Leadership! What is it? I’ve spoken about it many times and even taught advanced leadership classes. And, probably like many of you, I know leadership when I see it, and I know when I don’t see it. Academicians, philosophers, and historians have tried for centuries to describe “leadership.” It continues to be an elusive exercise.

Theorists from the 19th century talked about the evolution of leadership, and philosophers such as John French and Bertram Raven talked about the bases of social power and group dynamics as components of leadership. Or perhaps, you prefer the Ignatian practice of reflection and discernment as it relates to leadership. There is no shortage of ideas, theories, research, or books about the topic but for the purposes of this article, I’m going to talk about leadership from a vantage point I know all too well—mine!

There is no shortage of ideas, theories, research, or books about the topic but for the purposes of this article, I’m going to talk about leadership from a vantage point I know all too well—mine!

Some believe leadership is the ability to influence. If so, then ask yourself, “who influences you?” Or, a more insightful question might be “what” influences you? The “what” speaks more to a core set of values and for me, that’s where leadership begins.

I submit that the perception of leadership has shifted because our value systems—individually, corporately and as a nation—have shifted. My journey in life has been steered by a strong value system and a boat load of hard work. Today, we teach children behaviors, but we rarely teach values. Values motivate our behavior. We are each a reflection of our own value system. That doesn’t mean we don’t grow, learn and re-learn every day but it does mean that when our values are clear, then decisions become easier.

Values and leadership are intrinsically linked. However, the glue that cements them is trust. Whether you study a nefarious leader or a benevolent one, trust is always a key component in leadership. It’s been said that “actions always prove why words mean nothing.” Without trust, we are emotionally homeless and misdirected. Leadership can’t survive without trust.

Leadership is timeless. It has no limitations. Leadership is knowing you have no right to anything you haven’t worked for; it’s being willing to fail and get back up again. There is no status quo in leadership. Vision is the fuel that drives it. Leadership doesn’t always look like you or me. It has many faces and lives in areas you’d least expect. Leadership is faith and hard work; it’s persistence and vision. Helen Keller said the only thing worse than being blind is having eyes and no vision. Leadership has been launched on the shoulders of thousands of people who’ve come before us. Leadership is having a positive impact on someone regardless of whether they ever know your name.

That’s what I know about leadership.
THE CHAMBER IN ACTION

The Jackson County Chamber of Commerce is active in bringing its members networking events (Off The Clock, Speed Networking), educational events (Economic Luncheons, Leadership Jackson Classes), and promotional events (Good Morning! Greater Jackson, Ribbon Cuttings/ Groundbreakings). Please see our Calendar (page 6) to save future dates on your calendar!

Congrats to the Brick Award Recipients, sponsored by Jackson Commercial Contractors Assoc.

Lloyd and Judi Ganton present the 2018 ATHENA Award to Monica Moser, sponsored by Lloyd Ganton Retirement Centers.

Pat Willis and Dan Machnik of Willis and Machnik Financial Services present the Small Business Person of the Year Award to Jill McEldowney and Mike Hirst of Hirst Electric Company.

We welcome all Chamber members to join us at our events! If you do plan to attend, please RSVP (517-782-8221) in advance to allow us to plan for food and other provisions accordingly. Thank You!

16th Annual MLK Breakfast had another sellout crowd. Thank You to title sponsor AARP of Michigan for their continued support of this great event.

Bill Rayl, recipient of the Reach HIRE Award, sponsored by Michigan Works! Southeast.
Meet Jessica!

Jessica is the Business to Business Facilitator for the Jackson County Chamber of Commerce.

What does that mean?

Jessica will help you meet your business needs. Every business has multiple vendors and sometimes we need new ones. Jessica can help you find a qualified Chamber Member to serve your specific business need, allowing you to focus on your business.

No, she won’t be making your sales for you. That’s your job. But she can help put you in contact and make introductions. As always, the Chamber is committed to helping you grow your network.

The Jackson County Chamber of Commerce has always been a place to find vendors and help with introductions to our immense network, but Jessica will be there to help you navigate and encourage you in ways to further your network growth.

Contact Jessica@JacksonChamber.org

MISSION

Creating a vibrant, inclusive community through meaningful partnerships, intentional connections and engagement for greater Jackson

VISION

The Jackson County Chamber is the leading driver and advocate for dynamic business and economic development in Jackson County

CORE VALUES

Leadership - We address relevant issues for our stakeholders through social influence to accomplish our goals

Integrity - We demonstrate honesty & integrity in everything we do

Inclusion - We seek to engage all people, fostering inclusion of a diverse population in our business community

Representation - We develop a stronger business community through convening, advocating and collaboration

Innovation - We challenge the status quo to foster creativity, ideas and solutions

