

## **CIVIC LEADERSHIP STUDY GROUP REPORT EXECUTIVE SUMMARY**

Hampton Roads has a rich history of successful senior business leaders with significant ties to the region who were willing to devote considerable time and energy to community engagement. The question is who will carry the torch of civic leadership into the next generation?

In a time of more intense regional economic competition we must do a better job of populating key civic organizations with the best and brightest volunteer leadership that the region has to offer.

This was the challenge given to the Civic Leadership Study Group, Chaired by Bruce Bradley. Study Group members included business and community leaders who serve in leadership positions throughout Hampton Roads. The Executive Directors of the existing region-focused leadership programs were active participants.

In following the working goals and charge developed by the Hampton Roads Community Foundation leadership, the Study Group established a statement of purpose and benchmarked ten other markets to learn what they were doing to grow civic leaders in their communities. Some of the noteworthy ideas gleaned from other regions were:

- We need more effective mentoring.
- We should use technology more effectively to engage participants.
- We need purposeful non-profit board training as distinguished from the current immersion training.
- Each participant should be engaged in a team based community project.
- We should consider introducing a “match day” type program to connect graduates to organizations for the programs which do not already have one.

The Study Group conducted a SWOT analysis of the collective impact of the current leadership platforms available. The feedback identified the following strengths, weaknesses, and opportunities:

- *Strengths:*
  - A strong alumni pool.
  - Networking.
  - Diverse industry participation.
  - The programs are all well run.
  - Selectees see it as an honor to be selected.
- *Weaknesses:*
  - Alumni are not always engaged.
  - Insufficient skill development.
  - There is duplication of effort among the programs in that the programs are primarily focused on immersion in the community. This is less of an issue on the Peninsula where the immersion topics are specific to the community.
  - The programs do not offer leadership training as much as immersion in the community.

- *Opportunities:*
  - Match day at the end of each program where appropriate.
  - Formal mentoring program.
  - Requirement to join civic/volunteer board at the conclusion of the program.
  - Cast a wider net for participants such as new entrepreneurs.
  - Add on line components to the program.
  - Add outcome measures.

Mr. Howard Hoege, Assistant Dean for Development and Strategic Initiatives at UVA's Batten School of Leadership and Public Policy participated on the Study Group. As the group deliberated appropriate recommendations Mr. Hoege was very helpful in introducing the concept of "external leadership." He defined this as leadership areas of focus needed in the public/non-profit sector but not always in the private sector. This is an area of focus at the University of Virginia, preparing leaders to lead in areas where there is no formal reporting structure such as that found in the private sector.

External leadership skills not currently included in most of the leadership programs in Hampton Roads are:

- Strategic Communications, including media relations.
- Negotiations.
- Coalition Building including achieving consensus and moderating dialogue.
- Development/Philanthropy.
- Expanding frame of reference.
- Process complexity/Ambiguity.
- Developing a value proposition.
- Public speaking.
- Systemic risk assessment/management

The task force concluded with the following recommendations:

1. **Form a task force, comprised of representatives from the three major civic organizations.** Members of the task force would include the paid executive and current board chair for each organization. The purpose would be to better coordinate activities among the groups in order to reduce duplication and find opportunities for collaboration. Some topics to address include:
  - What should be the program outcomes to be measured?
  - How do we more effectively get new entrepreneurs involved in the programs?
  - How can we use technology more effectively?
  - How should we expand and enhance the match day program currently used by LEAD Hampton Roads?
  - Recommend one or more "joint programming" days for leadership programs to maximize resources and impact.

2. **Devise and implement a mentoring program.** At the CIVIC Leadership Institute sponsored recognition for Dubby Wynne, recipient of the Darden Award in December, 2012, he challenged the community to establish a world class mentoring program. The first order of business for the task force outlined above was to meet with Dubby Wynne as a group, then devise such a program.\*
3. **Integration of external leadership components into the CIVIC Leadership Institute curriculum.** There was interest among the CIVIC Leadership Institute study group participants to explore integrating some of the external leadership components into their curriculum. This would introduce some needed topics into the training and also help differentiate the current civic leadership programs which have significant duplication.

*\*Note:* Since the completion of the Study Group's work Howard Hoege was been engaged to assist CIVIC Leadership Institute enhance their curriculum to include external skill development. This was made possible by a one-time grant from the Hampton Roads Community Foundation.