

What You Will Learn

This year's Leadership program includes an emphasis on strategies and techniques designed to create high energy and high involvement leadership. Sessions will focus on problem-solving, learning to ask the right questions, and implementing creative and innovative solutions for both nonprofit and for profit organizations. Participants will also have the opportunity to explore the realities of community involvement with a panel of community leaders who will share their volunteer and governing board experiences. Participants will actively explore best practices of leaders; analyze their own leadership, learning, and problem solving styles; and experience the synergies that result from high performing teams. Class members will receive constructive feedback on their performances while actively engaging in self-diagnostics, team exercises, and case studies. The emphasis will be on experiential activities that provide opportunities to identify, develop, and refine skill sets for effective leadership.

Who Will Benefit from the Institute?

Those sponsored for the program should be middle to upper level managers who have a potential to make an impact on their organization and the community and who serve—or expect to serve in key roles in voluntary organizations. **Also, board members from nonprofit organizations are strongly encouraged to participate.** We welcome participants from all businesses and local community agencies and groups regardless of their experience or sponsorship.

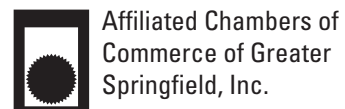
Involvement and Service

Each participant makes the commitment to serve for at least one year either on a community service organization's Board of Directors or in another leadership role. The Affiliated Chambers of Commerce of Greater Springfield, Inc., will work toward having Leadership graduates serve on Boards of Directors of various civic, business, and social service agencies.

Sessions will include:

- How mental models define the world and the ability of individuals to solve problems
- How harnessing our own and others' problem-solving styles can enhance leadership effectiveness
- How to communicate more effectively with individuals and within groups
- What the most important attributes and responsibilities of board members are
- How to develop mission statements, define strategic goals, and think about and plan for the future
- How to assess your own leadership style and work on strategies for increasing personal effectiveness

Presented by:



Sponsored by:



Affiliated Chambers of Commerce
of Greater Springfield, Inc.
1441 Main Street, Suite 133
Springfield, MA 01103

The Power of Impossible Thinking: Developing Leaders and Teams for Organizational and Community Service

Presented by:

Affiliated Chambers of Commerce
of Greater Springfield, Inc.
Western New England College

Sponsored by:

MassMutual Financial Group



Springfield Leadership Institute History

The Institute was established over 30 years ago by the then Springfield Chamber of Commerce to teach mid and upper level managers the crucial thinking and problem solving skills needed to enable them to be effective leaders in service to the community and in their workplaces. In 1982 a partnership was formed between the Chamber and the Western New England College School of Business. This partnership to develop members of the business community for volunteer service to community organizations continues today. The Institute is currently in its fourth year under the direction of Dean of the School of Business Julie Siciliano and Professor Sharianne Walker. Both Dr. Siciliano and Dr. Walker have strong backgrounds in management, strategic planning, and consulting for nonprofit organizations.

Leadership Instructors

Professor William Ferris, Ph.D.

Associate Professor Jeanie Forray, Ph.D.

Professor Peter Hess, Ed. D.

Patrick Kappenman, MassMutual Financial Group

Professor Robert Klein, Ed. D.

Professor and Associate Dean of the School of Business Marilyn Pelosi, Ph.D.,

Professional Educator Jack P. Greeley

Professor and Coordinator of Leadership Programs Sharianne Walker, Ph.D.

Administrators

Angie Jacque, Executive Assistant,

Western New England College School of Business

Lynn Johnson, Executive Assistant, Affiliated Chambers of Commerce of Greater Springfield, Inc.

Session Schedule

Feb. 11, 2010 The Power of Impossible Thinking: Transform the Business of Your Life and the Life of Your Business

In the opening session, leaders from local business, service, political, nonprofit, and academic communities extend a formal welcome to 2010 participants. Participants will learn how mental models define the world and the ability of individuals to solve problems. Based on the book by Wind and Cook, *The Power of Impossible Thinking*, participants will look at ways to act upon new models. Examples will be taken from business, education, science, and art. In preparation for future sessions, participants will complete a version of Myers-Briggs Type indicator and the Klein Group Indicator (KGI).

