

RIPPLE EFFECTS

OF LEADERSHIP MONTGOMERY COUNTY



Building
Momentum
for Community
Transformation

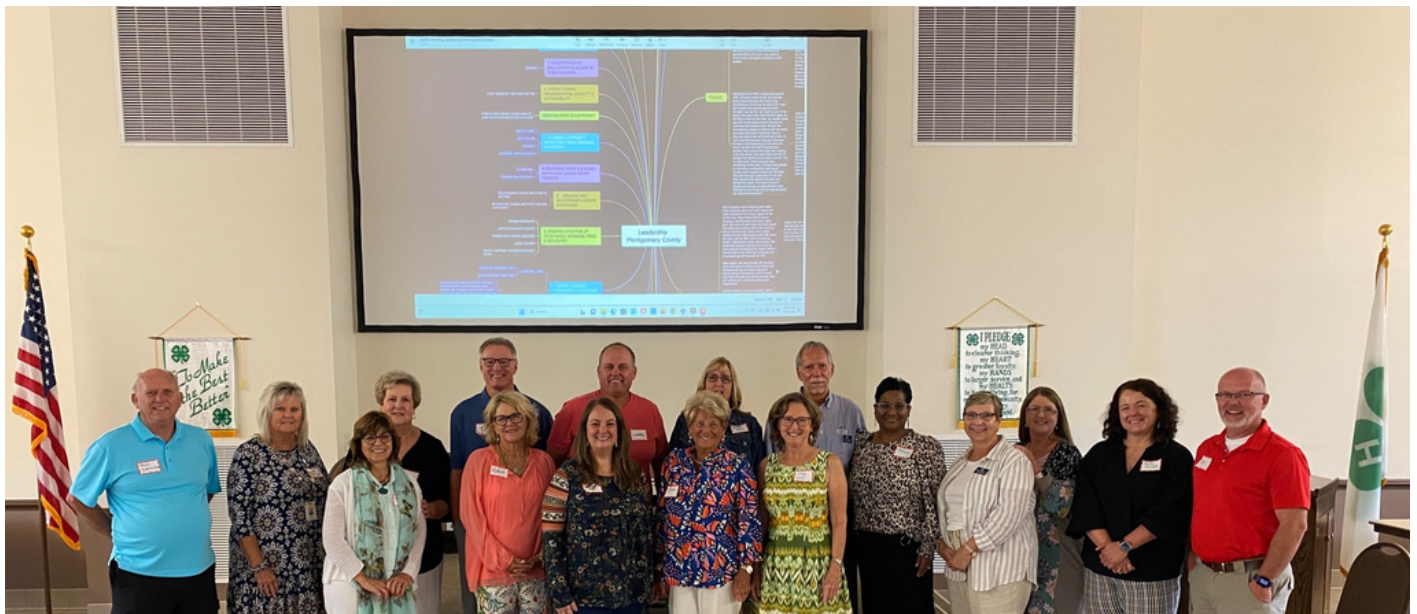


**WORKSHOP &
REPORT BY:**

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Vision Granted, LLC.

August 4, 2023

**CELEBRATING
30 YEARS**
1993-2023



Overview of the Process



On August 4, 2023, seventeen alumni representing classes from 1993 to 2023 met at the UK Extension Office Education Building in Mount Sterling to participate in a "Ripple Effects Mapping" (i.e., REM) workshop facilitated by Nicole Breazeale (University of Kentucky, Department of Community & Leadership Development) to share stories and explore the impacts of the past 30 years of the program. REM is an evaluation method that engages stakeholders to visually map the chain of effects resulting from a program. REM combines elements of Appreciative Inquiry, mind mapping, group interviewing, and qualitative data analysis. More information about the process can be found at <https://publishing.lib.umn.edu/publication/a-field-guide-to-ripple-effects-mapping/>.

During the process, participants grouped into pairs to share stories answering the following questions:

1. Tell me a story about a highpoint, achievement, or success based on your involvement with Leadership Montgomery County.
2. Can you share a story about how your involvement with Leadership Montgomery County has positively affected you and your organization?
3. What changes in your community or the broader region have resulted from Leadership Montgomery County that you are proud to share?

