

Happy Holidays!

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Engaging Leaders. Shaping Our Future.

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Jan's Journal

This is the time of year when I work hard to battle my inner "curmudgeon." The one who overreacts to all of the holiday "hoopla" — the frenzied shopping, the numerous parties, the harried schedules, and the endless renditions of "Jingle Bells." I think about all the people who don't have enough to eat or a place to sleep at night, and wonder why on earth we're spending money on more "stuff" we don't really need,

even though it will be good for the economy. That's when that old curmudgeon really takes ahold of me!

This year, in our building, there is a sign saying that the building management decided to donate their holiday decorations budget dollars to Northwest Harvest instead of putting up a tree. Now that made me smile! So did a friend of mine who decided that she and her family would forego the usual gift giving and instead, limit their kids to one present each. The rest of their holiday funds are going to be pooled, and the kids will get to choose to donate the funds to one of three non-profits. I loved that idea! Another friend I know, who recently lost her husband, decided that rather than sit around and be depressed over the holidays, she would head to New York to see a few shows and enjoy the wonderful window displays. What a great attitude she has!

There are as many ways to celebrate the holidays and the start of 2012 as there are people. My personal challenge is to choose to enjoy the parts of the season that are the most meaningful to me, and let go of the rest of it. I can, for example, choose to attend a special concert or see a great piece of theatre. I can choose to take a little time off at year-end to reflect and renew my spirit. I can choose to be grateful for wonderful friends and having a job I still love after 23 years.

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The truth is, it's all about attitude and choice. I can choose to have a bad attitude, accept my inner curmudgeon and act like Scrooge, or I can choose to embrace the season, walk around with a smile on my face, and enjoy the festivities. I can choose to over indulge, over eat, and over spend, or I can choose not to. I can choose to have a positive attitude about all that's good about this season or I can choose to say "bah humbug." As Charles Swindoll wrote, "...life is 10% what happens to me and 90% how I react to it...we are in charge of our attitudes."

And so it is. Choose to be happy and have a wonderful season, full of laughter and good cheer. Happy holidays, everyone.

Our Future Depends on Us



In the many years since I graduated from LT'90, I have had the opportunity to try my LT skills in a wide array of non-profit organizations and community initiatives, served on numerous boards, and chaired or served on countless task forces, committees and ad hoc efforts. Along the way I have been part of many failures (Monorail, Seattle Commons) and a few successes (SR 99 Bored Tunnel effort, Sound Transit ballot initiative). In all these endeavors I have benefitted from the tips and practical skills, as well as the relationships developed from my LT experience.

In the last few years, my volunteer efforts have taken off into aerospace initiatives. In 2009, Governor Gregoire asked me to serve as a co-chair (the business person) along with Bob Drewel (the government person) and Rick Bender, State Labor Council Chair (the labor person) of a new association we formed, the Washington Aerospace Partnership (WAP). www.washington-aerospace.com/ Our initial mission was to help Washington State and the Boeing Company win the international competition for the U.S. Air Force Tanker project. As you may know, the Air Force did award the contract to the Boeing Company in late 2010. While the efforts of WAP may have helped on the margins, the outcome was due for the most part, to the efforts of the Boeing Company, the collaboration of the machinists and engineers who worked with Boeing to have a competitive proposal, and the leadership from state and federal elected leaders who worked for several years to secure this outcome.

The tanker campaign strengthened relationships between business, labor and government leaders on the issue of Washington's aerospace cluster. We all agreed early this year that a far bigger opportunity to preserve and grow aerospace jobs in Washington would be to do all we could to keep Boeing's next step in innovative commercial aircraft in Washington. In early 2011 it was clear that the next big thing for Boeing would be to develop new products for the single aisle aircraft market. Economists agree that the demand for single aisle aircraft is

immense, with roughly 22,000 new single aisle airplanes likely to be ordered by 2030. This ASTOUNDING market demand is driven both by the expanding needs of the developing world and the need to retire aging aircraft. There is now fierce competition in the single aisle market, with new planes from China, Russia, Brazil and Canada, all seeking to reduce Boeing's market share. We decided to focus the efforts of WAP on this new challenge, given the jobs that were at stake and the tremendous opportunity to grow our state's aerospace cluster.

