both described me perfectly. My inner curiosity to understand how people tick, and my need to be perfect, was a personal refuge. It wasn't necessary to invite others on board my internal journeys. That might have stifled my fascination.

Who knows what finally caused that inner stirring – the drive to grow, to understand more, and to experience parts of myself yet untouched. But something roused and it hasn't stopped.

Those early habits of introversion evolved into an adult life I could never have imagined – one in which I often feel I'm on the verge of asking for trouble.

To the amazement of those around me, I moved to Texas to attend college. Toward the end of my sophomore year I decided to continue my education even farther from home, in Scotland. Friends and family were dumbfounded. Years later, I parachuted

out of a perfectly good plane, an experience that was an ironic blend of exhilaration and peace. What happened to that shy, introverted girl?

I don't understand exactly where my quest for leadership and zeal for risk come from. Many who know me would still describe me as conservative and sometimes inhibited. It's hard even for me to understand, but that "inner knowing" has made all the difference in my ability and willingness to step outside my usual defaults and to experiment with experiences unknown. All I know for sure is that events in my life have led me there and it's already been one big hairy, scary adventure. Then came KLC....

A week-long KLC experience could be described in many ways. My word for it is 'convicting.' It didn't take long in class before I knew I was in trouble again. My inner stirring led to a desire to experiment with taking my business in a new direction—to boldly go where I have never gone before. (My word for that is not a part of my usual vocabulary.) What happened to that shy, intuitive girl?

Then one of my mentors, Pat the Genius, calmed my shaky confidence. She said I had no choice. "Intuitives," she said, "are born growth-seekers who often annoy others with their grail-seeking approach to life." She described us as rolling stones—driven to peek around the next corner just to see what exciting things might be there. I've finally figured out that I could try to run, but I couldn't hide behind that slick veneer of tranquility when the rumbling stirs and the temperature goes up. It would demand to be

addressed whether I liked it or not. Sometimes it screams and screaming back at it only belabors the process. I have to accept the challenge, peek around the corner, and, like an excited child, be amazed at what happens.

THESE ARE THE THINGS I'VE CONTEMPLATED SINCE I HAD THE PRIVILEGE OF AN INTENSIVE KLC EXPERIENCE.

- I rather like getting in my own way with doubt and fear. I prefer the safety in the sanctuary of certainty I so cling to. But now I can only stay there for so long before the rumblings begin again and the choice for growth wins out.
- I often face an inner battle between exploring the unknown and uncharted, and the need for finality and completeness in tasks. To feed my achievement storehouse, I like to "check things off my list" (technical). But to feed my energy storehouse, I default to thinking ahead about the next great adventure (adaptive), leaving things unfinished temporarily in the dust. This push/pull action is a constant in my life.
- Discontentment is my friend as it probably indicates I'm on the right path.
- Sometimes it's not an accident that I find myself in the deep. It's only when the ante is upped that I usually come up for air. Then I realize the shore is too far away to swim back and I have to go forward.

Traditionally for me when the heat gets raised, it either leads to confusion, conviction, or fear that descends to retreat. My intentional decision to be open to this new leadership adventure in my life, to be willing to feel convicted by the challenge and held accountable by my peers, tells me that my gut response to fight my fear and 'just do it' anyway is the right decision.

Despite how desperately I'd love to cling to my imagined serenity of a life, who's to say that this choice to push the boundaries and just enjoy the experience won't lead to the next best year of my life? After all, it's just another big, hairy, scary adventure....



LAWRENCE'S SMOKING ORDINANCE DEBATE

A Kansas Leadership Center Case Study

Taking on an Unforeseen Issue

PART A

When he won re-election to the five-member Lawrence City Commission in 2001, David Dunfield wasn't thinking about whether city commissioners should pass an ordinance banning smoking inside all of the city's public spaces and workplaces. The slim, soft-spoken architect had campaigned for office on urban planning issues, with an emphasis on better managing his community's explosive growth to ensure a high quality of life for its citizens. But as he prepared to serve a one-year stint in the rotating post of mayor beginning in April 2003, a debate over broader regulation of public smoking in Lawrence threatened to become the most contentious issue facing his city of nearly 90,000 people.

"It's not an issue that I sought out," said Dunfield, a youngish-looking man with rimless eyeglasses entering his 50s at the time. "It's one that sought me."

Through his work, Dunfield had a hand in some significant Lawrence building projects, including a new facility for the city's arts center, a revamp of the University of Kansas' historic football stadium and the construction of the city's second high school.

Married to an art historian and scholar of East Asian culture and the father of a grown son, Dunfield also

sought to help shape the community he'd lived in for much of the past three decades. Prior to winning a seat on the commission in 1999, he'd been president of his own neighborhood group and a larger influential association representing many Lawrence neighborhoods.

Lawrence, like most U.S. cities, already had an ordinance mandating "no smoking" areas in public spaces and workplaces, a law that passed with little opposition in 1987.^[i]

That restriction arrived amid a widespread push during the late 1970s and 1980s to limit the health effects of second-hand smoke on non-smokers. But in recent years, government officials across the country had started passing even stricter limits on public smoking. The push invited clashes between supporters of the new limits -- who believed they better protected public health -- and opponents who argued the restrictions infringed on the individual liberties of smokers and business owners. Despite sometimes contentious debates, at least 70 municipalities and six states already had passed laws requiring nearly all workplaces be smoke-free, covering about one-third of the country's adult population at the time.^[ii]

Kansas cities were beginning to take up the issue as well. In January 2003, Salina, 140 miles west of Lawrence on Interstate 70, became one of the first major Kansas cities to implement a partial ban on when and where smokers could light up in public.



The KLC is making increased use of Kansas-developed cases in helping program participants apply our theory, principles and competencies to real-world situations. One of the benefits of this approach is that the cases to date have already been resolved so students can compare their diagnoses and intervention ideas with what actually happened. Although the epilogue to this case also appears in this issue, we encourage you to spend some time "working" the case before reading its conclusion. For those wanting to learn more about using the case facilitation method, a workshop is being offered on June 24th-25th. See page 82 for details, or follow the program links to register online at: www.kansasleadershipcenter.org.

The city's ordinance prohibited smoking in restaurants between 5 a.m. and 9 p.m. but provided exemptions for bars and several other types of establishments. It was a controversial enough law that opponents challenged it through a petition drive. Fifty-nine percent of Salina voters upheld the measure in a November 2002 referendum.^[iii] As his mayoral term approached, Dunfield said that a number of citizens had started to approach him about increasing the regulation of indoor public smoking in Lawrence.

"It was something that had some currency," Dunfield said.

One individual who approached Dunfield was David Kingsley, the owner of a research firm that did business with state agencies and educational institutions. Earlier in his career, the wiry and talkative Kingsley had spent 10 years working for corporations in industrial and labor relations outside Kansas, shepherding policies to help protect workers in dangerous jobs, such as uranium mining. As a result, Kingsley's primary concern in exploring stronger smoking laws in Lawrence was the safety of employees.

"I was interested in the impact of the smoking on the workers," Kingsley said, "not so much the dining comfort."

Kingsley, who was entering his 60s at the time, describes his own politics as "progressive" and saw a unique opportunity to discuss the issue,

in part because of a change in the political dynamics on the Lawrence City Commission. In an election earlier that April, Lawrence voters elected a trio of candidates to the commission that had run on a platform of "smart-growth" for the city -- Dennis "Boog" Highberger, David Schauner and incumbent Mike Rundle. One of the key issues up for discussion at the time was whether city officials should allow the construction of a controversial Wal-Mart Supercenter on the city's northwest side.

The three new commissioners, along with Dunfield, were aligned with a political action committee called the Progressive Lawrence Campaign, which had formed to counter the influence of developers on city politics.^[iv]

The commission's fifth and final member, Sue Hack, who was finishing up her one-year term as mayor, was considered more friendly to the community's business interests. As the incoming mayor, Dunfield would have greater sway over what issues might come before the commission.

Kingsley and Dunfield knew each other socially from their membership in a group of about 40 people who participated in a monthly international food potluck. As Dunfield prepared to take the reins as mayor, Kingsley remembers the two men running into each other one day at the intersection of Eighth and Massachusetts streets. The intersection sits in the heart of the city's downtown district, which includes a five-block stretch with dozens of restaurants, bars and stores, many of which are locally owned. The



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area, frequented by both college students and local residents, plays a major role in the city's economy and its identity as a cultural hub.

Kingsley said that the pair stood and talked "as citizens" about the enactment of stronger smoking laws elsewhere – including a statewide ban that had recently passed in New York – as well as the possibility of enacting a new ordinance in Lawrence. The researcher suggested that Dunfield appoint a task force to study the issue of smoking regulation, a step taken by officials in other cities contemplating stronger smoking limits. As the mayor, Dunfield would possess the power to establish a similar commission. Should Dunfield decide to create the task force, Kingsley said he would be willing to serve on it. Kingsley said he envisioned the group's work would involve looking "for whatever compromise" it could come up with on the issue.

Dunfield liked the idea of forming the task force and thought there might be the need for a stronger indoor public smoking law in Lawrence. However, he couldn't be sure how taking up such a polarizing issue would affect his larger smart-growth agenda. He also didn't know how far the ban should go and figured that any task force studying the matter would likely fail to reach agreement on the proper course of action.

["This was an issue that we weren't going to find a consensus on, among especially restaurant and bar owners and public health officials on the other side," Dunfield said.](#)

CITATIONS:

- [i] Report of Mayor's Task on Smoking in Public & Places of Employment.
- [ii] Report of Mayor's Task on Smoking in Public & Places of Employment.
- [iii] The Associated Press, "Ban on smoking in Salina restaurants takes effect," *The Hutchinson News*, January 10, 2003.

- [iv] The Lawrence Journal-World, "Year in review: A month-by-month look at 2003 in Lawrence," December 31, 2003.

Overseeing a Contentious Study

PART B

Dunfield knew that he'd have to strike a delicate balance if he appointed a task force to study a smoking ban in Lawrence. After all, a task force might be viewed with suspicion by public health advocates, who would fear the city commission was passing the buck on the issue. Opponents of the smoking ban could view the study as greasing the wheels for a tougher ordinance. While he wanted a task force to study the issue, he preferred that the ultimate decision be left to the city commission.

The incoming mayor told Kingsley that he would form a task force on smoking regulation and name the researcher to be the group's chairman. The mayor said he chose Kingsley for the role because he had volunteered for the undertaking and that he "knew enough about him to trust that he would be able to handle it."

"I know he's got a very analytical sort of mind and that he's a person who knows how to organize a task, that sort of thing," Dunfield said.

The mayor initially appointed five other individuals to join Kingsley on the task force, attempting to balance its membership to represent both the city's hospitality industry and public health advocates. Dunfield picked fellow architect and co-worker Scott Hazelitt, in part because he wasn't tied to a particular group and because of his expertise on ventilation issues. Judy Keller of the American Lung Association of Kansas, an enthusiastic smoking ban proponent, and retired radiologist and arts benefactor Dave Hiebert also received appointments. From the hospitality industry,

Dunfield selected Chuck Magerl, proprietor of Free State Brewing Company, a well-known, popular downtown restaurant and brewery, and Rita "Peach" Madl, who owned a tavern called "The Sandbar."ⁱⁱ

"I was trying to find some balance and find some people who had some expertise in different related areas," Dunfield said of the appointments he made. "And also some people who had some stature in the aspects of the community that they represented." Among the members rounding out the task force, Magerl had a unique stature in the community. City Commissioner Dennis "Boog" Highberger, who had a long-time association with Magerl dating back to a summer they spent as housemates in 1979, credits Magerl for his crucial role in the development of some of Lawrence's most treasured eateries. One of those was Free State, Kansas' first legal brewery in more than a century.

In order to open the establishment, Magerl had to successfully lobby the Kansas Legislature to change Prohibition-era liquor laws. That move came over the objections of an anti-alcohol group and a powerful liquor interest group. Magerl's brewery catered to smokers and non-smokers but he was also the managing partner of WheatFields, an artisan bakery where indoor smoking was prohibited.

Dunfield requested that the task force return to the city commission with a report on the issue but not recommend a particular course of action. Instead, he wanted the task force to report back with information from all sides, including scientific data about the health effects of environmental tobacco smoke and what regulations were being passed in other jurisdictions.

"Knowing that in a case like that, we're not going to achieve a consensus among these different groups, I didn't want them to spend their time arguing about what recommendations they were going to make,"



Dunfield said. "Instead, I said 'present us the whole thing, give us the information so that we can make a decision.'"

Yet almost immediately after the task force began meeting in April 2003, its gatherings became contentious and members divided into factions supporting or opposing a smoking ban. Kingsley said the conflict in meetings escalated because skeptics of additional smoking regulation were unwilling to accept scientific research about the harmful effects of second-hand smoke being discussed by the group.

"I dreaded going to those meetings," Kingsley said. "I saw the two opponents, Chuck and Peach, as pretty much following the industry line, the hospitality industry and the tobacco industry, questioning all the studies and coming up with studies that were considered by the other side to be bogus." But Magerl says he felt like supporters of a stronger smoking ordinance were unwilling to look critically at the weaknesses of the research they were using to support their position. He also started to question whether the task force was truly set up to conduct a fair study. Magerl recalled one meeting where someone asked the question, "Who in the room smokes cigarettes?" and no one raised his or her hand. He said it didn't make any sense to him that the group could discuss changing the city's smoking laws without having a smoker involved in the discussion.

["I should have realized very early on that, in many ways, the task force was just a mechanism for reaching a decision that had already been made," Magerl said.](#)

As the task force worked, participation in its monthly meetings expanded beyond the six members that Dunfield had initially appointed. Several members of the task force say it became increasingly difficult



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to discern who was an official member of the group and who was a citizen offering comment at a public meeting.

In the middle of the process, Magerl met with Dunfield and Kingsley with the goal of clarifying the task force's composition and direction. The restaurateur remembers leaving that session disappointed, feeling that Dunfield was being "non-committal" and "detached" on the task force's specifics and intended membership.

"I've served on several other city task forces and I had never experienced that kind of lack of direction," Magerl said.

But Dunfield said he didn't see the task force's exact membership as being a key issue. He said his group's charge was different from other task forces set up by the city because its job was solely to provide information to the commission, not recommend a particular course of action.

"I wanted to make sure that all viewpoints were represented," Dunfield says. "I wasn't so concerned about exactly how many votes because there wasn't a vote to be taken."

Yet by the end of the process, it was becoming tougher for the strongly divided task force to abide by Dunfield's wishes and not cast an up-or-down vote on the policies it would recommend to the city commission.

"There was huge public pressure to take a side -- one side or the other," said Keller of Kansas' chapter of the American Lung Association.

During the group's discussions, Kingsley said it was clear that a discernible majority of the task

force's membership appeared to support the passage of broader limits on public smoking.

It would ultimately be up to him to either steer the task force in the direction Dunfield intended, or push for a final, specific recommendation in favor of bringing a broader smoking ordinance proposal to the commission.

CITATIONS:

^[i] Joel Mathis, "Smoking ban in city restaurants weighed," *The Lawrence Journal-World*, April 19, 2003.

Deciding Who Decides PART C

After nearly a year of discussions, the mayor's smoking task force decided to give Lawrence city commissioners three options to choose from: (1) passing a ban on smoking in all workplaces; (2) implementing a partial ban on some workplaces or restricting smoking only during certain hours; or (3) taking no action and leaving the city's current ordinance intact.

Kingsley said the task force followed Dunfield's call to submit an informational report to the commission instead of making specific recommendations. But Philip Bradley, a spokesman for the city's hospitality industry during the debate, said the options presented by the group appeared to be a tacit endorsement of a ban on smoking inside all workplaces.

The task force submitted its report to the city commission on March 31, 2004. Public health advocates serving on the task force presented information about the negative health effects of environmental tobacco smoke. The report also included examples of other municipal ordinances dealing with indoor public smoking and the conclusion that special ventilation systems could not eliminate the exposure of non-smokers



to second-hand smoke. Magerl, the restaurant and brewery proprietor, presented a report on the economic effects of smoking bans on businesses, concluding that bars and bar-like restaurants were more likely to experience revenue losses than fast-food or carryout establishments.^[ii]

With the task force's work finished, the final decision on the politically explosive smoking ban issue rested in the hands of the five-member city commission. The governing body began debating the issue several weeks later at its April 20, 2004, meeting, where an overflow crowd spilled out from the commission's cramped, modern-looking first-floor chambers. The emotional debate centered on a proposed smoking ordinance that mirrored a ban on workplace smoking in El Paso, Texas.

During the meeting, Dunfield said he believed that the passage of the ordinance was an important public health issue. He also indicated that he was the one who had suggested that Lawrence use El Paso's law as a model because it was a "clean, simple and comprehensive ban on smoking in public places."^[iii] Lawrence's new mayor, Mike Rundle, joined Dunfield in supporting this stronger ordinance.

Commissioner Sue Hack opposed such a law and hoped the city commission could come up with some type of compromise amenable to both sides. Commissioner David Schauner said that while he would personally support the ordinance, he favored allowing the public to cast a binding vote on the issue. That appeared to leave the outcome in the hands of Commissioner Dennis "Boog" Highberger, who Schauner said was often the swing vote with critical issues on the commission.

An attorney who dealt with administrative appeals at the state Department of Health and Environment in Topeka, Highberger was a tall, thin man with gray hair and a beard extending from his chin. He walked haltingly, the result of injuries he sustained in a childhood accident. While he believed that second-hand smoke was a health threat, he remained deeply conflicted about banning smoking inside all workplaces.

Highberger also had spent time discussing the issue outside of the commission's meetings with Magerl, the Free State Brewing Co. owner with whom he had a long association.

"I could really see the value," Highberger said, "but I also was concerned about its effect on small businesses. There was a part of me that thought it might be overreaching on the part of local government and it might be better handled on a statewide basis."

Near the conclusion of the meeting, Rundle made a motion to begin the process of approving a ban on smoking inside workplaces, a proposal Dunfield seconded. But the motion failed after Highberger, Hack and Schauner voted against it. Highberger then proposed asking city staff to lay the groundwork for putting the issue to a public vote instead, which passed with support from himself, Schauner and Hack.

CITATIONS:

^[ii] Report of Mayor's Task on Smoking in Public & Places of Employment.

^[iii] Minutes of the Lawrence City Commission, April 20, 2004.



(cont.)

Epilogue

Boog Highberger's decision to push for a public vote on the proposed smoking ordinance surprised supporters and opponents of the measure and left Kingsley concerned. He feared putting the decision in the hands of voters would turn the issue into a potentially expensive political campaign and squander a year's worth of research by his task force into the issue.

Kansas law barred the commission itself from placing the issue on the ballot in a binding election. As a result, it would be up to advocates on both sides to mobilize petition drives and collect signatures to bring their competing ordinances up for a vote. Dunfield said he feared that such an election would be "enormously expensive" and "divisive."

"Philosophically, I just felt that was the kind of decision that we were elected to make," Dunfield said. "We're supposed to be up there making policy on behalf of the city and this was an important bit of policy to make."

Highberger said he had misgivings about his vote and started to re-evaluate his decision. He even discussed the matter with John Nalbandian, a former Lawrence mayor who worked as a professor in KU's Department of Public Administration. The professor "made a pretty good case" that passing the ordinance was the governing body's responsibility, Highberger said.

"I realized pretty quickly that I had made a mistake," Highberger said. "I realized that it ... probably wasn't a good issue for a public referendum, especially since Kansas doesn't really have a good mechanism for that sort of thing."

Although he had initially desired a compromise on the issue, Highberger said that the options for such a middle ground were unsatisfying, since they would expose workers in some establishments to the threat of second-hand smoke. He also knew that by changing his mind, he might appear "wishy washy" and would face the unappealing prospect of voting against the wishes of longtime friends and associates such as Magerl. In addition, even if the commission approved the ordinance, there was still a possibility that it could be challenged by protest petitions or in the court system. Highberger didn't think that either of those possibilities was likely at the time.

