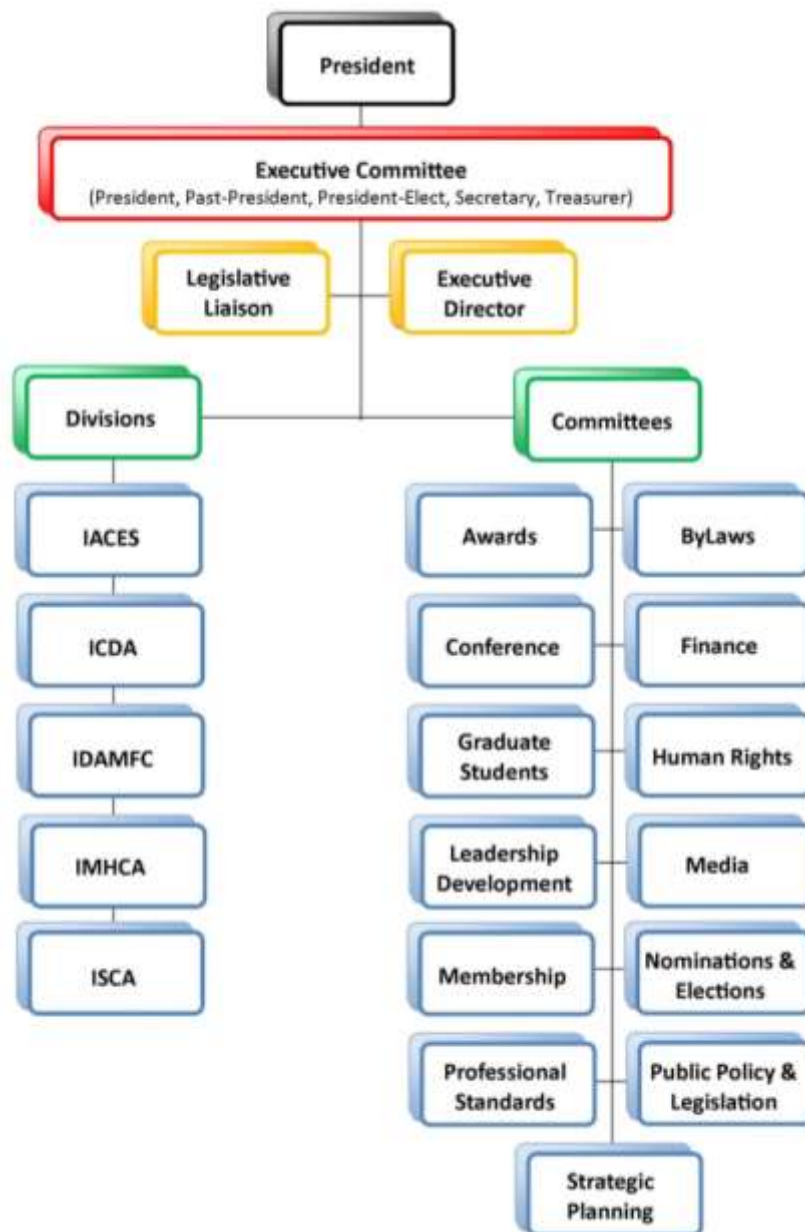




DON'T "DO" LEADERSHIP; BE A LEADER



LEADERSHIP DEVELOPMENT INSTITUTE  
JUNE 12-14, 2014  
MERIDIAN, IDAHO  
TRINITY PINES CONFERENCE CENTER—CASCADE, IDAHO



### ICA Mission Statement

The mission of ICA is to enhance human development throughout the life span and to promote the counseling and human development profession.

The Idaho Counseling Association (ICA) is an organization of counseling and human development professionals who work in education, health care, residential treatment, private practice, community agency, governments and business/industry settings.

Counseling is a professional relationship that empowers diverse individuals, families, and groups to accomplish mental health, wellness, education, and career goals.

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*“If one advances confidently in the direction of his dreams, and endeavors to live the life to which he has imagined, he will meet with a success unexpected in common hours.” - Henry David Thoreau*

## **Leadership Development Institute Schedule**

### **Thursday, June 13, 2014**

**1875 N. Lakes Place Meridian, Idaho**

<b><i>Time</i></b>	<b><i>Function</i></b>	<b><i>Leader</i></b>
5:00 – 5:30	Introductions and Orientation	Kendal Tucker
5:30 – 6:30	Dinner	All
6:30 – 9:00	Board Meeting	Kendal Tucker

### **Friday, June 13, 2014**

**Trinity Pines Camp and Conference Center, Cascade, Idaho**

<b><i>Time</i></b>	<b><i>Function</i></b>	<b><i>Leader</i></b>
8:00 – 9:30	Breakfast at <i>Jo Momma's</i>	All
9:30	Leave Boise – Carpool to Cascade	
12:15 – 12:45	<i>Lunch</i>	All
12:45 – 1:15	Welcome, Introductions & Baton Passing	Kendal Tucker
1:15 – 1:30	Vision for 2014-2015	Susan Perkins
1:30 – 1:45	Organizational Structure	Kendal Tucker
1:45 – 2:30	Brainstorming: Opportunities & Challenges	All
2:30 – 2:45	<i>Break</i>	
2:45 – 4:30	Dependable Strengths	Carina Davio
4:30 – 5:00	Opportunities & Challenges Group Projects	All
5:00 – 5:25	Report on Group Projects	All
5:25 – 5:30	Division Instructions	Susan Perkins
5:30 – 6:30	<i>Dinner</i>	All
6:30 – 7:30	Division/Emerging Leader Discussions	Divisions/Committees
7:30 – 8:00	Division Report Back	Divisions/Committees
8:00 – 9:00	Games or Group Projects	All

### **Saturday, June 14, 2014**

**Trinity Pines Camp and Conference Center, Cascade, Idaho**

<b><i>Time</i></b>	<b><i>Function</i></b>	<b><i>Leader</i></b>
7:00 – 8:00	Division Work Time (cont)	Divisions/Committees
8:00 – 8:30	<i>Breakfast</i>	All
8:30 – 9:30	Business	Susan Perkins & Sue Holmes
9:30 – 10:00	Committee Introductions	Committee Chairs
10:00 – 10:10	<i>Break</i>	All
10:10 - 12:00	Division/Committee Work Time	Divisions/Committees
12:00 – 12:45	<i>Working Lunch</i> – “Specific Role Support Groups”	
12:45 – 1:15	Brainstorming Follow-up	Susan Perkins
1:15 – 2:20	Opportunities & Challenges Group Projects	All
2:20 – 2:30	<i>Break</i>	All
2:30 - 3:00	Dependable Strengths Team Feedback	All
3:00 - 3:30	Dependable Strengths and Careers	Carina Davio
3:30 - 4:00	LDI Evaluation and Adjournment	Susan Perkins

## WELCOME FROM THE PRESIDENTS



**Kendal Tucker**  
**ICA President**  
**2013-2014**

Leadership Development Institute Participants,

It has been a tremendous experience serving the counseling profession as president of the Idaho Counseling Association. I have been honored to represent the many professionals and students who are a part of this great association.

