

Profiles in Leadership

A View from the Class of 2008 :: Linda Villegas Bremer

"We are temporary stewards with an obligation to manage the inheritance in such a way that it can be passed along even better and stronger than it was when we received it."

—Robert L. Payton

This is what Leadership Tomorrow means to me. It is an opportunity structured around a framework that supports my development so that I can "pass along my inheritance stronger than I received it." It is about community, partnerships, and legacy. As my teacher, Peter Drucker, once said, "Long range planning does not deal with future decisions, but with the future of present decisions." What decisions am I making? How am I being informed so that I can be most effective in crafting this preferred future?

As I look around me, I acknowledge that every man-made artifact was first an idea! Without too much of a stretch, I see that even enterprises and their results — some of which are not tangible, are also manifestations of someone's vision — a thought. And so it is that in the beginning there was a word, a thought, an idea, a vision.

And what kind of alchemy is needed to bring a dream to life? Is it magic? Aristotle once



Linda Villegas Bremer, LT'08

Director, General Admin., State of Washington

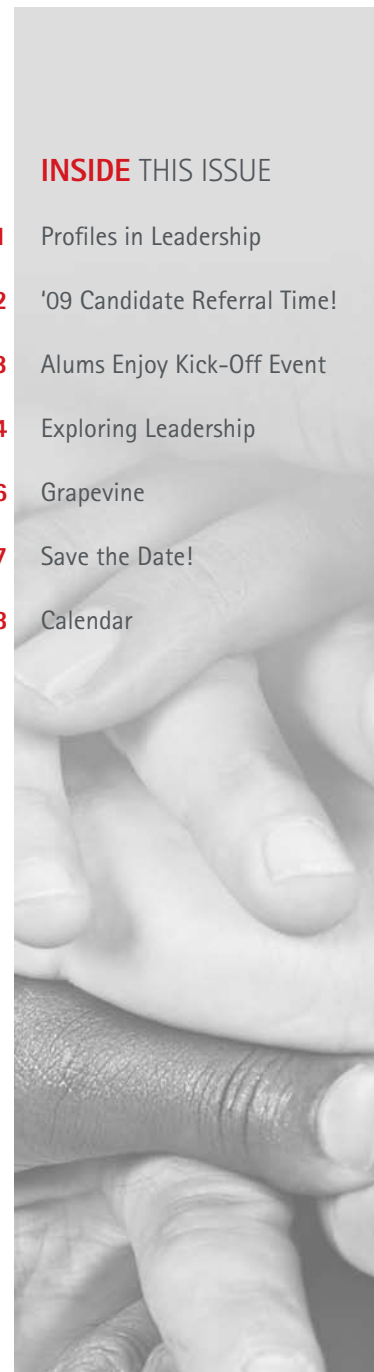
wrote: "First, have a definite, clear, practical ideal; a goal, an objective. Second, have the necessary means to achieve your ends. Third, adjust all your means to that end." Apparently, the principles for leadership results are as old as time itself.

Leadership Tomorrow fits snugly into this ideology. It offers an opportunity to obtain a reading on my "true north." The two core philosophies that stand out for me (in LT) are "issue" subject matter and elements of leadership. Regarding issues, we are privileged to hear from many points of view regarding concerns affecting the Puget Sound Region. I get to evaluate my

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commitment to any of these worthy topics. Regarding the elements of leadership... "Leadership is not a magnetic personality — that can just as well be a glib tongue. It is not making friends and influencing people — that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations." (You guessed it — Drucker again)

As a cornerstone of our curriculum, we have a context through which I can look at leadership — what it means to me, how I see it in action, and how I can generate more meaningful results. This 'frame of reference' consists of five behaviors: I "challenge the process." I "inspire a shared vision." I "enable others to act." I "encourage the heart." I "model the way."

As you can extrapolate from my musings, through my commitment to the Leadership Tomorrow program, I am able to self-assess and determine where I am called to make an even bigger difference. I have access to the persons who are impassioned about making a difference in these arenas. They are mobilized.

They are acting on these principles. They are skilled and willing to share their wisdom. They are the shamans of our learning.

So I end where I started. Leadership Tomorrow is an opportunity structured around a framework that supports my development so that I can "pass along my inheritance stronger than I received it." It is about community, partnerships, and legacy.

I learn about my community, locally, in Puget Sound and beyond. I forge new partnerships to work on something bigger than I could tackle on my own. And in my own way, I leave my 'little corner of the world' better off than how I found it. I am encouraged to challenge the process, to craft my vision and inspire others, to nurture others so that they can bring about meaningful outcomes, to remember that first and foremost all work is about our human spirit, and to 'walk the talk.'

