



The Community Foundation  
BOULDER COUNTY



John S. and James L.  
Knight Foundation

**Harvesting Leadership;  
Promising Practices for Emerging, Multicultural &  
Transformational Leadership Development**

*A Blueprint for Leadership*

*By*

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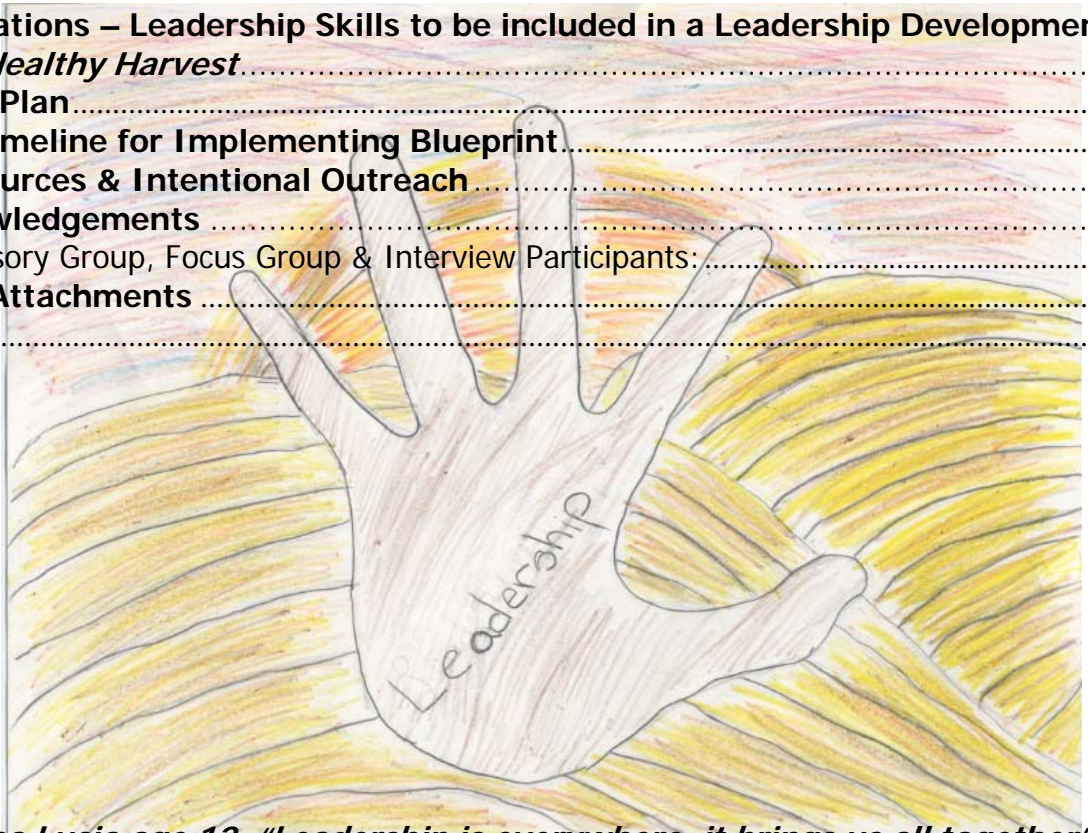
*With*

*Daniel Escalante*

## Table of Contents

Blueprint for Leadership .....	4
<i>Tilling the Soil</i> .....	4
Introduction to the Leadership Development Project .....	5
<i>Planting the Project Seeds ~ Power of the Process</i> .....	6
Methodology ~ A Unique Model for Replication.....	6
❖ Cultural Mediator/ Community Liaison.....	6
❖ Environmental Scanning.....	6
❖ Interviews – Traditional and Non-traditional audience .....	7
❖ Focus Groups .....	9
❖ Community Advisory Group Sessions .....	11
❖ Leadership Development Survey.....	12
<i>Sowing the Seeds ~ Listening with the Intent to Learn</i> .....	15
Key Findings from Environmental Scan & Stakeholders .....	15
❖ Listening with the Intent to Learn .....	15
❖ Monolingual Spanish Interviews.....	15
❖ Network Mapping.....	16
➤ Identified Gaps & Challenges .....	17
<i>Collecting &amp; Gathering ~ Recommendations for Growth</i> .....	18
Recommendations from Community Input.....	18
Incorporate steps to create necessary institutional & systemic changes .....	18
Emerging & Existing Community Leaders Share .....	18
Needs of Local Programs and Organizations .....	20
Capacities within the Community; Looking at the Strengths within Boulder County .....	20
Support for and from Existing Leaders .....	21
<i>Planning Next Season's Crop</i> .....	23
Model for Emerging, Multicultural and Transformational Leadership Development/Training.....	23

<b>Recommendations – Leadership Skills to be included in a Leadership Development/Training Program</b>	<b>23</b>
<i>Preparing for a Healthy Harvest</i> .....	24
<b>Accountability Plan</b> .....	24
<b>Suggested Timeline for Implementing Blueprint</b> .....	24
<b>Community Resources &amp; Intentional Outreach</b> .....	27
<b>Credits &amp; Acknowledgements</b> .....	30
Community Advisory Group, Focus Group & Interview Participants:.....	31
<b>Appendices &amp; Attachments</b> .....	32
<b>Bibliography</b> .....	32



*Artwork by Marisa Lucia age 12, "Leadership is everywhere, it brings us all together"*

## Blueprint for Leadership

### *Tilling the Soil*

***“Go out and cultivate new leaders. Give each and every person an opportunity to become a leader.”***

- ❖ Boulder County and the people who live and work here have a rich history within the landscape of this unique community. There has been a great deal of attention paid to ‘planting the seeds’ of leadership and growth for a very long time. The process of this Leadership Development Project and the method of the research have helped to unearth some of the strengths and challenges to enhancing multicultural, emerging and transformational leadership. Those assets and challenges along with the recommendations are included in this ***Blueprint for Leadership***.
- ❖ It has been the process which has informed the product. Between February and June 2008 over 50 people were interviewed, 25 people participated in focus groups, 30 members of the community participated in the feedback and advisory to the project and 96 participated in a county wide leadership survey. By modeling culturally relevant practices through intentional activities, authentic dialogues and strategies, this Blueprint was informed by and for the leadership within the many sectors of Boulder County. While there were numerous individuals across sectors who participated in this process, obviously not every leader in the County could be identified or took part in this project. This is an ongoing endeavor with a commitment to the process.

