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2024

The year ahead

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ON THE COVER



Ringing in the new year means taking stock of the challenges and opportunities

Photo illustration by Anthony Frenzel

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In the year ahead ...

2023 was a year of ups and downs, especially as interest rates climbed and inflation hit the pocketbooks of people everywhere.

Looking ahead to 2024, what are the opportunities and challenges? We've checked with some experts in the fields of retail, finance and tourism.

NEXT MONTH

Burnout is the specter that all employees and employers equally dread.



Megan Gloss

With a new year dawning, what better time to learn how to recognize the signs and learn how to stay active and engaged?

Have a story idea? Interested in writing for BizTimes? Email megan.gloss@thmedia.com and tony.frenzel@thmedia.com.



Anthony Frenzel

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The year ahead

Retail, financial and tourism sectors weigh in on what's in store for 2024

BY MEGAN GLOSS

According to local sources, 2023 brought challenges in the forms of inflation, rapidly rising interest rates, instability in world affairs and the official end to the COVID-19 pandemic.

But while many businesses are looking ahead to 2024 with a conservative eye, small and steady bounce backs from the COVID-19 pandemic are being seen across various sectors.

Here is a look at what retail, financial and tourism industries are forecasting as each move forward into the new year.

RETAIL

While 2023 saw the impacts of inflation continue to put caution into consumers' spending habits, Kennedy Mall Director of Corporate Communications and Marketing

Director Joe Bell said the organization has witnessed a marked uptick.

"We actually experienced a really good year coming off of a couple years of disruption with the COVID-19 pandemic," he said. "Things continue to look much better from



Joe Bell

a retail standpoint, and in terms of merchandise and sales, we're getting closer to pre-pandemic levels."

Kennedy Mall, which houses several outlets, is amidst a redevelopment in its merchant mix, with national retailers such as Books-A-Million taking over the former Younkers location, the opening of the locally owned Makers Market and the forthcoming opening of the national HomeGoods chain.

"We've always been very busy looking for new opportunities and talking with potential merchants about what kinds of businesses might be a good fit for Kennedy Mall," Bell said. "We do have available space. And we are looking at opportunities beyond

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Dave Kettering

People stand in line waiting for Kennedy Mall to open its doors to shoppers on Friday, Nov. 24, 2023.

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retail, such as in hospitality and entertainment, to shake things up a bit and to add to the whole experience of going out with friends and family to the mall."

CHALLENGES

A challenge that inevitably will continue to loom will be the influence of inflation, Bell said — something neither retailers nor consumers can control.

"To a large extent in 2023, consumers had to tighten up their spending habits and use more discretion," he said. "They became a little more wary in their spending habits, and we anticipate that will continue to be the case into 2024. Consumers want to make sure that what they are purchasing has value. They often are holding off to get the best deals, and retailers often are holding off to

IN HIS WORDS

"Consumers want to make sure that what they are purchasing has value. They often are holding off to get the best deals, and retailers often are holding off to put items on sale. So, there is a bit of tension there."

Joe Bell

put items on sale. So, there is a bit of tension there."

OPPORTUNITIES

While inflation might continue to pose a hurdle for consumers and retailers, the good news, Bell said, is that Kennedy Mall finds

itself in the middle of a prosperous market area.

"Locally, unemployment is low and wages have come up a bit," he said. "We are starting to see a bit of resurgence in the form of

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consumer confidence.

“I think the continued emphasis moving forward is going to be on localized retailing. We believe that’s very important because independent retailers bring a certain flavor to the marketplace. We urge people to stay tuned because there are going to be some exciting changes in 2024 that we think will be quite popular.”

FINANCIAL

In addition to inflation, a rapid rise in interest rates throughout the financial industry saw the margin of deposit rates and cost of funds often depleting faster than what loans borrowed could reinforce.



David Klavitter

“We definitely felt that squeeze in the banking sector,” said Dupaco Community Credit Union Chief Marketing Officer David Klavitter. “So much of what happens in the year ahead depends on what the feds do to slow those rate increases, or at least maintain them, to keep the pressure off financial institutions and their members.”



Andrew Townsend

Dubuque Bank & Trust President and CEO Andrew Townsend said his financial institution has seen similar

impacts from 2023.

“The rate environment going up as rapidly as it did, as well as the margin of deposit in particular and bank failures occurring at the national level early in the year put a lot of concern and strain on the overall financial services industry,” he said. “Deposit gathering and retention became even

more critical as people began moving huge chunks of their deposits away. That’s unique to our world today by comparison to the recession in 2008, when people couldn’t move their money away via a mobile app in a moment’s notice.

“It really has prompted us to reinforce to our clients over the course of the year that we are stable. We haven’t seen as much growth as we would like, but stability is better than the alternative.”

CHALLENGES

Klavitter echoed that while the banking industry has continued to feel the effects of the COVID-19 pandemic. With results such as inflation and increased interest rates posing additional challenges, communication between banks and members has been critical.

“Part of our mission to our members is to help them build and improve their financial well-being,” he said. “When stresses like delinquency in home loans occurs or people fall behind as student loan payments restart,



Metro Creative

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IN HIS WORDS

“So much of what happens in the year ahead depends on what the feds do to slow those rate increases, or at least maintain them, to keep the pressure off financial institutions and their members.”

David Klavitter

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IN HIS WORDS

“One of the key issues we face, not just in Dubuque but across the state, is how do we grow? How do we retain talent? There are many variables. But in terms of activity, I think some projects that are on the table could be a good thing in terms of gaining market share beyond Dubuque.”

Andrew Townsend



Metro Creative

Continued from page 8

obviously it creates additional pressure.”

Townsend said in addition to keeping members in the loop, other challenges on the horizon include economic headwinds, as well as current global conflicts and the presidential election.

“Those likely will have an influence on what happens within the financial industry as well,” he said.

OPPORTUNITIES

Despite the challenges, Townsend said the local market remains solid.

“There are a lot of projects on the drawing board in some form or fashion that will be very positive for the market,” he said. “One of the key issues we face, not just in Dubuque but across the state, is how do we grow? How do we retain talent? There are many variables. But in terms of activity, I think some projects that are on the table could be a good thing in terms of gaining market share beyond Dubuque.”

Klavitter also believes financial institutions, such as community credit unions, can continue to play a pivotal role, whether through the creation of self-serve and mobile banking options that make financial advisors more readily available to assist members or through financial literacy, education and programming.

“I think our biggest opportunity is re-engagement, delivering value in the services we are able to provide and in the number of ways we can serve members in the current marketplace of financial institutions,” he said. “I think what COVID-19 did was to create more awareness around the idea of health and wellness. There is a direct correlation to that and our financial well-being.

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Keith Rahe

They go hand-in-hand.

“As people are setting their goals in the new year, they should think about where they envision themselves. Talk about your goals with a financial planner and talk about what ways you can improve your financial well-being through paying your bills

on time, having an emergency savings, maintaining a good credit score, having a good debt-to-income ratio and having a robust financial plan. All of that can be broken down into little bites, rather than eating one big elephant.”

TOURISM

While travel was among the industries that dealt with one of the greatest disruptions during the COVID-19 pandemic, it’s also an area that has enjoyed a healthy rebound.

