

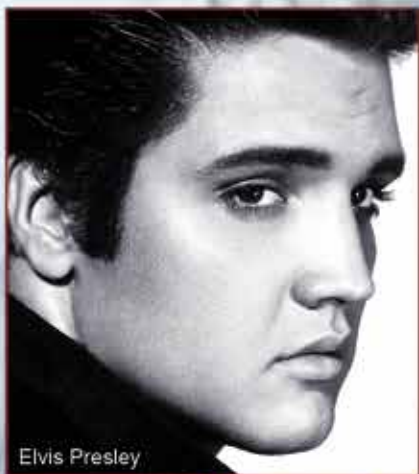
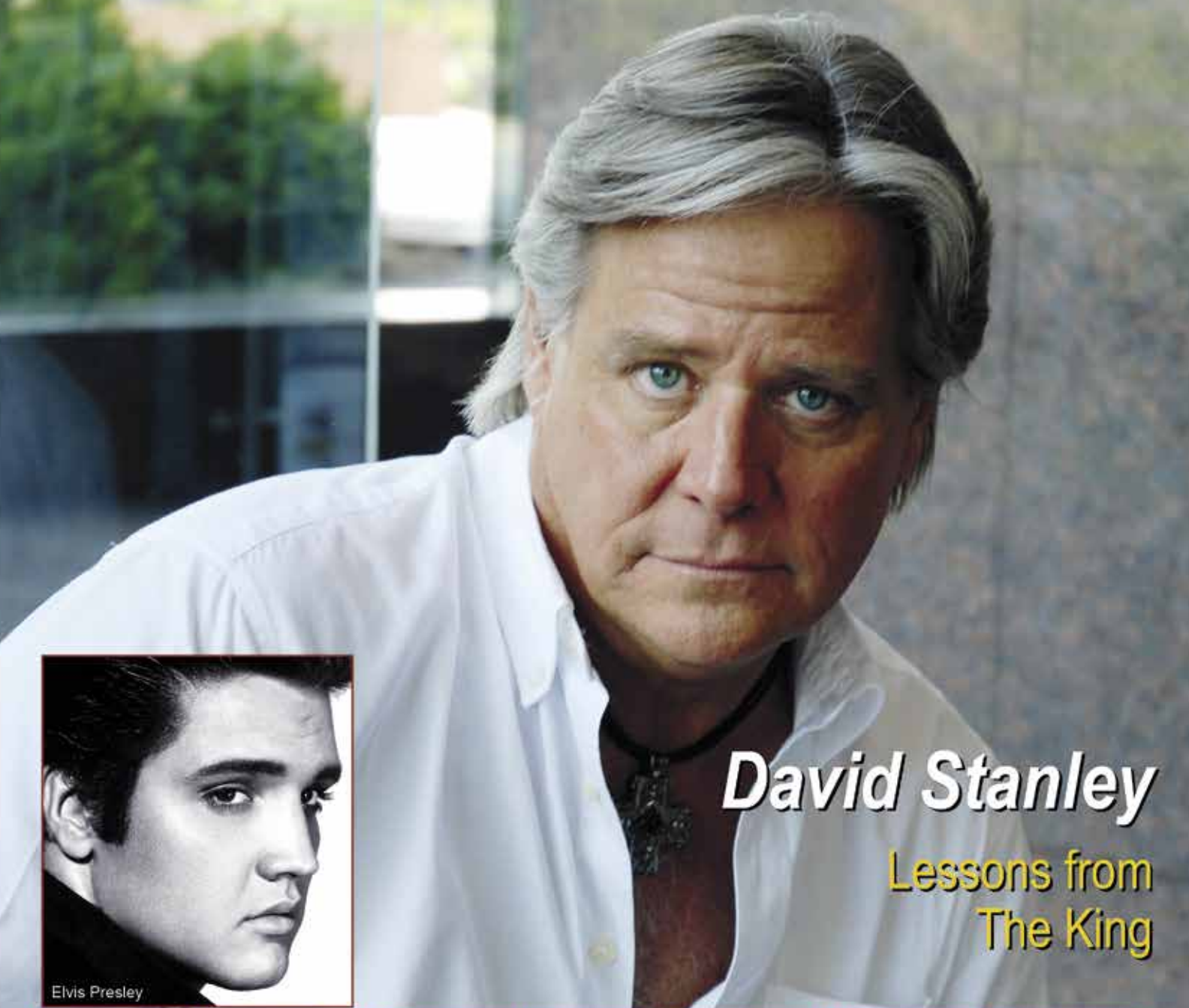
Nonprofit

Special Edition

Performance³⁶⁰

WHAT YOU NEED TO SUCCEED!

Magazine



Elvis Presley

David Stanley

Lessons from
The King



Hugh Bellou



Pat Summitt



Nancy Brinker



John Maxwell



Michelle Obama



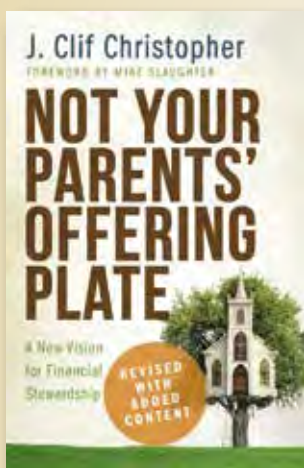
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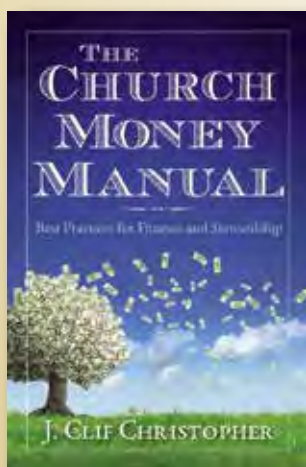
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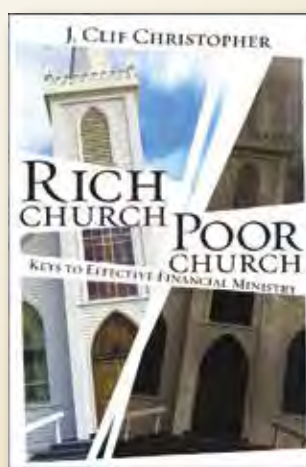
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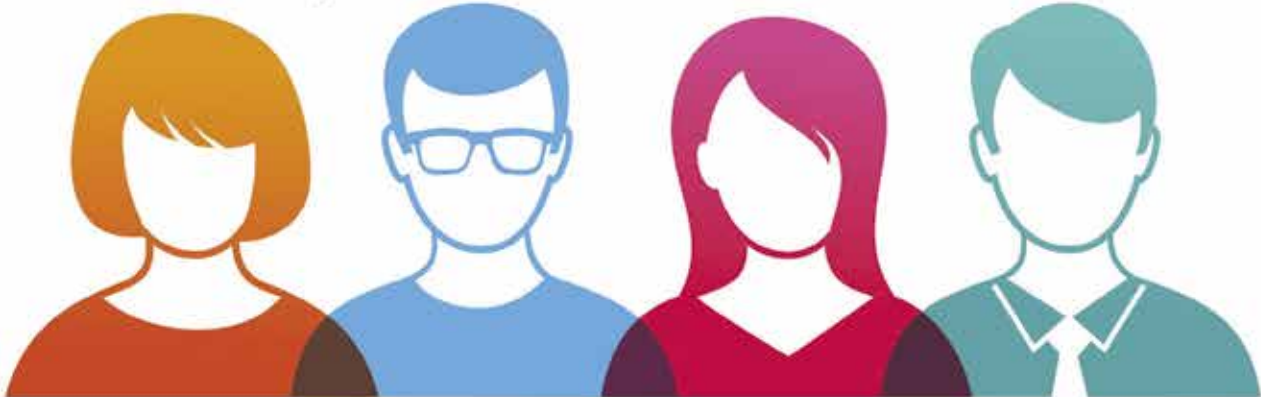
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From the Editor...

“To leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition... to know that even one life has breathed easier because you have lived - that is to have succeeded.” – Bessie A. Stanley, often attributed to Ralph Waldo Emerson

This quote struck me at an early age. The concept of taking that which has been given to you and turning it into something that grows to impact more is certainly at the heart of philanthropy and the nonprofit movement. At SynerVision Leadership Foundation, the organization behind **Nonprofit Performance Magazine**, this speaks to the core of why we exist: to amplify the work of other organizations for greater impact!

While these words of Bessie Stanley are so true, they aren't the focus of our intentions often enough. Simply go to someone's funeral and watch and listen to see the legacy they have left behind, for good or ill.

So what are you and your organization leaving behind? For some, it is money through foundations or charitable trusts. Maybe it is ideas on how to bring impact to others. Could it be service provided to a community?

In this Special Edition of **Nonprofit Performance Magazine**, the importance of leaving a legacy is our focus. Whether you are a 20something or an 80something, it is never too early or late to build a culture that will impact communities. It's imperative for each of us to think about what we are giving that will remain after we are gone.

In this issue we deviate from our normal framework of the “how-to” approach for growing your organization to more of a reflective approach on the lives and the organizations that are shaping a legacy. From David Stanley, the younger stepbrother of Elvis Presley, and his focus on Elvis' charitable impact, to Frances Hesselbein, the former CEO of Girl Scouts of the USA, and her focus on a legacy of service, we seek to understand the factors that lead to a worthy legacy.

As you read this issue, we want you to examine your own life, organization, and community. What legacy do you desire to leave behind? What child, garden patch, social condition, or life with easier breathing are you working to impact?

Join us on the journey through this issue and remember that it is not too late to help positively impact your world!

Regards!

Todd



The Legacy of Volunteers NRV Leading Lights



The horrific shooting events of April 16, 2007 on the campus of Virginia Tech in Blacksburg, Virginia, made our community acutely aware of life's fragile nature, of how precious our loved ones are, and of the importance of volunteers. The seemingly endless procession of first responders, students and staff, counselors, and a huge number of ordinary citizens performing extraordinary volunteer service, inspired the Virginia Tech German Club Alumni Foundation, a 125-year-old service/leadership fraternal organization, to develop a way to recognize and promote volunteerism. In an effort to provide a permanent memorial to the victims, New River Valley Leading Lights was formed. Note: the New River Valley (NRV) is a region in southwest Virginia composed of four counties and one city in the Blacksburg area.

NRV Leading Lights is led by a board of directors composed of leaders in local foundations, churches, civic organizations, nonprofits, universities, and businesses. NRV Leading Lights has the following mission: To recognize volunteers from all sectors in the New River Valley who are making community-changing impacts and serving as a model to inspire others. During its eight-year existence, almost 400 volunteers have been honored at an annual banquet and \$40,000 has been donated to our local communities via the charity of choice of the nine high school, nine collegiate and 28 general public award winners. These volunteers have been highlighted throughout the year via newspaper articles and our website and Facebook postings.

When we asked ourselves just how important volunteerism was to the NRV, we found the annual economic impact was an astounding \$50.7 million. This is calculated based on

our population of 180,000, 25% of whom we estimate volunteer, multiplied by the median 50 hours donated, multiplied by the national average value of volunteer time of \$22.55/hour. More importantly, suppose we imagine that one day, all volunteers simply didn't show up. What would our communities do? What basic needs would go unmet? What opportunities to grow, learn, and thrive would be lost? The truth is that we likely cross paths with volunteers one or more times a day, no matter where we are. Volunteers, young and old, have an enormous impact on the health and well-being of our communities!

- Volunteers deliver critical services as EMTs and fire fighters, Red Cross workers, delivering meals to homebound seniors, or manning phone lines at domestic violence and sexual assault centers.
- Volunteers tutor, teach, mentor, coach, lead and support young people through schools, Scouting, Big Brothers Big Sisters, 4H, Young Life, science fairs, sports, and more.
- Volunteers serve the medical field by educating us on health and safety, donating human organs, providing services at dental and medical clinics, and in hospitals, clinics and nursing homes. They also raise funds for research into diseases via things like Relay for Life, athletic events, and benefit auctions.
- Volunteers aid animals through rescue shelters and humane societies, adoptions,

veterinary expertise and wildlife rehabilitation centers.

- Volunteers improve our culture at libraries, art centers, theaters, music and symphonies, museums, and historical societies.
- Volunteers come to our aid in emergency situations such as fires, floods, hurricanes and tornadoes, by providing shelter, food and clothing, rebuilding homes and schools, and repairing infrastructure.
- Volunteers meet the needs of the less fortunate by donating and manning food and clothing banks, building homes, helping the homeless, serving at such facilities as the Montgomery County Christmas Store, and caring for our veterans and senior citizens.

We are thankful and humbled by their generosity of spirit and compassion for our fellow human beings here in the New River Valley, and we are committed to continuing to seek, honor and promote these valuable volunteers.

Dick Arnold is a consultant for the United Methodist Church's Global Ministries, where he developed and directs the In Mission Together partnership program in nine Eastern European and Balkan countries. Prior to that, he held engineering, public affairs/government relations and management positions with large corporations. Dick helped found NRV Leading Lights, and serves, or has served, on Boards of Directors and in leadership positions as a volunteer with numerous trade associations, nonprofit organizations and his church. www.leadinglightsnrv.org



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Growing Up with Legends



My dad, Alan G. Dohrmann, was a legend and he mentored legends. Dad got his training in human potential development in the Navy during World War II. He retired as a commander and got involved with Dr. Edward Deming, training the major companies of the world after the war. When Deming put together the model to rebuild Japan, Dad collaborated with him. After the Korean War, Dad worked on his own with Samsung and other companies on organizing into better performance. He did that all his life.

Dad also founded the human potential industry in the 1940s. He started working during the early years with Michael Murphy at Esalen, which was a pioneer, and with Clement Stone of Positive Mental Attitude. He developed a lot of the material for that, and then he became the course developer for a program called Mind Dynamics. He taught human potential classes that were open to the public. All of the thought leaders of that time attended, including John Gallagher, president of PepsiCo. My dad coached Walt Disney when the park was opening and did a lot of work for Disney. He worked with Martin Luther King, Jr., Earl Nightingale, Og Mandino, and Jack Kennedy; Kennedy sought out my father's council about running for office. Zig Ziglar got his first job at my dad's firm when he was 22 and started speaking there.

