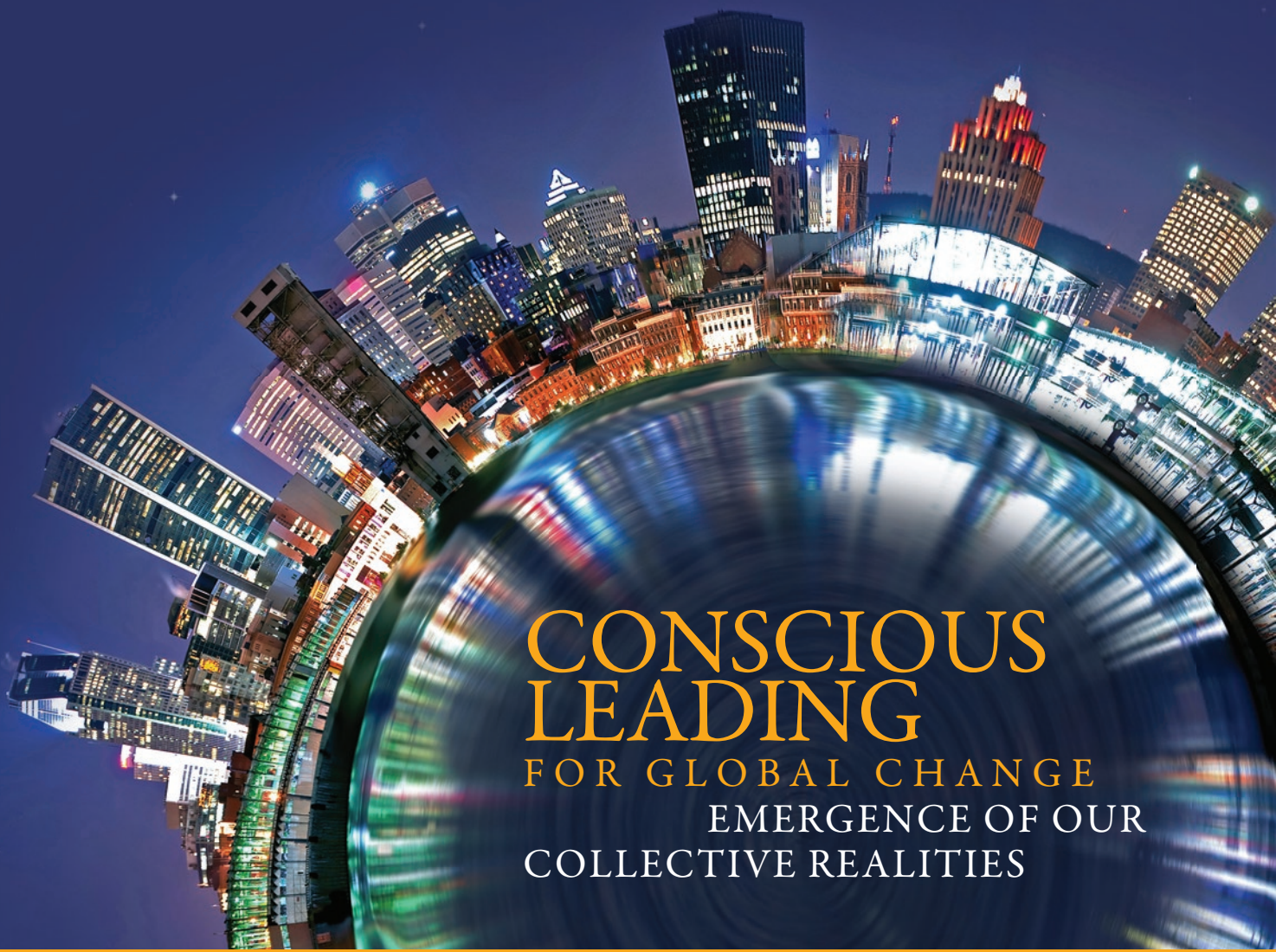




International Leadership Association

16th Annual ILA Global Conference

OCTOBER 30–NOVEMBER 2, 2014 / SAN DIEGO, CALIFORNIA



CONSCIOUS
LEADING
FOR GLOBAL CHANGE
EMERGENCE OF OUR
COLLECTIVE REALITIES

www.ila-net.org

#ilasandiego

Introducing the



MASTER OF ARTS IN TRANSFORMATIONAL LEADERSHIP

Transformational leaders bring their body, mind and heart to work and have a deep sense of calling and purpose while helping others make their own meaning in the work they do. Transformational leadership lasts, and facilitates change in teams and organizations. Our students come from every corner of the workplace, and some are starting their first career or transitioning to a second or third.

Students that do not identify as religious but resonate with spiritual values and ethics are challenged by rubbing shoulders with students in classes that use religious or spiritual language and share about their traditions. This eclectic environment provides graduates with attentiveness and understanding, skills and language that connects with people holistically in real ways.

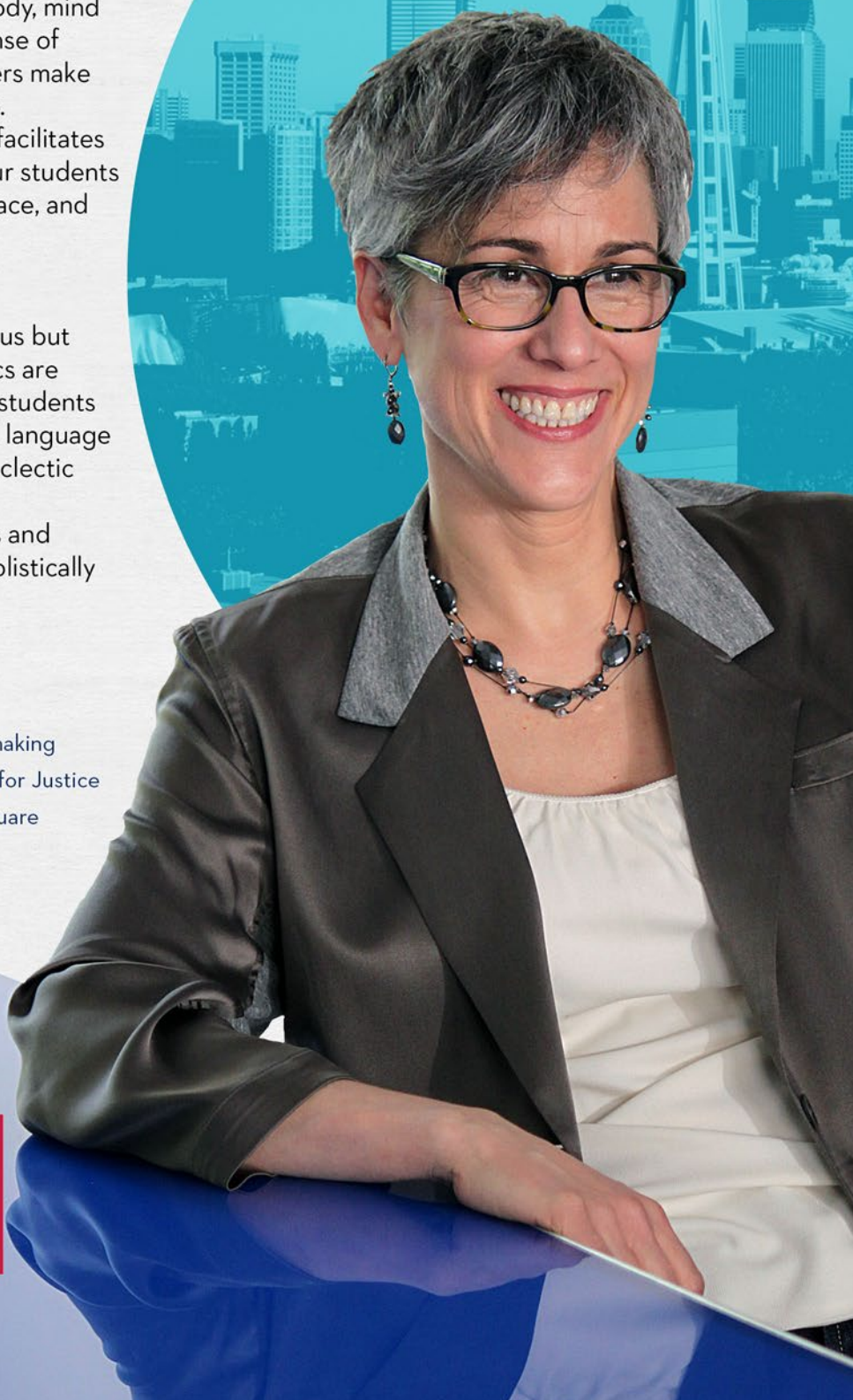
Courses include:

- Leadership, Personality & Cultures
- Social Analysis & Organizational Decision-making
- Integration of Transformational Leadership for Justice
- Spiritual Values & Meaning in the Public Square
- Leadership in a Pluralistic Society
- Spiritualities of Peacebuilding
- & more

seattleu.edu/stm/matl

SEATTLEU

SCHOOL OF THEOLOGY AND MINISTRY



16th Annual ILA Global Conference

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Please complete the Online Conference Evaluation
www.ila-net.org/eval

WELCOME TO SAN DIEGO!



Cheryl Getz
Conference Chair

SAN DIEGO PLANNING COMMITTEE:

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Meenakshi Chakraverti
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George Reed
Elisa Sabatini
Eric Shockman
Sheryll Tan

The environment can enhance our ability to be more conscious in how we learn, live, and lead. Formerly part of the Kumeyaay Indian Nation and later Mexico, San Diego has a reputation as one of the most beautiful and diverse communities in the world. Its local environs and perfect weather are sure to enrich your conference experience. This region has a long history of collective decision-making related to the land and the people who inhabit it. Close to the ocean, deserts, and mountains, the beauty of the natural world is very much part of the local consciousness.

From global warming, poverty, intolerance, and insidious violence, the news over the last year has been flooded with painful images of people suffering in our own communities and around the world. We – as leaders and learners – reflect, question, study, and often respond with

the hope that our work will leave a lasting impact and improve the conditions of the world. Knowing that, as Albert Einstein succinctly and wisely said, “No problem can be solved from the same level of consciousness that created it,” the theme of this year’s global conference, “Conscious Leading,” encourages the ILA community to explore together how we can raise our consciousness to address these vexing problems. As ILA Leadership Legacy honoree Margaret Wheatley wrote in 2010 in *YES! Magazine*,

If we could sit together, surrendering our need to blame, reclaiming our capacity to think, taking in all the information available, I believe we’d find our way through to solutions... [and] we’d feel renewed by working together. We’d find energy for the work ahead. We’d shift from impotence to creativity.

The next few days will provide an abundance of traditional and non-traditional opportunities to follow the advice of Einstein and Wheatley. There is much to gain from being in this particular environment, with this group of knowledgeable individuals, at this time in our history. May we emerge from this conference with a heightened awareness of the power of conscious leadership, a greater understanding of our individual and collective realities, and a deeper commitment to leadership that leaves the world a better place for future generations.

On behalf of the ILA San Diego Planning Committee, welcome to San Diego, America’s Finest City!

Cheryl Getz
ILA 2014 Global Conference Chair

GREETINGS,

As we come together to share ideas, research, and best practices on leadership – and a little sunshine – the conference theme encourages us all to go deeper and proceed mindfully together. This conference is designed to provide you with opportunities to advance your own professional development as well as chances to explore new ideas. With a wide variety of participants, speakers, subjects, session formats, networking receptions, and specialty events, this conference offers you unparalleled options for learning, networking, and reflection.

From its first conference forward, the ILA has strived to build an intentional community that includes people from many professional roles, disciplines, generations, nationalities, cultures, approaches and sectors. Recently, the ILA's membership surpassed 2,500 members from 69 countries – and with your help we will soon reach 3,000! As a result, it's here where you can meet someone whose work you've admired for years as well as someone who is taking your work to the next level. It's here where you can listen to new ideas and perspectives, learn new methods and piece together the best practices across several sectors or disciplines, or joyfully meet kindred spirits who share your commitment and focus.

Guided by the ILA's organizational values – inclusion, impact, integrity, interconnection, interdisciplinary, and international perspectives – global conference chair Cheryl Getz and conference director Bridget Chisholm have collaborated with hundreds of ILA members, local volunteers, the ILA member communities, our Board of Directors, and staff in the planning and execution of what promises to be an amazing conference. We thank everyone involved in this conference's success, including our keynote speakers, sponsors, exhibitors, and presenters. Their combined efforts have set new ILA records for the number of participants, sponsors, pre-conference workshops, presentations, and student case competition teams.

There are several milestones we celebrate together this weekend. Looking back, the first PhD in leadership was created 35 years ago at the University of San Diego and since then the field has grown exponentially. The ILA's annual publication, *Building Leadership Bridges*, celebrates its 12th volume with the publication of *Leading with Spirit, Presence, & Authenticity*, Kathryn Goldman Schuyler, John Eric Baugher, Karin Jironet, Lena Lid-Falkman, editors. The journal *Leadership and the Humanities*, published by Edward Elgar in partnership with the ILA, celebrates its one-year anniversary. The first volume of the new ILA Women in Leadership book series, *Women and Leadership in Higher Education*, is available and will soon be followed by *Women as Global Leaders*, and the series editors Susan Madsen, Karen A. Longman, and Faith W. Ngunjiri have several more volumes under development. We want to recognize and thank every ILA member – named here or elsewhere – whose volunteer contributions have made possible these and other accomplishments.

Looking forward, the dates and locations for the next two global conferences are set so you can start making your plans to attend. 2015 brings us to Barcelona, Catalonia, Spain, to explore *Leading Across Borders and Generations* while continuing our global outreach strategy. The Call for Submissions awaits your ideas; we encourage you to look around during your time here and find co-presenters for next year. See the back page of this program for details.

In addition to the annual global conference, ILA events in 2015 will include *Advancing Women in Leadership: Waves of Possibilities*, June 7-10, at the historic Asilomar conference grounds on the Pacific Coast, and from August 2-5 the first ILA Leadership Education Academy will be held in Orlando. Plus, each month will bring an ILA webinar to your desktop.

There is so much happening in the ILA that we want to share with you. Please join us Sunday morning from 08:00 to 08:45 for the annual ILA membership meeting in Sapphire A to hear more about this year's accomplishments and future plans.

Thank you for your participation this conference. We are so glad you are here.



Cynthia Cherrey
ILA President

Gama Perruci
ILA Chair



International Leadership Association

SILENT AUCTION

Sapphire Foyer
Thursday - Saturday

Bid Early and Bid Often!

Don't miss your chance to win services
including coaching, consulting, and online teaching
with thought leaders including:

Ron Heifetz
Betsy Myers
Ron Riggio
Meg Wheatley
and others

Browse online descriptions at ila-net.org/auction. Place your bid
from Thursday at 18:00 until Saturday at 19:00. High bidders should
come to the ILA Office (Sapphire 402) Sunday (office closes at noon).



University of San Diego®

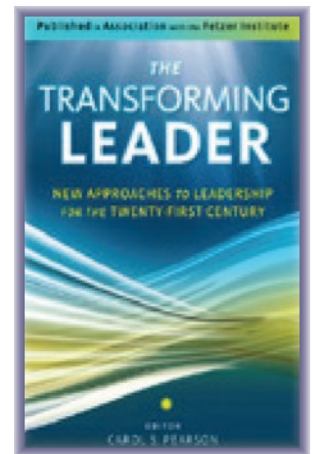
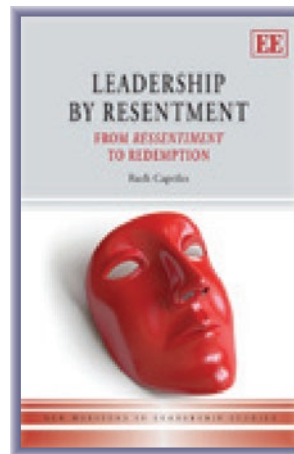
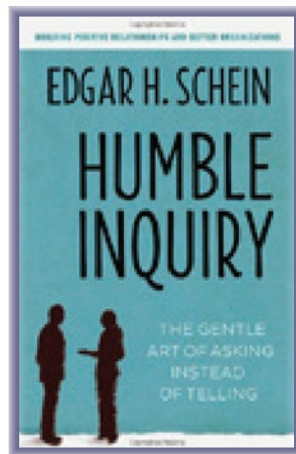
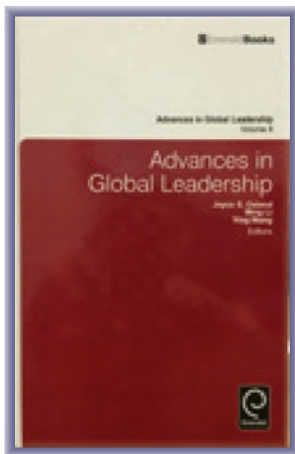
SCHOOL OF LEADERSHIP AND EDUCATION SCIENCES
Leadership Studies



Department of Leadership Studies Outstanding Leadership Book Award

Celebrating the Power to Influence Thought

Announcing the 2014 Finalists:



Award Presentation and Reception

Thursday, October 30, 2014

Hilton Bay Front Hotel * Sapphire Balcony * 7 p.m.

Please join us in our ongoing recognition of leadership as a valued practice at our award presentation and reception. The first 75 attendees will receive a free drink coupon.



Nominate a book
for the 2015 Award
now!

Department of Leadership Studies
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leadershipstudies@san Diego.edu
www.sandiego.edu/leadership-book-award

2014 AGENDA OVERVIEW

Space permitting, all events are open to all conference participants, unless otherwise indicated as a ticketed event.

Wednesday, October 29

14:00 - 17:00	ILA Registration Desk Open	Sapphire Foyer
14:00 - 17:00	ILA Office Open	Sapphire 402

Thursday, October 30

07:30 - 18:00	ILA Registration Desk Open	Sapphire Foyer
07:30 - 17:00	ILA Office Open	Sapphire 402

2014 ILA PRE-CONFERENCE WORKSHOPS

If you want to register onsite for a pre-conference, please see the ILA staff in Sapphire 402.
For more information on the pre-conference workshops see pages 24-25.

MORNING | 09:00 - 12:00

Cultivating Global Change by Growing Global Leaders	Aqua 310
Deepening Self-Awareness in Relationship: A Mind, Body, Spirit Yoga Workshop	Promenade Plaza
The Making of Ethical Marines <i>Meet in Hotel Lobby at 08:15</i>	Marine Corps Recruit Depot

AFTERNOON | 13:00 - 16:00

Exploring the Value of Expeditionary Leadership Education <i>Meet in Hotel Lobby at 12:30</i>	Balboa Park
High Velocity Coaching: Developing C-Suite Leaders When the Stakes are High	Aqua 310
Legacy Consciousness: Leading with Intention in a Pluralistic World	Sapphire 410A

FULL DAY | 09:00 - 16:00

Riding the Waves of Change: What Surfing Offers the Practice of Leadership (ends at 14:00) <i>Meet in Hotel Lobby at 08:30</i>	Mission Beach	Discover, Magnify, Connect: Cultivating Appreciative Leadership for Global Good	Sapphire 410B
2014 International Followership Symposium	Sapphire I	Expanding Community, Leadership, and Consciousness for Social Change <i>Meet in Hotel Lobby</i> <i>Sponsor: Fielding Graduate University</i>	Chicano Park and United Women of East Africa Center
Advancing Theories of Women and Leadership <i>Sponsor: Cabrini College</i>	Sapphire M	Leadership in the Classroom: Developing a Leadership Curriculum	Aqua 311
Consciously Leading in the Shadow of the Unconscious: An Experiential Workshop	Sapphire 400A	Preparing Stewards of the Leadership Field: A Workshop on Doctoral Education <i>Sponsor: Indiana Wesleyan University</i>	Sapphire 400B

About the times:

Times are listed using the international 24-hour format. To convert to the 12-hour format, simply subtract 12. For example, 16:00 is 4:00 p.m.

Thursday, October 30

(continued)

15:30 - 16:15	ILA Member Community Welcome Tables*	Sapphire A
15:30	Exhibit Halls Open ♦	Sapphire Ballroom
16:30 - 18:00	Opening Plenary Session <ul style="list-style-type: none"> • Conference Opening, Cheryl Getz, ILA 2014 Global Conference Chair • Expanding the Network, Cynthia Cherrey, ILA President • Leadership Legacy Award Presentation to Meg Wheatley • Kenneth E. Clark Student Research Award Presentation • <i>Universal Principles that Create a Path for Conscious Leading</i>, A.T. Ariyaratne, leader and spiritual guide of the Sarvodaya Shramadana Movement 	Sapphire Ballroom See page 15 See page 13
18:00	ILA Silent Auction Bidding Opens ⁺	Sapphire Foyer
18:00 - 19:30	Welcome Reception! Sponsor: <i>School of Leadership and Education Sciences, University of San Diego in celebration of the 35th Anniversary of their doctoral program</i>	Sapphire Ballroom
18:00 - 19:30	ILA Member Community Welcome Tables*	Sapphire A
18:00 - 19:30	8th Annual Student Case Competition Poster Showcase ⁺ Sponsors: <i>The New York Times in Education</i> <i>Wright State University</i>	Sapphire E
18:15 - 19:15	Meet & Greet ILA Leadership Legacy Honoree Meg Wheatley ⁺	Sapphire 411
19:00 - 20:00	USD Department of Leadership Studies Outstanding Leadership Book Award Presentation and Reception ⁺	Sapphire Terrace

Friday, October 31

07:00 - 07:45	Reflective Writing as a Way into Deeper Knowing ⁺	Aqua 300
07:00 - 07:45	Exploring the Connection and Alignment of Leadership Through Yoga ⁺	Promenade Plaza
07:30 - 08:45	Conference Colleagues Networking ⁺ Sponsor: <i>National University</i>	Sapphire Terrace
07:30 - 18:00	ILA Registration Desk Open	Sapphire Foyer
07:30 - 17:00	ILA Office Open	Sapphire 402
07:30 - 08:45	ILA Member Community Open Meetings* Leadership Development Member Interest Group Peace Leadership Affinity Group	Sapphire M Aqua Salon C

♦ See page 12 for information about the exhibit hall ⁺ See page 27 for information about the special events

* See page 18 for information about the Member Communities

Friday, October 31

(continued)

08:00 - 08:45	Morning Coffee and Tea Time to Visit Sponsors & Exhibitors ♦	Sapphire Ballroom
08:00 - 17:00	Exhibit Hall Open ♦	Sapphire Ballroom
09:00 - 10:00	Concurrent Session 1	See pages 35-41
10:15 - 11:30	Concurrent Session 2	See pages 43-51
11:30 - 13:15	Free Time, Ticketed Lunch, or Community Meeting	
11:45 - 13:15	<i>CEO Reflections on Mindful Leading in Organizations Lunch Panel</i> ⁺ (Ticketed event; tickets may still be available at the ILA office) <i>Sponsors: Benedictine University's Center for Values-Driven Leadership Royal Roads University</i>	Indigo H
11:45 - 13:15	ILA Member Community Open Meetings* Ethics Forum Learning Community Public Leadership Member Interest Group	Aqua Salon C Sapphire M
13:30 - 14:30	Concurrent Session 3	See pages 53-59
14:45 - 15:45	Concurrent Session 4	See pages 63-69
15:45 - 16:15	Refreshment Break Time to Visit Sponsors and Exhibitors ♦	Sapphire Ballroom
16:15 - 17:35	Interactive Roundtable Discussions	Sapphire Ballroom See pages 70-77
16:15 - 17:30	6 th Annual Emerging Scholars Research Consortium <i>Sponsor: University of Phoenix</i>	Sapphire E See page 78
17:30 - 18:30	Member Community Open Meetings* Business Leadership Member Interest Group Followership Learning Community Leadership Education Member Interest Group Philosophy, Religion, & Worldviews Learning Community	Sapphire I Sapphire 411 Sapphire M Sapphire 400
18:00 - 19:30	Jossey-Bass Hosted Reception for Leadership Educators ⁺	Aqua Salon A
19:30 - 22:00	Deans, Directors, and Chairs Dinner Cruise ⁺ (Ticketed event; tickets may still be available at the ILA office) <i>Sponsors: Indiana Wesleyan University The New York Times in Education</i>	San Diego Bay
19:30 - 22:00	Youth Leadership Networking Dinner ⁺ (Ticketed event; tickets may still be available at the ILA office) <i>Sponsor: Antioch University</i>	Harbor House Restaurant
20:00 - 22:00	Sugar Skull Making ⁺	Aqua 300

♦ See page 12 for information about the exhibit hall + See page 27 for information about the special events

* See page 18 for information about the Member Communities

Saturday, November 1

07:00 - 07:45	Reflective Writing as a Way into Deeper Knowing ⁺	Aqua 300
07:00 - 07:45	Mind & Spirit: Embodied Leadership ⁺	Aqua Salon C
07:30 - 08:45	Ethics and Social Media Breakfast ⁺ (Ticketed event; tickets may still be available at the ILA office)	Sapphire E
07:30 - 17:00	ILA Office Open	Sapphire 402
07:30 - 18:00	ILA Registration Desk Open	Sapphire Foyer
08:00 - 08:45	Morning Coffee and Tea Time to Visit Sponsors & Exhibitors ♦	Sapphire Ballroom
08:00 - 19:00	Exhibit Hall Open ♦	Sapphire Ballroom
09:00 - 10:15	Plenary Session <ul style="list-style-type: none"> • Fredric M. Jablin Doctoral Dissertation Award Presentation • Leadership Legacy Award Presentation to Peter Drucker (posthumous) • <i>Leading from the Emerging Future: From Ego-system to Eco-system Economics</i>, Otto Scharmer, MIT senior lecturer; founding chair of the Presencing Institute • Invitation to Barcelona, Michael Brandenburg, 2015 Conference Chair 	Sapphire Ballroom See page 15 See page 13
10:30 - 11:45	Concurrent Session 5	See pages 79-85
11:45 - 13:15	Free Time, Ticketed Lunch, or Community Meeting	
12:00 - 13:15	Member Community Open Meetings* Arts and Leadership Learning Community Leadership Scholarship Member Interest Group Youth Leadership Member Interest Group	Sapphire I Sapphire M Sapphire E
13:45 - 13:15	Women & Leadership Networking Luncheon ⁺ (Ticketed event; tickets may still be available at the ILA office) <i>Sponsors: School of Leadership and Education Sciences, University of San Diego</i>	Sapphire Terrace
13:30 - 15:00	Concurrent Session 6	See pages 87-95
15:00 - 15:30	Refreshment Break Time to Visit Sponsors & Exhibitors ♦	Sapphire Ballroom
15:45 - 17:15	Concurrent Session 7	See pages 97-105
17:30 - 19:00	Networking Reception & Author Book Signing ⁺ Last chance to visit the Exhibit Hall ♦	Sapphire Ballroom See pages 110-111
17:30 - 19:00	Hosted Poster Session <i>Sponsor: Eastern University Ph.D. in Organizational Leadership</i>	Sapphire Ballroom See pages 112-114
17:30 - 18:30	Member Community Open Meetings* Arts & Leadership Learning Community Sustainability Leadership Learning Community Women & Leadership Affinity Group	Sapphire I Sapphire M Sapphire E

♦ See page 12 for information about the exhibit hall + See page 27 for information about the special events

* See page 18 for information about the Member Communities

Saturday, November 1

(continued)

17:30 - 19:30	8 th Annual Student Case Competition Final Presentations ⁺ Graduate Student Division Undergraduate Student Division Sponsors: <i>The New York Times in Education</i> Wright State University	Aqua Salon C Aqua Salon D
19:00	Silent Auction Bidding Closes ⁺	Sapphire Foyer
19:00 - 20:00	Sponsor Appreciation Reception Hosted by the ILA Board of Directors (by invitation)	
20:00 - 21:00	Evening Meditation with A.T. Ariyaratne ⁺	Sapphire A



REMINDER!! Daylight Savings Time ends here in the early hours of Sunday, Nov. 2, at 2:00 a.m.
Please remember to set your clocks back one hour.

Sunday, November 2

07:00 - 07:45	Reflective Writing as a Way into Deeper Knowing ⁺	Aqua 300
07:00 - 07:45	Exploring the Connection and Alignment of Leadership Through Yoga ⁺	Promenade Plaza
07:30 - 12:00	ILA Registration Desk Open	Sapphire Foyer
07:30 - 12:00	ILA Office Open	Sapphire 402
08:00 - 08:45	Morning Coffee and Tea	Sapphire Foyer
08:00 - 08:45	ILA Membership Meeting ⁺	Sapphire A
09:00 - 10:00	Concurrent Session 8	See pages 115-120
10:15 - 11:45	Concurrent Session 9	See pages 121-128
11:45 - 12:45	Free Time	
13:00 - 14:00	Concurrent Session 10	See pages 129-133
14:15 - 15:30	Closing Plenary Session <ul style="list-style-type: none"> • <i>Turning Personal Challenges into Opportunities for Conscious Leadership</i>, Connie Matsui, vice chair of the San Diego Foundation, former executive vice president, Knowledge and Innovation Networks, Biogen Idec, Inc. • Leadership Legacy Award Presentation to Jerry Hunt (posthumous) • Student Case Competition Award Presentation • Closing Remarks, Cheryl Getz, ILA 2014 Global Conference Chair 	Sapphire Ballroom See page 13 See page 15
16:00 - 17:30	2015 ILA Global Conference Planning Meeting ⁺ Everyone is invited to bring your ideas!	Sapphire 400

◇ See page 12 for information about the exhibit hall + See page 27 for information about the special events

* See page 18 for information about the Member Communities

MANY THANKS TO OUR

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EthicsGame

Instituto para el Desarrollo Integral - INDEI

Intercultural Communication Institute/
The Kozai Group

SAGE Publications

Saint Mary's College of Moraga -
Leadership Studies Program

Executive Leadership Doctoral Program,
The George Washington University

VISIT THE 2014 EXHIBITORS

The exhibit area is open Thursday at 16:30 through Saturday evening. Exhibitors are encouraged to stand with their booths whenever concurrent sessions or keynotes are not happening.

Morning coffee and afternoon breaks will be served in the exhibit area on Friday and Saturday and the Thursday and Saturday receptions take place here as well! Please spend some time visiting with the exhibitors and sponsors.

SAPPHIRE

ILA General Sessions
(Keynotes, Plenaries, etc.)

21	22	23	24	25	EXHIBIT	26	27	28	29	30
20	19	18	17	16		15	14	13	12	11
1	2	3	4	5		6	7	8	9	10

BALLROOM

Floor plans for the Hilton San Diego Bayfront may be found on page 144.

Booth

1	University of Phoenix
2	Center for Values-Driven Leadership at Benedictine University
3	New York Times
4	Indiana Wesleyan
5	Wiley
6	Wright State University
7	Antioch University
8	Eastern University
9	SAGE Publications
10	Saint Mary's College of Moraga - Leadership Studies Programs
11	Connective Leadership Institute (CLI)
12	Instituto para el Desarrollo Integral - INDEI
13	Intercultural Communication Institute/ The Kozai Group
14	Fielding Graduate University
15	Royal Roads University
16	University of Richmond
17	Saybrook University
18	Cabrini College
19-20	Warwick's Bookstore
21	Wright Graduate University for the Realization of Human Potential
22	The George Washington University - Executive Leadership Doctoral Program
23	Info Age Publishing / Integral Publishers - ILR
24	University of San Diego
25	National University System
26	Seattle University
27	EthicsGame
28	Azusa Pacific University
29	DeviantLeadership.org
30	Edward Elgar Publishing

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Cabrini College	18
Center for Values-Driven Leadership at Benedictine University	2
Connective Leadership Institute (CLI)	11
DeviantLeadership.org	29
Eastern University	8
Edward Elgar Publishing	30
EthicsGame	27
Fielding Graduate University	14
Info Age Publishing / Integral Publishers - ILR	23
Indiana Wesleyan	4
Instituto para el Desarrollo Integral - INDEI	12
Intercultural Communication Institute / The Kozai Group	13
National University System	25
New York Times	3
Royal Roads University	15
SAGE Publications	9
Saint Mary's College of Moraga - Leadership Studies Programs	10
Saybrook University	17
Seattle University	26
The George Washington University - Executive Leadership Doctoral Program	22
University of Phoenix	1
University of Richmond	16
University of San Diego	24
Warwick's Bookstore	19-20
Wiley	5
Wright State University	6
Wright Graduate University	21

To exhibit at ILA 2015 in Barcelona, visit
www.ila-net.org/Conferences/2015/Sponsor-Opp.htm

KEYNOTE SPEAKERS

THURSDAY, OCT. 30 | 16:30 – 18:00 | SAPPHIRE BALLROOM

A.T. Ariyaratne

Universal Principles That Create a Path for Conscious Leading

A.T. Ariyaratne is the founder and spiritual guide of the Sarvodaya Shramadana Movement, which he began in 1958. Founded during a time of civil unrest and ethnic strife, Sarvodaya works in more than 15,000 villages in Sri Lanka and brings together people from all ethnic and religious groups to build safe and peaceful villages. As the recipient of numerous prestigious peace awards and prizes – including the Ghandhi Peace Prize – Ariyaratne's work has been recognized around the world. He believes that all people can awaken themselves to the world, and – by compassionately laboring together – it is possible to build stronger, peaceful communities and create social change through non-violent means. He travels widely to share his message of, what he terms, Buddhist Economics, and to lead peace marches and meditations with millions of people.

SATURDAY, NOV. 1 | 09:00 – 10:15 | SAPPHIRE BALLROOM

Otto Scharmer

Leading from the Emerging Future: From Ego-System to Eco-System Economics

Otto Scharmer is a senior lecturer at the Massachusetts Institute of Technology's Sloan School of Management (MIT), and founding chair of the Presencing Institute. Scharmer chairs the MIT IDEAS program and helps groups of diverse stakeholders from business, government, and civil society to innovate at the level of the whole system. He co-founded the Global Wellbeing and Gross National Happiness (GNH) Lab, which links innovators from Bhutan, Brazil, Europe, and the United States in order to move beyond GDP. He is working with governments in Africa, Asia, and Europe and has delivered award-winning leadership and innovation programs for clients including Alibaba, Daimler, Eileen Fisher, Fujitsu, Google, Natura, and PriceWaterhouse. Scharmer currently is a vice chair of the World Economic Forum's Global Agenda Council on New Leadership Models and holds a Ph.D. in Economics and Management from Witten-Herdecke University in Germany.

SUNDAY, NOV. 2 | 14:15 – 15:30 | SAPPHIRE BALLROOM

Connie Matsui

Turning Personal Challenges into Opportunities for Conscious Leadership

Connie Matsui is a vice chair of the San Diego Foundation, which works to ensure effective philanthropy in the region by promoting research-based community solutions to create a better future. She has achieved excellent results as a strategic leader, consensus builder, and change agent in several organizations pursuing growth, transformation, and renewal. As a member of the executive leadership team during the merger of Biogen and Idec Pharmaceuticals into Biogen Idec, she contributed to the transformation of a 100-person biotech startup into a global biopharmaceutical company specializing in oncology, neurology, and immunology with over 4,000 employees. Since her retirement in 2009, Matsui has been refining her passions toward social innovation, entrepreneurship, and life-long learning by serving on the boards of several companies and organizations including Halozyme Therapeutics, the Balboa Park Conservancy, and the World Foundation for Girl Guides and Girls Scouts.

LEADERSHIP LEGACY PROGRAM

Honoring luminaries in the field with the
ILA Lifetime Achievement Award

Initiated in 2008, the Leadership Legacy Program honors individuals who have made a significant contribution to the field of leadership throughout the course of their careers. Each recipient of ILA's Lifetime Achievement Award is recognized and their work celebrated at our global conference as well as after the conference via a virtual Legacy Wall. The ILA thanks Lorraine Matusak for her leadership in creating this project and for her founding sponsorship. We also wish to thank the Randall L. Tobias Center for Leadership Excellence at Indiana University for conducting oral histories with our recipients, which are available online at www.ila-net.org/legacy.

PAST HONOREES

John Adair
Bernard Bass
Warren Bennis
James MacGregor Burns
Max De Pree
Alice Eagly
Fred Fiedler
Mary Parker Follett
John Gardner
Frances Hesselbein
Ed Hollander
Robert House
Manfred Kets de Vries
Jean Lipman-Blumen
Russ Mawby
Henry Mintzberg
Joseph Rost
Edgar Schein
Ralph Stogdill
Ron Walters



2013 Honoree Henry Mintzberg (right) holds an informal discussion with former ILA vice chair Brad Jackson.



2013 Honoree Alice Eagly (left) displays her Lifetime Achievement Award, presented by ILA Chair Gamaliel Perruci.



2008 Honoree James MacGregor Burns (center) with attendees from the University of Richmond.

2014 Honorees

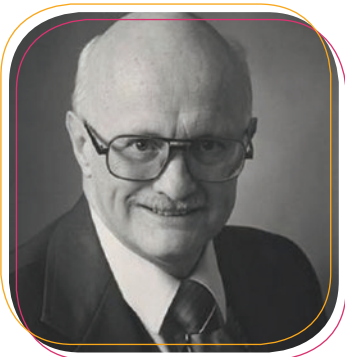


Peter Drucker (posthumous)

Award given during Saturday's plenary

1909 - 2005

Peter Drucker's passion for good management practices came naturally. Growing up in a suburb of Vienna, Austria, he was exposed to leading intellectuals who frequented weekly soirées at the Drucker family home, and he learned about the dark side of leadership when two of his early essays were banned by the Nazi's – prompting his relocation to the UK and then to the U.S. He understood deeply that “management affects people and their lives” and dedicated himself to writing, teaching, and influencing leaders for the good of organizations and society. As Rosabeth Moss Kanter pointed out in 2009 in the *Harvard Business Review*, three recurrent themes run through Drucker's 39 books and numerous articles: Management is a profession whose professionals' primary purpose should be the long-term health of organizations, which includes the consideration of social well-being, not just profit; employees in an information society require a purpose – other than earning money – for their work; and nonprofits are critical in creating a healthy society in which business can thrive. Known for his uncanny ability to predict significant societal shifts, a vast network of people continues to apply his principles to organizations today.



James G. Hunt (posthumous)

Award given during Sunday's plenary

1932 – 2008

Jerry Hunt's impact on the development of leadership studies as a field of inquiry cannot be underestimated. He was a one man association – organizing leadership conferences, shaping the field as the editor of the *Journal of Management*, and developing *The Leadership Quarterly* as the premier journal in the field – all while conducting and publishing his own scholarship, including *Leadership: A New Synthesis*, which was a book award finalist. Hunt tirelessly mentored emerging scholars and championed the notion that academics should not just talk to each other, but should work to integrate and advance knowledge across domains. Through the Southern Illinois University biennial symposium on leadership research in the 1970s and 1980s, he gathered scholars to debate the most important questions facing the study of leadership and published the results in the Leadership Symposia Series – outlining a research agenda for the field for years to come. He was founding director of Texas Tech University's Institute for Leadership Research, a Fellow of the Academy of Management and chair of its Organizational Behavior Division, and served as president of the Southern Management Association, where the Sustained Outstanding Service Award is named after him.



Margaret J. Wheatley

Award given during Thursday's plenary

Meg Wheatley shifted the field of leadership in 1992 with the publication of her book, *Leadership and the New Science*. The book was a revelation to scholars and leadership professionals, utilizing systems thinking, quantum physics, and chaos theory to create a new paradigm of organizational change and development. A bestseller, *Leadership and the New Science* has been translated into 17 languages and is currently available in its third edition. At the same time, she co-founded, in 1991, The Berkana Institute, a global charitable foundation that worked for 20 years applying the principles of living systems to organizations around the world and creating healthy and resilient communities. Currently in hibernation, Berkana continues to blaze new organizational paths by experimenting with what happens when an organization purposefully enters a reflective period of stillness. Wheatley's recent books all address, from different entry points, the darkness that exists in the world and how humanity can rediscover hope, learn perseverance, and strengthen our communities to work together to meet challenges, meaningfully contribute, and make a difference. Her latest book is *So Far from Home: Lost and Found in Our Brave New World* (Berrett-Koehler, 2012).

about ILA

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, businesses, consultants, and students from many disciplines and 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 ila-net.org



ILA BOARD OF DIRECTORS

The ILA Board of Directors at the February 2014 Retreat.

Scott Allen

Chair, ILA Board Development Committee; Assistant Professor of Management, John Carroll University

Janis Bragan Balda

Associate Professor of Sustainable Enterprise, Unity College

Michael Brandenburg

Chair, ILA 2015 Global Conference; IESE Business School, University of Navarra

Ira Chaleff

President, Executive Coaching & Consulting Associates

Cynthia Cherrey

Vice President for Campus Life, Princeton University

Jane Edmonds

Vice President for Governance, Babson College

Martin Fitzgerald

Associate Professor, Leadership and Management Faculty of Business and Law, The University of Newcastle

Kathryn Gaines

President, Leading Pace, LLC

Cheryl Getz

Chair, ILA 2014 Global Conference Chair; Associate Professor, Leadership Studies, University of San Diego

Eric Guthey

Chair, ILA Membership Committee; Associate Professor, The Copenhagen Business School

Prasad Kaipa

CEO, the Kaipa Group; Visiting Professor, Center for Leadership, Innovation & Change, Indian School of Business

Steve Kempster

Professorial Director of Leadership Development, Lancaster University Management School

Max Klau

Director of Leadership Development, City Year, Inc.

Jean Lipman-Blumen (Emeritus)

T. Bradshaw Professor of Public Policy, Peter F. Drucker Graduate School of Management, Claremont Graduate University

Lorraine R. Matusak (Emeritus)

Former Program Officer in Education and Leadership, W.K. Kellogg Foundation

Susan Murphy

Chair of Leadership Development, University of Edinburgh Business School

Margie Nicholson

Chair, Finance Committee; Professor of Arts, Entertainment, and Media Management, Columbia College Chicago

Gamaliel Perruci

Dean, McDonough Leadership Center and McCoy Professor of Leadership Studies, Marietta College

Andrew Simon

Chief Executive, Yellow Edge Performance Architects Ltd.

Roger H. Sublett

President, Union Institute and University

Katherine Tyler-Scott

Managing Partner, Ki ThoughtBridge

Éliane Ubalijoro

2013 Global Conference Chair; Adjunct Professor, Institute for the Study of International Development, McGill University

Ellen van Velsor

Chair, ILA Fundraising Committee; Adjunct Professor, University of North Carolina

EXECUTIVE COMMITTEE

Gamaliel Perruci

Chair

Katherine Tyler-Scott

Vice Chair

Margie Nicholson

Treasurer

Roger H. Sublett

Secretary

Cynthia Cherrey

President

Shelly Wilsey

Director

ILA STAFF

Cynthia Cherrey

President

Bridget Chisholm

Director of Conferences

Debra DeRuyver

Program Associate

Anita Marsh

Membership Manager

Julie Polzer

Conference Associate

Jean Portianko

I.T. & Office Manager

Shelly Wilsey

Director

MEET THE ILA MEMBER COMMUNITIES!

Be sure to visit the Member Community tables on Thursday, participate in their open meetings, and attend their related pre-conference workshops, presentations, or special events.

The principal means by which the ILA's mission is accomplished is through the synergy that occurs by bringing together people from many different cultures, generations, nations, professions, and sectors. You can achieve this synergy by participating in Member Communities that match your particular orientation to leadership and your interest areas. The ILA has three distinct types of member communities: Member Interest Groups, Affinity Groups, and Learning Communities.

MEMBER INTEREST GROUPS (MIGs) are organized broadly around field or orientation to leadership. They organize projects and programs, recruit and engage volunteers, advise and work with the ILA staff, promote the call for session proposals and other opportunities, and organize the peer review process for the global conferences.

Business Leadership Member Interest Group – Meets Fri. at 17:30 – 18:30 in Sapphire I

A community for corporate leaders and others who direct, consult on, or study leadership development and effectiveness in business settings that creates opportunities to share and reflect on ideas, challenges, trends, and experiences related to a wide variety of sector-specific interests.

CHAIR: Amber Lineback, amber.lineback@piedmontng.com

CHAIR-ELECT: Jennifer Moss Breen, jennifermossbreen@creighton.edu

Leadership Development Member Interest Group – Meets Fri. at 7:30 – 8:45 in Sapphire M

A community for leadership coaches, consultants, human resource managers, program directors, leaders, and other professionals that creates opportunities to connect across sectors to examine best practices, new ideas, and the integration and application of leadership development, theory, and practice.

CHAIR: Almarie Munley, almariemunley@gmail.com

CHAIR-ELECT: DeRetta Cole, draecole@outlook.com

Leadership Education Member Interest Group – Meets Fri. at 17:30 – 18:30 in Sapphire M

A community for educators, professors, and teachers leading curricular or co – curricular programs at primary, secondary, and higher education institutions that creates opportunities to share curricula, pedagogies, programs, and research about teaching and learning.

CHAIR: Dan Jenkins, djenkins@usm.maine.edu

CHAIR-ELECT: Rian Satterwhite, rsatter@uoregon.edu

Leadership Scholarship Member Interest Group – Meets Sat. at 12:00 – 13:15 in Sapphire M

A community for seasoned and new scholars and researchers from all disciplines and fields of study that creates opportunities to share research and theories, encourages rigor and relevance, and fosters collaboration.

CHAIR: Becky Reichard, becky.reichard@cgu.edu

CHAIR-ELECT: David Rosch, dmrosch@illinois.edu

Public Leadership Member Interest Group – Meets Fri. at 11:45 – 13:15 in Sapphire M

A community for those who lead, work with, or study non-profit, social, civic, political, and governmental institutions that creates opportunities to address sector-specific leadership challenges, strategies, research, programs, and solutions.

CHAIR: Cynthia Robinson, crobinson@aaas.org

CHAIR-ELECT: Nikol Hopman, n.hopman@cdh.leidenuniv.nl

Youth Leadership Member Interest Group – Meets Sat. at 12:00 – 13:15 in Sapphire E

A community for those of all generations who support, develop, or study youth leadership that creates opportunities for cross-generational dialogue about the challenges young leaders face now and in the future.

CHAIR: Karan Saggi, ksaggi14@students.claremontmckenna.edu

CHAIR-ELECT: Angel Acosta, angelacosta16@gmail.com

AFFINITY GROUPS bring together ILA members who share roles or professional interests to create opportunities for professional development, focused networking, and peer-to-peer activities, as well as the examination of relevant research and practices.

Women and Leadership Affinity Group – Meets Sat. at 17:30-18:30 in Sapphire E

A community for those focused on advancing women in leadership including researchers, coaches, educators, and practitioners interested in generating resources, disseminating research, and fostering the development of female leaders.

2014 CHAIR: Melissa Mahan, Melissa.mahan@tamusa.tamus.edu

2015 CHAIR: Lisa DeFrank-Cole, lisa.defrank-cole@mail.wvu.edu

Leadership Education Program Directors, Deans, and Chairs Affinity Group

A community for those responsible for directing, managing, and leading leadership programs at colleges and universities interested in networking, targeted educational sessions to support peer-to-peer networking, and professional development.

CO-CONVENERS: Ian Sutherland, ian.sutherland@iedc.si and **Mary Tolar**, mtolar@ksu.edu

Peace Leadership Affinity Group – Meets Fri. at 7:30 – 8:45 in Aqua Salon C

A community for those interested in leadership principles focused on creating peace that promotes the exchange of ideas, best practices, and action plans.

CONVENER: Erich Schellhammer, erich.schellhammer@royalroads.ca

LEARNING COMMUNITIES are initiated by members and organized around themes, areas of passion, or critical questions. These communities are highly flexible, easily formed, and remain active until members decide their work together is complete.

Arts and Leadership Learning Community – Meets Sat. at 17:30 – 18:30 in Sapphire I

This new community intends to use a variety of approaches to explore how the creative arts are incorporated into leadership development and education worldwide.

ORGANIZERS: Ian Sutherland, ian.sutherland@iedc.si and **Robert Denhardt**, rbd@usc.edu

Ethics Forum Learning Community – Meets Fri. at 11:45 – 13:15 in Aqua Salon C

The community provides an ongoing forum for discussions about research, practices, frameworks, and contextual approaches concerning ethics and leadership.

ORGANIZERS: Jan Byars, jan@leadsyncnow.com, **Tom Sechrest**, thomasls@stedwards.edu and **Ted Thomas**, tedathomas@gmail.com

Followership Learning Community – Meets Fri. at 17:30 – 18:30 in Sapphire 411

This community is dedicated to the development of knowledge, competencies, and programs concerning the leader-follower relationship. It focuses on research, collaboration, and dissemination of ideas and information.

ORGANIZERS: Rob Koonce, r2koonce@gmail.com and **Roger Adair**, radair@devry.edu

Philosophy, Religion, & Worldviews Learning Community – Meets Fri. at 17:30 – 18:30 in Sapphire 400

This community encourages participation from all faith-based perspectives and worldviews to foster explorations of the multiple relationships between leadership practices, individual core beliefs, diverse cultural perspectives, and traditions.

ORGANIZERS: John Shoup, jshoup@calbaptist.edu and **Daryl Smith**, daryl_smith@mail.msj.edu

Sustainability Leadership Learning Community – Meets Sat. at 17:30 – 18:30 in Sapphire M

This community casts a wide net to attract individuals interested in teaching, researching, studying, and programming around the emerging paradigms of environmental leadership and sustainability leadership beyond ecological concerns.

ORGANIZER: Rian Satterwhite, rsatter@uoregon.edu

GUIDE TO SESSION FORMATS

Many participants tell us that the number of concurrent session choices can be a bit overwhelming! This guide draws attention to several helpful pieces of information beyond the session's title and description that can help you understand more about each session's focus, target audience, and format.

If you are interested in attending a session by a particular person, please refer to the presenter index at the end of this program book.

One indicator of the session's focus, target audience, and presenter expertise is the track. The session and presentation titles are color coded to help you quickly identify sessions accepted by the tracks that are of most interest to yourself; we also encourage you to stretch yourself by attending sessions outside of your normal comfort zone. A plus sign (+) with the two letter track code indicates those presentations accepted by an additional track. Six of the tracks are organized by the ILA Member Interest Groups (see page 18) and the seventh is the conference theme track.

Everyone has their own learning styles and preferences, so format should be another factor in your selection process. The ILA uses the following definitions to create shared expectations between presenters and attendees.

CONCURRENT SESSION PRESENTATION FORMATS:

WORKSHOP: An interactive demonstration or experiential session rooted in audience participation and active learning. Half or more of the time will be spent on experiential learning and active audience participation focusing on learning a new skill or useful technique.

SYMPOSIUM: Multiple presentations of papers or research findings related to a common subject area. Some include refereed papers submitted in their entirety and reviewed using the most stringent criteria. The commentator will moderate questions to help create a rich discussion among presenters and attendees. The chairperson keeps time and helps move 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 question and answer portion.

PANEL: Brief presentations on a topic by up to four people 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 helps move the conversation along.

ROUNDTABLE: The roundtable format is designed for small group discussions on topics of common interest. The organizer frames the topic, ideally posing questions for consideration, and facilitates a discussion with participants joining the table. Roundtables are Friday from 16:15 - 17:35 in the Sapphire Ballroom and a bell will ring every 20 minutes providing participants with an opportunity to move to another discussion.

OTHER FORMATS:

POSTER: A visual display of a program, paper, research, or project staffed by the presenter during the hosted poster session on Saturday. The Poster Session will be split into 2 shifts: Odd numbered posters will be staffed from 17:30-18:30 and even numbered posters will be staffed from 18:00-19:00.

GUIDE TO TRACK DESIGNATIONS:

Business Leadership (BL)
Leadership Development (LD)
Leadership Education (LE)
Leadership Scholarship (LS)
Public Leadership (PL)
Youth Leadership (YL)
Conference Theme

PROPOSAL REVIEW PROCESS

Presentations were selected from over 650 submissions through a rigorous four-phase review process. Each of the ILA Member Interest Groups coordinated a track and the conference chair recruits a member from the local host team to coordinate the theme track.

