



Ulster Leadership Development Institute Class
of 2021



Leadership

"You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do."

-Eleanor Roosevelt

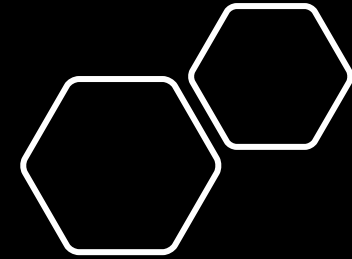


M&T Bank is proud
to support
Ulster Leadership's
Class of 2021.

Congratulations to this year's graduates.



 Equal Housing Lender. ©2020 M&T Bank. Member FDIC. mtb.com
Support provided by The M&T Charitable Foundation and its corporate sponsor, M&T Bank.





Thanks to our Premier Institute Sponsor!

*Making this program possible
year after year*

M&T Bank

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Ulster  Savings
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RESORT & SPA



Hudson Valley
INSURANCE
AGENCY

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ULSTER LEADERSHIP *Celebration*

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“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”

-Ralph Waldo Emerson



ULSTER LEADERSHIP *Celebration*

Celebration SILVER SPONSORS



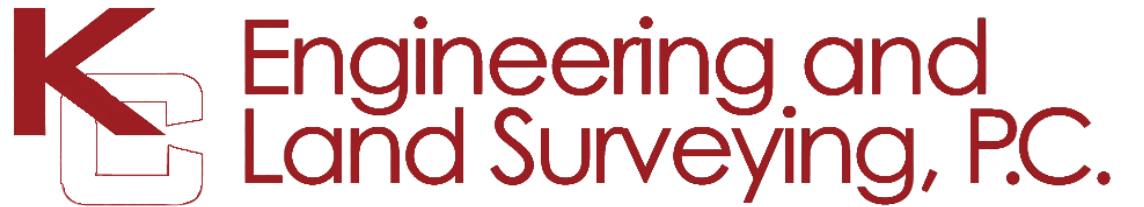
John & Rhonda Eickman



ULSTER LEADERSHIP

Celebration

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ULSTER LEADERSHIP

Celebration

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Francis P. Flynn
Certified Public Accountant



HudsonValley[®]
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**“Management is
doing things right;
leadership is doing
the right things.”**

***Peter F. Drucker,
author and
educator***

ULSTER LEADERSHIP

Celebration

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Adams Fairacre Farms

Michael Janasiewicz

***Silver Sponsor -
Leadership Ulster Scholarship Fund
In memory of Len Cane***

Nancy Clark, P.E.



The Retreat at Best Western PLUS



Retreat Games

SO WHAT'S NEXT?

Individuals	Organizations	Supervisors/Leaders
Engage in self-reflection on a regular basis. (confidential)	Collaborate with groups and organizations committed to inclusion.	Recognize microaggressions occur daily.
Recognize dismissive attitudes are harmful.	Offer training and opportunities for continuing education	Foster environment for employees to discuss openly.
Continue educating yourself on your own or through educational activities.	Foster inclusive and supportive environment for all.	Recognize and acknowledge moments when you conducted a microaggression.
Avoid making assumptions which lead to labeling.		

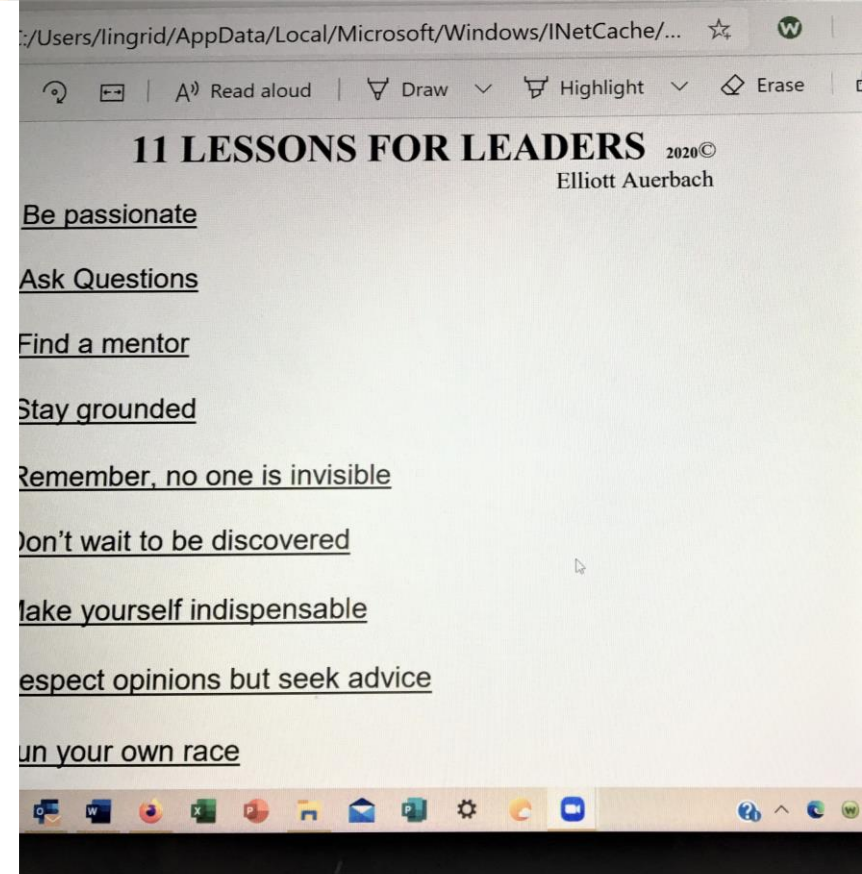
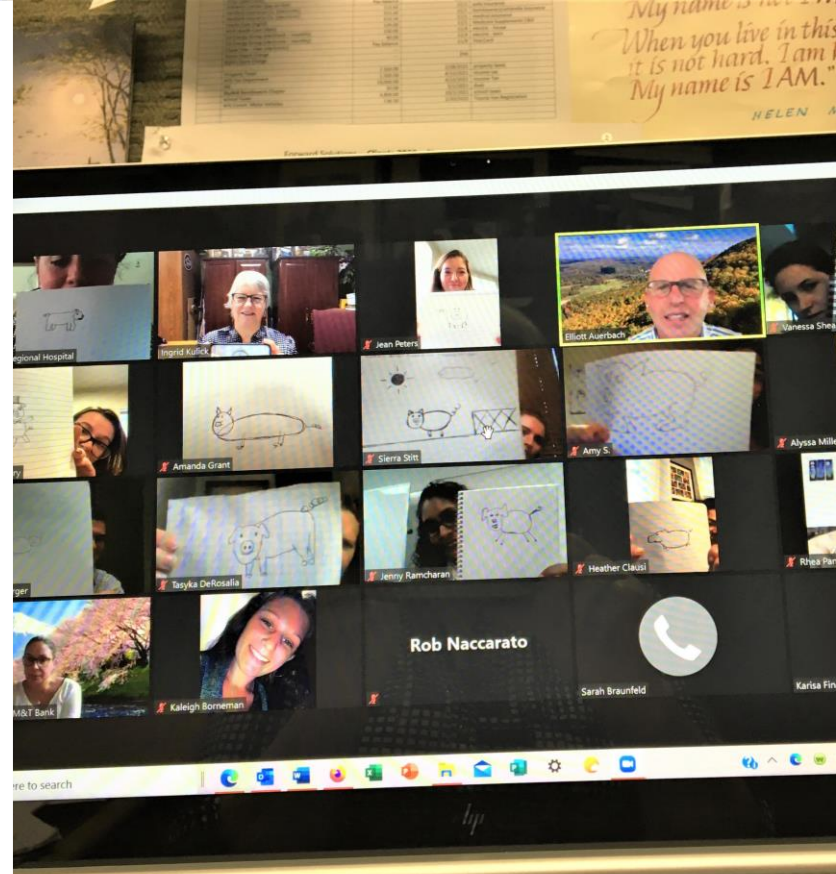


HealthAlliance

Westchester Medical Center Health Network



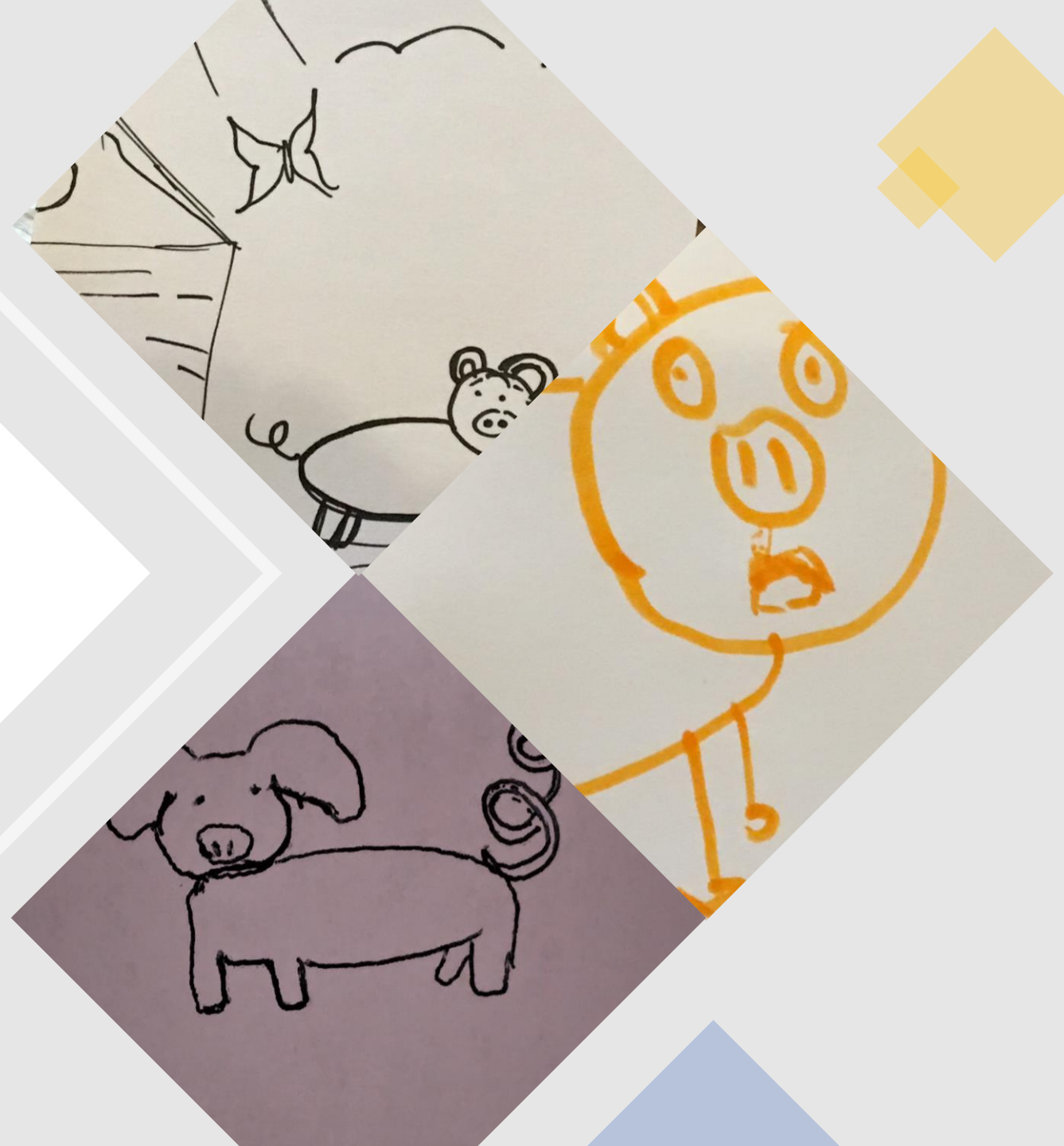
Freddy Garcia,
Regional
Director of
Diversity,
Inclusion and
Community
Engagement,
HealthAlliance



Elliott Auerbach, NYS Deputy Comptroller

The Pig Test

Elliott Auerbach's fun
pig test to determine
leadership styles!



