



International Leadership Association

The 2nd Biennial Conference of the  
International Leadership Association  
Women & Leadership Affinity Group

Advancing Women in Leadership:

# Waves of Possibilities

June 7-10, 2015  
Asilomar Conference Grounds  
Pacific Grove, California, USA

[www.ila-net.org](http://www.ila-net.org)

#ILA2015Asilomar

Center for Women and Business

# MOVING FROM CONVERSATION TO ACTION



**BENTLEY**  
UNIVERSITY

The **Center for Women and Business** envisions a world where women no longer make up a small fraction of corporate leadership.

- The CWB is dedicated to helping businesses recruit, engage, advance, and retain women in their workplaces.
- We prepare students for successful business careers through academic and experiential leadership programming.
- We conduct research to gain deeper understanding of the issues and to develop solutions to benefit our partners and the business community.

Learn more about us:

*Email:* [cwb@bentley.edu](mailto:cwb@bentley.edu)

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# Welcome



SUSAN

It is an absolute joy to have you with us as we hold our second women and leadership conference! The theme, ***Advancing Women in Leadership: Waves of Possibilities***, conveys the myriad opportunities that we want women to enjoy and symbolizes the beautiful oceanside setting where we are gathering. This meeting provides a critical forum for bringing together top scholars, leadership educators, and practitioners to discuss the latest research and work linked to women and leadership. Dialogue will be heightened as we join together at the Asilomar Conference Grounds with its rich history and unique connection with nature. The peaceful, rejuvenating, rustic setting will provide distinctive opportunities for learning, discussion, networking, reflection, and renewal.

The conference organizing teams designed this conference to create a unique opportunity for participants to examine ideas and practices about women and leadership from rich multisector, multinational, and multicultural perspectives; to provide numerous opportunities for attendees to share resources and develop new relationships; and to further establish the ILA Women and Leadership Affinity Group's (WLAG) contribution to research on women and leadership with the larger scholarship community.

A final overarching purpose of the conference is to capture and document learning (e.g., presentations, materials, dialogue, reflections) so we can contribute to the Asilomar Declaration and Call to Action on Women and Leadership. The synthesis of our last meeting in June 2013 resulted in a document that helped us move in the direction that our collective group determined. It gave us a road map for assembling the latest theories and practices involving women and leadership processes. Two edited volumes have been published and a third is underway in the two short years since we were last together. There have been additional sessions devoted to the exploration of women and leadership theories, many papers circulated in journals, and countless discussions held at a host of different conferences. There is more work to be done and, in addition to your contributions to the greater dialogue on this very important subject, we are counting on you to use your time at Asilomar to find renewal and nourishment.

On behalf of the ILA Women and Leadership Affinity Group's second conference organizing committees, welcome to Asilomar and to Pacific Grove, California!

Susan R. Madsen, *Asilomar Conference Co-chair*  
Orin R. Woodbury Professor of Leadership and Ethics, Utah Valley University

Melissa Mahan, *Asilomar Conference Co-chair*  
Vice President for Student Affairs, Texas A&M University-San Antonio

Lisa DeFrank-Cole, *Chair, Women and Leadership Affinity Group*  
Director and Associate Professor of Leadership Studies, West Virginia University



LISA

# Dear Colleagues



KATHERINE

Welcome to the second ILA Asilomar Conference organized by the ILA Women and Leadership Affinity Group (WLAG). The mission of ILA is to promote a deeper understanding of leadership knowledge and practice for the greater good of individuals and communities worldwide. WLAG is an impressive example of giving meaning to these words. The conference brings together a rich tapestry of leaders in academia, business, education, organizational development, and consulting to explore innovative ideas, learn about the latest research, identify best practices, and inspire the continued growth and development of women in leadership.

In a very short time WLAG has demonstrated the power of collaboration and shared vision and has contributed to the field of leadership in significant ways. This conference is both a wellspring of renewal and a place for intellectual exploration and deep dialogue about issues that are central to the lives and work of women.

Through your engagement in this conference you continue to change the perceptions of women and the value women bring to the endeavor of leadership. Efforts such as this will shape the future of leadership education, development, and practice.

We are appreciative of all you are doing on behalf of the mission of ILA and offer you our best wishes for another great conference!

Katherine Tyler Scott, *ILA Board Chair*  
Managing Partner, Ki ThoughtBridge

Cynthia Cherrey, *ILA President*  
Vice President for Campus Life, Princeton University



CYNTHIA

## ILA Women and Leadership Affinity Group Awards for Outstanding Scholarship and Practice Submit your nomination by August 14, 2015

The **Outstanding Scholarship award** recognizes excellence in the scholarship of an individual whose published work (theoretical, empirical, or applied) advances the understanding of women in leadership in a significant way. The Outstanding Scholarship award may acknowledge a body of research or a single piece of research.

The **Outstanding Practice award** recognizes excellence in the practice of an individual whose advocacy, commitment, or actions in support of women in leadership has influenced individuals, audiences, or organizations. The award recipient is someone who practices leadership — from outside or within the academic arena — with a focus on women and leadership.

The deadline for receipt of nomination materials is Friday, August 14, 2015. Awards will be conferred at the 6th Annual Women and Leadership Networking Luncheon at the **2015 International Leadership Association global conference in Barcelona, Spain, October 14-17.**

**For complete details including eligibility, nominations, and application information, visit [www.ila-net.org/WLAG](http://www.ila-net.org/WLAG).**



International Leadership Association

### Our Mission

The International Leadership Association (ILA) is the global network for all those who practice, study, and teach leadership.

The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

### Our Commitment to Realize the Mission of the ILA

The principal means by which our mission is accomplished is through the synergy that occurs by bringing together public and private sector leaders, scholars, educators, executives, coaches, consultants, and students from many disciplines and from many nations.

### Our Vision

The ILA will be valued for its expertise in developing and advancing leadership knowledge and practice worldwide. The ILA strives to:

- Strengthen ties between those who study and those who practice leadership;
- Serve as a forum where people can share ideas, research, and practices about leadership;
- Foster effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and
- Generate and disseminate interdisciplinary research and develop new knowledge and practices.

### Our Values

**Inclusion:** Fosters and promotes broad and diverse membership engagement.

**Impact:** Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.

**Integrity:** Insists upon effective and ethical leadership practices and sound scholarship.

**Interconnection:** Builds upon the shared interests and complementary talents of members to support individual and collective goals.

**Interdisciplinary:** Promotes and influences leadership as an interdisciplinary field bridging theory, practice, and multiple sectors.

**International perspectives:** Respects cultural contexts and facilitates learning and networking across national boundaries.

### Strategic Plan

The ILA Board of Directors is responsible for developing and monitoring the Strategic Plan that guides the association. Available online, it includes the following strategic imperatives for 2013–2017:

- Advance the global study and practice of leadership
- Develop and engage a more global and diverse membership
- Strengthen ILA as a dynamic, sustainable global organization

Learn more at [www.ila-net.org](http://www.ila-net.org)

# About the ILA Women and Leadership Affinity Group

The ILA Women and Leadership Affinity Group (WLAG) is a network of leadership scholars and practitioners who want to enhance their knowledge, expertise, and research in the area of women and leadership and to advance the standing of women in leadership.

## **RELATIVE TO THE ISSUES OF WOMEN AND LEADERSHIP, THE ILA WLAG WORKS TO:**

- Contribute to the body of leadership development literature through research and publications, and provide resources for practitioners.
- Facilitate interaction between its members by organizing activities and events on the topic of leadership development.
- Increase knowledge and expertise in leadership theory, research, and practice.
- Promote interest in special leadership topics.
- Develop partnerships between members for increased publication of high-quality research in ILA supported books and journals.
- Support and foster learning among WLAG members and others in ILA.
- Provide a forum for networking, exchanging ideas, and mentoring of emerging researchers and practitioners.

## **FOR MORE INFORMATION CONTACT:**

**Lisa DeFrank-Cole**, 2015 WLAG Chair, [Lisa.Defrank-Cole@mail.wvu.edu](mailto:Lisa.Defrank-Cole@mail.wvu.edu)

**Sherylle Tan**, 2015 WLAG Chair-Elect, [STan@cmc.edu](mailto:STan@cmc.edu)

## **STAY CONNECTED TO THE ILA WOMEN AND LEADERSHIP AFFINITY GROUP AFTER THE CONFERENCE!**

From [www.ila-net.org](http://www.ila-net.org), log in to the ILA Members Only Website, click on the link to edit your profile, and select Women and Leadership Affinity Group as one of your affiliations.

Plan to attend the sixth annual Women and Leadership Networking Luncheon, Friday October 16th in Barcelona, Spain during **ILA's 17th Annual Global Conference, *Leading Across Borders & Generations***. WLAG is also organizing a special preconference intensive workshop, "Advancing Women and Leadership Theory Into Diverse Contexts and Cultures," on Wednesday, October 14th.

# Thanks

With gratitude and appreciation to everyone who contributed to the success of *Advancing Women in Leadership: Waves of Possibilities*

## Conference Co-Chairs

Susan R. Madsen, Orin R. Woodbury Professor of Leadership & Ethics, Utah Valley University  
Melissa Mahan, Vice President for Student Affairs, Texas A&M University-San Antonio

## Conference Advisor

Betsy Myers, Founding Director of the Center for Women & Business, Bentley University

## Program Team

Dionne Rosser-Mims (Program Chair), Associate Professor of Adult Education, Troy University

### Stream: *Advancing Women in Leadership*

Joanne Barnes (Co-Chair), Dean of the Graduate School, Indiana Wesleyan University  
Denise Thomson (Co-Chair), Executive Coach and Consultant, DeWitt-Thomson, LLC

### Stream: *Advancing Leadership Development & Education Worldwide*

Renique T. Kersh (Co-Chair), Lecturer, North Central College  
Sherylle J. Tan (Co-Chair), Director of Internships and KLI Research, Kravis Leadership Institute, Claremont McKenna College

### Stream: *Increasing Equality in Power and Decision Making*

Lynne Devnew (Co-Chair), Doctoral Faculty, School of Advanced Studies, University of Phoenix  
Wendy E. Rowe (Co-Chair), Associate Professor, School of Leadership Studies, Royal Roads University

### Stream: *Helping Girls and Young Women Become Leaders*

Chrys Egan (Co-Chair), Associate Professor of Communication Arts, Salisbury University  
Faith Wambura Ngunjiri (Co-Chair), Associate Professor & Director of the Lorentzsen Center for Faith & Work, Concordia College

## Activities Team

Lisa DeFrank-Cole (Co-Chair), Associate Professor and Director of Leadership Studies, West Virginia University  
Carolyn J. Stefanco (Co-Chair), President, The College of Saint Rose  
Kelly L. Fisher, Assistant Professor of Management, West Chester University Pennsylvania  
Khalia Ii, Assistant Director, Rossier School of Education, University of Southern California  
Joanne T. Williams, Faculty, Lancaster Bible College

## Outreach Team

Lilli Chavez (Co-Chair), Program Manager, Leadership Programs, Azusa Pacific University  
Carrie Stephens (Co-Chair), Associate Professor, University of Tennessee  
Christina M. Ferrari, Valparaiso University

## Proposal Reviewers

Kathleen Andrews, University of Phoenix  
Karen Asenavage, Eastern University; University of Delaware  
Rachel Barnes, Salisbury University  
Vicka Bell-Robinson, Miami University  
Patricia Bleil, McBride and Bennett  
Sheree Bryant Sekou, Sheree Sekou Consulting, LLC  
James Burton, Salisbury University  
Carol Clyde, Cottey College  
Carolina Darbisi, University of Georgia  
Kantha Dayaram, Curtin University  
Lisa DeFrank-Cole, West Virginia University  
Beth Down, University of Nebraska-Lincoln  
Leanne Dzubinski, Biola University  
Ann Edmonds, Eastern University  
Lamia El-Sadek, Islamic Relief Worldwide  
Wendy Fox Kirk, Weber State University  
Rita Gardiner, University of Western Ontario  
Georgina Ginn, The Ohio State University  
Paige Haber-Curran, Texas State University  
Priscilla Hammond, Southern Wesleyan University  
Linda Haskins, Dominion  
Julie Johnson, National Science Foundation  
Mia Johnson, Indiana College of Technology  
Jenny Jordan, J.W. Fanning Institute for Leadership Development, University of Georgia  
Ruth Kamona, City University of New York  
Lisa Kindred, Indiana Tech  
Erica Lewis, Lancaster University Management School  
Anne Litwin  
Phyllis MacIntyre, Fairleigh Dickinson University  
Robert Massaro, First Chemical Corporation  
Janet McNellis, Holy Family University  
Priscilla Ndlovu, Eastern University  
Brionne Neilson, Utah State University  
Candice Osterfeld Ottobre, University of Akron  
Adepeju Oti, Lead City University  
Vannetta Phifer, Indiana Tech  
Angeline Pritchard, Salisbury University  
Misty Resendez, Indiana Wesleyan University  
Theresa Ricke-Kiely, University of Notre Dame  
Mandy Riner-Wriston, Indiana Tech  
Carol Rownd, Indiana Wesleyan University  
Michelle Shockness, Eastern University  
Constance Skingel, Indiana Tech  
Maritza Soto, University of Puerto Rico  
Elizabeth Stork, Robert Morris University  
Mindi Townsend, Indiana Wesleyan University  
Natalie Walker, Indiana Wesleyan University  
Christy Weer, Salisbury University  
Jeffrey Witte, Indiana Tech  
Juanita Woods, Florida Atlantic University  
Wendy Jin Xiwen, Salisbury University

# Agenda Overview

Please note that it can take five to ten minutes to walk between rooms. See map on inside back cover.

