

## POLICY WATCH – December 2011

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Happy Holidays from All of Us at North Bay Leadership Council  
We wish You Health, Happiness and Prosperity in the New Year!



### NBLC's New Leadership for 2012



North Bay Leadership Council has a new chairman of the board, **Mark Wood**, *Vice President of Human Resources and Corporate Affairs, BioMarin Pharmaceutical*; and new Vice Chair, **Brad Bollinger**, *Editor in Chief and Associate Publisher, North Bay Business Journal*.



The Executive Committee also consists of Immediate Past Chair, **Don Chigazola**, *Director, Medtronic CardioVascular*; Treasurer, **Patty Garbarino**, *President, Marin Sanitary Service*; Secretary, **Gary Giacomini**, *Partner, Hanson Bridgett*; **Pat Kendall**, *Medical Group Administrator, Kaiser Permanente*; **Carol Spindler O'Hara**, *Managing Partner, Burr Pilger Mayer*; **Steve Page**, *President, Infineon Raceway*; and **Mary McEachron**, *CAO and General Counsel, Buck Institute for Research in Aging*. Other Board members include:

- Guy Séné, Agilent Technologies
- David Crane, Autodesk, Inc.
- Paul Gibson, Comcast
- Dr. Mary Marcy, Dominican University
- Alice Cameron, Fireman's Fund
- Dick Ghilotti, Ghilotti Construction
- Nancy Dobbs, KRCB Radio & Television
- Craig Nelson, Nelson Family of Companies
- Les Perry, Perry, Johnson, Anderson, Miller & Moscowitz LLP
- Kent Harvey, Pacific Gas & Electric
- Bruce Kyse, The Press Democrat
- Brett Martinez, Redwood Credit Union
- Dr. Ruben Arminana, Sonoma State University
- Kevin Klockenga, St. Josephs Health System - Sonoma County
- Mike Cohill, Sutter Health - West Bay
- Jim Kimball, Wells Fargo Bank

## Changes in Global Economy Require Changes in Leadership

The megatrends that are changing how the world does business require that business leaders also adjust their leadership styles and skills. In expectations that we face a decade of uncertainty and change, leaders need to prepare to lead in new ways that are more effective. These leadership skills must adapt to Great Transition underway. And these leadership skills must be developed TODAY to be able to navigate the sea change in the global economy going forward.



One of the biggest changes is in leadership styles. The authoritative style of leadership doesn't work well in organizations whose workforce and customers span the globe. The old "heroic" style of leadership needs to be replaced with the "post-heroic" style. Heroic leadership describes leaders who see themselves as solely responsible for the actions and results of their companies/communities. They are in essence "Heroes" who are expected to take all the responsibility and blame as well as all the credit. Post-heroic leaders lead through influence, not authority. They depend on working collaborative and collectively to make decisions and take responsibility. Post-

heroic leaders know that in this age of globalization, things are happening too quickly in too many places for them to have all of the information. They depend on others to help supply the data and understanding that is needed to make good decisions and plan strategy.

The Hay Group's "Building the New Leader," says "Leaders of the future will need to be adept conceptual and strategic thinkers, have deep integrity and intellectual openness, find new ways to create loyalty, lead increasingly diverse and independent teams over which they may not always have direct authority, and relinquish their own power in favor of collaborative approaches inside and outside the organization."

The study warns, "To successfully develop this combination of skills and qualities – and adopt what is, in effect, a 'post-heroic' leadership style – they may need to abandon much of the thinking and behavior that propelled them to the top of their organizations in the first place. But if they want their businesses to survive and thrive over the next two decades they have no choice. Unless they dramatically change their leadership style, starting from today, their organizations will lose out in the race for innovation, the march to globalization and the war for talent. They will be, quite simply, unsustainable."