Napoleon Hill worked for my dad's company until he died. He was coached by Dad from

the 1950s. My first memory of Uncle Nappy was when I was in his lap at age four. He was great with children. He guided us. He was a very dignified, removed man. As with all great men with a public persona, if you are living with them, you see the other part. My dad was seen as a giant in human potential with what he could offload mentally in conversations but, to those who knew him well, his humor was his glue. Napoleon Hill was particularly funny, too, but in a dry, sarcastic, intellectual way. When I got to be older, I really appreciated his humor a lot more. Dad was always laughing and having such fun while doing very serious work in human potential.

When we were raised with access to these thought leaders, the nine of us were children. When I was 15 and my dad took me to the march in Alabama with Martin Luther King, Jr., I became a man. My rite of passage was being smashed in the face, yelled and screamed at, and put in juvenile detention. I did not understand the civil rights movement, having played with black children in San Francisco. We did not have prejudice there. I did not understand it. When I got to the South, I understood it. My dad wanted me to understand it. Experiences are the lessons that grow you. Then I knew who this Uncle Martin who had come over to the house was. Even when we started the march, I thought it would be a great day, and that we would be in the news. From the standpoint of these lessons, as I got older, I had more guidance

from these thought leaders. They certainly shaped me as a boy.

If you heard Uncle Martin more than once, you'll remember how he talked about cooperation. One of my big memories, from 1959, was of my father leaning over the table toward Uncle Martin and saying how this really stuck with him: "You can never remove darkness with more darkness. You have to bring in light and illumination to remove the darkness." That became a big theme Martin used in his cooperation.

My dad was extraordinary. He was of an era where we had conversation and formal dinners as a family rather than watch television. We all went on a hike on the Fourth of July every year, the kids and his grandkids. The last thing he wanted to do when he was ill at the end was one last hike. He had traditions, to be with his family as the head of it, guide his family, and give his principles and values. He always had time for us. He spent lots of time on our development. I would say we were his testimony. He wanted to show that if he could take brains that did not have bad software and add extraordinary software, then all nine of those children would demonstrate lives of extraordinary contribution, and we all have. We all love each other. We have no sibling rivalries. We all miss our parents. We have such an extraordinary family that we get confused when we see that others don't.

My father used to tell us all great stories. One of them was the difference between a

super-achiever and a dreamer. The dreamer children have accepted God's capital, which is inspiration. God's bank account has unlimited inspirational deposits for you. You get these inspirations in your life, but you don't act on them and make them real on the Earth. God wanted you to. They come to you all throughout your life without stopping. The dreamer goes to their grave with all their dreams and all of God's inspiration, which they squandered all of their life. Their real regret at the end of life is they didn't do their dreams, which is what God gave them to do in the first place.

The super-achiever, who did their dreams and has no regret at the end, is a person who has found out how to finance their dreams. The distance is small, but they gained the mentorship and the skillsets. When you have God's capital, you still have to print it, put it on a website, do things with people through computers and cell phones and things that cost money. You have to take airplane trips and book hotel rooms. You have to finance your dream all the way through. There are resources to execute. A super-achiever has learned about capitalism and how to get

resources so they can develop any division of a mature company. When they learn it, they become unstoppable. That is true in the nonprofit space and every space. Move from dreamer to super-achiever, because my father would insist on it.

A coach gives you their expertise and performs work for you in a fair exchange of fees. You get the work done, and hopefully the quality you wanted in the timeframe you wanted. A mentor transfers the skill to you. You are not dependent on them. You are able to do what you need to do yourself because they enriched you. The coach to some degree is filling up your glass when you want to go to overflow with a beautiful new talent. A mentor gives you a much bigger vessel. Your skills are exponentially magnified. When you get one of the great mentors living in the world, it is the greatest gift that can ever cross your path.

If you are a mentor, and I hope I am, you are giving back without charging anyone. That is my legacy. I have the ability to give back today. I call it learn, earn, and then you have an obligation to return. Invest

in entrepreneurialism. Have your children mandate that they have to be paid based on the successful returns they are making on the money. You will build your children. That is a legacy plan. I see these wealthy players and their beautiful lifestyles and I ask where they have created another them. If you have not created a duplicate of yourself by mentoring someone coming up behind you to your level, then you owe the world your mentorship. Give 15% of your lifetime until you create at least a handful of clones where your mentorship gave them the empowerment to give back to the world at your level.

Berny Dohrmann is life coach to world luminaries such as Jack Canfield and Tony Robbins and is the founder of CEO Space. His vision and genius have guided CEO Space to new milestones in its mission to help entrepreneurs around the world. Driven by a desire to create a world in cooperation one CEO at a time. Berny is dedicated to helping every dreamer achieve their dreams and, as the CEO Space mission statement says, "He won't quit until everyone wins."
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More than a Legacy



I have studied leadership all my life and will continue until I die. What concerns me is the broad-based misunderstanding of what leadership is. I worry about our society until I meet another person who gets it and is trying to make a difference in his or her realm of living, and then I have hope!

I aspire to leverage all of the experience I have had for the benefit of others. I would hate to have gone through all of that stuff and made all of those mistakes and not be able to help others do better than I did. Unfortunately, the real learning often comes in the pain and loss. I would like to help others not have to go through as much of that as I did.

Someone once asked me what I would like my legacy to be, and my very quick answer was that I don't want a legacy. A legacy would be about me. I don't want anything that shallow. I want to be able to discern where God is on the move so that I can be part of it. I don't want this ego-centric accomplishment agenda. I think that one of the most important tests of any endeavor on Earth is its impact on human potential. To the extent that I can help someone become more infatuated with his or her potential, I feel like I am in real agency with God here on Earth to do the most that can be done.

This was an evolution. In the early '90s in an estate planning meeting, I was told that if I died right then, *this* amount would go to the

government. I would rather see what that money is going to do, so I decided that every year I would have the accountants tell me the most I can give away that would be tax advantaged, and I would give that away. I'm having fun seeing it do something. So it started from a selfish motive: I want to see something from all of this. As I got into that I experienced things that got started that wouldn't have otherwise begun and I realized I was a part of that blessing. I began to involve senior management of our company in how we can pay back those who really deserve it. Our company has the smartest customers in the whole world because we have the struggling customers who are trying to make ends meet. We are inspired to discover everything that we can do to help them get ahead in life. It's a matter of paying back, and true giving involves confusion about who is really giving and who is really receiving. We have been profoundly blessed by giving to people who couldn't pay us back. We see the impact that comes from that motive.

But there are a lot of people who need our help. Of the hundreds of thousands of persons I have met in my lifetime, I am convinced that I have met none who is as blessed as I. But how can I be a good steward of that? It's all a gift and with any success there is a lot of luck, a lot of other persons who have contributed to that success. Being a steward of success involves sharing it where it can be most cathartic and helping others have a better life.

Making Leadership Work

If I am the smartest person in the room, I am doomed as a leader, because a leader needs other people. I don't need other people if I am the smartest person in the room. The effect that I desire as a leader is when I am not present and they are implementing. There is a real art to bonding with another person in a moment where you feel like you are both part of something bigger; then that person will implement well in your absence, better than I would. The people out in the stores of Dollar General understood retailing a lot better than I did as CEO. They understood the customer better. We might create a grand program in corporate that wouldn't resonate with the customer, never understanding why unless the employees and our customers explained it to us so that we could undo it or tweak it to make it work. The problem-solving genius exists alongside the problem. The people who are in the midst of the problem are often the best ones to tell you what is wrong.

My dad, founder of our company, was from the old generation of management. When something went wrong he wanted to know who did it. But there is never one single person who was responsible. We don't ask who did it. We ask what happened and who needs help to fix it. You can talk about the various persons who were involved, but focus on what happened, not who did it. It's a very subtle change of focus that is powerful in its effect. Focus blame away from the person and to the true gap, what happened, and how we can all come together. There can be some major development and learning from that mistake, but first you have to get over the all-too-human tendency of guilt and blame so that you can get on with the good stuff.

Our first step in strategic planning wasn't mission; it was our values and looking at the statement by which we run the company. One value that we were most proud of was that we believe in developing human potential in an atmosphere free of guilt or blame, where performance gaps are acknowledged and processed in a way that helps individuals and teams learn and develop and grow. We acknowledge that a blame-free environment is an ideal that is hard to attain, but we work hard to have that environment in our company.

We got there in two steps. The first step was the value statement. Then, over the next three years in between planning cycles, a lot of people were having issues and, when we tried to discipline them, they pointed out that this is the guilt-free environment. So, we had to say we believe in the guilt-free environment, but we also believe in acknowledging problems when they occur in a way that can help us to get on with human development. We were too naive when we started, and it was getting thrown back too much.

We are confused about what is little and what is big in leadership. At the end of one leadership meeting, we went around the table talking about what we'd discovered. One person said he had been with this company for 13 years, and this was why: 12 years before while he was unloading a truck in the warehouse, I came through. I asked him how he was and I actually waited for his answer. That's why he's still here. How important is it in the grand scheme of things that one person asked another how he was and paused to hear the answer? To him, it defined his commitment to the organization because the guy who was supposedly the top guy in the company actually wanted to know how the guy with the entry-level job in the warehouse was. Doesn't that make this an organization that I want to be a part of and stay with? I'm not perfect. I'm sure there are times when I asked someone how they were and didn't wait for the answer, but this time I did. I was always moving fast, but for some reason God helped me to pause in my question to that man unloading the truck.

I go through life preaching to myself and if anyone else wants to listen, they are welcome.

Cal Turner, Jr. is Chairman of the Cal Turner Family Foundation and former Chairman and CEO of Dollar General, succeeded his father in 1988 in the family business founded in 1939. At his 2003 retirement, Dollar General had more than 6,000 stores in 27 states, with annual sales of \$6 billion. Cal has served on the boards of many organizations including Easter Seal Society of Tennessee, Inc., Fisk University, PENCIL Foundation, and YMCA of Middle Tennessee. He mentors and guides corporate leaders through the Cal Turner Program for Moral Leadership in Professions at Vanderbilt University.

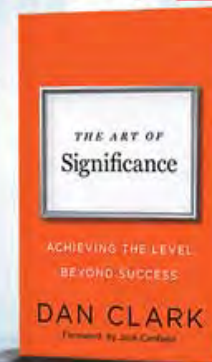
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Balancing the Journey

The one thing people, particularly women, want to know is how I balance being a mother, a professional, a wife, a woman, and they want to know how things have changed for us over the course of this journey and as First Lady.

Lesson One:

Like many women, I do a whole lot of juggling. I cut back on my hours at my job, which I love, to give me more time. My focus is keeping my kids sane and making sure Malia and Sasha stay in their routine as much as possible. Barack and I measure how well we are doing by how the girls are. They are just fine, going to ballet and gymnastics, they care about the next pizza party, and then there is school. I make sure we are on point academically, and that we go to all the parent-teacher conferences. It is quite a scheduling feat, but we make presentations and school plays happen.

Lesson Two:

I would not be able to do it without a support network. My mother, Mama Kaye (the girls' godmother), and girlfriends of mine help me shuttle and keep me held up.

Lesson Three:

I still try to find time for myself, getting the hair and nails done, and getting a workout. That's one of the things I always talk about: gotta exercise.

Lesson Four:

My life is not that different from yours. I wake up every morning wondering how I am going to pull off that next minor miracle to get through the day. Every woman, regardless



of race, education, income, background, political affiliation, struggles to keep her head above water. For many of us it is a necessity, rather than a badge of honor to do it all and we have to be very careful not to lose ourselves in the process. Women are usually the primary caretakers, in charge of keeping the household together, scheduling babysitters, planning play dates, keeping up with doctor's appointments, supervising homework, handing discipline.

Lesson Five:

Those of us working outside of the home have the additional challenge of coordinating household things with our job responsibilities. How many of us are the ones who stay home with a sick child? Or, when a toilet overflows - shortly before the inauguration, I was scrambling to reschedule a 9:00 meeting and Barack, love him to death, got dressed and left!

Lesson Six:

Women have the added social pressure of staying slim, having our wardrobe pulled together, and being in good spirits, ready to support our significant others. Women face a higher level of challenges in our journey, balancing work, family, and ourselves differently than ever before.

Lesson Seven:

We've made great strides in equality at all levels of society and because of the struggles so many have fought. Women can envision themselves any way that they want, as surgeons, Supreme Court justices, basketball stars, images that I never had growing up. But I wonder about the unspoken cost of having it all. If we're scurrying to appointments and errands, we don't have much time to care for our own mental and physical health; juggling adds another layer of stress, causing increased heart attacks, diabetes, and asthma.

There aren't enough hours in the day, so we do what we can, despite the fact that women and families are not getting needed support. We talk about family values, but our society doesn't show that it values families.

Lesson Eight:

We have essentially ignored the plight of women and families. Figure out how to support a family on minimum wage and no benefits, who is going to watch your children while you are at work without adequate affordable childcare, how to ensure that your children get the best education possible, and how you are going to live without access to affordable housing. We've told women to dream big but, after that, you are on your own.

Michelle LaVaughn Robinson Obama is a lawyer, writer, and the wife of the 44th President, Barack Obama. Through her four main initiatives, she has become a role model for women and an advocate for healthy families, service members and their families, higher education, and international adolescent girls' education.

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Creating a Legacy

Sculptor Gary Lee Price



What does it take to create a legacy? Gary Lee Price has strong opinions on this. Gary is the sculptor commissioned to create the Statue of Responsibility which fulfills a personal mission for Holocaust survivor and author Dr. Viktor E. Frankl and is advanced by Dr. Stephen R. Covey. The Statue of Responsibility is the initiative of the Responsibility Foundation, which is working to erect a statue on the U.S. west coast that has a similar purpose to the Statue of Liberty in the east, to serve as a symbol of responsibility and a beacon of hope.

Gary believes that a legacy is the culmination of three conditions:

1. In many cases, a legacy is borne out of extreme and tragic situations.
2. In every case, a legacy is compelled by the touch of key individuals who inspire and guide the evolution from tragedy and struggle into a message of hope.
3. The meaning of a legacy is in the positive benefit it provides to others, which far transcends the achievements of the person or people involved.

These first two conditions are the factors that allowed Viktor Frankl to emerge from the worst atrocities imaginable in his three-year experience in the Auschwitz concentration camps in 1944-1947. Frankl was forced to work as a slave laborer and later as a physician at Auschwitz. His mother, his brother, and his wife, who was ultimately separated from him, all died; of his immediate family, only his sister Stella survived. Within this horrific experience, Frankl's studies and education and his inner fortitude helped him process

his unthinkable situation into the philosophy that ultimately defined his existence—that people are primarily striving to find meaning in their lives.