A day after he urged putting the proposed ordinance to a citywide vote, Highberger publicly reversed himself in an interview with a reporter from *The Lawrence Journal-World*. Highberger said he would move to reconsider the matter and would vote to ban smoking inside workplaces. He said he was concerned about forcing advocates to launch a petition drive in support of the new regulations and about money pouring in from outside groups trying to sway the election.

As a result of Highberger's shift, a majority of commissioners now supported prohibiting smoking in all enclosed places of employment. When the ordinance came up for a vote during the commission's May 4 meeting, the vote was 4-1 in favor of the measure, with only Commissioner Sue Hack opposing the ordinance.

"In retrospect, I think it was probably the most popular decision the commission made while I was there," Highberger said. "I think the numbers were probably about 80-20 (percent of people) in favor, and that's pretty unusual."

But the fight over the city's public smoking laws was not over yet. Bar and restaurant owners opposed to

the ban vowed to launch a petition drive challenging the ordinance and collected several thousand signatures to support their effort.

After the ban took effect on July 1, several bar owners reported seeing their business drop by as much as 25 percent.^[ii] But rather than submit a petition to force a referendum on the city's new ordinance, the hospitality industry's representatives, the Appeal to Reason and Tolerance Coalition, sought out a compromise that would lift the city's ban on workplace smoking.

Under the proposal, businesses that allowed smoking would be required to conduct annual tests of their air quality.^[iii] But a majority of commissioners indicated that they were unwilling to support such a change.

A referendum on Lawrence's ordinance never occurred. The public smoking restrictions were eventually challenged in another forum, the state's court system. A bar owner who had been accused of violating the smoking ban challenged the constitutionality of Lawrence's ordinance all the way to the Kansas Supreme Court. Justices upheld the city's law in June 2007, concluding that state law has invited cities "to regulate smoking in public places to the maximum extent possible."

Dunfield said that when he launched the smoking task force, he never thought that Lawrence would end up passing such a strong smoking ordinance.

Judy Keller, the task force member from the American Lung Association of Kansas, said the success of Lawrence's smoking restrictions paved the way for other cities in the state to pursue similar measures. It also helped spark an effort to bring a proposal for a statewide ban on smoking inside public places before the Kansas Legislature. She gives much of the credit for the success of Lawrence's

law to Dunfield for embracing the issue of reducing public exposure to second-hand smoke.

"That's a huge tribute to David Dunfield," Keller said. "He initiated this."

Kingsley, the task force chairman, said he believed the ordinance passed partly because it was put before a receptive group of city commissioners.

"We hit the right commission," Kingsley said.

But while the passage of Lawrence's workplace smoking ban is regarded as a victory by public health advocates, it is still a sore spot for some of the bar and restaurant owners who have been forced to operate under the new rules.

Magerl said the whole process diminished his regard for Dunfield, who he saw as playing a critical role in pushing forward the ordinance banning workplace smoking. But Dunfield contends that he was simply helping address an important community issue.

"To the extent that people remember my term on the commission, it's probably the thing most people remember the most," Dunfield said. "It's not necessarily the thing that I was most interested in. It was something that came to me, and I think I dealt with it well. It certainly had some impact."

Philip Bradley, who often spoke for the city's hospitality industry, said that while he enjoys going out in a smoke-free Lawrence as a non-smoker, some bar and restaurant owners still feel like they're being forced to bear the brunt of the city's effort to reduce exposure to environmental tobacco smoke. He noted that while the commission had subsequently approved a handful of special exemptions to the ban, they didn't apply to restaurants or bars. He also said the



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smoking ban appears to have resulted in fewer "mom-and-pop" or local operations succeeding in the city and believes it has given larger chain outfits a firmer foothold. The ban's proponents dispute those assertions.

Dunfield acknowledged that some in the community may still be resentful about the city commission's decision on the smoking ban. But he said he was glad that Lawrence was able to pass an ordinance that didn't complicate smoking restrictions by having them apply to only certain types of businesses or only during certain hours, as other Kansas cities had done previously.

"Maybe the one thing that set Lawrence apart from some of the earlier action around the state was the very simplicity, the directness of it saying it's going to apply to every place of employment, period," Dunfield said. "I felt like we did a really good job in adopting that clean ordinance the way we did."

CITATIONS

- ❶ Chad Lawhorn, "Smoking ban's effects still cloudy," *The Lawrence Journal-World*, July 8, 2004.
- ❷ Chad Lawhorn, "Smoking ban foes appeal to city," *The Lawrence Journal-World*, November 17, 2004.



This case was written for the Kansas Leadership Center by CHRIS GREEN, a Topeka-based writer and former Statehouse journalist. It was created through interviews with the sources mentioned in the case, news reports and official documents. The material, based on the Harvard Case Study Method, was drafted in consultation with KLC faculty and staff. The purpose of this civic leadership case is to use a real-life situation as a learning laboratory for participants in KLC programs.



WHAT PROGRAM PARTICIPANTS ARE SAYING

Lessons the KLC is Learning from Evaluation Data

by Scott Wituk and Sarah Jolley



OVERVIEW

Over the last year, the Kansas Leadership Center (KLC) has implemented various evaluations of its programs and services. In addition, KLC has developed a comprehensive evaluation plan that captures the changes associated with KLC's programs and services.

In the Winter 2009 issue of *The Journal*, we outlined the important connection between leadership and evaluation and discussed why effective evaluation is crucial to determining the extent to which leadership efforts of the KLC are working. At the conclusion of that article, we invited queries from individuals wanting to know more about the evaluation questions and/or next steps in the evaluation process.

The following is a brief review of the KLC's evaluation efforts, including its goals and purposes, theory of change, and associated evaluations. Questions regarding this evaluation report can be directed to the Kansas Leadership Center Evaluation Managers, Sarah Jolley, M.A. or Scott Wituk, Ph.D., at (316) 978-3843.

EVALUATION GOALS AND PURPOSES

While each of the programs of the KLC has slightly different target audiences and purposes, there are similarities. With this in mind, evaluation efforts of the KLC have four primary goals or purposes:

- To understand the extent to which KLC programs achieve their intended outcomes

- Do program participants understand KLC competencies?
- Do program participants use KLC competencies?
- Do program participants change their social networks?
- Do program participants engage in civic leadership activities?
- To improve KLC programs
- To understand the contribution of civic leadership to community-level indicators (e.g., social capital, health)
- To inform others about the work of KLC

In addition, the KLC has articulated a set of evaluation guiding principles that help in directing its evaluation efforts. These guiding principles include:

- Use appropriate evaluation methods to understand the issue of interest
- Focus on formative and summative evaluation
- Consider evaluation findings one factor that contributes to the decisions about programs
- View evaluation as a critical component to program improvement and integrate it into our day-to-day work
- Recognize that change occurs at multiple levels, including individuals, relationships, organizations, the community, and the state



(cont.)

The evaluation questions that follow are designed to test KLC hypotheses related to the goals and principles outlined above, as well as the KLC's theory of change and assumptions as outlined in the Spring 2009 article, Leadership Through the Lens of Evaluation. Evaluations were completed anonymously and with no KLC faculty/staff present.

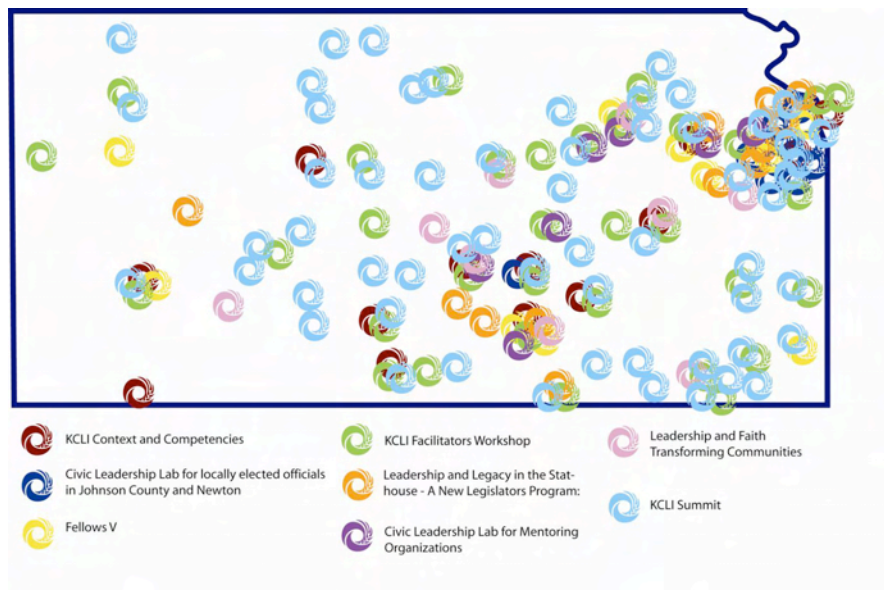
The remainder of this report describes findings related to several of these evaluation questions. The entire evaluation is considerably more detailed, but this article will focus on the questions most directly linked to the KLC's core objectives: Educate, Inspire and Connect.

- What was the effectiveness of KLC recruitment efforts?
- Do initiative participants understand KLC leadership competencies?
- Do initiative participants intend to use KLC leadership competencies?
- Do initiative participants engage/interact with other KLC participants?
- Do initiative participants use KLC leadership competencies?
- Do initiative participants engage/interact with other KLC participants?

WHAT WAS THE EFFECTIVENESS OF KLC RECRUITMENT EFFORTS?

KLC programs have included participants from across the state. The following map is color-coded by program to reflect the diverse geographic representation of each. Though some gaps remain, the evidence suggests the KLC has done well in recruiting from urban and rural communities.

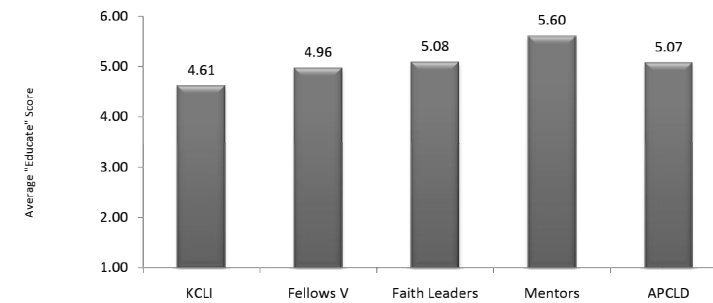
If the KLC is interested in other aspects of recruitment efforts, additional attention will be needed to better understand the diversity of participants in future programs (age, sex, race, community sector).



DO KLC INITIATIVE PARTICIPANTS UNDERSTAND KLC LEADERSHIP COMPETENCIES (EDUCATE)?

Following many of the KLC programs, participants were asked a series of questions regarding their understanding of the KLC competencies. These questions were totaled to create an "average" score for each program. Scores are on a 1 to 6 scale with 1 being Strongly Disagree and 6 being Strongly Agree.

Results were consistently high across programs, suggesting that participants' initial understanding of the KLC competencies was positive. Dashes in the corresponding table indicate that the question was not asked of program participants.



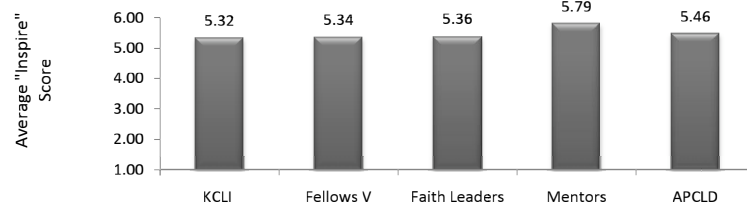
<i>I have a better understanding of...</i>	KCLI	Fellows V	Faith Leaders	Mentors	APCLD
	5.5.09	7.13.09	8.16.09	10.11.09	11.16.09
KLC Theory of Change	5.24	5.21	-	-	5.63
Managing Oneself	3.24	4.94	5.08	5.72	5.00
Diagnosing a situation	5.16	5.05	5.36	5.56	5.00
Facilitating Interventions	4.45	4.68	5.00	5.61	5.00
Energizing Others	4.95	4.94	4.88	5.52	4.71
Average "Educate" Score	4.61	4.96	5.08	5.60	5.07



(cont.)

DO KLC INITIATIVE PARTICIPANTS INTEND TO USE KLC LEADERSHIP COMPETENCIES (INSPIRE)?

Following many of the KLC programs, participants were asked a series of questions regarding their intention to use the KLC competencies. These questions were totaled to create an "average" score for each program. Scores are on a 1 to 6 scale with 1 being Strongly Disagree and 6 being Strongly Agree. **Results were consistently high across programs, suggesting that participants intend to use the KLC competencies.** In addition, participants were asked how they would apply the four competencies in an open-ended question (see sample from KCLI facilitators below). **Participants consistently mentioned the intention to apply "Manage Self" and Diagnose Situation" more frequently than "Intervene Skillfully" and "Energize Others."**



<i>I plan to use the concept of...</i>	KCLI	Fellows V	Faith Leaders	Mentors	APCLD
	5.5.09	7.13.09	8.16.09	10.11.09	11.16.09
Managing Oneself	5.53	5.37	5.44	5.94	5.50
Diagnosing a Situation	5.22	5.37	5.40	5.61	5.75
Facilitating Interventions	5.18	5.26	5.30	5.94	5.35
Energizing Others	5.36	5.37	5.32	5.67	5.25
Average "Inspire" Score	5.32	5.34	5.37	5.79	5.46



WHICH ONE OF THE FOUR COMPETENCIES ARE YOU MOST LIKELY TO APPLY IMMEDIATELY AND WHY?

(Note: From KCLI Facilitator Workshop 5-5-09)

Manage Self

- I want to make sure that I am allowing the group to do the work and not pushing my conclusions on them. I also want to recognize those triggers that prevent me from being a good facilitator.
- Because I can better "move through" the other competencies when I am better able to manage self.
- Easiest person to experiment on.
- Making sure I understand the role I play in the system.
- I feel it needs to start with me, and then I go from there.
- It spoke loudest to me for where I am at personally in my various roles. I can make immediate impact here.

Diagnose Situation

- Our leadership program needs to be updated. By using this capacity with the board, I believe we can bring about needed change.
- I am an implementer, so naturally I jump to solutions. Having diagnostic tools is an epiphany.
- Several situations within the community are "ripe" for this type of work.
- If we don't diagnose, we're going to remain a group responding with technical solutions and never going anywhere.

- I want to see if we need to make an adaptive change to our program. I suspect we do. I need time to reflect and share with a co-facilitator who could not be here.
- I feel that we have "missed the boat" by addressing technical areas and not probing deeper into adaptive concepts.
- Creating a program with these skill sets.

Intervene Skillfully

- Project in community is in need of re-start, and I want to engage in making it happen.
- This is the one I had a clear vision of using with a group I am involved with.
- In order to make and incorporate changes to our program, I believe we need to build consensus and get people on board who are willing to do the hard work to enhance our program.
- The group I am working with has a definite need for an intervention.
- Need to organize board, define responsibilities and change curriculum.

Energize Others

- I plan to use the "start where they are, not where you are."
- I need to delegate some of what I'm doing and need the energy of others.
- As the director of the chamber I fully intend to energize others to see (experiment) with what our CLP has the potential to be.

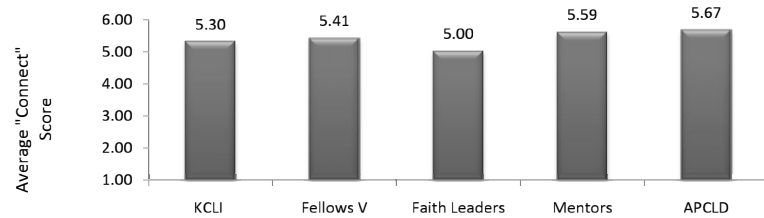


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DO KLC INITIATIVE PARTICIPANTS ENGAGE/INTERACT WITH OTHER KLC PARTICIPANTS (CONNECT)?

Following many of the KLC programs, participants were asked a series of questions regarding their engagement /interaction with other KLC participants and KLC staff. These questions were totaled to create an "average" score for each program. Scores are on a 1 to 6 scale with 1 being Strongly Disagree and 6 being Strongly Agree.

Results were consistently high across programs, suggesting that participants were initially connected.



	KCLI	Fellows V	Faith Leaders	Mentors	APCLD
	5.5.09	7.13.09	8.16.09	10.11.09	11.16.09
I connected with other participants	5.51	5.47	5.24	5.65	-
In the future I plan to connect with KLC staff	5.42	5.37	4.86	5.67	5.38
In the future I plan to connect with other participants	5.18	5.63	5.02	5.56	5.88
I connected with KLC staff	5.09	5.16	4.88	5.50	5.75
Average "Connect" Score	5.30	5.41	5.00	5.60	5.67

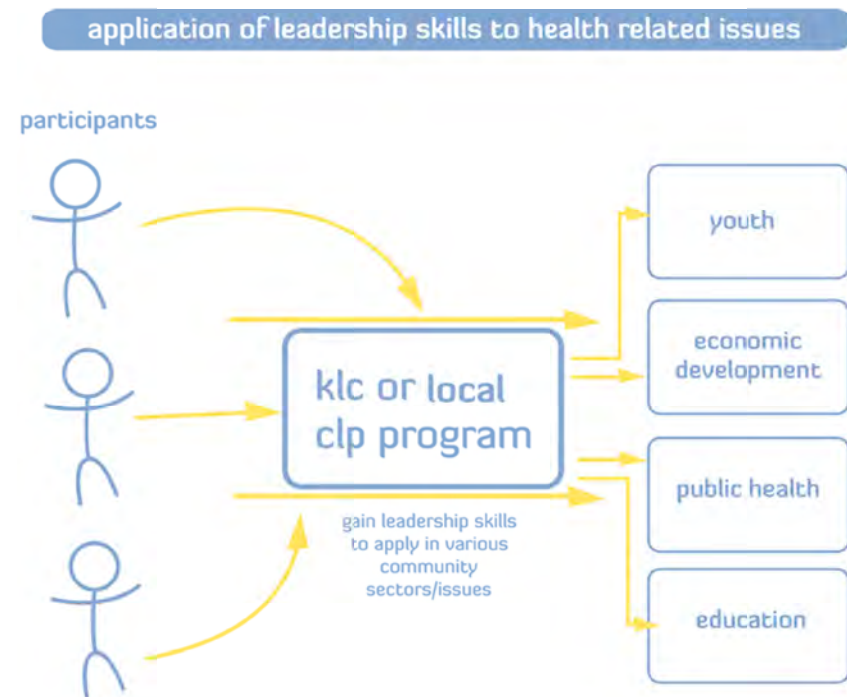


DO KLC INITIATIVE PARTICIPANTS USE KLC LEADERSHIP COMPETENCIES?

In order to begin to understand the use of KLC leadership competencies, the KLC piloted an in-depth qualitative survey in the fall of 2009 with selected participants. Nine past participants were interviewed. Interviews were approximately 30 minutes in length. Some were selected because KLC staff knew that they had applied the competencies in some way based on previous conversations. Others were selected because KLC staff had no knowledge of whether or not they had used the competencies. In addition, participants were selected who represented multiple KLC programs.

In many KLC programs, participants are asked to apply the leadership skills and concepts to some area of their work or life. In this way, the application of leadership competencies from KLC programs (as well as local community leadership programs) could be considered "participant driven," allowing participants to determine what health-related issue(s) they will apply the skills and concepts.

While preliminary, qualitative interviews to date have confirmed the use of KLC competencies to a variety of health-related issues as illustrated below.