Community shares need for Blueprint:

- ❖ Develop a roadmap for people to develop their leadership programs
- ❖ Help people learn how to develop leadership in more concrete ways.
- ❖ Be multi layered to serve as many people as possible in a variety of situations.
- ❖ Include suggestions for institutional changes.
- ❖ Provide leadership opportunities and contacts

***It is recommended that these important and informative dialogues in leadership continue within and across community sectors throughout Boulder County.***

## **Introduction to the Leadership Development Project**

**Purpose:** The Community Foundation with generous funding from the Knight Foundation sponsored a community wide leadership development project. The purpose of the project is to provide a set of promising practices and recommendations not only to The Community Foundation, but to the stakeholders within Boulder County. The final report includes recommendations for programmatic and financial sustainability. The stakeholders include existing and emerging multicultural leaders within both formal and informal networks.

**Focus:** The project focus is to identify best practices and processes for identifying multicultural, emerging and transformational civic leaders in Boulder County within and across community sectors. Community sectors include both public and private: Arts & Culture, Business, Education (Early Childhood Education – Higher Education), Environment, Faith-based, Government and Non Profit Organizations.

Focused activities include an environmental scan of local, statewide and national best practices in leadership development culminating in a strategy to identify, train, and network multicultural, emerging, and transformational civic leaders in Boulder County. In addition a main focus was the opportunity to model culturally relevant practices throughout the process of the research and overall project.

### **❖ Case statement for Leadership**

Developing emerging multicultural leadership is imperative to improve sustainability at all levels of leadership; programmatic, participatory and financial. Community leadership is democracy in action. This represents the democracy we live in when people are engaged and helping to influence the decisions and processes that impact their lives. In recent years more leaders and community sectors are asking for diverse perspectives and involvement from informal networks.

### **❖ Process used to create the Leadership Development Blueprint**

Multi-tiered approach to develop a blueprint that will be an authentic resource for Boulder County. Taking into account the needs of the community and the stakeholders who shared their ideas of what would be most useful for the community. Information gathered from the informal interviews and the community advisory group meetings informed the process and content of the blueprint. Most common theme was to create something meaningful that could be modified or replicated within organizations; a model for every sector to develop their own blueprint.

## ***Planting the Project Seeds ~ Power of the Process***

***“Keeping your eyes open to leadership at every age, in every sector, at home, in neighborhoods, in faith communities and then encouraging and supporting them.”***

### **Methodology ~ A Unique Model for Replication**

#### **❖ Cultural Mediator/ Community Liaison**

Upon the initial start up of the project the need for a *Cultural Mediator/ Community Liaison* was determined, to provide the wisdom and knowledge necessary in identifying multicultural leaders and members within the community. Having a person who is knowledgeable about the varied levels of the population within the community is more than helpful, it is a requirement. This knowledge and awareness becomes critical in identifying emerging, multicultural and transformational leaders. As several of the survey responses indicated, “Relationships are key”. With a cultural mediator/community liaison those relationships exist and therefore, the trust has already been established. The relationships offer an opening or a gateway that would otherwise be non-existent. With the trust comes the openness and expressed interest to participate. With the trust, the participation takes on different levels of volunteerism and a sense of commitment among the citizens. This participation takes on many forms such as; resources, volunteerism, connections to other leaders or emerging leaders, formal and informal interviews, focus groups, community advisory group meetings, providing feedback and advice and completing the leadership development survey.

#### **❖ Environmental Scanning**

- An environmental scan is conducted in order to take a ‘snapshot in time’ of where the community is and the direction of where they want to be.
- An environmental scan will provide opportunity to develop common perceptions and reminding the community this is a commitment to the ongoing process.
- The process is to internal and external honesty and openness to changing conditions.
- An environmental scan involves the community and is intentional in casting a wide net in order to be inclusive which takes time and commitment to culturally relevant practices.
- Involving the community in an intentional way, helps build support and ensures diverse perspectives and needs are included.

The uniqueness of this environmental scan is taking stock of the emerging, multicultural and transformational leadership within and across community sectors. Leadership is sometimes easily identified or recognizable and in contrast, leadership can also be invisible. Paying attention and acknowledging the invisible leadership within and among informal leaders has been an integral part of this environmental scan by following the lead from others who recognize those informal leaders. The environmental scan identifies strengths, challenges or gaps, trends and conditions. There are many methods for conducting an environmental scan. For the Community Foundation Leadership Development Project, the following methods were implemented:

- Ethnographic interviewing & dialogues with individuals
  - Monolingual Spanish interviews
- Informal interviews
- Formal interviews
- Focus Groups (county wide)
- Community Advisory Group (open forums)
- Leadership Development Survey

#### ❖ **Interviews – Traditional and Non-traditional audience**

Over 50 interviews occurred during the Leadership Development Project timeline. *Ethnographic* interviewing methods were woven into the interview process, taking into account the needs and diverse perspectives of multicultural, emerging and transformational leaders. Ethnographic interviewing in its simplest terms is asking the right questions in the right ways while focusing on the concept of communication within a cultural context. With this technique, special attention is paid to the depth and quality of the relationship between the interviewer and the person being interviewed.

The interviews consisted of various styles and levels. There were formal and informal interviews which were conducted either face-to-face or via telephone. The formal interviews were conducted with both traditional and non-traditional leaders. Each level of the interviews informed the next. Initially the interviews started as an informal process in which meeting with and talking to one person would lead to a recommendation or referral to interview another invested community leader. From this model, a more structured process was developed to include interview questions and community interviewers. The consistency of the questions provided input to the overall recommendations. The interview process was an excellent way to capture the individual perspectives and insights including the worth and challenges faced

by community leaders. Further intentional interviews were recommended by the community advisory group. Monolingual Spanish leaders were identified and participated in one-on-one Spanish interviews again across and within community sectors. In all the levels of interviews there were consistently common trends.