“We’ve had a big year,” said Keith Rahe, president and CEO of Travel Dubuque. “It has been absolutely amazing to see the continued growth, be that from hotel/motel and lodging packages to restaurants and the gaming industry and everything else we use to gauge the vibrancy of the area. Dubuque County, and the tri-state area as a whole, has grown and thrived tremendously well, particularly as we become further distanced from the pandemic.”

While the area didn’t experience quite the same impact as it did in 2021 and 2022 with a Major League Baseball game at Field of Dreams in Dyersville, Iowa, river boat excursion traffic continued to draw business to the area.

“Those bring a lot of people here from all over who get to experience our area,” Rahe said. “That type of exposure really helps.”

CHALLENGES

An obstacle the travel industry faces as it moves into 2024 is one that regularly remains.

“I think a challenge is always in finding new ways to reinvent ourselves,” Rahe said. “We want to provide something unique for the people who have never been here before and something new for the people who are coming back.”

Conferences and meetings are an area that have been slower to rebound since the COVID-19 pandemic, with the emergence of virtual meetings. However, Rahe said that also could continue to evolve.

IN HIS WORDS

“I think a challenge is always in finding new ways to reinvent ourselves. We want to provide something unique for the people who have never been here before and something new for the people who are coming back.”

Keith Rahe

“It’s an area that is coming back, but slowly,” he said. “Those larger conferences and corporate gatherings also bring business into the community, and we do have some exciting things on the books.”

OPPORTUNITIES

A perk in the new year for local tourism is continuing to find avenues to appeal to a broader base of those traveling to the tri-states, be it for work or for pleasure.

“People who are coming to the area from Chicago, Milwaukee, Des Moines can find a very budget friendly area that offers a lot of different experiences that they can be en-

thused about,” Rahe said. “And with the continued evolution happening in Dyersville with Field of Dreams, the growth potential is significant.”

Development, too, with community partners will be key to growth.

“Partners like the National Mississippi River Museum & Aquarium do an amazing job with their displays and exhibits. I’m also incredibly excited to see what is evolving with Chaplain Schmitt Island. That’s another step up for the area to continue to evolve, not only Dubuque County but in the surrounding communities, as a destination.”

Megan Gloss writes for the Telegraph Herald.



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Elevated Images

aiming for long-term success in new location

BY ANGELA JONES • PHOTOS BY DAVE KETTERING



Michael Williams is co-owner of Elevated Images in Dubuque.

In summertime, visitors to the Dubuque Farmers Market have likely been drawn to a booth filled with colorful, aerial images hosted by Elevated Images' co-owners, Michael Williams and McKenzy Marley.

All of the tedious work assembling and disassembling the booth resulted in solid sales and exposure (pun intended) that have further led to opening a store on Main Street in Dubuque this past October.

"It's come a long way in a short time," Williams said. "It feels surreal."

The benefits of having a storefront are many, and it might be essential for the long-term success of the business.

"It's helpful to have a physical space to call home," he said. "People can find us on a daily basis."

The store is a dazzling and orderly collection of images, from large pictures on the walls to magnets and playing cards on tables and shelves. Puzzles are a big seller, they said.

One half of the store is filled with images of Dubuque — iconic spots from often surprising perspectives that can only be

captured from the air, as drones do. The other half of the store is full of stunning images from places around the globe, of which Williams seems to favor water locations.

Williams and Marley travel frequently to capture the unique images, but now that there's a physical store, they have to consider their hours and availability.

So far, the busiest times are when the river cruise boats bring in visitors, and they might choose items they can carry back with them. But when they choose

larger prints, Elevated Images will ship. Days are a little slower now that the cruises have ceased for the season, but locals are still seeking out the store now that it's open.

While Williams searches for best spots and times of day and season in the area, Marley handles the business aspects of Elevated Images. It's a partnership that is mutually beneficial. And yet they both have goals related to photographic art:

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Sarah Scherrman
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IN HIS WORDS

"It's helpful to have a physical space to call home," he said. "People can find us on a daily basis."

Co-owner Michael Williams



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Gift items available at Elevated Images include everything from coasters to shot glasses to one of the shop's best-sellers: puzzles.

Continued from page 13

He would like to focus on creating more portraits while she would like to focus on macro images.

But for now it's all about the views. Whether focusing on intriguing interiors or wide open spaces, Williams doesn't seem to tire of all of the possibilities. He caught the travel bug when he studied abroad in Bamberg, Germany, and he has the talent of appreciating places both near and far — and celebrating them — through photographs.

"Germany is the center of Europe and it's easy to go everywhere and travel," Williams said.

Yet it's not just their own choosing of what they think would make the most alluring images. Williams also takes commissions, often for weddings, farms, marketing, and real estate — all of it keeping the company busy.

Because his art and business depends on drone technology, it's drone technology that Williams needs to keep abreast of,



ELEVATED IMAGES

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Phone: 563-564-1553

On the web:

www.elevatedimagesdubuque.com

Opened: October 2023

which is easier today than it was when he first learned it.

"Early on, drones were challenging to

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IN HIS WORDS

"Early on, drones were challenging to use," Williams said. "But they're intuitive now and have features like stabilization and 'return to home' — they're user friendly and almost more like playing a video game."

Co-owner Michael Williams



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Continued from page 15

use,” Williams said. “But they’re intuitive now and have features like stabilization and ‘return to home’ — they’re user friendly and almost more like playing a video game.”

Even with all of the right technology, there’s still the artistic consideration of finding the right place at the right time. Williams makes the choices that he feels are best for color, perspective and subject matter. And residents and visitors tend to applaud his choices.

Williams and Marley are not likely to rest on their laurels for long.

“We want to grow our presence in the area,” Williams said. “There’s so much aerial art to show people. I’m excited to share it and to show off all of these places.”

A next step is to launch aerial drones indoors, and Williams is securing the technology to accomplish it.

“Indoor drones are much smaller to navigate through windows and doors,” Williams said. “It does much more for marketing (for instance).”

Fortunately, Williams and Marley seem to have bottomless energy to continue working with drone technology, traveling and sharing their work, whether of local subjects or those thousands of miles away. His photography reminds us that the world is vast and amazing, and it’s worthwhile to see it fresh from new heights.



According to Williams, innovations in drone technology have made for a more user friendly experience.



Williams co-owns Elevated Images with McKenzie Marley.

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Faces in Business

Wendy Knight

Founder and Collaborative Strategist, Focus Forward LLC

BY KEN BROWN • PHOTOS BY JESSICA REILLY

Wendy Knight is the founder and collaborative strategist for Focus Forward, LLC. With 37 years of experience in health care, higher education and banking, she brings a wealth of expertise in organizational leadership, strategic thinking, revenue generation and best practices. Knight believes in applying sound business principles to help organizations become more effective and efficient in achieving their goals.

Tell us about your field and what attracted you to it.

With an unyielding passion for service and a commitment to bettering the world, my journey began in the realm of health care as a respiratory therapist. From that pivotal moment, there was no turning back. Now, as I set forth on the path of entrepreneurship, my consulting venture is poised to revolutionize the landscape. I am on a mission to empower small businesses and nonprofit organizations to forge a profound and lasting impact and growth.

