GREATER PHILADELPHIA LEADERSHIP EXCHANGE 2017

NEW MODELS FOR ADDRESSING NEW CHALLENGES
MANIFESTING INNOVATION
The community of innovators at the University of Pennsylvania is bound together by a common goal: serving society through the advancement of knowledge. Pennovation Works is the place where researchers and students, entrepreneurs, and the private sector thrive together with the benefit of diverse, flexible, and affordable spaces. This creates a dynamic environment where ideas go to work.

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Marked by a striking façade, the Pennovation Center is an icon for the Works as well as for the university and the city. Within the walls of this business and technology incubator, innovators can connect and collide, facilitating productivity and translating exciting new discoveries into products, ventures, and services for real world application.

Penn is now leasing offices, labs and land on this 23 acre site adjacent to its campus and medical district. To learn more, visit www.pennovation.upenn.edu.

Pennovation Works
3401 Grays Ferry Avenue
Philadelphia, PA 19146
Since the Economy League launched the Greater Philadelphia Leadership Exchange in 2005, it has become central to what we do and who we are.

Each fall, we convene some of the region’s most creative and thoughtful executives and give you the opportunity to step back from your day-to-day work, get to know your peers across sectors, and hear from some of the most innovative and inspiring leaders working here and across the U.S. You will leave the Exchange a more effective leader, taking away lessons that help you strengthen your organization and better understand the trends that will shape Greater Philadelphia’s future.

Goodness knows that the learning, reflection, and collaborative spirit that are at the core of the Leadership Exchange experience are more necessary in 2017 than ever. All of the attention being given to a divided America, distrust of our institutions, and retreat from the global stage has been disheartening, to put it mildly. And while hyper-partisanship and gridlock have become the norm in DC and state capitols, the rapid pace of technological, social, and economic change requires more proactive and nimble responses from our business, civic, and government leaders.

The theme of this year’s Leadership Exchange—New Models for Addressing New Challenges—will allow us to survey this rapidly changing landscape and explore how forward-looking leaders are coming up with ways to remain competitive amidst evolving pressures. We’ll look at how businesses and educators are adapting their workplace and training to reflect the changing nature of work; how nonprofits and local governments are creatively mobilizing resources in the face of increasingly constrained public and philanthropic dollars; new models for journalism to ensure an informed citizenry; and much more.

Thank you for taking two days out of your busy fall to invest in your civic leadership and our region’s future—the ROI will be both immediate and lasting. And whether this is your first Leadership Exchange or you’re a long-time veteran...welcome to the Economy League and GPLEX families!

Josh Sevin, Acting Executive Director
Economy League of Greater Philadelphia
# AGENDA

**National Museum of American Jewish History | Philadelphia | October 11–13, 2017**

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<th><strong>WEDNESDAY</strong></th>
<th><strong>OCTOBER 11</strong></th>
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<td></td>
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<td>5:30 PM–7:30 PM</td>
<td>WELCOME RECEPTION</td>
<td>Presented by Comcast NBCUniversal</td>
<td>Location: Comcast Center, Ralph’s Café</td>
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<th><strong>THURSDAY</strong></th>
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<td>8:00 AM–8:50 AM</td>
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<td>9:00 AM–10:00 AM</td>
<td>KEYNOTE ADDRESS</td>
<td>Presented by Deloitte</td>
<td>Duleesha Kulasooriya, Head of Strategy, Deloitte LLP Center for the Edge</td>
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<td>10:15 AM–11:45 AM</td>
<td>REPOSITIONING FOR SUCCESS</td>
<td>Presented by The Children’s Hospital of Philadelphia</td>
<td>Charles Levesque, President &amp; Executive Director, Depaul USA, Nadya Shmavonian, Director, Nonprofit Repositioning Fund, Lisa Wong, Senior Fellow, Governing Institute, Maari Porter, Director of Policy and Strategic Initiatives, City of Philadelphia (moderator)</td>
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*Continued*
THURSDAY
OCTOBER 12
(Continued)

1:30 PM–5:30 PM
REGIONAL EXPLORATIONS
Think Broad: Growth and Revitalization Along North Broad Street
Taking Flight: Behind the Scenes at Philadelphia International Airport
Sponsored by American Airlines
Creative Placemaking: Using the Arts to Build Community
Sponsored by Knight Foundation
Energizing the Region: Industrial Redevelopment in Greater Philadelphia
Sponsored by Energy Transfer Partners
Camden Rising: Harnessing Development to Expand Opportunity
Sponsored by Pennoni
Home Cookin’: Strengthening Food Access and Regional Agriculture

5:30 PM–6:15 PM
REGROUP & REFRESH
Location: National Museum of American Jewish History, Concourse

6:30 PM–8:30 PM
DINE AROUNDS
Sponsors: Bradley & Bradley Associates; Community College of Philadelphia; Ellen Peterson, Executive Coach & Consulting; JEVS Human Services; Thomas Jefferson University and Jefferson Health; KPMG; Mercator Advisors; PECO; Salveson Stetson Group; Visit Philadelphia