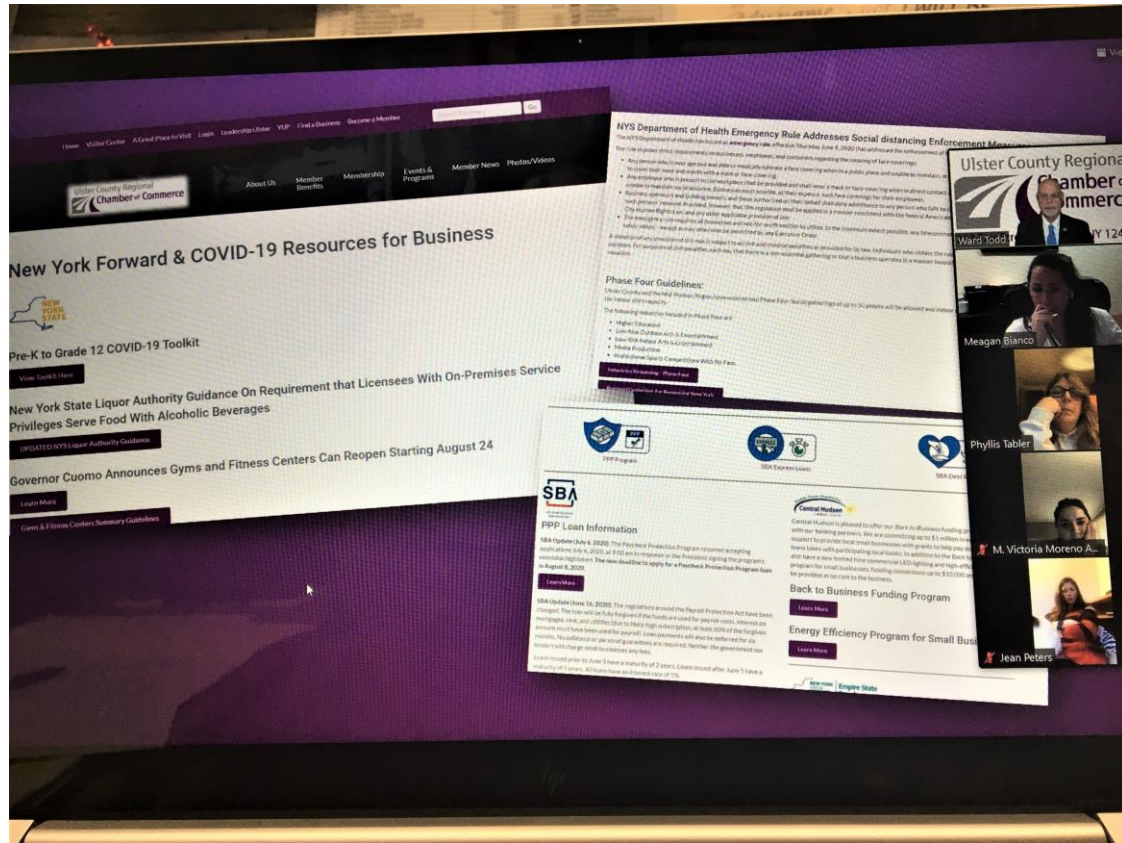


Lisa Berger, Director of Economic Development
for Ulster County

Ward Todd,
President/CEO,
Ulster County
Regional
Chamber of
Commerce



Chamber efforts during pandemic

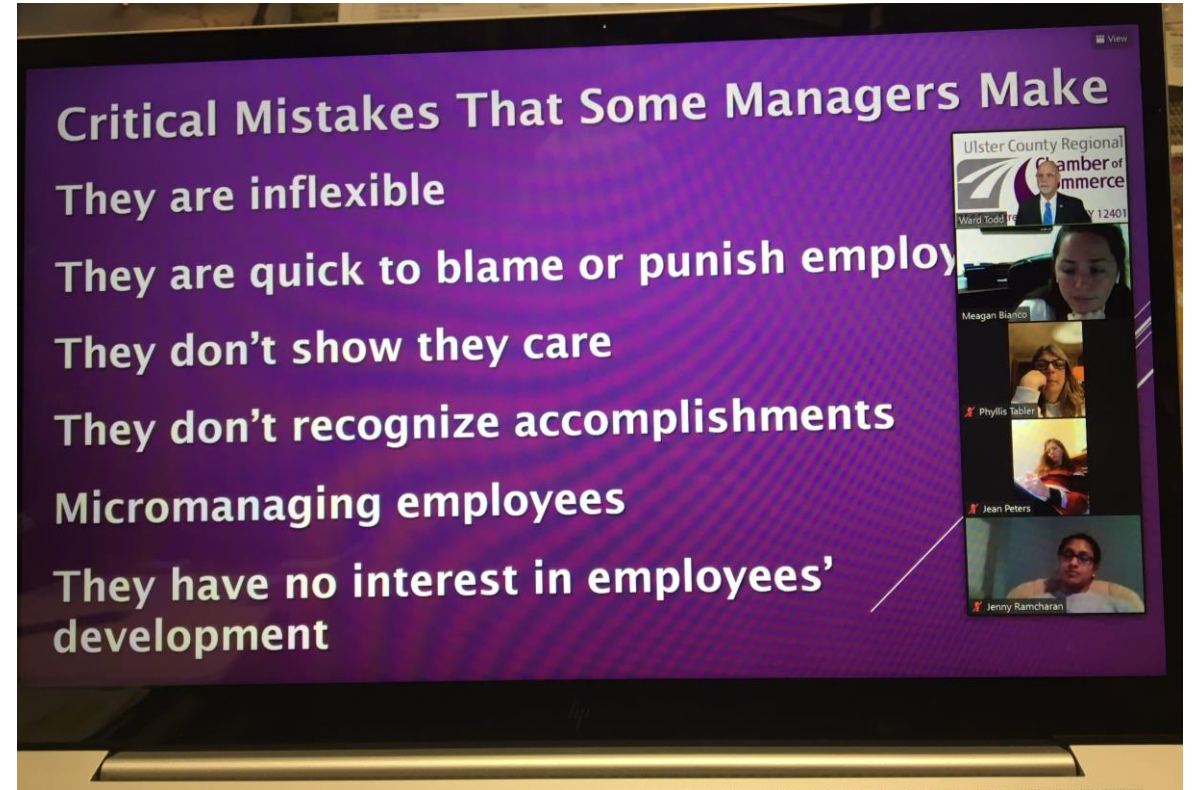
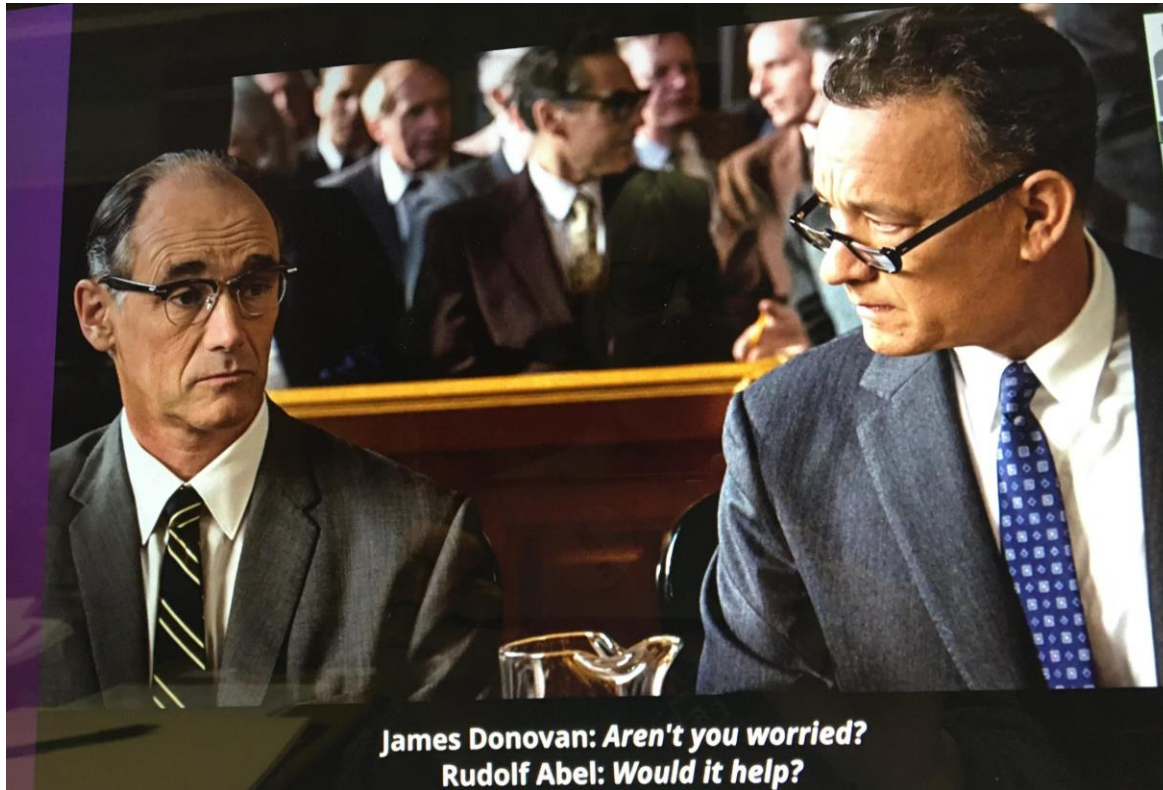