Following discussion in pairs, the group reconvened to share leadership impact stories while Ruthie Caldwell (Vision Granted, LCC) took notes that were projected onto a screen using a "mind mapping" software called XMind. Afterward, while the group networked, the facilitators met to identify themes and then brought the group back together to discuss results and add their final thoughts about potential opportunities for growth. This report outlines the six Key Themes resulting from the impacts and stories shared during the workshop. Attached you will also find a themed version of the mind maps created from the event. The workshop ended with a look forward. Appendix B is a summation of responses to the question: "Having participated in this Ripple Effect Mapping process, what areas of growth and opportunity do you see for Leadership Montgomery County?"

Ripple Effects

Leadership Montgomery County...

01

Accelerates Personal Growth

02

Nurtures Unity & Community Pride

03

Builds Synergistic Relationships

04

Tackles Problems & Seizes Opportunities

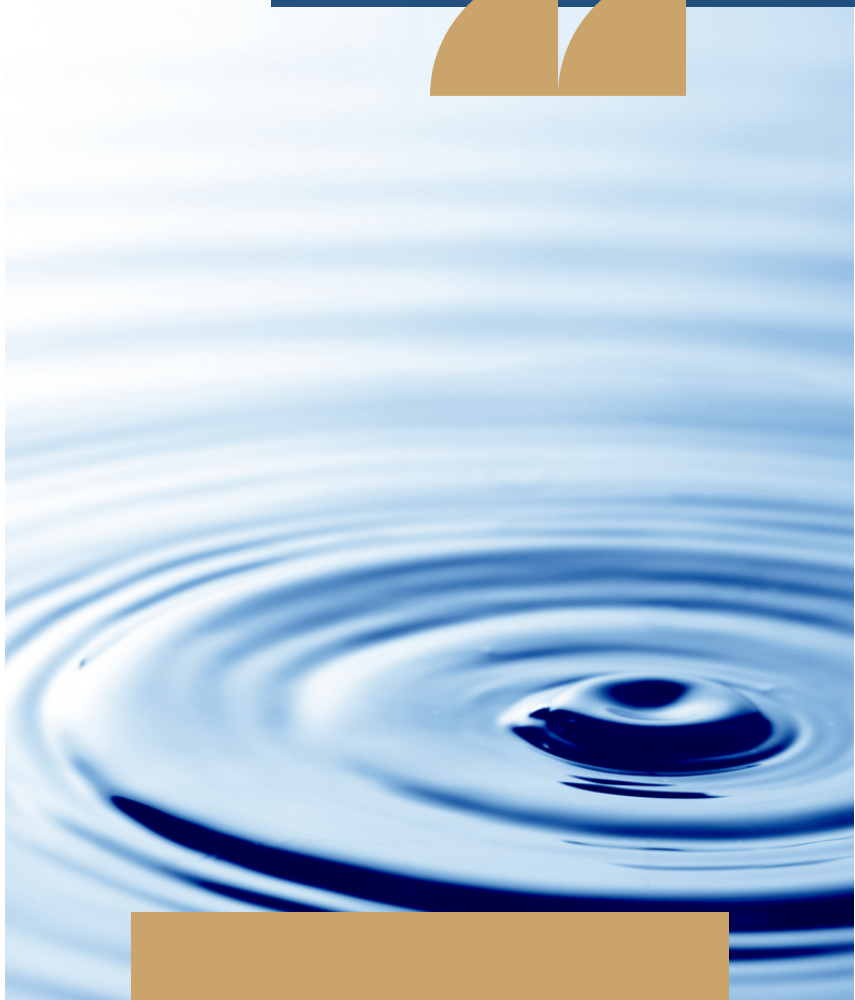
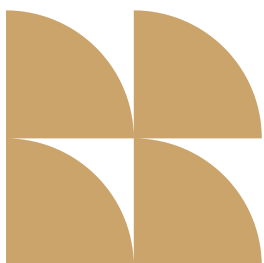
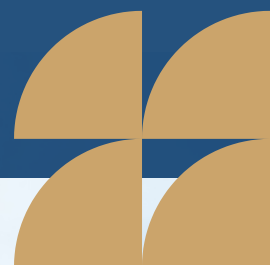
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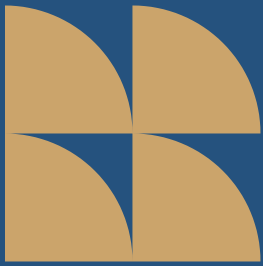
Strengthens Organizations