FRIDAY
OCTOBER 13

8:00 AM–8:30 AM
BREAKFAST

8:30 AM–9:00 AM
SHARING FROM REGIONAL EXPLORATIONS

9:00 AM–9:15 AM
REMARKS BY PHILADELPHIA MAYOR JIM KENNEY

9:15 AM–10:45 AM
THE FUTURE OF WORK
Presented by University City Science Center
Not only are jobs and work itself being rapidly transformed by technology, work arrangements and the traditional employer-employee relationship are changing as well, with contract employment or the “gig economy” outpacing traditional employment growth. This is being driven by the development of on-demand work platforms as well as the evolving preferences of workers and employers. This panel will explore the implications of these changes for individuals, businesses, and educational institutions.
### FRIDAY
### OCTOBER 13
(Continued)

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<tr>
<td>9:15 AM–10:45 AM</td>
<td><strong>THE FUTURE OF WORK (Continued)</strong></td>
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<tr>
<td></td>
<td>Jennifer Maher, Co-Founder &amp; Co-CEO, Benjamin’s Desk</td>
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<td>Matthew Riggan, Co-Founder, The Workshop School</td>
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<td>Jameel Rush, Director of Organizational Development, Day &amp; Zimmermann</td>
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<td></td>
<td>Nick Frontino, Managing Director, Projects &amp; Operations, Economy League of Greater Philadelphia (moderator)</td>
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<td>10:45 AM–11:00 AM</td>
<td><strong>BREAK</strong></td>
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<td>11:00 AM–NOON</td>
<td><strong>CASE STUDY: NEW MODELS IN ENTREPRENEURSHIP</strong></td>
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<td>Nick Bayer, Founder &amp; CEO, Saxbys</td>
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<td>NOON–12:15 PM</td>
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<td>12:15 PM–1:30 PM</td>
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<td>Sponsored by Rutgers University–Camden</td>
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<tr>
<td>1:30 PM–2:45 PM</td>
<td><strong>THE FUTURE OF THE FOURTH ESTATE</strong></td>
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<td>Technology has drastically altered how we get the news and exploded the traditional business of print journalism, leaving newspapers struggling. While the internet has given us access to limitless information, it has also strengthened partisan echo chambers and left many struggling to decipher real from fake news and opinion from fact. In Philadelphia and around the country, new models are being piloted to support high-quality local journalism and maintain financial stability. Leaders from two of Greater Philadelphia’s leading media institutions will reflect on these challenges and fresh approaches to securing the future of journalism.</td>
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<td>David Boardman, Dean, Klein College of Media and Communication, Temple University; Chair, Lenfest Institute for Journalism</td>
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<td></td>
<td>Sandra Clark, Vice President for News and Civic Dialogue, WHYY</td>
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<tr>
<td>2:45 PM–3:00 PM</td>
<td><strong>CLOSING THOUGHTS</strong></td>
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<td>Josh Sevin, Acting Executive Director, Economy League of Greater Philadelphia</td>
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Until recently, North Broad Street had largely been left out of the building boom underway in Center City and nearby neighborhoods...but that’s changing. Historic landmarks are under renovation, and a new nonprofit is working closely with developers, businesses, and residents to create a vibrant and inclusive North Broad corridor. This exploration will include tours of several development sites and examine efforts to improve the quality of life of residents along the corridor, including the innovative Health Enterprise Zone initiative.

With more than 82,000 passengers traveling through Philadelphia International Airport each day and 500 daily flights to more than 120 national and international non-stop destinations, the airport is a major driver of the regional economy and quality of life. This exploration will offer a behind-the-scenes look at how the airport operates, including visits to the control tower and other airport facilities, as well as insights into the airport’s impact on our region and plans for its future.

From world-renowned institutions to neighborhood-based groups, Greater Philadelphia’s diverse arts and cultural organizations fuel the region’s vibrancy, identity, and economy. This exploration will examine how art is being used to build community, create opportunity, and strengthen neighborhoods. We’ll tour Taller Puertorriqueño’s stunning new El Corazón Cultural Center in North Philadelphia and hear from working artists and community leaders about the role of arts in preserving culture and empowering communities.
While rapid advances in technology and global competition continue to put pressure on the industrial and manufacturing sectors in our region and across the U.S., there is a new wave of industrial development and opportunity on the horizon for Greater Philadelphia. During this exploration, participants will learn about exciting new projects and efforts underway in diverse sectors including advanced manufacturing, e-commerce, health sciences, and more.

Generous tax incentives provided by the state of New Jersey have contributed to a wave of new businesses and development in Camden. At the same time, education and health care anchor institutions in Camden are working to ensure their expansions have positive impacts on one of the region’s highest-need communities. Participants will learn about the early impact of these new developments, as well as how local leaders are working to improve public safety, education, and job prospects for residents.

The Mid-Atlantic region is home to some of the best farmland in the U.S., and Greater Philadelphia boasts a thriving local food movement. Despite these assets, smaller regional farms face challenges in getting their products to consumers at the same time that nearby urban, suburban, and rural residents lack access to fresh, healthy food. This exploration will focus on efforts to strengthen regional agriculture and improve community health and include visits to an urban farm and an innovative nonprofit connecting sustainable farms with local institutions.
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The 2017 Greater Philadelphia Leadership Exchange will explore New Models for Addressing New Challenges by looking at how a range of business, nonprofit, and government organizations are responding to dramatic technological, social, and economic changes. In his keynote speech, Duleesha Kulasooriya from Deloitte's Center for the Edge will speak on how organizations can use a technique called “scaling edges” to pursue opportunities that can ultimately transform their core functions. But change affects people as well as institutions. Here Kulasooriya argues that the key to helping individuals navigate rapid change lies in learning how to both slow down and speed up.