## Sunday - June 7, 2015

1:00 - 7:00 PM	<b>Conference Registration</b>	Surf & Sand
1:00 - 7:00 PM	<b>Sunday Afternoon Salutations: Refreshments, Networking, and Outdoor Fun</b>	Surf & Sand
4:30 - 5:00 PM	<b>Reflection: Intention Setting</b> Shirlayne Quayle, Q3 International, LLC	Hearst Social Hall
4:30 - 5:00 PM	<b>Poetry Reading: "I Dwell in Possibility": Poetry's Rousing and Sustaining Role in Transformational Women's Leadership... in Which We See the Leadership Perks of Poetic Perk</b> Barbara Mossberg, City Poet Emerita, Pacific Grove, CA & University of Oregon	Afterglow
6:00 - 7:00 PM	<b>Dinner</b>	Crocker Dining Hall
7:30 - 8:30 PM	<b>Fireside Chat: Julia Morgan (Architect for Asilomar): Building the Foundations for Modern Womanhood</b> Karen McNeill, Ascent Private Capital Management	Afterglow
7:30 - 8:30 PM	<b>Fireside Chat: The Heart of the Matter</b> Linda Newlin Ruffin, Hudson Institute of Coaching	Pirate's Den
7:30 - 8:30 PM	<b>Fireside Chat: The Global Shine Initiative</b> Tiffany Newell, RoundTable Global Denis Murphy, RoundTable Global	Scripps

## Monday - June 8, 2015

7:00 - 8:00 AM	<b>Mind &amp; Body Activity: Vinyasa Yoga</b> Sherylle Tan, Claremont McKenna College	Merrill Hall
7:30 - 8:45 AM	<b>Breakfast</b> (Mealtime Facilitated Discussions)	Crocker Dining Hall
8:00 AM - 5:00 PM	<b>Conference Registration &amp; Welcome Center</b>	Surf & Sand
9:00 - 10:15 AM	<b>Opening General Session</b> <i>Welcome to Advancing Women in Leadership</i> Susan Madsen, Conference Co-Chair Lisa DeFrank-Cole, Women & Leadership Affinity Group Chair  <i>Welcome to Asilomar</i> Michael Meloy, Historian at Asilomar State Beach & Conference Grounds  <i>Find Balance and Ride the Wave to Leadership Excellence and Outstanding Results</i> Betsy Myers, Founding Director, Center for Women and Business, Bentley University	Merrill Hall
10:30 AM - 12:00 PM	<b>Concurrent Session 1</b>	See pages 17-20
12:00 - 1:00 PM	<b>Lunch</b> (Mealtime Facilitated Discussions)	Crocker Dining Hall
1:15 - 2:30 PM	<b>Concurrent Session 2</b>	See pages 21-23
2:45 - 4:00 PM	<b>Concurrent Session 3</b>	See pages 24-27
4:00 - 4:30 PM	<b>Refreshment Break</b>	Fred Farr & Kiln Plaza
4:30 - 5:30 PM	<b>Interactive Roundtable Discussions</b>	See pages 28-29
6:00 - 7:00 PM	<b>Dinner</b>	Crocker Dining Hall
7:30 - 8:00 PM	<b>Reflection: Invitation to Silence</b> Wendy Fox Kirk, Weber State University	Triton



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**Monday - June 8, 2015** continued

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7:30 - 8:30 PM	<b> Fireside Chat: </b> <i>Women and Leadership: What About the Culture Factor?</i> Edgar Schein, Massachusetts Institute of Technology Sloan School of Management	Afterglow
7:30 - 8:30 PM	<b> Fireside Chat: </b> <i>Moving From Lean In to ALL IN: Men and Women Working in Full Participation</i> Lise Edwards, GenderAllies	Pirate's Den
7:30 - 8:30 PM	<b> Fireside Chat: </b> Can Defining (or Crucible) Moments Be Self-Generated? Micheline Germanos, Germanos Leadership	Scripps

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**Tuesday - June 9, 2015**

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7:00 - 8:00 AM	<b> Mind &amp; Body Activity: </b> <b>Awesome Asana</b> Kelly Fisher, West Chester University Pennsylvania	Merrill Hall
7:30 - 8:45 AM	<b> Breakfast </b> (Mealtime Facilitated Discussions)	Crocker Dining Hall
8:00 AM - 5:00 PM	<b> Conference Registration &amp; Welcome Center </b>	Surf & Sand
9:00 - 10:15 AM	<b> General Session </b> <i>Moving Forward</i> Melissa Mahan, Conference Co-Chair Sherylle Tan, Women & Leadership Affinity Group Chair-Elect  <i>Let Girls Take the Helm: Leaders of Tomorrow and Today</i> Nyaradzayi Gumbonzvanda, General Secretary, World YWCA	Merrill Hall
10:30 AM - 12:00 PM	<b> Concurrent Session 4 </b>	See pages 30-33
12:00 - 1:00 PM	<b> Lunch </b> (Mealtime Facilitated Discussions)	Crocker Dining Hall
1:15 - 2:30 PM	<b> Concurrent Session 5 </b>	See pages 34-36
2:45 - 4:00 PM	<b> Concurrent Session 6 </b>	See pages 38-40
4:30 - 5:30 PM	<b> Historian's Architectural Tour of Asilomar </b> Michael Meloy, Historian at Asilomar State Beach & Conference Grounds	Hearst Social Hall
5:00 - 5:30 PM	<b> Reflection: </b> <i>Invitation to Purposed Silence: The Rhythm of Lectio Divina</i> Belinda S. Han, Utah Valley University	Hearst Social Hall
5:30 - 7:30 PM	<b> Wine Tasting &amp; Barbecue Dinner </b> Thank you HERS (Higher Education Resource Services) for sponsoring the wine tasting!	
7:30 - 8:30 PM	<b> Fireside Chat: </b> <i>Bentley's Center for Women and Business - Corporate Challenge</i> Betsy Myers, Bentley University Patricia M. Foster, Bentley University	Afterglow
7:30 - 8:30 PM	<b> Fireside Chat: </b> From Losing Ground to Gaining Ground: A Call to Action Dorothy Hayden-Watkins, University of Phoenix; formerly The Colorado Civil Rights Commission Sharon Bailey, Colorado Black Round Table Laura Frank, Rocky Mountain PBS	Pirate's Den
7:30 - 8:30 PM	<b> Fireside Chat: </b> Addressing and Removing Structural Impediments for Women Riane Eisler, Center for Partnership Studies	Scripps

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**Wednesday - June 10, 2015**

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7:00 - 8:00 AM	<b> Mind &amp; Body Activity: </b> <i>Restorative Yoga</i> Sherylle Tan, Claremont McKenna College	Merrill Hall
7:30 - 8:30 AM	<b> Breakfast </b>	Crocker Dining Hall
8:45 - 10:00 AM	<b> Concurrent Session 7 </b>	See pages 41-43
10:00 - 10:30	<b> Refreshment Break </b>	Merrill Hall
10:30 - 11:45 AM	<b> Closing General Session </b> <i>New Possibilities</i> Susan Madsen, Conference Co-Chair  <i>Advancing Women in Leadership: Waves of Possibilities</i> Moderator: Karen Longman, Azusa Pacific University Edgar Schein, Massachusetts Institute of Technology Sloan School of Management Lisa DeFrank-Cole, West Virginia University Faith Wambura Ngunjiri, Concordia College	Merrill Hall
12:00 - 1:00 PM	<b> Lunch &amp; Farewells </b>	
1:00 - 5:30 PM	<b> Post-Conference Workshop </b> <i>Advancing Women and Leadership Theory: Moving the Needle Through Applied Theory Building</i> Julia Storberg-Walker, The George Washington University Susan R. Madsen, Utah Valley University	Nautilus

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# Keynotes

**Monday, June 8 | 9:00 - 10:15 AM | Merrill Hall**



***Find Balance and Ride the Wave to Leadership Excellence and Outstanding Results***  
**Betsy Myers**, Founding Director, Center for Women and Business, Bentley University

How do leaders successfully and authentically fuse traditionally feminine qualities, such as warmth, compassion, and collaboration, with traditionally masculine qualities such as strength of purpose and decisiveness, to generate excellence in leadership and genuine power? Research and best practices will illustrate how to create this balance at work and home to confront the complexities of contemporary work-life integration.

**Tuesday June 9 | 9:00 - 10:15 AM | Merrill Hall**



***Let Girls Take the Helm: Leaders of Tomorrow and Today***  
**Nyaradzayi Gumbonzvanda**, General Secretary, World YWCA

Today's generation of young people is the largest ever, with 600 million adolescent girls worldwide. Girls and young women not only have the potential to bring tremendous progress and change — they already are, and often with limited resources and significant obstacles. They are today's leaders, not just tomorrow's.

**Closing Session | Wednesday June 10 | 10:30 - 11:45 AM | Merrill Hall**

***Advancing Women in Leadership: Waves of Possibilities***

Panelists will reflect on their insights from the conference and will share their perspectives on the waves of possibilities that are before us as leaders and as women's leadership scholars and practitioners. The discussion will address the importance of research, collaboration, inspiration, and passion in sustaining the commitment to lead change in the individual, organizational, local, and global arenas.



**MODERATOR:**

**Karen Longman**

Professor and Program Director,  
Doctoral Programs in Higher  
Education, Azusa Pacific  
University; Co-Editor of *Women  
& Leadership: Research, Theory,  
and Practice*, book series



**Edgar Schein**

Professor Emeritus at  
the MIT Sloan School of  
Management



**Lisa DeFrank-Cole**

Associate Professor and  
Director of Leadership  
Studies, West Virginia  
University; Women &  
Leadership Affinity  
Group Chair



**Faith Wambura Ngunjiri**

Director of Lorentzsen Center for  
Faith and Work and Associate  
Professor of Ethics, Concordia  
College; Co-Editor of *Women &  
Leadership: Research, Theory, and  
Practice*, book series

# Networking Paths

Please refer to the announcement board located in the ILA Welcome Center (Surf & Sand) for additional opportunities. Participants are invited to post their own self-organized activities – perhaps a walk with others on the beach or a game of volleyball!

## ***Sunday Afternoon Salutations***

Come to the ILA Welcome center in Surf & Sand for refreshments, networking, and to sign up for the Tuesday afternoon walking tour.

## ***Mealtime Facilitated Discussions***

Conversations shared over meals are a delicious way to share perspectives, experiences, and resources while actively networking with a small group of peers. Pre-organized topics will be posted on table top stands Monday and Tuesday during breakfast and lunch. Find a topic that appeals or create a new one. Tables will also be available for those desiring reflection or emergent conversation.

## ***Self-Guided Asilomar Walking Tours***

Grab a new friend and follow a self-guided walking tour showcasing the park. Guide brochures include Julia Morgan Architecture, Coast Trail, and Forest Walk. In addition to brochures, participants can access a narrated audio-tour through a hand-held player, available free of charge at the park, or by dialing into the park's Cell Phone Tour, which is also free. Visit [goo.gl/x2Hm5a](http://goo.gl/x2Hm5a) to learn more.

## ***Historian's Architectural Tour of Asilomar***

Prefer a more formal experience? Visit the ILA Welcome Center in Surf & Sand on Sunday afternoon to sign up for this fascinating one-hour tour (from 4:30 - 5:30 on Tuesday) led by Asilomar Historian Michael Meloy. Learn more about Asilomar's natural and architectural wonders including its mile-long state beach and historic buildings designed by famed architect Julia Morgan. This free tour is limited to 20 participants.

## ***Advancing Women in Leadership Participant List***

For networking purposes, a participant list was emailed to everyone before the conference. To request it again, please email [conferences@ila-net.org](mailto:conferences@ila-net.org) with the subject line "Resend Asilomar Participant List."

## ***Stay Connected! Affiliate With the ILA Women and Leadership Affinity Group***

Members who are not already affiliated with the ILA Women and Leadership Affinity Group are invited to log in to their ILA profile and edit their community affiliations to include the Women and Leadership Affinity Group. Members of the affinity group receive periodic updates and relevant information throughout the year.



### **Sunday | 4:30 – 5:00 PM | Hearst Social Hall**

**Reflection:** *Intention Setting*

**Shirlayne Quayle**, Q3 International, LLC

To start the conference, participants will have a space to practice stillness and presence, and reflect on their intentions for the duration of the conference with a possible focus on the theme of *Advancing Women and Leadership: Waves of Possibility*. Intentionality is a powerful tool that realigns people with purpose and creates possibility in what can emerge during participants' time together both individually and as a collective.

### **Sunday | 4:30 – 5:00 PM | Afterglow**

**Poetry Reading:** *"I Dwell in Possibility": Poetry's Rousing and Sustaining Role in Transformational Women's Leadership... in Which We See the Leadership Perks of Poetic Perk*

**Barbara Mossberg**, City Poet Emerita, Pacific Grove, CA & University of Oregon

Whether Emily Dickinson's "I Dwell in Possibility," or Shakespeare's pity-party sonnet of wilted wah-wah worrying for three quatrains, only to flip the demoralized state with insouciance of a new way of looking in the final two couplets, poetry gives us imaginative ways to consider, frame, and resolve fears, set-backs, obstacles, and challenges as women and leaders. Participants will examine what's possible when they take off on their poetic feet, walking the talk of leadership — essential work on behalf of those communities who have so much at stake in our resilience and way with Possibility.

## Monday | 7:00 – 8:00 AM | Merrill Hall

### *Vinyasa Yoga*

**Sherylle Tan**, Claremont McKenna College & Certified RYT 200 Yoga Instructor

Come flow gently and feel inspired, soothed, and energized! The Sanskrit word Vinyasa means breath-synchronized movement. Vinyasa yoga flows through each series of poses in a fluid motion led by the breath. By focusing on the connection between movement and breath, Vinyasa yoga helps to center and empower. All levels are welcome. Please bring a mat or towel; mats are not provided.

## Monday | 7:30 – 8:00 PM | Triton

### *Reflection: Invitation to Silence*

**Wendy Fox Kirk**, Weber State University

This session is simply an invitation to be in silence, stillness, and solitude in order to reflect on what is emerging for you in the present moment of the conference and, perhaps, how it relates to the overall theme. It will be an opportunity to revisit your intention, reconnect with breath, notice what is happening inside your body, and practice mindfulness in whatever way best suits you (e.g., meditation, prayer, journaling) and end the day with a grounded sense of purpose.

## Tuesday | 7:00 – 8:00 AM | Merrill Hall

### *Awesome Asana*

**Kelly Fisher**, West Chester University Pennsylvania & Certified RYT 200 Yoga Instructor

This flow class will start with a gentle warm-up before moving into more active postures that will be linked by the breath. Modifications will be given so that all may enjoy a comfortable, safe practice. A short five-minute meditation will end the class. Please bring a mat or towel; mats are not provided.

## Tuesday | 5:00 – 5:30 PM | Hearst Social Hall

### *Reflection: Invitation to Purposed Silence: The Rhythm of Lectio Divina*

**Belinda S. Han**, Utah Valley University

The rhythm of the reflective and contemplative lives of Benedictine monks has been studied for a thousand years. Their daily rituals flow in harmony with the dawn, day, dusk, and dark. One such ritual is the practice of *Lectio Divina*, a slow and contemplative process of deep reflection. During this session participants are invited to take part in the rhythm of *Lectio Divina*: *Lectio*, reading/listening; *Meditatio*, deep, slow meditation on one word or one concept read/heard; *Oratio*, prayer/journaling giving voice and depth to the meditation; and finally *Contemplatio*, resting in the contemplative silence, letting go. Experience the rejuvenation and inspiration that comes with purposed silence.

## Wednesday | 7:00 to 8:00 AM | Merrill Hall

### *Restorative Yoga*

**Sherylle Tan**, Claremont McKenna College & Certified RYT 200 Yoga Instructor

Give yourself permission to relax, renew, and center yourself. Restorative yoga offers benefits to both the body and mind. Poses will be performed on the floor, targeting denser tissues. This class is for those seeking the benefits of a very relaxing, gentle, and restorative practice. No prior yoga experience required. Please bring a mat or towel; mats are not provided.



# Fireside Chats

## Sunday 7:30 – 8:30 PM | Afterglow

### *Julia Morgan (Architect for Asilomar): Building the Foundations for Modern Womanhood*

Host: **Carolyn J. Stefanco**, The College of Saint Rose

**Karen McNeill**, Ascent Private Capital Management

California architect Julia Morgan (1872-1957) is most famous for designing the extravagant hilltop Hearst Castle, but she devoted a large part of her career to designing spaces for women's clubs and organizations throughout the Progressive Era, including Asilomar (1913-1928). During this fireside chat, Karen McNeill will explore the life and career of Julia Morgan, a quiet leader in breaking down Victorian notions of gender and building the foundations for modern womanhood in the twentieth century. Morgan and her clients used buildings as paths to power, as expressions of women's changing place in society, and as tools to achieve those changes.

## Sunday 7:30 – 8:30 PM | Pirate's Den

### *The Heart of the Matter*

Host: **Lisa DeFrank-Cole**, West Virginia University

**Linda Newlin Ruffin**, Hudson Institute of Coaching

The heart of what matters is YOU. How are you sustaining yourself as a leader in today's demanding global environment? What practices are you using to keep yourself balanced and thriving in your whole of life? Participants will learn and share as they are challenged to listen to their hearts — which is where wisdom, their key guidance resides — and find the answers they seek for sustainability and wholeness.