06

Encourages Civic Engagement

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"...you're taking passions of people who live in these communities, work in these communities, and making things happen."





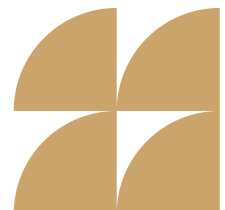
01

Accelerates Personal Growth

During the program, individuals gain courage, confidence, and concrete leadership skills through activities like Strength Finders and reading leadership books. Many remarked that the program gave them the courage to innovate and try new things, such as public speaking, starting a new program at work, or fundraising. The program takes people out of their comfort zone and helps them grow and become the leaders they were always meant to be. LMC also helps cultivate the next generation of leaders and prepares them for leadership roles at their organization, including promotions. Many participants are now passing on the knowledge they learned from the program to others.



**"Leadership Montgomery County
pushes you out of your comfort
zone and gives you other people to
encourage you along the way."**



402

Nurtures Unity & Community Pride



Leadership Montgomery County creates a culture of acceptance, openness, pride, and inclusivity. Participants come to care for one another and their community. The program prompted a group to unite with the Hispanic community and encouraged the development of Spanish programs at a local health center. Now other services in the county are offered in Spanish too. Another member serves court-involved youth in the legal system and says this program has helped the community accept and care for these youth like never before.

Other efforts toward cultural inclusion are still a work in progress, but LMC prompted alumni to work on these issues together. Also, multiple self-proclaimed "transplants" shared how they felt alone when they moved in, but described how the program helped them connect with others, learn about the history of the town, and gain local pride.



"When you get away with people it allows you to see that we're all the same with the same fears and dreams. "

"The projects have created a strong sense of pride and commitment to this community."



03

Builds Synergistic Relationships



Individuals create new relationships across boundaries, deepen existing relationships, work on group projects together, and form a community of trustworthy peers. Participants mentioned a feeling of "journeying." The entire group goes on a trip, and during this time a common bond forms as they experience things together that they would not otherwise experience, like getting a historic tour of the town, or visiting local politicians.

A few mentioned how this experience helped them deepen existing relationships with co-workers, friends, or family, and others mentioned how this helped them develop relationships with people of different backgrounds and industry sectors. For instance, a banker specializing in farm loans was able to meet people from industry and serve on the Industrial Authority Board; now his business is thriving.

Lasting relationships were evident as participants mentioned they look forward to meeting new alumni and growing their network every year as each new class is added.

"They are '2:00 a.m. phone call' type friends. I know I could call any of them any time if I needed to."



"That's where courage comes from. No longer are you 'the helper.' Now, you are a friend, and you have the courage to ask for what you need."

04

Tackles Community Problems & Seizes Opportunities



Leadership Montgomery County helps leaders identify challenges, create opportunities, and gain investments to propel the community forward. Because of relationships made and skills gained during the program, multiple projects resulted that had huge financial and economic development implications, including projects in areas like healthcare, arts & culture, literacy, and county-wide issues.

For instance, one of the first alums from 1993 noticed local schools had no clinics, so she leveraged connections and skills from the program to develop school health clinics district-wide and made it sustainable to care for kid's chronic illnesses by billing Medicaid. Later she helped start Community Resource Centers in the schools. Healthcare also improved when an alum at the Health Department worked with other alum to start Sterling Health, which received a \$10 million grant to serve un/under-insured and now has 8 locations!