ROOTS AND SHOOTS: INDIVIDUAL ELASTICITY FOR AN UNPREDICTABLE WORLD

By Duleesha Kulasooriya, Deloitte Center for the Edge

We know that the world is changing rapidly, both in terms of broad, global trends that are driving business and the more immediate space around our day-to-day lives. Mimicking the exponential pace of change in the underlying technologies, the options available to us to meet our needs and pursue our goals are evolving rapidly and often unpredictably. In some ways, this makes us richer and more empowered than ever. In some ways, it unsettles us. This is one paradox of life in the 21st century: The world changes rapidly; our basic needs as humans, not so much. In some important ways, we struggle to keep up with the very world we have created and continue to create. It is a time of great—and increasing—stress.

We already feel the tension today: the sense of boundless options (for some) and the awareness of limited time (for most); the sense of having just missed something and the fear of missing more; the thrill of seeing a car 3D printed and the unease of wondering which jobs will remain for us in the age of intelligent machines; the hyperconnection and loss of connection; the expectation of on-demand everything and the appeal of slow, bespoke, handmade.

One of today’s fundamental shifts is the shrinking of time spans—in large part due to exponential technological change coupled with the instantaneous propagation of ideas and information across a connected world. What used to take decades now takes years; what took years takes months; months, weeks; weeks, days; days, hours; hours, minutes. In the institutional environment, this shift is disrupting established organizational and business models, but it has also created a new set of business better adapted to the faster (and accelerating) pace.

We, as individuals, are also experiencing this shift. With the accelerating pace of change, the relevance and validity of the ability to “know” a stable stock of knowledge is diminished while other abilities, such as creativity, empathy, and the ability to read context, become more important. Our children will truly have to take lifelong learning seriously, continuously upgrading their skills. They will likely transition to completely new fields of study and employment more than a few times in their careers. Like institutions, we too will need to develop new practices and capabilities that are adapted to the times.

Amid these pressures of a new, modern world, people have turned to some old—and some extremely old—practices. There is a growing movement built around mindfulness, meditation, gratitude, and digital detox—all in reaction, as antidotes, to increased stress. The well-being sector is booming, experiencing new demand for old practices as well as developing new practices and distinctly new twists on old practices. Yoga has never been asked to do so much for so many. In fact, a recent study found that the number of people practicing yoga in the United States has increased by nearly 80 percent since 2012, with practitioners spending over $16 billion annually on instruction. Meanwhile, meditation-related spending reached just under $1 billion in 2015, a figure that doesn’t include mindfulness apps. The workplace wellness market is over $40 billion in the United States. In the desire to understand ourselves holistically and to thus manage our lives, health and wellness, well-being, mental health, professional development, career advancement, and even community service collide as the boundaries between these sectors and parts of our lives blur.
In this landscape, we acutely feel the need for a set of proactive practices that help us face the unknown and unpredictable. Balance, specifically work-life balance, often seems to be the goal, however elusive, when we try to develop new practices around our work and life. But is this the only, or even the right, goal? For many of us, in thinking about our careers and aspirations and the ways we assess ourselves and find meaning, progress or impact might be as necessary for sustaining ourselves as balance.

If balance isn’t necessarily the goal, then what is? The discourse around personal practices for times of exponential change tends to be divided. On one side are practices for speeding up: doing more; getting more; becoming better, faster, stronger. In this camp, we identify passions, get into a flow state, and hack everything, Tim Ferriss-style; the answers are out there, digital tools put them all within reach, and the only question is, what’s stopping you? In the other camp are practices for slowing down: mindfulness, meditation, digital detox. The answers are in there if you can shut out the distractions long enough to listen.

Both camps are responding to the increasing pressure that we all feel in current times. Seemingly irreconcilable, each points to different practices.

But if we take as our goal sustainable, long-term performance, these practices can be seen as complementary rather than contradictory. Slowing-down practices have been shown to improve creativity, persistence, and empathy. Speeding-up practices fuel curiosity, uncover new resources, and expose us to new ideas and contexts that may prove relevant to our own domain or pursuits. Both are critical to the ability to engage in the type of learning that we believe will be increasingly important in the workforce: that which creates new knowledge (insights, techniques, approaches), in contrast to assimilating existing stocks of knowledge.

We call practices that allow you to slow down and reanchor yourself “Roots” practices. And we believe that Roots practices can have more value, not just when used proactively, but when used in concert with other practices—such as building a diverse social media network, traveling, and “unscheduling”—to speed up and explore new arenas for learning and growth. We call these speeding up practices “Shoots.”

By connecting Roots practices with Shoots practices, individuals have the potential to not only gain focus, improve well-being, and become more productive (all potential outcomes of any one practice), but also to become more adaptable, more capable of learning across changing contexts, more empathetic, and more creative and flexible (in creating new approaches and adapting old ones) to sustain themselves over a career and a lifetime.

We believe that productive learning and unlearning occur through the interplay of Roots and Shoots. First, we have to learn and adopt new practices as well as—equally important but perhaps more difficult—unlearning old practices that no longer serve us. Second, to pursue growth, we must acknowledge that the point of engaging in new practices is to learn new skills and approaches that are most relevant to the moment at hand and that will serve us in the dynamic future. The goal is to be exposed to new ideas and new ways of looking at the world, to develop new skills and techniques, and to discover new applications of skills and tools we already have.