Karisa Finch
Ulster Savings Bank

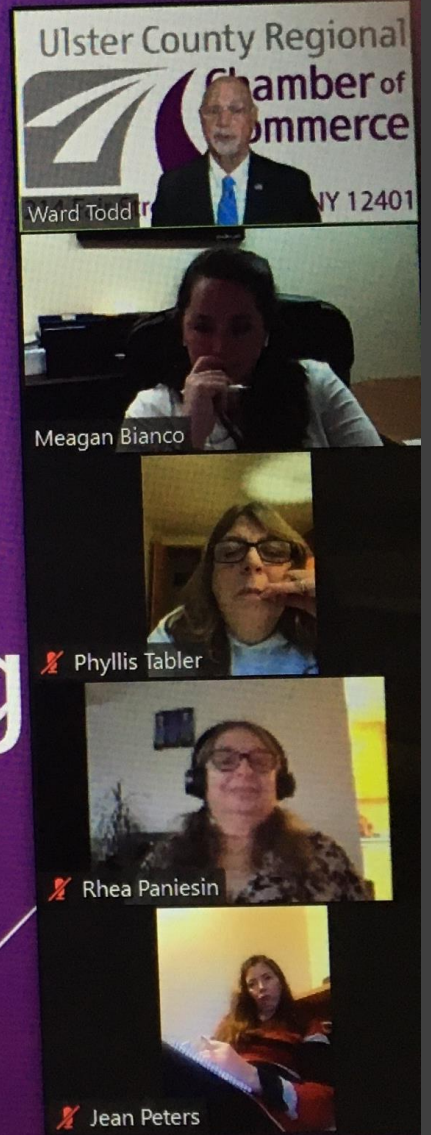
Brianna Keary
Ulster Savings Bank

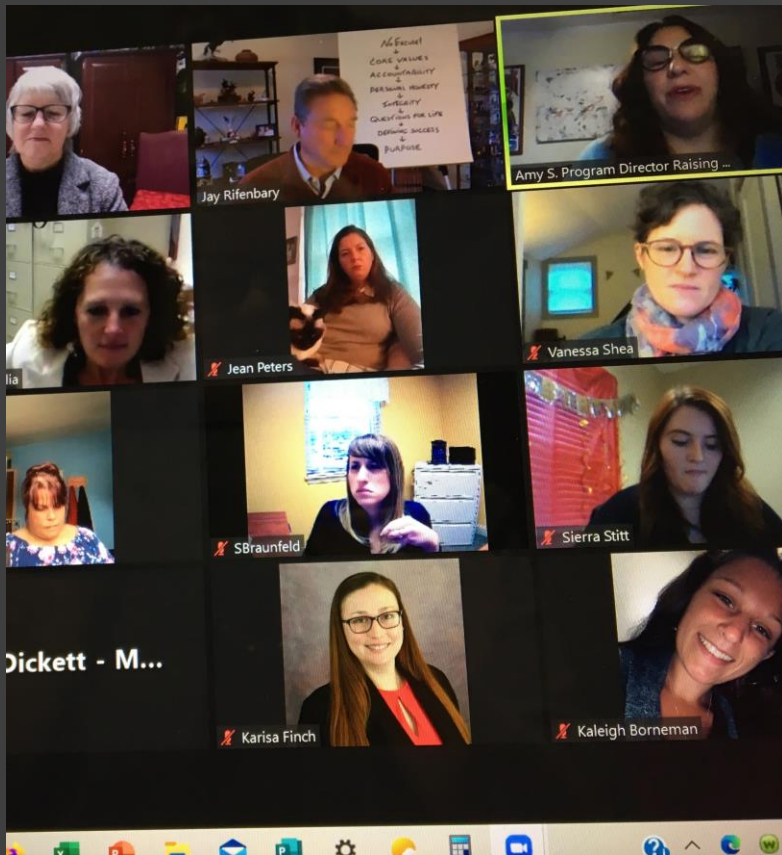




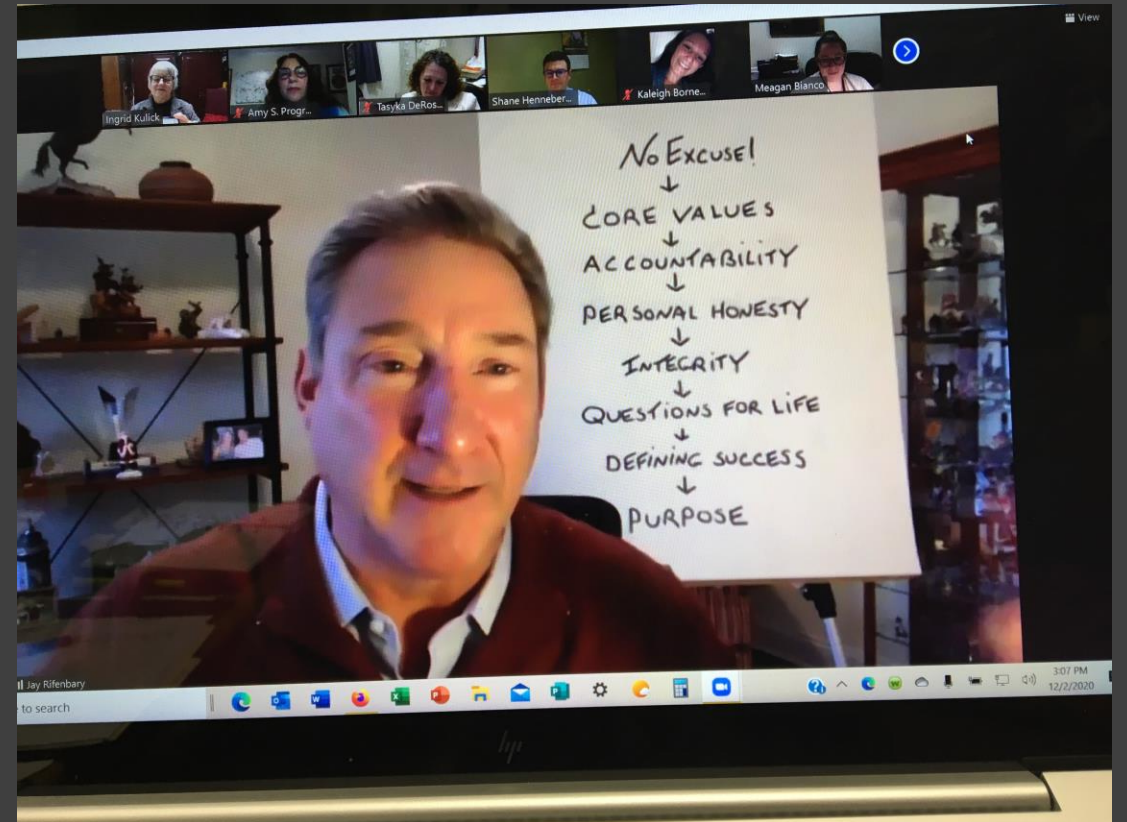
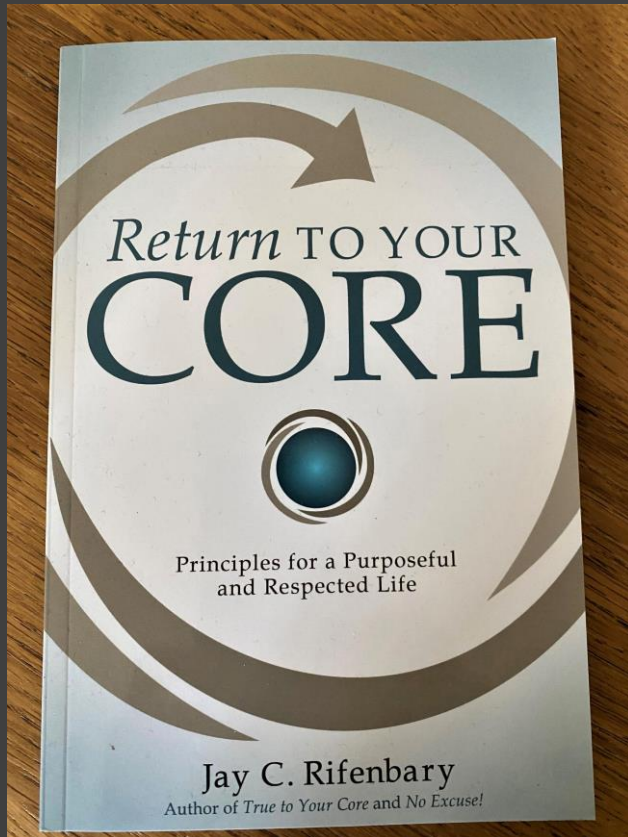
Our speakers and panelists always share bits of wisdom!

Look at a day when you are
supremely satisfied at the
end. It's not a day when you
lounge around doing nothing;
it's when you've had everything
to do, and you've done it.
~ Margaret Thatcher