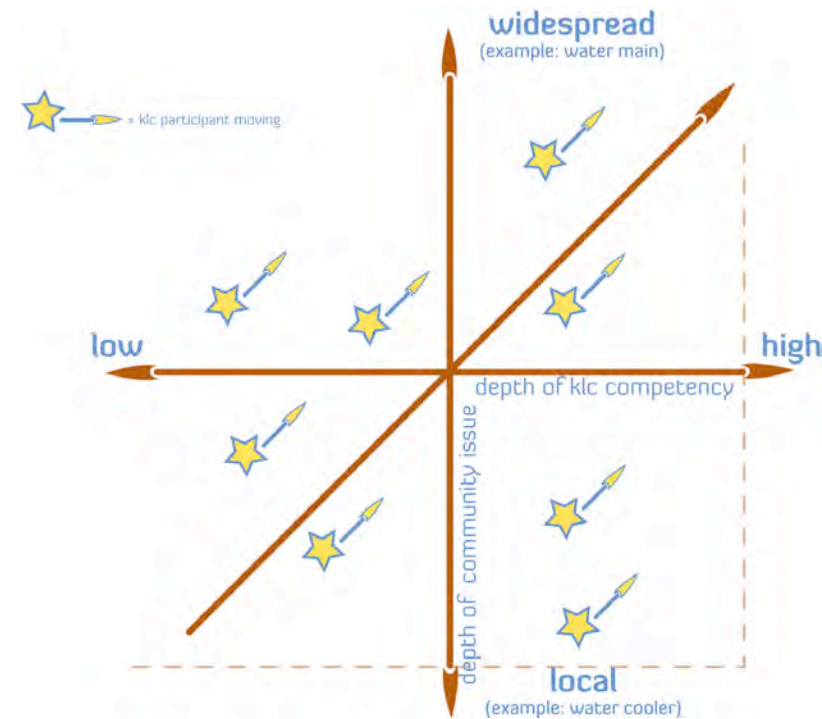
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In addition, qualitative interviews have also helped begin to clarify how participants are applying the leadership skills and concepts. Qualitative interviews have highlighted two aspects:

■ **Depth of KLC Competency (x-axis).** For example, some participants had utilized multiple aspects of the KLC competencies, while others had used only one or two. In addition, some participants appeared to have higher degrees of fidelity to the competencies than others.

■ **Depth of Community Issue (y-axis).** For example, some participants had applied their skills/knowledge to a health issue that affected many individuals in their community (example: water main). Others had applied their skills/knowledge to a much more specific health issue (example: water cooler).

KLC participants can be considered to apply or experiment with their leadership skills/knowledge at some starting point on the diagram below (represented by a star). It would be the intention that KLC participants (no matter where they start) would further develop their leadership skills/knowledge and the community issues to which they are applied.



While no longer preliminary, the KLC's evaluation template is far from complete. Evolving indicators such as the increased number of program participants over time, increased concentration of program alumni within a geographic area, increased "dosage" of KLC content (achieved by attending multiple programs), and, of course, improvements in program content and delivery, must all be factored into ongoing evaluation efforts. There is always room for improvement in leadership offerings and the instruments that measure their progress.

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A PERSONAL INTERVENTION: Working the Four Competencies into My Faith

by Ron Alexander



RON ALEXANDER is a member of the faculty at the Kansas Leadership Center. In addition to leadership development, he is passionate about his faith, his family and riding a bicycle.

My introduction to, and engagement with, the competencies of the Kansas Leadership Center (KLC) over the past 18 months has created for me a personal dilemma. I have been, in the language of the KLC, wrestling with a significant and very personal “adaptive challenge.”

The challenge is this: My faith and my understanding of Jesus are so central to who I am and who I want to become that I cannot fully embrace the mission and competencies of the KLC unless I can come to some understanding of how the principles and competencies of the KLC connect with the life of Christ, His examples and His teachings.

I have come to believe that Jesus embodied the theory and principles of the KLC in His civic leadership here on earth. I believe that He lived and practiced the “four competencies” 2,000 years before the KLC named them.

This article is an introductory attempt to articulate how I have come to that belief. I will look at each of the four competencies and try to briefly examine the way in which Jesus’ behavior during His earthly ministry illustrates one or two of the key subtopics of the competency. The arguments and illustrations provided here are limited by my understanding of Scripture and should be seen as an experiment on my part to make progress on my adaptive challenge. I invite readers to “manage self” accordingly if their faith walk is taking them down a different path.

DIAGNOSE SITUATION

In the introduction to this competency, the KLC states that “exercising civic leadership requires you to question your and others’ assumptions about what is really going on, digging deeply beneath the issue to uncover the real competing values and complexities at hand.”

Is there any question that throughout His life Christ challenged the prevailing thoughts and assumptions of the time? A few, of the many examples provided in the Gospels, follow:

In Matthew 15, the teachers of the law ask Jesus why his disciples break the tradition of the elders by not washing before they eat. Jesus replies by asking them “And why do you break the command of God for the sake of your traditions?” The challenge continues when He goes on to say “... you nullify the work of God for the sake of your tradition. You hypocrites!”

In Mark 2, the story is told of Christ and his disciples walking through some fields of grain on the Sabbath. As they walked they began to pick some heads of grain. The Pharisees said to him, “Look, why are they doing what is unlawful on the Sabbath?” After a brief story to remind them of their own history, Christ challenged their assumptions by stating:

“The Sabbath was made for man, not man for the Sabbath.”

The statement of woes in Matthew 23 seems to me to deeply question assumptions and to dig, in penetrating ways, into the competing values and complexities at hand.

“They tie up heavy loads and put them on men’s shoulders, but they themselves are not willing to lift a finger to move them.”

“The greatest among you will be your servant.”

“Whoever exalts himself will be humbled, and whoever humbles himself will be exalted.”

“You blind fools! Which is greater: the gold, or the temple that makes the gold sacred?”

“You give a tenth of your spices, but you neglect the more important matters of the law – justice, mercy and faithfulness.”

“You strain out a gnat but swallow a camel.”

“You clean the outside of the cup and dish, but inside they are full of greed and self-indulgence. First clean the inside of the cup and dish, and then the outside also will be clean.”

The statements made in the Beatitudes in Matthew 5 are another example of interpretations that were (and still seem to be) strange and different.

What is stranger, more different, complex or provocative than the instruction from Jesus recorded in Luke 6? “Love your enemies, do good to those who hate you, bless those who curse you, pray for those who

mistreat you.” Christ was always seeking to (as called for in the KLC competencies) “uncover the real competing values and complexities at hand.” Complexities, interpretations and instructions that are hard for me to comprehend and even harder to fulfill.

On numerous occasions the Gospels report that Jesus “knew their hearts.” While I would not suggest that we are capable of knowing someone’s heart; it seems obvious to me that the intention to understand as fully as possible another person, perspective or position, and further, to explore and test different interpretations of that person, perspective or position is a requirement of both my faith and of leadership behavior.

This intention to understand was demonstrated repeatedly by Christ through behaviors that are captured in phrases like “He walked with them,” “Jesus arrived in Bethany” (their community), “as they were having supper,” “when He arrived at the home of Mary, Martha and Lazarus,” etc. My interpretation of the Gospels shows Christ immersing Himself into the lives and situations He was working to change.

While many other examples could be explored, I believe that the Gospels provide compelling evidence that Christ’s observations about the culture, the community, political and religious systems and about individuals were very different than the views that were commonly held. His observations and interpretations were hard for those around Him to hear. He questioned the observations and assumptions of those around Him with deep and penetrating questions.



(cont.)

He challenged values in very real ways. Through His questions and stories He looked to help those around Him understand the complex challenges of life and the human condition. In the language of the KLC...Christ diagnosed the situation.

INTERVENE SKILLFULLY

The KLC argues that in order to intervene skillfully, we must hold relentlessly to purpose, make conscious choices, give the work back and raise the heat.

Again, the Gospels help me to integrate the life and model of Christ and the competencies of the KLC.

To hold relentlessly to purpose, it seems obvious that one must know her or his purpose. Christ knew Himself and His purpose. He was very clear about why he came. He knew what bothered and upset Him. He knew His strengths and capabilities. Yet, on many occasions the Gospels report that Christ "withdrew to pray," to reconnect with His Father and with His purpose and to reflect. The forty days spent alone in the desert early in His ministry were clearly a defining experience in helping Him understand and solidify His purpose, manage Himself and intervene skillfully in His work. Even on the evening prior to His death, He and his Father conversed about His purpose in the Garden of Gethsemane. His purpose was clear.

The Scriptures document a range of interventions offered by Christ during the three years of His public ministry. The conversation with the rich young ruler, the interaction with Nicodemus, the calling of the twelve disciples, the discussion with the woman at the well, the turning of water into wine, the intervention with the widow regarding her offering, the healings of lepers, the blind, the Centurion's son and the crippled man by the pool of Bethesda provide just a few examples. While there are themes that could be explored through all of these interventions, I would argue that each intervention is different enough to suggest that Christ made conscious choices as to

how, when and with whom He intervened. There was no "blanket" response. In each of the stories listed above, one can explore the conscious, individualized choices of Christ's interventions.

On a regular basis, Jesus "gave the work back" to those with whom He was working and intervening.

Why would Christ ask a crippled man by the pool of Bethesda (who Scripture reports had come there daily for many years attempting to be healed) "Do you want to be well?" It seems the answer to that question is obvious and the question itself irrelevant or even silly. While there may be numerous interpretations as to why Christ asked the question, one possibility is that He was looking to engage the man in his own healing. While a Christian world view holds that Christ had the authority to heal the man completely without any other intervention or assistance, Christ first engaged the man with a powerful inquiry and, as a result, engaged him in his own healing.

Likewise, the story of the blind man. After making mud and putting it on the eyes of a blind man, He required the man to go to a pool to wash the mud off in order to have his sight restored. Christ could have simply touched the man's eyes and made them whole. He simply could have spoken the words and healing could have taken place. Why the mud? Why the requirement that he go to a pool and wash his eyes?

This requirement for involvement – this giving the work back – continues in numerous other stories of healing in the Gospels. The man with the withered hand was asked to "reach out your hand." Friends of the sick man were asked to "bring him to me." The sick man who was lowered through the ceiling of a house by his friends and the woman with the "blood disorder" all were actively engaged in their own healing. Repeatedly throughout the Gospels, Christ required others to participate in the work of



healing, to participate in creating change. I am curious as to why Christ structured these interventions in such a way that those affected had to be involved in some way before the healing could take place.

The "woes" from Matthew 23 (cited earlier) clearly raised the heat. The story of Jesus' interaction with the money changers in the Temple provides another clear example of "raising heat" in the system. In fact, nearly every interaction with those in authority was designed to raise the heat. One could argue that His entire ministry was about raising heat in the system. "Then they looked for a way to arrest Him because they knew He had spoken the parable against them." (Mark 12). Eventually, His work to raise the heat finally came to climax. His questions, His interpretations, His life, His actions and His claims about Himself all raised heat in the system to the point He could no longer be tolerated.

While no one wants those of us working with the ideas offered through the KLC to become martyrs for their Purpose, the life of Christ clearly demonstrates the risk involved in intervening and in exercising leadership.

MANAGE SELF

The KLC suggests in the sub-points of this competency that exercising leadership requires us (among other things) to choose among competing values and work to increase tolerance for uncertainty, ambiguity and conflict.

One could argue that His entire life was about choosing between competing values – between the existing values of the day and the radical notions that He came to present. Through commands and comments like "love those who hate you," "blessed are the meek"; through behaviors like calling a tax collector as a disciple, and conversing with "outcasts";

and through stories (i.e. redefining the definition of "neighbor" through the story of the Good Samaritan), Christ was consistently pointing out and asking people to choose between competing values.

From the time of their calling as disciples, through the Last Supper, His death, His Resurrection and Ascension, Christ worked regularly with His followers to help them understand the uncertainty and ambiguity they were facing and the chaos that was to come following His death. These phrases are a small sample of His ongoing work to help His disciples understand that uncertainty:

"I am with you only for a short time....You will look for me, but you will not find me." (John 7)

"You are going to have the light just a little longer. Walk while you have the light, before darkness overtakes you." (John 12)

"Simon Peter asked him, 'Lord, where are you going?' Jesus replied, 'Where I am going, you cannot follow now...'" (John 13)

"And surely I am with you always, to the very end of the age." (Matthew 28)

My understanding of Christ's call to His followers is overflowing with the command to "manage [their] self."

If I claim to be a follower, I must constantly and consistently be aware of, and choose between, competing values. And, I am called to stand firm in the midst of chaos and uncertainty. One of the great hopes and comforts of the Christian faith is that I don't have to make those choices and manage that uncertainty and ambiguity in my own strength. Christ promised in John 14: "And I will ask the Father, and He will give you another Counselor to be with you forever – the Spirit of truth."



(cont.)

ENERGIZE OTHERS

The ideas offered by the KLC to clarify how we might energize others come to life for me as I study the life of Christ.

The Gospels make clear that those who were, at that time, unusual voices were actively sought out and engaged in the earthly ministry of Christ. Lepers. The Sick. The culturally and socially unattractive. Widows. The blind. The Samaritan woman at the well. Matthew, the despised tax collector. Peter, the fisherman. A hated little man in a tree by the side of the road. The list is long. It almost seems that Jesus purposefully engaged everyone but the usual voices of the day. As a follower, am I to do differently?

And, the Gospels repeatedly detail how He often started His engagement by physically going to people and situations. He always started where they were. The 5,000 on the hillside were fed before they were taught. He started by caring for basic physical needs and by demonstrating great sympathy for their situations and conditions before He began challenging them with thoughtful, probing questions about matters of the spirit.

He spoke to the loss that people would encounter if they were to engage in the changes He proposed. He spoke to and challenged the rich young ruler about the loss of material possessions he would experience if he were to change. He spoke to the disciples about the loss of family and job and cultural acceptance and even their lives; if they followed Him.

One cannot look at how Christ energized others and not consider His use of stories. He consistently energized people through stories. Hundreds of books have been written about the parables – the stories – that Christ used to engage and energize those around Him.

Finally, as noted earlier, Christ was abundantly clear about His purpose. From a Christian world-view, He was clear about His purpose to the point of His own death. That same world-view argues that we too can, through the life, death and resurrection of Christ, have clarity of purpose.

SUMMARY

I see great congruence between the life of Christ and the four competencies articulated by the KLC. As I noted at the beginning of this article, I have come to believe that Jesus embodied the four competencies in His civic leadership...2,000 years before the KLC named them.

When I study these ideas and the life of Christ as a model for my own behavior, I am reminded of the frustration expressed by the Apostle Paul. Why, so often, do I do the things I don't want to do and not do the things I desire to do?

But, again like Paul, (in his letter to the Christians at Philippi), "I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus."

It is my hope that others who share the depth of my faith will find these thoughts useful as we collectively press on to make progress on the challenges facing our communities – communities of every creed and every faith.



VIEW FROM THE OTHER SIDE OF THE FENCE

by Mark E. McCormick



Editor's Note: Mark McCormick's reflections as a first-time KLC program participant appeared in the Winter 2009 issue of The Journal. Since that time he has accepted a position with the KLC as our new Director of Communications. Here, he reflects on the different view. Looking out from within the KLC.

When I volunteered years ago for the Metro YMCA, our youth group visited the fire department's training facility where firefighters offered advice on escaping dark, smoky rooms. This lesson surfaced recently as I struggled to define my new role here as Communications Director at The Kansas Leadership Center. The recollection helped clarify my mission as well as the mission I'm helping to develop for the KLC.

Firefighters blindfolded the children, spun them around and gave them 30 seconds to escape. Each child failed. The firefighters then explained how amid the darkness and smoke, people must feel their way to walls, to corners and eventually to an exit. This exercise moved me because I'd once covered a fire as a journalist that killed three children in a mobile home. Firefighters found the children huddled together where smoke and panic overwhelmed them. No more than 24 inches separated them from a doorway and from the rest of their lives.

In my brief time here, I've watched great minds mold programs and squeeze broad, heavily researched concepts into carefully nuanced presentations. I've gotten lost in the planning meetings where charts

and diagrams filled conference room walls. I believe in the concepts, but quietly wondered if I'd ever grasp the complexities the educators sitting next to me danced over so nimbly.

I've since fashioned a still-developing, three-point communications strategy. First, to offer powerful learning experiences to Kansans, emphasizing that our chief concern involves helping citizens build the ability to make progress on daunting, disorienting community problems; next, to brand KLC as the national center of excellence in civic leadership development focused relentlessly on Kansas community health. We draw bright lines between our pursuit of excellence and our resistance to the "expert" label; developing a community's capacity for civic leadership, without intervening and resolving problems for that community; and finally, to accomplish these efforts through elevated staff writing and by writing columns, making speeches, developing media partnerships and actively listening to communities and recognizing and rewarding their implementation of KLC theory.

This offered a framework, but I needed more clarity. It helped me, though, to reflect on that training exercise, and on those lost children.



(cont.)

Our mission to foster civic leadership for healthier Kansas communities by getting Kansans to care more, engage more and risk more on behalf of their communities means helping citizens trapped in an increasingly disorienting civic culture feel their way to solutions.

I spent nearly 20 years in journalism, trying to do something similar. I considered each story, each column as headlights slicing through discussions that had grown foggy with competing ideas. I fought for urban school children who deserved the same learning environments students in wealthier, suburban districts enjoyed. I agreed that prostitution deserved punishment, but considered the website posting of photos of the forlorn prostitutes cruel. I wondered aloud why neighborhoods that could least afford to have any liquor stores had so many. I'd done my job sometimes just getting people to care. At best, I'd ignited enough outrage to spur people to action.

But KLC theory operates beyond my best journalistic efforts. It raises our tolerance for the discord necessary to solve problems. It helps us correctly diagnose

issues and prevents us from creating square solutions for round problems. It helps us energize citizens, producing the momentum that sustains civic efforts. It helps us feel our way through the smoke and heat of community problems so that we can find the corners and eventually, make progress on pressing problems. I'd much prefer feeling my way along a wall, to running into one.

I will focus my efforts on communicating these ideas. Still, I'd welcome your thoughts on improving them. Contact me directly here at: mmccormick@kansasleadershipcenter.org.

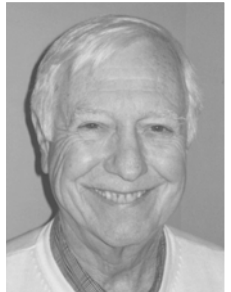
MARK E. MCCORMICK became Executive Director of the Kansas African American Museum in April of 2009, after a 19-year journalism career in which he won more than 20 state, regional and national writing and professional awards. Mark is also a bestselling author. His 2003 book with childhood friend Barry Sanders, "Now You See Him...The Barry Sanders Story In His Own Words," made the New York Times best-sellers list and has sold more than 100,000 copies.



UNLOCKING THE POWER OF CONSENSUS-SEEKING

An Experimental Option for More Effective Group Dynamics

by Len Clark



Most of us belong to many groups – our personal, community, and professional lives depend on their effectiveness. Think of all the groups to which you belong. How do they work? How do group members behave? Do people grow as a result of being part of the group? Is the work done effectively? Have you ever wondered why some groups never seem to work while others are quite effective? Why is your group work so frustrating at times? Surely one reason is our weariness with the sort of raised-voice, either-or, condemn-the-opposition debate we see every day. For some of us, that kind of debate is offensive. But even more of us suspect it doesn't get us closer to making wise public decisions. Surely there's a better way!

How do we help our communities find and use better methods, like consensus-seeking, to encourage civility and make wiser decisions? How can we discuss hard issues respectfully, and protect our ability to continue to work together on the next hard issue that comes our way?

Consensus-seeking has provided a powerful alternative method of decision-making, and the good news is that any community can use it. But it doesn't happen automatically. With some principles to guide your use of it, and some tools in your repair kit when the process bogs down, you can help your community use the method and feel its power.

Where can we look for guidance in making a method like this work? Probably the longest tradition of its use is among the Christian group called Quakers (or, more officially, the Religious Society of Friends).

Quakers are probably best known for their early witness against slavery, and for peacemaking, prison reform, and racial and sexual equality. But their persistent use of consensus-seeking in their meetings for business can also be a model for the rest of us.

Most of us have a pretty good sense of what consensus-seeking is not. It's not bullying, it's not top-down authority, and it's not the rancorous debate we see in a celebrity trial. But we also need to know what it is. A good place to start is with a definition and an illustration. Here's a working definition.

Consensus-seeking is a method of decision-making that:

Uses open exploration of the insight of each participant, Strives to achieve the highest common good, and Seeks the general assent of the group for the decision reached.

The following brief role-play provides an illustration of what a meeting using the consensus-seeking model might look like. The scenario is a meeting of the facilities committee for a community-based civic organization. The purpose of the gathering is to decide how to move forward with proposals for the purchase of new furniture for their public-space lounge.

