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**MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.**

Series H: United Jewish Appeal, 1945-1995.

Subseries 1: Sermons, Speeches and Writings, 1949-1982.

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"Building and Training Community Leadership." November 1965.

For more information on this collection, please see the finding aid on the  
American Jewish Archives website.

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## BUILDING AND TRAINING COMMUNITY LEADERSHIP

A new generation of American-born, university-educated, capable and committed community leaders can be recruited and trained if the local and national organizations cooperate to this end and structure carefully designed programs to attract and hold the Jewish young men of energy, intellect and means with ~~whom~~ <sup>whom</sup> the American society abounds.

Never in our entire history has a Jewish community lived so freely and shared so abundantly in a society of affluence and freedom as America today represents. Never has the young generation of our people been so broadly educated - and never has the Jewish value system found such a congenial atmosphere within which to flourish.

Our task is to establish the relevance of Judaism to this modern world, and <sup>to</sup> provide the emotional, intellectual, historical reasons why Jewish survival is significant not only for us, but for mankind at large. Once that is ~~accomplished~~ <sup>established</sup>, to a given individual's satisfaction, he will contribute his person and his purse to the further maintenance of the organized Jewish life.

I do not share the fears and doubts of those who envisage eventual assimilation, disappearance, withering-away of Jewish loyalty and identification. If we can establish successfully, the answer to the one key question - why bother to remain Jewish, to preserve Judaism? - we will find all the leadership material we ~~need~~ can use. For after the question "why" is answered, the next question is "how" -

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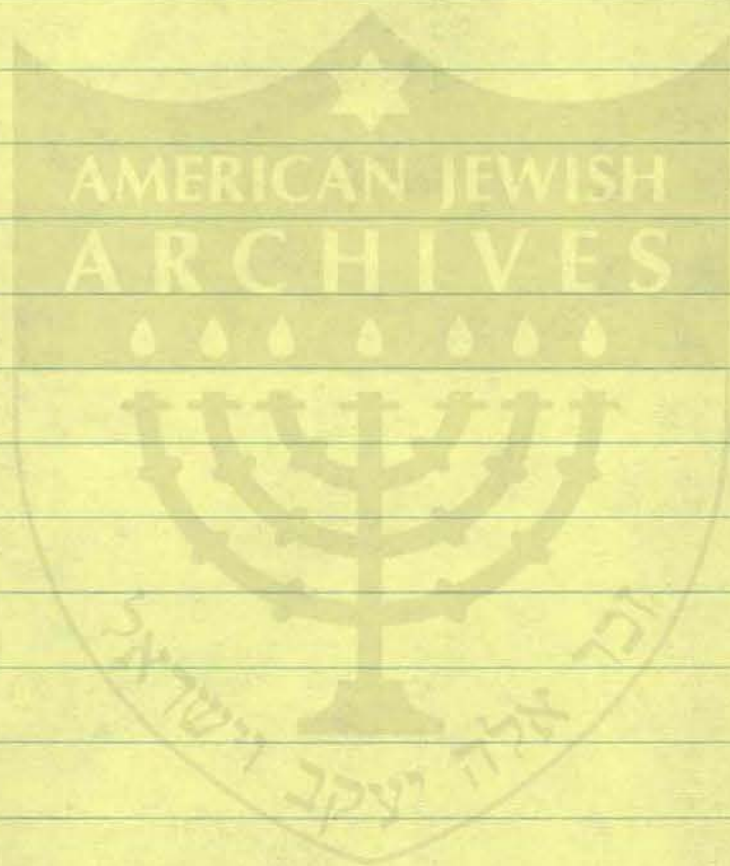
and here the unique American trait of pragmatism will show its benefits. Once a person is convinced of the "why" - then ingenuity begins to function - and "how" becomes relative easier. Courses of action become inevitable - and specific programs follow logically.

In the ~~same~~ process of supplying that positive ~~and~~ affirmative philosophy of Jewish survival, a rather deep educational project must be developed. The USA Leadership Training program has involved <sup>both</sup> national and regional conferences with many hours of lectures <sup>and discussions</sup> on history, religion, and related subjects; missions overseas so that the central role of Israel could be ~~fully~~ <sup>fully</sup> analyzed and understood; reading of books which are supplied monthly; holding of weekend retreats with their unusual opportunity for depth-penetration of given subjects; and many other techniques.