The imperative to change or die is stressed by the Hay Group. They say, "Organizations will have to radically adapt their cultures, structures, systems and processes in order to survive the new world order – and managing in matrix structures, where information flows around the organization and around the globe in a way that renders traditional hierarchies and reporting lines redundant, is one of the biggest challenges. Leaders will have to manage through influence rather than authority, which may not come easily to many. Indeed, the demands the dramatically changing business climate will have on leaders at a cognitive, emotional and behavioral level will be unprecedented."

Here are some of the report's key findings:

1. "The strategic thinking and cognitive skills leaders will need to navigate this new world order are unprecedented. Good implementation and execution are no longer enough – if, indeed, they ever were. Also, the task is so enormous that it is beyond the power of one single individual to accomplish, making

collaboration among a range of different people essential even at the stage of conceptualizing challenges. What globalization 2.0 makes abundantly clear is that the days of one or two 'heroes' at the top of organizations dictating strategy are well and truly over. So, as well as being multilingual, flexible, internationally mobile and adaptable, and culturally sensitive, leaders will also have to be collaborative and good conceptual and contextual thinkers. Additionally, they will need the ability to lead diverse teams over which they may have no direct authority and to find new ways of engendering personal loyalty in an environment where the old loyalties between employer and employee are declining due to the distance between them."

2. "Clearly, organizations that lower their eco-footprint will see direct benefits to their performance, bottom line and competitiveness, so restructuring along sustainable lines has become a strategic imperative. There will also need to be greater collaboration between organizations to find solutions to environmental problems."
3. "Leaders will need to understand, lead, integrate and motivate teams of increasingly diverse employees. Fostering inter-generational and inter-cultural teamwork is essential, as is finding ways to engender commitment and loyalty among people of different ages, from different cultures and with different values. Leaders will also have to adapt their organizations in order to encourage more women and other 'minorities' into leadership positions."
4. "Redesigning work processes to better suit individuals rather than the organization has now become de rigueur. This involves establishing conditions that promote independent work and time management, so allowing employees time for their personal projects. Careers play an increasingly important role in the quest for self-fulfillment and self-expression, a shift that is driving greater convergence between private and working lives and a desire by individuals to integrate personal and professional goals. Individualization has an enormous impact on employees' loyalty and motivation to perform, with 'soft factors' such as recognition, self-development, self-direction, values-driven engagement and work-life balance often taking precedence over traditional factors like pay and promotion. The post-heroic leader will need to balance the roles of boss, mediator and coach, allowing teams more freedom and autonomy while keeping them focused on objectives. They will also have to recalibrate their criteria for leadership and re-think their approach to loyalty and retention, fostering good individual relationships with current and former team members to avoid a domino-style disintegration should one person leave."
5. "Individuals are 'always on', more and more business is conducted 'virtually', and power is shifting to employees – particularly the rising class of digital knowledge workers, who can work anywhere and forge large numbers of loose digital connections with both personal and business contacts. Leaders will have to learn to lead remotely, but must guard against relying purely on virtual communication. Combining virtual and face-to-face contact is important for both effective decision-making and fostering motivation and loyalty."
6. "Actionable knowledge of complex technologies will become a key business competence, even in non-technological fields. Despite their lack of detailed knowledge, leaders must be open to – and advocates of – visionary ideas. They must encourage innovation and collaboration and act as orchestrators of expertise from within and outside the organization in order to harness the potential of converging technologies. Helping to counter doubts about these new technologies, the acceptance of which will determine the success or failure of innovations and new products, is crucial. Leaders may not be experts themselves, but they must know enough to keep projects focused and to hold the ring between the competing views of different team members. In so doing, they will have to work through informal influence across functional and organizational boundaries."
7. Hay Group carried out its [Leadership 2030](#) research with the Cologne, Germany-based foresight company, Z-Punkt. Hay Group is a global consulting firm that works with leaders to transform strategy into reality. They develop talent, organize people to be more effective, and motivate them to perform at their best. With 85

offices in 49 countries, Hay Group works with over 7,000 clients across the world. Their clients are from the private, public, and not-for-profit sectors, across every major industry and represent diverse business challenges. Hay Group's focus is on making change happen and helping people and organizations realize their potential.