Sheila, the chair: Our first item for this afternoon is Nancy and Beth's recommendation on the new furnishings for the lounge-lobby area. Nancy?

Nancy: We've met several times and consulted with the company we usually buy from. Here's



(cont.)

the recommendation. *She passes it around.* I hope you've had a chance to see the copy Beth sent yesterday by e-mail. We suggest that we buy the 22 pieces of sofas, chairs, tables and lamps for a total cost of \$21,000. The cost may seem high, but we know there will be a lot of varied and sometimes rough use, especially when it's used by groups that have small children. We don't want to be replacing this furniture very often.

Sheila: Do committee members have questions or responses?

Maureen: Well, first, I appreciate the hard work that has gone into the recommendation. I do worry though, that we are considering upholstered furniture, when wood would be so much more durable.

Troy: I had a similar reaction. The upholstered pieces we're replacing started looking shabby and dirty pretty soon after we got them.

Jim: The pictures of the pieces you sent around do really look good, and the feel seems right to me. But you know me, always worried about the bottom line. We haven't had a very good quarter and I'm concerned about spending so much when we could wait to see how things are looking in the spring.

Sheila: Well, group, how can we deal with these concerns?

We notice here a period of silence which makes us as observers somewhat uncomfortable, but we notice that the participants appear simply to be thinking; it doesn't look like an awkward silence for them.

Beth: We were hoping that the quality of the furniture will mean the upholstery will hold up a lot better.

Troy: Maybe we can invest a little bit more and get a fabric protector treatment. I don't think those were even available yet when we bought the last stuff.

Nancy: That sounds like a good idea. Maybe we could address the worry about wear and tear that way. I've also been thinking about the choice of wood vs. upholstery. We had thought that wood would just be too cold, and we would all be unhappy with the feel of the room. But maybe a mixture of wood and upholstered items would allow us to save some money and also help with the wear-and-tear question.

Maureen: I feel comfortable that we've addressed the wear issue. As for the overall question of spending the money when we are going through a lean period, is there a way we could split the order, and put off half the expense until next spring, hoping the picture will improve?

Troy: Beth and Nancy, have you considered whether some partial order could help enough for the time being to make that a good way to go?

Beth: We didn't really talk about that, but if we replaced the most worn pieces with some new upholstered ones, the place would look vastly better than it does now. The immediate need to present the place more attractively was the reason we were asked to study this.

Jim: Could we hold at least half the total expense till we know more, and still achieve what we need?

Beth: I'll check that out, but for now I think so. If we go ahead, and I find that half just won't do it, I could come back to the group before proceeding with the order.

Sheila *after a pause during which no one speaks:* Sounds to me like we may have agreement to

go ahead. If I've heard the discussion rightly, we are ready to spend up to half the recommended amount on a partial order, upholstered pieces ought to have fabric protection, and the whole project should be a mix of wood and upholstery, with the expectation that the total cost will be less than the original recommendation because of this.

Sheila waits for a few seconds, and notices that Jim is shifting somewhat uncomfortably in his seat, and is looking at his shoes

Sheila: Jim, have your concerns been addressed sufficiently?

Jim *after a pause:* Well, you know I'm worried. The signs just don't look encouraging nationally. I think if I had to make this decision all by myself, I'd probably not spend anything at all right now. But I know the appearance of that lounge isn't doing us any good, and I can tell that you are listening to my worries and doing your best to address them. I trust the wisdom of this group, so if everyone else is ready to go ahead, I'm OK with it.

Sheila: Are we agreed then? *She pauses, looks carefully, and satisfies herself that each person has signaled assent with a nod or a "yes" or other sign. OK, our next item is...*

I first became acquainted with consensus-seeking when I joined the faculty of Earlham College, a Quaker liberal arts school in Indiana. New faculty learned through listening and watching, and I was mystified at first. Being trained in intercollegiate debate, I found that my argumentative instincts didn't fit in very well.

Slowly, however, I came to realize that the method yielded wiser decisions than could have been reached by other methods, and that people felt respected and valued because of the contributions they could make.

It often took longer to listen carefully, and to be sure each person was feeling a part of the process, but then when decisions were reached, there was remarkable strength in the unity produced. And people were ready for the next issue rather than exhausted and mad. Even the most crusty and argumentative among us came to respect and value the method.

My real conversion, however, came later as I became an administrator at Earlham, and then began to use the method (usually without naming it) in other local, regional and national groups in which I had leadership roles. They ranged from our local Plan Commission to the Executive Committee of the American Conference of Academic Deans. I noticed that others warmed to the process, appreciated the deliberate, thoughtful pace, and enjoyed their participation. They often commented, "I don't know how you're doing this, but this group is working better than I've ever seen it work. Whatever it is, let's keep doing it this way!"

A central Quaker affirmation is that there is "that of God in everyone." One consequence, of course, is that we are each worthy of respect. Another key implication, though, is that each of us has some portion of "the light," some perspective on the truth. I don't know all that I need to know unless I have understood what you can contribute. That's why the above phrase, *exploration of the insight of each participant*, is so crucial.

It turns out that many of the powers in consensus-seeking flow from this central notion about the light each can bring. It fosters respectful listening; it motivates us to actively seek the contribution each can make; it makes participants engage actively, it reduces the fear of being "rolled over" by others, and it encourages greater unity in action when the decision has been made.

Of course, you can't presume that each member of a group you're leading is "religious," or is ready to affirm a particular doctrine about much of anything. So how can you make wise use of consensus-seeking?



(cont.)

Use consensus-seeking especially when—

- It's important to include all voices and perspectives
- It's important to have buy-in for the implementation of a decision
- It's important to keep the group morale intact and ready for the next challenge together
- You are willing to devote somewhat more time than other methods require

Don't expect consensus to work when—

- Members are committed to their self-interest or their particular group's interests, and will not or cannot put these aside for the common good
- An authority is going to make the decision anyway
- Those in charge are unwilling to openly listen
- Open offering of views may be punished

I've come to believe that the core attitudes Quakers try to cultivate are widely shared. We just don't cultivate them much, and we become easily discouraged by the tidal forces pulling us in other directions. We have all seen insight emerge from unexpected people in meetings. We've witnessed the power that comes when people feel respected and engaged. Almost all of us really do believe that there is a spark in everyone, not just of goodness but also of wisdom—even though it's often well-hidden! And almost everyone has had the wonderful feeling that comes when a group has done really good work, and found a path that no individual member could have discovered alone.

Some of the magic in using consensus-seeking comes because we quickly get better at it when we try to practice it. A changed atmosphere, founded on respect and on seeking the best solution for the group, can often quickly lead participants to reform their behavior, try harder to be constructive, and enjoy the group more. Positive habits can be as quick to develop, and as powerful, as negative ones.

Here are some key guides in helping your group practice consensus-seeking.

Encourage members to seek the best thoughts of each person before coming to a decision. When members come to expect that the group will wait to hear from them, you'll find they often become more positive and engaged. Quieter members will be less instinctively negative or worried that others will force a rush to judgment.

Encourage members to "check their private interests at the door." We often have some self-interest in the issue being considered, or we may be a designated representative of an outside group. Consensus-seeking is in search of the common good, not a compromise of competing private interests. Now sometimes these interests can't be set aside, such as in some labor-management negotiations. In those cases, consensus-seeking isn't the method to use. Instead, consult good basic rules for negotiations that also employ respectful behavior and other helpful practices. (See, for example, Roger Fisher's *Getting to Yes*.)

Encourage members to see their contributions, and those of others, as gifts presented to the group, released and laid on the table. What's on the table is then a developing set of ideas belonging to everyone. Avoid references to "John's proposal," or Katie's idea," particularly if you have reservations to express.



I particularly like the image of a piece of clay everyone contributes to molding a beautiful sculpture. Your contribution is real and has impact, but merges unrecognizably after a while with those of others.

Encourage the group to leave brief silences after someone has spoken. This will feel awkward for a while, but it has enormous benefits. It gives people time to process what has just been said. It gives the next speaker time to formulate a contribution more carefully. It slows down the most talkative members who otherwise might jump right in and leave little time for others to think. It reduces the heat generated by rapid-fire comments and responses.

Encourage members to restate someone else's contribution, by such a phrase as, "Let me see if I understand your point. Are you saying that...?" Often this will prevent an extended misunderstanding, by allowing the previous speaker to clarify the idea or phrase it more felicitously.

Encourage patience. Sometimes decisions have to be made quickly, but an honest assessment will often convince you that the costs of forcing a decision too quickly outweigh the cost of some further discussion. Many of us would have to agree in our own experience with a Quaker friend of mine who said in a meeting where some were becoming impatient, "I've made many mistakes in my life, but almost always they were due to deciding too fast, not in moving too slowly." Pressured decision-making is a common mistake of groups with strong and impatient personalities. It suppresses the contributions of those who take more time to think before speaking, but often have the best ideas in the end.

When has consensus been reached? Usually the group convener will re-state what she or he believes the group has arrived at, to test it for accuracy with the group. If there are continuing reservations, and time is running short, the convener should propose how to deal with the issue. Possibilities are to take it up directly at the next meeting (if the discussion has not yet ripened), or ask the committee or a new committee to work on the proposal further, taking

account of the discussion so far. Sometimes, if the issue has been before the group for a long time but still fosters strong divisions, it's time to put it aside, at least for now. Arrange to leave with a plan so everyone knows what will happen next to the proposal.

Does everyone have a veto power, when you are using consensus-seeking? The way Quakers use the method, there is no absolute veto. The group can move on if one individual has been listened to carefully and understood over time, but continues to disagree. But such situations should be truly rare, because of course there is damage to the group's confidence whenever it happens. Surprisingly, when consensus-seeking develops as the norm of the group, participants usually become increasingly self-monitoring, and they seldom continue to be obstructive.

What groups can be helped by using consensus-seeking? And does everyone need to agree to the method in advance? You can productively try it from small family groups to committees and boards numbering in the dozens. Perhaps the greatest encouragement in trying consensus-seeking is that we teach one another every time we engage in these practices in a group, even if it hasn't been officially adopted as a method by the group, or even named. If a group is required to vote at the end on any decisions reached, you can still lead the discussion as a consensus-seeking process.

We've all seen nastiness and argumentativeness tend to reproduce themselves in a group. It's comforting to realize that people also respond to positive consensus-seeking leadership and to the above practices. Often that occurs by their simply watching you do it! Just remember that you are a teacher every minute you work in a group, as people observe your style.

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NEGOTIATING THE CROSSROADS:

Kansas Civic Engagement in the 21st Century

by David Chrislip



Photographer John Morrison liked the relationships of the interchange geometry with the lines of this Stearman biplane, manufactured for the U.S. Navy by Boeing in 1942. I-235/K96 interchange, Wichita, Kansas. May 14, 2007.

Just as families have stories that help hold them together or tear them apart, so, too, do communities, states and nations. These stories guide and shape the way we live with one another.

For decades, marginalized and disaffected citizens have challenged America's prevailing stories by finding a voice to tell their own stories. The civil rights movement brought African-Americans and other minorities closer to full participation in civic life. Grass-roots organizers and activists helped put issues of housing, economic development and health for poor people on the table. Powerful advocates helped propel environmental concerns onto the public agenda. Women and gay people fought to be legitimized and included as full-fledged citizens. These efforts have irrevocably redefined for the better who is included in America's stories and the concerns that provide their focus. From its beginning, Kansas, and Kansans, have been foundational in a number of these campaigns in civil rights and women's suffrage. The state has a demonstrated capacity to continue modeling ways of effective civic engagement on current topics of interest.

By challenging prevailing stories through resistance and confrontation, these movements have also created new demands and costly consequences. Many more people with a stake in public problems now demand a say in the political decision-making process. Complex and systemic public problems are no longer amenable to expert or top-down solutions. Few people agree about the precise nature of the problems, so few agree on solutions. Little in the way of shared vision or values encourages concerted action. Distrust and mistrust pervade the relationships among sectors, races, and other disparate groups and interests. Most of these groups lack the skills to work effectively with others. Adversarial politics, in which small groups of people or interest coalitions in a community attempt to overpower other coalitions to achieve their ends, have failed to solve problems, failed to prevent the division of society, and failed to engage citizens

effectively in public life. Adversarial politics leaves communities and regions divided between winners and losers, *us* against *them*. When it does not, it leaves gridlock. Either way, the divisions between *us* and *them* tend to harden into immutable fact. As parochial interests take precedence, common ground becomes more remote.

Traditionally, all societies have used enduring stories as guideposts for dealing with social and political issues within their own cultures. Our contemporary, multicultural society often brings these stories into conflict. We Americans find ourselves at a crossroad or, more accurately, at a series of crossroads where many stories collide. How do we negotiate these crossroads? How do we create new, more inclusive and constructive stories? How do we find common ground in a world of constant flux, full of contradictory yet convincing stories? How do we move from conflict to what we have in common and from confrontation to dialogue? How can we create new stories that will help guide us toward solutions to social and political problems in American civic life? Without re-imagining the relationship of *us* and *them* and the adversarial stories about how civic change occurs, common ground will remain elusive.

Despite the confrontational nature of much of American politics, in some places communities negotiate their way through competing interests and obligations in ways that offer hope.

They create inclusive and constructive public processes that complement and work in parallel with the formal institutions of governance to reduce the divisiveness of adversarial politics to reach common ground. Citizens work together; that is, they collaborate by including us and themselves in the engagement. They take the time to learn about alternative approaches to public problems and learn new roles for supporting them. Rather than using resistance and confrontation, they create forums where contending points of view can be legitimized and understood and use dialogue to facilitate the emergence of a broader consensus.



(cont.)

These engagements build a stronger, more inclusive sense of shared identity that respects distinctive cultural and individual identities. Since each place faces different challenges and has its own political dynamics, no one model or process fits every community or region. General principles of collaboration shape each of these processes yet allow the flexibility to meet particular needs.

Working together offers the possibility of real progress on public concerns without dividing citizens one from another. A sampling of initiatives from recent years demonstrates the power of collaboration:

- **Citizens in Missoula, Montana**, worked together to craft policies for land use and planning that help guide future growth. The City Council and County Commission adopted these policies through legislative action.
- **In Denver, Colorado**, the city raised millions of dollars through a bond issue to meet physical infrastructure needs. Without broad support from a wide range of stakeholders, a disastrous battle of special interests would have torn the package apart. The success of this initiative led to subsequent funding for museums, libraries and other cultural facilities.
- **Sitka, Alaska**, faces perennial problems disposing of solid waste because of its mountainous terrain, rainy environment and lack of suitable landfill sites. A group of citizens and civic leaders developed an innovative set of strategies emphasizing recycling and off-island shipping to minimize the use of landfills.
- **In Maine**, throughout the development boom of the 1980s, environmentalists, developers and state regulators battled over the proper mix of development and preservation of the state's natural resources. The Maine Environmental

Priorities Project brought stakeholders from each of these groups together to identify and rank the state's most urgent environmental issues, develop recommendations to address them, and help implement new policies at local, regional and state levels.

- **In Juneau and Sitka, Alaska**, large-scale tourism threatened to overwhelm these small communities, destroying the scenic beauty and quality of life that attracted both residents and tourists. By working together, neighborhoods, tourism-related businesses and other stakeholders fashioned policies to help guide the development of tourism in ways that preserve the region's natural beauty.
- **Central Oklahoma Turning Point** convened a broad range of stakeholders to address the region's longstanding deficits in a number of health measures. A year-long planning process helped determine priorities and strategies that shifted emphasis from symptomatic, reactive responses to health problems to a focus on wellness and prevention. An ongoing community health consortium manages a wide range of collaborative educational, problem-solving and community-design initiatives that shift responsibility for health from service providers to citizens.
- **The Colorado Partnership for Educational Renewal** helps school districts and higher-education institutions work together to simultaneously renew public schools and teacher education. Results include the establishment of numerous partner schools, enhanced professional and leadership development programs, and the development of state policies supporting these initiatives.

In each of these examples, stakeholders worked together in new and constructive ways. Community members with newly developed leadership capacities

convened citizens and helped facilitate their work. Stakeholders learned new skills for working together and for working with the substance of the issues or concerns. Skilled professionals using facilitation tools and consciously designed processes helped stakeholders define problems, create visions and decide what should be done. Credible information supported mutual learning and consensus-based decision making. The influence and credibility gained through collaboration helped stakeholders hold implementing organizations accountable for action and real achievement.

These emerging stories of civic engagement offer a vision of a more deeply democratic society. The following article in this publication on "Civic Leadership in Southwest Kansas" is a powerful example closer to home. When these engagements work, they lead to tangible and sustainable results, heal divisions between competing interests and engage citizens thoroughly in addressing the problems that concern them.

They build the capacity to negotiate future conflicts by creating the networks, norms and social trust that facilitate communication and cooperation for mutual benefit, building social capital rather than destroying it. By learning from these experiences, Americans can purposefully cultivate new stories of civic engagement and renew their trust and confidence in the democratic ideal.



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CIVIC LEADERSHIP IN SOUTHWEST KANSAS

How “The Girl Effect” Multiplies Community Collaboration

By Judy Johnston, Benjamin D. Anderson and Kim Hazen



The image above is from the "Roots" collection, Sabrina Staires Studio, copyright 2010.

A small investment in a girl's education reaps enormous rewards for an entire society. The research, which began in underdeveloped countries, documents that 90% of every \$1 invested in empowering women and girls gets reinvested into their community, compared with only 30%-40% of every \$1 invested with men and boys. It's called "the girl effect."

The premise is that women and girls typically use that dollar to enhance their family's lives (educate them, purchase food and clothing, start businesses or simply save it). Men and boys, on the other hand, are more likely to purchase new comfort and luxury items (flat screen televisions or tickets to sporting events) or to purchase a higher quality of existing consumable items such as beer or automobiles.

Google the phrase "girl effect" for more information on this topic if you are unfamiliar. Now, think about the potential girl effect if five rural Kansas communities collaborated to invest in the health and well-being of the girls and women who live there? The following narrative tells the story of how communities in Southwest Kansas used the girl effect to...Wait... Before we even got to the health and well-being of girls and women, did I hear mention of five rural communities? Working together? Sharing their limited resources? How unlikely is that scenario? No matter how unlikely, it really happened, just like this:

Case Study: The WEPAC Alliance and the Hoops for Hope Events

BACKGROUND

In his book *Deeply Woven Roots*, author Gary Gunderson writes: "Hope is shaped in a group of people who push beyond a general image and words to do something specific, nearby, tangible enough to reach outward – this mission and clinic, that group of men who need food or a place to stay, this

neighborhood with kids who need tutoring, this member who needs a group home."¹

Women in the United States make 80 percent of the health care decisions for their families. When we teach them the importance of good health and preventative testing, they pass that knowledge on to their loved ones, and everyone wins. This was the basic premise behind a remarkable story, an adaptive solution to a common problem that played out in southwest Kansas in 2009. In *The Leadership Challenge*, Kouzes and Posner² identify five practices common to extraordinary leaders: 1) Challenge the process; 2) Inspire a shared vision; 3) Model the way; 4) Enable others to act; and 5) Encourage the heart. The story of WEPAC is a demonstration of all five of these characteristics. Two extraordinary leaders with very different leadership styles emerged using these practices and they have affected these five communities in ways that are yet to be seen.

THE CHARACTERS IN OUR STORY

Benjamin Anderson, a bright 30-year-old with an MBA arrived in Ashland, Kansas, by way of California and Texas in January 2009, accepting the position of CEO of the Ashland Health Center. He found a small critical-access hospital offering emergency, acute and extended care that was beaten down physically and emotionally. The health center had gone through a number of changes in medical directors and administrators, and the employees were less than enthusiastic about the future. Benjamin spent time and effort diagnosing the problem and learned that it would take more than a fresh coat of paint to turn things around.

On Feb 20, 2009, Cliff Judy from KWCH Channel 12 News in Wichita reported "Ashland Walks 36 Miles To BB Game." The reporter told this story: "More than 200 members of the town went to Friday night's games in Meade on foot. To help raise money for the high school boys' and girls' basketball teams, the Ashland Health Center organized their first "Game Ball Run." Anyone willing to pay \$10 could sign up to carry a basketball on a half-mile leg of the 36-mile trip to Meade. All proceeds went to the basketball teams."