Phase 1 Blind Peer Review

Last November and December over 300 ILA Members responded to a call for reviewers. Each volunteered for one or more of the seven presentation tracts. In February, the peer-reviewers listed on pages 22-23 were assigned ten submissions to review or three referred papers for leadership scholarship. Reviewers were not assigned their own or a colleague's submission, and they could not see presenter names and affiliations. The scoring rubric published on the ILA submission website was used to assess the quality and usefulness of each submission. Refereed submissions to the Leadership Scholarship Track were evaluated upon an additional scoring rubric.

Phase 2 Track Chair Evaluations

The chairs for each track (see program committee below) worked together to confirm Phase 1 scoring and to ensure nothing was overlooked. Then they set about to transfer any submissions they felt might be better served in another track, after that they grouped presentations together, decided which may be better suited for a roundtable or poster, and made the very tough decisions about acceptances. Their discussions and evaluations took place over several weeks and involved dozens of hours of their time in order to create a high quality program to serve the diverse needs of the ILA community.

Phase 3 Notifications and program finalization

After confirming that all requirements and guidelines were met, staff emailed status notifications in May to all individuals who submitted proposals to the conference. Soon after, presenters were notified about their session type and time slot. Subsequently, chairpersons and moderators were recruited and the staff worked with presenters to ensure the accuracy of the program book descriptions and session formats.

Phase 4 Track Chairs decide if a session has 'crossover' appeal

In August the track chairs reviewed a list of the presentations whose submitters indicated that their presentations would cross over multiple tracks. The chairs selected the presentations that met their criteria for cross-track designation. A plus sign (+) with the two-letter track code indicates presentations accepted by a second track.

ILA 2014 CONFERENCE PROGRAM COMMITTEE

Business Leadership (BL)

Chair: Amber Lineback, Piedmont Natural Gas

Chair-elect: Jennifer Moss Breen, Bellevue University

Leadership Development (LD)

Chair: Almarie Munley, Hampton University

Chair-elect: DeRetta Cole, Human Resources, First Data

Leadership Education (LE)

Chair: Dan Jenkins, University of Southern Maine, Lewiston-Auburn College

Chair-elect: Rian Satterwhite, University of Oregon

Leadership Scholarship (LS)

Chair: Becky Reichard, Claremont Graduate University

Chair-elect: David Rosch, University of Illinois at Urbana-Champaign

Public Leadership (PL)

Chair: Cynthia Robinson, American Association for the Advancement of Science

Chair-elect: Nikol Hopman, Leiden University Campus Den Haag

Youth Leadership (YL)

Chair: Karan Saggi, Claremont McKenna College

Chair-elect: Angel Acosta, Leadership exCHANGE

Conference Theme

Robert Donmoyer, Leadership Studies, University of San Diego

THANK YOU

TO THE 2014 ILA GLOBAL CONFERENCE PROPOSAL REVIEWERS

Dorothy Agger-Gupta, *Fielding Graduate University*
Niels Agger-Gupta, *Royal Roads University*
John Alexander, *Claremont Graduate University*
Stuart Allen, *Robert Morris University*
Erica Allgood, *Regis University*
Anthony Andenoro, *University of Florida*
Isolde Anderson, *Hope College*
Neal Ashkanasy, *University of Queensland*
Jimmy Atkins, *Pfeiffer University*
Roya Ayman, *Illinois Institute of Technology*
Stephan Belding, *Millennial Consulting Group*
Kathryn Bingham, *University of San Diego*
Hunter Black, *Claremont Graduate University*
Michelle Bligh, *Claremont Graduate University*
Kent Blumberg, *University of Phoenix*
Shawn Boockoff, *FMMA*
Jay Brand, *Andrews University*
John Bryan, *eProcesses Consulting, Inc.*
Julia Buchanan, *National University*
Skye Burn, *The Flow Project*
Virginia Byrne, *University of Maryland,
Baltimore County*
Andrew Campbell, *Indiana Institute of Technology*
Gretchen Carroll, *Buckeye CableSystem*
Elizabeth Castillo, *University of San Diego*
Joanne Ciulla, *University of Richmond*
Natalie Coers, *University of Florida*
Brian Davenport, *Lewiston-Auburn College,
University of Southern Maine*
Julie Davies, *Association of Business Schools*
Rene De La Rosa, *Indiana Institute of Technology*
Patricia Dyk, *Univ. of Kentucky, Center for Leadership
Development*
Linda Edington, *LMEdington Associates*
Robert Elkington, *University of Ontario Institute
of Technology*
Brian Emerson, *Riverstone Endeavors*
Christine Ernst, *Azusa Pacific University*
Jeff Fajans, *Claremont Graduate University*

Jacqueline Faulhaber, *Johnson University*
Ad Faulkner, *Global Strategists Association*
Leigh Fine, *Kansas State University*
Martin Fitzgerald, *University of Newcastle*
Todd Foley, *University of Cincinnati*
Max Freund, *Claremont Graduate University*
Elizabeth Gagnon, *Christopher Newport University*
Matthew Galen, *Claremont Graduate University*
Michael Genovese, *Loyola Marymount University*
Eddie Gonzalez, *American Association for the
Advancement of Science*
Adam Goodman, *Northwestern University*
Maureen Guarcello, *University of San Diego*
Sharon Hamilton, *Skya Consulting*
MD Haque, *University of La Verne*
Susan Hares, *Regent University*
Mary Harris, *Cabrini College*
Nathan Harter, *Christopher Newport University*
Yael Hellman, *Woodbury University*
S. Henderson, *American Public University System*
Kenia Hernandez-Cueto, *Chapman University*
Dwight Hite, *Cameron University*
Paulette Holmes, *Centers for Medicare and
Medicaid Services*
Russell Horton, *Gonzaga University*
Crystal Hoyt, *University of Richmond*
Ronald Humphrey, *Virginia Commonwealth University*
Marc Hurwitz, *Wilfrid Laurier University*
Dan Jenkins, *University of Southern Maine,
Lewiston-Auburn College*
Craig Johnson, *George Fox University*
Elizabeth Jones, *Notre Dame of Maryland University*
Israel Kabashiki, *IZ New Consulting*
SP Kalaunee, *Eastern University*
Ronit Kark, *Bar-Ilan University*
Aaron Katz, *University of Washington*
Kari Keating, *University of Illinois*
Max Klau, *City Year, Inc.*
Aleksandra Klein, *WU Wien*

Dejun Kong, *University of Richmond*
Rob Koonce, *Creighton University*
Donald LaMagdeleine, *University of St. Thomas*
Samantha Langan, *Claremont McKenna College*
Geoff Leatham, *University of Rhode Island*
Bernice Ledbetter, *Pepperdine University*
Lena Lid-Falkman, *Stockholm School of Economics*
Karen Lokkesmoe, *Capella University*
Anne Magnan, *National Outdoor Leadership School*
Steven Markham, *Virginia Tech*
Martha Martin, *Prairie Quest Consulting, Inc.*
Lyna Matesi, *University of Wisconsin Stevens Point*
Whitney McIntyre Miller, *Chapman University*
Robert McManus, *Marietta College*
Thomas Meriwether, *Virginia Military Institute*
Eric Middleton, *Claremont Graduate University*
Hector Mirabile, *various universities*
Almarie Munley, *Hampton University*
Susan Murphy, *University of Edinburgh Business*
Faith Ngunjiri, *Concordia College*
Kelly Nwosu, *New Catalyst Management Services Ltd*
Sylvester Okoro, *Indiana Institute of Technology*
Joyce Orillosa, *National University*
Michael Palanski, *Rochester Institute of Technology*
Ken Parry, *Deakin University*
Ronald Piccolo, *Rollins College*
Terry Price, *University of Richmond*
Kerry Priest, *Kansas State University*
Stefanie Putter, *Colorado State University*
Kathryn Quick, *University of Minnesota*
Pressley Rankin, *City University of Seattle-School of Applied Leadership*
Janet Rechtman, *University of Georgia*
Becky Reichard, *Claremont Graduate University*
Kae Reynolds, *JC:HEM*
Luiz Eduardo Ricon de Freitas, *Multirio*
Ronald Riggio, *Kravis Leadership Institute*
Sarah Robinson, *McMaster University*
David Rosch, *University of Illinois at Urbana-Champaign*

Linda Rose, *UCLA*
Lori Rothstein, *University of Minnesota*
Mia Russell, *University of Maryland Extension*
Laura Santana, *Center for Creative Leadership*
Rian Satterwhite, *University of Oregon*
Anurag Saxena, *University of Saskatchewan*
Erwin Schwella, *University of Stellenbosch / Leiden University*
Priscila Scripnic, *Mirror Leadership*
Tom Sechrest, *St. Edward's University*
S. Lynn Shollen, *Christopher Newport University*
John Shoup, *California Baptist University*
Andrew Simon, *Yellow Edge Pty Ltd*
Deobrah Smith, *Kennesaw State University*
Krista Soria, *University of Minnesota*
Matthew Sowcik, *Wilkes University*
William Spangler, *Binghamton University*
Sam Spurlin, *Claremont Graduate University*
Lorraine Stefani, *University of Auckland*
Jeff Stevens, *Alabama A&M University*
Julie Stockton, *University of British Columbia*
Elizabeth Stork, *Robert Morris University*
Jamesena Talbott, *Point Park University*
Po Li Tan, *Mindset Matters Group China/King's College London*
Sherylle Tan, *Claremont McKenna College*
Shannon Thibodeau, *University of Guelph*
Sara Thompson, *Claremont McKenna College*
Thomas Tonkin, *Oracle Corporation*
Denise Trudeau Poskas, *University of Minnesota*
Rens Van Loon, *Deloitte Consulting*
Ellen Van Velsor, *University of North Carolina*
Jennifer Walinga, *Royal Roads University*
Dayna Walker, *Claremont McKenna College*
Ronald Wastyn, *St. Ambrose University*
Carol Wheeler, *Our Lady of the Lake University*
Rich Whitney, *DePaul University*
Juanita Woods, *Florida Atlantic University*
Jeffrey Zimmerman, *Northern Kentucky University*

PRE-CONFERENCE WORKSHOPS

MORNING WORKSHOPS

09:00 – 12:00 (unless otherwise noted)

Cultivating Global Change by Growing Global Leaders | Aqua 310

Allan Bird, Northeastern University; **Chris Cartwright**, Intercultural Communication Institute

This workshop is for those interested in teaching, training, and assessing global leadership competence or doing program design in this arena.

Deepening Self-Awareness in Relationship: A Mind, Body, Spirit Yoga Workshop | Promenade Plaza

Crystal Dujowich, Leadership Studies, University of San Diego; **John Loggins**, Leadership Studies, University of San Diego

Anyone looking for an experiential way to connect to the conference themes in a mindful way will find this workshop particularly useful.

The Making of Ethical Marines | Offsite event at Marine Corps Recruit Depot. | Meet in hotel lobby at 08:15.

George E. Reed, Leadership Studies, University of San Diego

Attendees will receive unprecedented access to military training methods and insights to applied ethics.

FULL DAY WORKSHOPS

09:00 – 16:00 (unless otherwise noted)

Riding the Waves of Change | 8:30 – 14:00 | Offsite event at Mission Beach. | Meet in hotel lobby at 08:30.

Kent Otter, Saint Mary's College of California; **Ian Martin**, University of San Diego

Suit up and hit the waves to get an insider's view of the surfing experience and an understanding of its allure and effect in modern society.

2014 International Followership Symposium | Sapphire I

Honorary co-chairs Jean Lipman-Blumen and Ron Riggio join **Rob Koonce**, Creighton University;

Robert E. Kelley, Tepper School of Business, Carnegie Mellon University; **Ira Chaleff**, Executive Coaching and Consulting Associates; **Ted A. Thomas**, Command and General Staff College; **Elijah Wee**, Temasek Polytechnic, Singapore; **Linda Pallone**, Consider the Cause; **Craig E. Johnson**, George Fox University,

Edith Eiger, Holocaust Survivor, Clinical Psychologist, Lecturer

Featuring presentations by renowned authors and scholars in the field, the goals of this symposium are to provide a forum to explore the latest research and scholarship on followership and leader-follower relations around the world and to encourage continued research.

Advancing Theories of Women & Leadership | Sapphire M

Julia B. Storberg-Walker, North Carolina State University; **Susan R. Madsen**, Utah Valley University;

Ann M. Berghout-Austin, Utah State University; **Karen A. Longman**, Azusa Pacific University

Sponsor: Cabrini College

Designed for research scholars committed to an assertive and sustained research/theory building and publishing agenda on women and leadership from multiple disciplines and perspectives.

Consciously Leading in the Shadow of the Unconscious | Sapphire 400A

Jack W. Lampl, A.K. Rice Institute for the Study of Social Systems; **Mojgan Jahan**, Clinical Psychologist and Consultant

This interactive workshop aims to give participants a workout in "whole being Leadership" which implies thinking and feeling at the same time and being able to use both thoughts and feelings in the service of productive work.

Discover, Magnify, Connect: Cultivating Appreciative Leadership for Global Good | Sapphire 410B

Jim Ludema, Benedectine University; **Amanda Trosten-Bloom**, Corporation for Positive Change; **Mary E. DiVirgilio**, Benedectine University; **Amber Johnson**, Benedectine University; **Terry Morrow**, College of Health Care Sciences, Nova Southeastern University; **Tenny Poole**, Corporation for Positive Change; **Ray L. Wells**, Foundation for Advancement of International Medical Education and Research

In addition to learning the Five Core Strategies of Appreciative Leadership, attendees will gain an enhanced awareness of leadership high performance patterns and learn about and practice new leadership skills.

Expanding Community, Leadership, and Consciousness for Social Change | Offsite event at Chicano Park & the United Women of East Africa Center. Meet in hotel lobby.

Chris Nayve, Center for Community Service Learning, USD Changemaker Hub; **Elisa Sabatini**, Via International
Sponsor: Fielding Graduate University

Learn how to overcome challenges and develop strategies for creating mutual, inclusive, and successful community partnerships.

Leadership in the Classroom: Developing a Leadership Curriculum | Aqua 311

Matthew J. Sowcik, Wilkes University; **Anthony C. Andenoro**, University of Florida; **Dan Jenkins**, University of Southern Maine, Lewiston-Auburn College

This session will cater to leadership certificates, minors, and other blends of academic and co-curricular leadership programs.

Preparing Stewards of the Leadership Field: A Workshop on Doctoral Education | Sapphire 400B

Vern L. Ludden, Indiana Wesleyan University; **Boyd Johnson**, Indiana Wesleyan University; **Joanne Barnes**, Indiana Wesleyan University; **Bruce E. Winston**, Regent University; **Gina S. Matkin**, University of Nebraska (Lincoln); **Marilyn J. Bugenhagen**, Marian University

Sponsore: Indiana Wesleyan University

This workshop is designed to encourage the exchange of information between academics working in doctoral programs.

AFTERNOON WORKSHOPS

13:00 – 16:00 (*unless otherwise noted*)

Exploring the Value of Expeditionary Leadership Education | Offsite event at Balboa Park. Meet in hotel lobby at 12:30.

Kat R. Smithhammer, National Outdoor Leadership School; **Anne C. Magnan**, National Outdoor Leadership School

Explore a proven and fun model of intensive leadership development in this workshop that allows attendees to practice and develop teamwork, leadership, followership, decision-making, collaboration, and strategic thinking skills.

High Velocity Coaching: Developing C-Suite Leaders When the Stakes are High | Aqua 310

Jeffrey W. Hull, Institute of Coaching, Harvard Medical School; **Andreas Bernhardt**, European School of Management and Tech (ESMT); **Carol Kauffman**, Institute of Coaching, Harvard Medical School
Leadership development executives, coaches, assessment professionals, consultants/advisors, HR professionals are the target audience for this workshop that promises to help attendees understand the dynamic challenges involved in developing/coaching leaders in high stakes environments and situations.

Legacy Consciousness: Leading with Intention in a Pluralistic World | Sapphire 410A

Gloria Burgess, University of Washington & Jazz, Inc.; **John Burgess**, Infoman, Inc.

This session is for those who are catalysts for transformation and want to create a legacy of harmony and excellence that can be passed on for generations to come.

WELCOME!

The ILA welcomes the 30+ countries represented at this year's global conference. As the ILA membership increases across the globe we extend our gratitude to our members who travel great distances to participate in the conference. The many countries and cultures represented here support our work of developing and engaging a more global and diverse membership in order to promote a deeper understanding of leadership knowledge and practices worldwide.



SPECIAL EVENTS

Exhibit Hall – Thursday through Saturday evening in the Sapphire Ballroom

Make time during your conference experience to stop by to visit sponsors and exhibitors listed on pages 11-12, to shop at the Leadership Bookstore, and to meet leadership authors (see page 110).

Member Community Welcome Tables – Thurs. just before and after the opening plenary in Sapphire A

Stop by and talk with active volunteers about opportunities to get involved and future activities.

Opening Reception – Thurs. from 18:00 – 19:30 in the Sapphire Ballroom

This reception is an excellent opportunity to network with colleagues and make new acquaintances. In addition to tastes of the local cuisine, conference participants can begin placing bids in the ILA's first silent auction.

Thanks to the School of Leadership and Education Sciences, University of San Diego for sponsoring this event in celebration of the 35th anniversary of the school's doctoral program!

Silent Auction – Bidding opens at Thur. at 18:00 and ends at Sat. 19:00 in Sapphire Foyer

The ILA's first silent auction has extraordinary items and services donated by some of the top names in the field of leadership. Bid early and return often to check your status! If yours is the winning bid, please pay for and pick up your item at the ILA Office (Sapphire 402) between 7:30 at 12:00 on Sunday.

8th Annual Student Case Competition – Thurs. from 18:00 – 19:00 and Sat. from 17:30-19:30

The Case Competition enables student teams to further their development in the leadership field through a two-round competition process: poster displays Thursday in Sapphire E and final presentations Saturday evening in Aqua Salon C and D. Special thanks to Todd Murphy for developing and contributing the case study "Chasing A Dream" to the competition.

Thanks to The New York Times in Education and Wright State University for sponsoring this event!

Meet & Greet with Meg Wheatley – Thurs. from 18:15 – 19:15 in Sapphire 411

An opportunity to personally congratulate and speak with ILA Leadership Legacy honoree Meg Wheatley.

USD Department of Leadership Studies Outstanding Leadership Book Award Presentation and Reception – Thurs. at 19:00 – 20:00 on the Sapphire Terrace

The Department of Leadership Studies at the University of San Diego extends a special invitation to join them in celebrating thought leadership at this year's conference. They will announce and honor this year's winner and finalists of the USD Outstanding Leadership Book Award. The first 75 attendees will receive a free drink ticket.

Reflective Writing as a Way into Deeper Knowing – Fri., Sat., Sun. at 07:00 – 07:45 in Aqua 300

Begin your day with quiet journaling, paired conversations, and group dialogue to explore questions including: What is the experience you are having at ILA? What's alive, what's not, where do you feel curious? What's next? How might you take this early morning knowing into your day? Let pen, paper and written inquiry lead you to a deeper connection to your knowing as you begin the day.

Exploring the Connection and Alignment of Leadership through Yoga – Fri. and Sun. at 07:00 – 07:45 on the Promenade Plaza

An opportunity for purposeful movement and reflection to connect your awareness of self, space, and intention. Led by certified yoga instructor and ILA member Crystal Dujowich, this 45-minute vinyasa-styled flow yoga will enhance your body's alignment and mindfulness.

Conference Colleagues Networking Kick-Off – Fri. at 07:30 – 08:45 on the Sapphire Terrace

With a unique and fun format designed to quickly expand your global network, this event is the perfect opportunity to start your conference experience off by meeting new colleagues and renewing old acquaintances from around the globe. Stop in for all or part of this networking session and enjoy light fare, a hot drink, and deep conversations.

Thanks to National University for sponsoring this event!

CEO Reflections on Mindful Leading in Organizations Lunch Panel – Fri. at 11:45 – 13:15 in Indigo H

(Ticketed Event – \$45 tickets may still be available at the ILA Office)

This panel of 'C' suite executives will feature a discussion on the personal and professional reflections of industry leaders as they share how the moral imperative of mindfulness manifests in their daily working lives. The discussion will also provide insight into how they meet the challenges of staying open to new ideas, increase self-awareness, and connect their work to a greater purpose.

Moderator: Peter Sciabarra, VP of Operations, Vistage International

Panelists: Karen Clark Cole, CEO, Blink UX; **Tom Carmazzi**, CEO, Tuthill Corporation; and **Peter Robinson**, CEO, David Suzuki Foundation

Thanks to Benedictine University's Center for Values-Driven Leadership and Royal Roads University for sponsoring this lunch panel!

6th Annual Emerging Scholars Research Consortium – Fri. at 16:15 – 17:30 in Sapphire E

The Consortium serves as a venue for emerging scholars to interact with and receive constructive feedback on their research from senior leadership scholars. All are welcome to listen in on these important conversations. (For a full listing of participants, see page 78)

Thanks to University of Phoenix for sponsoring this event!

Jossey-Bass Hosted Reception for Leadership Educators – Fri. at 18:00 – 19:30 in Aqua Salon A

Celebrate new editions of *The Student Leadership Challenge*, *Exploring Leadership*, and *Emotionally Intelligent Leadership for Students*, learn about research on student leadership competencies, and join Jossey-Bass to launch *New Directions for Student Leadership*, a quarterly series on leadership development in high school youth and college students to aid educators who design courses and programs for students. Editors Susan R. Komives and Kathy L. Guthrie will invite issue proposals and contributors.

Youth Leadership Networking Dinner* – Fri. at 19:30 – 22:00 at the Harbor House Restaurant, 831 West Harbor Drive, San Diego, CA 92101; tel: 619.232.1141

(Ticketed event, \$40 tickets may still be available at the ILA Office)

Watch the sun set over the bay, connect with students, scholars, and professionals from around the globe who have a vested interest in the leadership development of future generations, and enjoy a three course buffet meal of freshly harvested salmon, chicken picatta, shrimp vera cruz, and vegetable risotto, accompanied with salad and dessert.

Thanks to Antioch University for sponsoring this event!

Deans, Directors, and Chairs Dinner Cruise* – Fri. at 19:30 – 22:00 in the San Diego Bay

(Ticketed event – \$95 tickets may still be available at the ILA Office)

This special networking event is for those leading and administering university-based leadership education programs. The unique venue will create a private environment to explore challenges and conundrums facing deans, directors, and chairs. The cruise will feature a South of the Border buffet with a complimentary beverage from the bar.

Thanks to Indiana Wesleyan University and The New York Times in Education for sponsoring this event!

***Directions to off-site events will be distributed at registration and posted outside of the ILA office. Please be sure to obtain them well in advance of the departure time!**

Sugar Skull Making – Fri. 20:00 – 22:00 in Aqua 300

(Ticketed event – pay \$20 on site at the Local Committee table on the Aqua level or at the door)

In celebration of the region's heritage and close ties to Latin American traditions, this event offers educational and artistic instruction on the making of sugar skulls, a traditional element of Día de los Muertos altars. These designs are usually whimsical and brightly colored, not morbid or scary, and all ages are encouraged to participate.

Ethics and Social Media Breakfast – Sat. at 07:30 – 08:45 in Sapphire E

(Ticketed event – \$40 tickets may still be available at the ILA Office)

Social media usage continues to evolve as part of our everyday communications. This breakfast discussion will focus on what is ethical and acceptable in regard to social media usage in the workplace and what is viewed as unprofessional.

Mind & Spirit: Embodied Leadership – Sat. at 07:00 – 07:45 in Aqua Salon C

Leadership is all about presence. Conference participants are invited to begin their day by checking in with themselves in a full-bodied way. This reflective session will bring greater attention to whatever may occur throughout the day and participants will leave with a few simple somatic practices to bring into their practice of leadership.

5th Annual Women & Leadership Networking Lunch – Sat. at 12:00 – 13:15 on the Sapphire Terrace

(Ticketed event – \$40 tickets may still be available at the ILA Office)

Organized by the ILA's Women & Leadership Affinity Group, this panel will provide information, resources, and networking opportunities for those interested in the topic of women and leadership.

Thanks to the School of Leadership and Education Sciences, University of San Diego for sponsoring this luncheon!

Additional thanks to event supporters: Azusa Pacific University; Carmel Connections, Inc.; Kravis Leadership Institute, Claremont McKenna College; Texas A&M University – San Antonio; and Woodbury School of Business, Utah Valley University.

Author Book Signing and Networking Reception – Sat at 17:30 – 19:00 in Sapphire Ballroom

A special opportunity to meet many of the great minds behind various leadership books. The authors listed on page 110 will be on hand to sign their books and answer questions. Books are available for purchase at the event.

Evening Meditation with A.T. Ariyaratne – Sat. at 20:00 – 21:00 in Sapphire A

Keynote speaker A.T. Ariyaratne, founder and spiritual leader of the Sri Lankan Sarvodaya Movement, will lead participants in a mindful community meditation and dialogue about how to find peace within and beyond.

ILA Membership Meeting – Sun. at 08:00 – 08:45 in Sapphire A

Meet the ILA Board of Directors, hear an update on the state of the ILA, and learn about future activities.

2015 Global Conference Planning Meeting – Sun. at 16:00 – 17:30 in Sapphire 400

All are invited to help begin planning the ILA's 17th Annual Global Conference in Barcelona, Catalonia, Spain. The 2015 conference will be held Oct. 14-17.



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*General Secretary,
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- ⇒ **Endorsed by the ILA Leadership Education Deans, Directors, and Chairs Affinity Group**



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FRIDAY

OCTOBER 31 | 09:00–10:00

CONCURRENT SESSION

1

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

CS1 FRI 09:00–10:00

Selecting a Model of Leadership Development: A Conceptual Framework

+BL

Aqua 300 | Workshop | Leadership Development

This workshop will introduce a conceptual framework that differentiates leadership development models and provides criteria for selection based upon the needs of targeted populations. Eight models will be introduced after which participants will break into groups to explore the application of three models using case-based group facilitation. The session will conclude with the group sharing and integrating insights gained.

Gail F. Latta, *Leadership Studies, Xavier University*

Conscious Leadership and the Transformative Workplace

+LD

Aqua 310A | Workshop | Conference Theme

Stories of conscious leaders from around the world will be used to explore the ways people can create transformative workplaces that allow them to attend to their own personal growth and development as human beings in the place they spend the most time. Participants will then assess their own and their organization's role in creating more conscious leaders.

David R. Schwinn, *Business & Economics, Lansing Community College*

Pressure Points: Leadership Strategies to Support At-Risk Populations

Aqua 310B | Presentation | Public Leadership

Chair: Max Klau, *City Year*

Leading Beyond Cultural Entropy: Addressing Collective Psychological Trauma

Based on research with a Native American language community, this presentation will advance methods to curtail psychological distress related to cultural trauma by developing the capacity of community leaders to recognize and mitigate collective traumatic disturbances.

Christopher Horsethief, *Horsethief Productions*

When Capacity Influences Followership: Leadership with Vulnerable Populations

This presentation will utilize social identity theory to examine the type of leader that could be most effective for members of a vulnerable population—specifically individuals with disabilities and mental illnesses who are currently incarcerated.

Mariko Peshon, *Leadership Studies, University of San Diego*

A Look at Contextual Inhibitors and Thriving Responses to Complex Situations

Aqua 311A | Presentation | Leadership Development

Chair: Theresa Harris, Ontario Catholic Supervisory Officers' Association

Leaders Who Thrive in Complex Situations—Strategies and Outcomes

Thriving organizational leaders demonstrate vitality and new learning and have a positive impact on their organizations. Data will be presented on how leaders generate a thriving response to complex situations and presenters will introduce a new protocol for assessing and scoring thriving capabilities.

Wendy E. Rowe, School of Leadership Studies, Royal Roads University

Jennifer Walinga, Royal Roads University

Maria Anderson, Encana Corporation

The Influence of Creativity Inhibitors on Collectivist Dynamics

This study employs an innovative approach of the KEYS model and complexity theory constructs to examine the influence of inhibitors on faculty creativity. The partial least squares method was used to analyze data with results showing positive influence of inhibitors on creativity.

Anthony A. Olalere, Educational Leadership, Clemson University

Cultural Institutions and Family Businesses: Leadership Learning, Legacy, and Development

Aqua 311B | Presentation | Business Leadership

Chair: Jan Byars, LeadSync, LLC

The Leadership Landscape in U.S. Museums

+PL

Limited information exists on the effectiveness of leadership development programs in the cultural sector. This presentation will share the findings and implications from a study describing U.S. museum professionals' perceptions of leadership practices and cultural institutions as sites of organizational and leadership learning.

Julie I. Johnson, Division on Research & Learning in Formal & Informal Settings, National Science Foundation

Why Legacy Matters in Leader Succession: Preservation of Values in Family Firms

+LD

This presentation will examine the impact of an incumbent's leadership style, legacy beliefs, and value system on the success of female successors. Preservation of the business legacy as a significant driver and key motivator to lead the family business in female successors will also be discussed.

Tondalaya Carroll, Center of Excellence in Business and Entrepreneurial Studies, Lincoln University

From Metrics to Strategy: Crucial Conversations on Youth Leadership Development

Aqua 313 | Presentation | Youth Leadership

Chair: Sarah Chace, Leadership Studies, Marian University

Profiling the Youth Leader II: PsyCap, Empathy, and Leadership Skills

Considering the sizeable upcoming transfer of leadership and wealth to younger generations, it is critical to study the "profile" of the youth leader. The results of this study outline the relationship between positive psychological capacities (hope, efficacy, resilience, and optimism) and empathy with leadership skills in youth.

L.J. McElravy, Agricultural Leadership, Education, and Communication, University of Nebraska – Lincoln

Lindsay Hastings, Agricultural Leadership, Education, and Communication, University of Nebraska – Lincoln

Young People as Citizens Now!

+LE

The presenter will facilitate an interactive discussion examining the models, challenges, and criteria needed to create spaces for K-16 students to see themselves as effective citizens and leaders in their community. The presenter's own experiences with university students providing support for at-risk youth will be drawn upon.

Christine VeLure Roholt, Leadership Minor, University of Minnesota

The Importance of Ethics, Virtues, and the Common Good in Leadership Education

Aqua 314 | Presentation | Leadership Education

Chair: Corrie Gicante, Ontario Catholic Supervisory Officers' Association

Teaching Ethics: A Longitudinal Study of an Innovative Approach

Is there a typical ethical profile of undergraduate students participating in an academic leadership program? Does that profile change over time? This study, using data from the ELI ethics typology, examines the stability and change of students' ethical perspectives during their four-year undergraduate leadership development experience.

Catharyn Baird, *EthicsGame, LLC*

Paul Kosempel, *Pioneer Leadership Program, University of Denver*

Linda G. Olson, *Learning Communities and Civic Engagement, University of Denver*

The Importance of Education in Virtues for Senior Leader Development

+LD

This presentation will focus on the interaction between strategic leadership competencies and the underlying virtues that support effectiveness in individual performance. The presenter will highlight why education in virtues—both classical and modern—is required for senior leaders who consistently face a volatile, complex, and ambiguous global environment.

R. Craig Bullis, *U.S. Army War College*

Co-author: Pedro Vazquez de Prada, *Spanish Army*

Shaping a Legacy of Socially Conscious Leadership for the Common Good

+PL

An exploration of how one institution's mission-driven process – inspired by a legacy of service and socially conscious leadership of its founders – integrated ethical leadership and the common good into curricular and co-curricular programs. Presenters will share how this approach shapes an institutionally distinct student life experience and advances career readiness.

Tim Bryant, *Center for Ethical Leadership, Mount St. Joseph University*

Mike Sontag, *School of Arts and Humanities, Mount St. Joseph University*

Co-author: Katharine Lassiter, *Mount St. Joseph University*

Leadership Through Entrepreneurship Education: A Creative Way to Engage and Motivate Youth

Aqua Salon A | Workshop | Youth Leadership

As evidenced by ongoing research, youth participation in entrepreneurship programs increased their desire to attend college, occupational aspirations, and leadership behaviors. This workshop will explore an entrepreneurship pilot program (aligned with state financial literacy standards) that guided students from the idea generation stage to business and marketing plan development. Session participants will engage in a series of exercises used in the program to engage and motivate youth and materials will be shared.

Mia Baytop Russell, *Family and Consumer Sciences, University of Maryland Extension; Organizational Leadership, University of Maryland Eastern Shore*

Contextualizing Leadership Education: A Transdisciplinary Perspective

Cobalt 520 | Panel Discussion | Leadership Education

Chair: Anthony C. Andenoro, Agricultural Education & Communication, University of Florida

Contextualizing leadership education is critical to learner development. Through the contextualization of leadership learning, learners become more predisposed to using their knowledge when necessary and better able to respond to rapid change within a particular contextual environment. Contextual awareness is a foundation for adaptive, responsive, situated, and environmentally and culturally sensitive leadership. This discussion will address innovative techniques for education, facilitation, and assessment aligned with four of the major contexts within leadership education: Business, Agriculture Leadership, Student Affairs, and Interdisciplinary Studies.

Kerry L. Priest, *School of Leadership Studies, Kansas State University*

Rian J. Satterwhite, *Holden Center for Leadership & Community Engagement, University of Oregon*

Penny Pennington Weeks, *Agricultural Leadership, Oklahoma State University*

Scott J. Allen, *Management, Marketing and Logistics, John Carroll University*

Leading from Within: From Mindfulness and Self-Reflection to Uplifting Leadership

Aqua Salon C | Presentation | Leadership Development

Chair: Michael O'Keefe, Ontario Catholic Supervisory Officers' Association

Start with Heart: Organizational Development through Leading from Within

+LE

Presenters will examine how leading from within through authenticity, mindfulness, and self-reflection was utilized or ignored in four organizational dilemmas they experienced. The presentation connects the importance of sharing authentic narratives to the application of theory to practice, and reflection to the development of mindful, holistic, and restorative leadership.

Jillian R. Wood, College of Educational Studies, Chapman University

Maria L. Martinez, College of Educational Studies, Chapman University

Chris Hutchison, Student Engagement, Chapman University

Penny S. Bryan, College of Educational Studies, Chapman University

Marni E. Fisher, College of Educational Studies, Chapman University

Uplifting Leadership

+BL

Uplifting leadership elevates performance by uplifting people's spirits, uplifting their communities, and uplifting themselves. This presentation will discuss six facets of uplifting leadership consisting of six pairs of opposing factors. Examples will show how, when linked together, these factors have helped create high-performing organizations that have achieved improbable success.

Andy Hargreaves, Lynch School of Education, Boston College

Lea Hubbard, Leadership Studies & Learning and Teaching, University of San Diego

Co-author: Alan Boyle, Leanta Education Associates

Intersections of Sexuality and Leadership in College

Aqua Salon D | Panel Discussion | Leadership Education

Chair: Cheryl Getz, Leadership Studies, University of San Diego

This panel will explore how self-identified sexual minorities in college relate to leadership positionally, structurally, and interpersonally. The panelists aim to prompt a conversation about how issues of sexuality can complicate long-held notions about leadership and its practice by challenging the idea that leadership looks the same for all groups or for all people.

Leigh Fine, School of Leadership Studies, Kansas State University

Daniel Tillapaugh, Educational Leadership, Higher Education, and Human Development, University of Maine

Chrys Egan, Communication, Salisbury University

Teaching Leadership Through the Arts

+BL

Aqua Salon E | Workshop | Leadership Education

Today's complex challenges require different kinds of leadership, leadership that allows the possibility to collectively co-create innovative ways forward. Although many approaches to leadership may seek innovation, leadership through the arts offers unique ways to build empathy and tap into one's creative potential. This experiential workshop draws from the facilitator's experience researching and teaching leadership through the arts. The facilitator will share strategies and lessons learned and encourage participants to share their own experiences. Participants are invited to bring a creative symbol (poem, image, song, etc.) that portrays their vision for the kind of leadership needed today.

Catherine Etmanski, School of Leadership Studies, Royal Roads University

The Tipping Point: Hiring Gruntled Leaders

Aqua Salon F | Workshop | Conference Theme

Effective leaders possess a "humanness" that shines through their skills and abilities to attract followers to their causes and facilitates their achievements. The presenters will discuss why choosing leaders with the right dispositions is essential to an organization's success and how to ensure best leaders are hired by focusing on deliberate and intentional use of carefully crafted interview questions. Participants will complete a self-assessment to develop the initial understanding of the concepts, develop interview questions that can uncover an applicant's disposition, and role play the dispositional questions in an interview simulation in triads.

Paul Wirtz, Counseling, Social Work and Leadership, Northern Kentucky University

Michael Chirichello, Counseling, Social Work and Leadership, Northern Kentucky University

Global Response to International Criminal Court: Public Leadership Perspectives

Sapphire 400 | Panel Discussion | Public Leadership

Chair: Andrew H. Campbell, *Global Leadership, Indiana Institute of Technology*

Commentator: Martha Martin, *New International Business Development, Prairie Quest Consulting Inc.*

Global leaders are facing challenges characterized by global political and economic instability, terrorism, and the proliferation of interstate and intrastate conflict, all of which require greater interdisciplinary understanding of what is needed to lead in a global judicial atmosphere such as the International Criminal Court (ICC). This panel discussion will provide differing international perspectives on the ICC including the U.S.'s evolving and flirtatious relationship with the ICC and the current controversy between the ICC and many African nations regarding national and regional peace.

Shirley Forsyth, *Global Leadership, Indiana Institute of Technology*

Tom Lawrence, *Global Leadership, Indiana Institute of Technology*

James Kisaale, *Global Leadership, Indiana Institute of Technology*

Creating Strengths-Based Cultures of Leadership: Emerging Scholarship

Sapphire 410A | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Corey Seemiller, *OrgSync*

Developing College Students' Leadership Through Strengths Awareness

+LE

This paper examines whether there is a relationship between first-year college students' strengths awareness and self-reported development of leadership skills. Data from surveys taken by incoming first-year students before they arrived on campus and at the end of their first year (n=779) was analyzed using hierarchical regression analysis. Strategies for integrating strengths-related curricula into leadership development programs will also be addressed.

Krista M. Soria, *Office of Institutional Research, University of Minnesota*

Co-author: Alex Reinhard, *University of Minnesota*

Strengths Use, Controlling Supervision, and Job Outcomes Across Cultures

+BL

In this paper, data from American, Brazilian, and Singaporean employees reveal the culturally universal relationship between controlling supervision and strengths use, as well as strengths use's culturally-contingent relationship with job performance (significant only in the low power distance culture) and culturally universal relationship with job satisfaction. Implications for research on strengths use, cross-cultural management, and leadership, as well as practical implications deriving from this study, will be discussed. **AWARD WINNER!** The ILA's Leadership Scholarship Member Interest Group has named this paper "Most Publishable Paper." This award is sponsored by the journal *Leadership* and SAGE Publications.

Dejun Kong, *Jepson School of Leadership Studies, University of Richmond*

Co-authors: Violet T. Ho, *Robins School of Business, University of Richmond*; Chay Hoon Lee, *Keppel Offshore and Marine Ltd.*

Understanding Today's Leadership Through Historical and Cultural Lenses

Sapphire 410B | Presentation | Business Leadership

Chair: Wesley D. Balda, *Robert P. Stiller School of Business, Champlain College*

Power, Blood, and Sustainability: A Tale of Two Companies

Using two case studies, this presentation will introduce the Thousand Year Model of leadership, which is used to define the dynamics that led one company (Siebel Systems) to collapse in 10 years, yet have helped another (Nishiyama Keiunkan Onsen) to remain successful and thrive for more than 1,300 years.

Anton Camarota, *Tellari*

Authentic Leadership in a Global Perspective – The Case of Dag Hammarskjöld

+ PL

Unknown to the international community when he was elected Secretary-General of the United Nations 60 years ago, Dag Hammarskjöld changed the role of the UN through the creation of diplomatic tools such as peace-keeping operations. This presentation will use his life and leadership to explore authentic leadership, peace-building, and global integration today.

Lena Lid-Falkman, *Management and Organization, Stockholm School of Economics*

Emotional Labor and Communicative Praxis

Sapphire 411 | Symposium | Leadership Development

Chair: Karen A. Longman, *Doctoral Programs in Higher Education, Azusa Pacific University*

Commentator: Jen Jones, *Communications, Seton Hill University*

Leadership Development and Communication Practices: The Importance of Soft Skills

Through coaching and coaching evaluation, leaders can develop an enhanced ability to lead in a holistic fashion by communicating with multiple audiences in ways that are rich in both content and relational message dimensions.

Susan Elaine Murphy, *Organisational Studies, University of Edinburgh Business School*

The Role of Leader Charm in Dyadic Relationships and Development of a Scale for Measuring Leader Charm

The purpose of this research is to establish, via literature review, charm as a construct that can be meaningfully distinguished from charisma and to identify steps toward the initial development of a charm scale for organizational research.

Kevin B. Lowe, *Graduate School of Management, University of Auckland*

How Leaders Use Emotional Labor Tactics to Maintain Civility

During disagreements, leaders can display civility by (1) using surface acting to hide their true feelings, (2) using deep acting to summon up the appropriate emotions, or (3) using natural and genuine emotional labor to display their true feelings.

Ronald H. Humphrey, *Management, Virginia Commonwealth University*

Leadership as Emotional Labor Meets Professional Civility

Professional civility integrates several areas of communication including politeness, message design logic, and defensive and supportive communication. This paper will connect several elements of the professional civility framework to the work on leadership as emotional labor to suggest new avenues for research.

Janie M. Harden Fritz, *Communication & Rhetorical Studies, Duquesne University*

What (Really) Happens When Students Work in Teams

+LD

Sapphire A | Panel Discussion | Leadership Education

Chair: Todd E. Murphy, *Center for Leadership, Northwestern University*

This session will examine quantitative and qualitative findings from over 2,500 teamwork assessments, providing a view of undergraduate students' collective realities. Presenters will explore: common obstacles and opportunities for teams and individual students; student awareness about whether they are failing or succeeding; and how students diagnose and overcome individual and team challenges.

Adam J. Goodman, *Center for Leadership, Northwestern University*

Koshonna Brown, *Center for Leadership, Northwestern University*

Worldview and Contemporary Leadership Challenges

+LD

Sapphire E | Symposium | Conference Theme

Chair: Michael Brandenburg, *IESE Business School, University of Navarra*

Despite a century of leadership research and decades of leadership development focused largely on the "what" and the "how", the practice of leadership still often falls short of what is needed and desired practically and ethically. This panel will explore the "why" and the "what we value" as dimensions with promise of meeting the challenges of a dynamic global world.

The Leadership Values Gap

This presentation will overview current dynamics and patterns of personal and social values with the intent of offering new perspectives and practices for getting it right. The presenter will review emerging trends that reflect significant shifts, among other things, toward personal agency, autonomy, and idealism.

Marilyn M. Taylor, *School of Leadership Studies, Royal Roads University*

Reframing Ethical Leadership in a “Spiritual and Not Religious World”

The presenter will address the issues and challenges of educating ethical leaders for transformation in a “spiritual and not religious” world, based on teaching, learning, and reflective practices at Seattle University School of Theology and Ministry.

Faustino Cruz, *School of Theology and Ministry, Seattle University*

Women and Leadership in Rwanda, 20 years of Transformation: Evolving Values and Current Challenges

Current challenges, misperceptions, realities, and accomplishments related to women and leadership in Rwanda will be presented in the context of shaping a Gates-funded research project to explore rural women’s view and values to enhance their agency in shaping, implementing, and reflecting on projects intended to improve their farms and lives.

Éliane Ubalijoro, *Institute for the Study of International Development, McGill University*

Leadership at the Intersect: Innovative Leadership in Complex Social Change

Innovative leadership of complex social change initiatives inevitably generates significant tensions between personal, organizational, and societal values. Drawing on examples of inspired change leaders working in Laos, Bhutan, Albania, and Mali, the presenter will explore how these leaders sensitively and creatively navigated the risky intersections between personal, cultural, and community values.

Ingrid Richter, *University of Ottawa*

Creating Collective Realities to Achieve Multi-Agency Collaborations

+LD

Sapphire I | Panel Discussion | Conference Theme

Chair: Lunell Haight, *Organizational Leadership, Gonzaga University*

Leaders in multi-agency collaborations are challenged by dual role requirements. They are expected to simultaneously identify with their own organizations and the collaborative. This session will examine the conscious and reflective work and action needed to develop and support these concurrent roles. Leadership scholars will share successful creations of new collective realities for public and private member collaborations and their stakeholders. The collaborations studied include the African Women’s Coalition—a Pan African organization on the West Coast of the United States—and a collaboration of 27 arts and cultural organizations in San Diego.

Jonathan Reams, *Life Long Learning and Counseling, Norwegian University of Science and Technology*

Evelyne Ello Hart, *Doctoral Program in Leadership Studies, Gonzaga University*

Josh Armstrong, *Comprehensive Leadership Program, Gonzaga University*

Elizabeth Castillo, *Leadership Studies, University of San Diego*

Eastern and Western Applications of Mindfulness to Leadership

+LD

Sapphire M | Panel Discussion | Conference Theme

Through the centuries, mindfulness has been practiced in many traditions, secular and religious, spiritual and physical. In the past ten years, scholars of Leadership Studies have become increasingly interested in the practice of mindfulness, particularly as it pertains to the development of important behaviors crucial to effective leadership. Panelists will broadly discuss the main tenets of mindfulness from both Eastern and Western traditions and then specifically link the focus of each tradition to leadership and organizational development.

Robert M. McManus, *McDonough Center for Leadership and Business, Marietta College*

JoAnn D. Barbour, *Doctoral Program in Leadership Studies, Gonzaga University*



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CONCURRENT SESSION

2

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

CS2 FRI 10:15–11:30

Generative Leadership and the Problem of Entanglement

Aqua 300 | Workshop | Public Leadership

Public sector leaders committed to generating conditions that nurture dialogue, trust, and innovation, often find themselves entangled between two seemingly opposed notions of leadership: administrative and adaptive leadership. Working with two case-studies, this experiential workshop will focus on real challenges and opportunities for generative leaders who find themselves in the middle of this entanglement.

Stan Amaladas, *Learning and Development Services, University of Manitoba*

Dennis Silverstrone, *Continuing Studies and Corporate Development, Okanagan College*

From Turbo-Charged Leadership to Transformational Leadership

Aqua 310A | Presentation | Leadership Development

Chair: Ray Wells, *Foundation for Advancement of International Medical Education and Research*

Developing Conscious Leading: Embodiment and Aesthetic Agency

This presentation will explore the nature of embodied, emotional barriers to conscious leading. Based on empirical research on arts-based methods of leadership development, the presenter will consider how conscious leadership requires attention to, and development of, embodied aesthetic agency.

Ian D. Sutherland, *School of Postgraduate Studies, IEDC Bled School of Management*

Co-author: Claus Springborg, *Cranfield School of Management*

Dialogical Leading: Dialogue as Condition Zero for Change

Dialogue and reflection are essential to the relational process of leading. The presentation will highlight the power of dialogue, briefly provide new directions of how and when to apply insights from a Dialogical Leader approach, and weave together theories of Grint (Leadership Framework), Hermans (Dialogical Self) and Gergen (Relational Leading).

Rens Van Loon, *Organization, Change and Leadership, Deloitte Consulting*

Co-author: Gerda M. Van Dijk, *Zijlstra Center for Public Control and Governance, Free University Amsterdam*

Towards Turbo-Charged Leadership: Leaders as Mindset Architects

+BL

Change is constant and often feared. Leaders need to go beyond managing resistance to change to creating environments in which highly desirable mindsets will flourish. This presentation will explore two questions: What mindset best prepares people to embrace change? How can leaders architect its adoption?

Blagoja Pardulski, *Tradebridge*

Co-author: Karen Lewis-Enright, *8 Weeks*

Researching the Long-Term Impact of a 1990's Leadership Development Program

+LD

Aqua 310B | Presentation | Leadership Scholarship

Presenters will share their exploratory investigation of what, very arguably, is a critical concern for those who fund, design, or participate in extended leadership development programs: impact. The research utilized a mixed method design, including analysis of data collected during the program, interviews with past program fellows in 2014, and the career trajectories of the fellows across the 17-year period to explore the impact of a 24-month, million dollar program.

Jennifer Martineau, *Research, Innovation, & Product Development, Center for Creative Leadership*

Steven J. Noble, *Noble Consulting Assoc., Inc.; Graduate School of Management, Boston University*

Leadership from the Margins: Perspectives from College Campuses and Beyond

Aqua 311A | Symposium | Conference Theme

Chair & Commentator: Christopher Horsethief, *Horsethief Productions*

Bridging multiple perspectives, this session will explore what it means to be on the outside looking in and how leadership can be informed by these valuable perspectives.

Undocumented Leadership: The Undocumented College Student as Servant-Leader

The debate over immigration policy is far from settled in the United States. It is often centered on false images of undocumented immigrants. This examination will seek to counter the negative rhetoric surrounding this population by exploring the servant-leadership qualities and activities of seven undocumented college students.

Brian Davenport, *Leadership & Organizational Studies, Lewiston-Auburn College, University of Southern Maine*

Psychological Capital in the Invisible Worker: Opportunities for Enhancement

This recent case study focused on the development of psychological capital in the understudied and overlooked population of administrative support staff working in higher education. The presenter will share recommendations including why institutions of higher education should include a psychological capital assessment in the hiring process for new administrative staff.

James A. Mello, *Office of Academic Affairs, Franciscan University of Steubenville*

Regaining Power After Loss of One's Voice: Living with Aphasia

Effective communication is a hallmark of leadership ability. Informed by the literature on aphasia, identity, self-leadership, and resiliency, this presentation will explore how individuals who have lost their voice exercise self-leadership skills to move from the margins back into the mainstream.

Viviane Lopuch, *School of Global and Professional Programs, Marist College*

Conscious Leadership and Culture

Aqua 311B | Presentation | Conference Theme

Chair: Alan J. Yu, *Leadership Studies, University of San Diego*

Globalization requires leaders of global organizations to understand cultural differences. Such understanding is also required of leaders of multicultural organizations as well as anyone who wants to think about leadership in less culturally myopic ways.

Conscious Complexity: New Perspectives in the Development of Global Leaders

+BL

This case study offers innovative ideas for scholars and practitioners seeking to understand how organizations and individuals develop in complex environments. The research contributes to the nascent field of global leadership with scalable methodology for other comparative work.

Andrea McMullen, *Thermo Fisher Scientific*

Leveraging the Trust-Communication Cycle

+LD

Cross-cultural leader-follower relationships are critical and complex. Cultural dissimilarities can complicate communication and create powerful barriers, discouraging mutual trust. This presentation will examine the beneficial relationship between trust and communication, and its unique capacity for transcending cultural barriers in leader-follower relationships.

Charity Remington, *THE Mission Haiti*

Constructive Use of Silence in Leadership Development: An Indian Perspective

Silence is a form of communication that is cultural and context specific. A goal of this research is to integrate the teachings of Eastern thought on silence with empirical data in order to identify constructive uses of silence in developing effective leaders across the globe.

Kruthika Jayatheertha, *Advisory Services, Ernst & Young, LLP*

Leadership in Ecuador: Exploring National and Local Leadership in Latin America

Increasing conscious leadership requires interdisciplinary exploration at both national and local levels. This presentation will examine leadership and followership in Ecuador based on published scholarly research and interdisciplinary sources. A research agenda will be suggested for promoting theory building from within Ecuador among its diverse population.

Jeffrey L. McClellan, *Management, Frostburg State University*

Transforming African Leadership

+PL

Despite high expectations for political, economic, and moral transformation, the African continent's postcolonial history is fraught with failed states, civil wars, repressive regimes, and genocide. The presenter will examine the failed leadership of Africa and the lessons that emerge from it.