What attracts me to this field is the opportunity to bring about positive change. I thrive on seeing organizations succeed and achieve their desired outcomes. My focus on results, action, and impact allows me to provide an objective and independent perspective that complements the insights of those affiliated with the organization. I am committed to relieving current staff burdens and providing the necessary structure, resources and discipline to drive progress.

How has your field changed in the time you've worked in it? How have you adapted?

Over the years, I've witnessed several significant changes. Here are some of the key shifts and how I've adapted:

1. Increased emphasis on outcomes and

impact:

Change: Nonprofits are now expected to demonstrate measurable outcomes and the impact of their programs.

Adaptation: I've integrated outcome-focused approaches into my strategies, emphasizing the importance of tracking and reporting tangible and meaningful results.

2. Technology advancements:

Change: Technology has become integral to nonprofit operations, including donor management, digital fundraising and data analysis.

Adaptation: I've stayed updated with the latest technologies, incorporating them into my work to enhance efficiency and effectiveness.

3. Shift toward collaboration and partnerships:

Change: Nonprofits will need to increase collaboration with other organizations and sectors to address complex issues and remove duplication

Adaptation: I've honed my skills in building effective partnerships, recognizing that collective efforts often yield greater impact than individual initiatives.

4. Regulatory changes and compliance:

Change: Nonprofits face evolving legal and regulatory requirements, which demand constant vigilance and adaptability.

Adaptation: I've stayed informed about legal changes, ensuring that the organizations I work with remain compliant and well-prepared to navigate regulatory challenges.

Overall, my ability to adapt to these shifts has been crucial in remaining effective and relevant in the field. By staying agile, contin-





uously learning and leveraging new tools and strategies, I've been able to help organizations navigate the evolving landscape and achieve their missions.

Is there a person or people who have had a tremendous impact on you?

Yes, there have been several individuals who have had a tremendous impact on me throughout my career and life. Here are a few examples:

Colleagues and collaborators: I've had the privilege of working with incredibly talented and dedicated individuals. Their passion, creativity and work ethic have inspired me and contributed to my own growth and development.

Community leaders: Engaging with community leaders has been instrumental in broadening my perspective and deepening my commitment to service. Their passion and tireless efforts to make a positive impact have motivated me to do more.

Clients and partners: The organizations and individuals I've worked with as a collaborative strategist have taught me a great deal. Their diverse missions and challenges have provided unique learning opportunities, and their dedication to their causes has been both inspiring and humbling.

Family and friends: The support and encouragement of my family and friends have been a cornerstone of my journey.

Thought leaders and authors: Reading the works of thought leaders and authors in various fields has expanded my knowledge and shaped my approach to strategy, leadership, and business practices.

Undoubtedly, Dr. Liang Chee Wee stands as a singular figure of profound influence in my life. His exemplifications of humble, impassioned and servant-driven leadership, coupled with his insightful mentorship, have been a source of awe and inspiration.

Do you have any advice for young people and/or new graduates?

Certainly.

Embrace continuous learning: Never stop learning. Seek out new experiences, take courses, attend workshops and read widely. The world is constantly evolving and staying curious will help you adapt and thrive.

Network: Build and nurture professional relationships. Networking can open doors to opportunities and provide valuable insights and mentorship. Attend community events and seek out professional memberships.

Set goals: Define both short-term and long-term goals. This will give you direction and a sense of purpose.

Stay flexible: Be open to new experiences and unexpected opportunities. Your career and or personal path might not follow a linear



Wendy Knight (right) speaks with Carl Bobis (left), scout executive and CEO at the Northeast Iowa Council of Boy Scouts of America; and Matt Tompkins (middle), past president at Northeast Iowa Council of Boy Scouts of America.

VIDEO

Visit biztimes.biz for a video interview with Knight.

trajectory, and that's perfectly fine.

Embrace failure to become resilient: Failure is a natural part of any journey to success. Use it as a learning experience and a stepping stone to greater achievements. It's how you bounce back and learn from failure that defines your success.

Take care of your well-being: Physical and mental health are crucial. Make time for exercise, proper nutrition and relaxation.

Build a personal brand: Understand what sets you apart and how you want to be perceived professionally.

Stay curious and ask questions: Don't be afraid to ask questions. Curiosity and a willingness to learn will serve you well in any field.

Be patient and persistent: Success rarely happens overnight. Stay committed to your goals and keep working towards them.

Balance work and life: It's important to find a healthy balance between your professional and personal life. Burnout can be counterproductive in the long run.

Stay humble/laugh at yourself: No matter how successful you become, always remain humble and open to learning from others. Don't let your ego get in the way of personal growth and meaningful connections with others.

Take risks: Don't be afraid to step out of your comfort zone. Taking calculated risks can lead to unexpected opportunities and personal growth. Get comfortable with the uncomfortable.

Believe in yourself: Have confidence in your abilities and trust that you have what it takes to achieve your goals. If you don't believe in yourself, no one else will!

Find your passion and purpose: Seek out work that aligns with your interests and values. When you're passionate about what you do, it becomes easier to stay motivated and committed to making a meaningful impact.

Be proactive and take initiative: Don't wait for opportunities to come to you. Take the initiative to seek out projects, volunteer for tasks and propose innovative ideas. Proactivity shows your dedication and leadership potential.

Maintain a growth mindset: Embrace challenges as opportunities for growth. Believe in your ability to develop new skills and overcome obstacles. A growth mindset fosters resilience and a positive outlook.

Remember, everyone's journey is unique, so take the time to discover what works best for you. Keep a positive attitude, stay motivated and never underestimate the power of perseverance.

What have you found to be the most valuable resource for learning? Are you an on-the-job learner or do you prefer another way?

What has worked for me is a combination of formal education, practical experience and self-directed learning through books and online resources.

Math vs. creativity. People person vs. introvert. Slow and steady vs. quick and nimble. Where do you fall on those divides? Do you believe there even is a divide?

I do not see rigid divides but rather aspects of a person's personality or approaches to various tasks. People are complex and can exhibit a range of characteristics and behav-

iors depending on the situation. Embracing a holistic view of these traits can lead to a more well-rounded and adaptable individual.

These traits and preferences are not necessarily mutually exclusive. They often complement each other and can be harnessed in different ways depending on the context. For example, someone who is quick and nimble might still benefit from a slow and steady approach for certain long-term projects. Similarly, a people person might find moments of solitude and reflection invaluable for deep thinking and creativity.

Ultimately, finding the right balance between these traits and preferences can be a powerful asset in personal and professional development. It's about recognizing the strengths of each and leveraging them appropriately in different situations.

How has your professional life helped you grow as a person?

My professional journey has been instrumental in shaping me as a person. Through the challenges, successes and experiences in my career, I've developed a strong work ethic, strategic thinking, innovative problem-solving skills and a heightened sense of responsibility.

Encountering different environments and cultures through my work exposed me to diverse perspectives and ways of doing things.

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This expanded my cultural competency and enhanced my ability to relate to and collaborate with people from various backgrounds.

Facing professional challenges also helped me develop resilience and adaptability. I learned how to navigate setbacks, reevaluate strategies and persevere towards achieving my goals. This resilience extended beyond the workplace and became a valuable trait in facing personal challenges as well.

Leadership opportunities have taught me to lead with empathy, inspire teams and foster a collaborative work environment while achieving outcomes.