Trends from Interviews:

- ❖ Building capacity from within
  - The Community Foundation supports and models this capacity and communicates effectively the process and content of this internal work.
  - All sector groups must begin with their own internal and external attentiveness to succeed in becoming a model leadership program
  - Modeling the practices which support and enhance intentional leadership
    - Recruitment
    - Mentoring
    - Retention
    - Inclusiveness
    - Sustainability
- ❖ Using a mentoring process and an informal support network for feedback and community building with limited group meetings.
  - Need for internal mentoring
  - Mentoring at all levels of the leadership process from emerging to seasoned leaders which provide the supports necessary for being an effective and supportive Mentor.
- ❖ Designed program has input from the perspectives of multicultural individuals
- ❖ Strong, engaged advisory committee with cross representative leadership

**Sample Focus Group Questions:**

- ❖ What is your “essence” for leadership?
- ❖ How do you identify **emerging, multicultural, and transformational** leaders in Boulder County?
- ❖ What is working well?
- ❖ What has been challenging? (Identify existing gaps).
- ❖ Please share one recommendation with us specific to leadership development.
- ❖ Anything more you would like to share or other questions we should be asking?

*“When people consider your points of view, and there are opportunities to be listened to and treated fairly then there are reasons to stick around. Key is for groups to value your input and hear your voice at all levels volunteers, staff, board every level...”*

## ❖ Focus Groups

Five focus groups were held throughout the County. The public libraries in Boulder (3), Longmont (1) and Lafayette (1) set the stage for these intentional gatherings. In staying authentic to culturally relevant practices, the first focus group consisted of community elders or those who have been part of the community for many years. Utilizing the insights and wisdom of the elder group created the foundation for informing the remaining focus groups. Tremendous capacities exist among the seasoned generation and elders within Boulder County. One specific recommendation was the importance of recruitment and mentoring of emerging leaders and overall youth leadership development.

Focus groups consisted of the following sectors and community representation:

- ❖ Elders
- ❖ Emerging Leaders
- ❖ Leaders in the Public Sector- Arts & Culture, Disabilities, Education, Non Profit
- ❖ Leaders in the Private Sector- Small Business, Arts & Culture
- ❖ Government/Business/Environment



Aya Medrud & F.C. Luna share wisdom and insights at community focus group.

### Focus Group Responses:

Several levels of communication: formal and informal networks of communication. Get in touch with Multicultural Leaders through informal forms of communication if you do not know who these leaders are. Need to contact the people you know in the community to discover who these people are, who best to approach.

How slowly we move to make change. It takes patience. -To see other person's perspective.

In identifying leaders, it is listening and hearing and being involved with the community, all aspects of the community.

Emerging leaders can not be identified by standing on the side lines. Individuals who jump forward to assist in issues can be

## The Essence of Leadership ~ Community Voices from all Sectors

*“I want to teach my community that if we do things together we can do more and accomplish more too. I feel happy when I can help my community. I feel proud when my children see me being recognized and people call me to participate. If they see me doing my best they will do so too. I am their role model; this is my main responsibility, to be their example.”*

“A responsibility I feel to lead when the opportunity presents itself-I usually step forward- a responsibility I have to really step forward when leadership is offered or an opportunity presents itself-there are very few Hispanic leaders so it is important to step up.”

*“In a way it's ...the core value is communication. Is to be very engaged and active in who you are...I am doing the same thing my family has done for generations. It's a given. Developing leadership...I was groomed that way.”*

“Servant Leadership-doing what is asked of you in the moment required versus what you want.”

“Commitment is the core essence of leadership. Spiritual commitment- obligated to contribute to other human beings.”

“Vigilant about our Rights. Allowing people to have voice and creating a shared vision for improvement, going from point A to point B. Improvement of circumstances for all people.”

“Leadership is about the transformation and change aspect, what I am doing professional and personally to create change for myself and others.”

“When I came to the USA I immediately saw the need as a parent to get involved in my child’s education. Little by little I started to go to the school, to learn more about the school system and get comfortable asking questions first. I know they need me in her school even if not everybody there agreed on that.”

“I really want to see leadership from people from my age range and want to connect young leaders and veteran leaders, it’s my passion. I want to implement change and have young leaders take more action within the community.”

“Leadership comes from your own inner core that you are passionate about and when you are involved in some topic that you are really involved in. If we were to look at the scope at the organizations in Boulder County and look at the leaders we should look for the ones that take on initiatives that have no financial reward as a result of taking them on, this is where we find leaders. Thanks to this discussion I will keep my eyes open more.”

*“Honesty. Interest and intent in being realistic in what I think the outcome could be. What I'm passionate about. Doing no harm - whatever I take on doesn't hurt someone indirectly or directly. I only believe in building bridges, not burning bridges. I am not interested in negative stuff.”*

### ❖ **Community Advisory Group Sessions**

Intentional updates and opportunities for feedback were assembled through open forum style gatherings. These Community Advisory Group Sessions convened at the Lafayette public library. County wide invitations asked for community members to self-identify as leaders of the advisory group vs. the project selecting a traditional advisory panel. The group gathered during the project period to provide direction and guidance for the research and process. They advocated and promoted the project's inclusiveness efforts. In addition, extensive feedback to the interview questions and the leadership development survey was provided. The advisory group shared their guidance and counsel in the following areas:

- Providing Community connections
- Interviews (conducted and/or participated)
- Methodology
- Survey content
- Network mapping
- Overall recommendations
- Definitions & Glossary



Tania Leontor & Gus Spheeris help to guide the project.

### ❖ Leadership Development Survey

Research for an existing leadership survey to fit the needs of this project was challenging. There are several leadership surveys' to be utilized; however, none that included the necessary focus areas of emerging, multicultural and transformational. Thus a leadership development survey tool was developed with the advice and recommendations from the community environmental scanning process, in particular the Community Advisory Group and the informal interviews. The advisory group served as the pilot group and were administered the draft survey and provided the feedback which informed the final survey. The online survey was emailed to over 200 community members. They in turn were asked to forward the survey to others. The total number who started the on-line survey initially was high (N=106) and of those who started 52% completed the survey. The survey was broken into 5 parts; demographics including leadership sector, leadership experience, structure, resources and thoughts. The survey consisted of both likert scale and open ended questions as a way to gather reflective responses. Sample questions from the survey are outlined below:

Demographics of Survey Responses Include:

- Age/Generation
- Ethnicity/Race
- Gender
- Residence
- Sector
- Sexual Orientation

How respondents self identify:

- 60% Current Leader
- 18% Emerging Leader
- 27% Leadership Program  
(Affiliation or current participation)
- 21% Other