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Renewing Members

1-5 YEARS
Dullock Excavating
Vision Tire & Auto Graphics 3 Inc.
Bill Krueger, State Farm
State Senator Mike Shirkey
Fetch Data
Arbors at Lakeside / Heritage Place at Lakeside
BNI Profits-A-Rizin’
Kubota of Jackson
Ye Ole Carriage Shop
Smiles on Wheels
Hearing Life
RE/MAX Irish Hills
Spring Arbor Dental
Richmond Brothers, Inc.
Humanergy, Inc.
Hibachi Grill Sushi Buffet #9
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Cellular and More, West
Schissler Certified Payments Consultants
H&R Block
Adecco Employment Services
Comcast Spotlight
Integro, Ilc
Aware, Inc.
Olive Garden Italian Restaurant
Island Breeze Travel
Rotary Club of Jackson
Old National Bank - Downtown
A Healing Place LLC

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Investments - Mollie Bolton
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Jackson Monument Works
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Professional Consulting Services

11-15 YEARS
LegalShield
Jackson Coffee Co.
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Mission of Hope Cancer Fund at the Believe Center
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All-Pro Property Management
Jackson Truck Service, Inc.
Springbrook Meadows Apartments
South Central Human Resource Mgmt. Assoc. (SCHRMA)

Certainteed Corporation
Blackman Charter Township
Arbor Manor Rehabilitation & Nursing Center
Schaff Vision Care
New Country China Buffet
Johnny’s Tree Service Inc.
Miller Truck & Storage Co.
The Salvation Army

16-25 YEARS
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Knight’s Steakhouse & Grill
DBI - We Do Office dis/Ability Connections, Inc.

20-25 YEARS
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Richmond Agency, Inc.
Trufile Inc.
Aeroquip Credit Union
Ashdon Ridge Apartments
ServiceMaster Absolute Home & Restoration Services
Grande Golf Club
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Jackson Area Transportation Authority
Jackson Symphony Orchestra
Advanced Fluid Technologies Inc.
Faith Haven Senior Care Centre
Nonprofit Network
O’Harro Construction Company
Airport Lanes
Downtown Development Authority
Blake Woods Medical Park Surgery Center
Daniel L. Jacob & Co., Inc.
KC Fuels Inc
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Securian Financial Advisors of the Great Lakes
Siena Heights University, Jackson Center
Ethnos 360 Bible Institute
Michigan Paving & Materials Co.
Boyers Tool & Die, Inc.
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Blackman Animal Clinic
Cascades Humane Society
Cascades Manor
Highland Assisted Living & Memory Care

26-50 YEARS
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Aladdin
Commonwealth Commerce Center
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Boyers Tool & Die, Inc.
Grissold Carpet One
Blackman Animal Clinic
Cascades Humane Society
Cascades Manor
Highland Assisted Living & Memory Care

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WSYM TV Fox 47
Dentistry By Design of Jackson
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Mampower Inc
Handley Industries, Inc.
Jackson Tool Sales, Inc.
Ladwig’s Culligan Water Conditioning
Libra Industries Inc. of Michigan
Markowski & Company, CPAs
Gerdau - Morrill Rd
OmniSource Michigan
Cardon & Sorrow, P.L.C.
Willis & Jurasek, P.C.
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MLive Media Group / Jackson Citizen Patriot
The Protection Center

52-78 YEARS
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Spring Arbor University
Emmons Service, Inc.
WILX TV 10
Cunningham Construction Company
Rehmann
Kelly Services, Inc.
Walton Insurance Group
Pioneer Foundry Company, Inc.
 Wells Fargo Advisors
City of Jackson
Craft Agency Insurance
McDonald’s N. West Avenue  
1105 N. West Ave  
Jackson, MI 49202  
(517) 782-9841
Steven Hogwood
Restaurants: Bars/Clubs/ Coffee House

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1909 W. Michigan Ave  
Jackson, MI 49202  
(517) 782-3311
Steven Hogwood
Restaurants: Bars/Clubs/ Coffee House

Peaceful Journey Home, LLC  
6979 Paddock Lane  
Jackson, MI 49201  
(517) 812-9008
Kelly Anne Sanders
Counseling

EcoCenter  
4612 Parman Rd.  
Stockbridge, MI 49285  
(517) 429-3330
Jen Wagoner
Non-profit & Charitable Organizations/ Foundations

Cotton Tales  
120 W. Michigan  
Jackson, MI 49201  
(269) 429-5458
Kari Kidder-McQuown
Retailer

Viking Contracting  
1151 Longfellow  
Jackson, MI 49202  
(517) 788-5710
Curt Noll
Painting Professionals

Ready for a Change – Health and Life Coaching with Lisa Douglas, LLC  
5093 Ruby Rd  
Jackson, MI 49201  
(517) 879-8034
Lisa Douglas
Health Care Services

The OnStaff Group  
565 W. Columbia  
Battle Creek, MI 49015  
(269) 936-0522
Courtney Andersen
Employment Agencies

Michigan Direct Auto Sales of Jonesville  
481 Olds Street  
Jonesville, MI 49250  
(517) 849-2627
Automobile Sales and Service