Networking and building professional re-

lationships were also instrumental in my growth. Engaging with mentors and peers provided valuable insights and guidance, while also teaching me the importance of giving back and mentoring others.

Overall, my professional journey has been a continuous learning process. It's taught me to embrace change, seek out new knowledge and to approach challenges with confidence and determination. These lessons have not only shaped my career but have profoundly influenced my personal development as well.

Perhaps most importantly, my professional journey has underscored the importance of harmonizing ambition with a sense of purpose and individual well-being. It has taught me to value self-care, nurture meaningful relationships and uphold a balanced work-life equilibrium.

How do you strike a work/life balance?

Set clear boundaries for work and play, set realistic expectations, plan, delegate as needed, say no to things that do not align with my values, disconnect from technology, unwind with vacations and celebrate success.

There is no perfect balance, and you might have to adapt and evolve your approach over time. The key is to find a rhythm and level of equilibrium that allows for both professional success and personal fulfillment.



Stonehill
COMMUNITIES

Congratulations Amy!

2023 Outstanding Fundraising Professional

This award is presented to an individual who practices fundraising in an exemplary manner and has helped to advance the profession through continuing professional development, education, publications, advocacy, outreach, and other activities.



Amy Schauer

Executive Director of Development
Stonehill Communities

Creating a plan for a new year and new goals



**KATHIE
ROTZ**
Unity
Consulting

She is a leadership consultant and John Maxwell certified speaker, trainer and coach with the Dubuque business

A new year is the perfect time to create fresh, new goals and experiences. Once the year begins, we experience surprises and detours.

In the past few weeks, I have traveled to a destination four different times; Each trip followed a different path with different results. Half of these trips were more successful than the other half.

The first trip was considered a success. After traveling for 30 minutes, I turned on my GPS. Two hours and 20 minutes later, with zero U-turns, I arrived at my destination.

On my second trip, I programmed my GPS from my house. The problem with this trip was the GPS instructed me to exit two exits too soon. Once I realized I was on a different route, I had no phone service and couldn't access my maps or an alternative route. Three hours later, I finally arrived at the destination.

To avoid the mistakes I made on my previous trip, on trip number three, I ignored the first two exits that Mr. GPS prompted me to take, resulting in another mishap. I missed the correct exit because I had selective hearing and tuned out the GPS voice. I finally arrived at the destination more than three hours later.

On my final trip, I did not turn on the GPS and trusted my instincts. Two hours and 20 minutes later, I successfully arrived at the destination with no wrong turns.

Have you ever depended on a reliable source, like a GPS, only to be disappointed in the approach and results? As we prepare for a new year, what is your plan? What reliable tools are you using to help you navigate the new year?

The lessons I learned while relying on my GPS can be adopted as we navigate the new year.

PLAN

Look at your map before the new year begins. Study your routes and choose your best option. Document your path in a personal growth plan, an intentional document that captures your 2024 goals. Which route is the best for you that will make your next year efficient and successful?

KATHIE SAYS

There are a variety of strategies and ideas that have worked for others. It is not healthy to think we can implement all ideas successfully. Instead, follow your instincts and choose a path that caters to your style and preferences.

BE PRESENT AND FOCUS

In the book "One Word That Will Change Your Life," Jon Gordon, Dan Britton and Jimmy Page encourage readers to choose one word to focus their year instead of a goal or New Year's resolution. This word will help you avoid distractions and stay focused on the desired path.

TRUST YOUR INSTINCTS

There are a variety of strategies and ideas that have worked for others. It is not healthy to think we can implement all ideas successfully. Instead, follow your instincts and choose a path that caters to your style and preferences. Turn off the distractions and trust your instincts.

Taking new roads in the dark gives a different perspective and view than traveling during daylight hours. We need guidance from tools like GPS until we are confident on our path.

While traveling this month, I did not always arrive at my destination in the most efficient timeline. However, I did arrive safely with many

learning lessons along the way.

At the end of 2024, you will find the same. Implement the guidance of growth tools others have found successful, tweak them to meet your goals and embrace many learning lessons on your way to your new destination.

Get started by downloading a personal growth template at tinyurl.com/2y8xdhxy.

The time to invest in aging services is now



PEGGY STOCKEL
Stonehill Communities

She is the President and CEO of the Dubuque organization

For better or worse, we are all aging. The median age in Dubuque and throughout Iowa is rising. The fastest growing age groups in Iowa are older than 65, and the 85 plus population — the age group most likely to need aging services such as nursing homes — is forecast to grow 90% by 2040.

We must take action now to ensure we have the resources to meet the needs of older adults in the future.

One of the most concerning factors in providing aging services for this growing population is workforce. The COVID-19 pandemic accelerated the challenges many health care providers were already experiencing with workforce.

Since the pandemic, the aging services workforce has decreased by more than 11%, while costs have increased by 15% due to inflation. This challenges already stretched organizations to do more with less, placing older adults at risk and limiting access to care.

All health care providers across the state of Iowa and the country are struggling with workforce, however, Iowa's aging services sector continues to suffer major labor shortages when compared with other health care providers, such as hospitals and clinics. To fill these gaps during the pandemic, many providers turned to staffing agencies to make up for

staffing shortages, and many still rely on them today.

While this does solve the issue of filling positions, this can have a drastic financial impact on organizations. We have unfortunately seen this in the number of Iowa nursing homes that have closed since June 2022.

PEGGY SAYS
In this challenging landscape, resilience and a commitment to serving our community drives us forward.

In this challenging landscape, resilience and a commitment to serving our community drives us forward. Aging services providers are working to find creative solutions and opportunities. Anything we can do to entice individuals to consider a career in aging services has become a priority, and retention of existing workforce is just as important.

We must become the premier employers that individuals seek. Sign-on bonuses only help so much when there are not enough nurses in the workforce to fill the open positions, so providers

are offering scholarships to pay for education and remove financial barriers for current and potential employees. They are ensuring that candidates and existing staff alike understand the full breadth of career growth opportunities and are able to take advantage of those opportunities. They are enhancing leadership at all levels to build alignment and

Continued on page 23



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BIZ LOCAL

EMMAUS NAMED TO TOP COLLEGES LIST

Scholarships360 recently named Emmaus Bible College, of Dubuque, to its 2023-2024 Top Colleges for Affordability list.

CRESCENT RECOGNIZED AS GOLD-TIER LEADER

Crescent Community Health Center, of Dubuque, was recognized by Health Resources and Services Administration as a gold-tier Health Center Quality Leader, which recognizes the top 10% of clinics achieving the best overall clinical quality measure performance. Crescent also received recognitions for Advancing Health Information Technology for Quality, Addressing Social Risk Factors and Access Enhancer.

MERCYONE RECEIVES LEADERSHIP AWARD

MercyOne Dyersville Medical Center and MercyOne Elkader Medical Center received a 2023 Performance Leadership Award from the Chartis Center for Rural Health. The award recognizes them for being among the center's top hospitals for "quality, outcomes and patient perspective."

Post-pandemic back-to-the-office resistance



GERALD KOPPES, SPHR

He is a retired instructor from Northeast Iowa Community College and the University of Wisconsin-Platteville

When World War I ended and U.S. troops were sailing home from France, Americans were listening to the popular vaudeville song, "How Ya Gonna Keep 'em on the Farm (After They Seen Patee?)" The song posed the musical question: Would the doughboys be willing to return to the drudgery of farm work after having enjoyed the social and cultural delights of Paris?

