



Follow the Leaders

Thoughts and Reflections of Leaders in Northwest Indiana



Robert Greenleaf's "The Servant-Leader"

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Check out
"We're Back!"
on Page 3

Two broad approaches to leadership have developed over the course of the last 75 years. The first is empirical. It describes how leadership is exercised (i.e., what those in leadership positions actually do.) Examples include trait-based and behavioral models developed – for the most part – by scholars. The second is normative. These theories describe how leaders ought to behave. Examples from this genre tend to be less academic and more idiosyncratic, for instance, the reminiscences of IBM founder Thomas J. Watson, auto executive Lee Iacocca, and GE CEO Jack Welch. Books of this kind espouse a hard-driving management style in which no quarter is given and no prisoners are taken.

The first approach leave some as cold and even manipulative. Leadership isn't viewed as a vocation or as an activity that can give meaning to life. Instead, it requires a finely tuned calculation involving the match between the situation at hand and the right tools or tricks of the trade to apply at any given moment. In this sense, empirical models lack soul. At the same time, the biographies produced by the captains of industry stand at odds with much of what is preached in our churches, synagogues, and mosques. The Psalms tell us that God loves a "humble and contrite heart." In the Christian Bible, we're told that the first will be last and the last first. It's hard to reconcile this counsel with the single-minded and often ruthless adventures recounted in some business biographies.

So what's left? Is leadership nothing more than applying the right formula or algorithm using abstract logic? Or must we "sell our souls" in order to lead? Robert Greenleaf's concept of the servant-leader provides a third option, one that resonates with many who are uncomfortable with the stark options presented by management scholars, on the one hand, and certain titans of the business world on the other. Greenleaf understood leadership as a vocation, indeed as a calling, first, to a life of stewardship. His understanding of leadership was indeed countercultural. Consider the following from his now classic work *The Servant as Leader*:

The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The difference manifests itself in the care taken by the servant – first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And* what is the effect on the least privileged in society? Will they benefit or at least not be further deprived" (1970).



Robert Greenleaf

As further explicated by the Hampton House, a center at Butler University dedicated to Robert Greenleaf's work, this idea of the servant-leader finds expression in ten principles: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.

This understanding is radically different from other theories (e.g., political, transactional, transformational, charismatic, contingent, etc.). It also contrasts with images portrayed in books written by the celebrated icons of big business. And it differs from our popular images as well, for instance, the leader as parent, judge, overseer, coach, Olympic athlete, or Darwinian survivor.

At the same time, doesn't Greenleaf's vision prompt memories of the people in our lives who have had the most influence on us, perhaps teachers and mentors who brought the best out in each of us? Isn't his approach more in harmony with what we've learned in school and in our places of worship? And doesn't Greenleaf offer a template for leadership that is more integrated and whole? I certainly think so. As you might imagine, I recommend Robert Greenleaf for consideration to all aspiring leaders.

Daniel Lowery, Ph.D. serves as the President of Calumet College of St. Joseph. He is the former Executive Director of the Northwest Indiana Quality of Life Council and now chairs two boards: Lake Area United Way and Catholic Charities of the Diocese of Gary .

"There is always room for a man of force and he makes room for many. Society is a troop of thinkers and the best heads among them take the best places." -Ralph Waldo Emerson



NW Industrial Revolution

By Lisa Schmidt (LNI13)
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The term ‘revolution’ has been utilized to denote a change involving a swift movement that is driven by some common thought of the day or an effort to transform some authority in a society accompanied by a formal or informal mass mobilization that undercuts the current authority in place. Many who have studied revolutions consider that society is a state of equilibrium between resources, demands, and systems involving politics and cultures. In viewing NWI after marketing in other parts of the nation in various industries, I see that Indiana’s Northwest may be in for a new kind of revolution or an NW Industrial Revolution as I call it. My perspective was further realized when I read about local comparisons made between Indiana and its surrounding states. Look further folks. Don’t compare yourself to the people next door. The people looking at NWI aren’t from the surrounding states.

