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• See pages 8, 9 & 12

THE NEXT EVENT

Brian Arnold from LCIS to discuss Claims and HR laws

- Thursday, March 28
- Ewing-Glendale, 4552 Colorado Blvd. Los Angeles
- See page 2 for details

2024 SFV BOARD INSTALLED – In late January the San Fernando Valley Chapter Board was installed at a Dual Installation Dinner along with members of the Channel Islands Chapter Board. Shown with Installing Officer CLCA State President Tom Sweeney (second from left) are SFV Chapter officials in attendance: Juan Mendoza, Associate Member Rep; Natalie Balyasny, Secretary; Francisco Salazar, President; Steven Kinzler, VP Membership; and Mickey Strauss, Treasurer. (See more Installation photos on page 7.)

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California Landscape Contractors Association
San Fernando Valley Chapter
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2024 Landscape Beautification Awards

San Fernando Valley Chapter Entry Forms are available online now at www.clcasfv.org
All Los Angeles/San Gabriel Valley, San Fernando Valley and Channel Islands area CLCA members invited to enter.
Entry forms due April 19; Judging is May 2-4, 2024.

CLCA San Fernando Valley Chapter presents

LEGAL UPDATES: CLAIMS & HR LAWS YOU DON'T WANT TO KNOW ABOUT BUT NEED TO!



Keynote Speaker: Brian Arnold, WCCP, SIA
Claims Director at Landscape Contractors Insurance Services

THURSDAY, MARCH 28, AT 5 P.M.

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4552 Colorado Blvd., Glendale, CA 90039

FREE TO ATTEND WITH RSVP!

**REGISTER ONLINE AT
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francisco@groundcarelc.com

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Luis Casas
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818-618-7703
luiscasas@legacytrecare.net

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Steven Kinzler
S K Landscape Design, Inc.
818-345-0492 office
818-345-0494 fax
818-266-3828 cell
skinzler@sklandscape.com

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StayGreen, Inc.
800-741-9150
rangelo@staygreen.com

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Toro
805-990-9587
scott.donoho@toro.com

Rene Emeterio
Specialized Landscape
Management Services Inc.
805-520-7590
805-823-5603 cell
remeterio@slmlandscape.com

SECRETARY
Natalie Balyasny
Landscape Contractors
Insurance Services, Inc.
818-426-0521
nbalyasny@lcisinc.com

Klaus Kumme
Kumme Landscaping
818-535-2035
kkumme@gmail.com

TREASURER
Mickey Strauss
MSM Landscape Services, Inc.
818-402-4500
818-361-1788 fax
mickey@msmlandscape.net

ASSOCIATE MEMBER REP
Juan Mendoza
Milwaukee Tool
909-361-7505
Juan.mendoza@milwaukeetool.com

AUXILIARY PRESIDENT
Cindy Strauss
818-341-2239 Home
818-620-3540 Cell
cindystrauss@hotmail.com

**EXECUTIVE ASSISTANT
COMMUNICATIONS**
Bronwyn Miller
Eyescapes
949-466-1222
bronwyn@eyescapes.net

**The Chapter Phone Number
818-772-7233 will be
discontinued after April 24**

www.clcasfv.org

VALLEYSCAPE PUBLISHER
John Hernandez
626-715-1757
18466 Dragonera Drive
Rowland Heights, CA 91748
eldoradowriters@gmail.com
FAX 866-591-5093

**ASSOCIATE EDITOR/
ART DIRECTOR**
Jerry Robin
J. Robin & Associates
Graphic Design
626-644-4239
jrobinps2@gmail.com

STATE AND LOCAL EVENTS

Don't miss any of these very important events!