Might we raise a related question today? How are you going to get the pandemic-created remote workers back into their dreary little cubicles after they've enjoyed the advantages of working from the friendly confines of their homes?

Here are some thoughts on the post-pandemic, back-to-the-office controversy roiling today's workforce.

Lacking a labor contract or applicable government laws and regulations, employers generally have the right to determine the employee's worksite as it has traditionally been considered a condition of employment.

The COVID-19 pandemic created

GERALD SAYS

A return-to-work policy for remote workers should include incentives as a more effective approach to gain compliance than the threat of discipline that includes the possibility of dismissal.

a once-in-a-lifetime situation where employers, guided by vague recommendations from public health officials and contradictory directions from other government agencies, needed to make quick decisions on the redeployment of the workforce, both for the safety of the employees and customers and the imperative of continuing the operation of the enterprise. I suspect very few organizations had operational policies for such an unexpected emergency already on the shelf and ready for use.

A return-to-work policy for remote workers should include incentives as a more effective approach to gain compliance than the threat of discipline that includes the possibility of dismissal. A hybrid plan that starts out with one day in the office and over many weeks builds to a complete return might ease the pain of transition for resisting employees.

Another approach might be to

Continued on page 24

Continued from page 22

enhance loyalty. They are looking closely at wellness programs and addressing burnout to mitigate turnover. They are leveraging technology to maximize the efficiency of the workforce.

In addition to these organization-led strategies, advocacy is critical. Aging services providers need the legislature's help to increase access and bring more nurses and caregiving professionals into the field and into our state. Expansion of health care training programs, tuition assistance and loan repayment programs and the establishment of wrap-around supports such as affordable housing, transportation, child care and family services all help make careers in healthcare and aging services attainable and attractive. Health care funding across the continuum is necessary to ensure older Iowans have access to care based on their needs and preferences.

I urge you to consider the needs of our growing adult population. Be aware of the trends in our state and country. Encourage others to investigate career opportunities in our field. Think about innovative partnership opportunities.

Older Americans paved the way for the life we live today. As a society, we have a duty to care for those who once cared for us. And, we too will want quality services available when we need them. The time is now.

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Are you selling your TV viewing time too cheaply?



**SCOTT
BURNS**

The Dallas
Morning
News

He is a business
columnist for the
publication

The last time I watched TV ads was in my dentist's office. I was having my teeth cleaned. I watched a Home and Garden channel show purporting to do a complete kitchen remodel and an abundance of other work. All in a magical three weeks.

Progress on the remodel was interrupted regularly by advertisements for pills that would remedy various maladies, if you were willing to risk the occasional side effect of sudden death.

Twice a year, I can live with that.

But TV advertising is coming back big time.

With streaming, I thought it was going away.

I was wrong.

Only a few years ago we could "cut the cord," abandon network TV, and sign up for streaming services like Netflix or Amazon Prime. Both offered thousands of movies and television series without a second of advertising.

Today, essentially all of the streaming services offer a choice. You can watch ad-free streaming at one monthly fee. Or you can have lower-cost streaming with advertising.

I thought I understood network TV.

It was "free" because it was entirely advertising supported. We could watch 40 to 45 minutes of a TV show if we subjected ourselves to 15 to 20 minutes of advertising.

That was the deal.

If you put no value on your time, it was "free" entertainment. Indeed, TV was routinely considered the lowest cost form of entertainment. Anyone with a TV set and a paid-up electric bill could spend hours watching.

Try, for instance, imagining yourself as a normal human being making this choice:

A.) You can fly to Aspen, Vail or some other ski spot, stay in a hotel, bring thousands of dollars of special equipment and clothing, pay for a lift ticket, etc. and ski for, well, not that many hours.

B.) You can buy a ticket on Ticketmaster to the performance of your choice for a small multiple of your weekly paycheck. Or ...

C.) You can stay home and watch TV.

Small wonder that watching TV is the primary form of

entertainment for the vast majority of human beings.

Today, the introduction of two-tier pricing for streaming services has highlighted the value of our time. Except for Amazon Prime, the major streaming services now offer a lower monthly cost for customers willing to watch ads. (With Amazon there is one cost, but you have the option of watching additional content with ads.)

That means we can calculate how much we are selling our time for as advertising viewers. How much it costs depends on the size of your household, the number of hours watching TV per day and the number of minutes of ads you see in those hours.

Surveys have shown that Americans now watch about four hours of TV per day. Streaming services, unlike network TV, have fewer minutes of ads per hour. A typical figure is about six minutes per hour of viewing (but you can count on that to increase).

My back-of-the-envelope calculation says that this 120-hour-per-month viewing habit sacrifices 12 hours to watching advertising for the monthly fee saving of \$3 to \$8.50.

Divide the monthly savings by the monthly hours lost to watching advertising and you get your "compensation" for watching ads.

The best rate you can get is on Netflix. It's a magnificent 71 cents per hour if you watch alone. Watch with your significant other or a roommate and you cut the compensation in half.

The final irony is that the only way to increase your compensation per hour for watching advertisements is to watch less TV. Watch just one hour per month and you'll be compensated just \$8.50 to \$3 for that hour.

The injustice of it all makes me think that I should start a new career. With unions coming back, maybe we need a new union. Let's call it the Television Ad Viewers of America, or TVAVA for short. I'll be the visionary president, of course.

I'll get to work on this as soon as you all contribute enough for the private jet that will take me to jawbone the Big Guns of Streaming into a higher wage for ad viewers. With a monthly membership cost of just \$1, we'll get there in no time.

SCOTT SAYS

The best rate you can get is on Netflix. It's a magnificent 71 cents per hour if you watch alone.

Continued from page 23

grandfather those in remote positions and through attrition to gradually reduce the outliers. Employee dismissal should be used only as a last resort as it damages workforce morale and signals that the threat of punitive measures is an acceptable means of gaining employee cooperation.

A third option to draw employees back to the office might involve an upgrade of the company's work environment, including a more pleasant work area, with amenities such as onsite a workout area, ergonomic furniture and natural lighting, updated

desktop technology, healthy food court, recreational or game room that provides for socialization among employees and convenient employer-provided parking.

Retaining highly valued and hard-to-replace workers will require considerable management creativity to keep them in the company. Psychological rewards such as a more impressive job title, public recognition for superior work, more interesting and challenging work and additional time off for personal pursuits may incentivize valuable employees to remain with the company.

Going forward, human resource handbooks should include a policy stating the conditions under which remote work or

work from home policies will both be implemented and discontinued. Fairness in the selecting employees under such conditions will be important and should be transparent in its application.

Zoom fatigue has set in among many at-home employees and the return to the office and back into social contact with valued colleagues might well be seen by many as a positive move, as we all have had to adjust to living and working in a pandemic world that was almost unimaginable a few short years ago. Those organizations helping their employees adapt to the new normal post-pandemic work world will have a competitive advantage in the future.

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What is the goal of the 60/40 portfolio?

ALLISON
SCHRAGER

Bloomberg
Opinion

She is a columnist
covering economics
at the Manhattan
institution

I am not a fan of one-size-fits-all financial strategies. Yes, I see the value of making investment as simple as possible, but the right balance of risk and reward is a personal decision, and the most common strategies are either arbitrary or agnostic about crucial details.

