

# LEADER



PRESCOTT AREA LEADERSHIP, INC.

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## PAL Mission...

**...to develop and inspire  
individuals to contribute  
to the vitality and  
leadership of Yavapai  
County, AZ.**

## President's Message...

Volume XIX, Issue 1 - September 2008

Greetings PAL Alum;

Another year of PAL is just underway with Class XIX. Your PAL board has been busy over the summer with a two day retreat in July to discuss PAL: past, present and future. It was a great weekend and many new ideas were discussed. As a result of the retreat we will be putting together a group to develop a PAL Business plan to take PAL forward on a 3, 5 and 10 year planning horizon. The new board is really motivated to make positive changes to this great organization and keep PAL the best leadership program for the greater Prescott area.

The new class had their two day retreat in August to kick off their two year program. There was a lot of great interaction and this is going to be another great class. Over the two days the class heard from Dr. Ron Barnes, David VanGorder, Marilyn Yetter, Ab Jackson and many other PAL Alumni made it out over the weekend to check in and see the new Class. The highlight of Friday night at the bon-fire was a visit from Ms. Lucy Mason which kicked off several hours of great dialogue from the current class and alumni.

I would like to thank all the alumni who came out over the weekend to support this class and the current board. Your presence does make a difference and is greatly appreciated by me and the entire board. I would like to encourage all PAL alumni to make a commitment to attend at least one issue day this year and come out to the Man, Woman and Youth of the Year this coming Spring. All the dates for the upcoming PAL year are posted on our website: [www.prescottarealeadership.org](http://www.prescottarealeadership.org). Come out and see the great things that are happening and make a difference in our future leaders.

On behalf of the 2008/2009 PAL Board, I would like to thank all our alumni for your continued support of PAL. Our alumni make a difference in this organization and your continued involvement in PAL will take us to great new heights. I look forward to seeing you at our issue days and at the Man, Woman and Youth of the year.

Respectfully,  
Brad Fain

**"Leadership is the capacity to translate vision into reality."**

~ Warren G. Bennis

# September Issue Day

## Regional Issues

Friday, September 19, 2008

7:30 am – 4:30pm

Yavapai Regional Medical Center—East Campus— Quail Room  
Prescott Valley, AZ

- 7:30-8:00 am. Networking and Continental Breakfast
- 8:00–8:30am PAL Business
- 8:30–10:00am **PHOTO RADAR**  
Jack Wilson, Mayor, City of Prescott,  
Fran Schumacher, Vice-Mayor-Prescott Valley  
Jim Bunker, Councilman, Town of Chino Valley
- 10-10:15 a.m. BREAK
- 10:15–11:30am **JTED**  
Tim Carter, School Superintendent, Yavapai  
County  
John Morgan, Dean of Career and Technical  
Education Center, Yavapai College  
Mike Olsen, Owner, Olsen's Grain
- 11:30–12:30pm LUNCH
- 12:30 – 1:00pm **TOUR of YRMC**—East Campus
- 1:00 – 2:00pm **RECAP of Central Arizona Partnership Water  
Forum**
- 2:00 – 3:45 pm **TRANSPORTATION**  
Dallas Hammit, Prescott District Engineer,  
Arizona Department of Transportation  
Mark Nietupski, Public Works Director,  
City of Prescott  
Norman Davis, Public Works Director,  
Town of Prescott Valley  
Jerry Stricklin, Public Works Director,  
Town of Chino Valley
- 3:45—4:00 p.m. BREAK
- 4:15 – 4:30 pm **DEBRIEFING OF ISSUE DAY**

Planned by Class XVII

When you believe in what you're doing and use  
your imagination and initiative,  
you can make a difference. ~ Samuel Dash

## CHECK OUT THE WEB

**Ok**ay, we've had a rough go at it, but things are now up and running on the Prescott Area Leadership web page, so mark it as a FAVORITE and visit us often!

The site is:

[www.prescottarealeadership.org](http://www.prescottarealeadership.org)  
and it now has information on this year's Issue Days and respective coordinators as well as a calendar to mark Issues Days, Field Trips, Mixers, and any type of information we want to get out to the Class and Alumni.

So, visit us often and feel free to contact the webmaster at [liz.burke@cityofprescott.net](mailto:liz.burke@cityofprescott.net). If you have comments or questions of a general nature, please feel free to write to [prescottarealeadership@yahoo.com](mailto:prescottarealeadership@yahoo.com).

ALSO, if you have a change of address for mail, e-mail, phone, etc. PLEASE let us know at the above e-mail and we can change our records accordingly. Thanks.



## PAL Mixer!

...first of several...

Wednesday, October 22nd  
At the Prescott Resort  
5:00–7:00 p.m.

In the Newly Renovated  
Eagles Nest!

