

# FOCUS ON LEADERSHIP



Thoughts and insights on the concept of leadership  
by members of the Stockton Women's Network

# STOCKTON WOMEN'S NETWORK



*The vision of Stockton Women's Network  
is to provide a forum for members  
to support each other in business, professional  
and personal growth.*

*Our purpose is to offer opportunities for networking,  
education, leadership, self-promotion and  
relationship-building through member involvement,  
luncheon meetings, special events and publications.*

**We grow leaders here.**

**We mentor leaders here.**

**We encourage stretching our self-imposed limits,**

**exploring our undiscovered talents**

**and excising our fears.**

*– from the introduction of the SWN Leadership booklet*

**This collection is dedicated to the members,  
past and present, of the Stockton Women's Network.**

**We honor the many women who have come before us,  
who have created, shaped and defined this twenty-year-old organization  
dedicated to providing a forum for women to support one other.**

**We honor those we've entrusted with the present,  
who will pass on the legacy;  
the many women who are working now  
to ensure a strong and meaningful future  
for the Stockton Women's Network.**

**SWN provides a safe arena in which to experiment with different roles,  
such as "leader," "mentor," and "board member."**

**We grow leaders here.  
We mentor leaders here.  
We encourage stretching our self-imposed limits,  
exploring our undiscovered talents, and excising our fears.**

*– Denise Marengo, Publications Editor, SWN*

# Attention Members:

*Another chance to shine brought to you by SWN...*

**Include your thoughts on leadership today!**

E-mail to: [editor@stocktonwomensnetwork.org](mailto:editor@stocktonwomensnetwork.org)

SWN members, you are invited to submit your thoughts on the topic of leadership. Take advantage of this excellent opportunity to publicize your name and your business. There are questions below to stimulate ideas. You may write as much or as little as you wish. Your photo will be included if we have it on file. All material submitted is subject to editing.

Go on. Inspire somebody.

Thought provoking ideas to ponder.

1. How has being a leader impacted your life?
2. Have you always been a leader or did you make a conscious decision to become a leader?
3. Who has inspired you and why?
4. What would you like to share with SWN members on the topic of leadership that might benefit those who aspire to be leaders?
5. What positions of leadership do you now hold or have you held in the past?

We received a gold mine of inspiring thoughts, reflections, and from-the-heart insights. This booklet is evidence of the wealth of experience and knowledge SWN members have to offer one another and our community. Thanks to every member who has inspired us here.

# Focus on Leadership

*We asked SWN members for a 'personal take' on the subject of leadership. We offered the following thought provoking ideas to ponder.*

- 1. How has being a leader impacted your life?*
- 2. Have you always been a leader or did you make a conscious decision to become a leader?*
- 3. Who has inspired you and why?*
- 4. What would you like to share with SWN members on the topic of leadership that might benefit those who aspire to be leaders?*
- 5. What positions of leadership do you now hold or have you held in the past?*

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*Peggy Massey, Director of Business & Economic Development, Downtown Stockton Alliance:*

*Leadership Experience: many years of community fundraising for local charities; project coordinator for Leadership Stockton; current role with the Downtown Stockton Alliance.*

"I did not make a conscious decision to become a leader. I don't always think of myself as a leader. I am just a hard working, personally responsible person who has a 'can do' mentality. ...I really don't have a mentor. I think it is important to value yourself and your work.

No matter what position you hold, you should always do a job to the best of your ability. Being a leader is going that extra mile, volunteering at something you have a passion for in life, and following through until the end. Leadership gives a person a sense of accomplishment in his or her work role and a way to give back to the community.

I want to state that many people are leaders in our community without recognition. Leadership is integrity...taking on a leadership role even when no one is watching."