Taken together, these Roots and Shoots practices foster what we think of as “individual elasticity”: the flexibility and responsiveness that people need to thrive in organizations and systems increasingly designed to adapt to a rapidly changing world.

What does it mean to be in the Roots, in the slowing-down space? What does it mean to be in the Shoots, in the speeding-up space? And how do the two interact?

In the Roots, we slow down and make space to discover and connect to the fundamental values that drive us. While these types of practices have proven effective to counter increasing stress, practices to proactively connect to one’s Roots also provide stability and guidance, increasing our capacity for empathy, creativity, and openness and serving as a foundation for speeding up. However, without focus, direction, and experimentation, practices to slow down and become grounded can lead to stagnation.

As a counterpoint to slowing down, in the Shoots we accelerate, exploring, experimenting, and expanding our horizons. Shoots feed creativity and empathy and can stoke commitment and a sense of purpose. Speeding up in the absence of rest and reflection, however, is likely to lead to more busyness and sporadic, isolated learning rather than integrated learning—and ultimately can result in burnout.

While different life and career stages may dictate a greater need for some practices over others at any given time, it is imperative that individuals have the ability to slow down and speed up, and to develop an array of speeding-up and slowing-down practices to draw on over the course of a lifetime.
**PRACTICES TO TAP YOUR ROOTS**

- **Replenish and re-energize:** One of the more common outcomes of today’s always-connected, never-done-with-work lifestyle is burnout, or perhaps more commonly, the less visible and more insidious experience of constant fatigue. Consciously choosing to step out of the busyness is the first step. We can force a break, for example, by scheduling periodic breaks on our calendars, using a personal tracker to remind us to take micro-breaks every hour, maintaining separate phones and computers for work and personal use, or, more dramatically, by taking sabbaticals.

  Examples of small moves to replenish and re-energize:
  - Use an app such as Headspace to try a meditation practice.
  - Spend one day a week or a period of time every day (such as mealtimes) without any digital devices.
  - Do walking meetings when possible. Find moments to get energy boosts throughout the day.

- **Explore your core values:** Another downside of being constantly busy is that it is difficult to take time for introspection. Over time, we become disconnected from even knowing what we value, which can lead to a crisis of identity, and hopelessness or despair, when difficulties inevitably arise in our daily lives. Too often, it takes a traumatic experience—the death of a loved one, an unexpected illness, getting fired—to force us to step back and examine our core values and aspirations. As a result, by the time we look inward, our day-to-day life might be far out of line with our core values, and we may hide from that awareness when it feels threatening or unmanageable. Proactive, ongoing practices aimed at exploring one’s core values can help make introspection safe and productive.

  Examples of small moves to explore your core values:
  - Take online personality tests such as the MBTI to better understand your personality traits.
  - Set some long- and short-term personal goals.
  - Develop your personal narrative. What values do you want to manifest in this world, and how?

- **Cultivate community:** In parallel to introspection and internal validation is a need for external validation of one’s reflection and reframing. The process of cultivating community, done right, is one that requires us to make ourselves vulnerable, to expose our goals and core values, and our thoughts about them, to the light of day. External validation is most effective with a small close-knit community: one that understands you and your context as much as it does the issue at hand, a community that will push and prod your perspectives and conclusions, but one that will also support you in taking action on them.

  Examples of small moves to cultivate community:
  - Use social media to develop and cultivate communities on particular topics.
  - Get an accountability buddy. Engage someone who knows you and who will hold you to your goals.
  - Build your personal council. Establish your own “board of directors” for advice on work and life matters.
PRACTICES TO NURTURE YOUR SHOOTS

- **Explore edges:** In the corporate world, most disruptive innovations come from “edges”—the unlikely candidate, the random adjacency that the market leaders aren’t paying attention to. For individuals, too, edges—such as the unlikely connection, the random skill that you’ve ignored in adulthood—can be fertile ground for growth. We need practices that expose us to more edges, and help us understand and make sense of what we find in the edges we choose to explore. Online social networks offer one way to access more edges, but doing so effectively involves using social media in a counterintuitive way, paying less attention to close friends and family who are similar to us and cultivating looser connections with a broader network of people whose beliefs and behaviors are less similar. This practice can expose us to more nuggets of information, ideas, and perspectives than we would encounter among close friends.

  Examples of small moves to explore edge:
  - Expand your social media circles to include those not like you, and try to understand how they see the world.
  - Take a course in a topic that’s new to you: online, at a local college, or through an entity such as General Assembly.
  - Volunteer to support a cause or activity that interests you.

- **Shape serendipity:** One of the more uncomfortable tasks for many of us in today’s rigidly scheduled world is to have unscheduled time. Given how busy we are, and how busy we feel we “should” be, having any unscripted free time seems blasphemous. This calendar-filling tendency only does one thing: ensures that there will be no surprises. At best, you address what is on your plate. There is little opportunity for anything new—a thought, an idea, an experience—to enter your world. One practice to counteract this is to actively schedule free time, especially when traveling, but also in your regular schedule. The idea is to leave space, not just as a means of taking a breather, but with the intent to say “yes” to an invitation or request, even if it seems random and the payoff isn’t immediately clear.

  Examples of small moves to shape serendipity:
  - Block off a portion of your calendar each week to make space for the unplanned.
  - Add an extra day to any planned travel. Fill that day by extending what was most interesting during the rest of the trip.
  - Blog about a topic or perspective—personal or professional—that you care about. Put yourself out there to be discovered.