# Meet the "Best" Class XIX (continued on next page)

## Susan Anderson

Susan is a registered nurse and small business owner. She currently works part time in the Intensive Care Unit at YRMC East Campus. Susan has been a critical care nurse for 21 years. She launched her business, Nursing Care Consultants Inc., in April 2008.

Susan graduated from a three year diploma based nursing school in Richmond, VA in 1987. In 2001 she received a BA in Business Management, is certified in Geriatrics by the American Board of Nursing Specialties and is currently enrolled at Yavapai College in the Gerontology Certification Program.

## Charles Arnold

Charles is the Marketing and Sales Coordinator for Granite Investment & Development. Charles is responsible to promote the Bright Star Subdivision in Chino Valley, he is charged with ensuring that marketing campaigns that the company uses produce the desired effect, sales to their home builders.

Charles graduated from U of A from a triple degree program, Political Science, Public Administration & Management and Regional Planning & Development. He is currently enrolled in Yavapai College Business Management program.

## Jane Bristol

Jane is the Economic Development Director for the City of Prescott. Jane is responsible for identifying, researching and analyzing specific areas for development of new and expanding business sites. She arranges and conducts site visits with economic development prospects.

Jane graduated from University of Phoenix with a BA in Business Management, University of Oklahoma, Economic Development Institute and is currently a candidate for the Masters Degree, Public Administration, at NAU.

## Aalt Brouwer

Aalt owns his own business Aalt Brouwer & Co., LLC. He is a speaker, seminar leader, coach, trainer and author in organizational leadership and team building.

Aalt graduated from Chaminade University of Honolulu with a Bachelor degree in Computer Science, a Masters Degree in Counseling from Northern Arizona University and a Doctor of Management in Organizational Leadership from the University of Phoenix.

## Patti Crouse

Patti is the Executive Assistant for the Mayor, Council and City Manager of Prescott. She acts as the liaison between the citizens of Prescott and the elected officials. Patti has implemented a quarterly administrative staff training session wherein all City department contacts meet and discuss various duties.

Patti will receive her Management Certificate as well as an AAS in Office Administration from Yavapai College in the fall of 2008.

## Jesse Eller

Jesse was appointed by the Yavapai County Board of Supervisors to direct operations and administration of the 56 person department of Medical Assistance/Long Term Care.

Jesse earned two BS degrees, Business Management and Marketing, and his MBA from the University of Phoenix while working full time and maintaining a balanced family and social life.

## Erin Elsner

Erin works for Yavapai College Prescott Valley Campus in the Fire Science Program. She is responsible for all administrative duties necessary to deliver a Fire Science program that is accredited with the International Fire Science Association of Congress.

Erin has an Associates Degree in Organizational Leadership from Rio Salado Community College, is currently working on Bachelors in Interdisciplinary Studies in Organizational Leadership at ASU and attends Yavapai College for classes in Business and Computer skills.

## Donna Fagan

Donna is employed as Budget Manager of Yavapai County. She oversees and coordinates the preparation of the County's \$250 million budget.

Donna has a Bachelor of Science degree from UofA in Business Administration with an emphasis in accounting. She has completed more than half of an MBA program, which ceased due to relocation. She is a Certified Public Account who had her own CPA firm prior to moving to Prescott.

## Kim Kapin

Kim is the Director of Public Affairs for the City of Prescott. His duties include overseeing the dissemination of public information to residents, city employees, and media with the goal of advancing the City of Prescott's vision and goals.

Kim has a Bachelors Degree in Psychology from the University of California, Santa Barbara and is a Certified Mediator, City of Los Angeles, City Attorney's Office.

## Jason Kelly

Jason is the Recreation and Aquatics Supervisor for the Town of Chino Valley. His duties include oversight of operations, budget and staff. His responsibilities are to improve the community's quality of life through physical and psychological wellness programs, events and facilities for all ages and abilities.

Jason graduated from Grinnell College with an undergraduate degree in American Studies. He plans to continue with higher education to enhance his career-specific knowledge but also because he thoroughly enjoys the academic setting for the betterment of self.

## Sandy Klinikowski

Sandy is the assistant Chief Nursing Officer at YRMC. Her duties include participating in the development of the nursing division goals, policies and procedures, standards of care along with providing leadership to the Nursing Division in the absence of the Chief Nursing Officer.

Sandy graduated with a Bachelor in Nursing from UNLV and a Masters in Nursing from ASU. She is currently enrolled in Grand Canyon University MBA with emphasis in Health Systems Management.

## Connie Nell

Connie is a senior associate with Realty Executives of Northern Arizona and owns and operates a financial budgeting firm and an online travel agency with her husband.

Connie graduated from high school in Waycross, Georgia and continued her education in business and marketing at Valdosta State College in Georgia. She is a certified Real Estate and Property Management specialist in three different states.