Jay Riftenbary, President,
Riftenbary Training &
Development



International author
and speaker

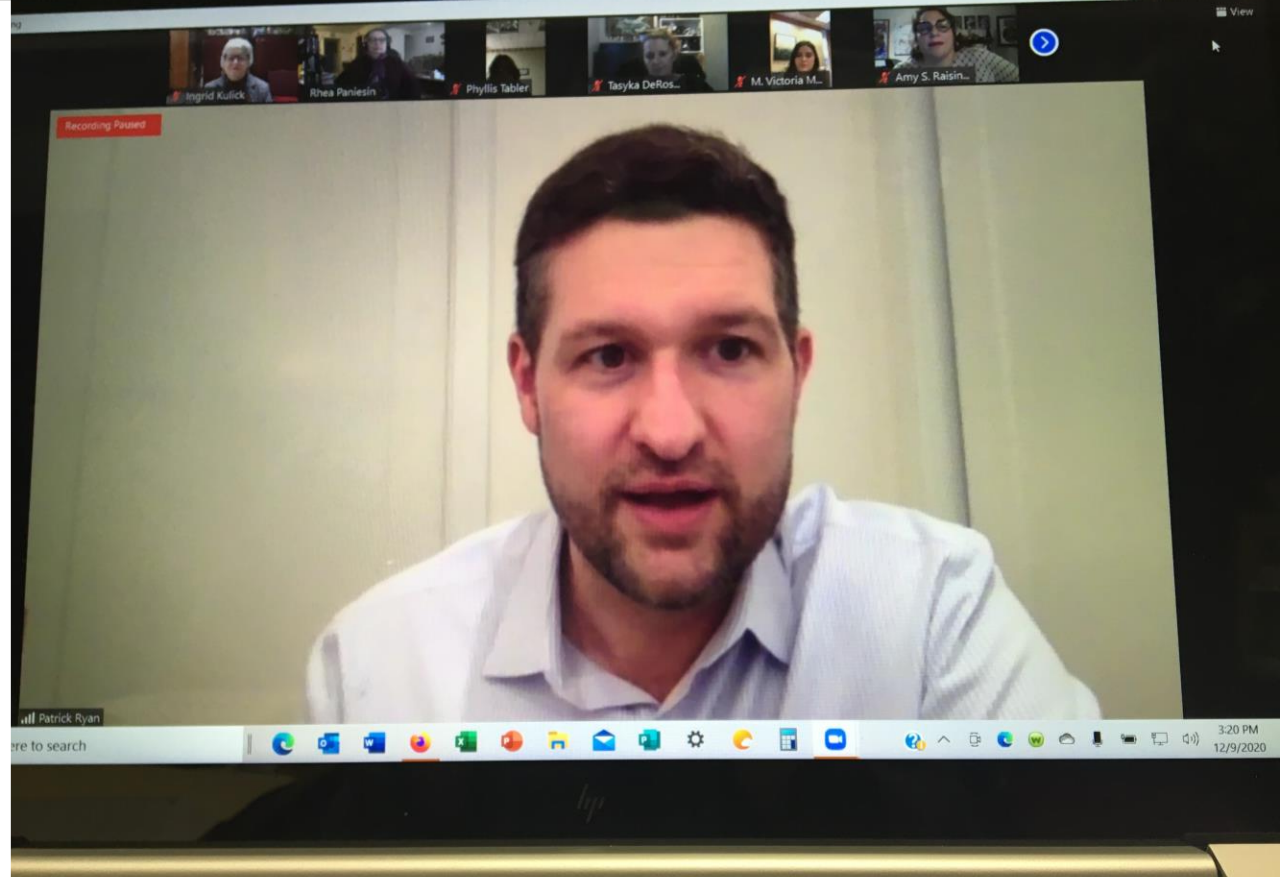


Vicky Amado
Ulster Savings Bank

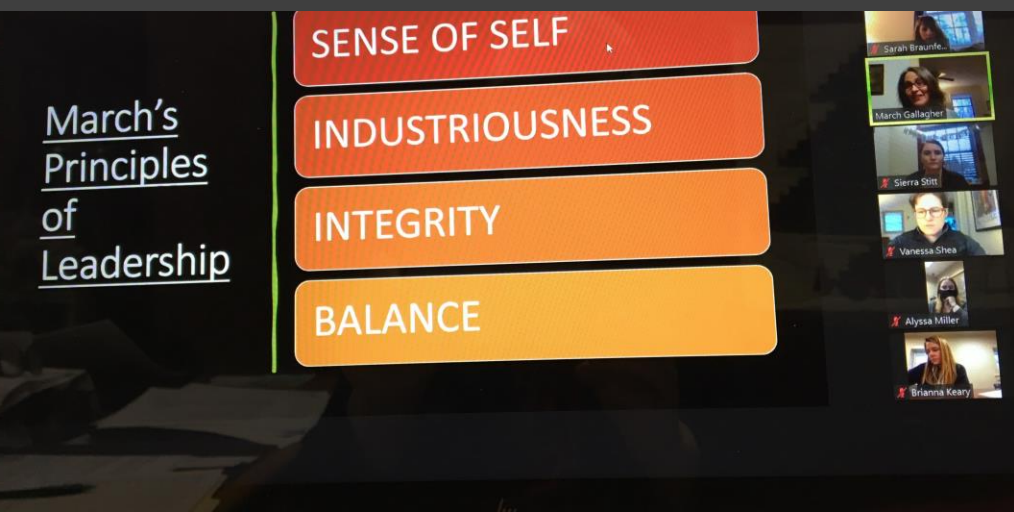
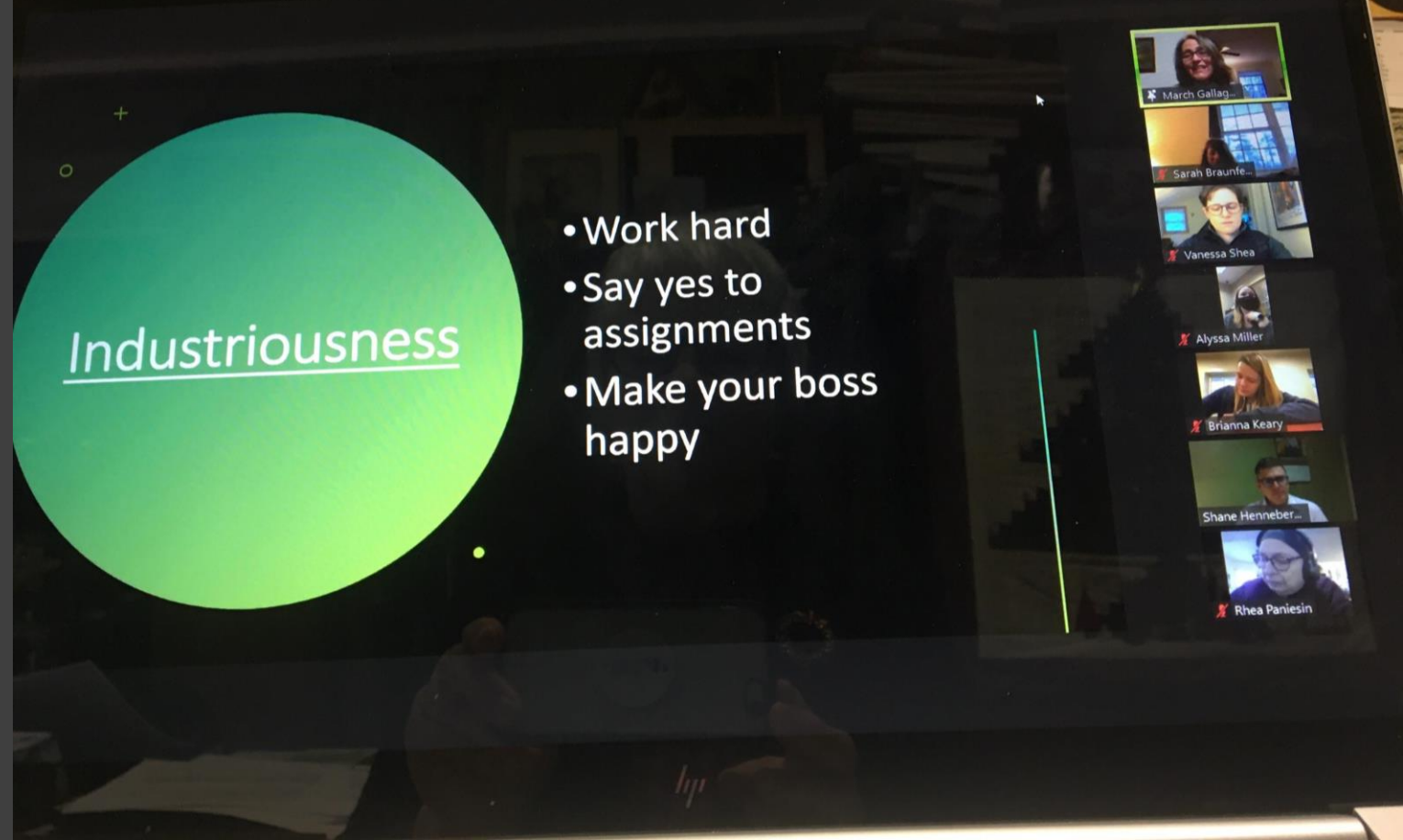