This past year provided many opportunities for growth as a leader. I have been honored with the privilege of traveling to many states (including Hawaii!!) and have developed lasting relationships with other leaders across the nation. On a scale of 1-10, I would rate this experience a 10! This position has kept me incredibly busy throughout the year but I wouldn't trade it for anything. I've had so many great memories and we have accomplished much, yet our work is not done.

This year at LDI, will be a great weekend learning new skills and forming deeper relationships thanks to our incoming president, Susan Perkins and our Leadership Development Chair, Lynn Bohecker. They, along with our invited guest, Carina

Davio will spur you on into new levels of leadership strengths.

I would like to encourage you to keep a strong commitment to ICA and allow the leadership experience to enhance your personal and professional growth. I respectfully "pass the baton" to a great leader, Susan Perkins and am confident she will do an incredible job moving the association forward.

My humble thanks to all who have helped make this a landmark year for the Idaho Counseling Association.



**Susan Perkins**  
**ICA President**  
**2014-2015**

Hello, Amazing Team!

Well, I'll be honest. I started as a reluctant leader. I started leadership in ICA because I wanted our Marriage and Family Counseling students to have a home in IDAMFC. I hoped to hand leadership over ASAP. Surprisingly, every time I got involved, I wanted to do just one more thing—I get inspired by the dedication of others and find myself motivated to support your work and amazing ideas.

You make this commitment rewarding and fun. I cannot imagine a more wonderful group of people to work with.

Through this year, I hope to build on the work of previous Presidents under whom I have worked. Lori Fairgrieve brought fun (and food) to everything! Diana promoted advocacy in Public Policy and Legislation and encouraged us to make a difference. Heather reminded us that we are all "birds of a feather" who bring strengths to every situation. She also challenged us to go one extra degree with \$100 ideas. That encouragement to just do one thing—something feasible and consistent—revitalized my willingness to serve in leadership. Kendal strengthened the foundation and structure that was set, and led ICA in new, exciting community and legislative projects. This year, my hope is that each individual will recognize and bring his or her unique strengths to the group, that we can tackle pressing issues facing counselors today, and that we can grow ICA's capacity as we work together.

As we head into this year, anticipation, excitement, and a deep sense of appreciation for the privilege of serving in this position have replaced my reluctance. I am honored and delighted to work alongside each of you and hope to help you shine this year!



## OUR GUEST SPEAKER



### **Carina R. Davio, M.S.**

Certified DSAP Facilitator

Idaho Regional Director, Strive for College Collaborative

Carina Davio is excited to bring the Dependable Strengths Process to members of the Idaho Counseling Association. Carina has successfully facilitated many Dependable Strengths workshops to educators and community members across Idaho. As past Director of the GEAR UP Idaho Program, Carina integrated the DSAP into the statewide grant program so that every GEAR UP student had an opportunity to participate as part of planning for their future and for college. Through the implementation of DSAP through GEAR UP, Carina had the opportunity to expose multiple educators across the state to the value of the DSAP process in their classrooms as well as their personal lives.

Carina has B.A. in Public Relations and a M.S. in Organizational Learning and Leadership, both from the University of Idaho. She is a member of the Idaho Career Development Association, and served as program committee chair last year. Carina is the Regional Director for the Strive for College collaborative, a national organization that mobilizes the energy, influence, and knowledge of students from local colleges to mentor underserved high school students through the process of applying to, enrolling in, paying for, and staying in college. Strive's mission is that every qualified, low-income high school student has the information and support necessary to successfully enroll in their best-fit college.



### ***The Dependable Strengths Articulation Process***

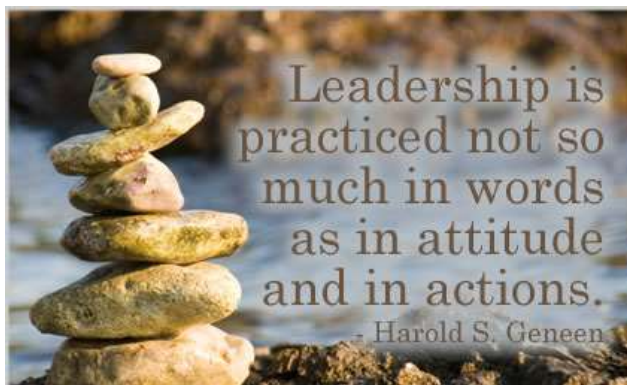
#### **Keys to growth, renewal, resilience**

There is excellence in each person. It starts early, continues throughout life. Dependable Strengths are skills, talents or traits a person has identified as essential to his or her future *Good Experiences*.

The Dependable Strengths Articulation Process (DSAP) is an intervention which increases a person's self-esteem, motivation to achieve, and responsible behavior. Dependable Strengths are skills a person has identified as essential to her or his successful future, and studies have shown that DSAP participants feel they have more influence on this success. The process enables participants to gain a sharper sense of their own abilities, develop strategies for overcoming obstacles, and practice ways to articulate "the best" they have to offer.

Dependable Strengths began in 1945 to help military personnel transition their skills to civilian life. It's overwhelming success in this area won the attention of Harvard Business School where it went on to become a significant part of its Manual for Alumni Placement. Today, Dependable Strengths can be found in use throughout the world.

The idea that people learn and grow through their mistakes has become traditional. In DSAP, a new process is started: learning from successes and discovering Good Experiences through which each person can recognize and use more of his or her potential. In addition, by uncovering one's own Dependable Strengths, one becomes free to use, develop, or combine them in different ways to accommodate change.





**Leadership Development** refers to any activity that enhances the quality of leadership within an individual or organization.

The purpose of the Idaho Counseling Association's Leadership Development Institute is to develop:

1. Individual Leaders
  2. Leadership at a Collaborative Level
  3. Succession Planning
1. Developing individual leaders focuses on developing leadership abilities and attitudes of individuals including motivation to learn, a high achievement drive and personality traits such as openness to experience, an internal focus of control and self-monitoring.
  2. Collaborative Leadership Development strengthens the connection between, and alignment of, the efforts of individual leaders and the systems through which they influence organizational operations. This has led to a differentiation between leader development and leadership development.
    - Leader development focuses on the development of the leader, such as the personal attributes desired in a leader, desired ways of behaving, ways of thinking or feeling.
    - In contrast, leadership development focuses on the development of leadership as a process. This will include the interpersonal relationships, social influence process, and the team dynamics between the leader and his team at the dyad level, the contextual factors surrounding the team such as the perception of the organizational climate and the social network linkages between the team and other groups in the organization.
  3. The development of "high potentials" to effectively take over the current leadership when their time comes to exit their positions is known as succession planning. Succession planning requires a sharp focus on organization's future and vision, in order to align leadership development with the future the organization aspires to create. Thus successive leadership development is based not only on knowledge and history but also on a dream. For such a plan to be successful, a screening of future leadership should be based not only on "what we know and have" but also on "what we aspire to become". Three critical dimensions should be considered:
    - Skills and knowledge
    - Role perception and degree of acceptance of leading role
    - Self-efficacy