Subject to Change – Check with Chapter Office First

- Mar 28 Claims and HR Laws – Discussion presented by Brian Arnold from Landscape Contractors Insurance Services (LCIS) at Ewing-Glendale.
- Apr 4 Board Meeting 9:00 a.m. via Zoom.
- 10 CI Chapter Mixer/Quinn Product Demo 5:00pm-7:00pm, Quinn Cat, 801 Del Norte Blvd., Oxnard CA, 93030. SFV chapter members invited.
- 11 “How to Prepare Your Project Sites for the Awards Competition.” Zoom presentation prepared by State Director of Membership Sal Hernandez, a multi landscape award winner at chapter and state levels. FREE, begins at 4:30 p.m.
- May 2 CI event: Landscape Photograph Basics – “How to Take the Best Pictures of Your Landscapes.” The event will be held at Ventura Coast Brewing Company, 76 S Oak St, Ventura, CA 93001. SFV chapter members invited. TBD
- 2-4 Judging for Landscape Beautification Awards.
- June 22 Beautification Awards Banquet at Concessions at Encino Golf Course.
- Sept 13 Channel Islands Chapter and Friends Fishing Trip through Hook’s Sportfishing, 3600 Harbor Blvd. #115, Oxnard, CA 93035.
- 18-19 The Landscape Expo (TLE 2024) Anaheim Convention Center.
- Nov 7 CI event: Landscape Lighting Demonstration by SPJ Lighting at Devil Mountain Wholesale Nursery, 3200 W Telegraph Rd, Fillmore, CA 93015. Details TBD.
- 12-16 CLCA Convention at Hyatt Regency Newport Beach.
- Dec Holiday Party TBD

TYLER SMITH
Area / Marketing Manager

31011 AGOURA ROAD
WESTLAKE VILLAGE, CA 91361
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FRANCISCO SALAZAR
SFV Chapter
President
Groundcare
Landscape Co.

A New Season

Hello San Fernando Valley Chapter members, I hope you are staying dry through these rainy days. It's now March and with it comes the spring season, a time of new growth and garden revitalization.

If you are not aware, your chapter has been working on preparing a few events with our

first one this month on the 28th at Ewing Supply in Glendale. The topic presented by Brian Arnold from Landscape Contractors Insurance Services (LCIS) will discuss Claims and HR laws. You do not want to miss this great opportunity to learn about these important business subjects, and to network with other like-minded individuals, some from surrounding chapters.

Our Beautification Awards Competition will begin soon, with the Awards Banquet set for June 22 at Concessions at Encino Golf Course...Entry forms are available online now at bit.ly/2024SFVBeautificationForms

On April 11 we will showcase a Zoom presentation prepared by State Director of Membership Sal Hernandez, a multi landscape award winner at both chapter and state levels. The topic will be "How to Prepare Your Project Sites for the Awards Competition." Start figuring out which site/projects you will be entering for awards this year. Our Beautification Awards Competition will begin soon, with the Awards Banquet set for June 22 at Concessions at Encino Golf Course. This is the same location as last year's successful Awards Banquet.

Entry forms are available online now at bit.ly/2024SFVBeautificationForms, or click on the QR code to the right. Entry forms are due by April 19. If you have any questions on how to submit your entries, please do not hesitate to reach out to us.



We are also preparing other events throughout the year so please be on the lookout for the details, and please RSVP as soon as you can for our events. As always if you wish to help out and be more active in the chapter, please feel free to get in touch with any board member.

Thank you all. – *Francisco*

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Fundraising Effort Continues for Long-Time CLCA Member Charles Nunley

• You can show your support by visiting Charles' GoFundMe page

CLCA Ambassador, Past State President, and former LA Chapter President Charles Nunley continues to show improvement from the effects of a heart attack and stroke he suffered in late 2022. He still has a long way to go, but we believe the physical therapy program he will soon begin will do much to help overcome the results of being bed ridden for so many months.

A group of Charles' friends, along with his sisters and brother, have come together to help Charles with his medical care and day-to-day expenses. A landscape contractor for over 40 years, Charles, who is 84, is now in a medical care facility in Orange County.

A GoFundMe page has been established in Charles' name to get him the care and sup-

port he needs and deserves. You can reach Charles' GoFundMe page by visiting <https://bit.ly/SirCharlesFundraiser> or by clicking on the QR code below:



Here are some of the highlights of the life of Sir Charles Nunley...

Charles is a Life Member of CLCA and has been active in the association since joining in the seventies. In addition to State and local presidencies he has served in many other capacities including Certification Chairman, as well as having been named a

Knight of the Garter and an Allegiance Award winner. Charles is a Green Industry Hall of Fame Co-Founder as well as a recipient.

Please join the others who have generously donated to Charles in his time of need. From everyone who loves Charles Nunley, thank you and God Bless.

