

17TH ANNUAL GLOBAL CONFERENCE

Leading Across Borders and Generations

OCTOBER 14-17, 2015 • BARCELONA, SPAIN

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Centre de Convencions
Internacional de Barcelona
Room 113

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17th Annual ILA Global Conference

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WELCOME TO BARCELONA



Michael Brandenburg
Conference Chair

BARCELONA PLANNING COMMITTEE

Santiago Álvarez de Mon **Aleix Barrerain Carmen Carrillo Alina Driemel** Alberto Estévez Joaquín Gairín Pere G. Guardiola Casilda Güell **Mireia Las Heras Esther Marugan Marta Mas** Michaela Mulfinger **Estibalitz Ortiz Carlos Rey** Anna Sopena Mireia Tintoré **Ignacio Umbert Millet** Judith Urbano Anna Vera Does the kind of leadership a society applies have an impact on the quality of the life of its members? Our study of the history of leadership enables us to draw conclusions about which kind of leadership creates an environment where humans can live a decent, values-driven life.

Barcelona is the capital of the Mediterranean, the geographical space on earth where more civilizations were born, lived, and were destroyed in the last 14,000 years. With a history reaching back to 5500 BCE and its reach across all continents, this city is the perfect place to explore our theme of *Leading Across Borders and Generations*. Barcelona attracts so many professionals and visitors that it is ranked one of the top global conference cities and cruise ports. It is an Olympic city as well as the 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.

While borders in the European Union are stepwise disappearing, new borders are being created in other parts of the world in the names of nationalism, religion, and hate. ILA's mission is to promote

a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide. A leitmotif for this conference is to create a space where ILA members' intellectual power and expansive global networks can engage to better understand how crossing borders and generations can create leadership approaches that will help societies around the world to overcome the limiting aspects of those boundaries and tap into the wealth of insights across borders and the power of inspiration across generations.

This year's plenary speakers and leadership legacy honorees are all well versed in the struggles and the rewards that come from crossing borders and generations. Two of our 2015 honorees, Georgia Sorenson and Larraine Matusak, were cofounders, with James MacGregor Burns and later others, of the International Leadership Association, Sorenson envisioned and launched the lames MacGregor Burns Academy of Leadership — soon to be housed at the Møller Institute of Churchill College at Cambridge University —and she created, with 2015 keynote speaker Gill Robinson Hickman, the concept of invisible leadership, which demonstrates that the charisma of common purpose can outperform the charisma of individual leaders. Our third legacy honoree, the late Boas Shamir, was an expert on the emergence of charismatic leadership and the borders of its effectiveness and our first keynote speaker John, Lord Alderdice will discuss, among other things, how invisible leadership helped to secure peace in Northern Ireland. On Friday Jorrit Volkers will join Gill Robinson Hickman for a keynote conversation on collaboration across the borders of research and practice and our closing keynote speaker, Frank Ros, will touch on emotional connection as a factor in crossing borders.

We invite you, during these four days in Barcelona, to look for new approaches, colleagues, and networks to help our research, education, and practice of leadership become increasingly global, thus creating a strong positive and lasting impact on people everywhere.

WELCOME TO LLA 2015

Welcome to ILA's 17th annual global conference and to Barcelona, a cultural convergence of art and architecture and a marvelous and beautiful setting in which people from across the globe can convene and connect. Just as this dynamic city lining the edges of the Mediterranean connects an historic land and an ancient sea, this conference, bringing together both young and seasoned leadership researchers, scholars, and practitioners, creates boundary spanning spaces in which innovation and insight are fostered and developed.

The conference theme challenges us all to think broader and bolder as we lead across, beyond, and between borders and generations. Over the next four days, you'll meet old friends and develop new contacts, share your perspectives and listen deeply to

Katherine Tyler Scott
ILA Board Chair

Cynthia Cherrey
ILA CEO & President

participants from different cultures and countries. More than 200 workshops, papers, panels, and presentations plus roundtables, posters, exhibits, and special events equals unparalleled opportunities for learning, networking, and reflection.