Pierre Kablan, *University at Albany, State University of New York*

Leader Developmental Efficacy: Definition, Measurement, and Utility

+LE

Aqua 313 | Refereed Symposium | Leadership Scholarship

Chair & Commentator: *Susan Elaine Murphy, Organisational Studies, University of Edinburgh Business School*

The belief one has in their ability to develop leadership skills is an important indicator of readiness for leader development. Accurate measurement of Leader Development Efficacy can increase an organization's return on development dollars invested. In this session, a new measure of LDE will be examined with four studies that assess its factor structure, convergent, discriminant, and predictive validity.

Factor Structure of Leader Developmental Efficacy Measure

In this study, researchers examined the factor structure of a newly developed measure of LDE using a split sample (development and validation samples). Factor analytic techniques that resulted in a one factor five-item measure of LDE will be discussed.

Eric Middleton, *Claremont Graduate University*

Co-author: *Sherylle Tan, Kravis Leadership Institute, Claremont McKenna College*

Convergent and Discriminant Validity of a Leader Developmental Efficacy Measure

This research considered the construct validity of LDE in the nomological net of similar and dissimilar constructs (personality, leader efficacy, and other developmental readiness components). The presenter will show that incremental validity was also established, demonstrating explanatory variance beyond leader efficacy.

Dayna Walker, *Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University*

Co-author: *Stefanie Johnson, University of Colorado Denver*

Predictive Validity of Leader Developmental Efficacy

Based on data from 94 leaders, the added value of the LDE measure is its demonstrated ability to predict past development behaviors, intentions to develop, quality of development, and number of hours spent engaging in leader development activities. The presenter will discuss how LDE can be used by both researchers and practitioners.

Becky Reichard, *Division of Behavioral and Organizational Sciences, Claremont Graduate University*

Co-author: *Stefanie Putter, Colorado State University*

An Exploration of the Relationship Between High Leader Developmental Efficacy and Engagement in Leadership Self-Development Practices

By taking a qualitative and inductive approach, the study aims to build upon the quantitative papers in this symposium by investigating the relationship between LDE and leadership self-development practices of university students. The presenter will discuss the types of leadership practices that students with high LDE engage in to strengthen their leadership skills.

Samantha Langan, *Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University*

The World Café as Co-Generative Action Research Method

+LD

Aqua 314 | Workshop | Leadership Scholarship

Participants will learn how the World Café process can be used as an integrative qualitative research method. After a presentation on the issues, opportunities, and challenges using the World Café as an action research method, the presenters will facilitate a deconstructed World Café. This session will integrate the theoretical dimensions of the World Café and Action Research with concrete practical outcomes.

Niels Agger-Gupta, *School of Leadership Studies, Royal Roads University*

Dorothy E. Agger-Gupta, *School of Human and Organizational Development, Fielding Graduate University*

Continuous Course Improvement: Quality Design for Leadership Education

+LD

Aqua Salon A | Workshop | Leadership Education

It is imperative that the next generation of leaders – today's students – have the skills needed to effectively and confidently lead in digital spaces. Can online and blended-learning leadership courses meet this need? After a brief overview of the Quality Matters Program, the presenters will share lessons learned using QM to re-envision and modify case-in-point teaching and learning in digital spaces. In small groups, participants will use QM guidelines to identify strategies for continuous instructional improvement in online course design. Two of the QM technology related standards will then be introduced to consider technology alignment or misalignment, and acceptable use.

Cynthia Digby, *Organizational Leadership, Policy and Development, University of Minnesota*

Robyn Skrebes, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*

Coaching Without a Net: Working in the Executive Arena When Stakes Are High

+LE

Cobalt 520 | Workshop | Leadership Development

This highly interactive workshop invites participants to learn – in a safe environment – from thrilling stories about coaching in high-stake environments and high-stake situations with senior leadership coaches. It aims at achieving its objectives by presenting examples of actual coaching cases, inviting experienced leadership coaches to share their own experiences in high-stake environments and situations, and offering participants hands-on experience handling difficult coaching situations in various settings.

Andreas Bernhardt, *Center for Leadership Development Research, ESMT - European School of Management and Technology*

Carol Kauffman, *Institute of Coaching; Harvard Medical School*

Jeffrey W. Hull, *Institute of Coaching*

Making the Link Between Mindfulness and Profit: CEOs Show How It's Done

+BL

Aqua Salon C | Panel Discussion | Conference Theme

Chair: Amber Johnson, *Center for Values-Driven Leadership, Benedictine University*

Is there a measurable connection between conscious leadership and the bottom line? Does mindfulness just make for a nicer workplace, or can the results be quantified? What are the contributing processes, practices, and values? Can an organizational culture be purposefully designed to impact organizational success and sustainability? This panel of scholars and CEOs will explore these questions through strategies, stories, and research.

Kim Reed Perell, *Adconion Direct*

Jim Ludema, *Center for Values-Driven Leadership, Benedictine University*

Karen Clark Cole, *Blink UX*

Collective Realities of Female Transformational Leaders in a VUCA World

Aqua Salon D | Symposium | Conference Theme

Chair & Commentator: Lillian B. Schumacher, *Academic Affairs, Tiffin University*

This session will explore empirical research conducted in the health care sector on the various factors that influence women's identity as leaders in VUCA (volatile, uncertain, complex, ambiguous) settings.

Exploring the Relationship Between Personality, Self-Identity, and Leadership Behaviors of Female Managers

The presenter will discuss research in a health-care setting that found a significant positive effect of personality on both the manager's self-identity and reputation as a transformational leader, and will share findings concerning the role self-perception has on self-efficacy.

Gretchen K. Carroll, *Human Resources, Buckeye CableSystem*

Contextual Intelligence of Female Healthcare Managers

Contextual Intelligence (C.I.) is a leadership framework based upon 12 interrelated competencies. These competencies were assessed in 300 female managers along with personality type. The results give insight into how C.I. is applied in a leadership context and its relationship with personality.

Matthew Kutz, *Bowling Green State University*

Curious and Inclusive Practices of Leadership

+LD

Aqua Salon E | Workshop | Business Leadership

This session will help leaders develop the capacity to learn from their curiosity and to in turn model curious and inclusive practices that foster teamwork and creativity. After a brief contextual overview, presenters will demonstrate how providing the space to exercise curiosity (rather than correcting mistakes or providing solutions) can create new ways of finding shared meaning while accelerating growth. Much time will be dedicated to engaging in curious and inclusive inquiry, and the session will close with a debriefing of the exercises.

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

Renee Charney, *Charney Coaching & Consulting LLC*

Multiple Meanings, Multiple Outcomes, Multiple Styles

+LD

Aqua Salon F | Presentation | Conference Theme

Chair: Craig E. Johnson, *George Fox University*

Conscious Leadership in Governing Special Needs Education in the Western Cape, South Africa

An exploration into the conscious manner in which South African public special needs education is led (i.e., organized, governed, and funded) and the associated impacts on the learning process and teaching outcomes. The study looks into key legislative and regulatory policy issues in the Western Cape Education Department from the context of conscious educational leadership and governance.

Patrick Thando Jonas, *Public Administration, University of Fort Hare*

Teaching About Women and Leadership for Transformative Learning

Students may resist engaging with the gendered topic of women and leadership. Focusing on its implications for leadership educators, this presenter will discuss a study that examines students' expectations of and experiences with a course about women and leadership.

S. Lynn Shollen, *Leadership and American Studies, Christopher Newport University*

Multiple Meanings of Collaborative Leadership: Images from a Recent Study

+LE

Using an exploratory sequential mixed methods research design, this paper will demonstrate how leaders in the same organization who were educated and socialized in the same way endorsed the notion of collaborative leadership yet behaved in decidedly different ways.

Robert Donmoyer, *Leadership Studies, University of San Diego*

The Experiential Development of Sustainable, Responsible Leadership Practices

+BL

Sapphire 400 | Workshop | Leadership Development

This interactive workshop will be delivered as a partnership of three UK university business schools. Their practitioner focus has enabled students in management roles to embed a more sustainable, responsible leadership approach. Delegates will have opportunities to participate in reflective experiences, a stakeholder debate, visualization methods, and peer-to-peer dialogues related to the conference theme. Part of the workshop will involve a projection into 2112, an idea developed by the 50+20 initiative and the associated publication by Muff et al. (2013).

Emma L. Watton, *Management School, Lancaster University*

Steve Kempster, *Lancaster Leadership Centre, Lancaster University*

Jean-Anne Stewart, *Leadership, Organisations & Behaviour, Henley Business School*

Philippa M. Chapman, *University of Cumbria*

Meaningful Leadership: Perspectives on Service, Identity, and Authenticity

Sapphire 410A | Symposium | Conference Theme

Chair & Commentator: Shann Ferch, *Leadership Studies, Gonzaga University*

This symposium will look at the construct of meaningful leadership through four distinct lenses. Embracing the conference themes of globalization and collectivity, presenters will explore the question of meaning through the themes of identity, authenticity, narrative vision, and service, and from micro- (individual), meso- (organizational), and macro- (socio/global) perspectives.

Finding Meaning in Meaningful Work: The Lived Experience of Resilient Social Service Professionals

This study elucidates the lived experience of meaningful work for experienced and resilient social service professionals. The presentation will explore the role of meaning in overcoming burnout and compassion fatigue, and will introduce emergent themes from hermeneutic phenomenological interviews.

Nathaniel Pearson, *Leadership Studies, Gonzaga University*

Developing a Leadership Identity through Meaningful Leadership

This qualitative study explores how various experiences of ten Southeast Asian American (SEAA) leaders influenced their leadership identity and leadership development. Implications for how universities and organizations can help support the leadership development of SEAA to benefit both the individual and the organization will be discussed.

Mai-Anh Ngo, *Leadership Studies, University of San Diego*

Meaning, Peace, and Global Leadership

Using an ethnographic content analysis of the text of 17 lectures by Nobel Peace Prize laureates recognized for human rights leadership, the presentation will examine how these leaders established shared meaning through narrative leadership.

Lyna M. Matesi, *School of Business & Economics, University of Wisconsin Stevens Point*

Exploring Leader Authenticity Through Profile Propositions and Executives' Experiences

Based on data from over 3,300 leaders around the globe, the Role-Specific Evaluation of Authenticity in Leaders is an innovative framework and valid, reliable instrument. This presentation will emphasize its application in practice and will share case studies about why leaders who are generally true to themselves may not always behaviorally demonstrate authenticity.

Taylor Peyton Roberts, *Leadership Studies, San Diego State University*

Co-author: David C. Facer, *Leadership Studies, University of San Diego*

Embodied Wisdom: A Feminine Approach to Leadership

+PL

Sapphire A | Workshop | Conference Theme

Embodied Wisdom is a feminine-centered training model of leadership, empowerment, and facilitation that offers a radical new solution to the challenges of leadership today. It has been used to create nimble leaders capable of facilitating dynamic transformation through a strengths-based, emergent design approach. A series of creative, intuitive, heart-centered exercises will demonstrate the benefits of its mindful practices.

Shannon Thompson, *Shakti Rising*

Chelsea Cotton, *Transformation Through Service, Shakti Rising*

Exploring Women and Leadership

Sapphire 410B | Presentation | Leadership Development

Chair: Lilli Ann Chavez, *Leadership and Organizational Psychology, Azusa Pacific University*

First Ladies: Leading Their Way

This research looked at first ladies in the White House and their ability to influence the general population. In particular, the presenter will offer a comparison between Eleanor Roosevelt and Hillary Rodham Clinton and discuss differences in how they were received by the press, constituents, and society in general.

S. Irene Matz, *College of Communications, California State University, Fullerton*

Hierarchy of Follower Attributes and Gender Effect in a Latin-American Culture

+BL

Building on prior research, this Colombian study reveals further insights into followership attributes by evaluating gender and cultural influences and the hierarchy of followership attributes in the corporate sector. After a methodological overview, the presenter will discuss implications for leadership processes and organizational effectiveness.

Absael Antelo, *Dreeben School of Education, University of the Incarnate Word*

Co-authors: Margaret Sheridan-Pereira, *Coombe Women and Infants University Hospital; Trinity College Dublin;*
Rodrigo Zarate, *Business, Universidad EAN*

Women in Higher Education: The “Natural Choice” for Conscious Leaders of Change

+LE

Although the number of female presidents in colleges and universities has increased, many female leaders continue to be affected by traditional beliefs regarding their leadership abilities. This presentation will look at the qualities and attributes of women in higher education and the significant contributions they make as natural conscious leaders of change.

Roseann Monteleone, *Higher Education, Immaculata University*

Gloria Oikelome, *Academic Affairs, Lincoln University*

Pedagogy and Analysis of Graduate Programs in Leadership Studies

Sapphire 411 | Presentation | Leadership Education

Chair: Maureen A. Guarcello, *Leadership Studies, University of San Diego*

The Pedagogy of Socializing Students into a Discourse Community

Graduate programs must provide opportunities for students to also develop their identity as leadership scholars by developing familiarity with the literature and by purposeful engagement with leading scholars. A seminar graduate class was specifically designed to achieve these goals through participation in the ILA's conferences. Presenters will share research examining several aspects of the general experiences from the perspectives of students and faculty.

Cheryl Getz, *Leadership Studies, University of San Diego*

Kedir Assefa Tessema, *Leadership Studies, University of San Diego*

Can Leadership Be Taught? Definitely, Maybe!

+LD

This presentation will focus on how leadership can be taught and what pedagogical approaches are best suited at doing so. To answer those questions, the authors interviewed 18 alumni of graduate leadership programs now active in various industry settings. Presenters will share emergent themes including concepts and skills identified as difficult to learn.

Aditya Simha, *Management, University of Wisconsin - Whitewater*

Lazarina Topuzova, *Organizational Leadership, Gonzaga University*

A Management Practicum Course: Advancing Leader Development in Education

+LD

Yale School of Management's Leadership Development Program is significantly advancing leadership development through a unique approach to leadership education. In an ongoing cycle of gaining new knowledge, experience, and reflection, students actively and intentionally increase their capacity to lead.

Sarah Biggerstaff, *Yale School of Management*

Leadership Graduate Programs: A Comparative Analysis of Value Propositions

A cross-sectional comparative analysis of the value propositions made in all 153 existing generalist leadership studies master's degree programs was recently completed. Using discourse analysis, the presenter will examine appeals to motivations in programs' descriptions from university websites.

Elizabeth Stork, *Organizational Leadership, Robert Morris University*

The Role of Applied Theory for Women and Leadership Research and Practice

+LD

Sapphire E | Panel Discussion | Leadership Scholarship

Chair & Commentator: Ann M. Berghout Austin, *Center for Women and Gender, Utah State University*

This session will offer attendees a rare opportunity to hear how applied theories are developed, evaluated, and used to understand and advance women in leadership. Panelists will describe their research, share how theory contributed to their work, and offer new theories developed from the research.

Advancing Theories of Women and Leadership

The presenter will provide a general foundation for understanding how theories are developed and used, make the case for gender-specific theory development, and introduce the idea of 'calling' for women and leadership theory.

Susan R. Madsen, *Woodbury School of Business, Utah Valley University*

Identity Theory and Women Leaders: Questioning Gender Neutrality

This paper builds on the call for gender-specific theory development and offers an in-depth critique of recognized identity theories. In addition, this presentation will examine how theories are used to justify decisions and how these decisions can reflect the existing imbalances in power and authority within societies.

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

Women's Leadership Development: The Role of Relational Responsibility in an Emerging Theory

Focused on the concept of identity and how it relates to women's aspirations relative to leadership, this paper will present a theory for women's leadership development with particular emphasis on motivators for women to advance into senior-level leadership.

Karen A. Longman, *Doctoral Programs in Higher Education, Azusa Pacific University*

Julie Cowen, *Provost's Office, Vanguard University*

Co-authors: Debbie Lamm Bray, *Northwest University*; Sandy Hough, *Azusa Pacific University*

Women and Negotiation: Bridging Theory and Practice

This presentation will build on the themes of motivation and self-concept, as well as gender role congeniality, by examining why women frequently do not negotiate and how different approaches to negotiation can help foster more successful outcomes such as equal opportunities and commensurate pay.

Jennie Giron, *Claremont Graduate University*

Michelle Bligh, *Division of Behavioral and Organizational Sciences, Claremont Graduate University*

Spirituality and Conscious Leadership in Multiple Contexts

+PL

Sapphire I | Symposium | Conference Theme

Chair: Yulia Tolstikov-Mast, *Global Leadership, Indiana Institute of Technology*

Commentator: Almarie E. Munley, *Hampton University*

Linked by their engagement in leadership scholarship, the presenters lead in diverse contexts (higher education, churches, and K-12 schools) and use different methodological approaches (quantitative survey design, hermeneutic phenomenology, and collaborative autoethnography) in their explorations of the role spirituality in leadership.

An Investigation of Spiritual Leadership in Churches

This presentation will investigate the relationship between organizational spirituality and church growth for one Christian denomination in the USA. The study applied organizational spirituality to the context of church leadership, and the pastor's conscious spiritual leadership practices to church growth.

Jessica Neely, *Eastern University*

Developing Resiliency as a Conscious Leader: The Essential Role of Spirituality as a Protective Factor

This hermeneutic phenomenological study explored the role of personal resiliency in leadership. The presenter developed and will share a model of resiliency development that includes an advanced set of protective factors essential to leaders' resiliency including: spirituality, personal growth, and the leadership imperative.

Danielle Dillman, *Organizational Leadership, Eastern University*

The Spiritual Strivings of Black Women in the Academy: Unpacking Our Collective Realities

This research gives voice to the lived experiences of black women faculty leaders. Employing an intersectional approach, the presenters will interrogate their experiences with micro-aggressions at the nexus of their identities, and discuss the role of spirituality in their collective identity and solidarity.

Kathy-Ann C. Hernandez, *Loeb School of Education, Eastern University*

Faith W. Ngunjiri, *Offutt School of Business, Concordia College*

Chanda D. Elbert, *Agricultural Leadership, Education, and Communications, Texas A&M University*

Followership: A Moderated Dialogue with Three Leading Authors

Sapphire M | **Panel Discussion** | **Conference Theme**

Chair: Rob Koonce, *Creighton University*

The names of these presenters are synonymous with a movement that continues to redefine leadership. An exciting follow-up to Thursday's International Followership Symposium, this panel will continue to explore the latest on followership through a moderated dialogue with three thought-leaders who helped to define the field.

Barbara Kellerman, *Center for Public Leadership, Harvard University*

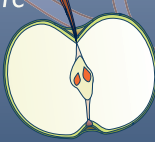
Robert E. Kelley, *Tepper School of Business, Carnegie Mellon University*

Ira Chaleff, *Executive Coaching & Consulting Associates*



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The Kenneth E. Clark Student Research Award

2014 Winner
Emily Grijalva

*Assistant Professor, Organization & Human Resources,
University at Buffalo, The State University of New York*



Jennifer Martineau, Center for Creative Leadership, will deliver the Award at Thursday's plenary session. Grijalva will present her paper – "Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships" – Friday, Oct. 31, at 13:30 in Sapphire 411.

Emily Grijalva is a recent graduate of the Industrial and Organizational Psychology program at the University of Illinois at Urbana-Champaign, and she is currently an assistant professor in the Organization and Human Resources Department at the University at Buffalo, The State University of New York.

ABSTRACT

Past empirical studies relating Narcissism to leadership have offered mixed results. The present study integrates prior research findings via meta-analysis to make four contributions to theory on Narcissism and leadership, by: (a) distinguishing between leadership emergence and leadership effectiveness, to reveal that Narcissism displays a positive relationship with leadership emergence, but no relationship with leadership effectiveness, (b) showing Narcissism's positive effect on leadership emergence can be explained by leader Extraversion, (c) demonstrating that whereas observer-reported leadership effectiveness ratings (e.g., supervisor-report, subordinate-report, and peer-report) are not related to Narcissism, self-reported leadership effectiveness ratings are positively related to Narcissism, and (d) illustrating that the nil linear relationship between Narcissism and leadership effectiveness masks an underlying curvilinear trend, advancing the idea that there exists an optimal, midrange level of leader Narcissism.



The ILA is pleased to partner with the Center for Creative Leadership (CCL) on the Kenneth E. Clark Student Research Award. CCL is a top-ranked, global provider of executive education. Founded in 1970 as a nonprofit, CCL helps clients around the world to cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries. The award is named in honor of the distinguished scholar and former Chief Executive Officer of CCL and recognizes unpublished student papers on leadership or leadership development.

The Call for Submissions for the 2015 Kenneth E. Clark Award will be available online in early 2015. Please visit www.ila-net.org/awards for more information.

FRIDAY

OCTOBER 31 | 13:30–14:30

CONCURRENT SESSION

3

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

CS3 FRI 13:30–14:30

Creative Thinking Strategies to Help You Envision a Better Future

+LE

Aqua 300 | Workshop | Leadership Development

Though infrequently addressed in the leadership literature, leaders can borrow strategies, theoretical approaches, and mental models from creativity and innovation literature to help them generate, articulate, and implement visions of the future. Attendees will learn current creative thinking strategies and how to apply them to the vision development process in this highly interactive, hands-on workshop.

Stacy E. Hoehl, *Communication, Wisconsin Lutheran College*

Teaching and Developing Leadership Through Real-World Problems and Controversy

Aqua 310A | Presentation | Leadership Education

Chair: Barry L. Boyd, *Agricultural Leadership, Education, & Communications, Texas A&M University*

Leadership Development Through Problem Based Field Experience Learning

+BL

This presentation will share data across multiple semesters from a leadership field experience course that uses Problem Based Learning to engage students in developing operational plans for solving loosely defined problems presented to them by local social enterprise companies. Problem samples, plans, company working relationships, and development of team-based leadership will be discussed.

Ronald Frazzini, *Leadership Minor, University of Minnesota*

Spirituality and Controversial Topics in Leadership Courses: Decision Framework

+LD

Controversial topics present a unique opportunity for students to learn to engage in dialogue with people who hold different perspectives – a skill essential to leadership. This presentation will share a research-based framework exploring the pedagogical choices instructors encounter when presenting controversial topics, relating it to other pedagogical models.

Stuart Allen, *Organizational Leadership, Robert Morris University*

Co-author: Peter E. Williams, *Graduate School, Northcentral University*

Infusing Social Justice Themes in College Student Leadership Programs

+LD

Are issues of diversity and multiculturalism only discussed in your college student leadership series during that “one special diversity session”? Participants will be encouraged to reflect on their programs and learn ways to provide opportunities for students to have healthy conversations on issues of citizenship, inclusion, and service.

Vernon A. Wall, *LeaderShape, Inc.*

Cross-Cultural Perspectives on Leadership in China and the U.S.

Aqua 310B | Presentation | Public Leadership

Chair: Carol L. Woltring, *Health Leadership, Policy, and Systems Group*

Comparison of Leadership Development Between American and Chinese Local Leaders

+LD

This presentation will explore patterns in achieving leadership roles in China and the U.S. by comparing the demographic characteristics, educational levels, and career paths of 90 governors and 94 provincial party secretaries in China and 100 governors in the U.S. from 2002 to 2013.

Tian Wu, *School Of Public Policy and Management, Tsinghua University*

Co-author: Yongda Yu, *School of Public Policy and Management, Tsinghua University*

The Responsible Breakthrough of China-U.S. Leadership Communication

+LD

As two of the largest world economies, China and the United States have significant impacts on global development. This presentation will highlight seven challenges to positive bi-lateral relations and discuss opportunities to cultivate successful leadership communication toward working on critical global problems and a global governance deficit.

Michael Shiquan Wang, *Center of Leadership and Communication, China Executive Leadership Academy Pudong*

Co-authors: Michael Z. Hackman, *Communication, University of Colorado-Colorado Springs*; Xuezhu Bai, *Department of Academics, China Executive Leadership Academy Pudong*

Abusive Leaders: Can Experiential Ethics Training Help?

Aqua 311A | Presentation | Business Leadership

Chair: Wesley D. Balda, *Robert P. Stiller School of Business, Champlain College*

What are the evidence-based antecedents of the toxic leader? How can organizations predict and then circumvent their emergence? This session will first define the toxic leader and then present a unique training intervention designed to encourage the development of ethical leadership.

Writing the Portrait of the Abusive Leader

+LD

This presentation will share the results and implications of a quantitative study that identifies abusive leader characteristics – who the toxic leader is, how this person leads (style), and what the abusive leader believes. Regression analysis demonstrates it is possible to predict the abusive leader ($R = 0.85$; significance $\leq .01$).

Thomas N. Meriwether, *Psychology, Virginia Military Institute*

From Everest to the Boardroom: A High Altitude Approach to Ethics Training

+LE

This presentation will share the experiential ethics training, “Murder in the Mountains,” based on a case study of the fatal shooting of a Tibetan nun in 2006. The training, which is currently being piloted, was developed in a collaboration bridging the worlds of high altitude mountaineering, academia, and the corporate sector.

Kristi Kremers, *University of Minnesota*

New Perspectives on Public Leadership: Values, Motivation, and Development

Aqua 311B | Presentation | Public Leadership

Chair: Craig E. Johnson, *George Fox University*

Leading in the Public Interest: An Impossible Ideal?

This presentation will explore challenges in leading for the public good rather than for personal gain, and will prompt reflection on the realistic nature of this aim.

Stephen Brookes, *Manchester Business School, University of Manchester*

Effects of LMX and PSM on Job Satisfaction and Organizational Commitment

Recent reports indicate drastic declines in job satisfaction and organizational commitment in the public workforce. The presenter will share the results of a study that examined whether the quality of leader-member exchange relationships influenced public service motivation in determining the levels of job satisfaction and organizational commitment in a public workforce sample.

Wesley Alford, *PhD in Leadership Program, University of Central Arkansas*

Cultivating Leader Identity: The Alpha and Omega of Leader Development**+LD**

Cultivation of new leaders within a community is vital for sustainability. This presentation will explore the leader development model continuum and its intersections with community engagement in rural Arkansas. The presenters will utilize an action research approach that aims to synergize the intentional efforts of researchers and participants toward mindful community development.

Courtney Mullen, PhD in Leadership Program, University of Central Arkansas

Emily Lane, PhD in Leadership Program, University of Central Arkansas

Co-authors: Timothy S. Bullington, PhD in Leadership Program, University of Central Arkansas; **Rhonda McClellan**, PhD in Leadership Program, University of Central Arkansas

Leader Self-Development**+LD**

Aqua 313 | Refereed Symposium | Leadership Scholarship

Chair & Commentator: William Gardner, Institute for Leadership Research, Texas Tech University

Reframing Leader Development as Leader Self-Development

This paper reconsiders leader self-development in light of psychological approaches to metacognition and self-determination theory. The author will share conclusions, including that all successful leader development actually fulfills the criteria for leader self-development.

Dayna Walker, Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University

Self-Leadership and the Changing Nature of Work

Independent workers, a quickly growing category in the workforce, must act as their own leaders. This paper proposes self-leadership as an important moderating variable that allows independent workers to find satisfaction in their work despite the lack of day-to-day feedback when extending the Job Characteristics Model to this new population of worker.

Sam Spurlin, Positive Organizational Psychology, Claremont Graduate University

Mobile-Based Experience Sampling as Leader Self-Development Tool: Enhancing Self-Leadership and Self-Awareness

This paper introduces and evaluates the efficacy of using a smartphone-based reflexivity intervention as a leader self-development tool to enhance self-leadership and self-awareness.

Jeff Fajans, Claremont Graduate University

Challenges and Successes Working Across Sectors and Borders**+PL**

Aqua Salon A | Presentation | Leadership Development

Chair: Deborah Meehan, Leadership Learning Community

Developing Women's Leadership from the Ground Up: Experiences in Ghana

The Ghana Wins Program is a leadership initiative implemented through a U.S. university and created with the support of foundation sponsorship and in-country collaborators to develop and promote leadership skills for Ghanaian women in the key sectors of civil society organizations, healthcare, and education. Presenters will discuss the program's development, unique action learning components, and lessons learned working across borders.

Amparo Hofmann-Pinilla, Research Center for Leadership in Action, Wagner, New York University

Kristie Patten Koenig, Occupational Therapy, New York University

Co-authors: Alicia Cebada Romero, Universidad Carlos III of Madrid; **Mattia J. Gilmartin**, Center for Continuing Nursing Affiliation, New York University

Afghanistan Education Renewal: Challenges and Leadership in Teacher Education

Afghans, along with international groups, addressed the 2002 post-conflict education crisis in Afghanistan by initiating teacher education efforts to meet the needs of millions of school children. This discussion will center on leadership convergence and divergence in this challenging task.

Susan Wardak, Teacher Education General Directorate, Ministry of Education of Afghanistan

Edna Mitchell, Women's Leadership Institute/Department of Education, Mills College

Conscious Leadership: A Pathway to Transformation in Conflict-Affected Regions

Aqua 314 | Workshop | Leadership Development

A contributing factor to foreign policy failures in conflict-affected regions has been the attempt to apply – in a form of unconscious leadership – Western approaches and solutions to complex problems. In contrast, conscious leadership invites leaders to expand their awareness which can lead to breakthrough results and sustainable transformation. This interactive workshop will share effective conscious leadership methods implemented over a five-year period with more than 4,500 leaders in Afghanistan and more recently in Libya, Turkey, and Egypt. The workshop will include structured dialogue combined with a suite of transformative exercises.

Linda Pallone, *Consider the Cause*

Susan Ryan, *Amoveo*

Inclusive Leadership in Business Settings

Cobalt 520 | Presentation | Business Leadership

Chair: DeRetta Cole, *Human Resources, First Data*

Healing the Divides: Business Networks Transforming Negative Ethnicity in Kenya

+PL

As a nation of 42 distinct people groups, ethnic bias and tensions are ongoing concerns within Kenya. This presentation will share a study examining intentional approaches to transforming negative ethnicity in society by two major business networks in Nairobi, through youth empowerment, advocacy, public policy proposals, and innovative business ventures.

Marta D. Bennett, *Leadership Studies, International Leadership University, Nairobi*

Women's Applied Strategies to Attain Management Positions

+LD

This presentation will share the results of a phenomenological study that explored strategies women incorporated to attain successfully senior management positions in business organizations. Twenty female senior managers in Fortune 500 companies in the Midwest United States related their lived experiences through face-to-face interviews, resulting in five themes.

Candice A. Osterfeld Ottobre, *Summit College, University of Akron*

A Conversation with ILA Leadership Legacy Honoree Meg Wheatley

Aqua Salon C | Conference Theme

Since her book *Leadership and the New Sciences* was published, Margaret Wheatley has been provoking new thought in the field of leadership. This conversation will reflect on concepts central to the honoree's scholarship, her 40 year consulting practice, and the personal side of her story. How did Meg come to focus on the topics she studied? What are the key experiences that have shaped her work? What has she learned over her distinguished career? What is she thinking about now?

Meg Wheatley, *Berkana Institute*

Kathy Allen, *Allen and Associates*

Youth At-Risk: Leadership Intervention and Resilience in the Transitional Space

Aqua Salon D | Panel Discussion | Youth Leadership

Chair: H. Eric Schockman, *Center for Leadership, Woodbury University*

This panel will explore a leadership intervention model designed to increase the resilience of at-risk youth in an urban juvenile detention system. Particular attention will be given to the transition from incarceration to home communities. Theory on the decision-making capacity of youth offenders as a factor in recidivism will be explored.

Mariko Peshon, *Leadership Studies, University of San Diego*

Zachary Gabriel Green, *Leadership Studies, University of San Diego*

Carlos Nelson, *Group Relations International*

An Historical Look and a New Consideration

Aqua Salon F | Presentation | Leadership Development

Chair: Eric Guthey, *Department of Intercultural Communication and Management, Copenhagen Business School*

A Comparative Historical Analysis of the Perplexing Construct of Leadership

The leadership construct has been rethought, reformulated, and renamed more than any other construct in the organizational sciences. Why has there been so much variation in its meaning? Using comparative historical methods such as causal narrative, pattern matching, and process tracing, this presentation will offer insights into the perplexing field of leadership.

David B. Szabla, *Human and Organizational Learning, The George Washington University*

Exploring the Relationship Between Transformational Leadership and Narcissistic Leadership: Advancing a New Conceptual Paradigm

This presentation will consider the parallel and discrete research streams of transformational leadership and narcissistic leadership and argue that they have commonalities that have been under-recognized and rarely acknowledged. In doing so, a new model will be proposed that incorporates productive narcissistic leadership into the broader conceptual framework of transformational leadership.

Martin G Fitzgerald, *Newcastle Business School, University of Newcastle*

James B. Hunt, *Newcastle Business School, University of Newcastle*

Building New Leadership in African American and South African Communities

+YL

Sapphire 400 | Panel Discussion | Public Leadership

Chair: Barbara C. Crosby, *Humphrey School of Public Affairs, University of Minnesota*

Commentator: Janet E. Rechtman, *JW Fanning Institute for Leadership Development, University of Georgia*

In a facilitated dialog, panelists will discuss how a new generation of leaders is developing an agenda for change that builds on the successes of civil rights and anti-apartheid leadership. Questions for consideration during the discussion include: How do narratives that inspired and mobilized the civil rights and anti-apartheid movements remain relevant for young leaders? How are today's leaders weaving new themes with older themes of struggle in order to create new stories for their communities and build coalitions that cross ethnic/racial, professional, and sector divides? Audience members will be invited to offer insights and raise questions that can prompt further reflections.

Gary Cunningham, *Metropolitan Economic Development Association; African American Leadership Forum*

David Anderson Hooker, *JW Fanning Institute for Leadership Development, University of Georgia*

Lize A.E. Booyesen, *Leadership and Change, Antioch University*

Collective Leadership Dynamics: Creating Success in Groups

Sapphire 410A | Presentation | Public Leadership

Chair: Robert M. McManus, *McDonough Leadership Center for Leadership and Business, Marietta College*

Complex global challenges require complex solutions involving multiple perspectives, disciplines, skills, and collaboration in order to achieve success. Yet, collective effort is challenging and complex in and of itself. Presenters in this session will delve into the leadership dynamics needed for successful group results.

Does Your Group Need to Be Cohesive to Be Productive?

Through the lens of eco-leadership—a discourse defined by collective decision making, shared leadership, and grassroots organization—this presentation, based on both quantitative and qualitative data from an applied research study, will explore leadership factors critical to success for community groups attempting to solve complex problems.

Eric K. Kaufman, *Honors Residential College, Virginia Tech*

Co-authors: D. Adam Cletzer, *Virginia Tech*; Rachael Kennedy, *Virginia Tech*

Working Together: Implications for Team Leadership in Schools

This study of 70 senior leadership teams in Catholic schools in Australia explored relationships between team contingencies and team leadership. The presenter will share findings, including that team task interdependence significantly predicted the importance of team leadership functions in senior leadership teams.

Kerry J. Barnett, *Education, University of New South Wales*

Co-author: John M. McCormick, *Education, University of Wollongong*

The Shifting Focus of the Leader: Emerging Guides to Development

Sapphire 410B | Refereed Symposium | Leadership Scholarship

Chair& Commentator: *Dorothy Agger-Gupta, Fielding Graduate University*

As leadership scholarship has continued to shift away from strategies of transaction and control, these three presenters will discuss innovative perspectives in the examination of the leadership relationship.

Absence Makes the Errors Go Longer: How Leaders Inhibit Learning from Mistakes

+LD

Learning from mistakes is important in today's rapidly changing environment, and leaders are often in a position to exert significant influence on employees' learning behaviors. This presentation will share the results of research investigating the relationship between employee perceptions of leadership style, mindset, and error learning.

Michelle Bligh, *Division of Behavioral and Organizational Sciences, Claremont Graduate University*

Co-authors: **Jeffrey Kohles**, *California State University San Marcos*; **Qing Yan**, *Claremont Graduate University*

Discursive Shifts and Human Capital Leadership

+BL

The conceptual and pragmatic pivot from scientific management towards human relations has sweeping implications for the study of leadership. Focusing on 360-degree feedback, this presentation will offer a conceptual and applied matrix for leaders to utilize in a human capital system.

Ralph A. Gigliotti, *Office of Student Development, Villanova University; Department of Communication, Rutgers University*

BeWeDō: A New Way of Co-Creating Possibilities to Guide Leadership Development

+LD

Utilizing a combination of autoethnography and visual ethnography, this presentation will synthesize four concepts capturing the relational essence of Aikidō's process of keiko. BeWeDō is a new way of co-creating possibilities to guide leadership development and design leadership within collective creativity.

Mark John Bradford, *School of Design, Massey University College of Creative Arts*

Co-authors: **Sarah Leberman**, *Management, Massey University*; **Julieanna Preston**, *School of Design, Massey University College of Creative Arts*; **Max Schleser**, *School of Design, Massey University College of Creative Arts*

Conscious Leadership, Religion, and Spirituality: Review and Critique

+PL

Sapphire A | Panel Discussion | Leadership Scholarship

Chair: **Bernice Ledbetter**, *Gaziadio School of Business and Management, Pepperdine University*

Conscious leadership can involve spiritual practice, thus it is important to understand the role of religion and spirituality in leadership. This panel will bring together two scholars who have studied and written on leadership theory – including religious and spiritual leadership – with the aim of providing a comprehensive and balanced assessment and critique of the intersection of religion, spirituality, and leadership.

David C. Greenhalgh, *Office of Interdisciplinary Studies, Eastern University*

Brad G. Jackson, *School of Government, Victoria University of Wellington*

Great Ideas Share and Teach Forum

+LD

Sapphire E | Workshop | Leadership Education

Share a great idea, and leave with many more! This highly interactive workshop is for those interested in expanding their teaching practices and pedagogical toolboxes. Organized each year by the ILA's Leadership Education Member Interest Group, this session is designed so participants can give, receive, discuss, and see in action great ideas for teaching leadership.

Paige Haber-Curran, *Counseling, Leadership, Adult Education & School Psychology, Texas State University*

Anthony Middlebrooks, *School of Public Policy and Administration, University of Delaware*

The Self Intelligent Leader

Aqua Salon E | Workshop | Leadership Development

Self intelligence is made up of two parts, self-awareness and self-management. While the importance of knowing thyself is ages old, it is one of the hardest components of leadership to teach. Drawing from the JOLT Challenge, and based on the latest information from the field of neuroscience and the world of improvisation, this experiential workshop will bridge the knowing/doing gap by providing participants the knowledge, tools, and experience to increase self intelligence. During the session flow, participants will engage in exercises, debriefs, and discussions.

Wade Jackson, *Mind Warriors*

Engaging Men with Undergraduate and Graduate Leadership Programs

+LD

Sapphire I | Panel Discussion | Leadership Education

Chair: June Nobbe, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*

Many leadership programs are experiencing a gap in male participation, with females significantly outnumbering males. How do educators engage males in leadership programs, study abroad experiences, and other cross-cultural opportunities? This panel will look at data from three different programs and contexts, and explore the relationship of the information to larger systemic issues facing male education.

Linnette Werner, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*

Josh Armstrong, *Comprehensive Leadership Program, Gonzaga University*

Shann Ferch, *Doctoral Program in Leadership Studies, Gonzaga University*

Marcus Carrigan, *Leadership Minor, University of Minnesota*

Hard Times: Leadership and Followership in 21st Century America

Sapphire M | Presentation | Public Leadership

Work that focuses only on leadership and, or, followership ignores an essential element: context. The author will share insights from her new book – *Hard Times: Leadership in America* – which explores the terrain that leaders must navigate in order to create change. *Hard Times* is divided into 24 brief sections, each one of which covers a component of the American leadership landscape. The presenter will delve into several of these and conclude by highlighting the leadership system. This systemic approach, which consists of three independent and also dependent parts – leaders, followers, and context – is, she argues, the most coherent, complete, and contemporaneous way of looking at leadership in all its permutations.

Barbara Kellerman, *Center for Public Leadership, Harvard University*

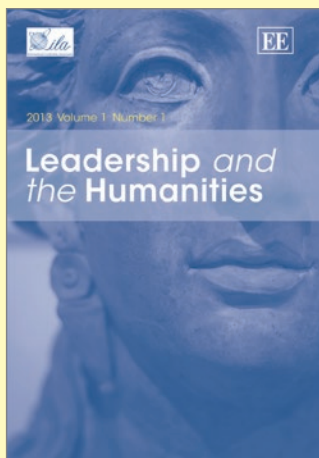
Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships (Clark Award Winner)

Sapphire 411 | Presentation | Leadership Scholarship

Moderator: Jennifer Martineau, *Center for Creative Leadership*

Past empirical studies relating Narcissism to leadership have offered mixed results. The present study integrates prior research findings via meta-analysis to make four contributions to theory on Narcissism and leadership: (a) Narcissism displays a positive relationship with leadership emergence, but no relationship with leadership effectiveness; (b) Narcissism's positive effect on leadership emergence can be explained by leader Extraversion; (c) although observer-reported leadership effectiveness ratings are not related to Narcissism, self-reported leadership effectiveness ratings are positively related; and (d) the nonlinear relationship between Narcissism and leadership effectiveness masks an underlying curvilinear trend, advancing the idea that there exists an optimal, midrange level of leader Narcissism.

Emily Grijalva, *Organization and Human Resources, University at Buffalo, State University of New York*



Leadership and the Humanities

Editor in Chief

Antonio Marturano, Head, Leadership Department,
Swiss School of Management, Italy

Co-Editors

Michael Harvey, Washington College, US

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Nicholas O. Warner

Laughing at leaders (American politicians especially)

Thomas E. Cronin

Leadership lessons from Levinas: revisiting responsible leadership

Jen Jones

Sayyid Qutb's political and religious thought: the transformation of jahiliyyah and the implications for Egyptian democracy

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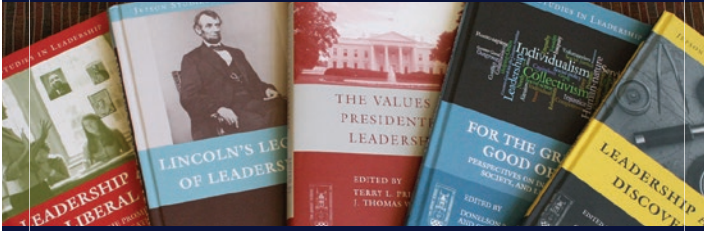
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FRIDAY

OCTOBER 31 | 14:45–15:45

CONCURRENT SESSION

4

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

CS4 FRI 14:45–15:45

Unlocking the Matrix: Making Global Teams Work

Aqua 300 | Workshop | Leadership Development

Organizations often struggle with teamwork in matrix management where employees collaborate across geographies, functions, and product groups. Challenges include dispersed team members, reliance on virtual communication, and large numbers of stakeholders with diverse interests. Based on research from over 2,000 teams, this presenter will offer solutions to unlocking the matrix and enabling optimal team performance.

Ernest Gundling, *Aperian Global*

Elders and Mentors: Ancient Approaches – Contemporary Solutions

+LD

Aqua 310A | Symposium | Public Leadership

Chair: April L. Lopez, *School of Business & Leadership, Regent University*

Commentator: Sari Häkkinen, *University of Eastern Finland*

Using three research approaches, this symposium will examine elders and mentors in ancient and indigenous communities – ancient approaches to leadership and leader development that have been all but lost.

Apprentices or Pupils? An Analysis of Teaching

This research used quantitative and qualitative methods to determine whether early Christian follower development emphasized apprentice-based or pupil-based teaching. The results were then applied to contemporary followership and leadership development indicating lessons to be learned from the shift in the meaning of teaching over the past century.

Russell L. Huizing, *Ministry and Leadership, Toccoa Falls College*

Developing Indigenous Leaders with a New Social Identity

This study examined the Apostle Paul's approach to developing indigenous leaders while facing conflicting cultural definitions of leadership by studying his correspondence to the early Corinthian Christian community struggling with its social identity in a Roman colony. The presenter will offer insights and applications for contemporary inter-cultural leadership development.

MaryJo Burchard, *School of Business & Leadership, Regent University*

Elders and Political Power in Ancient and Contemporary Cultures

Challenging the use of external pressures that fail to halt despotic behavior, this research compared elder leadership in three settings: ancient Greek, ancient Hebrew, and contemporary Gisu cultures. The presenter will discuss applications to contemporary political leadership in both developed and developing countries and relevant questions for future qualitative and quantitative investigations.

Phillip A. Shero, *Embedded Leadership*

Virtual Technology and Effective Leadership

Aqua 311A | Presentation | Leadership Education

Chair: Julia Acosta, *Wright State University*

Using Technology and Creating Pathways to Success in Higher Education

Higher education leaders face ongoing challenges and decisions around increased course demands and shrinking budgets. This presentation will examine a case study of a class that has employed blended instruction pedagogy since 2006, focusing on outcomes such as: maintaining costs, increasing capacity, and measuring real-time student course performance.

Maureen Guarcello, *Leadership Studies, University of San Diego*

Virtual Meetings for Sustainable and Effective Leadership

+LD

What happens when technology changes the way meetings happen? Based on case studies and interviews with five organizations, this paper examines leadership behavior that can contribute to a sustainable world, namely virtual communication. The presenter will show how technology can change the way leaders and organizations cooperate and communicate.

Lena Lid-Falkman, *Management and Organization, Stockholm School of Economics*

Narrative Approaches to Leadership Education and Development

Aqua 311B | Presentation | Leadership Education

Chair: Lynne E. Devnew, *Center for Leadership Studies and Educational Research, University of Phoenix*

Building Self-Awareness and Hardiness Through Self-Narration

+LD

The poet Maya Angelou once said, "There is no agony like bearing an untold story inside of you." What happens when that untold story is the story about ourselves? Revisiting his TEDx Talk, the presenter will discuss how he uses his passion for music production and leadership to stress the importance of telling one's own story.

Jaron L. Jones, *Leadership Development, University of Florida*

The Art of Teaching Leadership Communication: Lessons from the Theater

+LD

Some leaders are skilled at capitalizing on language, modulating their voices, and using their bodies to communicate leadership, but many are not. This presentation will shed light on how to use acting techniques including scenes, speeches, and poems, together with rhetorical elements such as ethos, pathos, and logos in teaching and developing leadership communication skills.

Marco Aponte Moreno, *Management Science and Innovation, University College London*

Exploring the Journeys of Leadership Educators Through Case Stories

+LD

Coming to the profession with varied backgrounds, philosophies, and approaches, every leadership educator has a personal storyline further enhanced by their breakthroughs and challenges teaching leadership. Presenters will describe how educators can use narrative storytelling for reflection and meaning-making, professional development (of themselves and their peers), and classroom effectiveness.

Kerry L. Priest, *School of Leadership Studies, Kansas State University*

Corey Seemiller, *OrgSync*

Designing Culturally Relevant Leader Development Curricula

+LD

Aqua 314 | Workshop | Leadership Education

From economic and racial inequality to political gridlock and social unrest around the world, a broader more inclusive framing and teaching of leadership is certainly needed. This workshop will create a hands-on opportunity to explore the intersection of leadership development and diversity. Participants will critically examine current trends in leadership education for cultural messages and lessons while creating new curricula based on their specific program or course context.

Laura Osteen, *Center for Leadership & Social Change, Florida State University*

Kathy Guthrie, *Center for Leadership & Social Change, Florida State University*

Early Childhood Education, STEM, and Leadership Development

Aqua 313 | Presentation | Youth Leadership

Chair: Brian Beal, *Simcoe Muskoka Catholic District School Board*

Communication Technology in Youth Leadership Programs: An Implicit Curriculum

A unique partnership between schools, business, and a university, the United Future Leaders program was established to cultivate skills and qualities of civility, ethics, and leadership of students as they transition between elementary and middle school. This presentation will focus on how communication and information technologies directly and indirectly influence the program's delivery, management, outcomes.

Erin Kostina-Ritchey, *Center for Adolescent Resiliency, Texas Tech University*

Kayla Thomas, *Center for Adolescent Resiliency, Texas Tech University*

Co-authors: Sara L. Dodd, *Texas Tech University*; Holly F. Reece, *Texas Tech University*

Filling the Pipeline: A Look at STEM Leadership in Early Childhood Education

This paper highlights research supporting the idea that leadership can and should be identified and developed in early childhood. The presentation will examine models focused on the development of science, technology, engineering, and math (STEM) proficiencies and leadership.

Maquisha Mullins, *Leadership Studies, North Carolina A&T State University*

The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs

+BL

Aqua Salon A | Workshop | Leadership Development

Effective leaders know how to use uncomfortable conversations to spark amazing change with positive lasting results. The session will start with a brief look at what happens in the brain to formulate meaning and what it takes to break through these frames to help people see things differently. The skills taught will help participants become comfortable with disruption and tension in a conversation by creating a Discomfort Zone where new ideas can be birthed. The facilitator will also share how these advanced coaching skills are taught in leadership development programs for global companies.

Marcia Reynolds, *Covisioning LLC*

Developing Conscious Leadership: Responding to Evolving Global Realities

+LE

Cobalt 520 | Symposium | Conference Theme

Chair: Afsaneh Nahavandi, *Leadership Studies, University of San Diego*

Transformative Expression as an Outcome of Leadership Development

As the global business environment evolves to require different – conscious – leadership, educational programs can incorporate intentional transformative experiences to enable leaders to develop conscious capacity. Highlighting research involving graduates of three universities' executive-focused master's in business studies programs, this presentation will describe a new lens for framing leadership development.

Kathryn Bingham, *Leadership Studies, University of San Diego; LEADistics*

Conscious Leadership in Sustainable Development and Organizational Performance

Presenters will share detailed ideas for a graduate-level concentration focused on – and called – Leadership for Sustainable Development & Organizational Performance, which is being designed to build on the intersection of three major topics: systems and strategic thinking, economic systems, and leadership development for sustainability.

William C. Schulz, *Walden University*

Leading Through Crisis: Seven Collective Experiences of the 2008 Recession

How did leaders internalize and consciously analyze the recession and what leadership characteristics and behaviors helped sustain leaders during the crises? Findings of a recent study that sought to understand successful organizational leadership during the Great Recession of 2008 will be explored.

Steven Walker, *Leadership Studies, Gonzaga University*

Sustainable Innovation: Conscious Leadership in Times of Uncertainty

Socio-technical systems provide the framework for enabling innovation through collaboration in times of uncertainty (Trist, 1981). An integral and multidimensional, action-science framework for innovation, knowledge creation, and distributed intelligence will be proposed to contribute to the understanding of how leaders and managers engage, encourage, and inspire stakeholders to co-create and share knowledge.

John W. Aldridge, *Business and Technology, Colorado Christian University*

Emerging Doctoral Pedagogies in Technology-Mediated Leadership Programs

+LD

Aqua Salon C | Panel Discussion | Leadership Education

Chair: Stuart Allen, *Organizational Leadership, Robert Morris University*

Commentator: L. Hyatt, *Organizational Leadership, University of La Verne*

Many doctoral leadership programs are partly delivered through technology-mediated communication and learning systems, but how successfully have doctoral teaching and learning practices been adapted for this type of delivery? With unique insights into doctoral leadership education and vast experiences with technology-mediated learning pedagogies, the panelists will share challenges, solutions, and quandaries discovered over the years.

Karen A. Longman, *Doctoral Programs in Higher Education, Azusa Pacific University*

Joanne Barnes, *Graduate Studies in Leadership, Indiana Wesleyan University*

Using Strengths in Leadership Development for College Students

+LD

Aqua Salon D | Workshop | Leadership Education

Efficacious leaders who possess strengths awareness are better positioned to facilitate successful teams. The purpose of this workshop is to present practical strategies to utilize strengths-based approaches in curricular and co-curricular contexts to support college students' leadership development and teamwork. Participants will likely develop a deeper awareness and appreciation of their own strengths as well!

Krista M. Soria, *Office of Institutional Research, University of Minnesota*

Leonard Donovan Taylor, *Leadership Minor, University of Minnesota*

Alex Reinhard, *University of Minnesota*

Leadership Theory & Pedagogy: Mapping Developmental Readiness

+LD

Aqua Salon E | Workshop | Leadership Education

The concepts associated with developmental readiness provide greater insight and detail about how best to design, target, and deliver leadership interventions with the potential to maximize participant learning. This workshop will engage participants in mapping exercises designed to align leadership theories and pedagogies with varying levels of cognition. Attendees will learn how specific theories and pedagogies can be targeted based on readiness and how to stimulate sufficient disequilibrium to encourage growth.