*Jane Kalfsbeek, CPA, Kalfsbeek & Company Accountancy Corp.:*

*Leadership Experience: SWN board member; graduate of the Leadership Stockton program; board member, Women's Business Opportunities. Past-president of the North Stockton Rotary; recipient of the 2002 SBA Accountant Advocate for Northern California.*

"Originally I didn't want to be a leader, however, I finally recognized that to have my own business I had to take on that role. It wasn't until I read Stephen Covey's book, *The 7 Habits of Highly Effective People*, that I realized the distinction between managing and leading. Up to that time I had mistakenly thought that it would be sufficient to manage the day-to-day affairs of my business. Now I realize that managing isn't enough to survive in business today. I think to be a leader you have to be willing to take on various roles. You have to be a part visionary, a part nurturer and a part mediator to be effective.

Some of the people who have inspired me include Ann Johnston for her steady and firm guidance. Also, Karren Peterson, who was president of SWN when I first came on the Board."



*Gillian Murphy, Executive Director of the San Joaquin Delta College Small Business Development Center, Director of the Chamber Business Incubator; recipient of the 2001 SBA Women in Business Advocate for Northern California.*

*Leadership Experience: For thirteen years I have been the director of the San Joaquin Delta College Small Business Development Center. Through a contract with the Greater Stockton Chamber of Commerce, I also became the director of the Chamber Business Incubator. When I was first hired in 1989, I had one ten-hour/week secretary. We now have six employees and contract for services with more than ten individuals and organizations. I also served on the board of the Stockton Women's Network several years ago.*

“It is inhibiting to be asked to write about leadership. If one can write about it, then the assumption is one is a good leader! I am hopeful that at least there are times I exhibit a strong and caring leadership style. I know there are times I fall short. With that caveat, here are some of my thoughts on leadership.

- The opportunity to be in a leadership position is a personal privilege. I take this honor seriously and work extremely hard to exceed mine and others' expectations.
- I strive to make interactions positive for everyone involved and encourage participation in decision making. Participation generally increases support for decisions ultimately reached.
- I truly believe that each person's contribution is vitally important to the organization's success...from answering the phone or cleaning the office to creating the budget or signing the checks!
- Your team members need to understand your mode of operation. Although I understand that it can be frustrating, they generally understand that I am a “just in time” person. I always believe there is enough time to do just one more thing...
- I have high expectations of what people can accomplish. If a person exhibits the skill to complete a certain task or project, then I expect them to be willing and able to repeat the performance at least as competently as the original time.
- Be willing to do whatever you ask your staff to do.
- Be open and straightforward.
- Compromise.
- Give others credit.
- Have fun! It's infectious!”



*Phyllis Franklin, Planned Parenthood, Mar Monte, Director of Public Affairs/Fund Development:*

*Leadership Experience: Founder, Winner In You!™ Foundation; President, President, SWN; Vice-President of Miracle Mile Merchants Association; Commissioner, Tracy Community Cultural Arts Commission; Director, San Joaquin County Arts Council; presently Director of Public Affairs/Fund Development:*

“It is my belief that leadership is a process and a journey. I don’t know anyone who wakes up one morning and decides to be a leader. In my case it is something that grew out of service – service to my faith, my family and my community. I can’t imagine a leader who does not serve, nor would I follow a leader who does not serve. With service comes commitment and discipline – the stuff that makes me read documents I don’t want to read and learn what I need to know, attend meetings when I’d rather read a book, and write that report when I’d much rather go have coffee with friends. Finally, I must believe in the principles of the project. Believe with a passion that it’s worthy of my time and attention. When the passion is there...there’s no stopping me...I see the path and I’m ready for the trip!”