Michigan Direct Auto Sales of Clinton  
2703 W. Michigan Ave.  
Clinton, MI 49236  
(517) 456-8120
Chris Quick
Automobile Sales and Service

Z-Tech Electric, LLC  
3305 Miles Rd.  
Jackson, MI 49201  
(517) 795-8072
Andrew Zarevski
Electrical Contracting, Equipment/ Supplies

Kids ‘N’ Stuff  
Children’s Museum  
301 S. Superior Street  
Albion, MI 49224  
(517) 629-8023
Audrey Dean
Non-profit/ Charitable Organizations/ Foundations

Consumers Energy Innovation Center  
165 West Michigan Ave.  
Jackson, MI 49201  
(517) 788-3672
Oleg Smirnov
Utilities

City of Jackson – Neighborhood and Economic Operations  
161 W. Michigan  
3rd Floor  
Jackson, MI 49201  
(517) 788-4060
Jennifer Morris
Government

City of Jackson – Parks, Recreation, and Grounds  
161 W. Michigan  
5th Floor  
Jackson, MI 49201  
(517) 788-4040
Kelli Hoover
Government

City of Jackson – City Clerk  
161 W. Michigan  
1st Floor  
Jackson, MI 49201  
(517) 788-4025
Andrea Murray
Government

City of Jackson – City Manager’s Office  
161 W. Michigan  
14th Floor  
Jackson, MI 49201  
(517) 788-4035
Will Forgrave
Government

WestEnd Farm to Table  
4141 West Michigan Ave  
Jackson, MI 49202  
(517) 750-4999
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Liberty Landfill  
7900 South Meridian  
US 127  
Clark Lake, MI 49234  
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Joe Dunigan
Landfills

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Jackson, MI 49202  
(517) 759-4507
Jeff Case
Health Care Services

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3101 Technology Blvd. Suite A  
Lansing, MI 48910  
(517) 244-0687
Patty Brewster
Business Development Consultants

Veteran Affairs Indianapolis Regional Office  
3841 Deerfield Dr.  
Jackson, MI 49203  
(517) 937-4657
Christopher Simpson
Government

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P.O. Box 21  
Pleasant Lake, MI 49272  
(248) 982-4219
Will Forgrave
Government

Worthington Specialty Processing  
4905 S Meridian Rd  
Jackson, MI 49201  
(517) 789-0200
Rachel Weaver
Manufacturing/ Manufacturers Representatives

Save Our Youth  
110 Lincoln Court  
Jackson, MI 49203  
(517) 240-6134
Thomas Burke
Non-profit/ Charitable Organizations/ Foundations

USDA Rural Development  
3001 Coolidge Rd. Suite 200  
East Lansing, MI 48823  
(517) 833-6161
Josh Church
Government

ORS - Napoleon Clinic  
122 S. Brooklyn Rd. Suite B  
Jackson, MI 49201  
(517) 536-7442
Mark Stiles
Physical Therapy

Forty Nine South  
2527 Helen Ave  
Jackson, MI 49203  
(517) 435-2193
Kim Dagenais
Banquet Facility/ Conference Center

On the Point Promotions  
823 N Francis Street  
Jackson, MI 49202  
(517) 787-4747
John Carpenter
Promotional Products

Emerald Outdoor, LLC  
7110 Spring Arbor Rd.  
Spring Arbor, MI 49283  
(517) 750-5296
Cami Mart
Landscaping/ Lawn Care

Alro Grinding  
2425 E. High St.  
Jackson, MI 49204  
(517) 787-5500
Lisa Anderson
Manufacturing/ Manufacturers Representatives

Alto Grind  
645 S. Clair Avenue  
Jackson, MI 49202  
(517) 784-9123
Kimberly Cole
Chiropractors

Vito’s Espresso LLC  
2615 Wildwood Ave  
Jackson, MI 49202  
(306) 356-3544
Victor Schiro
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Flagstar Bank – Michigan Center  
101 Broad Street  
Michigan Center, MI 49254  
(517) 764-5800
Banks/ Banking Associations

Flagstar Bank – Napoleon  
122 Brooklyn Road  
Napoleon, MI 49261  
(517) 536-8692
Banks/ Banking Associations

Denny’s  
2560 Airport Rd  
Jackson, MI 49202  
(517) 782-0025
Barb Fraley
Restaurants: Bars/Clubs/ Coffee House

Flagstar Bank – Brown St.  
704 S Brown St.  
Jackson, MI 49203  
(517) 784-3118
Banks/ Banking Associations

Flagstar Bank – Horton Rd.  
200 Horton Rd  
Jackson, MI 49203  
(517) 784-5054
Banks/ Banking Associations

Flagstar Bank – West Ave.  
1717 N West Ave  
Jackson, MI 49202  
(517) 784-0153
Banks/ Banking Associations

