



Northwest Michigan Regional Chamber Alliance
CADILLAC CHARLEVOIX GAYLORD PETOSKEY TRAVERSE CITY

Northwest Michigan **BUSINESS**

JULY-AUGUST 2008

A Publication of the Northwest Michigan Regional Chamber Alliance

Growing regional influence page 2



| | |
|--|----|
| INTERVIEW John Jeffrey on the true power of leadership | 7 |
| LEGISLATIVE FOCUS Lawmakers debate Great Lakes Compact | 10 |
| TRANSPORTATION I-75 project closes east/west divide | 19 |

Increasing Cash Flow



NORTHWEST MICHIGAN BUSINESS: What are the signs that an organization's leadership needs enhancement?

JEFFREY: Leadership in every organization can always benefit from a culture of enhancement and improvement. Someone once said, "as long as you are green you are growing; once you are ripe you are rotting!" Beyond the everyday need for continual improvement, a key sign is employee involvement and attitude. When employees are not enthusiastic and "invested" in the organization's mission, leadership ought to take a long look at itself.

NORTHWEST MICHIGAN BUSINESS: Must movement toward refining leadership begin at the top or is it possible for those at various steps on the ladder to begin the transformation?

JEFFREY: In peak performing organizations the efforts and ideas of all employees are valued and positive changes can come from any organizational level. It is critical, however, for support and encouragement to come from the top.

NORTHWEST MICHIGAN BUSINESS: How does accountability fit into the picture?

JEFFREY: In successful organizations, people have "bought into" the organizational mission. In a sense, accountability comes from "within" the individual in contrast to being imposed "from on high." Effective leaders are able to promote a culture of "self accountability."

NORTHWEST MICHIGAN BUSINESS: What are the potential stumbling blocks in establishing and maintaining strong leadership within a business or organization?

JEFFREY: A huge stumbling block in any business or organization is complacency. Improvement is ongoing and the journey from "very good" to "excellent" is difficult and never-ending. Peak performing leaders are able to instill an ethos of continuous improvement.

NORTHWEST MICHIGAN BUSINESS: What are three things someone in a leadership position can employ today that would lead to better outcomes for their business or organization and the people they serve?

JEFFREY: I would suggest encouraging "risk taking," becoming the lead teacher and lead learner in the organization and truly valuing each person within the business/organization. ■

Businesses focus on generating revenue. But minimizing costs is also key to remaining competitive in today's global marketplace. Back in the Black, a new company in Northwest Michigan, provides the expertise to identify more than 25 areas of indirect costs that can be minimized to increase cash flow.

Jeff Lindsay, Company Founder, works with a nationwide network of experts to help improve the cost structure of a business. Current and future expenses can be reduced or eliminated and in some cases, past costs can be recovered, increasing your company's cash flow. Best of all, the analysis is risk-free. Back in the Black does not charge upfront fees but is compensated by receiving a portion of the actual documented savings realized by their clients. Contact Jeff to discuss your company today.

BACK IN THE BLACK

Jeff Lindsay, Founder

(231) 459-4012

jlindsay@backintheblack.biz

www.backintheblack.biz