- **Be uncomfortable:** Being out of your comfort zone is one indication that you have an opportunity to learn something new. Being comfortable, in contrast, occurs when you are on automatic pilot, where the brain is using neural shortcuts to deal with what is expected as efficiently as possible. When uncomfortable, your brain and all of your senses are paying attention. They are trying to map the new experience or new information and make sense of it. Learning something new is usually inherently uncomfortable at the onset.

  Examples of small moves to be uncomfortable:
  - Learn a new language using an app such as Duolingo.
  - Have an active voice in an online forum. Put yourself out there and participate in the discourse.
  - Eat out alone. Look to meet people rather than hiding behind a phone or a book.
Getting Started

Adopting new practices is hard. New practices ultimately involve forming new habits and, often, breaking old ones. It requires time and effort, which, in the midst of our connected busyness, can be in short supply.

As anyone who has tried to take up meditation or who has attended a gathering on an entirely unfamiliar topic knows, quieting the mind and being open to learning from new experiences isn’t always comfortable. Other obstacles include being unaware of what practices are available or of how to use them; not believing in the benefits enough to commit to developing a practice; perceived lack of social acceptance for practices that seem “woo-woo” or not professional; and the lack of a supportive community to deepen one’s pursuit of the practice. Instruction and a guide can help. Immersive experiences such as retreats, or even in-person events, can help give practices a chance to stick.

Ideally, Roots and Shoots practices are not just a reaction to stress, grabbed like lifelines as we careen by. Properly used, they become proactive tools assembled with deliberation to better realize and navigate our full potential. To this end:

- **Roots and Shoots practices should be proactive, not reactive.** The rationale for looking at these practices is not for their well-documented value in mitigating stress and “busyness,” but for their greater value in unlocking and sustaining potential.

- **Slowing down (Roots) and speeding up (Shoots) are complementary, not contradictory.** With so many people already engaging in Roots practices, much unrealized potential can likely be gained by thoughtfully connecting Roots to new Shoots so that they reinforce and inform each other.

- **Unlocking potential is a process of unlearning and learning.** The interplay between Roots and Shoots, and the focus of the practices themselves, help us unlearn mental models and ways of operating that are no longer useful, and learn skills and capabilities that are relevant to our future lives.

Small Moves, Smartly Made

Meaningfully connecting Roots and Shoots is hard... but it also is not. It truly is a case of small moves, smartly made, setting big things in motion. There are numerous “micro-practices” that can be deployed immediately — and more being developed all the time thanks to the hacker mentality developing around speeding up and slowing down. For example, one simple tip from the cofounder of Digital Detox is to buy a basic “dumb” alarm clock in lieu of using a smartphone as an alarm to wake up in the morning. This small move helps create a barrier to getting sucked into the world of work and distraction first thing in the morning (and last thing at night). Another simple practice is to pick a time during the morning commute to do a brief breathing meditation every day; our commutes already are part of our routines and have the added benefit of being a time when we have already pried ourselves away from home and family and are not yet visible to coworkers. Five to ten minutes of deep breathing can help clear the mind and awaken the body for workers who may not believe they have time for meditation.

One barrier to adopting new practices, access — either because there are no locally available instructors or because the cost is prohibitive — is being addressed in interesting ways through the power of technology. The digital environment, in some ways the villain in our busy lives, can also be our ally. Fitness trackers put a trainer and personal motivator on our wrists, Headspace puts a meditation leader in our ear, BetterUp brings an executive coach to our desks and phones. In fact, our phones can provide much of the support and guidance we need, whenever and wherever, for a nominal fee. And we are only at the beginning of that technology-enabled revolution.

And institutions, of course, have an important role to play here, by providing environments that accelerate the adoption of Roots and Shoots practices. That, in turn, will endow institutions with a workforce that can bring creativity, curiosity, reflection, and resilience to the challenges of a changing organizational environment, leading to increased productivity and improved performance and output.
Shoots feed creativity and empathy, can stoke commitment and a sense of purpose, and involve exploring, expanding, and accelerating learning. Speeding up in the absence of rest, reconnection, and reflection will likely lead to temporary isolated learning.

**SHOOTS**

**ROOTS**

Roots entail slowing down and making space to discover and connect with the fundamental values that drive us. Roots can counter increasing stress and make us more open to exploration.
KEYNOTE

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Duleesha Kulasooriya is the head of strategy for Deloitte’s Center for the Edge—a San Francisco-based management research institute exploring the edges of business and technology. Over the past few years, the Center has explored how the world is changing in very dramatic ways as a result of ever evolving digital infrastructure and its implications to us as individuals and institutions.

Duleesha has researched, written, and spoken extensively about emerging business landscapes and rethinking the roles of individuals, firms, and society. He has recently explored practices designed to help individuals build ‘future-ready’ muscles and the relevance of ‘edges’ such as the maker movement, the sharing economy, and Burning Man. His work is the result of learnings and reflections of straddling both cores and edges—being embedded and influencing each to evolve new frames and insights.

Duleesha has an MBA from the Wharton School of Business at the University of Pennsylvania and a BS in Engineering and BA in Economics from Swarthmore College.
NICK BAYER
Founder & Chief Executive Officer, Saxbys

Nick Bayer has always been in the business of bringing people together, whether it’s as one of Philadelphia Business Journal’s Most Admired CEOs or as a consummate team captain since Little League. So when he created Saxbys in 2005, he never really considered it to be a coffee company—instead, it’s a hospitality company fueled by great coffee. Saxbys has since grown from one corner café to a 30-unit, Philadelphia-based hospitality business with a mission: Make Life Better.