## **ACA Strategic Priorities**

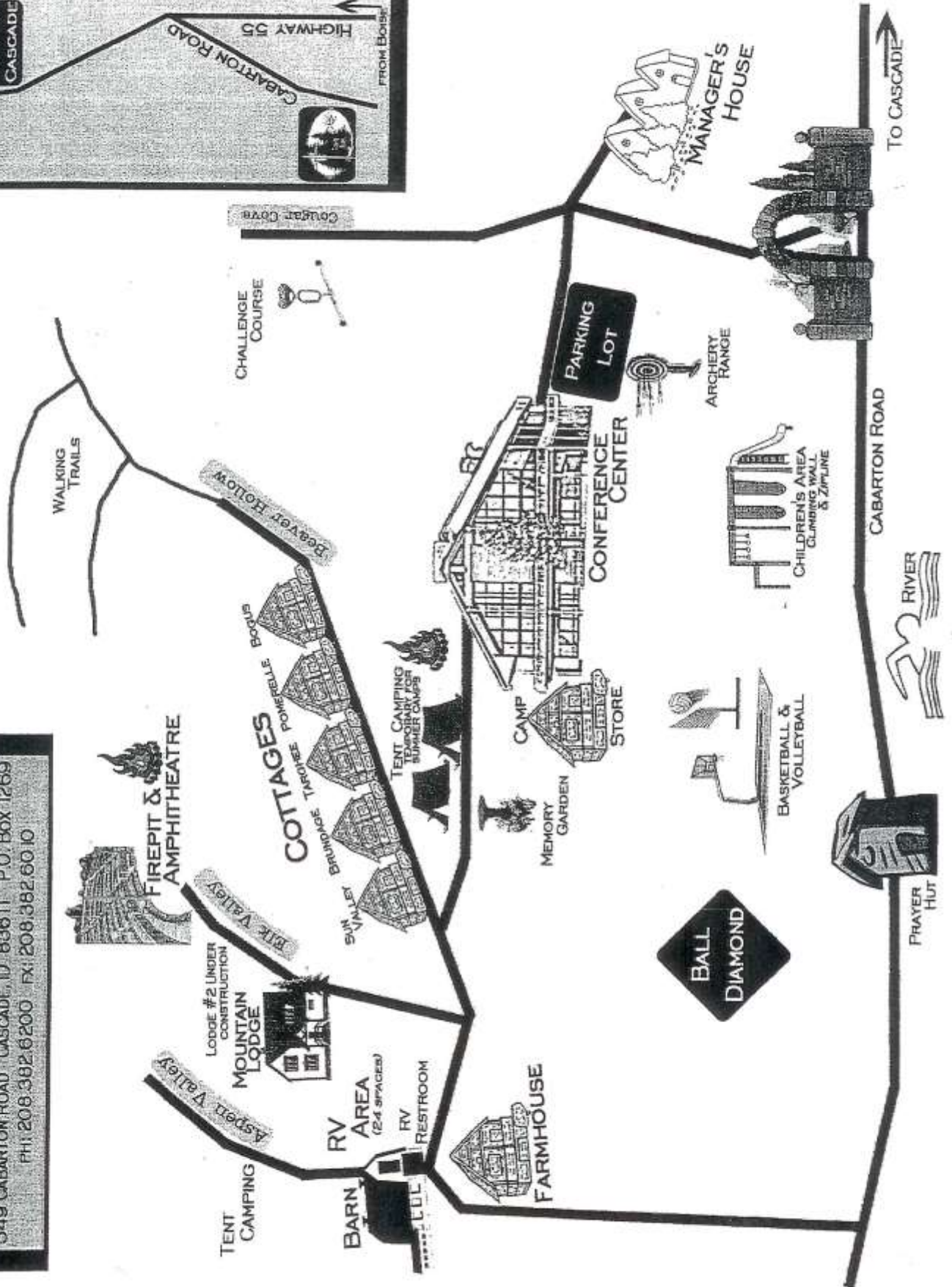
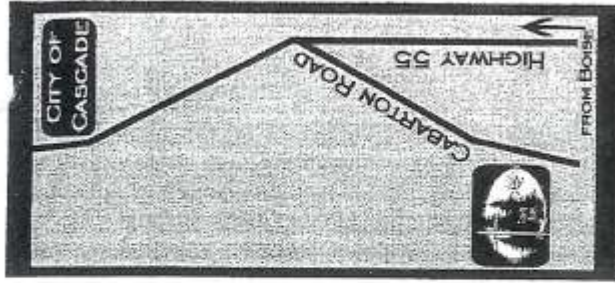
1. Improving member services and benefits to address 21st century needs
2. Balancing practice with academia
3. Advocating for the profession
4. Strengthening the organization

## **ICA Strategic Initiatives 2014-2015**

- Goal: **Advocating for the Profession – Public Policy & Legislation**  
 Activity: PP&L committee will train counselors on public policy and host an event for legislators locally. PP&L will coordinate attendance at all IBOL meetings and other committees significant to the counseling profession.  
 Responsible: *Public Policy and Legislation Committee*
- Goal: **Advocating for the Profession – Visibility of the Organization**  
 Activity: Increase exposure for ICA and its divisions through community involvement and materials designed for the public.  
 Responsible: *Executive Committee*
- Goal: **Strengthen ICA through Governance, Organization, and Teamwork**  
 Activity: Develop and implement cross-division team projects to address current challenges and opportunities facing Idaho counselors this year. Streamline Division and Committee methods and standards of communication to strengthen and support roles and responsibilities. Revise By-Laws as needed. Update Policies & Procedures Manual.  
 Responsible: *Executive Committee, Division Presidents, Committee Chairs,*
- Goal: **Improve Member Services and Satisfaction**  
**Provide Need Based Educational Services Balanced in Practice and Academia**  
 Activity: Provide relevant information about current developments in the profession of counseling to ICA members. Develop and host an annual conference in Pocatello that focuses on blending the art and science of counseling. Enhance membership recruiting activities.  
 Responsible: *Conference Chair, Membership Committee, Media Committee*



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### **OPEN POSITIONS**

**Graduate Students**

**Human Rights**

**Public Policy and  
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**Strategic Planning**

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## BIRDS OF DIFFERENT FEATHERS

Are you a hawk, an owl, a peacock, or a dove? This work style assessment helps you determine what kind of bird YOU are! Simple, quick, and easy to use, this self-assessment is enlightening and entertaining, as you see what kind of feathers you have, and learn how to work better with "birds" who are different from you.