### **SSU's Dr. Ruben Arminana receives Spirit of Sonoma Award**



North Bay Leadership Council (NBLC) nominated Dr. Ruben Arminana for the Sonoma County Economic Development Board's Spirit of Sonoma Award because he is such a remarkable contributor to the quality of the North Bay workforce and one of the greatest presidents of Sonoma State University. We recognize his excellence in transforming Sonoma State University into a major community asset, consisting of academic achievement, facility enhancement and the creation the Green Music Center -- which will be a North Bay magnet for the arts and tourism. Dr. Arminana remembers where he came from and strives to help others reach their goals, especially the Latino community. As a member of NBLC, Dr. Arminana has provided great leadership in our public policy work, ensuring that we prioritized education and developed public/private partnerships to improve our region's ability to produce the workforce of the 21<sup>st</sup> century.

### **“Developing Leaders to Improve Your Bottom-Line: Top North Bay Executives Share & Discuss their 2012 Leadership Action Plans”**

The Business Edge Briefing Series presents "Developing Leaders to Improve Your Bottom Line: Top North Bay Executives Share and Discuss their 2012 Leadership Action Plans" featuring an all star lineup of panelists:

- **Mike Cohill**, *President, Sutter Health - West Bay*
- **Russ Colombo**, *President & CEO, Bank of Marin*
- **Matthew Hymel**, *CAO, County of Marin*
- **Pat Kendall**, *Medical Group Administrator, Kaiser Permanente*
- **Mark Wood**, *Vice President, Human Resources and Corporate Affairs, BioMarin Pharmaceutical*



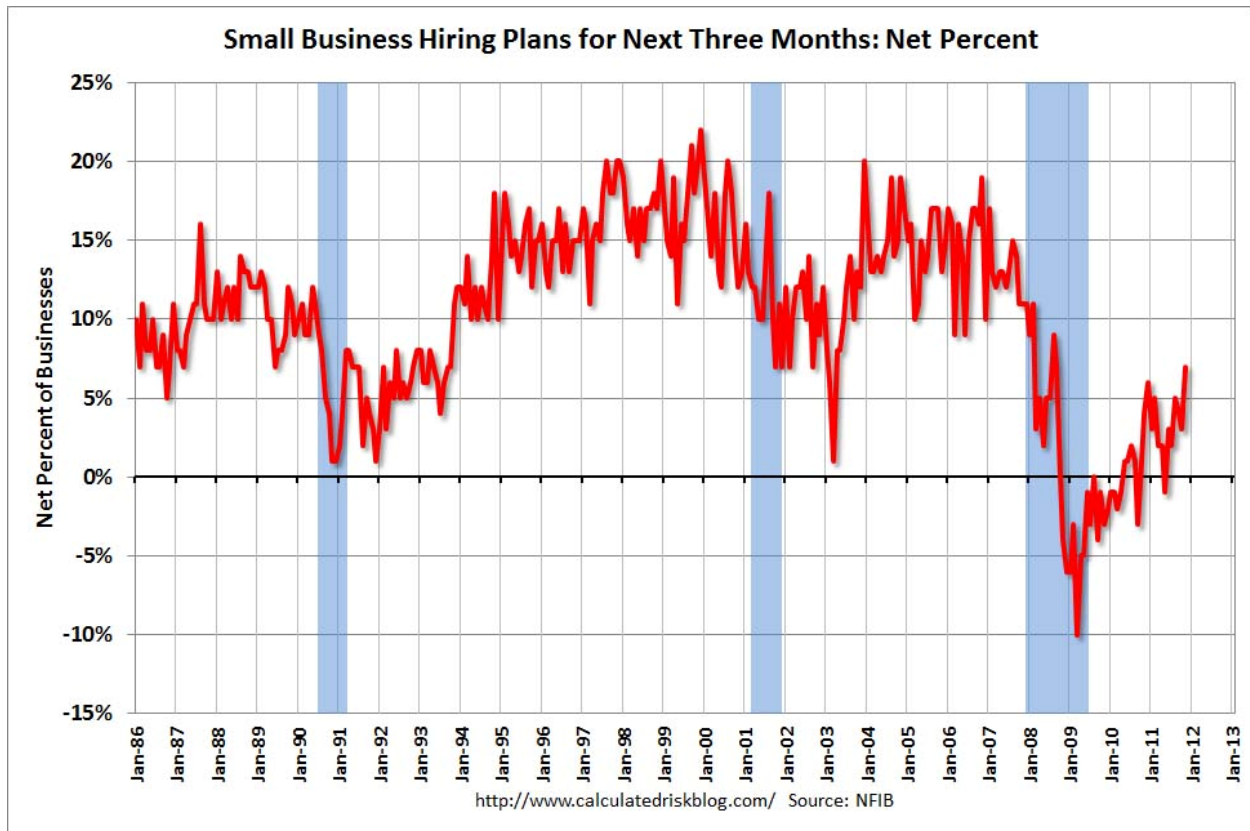
2012 promises to be another year full of challenges. The best way to succeed is to have an Action Plan. Don't miss hearing how these top notch leaders have formulated their Action Plans and how they are ready for 2012. Learn from the masters how to improve your leadership skills and your bottom line with the information that will be presented.