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~KURAPIA~

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SAVE THE DATE!
for our

2nd Annual John Marman Golf Tournament
Thursday, June 6th
at Los Serranos Country Club in Chino Hills

Because of your amazing show of appreciation for John last year, we are able to do something we have never done before:

The SFMA GLAB Chapter will be hosting our first ever shotgun start for this event.

Play will start at 7am sharp. A detailed email will be sent out with the donation breakdowns for this event.

If you would like to donate directly to John's Fund or Foundation, please visit mtsacfoundation.org/johnmarman

If you or someone you know is experiencing a mental health crisis, please reach out for help. If someone is in immediate danger, call 911. Get connected to the National Suicide Prevention Lifeline by dialing 988. Get 24/7 help from the Crisis Text Line. Text HOME to 741741. focus.senate.ca.gov/mentalhealth/suicide

Proceeds from this event go to:

- The John Marman Scholarship Fund
- The John Marman Turf Team Foundation
- The Kent Kurtz Memorial Scholarship
- University Research
- Educational Events

State President Tom Sweeney Installs SFV and CI Boards



2024 CHANNEL ISLANDS BOARD INSTALLED – Joining the SFV Board in their Dual Chapter Installation in late January are the Channel Islands board members in attendance. Shown with Installing Officer State President Tom Sweeney (left) are Treasurer John Hernandez, Board Chair / VP Events Kyle Hillendahl, President Ivan Salazar with son Benjamin, and VP Legislation Pete Dufau.



EVENT VIPS – The Salazar brothers – CI President Ivan Salazar, State Secretary-Treasurer Alex Salazar, and SFV President Francisco Salazar – are proof that leadership rises to the top.



PAST STATE PRESIDENT Rich Angelo with wife Charlene enjoy talking with old friends and making new ones, which is a major benefit of attending chapter and state events.



SFV FIRST LADY Yuri Salazar enjoys the Installation with daughter Vicky. Papa Francisco and Yuri bring little Vicky to many CLCA events, and she seems to really enjoy them. Perhaps your family members would too.



JAN VEIS RETIRES – After more than 20 years serving as SFV Executive Secretary Jan Veis (right) has announced her retirement. Among the many thanking her for years of devotion to SFV is board Secretary Natalie Balyasny.



PRESIDENTIAL INSIGHT regarding CLCA is passed on by State President Tom Sweeney to SFV Associate Member rep Juan Mendoza of Milwaukee Tool, a recent addition to the SFV board.



CHANNEL ISLANDS PRESIDENT Ivan Salazar also came to the Installation with his family. Ivan's wife Jasmin and son Benjamin are becoming regulars at these chapter events.



WISHING JAN THE BEST in her retirement is long-time friend and strong CLCA supporter Norm Lopez of Southland Sod.



SFV TREASURER and Past State President Mickey Strauss with wife Cindy who serves as SFV Auxiliary President, enjoy the Installation dinner held January 25 at Yolanda's Café in Simi Valley.



NETWORKING and catching up (in foreground) are CI's Pete Dufau and Kyle Hillendahl with Southland Sod's Norm Lopez. Shown in background are SFV Past President Steven Kinzler, and LA/SGV's Noah Gottlieb of Noah's Ark Landscaping.



STATE SECRETARY-TREASURER Alex Salazar attended the event with wife Wendy and sons Daniel and Adan. CLCA may once again become a family matter. Here's hoping.

Developing Leadership Skills for Small Business *From an article in allBusiness*

• Leadership Skills Small Business Owners Should Focus on Honing

1. Emotional intelligence

Today, adaptability and human-centric approaches are increasingly valued, and emotional intelligence has emerged as a key skill for business leaders.

2. Curiosity

Great leaders constantly ask questions. Why is the customer unhappy? What more could the product do? How can an employee grow more this year? Then, they listen carefully and ask follow-up questions. When all the ideas have been brought to light, they encourage both exploration and failure – because creativity and innovation can only happen when the team is not afraid to try.

3. Written communication

Good written communication is an increasingly important skill as we continue to operate with remote workers or freelance hires around the world. It's especially crucial since it allows leaders to work with their teams asynchronously, minimizing the friction of coordinating in-person meetings or scheduling calls.