Personally, I decided this long-term opportunity for the state and its citizens was probably the best way to invest my own civic time and energy. 2011 has been a very tough year across the nation and world. Here in Washington, we have experienced horrific cuts in local and state revenue, and tens of thousands of citizens, students and safety net organizations have been hammered by the drop in economic activity and high unemployment levels. From my perspective, the best way I could try and change this downward cycle would be to work with many others across the state to create jobs, and the most significant potential to preserve and grow jobs in our state was and is in aerospace.

Given all this, I approached the Governor this spring to discuss the possibility of helping her lead an effort to secure the next model of the 737 for our state. She agreed, and we publically announced the "Pegasus Project" under the framework of the WAP. My partners at Foster Pepper recognized the importance of my work to the future economy of the state, and basically "loaned" me to the Governor on a full-time basis. The firm supported my efforts in all respects, for which I am very appreciative. I called on many of my friends and LT graduates to advise me and WAP on how to proceed.

Six months of full-time effort ensued, working with hundreds of colleagues across the state. By July, Boeing announced that it would not develop a new single aisle plane, but instead, would develop a super-efficient version of the existing 737, called the "737 MAX." Boeing said it was not certain where this plane would be built. In response, we expanded our coalition, formed working groups on Workforce Development and Communications, and raised substantial funds to conduct a comprehensive aerospace study by Accenture, which included detailed recommendations and a road map for the state to follow. Governor Gregoire promptly developed specific proposals in response to each Accenture recommendation. We complemented this activity with a strong statewide communications effort directed at leaders across the state, federal and state legislators, aerospace suppliers, the media and the Boeing Company. Business, labor, community and government leaders in six counties statewide have been active participants in the WAP coalition and are now working hard to improve their region's aerospace efforts. The leadership of the Machinist and Engineer unions, as well as the State Labor Council, jumped in with both feet and has been actively engaged in all our efforts, which has made a real difference.

In recent weeks these efforts, and the independent work of many others, led to a series of very positive announcements for Washington State. First, the Machinists (IAM) and Boeing have, without any help from anyone, reached a four year contract agreement with which they can both live. Second, Boeing committed to build the 737 MAX jet in Washington, at its Renton facility. Third, the IAM

requested, and the National Labor Relations Board subsequently dismissed, a contentious complaint stemming from an earlier dispute between Boeing and the IAM.

These positive steps have transformed the climate for aerospace jobs in Washington from a dark cloud to a rainbow. However, we still have serious work to do to ensure our aerospace competitiveness and the success of Boeing's decision to build the MAX in our state: first we have to persuade our state legislature to adopt all of the Governor's aerospace competitiveness proposals; and second, we have to put in place leaders and structures to ensure that we keep our statewide focus and efforts in support of the strategies and investments needed to stay competitive and win future aerospace competitions. This will require all of us to make this happen.

I look back on my LT training with appreciation, as it enabled me to become a more effective volunteer on large-scale community initiatives such as the aerospace challenge. With a diminished role for local state and government almost certain in future years, *all* LT graduates will need to step up their community involvement in many areas, to help move the ball downfield. The future of our state's economy and quality of life for us and our children, depend on us.

by Tayloe Washburn, LT'90, Partner, Foster Pepper, PLLC

A View From the Class



Can you believe that it has already been over eight months since the class was first nominated, applied, interviewed, and finally got selected to the Leadership Tomorrow (LT) Class of 2012? And, we have been through a retreat, three Challenge Days and a group project, not to mention we already have our new project assignments to keep us busy for the next five months. Wow, we are half-way there!

I joined LT to understand "community," get engaged, and give back. I did not know what to expect, but the Fall Retreat was a life changer for me. I consider myself privileged to be part of such a diverse group of leaders from various walks of life, who came together under one roof and shared their experiences with little or no inhibition at all. Granted, we were led by some phenomenal members of the Curriculum Committee, who helped us understand leadership from a new dimension called "Servant Leadership." Until then I understood leadership as "leading from the front," and as having prestige, power and status. Now, I recognize leadership to be more about responsibility, respect, caring for others, and always doing the right thing. The big take-away from the Retreat was to recognize leadership moments and act upon them; I still tend to do a lot of "blurting" which, by the way, seems to be working!

