

### **Message From the Chair Emeritus—Dick Johanson**

The Weekly Bulletin is back! How about starting this new series of bulletins with one of our Community Values -- “Commitment to Outcomes”? Since our inception almost fifteen years ago, the Fresno Business Council has devoted itself to regional economic and social development through stronger private/public sector interaction. The programs and accomplishments which will be discussed in this and future bulletins are all focused on outcomes. As you read them, do so with an inquiring mind as to how our work can be strengthened through our personal commitment to outcomes. At our Board of Directors meeting last week, **Dr. Merrill Ewert** recited an African Proverb which defines the alternative – “problems won’t go away with the mouth”.

### **Back Online—Intentions Moving Forward—Deborah Nankivell**

Over the years, we have used the Fresno Business Council Bulletin for many purposes—a weekly update on critical issues, opportunities to share best practices and new ideas from across the country, a way to share successes and information about partner organizations, and notices of upcoming events. As we go back online, I would like to add another function—interaction. Please offer your feedback, challenges and suggestions regarding ideas expressed in the Bulletin. As an organization, we are committed to life long learning. Dialogue among diverse viewpoints is an accelerant and capacity builder.

### **Human Investment Initiative—Preparing to Launch**

For the past several months, the Fresno Business Council has been focused on crafting the Human Investment Initiative, a comprehensive, integrated strategy to link, align and leverage the systems that address human development. The plan is the work product of many and will take years to fully implement. However, the process of putting the plan together uncovered a variety of successful efforts addressing many critical issues. Committed people have always stepped up to work on problems. What the Human Investment Initiative intends to do is create a scaffolding to connect the many efforts, create a learning culture so that we can share a common language and best practices across a network, and make access easier for people needing assistance. We have the ingredients for success. We needed a recipe, an infusion of resources and an ongoing commitment to outcomes by everyone. Thank you to the **Fresno Regional Foundation** for making this work possible.

### **Meaningful Change Takes Years**

The Regional Jobs Initiative is most visibly about 25,000 net new jobs in 5 years. However, shifting from an economy based primarily on low cost to a diversified economy with high quality businesses that embrace innovation and an underlying public/private apparatus aligned for success are the long term goals. The Human Investment Initiative is equally ambitious. While the immediate goals target poverty in the urban core, the long term goals involve systemic transformation—a shift from reacting to symptoms to creating conditions that prevent many social, criminal and medical problems from developing in the first place. Konsuke Matsushita started the Matsushita Institute of Government and Management to help Japanese politics become less corrupt and more visionary. When challenged about how long this would take he responded, “In my judgment, about 400 years—which is why it’s so important that we start today.” The Regional Jobs Initiative and the Human Investment Initiative are operating in multiple time-frames. We must demonstrate short term results as we remain committed to long term outcomes.

### **Cultural Transformation—Winning At Change**

Organizations in every sector are grappling with how to transition from an industrial age model for operations and leadership to one that is networked, empowered and adaptive. In essence, this is a cultural transformation. John P. Kotter, Matsushita Professor of Leadership at Harvard Business School, has written extensively about leadership and change. He believes that producing

change is about 80% leadership—establishing direction, aligning, motivating and inspiring people and about 20% management—planning, budgeting, organizing and problem solving. He notes that in 20 years of study most efforts fail because most efforts are managed not led. Inspired people deliver beyond expectations. Compliant people aim for the minimum. The Fresno Business Council is committed to ensuring qualified leadership.