Among other influencers in Frankl's life, it was a mentor and friend, Rabbi Menachem M. Schneerson, the Lubavitcher Rebbe, who encouraged Frankl to publish his experience and thoughts in what has become one of the ten most influential books of all time, *Man's Search for Meaning*. Now Gary's third condition was accomplished as well: Frankl's work has influenced millions of people across multiple generations.

Frankl's message vastly transcended the accomplishments of his life, and is continuing to do so now through his published works and through The Statue of Responsibility plan. It was Dr. Stephen R. Covey, author of *The 7 Habits of Highly Effective People* who, after being inspired by Frankl, committed to bringing Frankl's vision of The Statue of Responsibility, which he spoke of in presentations, to life.

"Freedom, however, is not the last word. Freedom is only part of the story and half of the truth. Freedom is but the negative aspect of the whole phenomenon whose positive aspect is responsibility. In fact, freedom is in danger of degenerating into mere arbitrariness unless it is lived in terms of responsibility. That is why

I recommend that the Statue of Liberty on the East Coast be supplemented by a Statue of Responsibility on the West Coast."

- Dr. Viktor E. Frankl

Like Frankl's book, the new 300-foot statue when completed will influence thousands of people for many generations to come.

Fittingly, Gary Price's own life has followed the tragedy/legacy model as well. As a young child, Gary was highly influenced by his mother, who spent countless hours encouraging his expression with paint and colored pencils at the military barracks in Manheim, Germany. Gary's stepfather was a jealous and mercurial man. Gary recalls the fateful evening when, at age six, he was approached by his mother who was frightened after an argument with his stepfather and confided that she didn't know what to do. "Do not unlock the door," he had said.

His next memory, as vivid as if it had happened today, was the sound of an argument and loud noises. He rushed from his bed to encounter the sight he will never forget: his mother lying in a pool of blood, where she gazed into his eyes for the final seconds of her life as he cried. He watched in horror as his stepfather, who had killed her, proceeded to shoot himself in the head.

In the ensuing years, Gary's pain continued. His remaining childhood years were marred by beatings and sexual abuse. Amid the agony, however, he recalls the bright spots of attending school in Montpelier, Idaho, and particularly of his first and third grade

teachers, Mrs. Anderson and Mrs. Sharp. Knowing his tragic background, Mrs. Anderson frequently remarked upon his drawings and would regularly make a point of holding up his drawings and praising his artwork in front of the class. In third grade, Mrs. Sharp supported his efforts, as well.

“I strongly believe it was the validation from these great teachers that propelled me to



become the artist I am today,” Gary says. “It was the influence of these teachers—and of my mother—who set within me the idea that the work we do, and the greatest achievements we make are for the benefit of others. They instilled in me the idea of leaving as much of a positive legacy for others as I possibly can.”

Interestingly, the path from tragedy to wisdom and caring moves far too often in the opposite way. In 1984, in the aftermath of the mass shooting of 21 people in San Ysidro, California, one of Gary’s coworkers, while listening to the news reports, turned in surprise and said, “Gary, that could have been you.”

How could this have been Gary? The perpetrator, James Oliver Huberty, had endured a tragic childhood marked with crippling illness from polio, and was later abandoned by his mother. Embittered, he grew up to become a domestic abuser, grew increasingly violent and began stockpiling ammunition and guns. After his crime, the wife who had endured his violent behavior blamed his actions on everything from an unhealthy diet to the toxic fumes he’d inhaled in a prior welding career.

But for Gary, the meaning of situations like this one is clear: in cases of extreme tragedy, a person must make the fundamental decision as to whether to look inward and find a way to make good of the situation (as Frankl did) or to become embittered and cold. The influence of others who inspire is vital in the process of choosing to turn painful experiences to good. And ultimately, the desire to use one’s experience and learning to help others, rather than to enrich oneself, is where the greatest possibility occurs—the chance to enrich and influence thousands or millions of others for good.

As we talked, Gary was reminded of a favorite image: the legendary Phoenix, injured and dying, that only through the experience of its suffering is able to achieve its destiny of arising from the ashes, empowered to spread its influence to others for generations to come. This is the way a legend is born.

Cheryl Snapp Conner, award-winning journalist and content expert, is founder of SnappConner PR, developer of the Content University program for helping entrepreneurs and executives learn to excel in thought leadership. www.contentuniversity.com. To learn more about the Statue of Responsibility, visit the Responsibility Foundation at www.responsibilityfoundation.org.

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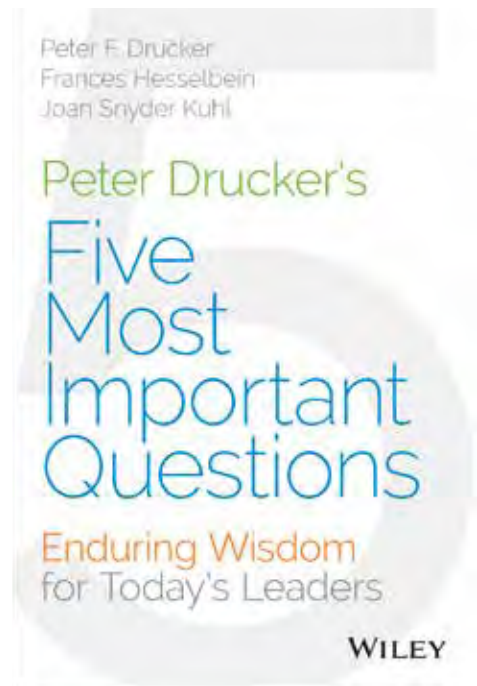
The late **PETER F. DRUCKER** (1909-2005), known worldwide as the "Father of Modern Management," was a professor, management consultant, and writer. Drucker directly influenced leaders from all sectors of society. Among them: GE, IMB, Intel, Procter & Gamble, Girl Scouts, The Salvation Army, Red Cross, United Farm Workers, and several presidential administrations.



FRANCES HESSELBEIN, a Presidential Medal of Freedom recipient, is the president and CEO of the Frances Hesselbein Leadership Institute and editor-in-chief of the award-winning quarterly journal, *Leader to Leader*, as well as co-editor of 27 books translated into 29 languages.



JOAN SNYDER KUHL, founder of Why Millennials Matter, is an international speaker, leadership trainer, and consultant specializing in global talent development and generational engagement strategies.



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Seeing the Invisible



My first time inside a corporate boardroom was a disaster.

Susan G. Komen, now the world's largest nonprofit source of funding for the fight against breast cancer, was the quintessential start-up. I started in my living room with total capital of \$200. So I went to New York City to recruit corporate partners and convince makers of women's intimate apparel and cosmetics to include labels reminding women to get mammograms. I thought it was brilliant. Everyone else thought it was negative marketing, and they showed me the door.

Twenty-five years later, Komen has more than 130 corporate partners whose creative cause-related marketing programs help us raise and invest more than \$150 million a year for breast cancer research and community outreach programs to women in need. By the end of this year, Komen will have invested nearly \$1 billion in breast cancer research and community outreach programs, making us the world's largest source of nonprofit funds dedicated to fighting breast cancer.

How did we do it? Building a nonprofit is much like building a business, with social entrepreneurship demanding many of the same skills as any other venture.

Seeing the Invisible

Great undertakings, whether building a business or curing a disease, inspire people with a bold vision. Ever since my sister, Susan G. Komen, made me promise in her final moments that I'd eradicate this disease, Komen has been driven by a single vision - a world without breast cancer.

Successful entrepreneurs excel at what Jonathan Swift called the art of seeing the invisible. To others, the cure to breast cancer may be invisible. To us, it's inevitable. To paraphrase the Proverbs, where there is no vision, the organization perishes.

Connecting, Not Marketing

It's one of the biggest mistakes in business and nonprofits: marketing a product instead of connecting with people on an emotional level. Everything we do at Komen, especially the Susan G. Komen Race for the Cure Series®, allows people to support the cause in a personal, meaningful way.

People don't donate to organizations or simply buy products. They believe in ideas and dreams. Become the idea, the dream, that people want.

Dare to be Different

For businesses and nonprofits, the challenge is the same: standing out from the crowd. Komen has always distinguished itself by funding the unfunded - funding programs

that have been overlooked by others. Find your niche. Then do it better than anyone else.

Evolve or Perish

What Darwin said of organisms is true of organizations. It's not the strongest that survive; it's the ones that are most adaptable to change. Had we never created Komen's innovative affiliate model, in which 75% of funds raised by our local affiliates stays in those communities while 25% supports research, we wouldn't have grown to 125 affiliates with more than 100,000 survivors and activists. As a result, we're the world's largest grassroots network fighting breast cancer.

The return on our investment? When caught early before it spreads beyond the breast, the survival rate for breast cancer is now 98 percent, and there are more than 2 million breast cancer survivors alive today. That's not bad for a living-room start-up.

Yet our vision remains. And until there's a world without breast cancer, we'll keep minding our business.

Nancy G. Brinker grew up in a household of caregivers and fundraisers. In addition to creating Susan G. Komen for the Cure (now known as Susan G. Komen) in her sister's memory, she has served in public relations and broadcasting, as Ambassador to Hungary, and as White House Chief of Protocol. She is the recipient of numerous awards, including the Presidential Medal of Freedom. ww5.komen.org

The Legacy of Dr. Murray Bowen



Dr. Murray Bowen, who passed away in 1990 at the age of 77, was a psychiatrist and a professor at the Georgetown University School of Medicine. He did important research concerning the human family at the National Institutes of Health. He trained and taught at the famous Menninger Clinic.

Bowen wrote and presented many scientific papers at important psychiatric meetings and took part in helping to start two academic organizations centered around the human family, AFTA (American Family Therapy Association) and AAMFT (American Association for Marriage and Family Therapy). The Bowen Center for the Study of the Family (formerly Georgetown University Family Center) in Washington, D.C., grew up around him and his work. It is still a vibrant presence (www.thebowencenter.org) in the world of family theory and therapy, training, and conferencing, and publishes the journal *Family Systems*. Bowen's work and the Bowen Center have spawned fifteen other centers in Chicago, New England, Houston, Virginia, Florida, Kansas City, and other places around the globe.

One might stop here and think that this is a great legacy. But all this pales in significance to Bowen's contributions to the world of ideas. He never wrote a book. But in his collected papers, *Family Therapy in Clinical Practice*, presented, for the most part, at scientific meetings, lie a whole new way of seeing the human. It is a new and far superior description of human relationships, and directions for a new and better way of conducting oneself in one's family and in

other important relationships. There, too, we find a new and better psychotherapy and important directions for parents, as well as principles for leaders of organizations. All these exceed in usefulness, effectiveness and validity, anything we have had in these areas before.

What Bowen Saw

The basis for the new ideas was the discovery of a fact that no one before Bowen had seen: the emotional unity of the human nuclear family. From working with them, he noticed that families were emotionally connected. That is, what affects one person in a family affects them all. He saw strong ties between them that hugely influence their behavior, feeling and thinking. They are a system.

This new realization dominated Bowen's thinking from then on. Humans could not be understood except in the context of their nuclear and extended families. We are all not simply stand-alone individuals; we are instead a part of something much larger than we ourselves - our nuclear families. The study of that organism, the family, soon led Bowen to see that not only were nuclear and extended families influencing individuals' lives, but our generations were potent influences, as well. Bowen's psychiatry residents, social work and nursing therapists at the university began to research their generations. New tools, such as

the family diagram, came into being to keep the information organized and graphic. These new ideas changed peoples' lives as therapists gained facility with them, and they made for great excitement in the world of psychiatry, where, from the beginning, large groups congregated wherever Bowen spoke.

From the original observation of the emotional unity of the family had come a set of eight concepts, describing how the emotional processes discovered in families played out in detail: triangles, differentiation of self, nuclear family emotional system, family projection, multigenerational family transmission, emotional distancing, sibling position, and societal emotional process. Called Bowen Family Systems Theory, it describes the following:

- The common relationship patterns in nuclear and extended families, and
- How we get caught in them
- What it means to be a grown-up
- How to transform oneself farther into adulthood on a continuing basis
- How family relationships can end up with some people leaving
- How emotional triangles can defeat important relationships
- How children are often over-focused in families, resulting in various symptoms
- The influential power of our generations over us
- How and why siblings in the same family turn out so differently, and
- Societal emotional progressions and regressions.

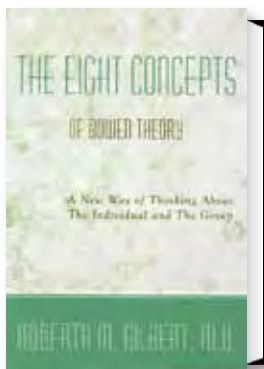
Application of Ideas to Organizations

It was quickly seen that all the important systems ideas so useful to families and individuals are just as applicable in organizations. So they explain, for leaders, the emotional side of how an organization functions. This is something that very few, if any, courses or books on leadership touch on.

Further, if leaders learn to think about family systems and making it work in their own family relationships, they function at a better level. That better level carries with it less anxiety. Because the leadership is emotionally influential to everyone in the organization, the whole organization starts to function more efficiently, creatively, energetically and calmly. Under these circumstances more work gets done. People start to automatically function more as a team, without all the tiresome and ineffective team-building efforts we sometimes see put forward as solutions. Less time is taken up with relationship intensities that detract from the goals of the organization.

Can all this happen simply from the effects of leaders learning a new way of thinking and of managing self in their families and organizations? Unequivocally, yes, especially if they get coaching to accompany their learning. The author's experience has been in assisting clergy and business leaders to find their way around this new way of seeing. This method has shown, over 20 years, that as leaders start to think about systems, with coaching, doing the hard but rewarding work of managing themselves at home and with their extended families, their leadership improves drastically. The influence of leadership is such that with a calmer, more adult, in-contact leader, the whole organization comes to life in noticeable ways.

The Center for the Study of Human Systems offers the Extraordinary Leadership Seminar on a yearly basis beginning in October of each year. It began with clergy who have seen these and many other benefits in their



congregations and themselves. As organizational leaders joined the seminar, they reported the same improvements in self and their organizations that the pastors saw.