Where do I want to be at any given time? How will I get there? What must I do to get from here to where I want to be? What is that baby step I can take that brings me closer to that ideal? I am blessed by the resources available to me through Leadership Tomorrow. What's next? Putting it All Together — Leadership in Action.

'09 CANDIDATE REFERRAL TIME

March is LT Class of '09 Candidate Referral Time!

Please send names and contact information of people you believe have the potential and the will to build a better community. This is a regional program so consider referrals beyond Seattle and King County. You are the best resource for candidate referrals and we need your help!

Email your referrals to: Rebecca@leadershptomorrowseattle.org or call 206-389-7267

Deadline for referrals: April 1, 2008

Deadline for applications: April 21, 2008



Thank you!

Alums Enjoy Kick-Off Event!



LT kicked off its 25th Anniversary Year with an event at the Seattle Aquarium. More than 100 alums and supporters took the opportunity to socialize and catch up with old friends. The venue was spectacular and many who attended had not yet seen the re-vitalized aquarium. The impressive floor-to-ceiling tank served as a magnificent backdrop for the mixer and gave the event a dramatic feel. LT was honored to have Robert W. Davidson, CEO of the Seattle Aquarium, welcome the attendees and give an overview of the aquarium project, now considered to be world class.

Many alums and supporters commented that it was great to have a chance to re-connect. Special thanks to our amazing event committee, Sylvia Cavazos, LT '87, Kerry Mushkin, LT '06, and Michele Percussi, LT' 02 for planning such a fun and engaging event.

The pictures tell the story! LT alums and friends doing what they do best, schmoozing!



Bob Davidson, CEO, Seattle Aquarium, Rose Feliciano, LT'06, Terry McLaughlin, LT'91, Paul Goldberg, LT'03, Alumni Leadership Committee, Maureen McLaughlin, LT'85, Stephanie Lucash, LT'03, Alumni Leadership Committee



Reidun Crowley LT'86, Alec Stephens, LT'08, Helena Stephens, and Rita Brogan, LT'84



B.J. Brooks, LT'07, Curriculum Committee, Rose Feliciano, LT'06, Vicki Moseley, LT'08, Jan Levy, LT'87, Executive Director, LueRachelle Brim-Atkins, LT'86 and her granddaughter Niani.



Michele Percussi, 'LT 02, Event Co-Chair, and Stephanie Lucash, LT'03, Alumni Leadership Committee



Ruth Dickey, LT'07 and Alina Fuentes, LT'07



Carolyn Cunningham, LT'00, Heather Fitzpatrick, LT'97, and Ellen J. Wallach, LT Immediate Past Chair.

Exploring Leadership



Ed. Note: This year, participants in LT'08 had the opportunity, in teams, to explore leadership through reading and discussing "The Leadership Challenge," by Kouzes and Posner, and interviewing local leaders. What follows are excerpts from the individual lab team reports.

Lupita Ayon, Director, Para Los Niños

Lupita Ayon became a leader by necessity. The schools weren't meeting her child's needs, so she joined other mothers to start a group to help prepare their children for school. Her leadership reflects her commitment to empowering others. The key is group focus, "it's not me; it's we." Lupita believes that people respond positively when they are given respect and believe they play a part in the organization's success.

Inspire a shared vision

The Hon. Bobbe J. Bridge, Justice, Washington Supreme Court (retired) ::

As a leader, Bobbe Bridge is wary of process as product, but has learned as a judge and community leader that the slow, hard work of building consensus on complex issues is worth it in the end. She believes being in charge doesn't make you a leader, and suggests that people "lead where they land" be it a big or small role.

Colleen Brown, President and CEO, Fisher Communication, Inc.

Colleen Brown believes the keys to effective leadership are to pursue your passions and model the desired behavior. Her love of her work is evident – she notes that the heart of being a media company CEO has always been inside her. When asked about how she balances her personal and professional life, she replied, "There isn't really balance, only integration."

Ron Chew, Executive Director, Wing Luke Asian Museum

Ron Chew is particularly interested in making sure that people are brought along regardless of what the end product looks like. He is comfortable with leading through adverse times, and sees himself as intimately connected and responsible for the health and well-being of his community. Ron believes if you "follow your passion you can't go wrong."