### PERSONAL WORK STYLE ASSESSMENT

4 - most like me  
3 - a lot like me  
2 - somewhat like me  
1 - least like me

1. Rank each row using the scale at right.
2. After ranking all the rows, add each *column* and enter the totals below.

\*NOTE\* These are forced choice. Each row should have a 1, 2, 3 & 4

Competitive; Intense	<input style="width: 20px; height: 20px;" type="text"/>	Creative; Impulsive	<input style="width: 20px; height: 20px;" type="text"/>	Cooperative; Relaxed	<input style="width: 20px; height: 20px;" type="text"/>	Thorough; Detailed	<input style="width: 20px; height: 20px;" type="text"/>
Direct; To the Point	<input style="width: 20px; height: 20px;" type="text"/>	Talkative; Lively	<input style="width: 20px; height: 20px;" type="text"/>	Friendly; Casual	<input style="width: 20px; height: 20px;" type="text"/>	Specific; Precise	<input style="width: 20px; height: 20px;" type="text"/>
Like to "tell" others what to do	<input style="width: 20px; height: 20px;" type="text"/>	Like to "sell" others on ideas and projects	<input style="width: 20px; height: 20px;" type="text"/>	Like to "do" the work collaboratively	<input style="width: 20px; height: 20px;" type="text"/>	Like to "think" things through thoroughly	<input style="width: 20px; height: 20px;" type="text"/>
No-nonsense; Blunt	<input style="width: 20px; height: 20px;" type="text"/>	Animated; Colorful	<input style="width: 20px; height: 20px;" type="text"/>	Sensitive; Caring	<input style="width: 20px; height: 20px;" type="text"/>	Quiet; Thoughtful	<input style="width: 20px; height: 20px;" type="text"/>
Results-oriented; Take-charge	<input style="width: 20px; height: 20px;" type="text"/>	Charming; Magnetic	<input style="width: 20px; height: 20px;" type="text"/>	Warm; Flexible	<input style="width: 20px; height: 20px;" type="text"/>	Logical; Analytical	<input style="width: 20px; height: 20px;" type="text"/>
Daring; Bold; Risk-taker	<input style="width: 20px; height: 20px;" type="text"/>	Dramatic; Emotional; Demonstrative	<input style="width: 20px; height: 20px;" type="text"/>	Dependable; Empathic; Concerned	<input style="width: 20px; height: 20px;" type="text"/>	Determined; Rational; Careful	<input style="width: 20px; height: 20px;" type="text"/>
Directing; Controlling	<input style="width: 20px; height: 20px;" type="text"/>	Inspiring; Visionary	<input style="width: 20px; height: 20px;" type="text"/>	Team player; Facilitator	<input style="width: 20px; height: 20px;" type="text"/>	Task-oriented; Seek data	<input style="width: 20px; height: 20px;" type="text"/>

TOTAL:

**A**

**B**

**C**

**D**

## SCORING

To discover your "bird style" please transfer your column scores from page 3 to the corresponding boxes below.

	A	B	C	D
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
"Bird Style"	Hawk	Peacock	Dove	Owl

Your *highest* score represents your strongest bird characteristic; your *lowest* score represents the bird that you are least like.

If you have two or more scores that are "tied" for highest score, think about the two birds and see if you identify more with one than the other. If so, then use that as your dominant bird style. Use this same sort of thoughtful reflection if your two middle scores are tied, or your two lowest scores are tied. You should consider these as work style *tendencies*, not definitive characteristics.

Your scores might also change over time; and they might change if or when you change jobs or organizations.

My Strongest Bird Style Is \_\_\_\_\_

The Second Strongest Aspect Of  
My Bird Style Is \_\_\_\_\_

I Have Some Of This Bird Style \_\_\_\_\_

I Have Very Little (Or None) Of This Bird Style \_\_\_\_\_

## Hawk

### Your Strength is Delivering Results

If your highest score is Hawk, you are a natural born leader. You like it best when you are in charge and in a position to get things done quickly.



- You tend to speak quickly and directly — you are not one to “beat around the bush.”
- You don't like small talk, but rather prefer to discuss what you want to achieve and the results you are going to accomplish. You often begin sentences with “I will . . .” or “I can . . .”
- Hawks thrive on change, stimulation, challenging work assignments, and high pressure.
- You work fast, and get impatient when things aren't progressing as quickly as you'd like.
- You set lots of goals, and like to work on several projects at once.
- Your chief desire at work is to be productive, deliver results quickly, and make an impact on your organization.

*As a Hawk you tend to:*

<i>Think a lot about:</i>	Results, achievements
<i>Value in others:</i>	Productivity
<i>Enjoy:</i>	Competition, pressure, challenging work
<i>Dislike:</i>	Wasting time
<i>Have trouble dealing with:</i>	“Fuzzy thinkers,” ambiguity, uncertainty
<i>Express anger:</i>	Aggressively
<i>Embarrassed by:</i>	Others getting “too personal” with you
<i>Want to be appreciated for:</i>	Your accomplishments
<i>Like to be rewarded with:</i>	More authority, power, control, status

**To increase your effectiveness with others who are different from you:** Work to become more patient and a better listener. Others may not move at your same speed, and need more time to process information and adjust to change. Take time to show people that you care about them and their concerns. Learn to give clearer instructions when you need something from other people. You may need to “soften” your style a bit to avoid hurting other people's feelings.

# Peacock

## Your Strength is Creativity and Building Relationships

If your highest score is Peacock, you are lively and entertaining. You like it best when you are the center of attention, stimulating others to have fun.



- You tend to speak quickly, in an animated style — you are not one to hide your feelings, especially when you're excited.
- You love telling stories, relishing all the colorful details, and holding others' attention with your dramatic style. You often begin sentences with "I want . . ."
- Peacocks thrive on change, stimulation, novelty, creative projects, and fun.
- You work quickly, and get impatient when things get too routine or boring.
- You need a lot of freedom from structure and rules, and think of yourself as a "big picture" person who doesn't want to be bothered with the details.
- Your chief desire at work is to make contributions to others, create many alternative solutions to problems, and make work as interesting and fun as possible for yourself and others.

*As a Peacock you tend to:*

<i>Think a lot about:</i>	Vision, dreams, aspirations
<i>Value in others:</i>	Self-expression, creativity
<i>Enjoy:</i>	Challenging work, stimulation, novelty, fun
<i>Dislike:</i>	Being bored
<i>Have trouble dealing with:</i>	Rules and authority figures
<i>Express anger:</i>	By getting frustrated and/or attacking
<i>Embarrassed by:</i>	Being criticized for "showing off"
<i>Want to be appreciated for:</i>	Your uniqueness, creativity and contribution
<i>Like to be rewarded with:</i>	Attention, recognition, applause

To increase your effectiveness with others who are different from you: Work to become less impulsive and think through what you want to accomplish before you act. You could benefit from managing your time better and becoming more organized. Peacocks especially can benefit from talking less and listening more. Your exuberance can sometimes overwhelm others, so it can be helpful to contain your energy and enthusiasm to allow others to express themselves and share in the spotlight. Learn to summarize and be succinct, rather than wanting to tell all the juicy details in every situation.



# Owl

## Your Strength is Practicality and Attention to Details

If your highest score is Owl, you are objective, analytical, and logical. You like it best when you have plenty of data and information from which to make informed decisions.



- You tend to speak somewhat slowly and indirectly, with a great deal of thought and reflection.
- You don't like small talk, but rather prefer objective discussions involving facts, numbers, and data. You often begin sentences with "I think . . ." or "The data indicate . . ."
- Owls thrive on lots of information — timely and accurate.
- You work in a steady, methodical manner. You are thorough and attentive to detail, and follow step-by-step procedures in sequence. You prefer to focus on one project at a time.
- You are well organized, with to-do lists, information at your fingertips, and a neat work area.
- Your chief desire at work is to produce thorough, high-quality work, exercising good judgment in all situations.

As an Owl, you tend to:

<i>Think a lot about:</i>	Facts, details
<i>Value in others:</i>	Good judgment
<i>Enjoy:</i>	Having plenty of accurate information
<i>Dislike:</i>	Making mistakes, being wrong
<i>Have trouble dealing with:</i>	Those who want quick, simple answers
<i>Express anger:</i>	Calmly, rationally
<i>Embarrassed by:</i>	Others' impatience with thoughtful analysis
<i>Want to be appreciated for:</i>	Your high quality work
<i>Like to be rewarded with:</i>	More responsibility, autonomy

**To increase your effectiveness with others who are different from you:** You can focus more on the big picture and the end result, rather than getting too caught up in details. Your attention to quality is good, but sometimes perfection is a barrier to getting things done quickly. Try to be more flexible and open, particularly in responding to change. Your planning skills are excellent, and a little more spontaneity could bring you some helpful balance into your work style.