Here’s why I think that NWI is poised for a new kind of developmental revolution. Leadership takes a specific formulation. I have quantified that formula with three distinctions. One is the capability of leading oneself. YES in NWI! Second, leaders are constantly learning. YES in NWI! Third, leaders have mentors. YES in NWI! It’s so important to be in the company of other leaders and interact among each other through the groups [Like LNI]. It may be most important to have a global viewpoint; not respond that “this is NW Indiana...not...”; “the people would never sustain that...” or some other quick response. Put the big glasses on your face. Leaders are doing so.

Look at what NWI has: University course offerings in practically every community; great transportation; solid government; investment areas for development. Investors looking at you!

On my recent prospecting tour in NWI, here are the top takes that I reported back to those looking:

- NWI is ripe for a “Local” foods store – foods made or manufactured in the area under one roof;
- NWI is set up for fitness centers and nutrition outlets including juice bars and food;
- NWI is ready for space for not-for-profit companies – this is important to this marketing effort and espouses the values of the community and what is cared about;
- There is room for some exciting developments in entertainment including “Vino-topias” where wine is offered through casks with mixing of wines by the customer in a movie theater atmosphere;
- NWI is perfect for small business developments.

I was asked recently about why I always give away my ideas. Well, I can’t pursue all of them. But I am pursuing some of the ideas. I’ve found that the secret isn’t in the idea; it’s in the implementation of being able to build excitement and get an idea to turn into a business.

Lisa’s company, Marketing Matters, Inc. is a strategic marketing solutions agency. The agency has perfected the art of entertaining while training others. Learning, creativity, problem solving and laughter go together for Lisa especially! She advises the wind industry as one of her clients.



Wanted: New leaders, Fresh Ideas, Renewed Action

By Jerry Davich (LNI24)
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I’m tired of all the talking – and lack of real action – by region “leaders” regarding key issues facing Northwest Indiana. Come on, you know who you are. For years, possibly decades, you have mastered the illusion of action by creating countless (and cleverly named) focus groups, special meetings, planning workshops, fancy symposiums, roundtable discussions, and newfangled initiatives.

Blah, blah, blah. This is what I hear when one of these new initiatives is launched to find a so-called solution to this region’s problem with, say, race relations, public transportation, or political transparency, among other oxymoronic phrases.

For example, NWI leaders have been working for decades on a new “regional plan” because the 41 cities and towns comprising our region are, for the most part, short-sighted, territorial, and balkanized. In typical “region” fashion, our communities compete more than they communicate. They mock more than they mend. And they remain fragmented more than they find ways to fuse together ideas, goals, and visions.

Most meetings to address such issues feature the same wrinkled plans, faces, and discussions from previous meetings, symposiums and initiatives. Yet, of course, they boast the same catchy catchphrases that most region residents couldn’t care less about. NWI residents want results, not more plans, I’m told again and again.

Are such meetings defined as “taking action” or simply a “call to action”? Does such lip service actually lead to concrete and constructive change? Or are we paving over the paradise of our past dreams to create a parking lot of our chronic hypocrisies?

I’ve covered dozens of similar meetings where sharply dressed participants first mingle over a free breakfast and a freefall of compliments. Then they briefly touch on several “key issues” through “focus workgroups” before developing a “formal response” and calling it a day.

It sounds good. It looks good. It even has the feel of “action.” But is it? For many of these participants – who attend more meetings than a recovering alcoholic – I’m guessing it’s simply another meeting on their busy calendar.

Don’t get me wrong. I believe most older leaders sincerely care about such issues facing our region, our residents, and our future. But come on, a thousand words don’t match up to a single action. Trust me, I know, I’m a wordsmith, not an activist.

What we need are new leaders with fresh ideas – ideally from Leadership NWI – to renew, recharge, and rejuvenate initiatives that have been on life support for far too long.

Finally, if any region leaders are offended by the tone of this column, don’t take it as criticism. Take it as a “call to action,” a phrase I’m sure you’re all too familiar with.

