Leadership Transfer in Rural Communities

The Importance of Hope in Community Development and Vitality

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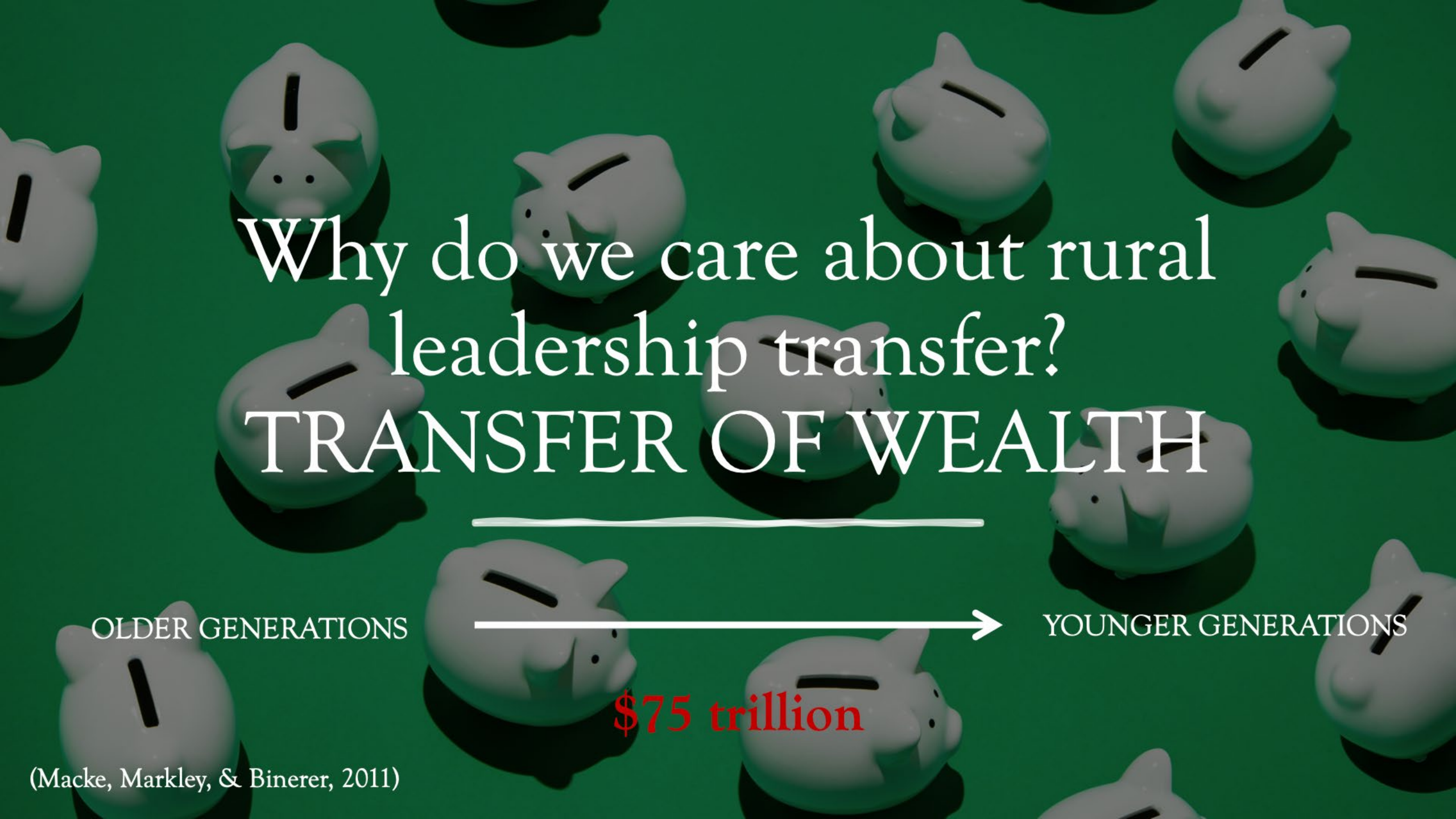