Colleen Sullivan, Jackson City Council Member, Ward 6  
161 W. Michigan Avenue  
Jackson, MI 49201  
(517) 257-8714
Colleen Sullivan
Government

Freddy Dancy, Jackson City Council Member, Ward 2  
161 W. Michigan Avenue  
Jackson, MI 49201  
(517) 740-1250
Freddy Dancy
Government

Kent Withrow  
Agency Farmers Insurance  
1214 Cooper St. Suite 101  
Jackson, MI 49202  
(517) 987-9070
Kent Withrow
Insurance

Relaxation and Therapeutic Massage  
202 4th St.  
Jackson, MI 49203  
(517) 262-1686
Jann Krupa
Massage Therapy
### THURSDAY, APRIL 12
**Leadership Jackson Graduation sponsored by Spring Arbor University**

Help us congratulate the 2017-2018 Leadership Jackson graduates. Join us for graduation ceremony of this year’s Leadership class and thank all our Leadership Jackson sponsors as we encourage participants to stay involved in the Jackson community. Everyone is welcome. Cash bar.

- **WHERE:** Commonwealth Commerce Center - 2nd Floor Atrium Room 209 E. Washington Ave.
- **WHEN:** 5:30-7:00 pm
- **COST:** $10 Future Members | Free for Chamber Members

### FRIDAY, APRIL 13
**Legislative Rise & Shine**

Join your Jackson County Chamber of Commerce for a hot breakfast with State Senator Mike Shirkey to discuss your important business issues. This program is every-other month on the 3rd Friday with your local, state and federal elected officials.

- **WHERE:** Chamber Office
- **WHEN:** 7:30am-8:30am
- **COST:** $20 for Chamber Members in advance; $15 at the door (includes breakfast)

### MONDAY, APRIL 16
**Economic Luncheon with Consumers Energy President/CEO Patti Poppe**

Join the Jackson Chamber to get to hear from Consumers Energy President/CEO Patti Poppe with an update on Consumers Energy and its role in Jackson.

- **WHERE:** Commonwealth Commerce Center - City View Room - 209 E. Washington Ave.
- **WHEN:** 11:30am-1:00pm
- **COST:** $25 for Chamber members in advance; $30 at the door (includes lunch)

### TUESDAY, APRIL 24
**Good Morning! Greater Jackson**

Attend this live radio program with NewsTalk 970am/101.5fm that features five (5) members. Breakfast, Networking and sharing from the Chamber’s membership.

- **WHERE:** Bella Notte Ristorante (137 W. Michigan Ave.)
- **WHEN:** 7:30am-8:30am
- **COST:** $10 for Chamber members in advance; $15 at the door (includes breakfast)

### WEDNESDAY, MAY 2
**Off The Clock**

Jackson’s Premier Professional Networking Event, join other Chamber members to network in a fun and unique atmosphere. With food, entertainment, live radio remote, dessert, drink and business sponsors, you’ll not want to miss this.

- **WHERE:** TBD See JacksonChamber.org
- **WHEN:** 5:00pm-7:30pm
- **COST:** $5 for Chamber members; $10 for future Chamber members

### WEDNESDAY, MAY 16
**Chamber Golf Outing 2018**

The annual Chamber Golf Outing provides a fun afternoon of networking with a wide range of influential decision-makers and community leaders.

- **WHERE:** The Country Club of Jackson 3135 Horton Rd.
- **WHEN:** 10:30am -6pm
- **COST:** Contact Matt@JacksonChamber.org for more details

### TUESDAY, MAY 22
**Good Morning! Greater Jackson**

Attend this live radio program with NewsTalk 970am/101.5fm that features five (5) members. Breakfast, Networking and sharing from the Chamber’s membership.

- **WHERE:** Bella Notte Ristorante (137 W. Michigan Ave.)
- **WHEN:** 7:30am-8:30am
- **COST:** $10 for Chamber members in advance; $15 at the door (includes breakfast)

### FRIDAY, JUNE 8
**Legislative Rise & Shine**

Join your Jackson County Chamber of Commerce for a hot breakfast with City of Jackson Mayor and City Manager to discuss your important business issues.

- **WHERE:** Chamber Office
- **WHEN:** 7:30am-8:30am
- **COST:** $20 for Chamber Members in advance; RSVP’s a must; member-only

### THURSDAY, JUNE 14
**PM Brew with the Board sponsored by ASK**

All Chamber members are encouraged to attend Brew with the Board, sponsored by ASK, to meet our staff, and our Board of Directors. Start your day with us, make new business connections and take advantage of this opportunity to share what your business offers with other members.

- **WHERE:** Chamber Office
- **WHEN:** 4:30pm-6:00pm
- **COST:** FREE to attend. Space is limited, so please RSVP.

### TUESDAY, JUNE 26
**Good Morning! Greater Jackson**

Attend this live radio program with NewsTalk 970am/101.5fm that features five (5) members. Breakfast, Networking and sharing from the Chamber’s membership.