Driven by deep-seated core values and O.D.D. (outgoing, detail-oriented, and disciplined) team members, Saxbys is headquartered in Center City Philadelphia with cafés in six states and on many college campuses—and growing fast (30% a year fast). In April 2015, Saxbys opened its first experiential learning café. The product of a partnership between Saxbys and Drexel University’s Close School of Entrepreneurship, it’s the nation’s first entirely student-run café where students earn academic credit through a cooperative education (co-op) program.

Nick is currently the Entrepreneur in Residence at Cornell University’s School of Hotel Administration and an adjunct professor at Drexel University, where he teaches a course in entrepreneurial franchising. As a frequent guest lecturer at The Wharton School of the University of Pennsylvania, Temple University’s Fox School of Business, and Penn State’s Smeal College of Business, Nick loves supporting the next generation of entrepreneurs and encouraging everyone he meets to believe in the Saxbys mission and core values.

He serves on the Board of The Franklin Institute, Big Brothers Big Sisters Independence Region, the Community College of Philadelphia, Drexel University Steinbright Career Development Center, and is a Corporate Council Member for the Children’s Hospital of Philadelphia. In 2017, he was named the Entrepreneur of the Year by the Greater Philadelphia Chamber of Commerce as well as EY’s Social Entrepreneur of the Year. He resides in Center City Philadelphia with his wife and son.

DAVID BOARDMAN
Dean, Klein College of Media & Communication, Temple University

David Boardman is Dean of the Klein College of Media and Communication at Temple University. He has academic and financial responsibility for one of the largest and most comprehensive programs of its kind, with more than 3,000 students and 250 faculty members. In three years in this position, he has raised nearly $15 million for the school and has led major strategic initiatives that have raised its profile and standing.

Previously, Boardman was executive editor and senior vice president of The Seattle Times, the largest news organization in the Pacific Northwest. Under his leadership, The Times won four Pulitzer Prizes and produced 10 Pulitzer finalists.

Boardman personally has been the recipient of numerous other major national awards, including the National Ethics Award from the Society of Professional Journalists, the Goldsmith Prize in Investigative Reporting from Harvard University, the Worth Bingham Prize in Investigative Reporting, the Investigative Reporters and Editors Award, and the Associated Press Managing Editors Public Service Award.

He is chair of the Reporters Committee for Freedom of the Press, the Lenfest Institute for Journalism, and the Solutions Journalism Network. He is also president of the American Society of News Editors Foundation and serves on the boards of the Fund for Investigative Journalism and the Organized Crime and Corruption Reporting Project. He also sits on the advisory boards of ProPublica, the New England Center for Investigative Reporting, and Investigative Reporting Denmark. Boardman serves on the Accrediting Council for Education in Journalism and Mass Communication and is its immediate past president.

He is a graduate of the Medill School of Journalism at Northwestern University and has a graduate degree from the University of Washington.
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**Vice President for News and Civic Dialogue, WHYY**

Sandra Clark is vice president for news and civic dialogue at WHYY in Philadelphia, joining the public-media station in 2016. Clark serves on the executive leadership team and oversees civic dialogue and all news gathering for radio, television, and digital media. Clark was previously managing editor at the Philadelphia Inquirer. Under her leadership, the paper won a Pulitzer Prize for criticism in 2014 and started an audience-engagement healthy cooking program in city schools. She also founded the Sales and Innovation Team, a revenue-generating collaboration of the business and editorial departments. Clark has worked internationally for Africare/Mozambique, Africare/Guinea-Bissau, and Peace Corps.

Clark currently serves on the boards of the Associated Press Media Editors, the University of Kansas William Allen White School of Journalism, and on the advisory board of the Temple University Department of Journalism. She earned a BS in journalism from the University of Kansas and an MBA from Arcadia University's School of Global Business.

NICK FRONTINO  
**Managing Director, Projects & Operations, Economy League of Greater Philadelphia**

As managing director of projects & operations at the Economy League of Greater Philadelphia, Nick develops and directs economic development analysis and planning projects focused on many of the Philadelphia area’s most challenging issues. He has nearly ten years of experience working with government, nonprofit, and private sector clients to deliver and advance strategic research and analysis across a range of issues including economic impact analysis, transportation finance and investment strategy, innovation-based economic development, communications strategy, and corporate strategic planning.

Nick has led projects for a wide variety of clients including the City of Philadelphia, the County of Bucks, the Delaware Valley Regional Planning Commission, the Philadelphia Youth Network, SEPTA, United Way of Greater Philadelphia and Southern New Jersey, and the University City Science Center. He has appeared on public radio and has spoken on regional development and related topics in front of a variety of leadership audiences.