Why do we care about rural leadership transfer?
TRANSFER OF WEALTH

OLDER GENERATIONS → YOUNGER GENERATIONS

$75 trillion

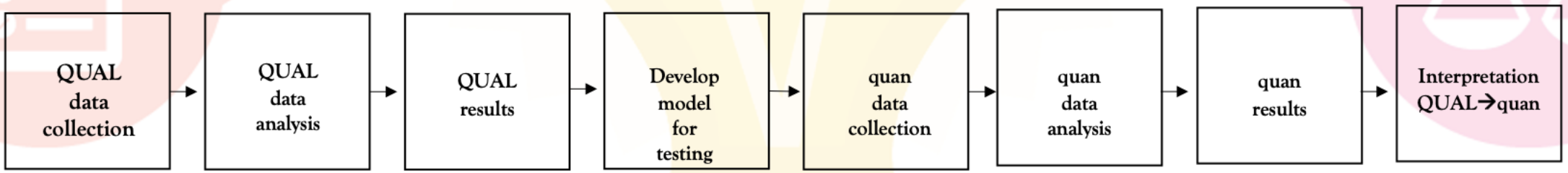
(Macke, Markley, & Binerer, 2011)

Why do we care about rural leadership transfer?

TRANSFER OF WEALTH x TRANSFER OF LEADERSHIP

Employed individuals 45 and over hold approximately 55% of all management occupations in the United States (U.S. Bureau of Labor Statistics, 2017)

Explore and Test a Model of Leadership Transfer in Rural Communities



Phase 1 (Qualitative Phase): Identify common themes related to leadership transfer

Phase 2 (Quantitative Phase): Develop and test a model describing the process of how effective leadership transfer is facilitated