Jerry has worked as a metro-columnist for the Post Tribune since 2006, and has won more than 40 state and national awards from various journalism organizations. He currently lives in Portage, and never leaves home without his pen, notebook, and curiosity.



Three Ways Leaders Can Influence Their Communities

By Jason Topp (LNI30)
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Good leaders get things done. Think about how you landed in your position of leadership. Most likely, it was because of accomplishments and actions you took to make things happen. Great leaders, however, do more than get things done. Great leaders influence. The Oxford Dictionary defines influence as “The capacity to have an effect on the character, development, or behavior of someone or something.”

Here are 3 ways leaders can greatly influence their communities:

1 Recognize the Assets, Talents, and Potential Around You.

It's easy to focus on weaknesses. When we concentrate on what's wrong, we often miss what's right. Despite its imperfections, Northwest Indiana is a beautiful place with an abundance of talented people who love this Region dearly. Our communities are bursting with remarkable green spaces, natural resources, and unique geography that offers incredible advantages. Imagine a Northwest Indiana where business owners, governing officials, and church leaders caught a glimpse of the teeming talent and untapped potential around them. Think about the influence had if they worked together to inspire others to utilize their gifts to work toward the common good of our communities.

2 Invite Others on a Journey Toward a Better Future.

People often respond greater to an invitation to “Come along” rather than a command to “Go do”. Those you lead will follow with excitement when you invite them on a journey toward a grand dream of a flourishing community. To do this effectively requires three things from a great leader: 1) A clear vision of what a better future looks like in our community, 2) A clear indication you have embarked on the journey toward a better future 3) A clear idea on how others can use their talents to contribute to this better future.

3 Encourage Others and Make Them Look Great.

A friend of mine, whom I respect as a great leader, has a tremendous gift of encouragement. Andy always makes others shine. He does this by recognizing their potential and their gifts. He puts them in positions to succeed, and then he trumpets their successes to everyone around him. Every time I talk with Andy, I want to conquer the world because of his gift of encouragement.

Let's Journey Together. Imagine a Northwest Indiana where great leaders from public, private, and social sectors worked together to influence their communities to embark on a journey toward a better and brighter tomorrow. A Region would be transformed.

Jason Topp owns a financial advisory practice in Merrillville, and is the Co-editor of *Salt & Light: A Guide to Loving Northwest Indiana*

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



Becoming an Agent of Change

By Bowdeya Tweh (LNI29)
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One of my former colleagues recently challenged me to be an agent of change within my organization so I tried to think hard about what that means and how it could be accomplished. I figure that being an agent of change is akin to being a positive, not disruptive, force that strives to do the best job and encourage others to do the same. Being an agent of change is also about helping to foster a culture of collaboration to make the organization better. I think this approach can be applied in leadership as well as community development. Innovation often comes from ideas that challenge a way of thinking, societal norms or generally-accepted concepts. But having a idea of what needs to change and figuring out how to make things better can be difficult. You probably have encountered agents of change in communities or organizations or have been one yourself. But if the proposed ideas or practices aren't readily accepted, people can become disillusioned, lose their creative spark or decide to leave for greener pastures. I'm proud to say at times I have been an agent of change, but I haven't always been able to make the impact that I wanted.

Here are a few steps that I've used to overcome these circumstances.

- 1 Check your fortitude and values because they will be tested.
- 2 Understand the battles or challenges you're facing.
- 3 Find like-minded people or people of character and intelligence to gain support or guidance from.
- 4 Be prepared to battle.

You can lie to yourself or make yourself believe your actions will be insignificant. You can say your organization or community is too traditional or closed-minded. So often, we get in our own way or the path to greatness or decide to turn around when the going gets rough. Success isn't reached by avoiding the battles that may be difficult to fight. I'm convinced if we all became agents of change in some way, the world would be a better place. We will fall far short of creating utopia, but we do have the chance of making things a little bit better for ourselves and future generations. This is part of the Leadership Northwest Indiana challenge. It starts today.