*Linda Maupin, Vice-President, Union Safe Deposit Bank:*

*Leadership Experience: I have had the privilege of serving our community in many capacities: President of SWN and board member for six years; President of the National Association of Professional Sales Women; Treasurer of the Chamber Business Club for five years. I currently serve on the Boards of the Micke Grove Zoo and Pixie Woods and serve as a Trustee of Trusts and Memorials, Central Methodist Church. Currently pursuing a masters degree at University of the Pacific.*

“A leader is an individual who has the ability to envision, to see the potential, to create with her mind that which she cannot see with her eyes. She surrounds herself with positive people who are willing to work to effect change. She opens the lines of communication so others know that their ideas are valued and respected. She is willing to take on a certain amount of risk, knowing that the rewards will be worth it. She has the ability to motivate and inspire others to stretch out of their comfort zone because she sees their potential. She empowers others by letting them know that she believes in them even when they doubt themselves... that it’s okay to fail at something as long as that failure does not stop you in reaching for your dreams.

I have been blessed because I learned about leadership by watching some of the wonderful women in our community who became strong leaders. I have made it my goal to emulate them.”



*Linda Vandemark, Mortgage Broker, Home Loan Solutions:*

*Leadership Experience: Director and Treasurer for the Association of Professional Mortgage Women; served on the Regional Board as IRS and Audio Chair; served on the Stockton Women's Network Board.*

"I have always equated the term leadership with attitude and action. Leaders who have influenced my life had one thing in common – a positive attitude.

When faced with adversity, a problem becomes a challenge and instead of sitting back in judgement, leaders seek solutions. Rarely complaining, they provide an atmosphere of excitement and activity. And, removing emotion, these leaders are able to propose and contribute a logical plan of action. These leaders have no fear of failure and they realize that all successful people fall short of their goals at one time or another. Learning from this, they understand that a problem has more than one solution.

It is easy to see why most leaders naturally fall into the role of mentors as well."



*Phyllis Klein, Insurance Agent, Klein & Associates Insurance Agency:*

*Leadership Experience: Vice-President & board member, SWN; President of Stockton Seaport Rotary; 1st Vice-President, Board of Directors of Temple Israel (will be President in 2003); Board member, Family Law Service Center of SJC; served on the Executive Board of Directors of Hadassah; Secretary, VP and President of the Net of Stockton; recipient of the National Quality Award, 5 consecutive years.*

"I knew as a teenager that I wanted to be involved iwth helping others solve problems. My passion and personal daily mantra is 'What will I do today that will make a difference in someone else's life?'

It is vital to have compassion and be compassionate when dealing with others. A leader puts the needs and goals of the group before her own. To be a good leader one must be an active listener and in turn give back to the group in the form of motivation, inspiration, and direction through clear communication, guidance and support.

I am constantly working at being a good and effective leader for the satisfaction of knowing that I have a positive impact on the lives of others."



*Kathleen Solari, CPA, Iacopi, Lenz & Co.:*

*Leadership Experience: President, Haggin Social Club; Trustee, Haggin Museum; Founder/Chair of Haggin 'Sports in Stockton' Exhibit; Head of Finance Committee, AAUW; Advisor for Ree' Club; Head of Internal Quality Control, Iacopi & Lenz.*

"The most important quality of leadership, to me, is being receptive to anyone who comes to me with a question or request and knowing that I will do all I can to be of help. I will either answer a question, find the answer or find the best person to assist them. If I cannot directly help, I will do whatever I can to make it easier for the person asking my assistance. I do not believe anyone should ever be left feeling like they wasted their time or mine with a request. Effective leaders do not turn their backs on the needs of others. Nothing is ever to be considered unimportant if it is a question, concern or request of another individual."



*Reggie Ittner, Ittner Enterprises/Smiles & Fun Things:*

*Leadership Experience: Currently Business Manager, SWN; Mentor Director for Big Brothers/Big Sister, Corporate Controller, Accounting Manager/supervisor; Employee Defined Benefit Plan Trustee; Director, Winner In You!™ Foundation; Merchandise Manager; Property Manager, Grupe Management Co.; COG Club Chairperson, Rotary Club of Stockton.*

“Anyone can lead, but not everyone can be a true leader.’ A true leader has long-past given up the childhood games ‘King of the Hill’, ‘Mother May I’, and ‘Follow the Leader.’ In their wake remains a *visionary*, a unique individual who has attained the education, skills and experience necessary to conduct the most beautiful of all musical pieces – a symphony which showcases the importance of each and every ‘instrument’s’ melody.

