

La'atid Leadership Initiative (LLI) Committee

Alan Parker

Chair: La'atid Planning and Oversight Committee

Ted Fichtenholtz

Chair: Leadership Development Task Force

Members:

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La'atid Leadership Initiative



A COMMUNITY IS TOO
HEAVY FOR ANYONE
TO CARRY ALONE.
Deuteronomy Rabbah 1:10

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A leader must always show respect for the community. Talmud Sotah 40:A1

What is the La'atid Leadership Initiative?

La'atid Leadership Initiative (LLI) is a two year program that will establish a self-sustaining leadership development process in each participating agency, building within each institution a strong sense of Jewish identity and community. We do not intend to impose a specific approach, but rather each participating organization will determine what it wants and needs to accomplish with its leadership and organizational change initiative.

The focus of LLI is to support the establishment of a leadership development culture in each agency. Such a culture will provide for ongoing institutional efforts fostering the identifying and recruiting of potential leaders, "training" leaders, board development and enrichment and leadership succession planning. A key focus will be on the concept of governance.

LLI consultants will work with participating agencies to help each form a leadership development task force.

Who is wise? The one who learns from everyone as it is said: "From all who would teach me, have I gained understanding."

Pirkei Avot 4:11

Each agency will also create a broad-based group of constituents who are committed to the development of a self-sustained leadership development process that includes such **leadership components** as:

- Development of collaborative, team-building focus for leadership
- Establishment of a Governance Committee (or task force)
- Development of a three-to-five year leadership development plan that includes a variety of programs for recruiting, training and retaining lay leaders
- Establishment of a succession plan with a general agreed-upon leadership ladder extending out for the next five-six years
- Ongoing support for individual leadership development
- Critical assessment/evaluation of individual board member and board functioning on a regular basis
- Development of a board organizational change process that reflects each institution's vision, culture, needs and goals through a Jewish lens, nurturing a strong sense of Jewish identity and community building
- Realization of a "board building cycle" to identify, cultivate, recruit, orient, engage, educate, rotate, evaluate, and celebrate the work of the board.

Our Unique Approach

La'atid Leadership Initiative (LLI), a new, expanded La'atid program is based on CJEL's very successful synagogue change initiative, La'atid Synagogues for the Future. The project also is also built upon the Federation's most notable, Community Leadership Initiative (CLI).

Dr. Sandy Waldman Dashefsky is the *La'atid* Executive Consultant, Anna Elfenbaum is CJEL's Associate Vice President, and Stephen Bayer is LLI's Program Consultant. These professionals, working in collaboration with CJEL's *La'atid* Planning & Oversight Committee (Chair, Alan Parker) and the Federation's Leadership Development Task Force (Chair, Ted Fichtenholtz), will:

- Establish a selection process for evaluating readiness of agencies who want to participate in the project;
- Employ LLI consultant(s) to work with each *La'atid* leadership development task force as well as each broad-based *La'atid* committee.
- Bring in experts to speak to the *La'atid* agency task forces and other key leaders;
- Convene conferences for the various *La'atid* communities;
- Support leadership development and organizational change, through on-site and community-wide sessions; and
- Determine an evaluation structure from the onset of the project to assess growth and effectiveness.

When there is no vision, the people will perish. Proverbs 29: 18

Application Process

1. Letter of Intent

In order to be considered, your agency must submit a letter of intent that states why your organization wishes to participate, how the program is expected to impact the agency, and the willingness and ability of the agency to devote the time and effort required. It is important that the LLI information included in this brochure be reviewed by the senior staff persons as well as other key lay and professional leaders representing various committees/arms of the agency. These key professional and lay leaders, who are the central decision-makers about LLI involvement, are expected to participate actively on the *La'atid* Leadership Development Task Force, or be part of the larger group of stakeholders involved in specific leadership and organizational change sessions, on-site and community-wide. (See Agency Commitments panel.)

If there is general consensus about pursuing participation, please write, and have all interested parties sign, a letter of intent that: a) summarizes why the agency wishes to participate b) describes how the *La'atid* Leadership Initiative can be beneficial for your organization and c) expresses a willingness to commit to the time and effort involved in this undertaking. *Please be specific!*

2. Surveys

In addition, the agency will also be required to complete and submit two board surveys, as part of the application process. Please be as forthright as possible. All responses will be confidential.

Pick from your tribe (those) who are wise, discerning, and experienced and I will appoint them as your leader. Deuteronomy 1:13

3. Meeting

Representatives from each agency will be expected to meet with LLI's Executive Consultant, Dr. Sandy Waldman Dashefsky and/or LLI Program Consultant Stephen Bayer.

Agency Commitments

La'atid Leadership Initiative agencies will:

- Develop a *La'atid* Leadership Development Task Force with representation from both professional and lay members, including the executive director, a chair of the task force and two or three other task force members. This team will work with the on-site LLI consultants(s), approximately monthly.
- Develop a broader LLI team, consisting of the *La'atid* Leadership Development Task Force and other key stakeholders, representing a broad-base of the community, to work, on-site with the *La'atid* consultant(s) as well as participate in LLI conferences (see below).
- Meet as a Task Force regularly (approximately monthly) with the *La'atid* facilitator(s) to develop a self-sustaining leadership development change process, as well as to implement, oversee, and internally evaluate the project.
- Strive to involve their members in the leadership change process. Ongoing written and verbal communication, as well as interactive approaches, will be established to incorporate input from members.

- Work with *La'atid* consultant(s) to create ongoing opportunities for professional and lay leadership development.

- Assign a coordinator who may be a volunteer or paid professional (to be determined independently by each LLI agency). The LLI coordinator will be responsible for working with the *La'atid* facilitator(s) in 1) implementing and organizing meetings, 2) arranging for notes and minutes to be maintained and distributed, 3) producing a public relations/marketing component within the agency/congregation and for the Greater Hartford community, and 4) directing the implementation of a long-range leadership development process for the LLI agency/ congregation.

- Require attendance of their Task Force and other key representatives at LLI conferences. Sessions will focus on leadership and organizational change, with a strong perspective on Jewish values.

- During year one, assess agency leadership development needs and establish a leadership development plan.

- In year two, agencies are encouraged to apply for a challenge grant of up to \$2,500 that will allow them to further implement their leadership development plan and maintain their momentum.

One who occupies himself/herself with communal needs is as one who occupies himself/herself with the study of Torah. Jerusalem Talmud, Berachot, I, 8A