John P. Dugan, *School of Education, Loyola University Chicago*

Julie E. Owen, *New Century College, George Mason University*

Mark Anthony Torrez, *Loyola University Chicago*

Media Images of Leaders and of Leadership

+BL

Aqua Salon F | Symposium | Conference Theme

Chair: Elizabeth Stork, *Organizational Leadership, Robert Morris University*

The media show how leaders appear and behave. This session will examine – taking four research-on-media viewpoints – how leaders and leadership are portrayed in images, tweets, and movies and will shed light on the emergence, self-portrayal, and projection of leadership.

Leadership and the Zombie Apocalypse: Images of Leaders in *The Walking Dead*

The study of fictional television narratives can illuminate the obstacles and challenges leaders face. This case study presentation will examine images of leaders in the television series *The Walking Dead* in terms of emergent leadership, leading in times of crisis, follower conferral of leadership and expectations, and restorative leadership among other themes.

Kimberly Yost, *Lourdes University*

The Global Exhibition of Leadership Self-Images in 140 Characters or Less

Social media allows leaders to create, share, and exchange information in a massive, virtual community. This study, a qualitative exploration of tweets, retweets, and favorites from targeted entrepreneurs, was designed to decipher self-generated images of leadership with a particular focus on ethics. The result is a collective analysis of self-portrayal the researcher affectionately calls ethical "Tweadership."

Lonnie R. Morris, *Organizational Leadership, University of Maryland Eastern Shore*

Military (U.S. Marine Corps) Leadership Images

Movies perpetuate the image of Marine Corps leaders as rough, commanding, autocrats. The presenter will examine images of Marine Corps leaders in film and real-life against literature on prevailing leadership approaches such as transactional, transformational, and servant leadership.

John Hargadon, *School of Business & Leadership, Regent University*

Is the Principal Principle?

The 1989 biographical film *Lean on Me* dramatized the efforts of Principal Joe Clark to turn a troubled school around. Using anecdotal and informal interview data of high school principals and information gathered from coaching sessions, the presenter will show that sustainable change in schools more complex than portrayed, and a by-product of a cultural shift.

Michael W. Quigley, *Organizational Leadership, Robert Morris University*

Culturally Conscious Leadership: International Perspectives from the Third Sector

Sapphire 400 | Symposium | Conference Theme

Chair: Elena McCollim, *Leadership Studies, University of San Diego*

Exercising leadership often requires nuanced consciousness of intercultural issues and dynamics. This symposium will address a growing need for culturally-conscious leadership by presenting three approaches to leadership in international and intercultural environments taken from the third sector.

The Importance of Culture, Language, and Meaning-Making in the Context of Leadership

The issue of bilingual education is a major one in most nations that were once colonies. Reform requires strong leadership not just by those in formal leadership positions but also by various stakeholders. In addition to sharing empirical data, the presenter will use her personal experience to impart practical knowledge for researchers and practitioners.

Corinne Brion, *Leadership Studies, University of San Diego*

Immigrant Leadership in Civic Activities in Nonprofit Organizations and Beyond: Utilizing a Cross-Cultural Approach

This presentation will review recent studies of civic activities and leadership strategies of immigrant organizations from a comparative perspective with special attention to the USA and Scandinavian countries. Several suggestions will be made on improving cultural consciousness in social research and policy-making.

Anna Leskinen, *Leadership Studies, University of San Diego*

Consciousness of Virtual Cultures: A Case of Social Mobilization

What is known about cultures developed in the virtual domain? In the last decade, the proliferation of social media platforms has redefined how the world participates in social movements and advocacy. The winter of 2013-2014 events in Ukraine, popularly called Euromaidan, will serve as a case study for the discussion.

Kim Hunt, *Leadership Studies, University of San Diego*

Svitlana Krasynska, *Leadership Studies, University of San Diego*

Expanding Our Leadership Consciousness: Research from the Healthcare Field

Sapphire 410A | Refereed Symposium | Leadership Scholarship

Commentator: Anthony C. Andenoro, *Agricultural Education and Communication, University of Florida*

Action Research Implementing a Health Leadership Education and Research Program

+LD

The argument can be made that every health professional has to be a leader in this complex, supposedly patient-centred, yet cost-driven environment. The presenter will share an action learning and research-based approach to developing a culture of adaptive leadership by all staff in a health organization.

Stephen P. Jacobs, *School of Nursing, University of Auckland*

People Are Dying: Leadership in the Operating Room and Its Effect on Patient Safety

+BL

While tragic, the healthcare error rate presents a major opportunity to explore how leadership in the operating room (OR) affects patient safety outcomes. This paper looks at present day leadership of knowledge workers – specifically of those in ORs – and then examines how human factors have categorically become the focus of contemporary safety-management practices.

John L. Alexander, *Claremont Graduate University*

The Importance of Trust: Emerging Research on Servant Leadership

Sapphire 410B | Refereed Symposium | Leadership Scholarship

Commentator: Paige Haber-Curran, *Counseling, Leadership, Adult Education & School Psychology, Texas State University*

Leaders impact important organizational outcomes through followers. However, understanding the process by which leaders influence followers could be the black box in leadership research. These researchers' studies emphasize the mediating role of trust in examining the impact of servant/benevolent leadership.

Theory of Mind and Benevolent-Paternalistic Leadership in Social Exchange

+BL

The results of path analysis with 104 U.S. employees indicate that Theory of Mind (ToM) moderates the effect of benevolent-paternalistic leadership on organizational citizenship behavior toward the organization through affective trust over and above trait emotional intelligence and cognitive trust. The presenter will shed novel light on social exchange in organizational settings and highlight the importance of integrating ToM in social exchange theoretical development and research.

Dejun Kong, *Jepson School of Leadership Studies, University of Richmond*

The Positive Impact Servant Leaders Have on Employee Engagement

+BL

While research has shown the positive impact that an engaged workforce has on organizational outcomes, there has been little empirical support on the leadership style and mediating antecedents that drive engagement. The focus of this quantitative study is to identify the impact that servant leadership factors have on employee engagement as a state of being via mediating factors of trust and perceived fit.

Nathan D. Klein, *Aflac*

Bridging Multicultural Divisions Through Leadership Development

+BL

Sapphire 411 | Panel Discussion | Leadership Development

Chair: Izabela Lundberg, *Mike Haynes and Associates*

What is the impact of social class issues in multinational organizations, and what competencies can enable leaders to be more culturally responsive to these realities? The topic will be explored through case studies from several leadership angles, including intercultural empathy and social responsibility among business leaders. This session will be exploratory and highly interactive, bringing together those interested in the subject to share knowledge and experiences.

Janis B. Balda, *Center for Sustainability and Global Change, Unity College*

Patricia O'Connell, *College of Business & Leadership, Lourdes University*

Jennie Walker, *Thunderbird School of Global Management*

Conscious Leading Requires Global Leadership: How Do We Identify and Develop It?

+LE

Sapphire A | Workshop | Leadership Development

Global leadership is "the process of influencing the thinking, attitudes, and behaviors of a global community to work together synergistically toward a common vision and common goals" (Adler, 2001 & Festing, 2001). This session will present research findings, a model of global leadership, assessment models, and development lessons from a team of experienced global leadership faculty. Participants will have opportunities to discuss best practices within their own context and to work in affinity groups to analyze case studies of intercultural challenges.

Chris Cartwright, *Intercultural Communication Institute*

Allan W. Bird, *International Business and Strategy, Northeastern University*

Where is Leadership Going?

Sapphire E | Panel Discussion | Leadership Education

Chair: Gama Perruci, *McDonough Center for Leadership and Business, Marietta College*

Scholars have engaged in the empirical study of leadership for a little over a century, developing a variety of theories and models furthering the understanding of this old-as-humans phenomenon. Still, leadership is a widely debated topic, both in academic circles and among practitioners. This panel will bring together distinguished contributors to the monthly "Leading Thoughts" column of The New York Times in Leadership website to spark a thought-provoking discussion on two inter-related questions: Where is the field of Leadership Studies headed and what direction is the practice of leadership moving?

Richard A. Couto, *Union Institute and University*

Barbara Kellerman, *Center for Public Leadership, Harvard University*

Susan R. Komives, *National Clearinghouse of Leadership Programs, University of Maryland*

Ronald E. Riggio, *Kravis Leadership Institute, Claremont McKenna College*

Georgia Sorenson, *University of Maryland School of Law*

International Stories and International Academic Visions on Peace Leadership

Aqua 310B | Panel Discussion | Public Leadership

Chair: Erich Schellhammer, *School of Humanitarian Studies, Royal Roads University*

Panelists will discuss different cultural perspectives on peace leadership prevalent among academics and in stories from different nations, particularly Canada, Germany, Russia, and the United States. The metaphorical nature of story will provide a means to gain insights into why cultures find themselves in conflict and provide an opening into the perspectives of others. Story offers leaders a way to explore the mechanisms of culture and society and create the vision, behaviors, and relationships necessary to create a culture of peace. The discussion invites further perspectives from the audience and an analysis of differences and commonalities heard.

Jean C. Lipman-Blumen, *Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Doug Banner, *Research, Education and Curriculum Development, The Flow Project*

Gendered Leadership: Myths and Realities

+LD

Sapphire I | Panel Discussion | Leadership Scholarship

Sound research on differences between women's and men's leadership styles and effectiveness has been plentiful over the past 25 years; however, drawing consistent conclusions about real or perceived differences has been more difficult. Rather than an academic presentation, each panelist will briefly discuss their recent research and its significance. A facilitated discussion with the audience will identify remaining research questions about women's leadership, and whether or not a focus on the myths and realities of female advantage or disadvantage actually advances the conversation and research agenda.

Crystal L. Hoyt, *Jepson School of Leadership Studies, University of Richmond*

Becky Reichard, *Division of Behavioral and Organizational Sciences, Claremont Graduate University*

Susan Elaine Murphy, *Organisational Studies, University of Edinburgh Business School*

Global Leadership Development Lessons from ATCKs and Expats

+BL

Sapphire M | Panel Discussion | Leadership Development

Chair: Whitney McIntyre Miller, *Leadership Program, Chapman University*

Can the leadership skills of returning expatriates and Adult Third Culture Kids (ATCKs) help meet the demand for effective globally minded leadership? Panelists will examine research, share personal experiences, and explore how lessons from expatriate and ATCK experiences can contribute to the development of global mindsets and global leadership capabilities.

Patricia Stokke, *Business, Cabrillo College*

Jeffrey Mark Zimmerman, *Political Science, Criminal Justice, & Organizational Leadership, Northern Kentucky University*

FRIDAY

OCTOBER 31 | 16:15–17:35

INTERACTIVE ROUNDTABLE DISCUSSIONS

SAPPHIRE BALLROOM

THIS FORMAT IS DESIGNED FOR SMALL GROUP DISCUSSIONS ON TOPICS OF COMMON INTEREST. THE ORGANIZER FRAMES THE TOPIC AND FACILITATES A DISCUSSION WITH PARTICIPANTS JOINING THE TABLE. A BELL WILL RING EVERY 20 MINUTES ALLOWING PARTICIPANTS THE OPPORTUNITY TO MOVE TO ANOTHER ROUND TABLE, OR REMAIN WHERE THEY ARE. ALL ROUNDTABLES ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE TABLE IS FULL, PLEASE ATTEND ANOTHER. ROUNDTABLE TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION ON TRACKS, SEE PAGE 20.

Conscious Leading Within Disconnected Communities of Poverty

1

This discussion will focus on continuous resistance to a 1960 school desegregation order, the debilitating effects this case had on an impoverished rural community in southeastern Louisiana, and a proposed approach to developing aspiring leaders within these disconnected environments.

Sharon C. Hoffman, *Educational Leadership & Technology, Southeastern Louisiana University*

Natasha H. Chapman, *Leadership and Community Service-Learning, University of Maryland*

Marilyn L. Grady, *Educational Administration, University of Nebraska-Lincoln*

Suzanne Becking, *Advanced Education Programs, Fort Hays State University*

Consciously Interdependent Leadership and the Mangle of Practice

2

Consciously interdependent leaders accommodate the needs and concerns of diverse individuals and constituencies. Building on ideas articulated by Andrew Pickering in *The Mangle of Practice* (1995), roundtable participants will deepen their understanding of the dynamics of conscious interdependence by deconstructing and reflecting on the text, “The Farmer and the Cowman,” (should be friends) from the Broadway musical *Oklahoma!*

Janet E. Rechtman, *J.W. Fanning Institute for Leadership Development, University of Georgia*

Barbara C. Crosby, *Humphrey School of Public Affairs, University of Minnesota*

David Anderson Hooker, *J.W. Fanning Institute for Leadership Development, University of Georgia*

Emerging from Different Realities at the Intersections of Black and White

3

This presentation will explore how personal narratives and lived experiences shaped how two academics understand leadership and social justice and how they crossed ostensible boundaries of difference to collaborate professionally. The presenter will discuss the findings and attendees will be presented with a personal narrative protocol that they can use in their professional and personal lives to cross boundaries of difference.

James E. Henderson, *Doctor of Education Program, Union Institute & University*

Navigating the Complexities and Collective Realities of Non-Monoracial Identities

4

The presenters will discuss the roles that consciousness and dialogue can play in illuminating new ways of knowing and alternative narratives that are necessary for leading increasing and rapidly changing conversations about the social realities of non-monoracial and mixed race identities.

Roxanne J. Kymaani, *Division of Extended Learning, National University*

Nicholas Reyes Franco, *Leadership Studies, University of San Diego*

Leadership in the Era of Sustainability: The Brazilian Challenge 5

This roundtable will explore the relationship between leadership and sustainability through a Brazilian lens. The presenter will share the relevance of the topic for Brazil and humanity, discuss major sustainability challenges facing Brazil, and explore transformational approaches that integrate creative, collaborative, and servant leadership methods.

Odair Pereira, *ILB-Leadership Institute of Brazil*

Modern Reflections on Ancient Wisdom: Bali and Eco-Leadership in the 21st Century 6

For over 1,500 years, the Balinese have practiced a unique form of collaborative Eco-Leadership. This discussion will provide opportunities to explore Eco-Leadership, associated relationship-building practices, and the underpinning beliefs and values that support this form of leadership.

Alan J. Yu, *Leadership Studies, University of San Diego*

Global Strategies to Advance Women into Leadership 7

The number of women in top leadership positions, though growing, remains remarkably small in most countries. The discussion will focus on three barriers that affect women globally and describe strategies that governments and multinational companies have implemented to combat these barriers.

Kathie L. Pelletier, *Management, California State University, San Bernardino*

Janet Kottke, *Psychology, California State University, San Bernardino*

Pathways to the American College Presidency for Women and People of Color 8

This roundtable will focus on the need to diversify the pathway to the presidency in order to bring parity to higher education leadership positions. Attendees are invited to join this discussion around increasing leadership capacity for women and people of color in the educational pipeline.

Grace A. Bagunu, *Leadership Studies, University of San Diego*

Strategies Linking Art, Science, and Wisdom to Expand Consciousness in Leadership 9

Arts, science, and ancient wisdom are coming together in the 21st century generating an intersection of possibilities for the expansion of consciousness in leadership. This discussion will revolve around a new webzine that bridges these three subjects and provides a platform where people can participate via social networks in building collective awareness of this emerging reality.

Raul Alfredo Kalinsky, *INDEI*

Strategies Related to Reviewing and Publishing in a Leadership Journal 10

Led by an editor of the *Journal of Leadership Studies (JLS)*, this interactive discussion will highlight the unique developmental processes used at JLS to provide a supportive publishing environment that is author, reviewer, and editor friendly. This roundtable will take a collaborative and interactive approach to discuss issues, concerns, and questions for emerging and established scholars.

Anthony Middlebrooks, *School of Public Policy and Administration, University of Delaware*

Supporting Developmental Growth from Within an Online Learning Context 11

The presenters will offer reflections arising from their experiences teaching an online, graduate-level, adult development course together, including the sometimes paradoxical needs of the learners and instructors in this environment. The discussion will focus on balancing the developmental benefits and barriers of being alone but together in this pedagogical setting.

Cara T. Miller, *Interdependence*

Valerie Livesay, *Leadership and Human Resource Management, National University*

The Language of the Body in Leadership and Professional Practice 12

The language of the body is a universal, culturally, and personally toned mother tongue of great importance for leadership and personal communication. Through movement communication, creative dialogues, and theoretical concepts, join this explorative discussion on how movement can train body awareness, presence, contact, followership, communication reading, and embodied leadership.

Helle Winther, *Nutrition, Exercise, and Health, University of Copenhagen*

-
- Leading from Within: Emotional Intelligence, Mindfulness, and Servant Leadership** **13**
- The presenters will discuss how the notion of leading from within highlights contemporary developments in leadership theory and serves as a means for making leadership conscious to the collective realities of the world.
- Anat Herzog**, *Chapman University*
Chris Hutchison, *Student Engagement, Chapman University*
Justin Koppelman, *Chapman University*
-
- Whose (Global) Justice? MacIntyre, Leadership, and Global Justice** **14**
- Alasdair MacIntyre's notion of justice as a tradition-bound concept, with its explicit critique of human rights, poses a significant challenge to leadership studies. This discussion will explore MacIntyre's notion of justice in relation to recent scholarship on leadership and global justice.
- Micah Weedman**, *University Ministries, Belmont University*
-
- Intake to Integration: Conceptual Analysis of Successful Refugee Integration** **15**
- Researchers developed a needs assessment of resettled East African refugees in order to identify the gaps in the U.S. integration process. This discussion will revolve around contextualizing the needs of this community, from which a framework for a more effective integration process may be established.
- Caitlin G. Bletscher**, *University of Florida*
Anthony C. Andenoro, *Agricultural Education and Communication, University of Florida*
-
- Nature-Centered Leadership** **16**
- Nature-centered leadership is an emerging consideration for decision-making in organizations. Participants in this discussion will explore views on how organizations should balance what is commonly referred to as the triple bottom line: people, profit, and planet.
- Sean J. Cullen**, *PhD Program, Alvernia University*
Spencer S. Stober, *Graduate Studies, Alvernia University*
Tracey Brown, *Institutional Review Board, Alvernia University*
-
- Visual Methodologies: The Power of Images in Leadership Research** **17**
- In a media-driven culture, leadership researchers may be attracted to visual methodologies that employ images as data. This discussion will focus on the vast potential of visual representation, which opens up the way to scholarly argumentation and new ways for expressing the unspeakable and unquantifiable.
- Karin Klenke**, *The Graduate School, Northcentral University*
-
- Authentic Leadership: Is it Essential for Effective Organizational Change?** **18**
- This discussion will promote dialogue around the construct of authentic leadership and its four components (Walumbwa et al., 2008) by examining the role that authentic leadership plays in executing strategies for effective organizational change.
- Erica Allgood**, *Behavioral and Social Sciences, Regis University*
-
- Individual Change Capacity Builds Organizational Resilience** **19**
- Organizational change is sustained by leaders who have a core set of personal resilience skills. This discussion will share a self-assessment for understanding individual resilience and link that to a model for applying this to leading organizational change. Examples of how these approaches have been used in educational settings (MBA and Executive Education) and business settings will be provided.
- Cynthia Scott**, *Presidio Graduate School*
-
- Leading Transformation Through Generative Inquiry** **20**
- What is generative inquiry and how can leaders create the conditions to foster it in organizations? The growing complexity in organizations calls for thinking that is novel and systemic and fosters creativity and innovation. A case study will be shared to demonstrate how leaders can create a field for generative inquiry.
- Nancy Southern**, *School of Organizational Leadership and Transformation, Saybrook University*
-

The Practice of Inclusion in Diverse Organizations: Exploring the Key Role of Leadership 21

Leadership plays a key role in fostering and facilitating inclusion at multiple levels of diverse organizations. This discussion will explore the elements of this role in the context of a dynamic and systemic framework for the practice of inclusion.

Bernardo M. Ferdman, *California School of Professional Psychology, Alliant International University*

Faith's Inescapable Role in Leadership: Lessons from the Christian Tradition 22

Many people struggle to integrate their devout beliefs into their professional practices. This tension leads to inauthentic leadership and undermines the contribution of faith to organizations. This discussion will highlight principles and examples from the Christian worldview on how and why faith can positively inform collective realities.

John (Jack) S. Burns, *Leadership Studies, Whitworth University*

Honest Lying and Other Subtle Pseudo-Ethical Practices by Good People 23

How is it that good people do bad things? Unfortunately, codes of ethics are not enough to prevent moral lapses. This discussion will explore how situations trump moral dispositions for honesty among executives and will provide solutions to avoid pseudo-ethical practices.

John R. Shoup, *School of Education, California Baptist University*

Grooming Our Own: Frames That Inform Community Leadership Development 24

This discussion will explore how communities might develop leaders. After sharing insights provided by the literature in addressing these leader development challenges, participants will explore how communities might plan and execute leadership development.

Lonnie Jackson, *School of Business, University of Central Arkansas*

Rhonda McClellan, *PhD in Leadership Program, University of Central Arkansas*

Is Privatization of Faith Possible in Public Leadership Decision Making? 25

Is there such a thing as "privatization of faith" in public leadership? Aquinas, Augustine, Calvin, Luther, Strauss, Gandhi, Confucius, and Mencius, as well as others, with their emphasis on ethics and politics, will serve as the context for this discussion.

Jacqueline A. Faulhaber, *Johnson University*

Pope Francis I: Head of the Catholic Church, But Is He Exercising Leadership? 26

In many ways, Pope Francis I has approached his role quite differently than past popes. This discussion will focus on the extent to which he is exercising leadership and how this may be discerned from other symbolic acts of the pope.

Ronald O. Wastyn, *Managerial Studies, St. Ambrose University*

Dan Ebener, *St. Ambrose University*

Should Female Political Leaders Adopt Male Leadership Communication Styles? 27

What is the relationship of male and female leadership and communication styles? This discussion will be framed by theoretical findings from case studies on the leadership and communication styles of Margaret Thatcher, Hillary Clinton, Angela Merkel, and Kristýna Kočí.

Ivana Mrozkova, *Applied Linguistics, Palacky University Olomouc*

Becoming a Somatic Servant Leader: The Secrets of Conscious Engagement 28

The ability to leverage somatic intelligence to engage and serve others may be the most powerful and most overlooked leadership competency. This discussion will focus on understanding the interdependent/ intersubjective nature of somatic feedback and its direct and immediate effect on producing transformation in others as the key to increasing effectiveness as coaches, mentors, educators, leaders, and organizational development specialists.

Lissa Pohl, *Center for Leadership Development, University of Kentucky*

Coaching and Mentoring Work/Life Boundary Management Skills

29

Work/Life boundary management is difficult for those working in a highly integrative environment, such as living at the workplace (e.g. a college dormitory) or working from home. This roundtable will look at the ways leaders can be better coaches and mentors for employee boundary management.

Pressley R. Rankin, *School of Applied Leadership, City University of Seattle*

Conscious Leading Through Evaluative Thinking

30

Just as new realities continuously emerge in the world, so too do the realities of a growing leadership development program. How can a program adapt its evaluation methods to increase consciousness of the dynamic student experience and promote continuous program development?

Katherine Kessenich, *Humphrey School of Public Affairs, University of Minnesota*

June Nobbe, *Center for Integrative Leadership, University of Minnesota*

Developing a Campus Leadership Development Model

31

Attendees who are looking to develop a leadership development program or whose programs need a more comprehensive emphasis are invited to join in an exploration of this presenter-developed model that comprehensively explores the basic assumptions, beliefs, and presentation of leadership development programs.

Michael Miller, *FUN Enterprises Inc.*

Developing Consciousness in Leaders – Exploring Triggers, Timing, and Type

32

While evidence indicates that consciousness development is associated with better leadership performance and organizational outcomes, an under examined question is: How can consciousness be developed in leadership programs? Recent Australian research into the promotion of late-stage conventional and post-conventional consciousness development in 335 leaders will be used as a foundation for sharing experiences and exploring ideas on this topic.

Niki Vincent, *Leaders Institute of South Australia*

Developing a Leadership Institute for the Greater Good

33

Discussion will focus on the journey taken by Cabrini College to establish a leadership institute and to permeate the culture of the campus community with a focus on leadership.

Mary H. Harris, *Academic Affairs, Cabrini College*

Maria Elena Vizcarrondo, *Nerney Leadership Institute, Cabrini College*

Developing Global Positioning Leadership

34

This discussion will introduce the concept of Global Positioning Leadership (GPL), an engaging system that addresses the growing disparities between the Global South and the Global North. A qualitative analysis of study abroad programs will be used as evidence of the development of GPL in graduate students.

Jean-Pierre Bongila, *Leadership, Policy and Administration, University of St. Thomas*

Human Flourishing: Toward Conscious Leadership for Global Change

35

What does it mean to flourish? Using a Stages of Leadership and Beliefs/Skills roadmap, this discussion will outline a flourishing statement: Who am I? Who do I need to be? How do I get there? What about my team/organization?

Suzanne E. Van Stralen, *Leadership Development, SVS Consulting Services; Martin Hall, SVS Consulting Services*

Lean Back and R.O.A.R.R (Recognize Opportunities and Respond Responsibly)

36

Attendees are invited to join a discussion examining the emergence (and intrigue) of women as ascendants to power, and explore both traditional and nontraditional leadership styles and techniques derived from female leaders who embody an innate ability to lean back and R.O.A.R.R.

Shanita Baraka Akintonde, *School of Media Arts, Columbia College Chicago*

Outside the Comfort Zone: Developing Emotionally Intelligent Leaders

37

Change and challenge are the norm in today's fast paced world. A leader's ability to handle stress, communicate clearly, and maintain an even temperament in emotionally-charged situations is critical. This discussion will focus on how leadership development cohort programs increase emotional intelligence.

Catherine Rasmussen, *Center for Community Vitality, University of Minnesota*

Denise Trudeau Poskas, *Leadership & Civic Engagement, University of Minnesota*

Re-Envisioning the Leader: From Professional to Responsible Global Citizen

38

Organizational leaders are challenged to re-envision themselves as global civic members. Attendees are invited to join this roundtable to examine how leadership development programs can utilize transformative learning activities, international partnerships, professional portfolios, and mentoring in order to aide leaders in developing a cosmopolitan, culturally sensitive, and globally interdependent perspective.

Charles F. Piazza, *Organizational Systems Program, Saybrook University*

Seeking Collective Realities: Small Groups as a Leadership Literacy

39

Small groups can create an environment for emerging leaders to hear more voices in order to better inform their choices. Attendees are invited to join this discussion to explore the following question: How do we teach and learn to use smalls groups as a leadership literacy?

Neal R. Fredrickson, *National Center for Food Protection and Defense, University of Minnesota*

Brian S. Fredrickson, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*

Kirstin Phelps, *ISchool, University of Illinois at Urbana-Champaign*

Untapped Potential: Uniting Creative Thinking Strategies and Vision Development

40

Creativity and vision both receive significant attention in the leadership literature, but usually not in combination. This discussion will look at research on creative thinking that offers strategies to help leaders create, articulate, and implement visions of the future.

Stacy E. Hoehl, *Communication, Wisconsin Lutheran College*

When Leaders Don't Lead

41

It happens all too often – a person in a leadership position does not behave as a leader should. Attendees are invited to join this discussion to share unleaderlike behaviors they have seen and to discuss ways to work within these situations to improve leadership.

Arron Grow, *City University of Seattle*

Afghanistan Education Renewal: Challenges and Leadership in Teacher Education

42

Afghans, along with international groups, addressed the 2002 post-conflict education crisis in Afghanistan by initiating teacher education efforts to meet the needs of millions of school children. This discussion will center on leadership convergence and divergence in this challenging task.

Susan Wardak, *Teacher Education General Directorate, Ministry of Education of Afghanistan*

Edna Mitchell, *Women's Leadership Institute/Department of Education, Mills College*

Becoming and Being a Dean, Director, or Chair: Why, What, and How?

43

Experienced and emerging academic administrators are invited to discuss the collective realities of those charged with directing leadership programs at colleges and universities. Participants will have the opportunity to explore ideas, aspirations, and mentorship possibilities, as well as to connect with peers who share a passion for leading leadership learning communities.

Mary H. Tolar, *School of Leadership Studies, Kansas State University*

Ian D. Sutherland, *School of Postgraduate Studies, IEDC Bled School of Management*

Building a Competency Model for Technology Leadership Education

44

This discussion will explore the development of a technology leadership competency model that is being designed for a pathway from an associate's to a bachelor's degree program. Participants will be invited to share ideas to inform the model's development.

Jenny Daugherty, *Technology, Leadership, and Innovation, Purdue University*

Changing Times, Changing Technologies: Preparing Students for Global Leadership 45

How will leadership education rise to meet the opportunities and challenges of tomorrow? Attendees are invited to join this discussion to explore the ways in which technology can be used effectively in leadership education to prepare students for positive global change.

Robyn Skrebbs, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*
Cynthia Digby, *Organizational Leadership, Policy, and Development, University of Minnesota*

Don't Go It Alone: Designing a Leadership Living and Learning Community as a Collaborative Effort 46

This discussion will focus on the intentional development of a leadership living and learning community for first-year students through a unique collaboration between academic and student affairs. A variety of factors influencing the overall experience of student participants will be explored.

Stephanie Colbry-Povlosky, *Business, Cabrini College*
Anne Filippone, *Cabrini College*
Vonya Womack, *Cabrini College*
Melissa Terlecki, *Psychology, Cabrini College*
Richard Gebauer, *Academic Affairs, Cabrini College*

E-Portfolios as a Pedagogical Tool for Leadership Education 47

E-portfolios have gained prominence as a powerful pedagogical tool to help students articulate and integrate their learning across multiple experiences. This discussion will engage participants to address questions of purpose, design, and outcomes of e-portfolio experiences in leadership education.

Francesca Lo, *Undergraduate Academic Affairs, University of Washington*

Effectively Serving Veteran College Students 48

Student veterans include active duty, reserve, and former service members of the military. This discussion will explore programs and resources available to this population and will examine the various challenges and benefits that veterans experience when attending college.

Jamie M. Fenton, *Chapman University*

Exploring Issues of Food Security and Hunger in the Leadership Classroom 49

Participants will discuss methods for teaching about the issues of hunger and food security in the leadership classroom and will compare approaches used in introductory leadership courses with those used in advanced leadership classes.

Penny Pennington Weeks, *Agricultural Education, Communications, and Leadership, Oklahoma State University*
William Gerard Weeks, *Agricultural Education, Communications, and Leadership, Oklahoma State University*

Facilitative Training of Leaders: How to Do It and How to Know It Works 50

This discussion will explore how leadership educators can build on research and experience to enhance their facilitative teaching and how to assess its value both as a classroom technique and as preparation for real-world leadership.

Yael Hellman, *Organizational Leadership, Woodbury University*

Leadership Education Pedagogies in the Digital Age 51

As more undergraduate students are learning online, leadership educators are struggling to find ways to engage students in more than an information transaction. Leadership educators are invited to join this discussion on working with students to create developmental online leadership programs.

Virginia Leigh Byrne, *Office of Student Life, University of Maryland, Baltimore County*

Leadership Education for Generation Z 52

Generation Z has arrived on campus. Attendees are invited to join this roundtable to discuss characteristics of Gen Z, explore preparedness to adapt to this changing demographic, and investigate how to reframe practices to address their learning styles.

Corey Seemiller, *OrgSync*

Ready, Set, Go! How a Prague Scavenger Hunt Jump-Started Leadership Development 53

A creative opening activity for a leadership course laid the foundation for students to develop leadership competencies, particularly emotional/cultural intelligence. This discussion will focus on transferable pedagogical elements that integrate learning objectives, gain student buy-in, and provide meaningful reflection and reinforcement of leadership skills.

Patricia H. Dyk, *Center for Leadership Development, University of Kentucky*

Teaching Leadership to Nontraditional Students 54

Participants will explore ways to best teach nontraditional students by sharing ideas, challenges, and experiences. The goal is to collect practical knowledge that can improve the success of nontraditional students.

John P. Baker, *School of Professional Studies, Western Kentucky University*

Teaching to the Field: Leadership Education in Discipline-Specific Settings 55

While many leadership education programs are interdisciplinary, there is also value in focusing within academic fields in which students are preparing to start careers. This discussion will explore strategies of how postsecondary educators can infuse leadership education within specific disciplines.

Clinton M. Stephens, *Community Leadership Program, Iowa State University*

Adam J. Kuban, *Journalism, Ball State University*

The Curricular and Co-Curricular: A Gap in Undergraduate Leadership Programs? 56

Undergraduate leadership programs usually attempt to foster students' understanding of leadership studies and develop their leadership abilities. Educators are often conflicted with integrating the curricular and co-curricular components. This discussion will focus on a study that investigates the supposed gap between components.

Erin Coiley, Psychology, *Christopher Newport University*

S. Lynn Shollen, *Leadership and American Studies, Christopher Newport University*

Undergraduate Teaching Assistants: From Teacher's Assistant to Teaching Assistant 57

This discussion will explore the cultural shift in the utilization of undergraduate teaching assistantships in leadership education, action learning around multiple group realities through Paulo Freire's Pedagogy of the Oppressed, and the overall program creation and support of teaching assistants. Participants are invited to share their own histories in creating and utilizing a meaningful teaching assistant experience.

Laura Shelley, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*

Witney Bjerke, *Undergraduate Leadership Minor, University of Minnesota*

Companion Dissertations: The Duality of Generative Leadership and Education 58

The discussion will help to illuminate the many benefits of this form of scholarship including the use of generative leadership as a framework for collaboration.

Catherine G. Tagher, *Nursing, Northern Kentucky University*

Erin Robinson, *Nursing, Northern Kentucky University*

Guiding Revelation of Collective Realities: Innovative Classroom Activities 59

This roundtable will explore how the use of unique classroom exercises and assignments, and the breaking of class norms can inspire stronger collective realities, thereby enhancing the learning experience. Specific methods and evidence of learning and development outcomes will be discussed.

Maggie M. Harris, *Leadership Minor, University of Minnesota*

SIXTH ANNUAL

EMERGING SCHOLARS RESEARCH CONSORTIUM

FRIDAY FROM 16:15 – 17:30 | SAPPHIRE E

*Thank you University of Phoenix
for sponsoring this event!*

The Consortium creates a valuable opportunity to engage in meaningful dialogue about the latest scholarship and research being conducted by new contributors to the field of leadership studies. It serves as a venue for doctoral students and junior scholars to interact with senior leadership scholars. A senior scholar will be assigned to review a specific poster with the junior scholar who prepared it. The goal is to provide constructive feedback to clarify and sharpen this emerging research. All are welcome to listen in on these important conversations.

Thank You Senior Scholars

Allen Bird, Northeastern University
Michelle Bligh, Claremont Graduate University
Lize AE Booyesen, Antioch University
Heewon Chang, Eastern University
Bill Gardner, Texas Tech University
David Greenhalgh, Eastern University
Eric Guthey, Copenhagen Business School
Ron Humphreys, Virginia Commonwealth University
Brad Jackson, Victoria University of Wellington
Steve Kempster, Lancaster University
Susan Komives, University of Maryland
Konstantin Korotov, ESMT, European School of
Management and Technology
Kevin Lowe, University of Auckland
Susan Madsen, Utah Valley University
Susan Murphy, University of Edinburgh
Business School
Rajnandini (Raj) Pillai, California State University –
San Marcos
Ron Riggio, Claremont McKenna College
Marshall Sashkin, The George Washington University
Julia Storberg-Walker, The George Washington
University
Mary Uhl-Bien, Texas Christian University

Participating Junior Scholars

Joleen Archibald, Kravis Leadership Institute
Hunter Thomas Black, Claremont
Graduate University
Lori A. Blake, Villanova University
Cindy Bolf, Alliant International University
Russ Carfagno, Eastern University
Kenia Cueto, Chapman University
Jeff Fajans, Claremont Graduate University
Steven Geer, University of Phoenix
Susan Kay Hares, Regent University
Russell Horton, Gonzaga University
Katherine Jeffery, Trinity International University
Charles Metcalf, Eastern University
Eric Middleton, Claremont Graduate University
Roseann Monteleone, Immaculate University
Brian A. Petersen, Immaculate University
Michelle Shockness, Eastern University
Sam Spurlin, Claremont Graduate University
Roger L. Turner, Eastern University
Dayna Walker, Paraclete Services
Abby Wells, Wells Contemplative Solutions
Adam Wright, Dallas Baptist University

SATURDAY

NOVEMBER 1 | 10:30–11:45

CONCURRENT SESSION

5

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

Are You Ready for Globally Responsible Leadership?

+BL

Aqua 300 | Workshop | Conference Theme

In this workshop participants will learn about the Globally Responsible Leadership Initiative (GRLI), a worldwide partnership of companies, business schools, and learning organizations working together in a collaboratory of change to develop the next generation of leaders. Presenters will first introduce the GRLI and facilitate an interactive dialogue about the tenets and implications of globally responsible leadership, conceived as a higher order of responsibility beyond corporate social responsibility. The workshop will then focus on understanding and applying the GRID™ – a practical diagnostic tool that promotes globally responsible awareness and action – to participants’ specific organizational contexts. All participants will receive a copy of the GRID™ for their own use.

Ann Dinan, *North American Operations, Globally Responsible Leadership Initiative*

John R. Alexander, *Leadership Horizons, Inc.*

Martha F. Miser, *Aduro Consulting, LLC*

Leadership’s Rearview Mirror: Reflecting on Leadership Lessons from Past Legacies

+BL

Aqua 310A | Symposium | Conference Theme

Chair: Phillip A. Shero, *Administration, Embedded Leadership*

Commentator: April L. Lopez, *School of Business & Leadership, Regent University*

Sister Aimee: An Early Twentieth Century Leader Case Study

A synchronic historical case study examining the forces contributing to the making and breaking of Aimee Semple McPherson, a noteworthy American leader, evangelist, and media celebrity in the 1920s-30s will be shared. It will describe socio-political, religious forces, and technological advances that impacted her foci, leadership style, and popular receptivity.

MaryJo Burchard, *School of Business & Leadership, Regent University*

Leadership Newsreel: American Leadership in the 1930s and 1940s

This presentation will share results of a qualitative study analyzing the leadership references from 1935-1942 in *Fortune* magazine, an important American periodical known at the time for promoting best practices and critiquing the leadership of business and political leaders around the world. Insights into how Americans conceptualized leadership at the time will be discussed.

Russell L. Huizing, *Ministry and Leadership, Toccoa Falls College*

Crafting Vision: Empowering Women to Build Roadmaps to the C-Suite and Beyond

+LD

Cobalt 520 | Workshop | Business Leadership

In the 2009 Harvard Business Review magazine article, “Women and the Vision Thing,” Herminia Ibarra and Otilia Obodaru conclude: women make significant contributions as managers, but their leadership potential is undermined by their lack of ability to ‘envision.’ This interactive workshop will be comprised of research insights and a series of exercises designed to foster envisioning competence and confidence.

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

Followership Scholarship: Understanding the Leader-Follower Relationship

Aqua 310B | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Mary Uhl-Bien, *Management, Entrepreneurship and Leadership, Texas Christian University*

This symposium brings together theory, research, and emerging methodology on followership.

A 21-Gun Salute to Followers

+BL

This paper reviews 21 followership typologies evolving through both leader-centric and follower-centric perspectives. What differentiates each typology is a unique continuum of performance and set of situational constraints. A meta-comparison contrasts the drivers of behavior, purpose, and effectiveness to demonstrate how specific traits and behaviors are key to productive followership.

John L. Alexander, *Claremont Graduate University*

Effects of Life-Threatening Illnesses on Leader/Follower Relationships

+LD

This presentation will discuss how perceptions of dyadic relationships are disrupted between leaders and followers, from the employee's perspective, when a trauma involving the life-threatening illness of a child disrupts the follower's work-family balance. Data were collected using in-depth interviews and an adapted LMX-7 instrument and analyzed using a modified van Kaam method.

Rodger D. Adair, *College of Business and Management, DeVry University*

Exploring Experiences and Constructions of Following Using Visual Methods

+PL

The presenter will discuss following as a relational and socially constructed process, will demonstrate how visual methods offer a rigorous and cutting-edge research approach in furthering relational socially constructed understandings within the followership field, and will shed light on specific experiences of following within the UK public sector.

Rachael L. Morris, *Business and Law, Northumbria University*

Qualitative Leadership Analyses: Empirical and Conceptual Perspectives

Aqua 311A | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Joanne Barnes, *Graduate Studies in Leadership, Indiana Wesleyan University*

Presenters will discuss research that employed different qualitative research methods that are relatively underrepresented in leadership research to examine a variety of leadership issues.

Trauma as Transformative Learning in the Leadership Journey

Trauma survivors who move into prosocial leadership report perspective shifts as critical to their leadership development. These shifts may be explained through transformative learning theory in which the trauma experience serves as an initial disorienting dilemma. This study is based on an interpretive phenomenological analysis of eight previously published autobiographies.

Jenifer D. Williams, *Center for Survivors of Torture*

The Jim Jones Massacre: A Single, Holistic Case Study of a Survivor

This single, holistic case study chronicles the experience of one survivor of the Peoples Temple massacre in Jonestown on November 18, 1978. The results revealed several major themes that supported followership, charismatic, and self-sacrificial leadership theories. Face-to-face unstructured and open-ended interviewing were used to collect data.

Wendy M. Edmonds, *Bowie State University*

Karin Klenke, *The Graduate School, Northcentral University*

Latina Leaders in Higher Education: Transformative Learning and Paths to Leadership

This qualitative study explores the paths to leadership of six successful mid-management Latinas in California community colleges. Interviews revealed a conscious transformative learning process that helped each overcome barriers, become an effective leader, find her voice, and navigate the cultural switch from work to home thus holding onto a bicultural identity.

Ana M. Gomez de Torres, *Languages and Communication, Allan Hancock College*

Autoethnography as an Underutilized Qualitative Genre in Leadership Research

Presenters will introduce the basic features and analytic strategies of autoethnography including several forms of autoethnography such as collaborative ethnography, critical ethnography, and auto-ethno cartography. Examples of how autoethnography can be applied to answer important leadership questions will be provided.

Karin Klenke, *The Graduate School, Northcentral University*

Peter E. Williams, *The Graduate School, Northcentral University*

The Development of Entrepreneurial Leaders

Aqua 311B | Presentation | Leadership Education

Chair: Marilyn J Bugenhagen, *Marian University*

Leveraging the Intersection Between Leadership and Entrepreneurship

+LD

This presentation will propose a new model for an academic minor and freshman learning community in leadership and entrepreneurship with the intention of producing graduates who are able to formulate and develop trans-disciplinary solutions as professionals in their respective fields, a skill which increasingly will be required of them.

Lindsay Hastings, *Agricultural Leadership, Education, and Communication, University of Nebraska-Lincoln*

Gina S. Matkin, *Agricultural Leadership, Education, and Communication, University of Nebraska-Lincoln*

Co-authors: **Beth Down**, *University of Nebraska-Lincoln*; **Kristen Upp**, *University of Nebraska-Lincoln*

The Power of an Idea: Entrepreneurial Leadership

Entrepreneurs are drivers of innovation. Leaders are the primary force behind change. Together, they can offer powerful solutions to the complex challenges found in contemporary environments. This presentation will discuss how to leverage the core tenets from the liberal arts to create a repository of talented problem-solvers, creative thinkers, and calculated risk-takers.

Amy E. Forbes, *Centennial Center for Leadership, Hobart and William Smith Colleges*

Teaching Global Leadership: A Collective Need for Change

+LD

Aqua 313 | Panel Discussion | Leadership Education

Chair: Tara L. Edberg, *Leadership Studies, University of San Diego*

In an increasingly interconnected world where traditional borders disappear, individuals and organizations are working together to tackle shared issues. Higher Education must prepare students for the global environment in order to address the most pressing issues facing our society. This panel will highlight different perspectives on how to teach global leadership.

Vincent Lamar Mack, *Nelson A. Rockefeller Center, Dartmouth College*

Karen J. Lokkesmoe, *School of Business and Technology Department of Leadership, Capella University*

Developing Consciousness Through Resilience in Complex and Adverse Environments

Aqua 314 | Workshop | Business Leadership

Creating leader consciousness in a complex, global society is daunting. This highly interactive workshop will encourage participants to consider how the very nature of their challenging world primes them to become resilient, go further, and become more conscious, and how a state of crisis or adversity can lead them to shared consciousness and intentional collaboration or "Communitas", where leaders band together to accomplish a shared purpose, emerging stronger in the process. Participants will be invited to continue their work in community with each other post-conference through a LinkedIn Leadership Consciousness Group.

Denise Trudeau Poskas, *Leadership, University of Minnesota*

Jennifer Moss Breen, *Interdisciplinary EdD Program in Leadership, Creighton University*

Rob Elkington, *University of Ontario Institute of Technology; Global Partnership Consulting*

Co-Creating Reflection: Maximizing Leadership Field Experiences

+LD

Aqua Salon A | Workshop | Youth Leadership

This workshop will introduce the use of deep student reflection in two field experiences focused on developing youth leadership in undergraduate and at-risk youth. Through a variety of activities, participants will learn strategies to incorporate into field experiences and leadership courses that are supportive of high quality student writing and critical thinking, such as co-creative and reiterative reflection. Furthermore, these strategies support adaptive leadership and the ability to effectively impact changing contexts of our world locally and globally in the moment and long term.

Christine VeLure Roholt, *Leadership Minor, University of Minnesota*

Ross VeLure Roholt, *School of Social Work, University of Minnesota*

The Leadership Scholarship Legacy of Peter Drucker

Sapphire M | Panel Discussion | Leadership Scholarship

Chair: Lawrence A. Crosby, *Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University*

The legacy of Peter F. Drucker lives through his 39 books and countless scholarly articles on the topic of management. This year he is being honored by the ILA as a recipient of the Lifetime Achievement award, a part of ILA's Leadership Legacy Program. This panel of experts will discuss the life and legacy of Peter Drucker and will highlight his impact on the study of leadership.

Joseph Maciariello, *Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Bernard Jaworski, *Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Rick Wartzman, *Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Michelle Bligh, *Division of Behavioral and Organizational Sciences, Claremont Graduate University*

CEO as Chief Culture Officer: How Top Execs Lead Culture and Values to Drive Results +LD

Aqua Salon C | Symposium | Business Leadership

Chair: Marie E. DiVirgilio, *Center for Values-Driven Leadership, Benedictine University*

Commentator: Peter G. Northouse, *Communication, Western Michigan University*

As the top executive, a CEO's role isn't just to oversee operations or plan for the organization's future; it is also to shape the organizational culture that will allow the company to thrive. This symposium will explore the role of the CEO in creating positive cultures and communicating values in order to drive strategic results using research drawn from the Return on Values initiative, a partnership between the Center for Values-Driven Leadership at Benedictine University, the Inc. Small Giants Community, and the Center for Positive Organizations at University of Michigan.

Changing a Culture from the Inside Out: Lessons in Transformation

Faced with the possibility of losing high potential employees if he didn't change his leadership style and the company's culture, the CEO of Tasty Catering launched a culture transformation process that yielded remarkable results.

Anna M. Amato, *EdTec Central, LLC*

How Exceptional Leaders Hire & Fire Differently

High culture/high profit companies hire and fire differently from their competitors. CEOs at these companies source candidates in non-traditional ways and look for culture-fit over specific skills. This presentation will explore the approaches exceptional executives take when hiring and firing.

Amber Johnson, *Center for Values-Driven Leadership, Benedictine University*

Banking on Values: How Ownership Builds Trust in the Financial Industry

Fresno First Bank offers a model for how banks can build trust, beginning with an ethical, community-based culture. This presentation will use video and live conversations with the bank's CEO to establish the role of culture in building a trustworthy company.

Rick Whitsell, *Fresno First Bank*

Walter R. Baehrend, *Wireless Services, Alcatel-Lucent*

Leadership in Complex Contexts: Dealing with Challenges in the Public Domain

Aqua Salon D | Presentation | Public Leadership

Chair: Nikol Hopman, *Leiden Leadership Centre & Centre for Professional Learning, Leiden University Campus Den Haag*

Civil Society Organizations Address the Post-2015 Agenda

In the context of the expiration of the UN's Millennium Development Goals in 2015, this presentation will draw on interviews with southern- and northern-based civil society organizations to explore whether peacebuilding groups are mobilizing to a higher degree and whether they are dialoguing and coordinating their efforts with development organizations.

Elena McCollim, *Joan B. Kroc School of Peace Studies, University of San Diego*

A Preliminary Exploration into Toxic Leadership in the U.S. Army

As acknowledged by the U.S. Army, toxic leadership is a significant problem within the U.S. military. This presentation will explore the symptoms and causes of toxic military leaders and whether specific environments promote abusive behaviors, and address individual and systemic actions that might minimize or eliminate destructive leadership.

Gary S. Metcalf, Graduate School, Saybrook University; The Graduate School, Sullivan University

Co-author: Teresa A. Daniel, The Graduate School, Sullivan University

Analysis of Leadership Within the Transitional Justice System

+LD

This presentation will propose a conceptual roadmap that bridges the realms of leadership and judicial processes and explores leadership competencies in the emerging complexity and global significance of transitional justice in post-conflict environments.

Andrew H. Campbell, Global Leadership, Indiana Institute of Technology

Leadership in the Intractable Conflict over Public School Sexuality Education

+LD

The long standing intractable conflict over sexuality education in public schools in the United States defies attempts at resolution. This presentation will examine the perspectives and experiences of 35 leaders of sexual health organizations, focusing on how this conflict has affected their leadership motivation, behavior, and competencies.

Tom Klaus, Tom Klaus & Associates; Eastern University

An Applied Approach to Using Business Principles to Solve Social Problems

Aqua Salon E | Workshop | Business Leadership

Two proven methods used by successful social entrepreneurs to create innovative solutions to complex social problems will be the focus of this workshop. Design Thinking promotes a multidisciplinary approach to problem solving while the Lean Start Up model employs a process of continuous innovation to create a viable business plan. Participants will have the opportunity to experiment with both these methods as they work in small groups and apply them to a particular social issue.

Mark R. Peters, Leadership Studies, University of San Diego

Julia Buchanan, School of Business and Management, National University

Robin McCoy, School of Business Administration, University of San Diego

Power of Peer Coaching: Leveraging Collective Realities in Executive Education

+LD

Sapphire 400 | Workshop | Business Leadership

This experiential workshop will explore various opportunities that leverage the collective realities of executives in leadership education by enriching typical coaching formats with state-of-the-art participant centered approaches. The setup and process of the workshop will include a strongly interactive approach – from short mini-tutorials and case studies to brief reflections in pairs, peer-coaching in trios, and plenary discussion and recommendations. Participants will learn from real-life cases and will enhance their own skills in focused peer-coaching sessions on their individualized topics.

Andreas Bernhardt, Center for Leadership Development Research, European School of Management and Technology

Konstantin Korotov, Center for Leadership Development Research, European School of Management and Technology

The Impact of Culture, Identity, & Gender Expectations on Women's Global Careers

Sapphire 410 | Workshop | Leadership Development

Advancement for women in a leadership role requires a contextual awareness of the interplay between culture, identity, and gender expectations. Hear how research-informed initiatives address the challenges facing professional women across three regions, and engage in two activities designed to clarify strategies for on and off-the-job leader effectiveness within the context of one's culture.

Laura Santana, Global Leadership Development, Center for Creative Leadership

Meena Surie Wilson, Center for Creative Leadership - India

Almarie E. Munley, Hampton University

Leader Authenticity: Research Focusing on Gender and Culture

Sapphire 411A | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Susan Elaine Murphy, *Organisational Studies, University of Edinburgh Business School*

The ability of a leader to engage his/her authentic self is balanced against the role expectations required across gender, ethnic, and cultural norms. This series of research studies will examine authenticity across settings.

