How do we keep talent in Arizona?

Valley Leadership (VL) creates opportunities to advance passions, and accelerate pursuits for the betterment of Arizona. Since establishing in 1979, VL has graduated nearly 3,000 change agents committed to our great state. In fact, more than 80 percent of our alumni still reside here. They are strengthening and transforming our nonprofits, businesses and government entities every day.

In addition to community impact, alumni have life-transforming experiences. VL, Alex Zachs, who graduated from VLI this summer was inspired to become a police officer after participating in a VL-coordinated police ride-along with Lieutenant Tom Van Dorn, a fellow Class member. Gerald Buyukatan fell in love with Arizona when he participated in Valley Leadership Advance, VL’s newest program for high-potential leaders. Rather than moving away from Arizona, he chose to grow roots here by purchasing his first home and was promoted to associate professor at the University of Advancing Technology where he is shaping young minds and preparing them to bring new technology to the market.

VL offers high-quality, multigenerational leadership programming for youth, high-potential and proven leaders that inspire participants to do more and be more. We’re in the business of connecting—connecting our participants to balanced content, diverse colleagues and thought leaders, and volunteer leadership roles. By teaching and practicing civic discourse, we encourage people to reach across the aisle to find and execute sustainable solutions.

An indicator of our community impact is the outcome of our group projects. Last year alone, graduates of our flagship program, Valley Leadership Institute (VLI), generated more than $4,000,000 for Arizona’s public education system by promoting the Arizona tax-credit in partnership with H&R Block. Vista College Prep, one of the benefitting entities, is being used for their afterschool program.

Other recent community projects include a children’s book educating which is being used for their afterschool program. Other recent community projects include a children’s book educating, a partnership with H&R Block. Vista College Prep, one of the benefitting public education system by promoting the school tax-credit in last year alone, graduates of our flagship program, Valley Leadership Advance, VL’s newest program for high-potential leaders. Rather than moving away from Arizona, he chose to grow roots here by purchasing his first home and was promoted to associate professor at the University of Advancing Technology where he is shaping young minds and preparing them to bring new technology to the market.

Fast friends are made in our leadership program, too. Class members celebrate successes, and surround each other during challenging times. My inbox is filled with subject lines like, “Time to rally for our class member” or “Tell us your story.”

Everyone entering our leadership program understands that while the formal portion of their VL experience is less than a year, they have signed up for a lifetime commitment to civic engagement. It is our alumni who are called upon to lead challenging community conversations, solve complex issues and rally for what is right.

With our multigenerational program offerings, we are filling the pipeline of leaders for Arizona beginning at high school age through college careers. This accomplishment is possible thanks to the generous support of our Board of Directors and professional staff, alumni and donors. Through their support, VL meets the growing and changing demands of our community, while earning a 97 percent satisfaction rate from our participants.

We invite everyone to learn more about VL. We are more than a leadership program—we are a robust collective of future minded, socially responsible, culturally sensitive, consensus building, critically thinking agents of change who are here to stay in our amazing state.

Valley Leadership has been a voice for leadership in our community for nearly four decades.

The organization is grounded in its history, committed to thoughtful and strategic expansion of our programs and services. From Leaderlink (where community leaders connect with non-profit organizations in need of Board members) to our Leadership Institute (a program for proven community leaders) or Leadership Advance (our newest opportunity for high-potential leaders), VL continues to be at the forefront of leadership development.

Being on the cutting edge is tough work. Trends in leadership change continuously to address community needs. VL programming identifies key characteristics leaders should possess in order to keep pace with shifting standards:

- **Intellectual curiosity.** Leaders must have an intense desire to learn. Before taking a position or any type of action, leaders should pursue a complete overview and achieve understanding of target issues. Seeking out resources, talking to leaders in the identified space, and attending lectures or community dialogues, are some of the best ways we can learn about critical issues facing our community. In order to be truly effective, leaders must seek to learn all they can.

- **Appetite for engagement.** Moving difficult conversations can be uncomfortable and awkward. Whether communicating about a tough issue, sharing constructive feedback, or initiating a discussion about a source of conflict in an organization, providing an open and constructive dialogue is a critical step to leadership. The true test of a leader comes in their willingness to ask tough questions and pursue the best answers for their constituents.

- **Willing to sacrifice.** Understanding the value of hard work and sacrifice is critical for leaders. It is easy to get distracted by pet issues and other professional obligations, but there are organizations and community members that need the time, talent and treasure of volunteers. It is a true leader who will sacrifice in order to leave a demonstrable and lasting impact.

- **Stand up for what is right.** Staying true to one’s principles can at times be challenging but this is the most important aspect of leadership today. Being principled is important in both individual and group decisions. It is only when leaders are able to take a stand (after being educated and understanding issues from all sides) that our communities will be rewarded. VL is designed to help leaders stand up and help move Arizona forward.