A true leader persuades the group to work together toward the visio of the future. They create, sell and drive the strategy of the whole instead of the part. A true leader serves as the spokesperson for the organization and demonstrates confidence in its potential for success. A true leader has learned the value of having a network of mentors and the appreciation of a strong support group. The difference between the ‘leader’ and the ‘true leader,’ is the focus is always directed on the ‘we’ instead of the ‘me.’”



*Leilani Conley, Owner/Manager Ye Olde Hoosier Inn/ EXCEL Communications:*

*Leadership Experience: Currently, Ye Olde Hoosier Inn, Manager of all aspects of operations including financial management, marketing, employee relations including union and benefits; former Washington Mutual Manager of Construction Lending Division, Operations California, Nevada, Arizona; Past-president of SWN and currently Asparagus Festival Committee Chair.*

“I’ve always made a conscious decision to be the best at whatever position I’ve been assigned which has resulted in managment.

Leadership is simply starting or creating ideas and effectively assisting others to execute.

It is a humble position for me. I have to constantly exercise skills in listening, understanding, improvising, and helping others build their confidence to do their jobs efficiently and eventually come forth with suggestions for improvement.

Promoting teamwork and mutual respect for other positions is a must! I am successful when I see employees happy and confident in their positions. Not everyone wants to be a leader. I have to be sure not to push or promote anyone to his or her level of incompetence. The true benefit is watching others develop and seeing the ‘lights come on’ when they understand.”



*Josie Sanguinetti, Owner, Creating Smart Hypnotherapy:*

“Many times I’ve seen one person who commits to a dream. It’s when that person first takes real action and in their enthusiasm shares their dream with others...POW! Immediately many others turn up with the same dream! It seems as if they were waiting for someone to lead the way. A synchronicity of time, event and the right people happens, leadership is born and creativity happens!”



*Alexandra Pappas, Sanguinetti & Company Insurance Agency, Inc.:*

*Leadership Experience: My current involvements include serving as President of a local Investment Club, Co-chair of a recreational association and Tully C. Knoles School Site Council. In the past I have served many years as President of a College Sorority Alumnae Group, Board member of Help the Children, Greek Food Festival Chairman, Board member/officer of a Hellenic Sorority, Field Manager of a High School Youth Exchange program and I have served on more committees than I can possibly list.*

“Leadership involvement provides opportunities both professionally and personally. The number of people you meet increases exponentially as your leadership involvement increases.

Leadership positions are a dual opportunity to help others while increasing your circle of contacts at the same time.

One of the “life events” that has helped me numerous ways in my life, was my High School involvement on the Speech Team. It not only helped my comfort level speaking to groups, but writing speeches helped me learn organization, which is critical to leadership.

Many people are insecure about leadership opportunities (for a variety of reasons). I won’t hesitate to get involved (as life permits) when I see a need because I realize that someone has to assume leadership positions or nothing will ever get organized and accomplished. I’m simply not afraid to step up to the plate.

People aspiring to be leaders should achieve a comfort level addressing groups of people, and “get involved” so they can increase their circle of acquaintances. Once you accept a position of leadership it is imperative that you follow through on your commitments.”



*Della Richardson, UOP Coordinator for adult re-entry students:*

*Leadership Experience: Board Member and Fundraising Chair, SWN, 1996; San Joaquin County Coordinator-Measure R, 1996; Chair, American Association of University Women HomeTour, 1997; Chair, American Association of University Women Fund Development, 1999; President, AAUW.*

“Leadership in my life may have been a mixture of genetics and invariability. I was born a full term baby who weighed three pounds. Consequently, I started school as a four-year-old, both younger and smaller than any of my classmates. Although the adults thought I needed to be protected from the BIG kids, I took this as a personal challenge to out-perform everyone. I think once I became an over achiever there was no turning back and hence, I was often thrust into leadership roles.