Influence as Ideas: Authenticity in Women's Academic Leadership

+PL

This narrative analysis addresses gaps in leadership authenticity literature by examining women's experiences in leading through ideas and influence. The presenter will challenge the notion that better decisions result when people are freed from conflicting expectations.

Elizabeth H. Jones, *Business and Economics, Notre Dame of Maryland University*

Stereotypes of Police Leaders and Gender: A Study of Emotions

The stereotypes of emotional displays for men, women, and police leaders were examined. An analysis of survey results will be provided, showing that people expect the emotional displays of police leaders to be more similar to the emotional displays of men than of women, creating a potential impediment to women aspiring for these positions.

Matthew William Lauritsen, *Industrial/Organizational Psychology, Illinois Institute of Technology*

Co-author: Roya Ayman, *Institute of Psychology, Illinois Institute of Technology*

A Phenomenological Inquiry to Authentic Leadership

+LD

This presentation will share the findings of a phenomenological study used to explore how leaders in Denmark, Sweden, and the U.S. create meaning of the underlying constructs in Authentic Leadership Theory, such as self-awareness, internalized moral perspective, balanced processing, and relational transparency.

Kristina Elisabet Natt och Dag, *Leadership, Policies, Adult and Higher Education, North Carolina State University*

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

Conscious Leading: Ethical Values, Love, Ritual, and Insight in Emergent Realities

+LD

Sapphire 411B | Symposium | Conference Theme

Chair: Gloria Burgess, *Jazz Inc.*

Contemplating a conscious leadership call, what informs "leading consciously?"

Conscious Leadership and the Transformation of Business Value

Many instruments of society are fundamentally realigning. How will business leaders create value in an era in which the mere notion of 'value' is being redefined? The presenter will argue that the path ahead requires a new form of leadership by the conscious next generation; one that operationalizes values and beliefs into deliberate, executable strategic acts or behaviors.

Art Stewart, *Corporate Development, Maine Pointe; Center for Business Ethics, Bentley University*

Love-Based Leadership

Love-Based Leadership is an emerging paradigm that works on three pillars—love of self, love of source, and love of others—integrating love and spirituality into all aspects of life. The presenter will share Love-based leadership principles and strategies as a framework for shifting organizational cultures from fear to love.

Maria Church, *Corporate Leadership Solutions*

Leading in an Emergent World: The Georgia Smoke Diver Model

High reliability organizations, like the fire service, are able to perform at maximum capacity in emergent situations and environments. Georgia Smoke Divers (GSD), an extreme experiential training program, offers a model for fostering leaders who can contribute to positive organizational transformation through mindfulness, flow-based decision making, and critical thinking.

Judith L. Glick-Smith, *MentorFactor, Inc.*

Foundations to Conscious Leadership: I see YOU, I see ME

This presentation will share the insights of a grounded theory research pilot examining the narratives of thirteen Executive MBA students. Profound personal insights surfaced tied to perspectives of "I see YOU" (awareness of the other) or "I see ME" (awareness of self) and laid the groundwork for more conscious leading.

Kathryn Bingham, *Leadership Studies, University of San Diego*

Navigation & Effectiveness: The Board Room, the Ball Field, the College President's Office

Sapphire A | Presentation | Leadership Development

Chair: Kathryn Gaines, *Leading Pace, LLC*

Level 4 Leadership: Genius with a Thousand Helpers a Case Study from the NFL

+BL

In his 2001 book *Good to Great*, Jim Collins describes a particular type of 'Level 4' leader as "A Genius with A Thousand Helpers." Investigating if this phenomenon could be found in other types of organizations, the presenter will share the results of a case study of the Cincinnati Bengals, a team in the National Football League.

Kim Hasselfeld, *Orthopaedics and Sports Medicine, University of Cincinnati College of Medicine*

Co-author: Daryl Smith, *Organizational Leadership, Mount St. Joseph University*

Navigating Meaning: How College Presidents Manage Influential Stakeholder Assumptions

This presentation will examine the description and stories college presidents tell about their student population when communicating with certain influential stakeholders such as trustees, alumni, and funders. Three significant findings pertaining to the tension and duality experienced by the presidents, the diversity paradigm, and the American Dream will be shared.

Suzanne Epstein, *Department of Communication Studies, Baruch College*

Positive Deviant Leadership for Sustainability: Keller and Cascade Engineering

+BL

The presentation will examine the positive deviant leadership of Fred Keller, CEO of Cascade Engineering, a certified 'B' corporation dedicated to positively impacting the triple bottom line of people, planet, and profit. Promoting a workplace of human flourishing, Keller and Cascade exemplify a leader and company who envision the world holistically and creatively.

Janis B. Balda, *Center for Sustainability and Global Change, Unity College*

Why Develop Leadership Competences During Experiments?

+LE

To develop new leadership competencies, there is a need for action research with a more experimental approach. This presentation will discuss a research project being implemented as a series of local experiments where four managers from different companies in Denmark experiment with affective leadership in their daily life.

Poula Helth, *Center for Business Development and Management, Copenhagen Business School*

The Future of Corporate Leadership Development

+LD

Sapphire E | Panel Discussion | Business Leadership

Chair: Allan R. Cahoon, *President, Royal Roads University*

Commentator: Scott J. Allen, *Management, Marketing and Logistics, John Carroll University*

This interactive and engaging panel session is designed to engage men and women involved in corporate leadership development. Topics of discussion will include: cutting edge resources, approaches to developing a global workforce, unique/novel approaches to development, and building a culture of continuous development and growth.

Rita Buffington, *Leadership Development Division, Qualcomm*

Patty McKay, *Human Resources, AMN Healthcare*

Sharon Hartman, *Corporate Human Resources, Illumina*

Rebecca Bergner, *Benefits Division, Target Corp*

Connecting Inner Transformation as a Leader to Corporate and Societal Change



+PL

Sapphire I | Workshop | Conference Theme

The ILA's new volume in the Building Leadership Bridges (BLB) series, *Leading with Spirit, Presence, and Authenticity* is grounded in presencing as a way of moving into conscious action. This workshop brings perspectives and methods for being present to yourself, others, and the evolving societal situation in ways that make a difference. Building on the facilitator's morning keynote address and ideas in the BLB volume, this workshop will give participants the opportunity to work personally and experientially with the ideas presented earlier and take these possibilities deeper into their lives.

Otto Scharmer, *Presencing Institute; Sloan School of Management, Massachusetts Institute of Technology*

Kathryn Goldman Schuyler, *Organization Development, Alliant International University*


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CONCURRENT SESSION

6

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

Research Methods and the New Leadership

Aqua 300 | Workshop | Leadership Scholarship

As notions about leadership have broadened to include more organic, participatory, and cognitive/developmental models, ways of studying leadership must broaden as well. Which new methodologies show promise as tools for research on leadership? This workshop will present a heuristic for determining the best fit between a research question and method and will engage participants in using the heuristic for their own questions.

Jon Wergin, *PhD in Leadership and Change Program, Antioch University*

Lize AE Booyesen, *PhD in Leadership and Change Program, Antioch University*

History in the Study of Leadership

Aqua 310A | Symposium | Leadership Education

Chair & Commentator: Molly Waters, *Leadership and American Studies, Christopher Newport University*

Is History as a Discipline Sufficient for Leadership Studies?

This study extends Anselm's *Proslogion*, analogically, to describe history beyond the symbology typically used to describe it. Two case studies, asking if the present discipline of history is sufficient to the purpose, will be explored.

Tim Blessing, *Department of the Humanities, Alvernia University*

The Challenge of Robert Nisbet: Finding Patterns in History

In 1969, Robert Nisbet warned against describing historical change by inadequate metaphors, such as history as life-cycles, a single epic, and never-ending progress. The presenter will discuss the limiting assumption that leadership must conform to any metaphor.

Nathan Harter, *Leadership & American Studies, Christopher Newport University*

The Cuban Missile Crisis: Leadership as Disturbance, Informed by History

In October 1962, the U.S. and the U.S.S.R. confronted one another over warheads placed in Cuba. U.S. President Kennedy exercised leadership in response to a disturbance of the strategic balance of power. This presentation examines how Kennedy's actions disturbed the norms of military response.

Sarah Chace, *Leadership Studies, Marian University*

Making Sense of Collective Realities in the Midst of Case-in-Point Teaching

+LE

Aqua 310B | Symposium | Conference Theme

Chair: Maggie M. Harris, *Leadership Minor, University of Minnesota*

Commentator: Cheryl Getz, *Leadership Studies, University of San Diego*

Case-in-point (CIP) is a disorienting experience for the students as well as the instructor. The ability of the instructor to make sense of what is happening in the system as well as with the individual and to effectively intervene is an art as well as a practice. This session will explore various aspects of sense-making and interventions from the instructor's perspective.

Reading Social Patterns in a CIP Class: A First-Person Action Inquiry

CIP teaching requires instructors to pay attention to multiple dynamics in a social system. This presentation will highlight lessons from an action research study done by teaching staff that was designed to improve their capacity to recognize and articulate emerging social patterns in the classroom.

Peter Maribei, *Leadership Studies, University of San Diego*

Conor McLaughlin, *Leadership Studies, University of San Diego*

Art in the Dark: Holding Heat and Distributing Authority for Leadership Development

Employing CIP can be an extremely risky way to teach, paralleling the risk involved in the real work of adaptive leadership. This presentation will examine the roles of, and challenges faced by, CIP instructors in the moment and as part of a larger stakeholder-driven system.

Abrina M. Schnurman-Crook, *Batten Leadership Institute, Hollins University*

Jennifer Brothers, *Batten Leadership Institute, Hollins University*

Using an Intentional Emergence Model to Guide Sense-Making and Intervention Strategy in the CIP Classroom

The presenters will share the Intentional Emergence Model, which helps instructors operationalize how CIP classrooms support the emergence of collective realities and provides tools for decision-making on how to effectively intervene in systems in order to foster conscious global leaders.

Linnette Werner, *Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*

David Hellstrom, *Leadership Minor, University of Minnesota*

In-Between: Exploring Social Spaces and Interdependencies

Aqua 311A | Symposium | Conference Theme

Chair & Commentator: Micah Weedman, *Belmont University*

The conference theme called for explorations that “promote greater awareness of the complex environments in which leadership occurs.” This panel will contribute to this objective by offering perspectives on the interdependencies between the social, cultural, and physical environments where leadership transpires.

Experienced Spaces: The Importance of Place-Making

With due consideration to human, cultural, and social factors, the presenter will examine Bollnow's tenets of experienced space in relation to Jacobs, Whyte, the Project for Public Spaces, and Oldenburg's assertions for the importance of urban planning and place design.

Alicia D. Crumpton, *School of Business and Public Leadership, Johnson University*

Creative Spaces: Film, Narrative, and Organizational Change

This exploration of lessons learned from film and the role of narrative will examine how leadership can create safe and challenging spaces through which deeply held assumptions can be challenged and change can be navigated.

Michaela O'Donnell Long, *Long Winter Media*

Civil Spaces: Dignity, Respect, Justness, and Human Flourishing

This research looks at civility throughout the ages through the lens of Eastern and Western worldviews. The presenter will share insights on how leaders can embody civility to promote the discovery of common ground, encourage mutual respect and justness, and foster individual liberty and the common good.

Jacqueline A. Faulhaber, *Johnson University*

Reconciling Spaces: Leadership and the Role of Human Flourishing in Reconciliation

Reconciliation literature focuses either on the role of leaders in mediating encounters between individuals or on those who initiate reconciliatory processes within geopolitical contexts. This paper considers the concept of 'reconciling space' and explores the role of the leader not only in creating these spaces but in fostering specific practices that help generate reconciliation.

Mark Weedman, *Arts and Sciences, Johnson University*

Developing Globally Educated Leaders

Aqua 311B | Presentation | Leadership Education

Chair: Natalie Coers, *University of Florida*

These presenters will explore the importance of leadership education programs incorporating cross-cultural knowledge and understanding into their curriculum.

Global Leadership Competence Development in American College Students

The goal of this presentation is not only to provide university educators with a workable definition of global leadership competencies, but to also illustrate how these competencies are used to inform the creation of intentional curriculum and initiatives for educating global leaders.

Ana Maia, *Facilities and Operations, University of Central Florida*

An Eight-Year Journey to Global Leadership

+LD

This presentation will provide a case study of one university's successful development of a global leadership program. By meeting the needs of students and the global community, over eight years the program blossomed from 336 to over 1,200 participants and expanded from four keystone areas to twenty.

Paul M. Arsenault, *Marketing, West Chester University*

Charles Warner, *Student Organizations, West Chester University*

Flat World—Global Education: Connecting Across Boundaries, Space, and Time

+PL

Technology delivers a globally collaborative educational environment. This paper highlights how, through the enactment of distributed leadership practices, one organization created a virtual learning space transcending boundaries, space, and time, resulting in greater collective capacity for global and localized change.

Tova Olson Sanders, *Organizational Leadership Studies, Northeastern University*

Altruism, Service-Learning, Purpose in Life, and Positive Global Change

How does service learning impact one's purpose in life and a desire for positive global change? This study across seven college majors explored the relationships between altruism, purpose in life, motivation to serve, and motivation to lead. Results and implications will be discussed.

William Franklin Evans, *Psychology, James Madison University*

Co-authors: Rachel Enstrom, *James Madison University*; **Mariah Hawes**, *James Madison University*; **Laurel Brubaker**, *James Madison University*

Women's Leadership Development in Underserved Migrant Communities in San Diego

Aqua Salon D | Panel Discussion | Leadership Development

Chair & Commentator: Elisa Sabatini, *Via International*

This panel will discuss the preliminary impact, outcomes, and lessons learned from a pilot project aimed at enhancing the leadership skills of low-income women from largely immigrant communities within San Diego County. A key component of the program is for the participants to also share their wisdom and life learning on campuses, helping to build bridges between academic and community knowledge. Panelists will focus on how successful practices for leadership development identified in this pilot can be duplicated in other communities.

Sahra Abdi, *United Women of East Africa*

Alejandra Carrera, *Bridging Academic and Community Knowledge Program, University of San Diego*

Sandra Martinez, *Foundation for Women*

Amina Sheik Mohamed, *Center for Global Health and Leadership Development*

Sahro Nor, *Bridging Academic and Community Knowledge Program, University of San Diego*

Jenni L. Prisk, *Prisk Communication & Voices of Women*

Leading Societal Change: Social Entrepreneurs and Nonprofit Organizations

Aqua 313 | Symposium | Public Leadership

Chair: Cynthia R. Robinson, *Science & Technology Policy Fellowships, American Association for the Advancement of Science*

Nonprofits often engage with multiple stakeholders, creating distinct, and sometimes overlapping, constituencies that must be nurtured and cultivated for overall success. This session will present findings from three research efforts focused on different constituency groups and challenges, yet with the common aim to empower leadership for positive social change.

Social Entrepreneurs – Leaders Spanning Boundaries

+LD

This research spotlights social entrepreneurial leaders who mindfully endeavor to hone their human-literacy to improve the well-being of individuals, communities, and organizational habitats. In so doing, they bring together a cadre of diverse individuals who co-create the services or programs that fill the gaps found in fractured institutionalized systems.

Jamesena Talbott, *Global Management & Organizations, Point Park University*

Generative Governance: Nonprofit Boards as Communities of Practice

Organizational governance can be a beautiful, contextual, and situational based experience – or not! This presentation will delve into practices that help nonprofit boards operate as communities of practice that engage and develop the generative capacity of individual members to support collective leadership and action for social change.

Sarah Hanks, *Agriculture & Extension Education, Virginia Tech*

Python Paradox: Shared Reality in Nonprofit Leadership

+LD

Drawing on in-depth interviews with nonprofit executive directors, this presentation will explore the trade-offs and tensions that occur during the vital, and occasionally painful, transactions of the Python Paradox, when nonprofit leaders struggle with the tension between a soft-hearted connection to mission and a hard-nosed need for resources.

Janet E. Rechtman, *J.W. Fanning Institute for Leadership Development, University of Georgia*

Developing Metacognitive Abilities in Leaders

+LE

Aqua 314 | Workshop | Leadership Development

The functioning of the brain/mind partnership has been deemed the last and most important developmental frontier in leadership theory and practice. Metacognition, linked to current brain research, provides a gateway into helping leaders understand the functioning of their brains and minds and in doing so increases their cognitive abilities. This workshop will examine techniques and demonstrate exercises for developing the metacognitive abilities of leaders and students in leadership development and education programs.

Anton P. Baumohl, *Psychology and Psychotherapy, Regent's University London*

Maria Charalambous, *Regents University London*

Sports Leadership in Local, Global, and Historical Contexts

Aqua Salon A | Symposium | Leadership Development

Chair & Commentator: Kathy Guthrie, *Center for Leadership and Social Change, Florida State University*

Based on the broad presence of sports in many societies, a question worth asking is: What can be learned about leadership from sports? This session will explore the intersection of leadership and sports through an examination of the 1919 World Series, a documentary about a high school team, athletics at a university in the Philippines, and team cohesion and effectiveness.

Central Eagles Dynasty: The Impact of 36 Years of Servant Leadership

Tribute, an eight-minute documentary, uses game footage, interviews, and coaches' speeches to demonstrate the impact of servant leadership on a high school football team in South Carolina. The presenter will discuss the film's contribution to the body of research and how it can be used to explain leadership dynamics and predict outcomes related to organizational performance.

Jason R. Fararoeei, *Yellow Cape Communications*

Successful Coach Leadership in University Athletics in the Philippines: Towards a Model

This study presents a model of coaching leadership within university athletics in the Philippines, focusing on (1) the coaching context, (2) the coach's personal characteristics, (3) coach-athlete relationships, (4) athlete outcomes, (5) athlete characteristics, and (6) coaching behaviors.

Joyce F. Orillosa, *College of Education, National University*

Fixing the Game: Leadership Lessons from the 1919 Black Sox Scandal

In 1919 eight players on the Chicago White Sox conspired to throw the World Series. In 1921, all eight were permanently banned from baseball. This presentation will explore the leadership lessons to be learned from the 1919 Black Sox Scandal.

Brian Davenport, *Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College*

Transformational Leadership and Cohesion in Sports Teams

+LD

Does a particular leadership style affect sports teams' effectiveness? This case study investigates the relationship between transformational leadership and team cohesion in the pursuit of team effectiveness.

Bruce Gillies, *Organizational Leadership, California Lutheran University*

Co-author: Kapp L. Johnson, *Management and Marketing, California Lutheran University*

Create a Collective Reality: Using Paradox to Transform Conflicting Perspectives

+LD

Cobalt 520 | **Workshop** | **Conference Theme**

This experiential workshop will explore ways of working with paradox – which often causes conflicting perspectives – to create a collective reality. Building on the framework of an actual business case, participants will learn about and then will expand upon ways of using polarity thinking to help leaders utilize both-and thinking as they work to develop the robust solutions needed for today's complex problems.

Brian Emerson, *Riverstone Endeavors*

Nancy C. Wallis, *Pitzer College*

Followership Research: Looking Backward and Looking Forward

Aqua Salon C | **Presentation** | **Conference Theme**

This presentation will review the historical limitations of research on leadership in an effort to avoid these same pitfalls in the study of followers and followership. In particular, the presenter will argue that research on leadership has been overly leader-centric, and research on followership should avoid simply “reversing the lens” and focusing exclusively on followers. The presenter will suggest the appropriate term to identify followers and explore the intertwined nature of leaders and followers in the co-production of leadership.

Ronald E. Riggio, *Kravis Leadership Institute, Claremont McKenna College*

Conscious Leading Through the Arts: Connecting with the Self, the Work, and the Collective

+LD

Aqua Salon E | **Workshop** | **Conference Theme**

Emerging realities require leaders to transcend traditional thinking and create paradigms for leading in the globally connected world. This workshop will provide exemplary models and methods of artistic renditions using watercolors, sculpture, and music to understand how to develop conscious leading through the arts. Participants will explore new possibilities for mindful forms of leading that will connect with the self, the work, and the collective, and nurture creativity and creative skills in leadership development.

Michael Chirichello, *Counseling, Social Work, and Leadership, Northern Kentucky University*

Ian D. Sutherland, *School of Postgraduate Studies, IEDC Bled School of Management*

Skye Burn, *The Flow Project*

Understanding Contemporary Student Leadership Frameworks and Competencies

Sapphire 400 | Workshop | Leadership Education

This workshop will combine conversations about four time-tested leadership frameworks (Emotionally Intelligent Leadership, the Student Leadership Challenge, the Relational Leadership Model, and the Social Change Model), research on student leadership competencies, and a demonstration of a new database, the Student Leadership Competencies Database. The database, designed so students can evaluate themselves across 60 leadership competencies, maps the specific elements and characteristics of each leadership framework to the competencies determined to be necessary through four dimensions: knowledge, value, ability, and behavior. The workshop will reveal how educators using one of these frameworks can connect the four dimensions to curricula and make correlations to the leadership competencies targeted for development.

Susan R. Komives, *National Clearinghouse for Leadership Programs, University of Maryland*

Marcy Levy Shankman, *Cleveland Leadership Center*

Corey Seemiller, *OrgSync*

Paige Haber-Curran, *Counseling, Leadership, Adult Education & School Psychology, Texas State University*

Gary Morgan, *Student Leadership Excellence Academy*

Scott J. Allen, *Management, Marketing and Logistics, John Carroll University*

Craig E. Slack, *National Clearinghouse for Leadership Programs, University of Maryland*

Leadership Insights from Antiquity

+LD

Sapphire 410 | Symposium | Leadership Education

Chair: Elizabeth Stork, *Organizational Leadership, Robert Morris University*

This session will explore insights gleaned from ancient sources about the characteristics of a good leader and the skills necessary for good leadership. Contemporary implications and applications of these insights will be suggested.

Aristotle on Leadership and Education

This paper explores Aristotle's views of leadership and education, drawing material primarily from *The Rhetoric*, *The Poetics*, and *The Nichomachean Ethics*. The presenter will outline how Aristotle presents effective speaking (*The Rhetoric*), an active imagination (*The Poetics*), and a virtuous character (*The Ethics*) as critical elements in effective leadership.

A.J. Grant, *Organizational Leadership, Robert Morris University*

Romance and Realism: Situating Leadership in Thucydides' *History of the Peloponnesian War*

Thucydides is widely considered one of the first realist analysts of politics. Yet the most famous speech in his history of the war between Athens and Sparta, Pericles' funeral oration, romantically idealizes Athenian democracy. This paper explores the tension in these competing views of leadership—realism vs. romanticism—in Thucydides.

Michael Harvey, *Business Management, Washington College*

Doing the Unexpected: Hilda of Whitby's Transformational Leadership

As host of The Synod of Whitby in 664 CE, Abbess Hilda of Whitby was given the titular leadership of the Ionian delegation. This paper traces the success of her expressive power in bringing change within the traditional constraints of the Church and outside of those boundaries.

Barbara Jones Denison, *Sociology & Anthropology, Shippensburg University*

Transformational Leadership Principles from the Hebrew Scriptures

The Tanak provides lessons and principles to equip people for exemplary leadership. This paper explores the progressive and intended messages of the first 39 books of the Bible related to leadership. The relevant themes are integrated with the current literature to develop a contemporary model for leadership.

John R. Shoup, *School of Education, California Baptist University*

Various Voices in Service-Learning: Meaning-Making and Potential for Global Change +LD

Sapphire 411A | Panel Discussion | Leadership Education

Chair: Elizabeth Gagnon, *Leadership and American Studies, Christopher Newport University*

Diverse stakeholder perspectives must be explored in order to develop a better understanding of what service-learning is and could be. Panelists will discuss their work with service-learning stakeholders whose voices are not necessarily prominent in the literature. Through exposure to these stakeholder voices, participants will gain insight into the complexity and depth of service-learning beyond student learning outcomes. Such understanding can help shape future service-learning to maximize resources, learning, and impact.

Marianne Lorensen, *Agricultural Education, Leadership & Communication, University of Minnesota*

Maria Trias, *Center for Community Service Learning, University of San Diego*

Chrys Egan, *Communication, Salisbury University*

Velda Arnaud, *Business, Blue Mountain Community College*

Leadership Discovery: Approaches from Various Contexts

Sapphire 411B | Presentation | Leadership Development

Chair: Tom Sechrest, *St. Edward's University*

A Systems View of the Phenomenon of Abrasive Leadership +BL

The presenters will share results from a recent phenomenological study of twelve formerly abrasive leaders, a perspective largely missing in the research about workplace bullying. Using a systems-oriented framework, this research illuminates the perspective of those who are considered to be aggressive at work. It also provides clarity about the types of actions that can support behavioral shifts.

Lynn Harrison, *Black Tusk Leadership, Saybrook University*

Co-author: Teresa A. Daniel, *Graduate School, Sullivan University*

Removing Sedimentation and Discovering Hidden Treasures +BL

To develop a deeper understanding of how leaders become more consciously self-aware, this paper will present research from a wider qualitative study that explored the socially constructed lived experiences and understandings of fifteen senior leaders who engaged in an authentic leader development process through the vehicle of executive coaching.

Jane Turner, *Faculty of Business and Law, Northumbria University*

Co-author: Sharon Mavin, *Northumbria University*

The Promise and Peril of Ego Development in Leaders +LE

According to research, creative responses to current organizational challenges require that leaders display action logics typical of advanced stages of ego development. This presentation will discuss the implications of this orientation and suggest alternative models focused on collective capacities.

Charles Baron, *Management, Laval University*

Awareness-Based Coaching: Immunity to Change for Developing Consciousness in Leaders +BL

Focusing on consciousness development in coaching as a tool for leadership development, through the awareness practices in Kegan and Lahey's Immunity to Change process, this presentation will describe research done on a large scale coaching project in a multi-national corporation.

Jonathan Reams, *Life Long Learning and Counseling, Norwegian University of Science and Technology*

Co-author: Juliane Reams, *Conscious Leadership Development*

Ethical Nurse Leaders: Developing Resilience and Clinical Wisdom +BL

Building on prior research, this narrative inquiry provides a detailed, contextually-grounded understanding of the development of nurse leaders' ethical knowing and its impact on their leadership practice. The presentation will examine how nurse leaders experience and mediate ethical issues and how these experiences impacted their ethical leadership.

Brigitte Harris, *School of Leadership Studies, Royal Roads University*

Dolores Furlong, *University of New Brunswick*

Leadership Lessons from Women University Presidents

Sapphire A | Panel Discussion | Leadership Development

Chair: Karen A. Longman, *Doctoral Programs in Higher Education, Azusa Pacific University*

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

There is no question that more women are needed as leaders in all sectors worldwide. Yet women are often faced with unique challenges and opportunities that drive the need for continued conversations. This engaging session will move forward a dialogue started at the 2013 ILA Women and Leadership Affinity Group Conference by bringing together three distinguished panelists – present female university presidents – who will discuss intriguing issues around their experiences in leading and the continued work needed to build, bridge, and blaze pathways for women and leadership.

Mary E. Lyons, *University of San Diego*

Constance Carroll, *San Diego Community College District*

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

Connective Leadership: Research on Leadership with Divergent Realities

+LD

Sapphire M | Refereed Symposium | Leadership Scholarship

Chair: Jean C. Lipman-Blumen, *Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Commentator: Art Olguin, *Santa Barbara City College*

The Connective Leadership Model focuses on reconciling the contradictory tensions between interdependence and diversity, an important leadership framework for encouraging the emergence of our collective realities. This symposium will present findings that expand the body of knowledge concerning this model.

Assessing the Relationship Between Intercultural Competence and Leadership Styles

As schools strive to educate students to meet the needs of an increasingly complex world, there is great importance in studying the interplay between leadership and culture to enhance preparation of global-ready graduates. Towards that end, this research examines the relationship between intercultural competence and connective leadership through a study of the Fulbright International Student Program.

Chris Cartwright, *Intercultural Communication Institute*

A Comparative Study of Connective Leadership Profiles Among Non- and For-Profit Leaders

Regardless of sector, the forces driving cross-sector collaboration have exponentially grown. The presenter will share research findings and point out critical considerations that must be taken into account when trying to bridge the gaps between sectors.

Maura Harrington, *Center for Nonprofit Management*

A Cognitive Neuroscience Approach to Achieving Styles

The goal of this research is to link Achieving Styles to cognitive mechanisms and neural systems in order to create tools for the development of a collaborative achieving style. Connections to teamwork and team success will be discussed.

Helena Blumen, *Albert Einstein Medical School*

Exploding the Myth: Connective Leadership Behaviors and Gender

This paper examines traditional gender roles using the Connective Leadership framework and data collected from more than 5,000 senior and mid-level managers in the United States. Research findings, including important implications for organizational practices, leadership development, and business education, will be shared.

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

Co-author: Jean C. Lipman-Blumen, *Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Collective Leadership Capacity: Developing Leadership and Leaders

+BL

Sapphire E | Workshop | Leadership Development

Robust leadership development requires polarity management between developing leaders at the individual level and developing leadership at the system level. This workshop will explore two approaches for developing leadership as a collective resource: assessment and feedback of organizational culture, learning, and leadership; and dialogic organization development interventions. Participants will work with two sets of methods and techniques for developing collective leadership.

Kathryn Gaines, *Leading Pace, LLC*

Joanne Barnes, *Graduate Studies in Leadership, Indiana Wesleyan University*

Laura Santana, *Global Leadership Development, Center for Creative Leadership*

The Evolution of the *New York Times* in Leadership

Sapphire I | Panel Discussion | Leadership Education

Chair: Kathleen O'Connell, *Education, The New York Times*

A common thread across leadership programs is the importance of connecting theory and practical application. The *New York Times* in Leadership (NYTL) was created to provide opportunities to connect leadership concepts to real-world examples. Panelists will briefly cover the evolution of the NYTL, share qualitative and quantitative data collected on the program's impact, and facilitate exercises to provide delegates with an opportunity to use NYTL tools and resources.

Gama Perruci, *McDonough Center for Leadership and Business, Marietta College*

Todd E. Murphy, *Center for Leadership, Northwestern University*

Matthew J. Sowcik, *Jay S. Sidhu School of Business and Leadership, Wilkes University*

Mary H. Tolar, *School of Leadership Studies, Kansas State University*

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Leadership and the Humanities is a peer-reviewed international journal dedicated to advancing understanding of, research on, and applications concerning leadership. The journal offers rigorous but readable scholarship on leadership from the broad field of the humanities, an increasingly popular focus for leadership studies. The journal publishes explorations of leadership from many disciplinary perspectives, including philosophy, ethics, religion, history, psychology, arts, literature, drama, film, ancient and modern languages, classics, communication and media studies,

anthropology, political science, and sociology. Interdisciplinary approaches are encouraged. The journal welcomes studies of leaders and leadership in many different settings, in fiction and art, and across different times, places, and cultures. This may include studies of formal as well as informal leaders, and it may focus on followers, organizations, and the context of leadership, or on symbolic representations and depictions of leadership. Research that stresses the diversity of leadership across gender, race, class, religion, and age is encouraged.

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JEPSON
School of Leadership Studies™

2014
WINNER

FREDRIC M. JABLIN
Doctoral Dissertation Award



Suze Wilson

Lecturer, School of Management, Massey University, New Zealand

The ILA & the Jepson School of Leadership Studies are proud to present the 2014 Fredric M. Jablin Doctoral Dissertation Award to Suze Wilson. She submitted the chapter “Contingency, Change, and Continuity in the Truth about Leadership” from her dissertation *Thinking Differently about Leadership: A Critical History of the Form and Formation of Leadership Studies*. Jepson Associate Professor Crystal Hoyt will present the award during Saturday’s plenary session (9:00 - 10:15 a.m., Sapphire Ballroom). Wilson will present her research on Saturday at 15:45 in Cobalt 520 (fifth floor, above Sapphire Level).

Wilson received her BA in political science from the University of Canterbury and her Ph.D. at Victoria University of Wellington. Prior to commencing her doctoral research, she had an extensive career in Human Resources management, industrial relations, and served as a student union leader.

ABSTRACT

This chapter examines notable changes and continuities when comparing Classical Greek, 16th century European, and modern scholarly accounts of leadership in order to gauge what progress has and has not been made in our understanding of leadership. It examines change and continuity in how leadership emerges as a focus of scholarly interest; how ‘the leader’, ‘the follower’ and their relationship have been understood; the social function of leadership discourse; and the epistemological and methodological predilections of leadership scholars. It suggests that important continuities exist between ancient and modern understandings of leadership and that in many ways we continue to rework old ground.

The ILA is pleased to partner with the Jepson School of Leadership Studies at the University of Richmond on the Fredric M. Jablin Doctoral Dissertation Award. This award is given annually to a scholar whose doctoral dissertation research, while on any topic and from any discipline, demonstrates substantial insights and implications for the study of leadership. The award was established to honor and celebrate the life of Dr. Fredric M. Jablin (1952-2004, pictured at right). The Call for Submissions for the 2015 Fredric M. Jablin Award will be available online in early 2015. Please visit www.ila-net.org/awards for more information.



SATURDAY
NOVEMBER 1 | 15:45–17:15

CONCURRENT SESSION

7

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

Integrating Public Leadership to Enhance Access to Knowledge

Aqua 310A | Symposium | Public Leadership

Chair: Rhonda McClellan, PhD in Leadership Program, University of Central Arkansas

Commentator: Timothy S. Bullington, PhD in Leadership Program, University of Central Arkansas

This symposium will explore how nonprofits, two-year colleges and universities, and public agencies are collaborating to enhance educational access for Arkansans and decrease poverty in the state.

Returns of Educating Women in Arkansas: Acquiring an Imagined Future

This presentation will discuss a collaborative project with The Women's Foundation of Arkansas investigating the benefits of educating women and how higher educational attainment can positively influence the economic landscape. The heart of the project uncovers stories of women's educational choices leading to visions of a different future.

Mariama Laouali Balla, PhD in Leadership Program, University of Central Arkansas

Mara Carawein, Teaching & Learning, University of Central Arkansas

Jamie Stacks, Leadership Studies, University of Central Arkansas

Diane Wolfe, PhD in Leadership Program, University of Central Arkansas

Co-authors: Cicily Tubb-Warbington, Communications, University of Central Arkansas; Kristy Carter, Outreach and Community Engagement, University of Central Arkansas

Economics of Educating Women in Arkansas

In an attempt to understand the gap in women's educational attainment in Arkansas, this study examines factors that may have influenced a woman's decision to pursue higher education in the state. The study utilizes the Capabilities Approach framework, developed by a social justice economist and philosopher.

Jamie Earls, PhD in Leadership Program, University of Central Arkansas

Jenny Dodson, PhD in Leadership Program, University of Central Arkansas

Cody Vest, PhD in Leadership Program, University of Central Arkansas

Co-author: Rachelle Miller, College of Education, University of Central Arkansas

Educating a Skilled Workforce

The collaborative leadership of a nonprofit and a two-year college and their program targeting access to higher education for adult learners who fail to pass reading admission assessments will be shared in this paper.

Kris Bertelsen, PhD in Leadership Program, University of Central Arkansas

Co-author: Sara Brown, PhD in Leadership Program, University of Central Arkansas

Community Partners Enhance Skills and Open Doors to Higher Education

This paper will present findings from a study investigating a collaborative literacy project among higher education, nonprofit, and state agencies.

Elizabeth LeQuieu, PhD in Leadership Program, University of Central Arkansas

Ferris Delph-Jackson, PhD in Leadership Program, University of Central Arkansas

Co-author: Katherine Ligon, PhD in Leadership Program, University of Central Arkansas

Modeling the Way: Leaders Teaching Leaders through Inclusive Pedagogies

+LD

Aqua 300 | Workshop | Leadership Education

Leaders lead by example. Research suggests that, in the same way, leadership educators model inclusiveness and facilitate learning environments that emphasize discussion-based pedagogies. This session will engage participants in dialogue about leadership educators' instructional strategy preferences, describe the transfer of classroom-based inclusive pedagogies to real world settings, and involve participants in activities that demonstrate the technique and allow for practice.

Dan Jenkins, *Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College*

Leader Development Evaluation: Challenges and Solutions

+LE

Aqua 310B | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Stewart Donaldson, *Claremont Evaluation Center, Claremont Graduate University*

Evaluating leader development is important to establish effectiveness of initiatives and also to ensure continuous improvement. This symposium brings together cutting edge approaches to leader development evaluation ranging from executive leader development organizations to undergraduate leadership education programs. Going beyond a description of evaluation methodology and results, experts in the evaluation field provide suggestions for how attendees can improve their own leadership development evaluation.

Leader Development Program Evaluation: Lessons Learned and Best Practices of an Arts Management Leadership Program

Best practices for evaluating leader development programs drawn from a museum leadership program evaluation will be outlined including early evaluation planning, developing a theory of change model, assessing quality of program implementation, and collecting mixed methods data aligned with evaluation questions.

Michelle Sloper, *Claremont Evaluation Center, Claremont Graduate University*

Co-author: Matthew Galen, *Claremont Graduate University*

Developing Leadership and Measuring Impact in College Sophomores: An Experiential Leadership Program

Sophomore year with its increased expectations, intensified curriculum, and fewer support systems is a particularly challenging time for college student development. This presentation will share the program evaluation management plan, evaluation methods, and outcomes of a 4-day experiential leadership development program for students designed to prevent the "sophomore slump."

Sherylle Tan, *Kravis Leadership Institute, Claremont McKenna College*

Co-authors: Samantha Langan, *Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University*; **Sara E. Thompson**, *Kravis Leadership Institute, Claremont McKenna College*

Evaluation of Leader Development Programs and Coaching: New Tools for Old Challenges

Tools for evaluating large-scale leader development and leader coaching initiatives that address some of the limitations of typical evaluation efforts of leader development will be described. The tools are customizable to individual leaders, and measure outcomes at multiple levels.

Sarah Stawiski, *San Diego Campus, Center for Creative Leadership*

Co-author: Jennifer Habig, *San Diego Campus, Center for Creative Leadership*

Twenty-First Century Leadership Issues

Aqua 311A | Presentation | Conference Theme

Chair: JoAnn D. Barbour, *Doctoral Program in Leadership Studies, Gonzaga University*

Rethinking Boundary Management and Social Media Training in the Smartphone Era

+LD

Examining a population of leaders who live where they work, this presentation will discuss the need for specific training on boundary management and supervisor mentorship to help entry level leaders keep from being burned out by a heavily connected society.

Pressley R. Rankin, *School of Applied Leadership, City University of Seattle*

Co-author: Taylor Peyton Roberts, *Leadership Studies, University of San Diego*

The Open Organization I A New Era of Leadership and Organizational Development

+BL

This presentation will discuss the changing landscape of organizational structure. The days of top-down, formal, rigid structures are numbered as increasingly attention is devoted to managerless, leaderless, agile, flat, flexible, and Open Organizational structures.

Philip A. Foster, *Maximum Change, Inc.*

Shaping Leadership Culture to Sustain Future Generations of Women Leaders

+PL

The Radical Adult Education philosophical approach is applied to address complex challenges of social role perceptions in societal and organizational responses to contemporary women's leadership. Critical consciousness is explored for creating new leadership realities, collaborative partnerships, and emergent leadership competencies.

Carmela Nanton, *MacArthur School of Leadership, Palm Beach Atlantic University*

What Can Research into Continuity Teach About Leadership for Change?

+PL

Although leadership theories illuminate change, they are largely silent on continuity. This presentation will examine why continuity is central to leadership, will clarify its role in enabling change, and will explore what leadership theories that consider continuity as seriously as they consider change might look like.

Samuel Wilson, *Swinburne Leadership Institute, Swinburne University of Technology*

Using Different Research Methods to Promote a More Conscious Form of Leadership

Aqua 311B | Presentation | Conference Theme

Chair: Roxanne J. Kymaani, *Division of Extended Learning, National University*

Presenters will focus on different research methods and their insights. While some methods are unconventional, all have the potential to inform leaders' thinking and the strategies leaders use to make decisions.

Leading Organizational Change Through Action Research Engagement

+LD

The Action Research Engagement (ARE) model describes principles and actions designed to increase stakeholder engagement and readiness for organizational change. The ARE process seeks to change stakeholders' perspectives and paradigms about the issues at hand, foster interest and motivation and create a climate of commitment to move forward and implement organizational change.

Wendy E. Rowe, *School of Leadership Studies, Royal Roads University*

Co-authors: Marie E. Graf, *School of Leadership Studies, Royal Roads University*; **Eileen Piggot-Irvine**, *School of Leadership Studies, Royal Roads University*; **Niels Agger-Gupta**, *School of Leadership Studies, Royal Roads University*; **Brigitte Harris**, *School of Leadership Studies, Royal Roads University*

Leadership, Sinkholes & Planned Change: Phenomenography to Find the Unforeseen

+LD

Planned change for cultural, social, organizational, and ecological improvements is often disrupted by unforeseen factors and unintended consequences. This presentation will discuss the use of phenomenographic tools, informed by sinkhole science, to help leaders recognize and map these unforeseen factors in the visible landscapes of complex change initiatives.

Dorothy E. Agger-Gupta, *School of Human and Organizational Development, Fielding Graduate University*
Niels Agger-Gupta, *School of Leadership Studies, Royal Roads University*

Mixed Method Study: Developing Intercultural Sensitivity in a Healthcare College

This presentation will share the findings of a mixed-methods study examining the intercultural sensitivity development of faculty and staff of a health sciences college. The goal of the study was to understand the process of intercultural development and its link to Psychological Capital, a multidimensional construct consisting of hope, efficacy, resiliency, and optimism.

Helen Fagan, *Leadership, University of Nebraska - Lincoln*

Co-author: Gina S. Matkin, *Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln*

One Step Back, Two Steps Forward: Fallback in Human and Leadership Development

+LD

This presentation shares findings from a research study undertaken with six key thinkers in the fields of human development and leadership development and reveals fallback as both a developmental reality and a potential factor in developmental transformation – one that has important implications for the exercise of leadership.

Valerie Livesay, *Leadership and Human Resource Management, National University*

African Leadership: Theory and Practice

+PL

Aqua 313 | Symposium | Leadership Scholarship

Chair: Faith W. Ngunjiri, *Offutt School of Business, Concordia College*

Commentator: Prince Attah, *Department of Educational Leadership, Delaware State University*

Studies on African leadership are largely absent from the rapidly growing field of leadership studies. Yet, no other continent faces the magnitude of leadership crisis Africa faces. This session will seek to encourage the process of bringing Africa into the field of leadership studies and to encourage a broader understanding of leadership issues and concepts in Africa.

Leadership Ethics and Stewardship in Africa

This presentation will discuss the elements in African philosophies that diminish leaders' responsibility toward public assets and will propose engaging scholars and ethical leaders toward reconstructing the foundational elements of African traditions so a greater sense of stewardship can re-emerge that will impact the social development of African countries.

Jean-Pierre Bongila, Leadership, Policy and Administration, University of St. Thomas

African Leadership Studies: Beyond Theoretical Exceptionalism

Using Ghana's Kwame Nkrumah, the former Zaire's Mobutu Sese Seko and South Africa's Nelson Mandela as case studies, the presenter will argue that leadership studies theory is applicable to the study of leadership regardless of cultural idiosyncrasies in direct opposition to Geert Hofstede's (1993) claim of leadership's theoretical exceptionalism.

Baba G. Jallow, Department of History, Creighton University

Inviting Spirit, Mindfulness, Presence, and Authenticity into Leadership

+LE

Aqua 314 | Workshop | Conference Theme

This experiential workshop will draw from the co-facilitators' experiences inviting spirit, mindfulness, presence, and authenticity into their individual and collective personal leadership practice. With examples from their classroom teaching in a Canadian Master's degree in Leadership Studies, presenters will actively demonstrate, lead experiential activities, and share helpful practices, lessons learned, and challenges overcome along the way.

Catherine Etmanski, School of Leadership Studies, Royal Roads University

M. Beth Page, School of Leadership Studies, Royal Roads University

Mark Fulton, LeadingCulture Inc.

Guy Nasmyth, School of Leadership Studies, Royal Roads University

Supporting Leaders in Developing the Capacity for Collaborative Leadership

+LD

Aqua Salon A | Workshop | Business Leadership

Action Research was conducted at a large corporation seeking to create collaborative/shared leadership across levels as a way to address complexity. Methods of engagement and research results will be shared showing the possibilities for a shift in culture from traditional hierarchical leader relationships toward collaborative leadership. This workshop will engage participants in addressing a key inhibitor: cross level power differential. A highly interactive small-group approach will be used to promote learning in the workshop including: personal reflection, small group conversation, application via case study, and large group debrief of key learning.

Susan L. Redmon, Saybrook University

Co-author: Nancy Southern, School of Organizational Leadership and Transformation, Saybrook University

Sampling the Context-Laden Foundations of Contemporary Leadership Programs

Aqua Salon C | Symposium | Leadership Education

Chair & Commentator: Robert Donmoyer, *Leadership Studies, University of San Diego*

This symposium will feature four presentations on a diverse group of leadership programs presented in case format. Two programs feature doctoral degrees and two offer M.A.-level only. The program curricula and underlying theoretical assumptions cover a broad range. The presentations will cover foundational premises of each program as well as how subsequent reorientations occurred.

How the UST Doctoral Leadership Program Reinforces Itself Without Abandoning its DNA

This case presentation will discuss how a 30-year-old doctoral program reinvents itself as founding faculty members retire and new theories emerge. Even as new core program theory and assumptions are introduced, it intends to maintain its foundational assumptions.

Donald LaMagdeleine, *Leadership, Policy and Administration, University of St. Thomas*

Co-author: David Rigoni, *Leadership, Policy and Administration, University of St. Thomas*

The Importance of What Leadership Means in Curriculum Development at St. Ambrose University

In 1998 St. Ambrose University co-developed an M.A. in Organizational Leadership with a local army installation. While the initial construction emphasized leadership as good management, sharp distinctions are now made between leadership and management that have improved the program and reflect our maturing and changing perspective of what constitutes leadership.

Ronald O. Wastyn, *Managerial Studies, St. Ambrose University*

Co-author: Randy Richards, *Managerial Studies, St. Ambrose University*

The Organizational Development and Leadership M.A. at Shippensburg University

This case study discusses a highly interdisciplinary program developed in response to a perceived need within the region of rural Pennsylvania for graduate level education in leadership. With a mix of part-time and full-time students, the program combines a broad social science orientation with an extensive organizational internship.

Barbara Jones Denison, *Sociology/Anthropology, Shippensburg University*

Creating Leadership Scholars Through a Traditional Approach at Our Lady of the Lake University

This presentation will discuss a case study of the OLL doctoral program in leadership studies, which combines education and business theory within a quantitative science orientation. A variety of challenges in maintaining rigor and consistency have arisen as the program has expanded to three campuses over the past five years.

Esther Gergen, *Leadership Studies, Our Lady of the Lake University*

Co-author: Carol Wheeler, *Leadership Studies, Our Lady of the Lake University*

Contingency, Change, and Continuity in the Truth About Leadership (Jablin Award Winner)

Cobalt 520 | Presentation | Leadership Scholarship

Chair: Crystal Hoyt, *Jepson School of Leadership Studies, University of Richmond*

This paper examines notable changes and continuities when comparing Classical Greek, 16th century European, and modern scholarly accounts of leadership in order to gauge what progress has and has not been made in our understanding of leadership. It examines change and continuity in how leadership emerges as a focus of scholarly interest; how 'the leader', 'the follower', and their relationship have been understood; the social function of leadership discourse; and the epistemological and methodological predilections of leadership scholars. It suggests that important continuities exist between ancient and modern understandings of leadership and that, in many ways, we continue to rework old ground.

Suze Wilson, *School of Management, Massey University*

Developing Conscious Leaders at the Top: How Three Companies Are Doing It Right

+LD

Aqua Salon D | Symposium | Business Leadership

Chair: Jim Ludema, *Center for Values-Driven Leadership, Benedictine University*

Commentator: Brad G. Jackson, *School of Government, Victoria University of Wellington*

Conscious leadership is essential, but how does one develop it with high potentials and C-suite executives? These three C-suite executives will share their pioneering work – what they have done and what they have learned – in developing conscious leaders at the top of their organizations.

How to Develop Senior Leaders as Diverse as the Clients They Serve: The Story of KPMG

This presentation will discuss a number of leadership development programs and initiatives launched by KPMG to support women and ethnically diverse professionals in their growth as senior leaders. KPMG has long been known for its commitment to corporate responsibility, including ethical integrity, corporate citizenship, diversity and inclusion, and environmental sustainability.

Kathy Hannan, *Benedictine University; KPMG LLP*

Conscious Leadership Development: A Case Study of Magnetrol International, Inc.

This presentation will provide an overview of the journey Magnetrol International undertook to develop and implement its leadership development program consistent with a global stakeholder perspective. A review of key learnings from its inaugural cohort will be included.

John Heiser, *Administration, Magnetrol International, Inc.*

HCA's Executive Development Program: Preparing Conscious Leaders for the C-Suite

Executive development requires an understanding of self, others, and the business. The Healthcare Corporation of America's (HCA) executive development programs build conscious leaders by creating awareness and competencies on the personal, interpersonal, and operational levels to equip the best talent for success as hospital officers. Program design, objectives, outcomes, and learnings will be shared.

Carla Worthey, *Healthcare Corporation of America, Inc.*

Cross-Cultural Collaboration for Global Change and Collective Identities

+PL

Aqua Salon E | Workshop | Business Leadership

This workshop will introduce participants to the Cross Cultural Collaboration (CCC) model, which maps an emergent process whereby individuals from different cultures develop collective identity and achieve mutually defined outcomes. Cultural fluency and collaboration skills are required to implement CCC, which is critical to solving complex problems or issues. The workshop will start out with a short overview of the topic then will shift to an experiential opportunity, diving deeper into the implication of CCC work. At the end of the session, there will be a short reflection on individual learning, practical applications of the model, and emergent CCC leadership strategies.

Patricia Greer, *Leadership and Organizations, University College University of Denver*

Tami France, *Human Resources, Mayo Clinic*

Leadership Education: Beyond the Leader to the Collective Work of Leadership

+LD

Sapphire 400 | Workshop | Leadership Education

The aim of this workshop is to refocus leadership education from the concept of LEADERShip, as resident in an individual, to leaderSHIP as a collective shared concept. Using a 'work of leadership' sense-making framework, participants will develop a conceptual map for leadership education re-design that places emphasis on the work, rather than the entity, of leadership.

Sandra Jones, *Management, RMIT University*

Co-authors: Jacinta Ryan, *Management, RMIT University*; Heather L. Davis, *LH Martin Institute for Tertiary Education Leadership and Management, University of Melbourne*

Network Leadership: Curriculum, Tools, and Capacities for Creating Change

Sapphire 410 | Workshop | Leadership Development

This workshop will share the early findings of a twelve-month collaborative research and development project focused on learning about the latest tools for supporting network leadership. The facilitators will engage participants in a discussion of lessons learned from case studies and surveys, and will introduce tools being utilized through action research to successfully develop network strategies for impact. Insights from the session will be documented and shared via the Leadership Learning Community website and participants will learn how to connect with ongoing communities of practice focused on network leadership.

Deborah M. Meehan, *Leadership Learning Community*
June Holley, *Consultant*

Followership and Leading: What Can We Learn from This Relationship?

Sapphire 411A | Presentation | Leadership Development

Chair: Tom Sechrest, *St. Edward's University*

In this power session, presenters will share work that addresses the leader/follower relationship. Each presentation will be approximately eight minutes followed by a short three minute question and answer period.

Leader Self-Concept and Comprehensive Styles of Leading and Following

This quantitative study examined the powerful influence of leader self-concept on the comprehensive nature of a leader's or follower's styles of influence. Background, methodology, results, and implications will be presented.

Thomas N. Meriwether, *Psychology, Virginia Military Institute*

The Courageous Followership Model as a Resource in Post-Conflict Areas

Presenters will examine the applicability of Chaleff's Courageous Followership model in post-conflict environments across the globe, particularly as it relates to the activist role of women in leadership.