## Sunday | 7:30 – 8:30 PM | Scripps

### *The Global Shine Initiative*

Host: **Susan R. Madsen**, Utah Valley University

**Tiffany Newell**, RoundTable Global

**Denis Murphy**, RoundTable Global

The Global Shine Initiative and Foundation have been created by RoundTable Global to provide an international focus on empowering women to shine and creating cultures and communities that are balanced in terms of leadership energy. This fireside chat will explore why balance is needed, what opportunities there are to make change happen through balance, and how the participants can get involved.

## Monday | 7:30 – 8:30 PM | Afterglow

### *Women and Leadership: What about the Culture Factor?*

Host: **Kathryn Goldman Schuyler**, Alliant International University

**Ed Schein**, Massachusetts Institute of Technology

The cultures we analyze least are the ones we live in. This fireside chat will examine the following questions. What are the cultural assumptions in the U.S. about being a woman, being a manager, and being a leader? Do they align or do they clash? Do words like competition, relationship, authority, and trust have a different meaning for women in leadership positions (or even in general)?

## Monday | 7:30 – 8:30 PM | Pirate's Den

### *Moving from Lean in to ALL IN: Men and Women Working in Full Partnership*

Host: **Joanne T. Williams**, Capella University

**Lise Edwards**, GenderAllies

Most male leaders report that they understand the benefits of supporting and helping women advance and are aware that organizational diversity and inclusion increases innovation, improves profitability, and stimulates personal growth for both female and male executives alike. Knowing this, when it's time to take action, how can one influence greater gender collaboration? During this fireside chat, participants will be asked to discuss their experiences enlisting the support and collaboration of men for closing workplace gender gaps and promoting equality in their company, organization, or team. Organizational and individual impacts will be highlighted along with advice and actionable steps.

## Monday | 7:30 – 8:30 PM | Scripps

### *Can Defining (or Crucible) Moments Be Self-Generated?*

Host: **Betsy Myers**, Bentley University

**Micheline Germanos**, Germanos Leadership

Why is it that people too often depend on external and usually brutal life events to make the changes that they have been longing for? What if these events do not happen? What else is required? Is it possible to create one's own crucible moments and if the answer was yes, what learning process and self-discovery journey would it require? Participants in this fireside chat will explore these thought-provoking questions together.

## Tuesday | 7:30 – 8:30 PM | Afterglow

### *Bentley's Center for Women and Business – Corporate Challenge*

**Betsy Myers**, Bentley University

**Patricia M. Foster**, Bentley University

This fireside chat will focus on the Corporate Challenge — Bentley's new initiative to advance women in the workplace. The presenters will share how it evolved, first as a public/private partnership with the Governor of Massachusetts and now as a solo endeavor. They will outline how and why employers engage in the program, the specific areas they focus upon, and how the Center for Women and Business facilitates the program and supports the organizations involved.

## Tuesday | 7:30 – 8:30 PM | Pirate's Den

### *From Losing Ground to Gaining Ground: A Call to Action*

Host: **Lynne Devnew**, University of Phoenix

**Dorothy Hayden-Watkins**, University of Phoenix; formerly The Colorado Civil Rights Commission

**Sharon Bailey**, Colorado Black Round Table

**Laura Frank**, Rocky Mountain PBS

Fifty years after the Civil Rights Act, the U.S. continues to be weighed down by institutional racism and discrimination, de facto segregation, and inequality. Since the 1980s African Americans have been Losing Ground, falling further behind their white counterparts, as detailed in a data rich investigative series of the same name from Rocky Mountain PBS I-News. Through community discussions, meetings, and summits, the Colorado Black Round Table and others have been bringing this information to light and creating pathways toward Gaining Ground. Discuss these issues and what can be done to close the gap with three women leaders from this movement.

## Tuesday | 7:30 – 8:30 PM | Scripps

### *Addressing and Removing Structural Impediments for Women*

Host: **Kelly Fisher**, West Chester University Pennsylvania

**Riane Eisler**, Center for Partnership Studies

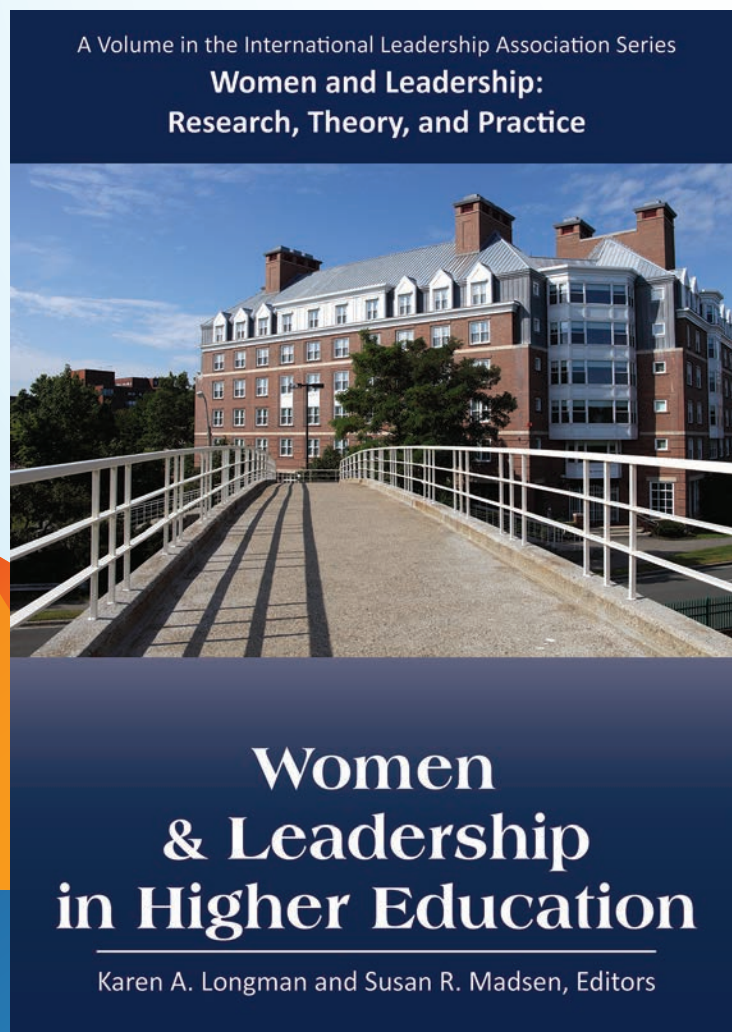
Women are slowly breaking into economic and social policy-making leadership positions, but it is critical that this process be accelerated. It is not random or coincidental that as the status of women rises, value systems change, emphasizing a more generally prosperous, equitable, and peaceful world. To achieve this, structural impediments, such as economic rules and practices that fail to take into account the value of the work still primarily performed by women, need to be changed, and a new mental map needs to be created for the future. Join an internationally bestselling author, thought-leader, and activist to discuss ways to do this.

# WOMEN AND LEADERSHIP IN HIGHER EDUCATION

The 15 chapters in this volume present both hard facts regarding the current demographic realities within higher education and fresh thinking about how progress can and must be made in order for U.S. higher education to benefit from the perspectives of women at the senior leadership table.

Edited by Karen A. Longman and Susan R. Madsen, contributors include: Warren Bennis, Kim Bobby, Rita Bornstein, Mary L. Bucklin, Amy Diehl, Lynn M. Gangone, Juliet Garcia, Rita Gardiner, Ann Hart, Karen Holbrook, Barbara Kellerman, Nannerl O. Keohane, Adrianna Kezar, Tiffani Lennon, Sherry Penney, Deborah L. Rhode, Lorri Sulpizio, Leah Witcher Jackson Teague, and Judith White.

*In reading these chapters I found myself thinking that, for too long, we have assumed that the male-normed models of leadership development would work to inspire and prepare high-potential women to move into institutional leadership roles. . . . As a leadership scholar who has had a front row seat to the evolution of the leadership field for more than 50 years, I want to say thank you to the International Leadership Association for supporting this new Women and Leadership book series.*  
– Warren Bennis



## **Women and Leadership: Research, Theory, and Practice**

This cross-disciplinary series from the International Leadership Association draws from current research findings, development practices, pedagogy, and lived experience to deliver provocative thinking that enhances leadership knowledge and improves leadership development of women around the world.

**Learn more at [www.ila-net.org](http://www.ila-net.org).**

**Purchase Your Copies Today!  
Visit the ILA Office in Surf & Sand.**



*This book... should be understood as a collection whose time has come precisely because women now have opportunities to lead that are far more expansive than they were even in the recent past.*

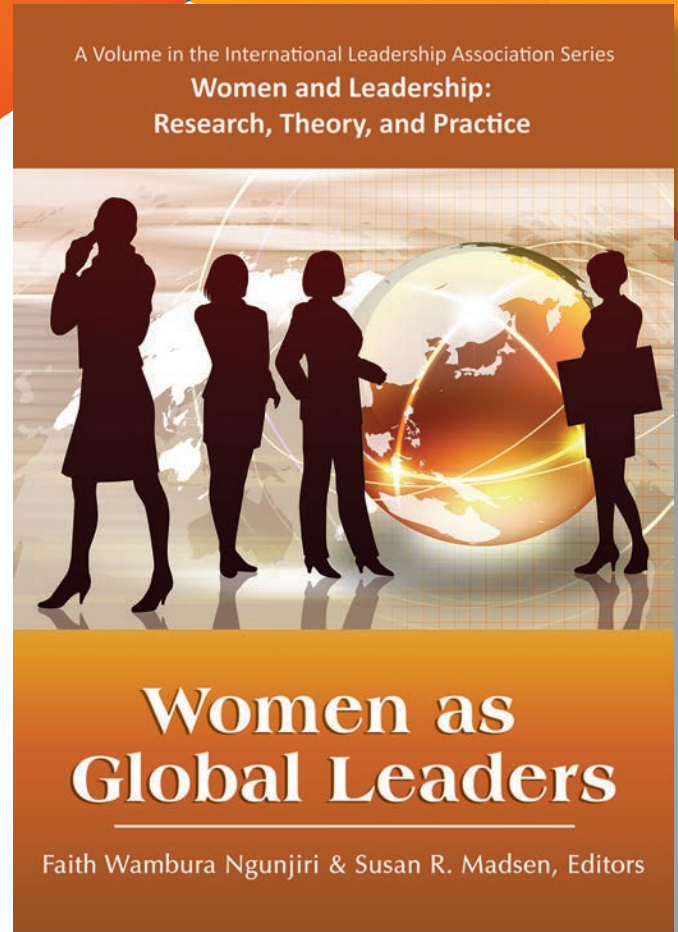
– Barbara Kellerman

Global leadership is a small but growing field of research responding to the increasingly complex, globalized world we lead in. Within this nascent field, the study and development of women global leaders is even smaller. This book takes a step toward filling that gap.

#### EXPLORE

- Current conceptualizations and theory of women global leaders
- Recent empirical investigations of women global leaders
- Effective global leadership development programs
- Portraits of women who lead, or have led, in a global role

Edited by Faith Wambura Ngunjiri and Susan R. Madsen, the volume includes work from: Nancy J. Adler, Roya Ayman, Joanne Barnes, Julie Breithaupt, Carol Burbank, Catherine Etmanski, Paige Haber-Curran, Kaitlin Hartley, Cheryl Heykoop, Stephanie Jones, Barbara Kellerman, Karin Klenke, Karen Korabik, Mary Ellen Kassotakis, Margie A. Nicholson, Joyce S. Osland, Valerie Claire Petit, Norman W. Provizer, Julnar B. Rizk, Wendy E. Rowe, and Sarah E. Saint-Michel.



#### FORTHCOMING BOOKS IN THIS SERIES:

- *Women & Leadership Around the World*
- *Advancing Women & Leadership: Moving the Needle Through Applied Theory Building*
- *Gender, Media, & Organization: Challenging Mis(s)Representations of Women Leaders and Managers*

# WOMEN AS GLOBAL LEADERS

# Concurrent Session Presentation Formats

## **Panel**

Brief presentations and/or informed discussion on a topic by panelists (e.g. authors, experts, educators, practitioners) with contrasting or complementary points of view, followed by a discussion that invites the audience to add their perspectives, comments, and questions. The chairperson keeps time and moves the conversation along.

## **Presentation**

Research, practices, topics, or programs presented by a single individual or team. Several individually accepted presentations are grouped together into a session focused on a broad theme or topic. The chairperson introduces each presentation, keeps time, and facilitates the Q & A.

## **Roundtable**

**Developmental:** The developmental roundtable discussion format is designed for individuals who are at various stages of their projects and interested in receiving feedback. It is aimed at building a community of scholars who can support, challenge, and collaborate. Two senior scholars chair/facilitate the session.

## **Roundtable**

**Interactive:** Small group discussions on topics of common interest. The organizer takes no more than ten minutes to frame the topic and then uses the balance of time to facilitate a discussion with participants at the table. After 30 minutes, a bell rings and participants have the opportunity to move to another roundtable or remain where they are to continue the conversation.

## **Six-Minute Message**

Presenters briefly share findings and emerging ideas (e.g., research studies, literature, best practices, new approaches, theory) in a six-minute, entertaining format akin to a TED talk. Chairs introduce each presenter and facilitate an interactive Q & A.

## **Symposium**

Multiple presentations of papers or research findings related to a common subject area. Chairs frame the session, introduce presenters, keep time, and help move the conversation along. Commentators, if listed, moderate questions to create a rich discussion among presenters and attendees.

## **Workshop**

Rooted in audience participation and active learning, half or more of the time is spent on experiential learning and interactive audience participation focused on learning a new skill or useful technique.

# Concurrent Session 1

Developmental Roundtable Discussion | Evergreen

## **In a Different Voice: Advancing Women in Leadership**

Chairs: **Dionne Rosser-Mims**, Troy University

**Julia B. Storberg-Walker**, The George Washington University

### **Giving Voice to Executive Women in the U.S. Banking Industry**

**Christina L. Yoder**, Indiana University of Pennsylvania

Although women make up the majority of bank employees, only a small percentage of them have advanced to executive positions in banking. This discussion will construct the meaning of women's journeys to bank executives as they relate to women and leadership and as they relate to women as leaders in an industry dominated by male executives.

### **Advancing Women in Leadership via Integration of the Leadership Style Orientation Model**

**Terseer Hemben**, University of Riverside; University of Phoenix

Based on a study of managers at a bureaucratic organization, this discussion will explore the advancement of women in leadership via constructive dynamics. A social-psychological construct pegged on research conclusions that all humans, regardless of gender, make decisions in four dynamic modes forms the basis of this approach.

### **Women's Leadership Values: Implications for Talent Management**

**Bernice Ledbetter**, Pepperdine University

This discussion will explore the value priorities of women leaders and the developmental experiences leading to those values. Implications for talent management strategies that support women's leadership development will be highlighted. Conclusions are based on a study of U.S. based women CEOs from a variety of industries.