The Hon. Frank Chopp, LT'87, Speaker of the House, WA State Legislature ::

Frank Chopp has the energy to push his ideas forward, leaving some in his dust. Frank is clearly able to model the way and lead the team. He has learned to acknowledge major differences when approaching tough subjects, but

has the acumen and will to sit down and reconcile differences in relationships essential to getting the job done.

Steve Dubiel, LT'01, Executive Director, EarthCorps

As a leader, Steve Dubiel asks people for their ideas; gets the best information, and doesn't judge whether the answers are right or wrong. He works to understand both sides of a situation. Steve has learned how to deal with his weaknesses and focus on what he does well.

Mimi Gardner Gates, Executive Director, Seattle Art Museum

Mimi Gardner Gates characterizes her work as "making art relevant to other people's lives." She describes SAM as a place to "experience art and decide what it means to you." As a leader, Mimi's focus on inspiring a shared vision is at the heart of what she has been able to accomplish.

Megan Karch, Executive Director at FareStart

Megan Karch is a study in determination and commitment. She takes responsibility for the organization's challenges and works with her staff and board to create relationships that help to solve problems rather than create them. Megan would like to see a different type of regional leadership, with leaders stepping up to make hard decisions so that projects can move forward.

Gil Kerlikowske, Chief of Police, City of Seattle

Gil Kerlikowske understands that he is the public face of the police department as well as the model within the department. He does his best to ensure his core values represent the values of the department and tries to move people forward in small steps, and to be inclusive regarding goal setting. As a leader, Gil is humble and genuine, letting others take the lead, and encouraging his team through group recognition, rather than individual recognition.

Model the way

The Hon. Rob McKenna, State Attorney General

Soon after being elected as the State's 17th Attorney General, Rob McKenna knew his first challenge would be to win over his own staff. To do so, he held small group meetings, documented and prioritized employee concerns, and put together task forces to correct problems with his full support. He is a student of leadership, but knows that practicing is what makes someone a leader. Rob is inspiring and persuasive, and cares deeply about the common good and getting others involved.

LeAnn Moss, LT'99, Executive Director, Women's Funding Alliance :: LeAnn Moss makes the most of the limited resources available for her to build on the continued success of this non-profit. She sees a fine line between transparency and the need to keep staff driven, motivated and inspired. LeAnn is committed to honest self-exploration, listening and respecting others, and demanding accountability in each individual.

Challenge the process

Kirk Nelson, President, Qwest Washington
Collaboration is one of the keys to Kirk Nelson's success, which for him means bringing together quality minds to complete a meaningful vision, communicated at all levels of the organization. He knows that no one person has an entire solution, and recognizes that collaboration is essential in order for his organization to remain competitive in a challenging market.

Mark Okazaki, Executive Director, Neighborhood House
Mark Okazaki says he surrounds himself with staff who are smarter than he is, and fosters collaboration by promoting cooperative goals and building trust. A true servant-leader, Mark gives power away by assigning critical tasks and offering visible support. A primary goal is to "make sure the right people are on the bus."

Paula Reynolds, CEO, Safeco Insurance
Paula Reynolds is a high energy leader who thrives on being in the game daily. She inspires a shared vision by acknowledging that people won't accept leadership until they see leadership, and believes that challenging the process only makes sense if there is a place for a breakthrough, not just for the sake of change. Paula notes that "the drum beats a little louder in the head of a leader."

Rita Ryder, LT'86, President, YWCA of Seattle/King County
Rita Ryder credits her mother as her role model. She believes a leader's values must be in line with the organization's mission, and sees her responsibility as keeping staff and board constantly focused on that mission. She recognizes that a leader doesn't succeed alone, and must engage all constituencies. Rita sees "failures" as "disappointments" that spur her team on to success.

Stephanie Ellis Smith, Executive Director, Central District Forum for Arts and Ideas :: Stephanie Ellis Smith's motto is FIO (figure it out). As a leader, she defines the task so that staff will know the boundaries, and then lets them figure out how

to execute. This allows for more creativity and freedom and leads to individuals taking ownership. She hires for ability, and knows that leadership is about building relationships, more than anything else.

Robert A. Watt, LT'84, Vice President, Community and Government Affairs, The Boeing Company (retired)
Bob Watt has been committed to equal justice and fairness from an early age. He believes in removing barriers that prevent individual professional growth and describes success in terms of empowering others to feel good about themselves. Bob models the way by living his values and being willing to show his own vulnerabilities.