# Dove

## Your Strength is Flexibility and Teamwork

If your highest score is Dove, you are a natural team player. You are well-liked and respected, both for your good work and your easy style.



- You tend to speak indirectly and often solicit the opinions of others. You are not one to assert yourself over others.
- You share your perceptions and feelings with others, but only after you have asked them what *they* think or feel. You often begin sentences with "I feel . . ." or "It seems to me we could . . ."
- Doves thrive on collaboration, cooperation, team projects, group activities, mutual support, and peaceful togetherness.
- You are rarely in a hurry, and work at a steady, even pace. You don't like pressure and you need some time to adjust to change.
- You prefer to work with others, and often take on the role of peacemaker, since you don't like conflict or confrontation.
- Your chief desire at work is to be a part of a harmonious, productive team.

As a Dove, you tend to:

<i>Think a lot about:</i>	Other people and relationships
<i>Value in others:</i>	Thoughtfulness, sensitivity, caring
<i>Enjoy:</i>	Collaboration, teamwork
<i>Dislike:</i>	Conflict, tension, confrontation
<i>Have trouble dealing with:</i>	Being overlooked or ignored
<i>Express anger:</i>	Become conciliatory and/or upset
<i>Embarrassed by:</i>	Being challenged by assertive others
<i>Want to be appreciated for:</i>	Your participation, being of service
<i>Like to be rewarded with:</i>	Acceptance, being liked, being needed

To increase your effectiveness with others who are different from you: You can work to become clearer about your own opinions and ideas and express them more assertively. Sometimes conflict or confrontation can be positive and constructive, and you can grow professionally by developing your tolerance for honest disagreements and healthy debate. Become more comfortable with change and uncertainty, and be ready to take on leadership roles when the situation is appropriate.



## **Don't Do Leadership....BE a Leader!**

### **Leveraging Your Unique Dependable Strengths**

Idaho Counseling Association  
Leadership Development Institute  
Trinity Pines Conference Center - Cascade, Idaho  
June 13-14, 2014

*Facilitated by:*

Carina R. Davio  
Certified Dependable Strengths Trainer  
Davio Consulting, LLC  
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208-340-1176

## **Dependable Strengths Articulation Process Participant Workbook**

### **ELEMENTS OF THE PROCESS**

- About Dependable Strengths
- 9-Dots (Worksheet 3)
- Earliest Good Experience (Worksheet 4)
- Summary of Good Experiences (Worksheet 5)
- Trio Instructions (Worksheet 6)
- Trio Strength List Sheets (Worksheets 7-8)
- Integrating Information: List of 6-10 Strengths (Worksheet 10)
- Dependable Strengths Exploration Chart (Worksheet 11)
- Reality Test: List of Strengths/Activities (Worksheet 12)
- Reality Test: Proof Sheets (Worksheet 13-14)
- Partnership of Excellence (Worksheet 24)
- Goal Setting (Worksheet 21-22)
- Reflection Sheet (Worksheet 31)

## ABOUT DEPENDABLE STRENGTHS

Dependable Strengths began in 1945 to help military personnel transition their skills to civilian life. It's overwhelming success in this area won the attention of Harvard Business School where it went on to become a significant part of its Manual for Alumni Placement. Today, Dependable Strengths can be found in use throughout the world.

Successful classes and seminars have been delivered to colleges and universities, the K-12 system, prisons, at-risk students, welfare recipients, government agencies and many others.

The Center for Dependable Strengths (CDS) is a non-profit, tax-exempt organization under IRS code section 501 (C) 3. A volunteer Board of Directors, made up of community members governs CDS, each bringing with them a diverse background. This varied combination of members is one of the strengths of CDS. CDS board members share the philosophy that by giving a little of what they have, the Dependable Strengths approach and philosophy can be shared with an ever increasing circle of users.

### THE SPIRIT OF DEPENDABLE STRENGTHS

The *Dependable Strengths Articulation Process* (DSAP) is an intervention which increases a person's self-esteem, motivation to achieve, and responsible behavior. Recent studies indicate that those in the DSAP workshops are also likely to experience change in locus of control from external to internal, and will feel more of an influence on their futures. Other research indicates that participants will use their knowledge of *Dependable Strengths* to make further education, training, and career decisions to reduce the stress in their lives, to focus more on being productive in positive ways, to feel stronger in resistance to drug and alcohol abuse, to relate to others with less conflict, and to communicate more clearly.

Exactly how this happens is a wonderful mystery. Each man, woman, and young person wants to grow in his or her own way. Growing requires change, and is feared because it involves the unknown. What is known is that people rarely apply as much as 20 percent of their potential, so there is much room for growth. When people come to know more of their resources and potential they become less afraid of stepping into the future.

The idea that people learn and grow through their mistakes has become traditional. In DSAP, a new process is started: learning from successes and discovering *Good Experiences* through which each person can recognize and use more of his or her potential. In addition, by uncovering one's own *Dependable Strengths*, one becomes free to use, develop, or combine them in different ways to accommodate change. Change, then, comes to mean adaptation and flexibility, rather than the unknown and feared.

Old tradition says, "*Find out what you did wrong and never do it again.*" New wisdom says, "*Find out what you did right, so you can be sure to do it again.*" The old way suggests moving ahead while looking back over your shoulder. The new way suggests moving forward by finding safe footholds and continuing to climb.

-- Bernard Haldane (1911-2002)

*DSA Worksheet 3*  
NINE DOTS

This will help you solve any problem.

Directions: Connect the nine dots with four straight lines without lifting your pencil from the paper or retracing any line. Less than one person in 100 does this right the first time. You have three chances to solve the nine-dot problem.





*DSA Worksheet 4*

EARLIEST GOOD EXPERIENCE

Directions: Draw the earliest Good Experience you can remember, before age 10.

*DSA Worksheet 5***GOOD EXPERIENCES SUMMARY**

A Good Experience is something you feel you did well, enjoyed doing and feel proud of. Your Good Experiences could be associated with any part of your life - childhood, adolescence, adulthood, work, family, school, social, church, sports or hobbies.

1. Begin with the Good Experience that first comes to your mind. On each line, write a few words that remind you of a Good Experience. When it happened doesn't matter. Try to write between 12 and 20 (or more on the back).

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.
- k.
- l.
- m.
- n.
- o.
- p.
- q.
- r.
- s.
- t.
- u.
- v.
- w.
- x.
- y.
- z.

1. Check the TEN you feel have been your "greatest" or most important to you.
2. Number those TEN in order of their importance to you.

*DSA Worksheet 6***TRIO INSTRUCTIONS**

1. NAME aloud one Good Experience, then say what you did to make it happen. Trio members can ask questions about WHAT you did and HOW you did it ... but NO "Why?" questions.
2. As you talk and give details, your quad members LISTEN CAREFULLY and WRITE down three or more skills, talents or abilities, they feel you must have used.
3. Do the same with another good experience.
4. When you finish telling both Good Experiences, each listener READS their list of strengths out loud to you, then gives you the list.
5. Listeners ASK you "*How do you feel*". You reply, then another quad member becomes the speaker and the process is repeated until all have had a turn.