Dr. Marilyn Pelosi and Mr. Patrick Kappenman

Feb. 18, 2010 Each Person's Behavior Makes Perfectly Good Sense to Them: Individual Learning and Problem Solving Styles

Participants will diagnose and explore their personal learning and problem solving styles through the learning Style Inventory (ISIII) developed by David Kolb. Understanding and harnessing our own and others' problem-solving styles can enhance leadership effectiveness particularly in the areas of building effective groups and developing high performing teams. Participants will apply this session's concepts by analyzing a case situation.

Dr. William Ferris

Feb. 25, 2010 The Leadership Challenge: Understanding Your Own Leadership Style

Leaders are most effective when their style of leadership recognizes and responds to the needs and expectations of the followers. In this session, participants assess their own leadership style and work on strategies for increasing their effectiveness as leaders.

Dr. Peter Hess

Mar. 4, 2010 Leading Through Strategic Planning: Leading the Organization Forward with Purpose

The long-term survival of organizations increasingly depends on the ability of their leaders to think and plan strategically. Participants will practice strategic management by developing a mission statement, defining strategic goals, and identifying strategies for success. The session will close with an overview of the strategy scorecard concept, which keeps board involvement focused at the strategic level.

Jack P. Greeley

Mar. 11, 2010 Leading in the Community: Making a Difference and Feeling Good About It

The efficacy of the community organization is largely based on the efforts of volunteers and board involvement. This session will explore the most important attributes and responsibilities of board members, the realities of volunteerism, and strategies that encourage high involvement of board and committee members. A panel of community leaders will share their board experiences.

Dr. Sharianne Walker

Mar. 18, 2010 Leaders Who Get Things Done: The Power of Influence

Getting things done in any organization means developing and sustaining the ability to influence others. This session will focus on three types of influence skill; reading other people and adapting your message so you'll be understood and supported; understanding the six universal forms of influence; and developing political savvy.

Dr. Jeanie Forray

Mar. 25, 2010 Team Leadership: Going Forward After Leadership 2010

During the last session of the Institute, participants will explore their leadership and group participation styles through a dynamic learning process. The Klein Group Indicator (KGI) is a new group psychology instrument published nationally in 2005. It examines an individual's performance in four critical domains: leadership, negotiation orientation, task focus, and interpersonal focus.

Dr. Robert Klein

Beacon Hill Summit (Date to be announced.)



You will join with your colleagues and members of local Chambers of Commerce for a full day of experiencing, learning about, and influencing government first hand. You will hear from state legislators and administrators on issues important to the business community. A luncheon with area legislators is included.

Application Process

The three part application consists of:

1. Completing the form below
2. Obtaining a letter from a sponsor supporting your application
3. Writing a letter stating your interest, responsibility of present position, education, community activities, and interests

Name	
Business Name	
Address	
City, State, Zip	
Phone	Fax
Email	
Job Title/Occupation	
Education	
Signature	

Applications must be received by **February 5, 2010**.

Please send form, sponsor letter, and letter of interest to:

Leadership 2010

c/o Affiliated Chambers of Commerce of Greater Springfield, Inc.
1441 Main Street, Suite 133, Springfield, MA 01103-1449

Tuition

Tuition costs \$825 per participant. This includes a day trip to Boston and graduation dinner.

Location and Session Schedule

The institute runs for seven consecutive Thursdays from 1:00 to 4:30 p.m. beginning February 11 and concluding in April with a recognition dinner and graduation ceremony. All sessions are held in the TD Bank Conference Center, 1441 Main Street, Suite 133, Springfield, MA. Parking will be validated.

For More Information

For any questions about the program, application process, or tuition, please contact:
Lynn Johnson, Executive Assistant,
Affiliated Chambers of Commerce of Greater Springfield, Inc.
at **413-755-1310** or at **Johnson@myonlinechamber.com**