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Workshop | Fred Farr

## **Empowering Women to Flourish and Shine: Addressing Gender Balance Globally**

**Tiffany Newell**, RoundTable Global

**Denis Murphy**, RoundTable Global

The purpose of this experiential, interactive workshop is threefold. First it will focus on enabling participants to understand what their self-limiting beliefs and fears are and to begin to overcome them. Second, it will identify and explore individual unique strengths and why it is important to bring one's whole-self to work. Finally, it will encourage attendees to commit to individual and collective action and challenge and overcome barriers to change. Participants will leave empowered, inspired, and reenergized.

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Panel | Kiln

## **Our Work Is Not Done: Middle School Girls and Their Gendered Leadership Aspirations**

Chair: **Mary Shapiro**, Simmons College

**Diane Grossman**, Simmons College

**Karyn Martin**, Girl Scouts of Eastern Massachusetts

**Patricia Deyton**, Center for Gender in Organizations (Co-Author)

Despite gains in education and employment, few women hold top leadership positions. How early do females start leaking out of the leadership pipeline? This study researched middle schoolers, including 632 white girls and 281 girls of color, and found that by that age girls are internalizing gendered messages about leadership and careers and are making narrowed career choices. Panelists will discuss the additional challenges facing girls of color as well as their comparative strength in the leadership skill of team building. The impact of participation in girl serving organizations as a mitigating factor will be highlighted.

Workshop | Merrill Hall

## **How to Lead Without Saying a Word: The Power of Nonverbal Communication**

**April Curtis**, Eastern Oregon University

**Shari Carpenter**, Eastern Oregon University

Nonverbal communication (often called body language) makes up 80-90% of all communication and is the process of sending and receiving wordless (mostly visual) cues between people. In this interactive workshop, facilitators will take participants through a series of exercises that will demonstrate how leadership is enhanced, diminished, or impacted by nonverbal communication. Using specific body language activities that include posture, gesture, facial expressions, movement, greetings, and spatial positioning, the workshop will be a shared experience of humor, activity, and empowerment. When women spend time together investigating nonverbal cues, they can interact with more awareness and respect. When women collaborate, they can change the world.

Six-Minute Message (Practice-Based) | Nautilus

## **Women and Leadership Perspectives**

Chair: **Betsy Myers**, Bentley University

### **Not Knowing: The Art of Turning Uncertainty Into Opportunity**

**Diana Renner**, Iconic Consulting

This message is based on a study carried out over an 18-month period investigating the limitations of knowledge and expertise in highly complex and uncertain contexts and the benefits of 'leaning in' rather than avoiding or fearing not knowing. The study included multidisciplinary research and in-depth interviews with leaders from diverse fields.

### **What Are Men Afraid of When Women Progress in Organizations?**

**Konstantin Korotov**, ESMT - European School of Management and Technology

Men's fears of organizations' efforts to support women in their leadership development will be explored. While unprocessed fears and anxieties may lead to defensive reactions and covert sabotage of organizational efforts to promote talented women and, by extension, other minorities, they can also become material for exploration in leadership development programs.

### **Purpose and Calling of Today's Female Leaders**

**Shannon M. Taylor**, Loyola Marymount University

**Jennifer Sader**, Lourdes University

**Sheree N. Bryant Sekou**, Sheree Sekou Consulting, LLC

The research and creation of a model pertaining to female leadership, purpose, and calling will be shared. By contemplating purpose and calling through the lens of the model, women leaders may arrive at a personal leadership identity that guides and grounds their leadership practice.

### **What Is Good for Women Is Good for the World**

**Riane Eisler**, Center for Partnership Studies

The work of the Center for Partnership Studies in promoting gender partnership and improving the lives of women worldwide through a new lens of economic valuation will be featured. The Social Wealth Economic Indicators and what they mean for policies supporting women in leadership positions will also be discussed.

### **How to Achieve Our Personal Definition of Balance?**

**Micheline Germanos**, Germanos Leadership

This message will share, in a highly personal and engaging way, the journey that each of us can embark on in order to successfully integrate work and play on our terms. This journey requires self-awareness and clarity, authentic commitment, and relentless focus.

### **Being Fully Present as a Leadership Strategy**

**Karen Clark Cole**, BlinkUX

The presenter will detail her daily practice of mindfulness and being fully present. She will explain how these important principles have translated into success in all facets of her life, including with her clients, employees, and family as well as how it has impacted her as a leader.

Panel | Triton

**Leadership at the Intersections: Unpacking the Experiences of Women Leaders Across Difference**

Chair: **Faith Wambura Ngunjiri**, Concordia College

**Rita A. Gardiner**, University of Western Ontario

**Jennifer M. Almquist**, Oregon State University

**Chanda D. Elbert**, Texas A&M University

Current literature on women and leadership does not sufficiently interrogate the impacts of women's various identities on their leadership access and experiences. Although an intersectional framework has been incorporated in many disciplines, it has rarely been utilized in problematizing women's encounters as leaders. This session will propose, demonstrate, and interrogate an intersectional approach to leadership. Employing the methodology of collaborative autoethnography, panelists will share their life stories as data for problematizing and crafting an intersectional theory that seeks to advance women's leadership and to demonstrate why an intersectional approach is important to advancing the field of women and leadership.

Presentation | Oak Shelter

**Woman Up: The Efficacy of Female Executives**

Chair: **Denise Thomson**, DeWitt-Thomson, LLC

The *Asilomar Declaration and Call to Action* asked all women to examine their beliefs and address self-limiting behaviors that contribute to not fully exercising choices about their lives and careers. This session will present findings specific to female identity development, strategies to build resilience, and gendered conversational shifts that support advancing women in leadership.

**Female Executive Leadership Resilience: Strategies for Thriving in Today's Business World**

**Ashley Pincott**, Self-Employed

How do women break through the glass ceiling, make it to the top, and stay there? The answer, as found in a study of female executive leaders, lies in their resilience — their ability to adapt, to thrive under pressure, to find strength in adversity, and to turn challenges into opportunities.

**Gender Bias in Servant Leadership**

**Mary Hogue**, Kent State University

This presentation will share an empirical investigation examining gender bias in servant leadership, a contemporary form of leadership that entails many stereotypically feminine behaviors. Predictions made by role congruity theory were investigated with principles from leader categorization theory. Results of cross-leader and cross-participant comparisons will be shared.

**Identity Development and Leadership Development of Women Executives**

**Georgina M. Ginn**, The Ohio State University

**Sunny L. Munn**, Ashland University

Communities of practice have been found to support the professional identity and leadership development of women. This presentation will share findings specific to leadership and identity development from a qualitative case study of eleven women presidents of companies one-million dollars or larger who participated in an all-women, all-presidents community of practice.

**The Influence of Human Agency on the Professional Path of Women in Executive Leadership Positions**

**Laurel B. Emory**, Building Champions

This presentation will share the results of a qualitative study exploring, through narrative storytelling and from the perspective of high functioning human agency, the paths of five women to executive leadership positions. Findings indicate a need to change the conversation about women in leadership from being gender-based to being business-based.

MON | CS 1  
10:30 AM - 12 PM

Symposium | Scripps

### **Finding Our Place in the Feminist Landscape: A Multi-Generational Look at Leadership Barriers**

Chair: **Kimberly R. Mungaray**, Millikin University; Gonzaga University

These papers utilize the unique narratives of women from three generations to demonstrate how locating their personal narrative in the feminist landscape illuminates a path to more empowered leadership. Incorporating a performance learning opportunity for the students presenting, this symposium will also serve as a demonstration of helping young women become future leaders.

#### **Learning From History: Feminism and Leadership for the Millennial Generation**

**Emily Crutchfield**, Millikin University

The Millennial Generation has been bombarded with both positive and negative feminist images throughout their lives. Using personal narrative, this paper links the vagueness between the term feminism with the history of the movements and demonstrates its impacts, in terms of leadership skills and abilities, on this highly impressionable generation.

#### **Who Watches Your Children While You Are at Work?**

**Amy Martin**, Gonzaga University

This presentation will explore barriers women face trying to break out of familial roles while balancing work, motherhood, and education. Defining these epistemic barriers will lead to a richer understanding of adversities faced by women who choose to lead.

#### **Re-Framing How to Approach the Glass Ceiling**

**Kimberly R. Mungaray**, Millikin University; Gonzaga University

This paper presents an epistemological examination of the glass ceiling preventing women accountants from advancing to positions of principal and partner. It argues that commonly established leadership frameworks perpetuate barriers for women and suggests that through reflexive dialogue a new framework can be developed to effect change.

MON | CS 1  
10:30 AM - 12 PM



## 7<sup>th</sup> Developing Leadership Capacity Conference (DLCC)

**Henley Business School, Greenlands,  
Henley-on-Thames, UK**

**15th & 16th July 2015**

“Pluralistic perspectives of leadership  
and leadership development”

#### **Guest Speakers:**

Professor Mary Uhl-Bien, Professor  
Mike Pedler, Professor Alan Bryman,  
Professor John Adair & Professor  
Adrian Furnham



The Developing Leadership Capacity Conference (DLCC) was started in 2009 as a forum for leadership and management academics, practitioners, policy makers and students to come together to debate and explore recent developments in the theory and practice of leadership development. It is now a well-established annual conference attracting very well-respected participants. The 7th DLCC conference will be hosted at the longest established business school in Europe, the Henley Business School in association with the Henley Centre for Engaging Leadership.

#### **The 2015 conference theme**

Leadership development has been discussed and researched for many years – some will say for centuries. Management and leadership development has seen a much sharper focus in public and private organisations for at least the last 50 years (Grint, 2011). The leadership development industry has grown exponentially over the past thirty years, with about \$14 billion spent annually in the US alone on leadership development. Despite this spend and focus, both research and practice are still struggling to find excellent leadership and leadership development in today's organisation. This conference explores this relatively immature field.

Please contact Steph Caress, DLCC Conference Organiser at [dlcc@henley.ac.uk](mailto:dlcc@henley.ac.uk)  
or call 0118 3786656 | <http://www.henley.ac.uk/events/7th-developing-leadership-capacity-conference-dlcc>

# Concurrent, Session 2

Workshop | Evergreen

## **Stop Asking, “What’s Wrong with Me?” The Damage of Systems/Power/Inequity**

**Linda L. Moore**, Park University

**Laurie DiPadova-Stocks**, Park University

Frequently in seminars, coaching, and therapy sessions, women report failed workplace scenarios that end with the question, “What’s Wrong with Me?” This interactive workshop will explore the roots of this damaging question as grounded in basic power/societal system issues, socialization, and the assumptions/psychological barriers regarding women and will examine power, authority, and the source of the common conflict between knowing and doing. Utilizing content presentations, large and small group discussions, questionnaires, role plays, demonstrations, and reflection, ideas will be processed in an interactive format. Participants will leave with workable insights to help them navigate their individual inner journey.

Workshop | Fred Farr

## **Contemplating Purpose and Calling**

**Sheree N. Bryant Sekou**, Sheree Sekou Consulting, LLC

**Denise Thomson**, DeWitt-Thomson, LLC

This workshop is designed for people in any phase of their careers interested in examining purpose and calling in their work. Utilizing the women-centered model of purpose and calling, participants will be guided to discern their deepest truths, examine their experiences as leaders, and will be provided an opportunity to test the model and contribute towards its confirmation or disconfirmation. The workshop will begin with a brief content presentation and completion of a worksheet by participants. Triads will then leave the meeting space and enjoy the natural beauty of Asilomar while sharing personal reflections, returning for a group sharing and wrap-up activity.

Panel | Kiln

## **Words of Wisdom from Female Presidents: A Panel Discussion**

Chair: **Lisa DeFrank-Cole**, West Virginia University

**Denece G. Huftalin**, Salt Lake Community College

**Mary Ellen Mazey**, Bowling Green State University

**Carolyn J. Stefanco**, The College of Saint Rose

It is well known that there are far fewer female college and university presidents than there are male. As women are asked to ‘lean in’ and take on greater leadership roles, it is important to see the waves of possibility, in addition to the pros and cons of the position. Three sitting college and university presidents will share their experiences and insights in this panel discussion exploring their roles as women at the helm of higher education institutions.

Workshop | Merrill Hall

## **Emotionally Intelligent Leadership: A Leadership Framework for Engaging Young Women**

**Paige Haber-Curran**, Texas State University

**Katherine Yeager**, University of Houston

Emotionally intelligent leadership (EIL) is a framework combining contemporary thinking on leadership and emotional intelligence. Although the model is not designed exclusively for women, it aligns with feminist principles of leadership and with leadership capacities that are often more characteristic of women’s ways of leading. This workshop will introduce participants to EIL and engage them in a series of exercises — including individual reflection and small group discussion — designed to help participants explore their own connections with the model, identify strategies for incorporating EIL into their work, and discover the ways EIL can be used to develop young people.

Presentation | *Nautilus*

### ***Feminine and Integrated Perspectives on Leadership***

Chair: **Judy D. Whipps**, Grand Valley State University

Women's inherent qualities often prove to be extremely useful in the exercise of leadership. This session will explore the nature of feminine leadership culture, the integration of masculine and feminine qualities in leadership, and the shift in thinking about the principles of authentic leadership based on personal and professional narratives of women in leadership.

#### ***Advancing a Feminine Culture of Leadership: Leading the Whole Organization***

**Jennifer Walinga**, Royal Roads University

**Zoe MacLeod**, Royal Roads University

In what ways can women leaders advance a feminine culture of leadership? This presentation will share an applied study whose goals were determining and describing feminine leadership culture. Strategies for strengthening and advancing this culture as an avenue to achieving a more integrative, collaborative, healthy, and sustainable organization overall will be discussed.

#### ***Hannah Arendt, Narrative, and Authentic Leadership***

**Rita A. Gardiner**, University of Western Ontario

Drawing upon Hannah Arendt's phenomenological approach to narrative, this paper interrogates some assumptions behind the theory of authentic leadership. It will be suggested that authentic leadership serves to privilege abstract thinking at the expense of lived experience. In contradistinction, an Arendtian focus on narrative offers a richer way of thinking about leadership.

#### ***Integrated Feminine Leadership: Developing Women Leaders to Lead From Feminine Essence***

**Susan Renee Cannon**, Fielding Graduate University

**Allison Conte**, Mobius Executive Leadership

This paper introduces an approach to women's leadership development that is both integrative — including the masculine (yang) and feminine (yin) principles — and developmental, leveraging knowledge of how human consciousness evolves. It argues that supporting women leaders in this developmental, integrative endeavor offers one of the highest leverage opportunities for positive change.

Presentation | *Oak Shelter*

### ***Conquering Challenges Faced by Minority Women in the Workplace***

Chair: **Melissa K. Mahan**, Texas A&M University-San Antonio

The four studies in this session explore the underrepresentation of minority women in leadership roles. Qualitative and quantitative research findings will be presented, implications in the workplace will be considered, and strategies for bridging the gaps will be discussed.

#### ***An Examination of Female Pastors' Servant Leadership Attributes and Pastoral Effectiveness***

**Natalie Walker**

**Laura Thompson**, Keiser University Graduate School (Co-Author)

This quantitative study examines pastoral effectiveness by measuring annual membership and annual offering patterns of congregants of female and male pastors in correlation with the pastors' results from the Servant Leadership Questionnaire. 70 Christian Methodist Episcopal Church congregations, a historically Black denomination within Methodism, were studied over a four year period.

#### ***Empowering Minority Women in Behavioral Healthcare Leadership***

**Misty Resendez**, Indiana Wesleyan University

**Joanne Barnes**, Indiana Wesleyan University (Co-Author)

This presentation, based upon a study measuring the intercultural competence of executive leaders of behavioral healthcare agencies, will discuss the discrepancies regarding minority women seeking leadership positions and explore ways that organizations can enhance their diversity programs to value gender and diversity within leadership.