Once <sup>understanding of and</sup> loyalty to an idea <sup>as basic as survival of people and level of angel has been established</sup> through this educational process, it is <sup>then</sup> made clear that implementation of the idea requires ~~to~~ large amounts of labor and money. The leader-in-training must be taught to be selfless with his time and with his funds. If he is convinced that ~~some~~ an idea is important, he can only convince others (i.e. perform as a leader) through the personal example of generosity. Leaders cannot lead with words only - they must do as they lead. This apparent platitude is unfortunately observed in the breach by many so-called leaders. Programs led by such leaders almost always fail.

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I am convinced on the basis of what we have accomplished in the first five years that such a program of leadership training is much needed and can be successful. A new generation is in the process of being attracted.



## BUILDING + TRAINING COMMUNITY LEADERSHIP

1. LEADERSHIP is limited - confined to the few.

The <sup>authentic</sup> genuine leader must be possessed of several characteristics:

- a. A point-of-view, philosophy, set of values, ideals beliefs - broadly comprehensive - not disputatious
- b. Eagerness to work hard
- c. Willingness to be very generous
- d. Ability to persuade

2. TRAINING LEADERSHIP means:

- a. Finding people possessed of b) c) d) above
- b. Imbuing them with a) above if they don't already have it.

3. REALLY MEANS TEACHING THE RELEVANCE OF JUDAISM + VALUE OF JEWISH SURVIVAL in the world today

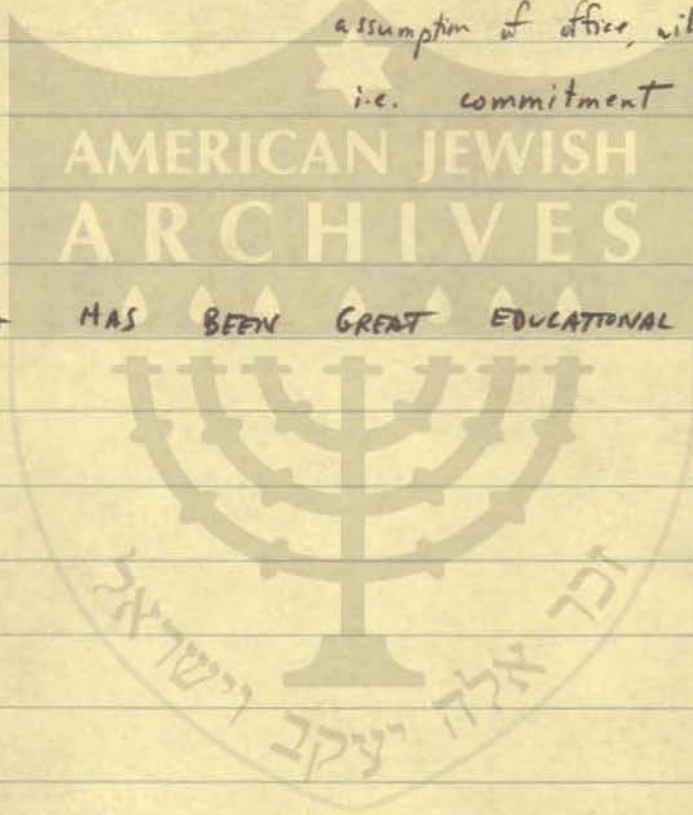
4. UJA YOUNG LEADERSHIP PROGRAM

- a. Conferences - national + regional
- b. Missions overseas
- c. Reading material
- d. Retreats

## 5. TRAINING PROGRAM

- a. Is necessary - leaders will not automatically emerge as in previous generation
- b. Must be carefully engineered - hortatory speeches not enough
- c. Can be successful - we have seen increased contributions, assumption of office, willingness to travel -  
i.e. commitment

## 6. UJA HAS BEEN GREAT EDUCATIONAL INSTRUMENT



upgrading the "medicine"

pragmatism - by wallet

philosophy is the most important

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can we sell other programs (like UJA)

management - corporations - spontaneous

AMERICAN JEWISH  
ARCHIVES



זמן אלה "צקב" ישראל