- **WHERE:** Bella Notte Ristorante (137 W. Michigan Ave.)
- **WHEN:** 7:30am-8:30am
- **COST:** $10 for Chamber members in advance; $15 at the door (includes breakfast)

### WEDNESDAY, JULY 18
**Speed Networking sponsored by Comcast Business**

The plan is simple: We bring Jackson’s professionals together to network (and have fun!). This is a unique way to meet people, generate new contacts and business leads in a structured environment - in one afternoon!

- **WHERE:** Vista Grande Villa
- **WHEN:** 2:30pm-5:00pm
- **COST:** $15 for Chamber Members in advance; $25 at the door - RSVP’s a must
LEADERSHIP STYLE

By: Mindy Bradish-Orta / Jackson County Chamber of Commerce, Experience Jackson, and Anchor Initiative / President

SOMEONE recently referred to my leadership style as “Laissez Faire” and I admit that I was a little worried. I know that I’m a hands-off leader, giving direction up front but letting the team figure out how to complete work within a sparse framework of expectations, but am I too hands off? The simple answer is “most likely.”

Then, I read Eric Beda’s article where he defines laissez faire leadership as someone who knows what is happening but not directly involved, trusts others to keep their word and monitors performance with regular feedback. The best time to use this leadership style is when working in multiple locations, when bringing a project with multiple leaders together and get needing quick results from a highly cohesive team. So, ok, maybe laissez faire is my leadership style and it might just be the answer to a question I so often hear: How can I manage to oversee three non-profits?

Every employee completes the Myers Briggs, Strength Finder and Five Appreciation Language assessments and we discuss the results as a team, so that everyone knows who to partner with when a strength or skill is needed and so that I can show my appreciation in the manner which that teammate finds most rewarding. For example, I am an ISTJ and rely on Jacob, Mary, Kelly and Matt when innovation and intuition are needed. If I need someone to buy into a new concept, Jessica is my go-to.

Also, team members recommend material for our staff book club and article club so that we can all learn, grow and develop together as a team. Our recent book, Fierce Conversations, led to an evaluation of the organizations’ ability to have real, honest dialogues and also an exercise where everyone submits one keyword for each teammate. I’ll read these words aloud at our next staff lunch and we’ll guess who the word refers to. Patrick, who originally stressed out about this exercise, came up with the best words, including “supercalifragilisticexpialidocious” which perfectly describes one of us (can’t tell you who yet!). Sarah and Jae are my writers, Jen is my “Analyzer” and while Casey’s assessment results aren’t in yet, I can tell that she’s the “organizer.”

Every team member creates their own goals and regularly reports on the successes and roadblocks so that I understand who’s working on what and the whole team can celebrate successes and brainstorm solutions together.

The real answer to my leadership style is that I’m blessed to be surrounded by excellent teammates who know what to do and are highly competent at doing it.

LEGISLATIVE CORNER

By: Matt Swartzlander / Jackson County Chamber of Commerce / Director of Events and Legislative Affairs / Matt@JacksonChamber.org

THE new core values of the Jackson County Chamber are Leadership, Integrity, Inclusion, Innovation and Representation. Since 1909, the Chamber has been a leading driver and advocate for dynamic business and economic development in Jackson County and representing your needs to our local, state and federal governments. Regulations can hold your business back from growing or in some cases even getting started. The Chamber has made it a priority in 2018 to expand our reach and influence in support of you, our Chamber members. It will be my new responsibility, along with events, to ensure that your voice is heard.

This year you will see more programs focusing on legislation and political awareness, not only for our members but for the overall community. Jackson is growing, and we will be doing everything we can to make sure that our business community is leading the way in that growth. From Downtown Jackson to Grass Lake, Brooklyn, Spring Arbor and Concord, we are working to create a vibrant, inclusive community though meaningful partnerships, intentional connections and engagement for greater Jackson.

If you are having an issue or have questions, please reach out to me at any time on your legislative questions.
Emmons Service is very excited to be celebrating 100 years in business! It all started because there was a need and my great-grandfather was able to fill that need.

In 1918, William Emmons owned a successful excavating company that had been in business for 55 years. There was a need in the trash industry and William had the "teams" as they were called back then, to help fill this need. A team was made up of men with a horse and wagon.

Very shortly into the trash hauling side of his business, William passed away in 1923. His son, Robert, purchased the company from his estate. Robert owned the company until 1981, when he sold it to his son, David, who owns the company today.

Innovations like automated trucks helped improve streamlining for Emmons Service.

A pinnacle point was in 1985, when David introduced the Curby cart to the Jackson community. The carts helped ease the manual labor it took to collect garbage.

Another innovation was the state-of-the-art recycle truck David added to his fleet in 1990 to help with the increasing demand of recycling.

As the daily grind of trash and recycle hauling continues, there is another key component to Emmons Service success - the Jackson Community. We have been fortunate to build great relationships with events like the Hot Air Jubilee, Civil War Muster and the Jackson County Fair. We have also been able to give back to local schools and causes like The John George Home and The Jackson Interfaith Shelter.