Our first team assignment was a memorable experience working closely with a very efficient group of talented and outgoing individuals. We had the opportunity to interview outstanding leaders such as Bill Ayer of Alaska Airlines and Maud Daudon of Seattle Northwest Securities. The team efforts reminded me of the one question from the LT selection interview in May. The question had to do with my ability to handle group dynamics with no assigned leader. With respect to that question, this project worked out great and we all learned one thing; to make everyone on the team feel "visible." Having a coach was a plus, and we certainly had fun together. We committed to continue to meet as a group in a social setting, and we are scheduling our first social gathering early in the New Year.

The three Challenge Days so far on the economy, education, and health and wellness were challenging and at the same time opened my eyes to looking at my surroundings differently. Thanks to some advice from my quad mates, I finally understood "community" and developed a desire to get involved. That is definitely progress! The next step is to get engaged, find the leadership moment and act. It may be a slow start, nevertheless it is a start. I am very excited about the new project assignment, and look forward to the remaining five months at LT. This is our opportunity to truly engage in the community and make a difference.

Finally, I do want to thank Leadership Tomorrow for giving me this opportunity to participate and learn about our community, learn about the issues we face, and instill in us the servant leadership qualities needed to transform our communities for a healthier and better tomorrow. To Jan, Barb, Susan and the the LT Curriculum Committee, three cheers to all of you for designing a great curriculum and bringing in a whole host of great speakers!

by Asvin Mandadi, LT'12, Parsons Brinckerhoff, Seattle

LT Annual Report Hits the Mark!



The reviews are in! This year, the LT Annual Report reflected the non-stop work of the volunteers, the success of the Class of 2011, the strong financial support from the community and the tools to measure the impact of LT. An LT alum commented, "Without question, this is one of the best Scorecards/Annual Reports I have seen. Simple, eye-appealing, to the point, quick to read and powerful with pertinent data. Nothing superfluous and no wasted words. Congratulations!" Thanks to all who sent similar comments. If you haven't done so already, please take a look at this report and enjoy. [Click here.](#)

In Memoriam

Leadership Tomorrow joins numerous others in mourning the loss of State Senator Scott White, LT'06. To quote Governor Chris Gregoire, "Scott was a dedicated public servant and champion of important issues in Olympia. He was never afraid to tackle the difficult problems and did so with a positive attitude, which I always appreciated." (The Seattle Times, October 22, 2011). Our thoughts go out to Scott's wife, Allison Carl White (LT'05) and their two children.

Grapevine



Be sure to let us know what's happening in your life. Good news travels fast. email susan@leadershiptomorrowseattle.org

1986 :: Rita Brogan, President & CEO of PRR, Inc., was recently awarded the King County Executive's Woman-owned Small Business of the year award for 2011.

1988 :: Kate Janeway has completed her certification as a Hudson Institute coach and opened her coaching practice, for leadership and transition.

1989 :: Janet Boguch, Principal of Non-Profit Works, launched Wide Angle Coaching and became a Hudson Institute Certified Coach. She is passionate about sparking positive change for individuals, teams and organizations.

1993 :: Laurie Tish, partner with Moss Adams LLP, was elected to a three year term on the Board of Directors for the National Association of State Boards of Accountancy (NASBA). Laurie recently completed her fourth term (12 years!) on the Washington State Board of Accountancy.

1996 :: Lynn Hagerman, Principal at Lynn Hagerman Associates, LLC, completed certification training in Executive, Leadership and Transition Coaching, with the Hudson Institute of Santa Barbara, and is now, in addition, an International Coaches Federation (ICF) Certified Coach.

1996 :: Susan Coskey has left Seabold Group after eight years to join Bright Spring, a management consulting firm in Seattle. She will continue to focus her practice on organizational consulting and workplace investigations.

1996 :: Judge Steven Gonzalez was appointed to the Washington State Supreme Court by Gov. Chris Gregoire, who noted that "He is a legal scholar with deep experience in court, both on the bench as a Superior Court judge and as an Assistant U.S. Attorney and Assistant City Attorney."

1997 :: Dwight Gee is now the Executive Vice President for Planning and Development at The World Justice Project, which is opening an office in Seattle this month. The World Justice Project was founded by Bill Neukom to help bring the Rule of Law to countries around the world.