Another alum noticed kids did not have the same cultural experiences as other kids, so they worked together on a \$1.6M investment to develop an Arts Center. Another group improved literacy by working with the City to install a Story Walk around the park. And another alum started the beloved Christmas in the Park event which is heavily attended annually.



**"We're going to have a clinic now!
It's like a dream come true in
Montgomery County."**



05



Strengthens Organizations

Leadership Montgomery County develops leaders who share their skills with the companies and organizations they lead, helping organizations function better, gain and retain talent, and improve the bottom line.

Leaders in the program learn to better communicate, delegate responsibilities. The confidence leaders gain make them better employees. One supervisor said she would bring the lessons she learned back to work where she would see former conflict transform to an easy workflow with less turnover in her staff.

Nonprofits also benefit from employees participating. A few participants mentioned they were recruited to serve on Boards in the community because of people they met through Leadership Montgomery County, and a few mentioned it helped them network and gain funding for their organization either by applying for grant funding, seeking donations, or gaining support from others to call legislators when seeking State funding.



"It has greatly benefitted my company."

06



Encourages Civic Engagement

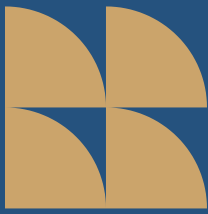
Finally, Leadership Montgomery County connects individuals with local and state leaders to help improve their community, and inspires individuals to run for public office.

Participants meet with local and state leaders. One alum in the Court System had the opportunity to meet the Supreme Court Justice and now she talks to them on an everyday basis. For the Arts Center, the alumni team got the opportunity to speak with the mayor and other elected officials in a different way, which led to the public-private partnership that continues today.

One alum explained it gave him the courage to run for public office. Another said they saw a need to host an unbiased community-wide forum to help people learn about the local political office candidates, so her class started one that still exists to this day.



"It allows us to know that our local officials are real and will listen to our problems."



After Ripple Effects Mapping...

The REM process is an exceptional method of capturing the impacts of a program on a community. It is, however, limited in capturing the full impact by the number of participants and their memories. It is for this reason, that the facilitators of this process encourage Leadership Programs to help this process live on. Invite others to tell their stories of impact. Collect those stories and add them to expand the assessment map.

Moving forward, the Leadership program can use REM results in several ways. Looking at important areas of success allows the team to focus on what is working well, and to be certain to "build in" those processes needed to sustain those results. In addition, looking at areas where additional success could be gained allows the program to design and grow in new areas.

Attachment B also outlines the group's final discussion noting potential areas of growth and opportunities for the organization to share impacts, expand programs, leverage alumni, and invest in youth. This information could be used to springboard future discussions and plan projects to grow the impact of the program.



This Ripple Effect Mapping process is supported through CEDIK and the Department of Community and Leadership Development at the University of Kentucky.

For additional support contact Daniel Kahl or Nicole Breazeale at: <https://cld.ca.uky.edu/extension>



Attachments



A

Mind Map: Themed Session Notes

01

Accelerates Personal Growth

02

Nurtures Unity & Community Pride

03

Builds Synergistic Relationships

04

Tackles Problems & Seizes Opportunities

05

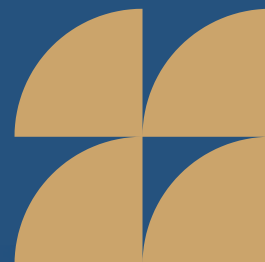
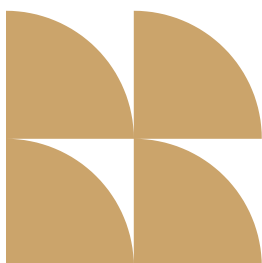
Strengthens Organizations

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Encourages Civic Engagement

B

Areas of Growth & Opportunities



Mind Map: Themed Session Notes (overall view)



Accelerates Personal Growth

Started as a Community Health Worker- "I got it up and going and wore all the hats." Two years after LMC, the program and outreach team were growing so her boss came back wanting to grow the team. So she stepped up wanting to be the new Manager and got it. LMC grew her in leadership to be ready for that position.