4. The ability to manage your well-being

Build a daily routine that helps you prioritize your mental, emotional, and physical well-being so you can operate at peak performance. Your energy sets the tone. Invest in yourself daily and watch your team soar.

5. Digital literacy

It is essential to get acquainted with the latest tech trends and be familiar with the relevant tools that can help streamline business operations. We live in a digital age. So, to grow your business, it's important to have the ability to leverage viable solutions that fit your needs.

6. Agility

If we've learned anything from the last few years, it's to be prepared for anything and everything. One of the best skills to cultivate in 2024 is the ability to lead in unpredictable and ever-changing environments. To successfully steer your team through ongoing

challenges, learn how to make agile decisions. Make it your goal to foster a culture of continuous learning and adaptability.

7. The ability to motivate others

This goes beyond simply making motivational speeches and requires you to study the needs and goals of each person. Try to identify what drives every member of your team so you can find the best way to communicate with them and inspire them to perform their best.

8. Creative problem-solving

A crucial skill for any business owner is creative problem-solving.

Cultivating this skill improves a leader's capacity for adaptability, strategic thinking, and overcoming challenges in the ever-changing business landscape. It makes people more flexible, stimulates critical thinking, and helps businesses succeed by finding creative and innovative solutions to problems.

9. Resiliency

Business owners should focus on building resiliency this year. With so much uncertainty in the market, in politics, and in the world, embracing

resiliency can be the difference between a strong leader who guides a company through rough waters and a company that doesn't make it.

10. Thought leadership

Leaders who want to stand out need to build thought leadership skills. This means creating a personal brand, learning how to communicate effectively online, and sharing powerful and valuable insights with the aim to teach, connect, and stand out. This will make them better leaders who also make an impact in their industry.

11. Mental fortitude

Running a business isn't easy. You may come across a variety of challenges. You may fail multiple times. Each time, rather than succumbing to self-doubt, you have to get back up and keep the needle moving. You can't let the issues get to you, and you have to keep your cool to come up with viable solutions that ensure your success.

12. Developing data literacy

Get comfortable with numbers, reports, and data in general, as well as learn to interpret them and translate insights into actionable strategies. This leads to better decision-making that then leads to growth in the business. Business owners should learn statistics and data analysis to better process information and drive better results.

13. Active listening

If you're looking for a leadership skill to improve on this year, practice active listening. Instead of planning what you're going to say while a team member is talking, stop and really listen to what they are saying. Not only will this skill make you more mindful of your actions, but it will also make it easier for you to understand and build rapport with your team.

One of the best skills to cultivate in 2024 is the ability to lead in unpredictable and ever-changing environments.



Ruben Aranibar
Sales Representative
raranibar@agsod.com
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Green industry supervisors and seasoned managers looking to sharpen their leadership skills are invited to attend CLCA's new leadership development workshops.

CLCA's exclusive online program is interactive and participatory and will help supervisors and crew leaders gain the skills needed for success. It features 15 hours of training.

Our trainers will provide new supervisors and seasoned managers with the tools they need to be successful and impactful leaders. This is a great opportunity to educate, support and empower new supervisors.

The course curriculum covers everything a supervisor should know to be successful:

- Know Your Organization and Your Role as a Leader
- Strengthsfinder Assessment
- Communicate Effectively/Manage Conflict
- Performance Management/Leading Change
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- Creating a More Inclusive Work Culture/ Review

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This workshop and other CLCA efforts to promote green industry professionalism made possible thanks to the generous support of CLCA Insurance Solutions.



Trade Show News

Nor Cal Trade Show Demonstrates Significant Growth

- **The Nor Cal Landscape & Nursery Show announces increases in attendance and sold-out exhibit booths at their February show**

On a damp and cool February day, the landscape and nursery industry gathered in San Mateo for the 44th annual Nor Cal Landscape & Nursery Show. Crowded aisles and sold-out exhibits were the talk of the show. Vendors commented on the number of quality interactions they had with attendees.

A dynamic seminar program of a dozen classes ranging from tree care, digital marketing, rescuing old landscapes, climate ready plant material, horticultural therapy, future of landscape maintenance and other topics drew an increase of nearly 35% of seminar attendees over last year.