#### ***Quotas in a Consensus Based Culture: Legal Targets for Boardroom Diversity in the Netherlands***

**Wilma Henderikse**, VanDoorneHuiskes en Partners

**Annemieke van Beek**, VanDoorneHuiskes en Partners

**Babette Pouwels**, VanDoorneHuiskes en Partners; **Joop Schippers**, Utrecht University (Co-Authors)

This paper discusses the findings of the first wave (2013) of a longitudinal study of a panel of 800 large private companies in the Netherlands that analyzed the representation of women on corporate boards before and after the introduction of legislation calling for board representation of at least 30% women.



**Breaking New Ground: A Capacious, Fluid Model of Leader(ship) Identities**

Chair: **Julia B. Storberg-Walker**, The George Washington University

Previous models of leadership development and leader identity have been primarily male normed. As a needed corrective, this symposium will introduce an inclusive theoretical model of leader identity based on Bronfenbrenner's ecological systems theory. This new model layers six spheres of influence: self-identities, social identities, relationships, purpose, organizational factors, and leaderful practices. Implications for leadership development and leader identity will be presented.

**Understanding Women's Leadership Identities: An Ecological Approach**

**Wendy Fox Kirk**, Weber State University

**Brionne G. Neilson**, Utah State University

This paper describes the creation and broad principles of a model for understanding the creation and co-construction of leadership identities developed by a multinational, multidisciplinary, all-female group of academic researchers. The term "capacious" is used to foreground the model's highly inclusive nature, which provides space for all.

**A Model of Leader Identities: Self and Social Spheres of Influence**

**S. Lynn Shollen**, Christopher Newport University

**Constance Campbell**, Georgia Southern University

This paper focuses on the relationship of leader identities with two of the spheres of influence in the model being discussed: self-identities and social identities. Presenters will relate construction of leader identities to the cognitive, emotional, and personality factors that influence self-identities as well as the various social identities, including gender identities.

**A Model of Leader Identities: Interpersonal Relationships and Leadership Purpose**

**Karen A. Longman**, Azusa Pacific University

**Chrys Egan**, Salisbury University

As the understanding of effective leadership shifts from a leader-centric perspective to one that emphasizes collaboration, the roles of relationships, spirituality, sense of purpose, and awareness of calling have received increased attention. This presentation will focus on the sphere of influence in our model that addresses these dimensions as central factors in leader identities.

**A Model of Leader Identities: Through the Lens of Leaderful Practice**

**Kelly Fisher**, West Chester University Pennsylvania

This paper develops the aspects of the leadership model being discussed that relate to the notion that individuals impact and are impacted by their surrounding circumstances. Leaderful practice will be recommended as a value-free way of understanding and exploring the process of leadership without privileging the actor(s).

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Panel | Triton

**Second-Generation Gender Bias in Higher Education and Religious Organizations**

Chair: **Michelle Bligh**, NEOMA Business School

**Amy Diehl**, Shippensburg University of Pennsylvania

**Leanne Dzubinski**, Biola University

**Colleen Quinlan**, University of Toledo

**Michelle O. Taylor**, Utah Valley University

Three scholar-practitioners and a reflective practitioner with more than 56 years of collective experience in leadership will discuss second-generation gender bias based on their research on women in leadership and from their personal experience. This panel will identify barriers women face and discuss practical approaches organizations and women can take towards change. Attendees will have an opportunity to surface, identify, and name barriers they have encountered and engage in thoughtful reflection with others about strategies that can be used to begin to address those barriers in their own workplaces.

# Concurrent Session 3

Workshop | Evergreen

**The Why of Innovative Leadership: Inspire Them to Seek Knowledge; Empower Them to Act.**

**Khouloud Sabbagh**, Zayed University

This workshop will demonstrate the benefits of using Simon Sinek's *Start With Why* approach and how it has been used to develop the leadership potential of young female Emiratis. Workshop participants will gain insights into a model of classroom engagement that has had successful results as a teaching and learning tool as well as in the development of latent leadership skills that otherwise could have remained dormant.

Presentation | Fred Farr

**Women's Ways of Knowing: Increasing Leadership Competencies and Capacities**

Chair: **Renique Kersh**, North Central College

**Anxiety to Empowerment: Transforming Public Speaking Into Critical Transformational Leadership**

**Caitlin G. Bletscher**, University of Florida

Effective communication is a competency necessary in leadership education for women worldwide. This presentation will share the results of a study designed to transform — through the use of a critical transformational leadership process — a cross-disciplinary, required, public speaking course into an effective means of developing communication skills in female leaders.

**Assessing Learning of Critical Competencies for 21st Century Leaders**

**Susan Renee Seymour**, City University of Seattle

This presentation will share how one university translated critical leadership competencies into institution-wide learning goals, embedding them in the curriculum design of each academic program to foster learning at different levels. A 360 degree assessment approach, specific processes, best practices, and techniques will be shared.

**Choosing Resilience: Purposeful Planning for a Career Uninhibited by the Glass Ceiling Phenomenon**

**Marie E. Hansen**, Husson University

Women in higher education are underrepresented in senior positions and a rapid increase is not in sight. This presentation will share research that studied middle managers in higher education to determine their reactions to the glass ceiling phenomenon and outcomes on their careers. Tools to assist with resiliency will be highlighted.

**Leadership Development for Women Engineers**

**Phyllis L. MacIntyre**, Fairleigh Dickinson University

Despite gains elsewhere, women leaders have made little progress in the field of engineering. This presentation will share the results of a quantitative correlational study that profiled the leadership of women engineers in the Canadian province of British Columbia with leadership variables represented by the five subscales of the Leadership Practices Inventory.

Panel | Kiln

**Women in Legislative Leadership: Pathways, Styles, Challenges, and Opportunities**

Chair: **Susan R. Madsen**, Utah Valley University

**Rebecca Chavez-Houck**, Utah House of Representatives

**Rebecca Edwards**, Utah House of Representatives

**Jennifer Seelig**, University of Utah; Formerly, Utah House of Representatives

State legislatures across the United States contain a dearth of female elected officials and legislative leaders. In 2014, only 24.2% of state legislative members were women. Women deserve, and strong democratic government demands, that gender balance in power and decision-making be achieved. In order to facilitate gender equality in a representative and robust democracy, women need to explore pathways to elections as community leaders and caucus leaders, styles of leadership, and the challenges and opportunities in achieving institutional and individual success. This panel will focus on three female representatives from Utah and their pathways to successful general and caucus leadership elections.

Workshop | Merrill Hall

### ***The Female Leadership Advantage: The Dance of Emotional Intelligence***

**Yael Schy**, Dramatic Strides Consulting

Women actually have an advantage over men when it comes to the crucial leadership skill of emotional intelligence. This highly interactive session will use improvisational movement and dance exercises — both individually and in teams — to explore the five levels of emotional intelligence: self-awareness, self-regulation, self-motivation, empathy, and effective relationships. Using Gabrielle Roth's Five Rhythms principles, attendees will learn innovative, body-based techniques for exploring and increasing their own emotional intelligence, as well as ways to use emotional intelligence training to bridge the gender gap in leadership roles.

Six-Minute Message (Scholarship-Based) | Nautilus

### ***Complexity of Women and Leadership***

Chair: **Meena Wilson**, Center for Creative Leadership - Asia Pacific

Consider the complexity of women and leadership in the brief, powerful messages that comprise this session.

#### ***Leadership and Unbounded Motherhood: The Working Mother's Benefits Gap***

**Gretchen Vogelgesang Lester**, San Jose State University

There are visible barriers to women such as the wage gap, but there are also invisible barriers such as benefits gaps that preclude women from ascending to leadership roles. This message will share research examining these barriers to determine how organizations can support women in their quest for leadership emergence along with unbounded motherhood.

#### ***The New Leadership Model for the 21st Century: Integrated Leadership***

**Rebecca Shambaugh**, SHAMBAUGH

The 21st century calls for integrated leadership, men and women embracing and leveraging the best of each other to achieve better business results. The presenter will touch on proven strategies and techniques known to empower and advance women to be great integrators who achieve higher levels of leadership and influence.

#### ***Transforming Mental Models: Unlocking a Barrier to Women's Advancement in Leadership Positions***

**Julia B. Storberg-Walker**, The George Washington University

**Laurie Brummitt**, North Carolina State University; **Kristina Elisabet Natt och Dag**, North Carolina State University (Co-Authors)

Mental models are essential to understanding deeply held beliefs and assumptions about the world around us. This message will suggest that the leadership wholeness model developed by Thakadipuram in 2010 can help female leaders transform their mental models to overcome mindset barriers towards advancing as leaders.

#### ***Is Your Brain Working for You or Against You?***

**Linda Newlin Ruffin**, Hudson Institute of Coaching

Exploring the new neuroscience and the ways one's brain can support or sabotage an individual as leader, attendees will learn some specific things they can do to get their brains fully employed and on their team as they strive to create more health, balance, and ease in their lives.

#### ***The First Woman President: Leadership Challenges in American Higher Education***

**Carolyn J. Stefanco**, The College of Saint Rose

Few studies analyze the experiences women face as female 'firsts' when assuming presidencies at colleges and universities without a history of women's executive leadership. This message will share the challenges these new leaders encounter as they work to establish themselves on campuses with a legacy of male leadership.

MON | CS 3  
2:45 - 4 PM

## **Women Leading Women: What Every Leader Needs to Know**

Chair: **Norma J. Burgess**, Lipscomb University

### **Leadership: The P's and Q's of X's and Y's**

**David McLean**, Soulzatwork

Evidence suggests that women hold a predilection over men in their capacity to build relationships and that leading from a place of relationship can build positive culture with commensurate benefits to an organization. This study offers confirmatory evidence of this phenomenon and argues the case for an intentional focus on this area of leader development.

### **When Women Report to Women: A New Understanding of Follower Empowerment**

**Tiffanie Dillard**, Avenir Consulting Partners

This paper extends women's development theory into a workplace context to highlight the relational dynamics of empowerment for women who report to women. Viewed through an organizational psychodynamic framework, a deeper understanding of this phenomenon contributes to the limited research on followership and the nearly non-existent research on female followers specifically.

### **Women Managing Women: The Impact on Career Development**

**Jane Hurst**, Massey University

This research explores the hierarchical relationships between women in the New Zealand workplace and the impact these relationships have on career decisions and opportunities. In collaboration with the research participants, strategies that women and businesses can use to strengthen and enhance workplace relationships and the career development of women will be developed.

### **Women in Leadership in an Asian Context**

**Yonjoo Cho**, Indiana University

**Mimi Miyoung Lee**, University of Houston

**Gertrude I. Hewapathirana**, Ashford University

This paper presents the current state of working conditions, work-family balance, and the challenges and lessons learned in Asian women leaders' road to success. Cases from South Korea and Sri Lanka will illustrate the points of convergence (commonalities) and divergence (differences) with earlier research on Asian women in leadership.

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### Panel | Triton

## **Mentoring Women Faculty for Success in Research and Creative or Scholarly Activity**

Chair: **Melissa Lavitt**, Indiana University - Purdue University Indianapolis

**Kathleen Grove**, Indiana University - Purdue University Indianapolis

**Etta M. Ward**, Indiana University - Purdue University Indianapolis

**Gail Williamson**, Indiana University School of Dentistry

**Krista Hoffmann-Longtin**, Indiana University School of Medicine

It is well established that to attain positions of academic leadership in higher education, one must first establish a successful career as a faculty member, advance through the ranks of the professorship, and attain tenure. This panel will discuss a successful mentoring grant program for early career and mid-career women and minority faculty designed to help them become successful in sponsored research and scholarly activity. It will discuss how this program adds to other campus-wide efforts to develop a mentoring culture and address goals in the campus strategic plan. Mentoring has been shown to influence career success among faculty, thus benefiting the institution.

Symposium | Scripps

### **What Have We Learned? Transferable Insights From Three Women's Leadership Development Programs**

Chair: **Karen Lindsey-Lloyd**, Texas Christian University

The study and understanding of women and leadership is at a tipping point. New conversations and approaches are needed with innovative ideas and perspectives. This symposium will feature lessons learned from the experiences and evaluation of three nationally recognized women's leadership programs.

#### **Lessons from HERS Research: Advancing the Next Generation of Women Leaders**

**Judith S. White**, HERS - Higher Education Resource Services

Since 1976, HERS Institutes — located at Bryn Mawr College, Wellesley College, and the University of Denver — have offered an intensive, residential leadership development curriculum for over 5,000 women faculty and administrators from approximately 1,200 campuses worldwide. Lessons from a continuous process of assessing and revising the curriculum over the past seven years will be shared.

#### **The American Council on Education's Commitment to the Advancement of Women**

**Leah Witcher Jackson Teague**, Baylor University School of Law

**Kim Bobby**, American Council on Education

In recent decades, ACE has taken seriously the need to prepare and advance more women into higher education leadership. This presentation will provide a review of state-wide, regional, and national programs that served thousands of women each year. Insights from ACE's Moving the Needle project will also be discussed.

#### **Lessons From a 14-Year Women's Leadership Development Initiative in Christian Higher Education**

**Karen A. Longman**, Azusa Pacific University

**Shawna L. Lafreniere**, Azusa Pacific University (Co-Author)

Within the context of Christian higher education, theological beliefs add complexity to the reasons women choose not to pursue leadership roles. This presentation will offer insights gained from a study of a faith-based women's leadership development program organized by the Council for Christian Colleges & Universities that has served over 170 participants since 1998.

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MON | CS 3  
2:45 - 4 PM

# Roundtables

**Monday June 8 | 4:30 PM - 5:30 PM**

Participants can select from among the roundtable discussions listed below. After 30 minutes, participants will have the opportunity to move to another roundtable or remain where they are to continue the conversation.

*Interactive Roundtable Discussions | Fred Farr*

***African American Women's Representation in Politics: Promising Gains, More Work Remains* 1**

**Dionne Rosser-Mims**, Troy University

Black American women's leadership experiences over time and the relevant socio-political linkages that help to explain why African American women continue to remain largely underrepresented in political leadership at the state and national levels will be discussed.

***Calling Forward the Global Woman Leader Within: Pathways for Evoking Change and Impact as a Woman* 2**

**Lucie Newcomb**, The NewComm Global Group, Inc.

Women have a unique opportunity to contribute and position themselves as effective visionary leaders on a global basis. Generative conversation will result in a three-point plan that forms a feedback loop for each participant: next step within self; next step within workplace environment; and next step with family, friends, and community.

***How to Handle Unconscious Bias, Ingrained Mindset, and Structural Barriers in the Workplace* 3**

**Heesoon Jun**, Evergreen State College

Incorporating the findings from social psychology and cognitive neuroscience can assist in recognizing the role of unconscious learning in developing effective strategies to transcend self-limiting beliefs and inefficacious behaviors of women. Augmenting and bolstering the gains made in women's leadership roles requires paradigm shifts in thinking and learning as well as concrete strategies.

***Know Yourself and to Yourself Be True: Self-Management for Leaders* 4**

**Norma J. Burgess**, Lipscomb University

Strategies for living a more balanced and productive life will be discussed. Knowing oneself well and knowing the benchmarks that can be used to measure the stressful environs that surround everyone can be very beneficial in navigating the storms of life.