(APPOINT A TIME KEEPER)

\*\*\*Time 7-10 minutes each\*\*\*  
(2 stories, feedback and de-brief)

30 minutes MAX for the group.

*DSA Worksheet 7*  
TRIOS

Strengths List For \_\_\_\_\_  
(Listeners ask: "What did you do?" or "How did you do it?" No Why.

Strengths List For \_\_\_\_\_  
(Listeners ask: "What did you do?" or "How did you do it?" No Why.



*DSA Worksheet 10***INTEGRATING INFORMATION ABOUT STRENGTHS**

List 6-10 Strengths From Information Gathered So Far ....

Start with your greatest Good Experience. In column 1 check each skill/talent **STRONGLY** applied in that experience. Repeat for number 2 in column 2, and so on. Items with totals above three could be Dependable Strengths. (Blank lines are for skills/talents you want to add.)

[illegible]

**DSA Worksheet 12****REALITY TEST: DEPENDABLE STRENGTHS**

**Purpose:** You know your *Good Experiences* and some of your possible *Dependable Strengths*. Now think about how your strengths can join up into activities *that* you both did well and enjoyed. (Activities use combinations of strengths: e.g. "Teaching" may include such things as speaking, planning, and organizing.) This step tests what they are and sharpens your self-understanding.

**Instructions:** List at least six strengths/activities you feel must be elements of your "ideal" life and job, things you feel sure you do well and enjoy doing. (Some examples are: athletics/organizing/working with hands/working with numbers/working with people/working with cars, planes, electronics, computers/solving problems/writing.) Knowing the name of the strength/activity is less important than you knowing what you mean.

- |          |          |
|----------|----------|
| a. _____ | b. _____ |
| c. _____ | d. _____ |
| e. _____ | f. _____ |
| g. _____ | h. _____ |

Guidelines for Identifying Possible Dependable Strengths:

**FREQUENCY** - *Does this strength show up often in my top Good Experiences?*

**PAST** - *Is this a strength/activity I have used often in the past?*

**FUTURE** - *Is this a strength/activity I strongly want in my future life?*

**ENJOY** - *Is this a strength/activity I enjoy?*

**MOTIVATION** - *Am I motivated to use this strength?*

Next, write each of the above strengths/activities at the top of the Reality Test form on the pages provided. Write descriptions of two or more of your experiences (some will be *Good Experiences*) that illustrate your best performance or effectiveness with that strength. Tell what you did and the outcomes.

DSA Worksheet 13  
REALITY TEST FOR STRENGTHS / ACTIVITIES (Optional)

**PROOF: BE SPECIFIC** -Give as many details and facts as possible, including: your age at the time; what you did to make it happen; what the outcome or result of your effort.

**MY STRENGTH /ACTIVITY:**

**Proof #1:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #2:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #3:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**MY STRENGTH /ACTIVITY:**

**Proof #1:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #2:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #3:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*DSA Worksheet 14***REALITY TEST FOR STRENGTHS / ACTIVITIES**

**PROOF: BE SPECIFIC** -Give as many details and facts as possible, including: your age at the time; what you did to make it happen; what the outcome or result of your effort.

**MY STRENGTH /ACTIVITY:**

**Proof #1:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #2:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #3:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**MY STRENGTH /ACTIVITY:**

**Proof #1:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #2:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Proof #3:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*DSA Worksheet 24***PARTNERHIP OF EXCELLENCE - ICA CHALLENGES & OPPORTUNITIES**

THE IDEA: Surprising things can be done when people form partnerships and combine their strengths.

THE ARRANGEMENT: Choose your Opportunities and Challenges Group

Directions:

*Work individually (5 minutes)*

WRITE STRENGTHS ... write 3-4 of your Dependable Strengths on a sheet of paper in LARGE PRINT so they can be seen easily by others.

WRITE PROOFS BRIEFLY ... beneath each strength write a SHORT TITLE or PHRASE describing 2 "proofs" which show your highest level of effectiveness.

*Form groups and share strengths (10 minutes)*

SHOW TO OTHERS ... attach that sheet to your front or hold it up so that others in your group can read it.

TELL STRENGTHS BRIEFLY ... each member of the group BRIEFLY tells his/her strengths and "proofs" (short title or phrase), so all members know the strengths and some of the background of the others. *(1 minute each!)*

*Apply your strengths to a project or the general opportunities and challenges and determine tasks each will perform .... (25 minutes)*

BRAINSTORM A PROJECT ... the group decides on a project they could do very well that would use their different strengths in combination. You can imagine anything you like, so long as each of you will be contributing your strengths to it.

DETERMINE WHO DOES WHAT ... the group will decide the tasks required to make your project happen and who does what in your project based on their strengths.

*Report back to large group (5 minutes each group)*

REPORT BACK ... someone in your group should be prepared to describe your project briefly and how it will work. Each member will then describe their part in the project – the tasks they will perform and strengths they will use. After each group has spoken, the entire group will discuss what they gained.

*DSA Worksheet 21*  
**GOAL SETTING**

Here is a system that works. One that helps you achieve and exceed goals you set. You'll need several blank pages and something to write with.

1. Dream about twelve months from now, and write down many things you'd like to think back on as having accomplished. Write down details in many areas, not just work. Include such things as getting along with others, getting things done and saving money.
2. After that, dream about six months from now. Describe what you must have done in order to be six months from your one-year goals. Then review this with your goals from number 1, and adjust what you must.
3. After making needed revisions in your goals, dream three months from now. Write down what must be done to be halfway to your six-month goals. As you get close to reality you recognize obstacles more clearly. Make the needed adjustments in your six-month and twelve-month goals (perhaps an insurance payment, an inheritance, or an illness indicates some goal changes are needed - make these changes).
4. Dream about one-month from now. What must you have done in order to be realistic about your three-month goals? Write them down, revising other goals as needed.
5. List what you must do now in order to get started toward your one-month goals. As you examine these, see what you need to modify and make goal changes accordingly.

*DSA Worksheet 22*  
**GOAL SETTING**

**1. Twelve Months:**

**2. Six Months:**

**3. Three Months:**

**4. One Month:**



***DSA Worksheet 31***  
**REFLECTION**

You have been thought quite a bit! After completing the DSAP, you may have changed — maybe only a little, perhaps a lot! You may see yourself differently, in a stronger, more positive light; be more clear about your strengths and the value you bring to the world; be more in touch with what brings you satisfaction and joy; experience a greater sense of direction. This new awareness can cause changes in your life.

With this new sense of yourself, reflect for a bit and jot down any goals, intentions, possibilities, or ideas you have in response to the following question.....

How will understanding my Dependable Strengths, make my life better?

Center for Dependable Strengths



Enhancing human  
potential  
one life at a time

## ***Dependable Strengths 5-Day Facilitator Training*** ***Idaho - July 28-Aug 1, 2014***

### **HELPING PEOPLE IDENTIFY THEIR STRENGTHS & INCREASE THEIR EMPLOYABILITY**

This training will prepare you to facilitate the Dependable Strengths Articulation Process (DSAP).