Bowen's Legacy

The conferences that began with Bowen so many years ago don't draw the huge crowds they did in the beginning. One wonders about that. The most common explanation heard is that most people shied away when they heard the part about working on self in one's family relationships over the long term. There is no quick fix here. The human changes only slowly. Those two factors, working on self in family relationships and staying with it for the long haul, taken together, may mean that only the privileged few will continue to be interested in the project. But for those who take it up, the rewards are great. Marriages, children, and work improve drastically.

The choice between working on self in one's important relationships and not doing that work is, logically, a no-brainer. Not doing the work means that things will stay stuck in their same old distasteful, undesirable ruts. Doing it means that life becomes unrecognizable from what it had been, at each step along the way.

Bowen's legacy, in people's lives, in his thinking, seeing and writing about a refreshing new way of seeing the human, means that thousands have already benefitted from his life's work, both in their families and in their organizations. What a wonderful, enormous gift to us all.

One hopes that in the not-too-distant future, our culture at large will benefit from the ideas. Is it too much to hope that his legacy of life-changing ideas will eventually reach to the world of politics and government? Were that to happen, especially the parts about growing oneself up, we would not need perfect unity. People would be free to say what they think and be who they are. Their ideas might differ. But if leaders were to be more grown-up emotionally, the public discourse would change into a calmer, more logical, creative discussion centered around the common good. What a legacy that would be!

Dr. Roberta Gilbert, in addition to maintaining a private psychiatric practice, is a faculty member of the Bowen Center for the Study of the Family and the founder of the Center for the Study of Human Systems (www.hsystems.org), author and speaker. She works with business leaders, pastors, and therapists, particularly in Bowen family systems theory for individuals, families and organizations.

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Transforming Tragedy

Lessons from The King



Sometimes legacy is sparked from bitter tragedy. In moments of suffering and trial, lessons can be learned that shape a lifetime and a legacy. The focus of this special edition is legacy: it is fitting that we feature a conversation with someone deeply touched by the legacy of The King, Elvis Presley.

*David Stanley is the stepbrother of Elvis and spent many years at home and on the road with him. I, Hugh Ballou, Co-Publisher of **Nonprofit Performance Magazine**, spoke to David about his initiative to prevent deaths like Elvis' from drug abuse. While David obviously has a deep admiration for his brother, it was the challenge of watching the downward spiral that Elvis endured that shaped his journey to impact others.*

Nonprofit Performance Magazine:

I interviewed you in 2007 for my book *Transforming Power*, about your leadership skills and putting together a movie team. Your themes have been around your brother Elvis. Give us a little background on yourself, your relationship with Elvis, and why this vision is so important to you and to others.

David Stanley: I am excited about the new My Brother Elvis Foundation, which is a charity designed to educate and support the fight against drug abuse. I spent seventeen years with Elvis Presley, beginning in 1960 when I was four, when my mother divorced my father and married Vernon Presley, Elvis's father. I became Elvis's stepbrother and lived in Graceland. Elvis

was a wonderful human being. He took me into his family. He really raised me. He was my father figure, my mentor, the person I looked up to.

In 1972, I went to work for Elvis as his personal bodyguard, being part of his entourage and traveling with him everywhere. When I toured with Elvis, I saw a chink in the armor: Elvis had a drug problem. He started off taking a couple of pills to help him sleep. That number increased gradually until, by the late '70s, Elvis had a very serious drug addiction problem. Unfortunately, we lost him to a drug overdose on August 16, 1977. I was there and discovered his lifeless body.

I wrote a book to tell the story about Elvis's tragedy. It's called *My Brother Elvis: The Final Years*, and it's about the final five years of my life with Elvis on the road. The importance of this book and the Foundation is that we can find hope even in the midst of tragedy.

Elvis was such a giver. He was always giving his time and money to charities. He kept writing checks to different charities throughout the world. That was his ultimate gift. I was brought up this way. But I saw the tragedies of what drugs can do, and now I am telling his story. Elvis's death does not have to be in vain. Sure, it was a tragedy. But I want to communicate that what happened to Elvis can happen to anyone. So I wrote the book and, as a result of writing the book and desiring to increase the impact, the My Brother Elvis Foundation was formed.

NPM: Why do we need this foundation?

David: We're living in a society of rampant drug abuse. 78 people die each day from prescription drug abuse and 15 million are affected by it every year. 9% of the teen deaths in America are from prescription drug abuse. I grew up in a rock and roll society. My whole life was growing up with Elvis Presley in the late '60s and '70s, touring with him and being around rock and roll bands. We lost Elvis, which was a tragedy. We lost Michael Jackson, which was another tragedy, almost a carbon copy of Elvis's death: prescription medication. Most recently, we lost Prince. I thought to myself, two kings and a prince: What can we learn from these tragic deaths?

The Foundation will draw attention to the issue and raise awareness about prescription drug abuse, sustaining the level of consciousness about it, and it will support foundations that provide treatment for drug abuse. This is a serious issue that is plaguing America and the world. It's a way to draw people to the problem through the celebrity of Elvis Presley. I created the Foundation as an

awareness support for people to wake up and fight back so that we can save a lot of lives.

NPM: Why are you called to this?

David: I will never forget the loss, the pain, the suffering from the death of a guy who had picked me up seventeen years before and said, "Welcome to my family." Addiction was taking control of my life, too, and I was blessed to overcome it. Being related to Elvis Presley opened the door, and then God gave me the gift of communication to be able to share it with authority, passion, and purpose, motivated by the fact that I could help save a life. When I cradled Elvis in my arms the day he died, I, along with others, had a wake-up call. His death was my resurrection. His passing was my wake-up call, and I woke up from addiction. I had my faith and was able to overcome what killed him. I don't talk about Elvis Presley unless I can communicate a positive message. The positive message, unfortunately, lies in the tragedy of his death.

NPM: You've said a few times Elvis was a giver. He wrote checks to support people. That's an important part of this legacy, isn't it?

David: I was brought up with a giver. Elvis Presley was the king of rock and roll. He did 33 movies. He sold countless records. He is the undisputed king of rock and roll, and probably the most popular rock icon ever. But his thing was giving.

If you see somebody walking down the street, you might give him a buck, but Elvis would give him a job, buy him a car, and put his kid in college. Elvis would go to St. Jude's Hospital and give out teddy bears and perform concerts for the kids, writing checks to them all the time. Elvis had the gift of music, of melody in his heart. But his main gift was giving. Elvis always said, "The main reason I have anything is to give it."

In the spirit of giving, this is my way to honor him from that perspective. What I've learned from him, I want to share with other people.

When I'm dead and gone, the news will talk about the youngest stepbrother of Elvis Presley. I'd rather it say that the youngest stepbrother of Elvis Presley leaves the legacy of the My Brother Elvis Foundation to reach and help prescription drug abusers throughout the United States and the world. It's a legacy to leave behind for my children, and long after my children's children are gone. We are giving to people who can't help themselves, to others who are lost in a needle, a bottle, a pill, or the abuse of self-prescribed medication.

NPM: What is your primary leadership focus in making sure the Foundation follows your vision?

David: I believe every great thing is started with a vision. Once you get a vision given by God, it's going to happen. I am the visionary, seeing what it can and will do. I am also the spokesperson driven by passion and purpose to make sure it does happen. By building a team around me, my strategic team, my board of directors, my lawyers, everybody involved has a part that makes this the reality. I am the spokesperson. I am not an expert in addiction, but we are putting the pieces together.

Delegation is key. Too many people who fail have egos that suppress their results. They need to have an ego for success instead of an ego of success. They need to embrace the reality that they have a part, which they then need to take and turn into that reality. They delegate the other portions of that to individuals. They are transparent. They are authentic. Nobody knows everything, but



everybody knows something. If you don't know it, somebody else probably does.

NPM: When you speak, you have this very powerful story at the end around "Dream the Impossible Dream." You stepped up to Elvis and said, "Elvis, I need your attention for this boy." For people who haven't heard that story, give us a snapshot of that.

David: I'm glad you asked. In the last five years of Elvis's life, I was at over 1,000 concerts. We were in Boston, Massachusetts, playing the Boston Garden. I walked out on the stage before each concert to check the height of the stage and make sure security was in place. Elvis always made sure that the left side was for people with physical or mental challenges; that spoke volumes for Elvis right there, that that section was always provided.

I saw a guy sitting there in his wheelchair. He was quadriplegic, and his arms and legs were turned in. He was drooling, and his parents were behind him, obviously excited to see the show. The guy was holding a picture frame in his hand; I looked closer and noticed it was the lyrics to a song called "Dream the Impossible Dream," which is a phenomenal song: dream the impossible dream, to follow that star; this is my quest, no matter how hopeless, no matter how far, I will reach the unreachable star. Phenomenal song. I thought how odd it was to have those lyrics. At the end of those lyrics was a handwritten signature that said, "My impossible dream is to meet Elvis Presley." I could make dreams come true in this case. When you can make a dream come true, you do. I was Elvis's brother. I had full access to the backstage area to meet Elvis. I said to him, "Son, you're coming with me."

His parents asked where we were going. I said I would take care of him. I rolled him backstage, took him to Elvis's dressing room, and asked the police to keep an eye on him for a second. I walked into Elvis's dressing room, and he was getting ready for the concert. I said, "I want you to meet somebody."

He said, "David, this is not the time. I have a show in five minutes."

I said, "Take a minute."

He said, "Okay, this better be good."

I rolled the guy in. Elvis saw him, fell on his knees, dropped his head on his lap, and began

to cry. He was so overwhelmed that this crippled, broken man wanted to meet him. The guy held out his broken hand and said, "Elvis, I love you." He still had the frame in his hand, which Elvis had not seen.

Finally, after six or seven minutes, I said, "Boss, you have a show to do."

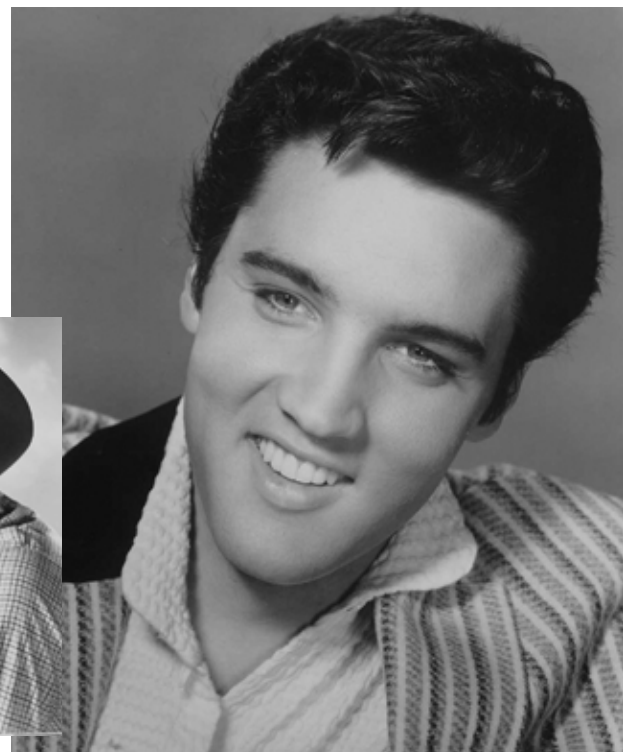
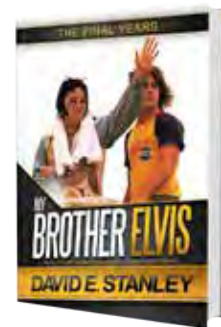
Elvis stood up, still crying, and wiped the tears from his eyes. He said to me, "Take care of my boy. Make sure he has the best seat in the house."

I said, "You got it, boss." I rolled the guy out and set him next to the stage. Elvis came out on stage. 500 young ladies rushed the stage. Two minutes later, 500 old ladies rushed the stage. The boy was overwhelmed with excitement. I said to the conductor, Joe, "Dream the Impossible Dream." Mind you, Elvis had not seen the lyrics in the guy's frame. He was dealing with the guy. So they started into the song. Toward the end of the song, I looked at a buddy of mine and said, "Help me out." We lifted the wheelchair onto the corner of the stage. Elvis saw him out of the corner of his eye and walked over, singing the lyrics to him. It was a phenomenal moment. The guy was lighting up, so excited. It was a beautiful thing to see.

Suddenly, Elvis sang that last note, dropped on one knee, and the guy pushed the frame out at Elvis. Elvis took the frame from the guy. The song was over. All of the spotlights went to black except for one on the boy and one on Elvis. In a concert with Elvis Presley, there was always a standing ovation after each song. That night, there was no applause; the only thing you could hear was the teardrops falling on the concrete floor of the Boston Gardens.

That is the impossible dream. That was the most unbelievable thing I would ever see in my life. I tell people that today, that I saw Elvis make that boy's dream come true. It was one of the most incredible moments. People say to me, "What is your dream, and what is keeping it from coming true?" With that story, in the spirit of giving, I created the My Brother Elvis Foundation to help people reach their impossible dreams, to reach their unreachable stars, and to turn their lives around and let them know that they are loved by God and by people. There is much more to life than addiction and self-destruction.

David E. Stanley was four years old when his mother married Elvis Presley's father. Today David is a bestselling author and speaker in the field of self-development. He is the author or co-author of several books including the New York Times Bestseller, **Elvis We Love You Tender**. His latest book, **My Brother Elvis**, has just been released.
www.mybrotherelvisfoundation.org



Opener of Doors

Long ago, Ralph Waldo Emerson wrote, “Be ye an opener of doors, for those who follow after ye.”

In my life, many doors have opened. Throughout my journey in exploration, in learning, in life, many doors were opened for me, and there were other doors I opened myself.

Today, I meet a great number of fellow travelers who have lost that Bright Future vision, yet every day, you and I work to live our values: respect, love, inclusion, diversity, listening and sharing; and all the while, new opportunities, new questions, and new doors open. I find great excitement opening doors, and observing our younger generations welcoming the journey as we move beyond the walls, beyond the status-quo. When I say, “To serve is to live,” our Millennials say, “Of course!”

I have been fortunate enough to work with leaders from the corporate, governmental and social sectors who were inspired by this challenge. One of the most valuable ways we work to open the doors for others is through



the Hesselbein Global Academy for Student Leadership and Civic Engagement.

Eight years ago, we asked ourselves what would happen if, every year, 25 college students were chosen from all over our country and 25 from all over the world to gather at the University of Pittsburgh.