***Preparing Women in Higher Education for Senior Leadership Roles: Women's Leadership Institute* 5**

**Richanne C. Mankey**, Daemen College

**Steven Harvey**, Western New York College Consortium

The Women's Leadership Institute is an outcomes-based curriculum developed by members of the Western New York Consortium on Higher Education to prepare mid-level female leaders for senior/executive level positions. This replicable initiative consists of six expert-led sessions designed to engage women in evocative dialogue regarding the complexity of issues facing higher education.

***Reaching for the Top, Stuck at the Bottom: Advancing Women of Color Psychologists in Leadership* 6**

**Shari Miles-Cohen**, American Psychological Association

**Tiffany Townsend**, American Psychological Association

Using an intersectional lens, participants will explore the ways in which multiple systems of oppression (e.g., racism, sexism, classism, etc.) may create barriers for women of color, particularly Black women to ascend to senior leadership positions.

***Beyond Inequality: Women and the Courage to Lead***

7

**Dorothy Hayden-Watkins**, University of Phoenix; formerly The Colorado Civil Rights Commission

**Sharon Bailey**, Colorado Black Round Table

**Laura Frank**, Rocky Mountain PBS

In *Losing Ground*, an award-winning team of journalists from Rocky Mountain PBS I-News detailed the ways African Americans and Latinos have fallen further behind white counterparts in recent years. As women leaders, the presenters are bringing this data to the wider community as a call to action and working to close the gap.

***Discover Your Deeper Sources of Power: How to Leverage Personal Power in Leadership Work***

8

**Diana Renner**, Iconic Consulting

**Jennifer Brothers**, Hollins University

Participants will build awareness of their sources of inalienable power, which is independent of background, role, or context. By exploring the factors leading to power, women can recognize and embrace it in order to leverage the sum of their privileges for their leadership work.

***Bringing Home the Bacon and Frying It Too: Women as Consumers, Homemakers, and Candlestick Makers***

9

**Shanita Baraka Akintonde**, Columbia College Chicago Office of the Provost

The forces behind the depiction of women in ads such as the one for Enjoli perfume, made famous over 20 years ago, and the role those types of images play in influencing female leaders today will be examined while discussing the historic, ongoing, and growing importance of women as an advertising presence.

***Calling Ms. President: Opportunities and Challenges for College Women and Campus Leadership***

10

**Juliette Landphair**, University of Richmond

Traditional-age college women in the U.S. thrive both inside and outside of the classroom, graduating with top honors and exercising important influence in student organizations. Yet a gender gap persists with men dominating visible, high-impact leadership roles on campus. Participants will discuss this gap and ways to ameliorate it.

***Gender, Power, and Leadership***

11

**Cynthia Luna**, LF Leadership

Participants will discuss core issues of gender and power that emerge in the lives of women leaders and share real case examples in which women have broken down personal, interpersonal, institutional, and cultural barriers to embody their own power and leadership.

***Leading with Spirit, Presence, and Authenticity II: The Dakini Within***

12

**Kathryn Goldman Schuyler**, Alliant International University

Sometimes the structures in our lives feel like walls that constrain, while at other times they support inner alignment. In many wisdom traditions, space — the capacity to keep changing and unfolding — is regarded as feminine. Participants will explore breathing life into themselves through experiences with light, space, ease, and leadership.

# Concurrent Session 4

Developmental Roundtable Discussion | Evergreen

## **Women in Leadership Roles**

Chairs: **Wendy E. Rowe**, Royal Roads University

**Sunny L. Munn**, Ashland University

This developmental roundtable session has a wide mix of interesting studies on topics including global and transformational leadership, mentor identity, discrimination, and leadership philosophies. Senior scholars and attendees will provide insight and advice to each of the authors in order to help them refine and move their research and publications to the next level.

### ***Elements of a Successful Global Leader: The Superman/Woman Using Multiple Organic Methods***

**Vannetta L. Phifer**, Indiana Tech

An exploration of whether motherhood behaviors can be linked to multiple organic methods (MOMs) of leadership styles and theories. The presenter will identify elements of a successful global leader, review emerging MOMs of effective leadership, and reflect on experiences connecting motherhood behaviors to leadership styles. The result will be a potential leadership development model.

### ***I Can't Hear You; Your Sex Is Showing***

**Shari Carpenter**, Eastern Oregon University

**Leslie Mueller**, Eastern Oregon University (Co-Author)

This paper explores gender differences in verbal and nonverbal communication as well as gender effects on listening and comprehension. While women have worked to close the gaps of wages and job positions, is there a continuing gender based listening and comprehension gap? A mixed-methods research study will address this question.

### ***LEAD: A Philosophy Inspired by an Exemplar Manager***

**Kimberly Linayah Harden**, Seattle Central College

The presenter will share the LEAD philosophy and how it may contribute to leader efficacy in the workplace, promote active, inclusive learning, and improve student attainment. The philosophy was inspired by an exemplar manager who demonstrated the four essentials of the LEAD philosophy: love, enthusiasm, awareness, and development.

### ***An Exploration of Women Leaders in Higher Education: Forming a Mentor Identity***

**Missy L. Skurzewski-Servant**, University of Wisconsin-Sheboygan

Particularly for women, mentoring can assist in breaking down barriers for career advancement. This presentation will share research on the mentoring experiences of female leaders in U.S. institutions of higher education. Reasons for mentoring, the experience of the process of mentor identity formation, and the expressed meanings of the mentoring experiences will be discussed.

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Workshop | Fred Farr

## **Research on Women and Leadership: A Publishing Support Boot Camp**

**Faith Wambura Ngunjiri**, Concordia College

**Chrys Egan**, Salisbury University

**Julia B. Storberg-Walker**, The George Washington University

**Karen A. Longman**, Azusa Pacific University

**Constance Campbell**, Georgia Southern University

One purpose of the ILA Women and Leadership Affinity Group is to advance theory, research, and practice regarding women and leadership, a goal that can be furthered by providing emerging scholars with individualized support. This workshop will provide participants with individual and group coaching focused on providing feedback on manuscripts during the conference and will provide participants with access to a senior scholar as a mentor beyond the conference close. The workshop will begin with a short introduction and presentation on developing a research agenda then quickly move into individualized coaching sessions followed by focused group discussions and a wrap up with a question and answer session.



Panel | Kiln

**Inside University Administration: A Discussion With Women in Senior Leadership Positions**

Chair: **Sherylle Tan**, Claremont McKenna College

**Wendy Kobler**, Wittenberg University

**Melissa K. Mahan**, Texas A&M University-San Antonio

**Michelle O. Taylor**, Utah Valley University

Women leaders in higher education connect and work with today's students, which holds particular significance since the number of female students at U.S. colleges and universities have surpassed the number of male students. Senior leadership in higher education often lacks gender parity providing few female leadership role models for female students. This session brings together senior university women leaders — a Vice President for Advancement and two Vice Presidents for Student Affairs — who will engage in a dialogue about their experiences and discuss the continued work needed to create opportunities for women and leadership.

Workshop | Merrill Hall

**Using Arts-Based Inquiry to Explore the Dark Side of Leadership**

**Susan Renee Seymour**, City University of Seattle

**Kelly Flores**, City University of Seattle

This workshop will use the unique framework of arts-based inquiry to explore the dark side of leadership. The workshop will begin with a short presentation discussing the theory behind the workshop. Participants will then create a mask with visual elements that represent their experiences related to the dark side of leadership and the underlying needs that shape their expression. It will conclude with a discussion of the meanings and significance of the mask elements in relationship to leadership identity and one's needs as a leader.

Symposium | Oak Shelter

**Gaining Confidence in Leadership: The Role of Vocation, Vision-Casting, and Voice**

Chair: **Kathleen Tangenberg**, Azusa Pacific University

This session will present insights from three recent dissertations all with implications on women's confidence and its intersections with leadership.

**Linkages Between Calling and Leadership: The Experiences of Female Undergraduate Students**

**Debbie Lamm Bray**, Northwest University

Awareness of calling has been identified by researchers as an important motivator for women when considering or advancing into leadership. This study responds to a need for qualitative exploration of the way women develop awareness of calling in college and the nature of relationships that influence women's understanding of calling, and suggests implications for women's confidence in leading and influencing others.

**Women of Vision: Understanding the Process of Envisioning and Leading Institutional Change**

**Candy M. O'Connor**, Azusa Pacific University

Recent studies have indicated that women are perceived to be less visionary than men, a perception that has implications for women's leadership journeys. This qualitative study explored how twelve female leaders at faith-based colleges and universities successfully developed and implemented a vision that resulted in institutional change. Implications for women aspiring to leadership and for those in leadership are presented.

**A 'Girl Power' Generation Grows Up: Coming to Voice and Leadership Through Self-Advocacy**

**Karen Sorensen-Lang**, Azusa Pacific University

This narrative research examined the metaphor of voice in women's advocacy and leadership development at three feminist organizations whose missions related to developing women's confidence. Findings suggest educators and advocates need to create settings marked by intellectual hospitality and promote self-advocacy as pathways toward a generation of action-oriented women leaders, rather than focusing on women's collective progress.

Presentation | *Nautilus*

***Becoming Leaders: Challenges and Opportunities for Women and Girls in Different Contexts***

Chair: **Michelle Bligh**, NEOMA Business School

***Fostering Sustained, Feminist Student Leadership on College Campuses***

**Jill Martins Swiencicki**, St. John Fisher College

**Lisa J. Cunningham**, St. John Fisher College

This presentation will describe a three-pronged approach to lessen the stigma around feminist leadership opportunities and move from leadership consolidation to distributed participation in networks of engagement. Presenters will describe their networks of engagement method and share conclusions and best practices from a case study applying this method.

***Where a Woman Rules, Streams Run Uphill***

**Rosemary M. Muriungi**, Gonzaga University

This presentation will explore the role of intergenerational – including familial, peer, communal, professional, and political – mentoring of girls and young women to develop them as leaders. Traditional mentoring structures and the changes visited on these traditional set-ups will be reviewed along with the ways today's global reality requires fresh thought.

Symposium | *Scripps*

***From Past to Future: Considering the Moving the Needle Agenda in Historical Perspective***

Chair: **Kim Bobby**, American Council on Education

These three papers discuss what the history of female leadership teaches about the possibilities for future growth for women in the academy. Presenters will highlight the role played by early women deans and the American Council on Education (ACE) Office of Women in Higher Education (OWHE) on women's advancement in academic leadership. The session will conclude with a discussion of the work of ACE's Inclusive Excellence Group, particularly the Moving the Needle initiative.

***From Deans of Women to Presidents: Lessons from the Long History of Women's Leadership***

**Kelly Sartorius**, University of Arkansas

This paper considers the roots of ACE's programs related to women in higher education. Today's leaders are the fifth generation of women administrators in U.S. institutions. This long history provides lessons for the strategies and tactics that have been most successful in moving women forward in higher education leadership.

***Lessons from ACE's Office of Women in Higher Education***

**Jacquelyn D. Elliott**, University of Missouri-St. Louis

This presentation will examine the gains made by the OWHE from 1975 through its closure in 2011 with a special eye on the programs – such as the National Identification Program – intentionally engineered to create a formidable pipeline of women advancing to leadership positions in higher education, particularly the presidency.

***Thoughts on Moving the Needle***

**Leah Witcher Jackson Teague**, Baylor University School of Law

Women have not yet achieved the representation in leadership roles that is necessary to bring about substantive change for them and the organizations they serve. This presentation will focus on the current ACE initiative, Moving the Needle, to advance women in the academy under ACE's new office, the Inclusive Excellence Group.

***Discussion***

**Donna Shavlik**, The Timberline Group

In conversation with ACE Inclusive Excellence Group Director Kim Bobby, Donna Shavlik, former Director of ACE's Office of Women in Higher Education, discusses the lessons of the long history of women's leadership and how those can inform our thinking about future growth in women's academic leadership.

Panel | Triton

**Chutes and Ladders: Traveling the Twisting Trail of Women's Leader Identity Development**

Chair: **Marlene Janzen Le Ber**, Brescia University College

**Ann M. Berghout Austin**, Utah State University

**Lynne E. Devnew**, University of Phoenix

**Chanda D. Elbert**, Texas A&M University

**Judith B. LaValley**, Kansas State University

This panel will build on the initial work by the presenters at the 2014 *Advancing Theories of Women and Leadership* academic colloquium in Utah and on a status report they presented at the 2014 ILA annual global conference in San Diego. Presenters will share their stories as well as their approach to a multidisciplinary, collaborative autoethnography, which enables the participant-researchers – in response to semi-structured prompts – to reflect upon their individual key leader identity development experiences and trajectories. Finally, panelists will report on where they are in the process of creating meaning from those narratives and developing grounded theory related to women's leader identity development.

TUE | CS 4  
10:30 AM - 12 PM

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# Concurrent Session 5

Workshop | Evergreen

## **Meditation in Education: Guiding Young Women to Connect to Their Power**

**Jennifer Parmelee**, Hunter College

After a brief overview of the most recent research related to the importance of cultivating a meditation practice for adolescents, participants will learn ancient tantric tools and techniques for use in and out of the classroom setting. Designed to help both teachers and students cultivate and sustain feminine power, the workshop will include several meditation exercises lasting between 5-12 minutes each and will close with a discussion of Arjuna Ardagh's *Awakening Into Oneness* and his thoughts on the erosion of family life and children's need for direction.

Workshop | Fred Farr

## **Hold Everything: Surfacing & Subverting the Leadership Beliefs That Hold Us**

**Katy Craig**, Boettcher Foundation

**Jennifer Brothers**, Hollins University

**Christopher Green**, Kansas Leadership Center

**Diana Renner**, Iconic Consulting

This paradigm-shifting workshop will surface the systemic pressures and authority dynamics that feed the status quo. It will explore the self-limiting beliefs, unexamined assumptions, and invisible barriers embedded in organizational structures that constrain opportunities for women. Participants will engage in an activity designed to illustrate the deficiency in expecting leadership to be the work of those with formal authority and to reveal how acts of leadership must come from across systems to make collective progress on daunting challenges. Based on the powerful visual and visceral experience that emerges throughout the workshop, participants will tap into their own agency engaging in acts of leadership.

Panel | Kiln

## **The YWCA: Empowerment and Leadership Training for Girls and Women**

Chair: **Lilli Ann V. Chavez**, Azusa Pacific University

**Irma Mora**, YWCA Silicon Valley

**Miki Carpenter**, YWCA San Gabriel Valley

**Yolanda Haro**, YWCA San Gabriel Valley; Impacto Leadership

Founded more than 150 years ago, the YWCA has a rich history of contributing to the great human rights movements of our time and is one of the largest and oldest women's organizations in the U.S. Three panelists representing the YWCA will share their experiences implementing leadership and empowerment programs for girls and women in local communities. They will present outcomes, what has been learned, and the ways in which their approaches can be utilized to implemented strategies in other communities. Special emphasis will be placed on the need for the programs to customize to the needs of their audiences.

Workshop | Merrill Hall

## **Critical Media Literacy — A Tool for Women in Leadership**

**Anat Herzog**, Chapman University

**Jillian R. Wood**, Chapman University

In this experiential workshop, participants will use the five core concepts of critical media literacy to explore how identity is constructed in the television show *Ugly Betty*. Through this exercise, participants will experience how critical media literacy supports the deconstruction of media messages and challenges women leaders to create and recreate, story and make whole, a canon of images of women leaders that closes the gap between the reality that exists in their every-day lives and the monolithic stereotypes of women leaders in the media.