More importantly, the people of Jackson have continued to choose Emmons for their trash and recycling needs. This gives Emmons Service the opportunity to support the community that has supported us over the past 100 years. We are looking forward to what the future hold for Emmons Service in the Jackson Community.

Taken in the early 1900s in the current Grand River Farmers Market, formerly Kuhl’s Bell Tower.
Leadership...that’s a tough one to define.

So, I do what any other professional would do...I defer to Pinterest, where my arsenal of leadership advice, guidance and quotes reside. I will share with you some of my favorites.

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” – John Quincy Adams

“A boss has the title. A leader has the people.” – Simon Sinek

“The most powerful leadership tool you have is your own personal example.” – John Wooden

“Leadership is an opportunity to serve, it is not a trumpet call to self-importance.” – Donald Walters

And the “drop the mic”, coup de gras to end all leadership quotes....

“To lead people, walk behind them.” – Lao Tsu

I could list these all day long. Am I a reflection of each and every one? No, but I aspire to be, and they are daily reminders of the type of leader I hope to become.

Here are some of my own discoveries I have found in my never-ending journey to becoming a leader:

1. Leaders often don’t look at themselves as “leaders” and frankly it doesn’t matter if they do. You can’t just call yourself a leader, it forms over time with the trust earned by your boss, your co-workers and team. Leadership is an honor given by those you serve.

2. Leaders make mistakes. Let me repeat that...leaders make mistakes. Bosses know everything, criticize and place blame; leaders admit mistakes, fix problems collaboratively and give advice. Leaders create an environment where mistakes are a welcomed opportunity for employees to cut their teeth on problem solving, foster collaboration & practice grace.

3. Anyone can be a leader. Your position, title or pay grade don’t matter. Leadership is not found in any of those things, it is found in your ability to challenge, inspire and empower others. And that is something anyone can do if they choose to.

4. Leaders never ask you do something, they aren’t willing to do themselves. The key to this is not just saying it but doing it! Shoveling the sidewalk, helping team members unload their car after JAXPO, cleaning the crusty crock-pot in the breakroom after a potluck are all ways to show you are ON the team not above the team.

5. Finally, leaders never stop learning. They are open to criticism, a constant work in progress and always under construction.
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What is Your Leadership Style?

By: Eric Beda / Spring Arbor University / Office of Intercultural Relations Director

Isn’t it time for a change?
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Is a tomato a fruit or a vegetable? It’s a matter of perspective. Are you born a leader born or are leaders made? It’s a matter of perspective. What does it mean to be a leader? Honestly, there are many answers to that question. As a leader or a “wannabe”, it’s extremely valuable to know yourself then develop your own leadership style. Leadership is grounded in understanding one’s strengths and weaknesses. A wise leader knows how to capitalize off his or her strength and lean on team player where he or she is weak.

The most successful leaders share some common traits. They are good listeners, they avoid toxic behaviors that can destroy a team, and they understand the difference between management and leadership. Both management and leadership are essential to your organization, but leadership has a critical impact on the success or failure of your organization.

So, what is your leadership style? Your answer is key in making the most impact on your employees and your organization. How do you decide which styles to employ? Read, reflect, and go experiment. Here are eight of the most common leadership styles for institutional leaders and small business owners:

1. CHARISMATIC

Behaviors
- Influences others through power of personality; inspires passion
- Acts energetically, motivating others to move forward

When to Use It
- To spur others to action
- To expand an organization’s position in the marketplace

2. INNOVATIVE

Behaviors
- Grasps the entire situation and goes beyond the usual course of action
- Can see what is not working and brings new thinking and action into play

When to Use It
- To break open entrenched, intractable issues
- To create a work climate for others to apply innovative thinking to solve problems, develop new products and services

3. COMMAND AND CONTROL

Behaviors
- Follows the rules and expects others to do the same

When to Use It
- In situations of real urgency with no time for discussion
- When safety is at stake
- In critical situations involving financial, legal, or HR issues
- In meeting inflexible deadlines
- Demands immediate compliance
- Engages in top-down interactions
- Is the sole decision maker

4. LAISSEZ-FAIRE

Behaviors
- Knows what is happening but not directly involved in it
- Trusts others to keep their word
- Monitors performance, gives feedback regularly

To raise team morale

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5 PACE SETTER

Behaviors
- Sets high performance standards for self and the group
- Epitomizes the behavior sought from others

When To Use It
- When staff are self-motivated and highly skilled, able to embrace new projects and move with speed
- When action is key and results are critical

6 SERVANT

Behaviors
- Puts service to others before self-interest
- Includes the whole team in decision making
- Provides tools to get the job done
- Stays out of limelight, lets team accept credit for results

When To Use It
- When leader is elected to a team, organization, committee, or community
- When anyone, at any level of the group, meets the needs of the team

7 SITUATIONAL

Behaviors
- Links behavior with group’s readiness
- Includes being directing and supportive, while empowering and coaching

When To Use It
- Where ongoing procedures need refinement, reinvention, or retirement

8 TRANSFORMATIONAL

Behaviors
- Expects team to transform even when it’s uncomfortable
- Counts on everyone giving their best
- Serves as a role model for all involved

When To Use It
- To encourage the group to pursue innovative and creative ideas and actions
- To motivate the group by strengthening team optimism, enthusiasm, and commitment

Is a tomato a fruit or a vegetable? The answer to the question is predicated on how you use tomato.