Then, from remarkable, distinguished leaders in all three sectors, mentors would be chosen, one for every four or five students, and these student-mentor teams would come to the University for four days, live together, work together, dream together, engage in leadership dialogue, and provide community service that would change their and our lives.

Because of the students’ experiences at the Leadership Summit, or through the doors that were opened to them, they shared

intentions on the work they would do, in turn opening doors for others.

“I want to make the political system of my country more transparent and democratic and to improve the HDI [human development index] of my country, as India is 135th in the world.” - 2016 student from India

“I want to share the inspiration I have received to help people realize that what matters is not where you are coming from, but how high your dreams can reach. I want to lead by example and prove that the best way to predict the future is to create it.” - 2016 student from Poland

“I will use this experience to add a component of leadership to the curriculum at the science park I work in as a mentor for children, our future leaders.” - 2016 student from Ecuador

At the Hesselbein Academy, our mission is to inspire, develop, and reward accomplished student leaders to meet the challenges of tomorrow, allowing us to embody Ralph Waldo Emerson’s important words regarding opening doors for others.

For eight years, our partnership with students, faculty, mentors, colleges and universities from all over the world has supported this global initiative, has changed lives, and has moved us beyond the old walls into that Bright Future that is our new reality.

Frances Hesselbein, a Presidential Medal of Freedom recipient, is the president and CEO of the Frances Hesselbein Leadership Institute and editor-in-chief of the award-winning quarterly journal, *Leader to Leader*, as well as co-editor of 27 books translated into 29 languages. Twitter: @ToServesToLive



“Frances has inspired my leadership path for almost two decades since my days as a student at our shared alma mater, the University of Pittsburgh. Her grace and wisdom gave me the courage to pursue my dreams at work and in life. I’m forever grateful for all the time she has spent with me and the many, many doors she has opened.”

- Joan Snyder Kuhl
board member, Frances Hesselbein Institute and
co-author with Frances Hesselbein of
Peter Drucker’s Five Most Important Things

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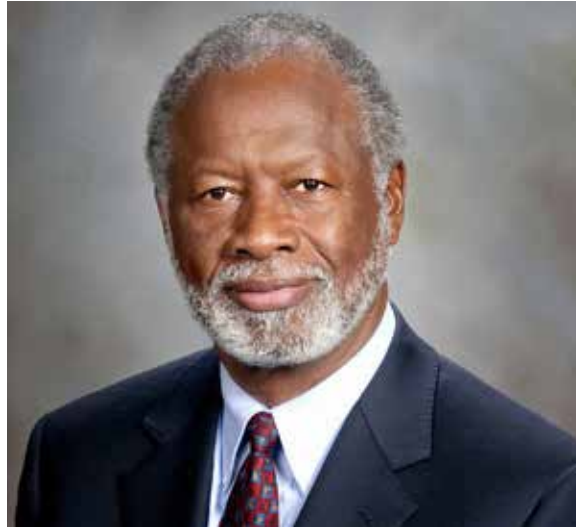
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Adam Clayton Powell

A Major African American Leader



Adam Clayton Powell, Jr., was one of the most important figures in African American life in the twentieth century, yet he is not well known. He was a major civil rights leader, and arguably the most powerful African American politician of the century. He was a very bright star whose flame went out in the early 1970s and now he's being forgotten.

Powell was born in 1908, the son of Adam Clayton Powell, Sr., a Baptist minister and his wife Mattie Buster Shaffer. Soon after, the family moved to Harlem as Powell, Sr., became pastor of Abyssinian Baptist Church. By 1930, the church, with 13,000 members, was the largest Baptist congregation in the world. Powell, Jr., received degrees from Colgate University and Columbia University and studied ministry at Shaw University. He succeeded his father as pastor at Abyssinian Baptist Church in 1937.

Upon returning to Harlem from Colgate in 1930, he launched a career of agitation for civil rights, jobs, and housing for African Americans, organizing mass meetings, rent strikes, and public campaigns that forced restaurants, bus lines, utilities, telephone companies, the Harlem Hospital, and others to change their practices. Stores in Harlem tended then to be owned by whites who did not hire blacks, so he led demonstrations against department stores under the slogan, "Don't shop where you can't work." They boycotted until stores placed Harlem Blacks in hundreds of white-collar jobs.

His community activism led him to win a seat in the New York City Council in 1941. Three

years later he became the first Black congressman from the state of New York, joining William Dawson of Chicago as the only African Americans in Congress, although the moderate Dawson seldom rocked the boat.

Powell became a committee chairperson in 1961 for the House Education and Labor Committee. Under his leadership, there were 48 major pieces of social legislation, more pieces of important legislation than any other committee, embodying President John Kennedy's "New Frontier" and President Lyndon Johnson's "Great Society" programs. Both presidents thanked Powell.

Some of his greatest works involved passing legislation to protect the rights of African Americans (Jim Crow laws): bills to criminalize lynching, enhance public school desegregation, and abolish the practice of charging a poll tax to Black voters. Powell attached the Powell Amendment to every bill that came before his committee, calling for a discontinuance of federal funds to any organization which practiced racial discrimination, occasionally holding up bills until the Powell Amendment was included.

The debonair minister/politician made many enemies in Congress with his persistent pushing for civil rights, and he gave them ammunition which they readily used against him. In 1966-67, his House colleagues

censured him, stripped him of his seniority, and eventually voted him out of office. The charge was using federal funds to take women staffers on trips and vacations with him, keying on one in particular, a former Miss Ohio, who did not seem to have a real set of tasks

in his office. He was voted back into office in 1968 and the U.S. Supreme Court ruled that the House acted unconstitutionally when they unseated Powell. Voted out of office in 1970, he retired to Bimini in the Bahamas.

In 1972, Powell's health faltered, and he was rushed from Bimini to a hospital in Miami where he died from acute prostatitis. Public schools have been named for him, as has an office building in Harlem, and there is an Adam Clayton Powell, Jr., Boulevard in Harlem. His real legacy, however, is his sassiness as a confident political figure in an era when many African Americans were afraid to speak out against the racism and poverty that they saw.

Wornie Reed, PhD, is professor of Sociology and Africana Studies, and director of the Race and Social Policy Research Center at Virginia Tech. He previously developed and directed social science research centers at three other universities and led the National Congress of Black Faculty and the National Association of Black Sociologists. Honors and awards include two Regional Television Emmys for his work with Public Health Television, Inc., on the *Urban Cancer Project*, which produced television shows aimed at African Americans on cancer prevention.

www.worniereed-whatthedata say.com

Create Your Own Family Foundation



Family foundations are on the rise. And you don't have to be a Rockefeller, Kennedy, or Gates to have one. There is no standard definition for family philanthropy or a family foundation, which is not part of the IRS classification for nonprofit organizations and foundations; however, according to the National Center for Family Philanthropy, family foundation typically connotes the active involvement of members of the donors' family in the foundation. But as the original donors die, their descendants may have various levels of involvement with the foundation.

The annual report on philanthropy from the Giving U.S.A. Foundation reports, "Not only did total giving by foundations grow 8.2% in 2014, gifts from all three types - community, independent and operating - also went up. The annual changes in this category are influenced most by grants from independent foundations; their 2014 gifts were 7.8% higher than in 2013 and accounted for 74% of the category's total."

As middle-class Baby Boomers and Generation Xers begin to inherit their families' wealth, many are creating family foundations to serve philanthropic causes that resonate with the family or continue a relative's legacy. And it isn't as expensive as you might think.

Scott Nelson, certified financial planner for Sagemark Consulting in California, says that it's possible to create a private foundation with an initial gift of \$5,000, far less than most people assume. Family foundations can keep far-flung families connected and continue family values through the generations.

Meet the MacCreadys

Marshall MacCready, who along with his

siblings established the MacCready Family Foundation shortly after their father died, says it makes sense to establish a foundation when assets pass to the next generation. "It was easy for us because we are a like-minded family. When we inherited the money, we sat down with advisors and spoke about our motivations. We could have taken a lump sum, and divided it between us, but when we saw the benefits of establishing a foundation, it made perfect sense."

Molly Knox, a MacCready family member and president of the MacCready Family Foundation, shares the sentiment echoed by other Baby Boomers who inherit money. She and her husband, along with the other MacCready siblings, already had established careers and comfortable homes for their families. Her initial reaction was that nobody deserved this much money.

Creating Sustainability

The MacCready philanthropy strategy focuses on giving unrestricted multi-year operating grants to a handful of small, youth-focused nonprofits, instead of seeding many nonprofits with smaller grants. Larger grant amounts help often-overlooked smaller organizations make a greater impact on the community they serve. This giving strategy sets the MacCreadys apart from other family foundations that give grants earmarked for specific programs and to several organizations.

The MacCready Foundation currently supports three nonprofits in the Los Angeles area: My Friend's Place, which provides homeless youth with resources and a safe space; Youth Speak Collective, which gives young people a leadership role in their communities; and RootDown L.A., where youth grow fresh produce for their

peers in underserved communities and teach them about nutrition and cooking. The MacCreadys also support the Community Science Workshop Network that focuses on giving underprivileged youth the opportunity to discover science.

"One of the most important things the MacCreadys have done is to help us sustain ourselves over time," says Megan Hanson, executive director, RootDown L.A. "They gave us an initial capacity building grant and have since provided consistent contributions that help cover core operating costs and have at times been leveraged as mandatory matching funds to win federal grants. There are few foundations that do these multi-year investments and the donation is integral to our sustainability."

The MacCreadys, like many other families, have determined that they want to leave a legacy that is focused on giving. Giving your time, money, and energy can bring significant impact in any community and sets the tone for generations to come.

David Andrés Kietzman is a talented social impact leader, known for his ability to fuse management, fundraising and marketing at Momentum Solutions and as a professional coach. He serves clients, donors, civic leaders and community residents by helping everyone create a stronger impact through clear communication, building partnerships to help increase their funding, clients, or participants. Twitter @dakeitz david@momentumsolutions.com

Developing Discipline



H.P. Liddon said, “What we do on some great occasions will probably depend upon what we already are, and what we are will be the result of previous years of self-discipline.” I believe that with all of my heart.

Discipline is doing what you really do not want to do, so that you can do what you really want to do. What makes it hard is that in our own human nature, we do not want to do certain things, and so we have a tendency to be undisciplined in what we do not care to do.

There are three areas in which we can develop discipline: thinking, emotions, and actions.

Disciplined Thinking

George Bernard Shaw said, “Few people think more than two or three times a year. I have made an international reputation for myself by thinking once or twice a week.”

One of my books is based on the idea that people who understand how to get to the top and stay there are people who think their way to the top.

One of the major differences in this discipline of thinking is that people who think their way to the top have the ability to do what I call sustained thinking. They have the ability to think on an issue for a long period of time, until the decision that should be made on that issue becomes clear.

People who do not think their way to the top are unwilling to master the discipline of sustained thinking. They will think about something for a while, and then they will get off it and go on to something else.

They have never learned how to discipline their thoughts by writing them down. I always keep a pad with me of things that I am thinking. I write thoughts down so that I can stay concentrated and disciplined in that area.

Disciplined Emotions

We have choices when it comes to our emotions:

1. We can master them, or
2. They can master us.

I sometimes play golf at East Lake Country Club, a great golf course here in Atlanta. It is known for being the links where Bobby Jones played. Bobby Jones was a lawyer and a legendary amateur golfer who won a major tournament at twenty-one. By age twenty-eight, he had already won thirteen major events and retired.

Bobby had an uncle who said that by the time he was fourteen, Bobby was probably already the best golfer in the world. He certainly was popular. However, Bobby was also known for his temper because he would throw his clubs when he got irritated. Bobby’s uncle sat down with him and said, “Bobby, your problem is

you’ve mastered the game of golf, but you haven’t mastered your emotions; and until you master your emotions, you’ll never be a champion in golf.”

Disciplined Actions

I call the two actions of initiating an activity and closing the bookends of success, because I really think they are.

I know some who can initiate but they can never close; I know some people who can close but they can never get it cranked up. You have to kick start them every time. When you can do both, initiate and close, you have the bookends to success.

Allow me to leave you with these closing thoughts about developing discipline: you cannot give what you do not have, and self-improvement precedes team improvement.

The only way that I can keep leading is to keep growing. The day I stop growing, somebody else takes the leadership baton. That is the way it has always been.

Dr. John C. Maxwell is an internationally recognized leadership expert, speaker, coach, and author of three million-seller books: *The 21 Irrefutable Laws of Leadership*, *Developing the Leader Within You*, and *The 21 Indispensable Qualities of a Leader*. His organizations, EQUIP and the John Maxwell Company, have trained more than five million leaders worldwide. Find John at JohnMaxwell.com and at [Twitter.com/JohnCMaxwell](https://twitter.com/JohnCMaxwell).

Creating a University



T. Marshall Hahn Jr. died in May 2016 at the age of 89, 54 years after undertaking the presidency of Virginia's historically white male military land-grant institution, known then as VPI (Virginia Polytechnic Institute) and now as Virginia Tech.

VPI grew up in the Blacksburg area, a small town west of the Blue Ridge and far from major population centers. It was a good school with real strengths and limitations.

Marshall Hahn said that he had accepted the office "deliberately, with the idea that with engineering and agriculture, both of which had some national prominence, that you could develop a nationally prominent institution...that you could really build."

"There was real opportunity to stir things up," Hahn explained. "The state needed to be awakened, the institution needed to be vitalized, and the opportunity was just hitting you over the head every morning."

What transformations did he seek, what did he accomplish, and how did he transform the institution, building a comprehensive university, a nationally prominent institution?

Marshall Hahn brought many advantages to his new position. He had lived his entire 35 years in association with the public land-grant education system. His father was a physics professor at the University of Kentucky, and there Hahn Jr. earned his undergraduate degree at the age of 18. He did his doctoral work at another land-grant school, MIT, then taught physics at Kentucky, before moving to VPI for five years as professor of physics and department head. Then he departed

for another land-grant school, Kansas State University, as dean of its new College of Arts and Sciences.

After three years away, he returned to VPI, prepared to move VPI along the path he had observed and nurtured in Kansas. He came to his new post determined to build mightily on VPI's strengths. Moreover, Hahn had boundless energy, tremendous people skills and a photographic memory.

But it was how Hahn went about his leadership roles at VPI that shaped his super-sized legacy. The ways he presided over VPI provide a model for anyone embarking on a leadership role in central administration in higher education or any nonprofit.