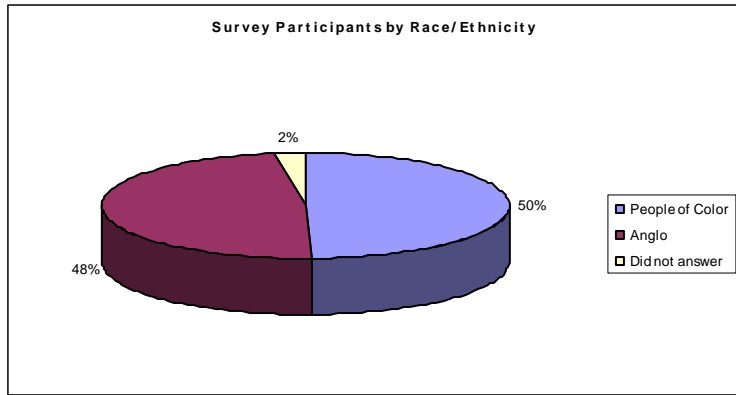
*\*Some respondents identified in more than one category.*

### Sample Leadership Survey Questions:

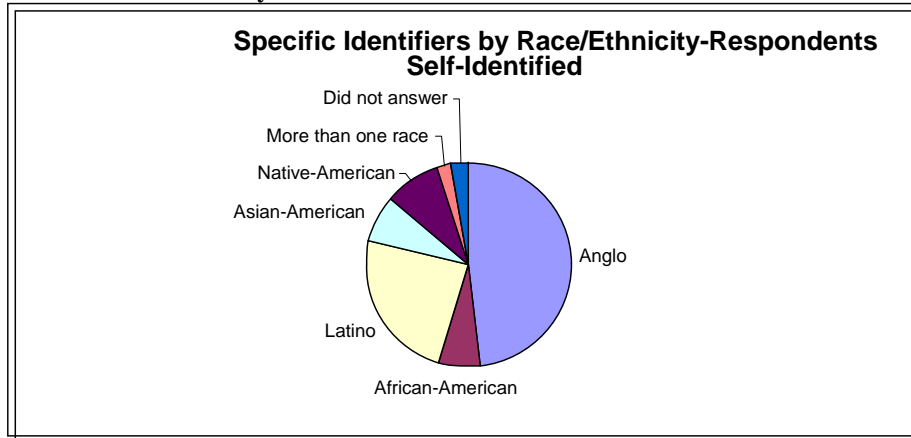
- ❖ How do you identify ethnically/racially?
- ❖ Please list three learning objectives that should be considered when developing a multicultural, emerging and transformational leadership program.
- ❖ What are the attributes/skills of a successful multicultural, transformational leader?
- ❖ What are the methodologies both traditional and non-traditional for identifying emerging leaders?
- ❖ What are three skills emerging leaders need to be equipped with in order to be successful?
- ❖ What gaps have you seen in local leadership development programs? Please be specific.
- ❖ There are adequate resources for identifying emerging, multicultural leaders.
- ❖ What are the elements necessary for building sustainable leadership within your sector?
- ❖ What is the structure of a sustainable leadership model?

**Demographic Tables:**

The majority of respondents to the survey fell under the demographic category of People of Color (POC) 50% with 37.3% in the Anglo demographic. This was broken down into how people *self identified* through open ended demographic survey questions.



**Chart 1 Race/Ethnicity Overview**

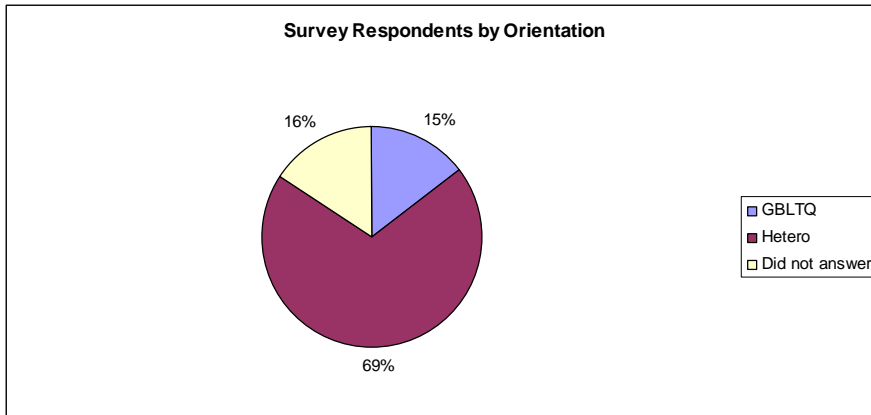


**Chart 2- Chart 2 Ethnicity & Race Specific**

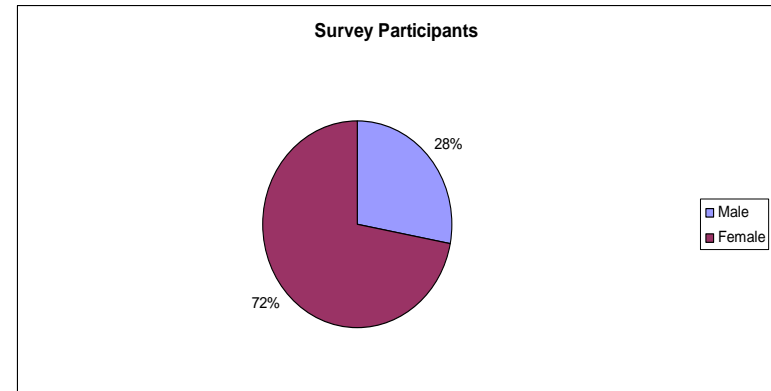
African American 6%, Latino 24%, Asian American 8%, Native American 9%, More than 1 race 3%, No answer 3%, Anglo 47%

**Community perspectives about Boulder County demographics:**

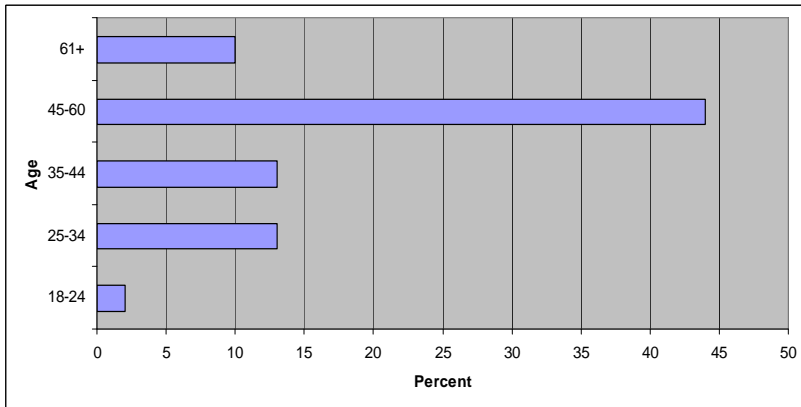
- ❖ “Boulder's demography is challenging for developing multicultural leadership.”
- ❖ “Relationship and investment with community of color is key”
- ❖ “More emphasis making sure recruitment is not just inclusive, but goes out of the way to reach those under represented”
- ❖ “Having community forums to talk about leadership. Some people of color will not be successful without the support of people of color. There is a lot of employment discrimination in Boulder that we don't talk about. People come here because they think it is an all white community and think they can say whatever they want in the open because of that.”
- ❖ “We are here, we've been here a long time and we want to participate-but we need to be invited.”