## Meet the “Best” Class XIX

### Ramon Ortega

Ramon is the Forestry Coordinator for APS. He oversees utility tree trimming operations, coordinates employee field training, works with different fire departments, the forest service, state and BLM in fire season to ensure public fire fighter & power line safety.

Ramon graduated high school in Mexico

### Hector Riojas

Hector is the District Manager, Prescott for UniSource Energy Services. He is responsible for an \$8 million dollar capital budget and \$500,000 Operations and Maintenance budget. His district includes approximately 46,000 natural gas customers with a geographic service territory from Paulden to Black Canyon City.

Hector has a Bachelor of Science Engineering degree from the University of Nevada, Las Vegas.

### Virginia Trask

Virginia is employed by the Yavapai-Prescott Indian Tribe as an Education Assistant as well as being an independent consultant/designer with her own business “Logos & Letters”.

Virginia has an AA in Behavioral Sciences and has continued to seek education and training in fields related to her job and business.

## Who’s Doing What

### Class XIX Program Support Activities

**Shadowing Coordinator**—Suzi Anderson

**Field Trip Coordinators**—Jason Kelly & Charlie Arnold

**Meeting Etiquette**—(Thank You Notes) - Erin Elsner

**Class Historian**—Donna Fagan

**Class Reporter**—Ginni Trask

**Attendance & Evaluation Tracking**—Sandy Klinikowski

**Lynx Lake Clean-Up**—Connie Nell

**Man, Woman & Youth of the Year**—Jane Bristol, Patti Crouse, Ault Brouwer & Jesse Eller

**End-of-Year Celebration**—Ramon Ortega & Patti Crouse

**Photographers**—Hector Rojas & Kim Capin

## Class XIX Retreat . . .

Prescott Area Leadership (PAL) Class XIX kicked off early Friday morning, August 24, 2008. The annual retreat was held at United Christian Youth Camp in Prescott.

Brad Fain, President, and Anita Payne, Past-president, started the event off this an ice-breaker where participants were labeled with an animals name and each person had to ask questions of the other class members to determine what animal they were. Hilarity reigned.

After the program overview given by alumni members, David Van Gorder inspired everyone while relating his story of his journey to overcome his disabilities and become a true servant leader. Dr. Ron Barnes, PAL founder, captured the class with his perceptive and motivational talk. All class members received a copy of his book, *Lessons for Leaders*. Mary Kay O’Neil reviewed the Myers Briggs personal style tests the class had turned in prior to the retreat.

The first day culminated with a campfire circle which several alumni attended, and Lucy Mason, our State Representative and PAL alumni, was the keynote speaker. Throughout the day the class bonded, learned lessons in team building and learned about themselves.

Day two started with a spirit of camaraderie which continued to grow during the remaining hours. Dr. Ron Barnes again spoke to the class and expounded on the previous day’s lessons. He presented a truly insightful program and left the class with much information to absorb and ponder. The morning wrapped up with the camp staff conducting team building activities which ranged from good fun to hilarious mirth and truly taught the group to work as a unit.

After lunch Marilyn Yetter conducted leadership skill building through an introduction of True Colors. Each person selected the colors that most closely fit their personality and style. Most telling was when the class split up into color groups and each group planned a trip. The differences were surprising and provided another excellent lesson in how different people work and cooperate with one another.

The retreat ended with many people signing up for independent study with Dr. Barnes. Assignments were handed out by John Rasmussen for the year for Issue Days and Program Support Activities.

~ Ginni Trask—Class XIX Reporter

**An invincible determination can accomplish almost anything and in this lies the great distinction between great men and little men. (and women) ~ Thomas Fuller**

# Lessons for Leaders

By Ron Barnes

PAL is dedicated to assisting individuals--and established leaders--become effective leaders. In the last two PAL Newsletters (Dec. 2007 & March 2008) I attempted to contrast the characteristics of ordinary leaders with effective leaders. In this column I'll try to amplify these differences and further clarify the characteristics of effective leaders.

First of all, effective leadership is a two-way exchange; it influences others and is open to influence. The personal dignity and worth of those involved in the exchange are respected and honored. The relationship between the effective leader (EL) and others is never a "power over" but a "power with" relationship. The EL is always a servant first, a leader second, and is committed to ensuring that the needs of those served receive priority attention.

For an EL the creation of a sense of community through collaboration rather than conquest or competition defines success. Caring, giving and devotion to serving is the measure of an EL's achievement as is, of course, paying attention to the job at hand and accomplishing set goals.

ELs understand that whatever power they possess derives from their authenticity, not from their position. They realize that their humanness is the foundation of effectiveness; their commitment to servanthood is not only the modifier and corrective of whatever power they possess but serves as a checkmate to the corruptibility of power as well.