One of the leaders who has inspired me is the former Stockton Mayor Joan Darrah. I was fortunate enough to work with her on a committee where I learned so much just by watching how she accomplished things. She was so focused and just asked for what she wanted. “Just ask” sounds so simple, but it was a revelation to me! It empowered me and I’ve tried to use this powerful technique ever since.

Leadership gives you the opportunity to get things done.”

*Shirley Phillips, Owner of Aero Pure Water:*

*Leadership Experience: Parent; Past President Delta Young Women; General Manager Ryde Hotel; CFO Aeropure Water.*

1. “Leadership has impacted my life in ways I would have never expected. Parenting was the first and most important leadership role for me. It was important to me to instill in my children good moral values, a strong work ethic and lead them to understand that education can be fun and profitable. All of my sons are college graduates and have entered professional fields of their choice. They are all demonstrating leadership qualities of their own.

Business leadership is very rewarding. When your organization pulls together to get a project completed you know your decisions and leadership are bearing fruit. Every decision I make in business makes me more confident as a person.

2. I never thought of myself as a leader. When my husband and I started Aeropure Water 13 years ago I was thrust into a leadership role and I was having trouble with it. My husband brought to my attention the leadership skills I had used in the parenting process were some of the same skills needed in business leadership. This realization gave me the confidence to lead.

Striving to better my life and others around me, I have become involved in Pre-Paid Legal Services as an Independent Associate. This has thrust me into another leadership role, building an organization and communicating the vision and need for this service.

3. My family is my inspiration. My parents were always supportive and my husband is my coach.

4. Leaders have vision. They see the big picture. Leadership is the ability to communicate your vision and passion for a particular goal. Leaders do not always make the right decisions. Good leaders admit and correct their poor decisions.



*Debbie Bond, Miracle Ear of Central California*

*Leadership Experience: President, Women's Investment Group of Stockton; Board member, SWN; Director, Cub Scout day camp; Cub Scout den coach; Founder, Business Women on Campus.*

1. “I change the word ‘leader’ into ‘ladder.’ I use my leadership experiences to boost me up to the next level – professionally and personally. I also hear comments from my family and friends that I bring out the best in them just by leading by example.

2. I’ve always been a leader- I’m sure my friends and family would call it ‘bossy!’ (I’m a Leo!)

3. Successful athletes inspire me the most, because of their work ethic. People like Teresa Weatherspoon, Jack Nicholas, Michael Jordan and Earl Campbell excel because they push themselves and fully expect excellence. I also use everyone I’ve ever worked with that *didn’t* have a good work ethic as inspiration.

4. Surround yourself with excellence. You can’t choose your family, but you can choose your friends and associates. Spend time around the people you want to be like. (Example: SWN members!)”



*Vicky Parsons, Professional Results:*

“I have always been a leader. Born into a family as the oldest of four children, it came naturally. As a young teenager I became the leader at home after my parents divorced. It was my responsibility to care for my younger brothers and sister while my mom worked. This was really excellent training because it taught me that I could do whatever it took to get the job done. This experience has helped me in all aspects of life. It has taught me to be a manager of my career, my home and family. I have a great amount of influence on people because of my life experiences (a whole other story) and this allows me to encourage them to strive for what they want in life. It doesn't take a famous leader to make a difference in lives, just someone who cares.”