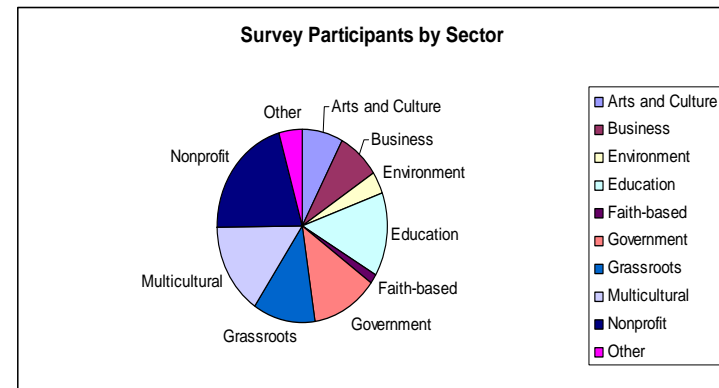
**Chart 3- Orientation**



**Chart 4-Gender**



**Chart 5-Age/Generation**



**Chart 6- Community Sector**

The above tables highlight the survey participants by sexual orientation, gender, age/generation and community sectors.

## ***Sowing the Seeds ~ Listening with the Intent to Learn***

***“Openness, valuing everyone’s contribution. Willingness to change and willingness to listen...”***

### **Key Findings from Environmental Scan & Stakeholders**

#### **❖ Listening with the Intent to Learn**

Throughout the activities of this research and environmental scan there was consistency in the interviews, survey and focus groups about the importance of the skill of listening. Community members listed listening as an integral skill to being a transformational leader, a supportive follower and a multicultural community resource. Listening with *the intent to learn* is improved listening skills, it captures an intentional skill in moving beyond hearing what someone is saying, to having a keen awareness and staying in the moment, valuing the present so as to actually listen to **what** is being said and **how** the message is shared. Leadership is listening.

#### **❖ Monolingual Spanish Interviews**

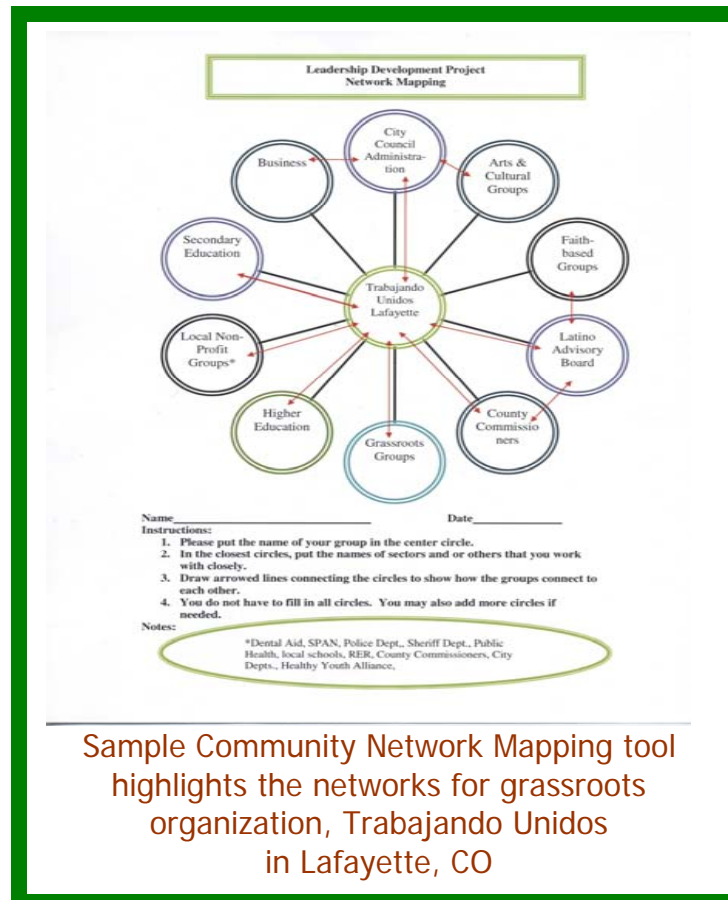
These interviews which filled 10% of the total interviews were perhaps the most revealing. Whether it was the interviewees and their established relationships with the interviewees or the cultural communication style of high context, those being interviewed provided a perspective of great importance and worthy of further investigation. These specific interviews provided a glimpse into the desires, commitment and challenges the monolingual leader faces in Boulder County, and within one monolingual group. There are other monolingual communities that would be equally important to gather their perspectives as emerging, multicultural and transformational leaders, specifically, within the Hmong community. It is strongly recommended that a commitment to these conversations and interviews continue as they will uncover a treasure of untapped leadership and inform this project as it moves into the next phase. This is just the beginning.

#### **Monolingual Leaders share:**

- “Identify where the community leaders are. Work with workplaces to incorporate leadership trainings as part of people jobs. Sometimes we feel it is too much to have more than one job, family responsibilities, etc and try to have the time to keep going with our own personal development. It is overwhelming.”
- “I think communication is the key. Ask for feedback, ask us what we want and need, don’t try to reinvent the wheel. We have a lot of talent in our community and I am sure that we are capable of helping, not only receiving.”
- “You need to tell people what it means to participate in community life, not just tell them about what it means to live here.”

## ❖ Network Mapping

As the informal interviews were formalized the need for 'visualizing' the networks became a need. In order to capture this, the Network Mapping Tool was created. What was originally thought to be a tool in identifying the overlaps, it actually became a tool which highlighted gaps. The Network mapping tool turned into an informal self assessment among those completing the map. It shows how leaders, businesses, organizations within the different sectors engage or network with one another. As community leaders completed this tool it became clear that they were able to identify who they were engaging with and who they were missing in their network. The responsiveness to the Network Mapping confirmed the need for initiating and maintaining those networks within the community. In addition the tool served as a visual for identifying the formal and informal networks within the community.



