



UNC Asheville

*Strengthening the Region's Leadership*

# LA Factor

The Leadership Asheville Experience Library

learn · engage · achieve · develop

May 2, 2007

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# LA Factor Mission

- Develop a valuable program recording the experiences of those doing the daily work and practice of leadership in building a vibrant, thriving community.
- Work with 875 current LA graduates, and a unknown number of future participants, who are passionate about our community.
- Identify the role that leadership has and will play in our collective future via the LA Factor Library.

# LA Factor Mission

- Record the perspectives of various graduates creating an archive of the leadership history of our community and region.
- The LA Factor Experience Library should provide understanding for those in the future as to how leadership has changed in our region and how it might affect our future.
- Identify opinions and definitions of leadership according to LA alum and the WNC public, possibly in contrast, or to better define, scholarly definitions of leadership.

# Accomplishments

- 150 surveys mailed
- 27 completed surveys
- 15 interviews
- 6+ team meetings
- Final report and presentation completed

# Respondents (27)

- (2) K. Ray Bailey
- (2) Robert Shepherd
- (3) Ann Von Brock
- (4) Lin Brown
- (5) George Groome
- (5) Pat Smith
- (7) Toby Ives
- (7) Karen Cragolin
- (8) Laurey Masterson
- (9) Joseph Karpen
- (9) Kerry Friedman
- (10) Bruce Thorsen
- (12) Dennis King
- (15) Janice Brumit
- (15) Laura Webb
- (17) Kathi Peterson
- (17) Anita Metcalf
- (17) Paul Vest
- (18) Alex Comfort
- (20) Allison Jordan
- (21) Glenda Weinert
- (23) Rachael Shoffner
- (23) John Mikos
- (23) Travis Childs
- (24) Lisa Adkins
- Leigh Pettus
- Rick Lutovsky

# Leadership & Professional Development

- Mentors are important
- Avoid getting stuck in a way of thinking
- You can't manage from behind a desk
- Look at other industries/competencies
- It's hard to work under micromanagement
- Turn to peers
- Turn to staff
- Take advantage of toastmasters and career coaches
- Be effective at getting people on board with change

# Leadership & Professional Development

- Seek feedback
- Get your voice out
- Listen
- Challenge your organization
- Recognize issues
- Leadership is purposeful; needs to be discussed
- Be creative
- Join forces together
- Integrity, always
- Lead with tools that you have
- Use experiences to shape your leadership style

# Leadership & Professional Development

- A good leader today is a team member who encourages, collaborates, and inspires
- A good leader is not one who demands or dictates
- Investigates and seeks answers issues such as affordable housing, education, and wages
- Good leaders understand “grass roots” leadership
- Organize, steer and shift/create opportunities
- Coaching others to develop the skills to be successful
- 360 Degree awareness and appreciation
- Rising above to cope with whatever comes
- Compromise and negotiation
- Ability to “see” others

# Respondent's Reading List

- *Drucker*
- *Bowling Alone*
- *Good to Great*
- *The World is Flat*
- *Emotional Intelligence*
- *Crucial Conversations*
- *Now Discover Your Strengths*
- *Miners, Millhands, and Mountaineers*

# [ Q ] In what ways do you feel leadership has evolved in order to deal effectively with the changing needs of our community?

- Community and leadership are and remain dynamic
- Widespread issues may (or may not) be prevalent any longer
  - Civil Rights ~ Terrorism ~ Death penalty ~ Abortion  
Food Safety ~ Homeless ~ Feminism ~ Bilingualism  
Animal Rights ~ Aging Population ~ Child Advocacy  
Education ~ etc... ~ etc... ~ etc...
- An attempt to record the evolution of leadership

# The Evolution of Leadership

- Leadership must consider the good of the whole rather than that of private interest groups
- Land use planning / growth issues
- I-26 Connector
  - Environmental Issues
  - Impact to Property Owners
- Planning and Zoning
  - Development Standards
  - Density and steep slope restrictions
- Environment, water quality

# The Evolution of Leadership

- Economic “crash”
- Affordable Housing
- Sustainability
- Self-contained Communities
  - Gated homes
  - Public housing
- *Not* listed
  - Education
  - Jobs

# [ Q. What is the Most Pivotal of the Seven Pillars of a Healthy Community? ]

- Creates a Sense of Community: 6
- Knows Itself: 4
- Shapes Its Future: 4
- Connects People and Resources: 3
- Practices Ongoing Dialogue: 2
- Generates Leadership: 1
- Embraces Diversity: 1
- Are these the Right Seven? 1

# Seven Pillars of a Healthy Community: How is Asheville doing?

## ■ **Creates a Sense of Community**

- Stress and conflict between factions and diverging visions
- Too often we are talking to peers, and not across “divides”
- A sense of community is happening in small pockets, often in opposition to something
- Need to validate other’s perspectives on all the issues

## ■ **Knows Itself**

- We are a diverse community and we are still discovering ourselves
- Chamber’s slogan “Anyway You Like It” is trying to be everything to anyone, without knowing who we are

# Seven Pillars of a Healthy Community: How is Asheville doing?

## ■ Shapes Its Future

- We are not actively shaping our future, just reacting to events and changes
- This is a constant debate in our community

## ■ Connecting People & Resources

- No responses

# Seven Pillars of a Healthy Community: How is Asheville doing?

## ■ Practices Ongoing Dialogue

- We are not actively shaping our future, just reacting to events and changes
- There is a lot of “opinioning” and not much effective “dialoguing”
- It seems like there is a lot of dialogue, without much action
- This is currently suffering an imbalance
- There is no community-wide forum for speaking, listening, and addressing issues in our community

# Seven Pillars of a Healthy Community: How is Asheville doing?

## ■ **Generates Leadership**

- We should try to grow leadership in our community in all sectors
- We are not focusing enough on generating leadership
- We need to do a better job of cultivating leaders

## ■ **Embraces Diversity**

- We are a diverse community
- Diversity is behind the resurgence of Asheville
- Leadership is more diverse, but we need to continue to strengthen
- Influx of new people and new “progressive” ideas

## ■ **Two Responses that we are Strong on All Seven**

# Thoughts on Leadership Asheville

- Relationships made were professionally beneficial
- Exposure to community issues and resources
- Much more aware of issues concerning leadership and staff development now
- Add supervisory and managerial topics and hands-on leadership practice
- There is no alumni stuff to get or stay involved in

# Thoughts on Leadership Asheville

- LA Forum location, price, topics are not compelling
- Simulated society was a great project
- LA didn't change personal leadership style
- Armed me with more information

# Conclusions and Moving Forward

- Incorporate and address LA graduate's feedback related to the program as part of LA's database and possibly curriculum
- Incorporate more hands on leadership practice
- Survey new populations in future years
- Universal LA survey – combining and consolidating all LA Programs
- Maintain accurate and up to date contact information for graduates

## Conclusions and Moving Forward

- Produce website video and audio recordings
- Fully utilize website (LA Factor Library)
- Incorporate graduate information from LA Factor into portions of LA website design (quotes, accomplishments, etc.)
- Expand the reach of LA Factor to include experiences from others who lead, but have not always participated in LA, could be a positive in terms of the depth of material, but also represents significant logistical challenges.

**[ Thank you! ]**

- The LA Factor Team