Bowdeya Tweh is a business reporter for The Times Media Co., which is where he has been employed since November 2008. Tweh primarily covers steel, manufacturing, labor and banking, but also writes about local business developments and on general economic news. Tweh is a 24-year-old Detroit, Mich. native.

We're Back!

This is the first quarterly publication LNI has released in two years! “Follow the Leaders” focuses primarily on thoughts, opinions, and ideas of LNI alumni on true leadership in the Northwest Indiana community. We hope the stories presented by fellow LNI alumni in “Follow The Leaders” will inspire and motivate other alumni to use the experience obtained at LNI to exercise their full potential as a leader. Enjoy the read, and be a part of “Follow the Leaders” by sending us YOUR own stories on leadership to news@leadershipnwi.org!



From Job to Personal Mission

By Marc Chase (LNI22)
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What began as a Times' effort to commemorate the 150th anniversary of the Civil War's beginning through newspaper articles became a several-month historical preservation project aimed at saving the last memorials to the region men who fought – and in some cases died -- in the war. The project sparked newfound community interest in our region's ties to the war and united private companies, municipal departments, historians and veteran descendants, all of whom are working together in a bi-county effort to preserve the Calumet Region's rich share of Civil War history.

I began working on articles for the Times in April, traversing six region cemeteries and identifying the headstones of likely Civil War veterans by the dates during which they lived or by special government-issued headstones. Northwest Indiana lacks the commemorative battlefields of many southern and eastern states, but our area contributed hundreds of men to the union cause who are now buried here.

The sad reality was that many of the 100-plus-year-old government headstones were made from marble, a softer stone that falls victim to erosion by the forces of severe weather and acid rain. The final monuments to the brave deeds and very existence of dozens of men were being wiped away by the forces of nature. I was getting the privilege of telling the stories of these men who served in perhaps the most pivotal war of our nation's history and I felt a strong need to do something to help preserve their memories.

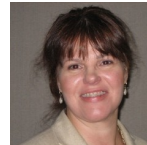
I was cautioned about the difficulty of tackling such a project. We would need a private company to accept delivery of the stones, cemetery proprietors to authorize placement of new stones, and manpower for the actual stone setting – at little or no cost. After our initial series ran in April, I began making calls, contacting needed partners, and asking for pro bono work. I even met descendants of two of the veterans whose headstones were withering away. By the time we held our first meeting in May, we had 10 people representing cemeteries, historical groups and municipalities from both Lake and Porter counties, all ready and willing to tackle a headstone replacement project.

I pledged to identify worn, broken or missing headstones, research documentation of the veterans' service records, and handle all paperwork. Four months later, the project is producing results beyond what I ever thought possible. The Calumet Region Civil War Preservation Project, as we now call our partnership, has obtained 20 new granite headstones for region Civil War veterans. The group plans to extend its efforts into next year and proprietors of two more cemeteries have joined the effort. The success shows what is possible when caring members of the business community, local government and everyday citizens use -- or take on -- positions of leadership to make a difference. What began as a routine job assignment, turned into a personal mission and an opportunity to put my leadership into action.

Marc Chase is the investigative editor at The Times Media Company and a ravenous history enthusiast who comes from a family of educators. When not working or hunting through cemeteries for old Civil War veteran markers, he is a father to twin 8-



Marc Chase (LNI22) pictured with the new headstone for Sgt. Henry Wise, of the 99th Indiana Infantry. Wise survived the Civil War and returned to Crown Point, founding the Henry Wise Brickyard. The brickyard produced 500,000 bricks for the central structure of the Old Lake County Courthouse, which we all know a region icon in downtown Crown Point. Wise is buried in Historic Maplewood Cemetery, owned and operated by the city.