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This is an ad. Words and images on paper, in this case. Sometimes, it’s moving images with spoken words. Or just spoken words. It could be on your phone or on the side of the road when you drive by.

Doesn’t really matter what form it takes, frankly. It’s only good if it sells.

We’re an advertising agency. Branding, collateral, TV, radio, websites, digital, outdoor, copywriting, design. We do that. We don’t make decisions on media preferences, your competition, or your product.

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According to Webster’s dictionary, leadership is defined as the office or position of a leader; capacity to lead. While it sounds simple enough, it is one of the most complex ideas among people. Good leadership in your business can have a significant impact on employee retention, morale, and profit margins. However, bad leadership can and usually does have even a more significant impact on the above-mentioned.

So, what makes a good leader? If you asked 100 people, you will receive 100 varied answers. But, when broken down, most people agree that good leaders share these competencies:

1. **Listening Skills**
2. **Communication Skills**
3. **Open-mindedness**
4. **Ability to make decisions**

Finding one person with all of these qualities is extremely rare. What usually happens is leadership is shared among several people in a company. At the Jackson Symphony Orchestra (JSO), responsibilities are distributed among the top 3 staff members. Assignments are based on each person’s individual strengths. As new projects are undertaken, each project is evaluated, and the skill sets needed to take the lead are the deciding factor as to which staff member will take this on.

In addition to employees, our organization has up to 70 contract musicians. These musicians chose to work for the JSO and they are vital to the success of our organization. We strive to ensure our musicians have a voice in our organization. We have two musicians that serve on our board of directors to ensure that our musicians are represented in the decision-making process. Additionally, we have musician meetings multiple times a year with our Personal Director and Music Director. This allows for the exchange of information and program planning to occur. Our musicians are also asked during the year to complete an online survey with questions ranging from their pay scales, the programming of music and their thoughts on our leadership.

Employees are a key component to the success or failure of any business. It is far easier to provide good leadership in which everyone in the organization clearly understands the goals of the company and their roles and how their job contributes to overall success of the company. Retaining good employees saves a company both time and money.

By taking a hard look at your organization, you will be able to find the areas that can be improved upon. An employee survey is a quick and easy way to start.

A good leader will inspire their employees to work harder, be more effective and have a strong desire to perform above expectations. This type of environment is especially important during tough times.

When companies experience tough times, and can’t offer raises or bonuses, it’s vital that they have strong leaders in place to ensure company loyalty and employee morale.

According to Forbes Magazine, there’s a saying that employees don’t leave companies, they leave managers – and today, they are leaving more often than ever.

According to recent Department of Labor statistics, the average tenure of an employee in the U.S. is now only 1.5 years.

How do you as an owner or CEO ensure that your leaders/managers are doing a good job, and are the reason for employees recommending your place of employment to others? Every employee should be given the opportunity to anonymously evaluate their managers every year. This can be accomplished through a simple online survey. Just as employees should receive a review and feedback from their managers, managers should have the same opportunity to learn what they are doing well and what could be improved upon. Secondly, as the owner/CEO, you should take the time to witness interaction between the manager and their direct reports. Observe the verbal and nonverbal communication that occurs. This allows you to point out what they are doing well at and areas for improvement.

Lastly, when an employee does leave, have an exit interview. This can provide valuable insight on how they perceive their bosses and company as a whole.

Retaining employees is far cheaper than hiring new ones. Do your part to ensure good leaders are leading your company.
Envision a successful leader, confidently perched on a stool. The seat of the stool is a clearly articulated vision. The stool’s legs are willingness to listen, consistency and always walking the talk.

Pull away any of those components and the leader falls, failing the organization that has been put in his or her charge.

A leader is vigilant, constantly assessing the relevance of the vision and how to best use it to inspire and motivate employees. A vision can never be emphasized too often, but it should be flexible enough to be tweaked to fit the times.

An important aspect of the leader’s oversight of the vision is keeping the office door and your ears open to the views, concerns and ideas of employees. Most revolutionary ideas are born within the organization – not in the corner office. If you are perceived as cut off or unresponsive, those firm-enhancing concepts will never be voiced.

That approachability should be showcased in your interaction with employees, enabling them to see that you have embraced the vision. In fact, they need to see that the mission is intrinsic to you, part of your very essence. Yes, that is commonly known as “walking the talk.”