*Pat Souza, Framers Cottage, owner:*

*Leadership Experience: Board member, SWN; Chairman, Child Abuse Fashion Show; Member, Junior Aid of Stockton; Owner, Framers Cottage; Owner & Creator, Art Reflects Life; Creator, Sharing Unlimited.*

- “Being a leader gives you control of your destiny, enabling you to make your dreams and desires a reality.
- I made a decision at age twenty-three to be a leader and, keeping an eye on my mentors, pursued that direction.
- Mother Theresa and Oprah have inspired me because they've made such a difference in the world.
- I would tell other members of SWN who aspire to be leaders to take the first step, make a stand and believe in yourself.”

*To all of our members  
who took time from their busy schedules  
to share with us a little of their personal experience of leadership,  
thank you!*

For more on leadership, see next page...



# MAKE YOURSELF A LEADER

*Reprinted courtesy of FAST COMPANY. June, 1999 issue.*

**1. LEADERS ARE BOTH CONFIDENT AND MODEST.**

Sure, you need a healthy ego to lead – but you also need to be strong enough to check it at the door. Being a leader is not about making yourself more powerful. It's about making the people around you more powerful.

**2. LEADERS ARE AUTHENTIC.**

You earn the trust and respect of the people you work with when you know who you are – and when you walk your talk. Who believes in leaders who don't believe in themselves?

**3. LEADERS ARE LISTENERS.**

And great listening is fueled by curiosity. It's hard to be a great listener if you're not curious about other people. What's the enemy of curiosity? Grandiosity – the belief that you have all the answers.

**4. LEADERS ARE GOOD AT GIVING ENCOURAGEMENT, AND THEY ARE NEVER SATISFIED.**

Leaders are always raising the stakes of the game for themselves and for their people. That means that they're always testing and building both courage and stamina throughout the organization.

**5. LEADERS MAKE UNEXPECTED CONNECTIONS.**

They organize and lead conversations among people who don't normally interact with each other, and they see the kinds of patterns that allow for small innovations and breakthrough ideas.

**6. LEADERS PROVIDE DIRECTION.**

But that's different from providing answers. No single leader is smart enough to know everything about where markets are going, how technology is changing, what competitors are plotting. But smart leaders do know how to pose revealing questions. Important reminder: You're not in control, and you're not really in charge – but you are in touch, and you are out front.

**7. LEADERS PROTECT THEIR PEOPLE FROM DANGER – AND EXPOSE THEM TO REALITY.**

The dirty little secret of life in organizations: Most people want leaders to insulate them from change, rather than mobilize them to face it. That's why leadership is so dangerous.

**8. LEADERS MAKE CHANGE – AND STAND FOR VALUES THAT DON'T CHANGE.**

One job of a leader is to help people identify what habits and assumptions must be changed for the company to prosper – and to ask, “Which values and operations are so central to our core that if we lose them, we lose ourselves?”

**9. LEADERS LEAD BY EXAMPLE.**

They use small gestures to send big messages. Leaders have a fundamental obligation to live their lives according to the principles they espouse. Remember: You are always under a microscope.

**10. LEADERS DON'T BLAME – THEY LEARN.**

Even the smartest businesspeople around make mistakes. Remember when Bill Gates decided that the Internet wouldn't have a big impact on Microsoft's business? These days, the right mind-set is an experimental mind-set: Try, fail, learn, and try again.

**11. LEADERS LOOK FOR AND NETWORK WITH OTHER LEADERS.**

Want to make yourself even more effective as a leader? Want to heighten your influence and deepen your impact? Stop playing the role of the Lone Ranger! Look for allies, network with like-minded colleagues--and help those people to become better leaders. Remember: It's lonely at top only if you place yourself on a pedestal.

**IMPORTANT!**

**12. THE JOB OF THE LEADER: MAKE MORE LEADERS.**

...look around your organization. Do you see enough leaders at all levels to keep your company changing and charging into the future? Remember: The team with the most and best leaders wins! Your ultimate task is not just to be a leader--it's to make more leaders.

**STOCKTON WOMEN'S NETWORK**

Luncheon Meetings:  
The first Wednesday of each month at the  
Radisson Hotel Stockton, March Lane & I-5

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