PREPARES FOR LEADERSHIP ROLES

Because of LMC she had her first experience with a fundraiser and now several years of successful fundraising. LMC introduced her to multiple people in the community to get their guidance. "Connections. Connections. Connections!" Gave her courage to innovate. Doing activities at LMC pushes you out of your comfort zone and gives you other people to encourage you along the way.

Wisdom and courage to innovate. One man said he didn't want to be a public speaker but today he is. Others agreed this helped him transform his wisdom into something that can help the community so because of LMC he now has courage to speak up and share his wisdom.

"It also took me out of my comfort zone." She is not a public speaker but she had to get on the radio show and talk, and she DID it and it turned out alright. Talked about where she worked. The leadership qualities learned from the book by John Maxwell Developing the Leader Within: "I learned lots of the 'don't dos' and had a lot of personal growth because of LMC."

COURAGE TO TRY

as a community resource officer we built a curriculum with 6 wk of etiquette, team building, etc. to teach same as LMC in high school, and advertised LMC to the parents as part of the program.

high school leadership program supported but had complication with school events and curriculum, absenteeism, so it stopped, but it was a great program.

Many are passing on the wealth of what they learned from LMC to another set of people.

Another member said her son has accomplished so much because of his participation in LMC too.

CULTIVATING & CREATING NEXT GENERATION OF LEADERS

1. ACCELERATES PERSONAL GROWTH: individuals gain courage, confidence, and leadership skills

Nurtures Unity & Community Pride

When she was working at health dept. years ago she helped getting Sterling Health started which now has 8 locations. She became an interpreter there and created the hispanic coalition together to open the eyes of the community about hispanic culture to serve them in a way that is open to them. because of that, a grant was awarded to provide services to uninsured and underinsured including other people and hispanics, and because of this relationship from this program they got this grant to provide services. "this is our dream come true." \$10M grant. "gives me chills to think...oh we need to have a board, so here you're on the board." Many of the leadership grads are on the board. This happened from the bonding and connections created from multiple years of alumni with connections woven across groups.

Reached out to group in hispanic community and now all the services are being put into Spanish and will be put onto website in spanish. now we have built trust and can make sure they can take advantage of these services. it started from this program. created a community to be able to make this happen.

SPANISH PROGRAMS

Radio Show: Wednesdays with Robin own program. would not have had that without LMC. This was a ribbon that tied the community together. Emphasis on arts and interviewed authors of books. Interviewed people and introduced them to listeners in the community.

ARTS & COMMUNITY EVENTS

LMC breaks down these egos and facades we carry around where we are not approachable. When you get away with people it allows you to see you are all the same with the same fears and you have the same dreams. That's where courage can come from. No longer are you separate, you have a friend. In a small town its especially important. As an outsider when I moved in it was important.

Another woman is also a transplant. She used to be very active in Columbus, OH, but moved here and didn't know anyone. LMC helped her make friends forever! They are 2am phone call types of friends who she knows she could call any of them if she needed to. She now loves being part of a small community. Husband is a pastor so had to move here. Now she has seen her daughter bloom here because there are things here not in the bigger city. It has helped her husband too because he learned through her experience and her connections gained from LMC. Now she would be really sad if they had to move.

As a transplant from Memphis "I didn't know anybody, not a soul." LMC helped her meet everybody from every aspect of the community. Mayor Botts history tour is amazing. Learned about local govt. state government, the reservoir, and many born and raised here didn't even know about that.

HELPS PEOPLE FEEL WELCOME

Cultural Inclusion. LMC gave us the courage to work on cultural inclusion issues in the community. It's a work in progress.

"Projects have created a strong sense of pride and commitment to this community."

Teaches local history. He now has a deep knowledge and appreciation of the local area.