Of course, the mission has to be front-and-center. The need for consistency demands it be the beating heart of the organization.

It is not lost on me that the nature of some organizations makes the vision seemingly easy to create.

At the Center for Family Health, our vision is “to open the door to health care for all.” Although that may seem like a simple statement, it takes more than 200 dedicated employees to make it happen every day.

Our mission attracts many applicants to our door. They believe that health care should be universally available to everyone. But it is the day-to-day operation of what we do to make that happen that demonstrates that there is a can-do resolve behind those words. It is more than words; it is who we are.

When I see new employees grasp the extent of our commitment, it makes me realize that I can never forget the stool that I sit on.

The Center’s employees and our 29,000 patients are counting on my leadership. It takes a village, and they are my villagers, keeping me upright and on a life-affirming task.
I am often asked how to create a kind and positive culture within a business. I believe we can only create this type of culture by selecting and training the right leaders. The most successful professional sports coaches were not exceptional players. Likewise, many exceptional players have tried and failed to succeed as a coach. Choosing leaders (coaches) should be performance based, for credibility, with a strong emphasis on interpersonal relationship skills.

People tend to take on characteristics of the individuals they work for. This makes choosing leaders with excellent interpersonal skills paramount. One of the most important interpersonal skills is that of servant leadership. Key attributes of servant leadership are to listen, appreciate, respect, and train. Servant leadership is the key to developing a positive culture. This leadership mentality must start with the CEO, owner, leaders and stakeholders.

Having a servant mentality is expected when interacting with the consumer. It is more important to have this mentality when interacting with subordinates and peers.

When I started working over 30 years ago, I was encouraged to be loyal to the "brand." Our loyalty was expected, not earned.

Today, employees do not choose to stay with an employer because they are loyal to a brand or product. They stay because they are loyal to a leader who cares about them as a person and checks in frequently. For this reason, it's important that servant leadership be modeled from the top down because it breeds trust and commitment to the organization and to the brand.

It is our responsibility as leaders to create an environment that fosters retention and business growth in a challenging work environment. We ask our employees to be friendly and accommodating to our guests.

We forget that it is difficult for anyone to be friendly and accommodating if they sense that leadership is not friendly and accommodating towards them.

Every decision we make is being watched for deeper meaning and will be compared to our core values. Making leadership decisions that improve our employees work experience is many times more important than the bottom line.

It has been said that if we don't personally and consistently build and foster a kind, caring culture, our business will build its own culture with or without us!
In the fall of 1967 during the groundbreaking for Arbor Manor Care Center, owner Lloyd Ganton was quoted in a newspaper article stating, “This is only the beginning.”

50 years later Lloyd Ganton Retirement Centers celebrates this promise by serving more than 500 seniors and employing nearly 500 in our community.

A half century of building 17 centers of all levels of retirement living, Lloyd & Judi Ganton continue to set the pace in the industry, constantly looking at the needs of the residents they serve and the communities in which they live.

Some centers have changed ownership, while others have been added on to and more built where the greatest need arose. This vision and heart is why Lloyd Ganton Retirement Centers, is the place to be for “Good Loving Care, Close to Home.”

According to the U.S. Bureau of Labor Statistics roughly 36 percent of businesses make it 10 years, and only 21 percent make it to their 20th anniversary. Lloyd Ganton Retirement Centers is proud to have been part of the fabric of the Jackson community for a half century.

Four generations strong, the company continues to grow, with the addition of Deer Run Villas in Spring Arbor and an additional 25 semi-assisted living apartments to Brooklyn Living Center.

I have worked hard to shape my personal philosophy and approach to leadership. In doing so, I have learned that great leadership is founded on these three essential traits: Vision, Integrity and Courage. I believe it is important for me to infuse these traits with a “servant’s heart” so I can inspire great work in others.

I believe that having Vision isn’t just enough on its own. I must have the ability to share that vision and inspire others. If I have a great vision of what “could be” but fail to inspire or encourage others, I will simply end up alone.

I also have realized that leading with Integrity and transparency is critical to trust and belief in that shared vision. A leader must sacrifice their hidden agenda and individual gain for the common good. A key part of that is giving credit where it is due and honoring the work of the team. I have discovered that honoring the core values of myself and my organization are critical to long term success.

A leader must also have Courage to go places that might be a bit scary or seem risky, and to do so with a competence that will inspire a contagious confidence among team members. One of my favorite quotes is “a true leader has the courage of integrity” and I have worked hard over the years to practice that.

Finally, it is important to infuse Vision, Integrity and Courage with a spirit of servanthood and a desire to help others.

I was inspired by key people, including my mother, that demonstrated how a “servant’s heart” is critical to effective leadership. She always told me “don’t ask people to do something that you weren’t willing to do yourself.”

I believe that Vision, Integrity and Courage infused with a “servant’s heart” is what great leadership is all about.
John Campau, Selling the Connected Lifestyle
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