Prior to joining the Economy League as a project manager in 2010, Nick held positions at the Philadelphia Industrial Development Corporation, the Sustainable Business Network of Greater Philadelphia, and the Italian American Community Services Agency in San Francisco. He holds a Master of City Planning degree from the University of Pennsylvania and an undergraduate degree from the University of Chicago. He is a member of the Urban Land Institute-Philadelphia’s Policy and Land Use Council. Nick lives with his wife in South Philadelphia.
MAYOR JIM KENNEY
99th Mayor, City of Philadelphia

A lifelong city resident, Mayor Jim Kenney grew up the oldest of four children in a South Philadelphia rowhome. His father, a firefighter, and his mother, a homemaker, both worked second jobs to help their children pursue their education and, in 1980, Jim became the first in his family to graduate from college. Just a decade later, Philadelphians elected him to serve as a City Councilman At-Large and, over the next twenty years, Jim stood up for Philadelphia’s working families—fighting for a real living wage and increased funding for public education. A proud progressive, Jim led the way on broader protections for LGBTQ Philadelphians, marijuana decriminalization, and fighting for a more sensible immigration policy.

On January 4, 2016, Jim was sworn in as the 99th Mayor of Philadelphia. In his first budget, the Mayor worked closely with City Council to fund bold anti-poverty initiatives—including expansion of quality pre-k, the creation of 25 community schools and $300M investment in parks, rec centers and libraries—by making Philadelphia the first major city to pass a tax on sweetened beverages. One month later, Philadelphia shined on an international stage while hosting the 2016 Democratic National Convention, winning praise for the Philadelphia Police Department’s positive interactions with demonstrators and for the city’s overall management of this large-scale event during an acute heat wave and a particularly tense time in our nation’s history.

Also in his first year as mayor, Philadelphia became the largest grant award recipient of the MacArthur Safety and Justice Challenge, receiving $3.5 million to reduce our jail population by 34% over three years. Mayor Kenney officially ended the Police Department’s stop and frisk policy, significantly reducing unconstitutional pedestrian stops and increasing the number of illegal gun confiscations. Furthermore, the Mayor increased efforts to spur economic growth in the city’s commercial corridors, launching a capital consortium for small businesses, creating a small business coach program, and expanding supports, including financial grants and loans, to small and immigrant businesses.

CHARLES “CHUCK” LEVESQUE
President & Executive Director, Depaul USA

Chuck Levesque is the president and executive director of Depaul USA, a nonprofit which provides housing and services for homeless and low-income individuals. Starting as a single project in Philadelphia, Levesque expanded programming to New Orleans, St. Louis, Little Rock, Chicago, and Macon, Georgia. Depaul’s programs now serve more than 2,000 men and women annually and include a homeless resource center, health clinic, and university student housing. Under Levesque’s leadership, Depaul founded three social enterprises to support the organization and create employment opportunities for program participants.

Prior to joining Depaul USA in 2010, Levesque was COO and general counsel for the Interfaith Youth Core. He has also held positions at the Chicago Housing Authority and U.S. Department of State. He is a graduate of Georgetown University, holds an MPA from University of Illinois, and a JD from Northwestern University.
JENNIFER MAHER  
Co-Founder & Co-CEO, Benjamin’s Desk

Jenn is the operations guru of Benjamin’s Desk – focused on growing the company effectively and efficiently. She uses resources in a creative way to implement processes and designs to scale the company across the greater Philadelphia region, as well as to better serve the BD members.

Jennifer started her professional career as an attorney with an AmLaw 100 law firm in Philadelphia. While practicing full-time, she co-founded Benjamin’s Desk and launched First Base, a commercial real estate brokerage focusing on tenant representation of growing companies. After ten years of private practice, Jennifer left the corporate world to jump full-time into the world of being an entrepreneur.

With less and less free time, Jenn has become more and more obsessed with endurance events. This mother of two has completed three marathons and an Ironman so far. She hopes to complete her first ultra marathon within the year.

MAARI PORTER  
Director of Policy & Strategic Initiatives, City of Philadelphia

Maari is the director of policy and strategic initiatives with the Managing Director’s Office in the City of Philadelphia and is responsible for advancing and aligning a set of high priority strategic initiatives of the Kenney Administration.

Maari returned to city government in November 2016 after close to two years as executive director for Philanthropy Network Greater Philadelphia representing more than 150 philanthropic organizations in the Greater Philadelphia region that together award close to $1 billion annually. Before working in philanthropy, Maari had a career in the public sector in the United States, United Kingdom, and her native country of New Zealand.

Maari migrated to the U.S. in 2010 during the Great Recession and led the City of Philadelphia’s new Recovery Office managing $350 million in American Recovery and Reinvestment Act “stimulus” funds to create jobs and grow the economy. After that role, Maari was appointed as chief grants officer and executive director of the Mayor’s Fund for Philadelphia, attracting $50 million in federal and philanthropic funding in two years.

Maari held several policy analyst positions for the UK Government during the Blair Administration including in the Office of the Deputy Prime Minister, Prime Minister’s Delivery Unit, and the Cabinet Office (which includes No. 10 Downing Street).

Maari has an MSC in Comparative Politics from the London School of Economics and a Bachelor of Urban Planning from the University of Auckland.
MATTHEW RIGGAN
Co-Founder, The Workshop School

Matthew Riggan is a co-founder of the Workshop School, a project-based high school within the School District of Philadelphia’s Innovation Network. As executive director of the school’s nonprofit arm, Matt directs research and development, designs and develops systems to support the school’s instructional model, and advocates locally and nationally for schools bringing project-based learning and authentic assessment to high-need communities.