By using our human senses of touch, sight and sound throughout the interviews, the network mapping and the monolingual dialogues we feel the passion among the community leaders; those at upper level, middle level and those who often seem invisible. We see the challenges through the disconnects among the networking, the sectors and the community, yet we also see the efforts of those who consistently “show up”. Through listening we hear the commitment and the desire to participate and to include others. The words are powerful and the informal begins to inform the formal. People want to belong and be active contributors to their community. It takes a commitment to inclusiveness and to the necessary internal work within groups, businesses and organizations. Putting into place the efforts and practices of modeling what you want and what is expected from the external leadership.

➤ **Identified Gaps & Challenges**

- Demographics of Boulder County
  - Race/Ethnicity
  - Socio Economic
  - Geographical
- Inclusiveness strategies
  - Intentional
  - Commitment beyond mission statements
- Recruitment & Retention of Diverse Participants
  - Locating participants
  - Policies & Practices
- Mentorship at all levels of leadership
  - Internal
  - Boards & Commissions
  - Emerging Leaders
  - Seasoned Leaders
- Community Perceptions
  - Diverse leadership acknowledged and supported
  - Costs of leadership programs
- Language barriers
  - Monolingual communities (Spanish, Hmong, Tibetan, others?)

**Community Voices:**

“Lack of new faces. Seems like the same pool of people just moves en masse from program to program.”

“Focus too much on skills and not enough on developing the whole person.”

“Needs to be more emphasis on project oriented training as well as placement and follow up support.”

“Mentorship is lacking as well.

Seasoned leaders could take an emerging leader under their wing for a short time.”

“A focused concentration in making time to develop emerging leaders.

There has to be a commitment”

## *Collecting & Gathering ~ Recommendations for Growth*

*“Keeping your eyes open to leadership at every age, in every sector, at home, in neighborhoods, in faith communities and then encouraging and supporting them”*

### Recommendations from Community Input

#### **Incorporate steps to create necessary institutional & systemic changes**

- ❖ Use the Leadership Development Project blueprint to develop their own Organizational Blueprint
- ❖ Utilize a checklist that lists the characteristics of a model leadership program
- ❖ Include a mentorship component for existing and emerging leaders
- ❖ Promote Inclusive and Transformational Leadership



Leslie Ogeda, David Aragon  
& Pete Salas provide  
guidance to the process.

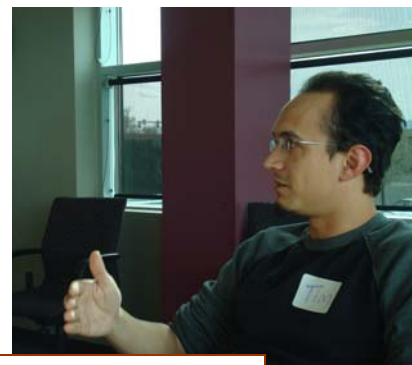
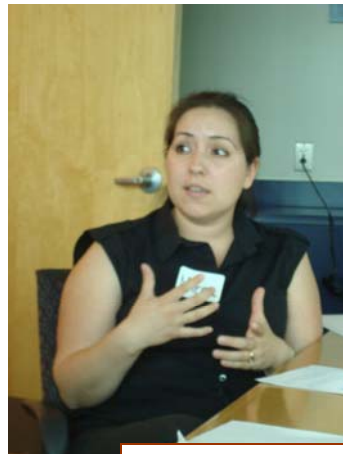
“We need authentic support. If we start early systematically that is how we will retain new leaders.”

“Need to create more scholarships for people because we need more people of color on our boards and our staff.”

## Emerging & Existing Community Leaders Share

Ideal Leadership Development Programs include:

- ❖ Commitment to Leadership development, it is inherent in all organizational structures
- ❖ Commitment to the “essence” of leadership (why we do the work we do)
- ❖ Identify and build upon existing capacities within organization/group as an inherent organizational structure
  - Being intentional in philosophy and policies
  - Commitment to the necessary internal work and modeling what is the expectation of others in the community
- ❖ Incorporate multicultural curriculum
  - Includes historical review of leadership
  - Designed to allow for different learning styles and cultural differences
  - Provide support so leaders can learn to be effective in going back and forth between various cultural worlds
  - Include internal and/or structural change to involve diverse communities
- ❖ Support current and emerging, traditional and non-traditional leaders
  - Focus on the strengths and value of informal networks
  - Stress that relationship building is critical to non-traditional leadership and identifying emerging leaders



Mirna Castro & Tim Murray share their experiences as emerging leaders in Boulder County.

### **Needs of Local Programs and Organizations**

- Leadership Development Project Blueprint
- A Leadership Development checklist
- Model of Leadership Development Training Program
- Structures for support of current and emerging leaders, i.e. dyads, support groups, talking circles, mentoring
- Access to consultants who are available to work with groups in an ongoing way
- Training opportunities for the community sectors to prepare the existing culture for new leaders

### **Capacities within the Community; Looking at the Strengths within Boulder County**

Community input shared the strengths of existing programs within the community. These programs prioritized emerging, multicultural and transformational themes. Overall contribution to identifying quality programs focused on common elements or suggested standards of a quality Leadership Development Program.

### **Elements Which Contribute to Quality Include:**

**Accessibility-** Pricing, cultural relevancy, welcoming atmosphere

**Recruitment/Retention-** Intentional, ongoing and is reflective of the changing community demographics

**Curriculum content-** Curriculum that is meaningful and reflects the expressed needs of the participants it is serving

**Cost/price point-** Affordable, scholarships available, match funding etc.

**Cultural competency-** Process and content are competent and relevant at all levels of program

**Culturally relevant practices-**Practices are woven throughout the curriculum

**Community involvement-** Hearing from the existing diversity within the community (age, gender, race, orientation, ethnicity, faith-based etc.,)

**Leadership tools** - Self assessments to inform skills, evaluation processes in place

**Networking-** Opportunities for maintaining both internal and external relationships, as well as informal and formal networks.

**Overall sustainability & Follow-up** - Opportunities for ongoing involvement at both programmatic and financial levels. Programmatic-networking. Financial- development, fundraising and contributions.