Alyssa Miller
Ulster Savings Bank

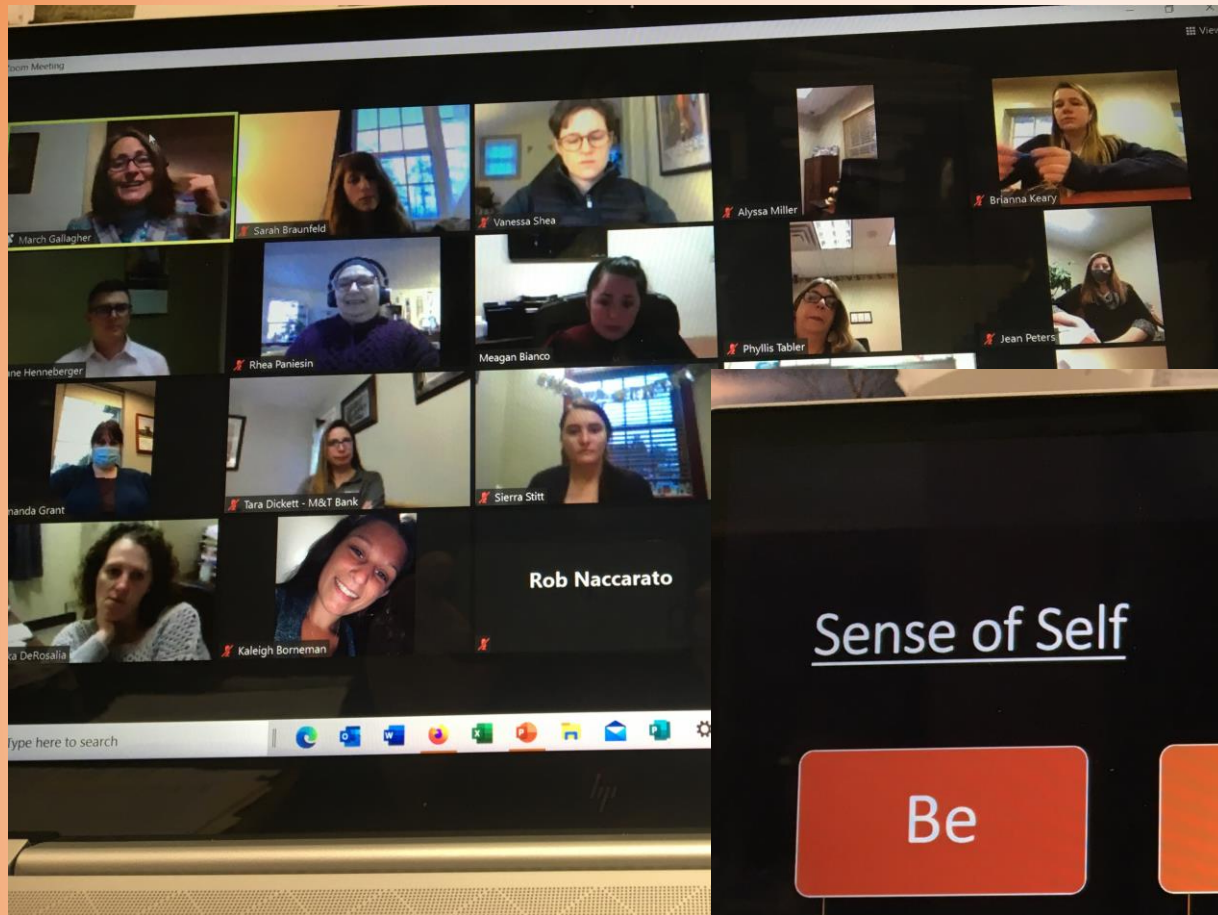




Ulster County Executive, Pat Ryan



March Gallagher, Ulster
County Comptroller



Sense of Self

Be

Be different

Be

Be good at
what no one
else likes

Don't be

Don't be
afraid to ask
questions





Amy Summers
Raising HOPE Women's
Mentoring



Jean Peters
Ulster Savings Bank

John Eickman,

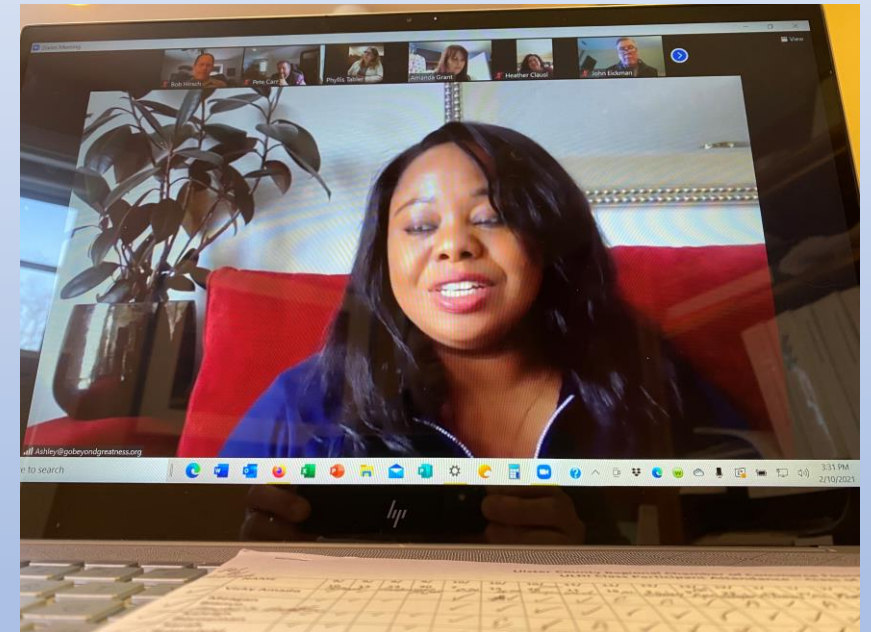


Business & Industry Panel Discussion

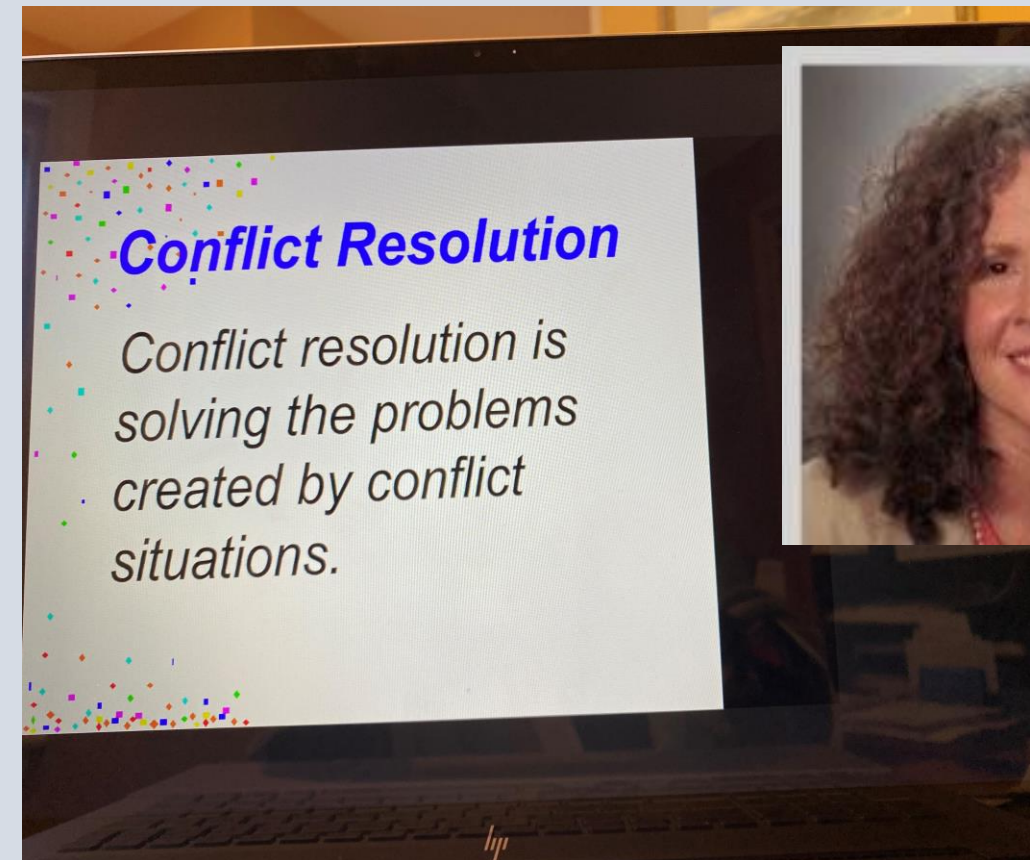
Pete Carr,



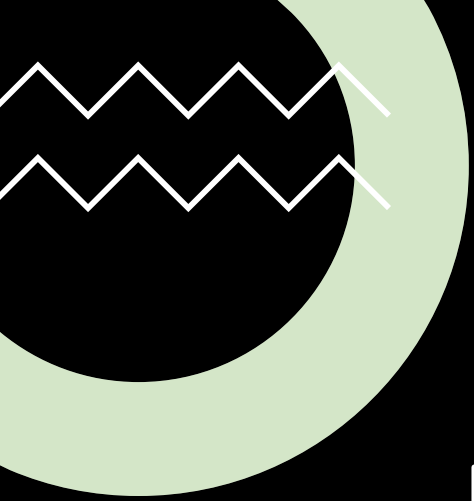
Bob Hirsch,
Employment & Training Office,



Ashley Knox,
Go Beyond reatness, Inc.



Nancy Plumer, New Visions –
“Conflict Management & Resolution”



Rhea Paniesin
YMCA



Tasyka DeRosalia
RUPCO





“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands during challenge and controversy.”

-Dr. Martin Luther King, Jr.

Nonprofit Leadership Panel Discussion

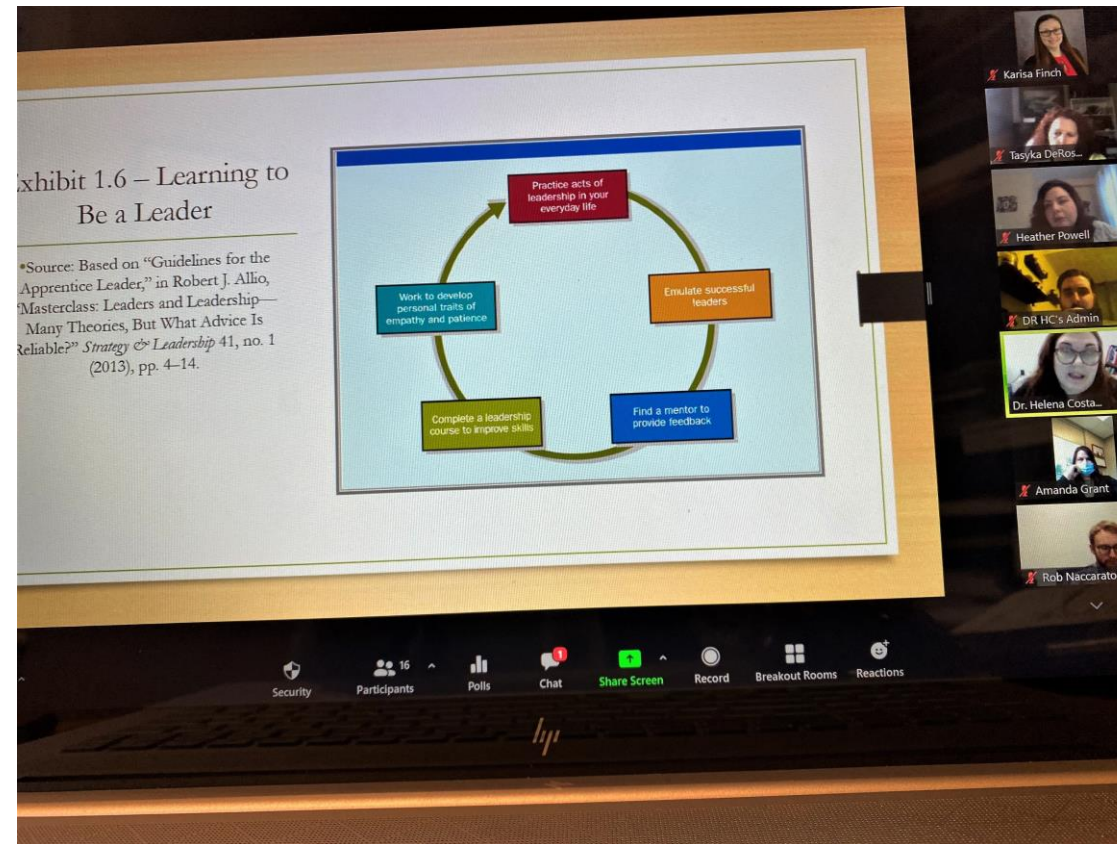
- Casandra Beam, Ulster Literary
- Chris Marx, SUNY, Ulster
- John McHugh, The Arc Mid-Hudson
- Kevin Quilty, Community Foundations of the Hudson Valley
- Lester Strong, Peaceful Guardians Project
- Elizabeth Waldstein, Walkway Over the Hudson

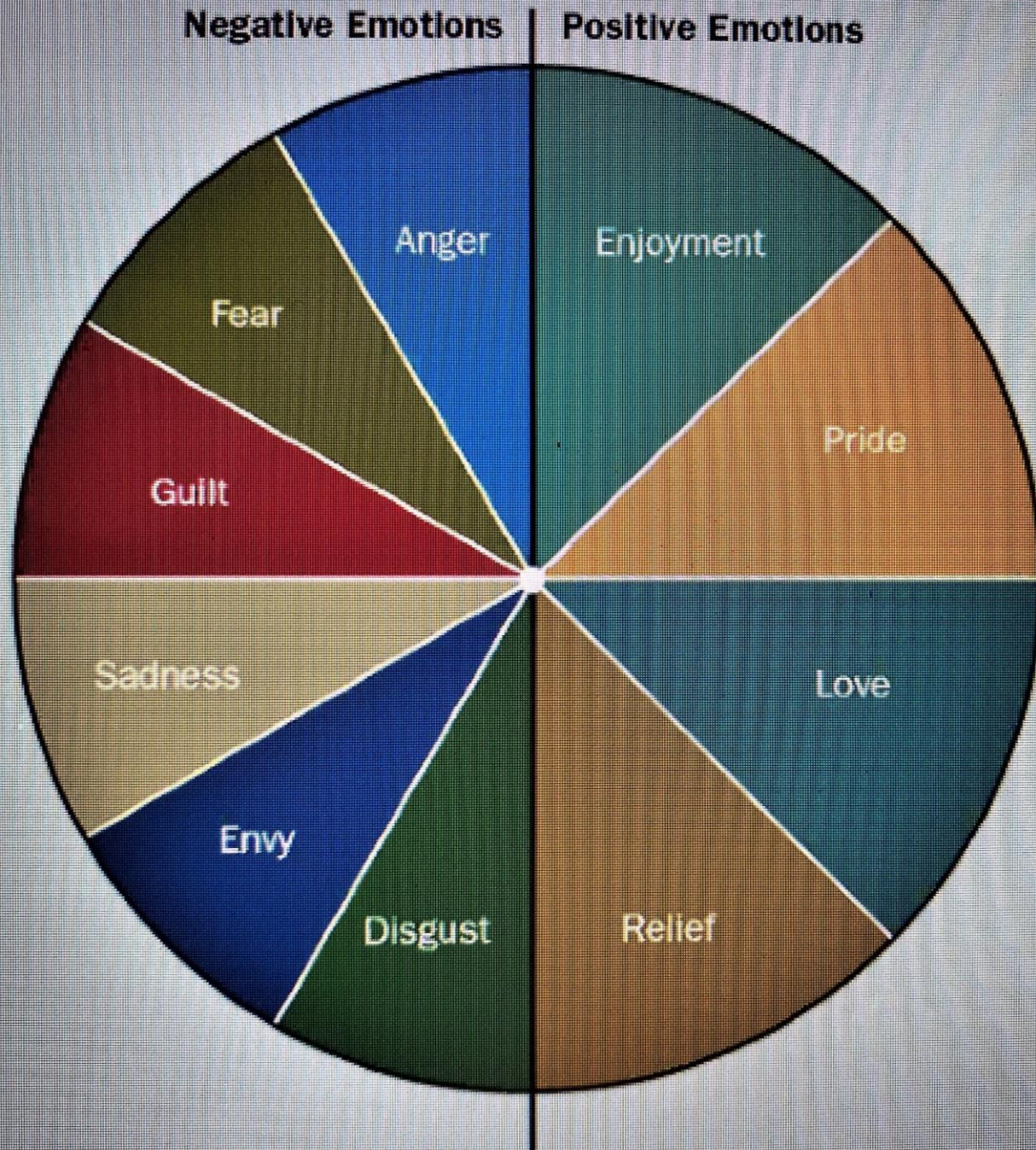


“Emotional Labor” with Dr. Helena Costakis, SUNY New Paltz



	Management	Leadership
Direction:	- Plan and budget - Minimize risk for sure results - Focus on bottom line	- Create vision and strategy - Maximize opportunity - Keep eye on horizon
Alignment:	- Organize and staff - Direct and control - Create structure and order	- Create shared culture and values - Provide learning opportunities - Encourage networks and flexibility
Relationships:	- Invest in goods - Use position power - Focus people on specific goals	- Invest in people - Use personal influence - Inspire with purpose and trust
Personal Qualities:	- Emotional distance - Expert mind - Talking - Conformity - Insight into organization	- Emotional connections (Heart) - Open mind (Mindfulness) - Listening (Communication) - Nonconformity (Courage) - Insight into self (Character)
Outcomes:	Maintain stability; create a culture of efficiency	Create change and a culture of agility and integrity