(cont.)

Nice story: People were involved; money was raised for a good cause; everyone felt good. However, Mr. Judy missed the real story. Benjamin Anderson had identified a key problem at the Ashland Health Center and the larger Ashland community that had nothing to do with money and everything to do with community – lack of community engagement and lack of community pride.

The “can do” attitude was gone from the Ashland Health Center family, and Benjamin was determined to help find it in his newly adopted community. **The Ashland hospital employees** had rediscovered their community pride.

Not long after the event **Nancy Zimmerman**, administrator of the Comanche County Hospital in Coldwater, Kansas, was in touch with Benjamin suggesting that the two hospitals “team up and do something together.” Collaboration among rural health care systems is not commonplace as they are generally competing for the same resources.

In early March 2009, Benjamin Anderson was driving with a hospital employee in his car. **Joe LaBelle**, a dishwasher at Ashland Health Center, mentioned to Benjamin that his grandmother had recently passed away from breast cancer. Joe went on to say that the nearest digital mammogram equipment is in Wichita, and he knew that not everyone could afford the trip to Wichita to access the services. Joe suggested organizing a basketball game to raise money to help women who couldn’t afford to access the mammograms in Wichita. Benjamin listened to his young employee and found his ideas inspirational. “You always get more for your money when you engage the minds of employees to find solutions,” he told me. He also thought about the call he had received from Nancy

Zimmerman and knew that he needed both of these people and additional partners to think about and expand this idea – to identify an adaptive response rather than just the technical one that had been suggested.

Kim Hazen is a native of Ashland, Kansas. She knows everyone in town and, for that matter, in all the surrounding communities. She sits on a number of community boards and works as the office manager at Home Lumber in Ashland. Benjamin and Kim were working on a community board together when he shared Joe’s idea with Kim. Kim recognized the need to positively affect women’s health more broadly than access to digital mammography, and she immediately began suggesting additional partners to bring to the table. Kim called two people each from Coldwater and Protection and one person each from Wilmore and Englewood. “I called people I knew I could depend on,” Kim said.

Benjamin added: “People know and trust Kim. If she says, “This is important,” they respect her and come to the table to support it. Kim was our head cheerleader.” For his part, Benjamin went back to the Ashland Health Center and talked with his employees about Joe’s idea and his conversation with Kim.

THE ACTION

By late March, things were moving quickly. The group formed the WEPAC Alliance by using the first initial of each town’s name, a non-profit organization that is dedicated to providing resources and education to encourage local women in those towns to take active responsibility for their health. To make a long story short, the WEPAC Alliance sponsored a weekend of events called Hoops for Hope that raised more than \$70,000 for its cause, and the alliance is continuing to develop relationships to enhance its ability to improve women’s health. See <http://www.wepacthehouse.org> and/or the following table for details of what was done.



MONTH	EVENT	OUTCOME	WHO
Jan. 2009	New administrator at Ashland Health Center	Provided leadership to Ashland Health Center	Benjamin Anderson
Feb. 2009	Game Ball Run	Increased employee morale and camaraderie	Ashland Health Center Employees
March 2009	Discussion regarding access to digital mammography	Sparked idea for community-based, adaptive solutions to the challenge	Joe LaBelle and Benjamin Anderson
March 2009	WEPAC Alliance formed	Diverse communities representing diverse needs and insights developed a shared vision for women’s health in their communities; “Head Cheerleaders” were identified	Kim Hazen and friends
March 2009	Ashland Health Center staff engaged in planning and implementation; Community discussions in all 5 communities	Community ownership of problems and solutions, both technical and adaptive	Benjamin Anderson and staff; Nancy Zimmerman & staff; WEPAC Board
April 2009	Community meeting with all who wanted to volunteer;	Committees structure formed: recruitment, concessions, health fair, cheer camp, hospitality, tail gate party, practice session, silent auction, community forums	Community members from all 5 towns and both hospitals
April/May 2009	Player recruitment for a women’s basketball game and practice session	3 players from each of two high schools; 3 alums from each of two high schools; WNBA players and coaches	Benjamin Anderson and friends
April/May 2009	Sponsor recruitment	Community groups and individuals donated and provided sponsorships so that nearly all expenses were covered	Kim Hazen & friends
May/June 2009	Cheerleader recruitment	Both KU and KSU Cheerleaders participated in the events, cheering at the game and leading a cheerleading camp for kids the following morning. KSU also brought their pep-band.	Benjamin Anderson & Friends
Aug./Sept. 2009	“Give-aways” for participants	Contributed to community engagement in the process	WEPAC members and community businesses
Sept. 2009	Fox Sports signed on to broadcast the game in 4 states and provide commentators	Fox Sports signed on to broadcast the game in 4 states and provide commentators	Benjamin Anderson and Fox Sports
Oct. 2009	Hoops for Hope Events (See www.wepacthehouse.org)	Increased community pride; raised awareness of women’s health issues; reinforced the power of collaborations; brought notoriety to region	All communities in WEPAC Alliance
Nov. 2009	Story in Sports Illustrated	Additional pride and recognition; modeling for other communities	Joe Posnanski, Sports Illustrated Reporter, formerly of the Kansas City Star
Dec, 2009	Partnership with KU Wichita Center for Breast Cancer Survivorship	Implement community assessments tools for breast cancer survivorship needs; coordinate implementation of virtual survivorship services in region	Kim Hazen, Benjamin Anderson and WEPAC Board



(cont.)

ANALYSIS AND COMMENTS

The Kansas Leadership Center Field Guide³ discusses four competencies: diagnose situation, manage self, intervene skillfully and energize others. “These four competencies encourage courageous collaboration by framing issues in open-ended ways, including usual and unusual voices, creating constructive processes and sustaining the work through decision and action.”³ I believe all four of these competencies were exhibited in the WEPAC story. The Guide also lists KLC Leadership Principles. I used these principles to further analyze the leadership styles of the two principal characters in the WEPAC story.

Benjamin Anderson was the new guy in town with a position of authority in the health center. He decided to step beyond that official leadership role and influence his community in a much broader way. “The activity of leadership starts with a personal intervention. The risks of exercising leadership are both personal and professional.”³

Benjamin stepped out of his comfort zone, experienced a personal intervention that changed himself, his relationship with his new community and the community itself. It was a risk he doesn't regret.

Kim Hazen is the classic grass-roots community organizer. She doesn't need a title to lead. She has a unique ability to inspire others and develop a shared vision with her colleagues. “Exercising leadership is inherently risky: Once we intervene, we lose significant control over the outcome. ... To make progress, we have to be willing to raise the heat to get others and ourselves into the zone of productive work... Exercising leadership involves managing losses and risking casualties.”³

Kim discussed the challenges she faced as a leader in WEPAC. Not everyone in the community thought the plans were on the right track, that community members weren't going to all be able to participate she had to weather some controversy and discord. The outcome was definitely out of her control. Although she and the WEPAC team agreed on the outcomes they wanted, the heat was raised and people had to work in ways that were unfamiliar and uncomfortable in order to achieve the outcomes. Kim gave up a lot personally to intervene in this way, but she realizes that these five communities grew as a result. The sacrifices were worth it.

This collaborative project is a model for other communities across the country, showing that lack of size and/or resources should not hinder them in making a national impact while helping their residents assume responsibility for their own health.

Benjamin Anderson provided one additional insight: “With the state of the economy, it is easy to find reasons to complain or excuse low performance. These are five rural Kansas communities (totaling approx. 2,500 people) that are finding solutions instead of excuses.”

Gary Gunderson summarizes the miracle of civic engagement resulting in surprising outcomes in this way: “Humor and discovery are closely linked because both thrive on surprise. ... It turns out that God has hard-wired a joke into the universe that you only get once you have been to the breaking ground and been flipped upside down. Like all humor, the cosmic joke rests on unexpected reversal, and it is a good one: Humility endures while pride dies in the dirt; sacrifice endures while acquisitiveness ends with death; knowledge remains incomplete while love fulfills and is never wasted. A laughing God nudges us in the ribs: ‘Do you get it?’”¹

NOTES:

- ¹ Gary Gunderson, *Deeply Woven Roots: Improving the Quality of Life in Your Community*. 1997. Augsburg Fortress Publishers
- ² J.M. Kouzes & B. Z. Posner, *The Leadership Challenge, 4th Edition*. August 2007, Jossey-Bass/ John Wiley & Sons, Inc
- ³ Kansas Leadership Center, *Kansas Leadership Center Field Guide, Version 2.0*. November 2009



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BENJAMIN D. ANDERSON, MBA, Chief Executive Officer, Ashland Health Center: Benjamin came to rural western Kansas in early 2009, leaving a physician-recruitment position in Texas. His wife is a native Kansan and a special education teacher.



KIM HAZEN, President, WEPAC Alliance, sits on a number of community boards in the Ashland area and works as the office manager at Home Lumber in Ashland



DEMOCRACY IS NOT A MIRACLE

by Darrell A. Hamlin



DARRELL A. HAMLIN, Ph.D., is a Senior Fellow at the Center for Civic Leadership at Fort Hays State University. He is also the founder of Civic Monkey, LLC, bringing stories of activism and engagement in civic life into the mainstream media.

The Milagro Beanfield War, a novel by John Nichols, is the story of a small rural town in northern New Mexico. The citizens of the area don't really like or trust one another much. In fact, the only thing they agree upon, after considerable in-fighting, is that it may not be such a good idea to sell their land to a developer who wants to build a tourist attraction. Ultimately, these citizens work together to save their home.

It's kind of a happy ending, until you remember that in Spanish *milagro* means miracle. All along, the author is suggesting that it's a miracle when civic engagement actually works.

Does democracy at the community level have to be a miracle? Not if you know what you are doing, and the people who know what they are doing in a democracy are the true citizens among us. Not true citizens because they have rights, but true citizens because they have accepted responsibility.

In the sense of fidelity, of faithfulness, true citizenship is the application of intelligence, skills and affection. It requires the same attention to detail demanded by other roles we accept quite easily.

As parents, most of us have more than one child. At some point, maybe several times a day, a parent is presented with a dispute. To get to the bottom of it, a parent must sift through several versions of the same event. Good parents – true parents – approach these conflicts with a certain kind of intelligence and experience, trying to hook various explanations around some kind of reality.

A parent negotiates these competing versions in order to make a judgment and do justice. In other words, parents do what they do, when they do it right, through wisdom that is also a kind of love. This is the kind of love that requires faith in the whole idea of family.

That's what citizens do. When we do it right, we do it with love for one another and for a place. We do it with faith in democracy itself.

Jury duty is another example. In a trial we expect that each side will tell jurors some version of the truth, playing up the parts that cast a favorable light and playing down the parts that don't look so good. We expect it because we have a system of justice that assumes competent citizens can listen to competing versions of the truth and then go off in a room together and figure out what really happened, and whether punishment should be imposed. Not a

decision that makes everybody happy, but one that is faithful to the purpose of justice.

That is what true citizens do. They listen to their political representatives and to one another, and then they reach a decision that is faithful to the purpose of democracy.

It's not complicated, but it's not easy, either. It's simple to understand but difficult to do.

We expect jurors and parents to take their jobs seriously. We have laws against negligence of duty in these areas.

So why are our expectations of citizenship so low?

In this country, you can get a welfare check or a government contract without being registered to vote.

To say that such low expectations foster true citizenship is like saying that parents are effective if they just feed the baby and change her diapers.

We expect jurors to pay attention to the evidence and deliberate before they jump to a conclusion. So why can't we expect that we will all participate attentively in public life?

What we are finding out, at a horribly high price for the insight, is that thinking democracy will work while maintaining low expectations of citizenship is like waiting for a miracle.

In the 21st century we are going to have to do more than hope for a miracle. We are going to have to learn how to do the job, and we are going to have to hold one another accountable.

We are going to have to expect true citizenship.



DEVELOPING SOCIAL CAPITAL TO BETTER MANAGE COMMUNITY QUALITY OF LIFE:

The Olathe Case Study

by Michael L. Ashcraft



ABSTRACT: Starting in the late 1970s, Olathe, KS began to experience rapid growth as an outer ring suburb of Kansas City, MO. As the population increased, the community's physical and social infrastructure strained to meet the needs of change. Concerned community leaders recognized those challenges and began an odyssey to better manage their community's resources (quality of life) by developing social capital and increasing community engagement.

"We have always said that human capital is at the core of the new economy. But increasingly it is also social capital that matters too – the capacity to get things done, to cooperate, the magic ingredient that makes all the difference."

"Too often in the past government programmes damage social capital – sending in the experts but ignoring community organizations, investing in bricks and mortar but not in people. In the future we need to invest in social capital as surely as we invest in skills and buildings."

In 1995, Robert D. Putnam published an extensive essay on the decline of social capital in America and its impact on American society and culture. Over the next several years, leaders in communities across the United States (and the world) began to grapple with this new concept and how it might impact their particular communities. While apparently not consciously considered, a mid-size, outer ring suburb of Kansas City found itself struggling with the same challenges offered by Tony Blair in 1999 (above quote). This research paper attempts to analyze the transitional period of that community and how elected and appointed officials strove to (re)build social capital by setting a vision of

the future and addressing governmental performance to meet the challenges of their growing community.

Olathe, Kansas was founded in 1857 approximately 25 miles from Kansas City, Mo. For most of its history, Olathe considered itself a distinct and separate community free of the turmoil and challenges of the big city. Olathe evolved into a full service city providing residents with a wide variety of resources including its own water and sewer utilities, library system and the like. The city was the terminus of the Strang Line Inter-Urban Railroad (trolley line) and Johnson County seat of government. With the national post-war urban exodus, white flight associated with Brown vs. the Topeka Board of Education (1954) and the completion of I-35 (1960s), Olathe's linkage to the urban core was set. By the 1990s, the city's growth rate was on a par with national leaders.

Today, Olathe is the fifth largest city in Kansas with a population estimated at 120,000. Over the last 15 to 20 years it has netted 12 to 15 new residents per day. Like most metropolitan ring communities, it has undergone a great deal of change in the last 20 years. Some of those changes have been welcomed, others have not.



MICHAEL L. ASHCRAFT, Principal, Ashcraft & Associates, Research & Consulting. Between 2000 and 2008, Michael was the Organizational Effectiveness Consultant with the City of Olathe, KS. While there, he developed and led an award winning facilitation program that has been recognized both regionally and nationally. Currently, Michael offers tailored consulting services for public and private sector leaders who are concerned about people and process issues.

COMMUNITY HISTORY

At its genesis, Olathe was a sleepy farm community on the far southwestern edge of the greater Kansas City metropolitan area. Between 1900 and 1950, its population doubled from 3,000 to 6,000 inhabitants. In the 1960s, rural areas in Johnson County began to incorporate, and Olathe's population increased to a high of 11,000. By 1970, the population had nearly doubled again putting increased pressure on the community's physical as well as leadership infrastructure. As Zacharaskis and Flora noted in their study of Riverside, Iowa:

...community development projects frequently tend to reproduce existing leadership structures rather than create opportunities to expand community leadership beyond existing leadership pools and cliques.

Community leadership and public discussion began to show signs of a separation between "Traditional" Olathe and "Transitional" Olathe that simmered and grew over the years. In many ways, this dynamic was similar to what the Kansas Leadership Center reported in its analysis of the physical and mental health dynamics in the state as seen through the lens of civic leaders.

■ ...we heard about a split in civic culture between the 'usual' voices-elected, business, and nonprofit officials; philanthropy specialists; and interest groups – and the far less vocal 'unusual' voices – the silent and broad middle, as well as members of minority groups.

■ The unusual voices, on the other hand, tended to be unengaged, complacent, and apathetic – unwilling or unable to enter the polarizing fray already filled with the often-strident voices of some of the 'usual' voices described above.

Olathe's leadership dynamics continued to strain, at one point becoming so rancorous that the broadcast news channels from Kansas City, Mo., routinely covered Olathe City Council meetings, not because of anything on the agenda, but because they were virtually assured of getting good "B" footage of abrupt, confrontational, public theater.

Progress on most civic matters in Olathe was stymied. Relationships among key community interests such as the Olathe School District, the Chamber of Commerce, Olathe Medical Center and others were non-existent. As Keele notes, when "...citizens who have withdrawn from civic life harbor a hostile orientation toward government leaders and institutions," government performance can be adversely impacted. The reality for Olathe was that some people were involved in the issues of local governance with a distrustful bent and an antagonistic posture. While specific statistics for Olathe are hard to document, witnesses to events mirrored what Putnam offered: "(i)n the 1990s roughly three out of four Americans didn't trust the government to do what is right most of the time."

Beginning sometime in the early 1990s, Olathe's quiet power elite began discussing the confrontational and dysfunctional nature of civic activities in Olathe and the need to set a new direction/tone beginning with the City Council. It was not clear if there was



(cont.)

ever an actual discussion on the new direction that was needed other than a general recognition that "if Olathe continued to do what it had always done, then it would continue to get what it had always gotten."

METHODOLOGY

In order to ascertain the relationship between social capital among stakeholders (reciprocal trust) and government performance in Olathe, this essay looks at the relative standing and success of both elected and appointed officials and various community development (service performance) efforts before, during and since the civic change efforts began. If social capital can be "created" through conscious actions and decision-making in Olathe the lessons may be transferable to other circumstances and communities.

To support this analysis, historical news accounts--specifically in the *Olathe Daily News*--were reviewed, historical city elections of both elected officials and ballot questions were analyzed, available survey research data including City of Olathe 1992 Community Image Committee Survey Results and *DirectionFinders*® (2000 through 2008) were scrutinized, and interviews with current and past elected and appointed officials as well as personal experience were used to contextualize the research.

THEORETICAL FRAMEWORK

In 1999, John Nalbandian published an essay on the new roles that local government managers needed to assume to meet the challenges of the new millennium and a growing profession. He noted four changes and discussed his findings based on interviews and research centered in the greater Kansas City region.

1. Community building has become part of the city management professional's responsibility.
2. Managers are expected to facilitate participation and representation and to develop partnerships.

3. There is less adherence to council manager government as the 'one best form.'
4. The manager's internal administrative role has become more process oriented.

In short, getting problems solved collectively while respecting the values of representative government, individual rights and social equity builds a sense of obligation to the collective good and constitutes an important component of "community building" (social capital). Nalbandian goes on to say that "...we must distinguish a well-run city from a poorly run city in a way which is understood by the citizenry." (sic) And, that "the responsibility of the city manager is to empower the governing body and citizens by helping to develop the use of tools of engagement."

In other words, the social dynamics of a community can be changed affirmatively if decision makers and opinion leaders will actively engage stakeholders, and those changes can be quantified in the attitudes and beliefs of stakeholders toward government services.

THE ANALYSIS

To understand Olathe's change efforts and how social capital and civic engagement impacted government performance, three dynamics were analyzed.

Dynamics Surrounding Community Officials.

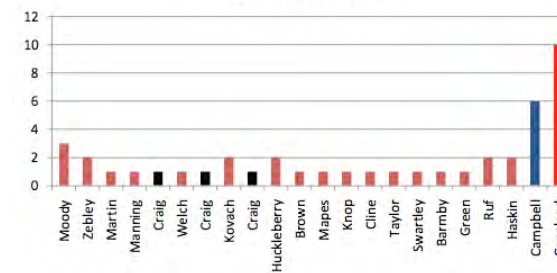
To understand the dynamics facing Olathe before, during and since the civic change efforts, key elected official election results were scrutinized. As the focal point of many of the issues facing the community, the mayor's position is considered first.

Prior to 1994, the Olathe mayor's tenure lasted, on average, slightly over one year. (See dotted line in Table One.) With Campbell's election, a significant shift occurred. Structural changes in the form of government, however, (how mayors were elected either by the public directly or by their peers) may influence the interpretation of this shift. Nevertheless, the change, beginning in the mid-1990s, is pronounced. (Note: Mr. Craig was elected mayor three times

beginning in 1970.) To better understand any potential shift in the attitude of the electorate regarding Council members, a similar analysis of the remaining elected officials was completed.