LOCAL PRIDE

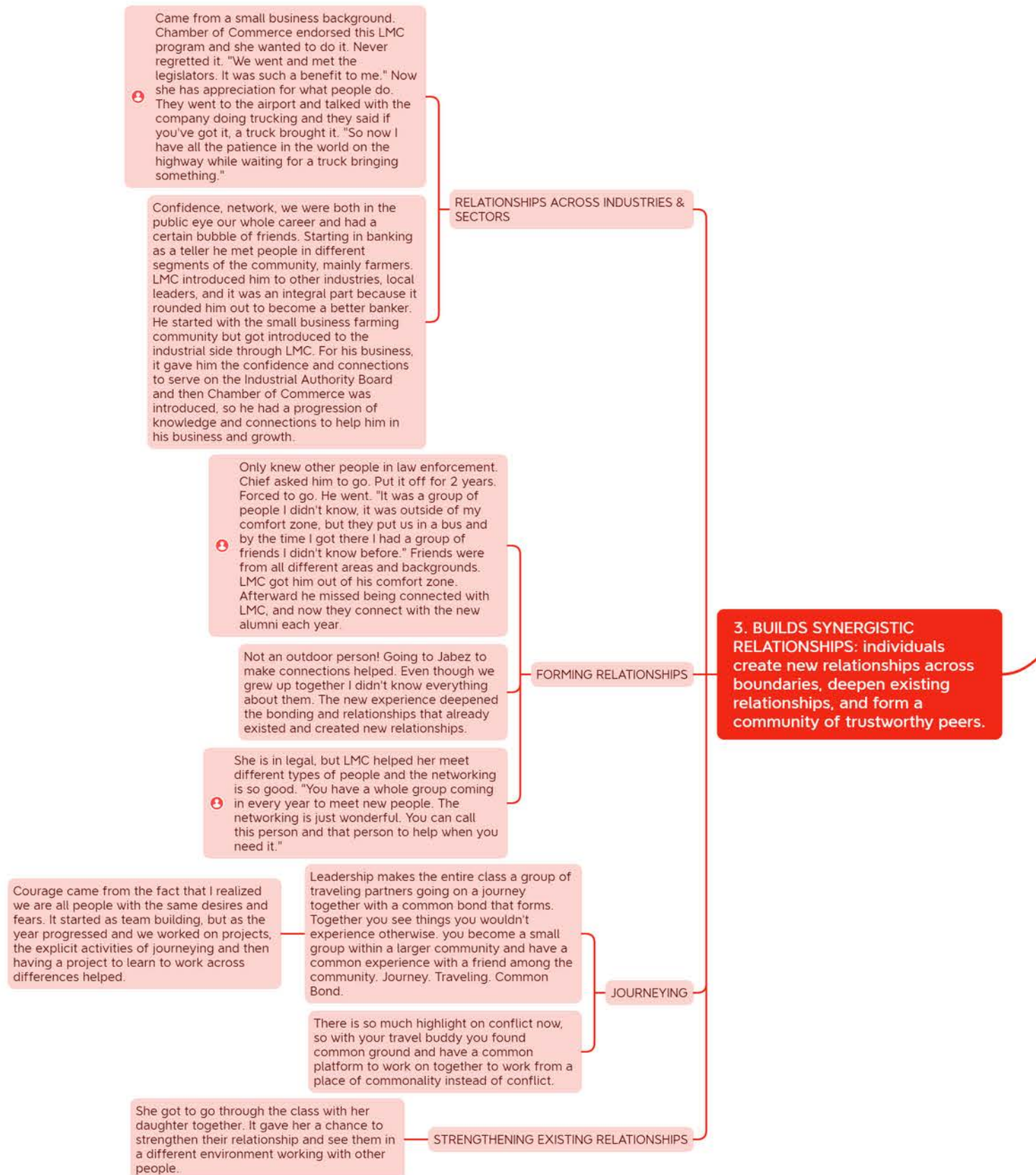
Story: yesterday a court involved youth has started volunteering in Clean Sweep and other organizations, and yesterday he stood up in front of Kiwanis and talked about how the new van has helped them as the program.