1998 :: Mike Schaefer, LT Board Member, is the new owner of Soaring Heart Natural Bed Company, a 30-year old Seattle manufacturer of locally made organic and chemical-free bedding located in Fremont.

2003 :: Sarah Meyer is now the Director of Roots of Empathy U.S. and will lead their U.S. expansion.

2003 :: Liz Vivian has accepted the position of Executive Director of the Women's Funding Alliance.

2007 :: Chinua Lambie accepted the position of Director of Physician Operations at the National Rehabilitation Hospital in Washington, DC.

2008 :: Paul Whyatt has been promoted to the position of Vice President of the Printing Papers Business at Weyerhaeuser.

2008 :: Felicia Kline, has accepted a position with the Federal Reserve Bank of Richmond, out of the Charlotte, North Carolina office.

2009 :: Mary Beth Lambert, after two years as a small business owner of MBL Communications, has joined the staff of College Spark Washington as the Communications Officer. College Spark is a private foundation in Washington State that funds programs to help low-income students become college-ready and earn their degrees. She is also on the Ballard Food Bank board of directors.

2010 :: Sean Connor has accepted the position of Sr. Manager of Community Relations and Youth Programs with the Seattle Storm.

2010 :: Renee Ellis, the incomparable performer, has released her first album, "Winner," which can be found at http://reneeellis.com/?page_id=2. It will blow your mind.

2010 :: Mark Metcalf has joined Vertafore, Inc. as Assistant General Counsel. Vertafore is a leading provider of specialized software, services and information for the insurance industry.

2010 :: Scott Schliebner has been named Chief Business Officer at Cancer Research and Biostatistics. He was also elected to the Lawton Elementary School's Building Leadership Team.

2011 :: Jaffet Ghebretnsae has accepted the position of Associate Director, Radiation Therapy Services, with Seattle Cancer Care Alliance.

2011 :: Sean Spearman is now the Engagement Leader at Kotter International in Seattle.

2011 :: Maria Ventura has moved back to Los Angeles, California with her husband and new baby boy, Diego, so they can be close to her support network.

2012 :: Justin Uhler and his wife, Jess, welcomed the birth of their son, Amos Blais. Congratulations to the family!

Weldon "Butch" Leonardson, LT Board Member and Senior Vice President and CIO of BECU, has been named in Seattle Business Magazine as second place winner of its IT Employee of the Year. See the announcement [here](#). In addition, he has been appointed to Governor Christine Gregoire's Technology Services Board for a three-year term.

LT Alums, we don't want to lose you. Please update your profile in the LT online directory. For instructions, email susan@leadershiptomorrowseattle.org

Get Involved!

City Club will be hosting its 2012 Legislative Preview on Friday, January 6, 2012, at the Westin Hotel, 1900 Fifth Avenue, Seattle [view map]

Registration: 11:30 a.m. | Luncheon & Program: noon - 1:30 p.m.

Featuring:

Senator Lisa Brown, Majority Leader (D), 3rd Legislative District

Rep. Frank Chopp, Speaker of the House (D), 43rd Legislative District (invited)

Senator Mike Hewitt, Republican Leader (R), 16th Legislative District

Rep. Richard DeBolt, House Republican Leader (R), 20th Legislative District

To Register, [click here](#) for City Club's website.

EVOLVE

Denise Klein, Chief Executive Officer, of Senior Services is announcing a new opportunity. Evolve is Leadership Development for People 50+. Its purpose is to Re-ignite Self & Community and is for 50+ adults who are interested in providing leadership for the common good. Evolve will help you discover your unique path to leadership and develop the skills you need to be successful. This life-changing course will help you overcome challenges of leadership in later life and find new ways to use your passions, talents, and skills.

(Re) Discover your lifework

Understand the opportunities and barriers of leadership in later life

Plan and implement a civic leadership project
 Build an ongoing network for sharing ideas, knowledge, and resources
 Are you ready to take the leap? Register online at
<http://new.shoreline.edu/community/evolve.aspx>

Classes meet on Fridays from 8:30 am to 3:30 pm at Shoreline Community College on these dates: January 6, January 20, February 17, March 9, March 30, April 20, May 18, and June 15
 Cost: \$750

Our Mission

To develop effective community leaders
 who work to strengthen our region.

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