**Engagement-** Ongoing reciprocal communication within and for the Leadership Development Program

“...Outreach is limited, it takes 3-5 years to establish a program that people know about and understand. One shot or short term efforts often fall short because just when people begin to know about the program it is over. Leadership development is a long term, relationship intensive process, for this reason long term mentoring relationships can be very helpful. Emerging leaders need to know where to turn when they need help or support and who will work with them to accomplish a goal.”

“We need to understand what we can do to engage leaders in the community when they are ready to do so. I would be happy to have an intern; we need to provide opportunities/support for emerging leaders. We should develop some kind of formal internship programs, I believe there is greater vitality of internships in Denver because of the greater pool and we need to improve this in Boulder...”

### **Support for and from Existing Leaders**

- Regular, on-going leaderships in dialogue & talking circle opportunities for current leaders and emerging leaders
- Regular leader recognition and acknowledgement by their peers/followers
- Obtain official and public support for Leadership Development, i.e. proclamations, letters of endorsement, etc.
- Develop a “team” of consultants who can support organizations with implementing their leadership development programs.
- Going to them; where they are or find out who is the connection/mediator
- Ego-less servant leadership
- Listen- the development of the skill of listening

❖ Broader Community involvement in Leadership Development: Community Voices share Recommendations

The following imperatives were outlined during an interview with a community member who has been involved with inclusive models for leadership

The imperatives:

- Demographic, Business and Economic imperatives
  - Demographic Imperatives-there are more minorities around than there ever has been.
  - Hispanic population is growing and is the largest "minority"
- Business imperative
  - Recruitment
  - Retention
  - Satisfaction
  - Productivity
  - Leveraging
- Economic imperative
  - looking at your population recognizing the numbers are growing
  - looking at the growth of numbers for your bottom line and basic understanding of the evolving population growth
  - Local government pays attention to the population and economic growth within communities
  - Non-profits appear to be slower to respond
- Looking towards organizations that have already made strides within this work
  - Ongoing shared learning's with other groups, organizations at a statewide level
  - Possible collaborations with those entities i.e., Denver Foundation
  - Defining and identifying partnerships at local, state and national levels
  - Defining and identifying partnerships within the existing informal networks

## ***Planning Next Season's Crop***

***"There needs to be a multicultural program so our new leaders get exposed to programs. Need to provide them with proper training. Need to reach into the immigrant population and need to bring in the folks that influence people within that group and help them learn how to become a leader in this country. We want them to become leaders."***

### **Model for Emerging, Multicultural and Transformational Leadership Development/Training (See Appendix)**

#### **Recommendations – Leadership Skills to be included in a Leadership Development/Training Program**

- Cultural proficiency skills
- Effective Communication and dialogue skills
- Listening and responding with a listening ear
- How the system works in order to be successful as leaders.
- Recognizing the importance of invisible leadership
- How to tap into formal and informal networks
- How to be a good follower and supporter of other leaders
- How to identify and recruit new leaders
- How to mentor and retain new leaders

#### **Goals**

- **Outcomes (suggested change keeping positive change) Asset oriented, capacity building, don't need to create another tool people need the courage and inspiration**
- **Tasks – Up to the people doing the work across the sectors. Influenced by the user of the blueprint**

## ***Preparing for a Healthy Harvest***

***“Allowing...Inviting people in, acknowledging and welcoming the differences and styles of approaches. Inviting the community to be part of the creations and decisions. Really letting them lead.”***

### **Accountability Plan**

Leadership Development Project Committee and designated staff will monitor progress toward meeting the action items in the blueprint.

### **Suggested Timeline for Implementing Blueprint**

#### Steering Committee

- ❖ Intentional recruitment within and across all sectors and diverse groups
- ❖ 12 member Steering Committee consists of representatives from various sectors and generations
- ❖ Culturally diverse
- ❖ Community Foundation staffs committee but are not voting members
- ❖ 12 month commitment

#### Program Content

##### Budget Estimates

- Business Plan
- Tuition
- Grants
- Partnerships
  - ◆ Defining partnerships-creating authentic collaborative relationships
  - ◆ Convening Peers
  - ◆ Creating opportunities to share information
  - ◆ Leveraging leadership through modeling
  - ◆ Recruitment of volunteers

*Dialogues in Leadership & Talking Circle occur each month except in December. Initially staffed by Community Foundation or community consultants and ultimately by Leadership Development Project Coordinator.*

June 2008	<ul style="list-style-type: none"> <li>❖ Blueprint presented to community</li> <li>❖ Establish Steering Committee</li> <li>❖ Set first meeting date</li> </ul>	August 2008	<p>Steering Committee Meeting #2</p> <ul style="list-style-type: none"> <li>❖ Adopt revised Blueprint</li> <li>❖ Finalize timeline</li> <li>❖ Publish Website</li> <li>❖ Adopt fundraising campaign</li> <li>❖ Review training program recommendations</li> <li>❖ Adopt Marketing Plan</li> <li>❖ Adopt Leadership Consultants recommendations</li> <li>❖ Adopt Job Descriptions</li> </ul>
July 2008	<p>Steering Committee Meeting #1</p> <ul style="list-style-type: none"> <li>❖ Orientation – establish meeting dates and locations</li> <li>❖ Review Blueprint for Leadership</li> <li>❖ Establish Organizational Structure</li> <li>❖ Establish sub committees</li> <li>❖ Fundraising campaign</li> <li>❖ Blueprint revision to match program</li> <li>❖ Training Program</li> </ul>	September 2008	<p>Steering Committee Meeting #3</p> <ul style="list-style-type: none"> <li>❖ Sub committee reports</li> <li>❖ Begin Fundraising Campaign</li> <li>❖ Leadership Program Job Descriptions</li> <li>❖ Establish tasks with timeline</li> <li>❖ Develop information for web site</li> <li>❖ Website</li> <li>❖ Marketing</li> <li>❖ Leadership Development Consultants</li> </ul>
October	<p>Steering Committee Meeting #4</p> <p>Subcommittee reports</p> <p>Hire Staff for Leadership Development Program</p> <p>Ongoing Evaluation</p>	November	<p>Steering Committee Meeting #5</p> <ul style="list-style-type: none"> <li>❖ Subcommittee reports</li> <li>❖ Advise Coordinator</li> <li>❖ Implement Marketing Plan</li> <li>❖ Coordinator Update</li> <li>❖ Identify possible placements</li> <li>❖ Recruiting plan for Leadership Training Program</li> </ul>
December	No Meetings		