TUE | CS 5  
1:15 - 2:30 PM

## Women and Leadership Insights

Chair: **Karen Clark Cole**, BlinkUX

### ***Identities in Christ and Culture? Leadership Paradoxes and Priorities for Women Evangelicals***

**Kathleen Tangenberg**, Azusa Pacific University

This message will highlight the potential for women's leadership in contexts such as evangelical institutions, which are characterized by paradoxes of submission and power. Descriptions of nineteenth century women's leadership will be contrasted with more recent trends including social media activism and emergent intentional community movements that emphasize social justice and environmental stewardship.

### ***Leadership Makes Me Sick***

**Renique Kersh**, North Central College

Are campus leaders healthy enough to lead? Do campus leaders make you sick? This message will provide a snapshot of results from a study on women administrators' stress levels and long term risk for poor health outcomes. Findings suggest that those that lead may be endangering themselves and others.

### ***Women's Leadership Circle: Testing the Impact of Shared Experience***

**Ann Simmons**, The Soderquist Center for Leadership and Ethics

**Stephen Trainor**, The Soderquist Center for Leadership and Ethics (Co-Author)

This message will describe an experimental approach to meeting developmental needs of female executives through the Women's Leadership Circle, a multi-day leadership experience. Following an initial retreat, its participants create bonds with their cohort through group mentoring and development opportunities that result in greater comparative benefit than the affinity group model.

### ***POLI ('Many') TICS ('Blood Sucking Parasites'): Why Women Should Run for Public Office***

**Pat Jones**, Women's Leadership Institute

This message will help women understand the individual, familial, and community benefits of running and winning public office. Based on research and on anecdotal experiences, the presenter will focus on the positive outcomes of serving and how communities would be changed if more women were at the table shaping public policies.

### ***Latina Empowerment: Manifesting a Cultural Legacy***

**Rebecca Chavez-Houck**, Utah House of Representatives

Many influential Latinos note that their mothers (or family surrogate like grandmothers), are the persons to whom they owe the greatest credit. This message will explore how Latinas, as family and community leaders, positively impact the development of emerging diverse leadership in the U.S. private and public sector.

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#### Panel | Triton

### ***Women as Global Leaders: Advancing Theory and Practice***

Chair: **Faith Wambura Ngunjiri**, Concordia College

Commentator: **Susan R. Madsen**, Utah Valley University

**Julnar Rizk**, Facebook

**Carol Burbank**, Storyweaving Leadership Coaching and Training

**Margie A. Nicholson**, Columbia College Chicago

**Wendy E. Rowe**, Royal Roads University

Global leadership is a small but growing field of research responding to the increasingly complex, globalized world people lead in. Within this nascent field, the study and development of women global leaders is even smaller, with the topic of women leading in a global context barely covered. *Women as Global Leaders*, the second volume in the ILA series *Women & Leadership: Research, Theory, and Practice*, takes a step toward filling that gap. In this panel, editors and authors will advance theory by exploring various aspects of women and global leadership, including articulations of conceptualizations, relevant approaches, effective leadership development strategies, and case studies of prominent global women leaders.

Presentation | Oak Shelter

### **Women and Academia: Theory to Practice**

Chair: **Joanne Barnes**, Indiana Wesleyan University

#### **Authentic Leadership Theory for Women**

**Julia B. Storberg-Walker**, The George Washington University

**Kristina Elisabet Natt och Dag**, The George Washington University (Co-Author)

This presentation will argue that authentic leadership theory must be conceptualized from a gendered perspective in order to address weaknesses in the theory pertaining to the role of internalized moral perspectives. Suggestions on future research directions for continuing to advance leadership theory for and by women will be offered.

#### **Gender Balance in Leadership. The Effectiveness of Measures**

**Wilma Henderikse**, VanDoorneHuiskes en Partners

**Annemieke van Beek**, VanDoorneHuiskes en Partners

**Babette Pouwels**, VanDoorneHuiskes en Partners; **Joop Schippers**, Utrecht University (Co-Authors)

Research into the efficacy of diversity measures on the representation of women in leadership positions is scarce. Presenters will share data from a longitudinal panel of companies who joined a voluntary Diversity Charter, examining their performance on six dimensions. Using conditional change models presenters will analyze the effectiveness of measures to increase gender balance in leadership.

#### **Women's Leadership in Higher Education**

**Joan M. Kern**, Cedar Crest College

This presentation will share the results of a mixed methods study examining mentoring and the career paths of female presidents and provosts in higher education in the U.S. Mid-Atlantic region. While mentors assisted these women with their career path, having similar goals and serving as role models to mentees increased effectiveness.

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Symposium | Scripps

### **The (Un)Bearable Heaviness of Being Female in Sport Leadership**

Chair: **Meena Wilson**, Center for Creative Leadership - Asia Pacific

Being female in the sport industry means bearing the weight of negotiating gender in a highly masculinized context. While bearing this weight is unbearable, it is precisely the 'weight' that highlights gender relations as important in terms of rethinking how females in the sport industry live out today as social change agents.

#### **Female Athletic Trainers: (Non)Movement Towards Head Athletic Trainer**

**Adriana M. Logan**, Seattle University

97% of Division I collegiate head athletic trainers are men while 53% of all collegiate athletic trainers are women. A deeper examination of the experiences of female athletic trainers at the Division I level is overdue. Using role-congruity theory, this paper examines how Division I female athletic trainers experience their workplace and see themselves as leaders or not.

#### **Exploring Cultural Capital Among Female Division I Athletic Directors**

**Maylon Hanold**, Seattle University

**Carlee Norquist**, Seattle University (Co-Author)

This study examined how Division I female athletic directors understand their career paths. Concepts associated with second generation gender bias and intersectionality were employed to better understand how and where these women gained cultural capital on their paths to Division I athletic director. Particular attention was paid to race and social class.

#### **Leadership Identity Development for Women in Collegiate Athletic Administration**

**Valerie M. Stahl**, Seattle University

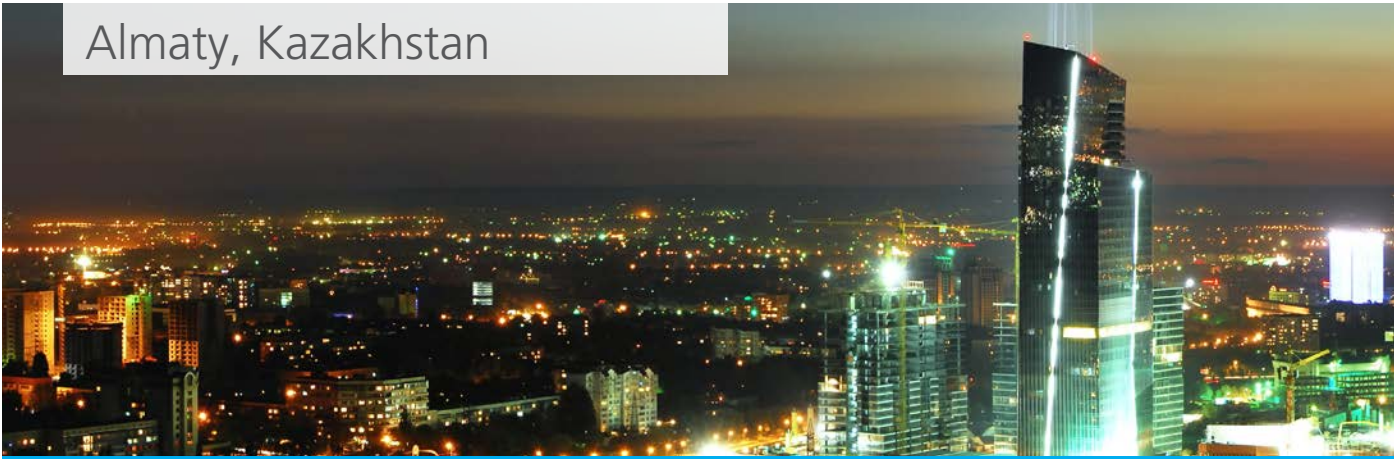
**Jessica Ulrich**, Seattle University

In order to gain an in-depth understanding of experience and relationships that seem to matter in leadership development for women in sport, this qualitative study utilizing in-depth interviews focused on the multiple ways women in university athletics administrative roles come to identify themselves as leaders.

# 23rd CEEMAN Annual Conference

**23-26 September 2015**

Almaty, Kazakhstan



## About the conference

The conference is the central annual event of CEEMAN, the international association for management development in dynamic societies, gathering deans and directors of universities and business schools from around the world, leaders of international and regional management development institutions, international publishers and partners, as well business, government and media representatives.

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[www.ceeman.org/conference](http://www.ceeman.org/conference)

## Topic

Localization vs.  
Globalization of  
Management  
Development in Dynamic  
Societies

Expert presentations, panels and workshops will address, among other, the questions of:

- How do education programs, research, and institutional management practices reflect the local and global business needs?
- What are the business challenges of global vs local balance and how it reflects on leadership and management development?
- How does management education match up to the business challenges and needs?

# Concurrent, Session 6

Workshop | Evergreen

## **Your Storied Leadership™ Archetype**

**Denise Thomson**, DeWitt-Thomson, LLC

What stories do you tell yourself about yourself? This interactive and experiential workshop will examine how the stories women tell themselves can help them address self-limiting beliefs and inefficacious behaviors that contribute to not fully exercising choices about their lives and careers. Participants will learn to recognize stories they tell themselves, reflect on their meanings, shift internal conversations, and re-story when necessary to create authentic Storied Leadership™ archetypes. The workshop will engage participants in interactive discussions about the transformative power of stories, examine the Storied Leadership™ model, and utilize experiential activities to design ways to incorporate the concepts into personal and professional settings.

Workshop | Fred Farr

## **Exploring Purpose and Calling Through a Woman-Centered Model**

**Jennifer Sader**, Lourdes University

**Holly Hall**, Indiana Wesleyan University

**Maritza Soto**, University of Puerto Rico

**B.J. Holman**, Peninsula College; HCC

Grounded in a model developed during a Women's Leadership Theory colloquium, participants will explore their own sense of purpose and calling through a variety of exercises that encourage multisensory deep reflection and seeking. The workshop will introduce the concept of chakras and participants will experience how to use visualization and meditation to balance their energy. Participants will have the opportunity to discuss their hopes, fears, and dreams in a supportive environment and will be given the chance to critique and contribute to the model presented in the workshop. Participants will leave with new insights to inform their leadership practice.

Panel | Kiln

## **Church, Sports, & Illumination: Advancing Girls in Leadership**

Chair: **Gina Casey**, Powerful Visions Coaching & Consulting

**Robin Miles**, Powerful Visions Coaching & Consulting

**Saara Robles**, Apex Leadership

**Leona Welch**, Powerful Visions Coaching & Consulting

This panel will discuss rich and effectual opportunities to develop young girls for future leadership through church, sports, and illumination. The correlation between girls' participation in sports and greater educational and corporate achievement is well documented. Similarly, church can offer girls leadership opportunities such as sharpening public speaking skills or holding leadership positions. Unfortunately, many coaches and church leaders are not fully cognizant of the ways their activities can inspire and shape girls to become future leaders. Illumination, through the discipline of noticing, can help create awareness and encourage adults to consciously articulate to girls the potential leadership impacts of their activities.

Workshop | Merrill Hall

## **Disrupting the System: Exploring the Adaptive Leadership Framework Through a Female Student's Case**

**Jennifer Brothers**, Hollins University

**Christopher S. Green**, Kansas Leadership Center

**Anne Peyton Brothers**, Patrick Henry High School

This workshop will provide an orientation to adaptive leadership theory — a practice for those who desire to challenge the status quo through strategically mobilizing self and others to step into the unknown in service to finding new pathways out of swampy issues — while surfacing an adaptive challenge presented by the case of an 18-year-old female and representative of the larger global challenge of eliminating violence against women. Through group-based case conceptualization and consultation, this session will build diagnostic capacity, teach adaptive leadership concepts, and generate experiments for new ways to address social change.



Presentation | Nautilus

### **Understanding Gender Bias, Social Identity, and Literacy**

Chair: **Delphine Tumusiime Mugisha**, MS TCDC

#### **Identifying Second-Generation Gender Bias: Micro-Level Gender-Based Leadership Barriers**

**Leanne Dzubinski**, Biola University

**Amy Diehl**, Shippensburg University of Pennsylvania

Presenters will share conclusions and implications from a study that examined the types of micro (personal) barriers to leadership experienced by executive women in higher education and in evangelical mission organizations. The barriers uncovered were identical, leading to the conclusion that they were due to second-generation gender bias, not organization type.

#### **How Do Women in Israel Develop Their Leadership Nature?**

**Galit Dayan**, IDC Herzliya Interdisciplinary School

Key highlights from a variety of studies exploring why women in Israel face a misrepresentation in leadership positions in a variety of sectors (e.g., science, business, government, education) will be presented while highlighting the unique ways Israeli women cope with this reality, which includes a reestablishment of the meaning of women's leadership.

Presentation | Oak Shelter

### **Mentoring and Networking: Advancing Women Leaders**

Chair: **Crystal Dujowich**, Valencore Consulting

The importance of mentoring and networking, particularly in the development of women leaders will be examined in this session. Studies explored the psychosocial support of families, the advantages of social networking, and the role of mentoring programs to advance careers in supporting executive women and women leaders globally.

#### **Attending to the GAP: EnCompass' Virtual Mentoring Program for Women Leaders at UNAIDS**

**Kathy Callahan**, EnCompass LLC

**Laverne Webb**, EnCompass LLC

EnCompass is delivering a fully-virtual mentoring program for women leaders at UNAIDS. This is the first such program in the United Nations. The goal is to facilitate professional development and career advancement of mid-level professional women as a contribution to achieving UNAIDS' 50:50 gender parity target. Program participants are strengthening personal competencies thus improving performance and impact.

#### **Career-Long Social Networking Advantages of Professional Development Programs**

**Hannah L. Francis**, University of Phoenix

This presentation will address a finding from a phenomenological study that explored the social networking experiences of Senior Executive Services women in the Office of the U.S. Secretary of Defense. Career-long networks of mutual support developed during highly competitive professional development courses early in the women's careers played critical roles in their advancement.

#### **Mentoring from the Heart: The Role of Family in the Careers of Executive Women**

**Patricia Bleil**, McBride and Bennett

Psychosocial support is often missing from the mentoring women receive at work. A narrative analysis of the stories of nine executive women revealed the significance of mentoring supplied by family members which filled an important void and helped the executives succeed.

TUE | CS 6  
2:45 - 4 PM

### **Confronting the Stained Glass Ceiling: Women in Leadership in Evangelical Organizations**

Chair: **Karen Longman**, Azusa Pacific University

Data being collected through The Women in Leadership National Study represents the first comprehensive picture of the state of women's roles in 1,481 U.S. evangelical organizations. The trends and attitudes revealed are important, given that 26.3% of the U.S. population self-report as being evangelicals. Research into the leadership of evangelical higher education illustrates intriguing challenges and motivators faced by women.

#### ***The Stained Glass Ceiling: The Situation of Women in Leadership at Evangelical Organizations***

**Helen Sterk**, Western Kentucky University

**Janel Curry**, Gordon College; **Amy Reynolds**, Wheaton College (Co-Authors)

Little is known about the status of women vis-à-vis the leadership of evangelical organizations. Drawing from surveys and tax records (990s), the presenter will provide data on the demographics and attitudes related to women in leadership in this important sector.