Identifying these characteristics for leadership, VL is enabling our community members to flex their leadership muscles. Doing so is hard work, but our founders initiated this critical program in order to develop leaders who could take a critical stand and be educated on issues before making decisions. VL looks forward to continuing the legacy of our organization, inspiring servant leaders, and creating positive and inspired change in the Valley today.

Valley Leadership Institute Class 31

WRITTEN BY Jenny Holsman Tetreault

President & CEO

WRITTEN BY Christy Moore

President & CEO

VALLEY LEADERSHIP

VALLEY LEADERSHIP INSTITUTE CLASS 31

WRITTEN BY Jenny Holsman Tetreault

VALLEY LEADERSHIP Institute Class 31
Lead15: A Movement of Valley Leadership

In the mid-1960s at the height of the space race between the United States and Russia, NASA’s annual operating budget topped out at a respectable four percent of the country’s yearly discretionary spending. Big money, by most reasonable measures, but pennies-on-the-dollar when considering the true value of the agency’s contribution to innovation, invention, and imagination—not to mention what it provided to America’s national pride and prestige.

Fast forward two generations and NASA is still the world’s premier fount of technological advancement and inspiration—what kid doesn’t want to be an astronaut at some point in their lifetime? And yet, forty-some years removed from lunar exploration, NASA’s yearly budget has rarely surpassed a meager one percent of the nation’s spending.

How then do NASA engineers keep pushing boundaries, continually transforming our day-to-day lives with cutting edge tech genius?

It’s an equation both NASA and Valley Leadership—Phoenix’s leading incubator of talent—know well. Both organizations thrive on the strength of their abilities to bring the brightest talent together into one room. Over the course of its own forty-year history, Valley Leadership has repeatedly set the bar, summoning the best and brightest from all sectors of public life together addressing Arizona’s biggest challenges.

Celebrating nearly four decades of service to Arizona and in conjunction with its hosting of the 2017 Association of Leadership Programs National Conference, Valley Leadership will launch Lead15, a movement of Valley Leadership. Lead15 (originally Arizona 2030) will serve as a collaborative platform to engage individuals, organizations, and businesses to ask questions, advance ideas, and promote solutions dedicated to creating a better future for the next generation of Arizonans.

Lead15 will ask the challenging questions, help strengthen community relationships, and provide a platform to affect meaningful, impactful change for our state. Ambitious goals? Dining room? Dreams deferred? What if you were given 15 years to achieve them—would you seize the opportunity? Lead15 will provide the framework to help bring those goals, visions, and dreams to life.

When Lead15 launches in 2017, look for Valley Leadership to seize their opportunity, encouraging its talented and capable network of leaders to command a new movement in strategic visioneering. This new movement will position Arizona at the forefront of leadership and innovation for decades to come.

Furthermore, Lead15 will initiate a seismic shift in our approach to solving Arizona’s greatest challenges. It shares those who could command all the resources the state could muster to implement them.

In the spirit of NASA, Lead15 will make our moonshot to a bright and prosperous future for Arizona. As President John F. Kennedy so boldly proclaimed 54 years ago this month, we choose to do these things “not because they are easy, but because they are hard.”

And, he did just that. Bill Shover grew with the new city and the state. He championed professional sport, cultural organizations and was at the forefront of thought leadership, guided by his Catholic faith and determination to build a strong city that served its less fortunate. Bill rolled up his sleeves, formed alliances and organized discussions. How the city looks and functions today was largely guided by the hand of Shover. Yet, as Bill’s career flourished and over time the Valley expanded, a new truth emerged: a leadership vacuum was apparent and alarming.

“When we started the effort, some 40 years ago or so,” recalls Shover, one of Valley Leadership’s founders, “we looked around the room and everybody was old!” We realized we needed new leadership, so we found young people for Class I. The tradition of training a wide cross section of leaders began. “From that first Class I until now, we have brought people into the Valley Leadership program to learn about the community and how it works.”

Shover explains that the success of the program was based on the idea that “we brought people out who had never had the chance to explore their leadership with the chance to find positions of leadership.” The power of assembling a group of this mind-set, individual people created a strong network, “in many cases, each class became like a fraternity or sorority of leaders,” adds Shover. Over the years Valley Leadership classes became resources where the participants could gain support and champion causes.

The unique approach to training leaders involved the process of bringing leaders to the tables of forward thinking leadership. From touring City of Phoenix service operations which might have included a trip to the landfill or even the Mayor’s conference room, there was a call to understand how the community had developed in such a relatively short time. “We knew that if our great city was to grow, we had to also nurture leadership.”

From those first leadership training opportunities to the current Class 38, Valley Leadership Institute has been at the forefront of developing talent and elevating the leadership vacuum. “We have had hundreds of what Valley Leadership could be,” reflects the now retired Bill Shover. “It has gone far beyond those hopes. It has far exceeded my aspirations.”