<b>2009 – 2010</b>			
January – March 2009	Steering Committee Meeting #6 - #8 ❖ Subcommittee updates ❖ Coordinator update ❖ Advise Coordinator ❖ Continue fundraising campaign ❖ Continue Marketing Plan ❖ Continue Recruiting for Leadership Training Program LTP	May – August 2009	Leadership Development Training - 16 weeks ❖ Placements Training ❖ Mentoring begins  ❖ Ongoing Evaluation
April – June	Steering Committee Meeting #9-#11 ❖ Subcommittee Updates ❖ Coordinator Update ❖ Advise Coordinator	September – January 2010	Additional Workshops as needed ❖ Follow up support ❖ Begin set up of Leadership Development Project LDP #2
February – March 2010	Recruit for Leadership Development Project #2	April – May 2010	Final Evaluation of Leadership Development Project LDP #1
		May	Begin LDP #2

## Community Resources & Intentional Outreach

1<sup>st</sup> West Bank  
A Simple Twist  
Acorn School  
African Heritage Youth Leadership Conference  
Aging Services  
American Indian Youth Leadership Institute  
American Leadership Forum (ALF)  
Amnesty International  
Bent Lens Cinema  
Bias Incident Hotline Project  
Blueprint Boulder  
Boulder Area Realtors Association  
Boulder Arts and Cultural Program  
Boulder Asian American Youth Leadership Institute  
Boulder Asian Pacific Alliance  
Boulder Chamber of Commerce  
Boulder City Council  
Boulder County Aging Services  
Boulder County AIDS Project  
Boulder County Alcohol Recovery Center  
Boulder County CAP Low Income Leadership Training Program  
Boulder County Commissioner  
Boulder County Community Action Programs  
Boulder County Community Services  
Boulder County Diversity Liaison  
Boulder County Head Start  
Boulder County Health Department Pollution Prevention Program

Boulder County Justice Department  
Boulder County Latina Women's League  
Boulder County Latino Task Force  
Boulder County Leadership Institute  
Boulder County Mental Health Center  
Boulder County Public Health  
Boulder County United Way  
Boulder County YWCA  
Boulder Energy Conservation Center  
Boulder Outlook Hotel  
Boulder Philharmonic Orchestra  
Boulder PRIDE  
Boulder Public Library  
Boulder Tomorrow  
Boulder Valley Safe Schools Coalition  
Boulder Valley School District  
Boulder Valley Women's Health Center  
Center for Alternative and Responsive Education  
Center for Alternative and Responsive Education  
Center for People with Disabilities  
Center for People with Disabilities - Imagine  
Chinook Fund  
Chinook Fund  
City of Boulder  
City of Boulder - Children, Youth & Families Division  
City of Boulder Environmental Affairs  
City of Lafayette  
City of Longmont  
Colorado Statewide Parent Coalition

Community Action Program  
Community Foundation  
Community Resource Center  
County of Boulder  
CU Chancellors Leadership Residential Academic Program-  
CU LEAD Alliance  
CU Presidents Leadership Class  
Denver City Council  
Denver Foundation  
Denver Mayor's Office for Education & Children  
Dept. of Social Services  
Dialogues on Immigrant Integration  
El Centro Amistad  
El Comité de Longmont  
Emergency Family Assistance Association  
Escalante & Associates  
Escuela Bilingue Pioneer  
Faith and Community Partnerships  
First Nations Development Institute  
FOCUS  
Foothills United Way  
Frasier Meadows Manor  
Hope Coalition of Boulder County  
Human Relations Commission  
IBM Native American Outreach  
Immigrant Legal Center  
Impact on Education  
Institute for African American Leadership  
Intercambio de Comunicados  
International Hispanic Network (IHN)  
John S. & James L. Knight Foundation  
Kellogg Fellows

Kids Park Lafayette  
Lafayette Arts Council  
Lafayette Cesar Chavez Celebration  
Lafayette City Council  
Lafayette Latino Advisory Board  
Lafayette Police Department  
Lafayette Recreation Department  
LARASA-  
Latin American Research and Service Agency  
Latino Boys Leadership Group  
Latino Chamber of Commerce  
Latino Task Force of Boulder County  
Latino Youth Leadership Institute  
Leadership Boulder  
Leadership Denver  
Leadership Longmont  
Liquor Mart  
Longmont Gang Response and Intervention Program  
Longmont Gang Task Force  
Louisville City Council  
LUMMA-Latinas Unidas Mejorando el Mañana con Amor  
Lundy Foundation Leadership Challenge  
McNeill Academic Program  
Mental Health Center of Boulder County  
Mestas Consulting  
Mountain Forum for Peace  
Multi Ethnic Action Community Coalition  
Naropa University Authentic Leadership Program  
National Center for Atmospheric Research  
National Oceanic and Atmospheric Administration  
Native American Rights Fund  
Nature Conservancy

Nederland Board of Trustees  
Nederland Chamber of Commerce  
Nederland Chief of Police  
Nederland Police Department  
Next Generation Leadership (ASU)  
Next Generation Leadership-Rockefeller  
Niwot Business Association  
Niwot Local Import District (Niwot LID)  
Northgate Home Owners Association  
Nvision  
OASOS-  
Open & Affirming Sexual Orientation Gender Identity  
Support  
Open Door Fund  
Open Studios  
Our House  
Parent Engagement Network  
Parents and Friends of Lesbians and Gays (PFLAG)  
Partners for a Clean Environment  
Pedestrian Shops  
PERL- People Engaged in Raising Leaders  
PLAN-Boulder County  
Puentes Culturales  
Reading to End Racism  
Regis University  
Restoring the Soul  
Roche Colorado Corp.  
Rocky Mountain Peace and Justice Center  
Safe Schools Youth Leadership Institute  
Safe Shelter of St. Vrain Valley

Safehouse Progressive Alliance for Non-Violence  
San Juan Learning Center  
School Rediness Program  
Sierra Club  
Sister Carmen Community Center  
St. Vrain Valley School District  
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## Appendices & Attachments

- Blank Network Mapping Tool
- Checklist for quality Leadership Development
- Cultural Proficiency Description Page
- Leadership Development Survey
- Model for Multicultural Transformational Leadership Program
- Transformational Leadership Description

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