#### ***The Theological and Historical Context of Contemporary Evangelicalism***

**Pamela D. Cochran**, Loyola University Maryland

Findings from The Women in Leadership National Study indicate that women are significantly underrepresented in leadership positions in evangelical organizations. Although women and men self-report believing that leadership should be shared equally based on ability, they perceive that leaders in their own organization disagreed with them. Exactly what about the evangelical context leads to such disjuncture?

#### ***Factors Contributing to Women's Leadership Identity and Self-Efficacy***

**Sandy Hough**, Biola University

**Karen Lindsey-Lloyd**, Texas Christian University

**Andrew T. Bolger**, College of the Ozarks

**Athena Castro**, California Institute of Technology; **Julie Cowen**, Azusa Pacific University;

**Carrie Stockton**, Biola University (Co-Authors)

Leadership development as "an identity transition," can be particularly challenging within evangelical Christianity. In seeking to understand contributors to the development of leader self-confidence, this presentation will share the findings of a study that asked participants to reflect retrospectively on a four-day Women's Leadership Development Institute they attended during the past decade.

#### ***Relationships as a Motivator for Women's Leadership Aspirations in Evangelical Organizations***

**Karen A Longman**, Azusa Pacific University

**Debbie Lamm Bray**, Northwest University

**Sandy Hough**, Biola University

**Karen Lindsey-Lloyd**, Texas Christian University

**Julie Cowen**, Vanguard University; **Wendy Liddell**, Moody Bible Institute - Spokane (Co-Authors)

The motivators for women to consider and pursue leadership may differ from those of men, and these factors may be accentuated for individuals holding evangelical theological beliefs. As part of a long-term research agenda to better understand the motivators for women to pursue leadership roles, this study explored the concept of relational responsibility.

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#### *Panel | Triton*

### ***Global Filipina Women Leaders***

Chair: **Maria Beebe**, Portland State University

**Maya O. Escudero**, Global Networks

**Julieta Gabiola**, Stanford University

**Penelope Flores**, San Francisco State University

The panel will feature the leadership journeys of global Filipina women who have demonstrated leadership outside of the Philippines — their country of origin. These Filipina women leaders have been objects and agents of disruption. Having their personal and professional lives disrupted, they, in turn, disrupted the status quo as they became achievers in their professional fields. Panelists will delve into their own personal narratives and share leadership tips for the next generation of leaders. Understanding how these Filipina leaders overcame barriers of gender, race, nationality, and language has significance for advancing women in leadership in global, diaspora, and diverse cross-cultural settings.

# Concurrent Session 7

Presentation | Evergreen

## **Women Making a Difference Through Empowerment and Strategies**

Chair: **Lynne E. Devnew**, University of Phoenix

The presentations in this session tell stories of women making a difference in their country or state. Presenters discuss empowerment as well as other strategies.

### **Gender Power Dynamics: Women Leading in Entrepreneurial Settings**

**Karen Jones**, Plymouth University

This paper explores gender power dynamics within different types of entrepreneurial organizations (e.g., family, copreneurship, partnership, sole-owner). Based on life story interviews of women participating in a leadership development program for owner-managers of small and medium-sized enterprises, the paper explores how women navigate the challenges of asserting leadership roles.

### **The Language of Power: A Comparison of the Rhetoric of Margaret Thatcher and Ronald Reagan**

**Jill L. Robinson**, University of Redlands

**Susan M. Bartel**, Maryville University

**Patricia Bleil**, McBride and Bennett

Content analysis is utilized to examine speeches by two charismatic leaders — Margaret Thatcher (the Iron Lady) and Ronald Reagan (the Great Communicator) — on the language of power. Does Thatcher's language support her Iron Lady moniker or does her language reflect backlash that haunts female leaders who violate their female role?

### **Women Leaders in Myanmar (Burma): Has Democracy Emancipated Them?**

**Randal Thompson**, IMPAQ International

Based on interviews and observations derived from living in Myanmar as well as data from a recent study, the presenter will discuss the status of women leaders and relate the emergence of influential women leaders to the democratization of the country, highlighting democratization's relationship to women's empowerment in general.

### **Creating Culturally Competent Leadership Development Programs to Empower Women: Experiences From the Ghanaian Women's Social Leadership Program**

**Amparo Hofmann-Pinilla**, New York University

The presenter will share lessons learned from implementing the Ghanaian Women's Social Leadership Program. Assessing the women's leadership competences, collaborating with local leaders, and offering action learning and coaching components were key to designing and delivering a program highly relevant to the cultural context and needs of organizations and women leaders in Ghana.

Workshop | Fred Farr

## **Experiencing Collaborative Autoethnography: Women's Leadership Identity Theory**

**Lisa Gick**, Antioch University; [c u r i o u s]

**Denise Bauer**, The Culinary Institute of America

**Heather I. Scott**, Kennesaw State University

**Katherine Yeager**, University of Houston

**Julia B. Storberg-Walker**, The George Washington University

**Paige Haber-Curran**, Texas State University

To encourage women to explore and contribute to meeting existing gaps in women's leadership theory, workshop participants will engage in the method of collaborative autoethnography experiencing the reflective posture and collaborative conversation. The facilitators will reveal how with personal story telling and deep, reflective, and relational analysis, an experientially-generated theory can inform and give rise to enriched, mindful women's leadership identity construction. The workshop team will ground the discussion and activities in their own personal research using this method.

Panel | Kiln

### **Asilomar Declaration & Call to Action on Women and Leadership: Moving Forward!**

**Susan R. Madsen**, Utah Valley University

**Karen Longman**, Azusa Pacific University

**Dionne Rosser-Mims**, Troy University

This session will be a unique opportunity for attendees to meet, reflect, and discuss how to move forward revisions of The Asilomar Declaration and Call to Action on Women and Leadership, which discusses increasing equality in power and decision-making, helping girls and young women become leaders, expanding leadership education and development worldwide, advancing women in leadership, and identifying critical areas of future research. Even more importantly, attendees will reflect on how to help move forward the calls for action around women and leadership worldwide.

Workshop | Merrill Hall

### **The Power of Storytelling in Women's Development as Leaders**

**Joy Amulya**, Presidio Graduate School

**Cynthia Luna**, LF Leadership

Storytelling will be introduced as an essential practice in the development of women leaders. Through a process of journaling, sharing out, and reflecting, participants will learn to identify significant moments in their work, use storytelling to reflect on those moments, and surface the deeper questions that become visible through these stories. The closing exercise will illustrate how to view stories as markers of our developmental process as leaders.

Presentation | Nautilus

### **How Women Are Perceived as Leaders: Stereotypes and Discrimination**

Chair: **Wendy E. Rowe**, Royal Roads University

The papers in this session present research findings on negative stereotypical perceptions and repercussions for women in leadership positions. Topics include second generation bias, what happens when women are perceived as bossy, and emotional dissonance when women leaders do not conform to expectations by their subordinates.

#### **A 20-Year Longitudinal Panel Study of Gender Differences in Bossiness and Promotability**

**William Allen Gentry**, Center for Creative Leadership

**Cathleen Clerkin**, Center for Creative Leadership; **Christine Crumbacher**, Center for Creative Leadership; **Julia**

**Fernando**, Center for Creative Leadership (Co-Authors)

Utilizing archival data on more than 100,000 target-leaders, this study examined the impact that bossy behaviors have on promotability outcomes for practicing managers in organizations. Men tended to be rated as more bossy than women and the relationship between being bossy and promotability was stronger and more negative for women than men in 2013 than in 1993.

#### **Deceptive Expectations and Fading Emotions: The Impact of Women as Workplace Leaders**

**Angela N. Spranger**, Christopher Newport University

**Kalli Jean Wilson**, Christopher Newport University

This study discusses fading affect bias (FAB) in participants for leadership events with male and female leaders, clarifying the gender-differentiated longevity of emotional impact, as well as fundamental theories-in-use and psychological contracts. It extends previous research on implicit leadership theories and psychological contracts formed with women in organizational leadership.

#### **The Bossy Penalty**

**Cathleen Clerkin**, Center for Creative Leadership

**Julia Fernando**, Center for Creative Leadership; **William Allen Gentry**, Center for Creative Leadership; **Christine**

**Crumbacher**, Center for Creative Leadership (Co-Authors)

Recently, the word "bossy" has become a hot-topic due to the Ban Bossy campaign, but how does it fit into the existing women's leadership literature? The current study addresses this gap by situating the bossy phenomenon within theoretical frameworks and providing empirical evidence regarding the gender gap and bossy in the workplace.

Presentation | Oak Shelter

## **Developing and Advancing Women's Leadership: Programmatic Initiatives**

Chair: **Sherylle Tan**, Claremont McKenna College

### **Changing Faces Women's Leadership Seminar: A Model for Increasing Asia Pacific Women's Entrepreneurial Participation**

**Elizabeth Dorn**, East-West Center

**Ann Hartman**, East-West Center (Co-Author)

Female entrepreneurship is a key contributor to economic growth and community building in the Asia Pacific region. A gender gap, however, exists in new venture creation and business ownership. The presenter will share data regarding this gap and a seminar model designed to increase leadership skills, entrepreneurial capacity, and networks.

### **Developing a Leadership Point of View: Program Design for Women Leaders**

**Joyce Elam**, Florida International University

**Mayra Beers**, Florida International University (Co-Author)

To date, over 200 women leaders from across the world have attended the Women Leaders Program, an innovative executive leadership program developed and delivered by the Florida International University Center for Leadership. The presenter will highlight the program's unique curriculum, the research base that shaped it, and its impact.

### **Understanding Why One University's Leadership Development Initiative for Women Is So Effective**

**Lisa DeFrank-Cole**, West Virginia University

**Melissa Latimer**, West Virginia University

**Presha Neidermeyer**, West Virginia University

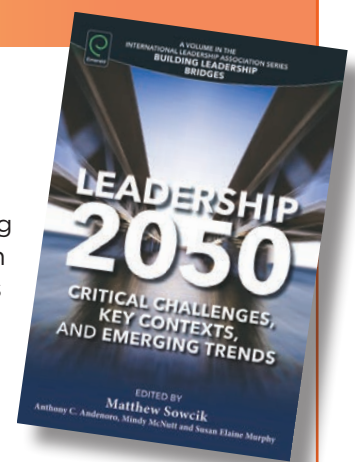
**Michele Wheatly**, West Virginia University

Employing qualitative methods, this study updates and extends the quantitative findings of a prior study. Self-determination theory was utilized to document the effectiveness and impact of an ongoing campus women's leadership initiative and to understand which elements have had the most impact on the professional development experiences of women and why they occurred.

WED | CS 7  
8:45 - 10 AM

## **Coming in August 2015 from Emerald and the International Leadership Association!**

What kind of leaders will the world need over the next thirty-five years? How will our knowledge of leadership, leadership development, and leadership education change? **Leadership 2050** examines the issues, drivers, and contexts that will most likely influence leaders and followers over the next thirty-five years. The book begins with a short section delving into foresight analysis, strategic foresight, and scenario planning. The second section looks at the most pressing contexts and most wicked problems facing future leaders ranging from population growth and urbanization to climate change and resource competition. How can leaders create common cause and meet these issues with an eye toward peace, sustainability, and social justice? Specific emerging trends such as polyarchical structures and gamification are discussed. The book concludes with a series of chapters, each providing a unique way of viewing the critical challenges facing leaders and each offering ways to develop the skillsets and capacities needed to work on solutions to these challenges. Themes of understanding interconnectedness, complexity, and true innovation pervade this final section of the volume.





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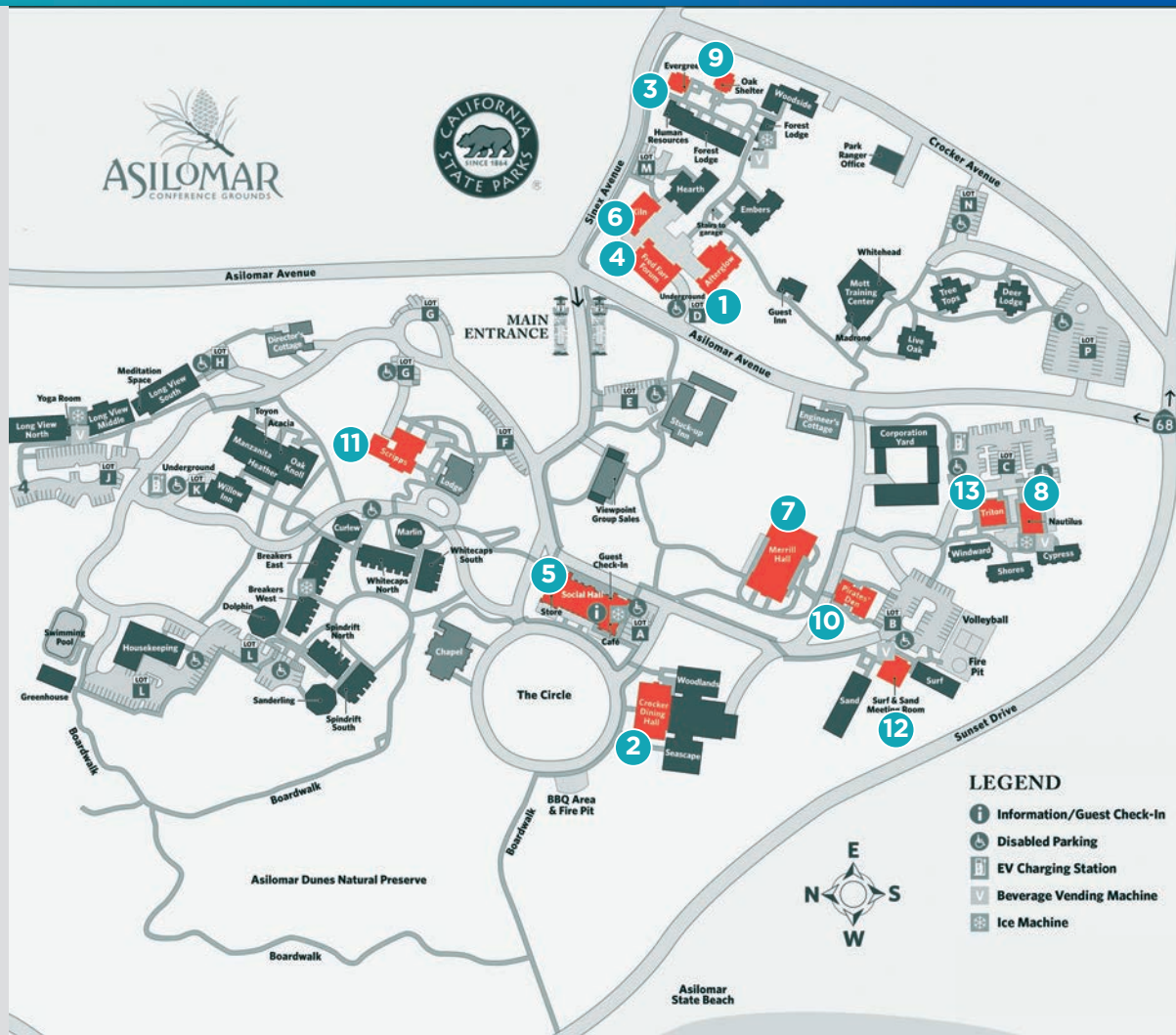


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