Which brings me to the subject of this column: The popular yet endlessly criticized 60/40 asset allocation strategy. With bond prices tanking and correlations flipping, last year the 60/40 portfolio had its worst returns in decades. Then again, maybe that was just a blip and investors just need to wait it out.

Whether 60/40 is failing or just having a bad year comes down to how you define success. And the main problem with a 60/40 portfolio is that its objective is so poorly defined. A transition to a high-rate environment will mean choppy markets for years to come, and this will test the simple strategies the finance industry relies on. The ones that will fail will be the ones that aren't clear to start with.

The 60/40 portfolio is a 60% allocation to stocks and a 40% allocation to bonds. Nobel laureate Harry Markowitz is credited with coming up with 60/40 as part of his dissertation on modern portfolio theory, though the version of the paper published 71 years ago does not mention it. Still, many financial advisers and personal finance columnists suggest the 60/40 as the portfolio that promises that perfect balance of risk and return.

If that sounds too simple, that's because it is.

First, the optimal portfolio in the 60% stock part is not clear. Is that a global stock portfolio — which offers more diversification — or mostly U.S. stocks, as it is in some of the large funds with 60/40 portfolios? If you are committed to the view that more diversification is better, then a global portfolio is the answer. But most claims of how great 60/40 performed in the past few decades assume a fund dominated by U.S. shares, with returns largely driven by a few big stocks in the past few years.

That's a performance that might not be repeated — and anyway, counting on a just a few high-flying stocks violates the central premise of diversification that underlies the supposed philosophy of 60/40.

What happens in the 40% — the fixed income part — is even more confusing. It is not at all clear what the fixed income strategy is. Is it meant to balance risk and reward by tempering the risky stocks with a low- or no-risk bond portfolio? If that's the case, then the 40% should mostly be short-term securities issued by the government (or the

equivalent). Or is the goal diversification? Because some bonds are also risky, but they tend to have a negative correlation with stocks (until they don't, and usually the correlations flip at the worst possible time), and in that case longer-term and corporate bonds belong in there.

The distinction between investing in bonds for safety or for diversification might not sound all that important — after all, diversification is also meant to reduce risk. But diversification and hedging are different strategies with different objectives and require buying different bonds. Diversification aims to find an efficient portfolio, or the combination of risky assets that achieves the most reward for as little risk as possible. Hedging is de-risking — taking less risk by balancing your risky assets with something risk-free and giving up some reward.

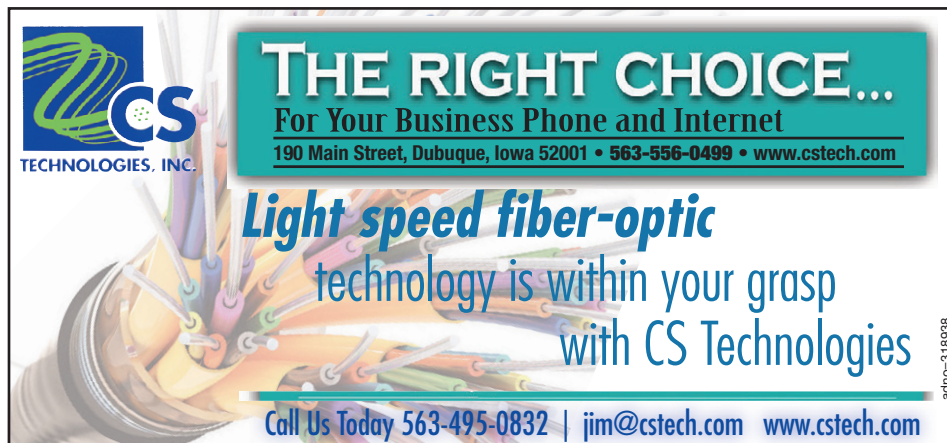
Based on the holdings of the most popular funds, the 40% objective appears to be diversification, as it is mostly in riskier and longer-term bonds. Then again, the move to riskier bonds might have happened because in the late 2010s cash-like bonds offered no return, and some people underestimated long-term bond risk when inflation seemed improbable.

Clarity on whether you want hedging or diversification also determines how success can be measured. If an investor is promised a fund that will hold its value no matter what happens to markets, then the risk-free hedging should dominate the fixed-income strategy, and big drops are a problem. If the goal is simply a diversified asset portfolio that will occasionally experience some big drops (and will drop when you need the money most) but over time will probably perform well, then diversification should be the strategy. In that case, investors should realize 60/40 is not a complete strategy and hedge on their own.

60/40 can do a little of both diversification and hedging, but it is important to be clear on what risk-free means and make it a distinct part of the fixed-income strategy rather than lumping it into the 40% part of the portfolio, as most funds do.

There is value in keeping investment simple. And sticking with a 60/40 portfolio is still probably a better bet than many other strategies, provided you aren't paying high fees, because it does offer diversification in an easy and accessible way. But the outlook for bonds and the possibility of a recession suggests that the 60/40 portfolio could use some improvement — beginning with more clarity on what its objective is.

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RIBBON CUTTINGS



Dubuque Area Chamber of Commerce

Grand River Center, 500 Bell St.



Caravel Autism Health, 2055 Holliday Drive, suite 530.



Elevated Images, 129 Main St.



Carnegie-Stout Public Library, 360 W. 11th St.



Collins Community Credit Union, 255 John F. Kennedy Road.

NAACP FREEDOM FUND BANQUET



Erik Hogstrom

Antonio Mouzon, director of the Multicultural Family Center, addresses the 34th annual Freedom Fund Banquet of the Dubuque Branch NAACP Sunday at Grand River Center.



Olivia Edwards (right) accepts the Developing & Demanding One's Mental Excellence Minority Student Athlete of the Year Award from R.R.S. Stewart (left) and Anthony Allen (center) of the NAACP.



Antonio Mouzon, director of the Multicultural Family Center, addresses the 34th annual Freedom Fund Banquet of the Dubuque Branch NAACP.



Miquel Jackson speaks after receiving the 2023 Ruby Sutton Humanitarian Award.

OPERATION POPULATION



Stephen Gassman

Attendees listen to a panel discussion during “Operation Population” hosted by Dubuque Area Chamber of Commerce at Hotel Julien Dubuque on Oct. 31.

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OPERATION POPULATION



Attendees participate in roundtable discussions during “Operation Population” hosted by Dubuque Area Chamber of Commerce at Hotel Julien Dubuque.



Dustin Miller, governmental affairs attorney, Nyemaster Goode, P.C., speaks during a panel discussion.



Dubuque Area Chamber of Commerce President and CEO Molly Grover speaks during “Operation Population.”



Margee Woywood, director of human services for Goodwill Industries of Northeast Iowa, participates in a roundtable discussion.



Joe Murphy, president, Iowa Business Council, speaks during a panel discussion.



Attendees participate in roundtable discussions.

HER NIGHT OUT



Jessica Reilly

Nicole Brotzman (left) and Mackensie Wand, both of Hazel Green, Wis., create a charcuterie board during Her Night Out at Grand River Center in Dubuque on Nov. 16.