TABLE ONE

Olathe Mayor Tenure (Starting 1963)



Paralleling this shift in the tenure of Mayors there appears to be a significant increase in the tenures of Council members starting in the late 1990s. (See Table Two.) From 1967 through 1997, the Council averaged 33.1 percent turnover rate during each election (black line). In 1999, the city went to biennial elections as the trust dynamics appear to begin to shift. Subsequently, the turnover rate for Council members dropped on averaged to 9.3 percent per election (red line) which translates to less than one seat per election cycle.

TABLE TWO

Olathe Council Member Annualized Turnover Rate (1967 to 2009)

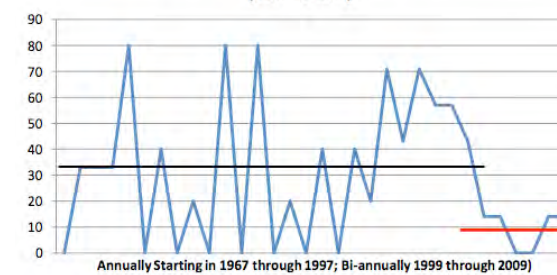
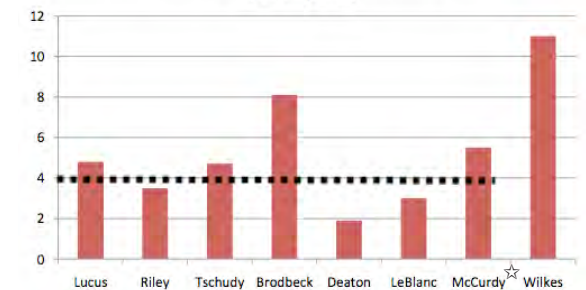


TABLE THREE

Olathe City Manager Tenure (Starting 1963)



Beginning in 1963 with Olathe's first city manager, the average tenure before 2000 (Mr Wilkes) was about four years (dotted line, Table Three). During the 1980s, the position was relatively stable and held for about eight years by Mr Brodbeck until tensions between council and staff emerged. As the data suggests, the position became rather unstable with a quick succession of managers. (Note ☆: The last year of Mr McCurdy's tenure was actually filled by an acting city manager.) After the 1997 election, efforts mounted by Council to change the direction of the community and the organization. New leadership was sought and the Council opted to change managers.

Dynamics Surrounding Community Issues.

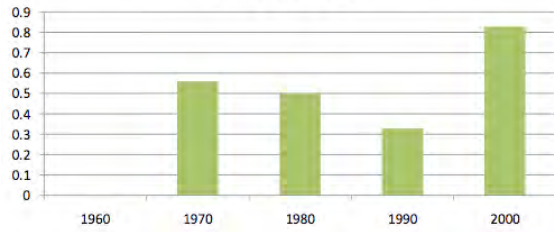
A second component of the civic dynamics that appeared to signal change in Olathe can be seen in a review of community development efforts.



(cont.)

TABLE FOUR

**General Approval Ratio
Public Votes by Decade**
(City of Olathe, KS)



During the 1960s, four community issues were advanced. None passed. (See Table Four.) In the 1970s and 1980s, only about half of the issues passed (5/9 and 4/8 respectively) while only a third (2/6) passed in the 1990s. The most significant shift occurred beginning in the 2000s where five of six issues were successfully passed by the voters. This analysis may be supported by some authors who note that:

...one would expect some undefined time lag between the attributes such as social capital and government performance, as the interplay between expectations, articulation, and sanctions on government occur across time.

To buttress this assertion, a special case discussion is offered. Beginning in the mid 1990s, Council members began efforts to change the charter allowing them to increase the length of their terms from two to four years. In 1994 and again in 1998, the issue was narrowly defeated. By 2002, however, the same issue won handily as the graphic in Table Five demonstrates.

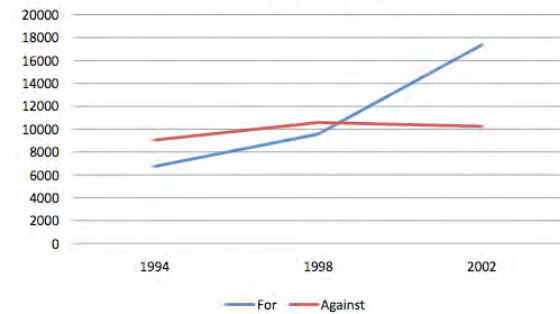
Elected and appointed officials indicated that they believed that this represented a significant shift in the relationship between stakeholders and Council. They indicated that trust had been reestablished based on their ability (the city organization's) to demonstrate performance (effectiveness) and by being transparent, open and engaging.

Dynamics Surrounding Community Performance.

While interesting and possibly indicative of a change in attitude toward elected and appointed officials, the link between social capital and organizational performance needs to be further explored and verified. Otherwise, the conclusions may fall prey to *Post Hoc Ergo Propter Hoc*. To examine this linkage, numerous community service performance measures were scrutinized.

TABLE FIVE

**A Special Case:
Olathe Term Change Efforts**

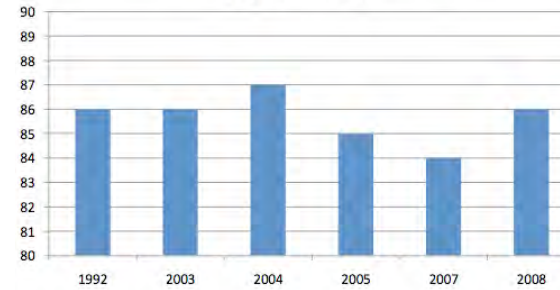


In 1992, very early in Olathe's purported civic change efforts, the city conducted a Community Image Survey. While limited in nature, this survey asked more than 500 attendees at a community conference to respond to several issues that were later mirrored in an annualized survey conducted by the city. On the one hand, stakeholders held similar perceptions of the community over time, but on the other, they expressed a belief that the city's performance had improved noticeably.

In 1992, survey participants were asked to express their sense of safety in neighborhoods at night. Eighty-six percent indicated that they felt either "Very Safe or Reasonably Safe." In data gleaned from later surveys, respondents continued to express the same level of safety over a decade later. Arguably, there is no expressed difference in attitudes between 1992 results and 2000s's results. (See Table Six.)

TABLE SIX

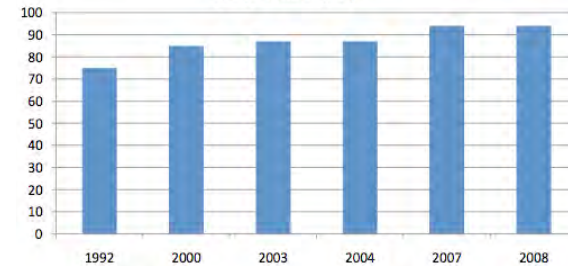
Safety in Neighborhood at Night
(City of Olathe, KS)



A second question asked begins to show a shift in attitudes between 1992 and the 2000s, but the data comparisons are debatable. In Table Seven, survey respondents were asked to comment on Olathe as a place to live. In 1992, they were asked, "If given the choice, where would you prefer to live today?" Three out of four respondents (75 percent) answered "Olathe;" the remainder indicated "Not in Olathe." In the 2000s results, respondents were asked to rate Olathe as a place to live. In 2000, over 80 percent rated their satisfaction as either "Good" or "Excellent." The trend line continues to rise reaching nearly 95 percent by 2008.

TABLE SEVEN

Satisfaction: As a Place to Live
(City of Olathe, KS)

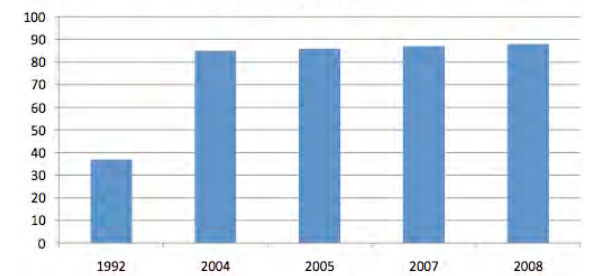


Respondents in both surveys were asked to rate the overall quality of city services. In 1992, only about a third were satisfied or very satisfied. In comparison beginning in 2004, 85 to 90 percent of the respondents rated overall quality as good to excellent. (See Table Eight.)

These statistics paralleled for a number of other performance measures, and a definite trend appears to emerge. The results of those measures may be found in Appendix A. In simple terms, Olathe stakeholders began to report a significant shift in attitudes toward their services. This shift can also be seen when Olathe's municipal performance measures are compared to regional service providers. (See Table Nine.)

TABLE EIGHT

Overall Quality of City Services
(City of Olathe, KS)



Beginning in 2000, the City Manager and City Council pioneered the development of a broad range of performance measures as part of their community based strategic planning process. Those measures led to the development of a master measure which eventually became known as the "Overall Satisfaction Index" of key municipal services. This index uses 2000 as the base year and compares Olathe's performance to overall Kansas City metropolitan averages. As Table Nine suggests, stakeholder satisfaction has shown marked improvement over the last nine years.



(cont.)

TABLE NINE



THE CHANGE

Since the early 1990s, the change in Olathe’s social capital has been significant. Community leaders realized that Olathe was not responding well to the pressures of change and hyper-growth. A new “breed” of elected officials began to emerge with an understanding that Olathe needed to change its future to better the community. By 2000, elected and appointed officials decided to take action on their expressed interest in civic engagement. In partnership with staff and the community at large, they initiated a community based strategic planning process to chart the course of the city for the next 20 years. In 2003, after the city began implementation efforts, they found that the 2000 plan was imperfect and again went to the community to perfect the plan.

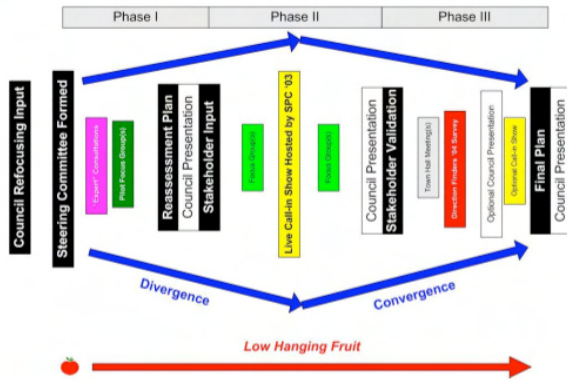
Table Ten outlines the process flow used during both planning efforts. These efforts went on to be recognized by the ICMA, the IG (Innovations Group) and MARC (Mid America Regional Council) as a best practice model.

SUMMARY/CONCLUSION

While the exact source of the change efforts for the community of Olathe will probably never be known, decision makers and opinion leaders in the early 1990s saw the stress and stain their city was facing as the world grew around them. Relationships among elected officials and their staff were strained, stakeholder antagonism was high, and interactions among various community interests were dysfunctional. Both bonding and bridging social capital was low. Citizen engagement was rancorous and acuminous. The media smelled blood and took advantage of the ample opportunity to comment on the plight of Olathe.

TABLE TEN

Olathe Strategic Plan 2003: Refocusing the Future



The change effort first appeared as a shift in attitude about who would be encouraged to run for and eventually be elected to the City Council. Once a critical mass on the Council was realized, a new emphasis was placed on the values to which the city organization was going to adhere. Critical leadership changes were made, and a new community paradigm was initiated. Stakeholders were actively recruited in the planning and development efforts

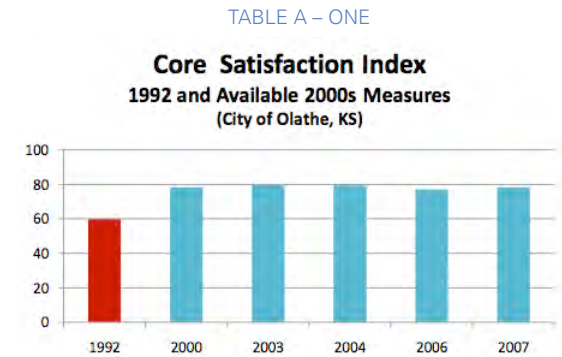


of the city. Performance measurement efforts, transparent decision making and civil discourse became the watchwords for the *new* Olathe.

Paraphrasing Gandhi, Olathe became the change they wanted to see. It took about a decade, but Olathe now ranks as one of America’s “Best Places to Live.” The City routinely wins awards for innovation and social capital development. A vision of civic engagement and social capital has become the foundations of that success.

APPENDIX A

Survey results between the 1992 Community Image Survey and the annual *DirectionFinder*® Surveys starting in 2000 reinforced the change in service delivery perceptions over the study period (1992 – 2008). Core services such as Police, Fire and Street Maintenance showed marked improvements.



Secondary services such as Animal Control fluctuated while measures involving Park Facilities and Youth Services were imprecise and were excluded from this index.

The 1992 measures were on a five-point scale with “Very Good” and “Good” response percentages reported in red. The 2000 and later results were also on a five-point scale with “Very Satisfied” and “Satisfied” being reported in blue by year. A litany of those comparisons follows:

TABLE A – TWO

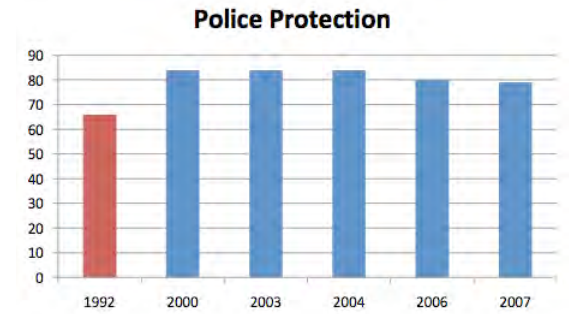


TABLE A – THREE

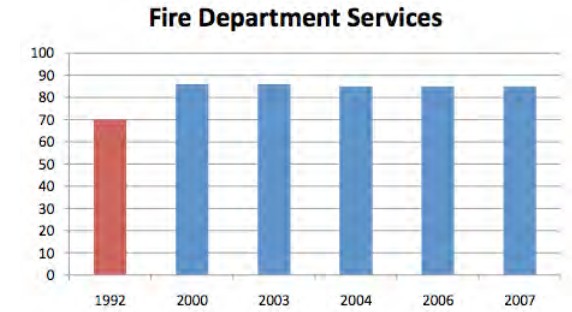


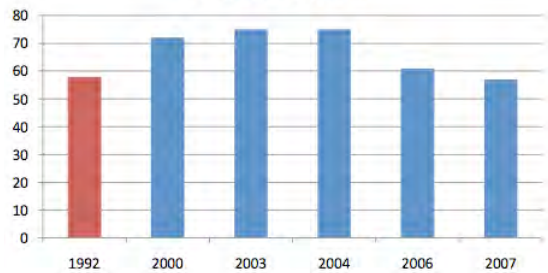
TABLE A – FOUR



(cont.)

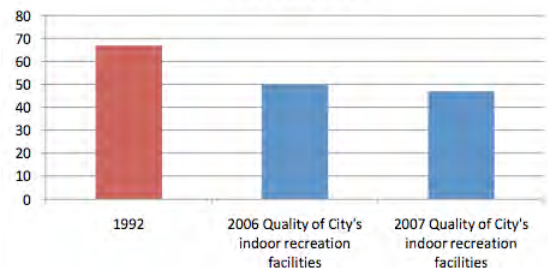
Starting in 2006, the survey broke the question into two parts – one on residential streets, the other on major city streets.

TABLE A – FIVE
Animal Control



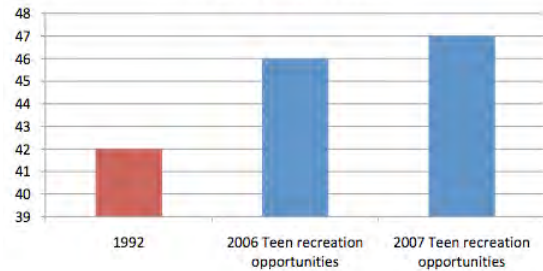
In 2005, animal control efforts became the subject of increased public interest as the City sought options to privatize the program and redirect resources.

TABLE A – SIX
Park Facilities



1992 and 2006 and 2007 park facilities questions were substantially framed differently contributing to response variances.

TABLE A – SEVEN
Youth Activities



1992 and 2006 and 2007 youth activities questions were substantially framed differently contributing to response variances.

APPENDIX B

ETC Institute Overall Satisfaction Index components include:

Cities:

1. Blue Springs, MO
2. Bonner Springs, MO
3. Butler, MO
4. Columbia, MO
5. Excelsior Springs, MO
6. Gardner, KS
7. Grandview
8. Independence, MO
9. Johnson County, KS
10. Kansas City, MO
11. Lawrence, KS
12. Leawood, KS
13. Lee's Summit, MO
14. Lenexa, KS
15. Liberty, MO
16. Merriam, KS
17. Olathe, KS
18. Overland Park, KS
19. Platte City, MO
20. Pleasant Hill, MO
21. Raymore, MO
22. Shawnee, KS
23. Spring Hill, KS
24. Unified Government

Satisfaction Questions:

1. Quality of police/fire/ambulance services
2. Quality of City water/sewer utilities
3. Quality of customer service from City employees
4. Quality of parks/recreation programs/facilities
5. Effectiveness of City communication
6. Quality of City's stormwater/runoff management
7. Maintenance of City streets/buildings/facilities
8. Enforcement of City codes and ordinances

APPENDIX C

2000 Olathe Strategic Plan Methodology:

The approach Olathe took was unusual in the context of community involvement. It included what was called a "double feedback loop" to help ensure that they not only received input from stakeholders but that they understood and developed it *correctly*. To accomplish this process, they went through four phases:

PHASE I – ISSUE IDENTIFICATION

Beginning in April 2000, a 15-member committee met weekly for about three months to understand and frame the potential issues within the seven strategic topics. They asked nearly 30 "experts" and influential stakeholders to share their perspectives and beliefs on each topic. They then revised their thinking based on those comments.

PHASE II – INITIAL STAKEHOLDER INPUT

In July, they began a series of stakeholder events to help them reframe the issues that were important to Olatheans. They held 13 focus groups with about 700 stakeholders in total; they produced a live call-in television show and conducted a statistically valid survey representing over 3,000 residents. After tabulating and reviewing these results, they again adjusted the plan and formulated what their stakeholders were telling them should be the "Strategic Targets" under each area.

PHASE III – STAKEHOLDER VALIDATION

Validity was a key component of this effort. In order to assess community support for the plan more fully, they asked stakeholders to not only help develop the plan but to "grade" its completeness and accuracy. To accomplish this, they held four "validation sessions." In all, a cross-section of nearly 70 community members was asked to comment on and score the plan on a 100-point scale. Participants gave the effort an average of about 93. They reviewed their final comments and made appropriate adjustments and were pleased by the level of support.

PHASE IV – SUBMITTAL ACTION

While they felt this plan fairly and accurately reflected the community's priorities, they believed that this phase was the most important. This submission

was not only accepted by the City Council, but the plan and the process were approved and incorporated into the decision-making dynamics of Olathe.

NOTES:

Tony Blair's keynote speech, NCVO Annual Conference, 1999. Number10.gov.uk version.

Bowling Alone; American's Declining Social Capital (January 1995)

Putnam was not the first to introduce the concept of social capital. However, his work is generally recognized as the first to introduce it to a mainstream audience.

Interview with Larry Campbell, former Mayor of Olathe, KS, November 19, 2009.

Social Capital. David Halpern. (2008). "The issue ultimately rests on whether social capital is more than the sum of its components." This essay notes the interaction inherent in Halpern's Conceptual Map of Social Capital as it relates to the Olathe, KS case study.

1890s to 1940 Pendergast era.

David Abrey, Long Range Planner II, City of Olathe, KS, October 19, 2009.

Abrey.

Riverside, IA was a pseudonym used by the authors for a community they studied between 1996 and 1999. (Adult Education Quarterly, Vol. 55 No. 4, August 2005, pgs 288-307.) Their essay on Riverside mirrors many of the organizational and community building efforts that occurred in Olathe, KS during and immediately after their study period.