Stephanie Colbry-Povlosky, *Business Administration, Cabrini College*

Beth Birmingham, *School of Leadership and Development, Eastern University*

Vonya Womack, *Business Administration, Cabrini College*

Erin McLaughlin, *Business Administration, Cabrini College*

The Effects of Ethics on Leader/Follower Relationship in Organizational Development

Leadership, and its anatomy, has been debated since the time of the ancient Greek philosophers. The question this presenter will address is: What part do ethics play in the leader/follower relationship discourse?

Flavien Shirandi, *Leadership, Beulah Heights University*

The Impact of Servant Leadership to Followers' Psychological Capital

This presentation will discuss the findings of a cross-cultural comparative study of the perceived impact of servant leadership on followers' sense of psychological capital within faith communities in the United States and Cambodia.

Eric D. Coggins, *School of Business, Liberty University*

Co-author: Mihai Bocarnea, *School of Business and Leadership, Regent University*

Followership and Student Leadership: Exploring the Relationship

This session will discuss a study that was conducted to determine if a relationship exists between a college student's leadership beliefs, their leadership identity, and their perspective on followers.

Todd J. Foley, *Professional Practice, University of Cincinnati*

New Horizons in Leadership Ethics

+PL

Sapphire 411B | Symposium | Leadership Scholarship

Chair: Kristin M. Bezio, *Jepson School of Leadership Studies, University of Richmond*

This session will explore the theoretical foundations of leadership ethics and examine the ethical issues that leaders confront from both philosophical and social scientific perspectives.

Political Leadership and Excluded Interests: The Case of Immigration

Focusing on the case of immigration, this paper will argue that political leaders have special obligations and are morally required to use their administrative discretion to protect the interests of certain vulnerable groups. The presenter will then consider the broader implications of this argument for the ethics of political leadership and representation.

Javier Hidalgo, *Jepson School of Leadership Studies, University of Richmond*

Moral Ambition and Authentic Leadership

This paper explores the tension between Authentic Leadership and moral ambition. The presenter will This paper explores the tension between Authentic Leadership and moral ambition. The presenter will argue – building on philosophical accounts of hypocrisy – that moral ambition, or holding oneself to a higher standard, is not a virtue of leaders after all and will examine how morally ambitious leaders fail to meet standards of honesty and egalitarianism.

Jessica Flanigan, *Jepson School of Leadership Studies, University of Richmond*

Ethical Leadership in Egalitarian Societies

Using experimental and naturalistic observation among forager-farmers from Amazonian Bolivia, this paper examines ethical leadership in anthropological perspective, arguing that how group members moralize the behavior of their leaders depends on how their evolved moral intuitions interact with local culture and ecological conditions.

Christopher R. von Rueden, *Jepson School of Leadership Studies, University of Richmond*

Do Associative Obligations Support Nationalistic Leadership?

This paper examines the obligations of followers in a political context and argues that there are no non-voluntary associative obligations. Perceived obligations are better accounted for through other means or judging that there really is no obligation. This failure of associative theories casts doubt on whether leaders can permissibly promote pro-national policies.

Ryan Davis, *Political Science, Brigham Young University*

Leading Consciously: Women and Leadership in Higher Education

Sapphire A | Symposium | Leadership Development

Chair: Karen A. Longman, *Doctoral Programs in Higher Education, Azusa Pacific University*

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

Over the past year, twenty scholars in higher education have collaborated to produce the first volume in ILA's Women and Leadership book series. Four chapter authors will introduce fresh insights into related topics on the themes of The State of Women and Leadership in Higher Education, Strategies for Women's Leadership Development, and Women's Experiences and Contributions in Higher Education.

Women at the Top: The Pipeline Reconsidered

This presentation will reconsider the 'pipeline' metaphor, which presumes that since women and men hold relatively the same qualifications, women will ascend to the top at a similar rate as men. Rather than an effective strategy for advancing more women into leadership roles, the pipeline has proven to be a pipe dream.

Deborah Rhode, *Program in Law and Social Entrepreneurship, Stanford University*

American Council on Education's (ACE) IDEALS for Women Leaders: Identify, Develop, Encourage, Advance, Link, and Support

This presentation will provide an overview of lessons learned and will draw out leadership development lessons from ACE's system of state, regional, and national programs. The presenter will also discuss Moving the Needle, an initiative to raise national awareness of the importance of achieving gender parity in senior leadership positions.

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

Approaches of Women Leaders in Higher Education: Navigating Adversity, Barriers, and Obstacles

The presenter will share findings of a qualitative study that involved face-to-face interviews with 26 women presidents, provosts, and vice presidents. Strategies employed by participants to navigate adversity will be discussed, in addition to reflecting on the influence of reframing, resilience, and self-efficacy on navigating professional and personal challenges.

Amy Diehl, *Technology & Library Services, Shippensburg University of Pennsylvania*

Women Leaders, Authenticity, and Higher Education: Convictions and Contradictions

This presentation will consider how an ethic of care, alongside attention to gender, can add value to the theory of authentic leadership and help determine the core values required for an ethical leadership practice. Key findings from a phenomenological inquiry conducted with ten senior women leaders will be discussed.

Rita A. Gardiner, *Women's Studies and Feminist Research, The University of Western Ontario*

Powerful Pedagogies for Undergraduate Leadership Education and Development

+LD

Sapphire E | Panel Discussion | Leadership Education

Chair: Danny White, *Department of Athletics, Virginia Tech*

What if institutions viewed leadership development through the lens of holistic undergraduate education? Utilizing examples from three universities, this panel will analyze high impact educational pedagogies and practices that facilitate leadership development for all students, not only those in formal leadership programs. Participants will be asked to participate in an interactive discussion and consider their own roles as leaders for transformative education.

Nicholas A. Clegorne, *Agricultural and Extension Education, Virginia Tech*

Julie E. Owen, *New Century College, George Mason University*

Kerry L. Priest, *School of Leadership Studies, Kansas State University*

Building Momentum Towards Leadership Education Legitimacy: A Collective Reality

Sapphire I | Panel Discussion | Leadership Education

Chair: Matthew J. Sowcik, *Jay S. Sidhu School of Business and Leadership, Wilkes University*

As the field of leadership studies continues to grow and mature, many questions still remain regarding its legitimacy. Initiatives like ILA's Guidelines for Leadership Education Programs have begun to lay the groundwork for formalized program review but, while those in leadership education would agree there is a need to establish long term legitimacy, how it will be achieved is often debated. This session will continue that conversation through a guided discussion with expert panelists addressing their individual programs, struggles and successes to achieve legitimacy within their local institution, and implications for the field in the academy and beyond.

Mary H. Tolar, *School of Leadership Studies, Kansas State University*

Gama Perruci, *McDonough Leadership Center, Marietta College*

Jonathan R. Gosling, *Centre for Leadership Studies, University of Exeter Business School*

Brent Goertzen, *Leadership Studies, Fort Hays State University*

Black Consciousness - Generations in Blackness

+LE

Sapphire M | Panel Discussion | Leadership Development

Chair: Zachary Gabriel Green, *Leadership Studies, University of San Diego*

In this session four generations of black men will share stories about their conscious awakening to identity, the struggle in doing so, and leading from this identity. The ability to navigate and respond to system dynamics shapes individuals and creates opportunities to lead with authenticity. Using music and poetry, presenters will share the challenges and practices of finding and leading from the truest sense of self, aspiring to generate a sense of understanding and empathy in participants and providing them with the opportunity to witness personal practices of contemplative reflection and leadership rooted in vulnerability, empathy, and resilience.

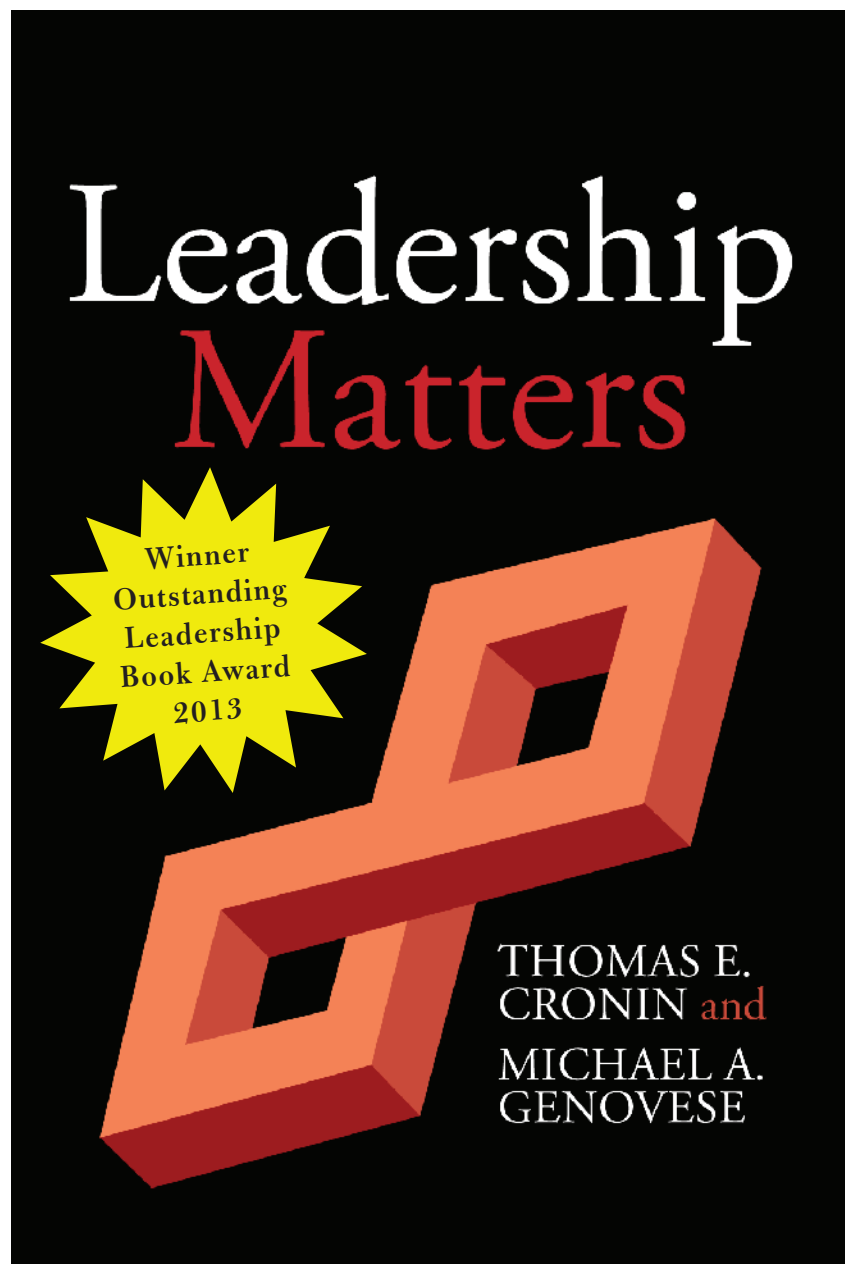
Henry Pugh, *Leadership Studies, University of San Diego*

Leonice Brown-Young Jr., *Leadership Advisory Board*

John Loggins, *Community Service-Learning, University of San Diego*

Tarek Lemmons, *University of San Diego*

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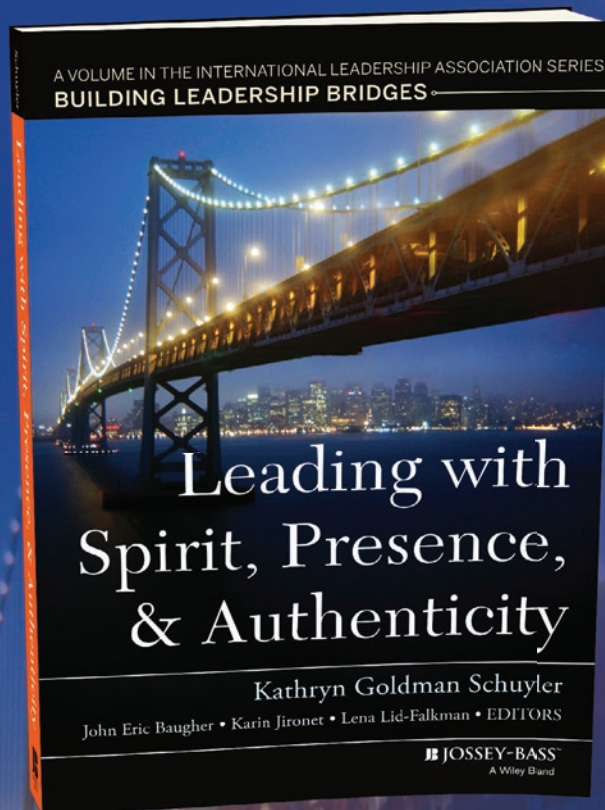
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AUTHORS IN LEADERSHIP

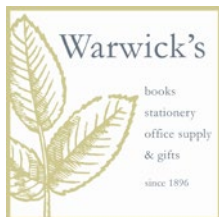
The bookstore, hosted and run by Warwick's, a local store, is located in the exhibit hall in booths # 19-20

BOOKSTORE HOURS:

THURSDAY, OCT. 30 – 15:30 – 19:30

FRIDAY, OCT. 31 – 08:00 – 17:00

SATURDAY, NOV. 1 – 08:00 – 19:00



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SPECIAL BOOK SIGNINGS

At the bookstore

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Friday 08:00 until 08:45 or bring one of her books with you to her "Meet & Greet" on Thursday from 18:15 until 19:15 in Sapphire 411

Finding Our Way: Leadership for an Uncertain Time
So Far From Home: Lost and Found in Our Brave New World
Turning to One Another: Simple Conversations to Restore Hope to the Future
Perseverance
Walk Out Walk On

Barbara Kellerman

Friday 16:00 – 17:00

The End of Leadership
Hard Times: Leadership in America
Women and Leadership

Otto Scharmer

Saturday 08:00 – 08:45

Leading from the Emerging Future: From Ego-System to Eco-System Economies
Theory U: Leading from the Future as it Emerges

LEADERSHIP AUTHOR BOOK SIGNING

Saturday | 17:30 – 19:00 Sapphire Ballroom

Scott Allen

Emotionally Intelligence
Leadership: A Guide for College Students

Andreas Bernhardt

Tricky Coaching; Difficult Cases in Leadership Coaching

Jean-Pierre Bongila

Grounding Leadership Ethics in African Diaspora and Election Rights

Tracey Brown

Nature-centered Leadership

John Bryan

Geopolitical Divisions as Indicators of Culture or Subculture in Uganda: Leader Views of Leadership Roles, Practices, and Behaviors

John (Jack) Burns

Organizational Leadership and Practices for Leaders

David D. Chrislip

For the Common Good: Redefining Civic Leadership

Richard Couto

Reflections on Leadership

Tom Cronin

Leadership Matters

Sean Cullen

Nature-centered Leadership

Janet Denhardt & Bob Denhardt

The Dance of Leadership

Doug DeVore

Leading for excellence: A Twelve Step Program to Student Achievement

Dan Ebener

Blessings for Leaders: Leadership Wisdom from the Beatitudes

Catherine Etmanski

Learning and Teaching Community-Based Research: Linking Pedagogy to Practice

Bernardo Ferdman

Diversity at Work: The Practice of Inclusion

Philip A. Foster

The Open Organization, A New Era of Leadership and Organizational Development

Mark Fulton

Leading with Spirit, Presence, and Authenticity

Michael Genovese

Building Tomorrow's Leaders Today
Leadership Matters

Kathryn Goldman Schuyler

Inner Peace & Global Impact: Tibetan Buddhism, Leadership, and Work
Leading with Spirit, Presence, and Authenticity

Arron Grow

How to Not Suck as a Manager
Change or Go: How to Stop Non-Team Player Behavior at Work

Nathan Harter

Clearings in the Forest
Leadership & Coherence

Thomas Harvey

Leading For Excellence: A Twelve Step Program to Student Achievement

Yael Hellman

Learning for Leadership: A Facilitative Approach for Training Leaders

Suzanne Henwood

Practical Leadership in Nursing and Health Care: A Multi Professional Approach

Steve Hill

JOLT Challenge

Ronald Humphrey

Effective Leadership: Theories, Cases, and Applications
Affect and Emotion: New Directions in Management Theory and Research

Wade Jackson

JOLT Challenge
Stories at Work

Craig Johnson

Leadership: A Communication Perspective
Meeting the Ethical Challenges of Leadership

Eric Kaufmann

Leadership as a Hero's Journey

Susan Komives

Exploring Leadership

Konstantin Korotov

Tricky Coaching: Difficult Cases in Leadership Coaching

Marcy Levy Shankman

Emotionally Intelligence Leadership: A Guide for College Students

Jean Lipman Blumen

Connective Leadership
The Allure of Toxic Leaders

Karen Longman

Thriving in Leadership: Strategies for Making a Difference in Christian Higher Education
Women and Leadership in Higher Education

Susan Madsen

Women and Leadership in Higher Education

Connie L. Matsui

Jane Wins Again: Can Successful Women Have it All? A Fifteen-Year Follow-Up

Tom Matthews

Building Leaders One Hour at A Time

Afsaneh Nahavandi

The Art and Science of Leadership

Faith Ngunjiri

Collaborative Autoethnography
Women's Spiritual Leadership in Africa

Peter G. Northouse

Leadership: Theory and Practice
Introduction to Leadership: Concepts and Practice

M. Beth Page

Leading with Spirit, Presence, and Authenticity

Marcia Reynolds

The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs

Deborah Rhode

Women and Leadership

Marshall Sashkin

Leadership That Matters

Corey Seemiller

The Student Leadership Competencies Guidebook

John Shoup

Organizational Leadership: Foundations and Practices for Christians
Leveraging Chaos: The Mysteries of Leadership and Policy Revealed

Georgia Sorenson

The Power of Invisible Leadership

Spencer Stober

Nature-centered Leadership

Marilyn Taylor

Emergent Learning for Wisdom

Amanda Trosten-Bloom

Appreciative Leadership
The Power of Appreciative Inquiry

Jennie Walker

Developing Your Global Mindset: The Handbook for Successful Global Leaders

Meena Wilson

Developing Tomorrow's Leaders Today: Insights from Corporate India

Maura Wolf

What Matters Most: Everyday Leadership at Home, at Work and in the World

Kimberly Yost

From Starship Captains to Galactic Rebels: Leaders in Science Fiction Television

SATURDAY

NOVEMBER 1 | 17:30-19:00 | SAPPHIRE BALLROOM

HOSTED POSTER SESSION

THE POSTER SESSION WILL BE SPLIT INTO TWO SHIFTS: ODD NUMBERED POSTERS WILL BE STAFFED FROM 17:30-18:30 AND EVEN NUMBERED POSTERS WILL BE STAFFED FROM 18:00-19:00. POSTER TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION SEE PAGE 20."

Thanks to Eastern University Ph.D. in Organizational Leadership for sponsoring this event!

1. A New Paradigm for Leadership: Effective Global Leaders Act with Intention

Patricia Stokke, Business, Cabrillo College

2. Chinese Philosophy: Aesthetics, Leading, and Organizing

Zhi Luan, Leadership, University of Central Arkansas
Tim Atkinson, Arkansas Science and Technology Authority

3. Communicative and Linguistic Challenges in LCTL Programs and Teaching Teams

Christopher P. Brown, Language Acquisition Resource Center, San Diego State University
Co-author: Farid Saydee, Language Acquisition Resource Center, San Diego State University

4. Spiritual Development at Work

Charlene F. D'Amore, Indiana University of Pennsylvania

5. The Grateful Leader: A Gratitude Intervention for Principals

Candace Atamanik, Florida International University Center for Leadership
Co-authors: Julie Lanz, Florida International University Center for Leadership, and Ajay Ponnappalli, Florida International University Center for Leadership

6. Implementation of a CSR Program: Starbucks Coffee Company Case Study

Joseph Milczewski, Engineering, Baker College

7. Intercultural leadership: A Chinese Canadian Perspective

Debora Linehan, Royal Bank of Canada

8. Leadership, Development, Ethics and Coaching

Sherri Black, Human Resources, Visteon Corp

9. Shared Leadership: Understanding the Distribution of Influence

Isabelle Bonneau, Management, University of Quebec at Montreal School of Management
Co-authors: Brian Hobbs, University of Quebec at Montreal School of Management; Kathleen Bentein, University of Quebec at Montreal School of Management

10. The Human Toll of Leader Toxicity in Organizations

Kathie L. Pelletier, Management, California State University, San Bernardino

11. The Relationship between Leadership Power Bases and Effective Employee Relations

Lucinda Parmer, Miami University

12. Addressing the Sophomore Crisis through Interdisciplinary Leadership Programming

Lori A. Blake, Office of Student Life, Villanova University
Ralph A. Gigliotti, Office of Student Development/ Department of Communication, Rutgers University

13. Comparing Women Pygmalion, Transactional, and Transformational Leaders in Teams

Joleen Archibald, Kravis Leadership Institute

14. Developing Nature-Centered Leaders

Alicia Haberski Sprow, Alvernia University
Spencer S. Stober, Graduate Studies, Alvernia University

15. Leadership Development through a Graduate Student Mentoring Program

Ben Kutsyuruba, *Education, Queen's University*
Co-authors: **Lorraine Godden**, *Education, Queen's University*; **Chi Yan Lam**, *Queen's University*

16. Leadership Training Impact on Health Care in Brazil

Priscila A. Scripnic, *Leadership Courses, Mirror Leadership*
Co-author: **Rosely Cordon**, *Faculty of Dentistry, Center for Excellence in Prosthesis and Implants*

17. Organizational Supports for Learning Leadership: A Study of U.S. Museums

Julie I. Johnson, *Division on Research & Learning, National Science Foundation*

18. Philippine School Division Superintendents as Symbol of Change in Education

Joyce F. Orillosa, *College of Education, National University*
Co-author: **Roberto Borromeo**, *Educational Leadership and Management, De La Salle University*

19. Quality Management in Higher Education

Sibel Ahi, *Alvernia University*

20. Role of Gender on Organizational Leadership Styles

Sylvester Okoro, *Global Leadership, Indiana Institute of Technology*

21. Smartphone as Leader Self-Development Tool for Self-Leadership, Self-Awareness

Jeff Fajans, *Claremont Graduate University*

22. Succession Planning and Cultural Intelligence

William H. M. Etti, *Health and Human Services, National Institutes of Health*

23. Transformational Learning and Leadership Development in Student Teaching

Shana L. Matamala, *School of Education and Leadership Studies, California Baptist University*

24. Undergrad Student Leaders, a Subgroup of Millennials, and Their Team Experiences

Katherine Jeffery, *Strategic Initiatives, Trinity International University*

25. Personal Leadership and Human Flourishing

Martin Hall, *SVS Consulting Services*
Suzanne E. Van Stralen, *Leadership Development/Organizational Culture Change, SVS Consulting Services*

26. Comparative Analysis of Leadership Development Curricula in MBA Programs

Anne Sauer, *Alumni Association, Presidio Graduate School*
Cynthia Scott, *Presidio Graduate School*

27. Examination of Leader Development in an Ethiopian Water Resources Ph.D. Program

Daniel Mossissa, *Eastern University*
Cheryl Patton, *Eastern University*
Natasha Webster, *Eastern University*

28. Great Expectations: The Leadership Faculty Search

L. Hyatt, *Organizational Leadership, University of La Verne*
Lu Liu, *Organizational Leadership, University of La Verne*
MD Haque, *Organizational Leadership, University of La Verne*

29. Initial Psychometric Analyses of a Leadership Situational Judgment Test: SALSAC

Janet Kottke, *Psychology, California State University, San Bernardino*
Co-authors : **Elizabeth L. Shoenfelt**, *Psychology, Western Kentucky University*; **Cindy L. Ehresman**, *Lifelong Learning, Western Kentucky University*

30. Leadership: Cultural Competence & Advising Through the Lens of HSI Programs

Kenia Hernandez-Cueto, *Enrollment Management, Chapman University*

31. Challenges to Human Resource Management Implementation in a Developing Country

Franklin Oikelome, *Organizational Leadership, Eastern University*

32. Creation of a Refereed Open Access Interdisciplinary Leadership Journal

Isabelle Cherney, *Graduate School, Creighton University*
Co-author: **William J. Leggio**, *Prince Sultan College for Emergency Medical Services*

33. Culture and Mission Alignment in Community Colleges: An Organizational Analysis

Co-author: **E. Gerome Stephens**, *Georgia Tech University*

34. Daisaku Ikeda As an Exemplar of Transformational Leadership

Rich Whitney, *Counseling and Special Education, DePaul University*

35. Developing Leader Consciousness

Jennifer Moss Breen, *Interdisciplinary Doctorate Program in Leadership, Creighton University*
Rob Elkington, *University of Ontario Institute of Technology; Global Partnership Consulting*

36. Existential Leadership: Interpersonal Engagement within Organizations

Jen Jones, *Communications, Seton Hill University*

37. Leadership in the Virtual Environment

Presenter: Kim D. Hunt, *Caster Center for Nonprofit and Philanthropic Research, University of San Diego*

38. Leading by Example: Images of Diversity and Collectives on University Webpages

Presenter: Kristine F. Hoover, *Organizational Leadership, Gonzaga University*
Co-author: Deborah Anne O'Neil, *Management, College of Business Administration, Bowling Green State University*

39. Overcoming Barriers: Building Women Leaders Via Distance Learning Education

Jane Wakahiu, *African Sisters Education Collaborative and Sister Leadership Development Initiative, Marywood University*

40. Phenomenology of Servant Leadership in a Community-Based Leadership Program

Russell Horton, *Leadership Studies, Gonzaga University*

41. Publishing in the Journal of Applied Christian Leadership

Erich Baumgartner, *Leadership, Andrews University*

42. Quantum Physics and Leadership

Anat Herzog, *Chapman University*

43. Radical Islamic Praxis & Pedagogy: A Primer on Reform Leadership in Islamic Law

Ahmed Samir Younis, *Chapman University*
Co-authors: Gregory Warren, *College of Educational Studies, Chapman University*; **Anat Herzog**, *Chapman University*

44. Self-Leadership and the Changing Nature of Work

Sam Spurlin, *Positive Organizational Psychology, Claremont Graduate University*

45. Simultaneously Leaders and Followers: A Middle Manager's Cognitive Challenge

Steven Geer, *University of Phoenix*

46. The Integration of Selected Leadership Theories with "The Leadership Moment"

Roger L. Turner, *Eastern University*

47. Toward a Universal Framework for Contemplative Leadership

Abby Wells, *Wells Contemplative Solutions*

48. A Phenomenological Study Defining Leadership and Practices in Russia and Ukraine

Michael W. Linville, *Leadership, Indiana Wesleyan University*

Co-author: Artem Kliuchnikov, *Leadership and Training, International Faith Initiatives, Inc.*

49. A Leadership Perspective: A Hierarchal Structure of Five Foundations

Errol A. A. Gibbs, *Project Management and Business Consulting, FFHD Writers Inc.*

Hazel Ann Gibbs de Peza, *Centre for Education Programmes, University of Trinidad and Tobago*

50. Consensus Decision-making: An Empirical Mixed Mode Study

Susan Kay Hares, *Business and Leadership, Regent University*

51. No Ruler in Sight: Trying to Measure the Effectiveness of Pastoral Leadership

Charles Metcalf, *Organizational Leadership, Eastern University*

52. The Experienced Emotional Labor of Women Leaders in the Nonprofit Sector

Michelle Shockness, *Organizational Leadership, Eastern University*

53. The Transformational Leadership of Bayard Rustin

Jeaninne Wallace, *Union Institute and University*

54. The Books: Service Member First Accounts of War on the Ground

Rene De La Rosa, *Indiana Institute of Technology*

55. Who Community Leaders Admire (And Why It Matters)

Sean J. Cullen, *PhD Program, Alvernia University*
Tufan S. Tiglioglu, *Academic Affairs, Alvernia University*

R. David Myers, *O'Pake Institute for Ethics, Leadership, and Public Service, Alvernia University*

SUNDAY

NOVEMBER 2 | 9:00-10:00

CONCURRENT SESSION

8

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A "+" AND TWO-LETTER DESIGNATION.

Increasing Engagement of Leadership Through the Use of Web-Based Technology

+LD

Aqua 300 | Workshop | Leadership Education

This session will illustrate how the use of web-based technology and personal electronic devices can be used as a means for understanding leadership concepts like empowerment, intellectual stimulation, and significance. Tools like Prezi, VoiceThread, Polleverywhere, Padlet, Powtoons, and LiveBinders will be demonstrated to show how facilitators can increase participant engagement – behaviorally, emotionally, and cognitively – through the use of web-based presentation tools. After the overview, strategies for using these tools in both academic and professional training settings will be presented.

Dan Noel, Organizational Leadership, Wright State University

Leading from Stillness: Applied Mindfulness for Organizational Acceleration

Aqua 310A | Workshop | Conference Theme

Multiple scientific studies show that practicing mindfulness directly relates to neuroplasticity, mental agility, resilience, compassion, creativity, and insight. Given the speed, complexity, and uncertainty of today's leadership realities, there has never been more of a need for mindful leaders. With nearly 30 years of experience, the presenter will first provide an overview on mindfulness, highlighting its application to leader and leadership effectiveness. The workshop will then use a series of exercises to create opportunities for attendees to practice leadership enhancing mindfulness techniques.

Eric Kaufmann, Sagatica

New Faces at the Table: Cultivating Institutional Diversity

Aqua 310B | Presentation | Public Leadership

Chair: Max Klau, City Year

Leading Toward Diversity: Strategies for Inclusion Excellence in Higher Education

+LE

Increasing diversity continues to be a priority and challenge for many universities. Using qualitative data from case studies at three universities, this study examines the role of chief diversity officers in institutionalizing campus diversity and their key strategies for inclusive excellence that create deep and pervasive transformative change.

Cynthia Davalos, Student Affairs, University of California, San Diego

Andean Authenticity: Bridging Community and the Workplace to Empower Women

+BL

This paper provides new empirical data to explore authentic leadership theory and female leadership through the lens of institutional and community change efforts led by indigenous women in rural areas of Ecuador. After an overview of the research, the presenter will discuss implications for individuals, communities, institutions, and policy-makers.

Carolina Bown, Modern Languages and Intercultural Studies, Salisbury University

Two Models of Youth Leadership Development

Aqua 311A | Presentation | Youth Leadership

Chair: Angel Acosta, *Leadership exCHANGE*

Entrepreneurial Leadership: An African Approach (Hint: It's More Than Business)

+LD

The African Leadership Academy (ALA) is a pan-African, pre-collegiate school with the mission of training the next generation of ethical, effective African leaders, specifically 6,000 leaders in the next 50 years. The presenter will discuss how ALA's dynamic leadership schema and focus on entrepreneurial leadership equips youth for the challenges in Africa and the world today and tomorrow.

Ryan Findley, *Entrepreneurial Leadership, African Leadership Academy*

Latino/a Leadership Development: New Visions, New Futures

+LE

The National Hispanic Institute creates leadership development experiences for Latino/a youth grounded in inquiry, identity formation, and social entrepreneurship. The presenter will highlight this program's strengths and limitations concluding with comments on the need to view youth development as interconnected and interdependent with social development given the current global predicament.

Andres Mauricio Bernal, *Public and Urban Policy, The New School*

Two Approaches to Broadening the Geographic Reach of Universities

Aqua 311B | Presentation | Leadership Development

Chair: Amy Diehl, *Technology and Library Services, Shippensburg University*

Community Development and Servanthood in Context: Global Leadership in Colombia

+LE

Faculty from universities in Colombia and the U.S. worked together to build a curriculum and a service learning experience that engaged students with local communities having a long history of protracted violent conflict. The panelists will discuss implications of this type of program, offer insights on multi-country partnerships, and share lessons for universities and community partners in local and global contexts.

Russell Horton, *Doctoral Program in Leadership Studies, Gonzaga University*

Lazarina Topuzova, *Organizational Leadership, Gonzaga University*

Nathaniel Pearson, *Doctoral Program in Leadership Studies, Gonzaga University*

Making an Impact: Leadership Development and the Branch Campus Model Worldwide

+LE

Branch campuses throughout the world allow universities to extend their geographic footprint while expanding educational opportunities to underserved students. The topic of leadership practice in countries that are developing educational systems through western branch campus initiatives will be explored from several viewpoints, including ethnological and qualitative approaches.

Richard Bakken, *Leadership Studies, University of San Diego*

Amber L. Stephenson, *Nonprofit Evaluation Services & Training (NEST), Temple University*

Travis A. Berger, *Business, Alvernia University*

Accelerating Engagement, Learning, and Leadership Development in STEM Classrooms

+LE

Aqua Salon A | Workshop | Youth Leadership

The presenter will demonstrate how a scientific reinterpretation of Kolb's experiential learning cycle enhances team functioning, increases engagement, facilitates greater technical learning, and promotes leadership development in science, technology, engineering, and mathematics (STEM) classrooms. Participants will engage in a classroom simulation followed by a debriefing. Leadership tools, implementation strategies, and course evaluation outcomes will also be shared.

Preston Yarborough, *Center for Creative Leadership*

Total Collaboration: Team Effectiveness and Collective Mindfulness

+LD

Aqua 313 | Panel Discussion | Business Leadership

True collaboration explores perspectives and strategies with the potential to promote greater awareness of complex environments in which leadership occurs and which usher in a more mindful and conscious form of leading. This session will feature professional business leaders who focus on challenges and solutions for true collaboration given the context of economic, social, organizational, and environmental realities.

Chip Welch, *Global Leadership, Indiana Institute of Technology*

Martha Martin, *New International Business Development, Prairie Quest Consulting, Inc.*

Behind the Scenes of Success: Personal Characteristics of Public Leadership

Aqua 314 | Presentation | Public Leadership

Chair: James Gustafson, *Benedictine University*

In a world of complex global change where international conflict features regularly, the personal attributes, competencies, and experiences of public leaders matter. How can leadership be defined by personal characteristics? How does a specific context and culture influence leadership success? What are common features of inspirational leaders? These themes will be addressed in these presentations.

Helen Holt: A Centenarian's Perspective on a Lifetime of Servant Leadership

A self-identified servant leader, Helen Holt was the first woman to hold statewide executive office in West Virginia, as Secretary of State, and was also a West Virginia state delegate and presidential appointee. This case study research on Holt's career, perceptions, and insights, provides important lessons on women's changing roles in governance and leadership.

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

Co-author: Karen Kunz, *West Virginia University*

Nelson Mandela: The Ultimate Servant Leader

This presentation will examine how Nelson Mandela manifested the characteristics and tenets of a servant leader and how this contributed to his emergence as South Africa's first black president. The applicability to current African challenges will be discussed.

Prince Atttoh, *Department of Educational Leadership, Delaware State University*

Bringing About Global Change Through Reconciliation Leadership

Based on the attributes demonstrated by Nobel Laureates Aung San Suu Kyi and the late Nelson Mandela, this paper proposes a new conceptual model of reconciliation leadership as the process of addressing conflicted and fractured relationships to bring about change. The presenter will elaborate upon some of its paradoxes and questions for further consideration.

Colleen J. Rigby, *Corporate & Executive Education, University of Waikato*

Co-author: Rouxelle De Villiers, *Waikato Management School*

Gender Images of Leaders and Leadership

+BL

Cobalt 520 | Symposium | Conference Theme

Chair: A.J. Grant, *Organizational Leadership, Robert Morris University*

Metaphors, images, language, and symbols in media all influence perceptions about leaders and leadership. Presenters will examine how the media bombards its audiences with stereotyped notions of how leaders look and behave, or how they should.

Women and Power in the Print Media

The portrayal of leaders is mediated by someone else's view of the individual. This is a rhetorical and semiotic analysis of the symbolic, indexical, and iconic meanings of "most powerful women". Assumptions regarding power and leadership will be explored as will assumptions about women in positions of authority, power, and high status in American culture.

Elizabeth Stork, *Organizational Leadership, Robert Morris University*

Damage to Women's Civic Efficacy and Leadership Identity

Media images of women remain predominantly negative in two ways: misrepresentation and missing representation. The presenter will discuss how such images adversely impact women's leadership in the areas of civic efficacy and leadership identity.

Chrys Egan, *Communication, Salisbury University*

Limited Images of Sport Leadership

Metaphors and images from sport are frequently referenced in business. Furthermore, media images of sports heroes subtly support a narrow view of leaders and leadership. In this presentation, these messages will be analyzed to examine how sport - a realm often uncritically accepted as an ideal site for developing leaders- perpetuates a limited view of leadership.

Maylon Hanold, *Sport Administration and Leadership, Seattle University*

Peace Leadership: An Integral Perspective

+LD

Aqua Salon C | Panel Discussion | Public Leadership

Chair: Jennifer Amanda Jones, *Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego*

Peace leadership is a relatively new area of leadership studies. The purpose of this session is to begin a process of expanding the literature through the presentation of an emergent model with an integral focus and to identify key areas of intersection between various approaches to peace leadership in an effort to bring greater alignment between the contrasting views of academics and activists. Particular attention will be given to the importance of the inner work of peace and practices of community engagement.

Whitney McIntyre Miller, *Leadership Program, Chapman University*

Zachary Gabriel Green, *Leadership Studies, University of San Diego*

Mindful Global Leadership in Knowledge Transfer, Communication, and Complex Systems

+BL

Aqua Salon D | Panel Discussion | Leadership Scholarship

Chair: Yulia Tolstikov-Mast, *Indiana Institute of Technology*

Where should global leaders direct their efforts to promote a synergistic co-existence of global organizations and local communities within complex environments? This panel will share new research that explores three important opportunities: mindful repatriate knowledge transfer, targeted global leadership communication, and clear understanding of complex adaptive systems.

Initial Research in Understanding Context and Challenges of Global Leadership Communication

Little is understood about how global leadership communication is developed and how global leaders communicate differently than leaders in less complex environments. This presentation will explore the meaning of global leadership communication and the distinction between intercultural, cross-cultural, and global leadership communication.

Rebecca Fuller Beeler, *Indiana Institute of Technology*

Uncertainty Within the Complex Adaptive System: A Phenomenological Study Investigating the Impact of Leadership Rotations Within Complexity Leadership Theory

This phenomenological approach centers on shared experiences regarding the level of uncertainty within a global organization. By adhering to the philosophical premise of uncertainty based on Complexity Leadership Theory, this research describes the impact of rotating leadership and explains the external forces applied to complex systems.

Stephen Young, *Indiana Institute of Technology*

Knowledge Transfer and Corporate Strategic Advantage

Repatriate knowledge transfer back to the organization is often ignored, creating loss of learning for the organization which in turn creates a loss in a possible competitive advantage for the organization. The consequences of this will be illustrated through the repatriate knowledge transfer theory.

Thomas Weber, *Indiana Institute of Technology*

Two Examinations of Scholarship for Leadership Educators

Aqua Salon EF | Presentation | Leadership Education

Chair: Matthew J. Sowcik, *Jay S. Sidhu School of Business & Leadership, Wilkes University*

Instructional and Assessment Strategy Use by Leadership Educators: A Global Study

Findings from a recent global study of 1,137 leadership educators from 42 different countries that explored their most commonly used instructional and assessment strategies in online, blended, and face-to-face academic credit-bearing undergraduate- and graduate-level leadership studies courses will be shared.

Dan Jenkins, *Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College*

Strategically Mapping the National Leadership Education Research Agenda

This presentation will detail how Social Network Analysis provides an opportunity to promote collaborative workgroups aimed at developing Leadership Education and advancing the scholarship of the National Leadership Education Research Agenda.

Anthony C. Andenoro, *Agricultural Education and Communication, University of Florida*

Individuals as Case Studies for Expanding Leadership Scholarship

Sapphire 410A | Refereed Symposium | Leadership Scholarship

Chair& Commentator: Jonathan J. Velez, *College of Agricultural Sciences and Forestry, Oregon State University*

This symposium will focus on the lives of three unique leaders from ancient and modern times as case studies that can be used as a foundation for new areas of leadership scholarship and innovative investigation.

Lessons in Leadership: What Can We Really Learn from Gaius Julius Caesar?

If you were a leadership trainer for Rome's legions, what advice would you give? To address this, a number of books have focused on Julius Caesar, one of the greatest leadership geniuses of all time. This presenter will argue that only if the organizational context of ancient Rome is fully appreciated can these types of books be useful.

Steven E. Markham, *Management, Virginia Tech*

Judith Butler and (Queer) Leadership: Intelligibility and Social Change

This presenter will offer a strategic combination of Judith Butler's theories and existing leadership scholarship to produce a new, queer leadership model that can expand the boundaries of who is intelligible as a leader while advocating for inclusive change.

Leigh Fine, *School of Leadership Studies, Kansas State University*

Leadership as Architecture: Georg Simmel's Differentiation in the Arts

Georg Simmel distinguished between arts such as sculpture, which use materials to realize the artist's vision, and architecture, which works with and relies on materials in a specific context. This paper makes a comparable distinction between two types of leadership.

Nathan Harter, *Leadership and American Studies, Christopher Newport University*

New Concepts and Solutions for Leader and Culture Development

Sapphire 410B | Presentation | Business Leadership

Chair: Teresa M. Martinelli-Lee, *University of La Verne*

Developing leaders and shaping culture are two of the most important things an organization does. What are some emerging methods and tools for leader and culture development that promote organizational success? This session will address these questions.

How Culture Happens: A Leadership Tool for Organizational Success

This research studied the significance and relevance of a three-factor (Candor, Alignment, and Recognition) model of organizational culture. The presenter will discuss the study and will indicate conditions for organizations investing in this important business asset, including how leaders must understand their culture, assess how it functions, and actively engage it in their business strategy.

Stephen Trainor, *Soderquist Center for Leadership and Ethics*

Exploring Partnerships Between Contractors and Academics for Corporate Programs

+LE

Through a unique partnership between consultants and academics an executive leader development program was designed by turning theory into action and by using experiential learning with a specific focus on a personal transformation methodology. Metrics showed the program model to affect change and encourage leaderful and interdependent corporate partners.

Myra Dingman, *Global Leadership & Entrepreneurship, Deloitte Consulting, LLP*

Kathleen A. Patterson, *School of Business & Leadership, Regent University*

Organizational Trauma in the U.S. Military: A Culture or a Leader?

Sapphire 411 | Panel Discussion | Public Leadership

Chair: H. Eric Schockman, *Leadership, Woodbury University*

An organizational trauma lens will be applied to U.S. military culture and leadership. Examples will be shared to demonstrate that leaders can heal, mitigate, or exacerbate trauma in an organization depending on their strengths and approach. A 'Strengths and Shadows' exercise will provide attendees a tool for assessing their own cultures and beginning to address unhealthy organizational dynamics.

Shana L. Hormann, *Academic Affairs, Antioch University Seattle*

Kristin L. Cox, *U.S. Coast Guard*

Bryce Doehne, *Antioch University Seattle*

Strategies for Teaching Culture and Global Leadership

+LD

Sapphire A | Panel Discussion | Leadership Education

Chair: Qingyan Tian, *Christopher Newport University*

How can students become prepared for leadership in a global society? Knowledge of leadership theory is not enough; an understanding of cultural differences is also needed, along with opportunities to practice what is being taught. Panelists will provide brief overviews of the various strategies and programs they have used to expand their students' cultural competencies, saving time so the attendees can share theirs.

Elizabeth Gagnon, *Leadership and American Studies, Christopher Newport University*

Eric K. Kaufman, *Honors Residential College, Virginia Tech*

Danny White, *Department of Athletics, Virginia Tech*

Jeffrey Mark Zimmerman, *Political Science, Criminal Justice, & Organizational Leadership, Northern Kentucky University*

Values-Driven Leadership Development: Pioneering Programs and Practices

+LD

Sapphire E | Panel Discussion | Leadership Education

Chair: Donna Darr, *Keller Graduate School of Management, DeVry University*

This panel will highlight Babson College's Giving Voice to Values program and Benedictine University's doctoral and master's programs in values-driven leadership development – three pioneering programs for the benefit of business and society worldwide. Real-world examples of how values-driven thought leaders are having a transformative impact at individual, interpersonal, organizational, and global societal levels will be dynamically shared.

Mary C. Gentile, *Babson College*

Jim Ludema, *Center for Values-Driven Leadership, Benedictine University*

Richard Darr, *First United Methodist Church of Park Ridge*

John Heiser, *Magnetrol International, Inc.*

Marie E. DiVirgilio, *Center for Values-Driven Leadership, Benedictine University*

The Leadership Scholarship Legacy of Jerry Hunt

Sapphire I | Panel Discussion | Leadership Scholarship

Chair: William Gardner, *Institute for Leadership Research, Texas Tech University*

The legacy of James G. "Jerry" Hunt to the field of leadership scholarship lives not only through his 20 books and over 200 articles, but more importantly through the connections he created facilitating the burgeoning of this field. This panel of experts will discuss the life and legacy of Jerry Hunt and his impact on the study of leadership, including his role as editor of *The Leadership Quarterly* from 1999-2004.

Mary Uhl-Bien, *Management, Entrepreneurship, and Leadership, Texas Christian University*

Kevin B. Lowe, *Graduate School of Management, University of Auckland*

Machiavelli's The Prince at 500: Meaning for the Field of Leadership Studies

Sapphire M | Presentation | Conference Theme

It has been 500 years since Niccolò Machiavelli wrote *The Prince*, a book Bertrand Russell called "a handbook for gangsters". Still, it remains one of the seminal books in leadership studies, oft commented upon, and yet little understood. Was Machiavelli amoral or immoral, a realist or an idealist, the first political scientist or merely a cunning job seeker? Is his advice relevant for leaders today? The presenters will examine the complex, contradictory, and controversial work of Machiavelli and his role in leadership studies.

Michael A. Genovese, *Political Science, Loyola Marymount University*

Tom Cronin, *Political Science, Colorado College*

SUNDAY

NOVEMBER 2 | 10:15–11:45

CONCURRENT SESSION

9

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

Conscious Organizations: Stories and Practices from For-Profits and Non-Profits

Aqua 300 | Workshop | Business Leadership

For-profit and non-profit organizations are often thought of as being so different that they are positioned at opposite ends of a performance or mission driven continuum. Conscious organizations choose to capitalize on these opposite poles and distinguish themselves through their leadership and culture. Using storytelling as a way to foster learning, this workshop will explore different conceptual frameworks and ideas that support the development of conscious organizations. Participants will have the opportunity to consider and reflect on their own story and participate in an interactive activity they can take home and use in their organization.

Marie Legault, *Legault & Associates Leadership Development, Inc.*

Paul L. Dann, *NFI North*

Three Unconventional Pathways to a More Conscious Form of Leadership

+LD

Aqua 310A | Symposium | Conference Theme

Chair: Robert Donmoyer, *Leadership Studies, University of San Diego*

Commentator: Meenakshi Chakraverti, *Leadership Studies, University of San Diego*

Developing a more conscious form of leadership requires transcending traditional thinking. Transcending traditional thinking, however, is often easier to talk about than to do. This session will explore three nontraditional approaches to developing more conscious leadership.

Indo-European Leadership—Integrating Ancient Wisdom with Modern Leadership

The field of leadership has been dominated by Western concepts. A recent interest in far Eastern philosophies has expanded perspectives but still leaves many leadership traditions unexplored. This presentation will integrate Indo-European philosophies, as revealed in Indian and Persian ancient texts, with modern leadership thought and practice.

Afsaneh Nahavandi, *Leadership Studies, University of San Diego*

Reclaiming Indigenous Cree Conceptions of Leadership

The presenters will focus on an Indigenous group's attempts to re-capture Indigenous knowledge—including Indigenous knowledge about leadership—obscured by colonial oppression. The presentation will feature an Indigenous leader articulating her view of leadership associated with Cree culture followed by information on how presenters have utilized this information in their professional practice.

Patricia Makokis, *Blue Quills First Nations College; Tansi Business Development*

Julia Buchanan, *School of Business and Management, National University*

Robert Donmoyer, *Leadership Studies, University of San Diego*

Autoethnography as a Form of Leadership Development: A Journey to Reconsider Racial Privilege

This presentation will provide critical perspectives on the author's own use of autoethnography to promote leadership development and develop a deepened consciousness of racial identity, privilege, and social reality as a 'half-White' and sometimes 'White-passing' person. The project's impact on administrative behavior at a faith-based higher education institution will be highlighted.

Nicholas Reyes Franco, *Leadership Studies, University of San Diego*

Mindful Stewardship of the Organization and Self

+PL

Aqua 310B | Symposium | Leadership Development

Chair: Russell L. Huizing, *Ministry and Leadership, Toccoa Falls College*

Commentator: Phillip A. Shero, *Administration, Embedded Leadership*

Although outwardly experienced, ethics and integrity are developed and maintained from within. This symposium will examine three aspects of the impact of intrapersonal and interpersonal development on leadership dynamics and leader-follower exchanges.

Spirituality, Leader-Member Exchange Quality, and Stewardship Among Non-Profit Employees

This quantitative study examined follower stewardship behavior and explored the relationship between spirituality, LMX quality, and perceived organizational support upon the exhibition of stewardship behavior. Follower spirituality was found to more strongly relate to stewardship behavior than the other predictor, control, and mediating variables.

April L. Lopez, *School of Business & Leadership, Regent University*

How Much Authenticity Will Be Tolerated in Leaders Before Destroying Their Trustworthiness?

This qualitative study examined how leaders' trustworthy behaviors are implemented in daily actions in organizations, exploring new elements of trustworthy behavior, and linking LMX theory and authenticity with leader trustworthiness. Insights into the impact on optimal LMX and trust of a leader's processing of personal life traumas will be shared.

Sari Häkkinen, *University of Eastern Finland*

The Iron-Man Effect: Unprocessed Trauma, Hyper-Performance, and Inner-Cohesion

The observable impact of unprocessed trauma on leaders' inner-cohesion was explored in this qualitative study. Findings suggested unprocessed trauma in leaders can trigger constant hyper-arousal, promoting super-performing leaders with fractured identity. Side-effects included incapability of rest and intimacy suggesting the need to add self-care and inner-stewardship to measures of effectiveness.

MaryJo Burchard, *School of Business & Leadership, Regent University*

The Brains of Leadership

Aqua 311A | Presentation | Leadership Development

Chair: Jack W. Lampl III, *A.K. Rice Institute for the Study of Social Systems*

From Research to Practice: Is Leadership Development Ready for Neuroscience?

Advances in science and technology have led to a new understanding of how social and cognitive functions, specifically leadership functions, work in the brain. The presenter will discuss how these advancements have made possible the use of EEGs to improve existing leadership development practices.

Tony Dixon, *Lead Thru Inspiration*

Leadership Connections Between the Brain, Identity, and Experience

+LE

Brain processes, as described in neuroscience research, are similar to the processes in experiential learning theory. The brain builds neural pathways, creating habits of thought and action. Naming oneself 'leader' is an act of self-awareness and identity building. Presenters will discuss these ideas and how they connect to diversity and teamwork.

Rich Whitney, *Counseling and Special Education, DePaul University*

Dave Borgealt, *Student Leadership Institute, DePaul University*

Tom E. Matthews, *Center for Community, SUNY Geneseo*

The Three Brains of Leadership

Neuroscience reveals the existence of complex, functional neural networks (brains) in each person's heart, gut, and head. This knowledge, combined with behavioral modeling research, has created a new field of leadership development that the presenter will discuss, known as mBIT (multiple brain integration techniques).

Suzanne Henwood, *Community and Health Services, Unitec*

Co-author: Grant Soosalu, *mBIT International Pty Ltd*

Followership and Entrepreneurship Perspectives on Leadership Development

Aqua 311B | Presentation | Leadership Development

Chair: **Ira Chaleff**, *Executive Coaching & Consulting Associates*

Catalyzing Collective Realities to Transform Women as Entrepreneurs

+LE

Presenters will share how a collaborative of universities, companies, government, and private funding came together to create a transformative and multifaceted pathway to propel women's innovation forward and develop female entrepreneurs. Attendees will also learn how to bring a Startup Women Weekend to their city.