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HER NIGHT OUT



Melissa Christensen demonstrates ways to make a charcuterie board during Her Night Out at Grand River Center in Dubuque.



Molly McLaughlin (left) and Allison Grobstick, both of Dubuque, shop.



Sharon Randall (from left), of Elizabeth, Ill.; Linda Delvaux, of Dubuque; and Lynn Pease, of Elizabeth, Ill., create a charcuterie board.



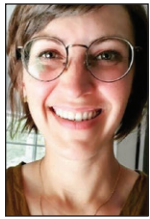
Attendees enjoy Her Night Out.



Birgit Morey (left) and Carroll Clark, both of Dubuque, create a charcuterie board.



Jayme Ironside (left) and Angela Ventris, both of Dubuque, create a charcuterie board.



Haskell



McDermott



Ulrich



Kelly



Richey



Ahmann



Morris



Townsend



O'Toole



Finke



Nietzel



Rowley



Tucker



Westhoff



Barnhart



Lawrence



Myers



Martinez
Astobiza



McNamara



Hoffmann



Brumwell



Mueller



Ready



Pedretti



Specht



Kruse



Deutmeyer



Zuccaro



Vail



Eggers



Neyens

GALENA GAZETTE

HIRED: Loretta Haskell as an office and sales assistant.

STONEHILL COMMUNITIES

HIRED: Rachel McDermott as director of rehabilitation and Matelyn Ulrich as director of outpatient therapy.

COTTINGHAM & BUTLER

HIRED: Traci Kelly and Lindsey Richey as executive assistants.

HIRED: Kristine Ahmann as a mail center associate.

HIRED: Robin Lynn Morris and Kyle Townsend as claims representatives.

HIRED: Autumn O'Toole as a service representative.

HIRED: April Finke as a supervisor.

HIRED: Daniel Nietzel as a sales executive.

HIRED: Chelsea Rowley as utilization review RN.

HIRED: Blake Tucker as software engineer I.

HIRED: Kristin Westhoff, Mackenzie Barnhart, Morgan Lawrence and Ashley Myers as client service representatives.

HIRED: Pablo Martinez Astobiza as an associate client consultant.

MEDICAL ASSOCIATES CLINIC

HIRED: Christina McNamara as a nurse practitioner in the endocrinology department. She will offer specialized care for diabetes, thyroid disorders, osteoporosis and kidney stone prevention.

HIRED: Haley Hoffmann as a nurse practitioner. She will provide children's exams and immunizations, sports physicals, gynecological care, cancer screenings, treatment of minor injuries and more.

DUTRAC COMMUNITY CREDIT UNION

REELECTED: Crenna Brumwell and

Kevin Mueller, of Dubuque; Michael Ready, of Asbury, Iowa; Harlan Pedretti, of LeClaire, Iowa to the board of directors.

ELECTED: Nicholas Specht as chair, Chad Kruse as vice chair, Kevin Mueller as treasurer and Daniel Deutmeyer as secretary to the board of directors

APPOINTED: Teri Zuccaro, of Dubuque, as an associate board director.

The following committee appointments were made:

APPOINTED: Harlan Pedretti as chair and Kevin Mueller, John Vail, Nicholas Specht, Daniel Deutmeyer and Ron Kinsella as Credit Committee members.

APPOINTED: Crenna Brumwell as chair and Scott Neyens, Michael Ready, David Eggers and Teri Zuccaro as Audit Committee members.

APPOINTED: John Vail as chair and Crenna Brumwell and Chad Kruse as Nominating Committee members.

APPOINTED: Michael Ready as associate director liaison.

Continued on page 34

BIZ LOCAL

COMPANY MANAGING FIVE FLAGS ACQUIRED BY ANOTHER

The company managing Dubuque's Five Flags Center has been acquired by another events company.

ASM Global, which manages Five Flags, was acquired by Legends, a global entertainment company with a variety of collegiate, entertainment and leisure-oriented clients. The acquisition was announced in a recent press release.

The city-owned Five Flags Center has been managed by ASM Global

since 2019 when the company was formed through a merger of the center's previous management company with another. The Dubuque events center is one of ASM's myriad venues managed across five continents.

Financial terms of the recent transaction between ASM Global and Legends were not disclosed, but as part of the transaction, current ASM Global equity holders Onex and AEG will sell their ownership interests.

"Legends and ASM Global are both deeply client-centric and fan-focused, and together we will deliver maximum value for our global client roster with even greater support and service options," Shervin Mirhashemi, CEO of Legends, said in the release.

EXECUTIVE MOVES



Benz

TH Media and Woodward Community Media hired Todd Benz as its new director of sales.

Benz will oversee advertising, marketing, audience development and distribution for TH Media and the Telegraph Herald while also supporting sales and marketing efforts for Woodward Community Media's weekly publications in Iowa, Wisconsin and Illinois.

Benz's media background includes leadership positions for Adams Publishing Group, Gatehouse Media, Gannett and McClatchy Company. Most recently Benz was the publisher of Lima News in Lima, Ohio.

"We are excited to have Todd join our team," said TH Media Associate Publisher Mike Fortman. "He brings a tremendous amount of experience in advertising sales, subscription development, marketing and distribution. We look forward to having him help us lead our transition to a digital-first media company."

Continued from page 33

EXPRESS EMPLOYMENT PROFESSIONALS

HIRED: Savannah Hilby as an employment specialist.

MI-T-M CORP.

PROMOTED: Jake Noonan to assistant equipment division manager. In his new role, he will work directly with the equipment division manager to establish and build customer relationships and help grow the equipment division.

HIRED: Kyla Sellin as talent and culture manager. In her new position, she will help expand recruitment efforts and enhance employee engagement and retention strategies.

EAGLE POINT SOLAR

HIRED: Dave Boekholder as vice president of sales. In his new position, Boekholder will lead the sales team's efforts in Iowa, Illinois and Wisconsin.

EASTERN IOWA MEDIA GROUP-NORTH

HIRED: Kegan Arduser as sports editor.

FIRST COMMUNITY TRUST

APPOINTED: Financial Plus Credit Union president and chief executive officer **Dave Cale** to its board of directors.

HONKAMP, P.C.

PROMOTED: Alissa Wong, Natalie Kane and **Cora Decorah** to accounting supervisors.



Hilby



Noonan



Sellin



Boekholder



Arduser



Cale



Wong



Kane



Francois



Cleary



Keleher



Fogarty



Meade



Oaks



Lane

PROMOTED: Crystal Francois to business development manager.

PROMOTED: Kyle Cleary to senior associate.

PROMOTED: Caissa Keleher to assurance supervisor.

PROMOTED: Kaitlyn Fogarty to tax supervisor.

PROMOTED: Kim Oberbroeckling to business application supervisor.

PROMOTED: Ashley Meade to senior assurance manager.

PROMOTED: Ashley Oaks, Mirhya Lane and **Tasia Wood** to staff accountants II.



Wood



Lindenberg

PROMOTED: Sarah Lindenberg to accounting manager.

The missing piece in green investing



He is the founder and executive wealth advisor

DR. RICHARD BAKER, AIF
Fervent Wealth Management

Never buy a puzzle from a thrift store because there is too much risk of a missing piece.

Last week, my wife broke that rule and bought a jigsaw puzzle from a thrift store, and sure enough, it had a missing piece right in the middle of it.