Phase 1
Qualitative Results

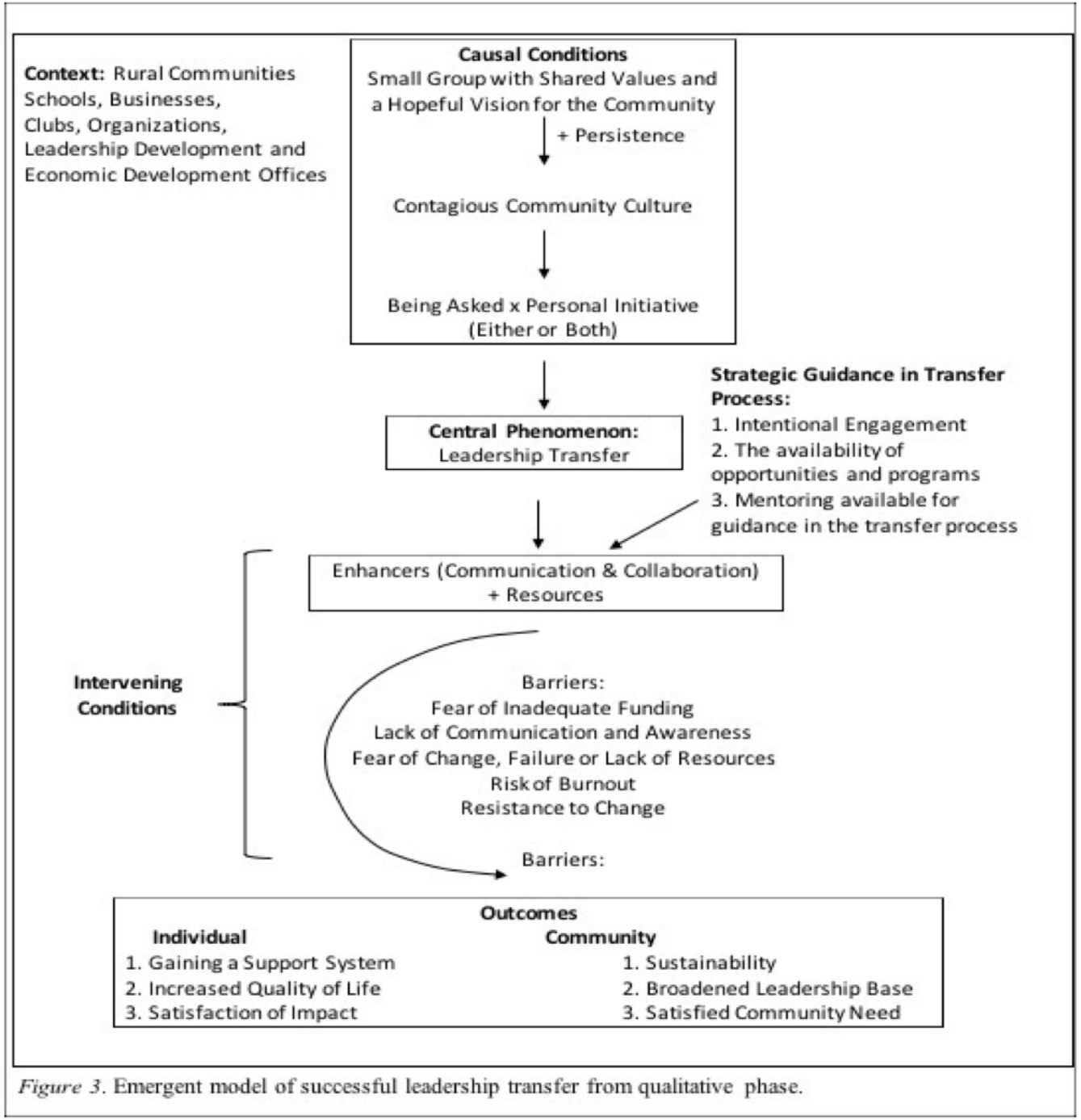


Figure 3. Emergent model of successful leadership transfer from qualitative phase.

Phase 1 (Qual) → Phase 2 (Quan)
MODEL FOR TESTING

Figure 2. Path diagram based upon qualitative results.