The show was sold out early in January with 132 exhibiting firms representing everything from plant material, irrigation, landscape equipment, marketing ideas, planter boxes, soil amendments, and fertilizers in nearly 200 exhibit spaces.

Demographics for the show included retail, wholesale and growers, landscape, designers, municipalities, and numerous others. It drew attendees from all over California, five western states and international visitors.



The show hosted student groups from California Polytechnic State University San Luis Obispo, Foothill College and Solano Community College who were introduced to the professional members of the landscape and nursery industries through classes and interaction at booth spaces.

The 2025 Nor Cal Landscape & Nursery Show will take place at the San Mateo Event Center on Thursday, February 6, 2025. For information on booth spaces please contact show manager, Margo Chevront, at margoc@frontiernet.net or 530-458-3190.



JOSÉ ROBLES
Owner
Landscape Warehouse

Change of Time, Change of Outlook

We have just “leaped forward” into Daylight Savings Time that brings with it an additional hour of daylight. It also brings a brighter outlook for landscape industry businesses that have struggled through the dark days of winter and are now looking forward to a busy

spring season.

After the big rains our business has already started to see an uptick in customer visits and purchases. They know that now's the time to get their planting and fertilizing done, it's time to turn on – and repair – those sprinklers that have been turned off for the winter, and it's time to prepare their best projects for entry into the Landscape Beautification Awards Competition.

This time of year, is also when CLCA chapters and other Green Industry organizations begin putting on events that are both fun and educational. Attending these events will give you the information you need to improve your business, it will open doors to new

opportunities, and will introduce you to local political leaders and industry VIPs you might otherwise not get a chance to meet. Landscape Warehouse will have a schedule of informative classes you will not want to miss, either. We will feature them in coming issues.

...it is time to implement those great ideas and new year's resolutions you wanted to phase in earlier this year but held off because of the winter financial crunch.

Once your business picks up...and it will...it will be easy to say that you are “too busy” to attend the next board meeting or CLCA mixer. You should never be too busy to expand your business...your competition has learned that lesson, and they will be there to take advantage of the opportunities you missed.

Lastly, it is time to implement those great ideas and new year's resolutions you wanted to phase in earlier this year

but held off because of the winter financial crunch. Those ideas turned into reality could be what takes your business to the next level and the next. Landscape Warehouse has begun implementing some new ideas and procedures in time for the busy spring season, and I will share some of them in future issues.

May your revised outlook on life and business bring you the positive results you have worked so hard to achieve. – José

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Thursday, April 18
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Pasadena - (626) 792-3319 - 1673 E. Walnut St.

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Quartz Hill Garden Center - (661) 943-5222 - 42254 50th St. West

Enthusiasm and Belief *From an article by Mark Matteson, Sparking Success*

For as long as I can remember, I have been selling something. When I was in the 8th grade, at age 12, I took the forty cents my mother gave me for lunch, got up 30 minutes early, and walked to Firdale Village's little bodega. With that money, I invested in penny and nickel candies and proceeded to sell those treats to my classmates in first-period wood shop. I sold the penny candy for a nickel; the nickel candy for a quarter. I turned ten penny candies into 50 cents and six nickel candies into \$1.50! Minus the initial .40 cents, that was a whopping \$1.60 in profit! Over the next 30 days, I made \$48.

In 1969, this was a princely sum for a kid from Forest Glen. It was my first lesson in "Supply and Demand" and turning a profit. The next month I had some competition and of course the whole operation was eventually shut down. However, I proved to myself one simple thing, I could sell.

This month's Book-of-The Month is "Sparking Sales Success – How to Enjoy a 75% Close Ratio" by Mark Matteson. It represents over 50 years in sales (and corresponding Online Video Masterclass). To order simply click on MarkMatteson.com to access.

Sales is an act of pure creativity. To be successful in sales, it requires a host of admirable qualities: pluck, drive, determination, assertiveness, discipline, listening, presenting, negotiating, tracking and measuring, qualifying, overcoming objections, and closing skills. The list goes on. In this e-book, I captured the hard-won lessons I have learned over the last 54 years. I love to sell. I will be selling until the day I die. Everybody is in sales, the only question is, how good are you at it? We sell our children on doing their homework, our spouse on the vacation spot we want, our employees on committing to the corporate vision, values, and goals, our prospects to buy. But first, we must be sold ourselves. We can't sell something we don't believe in.