Sheryl Waddell, *Blaskstone Entrepreneurs Network*

Situational Follower Theory: Exploring the Follower's Reality

+BL

The Situational Follower Theory (SFT) suggests that Courageous Followers have a responsibility to assess leader task maturity and respond in the leader's best interest to effect better leadership process. Presenters will discuss how, mirroring the Situational Leadership model (SLII), SFT interprets the constructs within SLII from a Courageous Follower's perspective.

Rusty S. Ricketson, *Leadership, Luther Rice University*

Gene Dixon, *Engineering, East Carolina University*

Susan Keim, *Organizational Leadership, Donnelly College*

Get Jazzed!: Inspiring Conscious Leadership Through Live Music

Aqua 313 | Presentation | Conference Theme

Using a small music ensemble as a model organization, attendees will experience conscious leadership in real time. By means of observation, reflection, and conversation, presenters will explore effective leadership principles and practices through the diverse lenses of the individual, team, and organization. The session will feature a string quartet of students from the University of San Diego Chamber Music Ensembles, directed by **Angela Yeung**, with flutist **Anh Le**, violinist **Mae Frank**, violist **Julia Francone**, and cellist **William Carleton**.

John E. Burgess, *Jazz, Inc.*

Contemporary Issues in Leading Leadership Studies Communities: The Nexus of Faculty, Students, Curriculum and Research

Aqua 314 | Workshop | Leadership Education

This workshop will focus on core issues facing deans, directors, and chairs who head leadership learning communities at institutions of higher education. Topics will include new forms of educational opportunities, shifts in student demographics, calls for curriculum reform, challenges to research relevancy and dissemination, and fundamental questions on the value of post-secondary degrees. After a short presentation on the issues surrounding faculty affairs, student affairs, and curriculum and research development, participants will join in roundtable discussions to debate and develop insights into these challenges.

Ian D. Sutherland, *School of Postgraduate Studies, IEDC Bled School of Management*

Mary H. Tolar, *School of Leadership Studies, Kansas State University*

Problem-Based Learning in College Leader Development

Cobalt 520 | Workshop | Leadership Education

This session will discuss a critical pedagogy for the emerging leadership of college students. Problem-based pedagogies permit students to learn leadership as conscious and purposeful action, not just a position. It prepares them better for the collective-realities of a global environment that includes problems that are difficult or impossible to solve (i.e. wicked problems) and presents a unique space to build leadership capacity in a real context that students already care about. Presenters will lead participants through a dialogue, encouraging new ways of thinking about using Problem-Based Learning. Those in attendance will work together to design deep learning experiences for students.

Sara E. Thompson, *Kravis Leadership Institute, Claremont McKenna College*

Jonathan R. Gosling, *Centre for Leadership Studies, University of Exeter Business School*

Richard A. Couto, *Union Institute and University*

Laura Osteen, *Center for Leadership & Social Change, Florida State University*

Leader Identity and Motivation: Emerging Research Trends

Aqua Salon C | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Susan R. Komives, *National Clearinghouse for Leadership Programs, University of Maryland*

The extent to which an individual defines himself/herself as a leader, or possesses a leader identity, has implications for beliefs regarding leadership, followership, and self-serving behaviors. Research presented in this session will examine the development and impact of leader identity.

Exploring the Relationship Between Followership and College Student Leadership

+LE

The presenter will describe a study that was conducted to determine if a relationship exists between a college student's leadership beliefs, their leadership identity, and their perspective on followers.

Todd J. Foley, *Professional Practice, University of Cincinnati*

How Student Leader Constructive Development Relates to Their Leader Development

+LE

This paper explores the results of a mixed-methods research study done to determine how a student's constructive development is related to their leader development in terms of their understanding of leadership and their leadership identity.

Valerie I. Sessa, *Psychology, Montclair State University*

Co-authors: Jillian Ploskonka, *Montclair State University*; Elphys Alvarez, *Montclair State University*;

Christopher Dixon, *Montclair State University*; Steven Dourdis, *Montclair State University*

Many Voices: Faculty, Students, and Community in Leadership Education

Aqua Salon D | Presentation | Leadership Education

Chair: James Gustafson, *Benedictine University*

Are We Developing Socially Responsible Leaders? A Multi-Campus Study

+LD

The world needs socially responsible leadership, but how does one train for it and how is it measured? Presenters will report the findings of a semi-longitudinal study that employed pre-/post- administration of the Socially Responsible Leadership Scale to 375 undergraduates participating in leadership programs of nine university campuses.

Linda G. Olson, *Learning Communities and Civic Engagement, University of Denver*

Kathleen O'Donnell, *Institutional Assessment, U.S. Air Force Academy*

Paul Kosempel, *Pioneer Leadership Program, University of Denver*

Exploring Leadership Development Through the Voices of Students

+LD

A qualitative study that explored the learning outcomes associated with specific experiences in a one-year, intensive leadership development program at a large northwest research university will be shared. Results highlight student growth resulting from faculty mentoring, a yearlong seminar course, and sustained community involvement.

Aaron J. McKim, *Agricultural Education and Agricultural Sciences, Oregon State University*

Jonathan J. Velez, *Agricultural Education and Agricultural Sciences, Oregon State University*

Co-author: Kellie A. Strawn, *Oregon State University*

Faculty-Student Interdependence: A Stakeholder-Based Approach to Program Design

+LD

Presenters will share the outcomes of a holistic, stakeholder-based approach to programmatic and curricular design in higher education with a special emphasis placed on inclusive collaboration between faculty and student and will explain how to carry this out through a systematic research agenda that, once initiated, is relatively easy to maintain.

Natasha H. Chapman, *Leadership and Community Service-Learning, University of Maryland*

Benjamin Brooks, *Leadership Studies, West Virginia University*

Exploring Leadership Development in an Interdisciplinary Leadership Minor

This qualitative research project explored students' interpretations of leadership pedagogy within a leadership minor. Presenters will discuss how students interpret individual leadership development experiences, group leadership experiences, and experiential learning opportunities.

Aaron J. McKim, *Agricultural Education and Agricultural Sciences, Oregon State University*

Jonathan J. Velez, *Agricultural Education and Agricultural Sciences, Oregon State University*

Co-authors: Kellie A. Strawn, *Oregon State University*; Tyson J. Sorensen, *Oregon State University*

Deliberate Practice as a Tool for Developing Expert Leaders for Global Change

+LD

Aqua Salon EF | Workshop | Business Leadership

In the last 25 years the expertise literature has flourished and much has been learned about the factors that constitute expertise. Likewise, scholars know more about how experts are developed. This innovative and fast-paced workshop will provide participants with important findings from the expertise literature and will challenge the group to map what is known to work in leadership development.

Scott J. Allen, *Management, Marketing, and Logistics, John Carroll University*

Arthur J. Schwartz, *Oskin Leadership Institute, Widener University*

Getting Unstuck: Lessons from Nature on Leading Change

Aqua Salon A | Workshop | Business Leadership

This workshop builds on sessions at ILA 2012 and ILA 2013 titled, “Help! We’re Trapped in an Industrial Mindset and Don’t Know How to Get Out!” and “Help? We’re Still Trapped....” Using a series of ‘leadership questions’ to guide discussion, participants will explore principles and assumptions based on industrial, mechanistic, bureaucratic systems and Newtonian physics and contrast them with those based on a postindustrial, biological, complex adaptive systems and quantum physics.

Richard M. Warm, *Center for Wisdom in Leadership*

Martha F. Miser, *Aduro Consulting, LLC*

Kathleen E. Allen, *Allen and Associates*

Organizational Development: Strategies and New Approaches

Sapphire 410A | Presentation | Leadership Development

Chair: Linda Klonsky, *Business Psychology and Organizational Leadership, The Chicago School of Professional Psychology, DC Campus*

Antecedents to an Individual’s Openness Toward Organizational Change

+BL

The central purpose to this proposed study is to discover the relationship between metacognitive variables and cognitive adaptation variables and one’s openness toward organizational change. The researcher will share the study design and seek feedback from the audience.

Brian A. Petersen, *Business, Economics, & Finance, Immaculata University*

Bridging Generational Differences Through Collaborative Leadership Development

+LE

Collaborative leadership is essential for innovative agile organizations to thrive. The presenters will ask the audience to consider the question: How might existing and emerging leaders learn effective collaboration attitudes and skills that will help bridge their generational differences in order to work more effectively together?

Deborah Colwill, *Educational and Leadership Studies, Trinity International University*

Co-author: Love Sechrest, *Fuller Theological Seminary*

What Have We Learned About Leadership Development?

+LE

The presenter will share the results of a meta-analysis of research literature on leadership development from mid-twentieth century to date. The use of questionnaires and feedback, an increasing emphasis on individual reflection, and a greater focus on direct application to the work environment will be discussed as key common elements of widely-used approaches.

Marshall Sashkin, *Human Resource Development, The George Washington University*

Ayman El Tarabishy, *Management, The George Washington University*

The Dance of Leadership: A Teaching Demonstration

+LE

The presenters will share material based on their book *The Dance of Leadership*, demonstrating ways in which the arts and leadership can be joined in leadership development programs and how art, music, and dance can be utilized to help students and executives understand the art of leading others.

Robert B. Denhardt, *Price School of Public Policy, University of Southern California*

Janet Denhardt, *Price School of Public Policy, University of Southern California*

Leadership Development in Five Settings

Sapphire 410B | Presentation | Leadership Development

Chair: Ray Wells, *Foundation for Advancement of International Medical Education and Research*

This session will explore leadership from various global cultural contexts and deepen the audience's understanding of values and processes important to leadership development programs.

Beyond the Abayah: A Leadership Development Case from Saudi Arabia

+LE

The presenter will share her experiences of helping to build leadership capacity at Princess Nora University, an all-women university in Saudi Arabia. Can Western conceptions of leadership capability and capacity building be adapted to this setting in a country that still harbors ultra-conservative views of women's role in nation building?

Lorraine Anne Jennifer Stefani, *Faculty of Education, University of Auckland*

Developing Consciousness Down Under: Community Leadership at the Cutting Edge

This presentation will report on research done with 335 adults that explored the impact on consciousness development of participants in Australian community leadership programs (CLPs) compared with controls. CLPs could provide a model for other development programs aimed at developing post-conventional consciousness.

Niki Vincent, *Leaders Institute of South Australia*

Eastern Model of Leadership Development: An Exploration of Practices in Nepal

Global interest in the area of leadership development is evident from the mushrooming organizations and programs focused in this field. This presentation will share an Eastern model of leadership development through the exploration of organizational practices in Nepal.

SP Kalaunee, *Leadership, Eastern University*

Xiulian Cultivating Effective Leadership Based on Chinese Philosophy

+LE

The presenter will discuss a style of leadership development revived from ancient Chinese philosophy that provides a refreshing and revolutionary vision: It functions through a transformed leadership personality that has been specifically cultivated and trained with deep ethical reasoning capacity and wisdom development. The presenter calls this special, fundamentally effective cultivation, 'xiulian.'

Zhi Luan, *PhD in Leadership Program, University of Central Arkansas*

Co-author: Nicholas S. Brasovan, *University of Central Arkansas*

Latin American Cultures and Leadership Styles: Reflections and Experiences

This presentation will address sensitive cultural factors, their relationship to different leadership styles in Latin America, and their impact on people and corporate performance in Latin America. Special attention will be given to intercultural sensitivity and its impact on leadership skills and performance.

Odir Pereira, *ILB-Leadership Institute of Brazil*

Forming Leadership Reality: Three Perspectives Framing Paradigm to Practice

Sapphire 411 | Panel Discussion | Leadership Education

Chair: Anthony Middlebrooks, *School of Public Policy and Administration, University of Delaware*

At the root of behavior lies a person's view of reality – what one sees, believes, and values. This session will feature three distinguished leadership education leaders who have built programs with very different theoretical perspectives. Each panelist will briefly describe the foundational values and framework of their program, as well as the logical underpinnings that justify their importance. These foundations form a leadership program's reality – manifesting as specific curricular decisions and pedagogical activities. Panelists will distinguish the important features of their approach as complementary and/or contrary to the other approaches presented, raising questions about the very foundation of leadership education and its competing realities.

Jay Conger, *Kravis Leadership Institute, Claremont McKenna College*

Gama Perruci, *McDonough Center for Leadership and Business, Marietta College*

Crystal L. Hoyt, *Jepson School of Leadership Studies, University of Richmond*

The Seminal Intellectual and Leadership Contributions of James MacGregor Burns to the Fields of Political and Leadership Studies

Sapphire 400 | Panel | Leadership Scholarship

Leadership scholar and political scientist James MacGregor Burns (1918-2014) was one of the great public intellectuals of the past 50 years. Still publishing well into his 90s, he was a prolific scholar, prize-winning author, and teacher. A co-founder of the ILA, he served as president of the American Political Science Association and was active in local politics as well. One of his main aims was to encourage a richer understanding of the complex chemistry between leaders, followers, and context. His ground-breaking work created scores of critical questions for future examination which have served as the topic of hundreds of dissertations. His generous mentoring and legacy set a gold standard. Two of Jim's closest colleagues, co-authors, and friends will begin the session by discussing the lifetime contributions of James MacGregor Burns and attendees will be invited to share their reflections and thoughts. The session will conclude with an exploration about how his legacy will shape the research agenda well into future.

Georgia Sorenson, *University of Maryland School of Law*
Tom Cronin, *Political Science, Colorado College*

Paths to Tenure and Promotion for Leadership Faculty: Expectations and Processes

Sapphire A | Panel Discussion | Leadership Education

Chair: Mary H. Harris, *Academic Affairs, Cabrini College*

Experienced faculty and administrators at various stages of the tenure and promotion process in colleges and universities with Leadership Studies or closely related fields/departments will discuss their experiences of the process will share information such as expectations, scholarship, service, teaching evaluations, and discipline legitimacy. The session will be beneficial for any tenure track leadership faculty as well as administrators focused on scholarship requirements in the leadership discipline.

Julie E. Owen, *New Century College, George Mason University*
Cheryl Getz, *Leadership Studies, University of San Diego*
Susan Elaine Murphy, *Organisational Studies, University of Edinburgh Business School*
Paula A. Cordeiro, *Leadership Studies, University of San Diego*
William Gerard Weeks, *Agricultural Education, Communications and Leadership, Oklahoma State University*

Conscious and Connective Leadership for Effective Change in a Global Context: Mergers and Acquisition, Change Management, and Much More

+PL

Sapphire E | Panel Discussion | Business Leadership

Chair: Chris Cartwright, *Intercultural Communication Institute*

Commentator: Maura Harrington, *Center for Nonprofit Management*

Mergers and acquisitions, as well as change management provide unique leadership challenges. This session will share the case of a successful merger where a set of Connective Leadership Institute (CLI) assessments were employed to uncover the current corporate culture of both organizations and the merging groups' aspirations for a shared corporate culture. Together, areas of agreement were identified, conflict diffused, and a new, more vibrant organization was built. This panel will focus on the Connective Leadership Model and its underlying 9-factor behavioral Achieving Styles repertoire and assessments as it relates to this specific M&A case.

Ted A. Baartmans, *The Leadership Group*
Jean C. Lipman-Blumen, *Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University*

Leadership In and Through the Humanities

+LE

Sapphire I | Symposium | Leadership Scholarship

Chair: Javier Hidalgo, *Jepson School of Leadership Studies, University of Richmond*

This session will examine the recent trend in Leadership Studies of addressing leadership through a variety of humanities disciplines, a trend evident in the 2013 creation of the journal *Leadership in the Humanities*, published in association with the ILA. Leadership scholarship will be presented through the lenses of literary studies, history, classics, and philosophy to showcase the significant contributions of humanities disciplines to the field.

Thucydides on the Contextual Limits of Innovative Leadership: The Case of Pericles

Can Gardner's notion of story and storytelling illuminate leadership from an earlier time? This paper analyzes *The History of the Peloponnesian War* through the lens of Howard Gardner's cognitive model of leadership. The presentation will conclude with reflections on innovative leadership and Thucydides' intentions in crafting his portrait of Pericles.

Brent Cusher, *Leadership and American Studies, Christopher Newport University*

Literary Case Studies of Leadership and Rebellion: William Shakespeare's Macduff and Jane Austen's Anne Elliot

This paper examines the dual role of literature as both a showcase for figures of leadership and as a vehicle for 'real world' leadership. The presentation will argue that Macduff and Anne represent figures of rebellious servant leadership who effect significant sociopolitical change and who encourage readers to become similarly engaged.

Kristin M. Bezio, *Jepson School of Leadership Studies, University of Richmond*

Summons to Conscience: Using the History of the American Civil Rights Movement to Interrogate Leadership Studies

If leadership scholars seek to understand ethical leadership, they must weigh their considered judgments about particular situations and general moral principles to bring their moral convictions into a state of reflective equilibrium. This paper illustrates that current means—such as surveys and experiments— are often insufficient for understanding ethical leadership.

Julian Hayter, *Jepson School of Leadership Studies, University of Richmond*

Philosophical Methodology and Leadership Studies

This paper will show that current means—such as surveys and experiments— are often insufficient for understanding ethical leadership. If leadership scholars seek to understand ethical leadership, they must weigh their considered judgments about particular situations and general moral principles to bring their moral convictions into a state of reflective equilibrium.

Jessica Flanigan, *Jepson School of Leadership Studies, University of Richmond*

Leading with Spirit, Presence, and Authenticity

+LD

Sapphire M | Workshop | Conference Theme

What arises in the moments when people invite spirit, presence, and authenticity into their work? Or when one notices that their life is not really manifesting what they value? How do people design their teaching / consulting / facilitating to generate creative action in their students, clients, and other groups they touch? Leading with Spirit, Presence, and Authenticity – the 2014 volume in the ILA series Building Leadership Bridges – considers how practices that invoke presence support leaders facing complexity and conflict. Using experiential approaches honed in their teaching and consulting, authors of the volume will offer attendees a taste of how mindfulness, drama, being in community, and telling one's stories can shift how people address today's serious challenges.

Kathryn Goldman Schuyler, *Organization Development, Alliant International University*

Lena Lid-Falkman, *Management and Organization, Stockholm School of Economics*

Marco A. Aponte Moreno, *Management Science and Innovation, University College London*

Catherine Etmanski, *School of Leadership Studies, Royal Roads University*

Mark Fulton, *LeadingCulture Inc.*

Ralph A. Gigliotti, *Office of Student Development, Villanova University; Department of Communication, Rutgers University*

Deana M. Raffo, *Management & Marketing, Middle Tennessee State University*

Robert L. Stilger, *New Stories*

Jonathan Reams, *Life Long Learning and Counseling, Norwegian University of Science and Technology*

SUNDAY

NOVEMBER 2 | 13:00–14:00

CONCURRENT SESSION

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ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.

Leadership Through Fairy Tales: The Hero Archetype and Beyond

+LD

Aqua 300 | Workshop | Conference Theme

The aim of this interactive storytelling workshop is to demonstrate how the field of leadership can embrace new ways of thinking and learning through fairy tales from different cultures and traditions. The workshop will strive to polarize different perceptions on leadership in a way that one perception can be conceived as the conventional and the other as the unimagined/unexplored.

Maria Charalambous, *Regents University London*

Anton P. Baumohl, *Psychology and Psychotherapy, Regent's University London*

Public Leadership in Africa

+LD

Aqua 310A | Symposium | Public Leadership

Chair: Baba G. Jallow, *Department of History, Creighton University*

Studies on African leadership are largely absent from the rapidly growing field of leadership studies. Yet no other continent faces the magnitude of leadership crisis Africa faces. This session will contribute to the process of bringing Africa into the field of leadership studies by sharing research that encourages a broader understanding of leadership issues and concepts in Africa.

Embedded Leaders: What Clan Elders Can Teach Us About Leader Accountability

This study explores the role, function, and recognition of elders in East African tribal contexts, seeking to discover what is authentically African and what works. Ethnographic methods were used to gather rich qualitative data. The presenter will share descriptions of Gisu clan elder leadership that build a foundation for applying traditional modalities to broader leadership problems.

Phillip A. Shero, *Embedded Leadership*

Leadership Integrity in Developing Nations: The Case of Ellen Johnson-Sirleaf

Liberia is slowly emerging from a devastating civil war that left over 200,000 people dead. President Ellen Johnson-Sirleaf is leading her people out of the devastation and into a better future. This paper reviews her leadership methods and offers a leadership model for leaders of developing nations focused on leadership integrity, bold commitments, and servant leadership orientation.

David Bauman, *Division of Business, Regis University*

The East African Community: The Dynamics of Shared Leadership in Regional Integration and Cooperation

This paper expands the research on regional integration and cooperation beyond traditional approaches. Using the East African Community as a case study, the presenter will outline the concept of shared leadership and explore the developmental factors that point to the existence of shared leadership in regionalism.

Jeff Kanani, *Purdue University*

Publishing Leadership Scholarship: Advice from Editors and Senior Scholars

Sapphire M | Panel | Leadership Scholarship

Chair: Ron Riggio, Claremont McKenna College

This session will focus on what you need to know to publish your leadership scholarship in peer-reviewed journals. Editors or editorial board members from leading journals – including Leadership Quarterly (Elsevier), Leadership (Sage), Leadership and the Humanities (Edward Elgar), and the Journal of Leadership Studies (Wiley) – and well-published academics will provide advice to rising leadership scholars. Topics will include tips and tricks in publishing, structuring an article, understanding journal impact factors/metrics, and the evolution of open access.

Jeremy Moreland, School of Advanced Studies, University of Phoenix; Journal of Leadership Studies

Michelle Bligh, Claremont Graduate University

Kevin B. Lowe, Graduate School of Management, University of Auckland; Leadership Quarterly

Victoria Wetherell, Leadership Quarterly, Elsevier

Emerging Research on Undergraduate Leadership Development

Aqua 311B | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Sara E. Thompson, Kravis Leadership Institute, Claremont McKenna College

Multiple studies examine the impact of undergraduate leadership programs on student leadership development. An emphasis on leadership beliefs, conceptual diversity, and high impact educational practices will be provided.

Retention and Utilization of Leadership Concepts and Skills

+LE

This study examined which leadership concepts are retained and used by graduates. The results suggest a broad degree of individual variability in which concepts are retained. The importance of conceptual diversity in leadership studies will be explored and emphasized.

Geoff Leatham, Center for Student Leadership Development/Communication Studies, University of Rhode Island

Co-author: Melissa Boyd, University of Rhode Island

Using a Grounded Theory Approach to Explore Leadership Contradictions

+LE

How do emerging leaders systemically make sense of the contradictions between command-and-control styles of leadership and a framework based on collaboration and shared values? Using data collected via interviews of 21 students who self-reported to be high in both leadership training and in experience, this presentation will focus on themes that inform teaching and future research.

David Rosch, Agricultural Leadership, University of Illinois at Urbana-Champaign

Co-author: Daniel A. Collier, University of Illinois at Urbana-Champaign

High-Impact Practices and College Students' Development of Pluralistic Outcomes

+LD

This study explored the relationships between college students' participation in high impact educational practices and their self-reported development of leadership skills and multicultural competence at several large, public research-intensive universities. The presenters will address their findings and provide practical suggestions about incorporating high impact educational practices into leadership development programs.

Krista M. Soria, Office of Institutional Research, University of Minnesota

Co-authors: Matthew Johnson, Central Michigan University; **Alex Reinhard**, University of Minnesota

Authenticity in Entrepreneurship

+BL

Aqua 313 | Panel Discussion | Leadership Scholarship

Chair: Prince Attah, Department of Educational Leadership, Delaware State University

This panel will explore leadership authenticity in three contexts: family business succession, established owner-employee relationships, and the outset of startup culture development. The panel will feature three doctoral students who examined entrepreneurship in separate studies using qualitative and quantitative methods. The discussion will review what their research reveals about authenticity, social identity, and conscious leadership.

Cynthia Sims, School of Education, Clemson University

Tondalaya Carroll, Center of Excellence in Business and Entrepreneurial Studies, Lincoln University

Lonnie R. Morris, Organizational Leadership, University of Maryland Eastern Shore

The Complexity of Authentic Leadership

+BL

Aqua 314 | Workshop | Leadership Development

This workshop will explore the conditions that contribute to and inhibit the development of authentic leaders across four foundational components and three levels: intrapersonal, interpersonal, and organizational. Based upon several theoretical perspectives on leadership development, the exercises will provide opportunities to consciously confront the challenge of practicing authentic leadership within competing and conflicting realities.

Kathleen Sears, *KSears Institute Inc.*

Stan Amaladas, *Learning and Organizational Development, University of Manitoba*

Anurag Saxena, *College of Medicine, University of Saskatchewan*

Unlocking Collective Wisdom: Emerging Leadership for Sustainability and Peace

+PL

Aqua Salon A | Panel Discussion | Conference Theme

Chair: Kate Sheridan, *President's Leadership Program, Christopher Newport University*

The world faces increasingly wicked problems. Chief among these are the challenges of sustainability and peace. This panel will utilize emerging discourses from authors such as Heifetz (1994), Senge (2006), Western (2008), and Wheatley (2006) to better understand the role that leadership can play in building collective responses to wicked problems affecting the global community.

Whitney McIntyre Miller, *Leadership Program, Chapman University*

Rian J. Satterwhite, *Holden Center for Leadership & Community Engagement, University of Oregon*

Leadership Styles in Nonprofit Organizations: Challenging the Status Quo

+LD

Cobalt 520 | Panel Discussion | Public Leadership

Chair: Penny S. Bryan, *College of Educational Studies, Chapman University*

The success of a nonprofit organization is often tied to its ability to engage volunteers. The purpose of this research project was to identify leadership styles used by staff members in nonprofit organizations and to discover factors that encourage volunteer retention. Three questions guided the study: What leadership styles are commonly used in nonprofit organizations; what factors encourage volunteer retention; and do informal leaders play a role in the organization?

Jillian R. Wood, *College of Educational Studies, Chapman University*

Kris Tunac De Pedro, *Chapman University*

Neighborhood Prosperity Initiative: Reflections on Expanding Leadership Capacity

+YL

Aqua Salon C | Panel Discussion | Leadership Education

Chair: Jackie Schmidt-Posner, *Undergraduate Business Programs, Santa Clara University*

This initiative provides opportunities for students to learn from individuals and organizations in low-income neighborhoods in San Jose, California while contributing their energy, knowledge, and creativity to activities that foster economic prosperity. Undergraduate student panelists will share insights on developing the student experience, managing a place-based initiative in a new neighborhood, and student perspectives on the program.

Trevor Romele, *Undergraduate Business Programs, Santa Clara University*

Jessica Sullivan, *Undergraduate Business Programs, Santa Clara University*

Sean Roe, *Undergraduate Business Programs, Santa Clara University*

Teaching Collaborative Leadership in Complex Environments with Ballroom Dance

Aqua Salon EF | Workshop | Leadership Development

Ballroom dance is an apt metaphor for collaborative leadership in complex environments. The challenge of working with another person to move around chaotic dance floors without crashing into others or losing the synchronization of movement is both an art and a science. Participants will learn and experience the use of ballroom dance to strengthen their own leadership capacity for collaboration in complexity.

Tom Klaus, *Tom Klaus & Associates; Eastern University*

Beth Birmingham, *School of Leadership and Development, Eastern University*

Leading Beyond Fear: Storytelling as Social Alchemy

+LD

Aqua Salon D | Panel Discussion | Public Leadership

Chair: Robert Donmoyer, *Leadership Studies, University of San Diego*

This panel will explore storytelling as a leadership competence to transform systems. Beginning with a communications-based theoretical framework, the presenters will examine economics and civil society from a storytelling perspective using current political narrative as a case study. Attendees will engage in an interactive discussion to consider how leaders and scholars can activate and optimize planetary potential through storytelling.

Elizabeth Castillo, *Leadership Studies, University of San Diego*

Christina E. Mitchell, *Leadership Studies, University of San Diego*

Michelle Zive, *Leadership Studies, University of San Diego*

Have a Hot Seat: A Workshop to Grow Capacity in Conflict

+LE

Sapphire E | Workshop | Leadership Development

This workshop will teach a high-impact technique for conflict management situated within Adaptive Leadership theory and the Crucial Confrontations Model. An experiential method using a modified counseling training technique called Feedback Fishbowl, offers a unique twist to deconstructing and reformulating behavior in a two party conflict. Bring a conflict scenario of a personal or professional nature to this practice session or come learn from others in the hot seat.

Abrina M. Schnurman-Crook, *Batten Leadership Institute, Hollins University*

Jennifer Brothers, *Batten Leadership Institute, Hollins University*

David Hellstrom, *Leadership Minor, University of Minnesota*

Youth and Citizen Leadership

Sapphire 410A | Presentation | Youth Leadership

Chair: Karan Saggi, *Kravis Leadership Institute, Claremont McKenna College*

Catalyzing Citizen Leadership: School Transformation for Societal Impact

+LE

How can primary and secondary schools make leadership development part of every student's experience? The Center for Creative Leadership and Ravenscroft School partnered to create a mental model and educational approach designed to empower young people to change their world. The presenter will share details of this multi-phased initiative, which is currently in its second year of school-wide implementation.

Christopher A. Ward, *Leadership Beyond Boundaries, Center for Creative Leadership*

Developing Youth Leadership Through Enriched Engagement

+LD

The purpose of this report is to analyze the critical factors that foster youth leadership through meaningful engagement of youth ages 12-25. Synthesizing the extant literature, the presenter will elaborate on the development of the ARC (Autonomy, Relatedness, Competence) model, which is based on key theories on youth development.

Ben Kutsyuruba, *Faculty of Education, Queen's University*

Co-authors: Jeffrey MacCormack, *Queen's University; John Freeman*, *Queen's University; Nishad Khanna*, *Students Commission; Stoney McCart*, *Students Commission*

Learning by Doing: A Longitudinal Study of Leadership Development

+LD

This is a longitudinal look at servant-leadership development in college students who participated in a living-learning leadership development community more than 10 years ago. Based on a series of qualitative interviews, this paper explores how these experiences informed the former students' professional and personal lives, providing a clearer picture of experiential leadership development over time.

Frank E. Hamilton, *Behavioral Sciences Collegium, Eckerd College*

Innovative Practitioner-Driven MA & MBA Program Design to Develop Global Leaders +LD

Sapphire 410B | Panel Discussion | Leadership Education

Chair: Steve Kempster, Lancaster Leadership Centre, Lancaster University

This panel will report on the outcomes from a three-year project searching for the holy grail of designing masters-level leadership development programs that meet the realities of today's leaders and address complex global challenges. With questions and discussions encouraged throughout, presenters will focus on: the role of their advisory group in program design, innovative techniques to engage with leadership theory, action learning and practice-based leadership projects, mixed research methods for leadership dissertation studies, assessments, and accreditations.

Jean-Anne Stewart, Leadership, Organisations and Behaviour, Henley Business School

Joan Keevill, Leadership, Organisations and Behaviour, Henley Business School

Building Conscious Leaders: Constructivism, Connectivism, and Generational Awareness +LD

Sapphire 411 | Panel Discussion | Leadership Education

Chair: Patricia Stewart, Oscar Smith High School, Chesapeake Public Schools

Three panelists will discuss the necessity of combining constructivism, connectivism, and generational awareness to successfully develop leaders who can respond with mindful and conscious capacity to the global needs facing humanity. Not only must these components be intentional in educational processes, these leaders must also gain the ability to appropriate intentionality in their conscious response within their leadership sphere of influence.

Linda D. Grooms, Education, Regent University

Kathaleen Reid-Martinez, Oral Roberts University

Tera Simmons, Butler County Board of Education

Context Matters; Cultural Dynamics and Leadership Education +LD

Sapphire A | Panel Discussion | Leadership Education

Chair: William Smedick, Center for Leadership Education, Johns Hopkins University

Three elements – creation, development, and sustainability – of curricular and co-curricular leadership programs at three diverse universities will be shared. Offering institutional and global perspectives, panelists will focus on the impact that culture has on the directions and content of their leadership classes and experiences. They will then invite attendees to share their experiences concerning cultural dynamics in their own contexts.

Gayle Spencer, Illinois Leadership Center, University of Illinois at Urbana-Champaign

Mikinari Higano, Business Leadership Program, College of Business, Rikkyo University

Five Things Leaders Should Know About the Human Brain +BL

Sapphire I | Panel Discussion | Leadership Development

Chair: Eric Guthey, Department of Intercultural Communication and Management, Copenhagen Business School

Recent research emerging from the field of social cognitive neuroscience produces theoretical propositions and practical innovations with the potential to advance leadership development. Integrating academic and practitioner perspectives, this panel discussion will present neuroscientific insights of relevance to leadership scholars and practitioners, including discussion of metacognition, reflexive versus reflective thinking, neuroplasticity, mirror neurons, and neural biases.

Paul McDonald, Victoria Business School, Victoria University of Wellington

Jennifer A. McDonald, Continuum Consulting Group

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 Colbry-Povlosky, Stephanie.....RT (FR -16:15) Sapphire Ballroom
 Colbry-Povlosky, Stephanie.....CS 7 (SA -15:45) Sapphire 411 A
 Cole, DeRetta R.....CS 3 (FR -13:30) Cobalt 520
 Colvin, Robert E.....CS 8 (SU -9:00) Sapphire A
 Colwill, Deborah.....CS 9 (SU -10:15) Sapphire 410 A
 Conger, Jay.....CS 9 (SU -10:15) Sapphire 411
 Cordeiro, Paula A.....CS 9 (SU -10:15) Sapphire A
 Cotton, Chelsea.....CS 2 (FR -10:15) Sapphire A
 Couto, Richard A.....CS 4 (FR -14:45) Sapphire E
 Couto, Richard A.....CS 9 (SU -10:15) Cobalt 520
 Cowen, Julie.....CS 2 (FR -10:15) Sapphire E
 Cox, Kristin L.....CS 8 (SU -9:00) Sapphire 411
 Cronin, Tom.....CS 8 (SU -9:00) Sapphire M
 Cronin, Tom.....CS 9 (SU -10:15) Sapphire 400
 Crosby, Barbara C.....CS 3 (FR -13:30) Sapphire 400
 Crosby, Barbara C.....RT (FR -16:15) Sapphire Ballroom
 Crosby, Lawrence A.....CS 5 (SA -10:30) Sapphire M
 Crumpton, Alicia D.....CS 6 (SA -13:30) Aqua 311A
 Cruz, Faustino.....CS 1 (FR -9:00) Sapphire E
 Cullen, Sean J.....RT (FR -16:15) Sapphire Ballroom
 Cullen, Sean J.....Poster (SA -17:30) Sapphire Ballroom
 Cunningham, Gary.....CS 3 (FR -13:30) Sapphire 400
 Cusher, Brent.....CS 9 (SU -10:15) Sapphire I
 D'Amore, Charlene F.....Poster (SA -17:30) Sapphire Ballroom
 Dann, Paul L.....CS 9 (SU -10:15) Aqua 300
 Darr, Donna.....CS 8 (SU -9:00) Sapphire E
 Darr, Richard.....CS 8 (SU -9:00) Sapphire E
 Daugherty, Jenny.....RT (FR -16:15) Sapphire Ballroom
 Davalos, Cynthia.....CS 8 (SU -9:00) Aqua 310B
 Davenport, Brian.....CS 2 (FR -10:15) Aqua 311A
 Davenport, Brian.....CS 6 (SA -13:30) Aqua Salon A
 Davis, Ryan.....CS 7 (SA -15:45) Sapphire 411 B
 De La Rosa, Rene.....Poster (SA -17:30) Sapphire Ballroom
 De Pedro, Kris Tunac.....CS 10 (SU -13:00) Cobalt 520
 DeFrank-Cole, Lisa.....CS 8 (SU -9:00) Aqua 314
 Delph-Jackson, Ferris.....CS 7 (SA -15:45) Aqua 310A
 Denhardt, Janet.....CS 9 (SU -10:15) Sapphire 410 A
 Denhardt, Robert B.....CS 9 (SU -10:15) Sapphire 410 A
 Dennison, Barbara J.....CS 6 (SA -13:30) Sapphire 410
 Dennison, Barbara J.....CS 7 (SA -15:45) Aqua Salon C
 Devnew, Lynne Elisabeth.....CS 4 (FR -14:45) Aqua 311B
 Diehl, Amy.....CS 7 (SA -15:45) Sapphire A
 Diehl, Amy.....CS 8 (SU -9:00) Aqua 311B

Digby, Cynthia.....CS 2 (FR -10:15) Aqua Salon A
 Digby, Cynthia.....RT (FR -16:15) Sapphire Ballroom
 Dillman, Danielle.....CS 2 (FR -10:15) Sapphire I
 Dinan, Ann.....CS 5 (SA -10:30) Aqua 300
 Dingman, Myra.....CS 8 (SU -9:00) Sapphire 410 B
 DiVirgilio, Marie E.....CS 5 (SA -10:30) Aqua Salon C
 DiVirgilio, Marie E.....CS 8 (SU -9:00) Sapphire E
 DiVirgilio, Marie E.....Pre-Con (TH-9:00) Sapphire 410 B
 Dixon, Gene.....CS 9 (SU -10:15) Aqua 311B
 Dixon, Tony.....CS 9 (SU -10:15) Aqua 311A
 Dodson, Jenny.....CS 7 (SA -15:45) Aqua 310A
 Doehne, Bryce.....CS 8 (SU -9:00) Sapphire 411
 Donaldson, Stewart.....CS 7 (SA -15:45) Aqua 310B
 Donmoyer, Robert.....CS 2 (FR -10:15) Aqua Salon F
 Donmoyer, Robert.....CS 7 (SA -15:45) Aqua Salon C
 Donmoyer, Robert.....CS 9 (SU -10:15) Aqua 310A
 Donmoyer, Robert.....CS 10 (SU -13:00) Aqua Salon D
 Dugan, John P.....CS 4 (FR -14:45) Aqua Salon E
 Dujowich, Crystal.....SE (FR -7:00) Promenade Plaza
 Dujowich, Crystal.....SE (SU -7:00) Promenade Plaza
 Dujowich, Crystal.....Pre-Con (TH-9:00) Promenade Plaza
 Dyk, Patricia H.....RT (FR -16:15) Sapphire Ballroom
 Earls, Jamie.....CS 7 (SA -15:45) Aqua 310A
 Ebener, Dan.....RT (FR -16:15) Sapphire Ballroom
 Edberg, Tara L.....CS 5 (SA -10:30) Aqua 313
 Edmonds, Wendy M.....CS 5 (SA -10:30) Aqua 311A
 Egan, Chrys.....CS 1 (FR -9:00) Aqua Salon D
 Egan, Chrys.....CS 6 (SA -13:30) Sapphire 411 A
 Egan, Chrys.....CS 8 (SU -9:00) Cobalt 520
 Eiger, Edith.....Pre-Con (TH-9:00) Sapphire I
 El Tarabishy, Ayman.....CS 9 (SU -10:15) Sapphire 410 A
 Elbert, Chanda D.....CS 2 (FR -10:15) Sapphire I
 Elkington, Robert.....CS 5 (SA -10:30) Aqua 314
 Elkington, Robert.....Poster (SA -17:30) Sapphire Ballroom
 Elio Hart, Evelyn.....CS 1 (FR -9:00) Sapphire I
 Emerson, Brian.....CS 6 (SA -13:30) Cobalt 520
 Enstrom, Rachel.....CS 6 (SA -13:30) Aqua 311B
 Epstein, Suzanne.....CS 5 (SA -10:30) Sapphire A
 Etmanski, Catherine.....CS 1 (FR -9:00) Aqua Salon E
 Etmanski, Catherine.....CS 7 (SA -15:45) Aqua 314
 Etmanski, Catherine.....CS 9 (SU -10:15) Sapphire M
 Etti, William H. M.....Poster (SA -17:30) Sapphire Ballroom
 Evans, Cynthia M.....CS 6 (SA -13:30) Aqua 311B
 Evans, William Franklin.....CS 6 (SA -13:30) Aqua 311B
 Fagan, Helen.....CS 7 (SA -15:45) Aqua 311B
 Fajans, Jeff.....CS 3 (FR -13:30) Aqua 313
 Fajans, Jeff.....Poster (SA -17:30) Sapphire Ballroom
 Fararoei, Jason R.....CS 6 (SA -13:30) Aqua Salon A
 Faulhaber, Jacqueline A.....RT (FR -16:15) Sapphire Ballroom
 Faulhaber, Jacqueline A.....CS 6 (SA -13:30) Aqua 311A
 Fenton, Jamie M.....RT (FR -16:15) Sapphire Ballroom
 Ferch, Shann.....CS 2 (FR -10:15) Sapphire 410 A
 Ferch, Shann.....CS 3 (FR -13:30) Sapphire I
 Ferdman, Bernardo M.....RT (FR -16:15) Sapphire Ballroom
 Filippone, Anne.....RT (FR -16:15) Sapphire Ballroom
 Findley, Ryan.....CS 8 (SU -9:00) Aqua 311A
 Fine, Leigh.....CS 1 (FR -9:00) Aqua Salon D
 Fine, Leigh.....CS 8 (SU -9:00) Sapphire 410 A
 Fisher, Marni E.....CS 1 (FR -9:00) Aqua Salon C
 Fitzgerald, Martin G.....CS 3 (FR -13:30) Aqua Salon F
 Flanigan, Jessica.....CS 7 (SA -15:45) Sapphire 411 B
 Flanigan, Jessica.....CS 9 (SU -10:15) Sapphire I
 Foley, Todd J.....CS 7 (SA -15:45) Sapphire 411 A
 Foley, Todd J.....CS 9 (SU -10:15) Aqua Salon C
 Forbes, Amy E.....CS 5 (SA -10:30) Aqua 311B
 Forsyth, Shirley.....CS 1 (FR -9:00) Sapphire 400
 Foster, Philip A.....CS 7 (SA -15:45) Aqua 311A
 France, Tami.....CS 7 (SA -15:45) Aqua Salon E
 Franco, Nicholas Reyes.....RT (FR -16:15) Sapphire Ballroom
 Franco, Nicholas Reyes.....CS 9 (SU -10:15) Aqua 310A
 Frazzini, Ronald.....CS 3 (FR -13:30) Aqua 310A
 Fredrickson, Brian S.....RT (FR -16:15) Sapphire Ballroom
 Fredrickson, Neal R.....RT (FR -16:15) Sapphire Ballroom
 Fritz, Janie M. Harden.....CS 1 (FR -9:00) Sapphire 411
 Fuller Beeler, Rebecca.....CS 8 (SU -9:00) Aqua Salon D
 Fulton, Mark.....CS 7 (SA -15:45) Aqua 314
 Fulton, Mark.....CS 9 (SU -10:15) Sapphire M
 Furlong, Dolores.....CS 6 (SA -13:30) Sapphire 411 B
 Gagnon, Elizabeth.....CS 6 (SA -13:30) Sapphire 411 A
 Gagnon, Elizabeth.....CS 8 (SU -9:00) Sapphire A
 Gaines, Kathryn.....CS 5 (SA -10:30) Sapphire A
 Gaines, Kathryn.....CS 6 (SA -13:30) Sapphire E
 Gardiner, Rita A.....CS 7 (SA -15:45) Sapphire A
 Gardner, William.....CS 3 (FR -13:30) Aqua 313
 Gardner, William.....CS 8 (SU -9:00) Sapphire I
 Gebauer, Richard.....RT (FR -16:15) Sapphire Ballroom
 Geer, Steven.....Poster (SA -17:30) Sapphire Ballroom
 Genovese, Michael A.....CS 8 (SU -9:00) Sapphire M
 Gentile, Dr. Mary C.....CS 8 (SU -9:00) Sapphire E
 Gergen, Esther.....CS 7 (SA -15:45) Aqua Salon C
 Getz, Cheryl.....CS 1 (FR -9:00) Aqua Salon D
 Getz, Cheryl.....CS 2 (FR -10:15) Sapphire 411
 Getz, Cheryl.....CS 6 (SA -13:30) Aqua 310B
 Getz, Cheryl.....CS 9 (SU -10:15) Sapphire A
 Gibbs De Peza, Hazel AnnPoster (SA -17:30) Sapphire Ballroom
 Gibbs, Errol A. A.....Poster (SA -17:30) Sapphire Ballroom
 Gick, Lisa.....CS 2 (FR -10:15) Aqua Salon E
 Gigante, Corrie C.M.CS 1 (FR -9:00) Aqua 314
 Gigliotti, Ralph A.....CS 3 (FR -13:30) Sapphire 410 B
 Gigliotti, Ralph A.....Poster (SA -17:30) Sapphire Ballroom
 Gigliotti, Ralph A.....CS 9 (SU -10:15) Sapphire M
 Gillies, Bruce.....CS 6 (SA -13:30) Aqua Salon A
 Giron, Jennie.....CS 2 (FR -10:15) Sapphire E
 Githens, Rod Patrick.....Poster (SA -17:30) Sapphire Ballroom
 Glick-Smith, Judith L.....CS 5 (SA -10:30) Sapphire 411 B
 Goertzen, Brent.....CS 7 (SA -15:45) Sapphire I
 Goldman Schuyler, Kathryn.....CS 5 (SA -10:30) Sapphire I
 Goldman Schuyler, Kathryn.....CS 9 (SU -10:15) Sapphire M
 Gomez de Torres, Ana M.....CS 5 (SA -10:30) Aqua 311A
 Goodman, Adam J.....CS 1 (FR -9:00) Sapphire A
 Gosling, Jonathan R.....CS 7 (SA -15:45) Sapphire I
 Gosling, Jonathan R.....CS 9 (SU -10:15) Cobalt 520
 Grady, Marilyn L.....RT (FR -16:15) Sapphire Ballroom
 Grant, A. J.....CS 6 (SA -13:30) Sapphire 410
 Grant, A. J.....CS 8 (SU -9:00) Cobalt 520
 Green, Zachary Gabriel.....CS 3 (FR -13:30) Aqua Salon D
 Green, Zachary Gabriel.....CS 7 (SA -15:45) Sapphire M
 Green, Zachary Gabriel.....CS 8 (SU -9:00) Aqua Salon C

Greenhalgh, David C.....CS 3 (FR -13:30) Sapphire A
 Greer, Patricia.....CS 7 (SA -15:45) Aqua Salon E
 Grijalva, Emily.....CS 3 (FR -13:30) Sapphire 411
 Grooms, Linda D.....CS 10 (SU -13:00) Sapphire 411
 Grow, Arron.....RT (FR -16:15) Sapphire Ballroom
 Guarcello, Maureen.....CS 2 (FR -10:15) Sapphire 411
 Guarcello, Maureen.....CS 4 (FR -14:45) Aqua 311A
 Gundling, Ernest.....CS 4 (FR -14:45) Aqua 300
 Gustafson, James.....CS 8 (SU -9:00) Aqua 314
 Gustafson, James.....CS 9 (SU -10:15) Aqua Salon D
 Guthey, Eric R.....CS 3 (FR -13:30) Aqua Salon F
 Guthey, Eric R.....CS 10 (SU -13:00) Sapphire I
 Guthrie, Kathy.....CS 4 (FR -14:45) Aqua 314
 Guthrie, Kathy.....CS 6 (SA -13:30) Aqua Salon A
 Haber-Curran, Paige.....CS 3 (FR -13:30) Sapphire E
 Haber-Curran, Paige.....CS 4 (FR -14:45) Sapphire 410 B
 Haber-Curran, Paige.....CS 6 (SA -13:30) Sapphire 400
 Hakkinen, Sari.....CS 4 (FR -14:45) Aqua 310A
 Hakkinen, Sari.....CS 9 (SU -10:15) Aqua 310B
 Hall, Martin.....RT (FR -16:15) Sapphire Ballroom
 Hall, Martin.....Poster (SA -17:30) Sapphire Ballroom
 Hamilton, Frank E.....CS 10 (SU -13:00) Sapphire 410 A
 Hanks, Sarah.....CS 6 (SA -13:30) Aqua 313
 Hannan, Kathy.....CS 7 (SA -15:45) Aqua Salon D
 Hanold, Maylon.....CS 8 (SU -9:00) Cobalt 520
 Haque, MD.....Poster (SA -17:30) Sapphire Ballroom
 Hares, Susan Kay.....Poster (SA -17:30) Sapphire Ballroom
 Hargadon, John.....CS 4 (FR -14:45) Aqua Salon F
 Hargreaves, Andrew.....CS 1 (FR -9:00) Aqua Salon C
 Harrington, Maura.....CS 6 (SA -13:30) Sapphire M
 Harrington, Maura.....CS 9 (SU -10:15) Sapphire E
 Harris, Brigitte.....CS 6 (SA -13:30) Sapphire 411 B
 Harris, Maggie M.....RT (FR -16:15) Sapphire Ballroom
 Harris, Maggie M.....CS 6 (SA -13:30) Aqua 310B
 Harris, Mary H.....RT (FR -16:15) Sapphire Ballroom
 Harris, Mary H.....CS 9 (SU -10:15) Sapphire A
 Harris, Theresa.....CS 1 (FR -9:00) Aqua 311A
 Harrison, Lynn.....CS 6 (SA -13:30) Sapphire 411 B
 Harter, Nathan.....CS 6 (SA -13:30) Aqua 310A
 Harter, Nathan.....CS 8 (SU -9:00) Sapphire 410 A
 Hartman, Sharon.....CS 5 (SA -10:30) Sapphire E
 Harvey, Michael.....CS 6 (SA -13:30) Sapphire 410
 Hasselfeld, Kim.....CS 5 (SA -10:30) Sapphire A
 Hastings, Lindsay.....CS 1 (FR -9:00) Aqua 313
 Hastings, Lindsay.....CS 5 (SA -10:30) Aqua 311B
 Haught, Lunell.....CS 1 (FR -9:00) Sapphire I
 Hawes, Mariah.....CS 6 (SA -13:30) Aqua 311B
 Hayter, Julian.....CS 9 (SU -10:15) Sapphire I
 Heiser, John.....CS 7 (SA -15:45) Aqua Salon D
 Heiser, John.....CS 8 (SU -9:00) Sapphire E
 Hellman, Yael.....RT (FR -16:15) Sapphire Ballroom
 Hellstrom, David.....CS 6 (SA -13:30) Aqua 310B
 Hellstrom, David.....CS 10 (SU -13:00) Sapphire E
 Helth, Poula.....CS 5 (SA -10:30) Sapphire A
 Henderson, James E.....RT (FR -16:15) Sapphire Ballroom
 Henwood, Suzanne.....CS 9 (SU -10:15) Aqua 311A
 Hernandez, Kathy-Ann C.....CS 2 (FR -10:15) Sapphire I
 Hernandez-Cueto, Kenia.....Poster (SA -17:30) Sapphire Ballroom
 Herzog, Anat.....RT (FR -16:15) Sapphire Ballroom