When an EL empowers followers, the latent power within the followers is awakened as is their trust of the EL. The fact is, real and true power is an exchange of power. When power is applied as unilateral control, it will be resisted because it restricts freedom. "Power over" others is never just or redemptive; "power with" nurtures collaboration.

Shared power is a refutation of the competitive win/lose approach. ELs strive to empower others in order to develop a shared vision, a sense of belonging, and relationships that are based on mutual trust and respect. Their purpose is to bring out the best in individuals while elevating the goal of service over self-interest and private gain.

At the root of the relationship between an EL and followers is the understanding that they need each other. Neither can make it alone.

The best test of the EL is whether those being served grow into better human beings. Are they developing into effective leaders themselves? Are they learning the meaning of servanthood? Are they becoming imbued with a commitment to service? Are they demonstrating respect truth and honesty? Are they becoming more trustworthy?

## The Rest of the "Year" Issue Days

**Issue Day 2—October 17, 2008**  
**Business, Growth & Environment**  
Planners: *Ramon Ortega & Suzi Anderson*

**Issue Day 3—November 21, 2008**  
**Education** Planners: *Hector Rojas & Charlie Arnold*

**Skills Day—December 12, 2008**  
**Mid-Year Retreat/Skill Enhancement** PAL Board

**Issue Day 4—January 16, 2009**  
**Criminal Justice**  
Planners: *Sandy Klinikowski & Jane Bristol*

**Issue Day 5—February 15, 2009**  
**Government/Politics**  
Planners: *Jessie Eller & Erin Elsner*

**Issue Day 6—March 27, 2009**  
**Arts & Media**  
Planners: *Donna Fagan & Patti Crouse*

**Issue Day 7—April 17, 2009**  
**Youth**  
Planners: *Jason Kelly & Connie Nell*

**Issue Day 8—May 16, 2009**  
**Health**  
Planners: *Ault Brouwer, Ginni Trask & Kim Capin*

**2009 Synthesis Day—June 12, 2008**  
Planners: *PAL Board*



# ORDER YOUR COPY TODAY!

## Lessons for Leaders and those who Aspire to be

Author: Ron Barnes

Working with hundreds of leaders around the country, Ron Barnes has gathered perspectives that are instructive and beneficial to the 20th century leader. Ron always says, "You don't have to be sick to get better" and so the same approach applies to leaders: "You may be an effective leader, but you can get better." LESSONS FOR LEADERS :And For Those Who Aspire to Be, provides insights, suggestions, thoughts and recommendations on how anyone can live a better, fuller life and become a more effective leader. In Ron's recently published book you can discover the most important qualities a leader needs to develop to be more effective; you will learn your strengths and limitations as a leader; you will find the characteristics an aspiring leader possess; and, glean to what extent self-understanding is critical to a leader's success.

**ABOUT THE AUTHOR:** Ron Barnes retired to Prescott in 1985, following an illustrious consulting career, having conducted seminars for more than two hundred business, government, health care, and educational organizations, and was recognized by TIME AND U.S. NEWS AND WORLD REPORT. Ron received the Prescott community Visionary Award and developed the Prescott Area Leadership program (PAL) now in its 19th year.



## Order Form

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fill out the following and send to : (or if you are near Prescott Valley, stop by the Step One Office on the second floor and pick one up)

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## Mark Your Calendars...

**Sept 19, 2008:** Issue Day #1—Regional Issues  
**Oct. 6, 2008:** PAL Board Meeting (Rock House)  
**Oct. 22, 2008:** **PAL Mixer (Prescott Resort)**  
**Oct. 17, 2008:** Issue Day #2—“Business, Growth & Environment”  
**Nov. 3, 2008:** PAL Board Meeting (Rock House)  
**Nov. 21, 2008:** Issue Day # 3 - “Education”  
**Dec. 1, 2008:** PAL Board Meeting (Rock House)  
**Dec. 12, 2008:** PAL Mid-Year Skills Training  
**Jan. 6, 2008:** PAL Board Meeting (Rock House)  
**Jan. 16, 2009:** Issue Day #4: “Criminal Justice”  
**Jan. 2009:** **PAL Mixer—TBA**  
**Feb. 20, 2009:** PAL Issue Day #5—Government & Politics  
**Mar. 27, 2009:** PAL Issue Day #6—Arts & Media

**April 17, 2009:** PAL Issue Day #7—Youth

**May 2009:** **PAL Mixer**

**May 15, 2009:** PAL Issue Day #8—Health

**June 12, 2009:** Issue Day #9—Synthesis Day/End of Year Celebration & Class XVIII Graduation

**Comments, Suggestions  
for future Newsletters?**

**Contact:** [prescottarealeadership@yahoo.com](mailto:prescottarealeadership@yahoo.com)

**Nothing great was ever achieved without enthusiasm.  
~ Ralph Waldo Emerson**