"Enthusiasm is one of the most powerful engines of success. When you do a thing, do it with all of your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic, be enthusiastic, and faithful, and you will accomplish your objective. Nothing great was ever achieved without enthusiasm." – Ralph Waldo Emerson

The adjective entheos translates to English as "Full of the God; inspired, possessed," and is the root of the English word "enthusiasm." The Greeks used it as a term of praise for poets and other artists. Genesthai means "to come into being."

How committed to your product or service are you? Would you say you love what you sell? When I work with service companies around the globe I say, "Would you like to dramatically increase your sales this year?" The audience nods yes. "Whatever product you sell, make certain you have THAT brand in your home and in your mother's house!" Put your money where your mouth is! Walk your talk. Sales is a transfer of belief. It's very difficult to get excited about something you don't believe in.

"How do you go from where you are to where you wanna be? I think you have to have enthusiasm for life. You have to have a dream, a goal. And

you have to be willing to work for it."

– Jim Valvano, Championship Basketball Coach, North Carolina State




MARK MATTESON
Sparking Success

What can you do to increase your enthusiasm so that you increase your sales output?

1. Make a list of all the reasons your product or service will benefit your customers. Do this as a company as well.
2. Invest in and use your product or service faithfully. Become a true believer!
3. Set specific goals that force you to stretch your comfort zones.
4. To be enthusiastic, you must ACT enthusiastic. Is a bird happy because he sings, or does he sing because he is happy?
5. Hang around enthusiastic people; People who inspire you with their enthusiasm.
6. Read books that instruct and inspire you every day for 30 days. Become a lifelong learner.
7. Decide to double your enthusiasm and activity for 30 days. Smile more. Move more. Be more.

I wonder if Firdale Village is still there? I could use some penny candies. They only cost a nickel...

Mark Matteson is an inspiring speaker and author of the international bestseller, "Freedom from Fear." His company, Sparking Success, is located in Edmonds, WA. Phone: (206) 697-0454.



Natalie Balyasny
Producer
CA LIC #0F92130
nataliebalyasny@worldinsurance.com

Landscape Contractors Insurance Services
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Effective Leadership Characteristics From an article by Lauren Landry, Harvard Business School Online

Although there isn't a single right way to effectively lead a team, there are several characteristics common among successful leaders and managers you should consider when developing your leadership skills. Incorporating these abilities into your professional development can enable you to make difficult decisions, align your organization on common goals, and lead your team to success.

CHARACTERISTICS OF AN EFFECTIVE LEADER

1. Ability to Influence Others

Early in your career, you might exercise authority by being the go-to person on a certain subject within your organization, or by actively listening and building consensus among your team. As you advance, you may exert influence by knowing how to articulate the direction you think the company should head in next.

Focus on understanding staff motivations and encourage them to share their opinions. You can use that knowledge to make changes and show their voice matters.

2. Transparency – to an Extent

Part of building trust is being transparent. The more open you are about the organization's goals and challenges, the easier it is for employees to understand their role and how they can individually contribute to the company's overall success. That sense of value and purpose translates into higher levels of employee engagement.

While transparency is often intended to promote collaboration, knowledge sharing, and accountability, too much of it can have the opposite effect, according to Ethan Bernstein, an associate professor of organizational behavior at Harvard Business School. He encourages balancing transparency with privacy and setting different types of boundaries to still foster experimentation and collaboration.

3. Encourage Risk-Taking and Innovation

Experimentation is critical to establishing and maintaining your company's competitive advantage. Great leaders recognize this and encourage risk-taking and innovation within their organization.

By creating a culture that embraces failure and experimentation, employees are more emboldened to test theories or propose new ideas, because they see that creativity is valued.

After all, big breakthroughs don't happen when companies play it safe; experimentation is needed to reach lofty business goals. If well-intentioned, failures often become valuable lessons.