#### **REGISTER TODAY!**

For more information,  
call 415-485-3202  
or  
e-mail [ils@dominican.edu](mailto:ils@dominican.edu)

**Tickets are \$25 and include a full breakfast. The program begins promptly at 7:30 a.m.**

## A Picture is Worth 1,000 Words



## Members in the News

### LucasFilm's George Lucas' grand plan for Grady Ranch

It will be a spectacle fit for the movies, but few in Lucas Valley will see it. The latest outpost in filmmaker George Lucas' entertainment frontier will transform the old Grady Ranch into a three-story digital technology fortress flanked by two towers rising amid 187 acres of open space.

### Redwood Credit Union Joins List of Heart of Marin Award Sponsors

Tickets Now on Sale for January 5, 2012 Community Recognition Event

### Midstate Construction completes Petaluma Health Center Renovation

Owner Petaluma Health Center, Inc. and general contractor Midstate Construction Corporation recently completed the Petaluma Health Center Tenant Improvement Project. This project is being awarded the 2011 Best Medical Project by the North Bay Business Journal on December 14th at Sheraton Sonoma County.

### Wells Fargo donates \$975,000 to Habitat for Humanity in Bay Area

Habitat for Humanity Greater San Francisco and Habitat for Humanity East Bay said Tuesday that they received a \$975,000 grant from Wells Fargo, the single largest corporate gift in the two nonprofits' history.

### Buck Institute Adds Two New Faculty

Deepak Lamba, PhD and Arvind Ramanathan, PhD have joined the Buck Institute as assistant professors. Both new faculty members will be utilizing various stem cell technologies to pursue their research goals. Lamba will be

identifying new methods to treat degenerative vision disorders. Ramanathan will be studying the physiology of skeletal muscle to understand how it regenerates and responds to aging.

**FDA approves expansion of BioMarin plant in Novato**

BioMarin Pharmaceutical Inc. said Monday that the Food and Drug Administration has given it the green light to begin manufacturing in an expanded facility in Novato.

**Read more online at [www.northbayleadership.org/news](http://www.northbayleadership.org/news)**



**Who We Are**

Twenty one years ago, business leaders founded the North Bay Leadership Council on a simple premise: We can accomplish more by working together. Today, the Council includes over 40 leading employers in the North Bay. Our members represent a wide variety of businesses, non-profits and educational institutions, with a workforce in excess of 25,000. As business and civic leaders, our goal is to promote sound public policy, innovation and sustainability to make our region a better place to live and work. For more information: Call 707.283.0028 / E-mail [info@northbayleadership.org](mailto:info@northbayleadership.org)

**[www.northbayleadership.org](http://www.northbayleadership.org)**