Bill Shover:
The Thought Leader of VL

Leadership has always been a concern in the Valley of the Sun. Building a community from an unliking desert floor with no infrastructure and doing it with only a handful of people was a daunting task. From aligning the interests of early pioneers to corporate titans who began to call Phoenix home, leadership has been the key to unlocking potential.

At the tender age of 34, Bill Shover was brought to Phoenix by the newspaper legend Eugene Pulliam. The young Idaho native was tasked to make the Arizona Republic and Phoenix Gazette, newspapers more engaged in the community. Pulliam identified the journalist as one of those few who could open doors and build something, with the mandate from Pulliam “Do good and don’t get into too much trouble.” Shover became the newspaper’s community editor.

Pulliam’s vision for Valley Leadership was to create a platform to engage individuals, organizations, and businesses to ask questions, advance ideas, and promote solutions dedicated to creating a better future for the next generation of Arizonans.

Julia C. Patrick
CEO / President
PATRICK RIVER GROUP
VALLEY LEADERSHIP INSTITUTE CLASS 36

Julia C. Patrick is a third generation Valley business leader and has known Bill Shover all her life. “If Bill was behind it,” admits Julia, “the Patricks were probably right in it too!” Following the path of publishing in her own business Patrick adds, “I like to think that Bill has shown me how our city can grow, adapt and change gracefully with age.”

Julia C. Patrick
Inspiration By

This is the kind of advice she says she’d give to anyone. “Believing in the value of self-discipline,” says Kalkbrenner. “I was taught by my grandmother and mother, both registered nurses. “They put themselves through school, managed careers, households and families. I grew up learning that I could achieve anything with goals, hard work and education.”

Williams says that she and Kalkbrenner didn’t enter their respective fields seeking “to break the glass ceiling.” “It entered because we wanted to make a difference and help people.” She says focusing on being a person of substance and integrity is critical to her idea of success. “If I was being myself instead of often, then I count myself blessed. If I was being myself implies other women to step outside their comfort zone and enter a non-traditional role, then I count myself fortunate.”

Sen. Hobsbawm shares that leadership is not just about position; “It’s about what you do in that position, the difference you make in it.” She believes the challenges with misogyny are still real and more women need to “see” themselves in leadership roles allowing for “broken glass” in board rooms, formerly male strongholds like police and fire departments, political leadership and even the White House. “I think that women are leadership-ready, it’s a matter of the capacity.” She notes federal legislation such as the Violence Against Women Act and the Lily Ledbetter Fair Pay Act got on the agenda because women were elected to Congress. “These are not just women’s issues, but economic issues, and women’s leadership creates a shift, no matter the capacity.” She notes that as women take on non-traditional roles, “They both started on the front lines, pulling hoses or connecting a high pressure line to a fire hydrant. “It’s the kind of advice she says she’d give to anyone. “Believing in the value of self-discipline,” says Kalkbrenner. “I was taught by my grandmother and mother, both registered nurses. “They put themselves through school, managed careers, households and families. I grew up learning that I could achieve anything with goals, hard work and education.”

Williams says that she and Kalkbrenner didn’t enter their respective fields seeking “to break the glass ceiling.” “It entered because we wanted to make a difference and help people.” She says focusing on being a person of substance and integrity is critical to her idea of success. “If I was being myself instead of often, then I count myself blessed. If I was being myself implies other women to step outside their comfort zone and enter a non-traditional role, then I count myself fortunate.”

Sen. Hobsbawm shares that leadership is not just about position; “It’s about what you do in that position, the difference you make in it.” She believes the challenges with misogyny are still real and more women need to “see” themselves in leadership roles allowing for “broken glass” in board rooms, formerly male strongholds like police and fire departments, political leadership and even the White House. “I think that women are leadership-ready, it’s a matter of the capacity.” She notes federal legislation such as the Violence Against Women Act and the Lily Ledbetter Fair Pay Act got on the agenda because women were elected to Congress. “These are not just women’s issues, but economic issues, and women’s leadership creates a shift, no matter the capacity.” She notes that as women take on non-traditional roles, “They both started on the front lines, pulling hoses or connecting a high pressure line to a fire hydrant. “It’s the kind of advice she says she’d give to anyone. “Believing in the value of self-discipline,” says Kalkbrenner. “I was taught by my grandmother and mother, both registered nurses. “They put themselves through school, managed careers, households and families. I grew up learning that I could achieve anything with goals, hard work and education.”

Williams says that she and Kalkbrenner didn’t enter their respective fields seeking “to break the glass ceiling.” “It entered because we wanted to make a difference and help people.” She says focusing on being a person of substance and integrity is critical to her idea of success. “If I was being myself instead of often, then I count myself blessed. If I was being myself implies other women to step outside their comfort zone and enter a non-traditional role, then I count myself fortunate.”