Emotional Intelligence

A person's abilities to perceive, identify, understand, and successfully manage emotions in self and others

Emotions During the Pandemic

- The findings revealed that emotions such as anxiety, stress, unfairness, inferiority and vulnerability are triggered by perceived inequity and comparison with the decisions or resources of the referent others of higher level such as the management (upward social comparison emotion).
- The emotions of pride, empathy, shared goals and support are generated by the care, collective interest and comparison of the referent others of lower level such as the subordinate (downward social comparison emotion).
- Lee, H. (2021). Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety and organisation support. *Journal of Organizational Effectiveness: People and Performance*.



Vanessa Shea
SUNY Ulster

Meagan Bianco
Sponsored by Ellenville
Regional Hospital



Wicked Problems

Problems are not stable or well defined

Shared understanding of the problem definition cannot be assumed

Diversity of goals, assumptions and meanings among stakeholders

Absence of buy-in to a problem definition creates problems later

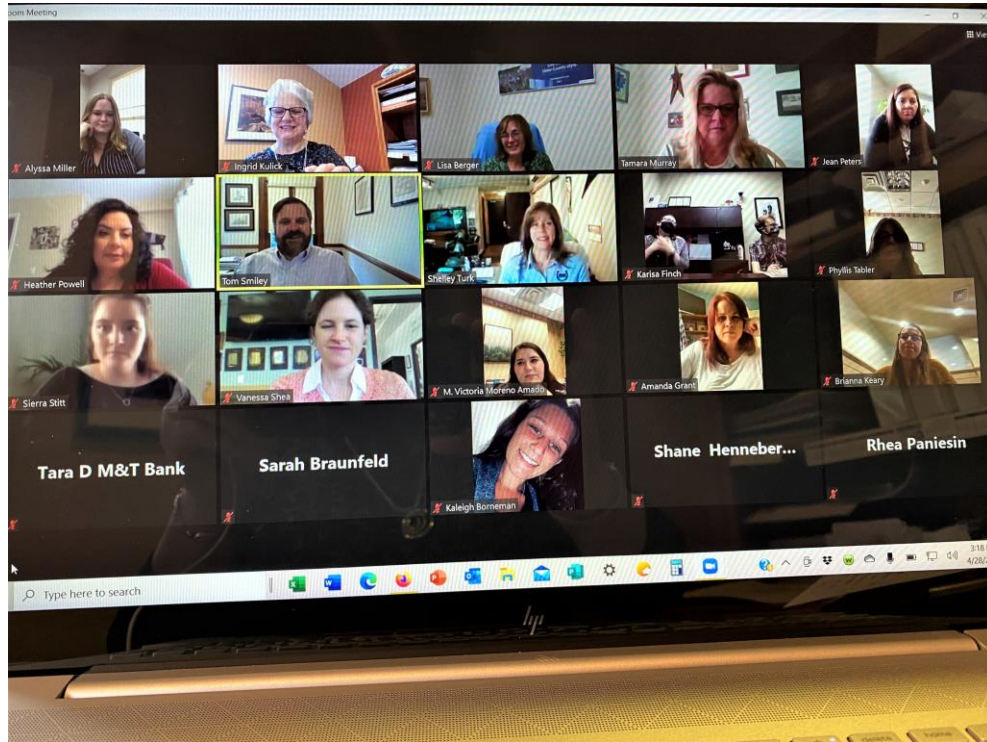


SCHOOL OF BUSINESS

STATE UNIVERSITY OF NEW YORK AT NEW PALTZ

Dr. Kristin Backhaus, Dean,
SUNY New Paltz School of
Business



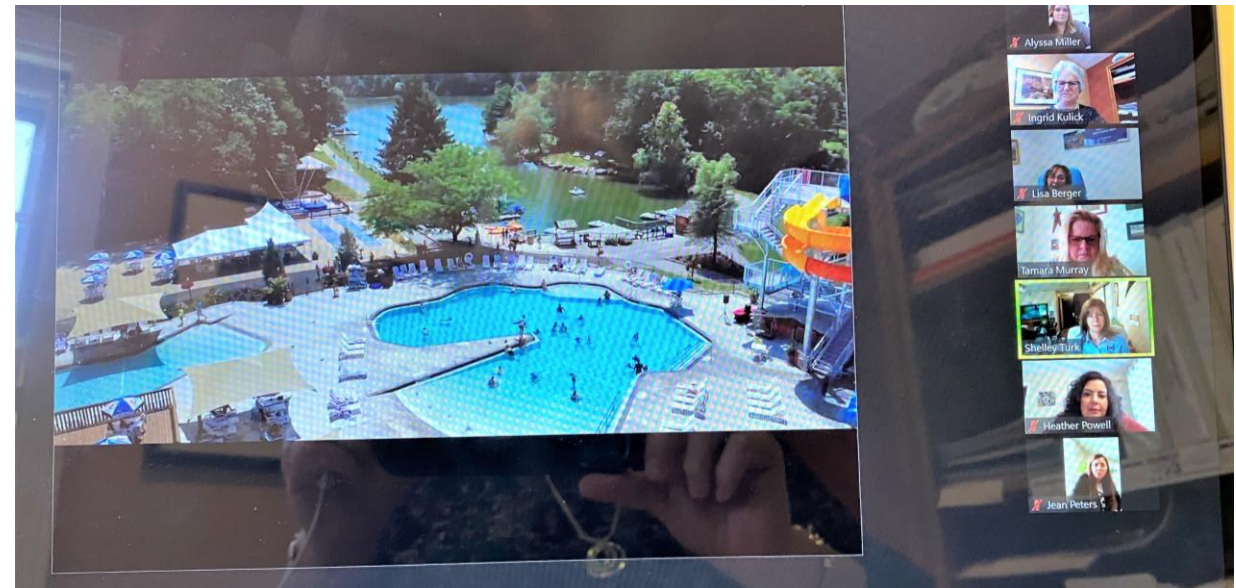
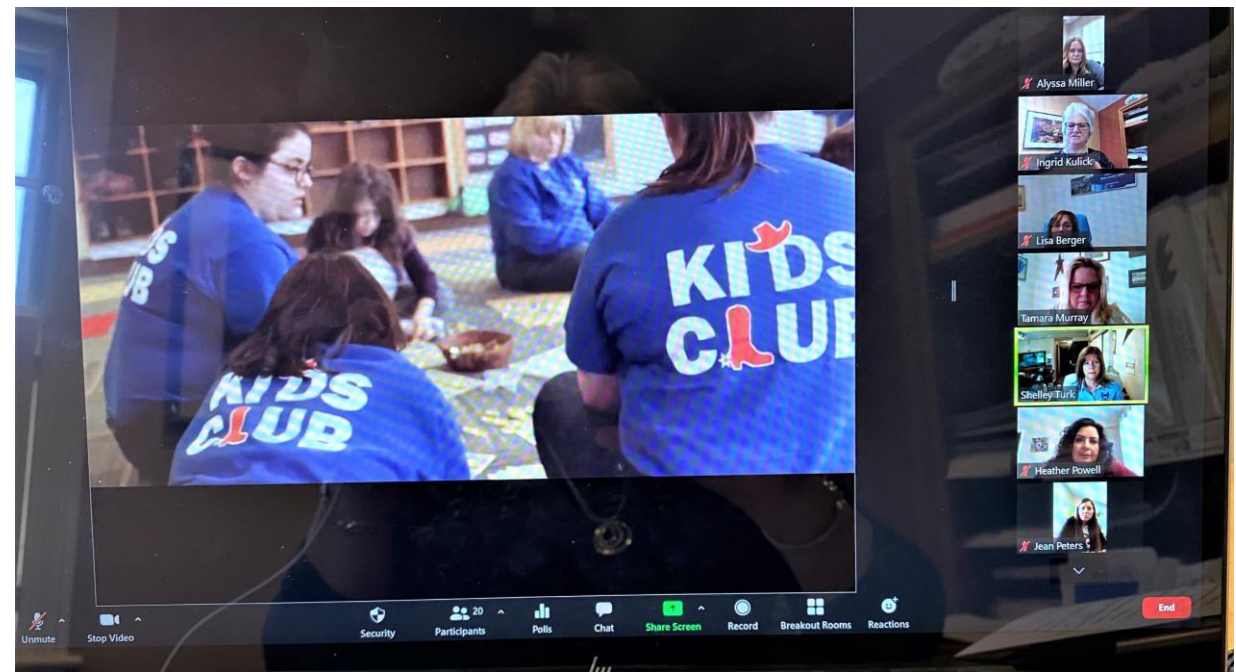
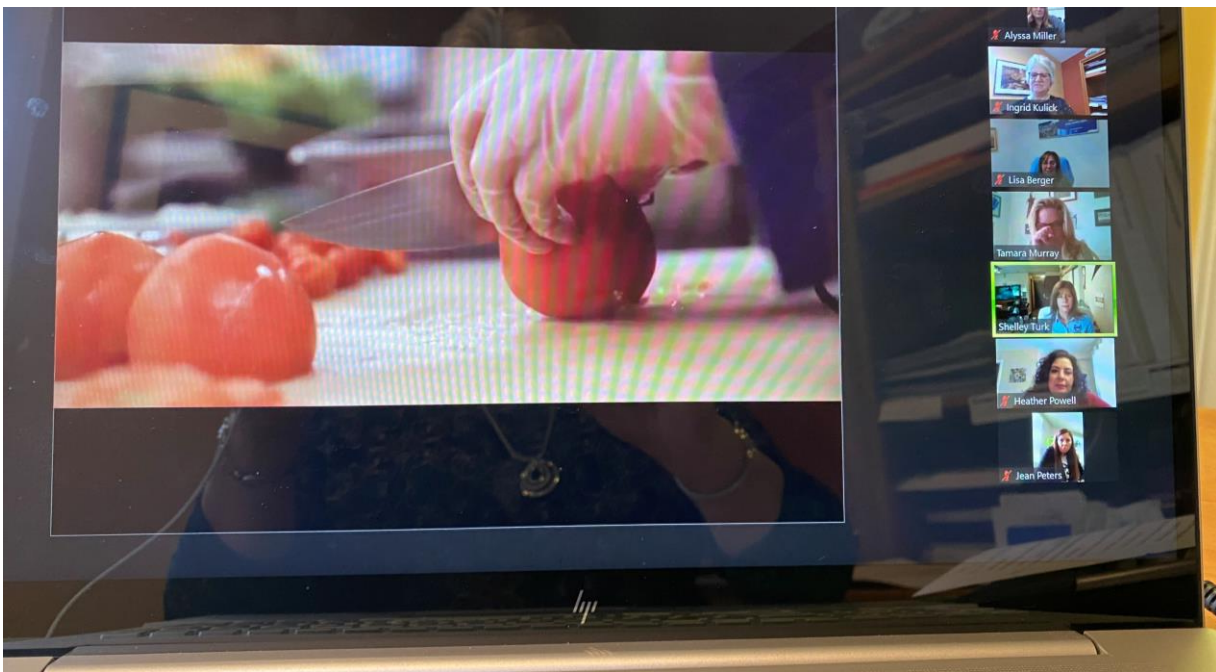