LNI Networking

By Donna Blanchard (LNI27)
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I hesitated before making a commitment to LNI. I eventually decided the commitment was worth it if I emerged with a greater understanding of the leadership in Northwest Indiana. It's funny... what a difference a little perspective makes. I did gain a greater understanding of the leadership in our region as I finally saw that I was woven into that landscape. The term ended and my classmates and I all talked about how much we'd miss seeing each other. I don't think any of us suspected how often we would see each other at meetings and functions. I know I didn't expect the list of my new LNI friends to multiply exponentially over a very short period of time.

While working on a community story project, which is a region-unifying program centered on Gary, I reached out to contact someone had given to me. Without any formal introduction, this woman was definitely suspicious of my motives and our conversation was not going well... until one of us mentioned LNI. I honestly can't remember who said it first, but we both suddenly became teammates, rather than strangers. Doors flew open, guards were dropped... all those lovely idioms applied.

A few months down the road, I called Keith Kirkpatrick and explained that my career was in flux – did he have any advice for me. Days later I began working part time in the LNI office. What an amazing experience to be a part of the wave of strength and motion that binds the leaders of Northwest Indiana. I cannot say my next career move was with an affiliate of that program – in fact, I'm now technically out of the region – but it was most definitely a direct result of the energy of association, responsibility and camaraderie I witnessed... all through LNI.

This is not just networking, folks, this is kinship. I'm sure you've had some of the same experiences. If you haven't, then give it a try. Here's what I mean: my community story project work continues as I will always have proud ties to the region (much more now that I've met and learned from so many of you). I may be calling you for advice, a connection or help some day. When I do, I'll remember to lead with the headline this time: I'm an LNI alum! And please, if you need anything in the Elkhart area, give me a call. I am always happy to help a friend.

Donna Blanchard is an LNI #27 alum, currently living in Elkhart, IN and working with Insight Strategic Concepts, a strategic alignment firm, proudly helping to cultivate growth with some of NC Indiana's most forward-thinking business owners. She also still hangs out in 'da region regularly, so don't be surprised when you see her smiling face in your local coffee shop!



A Call To Action

By Jim Flannery (LNI27)
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Earlier this year at a Quality of Life Council Quarterly meeting, Andy Shaw of the Better Government Association (BGA), called for a thousand eyes and ears to watch the behaviors of our elected officials. He said that a combination of Northwest Indiana's desire to have our municipalities and county governments adopt ethics codes and training for all municipal employees and the formation of a region-wide BGA Watchdog group we could make a significant impact on the culture of local government in NW Indiana.

If we are to bring new prosperity to Northwest Indiana, we need to work to change the culture and perceptions that prevail about the Region. No where does that change seem more prevalent than in our local governments. New investors here must consider the balkanized spread of political influence and what type of "corruption taxes" may need to be paid to get things done.

Certainly our regional agenda ranges beyond the political landscape. We need to address education, public safety, transportation, disenfranchised workers, immigration and the environment etc. However a common thread influencing all of these is our local political governments.

Therefore I am asking that the Leaders who have attended LNI and seen the potential for this Region step up and take a lead role in holding our local Governments accountable. If they have not adopted an Ethics Code and provided training for all municipal employees, why haven't they? LET OUR VOICES BE HEARD.

Finally, check out www.bettergov.org/ this is the organization that Andy Shaw recommends for setting up training of a public watchdog group to keep track of both positive and negative ethical behavior by political entities. Unethical behavior must be brought onto the spotlight and so must "Best in Class" behavior so we can celebrate exemplary performance. We need local leaders to make this happen.

LNI graduates you are the cream of the crop. Please take a leadership position in these endeavors! Volunteer to help this initiative started by contacting me at 219-795-1271 or jflannery@nwiqlc.org

Jim is the Executive Director of the Northwest Indiana Quality of Life Council, a not-for-profit organization dedicated to promoting sustainable development across Northwest Indiana. It is associated with all six regional colleges and universities. Jim has also been active in the NWI Forum serving as Chairman of the Environmental Committee and as Chairman of the Board in 2008. The Forum represents over \$40 Billion in commerce in Northwest Indiana and seeks to foster economic development in the Region.