Idaho Department of Labor Office  
1090 E. Watertower Lane, Suite 100 Meridian, ID 83642  
8:30 AM - 4:30 PM, Mon - Fri

Led by a team of CDS Master Trainers, this five-day program is designed to train professionals in the methods developed by [Dr. Bernard Haldane](#) to help people identify their Dependable Strengths and increase their employability.

DSAP is a group process intended for use with four or more participants. In the first half of this 5-day training, you will experience the process of articulating your own Dependable Strengths and using what you learn to attract job offers. In the second half, you will learn and practice ways of guiding others through the process.

This training is required for Dependable Strengths Instructor Certification.

***Two weeks prior to the training, you will receive a biographical questionnaire, which you are to complete and bring to the opening session.***

**Please note:** Prompt, perfect attendance is essential. Participants are expected to attend the full training from beginning to end. Be certain your employer understands and accepts your commitment to this workshop.

### **COST - \$750**

Includes materials & coffee-break refreshments

***To register visit the center for Dependable Strengths online at  
[www.dependablestrengths.org](http://www.dependablestrengths.org)***

## DEPENDABLE STRENGTHS WORKSHOP

### *The Dependable Strengths Articulation Process*

#### **Keys to growth, renewal, resilience**

There is excellence in each person. It starts early, continues throughout life. Dependable Strengths are skills, talents or traits a person has identified as essential to his or her future *Good Experiences*.

Dependable Strengths are concentrated in Good Experiences. A Good Experience is defined as "something you feel you did well, enjoyed doing and are proud of." Good Experiences are explored to find the unique pattern of Dependable Strengths each person possesses.

The Dependable Strengths Articulation Process (DSAP) is an intervention which increases a person's self-esteem, motivation to achieve, and responsible behavior. Dependable Strengths are skills a person has identified as essential to her or his successful future. The process enables participants to gain a sharper sense of their own abilities, develop strategies for overcoming obstacles, and practice ways to articulate "the best" they have to offer.

Professionals participate in DSAP to identify and build on skills that promote success. Teachers learn DSAP to help their students' self-esteem. Career Counselors teach DSAP so they can help their students break open their potential, be effective in changed ways that increase their productivity, adaptability, and clarify their possibilities.

The idea that people learn and grow through their mistakes has become traditional. In DSAP, a new process is started: learning from successes and discovering Good Experiences through which each person can recognize and use more of his or her potential. In addition, by uncovering one's own Dependable Strengths, one becomes free to use, develop, or combine them in different ways to accommodate change.

KNOW YOUR *BEST SELF*," your Dependable Strengths and you open the door to seeing and using more of your potential. You really can influence your possibilities for success and happiness.



**The Center for Dependable Strengths**  
*Enhancing human potential one life at a time*

## What is a “Good Experience”?

*Good Experiences* are the foundation of the Dependable Strengths process so it is important you understand what these are and are not. *Good Experiences* are unique events which have a specific definition and criteria. They are not the same as “nice times”, “good memories”, or a “happy experiences” (although they may be connected to these). Check your *Good Experiences* to make sure they meet these requirements:

1. First, the definition: A “Good Experience” is SOMETHING YOU FEEL YOU DID WELL, ENJOYED DOING AND ARE PROUD OF. The important points of this are:

- A. SOMETHING YOU DID... means you actively made this experience happen. It is not something that just happened to you or you were indirectly involved in.

Example:

No: My spouse took me on a wonderful vacation to Hawaii and we had a grand time.  
 Yes: I planned and organized my wedding involving over 300 people, including designing the invitations, arranging for food, flowers, photographs, facilities, and the reception. It all came off without a hitch.

- B. YOU FEEL YOU DID WELL... means you are the sole judge of how well you did it. It does not matter how anyone else might evaluate it. It is only your opinion and sense of accomplishment that counts.
  - C. YOU FEEL YOU DID WELL, ENJOYED AND ARE PROUD OF... means a Good Experience must meet ALL three criterion, not just one or two of them. You may have done something you feel you did well and are proud of but DID NOT ENJOY. That, then, is not a *Good Experience*. Make sure it meets all three requirements.
2. ANYTIME, ANY PLACE... a *Good Experience* can come from any time and any place in your life. *Good Experiences* can happen from early childhood to the present. You may want to think about each five year period of your life and search it for *Good Experiences*. They may occur in any part of your life – home, school, work, hobbies, leisure, etc. Do not limit yourself to just one or two areas of your life.
  3. SPECIFIC, NOT GENERAL... *Good Experiences* are specific, concrete events with a time, place, action and outcome – not general life “milestones” like “getting a master’s degree”, “raising three children” or “getting married”. If you want to consider these as *Good Experiences*, ask yourself, “What specifically did I do in that experience that I feel I did well, enjoyed and am proud of?” – give a concrete example.
  4. OFTEN SMALL EVENTS, NOT LARGE... *Good Experiences* do not necessarily involve great accomplishments, success, fame or fortune. They are often events which others know nothing about or might even consider “insignificant”. They can be the small “triumphs” in our life which give us a sense of satisfaction and fulfillment. Don’t eliminate it because it seems silly, trivial or unimportant.

### GOOD EXPERIENCE:

Something you feel you did well, enjoyed doing and are proud of.

1. What is the *Good Experience* that first comes to your mind? (Briefly write it here).

Below, briefly outline as many of your Good Experiences as you can. Write them down as they come to mind; they won't be in chronological order. Look at your whole life: all parts of it – family, school, work, sports, etc., childhood to the present. Sometimes they bunch together, and sometimes there's a gap between them. It may help if you try to think of two or more for every three years of your life. Write down as many as you can and briefly describe them.

1.

2.

3.

4.

5.

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**2014 Leadership Development Institute**

**1875 N. Lakes Place Meridian, Idaho**

*Thursday, June 12, 2014*

*6:30 p.m.*

**COUNCIL OF LEADERS MEETING AGENDA**

**Unity ~ Collaboration ~ Autonomy**

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1. Call to Order and Introductions
2. Adoption of Agenda
3. Approval of 1/30/2014 Minutes
4. Secretary's Report
5. Treasurer's Report
6. Executive Director's Report
7. President's Report
8. 2013-2014 Strategic Initiatives Review
9. Division President's Reports
  - a. IACES
  - b. ICDA
  - c. IDAMFC
  - d. IMHCA
  - e. ISCA
9. Committee Chair's Reports
  - a. Awards Chair
  - b. Bylaws Chair
  - c. Conference Chair
  - d. Finance Chair
  - e. Graduate Students Chair
  - f. Human Rights (Humanitarian) Chair
  - g. Leadership Development Chair
  - h. Media Chair
  - i. Membership Chair
  - j. Nominations and elections
  - k. Public Policy and Legislation (PP&L)
  - l. Professional Standards Chair
  - m. Strategic Planning Chair
10. Old Business
11. New Business Action Items Submitted by COL Leaders
12. Recommended Policy Changes



January 30, 2014  
5:30 pm  
Riverside Hotel  
Boise, Idaho

## COUNCIL OF LEADERS MEETING

**Unity ~ Collaboration ~ Autonomy**

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**Present:** Kendal Tucker, Susan Perkins, Amber Dillon, Chandra Salisbury, Sue Holmes, Hannah Hamilton, Beronica Salazar, Melanie Person, Kristin Lister, Aida Midgett, Brian Smith, David Wallace Eastwood, Christie Stoll, Heather Tustison, Sean Nixon, Lori Fairgrieve, Heather Davis, Jennifer Smith, Lynn Bohecker, Roger Holyoak, Robin Hausheer, Jen Browning