Phase 2

Quantitative Results

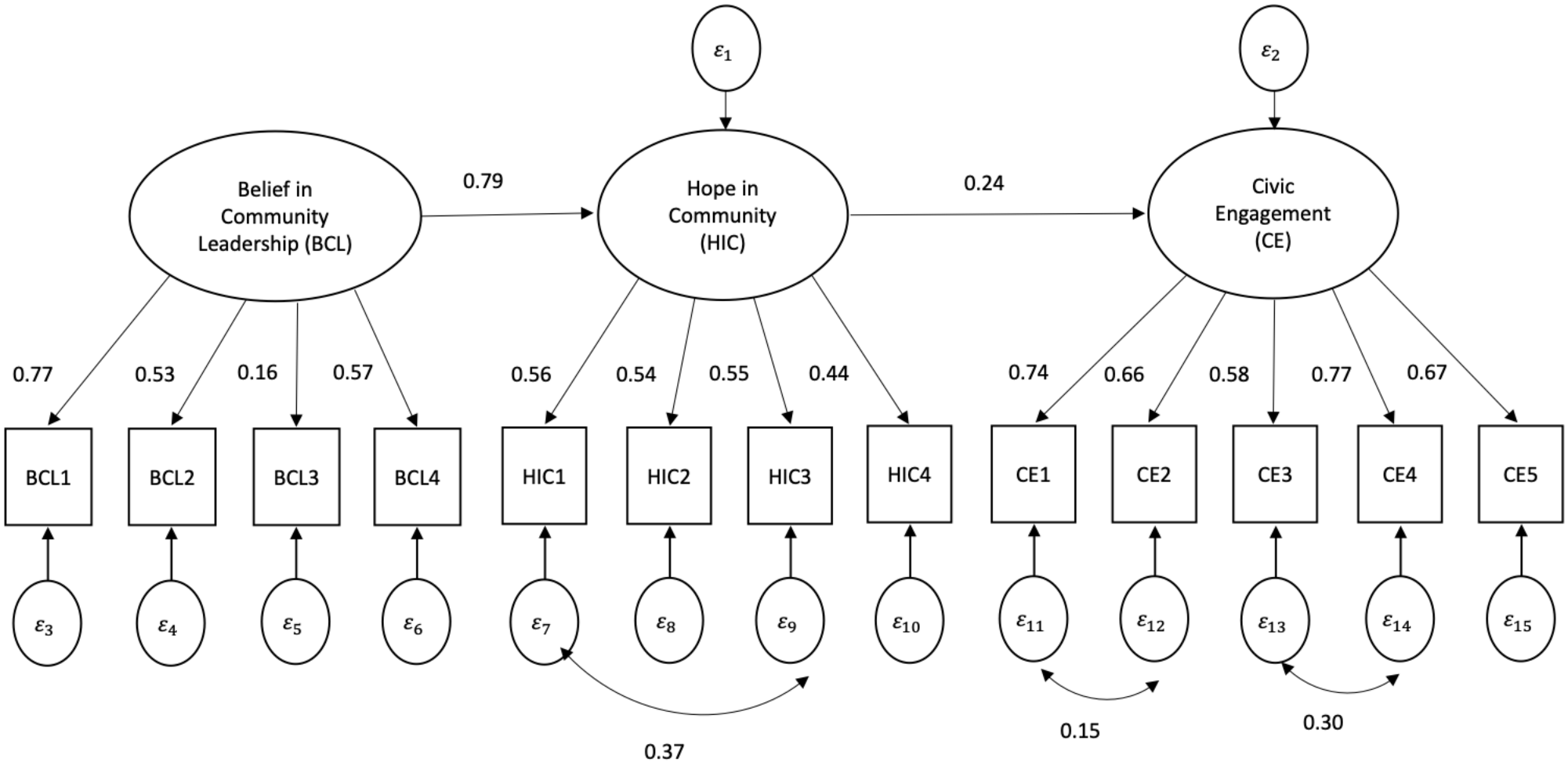


Figure 4. Model 1: Structural equation model with standardized coefficients. $X^2(60) = 265.00$, $p<0.000$; RMSEA = 0.045; CFI = 0.962; SRMR = 0.043; $R^2_{HIC} = 0.62$; $R^2_{CE} = 0.06$; N = 1,663. All standardized path coefficients significant at $p < 0.001$.