Then And Now

By Phyllis McNeill (LNI1)
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After being in the first class ('83, now referred to as LNI1) of a wonderful and unique learning experience for future leaders, I think about our goals and objectives and question if they were met.

- 1 Increase awareness and understand needs and issues.
- 2 After increasing awareness of issues, then understand the resources available.
- 3 Increase knowledge of and involvement with other leaders
- 4 Personal leadership skills were to be increased and developed

In the first category, there was no question that awareness was indeed increased by thoughtful and perceptive discussions by professional leaders in their chosen fields of specialty. Through awareness, we better understood the needs and the issues of the region. In the second category, awareness of issues could have been made more public however the resources simply were not available at that time.

Increasing the knowledge and involvement of other leaders is and was very important...however that is an issue that could be an important part of today's sessions. Increasing the involvement level is also very important as we try to get some problems solved. Of course, a leader must be the one to come forth with some issues that can be solved.

Personal leadership skills need to be increased and further developed...many people in the leadership role just don't get the job done with the time allowed. As a leader, isn't it important to step up and say "I can do this!" or "I know someone who will help!"

Leadership has huge responsibilities. You are a member of a select group of professionals who understand the value of cooperation and concern in addition to getting the job done! Think about your various choices for your life, isn't there something you could do to help make it a better place to live?

Use your valuable experiences to be a springboard to help others and yourself.

Leadership Northwest Indiana gives you the opportunity to bring together different outside resources to help a problem be solved or to create an experience for someone to learn and be a better individual. This is a wonderful opportunity for everyone to enhance and grow in their understanding and appreciation of the region in which we live.

Phyllis McNeill is a full time professional realtor with Keller Williams Realty Leaders in Crown Point. She has been a Board member of the Greater Northwest Indiana Association of Realtors and sits on several committees. Phyllis was also a past president of the Realtor's Political Action Committee.

Make sure you take time to discuss your favorite article with a couple of people. Good leadership qualities are what we need most in our community. So continue the discussion! [Tell us](#) (or the writers) what you think!

***"To be a great leader and so always master of the situation, one must of necessity have been a great thinker in action. An eagle was never yet hatched from a goose's egg."
- James Thomas***



Appreciating Good Leaders

By Keith Kirkpatrick, Exec. Director, LNI
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A very good friend of mine, George Miga, who served as an executive with Standard Oil then Amoco, often says: "good leadership is like beauty, hard to describe, but you know it when you see it." Instead of looking for that positive side, most of us will complain about the bad leadership we witness or hear about. The sad part, there are way too many examples of poor decisions, unethical behavior, and self serving practices. We talk about it with our friends, we gripe to our co-workers, and bemoan with our family.

When is the last time you noted a leader who had done something great? There are many acts of great leadership all around us. We just need to look for them. I think about the young man who serves as a Boy Scout leader, organizing his kids for camp outs and serving as a role model. I reflect on an elected official who stands up for something he thinks is right, not what is popular. Or an employee who volunteers to lead a project team when no one else will step up. At church, the person who time and time again gets the food, sets up the room and schedules all the helpers. So many examples of great leadership at all levels. Your recognition of these acts of courage, self sacrifice, and service can mean so

much to that person who does it because he or she feels the responsibility, embraces the challenge, or wants to solve the problem. We need not understand or question their motives, we need only to appreciate, that they have done something which no one else had thought to do or made the effort.

A written note, a phone call, email or face to face comment would mean so much to that person. Your act of gratitude says "thanks for your leadership." Each time I have done this, it has often been met with "you are the first person to say that." Maybe if we start reinforcing and appreciating solid leadership, we would see more of it.

In addition to serving as Executive Director for LNI, Keith is the President of KPM Group, a project management and consulting practice and owns a property management company. He serves on the Boards of the Quality of Life Council, the Race Relations Council, and the Regional Workforce.

"The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy." -Martin Luther King, Jr.

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