Hahn came to VPI with a clear strategy and a strong set of tactics, but he did not presume to dictate a transformation. He articulated his goals and his rationale, and he set out to persuade people to join him. President Hahn cultivated his core stakeholders, without whom he would almost surely have failed utterly. Most of all, that meant securing the active support of the board of visitors, the trustees who had enormous sway in steering the enterprise.

Hahn's administration swiftly recruited deans for the emerging colleges of engineering, agriculture, business, architecture, arts and

sciences, and home economics. Into the hands of these new deans he entrusted the recruitment of new department heads and faculty. A serious commitment to research as well as teaching was required of each new faculty, and greatly increased emphasis on research in the growing cohorts of graduate students.

Hahn also cultivated the governor of Virginia and the lieutenant governor who became the next governor, as well as the state legislature. He would need a big boost in financial resources, and he energetically sought that funding. Beyond his own institution, he actively sought to enhance the entire Virginia public higher education system, and he was instrumental in securing enactment of a new system of community colleges.

Marshall Hahn had advantages beyond his personal characteristics and institutional experiences. In the 1960s, the nation and the state were prospering. Hahn arrived when the legislature was receptive to substantial increases in taxes and spending for education. He began his presidency when the baby boom was about to crest, so he perceived the opportunity and obligation to make space available for an additional thousand students every year. New funding would enable the rapid growth of faculty and salary raises that could make the institution attractive to the best new faculty, as well as the physical infrastructure to supply additional classrooms, residence halls, and labs.

Uncoupling the campus from its twenty-year connection to Radford College was crucial. He believed he could not have the

salary schedule for his emerging research university tied to that of a teachers' college. The breakup was achieved through the legislature in 1964, and it added the possibility of recruiting female students in great numbers and in every discipline, without the traditional restrictions.

One change that Marshall Hahn had not anticipated was ending the requirement that male freshmen and sophomores participate in the Corps of Cadets. When he came to see how imperative it was to make the change, he faced tremendous opposition. He ran up against the limits of the possible on this issue, yet he managed to get this change effected.

One other tremendous change, in Virginia and at VPI, took place in the realm of race. Until the 1950s, it was impossible for a black student to enroll at VPI. Beginning with one intrepid soul in 1953, as many as four black students each year were admitted for most of the next decade, but they had to major in engineering (a curriculum not available in Virginia's black schools), they faced various other restrictions, and the school had demonstrated no interest in recruiting black students in any field. But beginning in 1966, VPI actively recruited African Americans with an offer of scholarship assistance, and the number of black students began to show significant growth.

Marshall Hahn also saw athletics as extremely important. As he saw it, only with a high-profile athletic program, with competitive teams in football and basketball, would VPI get the statewide and national recognition that he sought. Athletics had to rise in concert with academics.

When Marshall Hahn left Virginia Tech after a dozen years at the helm, a previously far-lesser institution had become a university. Indeed, the school's new formal name, as of 1970, was Virginia Polytechnic Institute and State University, but far more than the name had changed.

The undergraduate population was no longer shaped ruthlessly by categorical exclusion of black students, white women, or civilian male underclassmen. Those changes had begun only to a limited extent before he took over. Juniors and seniors could opt out of the Corps of Cadets ever since 1924, but male freshmen and sophomores had no such choice. White women had been enrolling

as degree candidates since 1921, but their numbers were small, their housing options few, and their curricular (and extracurricular) constraints formidable. And in 1966 the first black women enrolled, in disciplines that ranged from engineering to home economics to history. In terms of who could become a Virginia Tech student, the school had become a university.

Virginia Tech had also become a comprehensive university, with a robust research program in various fields, and with baccalaureate and master's degrees in history, political science, music, and theater. Tech offered a menu of academic disciplines that more or less spanned the universe of human knowledge.

When Marshall Hahn died, his legacy at the school over which he had presided for a dozen transforming years, especially the first four years, was omnipresent. That was true even if many people on campus did not much recognize his influence. Precisely because people tended to take for granted that Tech had somehow always been a coeducational, multiracial, comprehensive research university, his legacy had clearly been cemented, his tremendous innovations institutionalized.

The skill set, personal attributes, and experiences Marshall Hahn had contributed mightily to his success in creating a university. His political, financial, and demographic timing was fortunate in the extreme.

But the greatest takeaway from T. Marshall Hahn Jr.'s institutional leadership as college president stems from his strategic sense of what the institution could become, an ability to articulate his vision, and a commitment to cultivating his various constituencies, the people who comprised that institution and the state government whose political support he needed. He needed all of them not to get seriously in the way. He needed to persuade them to sign on in support, to bring their own enthusiasm, energy, and commitment to the enterprise. Together they created a university.

Peter Wallenstein is an award-winning professor of history, recognized for both teaching and research at Virginia Tech, the university that Marshall Hahn built. Among his many books is a study of the Marshall Hahn years at Virginia Tech, *From VPI to State University*, as well as *Cradle of America*, a general history of Virginia.



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Legacy



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The Definite Dozen



Respect Yourself and Others

- There is no such thing as self-respect without respect for others.
- Individual success is a myth. No one succeeds all by themselves.
- People who do not respect those around them will not make good team members and probably lack self-esteem themselves.
- When you ask yourself, “Do I deserve to succeed?” make sure the answer is yes.

Take Full Responsibility

- There are no shortcuts to success.
- You can't assume larger responsibility without taking responsibility for the small things, too.
- Being responsible sometimes means making tough, unpopular decisions.
- Admit to and make yourself accountable for mistakes. How can you improve if you're never wrong?

Develop and Demonstrate Loyalty

- Loyalty is not unilateral. You have to give it to receive it.
- The family business model is a successful one, because it fosters loyalty and trust.
- Surround yourself with people who are better than you are. Seek out quality people, acknowledge their talents, and let them do their jobs. You win with people.

Learn to Be a Great Communicator

- Communication eliminates mistakes.
- Listening is crucial to good communication.
- We communicate all the time, even when we don't realize it. Be aware of body language.
- Make good eye contact.
- Silence is a form of communication, too. Sometimes less is more.

Discipline Yourself So No One Else Has To

- Self-discipline helps you believe in yourself.
- Group discipline produces a unified effort toward a common goal.

- When disciplining others, be fair, be firm, be consistent.
- Discipline helps you finish a job, and finishing is what separates excellent work from average work.

Make Hard Work Your Passion

- Do the things that aren't fun first, and do them well.
- Plan your work, and work your plan.
- See yourself as self-employed.

Don't Just Work Hard, Work Smart

- Success is about having the right person, in the right place, at the right time.
- Know your strengths, weaknesses and needs.
- When you understand yourself and those around you, you are better able to minimize weaknesses and maximize strengths. Personality profiles help.

Put the Team Before Yourself

- Teamwork doesn't come naturally. It must be taught.
- Teamwork allows common people to obtain uncommon results.
- Not everyone is born to lead. Role players are critical to group success.
- In group success, there is individual success.

Make Winning an Attitude

- Combine practice with belief.
- Attitude is a choice. Maintain a positive outlook.

- No one ever got anywhere by being negative.
- Confidence is what happens when you've done the hard work that entitles you to succeed.

Be a Competitor

- Competition isn't social. It separates achievers from the average.
- You can't always be the most talented person in the room, but you can be the most competitive.
- Influence your opponent: By being competitive, you can affect how your adversary performs.
- There is nothing wrong with having competitive instincts. They are survival instincts.

Change Is a Must

- It's what you learn after you know it all that counts the most.
- Change equals self-improvement. Push yourself to places you haven't been.
- Take risks. You can't steal second base with your foot on first.

Handle Success Like You Handle Failure

- You can't always control what happens, but you can control how you handle it.
- Sometimes you learn more from losing than winning. Losing forces you to reexamine.
- It's harder to stay on top than it is to make the climb. Continue to seek new goals.

Patricia Sue Head Summitt was basketball coach of the Tennessee Lady Vols for 38 years with a record of 1,098-208, the best record for any coach ever, and a 100% graduation rate. She was the recipient of numerous awards for her coaching, mentoring, and spirit in her battle with early-onset dementia, passed away in 2016 at age 64. She has a gym, two basketball courts and two streets named after her. Pat's former players speak of the opportunities afforded them with a degree in life lessons from Summitt and a diploma from Tennessee. patsummitt.org

Elements Influencing Your Nonprofit's Success



Creating climates where individuals freely assume ownership of their actions, tasks, jobs, clients, themselves, and the reputation of their nonprofit, comes down to a simple sequence of interlinked actions. In working with for-profit and nonprofit organizations over the two past decades, I have seen a clear model rise that differentiates the winners from the losers.

Winning organizations and individuals freely assume ownership and do not engage in the excuse game for not attaining performance expectations. But taking ownership is a byproduct of three other more-important elements. How you go about assuming ownership, and how you go about creating a climate whereby others assume ownership of their job, responsibilities, themselves and the organization overall, can be achieved by understanding how four factors or elements are interlinked and, thus, where your first energies must be directed.

So the burning question in most leaders' (as well as parents') minds is this: How do we go about getting others to assume a higher level of ownership? And, with this, I began my homework assignment. I have learned the following.

1. The starting point may not be what you and your organizational approaches have been doing historically. When you know what the depth of your or another person's skills and abilities are, and you draw upon those skills and apply, delegate, and task-manage them appropriately, you

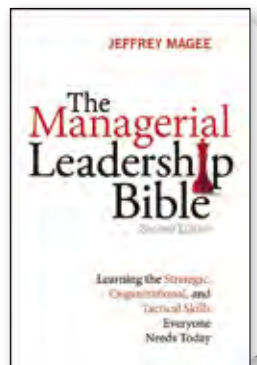
experience success in accomplishment or a self-victory. When you experience a VICTORY, your self-esteem goes up.

2. When you are victorious, you become significantly more MOTIVATED about applying yourself, assume more responsibility, and become more excited about participating. At this point, the necessity of establishing incentive and motivational programs and initiatives becomes less appropriate.
3. When you become motivated, overseeing your victories and successes, you become significantly more PASSIONATE about life and the endeavors you apply yourself to.
4. You will take OWNERSHIP of those things and of people you are passionate about.

5. And, getting people to take more ownership starts by setting them up for VICTORY!

The cycle creates an addiction to victory, causing you to seek ever more opportunities to showcase your best skills and abilities for more achievement and success.

I realized the model by doing a reverse analysis of some of the most successful businesses of many of my clients. People who assume OWNERSHIP seem to be among the most PASSIONATE at what they do. Those who have high passion for what they do are continuously MOTIVATED by what they do. And this only happens when people are set up for VICTORIES by doing those things which they are best mentally and physically equipped to undertake. All of this feeds one's self-esteem, and when one operates from a high level of self-esteem, it is both exciting to see what one can accomplish and what one willingly takes OWNERSHIP of!



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Managing Donor Relations

The right message to the right people with the right rhythm.



BRAND

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- organizational branding
- logo creation & modification
- creative versioning
- multiple proofs & file formats
- creation of print collateral
- social media banners & headers
- website integration
- landing page design



EXECUTE

Turnkey Production

- variable data printing
- bindery & finishing
- mail processing
- intelligent mail barcodes
- full IMB postal discounts
- mail tracking
- targeted email follow-ups
- gift processing



PLAN

Strategic Overview

- donor history & analysis
- campaign goals & objectives
- the right message
- the right people
- the right rhythm
- channel selection
- ROI forecast & scenarios
- annual plan spreadsheet



TARGET

Database Management

- list cleansing & appending
- change of address updates
- salutation field creation
- demographic targeting
- scattergraph analyses
- list acquisition
- list integration
- pyramid prioritization



MEASURE

Results Review

- postmortem analysis
- actual vs forecast
- average gifts
- response rates
- email opens & click-thru's
- giving pattern study
- return on investment
- annual plan updates



Franklin D. Roosevelt's Legacy of Leadership



FDR Everyone knows him just by his initials as the president who led the nation out of the Great Depression and to victory in World War II. Few leaders in world history have faced such huge challenges and overcome them, both personally and in the need to bring about massive social changes. He remains one of the greatest role models for inspirational leadership in any organization.

Born into a wealthy real estate family, FDR was taught by his father to sail at age six, and he eventually collected 200 model ships and 10,000 books on naval history. Gregarious, but considered superficial, he was only a mediocre student at Harvard and dropped out of Columbia Law School in 1907. By then, he had married his distant cousin, Eleanor, whose early life was rough, making her tough and compassionate.

In 1911, FDR was elected as a New York state assemblyman and two years later he was named assistant secretary of the U.S. Navy. With a boss who was often absent and not much of a leader, FDR often acted beyond his authority as World War I got underway, sending relief supplies before the U.S. officially entered on the side of the Allies in 1917.

FDR was ambitious, but his plans were crippled by polio, which he contracted in 1921, paralyzing his legs for the rest of his life. Everyone expected him to give up on an active life, but he began the first of dozens of visits to a resort in Warm

Springs, Georgia, to strengthen his muscles by swimming. Gradually, he learned to walk a short way with leg braces and a cane, through force of will, despite great pain. He refused to be photographed in a wheelchair and gave the impression he was gradually recovering from the effects of polio.

Lesson: It doesn't matter how often you are knocked down if you get up again and move forward.

The Paralyzed President Raises the Nation's Morale

In 1928, Roosevelt won the first of his two-year terms as governor of New York before becoming president in 1933 in the depths of the Great Depression.

"The conventional wisdom is that FDR became president in spite of polio," wrote James Tobin in *The Man He Became: How FDR Defied Polio to Win the Presidency*. "The evidence suggests he became president because of polio. He had been hampered by his image as an aristocrat born to wealth and power. But polio made him more compassionate and better acquainted with the realities of life for people from a much broader range of society than he had previously known. He came back from his illness and exhibited the habits of mind and action that he would deploy as a leader: perseverance in the face of enormous trouble, improvisation, and experimentation."



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He also became the Great Communicator, recognizing that most people didn't understand what had happened to the economy and how it might recover. He also needed to rebuild optimism and addressed the banking crisis in March 1933 in one of his fireside chats over the radio.

"It was beyond the comprehension of most people and the panic was intense and aggravated the crisis," wrote Alan Axelrod, author of *Nothing to Fear: Lessons in Leadership from FDR*. "He explained in very simple, direct language what a bank was, what it should be, and how banks could be restored, so the crisis didn't become irreversible."