James Whitfield, LT'03, Regional Director, Secretary of Health and Human Services :: The quote on James Whitfield's desk says "It's not about you." He believes the task of implementing health policy cannot be tied to any one person's agenda, whether leader or team member. James values personal excellence and surrounding himself with the best and the brightest in order to get the job done. He works to make his staff look good and recognizes everyone's efforts along the way.

Enable others to act

Colleen Willoughby, Executive Director, Washington Women's Foundation :: Colleen Willoughby believes the words, "open, intentional and deliberate," illustrate her leadership style. She fosters decision-making freedom within her organization's structure, and understands the importance of having a strategic plan, being deliberate in one's actions, and focusing on the shared end goal.

Tay Yoshitani, President and CEO, Port of Seattle
After a successful career leading complex organizations, it is clear that Tay Yoshitani is used to being in charge. He sees one of his main roles as defining the direction of the organization, so that all employees can do their jobs. Tay stressed the need to maintain respect for people in an organization while getting your message across.

Leadership Tomorrow extends its thanks to all of the exceptional leaders who gave of their time, allowing themselves to be interviewed. It is evident, even from these brief snapshots, that our region is in good hands!

Encourage the heart

Grapevine



Spread the News! Grapevine submissions may be sent to barbara@leadershiptomorrowseattle.org or give us a call at 206.389.7234. We love hearing from you.

1984 :: Martha Choe has transitioned into a new role as Chief Administrative Officer at the Bill and Melinda Gates Foundation. During this period of rapid growth, she will work to ensure the continued success of Global Libraries.

1984 :: Bob Watt, who recently retired from Boeing, received the Edwin T. Pratt Award from The Urban League of Metropolitan Seattle. This is the group's highest honor and is bestowed annually to an individual or organization in recognition of significant support to the services offered by the league. "We must all aim to be shapers of what might be, not servants of what is," Watt said in accepting his award.

1984 :: Helen Marieskind, has accepted the position of Executive Director of Ready by Five, one of two pilot projects funded by the Bill and Melinda Gates Foundation and Thrive by Five, Washington. She is presently living in Yakima.

1984 :: Andy Reynolds has been installed as the President of SIETAR USA (Society for Intercultural Education, Training and Research). The primary purpose of the organization is to encourage the development and application of values, knowledge and skills that promote and reinforce beneficial and long-lasting intercultural relations.

1986 :: Mary Pugh was highlighted as a "Women of Influence" in the Puget Sound Business Journal.

1986 :: Lilly Aguilar was one of the recipients honored with the Community Mentoring and Legacy Award by Women of Color Empowered.

1987 :: Jan Levy received the 2007 Woman of Distinction award from Girl Scouts of Western Washington. She was also one of the recipients honored with the Community Mentoring and Legacy Award by Women of Color Empowered.

1987 :: Sylvia Cavazos was one of the recipients honored with the Community Mentoring and Legacy Award by Women of Color Empowered.

1988 :: Doreen Cato was honored by the National Association of Housing and Relocation Officers with the Elizabeth B. Wells Memorial Award. She was also awarded the 2007 Outstanding Children's Advocacy Award by the Children's Alliance.

1989 :: Sandra Madrid was one of the recipients honored with the Community Mentoring and Legacy Award by Women of Color Empowered.

1993 :: Tracy Brown has accepted the position of Director of Diversity and EEO at the Federal Reserve Bank of Boston.

1994 :: Juan Cotto announced the birth of his son, Jose Cotto, born October 10, 2007. Congratulations!

1996 :: Janice Van Cleve has been very busy since her retirement in 1998. In addition to much hiking and travelling, she has published her first book, Eighteen Rabbit – The Intimate Life and Tragic Death of a Maya God-King.

Corporate Sponsors:



1996 :: Kwan Wong has accepted a new position as Director of Finance and Administrative Services at the Seattle Municipal Court starting mid-March.

1997 :: Stephan Blanford has accepted the position of Executive Director for the White Center Early Learning Initiative. Several large funders including the State of Washington and the Gates Foundation have committed more than \$30 million to ensure that all White Center youth, from birth to 5 years old, come to school ready to learn.

1999 :: Marianne Bichsel has accepted the position as Managing Director of Communications for Casey Family Programs.

2000 :: Christopher Alston was honored as Volunteer of the Year by United Way of King County.

2001 :: Richard M. Humphreys, has been appointed to the private panel of arbitrators for the United Steel Workers and Lauren Manufacturing in New Philadelphia, Ohio and the United Steelworkers and Akron General Medical Center in Akron, Ohio. He was also recently appointed to the panel of arbitrators for the Oregon State Employment Relations Board.