Develop a culture of compassion and acceptance and inclusion. Aha moment! By being part of a community with such history, yet we only know the pieces of time we are in. Over the course of history, this community now embraces a group of children to live in front of the whole town in courthouse square. Most of society doesn't want to acknowledge that these kids exist, but now our community acknowledges them and LMC has helped them connect with other organizations and churches.

YOUTH - GATEWAY CHILDRENS SERVICES STORY

2. NURTURES UNITY & COMMUNITY PRIDE: creates a culture of acceptance, openness, pride, and inclusivity.

Builds Synergistic Relationships



Tackles Problems & Seizes Opportunities

4. TACKLES PROBLEMS & SEIZES OPPORTUNITIES: helps leaders identify challenges, create opportunities, and gain investments to propel the community forward.

HEALTH

When she arrived she knew nothing but how to get kid in school. 3 months in accepted position with Health Dept. Her only connection was with them, so when she came to LMC in 1993 she got acquainted with people in the community and got connected. The class helped her network with diverse people and industries and gave her confidence. As a public health person, she connected with the local Superintendent to develop school health clinics district wide. At that time there were no clinics in the schools. So working with Dr. Haynes they wrote grants to fund the school clinics. Did this through Medicaid so when they did immunizations at the schools and took care of chronic illnesses they could bill Medicaid. LMC gave her courage to network and get this project started.

Best option is to start with people against it to get everything on the table. At first many thought they were going to do illegal stuff like birth control at the school so they have to be honest. Then they were able to get nurses and eventually licensed social workers and then replicate it at other schools. It impacted the community because when Medicaid stopped and went o managed care, after they had the clinics in the schools for several years, then the health dept decided to take it over when it was no longer financially sustainable. Then with her connection with Dr. Hanes they created Community Resource Centers in the schools. They did the 1st grant application for that. She took that same grant application and changed the demographics and resubmitted for other counties after that.

I had just graduated and it gave confidence to offer something to the community. I run so afterward I posted to do a 5k. I took cues from LMC visiting all the important places in the county with so many neat places like Denise's building and took a photo of people running at 5am and posted about the history of the building and got people involved. He started with the question "What can I do for my community?" LMC prompted him to ask himself this question. He's at the end of his career and was thinking of what he wants to do to help his community, so this is what he chose.

ARTS & CULTURE

Christmas at the Park: created because of LMC. Someone came to her and said we have a beautiful park and need to do something at Christmas. "So after LMC I had self esteem and encouragement and I thought I can do this. So I went to one of the banks who gave \$10,000, and Chamber gave us \$2,500 to hook up the trees. So people could pay \$25 to decorate a tree in memory of someone who passed away. We got the recreational people involved to get the fence and trees decorated. Governor came in. Purpose was to kick off Christmas in November." Now the Park Personnel pick a date to have the event with singing, food, hot cocoa. First years they had 500-1,000 people from all the communities around. This is a BIG event. From it people were introduced to the park. It brings other people in from other communities who spend money and it created revenue for the park. She went through Leadership KY too and they selected her partially because she started this event. The event connects people and focuses on beautification and highlighting the things that are special about our natural environment.

Programs like Christmas in the Park, etc. it takes one person to spearhead it and be a catalyst, but then you need support people too. So one person starts it and gets everyone else's mental juices started, so it creates momentum. LMC helps everyone start thinking of ideas and then working on more and more projects. We recognize what a good town this is and want to make it better, because that's why we're here.

Story: "I felt proud about our community and started looking to see what we were missing and the one things we felt was missing was bigger experiences in the arts that other cities have but we didn't yet, so we started seeking these out so our kids would feel comfortable going to musical events and theaters." From this came the Gateway Regional Art Center which is linked to this LMC.

Part of the visionary for the Art Center. She has a little gallery shop on Main St that has now grown into the yellow church, etc. Took \$1.6M investment to develop the art center.

LITERACY

2022 Project: to improve literacy in the county. LMC has many projects pitched and the group chooses one. They had story boards installed in another park in the community and people can walk around and read a couple of stories at each of the stops along the way. That book changes every so often. They contact mayor and county judge to install those pieces in the ground permanently. The Library takes on changing those books periodically. This is a different park and is a natur park with a small playground so it features a different part of the beauty of this community. At Gateway Children's Services they help people learn how to read and refer people to the park to take their kids to read a book and also walk a mile during it to focus on health too.