**10. Call to Order and Introductions:** Kendal called the meeting to order at 6:34 p.m.

**11. Adoption of Agenda:** David moves to adopt the agenda. Kristin seconds.

**12. Secretary's Report:** see report

**13. Treasurer's Report:** see report

**14. Executive Report:** see report

**15. President's Report:**

- Kendal recognized the teamwork, effort, support, and unity exhibited across the divisions
- The IBOL meeting regarding the recent IMCHA sanctioning will be on February 10<sup>th</sup> @ 1:30. Those of us that choose to attend and support should understand that we are there as silent/nonverbal supporters.
- Kendal reminded that all board members need to be ICA members.
- Per the By-laws, each division Treasurer must submit reports to the ICA Treasurer, as all of the divisions fall under ICA's 501C 3.
- \*\*\*\*See handout - Kendal : our by-laws need to be amended in order to establish a protocol to follow to start a new division.
  - The proposed new division (ALGBTC) will be an *Interest Section*, until it is approved by ICA's COL, and ACA's COL.
  - Looking at other states' rules/protocols, it is suggested that 50 ICA members (in good standing), would be necessary to support the formation of a new division.
  - discussion
  - By-laws chair can form a sub-committee to further examine what needs to be done to start a new division

**16. 2013-2014 Strategic Initiatives Review:** see handout

- Kendal & Heather T. both shared that Idaho has been recognized by ACA for Leadership awards. Other regions have sought out help and direction from Idaho in regards to their Leadership Development programs.



### 17. Division President's Reports

- f. IACES: see report
- g. ICDA: see report
- h. IDAMFC: see report
- i. IMHCA: see report
- j. ISCA: see report

### 9. Committee Chair's Reports

- a. Awards Chair- no report submitted
- b. Bylaws Chair- will form a sub-committee to further examine what needs to be done to start a new division & present to the COL at LDI
- c. Conference Chair- see report; see motions
- d. Finance Chair- see report
- e. Graduate Students Chair- see report
- f. Human Rights (Humanitarian) Chair-
- g. Leadership Development Chair- see report & Leadership and Opportunities form
- h. Media Chair- see report
- i. Membership Chair- see report; see motion
- j. Nominations and elections- see report
- k. Public Policy and Legislation (PP&L)- see report: upcoming event= Legislative Meet & Greet on Feb. 13<sup>th</sup> @7:30 a.m.
- l. Professional Standards Chair- no report
- m. Strategic Planning Chair- see President's report

### 13. Old Business

### 14. New Business Action Items Submitted by COL Leaders

- ❖ Kendal Tucker moves to add a budget line to include monies for a foursome to attend the SPAN golf tournament and for sponsoring a hole at the event.
  - Discussion ensued.
  - Susan recommends we amend Kendal's movement to read something more like "I motion to add a discretionary line item for ICA to either sponsor a foursome OR sponsor a hole at the SPAN golf tournament." A decision would be made on a presidential discretionary basis.
  - Kendal accepts the amendment to the motion.
  - Sean moves to vote on the revised amendment; Heather T. seconds. ***Motion is carried.***
- ❖ Kendal Tucker moves to add a budget line to include \$200 to donate to the NAMI walk.
  - Kendal rescinds this motion
- ❖ Susan Perkins moved to allow the presidential discretionary fund to include money to be donated to the NAMI walk.
  - Discussion
  - Move to amend the prior motion to state the president shall be given a line item in the ICA budgets for discretionary funds for public awareness events.
  - Brian moves, Chandra seconds. ***Motion is carried.***
- ❖ Sean Nixon moves to establish a secondary account that be allocated with a minimum of \$2500 at the end of each conference to establish the next year's conference.
  - Discussion
  - It was suggested for the association to change banks; accountability would be increased if a separate account was established for the conference.

- The account would be co-managed by the Conference and Finance Committee.
- Chandra moves to vote on this item. Brian seconds. ***Motion is carried.***
- ❖ Heather T. moves for a by-laws change- Addition of Policy for Addition of Divisions and/or Interest Sections;
  - Heather T. rescinds this motion.
- ❖ Heather T. moves that we change the By-laws to add an ICA President Elect-Elect.
  - Discussion
  - The question was posed as to whether that person would be an electable, executive board member of the COL council
  - David moves to add the President Elect-Elect position. Brian seconds. ***Motion is carried.***
- ❖ Heather T. moves to make a ByLaws change to expand Finance Committee to include Executive Committee and Treasurers from each Division.
  - Discussion:
    - It was suggested that this would provide an opportunity for increased mentorship, communication, and accountability.
    - A question was posed as to why this would be necessary. ICA is held accountable over each division, including circumstances involving embezzlement, which could put ICA and all divisions at risk because of our 501C3.
    - Chandra seconds. ***Motion is carried.***
- ❖ Heather T. proposes that permission be granted for Conference Chair to utilize the ICA credit card for on-line purchases.
  - Heather T. moves to table this discussion until LDI; David seconds. Sean opposes. Discussion. ***Motion is tabled.***
  - David Eastwood moves that we add to the by-laws that the conference chair has access to the previous year's conference monies (earmarked at \$2500); Hannah seconds; ***Motion is carried.***
- ❖ Sean moves to allow for conference chair discretion in the decision of who the money is allotted to.
  - Heather T. moves to amend Sean's movement to allow flexibility to whom these are awarded to.
    - Discussion
    - David moves to approve the amended version to give the Conference chair discretion to award 5 conference registrations or partials. Kristin seconds. ***Motion is carried.***
- ❖ Hannah moves to extend the new licensee member promotion for the next two membership cycles, January 2014 and April 2014, to then be reconsidered at the June Board meeting. David seconds. ***Motion is carried.***

**12. Adjourn:** Kendal adjourned the meeting @8:30 p.m.



## **Project Initiation Guide**

Title of Project: \_\_\_\_\_

Team Leader(s): \_\_\_\_\_

Team Members: \_\_\_\_\_

Describe the area of concern in ICA: \_\_\_\_\_

### **1) Purpose of the Project (Why?)**

a. Principles to keep in mind: (organization values, standards, policies)

b. Brief Description of Project:

### **2) Anticipated Outcome [GOAL] (What will this project be like when it successfully appears in the world?)**

a. What is the completion date?

b. Also envision beyond the completion date

c. Imagine wild success!

### **3) The Plan (Plan the project from beginning to end)**

a. Who will do what, by when, with what resources?

b. What are the milestone objectives that need to happen in order to achieve the goal?

**4) Next Actions**

- a. What are the current “moving parts?”
- b. What is the next action for each of the current moving parts? (and who is responsible)
- c. Decide on next action in the planning process

**5) What support is needed**

- a. From ICA? From ICA Divisions? From ICA Committees?
- b. From the community?

*What can the project manager (Jordon Chesler) do to help you with this project?*

- Call before every deadline?
- Help you network or make connections?
- Keep in contact with group members?
- Other?

Jordon Chesler: [jbraga@nnu.edu](mailto:jbraga@nnu.edu) & 208-539-7960

## NOTES

[illegible]