Hospitality & Tourism Panel Discussion

2020 Key Statistics

- 6.2 million people visited Ulster County in 2020 – up from 5.8 million in 2019
- Maintained 83% of projected occupancy tax generating over 1.67 million for Ulster County
- Sales tax revenue was record-breaking – due in no small measure to online shopping and car sales, but quickly turning back on our Seek for Yourself tourism promotion campaign in June and featuring take out and outside dining options on our website helped drive sales
- 100,000 people came to the newly opened River To Ridge Trail, more than 200,000 visitors to the Ashokan Rail Trail and visitation records were set at Minnewaska State Park and Mohonk Preserve.

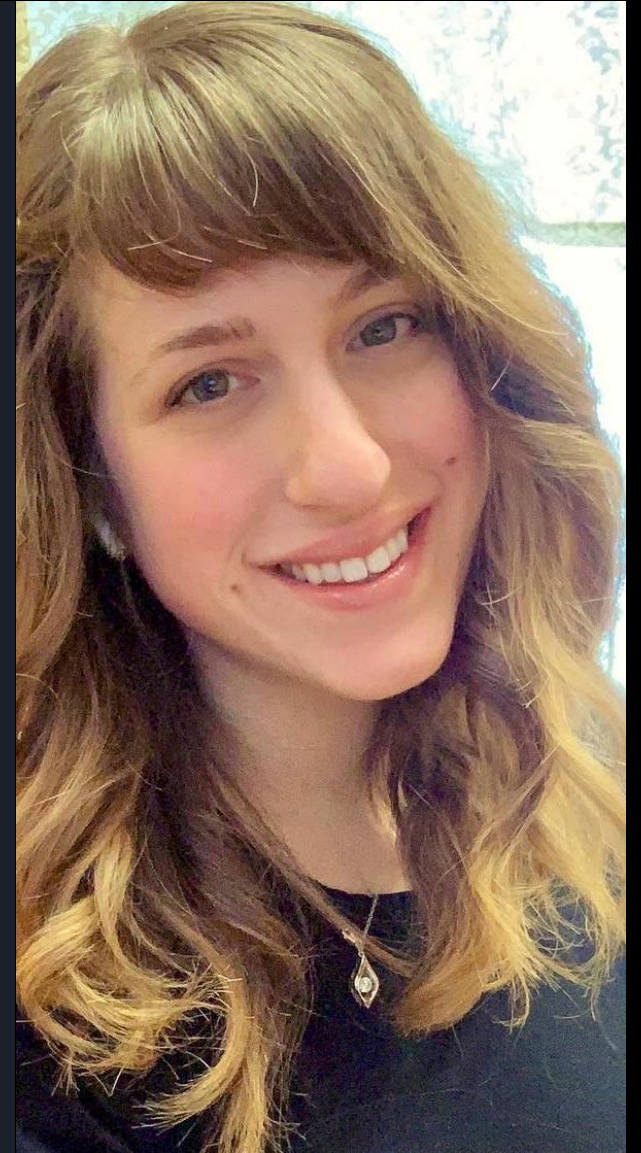


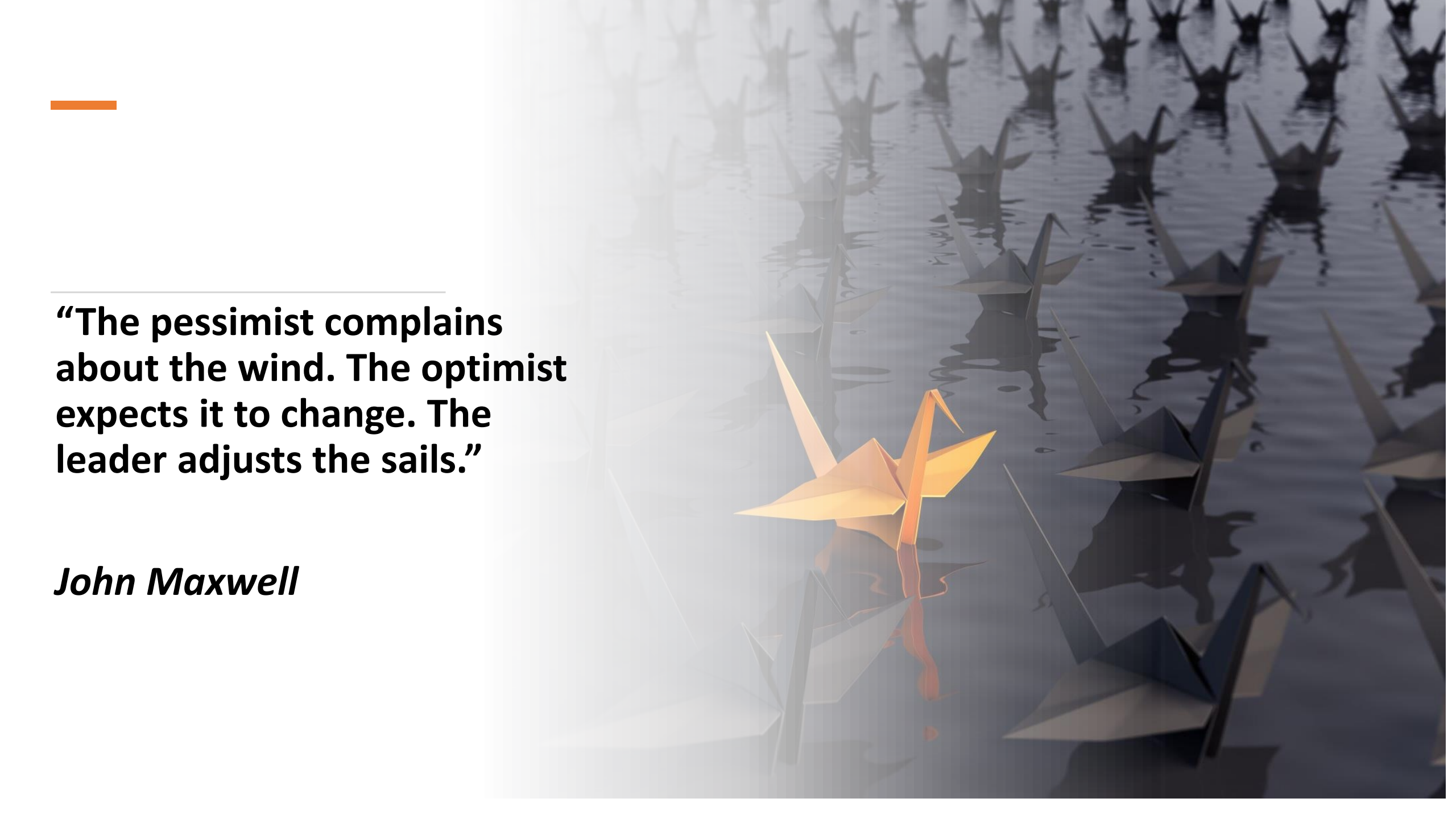




Sarah Szabo
Rondout Savings Bank

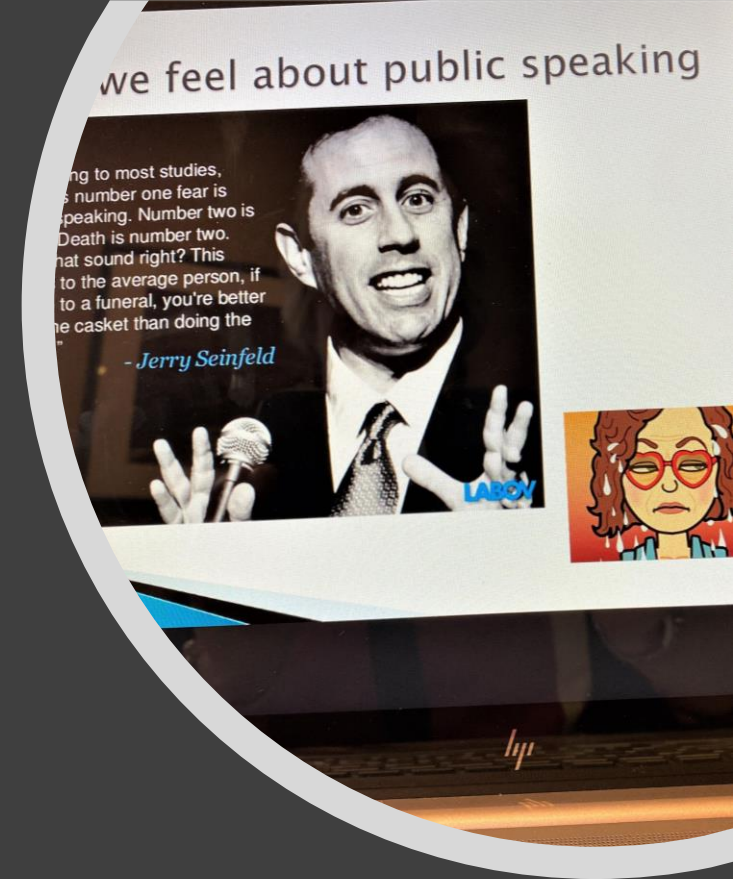
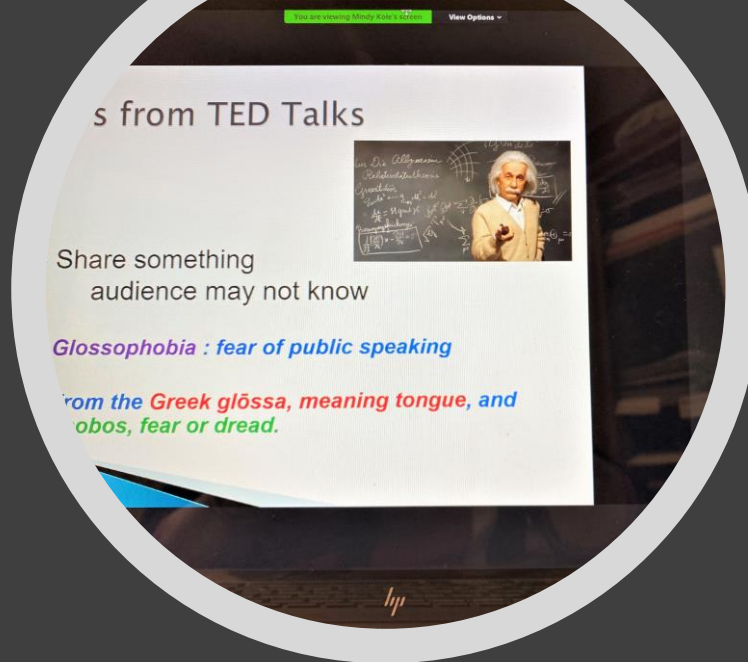
Shane Henneberger
M&T Bank



The background of the slide is a photograph of a large number of origami boats floating on a body of water. The boats are mostly dark in color, but one boat in the foreground is bright yellow. The water is calm, and the boats are arranged in a way that suggests a large fleet or a race. The lighting is soft, and the overall mood is serene.