In reviewing sources, (The Olathe Daily News), City records (Minutes, News Releases, etc.), and conversations with elected and appointed officials, the consensus verbiage tends to gravitate toward "Old" vs. "New" Olathe. Out of respect for the change dynamics, the terms "Traditional" and "Transitional" are used to convene the sense of standing that these voices represent.

Kansas Leadership Center (2009), "Listening to Kansans: Our Framework, Process and Methods." The Journal of Kansas Leadership Development 1 (1): 57-71.

Campbell. Interview with Michael Wilkes, Olathe City Manager, October 1, 2009. Olathe Daily News. Interview by Ellen Dayton, March 29, 1992.



Olathe's reputation as being rather "kick-a-fied" was used by a local used car dealer to market his products. "Hap Hazard" poked fun at the community calling it "Ooooooathe" all the while wearing a mismatched costume signifying the community's lack of sophistication.

Campbell. An example offered related to the School District's efforts to build a new high school on land it owned without coordinating completion of key primary roadways needed to serve student drivers. This lack of coordination resulted in the school being opened before roads were funded or built and generating community criticism and various counter charges.

Keele, Luke. (2007). "Social Capital and the Dynamics of Trust in Government." American Journal of Political Science 51 (2): 241-254.

Campbell. Wilkes. Olathe Daily News accounts.

Putnam (1995).

My apologies to C. Wright Mills.

Olathe Daily News. March 1, 1992 by Bruce Buchanan, Editor and Publisher. "Olathe would benefit from increased stability and decorum on the city council...." March 29, 1992 by Ellen Dayton (Reporter), "...while the council may be known more for its squabbling and eccentricities..."

My apologies to Anthony Robbins and all those who have claimed this quote.

Olathe Daily News, February 16, 1990. Letter to the Editor. "Elected officials are out of touch." February 20, 1990. Letter to the Editor, "City government is on the wrong track."

Nalbandian, John. (1999). "Facilitating Community, Enabling Democracy: New Roles for Local Government Managers," Public Administration Review, Vol. 59, No. 3 (May - June, 1999), pp. 187-197.

Halpern. Bridging social capital.

Halpern. Bonding social capital.

Halpern. Networking social capital.

Halpern. Meso-level social capital.

As elected and appointed officials' embraced stakeholders, civic engagement (support) improved. As services improved, support increased.

Dalton, Russell J.(2009). The Good Citizen: How a Younger Generation is Reshaping American Politics. Revised Edition. "Images of Leviathan."

Claiborun and Martin. The Third Face of Social Capital. Indeed, one of the central claims of *The American Voter* (Campbell et al. 1960, especially chap. 8) is that most citizens fall woefully short of being able to hold leaders accountable for government policies.

A library issue failed during this period. Technically, it was not a City Council supported initiative.

Pierce, Lovrich and Moon. Capital and Government Performance An Analysis of 20 American Cities.

Wilkes. Campbell.

Halpern. Sanctions and norms social capital.

City of Olathe 1992 Community Image Committee Survey Results. Survey design donated by ETC Institute, Olathe, KS. 542 written surveys were administered at the 1992 Olathe Expo. Statistical significance was not confirmed.

Annual City of Olathe *DirectionFinder*® Survey beginning in 2000. Confidence level – 95 percent; Precision level at least +/- 2.8 percent.

"How safe do you feel in your neighborhood at night?" (Very Safe/Safe.)

In 2000, the City Manager also initiated a series of internal organizational development efforts to address organizational performance and management issues. These efforts contributed to the development of bonding social capital and promoting internal team/network development.

Halpern. Norms social capital.

ETC Institute. Twenty-four regional communities are include in the survey comparison of eight different measures ranging from police/fire/ ambulance services to enforcement of city codes and ordinances. A complete listing of cities and questions may be found in Appendix B.

See Appendix C for a description of the methodology used to conduct this plan.

Halpern. Macro-level social capital.

2003 Olathe Strategic Plan, "Refocusing the Future." Olathe, KS.

2007 Money Magazine's list of best places to live in larger cities.

2009 Center for Performance Measurement, "Certificate of Excellence," ICMA.

2009 Community Partnership Award, ICMA.

Halpern. Macro-level social capital.



FROM THE PAGES OF THE WASHINGTON POST

by Ed O'Malley



Editor's Note: KLC president and CEO Ed O'Malley is a regular contributor to the Washington Post's blog, On Leadership. Noted leadership practitioners from around the country are invited to respond to a "question of the week." Following are several of Ed's responses that have appeared recently on their site. Visit http://views.washingtonpost.com/leadership/panelists/ed_omalley for a complete listing. And of course feel free to read the commentaries of other contributors as well.

Bitter Medicine

IN RESPONSE TO THE ON LEADERSHIP QUESTION:

Can Americans handle the painful truth about government budget deficits – that getting them under control will require both tax increases and cuts in government services – or will they reject any leader who dares to deliver it? What's a leader to do?

Give us the truth about the budget deficits. We don't want it, but we need it. We can handle the bitter medicine. We may not like you for it, but in time we will respect you.

Here are three simple and recent illustrations:

1) Kansas State University's upstart basketball coach, Frank Martin, has the utmost respect from his ranked Wildcats precisely because he gives them what they need to hear, rather than what they want to hear. He is brutally honest with them, and this inspires respect and confidence. The players know to improve, they must swallow the bitter medicine Coach Martin offers (e.g. punishing practices, public articulation of individual and team weaknesses, and fits of rage during games and practice when the team strays from execution).

2) A colleague recently attended a professional development workshop where the instructor told

her, "You are way too smart to look so frumpy." My colleague was startled, but deep down knew the comment was true. Unable to hide from the truth, she began an effort to improve her presence, requiring her to take care of herself in ways she had neglected. She, too, is taking the bitter medicine.

3) A university student was rambling on in class about the subject matter and concluded her remarks by casually saying, "Know what I mean?" The professor confronted her with the brutal truth and said, "Honestly, I never understand what you are saying." She was shocked, but deep down knew her ramblings were just ramblings. She took the bitter medicine, too, and is doing the hard work of being more conscious about how she articulates her ideas.

The president and Congress should take a cue from the coach, instructor and professor. Leadership is about mobilizing people to do the work they would rather not do.

We can take the bitter medicine, too. We don't want to, but we will take it. We would rather be told it will be easy. We would rather lip service be given to the deficit and then have new spending programs unveiled that make us happy. We would rather have the good without the bad.



(cont.)

We prefer the pandering of elected officials, which occurs much more frequently than leadership.

But the bitter medicine – no longer living beyond our means – is what we know we need. Forcing America to make difficult choices is what leadership is all about.

Breaking Bread at Jeanne's Café

IN RESPONSE TO THE ON LEADERSHIP QUESTION:

In November, President Obama held his first state dinner, an occasion devoid of substance but full of symbolic choices concerning everything from the guest list and menu to the entertainment and the first lady's dress. How much is leadership really about this sort of symbolic signaling? How important is it in accomplishing substantive goals?

The first lady's dress, while interesting, means little in the scheme of things. Leadership is dependent on relationships, and while the symbolism and cost of state dinners can get out of hand, the power of the state dinner is the opportunity to build relationships with domestic and international colleagues.

I recently had a conversation with a former prominent state senator from Kansas, who was known for his incredible knowledge of the state budget and other complicated policy issues. When asked about the key to success in politics, his reply was simple: "It's all about the relationships." He acknowledged that he probably spent too much time studying the policy issues and not enough time engaging with colleagues. Being a policy whiz helps little if you don't have relationships with key people.

How is this relevant to your leadership?

We can't all host or attend state dinners, but that shouldn't stop us from engaging in a relationship-building strategy to enhance our leadership. Develop your own version of a state dinner. For me, it's breakfast at Jeanne's Café in the College Hill district

of Wichita. I am there often, eating with new and old colleagues. I invite them there, not because it is the most convenient way to do work (There is no place for a PowerPoint projector!), but because breaking bread together, from the beginning of time, strengthens relationships.

The Leader Next Door

IN RESPONSE TO THE ON LEADERSHIP QUESTION:

A new survey out from the Harvard Kennedy School's Center for Public Leadership shows Americans have significantly higher confidence in military leaders than leaders in government, business and the media – and that this confidence rose over the past year, in spite of two ongoing, unresolved conflicts in Iraq and Afghanistan. What explains this high level of trust in military leadership? What can leaders in other sectors learn from the military?

Confidence in the military comes easily because our soldiers care about something larger than themselves. Their work is not about profit, but duty and freedom; not about popularity (as is the case with media ratings, consumer rankings and political polls), but about the honor and security of America.

Cynicism about those in government, business and the media runs rampant, while Americans continue to hear heroic stories about military men and women, doing the work few in government, business and the media have done or likely would do.

In addition, perhaps we trust the military more because it delivers on its broad promise to the American people. We ask the military to keep us safe, and it delivers. We ask government to solve tough issues such as lax regulation of Wall Street, and government dithers. We ask media to shoot straight, and then media bias, on all sides, is so evident. We ask big business to steward the economic promise of America and then find ourselves bailing out billionaires.



We trust military leadership because we know the military. My dad was a Marine, and my granddaddy was in the Air Force. My colleague's daughter serves on the USS Truman. Our recent window-repair man served in Iraq. A friend flew refueling tankers over Afghanistan. I don't know any Wall Street billionaires, and that is fine with me. I'll take the leadership lessons from a soldier, sailor, air man or Marine any day.

Not Just Sheiks and Generals

IN RESPONSE TO THE ON LEADERSHIP QUESTION:

What's the best way for U.S. forces to nurture leadership among Afghan forces? Is it possible to teach leadership across cultures?

Capturing the Taliban will prove easier than nurturing leadership. We know how to wage war, and President Obama's additional 30,000 troops will make that easier, but more troops alone can only do so much to make progress on the deep, daunting challenges such as corruption, lack of support for centralized government and lack of opportunity for many citizens. Achieving peace and transformational change for Afghanistan is complicated and will require tremendous leadership throughout the Afghan population.

A close friend, leadership author David Chrislip, when asked if leadership can be taught, replied, "No, but I am darn sure it can be learned. The job of those wanting to nurture leadership in others is to create an environment for that learning to take place."

Leadership is not like accounting or history. You can't teach it to someone, but rather you must help create an experience that allows them to discover and learn for themselves. There are no technical solutions for becoming better at leadership. It requires a different way of being for most people.

What does this mean for Afghanistan? The aspiration of the U.S. and NATO intervention is for widespread changes to take place in Afghanistan. Those changes will require tremendous leadership from the Afghan

people. And, while leadership can't be taught, here are a few things (also applicable to anyone wanting to foster leadership in others) U.S. forces should consider when nurturing leadership among Afghans:

Don't just focus on the traditional authority figures – the military and government. Deep, daunting societal issues cannot be solved by government and/or the military alone. For progress to occur, an expanded culture of leadership must become pervasive throughout Afghanistan. U.S. efforts should also focus on building the leadership capacity of citizens, especially women and other unusual voices in Afghan civic life.

Use a different definition of leadership. Don't connect leadership with authority, which confuses things and gets messy. Instead, define leadership as the activity of mobilizing people to accomplish daunting tasks. What that activity looks like in America versus Afghanistan may be different, but the definition holds.

Ground the activity of leadership in their culture not ours. Rely on the Afghan people to define the activities necessary to mobilize people. Here is a simple strategy that has been used with many communities, cities and populations. My assumption is the process would work in Afghanistan, too. Ask Afghans of all types – military, government, rich, poor, young, old, women and men – the following questions:

- What concerns you the most in your community?
- What are the barriers to more progress on those concerns?
- What type of leadership is necessary to overcome those barriers and make progress?
- Listen closely, study their answers and powerful ideas about leadership in their cultural context will emerge. Let their words, thoughts and ideas guide what type of leadership is fostered.



COMING TO TERMS: The Evolving Language of the KLC



Photographer John Morrison's gallery is on the first floor of this building. This thunderstorm sits twenty-five miles southeast of Wichita just after sundown. Atop the Grant-Telegraph building, Wichita, Sedgwick County, Kansas. June 16, 2009.



Several Journal contributors identify issues as either “technical” or “adaptive” in their writing. It’s one of the most difficult concepts for KLC program participants to grasp, yet one of the most crucial in order to really understand and apply the KLC theory, principles and competencies of civic leadership. There are other words and phrases with alternative definitions. Terms such as “get on the balcony,” “raise the heat,” or “identify your triggers and defaults” have slightly different meanings as used by the KLC. The lingo has been dubbed “KLC-ese” by some who struggle with the nuance of our usage. The following two articles will help readers to extract greater meaning from this and previous issues of the Journal.

The first, **Adaptive Work**, was written by Ron Heifetz, a faculty member at the Kennedy School of Government at Harvard University. He is also a co-founder of Cambridge Leadership Associates. His ground-breaking work on adaptive leadership has been used to process data from Kansas Health Foundation and KLC statewide listening sessions on leadership. The results of this merger have helped to develop of the KLC theory, principles and competencies of civic leadership.

The second, **Leadership Lexicon**, is a glossary of terms created by KLC affiliate Greg Meissen, of Wichita State University, as a tool to help decipher the KLC code. His personal introduction precedes the text of his work.



ADAPTIVE WORK

by Ron A. Heifetz

RONALD A. HEIFETZ is co-founder of the Center for Public Leadership at the Kennedy School of Government. This essay is adapted from an entry in the forthcoming *Encyclopedia of Leadership*, Sage Publications 2004.

Our language fails us in many aspects of our lives, entrapping us in a set of cultural assumptions like cattle herded by fences into a corral. Gender pronouns, for example, corral us into teaching children that God is a he, distancing girls and women every day from the experience of the divine in themselves.

Our language fails us, too, when we discuss, analyze and practice leadership. We commonly talk about 'leaders' in organizations or politics when we actually mean people in positions of managerial or political authority. Although we have confounded leadership with authority in nearly every journalistic and scholarly article written on 'leadership' during the last one hundred years, we know intuitively that these two phenomena are distinct when we complain all too frequently in politics and business that "the leadership isn't exercising any leadership," by which we actually mean to say that "people in authority aren't exercising any leadership."

Whether people with formal, charismatic or otherwise informal authority actually practice leadership on any given issue at any moment in time ought to remain a separate question answered with wholly different criteria from those used to define a relationship of formal or informal authority.

As we know, all too many people are skilled at gaining authority, and thus a following, but do not then lead.

Moreover, we assume a logical connection between the words "leader" and "follower," as if this dyad were an absolute and inherently logical structure. It is not. The most interesting leadership operates

without anyone experiencing anything remotely similar to the experience of "following." Indeed, most leadership mobilizes those who are opposed or who sit on the fence, in addition to allies and friends. Allies and friends come relatively cheap; it's the people in opposition who have the most to lose in any significant process of change.

When mobilized, allies and friends become not followers but active participants —employees or citizens who themselves often lead in turn by taking responsibility for tackling tough challenges, often beyond expectations and often beyond their authority. They become partners. And when mobilized, opposition and fence-sitters become engaged with the issues, provoked to work through the problems of loss, loyalty and competence embedded in the change they are challenged to make. Indeed, they may continue to fight, providing an ongoing source of diverse views necessary for the adaptive success of the business or community. Far from becoming 'aligned' and far from any experience of 'following,' they are mobilized by leadership to wrestle with new complexities that demand tough trade-offs in their ways of working or living. Of course, in time they may begin to trust, admire and appreciate the person or group that is leading, and thereby confer informal authority on them, but they would not generally experience the emergence of that appreciation or trust by the phrase: "I've become a follower."

This puts the struggle to reform public services to produce radically better social outcomes for citizens in an important new light. It may mean that policies for "leadership" must go beyond conferring extra authority or heaping greater expectation on those who occupy positions of public authority. It places

a premium instead on mobilizing a more responsible citizenship, which includes the "embracing" of people actively opposed to the direction and manifestations of change. Perhaps most important, it means that public deliberation and public debate about the normative value of the goals toward which leadership energy is directed take on crucial importance.

If leadership is different from the capacity to gain formal or informal authority, and therefore different from the ability to gain a "following" attracting influence and accruing power -what can anchor our understanding of it?

Leadership takes place in the context of problems and challenges. Indeed, it makes little sense to describe leadership when everything and everyone in an organization is humming along just fine, even when processes of influence and authority will be virtually ubiquitous in coordinating routine activity. Leadership becomes necessary to businesses and communities when people have to change their ways rather than continue to operate according to current structures, procedures and processes. Beyond technical problems, for which authoritative and managerial expertise will suffice, adaptive challenges demand leadership that can engage people in facing challenging realities and then changing at least some of their priorities, attitudes and behavior in order to thrive in a changing world.

Mobilizing people to meet adaptive challenges, then, is at the heart of leadership practice. In the short term, leadership is an activity that mobilizes people to meet an immediate challenge. In the medium and

long term, leadership generates new cultural norms that enable people to meet an ongoing stream of adaptive challenges in a world that will likely pose an ongoing set of adaptive realities and pressures. Thus, with a longer view, leadership develops an organization or community's adaptive capacity or adaptability. This investment in adaptability should be part of the social vision offered by political leadership, as well as part of the organizational strategies that constitute the reform process. In this short article, we suggest seven different ways to describe and understand adaptive work.

THE ADAPTIVE CHALLENGE

First, an adaptive challenge is a problem situation for which solutions lie outside the current way of operating. We can distinguish technical problems, which are amenable to current expertise, from adaptive challenges, which are not. Although every problem can be understood as a gap between aspirations and reality, technical problems present a gap between aspirations and reality that can be closed through applying existing know-how. For example, a patient comes to his doctor with an infection, and the doctor uses her knowledge to diagnose the illness and prescribe a cure.

In contrast, an adaptive challenge is created by a gap between a desired state and reality that cannot be closed using existing approaches alone. Progress in the situation requires more than the application of current expertise, authoritative decision-making, standard operating procedures or culturally informed behaviors. For example, a patient with heart disease may need to change his way of life: diet, exercise, smoking and the imbalances that cause unhealthy

(cont.)

stress. To make those changes, the patient will have to take responsibility for his health and learn his way to a new set of priorities and habits. This distinction is summarized in Figure 1.

FIGURE 1

Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive	↕	↕	↕
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks

THE DEMAND FOR LEARNING

Second, adaptive challenges demand learning. An adaptive challenge exists when the people themselves are the problem and when progress requires a retooling, in a sense, of their own ways of thinking and operating. The gap between aspirations and reality closes when they learn new ways. Thus, a consulting firm may offer a brilliant diagnostic analysis and set of recommendations, but nothing will be solved until that analysis and those recommendations are lived in the new way that people operate. Until then, the consultant has no solutions, only proposals.

SHIFT RESPONSIBILITY TO THE STAKEHOLDERS

Third, adaptive challenges require a shift in responsibility from the shoulders of the authority figures and the authority structure to the stakeholders themselves. In contrast to expert problem-solving, adaptive work requires a different form of deliberation and a different way of taking responsibility. In doing adaptive work, responsibility needs to be felt in a far more widespread fashion. At best, an organization would have its members know that there are many

technical problems for which looking to authority for answers is appropriate and efficient, but that for the adaptive set of challenges looking to authority for answers becomes self-defeating.

When people make the classic error of treating adaptive challenges as if they were technical, they wait for the person in authority to know what to do.² He or she then makes a best guess, probably just a guess, while the many sit back and wait to see whether the guess pans out. And frequently enough, when it does not, people get rid of that executive and go find another one, all the while operating under the illusion that “if only we had the right ‘leader,’ our problems would be solved.” Progress is impeded by inappropriate dependency, and thus a major task of leadership is the development of responsibility-taking by stakeholders themselves.

DISTINGUISH BETWEEN THE ESSENTIAL AND THE EXPENDABLE

Fourth, an adaptive challenge requires people to distinguish between what is precious and essential and what is expendable within their culture. In cultural adaptation, the job is to take the best from history, leave behind that which is no longer serviceable, and through innovation learn ways to thrive in the new environment.