2002 :: Patricia Akiyama is now Director, Government and Community Relations at Russell Investments in Tacoma.

2002 :: Sinh Q. Nguyen has taken the position of New Markets Development Director at the Washington Association of Realtors. He will be working with local

Washington communities and partners in countries in East Asia.

2002 :: Welcome Frances Marin Marriott, born to Lisa Chick and Tom Marriott on October 22, 2007! Congratulations!

2003 :: James Whitfield has been promoted and his new position includes Deputy Director of Inter-Governmental Affairs as well as his normal responsibility as Director of Region 10 for the U.S. Department of Health and Human Services.

2003 :: Tory Hutson has been named Assistant Secretary for the WA State Department of Social and Health Services.

2004 :: DeAnna Poling is now the Senior Vice President and West Region Manager for KeyBank.

2004 :: Charles Knutson, Vice President of Public Affairs of the Greater Seattle Chamber of Commerce has been elected Board Chair for Seattle Works, an organization that informs, connects, and inspires people in their 20's and 30's to take action in their community.

2005 :: Lisa A. Hayes has accepted a position with the Alliance for Justice (AFJ) as their Director of Outreach. She has relocated to Washington D.C. AFJ recently had a front page article on the Huffington Post website.

2005 :: Candice Chin has accepted the position of Fiscal Manager for Bellevue's Transportation Department.

2005 :: Jennifer Lail has earned a graduate fellowship and has been studying urban planning and sustainable develop-

ment in Sweden. She is returning for the winter quarter at the University of Washington to complete her graduate work.

2006 :: Frank Buysse has been promoted to Senior Vice President, General Manager, Area Sales Director of Lee Hecht Harrison, Bellevue Office

2006 :: Megan Torres is now Director of Communications and Marketing with Millennium Promise in New York City, an International NGO that is working to end abject poverty.

2006 :: Deborah Binder has been working with the Fabric of Life Foundation since 2006. It helps young women in developing countries become business women in 18 months.

2007 :: Kimberly Zipp has accepted the position of Regional Market Development Executive for the Northwest and Midwest markets of Bank of America.

2008 :: Tien Peng, a member of this year's class welcomed his first child, Ronan Lee Peng last December. Congratulations!

SAVE-THE-DATE!



25th ANNIVERSARY
CELEBRATION EVENT

November 11, 2008

Sheraton Hotel, Seattle

CONGRATULATIONS!

LT Calendar

- APRIL 17** **LT '08 Challenge Day**
Establishing Quality Education and Learning Opportunities for All Ages

- MAY 6** **Alumni Event: "Unnatural Causes"**
Film excerpt and discussion, Seattle Times Auditorium (details to follow)

- MAY 15** **LT'08 Challenge Day:**
Protecting and Stewarding Our Environment

- JUNE 19** **LT'08 Closing Session: Putting It All Together**

- JUNE 24** **Class of '08 Graduation Celebration**

- NOV. 11** **Leadership Tomorrow 25th Anniversary Community Celebration**

Alumni Leadership Committee :: 2007-2008

- | | |
|--|---|
| Diane Altman-Dautoff, LT'97
Consultant | Carson Jones, LT'04
Seattle Center |
| Sylvia Cavazos, LT'87
City of Seattle, Public Utilities | Elaine Ko, LT'88
Port of Seattle |
| Juan Cotto, LT'94
Fred Hutchinson Cancer Res. Inst. | Chinua Lambie, LT'07
Group Health Cooperative |
| Carolyn Cunningham, LT'00
United Way of King County | Stephanie Lucash, LT'03
King Co. Dept. of Transportation |
| Jerry DeMuro, LT'01, Chair
Sound Transit | Kerry Mushkin, LT'06
The Boeing Company |
| Paul Goldberg, LT'03
Paul Goldberg & Assoc., LLC | Heidi Ob'bayi, LT'07
Pemco Insurance |
| Michael Grady, LT'96
The Boeing Company | Dave Osmer, LT'90
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| Daryl Grigsby, LT'98
City of Kirkland | Jonathon Scholes, LT'07
King County Council |
| Ida Hawkins, LT'96
Casey Family Programs | Dan Youmans, LT'03
AT&T Wireless |
| Christina Hulet, LT'02
WA State Governor's Office | |
| Monica Hunter Alexander,
LT'06
WA State Patrol | |
| David Jayo, LT'99
REI | |

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

Our Mission



CELEBRATING 25 YEARS

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