Herzog, Anat.....Poster (SA -17:30) Sapphire Ballroom
 Hidalgo, Javier.....CS 7 (SA -15:45) Sapphire 411 B
 Hidalgo, Javier.....CS 9 (SU -10:15) Sapphire I
 Higano, Mikinari.....CS 10 (SU -13:00) Sapphire A
 Hoehl, Stacy E.....CS 3 (FR -13:30) Aqua 300
 Hoehl, Stacy E.....RT (FR -16:15) Sapphire Ballroom
 Hoffman, Sharon C.....RT (FR -16:15) Sapphire Ballroom
 Hofmann-Pinilla, Amparo.....CS 3 (FR -13:30) Aqua Salon A
 Holley, June.....CS 7 (SA -15:45) Sapphire 410
 Hooker, David Anderson.....CS 3 (FR -13:30) Sapphire 400
 Hooker, David Anderson.....RT (FR -16:15) Sapphire Ballroom
 Hoover, Kristine F.....Poster (SA -17:30) Sapphire Ballroom
 Hopman, Nikol.....CS 5 (SA -10:30) Aqua Salon D
 Hormann, Shana L.....CS 8 (SU -9:00) Sapphire 411
 Horsethief, Christopher.....CS 1 (FR -9:00) Aqua 310B
 Horsethief, Christopher.....CS 2 (FR -10:15) Aqua 311A
 Horton, Russell.....Poster (SA -17:30) Sapphire Ballroom
 Horton, Russell.....CS 8 (SU -9:00) Aqua 311B
 Hoyt, Crystal L.....CS 4 (FR -14:45) Sapphire I
 Hoyt, Crystal L.....CS 7 (SA -15:45) Cobalt 520
 Hoyt, Crystal L.....CS 9 (SU -10:15) Sapphire 411
 Hubbard, Lea.....CS 1 (FR -9:00) Aqua Salon C
 Huizing, Russell L.....CS 4 (FR -14:45) Aqua 310A
 Huizing, Russell L.....CS 5 (SA -10:30) Aqua 310A
 Huizing, Russell L.....CS 9 (SU -10:15) Aqua 310B
 Hull, Jeffrey W.....CS 2 (FR -10:15) Cobalt 520
 Hull, Jeffrey W.....Pre-Con (TH-13:00) Aqua 310
 Humphrey, Ronald H.....CS 1 (FR -9:00) Sapphire 411
 Hunt, James B.....CS 3 (FR -13:30) Aqua Salon F
 Hunt, Kim D.....Poster (SA -17:30) Sapphire Ballroom
 Hutchison, Chris.....CS 1 (FR -9:00) Aqua Salon C
 Hutchison, Chris.....RT (FR -16:15) Sapphire Ballroom
 Hyatt, L.....CS 4 (FR -14:45) Aqua Salon C
 Hyatt, L.....Poster (SA -17:30) Sapphire Ballroom
 Jackson Teague, Leah Witcher.....CS 7 (SA -15:45) Sapphire A
 Jackson, Brad G.....CS 3 (FR -13:30) Sapphire A
 Jackson, Brad G.....CS 7 (SA -15:45) Aqua Salon D
 Jackson, Lonnie.....RT (FR -16:15) Sapphire Ballroom
 Jackson, Wade.....CS 3 (FR -13:30) Aqua Salon E
 Jacobs, Stephen P.....CS 4 (FR -14:45) Sapphire 410 A
 Jahan, Mojgan.....Pre-Con (TH-9:00) Sapphire 400 A
 Jallow, Baba G.....CS 7 (SA -15:45) Aqua 313
 Jallow, Baba G.....CS 10 (SU -13:00) Aqua 310A
 Jaworski, Bernard.....CS 5 (SA -10:30) Sapphire M
 Jayatheertha, Kruthika.....CS 2 (FR -10:15) Aqua 311B
 Jeffery, Katherine.....Poster (SA -17:30) Sapphire Ballroom
 Jenkins, Dan.....CS 7 (SA -15:45) Aqua 300
 Jenkins, Dan.....CS 8 (SU -9:00) Aqua Salon EF
 Jenkins, Dan.....Pre-Con (TH-9:00) Aqua 311
 Johnson, Amber.....CS 2 (FR -10:15) Aqua Salon C
 Johnson, Amber.....CS 5 (SA -10:30) Aqua Salon C
 Johnson, Amber.....Pre-Con (TH-9:00) Sapphire 410 B
 Johnson, Boyd.....Pre-Con (TH-9:00) Sapphire 400 B
 Johnson, Craig E.....CS 2 (FR -10:15) Aqua Salon F
 Johnson, Craig E.....CS 3 (FR -13:30) Aqua 311B
 Johnson, Craig E.....Pre-Con (TH-9:00) Sapphire I
 Johnson, Julie I.....CS 1 (FR -9:00) Aqua 311B
 Johnson, Julie I.....Poster (SA -17:30) Sapphire Ballroom
 Johnson, Matthew.....CS 10 (SU -13:00) Aqua 311B

Jonas, Patrick Thando.....CS 2 (FR -10:15) Aqua Salon F
 Jones, Elizabeth H.....CS 5 (SA -10:30) Sapphire 411 A
 Jones, Jaron L.....CS 4 (FR -14:45) Aqua 311B
 Jones, Jen.....CS 1 (FR -9:00) Sapphire 411
 Jones, Jen.....Poster (SA -17:30) Sapphire Ballroom
 Jones, Jennifer Amanda.....CS 8 (SU -9:00) Aqua Salon C
 Jones, Sandra.....CS 7 (SA -15:45) Sapphire 400
 Kablan, Pierre.....CS 2 (FR -10:15) Aqua 311B
 Kalaunee, SP.....CS 9 (SU -10:15) Sapphire 410 B
 Kalinsky, Raul Alfredo.....RT (FR -16:15) Sapphire Ballroom
 Kanani, Jeff.....CS 10 (SU -13:00) Aqua 310A
 Kauffman, Carol.....CS 2 (FR -10:15) Cobalt 520
 Kauffman, Carol.....Pre-Con (TH-13:00) Aqua 310
 Kaufman, Eric K.....CS 3 (FR -13:30) Sapphire 410 A
 Kaufman, Eric K.....CS 8 (SU -9:00) Sapphire A
 Kaufmann, Eric.....CS 8 (SU -9:00) Aqua 310A
 Keevill, Joan.....CS 10 (SU -13:00) Sapphire 410 B
 Keim, Susan.....CS 9 (SU -10:15) Aqua 311B
 Kellerman, Barbara.....CS 2 (FR -10:15) Sapphire M
 Kellerman, Barbara.....CS 3 (FR -13:30) Sapphire M
 Kellerman, Barbara.....CS 4 (FR -14:45) Sapphire E
 Kelley, Robert E.....CS 2 (FR -10:15) Sapphire M
 Kelley, Robert E.....Pre-Con (TH-9:00) Sapphire I
 Kempster, Steve.....CS 2 (FR -10:15) Sapphire 400
 Kempster, Steve.....CS 10 (SU -13:00) Sapphire 410 B
 Kessenich, Katherine.....RT (FR -16:15) Sapphire Ballroom
 Khan, Mariama.....CS 7 (SA -15:45) Aqua 313
 Kisaale, James.....CS 1 (FR -9:00) Sapphire 400
 Klau, Max B.....CS 1 (FR -9:00) Aqua 310B
 Klau, Max B.....CS 8 (SU -9:00) Aqua 310B
 Klaus, Tom.....CS 5 (SA -10:30) Aqua Salon D
 Klaus, Tom.....CS 10 (SU -13:00) Aqua Salon EF
 Klein, Nathan D.....CS 4 (FR -14:45) Sapphire 410 B
 Klenke, Karin.....RT (FR -16:15) Sapphire Ballroom
 Klenke, Karin.....CS 5 (SA -10:30) Aqua 311A
 Klonsky, Linda.....CS 9 (SU -10:15) Sapphire 410 A
 Komives, Susan R.....CS 4 (FR -14:45) Sapphire E
 Komives, Susan R.....CS 6 (SA -13:30) Sapphire 400
 Komives, Susan R.....CS 9 (SU -10:15) Aqua Salon C
 Kong, Dejun.....CS 1 (FR -9:00) Sapphire 410 A
 Kong, Dejun.....CS 4 (FR -14:45) Sapphire 410 B
 Kong, Dejun.....CS 9 (SU -10:15) Sapphire I
 Koonce, Rob.....CS 2 (FR -10:15) Sapphire M
 Koonce, Rob.....Pre-Con (TH-9:00) Sapphire I
 Koppelman, Justin.....RT (FR -16:15) Sapphire Ballroom
 Korotov, Konstantin.....CS 5 (SA -10:30) Sapphire 400
 Kosempel, Paul.....CS 1 (FR -9:00) Aqua 314
 Kosempel, Paul.....CS 9 (SU -10:15) Aqua Salon D
 Kostina-Ritchey, R. Erin.....CS 4 (FR -14:45) Aqua 313
 Kottke, Janet.....Poster (SA -17:30) Sapphire Ballroom
 Krasynska, Svitlana.....CS 4 (FR -14:45) Sapphire 400
 Kremers, Kristi.....CS 3 (FR -13:30) Aqua 311A
 Kuban, Adam J.....RT (FR -16:15) Sapphire Ballroom
 Kutsyuruba, Ben.....Poster (SA -17:30) Sapphire Ballroom
 Kutsyuruba, Ben.....CS 10 (SU -13:00) Sapphire 410 A
 Kutz, Matthew.....CS 2 (FR -10:15) Aqua Salon D
 Kymaani, Roxanne J.....RT (FR -16:15) Sapphire Ballroom
 Kymaani, Roxanne J.....CS 7 (SA -15:45) Aqua 311B
 LaMagdeleine, Donald.....CS 7 (SA -15:45) Aqua Salon C
 Lampl, Jack W.....CS 9 (SU -10:15) Aqua 311A
 Lampl, Jack W.....Pre-Con (TH-9:00) Sapphire 400 A
 Lane, Emily.....CS 3 (FR -13:30) Aqua 311B
 Langan, Samantha.....CS 2 (FR -10:15) Aqua 313
 Latta, Gail F.....CS 1 (FR -9:00) Aqua 300
 Lauritsen, Matthew William.....CS 5 (SA -10:30) Sapphire 411 A
 Lawrence, Tom.....CS 1 (FR -9:00) Sapphire 400
 Leatham, Geoff.....CS 10 (SU -13:00) Aqua 311B
 Ledbetter, Bernice.....CS 3 (FR -13:30) Sapphire A
 Legault, Marie.....CS 9 (SU -10:15) Aqua 300
 Lemmons, Tarez.....CS 7 (SA -15:45) Sapphire M
 LeQuieu, Elizabeth.....CS 7 (SA -15:45) Aqua 310A
 Leskinen, Anna.....CS 4 (FR -14:45) Sapphire 400
 Levy Shankman, Marcy L.....CS 6 (SA -13:30) Sapphire 400
 Lid-Falkman, Lena.....CS 1 (FR -9:00) Sapphire 410 B
 Lid-Falkman, Lena.....CS 4 (FR -14:45) Aqua 311A
 Lid-Falkman, Lena.....CS 9 (SU -10:15) Sapphire M
 Linehan, Debora.....Poster (SA -17:30) Sapphire Ballroom
 Linville, Michael W.....Poster (SA -17:30) Sapphire Ballroom
 Lipman-Blumen, JeanCS 4 (FR -14:45) Aqua 310B
 Lipman-Blumen, JeanCS 6 (SA -13:30) Sapphire M
 Lipman-Blumen, JeanCS 9 (SU -10:15) Sapphire E
 Liu, Lu.....Poster (SA -17:30) Sapphire Ballroom
 Livesay, Valerie.....RT (FR -16:15) Sapphire Ballroom
 Livesay, Valerie.....CS 7 (SA -15:45) Aqua 311B
 Lo, Francesca.....RT (FR -16:15) Sapphire Ballroom
 Loggins, John.....CS 7 (SA -15:45) Sapphire M
 Loggins, John.....Pre-Con (TH-9:00) Promenade Plaza
 Lokkesmoe, Karen J.....CS 5 (SA -10:30) Aqua 313
 Longman, Karen A.....CS 1 (FR -9:00) Sapphire 411
 Longman, Karen A.....CS 2 (FR -10:15) Sapphire E
 Longman, Karen A.....CS 4 (FR -14:45) Aqua Salon C
 Longman, Karen A.....CS 6 (SA -13:30) Sapphire A
 Longman, Karen A.....CS 7 (SA -15:45) Sapphire A
 Longman, Karen A.....Pre-Con (TH-9:00) Sapphire M
 Lopez, April L.....CS 4 (FR -14:45) Aqua 310A
 Lopez, April L.....CS 5 (SA -10:30) Aqua 310A
 Lopez, April L.....CS 9 (SU -10:15) Aqua 310B
 Lopuch, Viviane.....CS 2 (FR -10:15) Aqua 311A
 Lorensen, Marianne.....CS 6 (SA -13:30) Sapphire 411 A
 Lowe, Kevin B.....CS 1 (FR -9:00) Sapphire 411
 Lowe, Kevin B.....CS 8 (SU -9:00) Sapphire I
 Lowe, Kevin B.....CS 10 (SU -13:00) Sapphire M
 Luan, Zhi.....Poster (SA -17:30) Sapphire Ballroom
 Luan, Zhi.....CS 9 (SU -10:15) Sapphire 410 B
 Ludden, Vern L.....Pre-Con (TH-9:00) Sapphire 400 B
 Ludema, Jim.....CS 2 (FR -10:15) Aqua Salon C
 Ludema, Jim.....CS 7 (SA -15:45) Aqua Salon D
 Ludema, Jim.....CS 8 (SU -9:00) Sapphire E
 Ludema, Jim.....Pre-Con (TH-9:00) Sapphire 410 B
 Lundberg, Izabela.....CS 4 (FR -14:45) Sapphire 411
 Lyons, Mary E.....CS 6 (SA -13:30) Sapphire A
 Maciariello, Joseph.....CS 5 (SA -10:30) Sapphire M
 Mack, Vincent Lamar.....CS 5 (SA -10:30) Aqua 313
 Madsen, Susan R.....CS 2 (FR -10:15) Sapphire E
 Madsen, Susan R.....CS 6 (SA -13:30) Sapphire A
 Madsen, Susan R.....CS 7 (SA -15:45) Sapphire A
 Madsen, Susan R.....Pre-Con (TH-9:00) Sapphire M
 Magnan, Anne C.....Pre-Con (TH-12:30) Hotel Lobby

Maia, Ana.....CS 6 (SA -13:30) Aqua 311B
 Makokis, Patricia.....CS 9 (SU -10:15) Aqua 310A
 Maribei, Peter.....CS 6 (SA -13:30) Aqua 310B
 Markham, Steven E.....CS 8 (SU -9:00) Sapphire 410 A
 Martin, Ian.....Pre-Con (TH-8:30) Hotel Lobby
 Martin, Martha.....CS 1 (FR -9:00) Sapphire 400
 Martin, Martha.....CS 8 (SU -9:00) Aqua 313
 Martineau, Jennifer.....CS 2 (FR -10:15) Aqua 310B
 Martineau, Jennifer.....CS 3 (FR -13:30) Sapphire 411
 Martinelli-Lee, Teresa.....CS 8 (SU -9:00) Sapphire 410 B
 Martinez, Maria L.....CS 1 (FR -9:00) Aqua Salon C
 Martinez, Sandra.....CS 6 (SA -13:30) Aqua Salon D
 Matamala, Shana L.....Poster (SA -17:30) Sapphire Ballroom
 Matesi, Lyna M.....CS 2 (FR -10:15) Sapphire 410 A
 Matkin, Gina S.....CS 5 (SA -10:30) Aqua 311B
 Matkin, Gina S.....Pre-Con (TH-9:00) Sapphire 400 B
 Matthews, Tom E.....CS 9 (SU -10:15) Aqua 311A
 Matz, Dr. S. Irene.....CS 2 (FR -10:15) Sapphire 410 B
 McClellan, Jeffrey L.CS 2 (FR -10:15) Aqua 311B
 McClellan, Rhonda.....CS 7 (SA -15:45) Aqua 310A
 McCollim, Elena.....CS 4 (FR -14:45) Sapphire 400
 McCollim, Elena.....CS 5 (SA -10:30) Aqua Salon D
 McCoy, Robin.....CS 5 (SA -10:30) Aqua Salon E
 McDonald, Jennifer A.....CS 10 (SU -13:00) Sapphire I
 McDonald, Paul.....CS 10 (SU -13:00) Sapphire I
 McElravy, L.J.....CS 1 (FR -9:00) Aqua 313
 McIntyre Miller, Whitney.....CS 4 (FR -14:45) Sapphire M
 McIntyre Miller, Whitney.....CS 8 (SU -9:00) Aqua Salon C
 McIntyre Miller, Whitney.....CS 10 (SU -13:00) Aqua Salon A
 McKay, Patty.....CS 5 (SA -10:30) Sapphire E
 McKim, Aaron J.....CS 9 (SU -10:15) Aqua Salon D
 McLaughlin, Conor.....CS 6 (SA -13:30) Aqua 310B
 McLaughlin, Erin.....CS 7 (SA -15:45) Sapphire 411 A
 McManus, Robert.....CS 1 (FR -9:00) Sapphire M
 McManus, Robert.....CS 3 (FR -13:30) Sapphire 410 A
 McMullen, Andrea.....CS 2 (FR -10:15) Aqua 311B
 Meehan, Deborah M.....CS 3 (FR -13:30) Aqua Salon A
 Meehan, Deborah M.....CS 7 (SA -15:45) Sapphire 410
 Mello, James A.....CS 2 (FR -10:15) Aqua 311A
 Meriwether, Thomas N.....CS 3 (FR -13:30) Aqua 311A
 Meriwether, Thomas N.....CS 7 (SA -15:45) Sapphire 411 A
 Metcalf, Charles.....Poster (SA -17:30) Sapphire Ballroom
 Metcalf, Gary S.....CS 5 (SA -10:30) Aqua Salon D
 Middlebrooks, Anthony.....CS 3 (FR -13:30) Sapphire E
 Middlebrooks, Anthony.....RT (FR -16:15) Sapphire Ballroom
 Middlebrooks, Anthony.....CS 9 (SU -10:15) Sapphire 411
 Middleton, Eric.....CS 2 (FR -10:15) Aqua 313
 Milczewski, Joseph.....Poster (SA -17:30) Sapphire Ballroom
 Miller, Cara T.....RT (FR -16:15) Sapphire Ballroom
 Miller, Michael.....RT (FR -16:15) Sapphire Ballroom
 Miser, Martha F.....CS 5 (SA -10:30) Aqua 300
 Miser, Martha F.....CS 9 (SU -10:15) Aqua Salon A
 Mitchell, Christina E.....CS 10 (SU -13:00) Aqua Salon D
 Mitchell, Edna.....CS 3 (FR -13:30) Aqua Salon A
 Mitchell, Edna.....RT (FR -16:15) Sapphire Ballroom
 Monteleone, Roseann.....CS 2 (FR -10:15) Sapphire 410 B
 Moreland, Jeremy.....CS 10 (SU -13:00) Sapphire M
 Morgan, Gary.....CS 6 (SA -13:30) Sapphire 400
 Morris, Lonnie R.....CS 4 (FR -14:45) Aqua Salon F
 Morris, Lonnie R.....CS 10 (SU -13:00) Aqua 313
 Morris, Rachael L.....CS 5 (SA -10:30) Aqua 310B
 Morrow Nelson, Terry.....Pre-Con (TH-9:00) Sapphire 410 B
 Moss Breen, Jennifer.....CS 5 (SA -10:30) Aqua 314
 Moss Breen, Jennifer.....Poster (SA -17:30) Sapphire Ballroom
 Mossissa, Daniel.....Poster (SA -17:30) Sapphire Ballroom
 Mrozkova, Ivana.....RT (FR -16:15) Sapphire Ballroom
 Mullen, Courtney.....CS 3 (FR -13:30) Aqua 311B
 Mullins, Maquisha.....CS 4 (FR -14:45) Aqua 313
 Munley, Almarie E.....CS 2 (FR -10:15) Sapphire I
 Munley, Almarie E.....CS 5 (SA -10:30) Sapphire 410
 Murphy, Susan Elaine.....CS 1 (FR -9:00) Sapphire 411
 Murphy, Susan Elaine.....CS 2 (FR -10:15) Aqua 313
 Murphy, Susan Elaine.....CS 4 (FR -14:45) Sapphire I
 Murphy, Susan Elaine.....CS 5 (SA -10:30) Sapphire 411 A
 Murphy, Susan Elaine.....CS 9 (SU -10:15) Sapphire A
 Murphy, Todd E.....CS 1 (FR -9:00) Sapphire A
 Murphy, Todd E.....CS 6 (SA -13:30) Sapphire I
 Myers, R. David.....Poster (SA -17:30) Sapphire Ballroom
 Nahavandi, Afsaneh.....CS 4 (FR -14:45) Cobalt 520
 Nahavandi, Afsaneh.....CS 9 (SU -10:15) Aqua 310A
 Nanton, Carmela.....CS 7 (SA -15:45) Aqua 311A
 Nasmyth, Guy.....CS 7 (SA -15:45) Aqua 314
 Nattoch Dag, Kristina Elisabet.....CS 5 (SA -10:30) Sapphire 411 A
 Nayve, Chris.....Pre-Con (TH-9:00) Hotel Lobby
 Neely, Jessica.....CS 2 (FR -10:15) Sapphire I
 Nelson, Carlos.....CS 3 (FR -13:30) Aqua Salon D
 Newcomb, Lucie.....CS 5 (SA -10:30) Cobalt 520
 Ngambi, Hellicy.....CS 9 (SU -10:15) Sapphire M
 Ngo, Mai-Anh.....CS 2 (FR -10:15) Sapphire 410 A
 Ngunjiri, Faith W.....CS 2 (FR -10:15) Sapphire I
 Ngunjiri, Faith W.....CS 7 (SA -15:45) Aqua 313
 Nobbe, June.....CS 3 (FR -13:30) Sapphire I
 Nobbe, June.....RT (FR -16:15) Sapphire Ballroom
 Noble, Steven J.....CS 2 (FR -10:15) Aqua 310B
 Noel, Dan.....CS 8 (SU -9:00) Aqua 300
 Northouse, Peter G.....CS 5 (SA -10:30) Aqua Salon C
 O'Connell, Kathleen.....CS 6 (SA -13:30) Sapphire I
 O'Connell, Patricia.....CS 4 (FR -14:45) Sapphire 411
 O'Donnell Long, Michaela.....CS 6 (SA -13:30) Aqua 311A
 O'Donnell, Kathleen.....CS 9 (SU -10:15) Aqua Salon D
 Oikelome, Franklin.....Poster (SA -17:30) Sapphire Ballroom
 Oikelome, Gloria.....CS 2 (FR -10:15) Sapphire 410 B
 O'Keefe, Michael P.....CS 1 (FR -9:00) Aqua Salon C
 Okoro, Sylvester.....Poster (SA -17:30) Sapphire Ballroom
 Olalere, Anthony A.....CS 1 (FR -9:00) Aqua 311A
 Olguin, Art.....CS 6 (SA -13:30) Sapphire M
 Olson Sanders, Tova O.....CS 6 (SA -13:30) Aqua 311B
 Olson, Linda G.....CS 1 (FR -9:00) Aqua 314
 Olson, Linda G.....CS 9 (SU -10:15) Aqua Salon D
 Orillosa, Joyce F.....CS 6 (SA -13:30) Aqua Salon A
 Orillosa, Joyce F.....Poster (SA -17:30) Sapphire Ballroom
 Osteen, Laura.....CS 4 (FR -14:45) Aqua 314
 Osteen, Laura.....CS 9 (SU -10:15) Cobalt 520
 Osterfeld Ottobre, Candice A.....CS 3 (FR -13:30) Cobalt 520
 Otter, Ken.....SE (SA -7:00) Aqua Salon C
 Otter, Ken.....Pre-Con (TH-8:30) Hotel Lobby
 Owen, Julie E.....CS 4 (FR -14:45) Aqua Salon E
 Owen, Julie E.....CS 7 (SA -15:45) Sapphire E

Owen, Julie E.....CS 9 (SU -10:15) Sapphire A
Page, M. Beth.....CS 7 (SA -15:45) Aqua 314
Pallone, Linda.....CS 3 (FR -13:30) Aqua 314
Pallone, Linda.....Pre-Con (TH-9:00) Sapphire I
Pardulski, Blagoja.....CS 2 (FR -10:15) Aqua 310A
Parmer, Lucinda.....Poster (SA -17:30) Sapphire Ballroom
Patterson, Kathleen A.....CS 8 (SU -9:00) Sapphire 410 B
Patton, Cheryl.....Poster (SA -17:30) Sapphire Ballroom
Pearson, Nathaniel.....CS 2 (FR -10:15) Sapphire 410 A
Pearson, Nathaniel.....CS 8 (SU -9:00) Aqua 311B
Pelletier, Kathie L.....RT (FR -16:15) Sapphire Ballroom
Pelletier, Kathie L.....Poster (SA -17:30) Sapphire Ballroom
Pennington Weeks, Penny.....CS 1 (FR -9:00) Cobalt 520
Pennington Weeks, Penny.....RT (FR -16:15) Sapphire Ballroom
Pereira, Odir.....RT (FR -16:15) Sapphire Ballroom
Pereira, Odir.....CS 9 (SU -10:15) Sapphire 410 B
Perruci, Gama.....CS 4 (FR -14:45) Sapphire E
Perruci, Gama.....CS 6 (SA -13:30) Sapphire I
Perruci, Gama.....CS 7 (SA -15:45) Sapphire I
Perruci, Gama.....CS 9 (SU -10:15) Sapphire 411
Peshon, Mariko.....CS 1 (FR -9:00) Aqua 310B
Peshon, Mariko.....CS 3 (FR -13:30) Aqua Salon D
Peters, Mark R.....CS 5 (SA -10:30) Aqua Salon E
Petersen, Brian A.....CS 9 (SU -10:15) Sapphire 410 A
Phelps, Kirstin.....RT (FR -16:15) Sapphire Ballroom
Piazza, Charles F.....RT (FR -16:15) Sapphire Ballroom
Pohl, Lissa.....RT (FR -16:15) Sapphire Ballroom
Poole, Tenny.....Pre-Con (TH-9:00) Sapphire 410 B
Priest, Kerry L.....CS 1 (FR -9:00) Cobalt 520
Priest, Kerry L.....CS 4 (FR -14:45) Aqua 311B
Priest, Kerry L.....CS 7 (SA -15:45) Sapphire E
Prisk, Jenni L.....CS 6 (SA -13:30) Aqua Salon D
Pugh, Henry.....CS 7 (SA -15:45) Sapphire M
Quigley, Michael W.....CS 4 (FR -14:45) Aqua Salon F
Raffo, Deana M.....CS 9 (SU -10:15) Sapphire M
Rankin, Pressley R.....RT (FR -16:15) Sapphire Ballroom
Rankin, Pressley R.....CS 7 (SA -15:45) Aqua 311A
Rasmussen, Catherine.....RT (FR -16:15) Sapphire Ballroom
Reams, Jonathan.....CS 1 (FR -9:00) Sapphire I
Reams, Jonathan.....CS 6 (SA -13:30) Sapphire 411 B
Reams, Jonathan.....CS 9 (SU -10:15) Sapphire M
Rechtman, Janet E.....CS 3 (FR -13:30) Sapphire 400
Rechtman, Janet E.....RT (FR -16:15) Sapphire Ballroom
Rechtman, Janet E.....CS 6 (SA -13:30) Aqua 313
Redmon, Susan L.....CS 7 (SA -15:45) Aqua Salon A
Reece, Holly F.....CS 4 (FR -14:45) Aqua 313
Reed Perell, Kim.....CS 2 (FR -10:15) Aqua Salon C
Reed, George E.....Pre-Con (TH-8:45) Hotel Lobby
Reichard, Becky.....CS 2 (FR -10:15) Aqua 313
Reichard, Becky.....CS 4 (FR -14:45) Sapphire I
Reid-Martinez, Kathaleen.....CS 10 (SU -13:00) Sapphire 411
Reinhard, Alex.....CS 4 (FR -14:45) Aqua Salon D
Remington, Charity.....CS 2 (FR -10:15) Aqua 311B
Reynolds, Marcia.....CS 4 (FR -14:45) Aqua Salon A
Rhode, Deborah.....CS 7 (SA -15:45) Sapphire A
Richter, Ingrid.....CS 1 (FR -9:00) Sapphire E
Ricketson, Rusty S.....CS 9 (SU -10:15) Aqua 311B
Rigby, Colleen J.....CS 8 (SU -9:00) Aqua 314
Riggio, Ronald E.....CS 4 (FR -14:45) Sapphire E
Riggio, Ronald E.....CS 6 (SA -13:30) Aqua Salon C
Riggio, Ronald E.....CS 10 (SU -13:00) Sapphire M
Roberts, Taylor Peyton.....CS 2 (FR -10:15) Sapphire 410 A
Robinson, Cynthia R.....CS 6 (SA -13:30) Aqua 313
Robinson, Erin.....RT (FR -16:15) Sapphire Ballroom
Robinson, Jill L.....CS 6 (SA -13:30) Sapphire M
Roe, Sean.....CS 10 (SU -13:00) Aqua Salon C
Romele, Trevor.....CS 10 (SU -13:00) Aqua Salon C
Rosch, David.....CS 10 (SU -13:00) Aqua 311B
Rowe, Wendy E.....CS 1 (FR -9:00) Aqua 311A
Rowe, Wendy E.....CS 7 (SA -15:45) Aqua 311B
Russell, Mia Baytop.....CS 1 (FR -9:00) Aqua Salon A
Ryan, Susan.....CS 3 (FR -13:30) Aqua 314
Sabatini, Elisa.....CS 6 (SA -13:30) Aqua Salon D
Sabatini, Elisa.....Pre-Con (TH-9:00) Hotel Lobby
Saggi, Karan.....CS 10 (SU -13:00) Sapphire 410 A
Santana, Laura.....CS 5 (SA -10:30) Sapphire 410
Santana, Laura.....CS 6 (SA -13:30) Sapphire E
Sashkin, Marshall.....CS 9 (SU -10:15) Sapphire 410 A
Satterwhite, Rian J.....CS 1 (FR -9:00) Cobalt 520
Satterwhite, Rian J.....CS 10 (SU -13:00) Aqua Salon A
Sauer, Anne.....Poster (SA -17:30) Sapphire Ballroom
Saxena, Anurag.....CS 10 (SU -13:00) Aqua 314
Scharmer, Otto.....CS 5 (SA -10:30) Sapphire I
Schellhammer, Erich.....CS 4 (FR -14:45) Aqua 310B
Schmidt-Posner, Jackie.....CS 10 (SU -13:00) Aqua Salon C
Schnurman-Crook, Abrina M.....CS 6 (SA -13:30) Aqua 310B
Schnurman-Crook, Abrina M.....CS 10 (SU -13:00) Sapphire E
Schockman, H. Eric.....CS 3 (FR -13:30) Aqua Salon D
Schockman, H. Eric.....CS 8 (SU -9:00) Sapphire 411
Schulz, William C.....CS 4 (FR -14:45) Cobalt 520
Schumacher, Lillian B.....CS 2 (FR -10:15) Aqua Salon D
Schwartz, Arthur J.....CS 9 (SU -10:15) Aqua Salon EF
Schwinn, David R.....CS 1 (FR -9:00) Aqua 310A
Scott, Cynthia.....RT (FR -16:15) Sapphire Ballroom
Scott, Cynthia.....Poster (SA -17:30) Sapphire Ballroom
Scripnic, Priscila A.....Poster (SA -17:30) Sapphire Ballroom
Sears, Kathleen.....CS 10 (SU -13:00) Aqua 314
Sechrest, Tom.....CS 6 (SA -13:30) Sapphire 411 B
Sechrest, Tom.....CS 7 (SA -15:45) Sapphire 411 A
Seemiller, Corey.....CS 1 (FR -9:00) Sapphire 410 A
Seemiller, Corey.....CS 4 (FR -14:45) Aqua 311B
Seemiller, Corey.....RT (FR -16:15) Sapphire Ballroom
Seemiller, Corey.....CS 6 (SA -13:30) Sapphire 400
Sessa, Valerie L.....CS 9 (SU -10:15) Aqua Salon C
Sheik Mohamed, Amina.....CS 6 (SA -13:30) Aqua Salon D
Shelley, Laura.....RT (FR -16:15) Sapphire Ballroom
Sheridan, Kate.....CS 10 (SU -13:00) Aqua Salon A
Shero, Phillip A.....CS 4 (FR -14:45) Aqua 310A
Shero, Phillip A.....CS 5 (SA -10:30) Aqua 310A
Shero, Phillip A.....CS 9 (SU -10:15) Aqua 310B
Shero, Phillip A.....CS 10 (SU -13:00) Aqua 310A
Shirandi, Flavien.....CS 7 (SA -15:45) Sapphire 411 A
Shockness, Michelle.....Poster (SA -17:30) Sapphire Ballroom
Shollen, S. Lynn.....CS 2 (FR -10:15) Aqua Salon F
Shoup, John R.....RT (FR -16:15) Sapphire Ballroom
Shoup, John R.....CS 6 (SA -13:30) Sapphire 410
Sidey, Pat.....CS 8 (SU -9:00) Aqua 313
Silverstrone, Dennis.....CS 2 (FR -10:15) Aqua 300

Simha, Aditya.....CS 2 (FR -10:15) Sapphire 411
 Simmons, Tera.....CS 10 (SU -13:00) Sapphire 411
 Sims, Cynthia.....CS 10 (SU -13:00) Aqua 313
 Skrebbs, Robyn.....CS 2 (FR -10:15) Aqua Salon A
 Skrebbs, Robyn.....RT (FR -16:15) Sapphire Ballroom
 Slack, Craig E.....CS 6 (SA -13:30) Sapphire 400
 Sloper, Michelle.....CS 7 (SA -15:45) Aqua 310B
 Smedick, William.....CS 10 (SU -13:00) Sapphire A
 Smithhammer, Kat R.....Pre-Con (TH-12:30) Hotel Lobby
 Sontag, Mike.....CS 1 (FR -9:00) Aqua 314
 Sorenson, Georgia.....CS 4 (FR -14:45) Sapphire E
 Sorenson, Georgia.....CS 9 (SU -10:15) Sapphire 400
 Soria, Krista M.....CS 1 (FR -9:00) Sapphire 410 A
 Soria, Krista M.....CS 4 (FR -14:45) Aqua Salon D
 Soria, Krista M.....CS 10 (SU -13:00) Aqua 311B
 Southern, Nancy.....RT (FR -16:15) Sapphire Ballroom
 Sowcik, Matthew J.....CS 6 (SA -13:30) Sapphire I
 Sowcik, Matthew J.....CS 7 (SA -15:45) Sapphire I
 Sowcik, Matthew J.....CS 8 (SU -9:00) Aqua Salon EF
 Sowcik, Matthew J.....Pre-Con (TH-9:00) Aqua 311
 Spencer, Gayle.....CS 10 (SU -13:00) Sapphire A
 Sprow, Alicia Haberski.....Poster (SA -17:30) Sapphire Ballroom
 Spurlin, Sam.....CS 3 (FR -13:30) Aqua 313
 Spurlin, Sam.....Poster (SA -17:30) Sapphire Ballroom
 Stacks, Jamie.....CS 7 (SA -15:45) Aqua 310A
 Stawiski, Sarah.....CS 7 (SA -15:45) Aqua 310B
 Stefanco, Carolyn J.....CS 6 (SA -13:30) Sapphire A
 Stefani, Lorraine Anne Jennifer.....CS 9 (SU -10:15) Sapphire 410 B
 Stephens, Clinton M.....RT (FR -16:15) Sapphire Ballroom
 Stephenson, Amber L.....CS 8 (SU -9:00) Aqua 311B
 Stewart, Art.....CS 5 (SA -10:30) Sapphire 411 B
 Stewart, Jean-Anne.....CS 2 (FR -10:15) Sapphire 400
 Stewart, Jean-Anne.....CS 10 (SU -13:00) Sapphire 410 B
 Stewart, Patricia.....CS 10 (SU -13:00) Sapphire 411
 Stilger, Robert L.....CS 9 (SU -10:15) Sapphire M
 Stober, Spencer S.S.....Poster (SA -17:30) Sapphire Ballroom
 Stokke, Patricia.....CS 4 (FR -14:45) Sapphire M
 Stokke, Patricia.....Poster (SA -17:30) Sapphire Ballroom
 Storberg-Walker, Julia B.....CS 2 (FR -10:15) Sapphire E
 Storberg-Walker, Julia B.....CS 5 (SA -10:30) Sapphire 411 A
 Storberg-Walker, Julia B.....Pre-Con (TH-9:00) Sapphire M
 Stork, Elizabeth.....CS 2 (FR -10:15) Sapphire 411
 Stork, Elizabeth.....CS 4 (FR -14:45) Aqua Salon F
 Stork, Elizabeth.....CS 6 (SA -13:30) Sapphire 410
 Stork, Elizabeth.....CS 8 (SU -9:00) Cobalt 520
 Sullivan, Jessica.....CS 10 (SU -13:00) Aqua Salon C
 Sutherland, Ian D.....CS 2 (FR -10:15) Aqua 310A
 Sutherland, Ian D.....RT (FR -16:15) Sapphire Ballroom
 Sutherland, Ian D.....CS 6 (SA -13:30) Aqua Salon E
 Sutherland, Ian D.....CS 9 (SU -10:15) Aqua 314
 Szabla, David B.....CS 3 (FR -13:30) Aqua Salon F
 Tagher, Catherine G.....RT (FR -16:15) Sapphire Ballroom
 Talbott, Jamesena.....CS 6 (SA -13:30) Aqua 313
 Tan, Sherylle.....CS 7 (SA -15:45) Aqua 310B
 Taylor, Leonard.....CS 4 (FR -14:45) Aqua Salon D
 Taylor, Marilyn M.....CS 1 (FR -9:00) Sapphire E
 Terlecki, Melissa.....RT (FR -16:15) Sapphire Ballroom
 Tessema, Kedir Assefa.....CS 2 (FR -10:15) Sapphire 411
 Thomas, Kayla.....CS 4 (FR -14:45) Aqua 313
 Thomas, Ted A.....Pre-Con (TH-9:00) Sapphire I
 Thompson, Sara E.....CS 9 (SU -10:15) Cobalt 520
 Thompson, Sara E.....CS 10 (SU -13:00) Aqua 311B
 Thompson, Shannon.....CS 2 (FR -10:15) Sapphire A
 Tiglioglu, Tufan S.....Poster (SA -17:30) Sapphire Ballroom
 Tillapaugh, Daniel.....CS 1 (FR -9:00) Aqua Salon D
 Tolar, Mary H.....RT (FR -16:15) Sapphire Ballroom
 Tolar, Mary H.....CS 6 (SA -13:30) Sapphire I
 Tolar, Mary H.....CS 7 (SA -15:45) Sapphire I
 Tolar, Mary H.....CS 9 (SU -10:15) Aqua 314
 Tolstikov-Mast, Yulia.....CS 2 (FR -10:15) Sapphire I
 Tolstikov-Mast, Yulia.....CS 8 (SU -9:00) Aqua Salon D
 Topuzova, Lazarina.....CS 2 (FR -10:15) Sapphire 411
 Topuzova, Lazarina.....CS 8 (SU -9:00) Aqua 311B
 Torrez, Mark Anthony.....CS 4 (FR -14:45) Aqua Salon E
 Trainor, Stephen.....CS 8 (SU -9:00) Sapphire 410 B
 Trias, Maria.....CS 6 (SA -13:30) Sapphire 411 A
 Trosten-Bloom, Amanda.....Pre-Con (TH-9:00) Sapphire 410 B
 Trudeau Poskas, Denise.....RT (FR -16:15) Sapphire Ballroom
 Trudeau Poskas, Denise.....CS 5 (SA -10:30) Aqua 314
 Turner, Jane.....CS 6 (SA -13:30) Sapphire 411 B
 Turner, Roger L.....Poster (SA -17:30) Sapphire Ballroom
 Ubalijoro, Eliane.....CS 1 (FR -9:00) Sapphire E
 Uhl-Bien, Mary.....CS 5 (SA -10:30) Aqua 310B
 Uhl-Bien, Mary.....CS 8 (SU -9:00) Sapphire I
 Van Loon, Rens.....CS 2 (FR -10:15) Aqua 310A
 Van Stralen, Suzanne E.....RT (FR -16:15) Sapphire Ballroom
 Van Stralen, Suzanne E.....Poster (SA -17:30) Sapphire Ballroom
 Velez, Jonathan J.....CS 8 (SU -9:00) Sapphire 410 A
 Velez, Jonathan J.....CS 9 (SU -10:15) Aqua Salon D
 VeLure Roholt, Christine.....CS 1 (FR -9:00) Aqua 313
 VeLure Roholt, Christine.....CS 5 (SA -10:30) Aqua Salon A
 VeLure Roholt, Ross.....CS 5 (SA -10:30) Aqua Salon A
 Vest, Cody.....CS 7 (SA -15:45) Aqua 310A
 Vincent, Niki.....RT (FR -16:15) Sapphire Ballroom
 Vincent, Niki.....CS 9 (SU -10:15) Sapphire 410 B
 von Rueden, Christopher R.....CS 7 (SA -15:45) Sapphire 411 B
 Waddell, Sheryl.....CS 9 (SU -10:15) Aqua 311B
 Wakahiu, Jane.....Poster (SA -17:30) Sapphire Ballroom
 Walker, Dayna.....CS 2 (FR -10:15) Aqua 313
 Walker, Dayna.....CS 3 (FR -13:30) Aqua 313
 Walker, Jennie.....CS 4 (FR -14:45) Sapphire 411
 Walker, Steven.....CS 4 (FR -14:45) Cobalt 520
 Wall, Vernon A.....CS 3 (FR -13:30) Aqua 310A
 Wallace, Jeaninne.....Poster (SA -17:30) Sapphire Ballroom
 Wallis, Nancy C.....CS 6 (SA -13:30) Cobalt 520
 Wang, Michael Shiquan.....CS 3 (FR -13:30) Aqua 310B
 Ward, Christopher A.....CS 10 (SU -13:00) Sapphire 410 A
 Wardak, Susan.....CS 3 (FR -13:30) Aqua Salon A
 Wardak, Susan.....RT (FR -16:15) Sapphire Ballroom
 Warm, Richard M.....CS 9 (SU -10:15) Aqua Salon A
 Warner, Charles.....CS 6 (SA -13:30) Aqua 311B
 Wartzman, Rick.....CS 5 (SA -10:30) Sapphire M
 Wastyn, Ronald O.....RT (FR -16:15) Sapphire Ballroom
 Wastyn, Ronald O.....CS 7 (SA -15:45) Aqua Salon C
 Waters, Molly.....CS 6 (SA -13:30) Aqua 310A
 Watton, Emma L.....CS 2 (FR -10:15) Sapphire 400
 Weber, Thomas.....CS 8 (SU -9:00) Aqua Salon D
 Webster, Natasha.....Poster (SA -17:30) Sapphire Ballroom

Wee, Elijah.....Pre-Con (TH-9:00) Sapphire I
 Weedman, Mark.....CS 6 (SA -13:30) Aqua 311A
 Weedman, Micah.....RT (FR -16:15) Sapphire Ballroom
 Weedman, Micah.....CS 6 (SA -13:30) Aqua 311A
 Weeks, William Gerard.....RT (FR -16:15) Sapphire Ballroom
 Weeks, William Gerard.....CS 9 (SU -10:15) Sapphire A
 Welch, Chip.....CS 8 (SU -9:00) Aqua 313
 Wells, Abby.....Poster (SA -17:30) Sapphire Ballroom
 Wells, Ray L.....CS 2 (FR -10:15) Aqua 310A
 Wells, Ray L.....CS 9 (SU -10:15) Sapphire 410 B
 Wells, Ray L.....Pre-Con (TH-9:00) Sapphire 410 B
 Wergin, Jon.....CS 6 (SA -13:30) Aqua 300

Werner, Linnette.....CS 3 (FR -13:30) Sapphire I
 Werner, Linnette.....CS 6 (SA -13:30) Aqua 310B
 Wetherell, Vicki.....CS 10 (SU -13:00) Sapphire M
 Wheatley, Meg.....CS 3 (FR -13:30) Aqua Salon C
 White, Danny.....CS 7 (SA -15:45) Sapphire E
 White, Danny.....CS 8 (SU -9:00) Sapphire A
 Whitney, Rich.....Poster (SA -17:30) Sapphire Ballroom
 Whitney, Rich.....CS 9 (SU -10:15) Aqua 311A
 Whitsell, Rick.....CS 5 (SA -10:30) Aqua Salon C
 Williams, Jenifer D.....CS 5 (SA -10:30) Aqua 311A
 Williams, Peter E.....CS 5 (SA -10:30) Aqua 311A
 Wilson, Meena Surie.....CS 5 (SA -10:30) Sapphire 410

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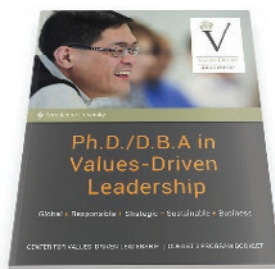
Wilson, Samuel.....CS 7 (SA -15:45) Aqua 311A
 Wilson, Suze.....CS 7 (SA -15:45) Cobalt 520
 Winston, Bruce E.....Pre-Con (TH-9:00) Sapphire 400 B
 Winther, Helle.....RT (FR -16:15) Sapphire Ballroom
 Wirtz, Paul.....CS 1 (FR -9:00) Aqua Salon F
 Wolf, Maura.....SE (FR -7:00) Aqua 300
 Wolf, Maura.....SE (SA -7:00) Aqua 300
 Wolf, Maura.....SE (SU -7:00) Aqua 300
 Wolfe, Diane.....CS 7 (SA -15:45) Aqua 310A
 Woltring, Carol.....CS 3 (FR -13:30) Aqua 310B
 Womack, Vonya.....RT (FR -16:15) Sapphire Ballroom
 Womack, Vonya.....CS 7 (SA -15:45) Sapphire 411 A

Wood, Jillian R.....CS 1 (FR -9:00) Aqua Salon C
 Wood, Jillian R.....CS 10 (SU -13:00) Cobalt 520
 Worthey, Carla.....CS 7 (SA -15:45) Aqua Salon D
 Wu, Tian.....CS 3 (FR -13:30) Aqua 310B
 Yarborough, Preston.....CS 8 (SU -9:00) Aqua Salon A
 Yost, Kimberly.....CS 4 (FR -14:45) Aqua Salon F
 Young, Stephen.....CS 8 (SU -9:00) Aqua Salon D
 Younis, Ahmed Samir.....Poster (SA -17:30) Sapphire Ballroom
 Yu, Alan J.....CS 2 (FR -10:15) Aqua 311B
 Yu, Alan J.....RT (FR -16:15) Sapphire Ballroom
 Zimmerman, Jeffrey Mark.....CS 4 (FR -14:45) Sapphire M
 Zimmerman, Jeffrey Mark.....CS 8 (SU -9:00) Sapphire A



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HOTEL FLOOR PLANS

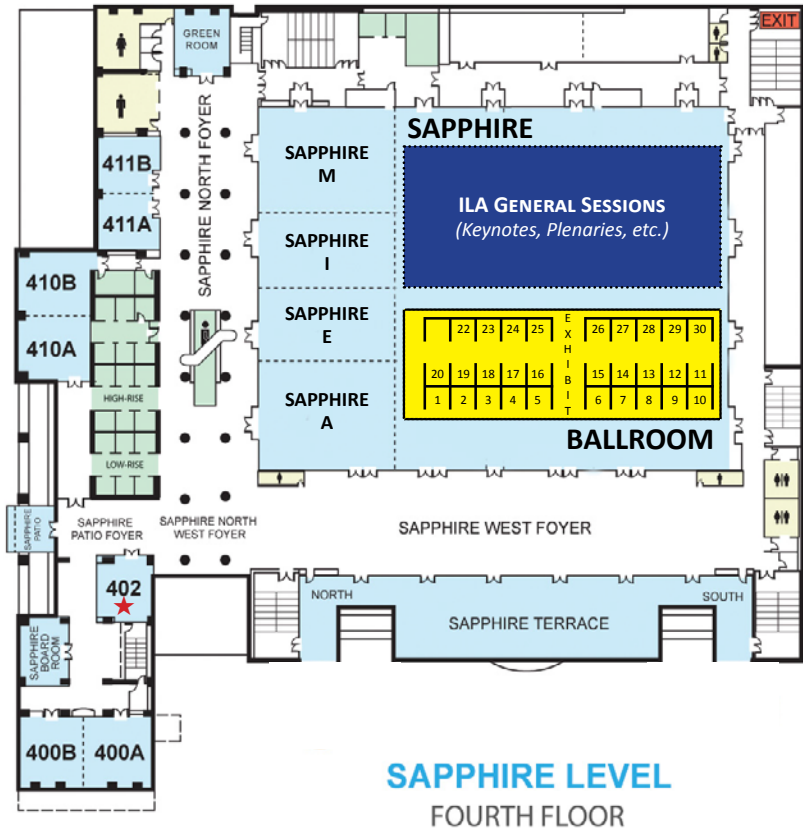
The ILA conference space is on the **Aqua** and **Sapphire** levels (third and fourth floors), plus in Cobalt 520 on the fifth floor.

Registration is in the *Sapphire Foyer*.

The ILA office (★) is located in *Sapphire 402*.

The Volunteer office is the *Green Room*

Local Host Committee information may be found on the *Aqua Level*.



KEY

- = Function Space
- = Elevators & Escalators
- = Restrooms
- = Stairs

The *San Diego Bayfront Hilton* features many amenities, such as a 24-hour business center, gift shop, fitness center, a saltwater pool, Spa Aquazul, the Odysea Lounge, Fox Sports San Diego Grill, Vela Restaurant, and much more.





2015 Barcelona Global Conference Concept Note

While you are in San Diego, we hope you'll begin planning for Barcelona. The Call for Submissions is open and you are today surrounded by hundreds of potential co-presenters. This concept note focuses on the theme but, of course, submissions on all areas of expertise are invited.

The 2015 conference theme, *Leading Across Borders and Generations*, may at first appear simplistic; however, further consideration underscores its inherent complexity. Leading refers both to the persons leading (the leaders) and the processes that they and others engage in together (leadership). While borders and generations might seem unrelated, their pairing draws attention to how each generation perceives and experiences the concepts of borders and leading.

Borders can be physical or invisible, natural or constructed, crossed casually or cautiously, associated with pride or defeat. The experiences of each generation arguably impact their perceptions concerning the relevancy of borders. Compare, for example, the experiences of younger Europeans who have always traveled easily between EU countries, with those elders who remember challenges crossing some of the same borders during WWII, to others who live within newly created or erased borders. Now, those traveling through cyberspace may question the relevance of borders entirely.

Every day, wicked problems – epidemics, climate change, terrorism, and scarcities of water, food, and energy – confront humanity without regard to borders. At the same time, breakthrough research is advancing the human life span to over 100 years, creating a population that spans not three but five generations. Identifying, respecting, and engaging the mindsets and skillsets of each generation will greatly improve the chances of discovering and successfully implementing solutions.

Whether considered literally or metaphorically, the challenges associated with *Leading Across Borders and Generations* are often significant, requiring an understanding of and attention to history, cultures, attitudes, and laws. These same factors can complicate leadership processes and transitions. An emerging emphasis on cross-sector leadership approaches requires new levels of understanding and cooperation.

Strategically located in the south of Europe and the western Mediterranean region, Barcelona is the perfect place to explore our theme. Capital city of Catalonia and one of the main cities in Spain, it is also one of the most important ports on the Mediterranean Sea, site of the 1992 Olympics, and headquarters of the Union for the Mediterranean – an innovative institution that aims to transform the Mediterranean into an area of peace, democracy, cooperation, and prosperity. It is a place where many different cultures have lived together throughout centuries, a place capable of extracting and incorporating all the good things from them in order to be better.

Innovative and reflective, it is a culture that thrives in duality, embracing at the same time the most creative genius (*rauxa*) and the most realistic common sense (*seny*). Historically a home to artists, scientists, and thought-leaders, Barcelona shares with the world the genius of Gaudi and took in Picasso and Garcia Marquez. With many excellent universities and the offices of major Hispanic publishers, it's a city dedicated to study and research with an important business and industrial fabric. In short, Barcelona is the perfect setting for the next ILA Global Conference.

We look forward to seeing you in Barcelona!

Michael Brandenburg, 2015 Global Conference Chair; IESE Business School, University of Navarra
Mireia Tintoré, 2015 Conference Theme Program Chair; Universitat Internacional de Catalunya

BARCELONA

**17th Annual
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14-17 October 2015



**LEADING ACROSS
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