Prior to launching the Workshop, Matt was a senior researcher at the Consortium for Policy Research in Education, where his work focused on a variety of topics including organizational development, formative assessment, distributed leadership, and high school reform. He earned his Ph.D. in 2005 from the Penn Graduate School of Education, where he continues to serve as an Adjunct Assistant Professor. He has taught qualitative and mixed methods research for over a decade, and is a co-author of Reason and Rigor: How Conceptual Frameworks Guide Research, now in its second edition.

JAMEEL RUSH
Director of Organizational Development, Day & Zimmermann

Jameel is the director of organizational development at Day & Zimmermann (D&Z). In this role, Jameel partners with D&Z’s Engineering, Construction, and Maintenance Group (ECM) and their Manufacturing Group (DZMG) in all aspects of talent and organizational development. Prior to his role with Day & Zimmermann, Jameel spent eight years with the Aramark Corporation in a multitude of talent management and human resource roles. Those roles included director of global diversity and inclusion, leadership development, organizational effectiveness, organizational development, and being an HR generalist in Aramark’s Sports and International groups.

Jameel has his master’s degree in Organizational Leadership and Development from St. Joseph’s University and is a graduate of Temple University with a Bachelor in Business Administration focusing on Human Resource Management and Management Information Systems. He has obtained human resource certifications from Villanova University, his Professional in Human Resources Certification (PHR) from the Human Resource Certification Institute, and is a SHRM Certified Professional (SHRM-CP). Jameel serves on several boards. He is president of the Philadelphia Society for Human Resource Management and serves on the board of People for People Inc., the Graduate Advisory Board for Peirce College, Research for Action, and the advisory board for Jane Hires.

Jameel has been recognized numerous times for his work in the Philadelphia and HR community, including being nominated as an HR Rising Star of the Year in 2012 by the Delaware Valley HR Person of the Year Awards, receiving the HR Rising Star Award from Temple University in 2015, being named as one of Philadelphia’s Top 55 Connectors and Keepers by Leadership Philadelphia, and being placed on Philadelphia’s Top Professionals under 40 list by the Philadelphia Business Journal in 2016. Jameel also serves as an adjunct professor at Temple University and participates in their HR Roundtable, which uses local professionals to help guide the curriculum of their human resources program. He is a proud Philadelphia native and graduate of Central High School in Philadelphia.
JOSH SEVIN  
Acting Executive Director, Economy League of Greater Philadelphia

Josh brings more than 20 years of civic leadership, research and policy analysis, strategy development, and stakeholder engagement to his role as acting executive director. Since joining the Economy League in 2009, Josh has served as director of projects, deputy director, and managing director for civic engagement, overseeing a range of projects and initiatives, including development of the World Class Greater Philadelphia agenda and the Greater Philadelphia Export Plan. Prior to his time at the Economy League, Josh served as manager of knowledge industry initiatives for the City of Philadelphia’s Commerce Department, project coordinator for the Philadelphia Gaming Advisory Task Force, and associate with Urban Partners, an economic development consulting firm based in Philadelphia.

He co-founded Young Involved Philadelphia, a grassroots nonprofit focused on civic engagement among young Philadelphians, and has been named one of Greater Philadelphia’s 101 Top Experienced Connectors (2006) and Emerging Connectors (2008) by Leadership Philadelphia. Josh received his BA from Yale University and a Master in City Planning from MIT. He lives in West Philadelphia with his wife and two daughters.

NADYA K. SHMAVONIAN  
Director, Nonprofit Repositioning Fund

Nadya K. Shmavonian is director of the Nonprofit Repositioning Fund, a pooled fund of nine philanthropic partners that encourages and supports mergers and other types of formal, long-term strategic alliances and restructuring opportunities among nonprofit organizations. These efforts can range from voluntary back-office consolidations, to programmatic joint ventures, to mergers and acquisitions. The Fund seeks to have catalytic impact on the capacity, effectiveness, and financial health of the Greater Philadelphia nonprofit sector. Nadya retains a private practice as an independent consultant to foundations and nonprofit organizations in the areas of strategic facilitation and planning, management and executive coaching, leadership and organizational development.

Nadya served as president of Public/Private Ventures (P/PV) from January 2010–July 2012, where she presided over the closure of the organization. Nadya has extensive foundation management experience, having served as vice president for strategy at the Rockefeller Foundation, and executive vice president at The Pew Charitable Trusts, where she also worked as director of administration and as a program officer in health and human services. Before joining the foundation community, she worked in the health sector.

Nadya serves on the boards of the Greater Philadelphia Cultural Alliance and Philadelphia Youth Basketball. She also serves on the Prize Committee for the Lipman Family Prize at the McNulty Leadership Program at Wharton. She helped found and served on the board of The Alliance for Green Revolution in Africa, as well as the Partners for Seed in Africa Fund. She is an instructor at the School of Social Policy and Practice at the University of Pennsylvania.

Nadya holds a BA from the University of Chicago and an MBA from the Wharton School. She was awarded the Kathleen McDonald Distinguished Alumna Award from Wharton Women in Business in 2011.
LISA WONG
Senior Fellow, Governing Institute

Lisa Wong is a senior fellow at the Governing Institute and the former Mayor of the City of Fitchburg, MA. Mayor Wong has received recognition for her work on a broad range of issues including conservation, urban education, public health, and anti-poverty initiatives.

Mayor Wong previously served as the executive director for the Fitchburg Redevelopment Authority and as the executive director of the Women’s Institute of Housing and Economic Development. She has a dual BA in Economics and International Relations and a MA in Economics from Boston University.
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