Phase 2

Quantitative Results

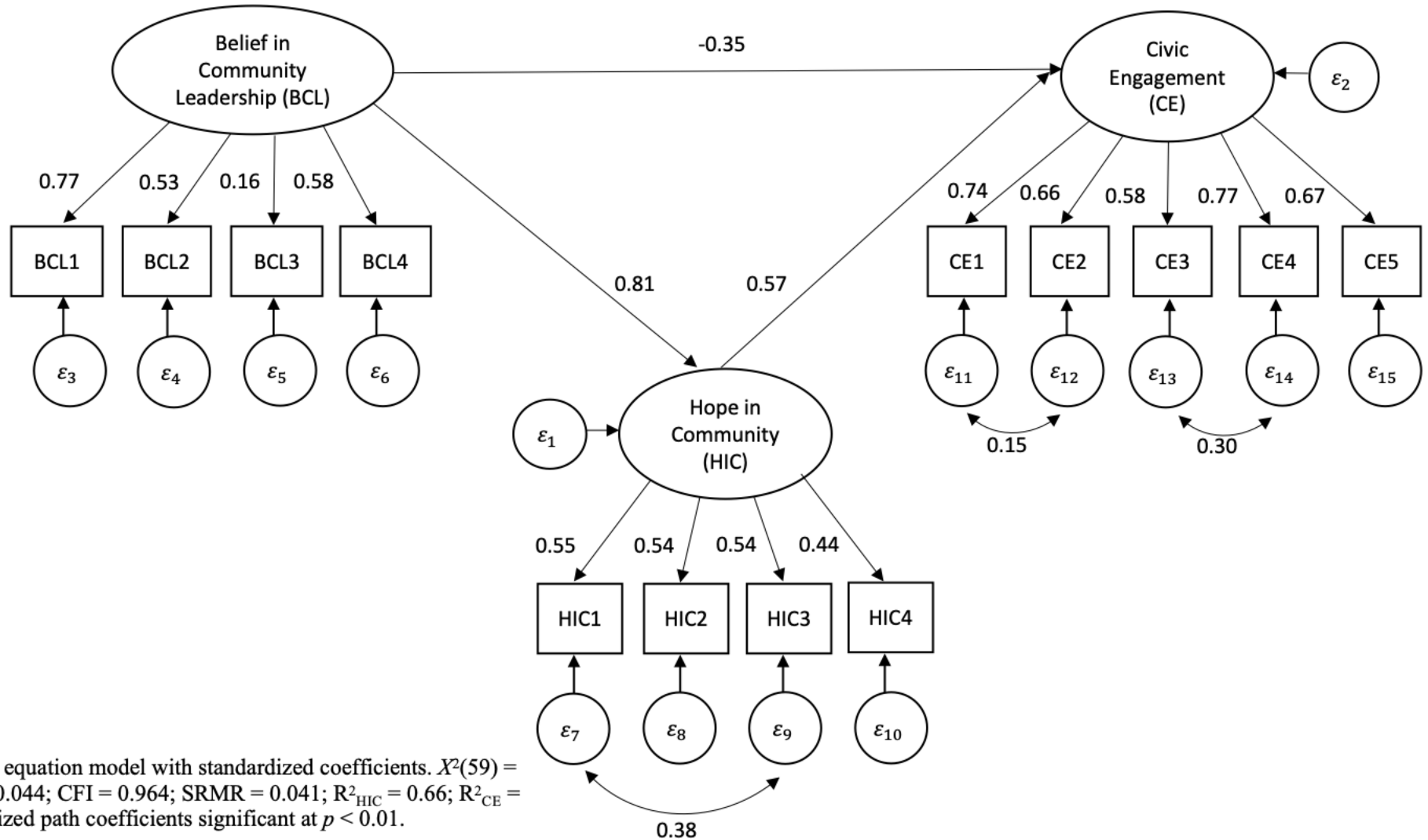
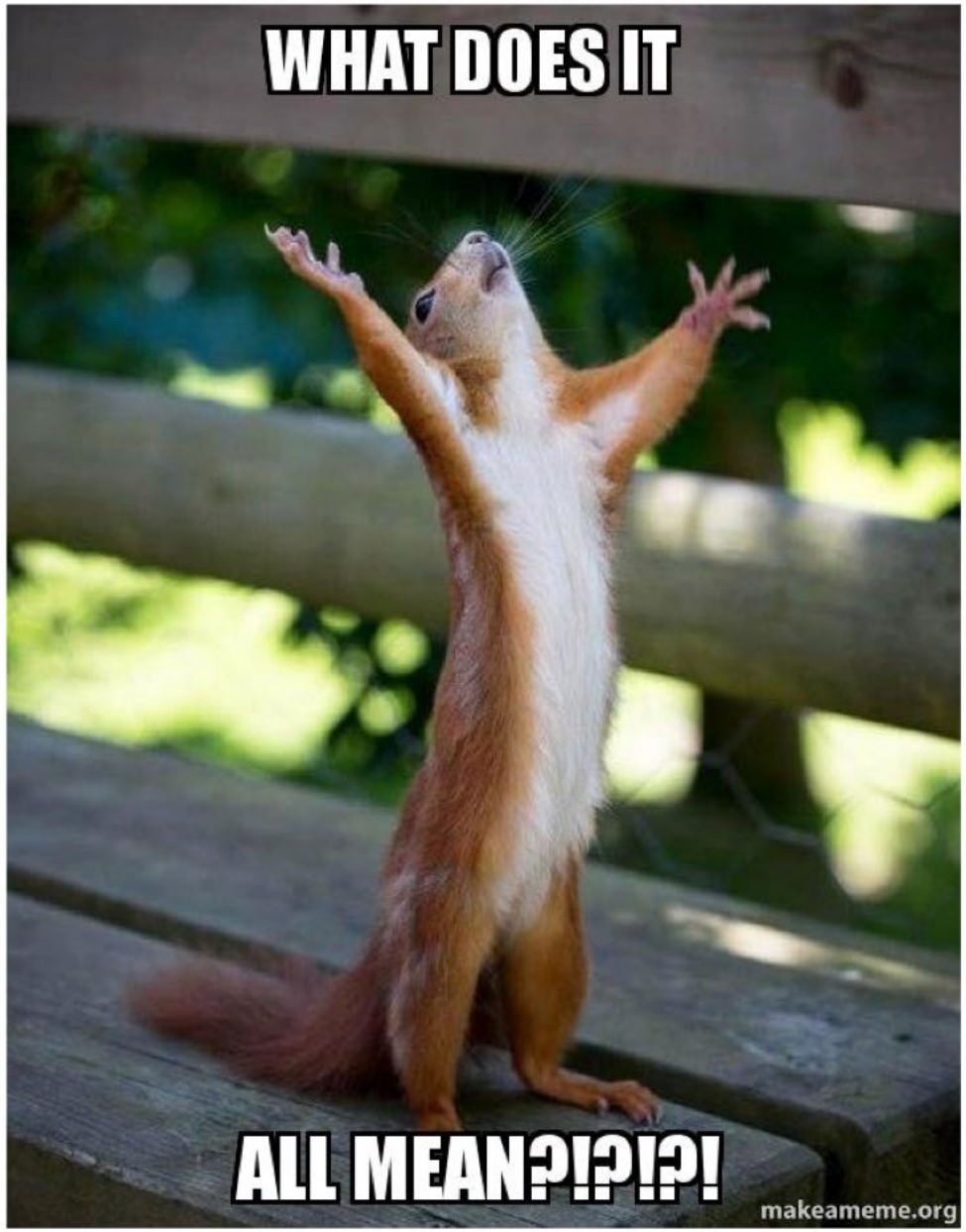