4. Integrity and Accountability

One of the most important aspects of leadership is demonstrating integrity. In a survey by consulting firm Robert Half, 75 percent of employees ranked "integrity" as the most important attribute of a leader. In a separate survey by Sunnie Giles, creator of Quantum Leadership, 67 percent of respondents ranked "high moral standards" as the most important leadership competency. Yet, it can be easy for leaders to deprioritize integrity when faced with organizational power. The ability to balance power and accountability can set successful leaders apart from ineffective ones.

5. Act Decisively

In today's fast-changing, complex business environment, effective leaders need to make strategic decisions quickly – even before any definitive information is available. Once you make a choice, stick with it, unless there's a compelling reason to shift focus. Your goal is to move the organization forward, but that won't happen if you can't make a decision without wavering.

Continued on page 13

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The Creative Power of Cause and Effect

You know, the older I get the more I understand and appreciate the majesty of our Creator – God and all the unique and individual people, the unique plants, trees...and of course, all the wonderfully unique flowers. We are all created to wonder, explore, and experience the “all-ness” of life as a gift from Him. Just as there are no humans that are exactly alike, there are no two plants or trees exactly alike, either. Similar, yes, but exactly alike, nope. And each is sustained individually – I can’t eat for my neighbor, and that tree in your front yard can’t draw water for that tree in your back yard. Neither can we think for one another. We may be connected spiritually, but physically, not so much.

When I open my eyes in the morning to greet the world around me, I have a smile on my face, just like the delight of the morning flowers as they welcome the day by turning toward the rising sun. Glorious, just glorious!

It wasn’t always that way when I was busy with busi-ness. I still get up early, though. Back then it was off to the office to start a new project, make plant choices, set up the crew and the site, and head back to the office for more design work. Probably not much different than your workday. But now for me the hustle and bustle is gone, displaced with basking in the joy of retirement.

Cause always precedes the effect as the thought precedes the thing itself. Cause and effect are inseparable. Know that success can begin

with a positive state of mind (the cause), with the effect being prosperity in your business or in other areas of life. Mentally cultivate positive, affirmative attitudes of well being and confidence in your ability. As suggested at the beginning of this pondering, it’s your life and only you can live it. What you are thinking about will come to pass. It’s YOUR consciousness.

I have found and believe that our Creator establishes goodness in every individual who seeks Him, and our awareness of the gift gives each of us the opportunity for continued growth that is constructive. Our subconscious mind can repel anything that might be a detriment to our good. How great it is that God is Love, understanding, calmness, beauty, patience, health of our body and mind in addition to so many other wonderful attributes of His presence within.

It is in our understanding of these principles that we can direct our lives with so many possibilities available to us. “Goodness” always replicates itself through creation. I think it’s wonderful that the value of diversity in our world is meant for everyone.

And remember, Love Does, always. Namasté. – *Dave*



DAVID JUNOD
Sheridan Landscaping, Inc.

Cause always precedes the effect as the thought precedes the thing itself. Cause and effect are inseparable.

Effective Leadership Characteristics *from page 12*

While timely decision-making is essential for any effective leader, it’s important to remember that decision-making is a process. By acting decisively, continuously evaluating, and pivoting when necessary, you can lead your organization through the ever-changing business landscape.

6. Demonstrate Resilience

Every decision you make won’t result in success. There will be times when you’re met with failure; it’s your job as a leader to exercise resiliency.

Key Resiliency Tips

- Continuously assess and reassess your leadership approach
- Commit to your primary objective while exercising flexibility
- Maintain belief in the team’s mission by managing collective and individual energies
- Effective leaders don’t avoid hard truths or difficult challenges. Instead, they take responsibility for their decisions, maintain optimism, and focus on charting a new course of action.

Assessing Your Strengths

“Becoming an effective leader doesn’t happen overnight. It’s a continuous process and requires you to assess your strengths and evaluate who you are as a communicator and collaborator. In many cases, it’s your strong performance as an individual contributor that lays the

foundation for your leadership roles,” says Harvard Business School Professor Anthony Mayo in the course Leadership Principles.

“But what got you there won’t get you to the next level. As you shift from doing the work yourself to creating the conditions in which others excel, your identity is less about your individual accomplishments and tasks and more about the collective work of the group.”

With that shift in mind, you can take action to develop your leadership style and become the type of leader your organization needs.

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