Lesson: Communicate your message in terms your target audience will fully understand.

Victory Against Tyranny

As war in Europe became imminent in 1938 and Japan was already a year into its invasion of China, the United States was a strongly isolationist nation. Only 17% of Americans thought the nation should get involved, feeling World War I had been a pointless and bloody exercise in backing one imperial alliance over another.

But Roosevelt knew this total world war would inevitably draw the U.S. in and the country was woefully unprepared. Only 438,000 were on active military service, while Germany deployed over seven million. Eventually, over 16 million would join, but 40% of the first million called up were physically unfit.

The Army Air Corps (there was no independent Air Force) had only 1,300 outdated combat planes; Germany was turning out 18,000 a year with the most advanced technology. The U.S. Navy had 129 combat ships, second only to Britain, but vulnerable to the enemy's U-boats in the Atlantic and dominated by Japan's larger force in the Pacific.

By 1938, the president had patched things up with the captains of industry, who had been alienated by what they felt were his anti-business policies, and they were asked to prepare for a dramatic increase in manufacturing of war materiel.

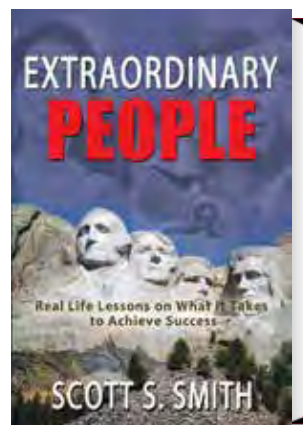
France fell in June 1940 and the Battle of Britain started the next month. Roosevelt persuaded Congress to approve the Lend-Lease program to send equipment to Britain, which helped lift the gross domestic product from \$92 billion in 1939 to \$102 billion in 1940, and war production would pump the GDP to \$215 billion in 1945.

After the Japanese attack on Pearl Harbor in December 1941, FDR led the nation's aggressive rearmament. The world's largest factory was built by Edsel Ford at Willow Run, Michigan, at a cost in today's money of \$755 million. The president visited it in September 1942, when its 35,000 workers had just produced the first B-24 Liberator bomber. By July 1942, a month after D-Day, Willow Run was turning out one B-24 an hour, ultimately making 9,000, as well as 278,000 jeeps, 93,000 military trucks, 12,000 armored cars, and 3,000 tanks, as well as 27,000 tank engines.

By the end of the war in August 1945, four months after Roosevelt's death, what he had called the arsenal of democracy in one of his fireside chats had produced two-thirds of all Allied equipment. This included 300,000 planes, 70,000 ships, and 86,000 tanks. The United States had become, almost overnight, the greatest superpower the world had ever known.

"Facing one massive challenge after another, the ever-calm and implacably optimistic Roosevelt rose to each occasion with steely self-confidence, historical grounding and a mental dexterity matched by few individuals," wrote Ron Ferber in *Presidential Lessons in Leadership*.

Lesson: When dealing with rivals, always remember that they may be needed as allies in the future.



Scott S. Smith is a freelance journalist whose 1,600 articles have appeared in 180 media, specializing in the attitudes and habits of great leaders. His recent book, *Extraordinary People: Real Life Lessons on What It Takes to Achieve Success*, analyzes the careers of 21 famous people, including Reed Hastings, CEO of Netflix, author Anne Rice, Gen. Douglas MacArthur, music producer Quincy Jones, and Catherine the Great of Russia. For more information: www.ExtraordinaryPeopleBook.com

Legacy Project Selection

For Philanthropists Wanting to Maximize Their Positive Impact in Ways that Reflect Their Passion



You don't have to be uber-wealthy to have Legacy Projects. Wanting to be a positive influence in the world is a fundamental value among people of good will. Legacy might be about having meaningful impact that continues *beyond* our lifetime, but legacy's foundation focuses on what we do *during* our lives. For some, that's about setting aside a portion of our estate to be utilized by our favorite causes after our death. For most of us, though, it's about our donating time, energy and/or money during our lives in ways that make an immediate difference and might have an enduring impact.

A Legacy Project is a focused way of having positive impact in areas that are most aligned with the purposes and causes about which we most care. Ideal Legacy Projects live at the intersection of what's truly important to the legacy creator and where underserved individuals and/or causes can most benefit from the legacy creator's chosen gift(s). This means you'll probably feel the most fulfilled if the Legacy Project(s) you select enable you to make a meaningful difference by having positive impact in ways that are truly important to you, with those who can most benefit from the assistance you're passionate about providing.

The first logical question to ask yourself is this: How can I best identify Legacy Projects that accomplish all this?

Legacy Project Selection

To start identifying a Legacy Project that would rock your world, consider three starter questions for identifying your best Legacy Project Candidates:

1. What's your cause?
2. Who will you help?
3. How will you help?

As you consider your answers to those questions, keep these two dimensions in mind:

- **Selecting:** Of all the Legacy Projects you *could* devote yourself to, which ones might best enable you to express heartfelt portions of your life purpose? Of these possibilities, which best combine the strongest pull for *you* with the biggest unmet need in the philanthropic marketplace?
- **Providing:** What form(s) of Legacy Project assistance would most delight you to provide? The gift of time, expertise, resources, and/or money? How much of which? Starting now or after you (and/or your spouse) die?

Once you've identified your best Legacy Project Candidates through your unique answers to the questions above, here are four things to evaluate that can help you decide the one(s) you'll feel the *most* sustainably impassioned about, and fulfilled by, supporting:

- **Alignment:** How deeply aligned with your sense of life purpose is this Legacy Project Candidate? How much potential does this Legacy Project Candidate have to fill important needs of individuals or groups who are important to you? The clearer you are about your life purpose, the clearer your answers will be!
- **Needs:** To what extent are these important needs being unmet, either at all or in specific locations that are important to you? Or, to what extent are these not being met at the quality level that you know is important for the cause to succeed?
- **Gaps:** To what extent do you feel excited about filling the gaps that will make the biggest difference in filling these unmet needs? Possible gaps include insufficient visibility, availability, affordability, and/or implementation effectiveness.
- **Means:** To what extent is the way you most want to help aligned with the help that is most needed? (Your time, your expertise, resources at your disposal, or your money)

Why are these considerations important? Because Legacy Projects are about making the biggest possible difference with the individuals, groups, needs and/or causes with which your life purpose calls you to have the most positive impact.

Master Planning Your Legacy Project

Many people have difficulty using the above criteria to help them select and implement their Legacy Project(s) because they don't know how to approach Legacy Planning with an entrepreneurial mindset. If that's you, you might benefit from consulting with an entrepreneur development specialist who understands legacy creation. But before you decide whether doing that would be worthwhile for you, contemplate the following three entrepreneurial Legacy Planning dimensions.

1. Connect Your Life Purpose with Your Legacy

Entrepreneurs find the motivation to stick with their projects through thick and thin by selecting a business that enables them to express significant portions of their life purpose.

There are many ways to express our life purpose, including making a profit. Another is through Legacy Projects. It's even possible to combine the two. The clearer you are about your life purpose, the easier it will be for you to hone in on the portions of it that you

feel most called to express through Legacy Projects.

2. Connect Your Legacy with Your Life Energy Management

Implementing your chosen Legacy Project requires just as much attention to Life Energy Management as is required of entrepreneurs.

Imagine a pie chart that illustrates your life energy allocations. Each of us has only 100% of our life energy to distribute among each slice of life that's important to us. Examples of life energy slices include self-care, personal/spiritual development, cherished relationships, fun/adventures, monetization, and service. What are the pie slices in your own personal Life Energy Pie Chart?

The greater our healthy self-esteem, and the more psychologically developed we become, the more devoted we are to optimizing the fruitfulness of each of our life energy pie slices. Optimizing your monetization pie slice is particularly crucial because this funds the rest of your life energy pie. Optimizing your service pie slice is about maximizing your effectiveness in having the positive impact in the world that your sense of purpose requires during your lifetime and perhaps beyond.

There are essentially three pathways though which you can gift your service pie slice: your time, your expertise, and/or your money. When done well, any of these pathways can create a deeply satisfying legacy, individually or in combination.

A particularly powerful way to optimize your legacy through your own unique combination of gifting your time, expertise and/or money is to focus on 4 Keys to Optimal Legacy: purpose refinement, strategy development, tactics selection, and tactics implementation. Legacy Planning addresses all four of these keys in a fully integrated way.

3. Do a Needs Assessment with Your Legacy Project Candidates

Just as entrepreneurs find and fill unmet or insufficiently met needs in marketplaces,

philanthropists find and fill unmet or insufficiently met needs in underserved groups that are thirsty for the kinds of service that would rock the philanthropist's world to provide. The best Legacy Projects reduce or eliminate barriers that prevent that need from being filled.

Here are four things to consider when doing a needs assessment regarding your Legacy Project candidates.

- **Absent:** These needs aren't being filled for this target group by any for-profits, nonprofits, or philanthropic projects.
- **Present, But Not Vision Aligned:** These needs are being filled to some extent, but not in a way that's sufficiently aligned with your legacy vision for you to want to support those particular projects.
- **Vision Aligned, But Not Optimized:** These needs are being filled in a way that is highly aligned with your legacy vision, but aren't optimized because the organizations delivering these services are missing talent deficits that you can provide or fund.
- **Vision Optimized, But Not Financially Optimized:** These needs are being filled in an optimized way that reflects your legacy vision, but doing this on a broader scale costs more to provide than that organization can reasonably afford without additional financial assistance.

Closing Comments

Here's a line from the late David Carradine's classic Kung Fu TV series from decades ago: "Seek not to know the answers, but rather to understand the questions." I hope that this article has illuminated some new questions that can help you select and succeed with your ideal Legacy project(s). Feel free to get in touch if you would like to explore the possibility of having me assist you in developing your Legacy Plan using an entrepreneurial mindset.

Dr. David Gruder is a multi-award-winning clinical and organizational development psychologist specializing in culture and business psychology, bringing the wisdom of psychology and entrepreneurship to nonprofits and for-profits. Speaker, trainer and trusted advisor, he was the founding president of a thriving international nonprofit, is on the core faculty for the California Institute for Human Science, and is Co-Head of Faculty for CEO Space International.
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Why I Established SynerVision Leadership Foundation



Empowering leaders is my passion. Creating high-performing communities is my calling. Having served in church music ministry for 40 years, I understand how organizational leadership works and I certainly know how to create high-functioning communities. In music, we use the term *ensemble* to describe this higher functioning standard. Highly competent musicians add to their skill set by co-creating the synergy of ensemble, in which members of the culture respond to each other in ways that the leader can't dictate. The leader inspires and influences this creation of ensemble and creates space for it to occur.

In non-musical situations, I have labeled this process as creating A New Architecture of Engagement™. Effective leaders create effective cultures. The top challenge for charities of all types today is leadership burnout. In studies conducted by the Meyer Foundation, 45% of nonprofit executives are facing burnout and 75% are looking at the door for an exit. The next issues are low-functioning boards and staff, and then lack of sufficient revenue to fully achieve the organization's mission.



Each church I served over the years had a counseling center. People could receive the therapy they needed whether or not they could afford it. The church's budget supported the difference. I have established my organization in order to offer smaller charities high-level resources and prices that fit their budget. It's time to change the model.

SynerVision® Leadership Foundation provides a pathway of enlightened engagement for organizations seeking transformation. SVLF helps congregations, nonprofits, and communities that feel lost and uncertain, battered, and dispirited seek ways to serve well and respond to the tide of global change. These seekers look with dismay at the unproductive previous attempts they have made at organizational change and improvement. Consultants, seminars and books have promised much to these searching communities and delivered little more than reworked methods from times now long past. Indeed, we are in a time when methods and manuals, quick fixes and weekend seminars do not provide lasting transformation.

If the social benefit organizations of our world are to serve in a transformed global context, they must find their way to transformation as a way of being. SVLF's mission is to provide opportunities and experiences for searching congregations, nonprofits and communities to discover and bring forth the gift of spirit that lives deep within, within

church and synagogue leaders, within congregations, within nonprofits. It is SVLF's experience that, once in relationship with that redemptive spark, congregations and communities, groups and organizations, can better find their way and can better enact

change as a response to spiritfull decision-making, a decision-making that realizes the fullness of spirit where once there was only a feeling of scarcity. If we believe that we are what we do not have (money, resources, engaged leadership, effective teams), instead of what we have in abundance (the fullness of spirit), and that is a predominant paradigm in our culture today, we are lost and will stay lost in a wilderness of our own making.

Our team of WayFinders is equipped and ready to work with organizations and to train others in our proprietary content and methodology. Our online "Community for Community Builders" has endless resources for leaders. Our programs and seminars are available to everyone. Join this movement and make a difference with us.

Hugh Ballou, the Transformational Leadership Strategist®, works with visionary CEOs, pastors, and nonprofit leaders and teams to develop a purpose driven high-performance collaboration culture, significantly increasing productivity, profits and job satisfaction through dramatically decreasing confusion, conflicts and under-functioning. Hugh employs the leadership skills of the conductor in teaching relevant leadership skills and showing leaders how to create a high-performance culture that responds to the nuances of the leader, as skilled orchestras responded to his musical direction for 40 years. synervisionleadership.org

Robert Greenleaf

The Servant as Leader



The words servant and leader are thought of as being opposites. When two opposites are brought together in a creative and meaningful way, a paradox emerges. Robert K. Greenleaf brought together the words servant and leader and created the paradoxical idea of servant-leadership. Since then, Robert Greenleaf's writings on the subject of servant-leadership have had a profound and growing effect on many people in nonprofit organizations, churches, and businesses around the world.

Robert K. Greenleaf

Robert K. Greenleaf (1904-1990) first coined the term servant-leader in a 1970 essay, titled "The Servant as Leader." Greenleaf was born in Terre Haute, Indiana, and spent 38 years of his organizational life in the field of management research, development, and education at AT&T. Greenleaf then enjoyed a second career that lasted 25 years, serving as an influential consultant to a number of major institutions, including Ohio University, MIT, Ford Foundation, R.K. Mellon Foundation, Mead Corporation, American Foundation for Management Research, and Lilly Endowment Inc. In 1964, Greenleaf founded the Center for Applied Ethics, which was renamed the Robert K. Greenleaf Center in 1985 and is now headquartered in Atlanta.