Now that we are further down the road on green and ESG investing, I believe they have a missing piece: profitability.

Investors are losing excitement over green and ESG, or environmental, social and governance, investments. According to the Wall Street Journal, more than \$14 billion has left in ESG funds this

year. Wall Street rushed to add to green investing a few years ago when ESG was all the rage, but now they are quietly closing funds after investors have cashed out billions on disappointing investment returns.

For the first time last quarter, we saw more mutual fund managers remove rather than add ESG from their policy criteria. The Wall Street Journal noted that six mutual funds have dropped their ESG from its criteria, and even more telling, another 32 sustainable funds are closing. The demand for ESG investing will continue to be limited until they show investors they can be profitable.

Several clean energy startups are going bankrupt, waiting for government funding. Government loans are available to new green companies, but they must first show some profitability to prove they can repay the government loan. Many are using up their cash because the business costs have been much more than expected. The electric vehicle part of the sector has especially been vulnerable, with many filing for bankruptcy or showing they are near it.

It's not just that manufacturing costs are higher, but demand for EVs (electric vehicles) is dropping quickly. This isn't what carmakers expected. With the popularity of Tesla in 2020, GM announced they would phase out combustion engines, and Ford got to work on the Mustang Mach-E. But now they aren't selling. Car makers have a lot of inventory that isn't selling and are beginning to slash prices to stir up demand.

Americans are having a hard time justifying the high EV price tag, which is much more expensive than other new cars. EVs are also less convenient. I could almost throw a rock in my city and hit a gas station, church and Chinese restaurant, but I only know of two public charging stations. (There may be more, but there are so few that I haven't noticed them.)

It seems like the first people to get on board with EVs were wealthy, had a garage (with money to install a charger), used their vehicle only for commuting to work and wanted to support the green political energy movement. To get beyond this smaller group of people, the EV makers must make the cars more of a "good deal" and less of a political statement to justify the high price and inconveniences.

That's great, but will it make any money? My two almost adult kids are strong entrepreneurs who frequently tell me their ideas for new business ventures. I try not to burst their bubbles, but when they finally ask me if it will work, I often ask them, "That's great, but will it make any money?"

Most investors don't want to make a political statement but want a return on their investments. Companies are finding out the hard way that they can't ask investors to give money on a great social idea until it returns them a profit.

Real profit is the missing piece of the puzzle for green and ESG companies. It will probably come in the near future, but they aren't there yet.

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New book discusses being a ‘growth leader’

BY BUSINESS WIRE

AUSTIN, Texas — Growth is a leadership issue, not a sales issue. In his new Wall Street Journal and USA Today best-seller, “The Growth Leader: Strategies to Drive the Top and Bottom Lines” (Fast Company Press), author and executive consultant Scott K. Edinger reveals how top executives create profitable growth through the intersection of strategy, leadership and sales.

“You must treat causes, not symptoms and Scott Edinger’s ‘The Growth Leader’ can help you to do that,” said Frank V. Cespedes, senior lecturer at Harvard Business School and author of “Aligning Strategy and Sales.” “‘The Growth Leader’ is a book for managers, not pundits or ‘strategy priests’ with abstract theories about competition. Executives can’t afford to leave this process to chance. ‘The Growth Leader’ can spur necessary dialogue and help align a company’s sales efforts and investments with its business goals.”

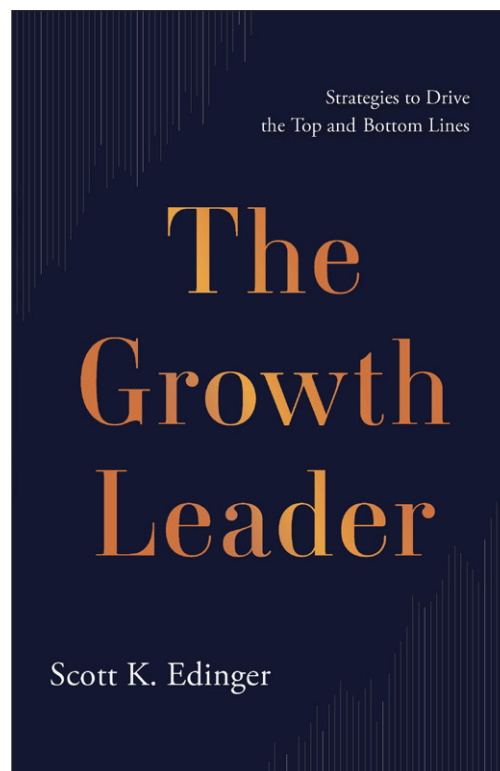
Edinger examines how to achieve sustained and strategic growth by looking beyond merely communicating the value of products or services. He explores methods for organizations to create value in the way

they sell by delivering a compelling experience that enhances the product itself. Edinger explains how leaders are ultimately responsible for building and guiding this experience.

With a clear strategy, inspiring leadership and aligned sales, leaders understand that true competitive advantage doesn’t come from innovation alone but belongs to companies that use their sales organization to add and create value. In “The Growth Leader,” Edinger illustrates how to ensure growth strategy is aligned at every level of a company, from boardroom initiatives to daily customer interaction.

“I’ve helped countless CEOs and leaders intentionally and strategically engage with the customer experience to differentiate, innovate, cultivate loyalty and grow,” Edinger said. “The purpose of my work has always been to supply my clients with something most of them lack: A robust, fully functioning link between the C-suite and the sales organization that creates a powerful competitive advantage. This book provides the tools and you need to become the growth leader your team needs.”

For more information, visit ScottEdinger.com.



‘The New Rules of Business’ podcast returns for season 4



BUSINESS WIRE

NEW YORK — Chief, the private membership network created to connect and support women executive leaders, announced that its award-winning podcast, “The New Rules of Business,” will return for its fourth season.

Named Digiday’s Best Branded Podcast in 2023, “The New Rules of Business” will have episodes available on all major podcast streaming platforms each Tuesday. The first episode with Moms First and Girls Who Code Founder, Reshma Saujani, already is available.

Driven by Chief’s mission to change the face of leadership, “The New Rules of Business” features some of the best minds in business to discuss the most pressing issues in leadership today.

Made by executives, for executives, each week, Chief co-founders Car-

olyn Childers and Lindsay Kaplan will dive into complex topics around neurodiversity in the workplace, the art of the career pivot for leaders and the impact of the ongoing child care crisis on business. They will be joined by guests such as Ellevest founder and CEO Sallie Krawcheck, Olympic athlete-turned-entrepreneur Allyson Felix and IBM Consulting’s VP and senior partner of strategy, transformation and thought leadership Salima Lin.

“We are so excited to launch our fourth season of ‘The New Rules of Business,’” Kaplan said. “This season we’re joined by some of the brightest minds in business to challenge preconceived notions of leadership and inspire today’s decision makers to think differently, be stronger leaders, and help build a workplace that is thoughtful about equal representation at all levels.”



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²The qualification cycle (monthly statement cycle) ends on the fourth Wednesday of each month. On this day, transaction counts are finalized and interest is paid. Transactions that have posted and cleared are no longer in pending status. Any transactions pending when the Power Checking qualification cycle ends will not be included in the current cycle. A \$3.00 charge is assessed for paper statements.