COUNTY-WIDE ISSUES

2022 Project also said other cities are part of our county too so we need to include them as well. At the retreat it was one of the youngest members that brought the idea to the table saying Mt. Sterling is usually the main focus, but let's include the whole county. So 2 things got attention: (1) beautiful murals on old original fire station to preserve the history there. So they took passions of people who lived and served in this community and brought them to life. (2) Easter Event at Jeffersonville typically had low turnout so mayor and others wanted more people to help more kids, so they brought in more advertising and TRIPLED the attendance and got people out and built a sense of community.

5. STRENGTHENS ORGANIZATIONS: develops leaders who share their skills with the companies and organizations they lead, helping organizations function better, gain and retain talent, and improve the bottom line.

BETTER FUNCTIONING TEAMS & ORGANIZATIONS

She has seen leaders who go through LMC develop skills so they can communicate better and delegate and rely on others instead of always doing it themselves. Even in the brand new class she already sees one woman having more self esteem and confidence helping her organization.

Supervisor role at her job and after every meeting she took those lessons learned back to work and made those changes. It turned from conflict in leadership to an easy flow. Now she has less to remember and less turnover. It has greatly benefitted the company.

LMC is especially great for people in higher level executive leadership positions. Many go through LMC just to bring leadership skills they learn from LMC to their current teams.

BOARD RECRUITMENT

Boards- many people in LMC have been asked by their LMC peers to be on different boards, and when you're on a board you have some different broader influence.

SUSTAINABILITY & FUNDRAISING

Transformed her organization. Relationships made at LMC gave her confidence to network. Was working at a private nonprofit that sought funding from the State legislature every 2 years. Sometimes the community would be resistant to that program but this community embraced it because of the relationships developed at LMC. Getting to know people in diverse industries like banking and other industries helped her organization over time with sustainability by getting funding like grassroots work by asking people to make calls to legislators and made a relationship with the Episcopal church here through LMC and now they are an integral part of the program.

Encourages Civic Engagement

6. ENCOURAGES CIVIC ENGAGEMENT: connects individuals with local and state leaders to help improve their community, and inspires individuals to run for public office.

RUN FOR PUBLIC OFFICE

Ran for public office because of what he learned "everything in life is about relationships, the people you meet, the friends you make". He lived there for so long but there was still so much he didn't know, but LMC helps you learn about things happening a mile away you didn't know were happening. Awakening and knowledge of community and community issues. Big step forward in community engagement and being willing to step into public leadership offices because of LMC.

POLITICAL FORUM

The community had never had a community-wide political forum to learn about candidates for political office. so her class started one and made it an unbiased way for local elected officials to share and become approachable. Now political forums here still happen and they were first inspired by this LMC project.

CONNECTS WITH PUBLIC LEADERS

By meeting the County Judge and Mayor through LMC, they now have public transportation. The state only gives you so much money and so it doesn't work financially without local government support. We had one in Logan County and it didn't have enough money and stopped. The community leaders have to want it and support it. We started out just with people interested saying "how can we make this happen?" Lots of people who came gave money, like the banks. So LMC helps up recognize "What are we missing?" and gives access to the leaders of the community and being in leadership you then have access to call the other leaders and say "hey, i need \$2k more dollars or I can't keep going this public transportation." I serve 5 counties and they get so tired of me talking about Montgomery County. This gave me access to leaders and the confidence to move forward with it.

She works with the Court system and remembers going to Frankfort and she had never met their Supreme Court Justice. Going through LMC she talks to them on an everyday basis. The Court system helps people through their programs that come out of legislation.

Example: when working on the arts center they talked to the mayor and elected officials and accessed public officials in a different way and talked and worked together to make public private partnerships and move forward with building the art center concept.

He now knows the elected officials and how decisions get made here.

B

Areas of Growth & Opportunities