**“The pessimist complains
about the wind. The optimist
expects it to change. The
leader adjusts the sails.”**

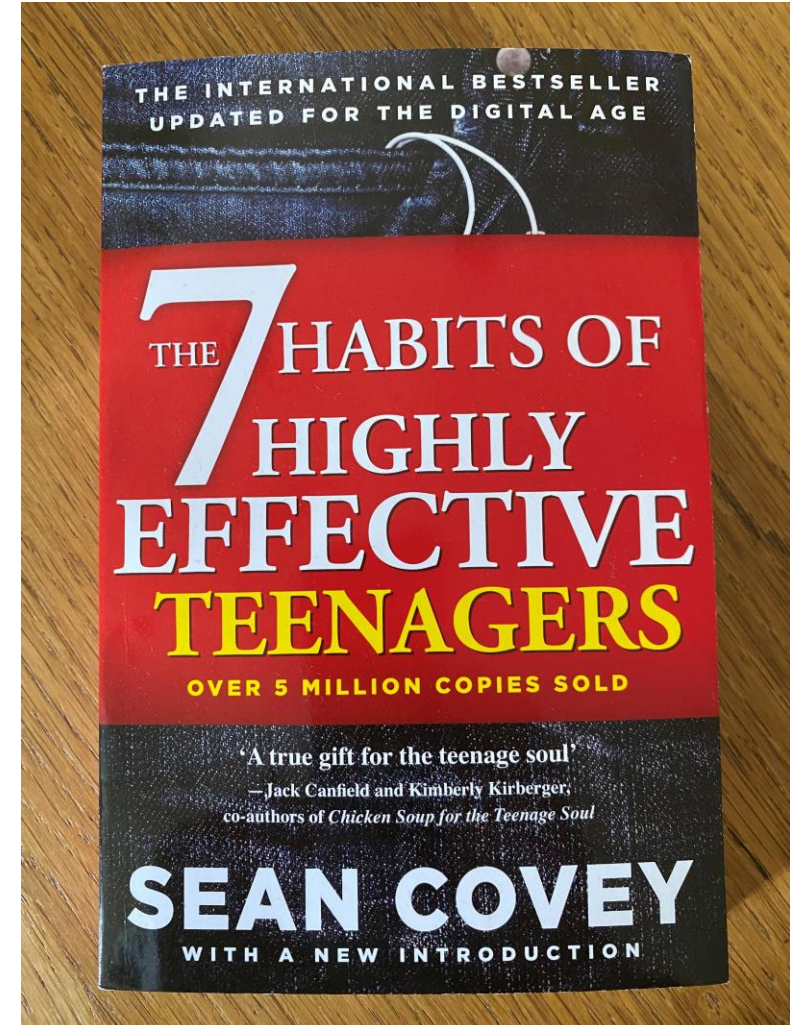
John Maxwell



Dr. Mindy Kole, Director, SUNY Ulster,
Women's Center for Entrepreneurial
Studies

Class Project: Youth Leadership & Career Development Program

- 7 Habits
- 13 high school students from Saugerties High School and Kingston High School
- Lesson planning and teaching



Rob Naccarato
Ulster Savings Bank

Heather Powell
Adams Fairacre Farms



Class Project – Preparations for Personal Items Drive – over 1,000 items collected!



Class Project Drop off day Family of Woodstock



“Life is an interesting teacher – it gives you the test first, then gives you the lesson.”

Elliott Auerbach



“People will forget what you said
people will forget what you did
but people will never forget how
you made them feel.”
~ Maya Angelou



Amanda Grant
Hudson Valley Credit Union

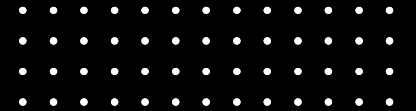
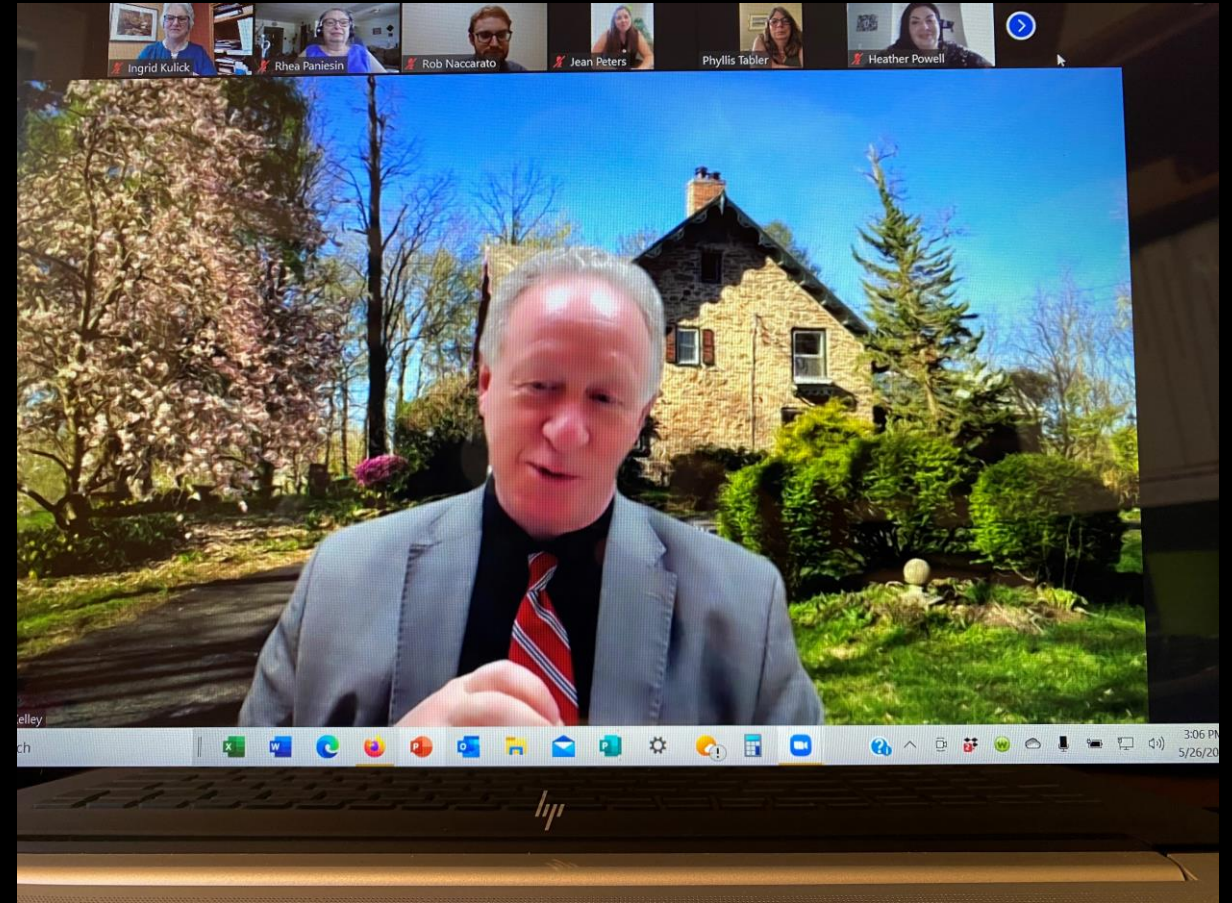
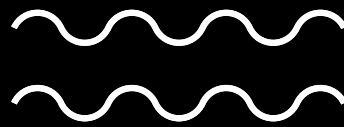


Sierra Stitt
Ulster Savings Bank



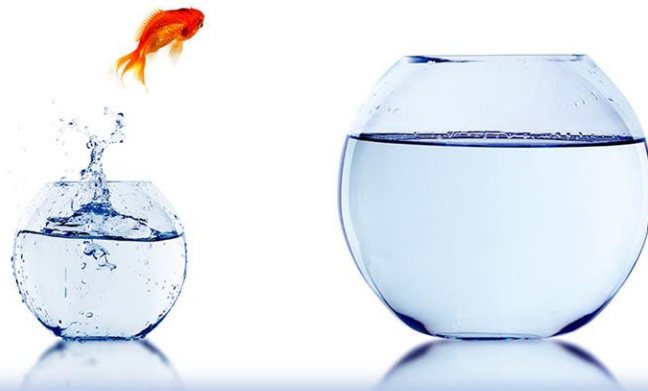
Steve Kelley, Ellenville Regional Hospital

*"You cannot get better
without changing"*



“Transition is not a problem; it’s a system to figure out.”

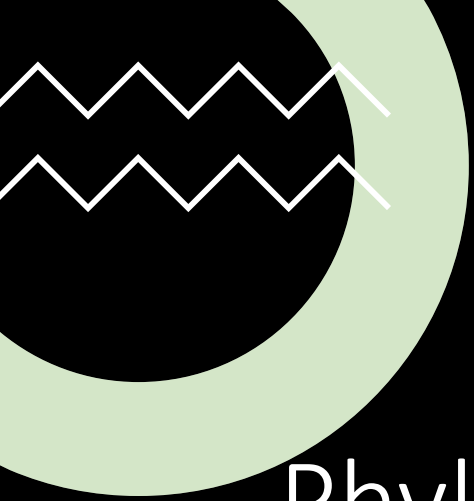
Susan Buckler



Paul O'Neill,
Ulster County
Commission of Jurors

"We are in an age where we don't care as much about whether we succeed as much as we care that the other person fails, but what doesn't benefit the hive doesn't benefit the bee."





Phyllis Tabler
Ulster Savings Bank



Kaleigh Borneman
Bank of Greene County



**“If your actions
inspire others to
dream more, learn
more, do more and
become more, you
are a leader.”**

***John Quincy Adams,
former U.S. President***





Ingrid Kulick &
Tara Dickett,
Leadership
Ulster
Coordinators