Therefore, adaptive work is inherently conservative as well as progressive. The point of innovation is to conserve what is best from history as the community moves into the future. As in biology, a successful adaptation takes the best from its past set of competencies and loses the DNA that is no longer useful. Thus, unlike many current conceptions of culturally “transforming” processes, many of which are ahistorical – as if one begins all anew – adaptive work, profound as it may be in terms of change, must honor ancestry and history at the same time that it challenges them.

Adaptive work generates resistance in people because adaptation requires us to let go of certain elements of our past ways of working or living,

which means to experience loss: loss of competence, loss of reporting relationships, loss of jobs, loss of traditions or loss of loyalty to the people who taught us the lessons of our heritage. Thus, an adaptive challenge generates a situation that forces us to make tough trade-offs. The source of resistance that people have to change is not resistance to change *per se*; it is resistance to loss. People love change when they know it is beneficial. Nobody gives the lottery ticket back when they win. Leadership must contend, then, with the various forms of feared and real losses that accompany adaptive work}.

Anchored to the tasks of mobilizing people to thrive in new and challenging contexts, leadership is not simply about change; more profoundly leadership is about identifying that which is worth conserving. It is the conserving of the precious dimensions of our past that make the pains of change worth sustaining.

EXPERIMENT

Fifth, adaptive work demands experimentation. In biology, the adaptability of a species depends on the multiplicity of experiments that are being run constantly within its gene pool, increasing the odds that in that distributed intelligence, some diverse members of the species will have the means to succeed in a new context. Similarly, in cultural adaptation, an organization or community needs to be running multiple experiments and learning fast from these experiments in order to see “which horses to ride into the future.”

Appropriate and efficient problem-solving depends on authoritative experts for knowledge and decisive action. In contrast, dealing with adaptive challenges requires a comfort with not knowing where to go or how to move next.

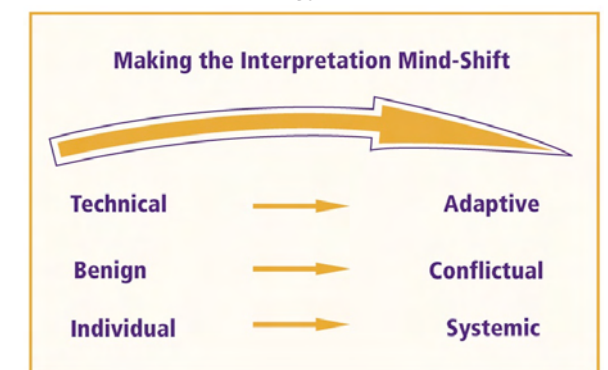
In mobilizing adaptive work from an authority position, leadership takes the form of protecting elements of deviance and creativity in the organization in spite of the inefficiencies associated with those elements. If

creative or outspoken people generate conflict, then so be it. Conflict becomes an engine of innovation, rather than solely a source of dangerous inefficiency. Managing the dynamic tension between creativity and efficiency becomes an ongoing part of leadership practice for which there exists no equilibrium point at which this tension disappears. Leadership becomes an improvisation, however frustrating it may be not to know the answers.

THE TIME FRAME OF ADAPTIVE WORK

Sixth, the time frame of adaptive work is markedly different from that of technical work. It takes time for people to learn new ways to sift through what is precious from what is expendable, and to innovate in ways that enable people to carry forward into the future that which they continue to hold precious from the past. Moses took 40 years to bring the children of Israel to the Promised Land, not because it was such a long walk from Egypt, but because it took that much time for the people to leave behind the dependent mentality of slavery and generate the capacity for self-government guided by faith in something ineffable. Figure 2 depicts this difference in time frame.

FIGURE 2



SOURCE: CAMBRIDGE LEADERSHIP ASSOCIATES

Because it is so difficult for people to sustain prolonged periods of disturbance and uncertainty, human beings naturally engage in a variety of efforts to restore equilibrium as quickly as possible, even



(cont.)

if it means avoiding adaptive work and begging off the tough issues. Most forms of adaptive failure are a product of our difficulty in containing prolonged periods of experimentation, and the difficult conversations that accompany them.

Work avoidance is simply the natural effort to restore a more familiar order, to restore equilibrium. Although many different forms of work avoidance operate across cultures and peoples, it appears that there are two common pathways: the displacement of responsibility and the diversion of attention. Both pathways work terribly well in the short term, even if they leave people more exposed and vulnerable in the medium and long term. Some common forms of displacing responsibility include scapegoating, blaming the persistence of problems on authority, externalizing the enemy or killing the messenger. Diverting attention can take the form of fake remedies, like the Golden Calf; an effort to define problems to fit one's competence; repeated structural adjustments; the faulty use of consultants, committees and task forces; sterile conflicts and proxy fights (let's watch the gladiator fight!); or outright denial.

ADAPTIVE WORK IS A NORMATIVE CONCEPT

Finally, adaptive work is a normative concept. The concept of adaptation arises from scientific efforts to understand biological evolution.⁴ Applied to the change of cultures and societies, the concept becomes a useful, if inexact, metaphor.⁵ For example, species evolve whereas cultures learn. Evolution is generally understood by scientists as a matter of chance, whereas societies will often consciously deliberate, plan and intentionally experiment. Close to our normative concern, biological evolution conforms to laws of survival. Societies, on the other hand, generate purposes beyond survival. The concept of adaptation applied to culture raises the question: adapt to what, for what purpose?

In biology, the 'objective function' of adaptive work is straightforward: to thrive in new environments. Survival of the self and of one's gene-carrying

kin defines the direction in which animals adapt. A situation becomes an adaptive challenge because it threatens the capacity of a species to pass on its genetic heritage. Thus, when a species multiplies its own kind and succeeds in passing on its genes, it is said to be 'thriving' in its environment.

Thriving is more than coping. There is nothing trivial in biology about adaptation. Some adaptive leaps transform the capacity of a species by sparking an ongoing and profound process of adaptive change that leads to a vastly expanded range of living.

In human societies, 'thriving' takes on a host of values not restricted to survival of one's own kind. At times, human beings will even trade off their own survival for values like liberty, justice and faith. Thus, adaptive work in cultures involves the clarification of values and the assessment of realities that challenge the realization of those values.

Because most organizations and communities honor a mix of values, the competition within this mix largely explains why adaptive work so often involves conflict. People with competing values engage one another as they confront a shared situation from their own points of view. At its extreme, and in the absence of better methods of social change, the conflict over values can be violent. The American Civil War changed the meaning of union and individual freedom. In 1857, ensuring domestic tranquility meant returning escaped slaves to their owners; in 1957, it meant using federal troops to integrate Central High School in Little Rock.

Some realities threaten not only a set of values beyond survival, but also the very existence of a society if these realities are not discovered and met early on by the value-clarifying and reality-testing functions of that society. In the view of many environmentalists, for example, our focus on the production of wealth rather than on coexistence with nature has led us to neglect fragile factors in our ecosystem. These factors

may become relevant to us when finally they begin to challenge our central values of health and survival, but by then we may have paid a high price in damage already done, and the costs of and odds against adaptive adjustment may have increased enormously.

CONCLUSION

Adaptive work, then, requires us to deliberate on the values by which we seek to thrive, and demands diagnostic enquiry into the realities we face that threaten the realization of those values. Beyond legitimizing a convenient set of assumptions about reality, beyond denying or avoiding the internal contradictions in some of the values we hold precious, and beyond coping, adaptive work involves proactively seeking to clarify aspirations or develop new ones, and then involves the very hard work of innovation, experimentation and cultural change to realize a closer approximation of those aspirations by which we would define "thriving."

This constitutes a challenge for our systems of democracy, as well as those of governance and public service delivery. The forms of thriving that public services should support do not remain static. The ways in which they can or should be supported must be tested by public deliberation and by organizational experimentation. Yet citizens are generally ill-prepared for legislation or policy framed as 'experimentation.' All too often citizens crave solutions, not trial efforts or pilot projects, and therefore put a great deal of pressure on politicians and public servants to overstate the promise of new policies and programmatic instruments. When those promises then fall short, trust in government erodes further.

Thus a central task of democratic leadership is to educate citizens in the difference between technical and adaptive work so that they are prepared to entrust public officials who tell them the truth rather than pander when no easy answers are readily at hand.



The normative tests of adaptive work, then, involve an appraisal of the processes by which orienting values are clarified in an organization or community, and the quality of reality testing by which a more accurate rather than convenient diagnosis is achieved. By these tests, for example, serving up fake remedies for our collective troubles by scapegoating and externalizing the enemy, as was done in extreme form in Nazi Germany, might generate throngs of misled supporters who readily grant to charlatans extraordinary authority in the short run, but it would not constitute adaptive work. Nor would political efforts to gain influence and authority by pandering to people's longing for easy answers constitute leadership. Indeed, misleading people is likely over time to produce adaptive failure.

NOTES:

¹ RA Heifetz, *Leadership Without Easy Answers* (Cambridge: Harvard University Press, 1994), p 76. 2

² Heifetz and D Laurie, 'The Work of Leadership', *Harvard Business Review* (January 1997, republished December 2001).

³ Heifetz and M Linsky, *Leadership on the Line: Staying Alive Through the Dangers of Leading* (Boston, Mass.: Harvard Business School Press, 2002, ch 1.

⁴ See E. Mayr, *Toward a New Philosophy of Biology: Observations of an Evolutionist* (Cambridge, Mass.: Belknap Press of Harvard University Press, 1988) pp 127-47.

⁵ RD Masters, *The Nature of Politics* (New Haven: Yale University Press, 1989 J, ch 3.

⁶ Heifetz, *Leadership Without Easy Answers*, pp 30-2.



LEADERSHIP LEXICON

By Greg Meissen



GREG MEISSEN is a professor of Psychology at Wichita State University. His affiliation with the KLC is primarily through creation of the Leadership Lexicon and managing annual updates of the Field Guide, however Greg also serves as a KLC Leadership Coach.

Author's Note: Words are powerful! Some of the words and terms used by the Kansas Leadership Center are unique, but more often they are common words with uncommon meanings. At KLC sessions, participants are initially confused by some of these terms or view it as the "jargon" of the Kansas Leadership Center. While most organizations fall into acronyms and jargon, what is different about the Kansas Leadership Center is its intentional use of these common words with uncommon meanings to inspire, educate, connect, and at times, to be provocative as we talk about the hard work of engaging in acts of leadership. In an effort to be clear and transparent about the special and uncommon meaning of these words, the Kansas Leadership Center has developed the Leadership Lexicon, which is a useful glossary that we hope will deepen the understanding and the impact of our work together in transforming civic leadership in Kansas.

A

ADAPTIVE CHALLENGES/ADAPTIVE WORK – problems that resist easy solutions and in which new learning is needed, often causing an examination of the context of a situation and the individuals involved including the way things typically work and the way we work. Contrasted with **technical problems** in which known remedies and expertise can be applied.

ALTERNATIVE INTERPRETATIONS – when **"diagnosing the situation,"** the analysis of the situation, issues and people involved often shifts the context from:

- **Technical Problems** to **Adaptive Challenges**
- Benign issues to conflictual issues
- Individual problems to systematic issues

AUTHORITY – ability to control or direct others or actions in community and organizational settings either formally or informally; distinguished from acts of leadership, which can be performed by anyone.

- **FORMAL AUTHORITY** – those who are genuinely in positions of authority (e.g., city manager, business owner) who direct others.
- **INFORMAL AUTHORITY** – those who are perceived to have authority. Others allow themselves to be directed by persons with informal authority.

B

BALCONY – metaphor for expanding our view when we are too close to a situation. The balcony allows us to see beyond the **dance floor**, which represents just our place in that situation. Actively working toward this broader context can be especially helpful when **diagnosing the situation**.

C

CIVIC LEADERSHIP – acts of leadership in which individuals attempt to enhance the common good of their community based on a perceived sense of responsibility.

D

DANCE FLOOR – a metaphor for a situation in which we are actively engaged and may not see beyond our place in that situation with much clarity and/or perspective. Getting on the **balcony** allows an expanded view of the situation, our place in that situation and the roles of others.

DEFAULTS/DEFAULT BEHAVIOR – the behaviors in which we naturally engage in many different situations that have worked for us so often in the past. Naturally going to our defaults or unintentionally engaging in our default behaviors might not be the acts of leadership needed to positively impact a situation especially an **adaptive challenge**. Part of **managing self** is identifying our defaults and not allowing them to interfere with positive change.

DIAGNOSE SITUATION – deliberately working to more deeply and thoroughly understand a situation before action. It is typically done with others who are also invested in the issue. Accurately identifying the right problems or issues is critical and is often not done well before action. The working hypothesis is that deeply and accurately analyzing the context and the individuals and groups involved will allow acts of leadership that will positively impact the situation.

DISEQUILIBRIUM – instability or tension in a situation. Often disequilibrium helps create a desire for change in an attempt to find equilibrium.

E

ENERGIZE OTHERS – ability to skillfully attract and encourage others to participate in community and civic issues of importance to them to positively impact their community.

F

FACTIONS – on any issue and in any group, there will naturally be any number of different subgroups that are important to identify and clarify as part of **diagnosing the situation**. To successfully address **adaptive challenges**, it is important to work across factions to strengthen **"bridging social capital."**

G

GIVE BACK THE WORK – understanding that **adaptive challenges** need those intimately involved as part of the **diagnosis of the situation** and the development of a skillful intervention. An important act of leadership is to allow and encourage those involved to discover, develop and implement interventions instead of doing that work for them.



I

INTERVENE SKILLFULLY – intentional acts of leadership that are carefully and collaboratively designed to positively impact an issue.

INTERVENTION - is an orchestrated attempt by one or often many people to address an issue of shared concern.

L

LEADERSHIP – is about behavior or acts of leadership and not those in positions of authority directing others. Anyone can engage in acts of leadership in an attempt to address a community issue or enhance a community.

LOSS – is to be anticipated by any significant change in a situation or community issue. Even overall positive change will be accompanied by some loss to many involved.

- **ACKNOWLEDGING OR SPEAKING TO LOSS** – it is important to recognize and address the real or perceived loss rather than ignoring its importance and impact.

LOW-RISK EXPERIMENTS – adaptive challenges that can be extensively diagnosed and skillfully addressed but in situations with relatively low stakes or consequences. The working hypothesis is that to skillfully engage in acts of leadership, it is useful to have opportunities for practice, continued diagnoses and course correction.

M

MANAGE SELF – to understand yourself honestly, including your strengths, weaknesses and **triggers**, and to recognize how best to engage in acts of leadership to impact positively community issues.

O

ORCHESTRATE – to identify issues in a group or community situation and skillfully guide that group to address those issues even if conflictual. If these critical issues are ignored, they will continue to resurface as the group attempts to address **adaptive challenges**.

ORIENTING TO PURPOSE – assisting group members to remember and stay focused on their collective vision, the passion that brought them together and their potential in making a difference on the community issue of shared importance.

R

RAISE THE HEAT – purposefully **orchestrating** a situation that keeps a group working on difficult issues that are critical to addressing **adaptive challenges** effectively. The working hypothesis is that groups most effectively address critical issues when in an optimal **zone of productive work** characterized by a level of **disequilibrium** that is not so high as to produce unproductive chaos or the dissolution of the group but not so low as to avoid productive work on real issues.

S

SOCIAL CAPITAL – is the connections among people within groups and communities characterized by trust, mutual understanding, shared values and reciprocity that allow collaborative action.

- **BRIDGING SOCIAL CAPITAL** – is the connections across different groups and social networks within a community that leadership expert Robert Putnam has descriptively called “sociological WD-40” as it allows these different groups to work together.



- **BONDING SOCIAL CAPITAL** – the in-group connection or loyalty among people in a group or community that Robert Putnam has descriptively called “sociological superglue.”

T

TECHNICAL PROBLEMS - problems for which there are known solutions that can be reliably applied by those with expertise.

TRIGGERS – are those issues for an individual that make him or her vulnerable to reacting in ways not helpful to a situation or community issue. Everyone has triggers or “hot buttons” that others know how to push that distract them or make them less effective. Part of “**managing self**” is to identify and understand how to best deal with one’s own triggers.

U

UNUSUAL VOICES – those individuals who have a “stake” in a community issue but are typically without influence or formal authority. Many times these “everyday citizens,” especially if they are powerfully impacted by an issue, can provide helpful insights and engage in important acts of leadership that positively impact an issue.

USUAL VOICES – those individuals, often in positions of authority, who are routinely called upon when dealing with community issues because of their real or perceived influence.

W

WORK AVOIDANCE – doing less important tasks instead of those tasks or activities most important to you or your community or avoiding the important issues by focusing on real but substantially less important issues.

Z

ZONE OF PRODUCTIVE WORK – the optimal range of tension or disequilibrium in a group that produces the best work toward an **adaptive challenge**.

- **LIMIT OF TOLERANCE** – the upper level of the optimal range of tension that if exceeded can produce chaos that prevents positive work and/or threatens the stability of the group.
- **THRESHOLD OF CHANGE** – lower level of the optimal range of tension that if not reached will not produce the perceived need for change or positive work on an issue.



KANSAS LEADERSHIP CENTER

2010-2011 Program Offerings

DATE	PROGRAM	LOCATION
Apr. 12-16 Oct. 29	Civic Leadership Lab for Community Foundations	Wichita
April 26-27 Aug. 6	KLC Leadership Coach Certification Training	Wichita
Apr. 28 Jul. 12-16 Sep. 30-Oct. 1 Nov. 18-19 Jan. 2011 TBD Mar. 2011 TBD May 2011 TBD	Kansas Health Foundation Fellows	Wichita
May 10-13	KCLI Facilitator Workshop	Wichita
June 24-25	Leadership Case Facilitation Training	Wichita
July 28-30	Past Participants Gathering	Overland Park
Aug. 8-11 Feb. 2011 TBD	Leadership and Faith Transforming Communities III	Wichita
Oct. 11-15 Apr. 2011 TBD	Kansas Civic Leadership — Context and Competencies	Wichita
Nov. 8-10	KCLI Summit	Wichita
Nov. 8-10	KCLI Facilitator Workshop	Wichita
Dec. 15-17 Jun. 2011 TBD	Leadership and Legacy in the Statehouse – A New Legislators’ Program	Wichita



KANSAS LEADERSHIP CENTER

Signature Programs

KLC program participants explore and improve their leadership ability, gain a deep understanding of the context of civic life in Kansas and are coached in small- and large-group settings to better align their leadership activity with creating stronger, healthier Kansas communities.

Community Focused Programs	Custom Programs	Open Enrollment Programs	Faculty Development
<p>KANSAS COMMUNITY LEADERSHIP INITIATIVE A variety of different programs and activities for facilitators, coordinators and participants of local community leadership programs.</p> <p>COMMUNITY COLLABORATION ACADEMY A partnership with the University of Kansas to expand the skills of experienced practitioners who design and facilitate community and regional collaborative efforts.</p>	<p>THE CIVIC LEADERSHIP LAB A specially designed leadership development experience for people who share common roles and responsibilities in civic life.</p> <p>LEADERSHIP AND LEGACY IN THE STATEHOUSE — A NEW LEGISLATORS’ PROGRAM Offered to new legislators, this experience provides tools for participants to maximize their first-term effectiveness in office and gain a wider perspective of their new roles.</p> <p>LEADERSHIP AND FAITH TRANSFORMING COMMUNITIES A program designed to increase the civic leadership ability and community health focus of faith communities.</p>	<p>KANSAS CIVIC LEADERSHIP — CONTEXT AND COMPETENCIES This weeklong open enrollment experience is designed for Kansans from all walks of life.</p> <p>KANSAS HEALTH FOUNDATION FELLOWS A flagship program of the Kansas Health Foundation, connecting accomplished Kansans and fostering deep personal and civic understanding and leadership.</p>	<p>THE ART AND PRACTICE OF CIVIC LEADERSHIP DEVELOPMENT Connecting Kansans who share an interest in teaching and consulting in the field of leadership development, this program creates a strong learning community for participants.</p> <p>KLC FACULTY FELLOW PROGRAM An intense, year-long fellowship for select leadership faculty, coaches, trainers and/or consultants.</p>

Visit www.kansasleadershipcenter.org or call 316.712.4950 for more information about participating in KLC programs.



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