I am grateful to have known Bob Greenleaf and to have served as President and CEO of The Greenleaf Center from 1990 to 2007, where I helped to create the five books of Robert

Greenleaf's writings that are in print today, namely *On Becoming a Servant-Leader*, *Seeker and Servant*, *The Power of Servant-Leadership*, *Servant Leadership: 25th Anniversary Edition*, and *The Servant-Leader Within*.

The Servant as Leader Idea

The idea of the servant as leader came partly out of Greenleaf's half century of experience in working to shape large institutions. However, the event that crystallized Greenleaf's thinking came in the 1960s, when he read Hermann Hesse's short novel *Journey to the East*, an account of a mythical journey by a group of people on a spiritual quest. After reading this story, Greenleaf concluded that the primary meaning of the book was that the great leader first experiences being a servant to others, and that this simple fact is central to his or her greatness.

Who is a servant-leader? Greenleaf said that the servant-leader is one who is a servant first. In, "The Servant as Leader," he wrote, "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant—first to make sure that other people's highest priority needs are being served. The best test is, 'Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?'"

Since 1970, more than a half-million copies of his books and essays have been sold worldwide. Greenleaf's servant-leadership writings have left a deep and lasting legacy for leaders, educators, and many others who are concerned with serving and leading. Servant-leadership emphasizes increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decision-making.

Characteristics of the Servant-Leader

In 1992, I conducted a careful analysis of Greenleaf's original writings, from which I extracted ten characteristics of the servant-leader that Greenleaf viewed as being of critical importance in the development of servant-leaders.

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the growth of people
10. Building community

While these characteristics of servant-leadership are by no means exhaustive, I believe that they serve to communicate the power and promise that this concept offers to those who are open to its invitation and challenge. In addition, each of these characteristics is one that we can learn to improve within ourselves, through practice and study, in order to improve our effectiveness as servant-leaders.

The Servant as Leader

Servant-leadership operates at both the personal and institutional level. For individuals, it offers a means to personal growth—spiritually, professionally, emotionally, and intellectually. It has ties to the ideas of M. Scott Peck (*The Road Less Traveled*), Parker Palmer (*The Active Life*), and others who have written on expanding human potential. A particular strength of servant-leadership is that it encourages everyone to seek opportunities to both serve and lead others, thereby setting up the potential for raising the quality of life throughout society.

Servant-leadership has influenced many noted writers, thinkers, and leaders. Max De Pree, former chairperson of the Herman Miller Company and author of *Leadership Is an Art and Leadership Jazz* has said, "The servanthood of leadership needs to be felt, understood, believed, and practiced." In addition, Peter Senge, author of *The Fifth Discipline*, has said that he tells people not to bother reading any other book about leadership until they first read Robert Greenleaf's book, *Servant-Leadership*, believing it to be the most singular and useful statement on leadership he's seen.

The Institution as Servant

Today, servant-leadership crosses all boundaries and is utilized by people working with for-profit businesses, nonprofit corporations, churches, universities, healthcare organizations, and foundations. Servant-leadership emphasizes the power of persuasion and seeking consensus over the old top-down form of leadership. Some people have likened this to turning the hierarchical pyramid upside down.

In 1972, Greenleaf published a second essay titled "The Institution as Servant." Since then, many individuals within institutions have adopted servant-leadership as a guiding philosophy, and an increasing number of companies have adopted servant-leadership as a key part of their corporate philosophy. Among these are The Toro Company, Synovus Financial Corporation, ServiceMaster Company, The Men's Wearhouse, Southwest Airlines, Starbucks, Popeyes Louisiana Kitchen, and TDIndustries.

TDIndustries (TD), one of the earliest practitioners of servant-leadership in the corporate setting, is a Dallas-based heating and plumbing contracting firm that has consistently appeared in *Fortune* magazine's listing of The 100 Best Companies to Work for in America. TD's founder, Jack Lowe, Sr., came upon "The Servant as Leader" in the early 1970s and began to distribute copies of it to his employees. They were invited to read the essay and then to gather in small groups to discuss its meaning. The belief that organizational leaders should serve their employees (called TD partners) became an important value for TDIndustries. Forty-five years later, TDIndustries continues to embrace servant-leadership as a guiding belief.

Trustees as Servants

A third major application of servant-leadership is its pivotal role as the philosophical and ethical basis for trustee education. Greenleaf wrote extensively on servant-leadership as it applies to the roles of boards of directors and trustees within nonprofit institutions. In his 1974 essay, "Trustees as Servants," Greenleaf urged trustees to ask themselves two central questions:

Whom do you serve?

For what purpose?

Servant-leadership suggests that boards of trustees need to undergo a radical shift in how they approach their roles. Trustees who seek to act as servant-leaders can help to create institutions of great depth and quality.

The seeds that Robert Greenleaf planted have begun to sprout inside many institutions and in the hearts of those who long to improve the human condition. His legacy of servant-leadership is profound. Servant-leadership truly offers hope and guidance for a new era in human development, and for the creation of better, more caring, institutions. I leave you with this closing thought from Robert Greenleaf: "The work exists for the person as much as the person exists for the work."

Larry C. Spears is an editor and contributing author to 25 books on servant-leadership including **Insights on Leadership**, **The Spirit of Servant-Leadership**, and **Conversations on Servant-Leadership**. Larry served as President and CEO of the Robert K. Greenleaf Center. Since 2008, he has served as President and CEO of The Spears Center for Servant-Leadership, and as Servant-Leadership Scholar at Gonzaga University (Spokane) where he teaches graduate courses in servant-leadership, and is Senior Advisory Editor of *The International Journal of Servant-Leadership*.
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Adapted from **Conversations on Servant-Leadership** (SUNY Press, 2015).

Building a Legacy



Kerri and I have spoken of legacy since before we had children, and before we had some very difficult times financially. We wanted to raise our four children in a way where we don't spoil them; we don't give them too much; they work for what they get; they have a complete respect for money, time, work, and effort; but at the same time, when they hit young adulthood, they are physically standing on our shoulders with a different vantage point, hitting the ground running financially.

When our children were very young, we started teaching them about savings accounts. When I was a teen, my dad taught me that I would not have a credit card, I would pay my home off in five years, and I would buy used cars until I could afford a new car. We spent 17 years in a one-bathroom home with multiple children. We delayed gratification, while my friends were driving fancy cars and living in massive homes. I lived exactly the lifestyle of my father. Today, we have the fancy cars and the massive home on a private lake. But because we delayed gratification for so long, our children understand how we did it, why we did it and, more importantly, when we did it. We did it in our 40s. We didn't go out and buy a massive home in our 20s or 30s when we could have. We taught our kids through example what it means in this very difficult society of keeping up with the Joneses to delay gratification. That gets us to legacy.

We also started a business that has evolved over time that allows my wife and me well over 100 different revenue streams that are independent of each other. If one, or ten, revenue streams go down, they will not affect

our lifestyle or our income. We decided in 2009 to diversify our income and our legacy by helping other people create revenue streams through web properties.

It's all built within a company that is willable to my kids and grandkids. One daughter is studying business administration and marketing. My second daughter is studying coding and programming, which our company needs at a high level. Our kids are pursuing paths with a desire to take over this company. But even if they didn't want to be involved, I could just will something to them. Our portfolio will run a billion eyeballs in 2017. That will give our kids a traffic pattern, eyeballs, a platform for whatever business they want to start and, more importantly, a revenue stream that will provide them with options.

Money is inanimate and has nothing to do with people. If you were a good person before money, you're a good person with money. If you're a bad person before money, you're a bad person with money. The odds are against your character changing. Kerri and I wanted to help the kids avoid the trauma we faced in our early years in business of lacking capital, and that traumatic year and a half where we almost lost everything. We want to be there for them and give them a legacy that they can respect and grow further, and provide a succession process for our company.

Nonprofit Legacies

Nonprofits need to be asking legacy questions so that they don't go out of business. The Methodist church is losing 1,200 members a week, which is typical of most mainline churches.

They are not asking the legacy question of what they need to do to maintain their members.

You have to understand that a charity or any type of organization is a business. Every nonprofit business is a revenue-generating entity. Parishioners who tithe and parishioners who buy books, CDs and coffee from churches are supporting that church. It is a revenue stream any way we slice it.

Let's get to the fundamentals. The legacy question was built to counter entropy, which says that anything manmade or God-made will go from order to disorder. A business is breaking down; our bodies are breaking down. Everything is breaking down at all times. It is our job as leaders of businesses, which charities are, to be asking the legacy question, which counters entropy: What can we do nights and weekends that doesn't cost us any extra time or resources that could bring a secondary source of revenue to our organization?

Many churches do bake sales or kids' camps, which are one-off revenue streams. Nonprofits could simply shift the mindset from the one-time event to creating something that provides a monthly revenue stream. Churches could get with the floating pastors who go from church to church to give sermons. These sermon notes could be captured into a think tank, like a Lynda.com. Lynda.com

was sold to LinkedIn for a billion and a half. Lynda turned to teachers and universities and asked them to donate the greatest video they had of the greatest teaching points of their classroom or institution. From Notre Dame or a teacher in Milwaukee, all of these great videos were donated, and then she simply charged the world to access the greatest teaching tutorials of the world. She just aggregated great content.

Churches and organizations, even the Scouts, could have great speakers come in and talk to the kids. They could record them, transcribe them, and then put them to use as a passive revenue stream. That could be done three times a year. In ten years, that church would have 30 additional monthly revenue streams that support the church's expenses and allow that church to grow and provide the necessary changes that need to take place so those 1,200 parishioners don't leave every week.

A lot of charities are hoping things are going to improve. They have one source of revenue, and you can't create a legacy if your one source of revenue, which is mostly donors, dries up. Donor money is up and down.

Define the legacy question so a pastor or a nonprofit executive director understands how to frame it.

The legacy question, from Jack Welch, the CEO of GE Capital in its greatest growth spurt, says this: What can we do nights and weekends to add a secondary revenue stream to our main source of income? Jack Welch is presupposing that every family, every business, and every charity, which is a business, has a main source of income. We call this the 9-5 income. The legacy question asks what we can do 5-9, in our off hours, that doesn't cost any extra money, time, or equipment, with the creative energies we have, to build a second residual repeating revenue stream. Initially, it's to take the pressure off the main revenue stream. But once you do three to five of these, you realize that one has just become bigger than your main source of income. Then, every couple of years, you stack another two to five revenue streams. In the business world this is called research and development. Every Fortune 500 company has an R&D department that is spending money knowing it is not going to come back. It gets used in the pursuit of the next decade's revenue stream. If

major corporations have an R&D division, why don't households or charities have R&D divisions? That is the legacy question.

The first step of all success for business, charities, and households is to stop lying to yourself that things are good and will continue. The reality is that 100% of main sources of income fail. Whatever the main source of income is in that charity, at some point it will fail. In a church, that body of parishioners today is not going to be there in 65 years. They will all die. The reality is, as the world changes, every organization has got to ask what they are going to do when, not if, their main source of income fails. What is their next source of income? If they are not asking that question, they are lying to themselves.

Ken Courtright and his wife Kerri, founders of *Today's Growth Consultant* (named in 2015 an Inc. 500/5000 company for the third consecutive year), build and buy revenue-generating websites and help entrepreneurs build Authority Websites that make them more successful online. He's also a faculty member of CEO Space International and co-author, with Brian Tracy, of *Against the Grain* offering strategies for greater business success in a down economy.

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Do Good, While Doing Business

Shaping, Guiding and Embodying Legacy



In August 1991, my parents packed the car for my departure for band camp at Jackson State University in Jackson, Mississippi. I had dreamt of this day since the age of 6. The extended hours of mastering the trombone had afforded me an opportunity to try out for the famous Jackson State University Sonic Boom of the South Marching Band. My parents spent three hours helping me move my items into the residence hall, and then departed for Mobile. Here I was, on the campus of a historically black college, founded in 1877 for former enslaved Africans to be educated. I was following my father's footsteps by attending Jackson State, his alma mater, with my father's full name. Now I was on campus early to try out for the marching band that had a legacy of musical excellence and showmanship.

I made sure I was at the band room at 30 minutes early because I did not want to be late. As the 100-plus freshmen filed into the band room, I thought to myself, "All of these kids are here just like I am. We want so much to be a part of this legacy. I have to do what it takes to be a part of it." As the band room settled, the drum majors and section leaders entered the room, followed by the band directors. The air literally left the room. The drum majors talked to us about the legacy of the band program and Jackson State University, and how it was

up to us to maintain the legacy. Each band director reiterated what the drum majors had stated. One band director stated two crucial things: "We will teach you how to maintain and sustain the legacy of this band program. But I am here to tell you, some of you will not meet the criteria or standards to keep up with the legacy already in place. Some of you will not make this band."

For a second, like everyone in the room, my heart dropped to my toes. I quickly snapped out of that brief depression. I knew that I had come from a family of great legacy on my paternal and maternal sides. I grew up in an Episcopal Church in Mobile, Alabama, founded in 1854 by free people of color and former enslaved Africans before the Emancipation Proclamation was signed. I attended and graduated from Murphy High School, the oldest high school in the state of Alabama, built on legacy and tradition and, now, I was enrolled at Jackson State University, Mississippi's only comprehensive urban university, founded in 1877. I understood the importance of legacy.

I did make the famous Jackson State University marching band, as well as become the trombone section leader my sophomore, junior, and senior years in college. Within one year, the shoe was on the other foot. I taught the incoming freshmen the importance of sustaining the legacy.

How do you teach and sustain a positive legacy? First, the legacy must live within you. You must eat, breathe and live the legacy. You must always be the shining example of the legacy. Second, every moment must be a teaching moment. I learned this from my mother. Always reiterate and reinforce the who, what, when, where, and how, regarding the legacy.

I am involved in several boards and community outreach programs throughout the city of Mobile. I often find that organizations (nonprofits, churches, etc.) deviate from their core principals and/or positive legacies. It is important for organizations to always reiterate the legacy piece to their members. There are times when a negative legacy can infiltrate any organization or institution. But the great thing about legacy is you can turn a negative into a positive. One person can make a difference and change the course of their organization, community, state, the nation and the world. Be that legacy!!!

Carl Cunningham Jr., Ph.D., is in Student Support Services at Faulkner State Community College. He is a native of Mobile, Alabama, and is a graduate of the Mobile County Public School System. Carl serves as an advisor for the Mobile Leadership Development League, a program for young men in grades 9-12. Twitter: @DrSetitOff

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