Figure 5. Model 2: Structural equation model with standardized coefficients. $X^2(59) = 250.66$, $p<0.000$; RMSEA = 0.044; CFI = 0.964; SRMR = 0.041; $R^2_{HIC} = 0.66$; $R^2_{CE} = 0.13$; N = 1,663. All standardized path coefficients significant at $p < 0.01$.

So....



Hope Contagion

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." -Margaret Mead

Hope Contagion

Facilitating the spread of hope should not be regarded as something that happens by magic or happenstance.

Developmental Interactions in Community Leadership Development

- *Mentoring*
- *Coaching*

Addressing Structural Barriers to Civic Engagement

Addressing barriers to civic engagement could perhaps augment the spread of hope to traditionally underrepresented or underserved populations in the community leadership fabric

Addressing Structural Barriers to Civic Engagement

- Invoke public pressure for...
  - *Better representation at all levels of community leadership*
  - *Contested local elections, with candidates representing diverse racial, ethnic, gender, community tenure, and industries*
  - *Local tax policies to benefit economic development*

Addressing Structural Barriers to Civic Engagement

- Innovative and alternative forms of access to community engagement
  - *Paid leave for community involvement*
  - *Digital engagement platforms (i.e., Zoom) for working parents*
  - *Asynchronous opportunities for engagement*

Addressing Structural Barriers to Civic Engagement

- *Require community foundation grant proposals to address diversity, equity, and inclusion*

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