ILA's annual global conference creates special opportunities to meet and learn with people who approach leadership from a different path than yours. Guided by the ILA's organizational values of inclusion, impact, integrity, interconnection, interdisciplinary, and international perspectives as well as a commitment to promoting a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide, the annual global conference energizes our passion for leadership and revitalizes our commitment to the work ahead.

As is our tradition, many of the sessions over the next few days will explore the intersections of theory and practice and the importance of rigor and relevance. We'll hear from John, Lord Alderdice, a public sector leader committed to reducing global conflict and building peace. Frank P. Ros will share perspectives on building diversity and developing leadership within a global corporation. Gill Robinson Hickman and Jorrit Volkers will discuss the opportunities and challenges of working at these borders.

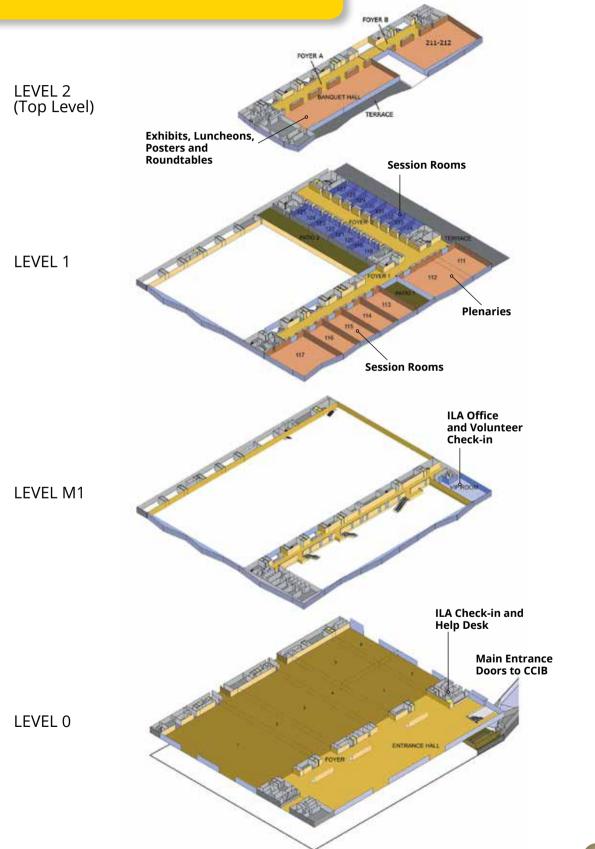
ILA's annual global conference would not be possible without the contributions and efforts of numerous volunteers. We'd like to extend our gratitude and appreciation to the Barcelona conference chair Michael Brandenburg, our sponsors, the local planning team, program committee, ILA's member communities, board of directors, presentation reviewers, conference volunteers, and presenters. Your efforts, in tandem with the ILA staff, have resulted in an extraordinary conference filled with opportunities to grow and learn.

Looking forward, we invite you to continue your involvement with the ILA and deepen your participation by contributing to a member community, committee, publication, or future conference. Your ideas are integral to all that we do; your voices contribute to our growth as a truly global and diverse organization; and your efforts contribute to accomplishing the vision and mission of the association. Join us at our annual membership meeting Saturday morning at 8:00 in Room 122 where we will share the exciting progress that ILA continues to make leading across borders and generations in our field.

Finally, we're excited to announce that ILA's annual global conference will return to Europe in 2017, landing in Brussels, Belgium following our 2016 conference, *The Dynamics of Inclusive Leadership*, which will take place in Atlanta November 2-5. The call for proposals for 2016 is already open! Be sure to submit your proposal by February 1, 2016. We hope to see you there as our multiple perspectives and pathways continue the work of creating and sharing a deeper understanding of leadership knowledge and practice for the greater good of us all.

Benvinguts a la bella Barcelona!

CONVENTION CENTER FLOOR PLAN



VISIT THE 2015 EXHIBITORS

Wednesday, October 14, 18:30 – 20:00 Thursday, October 15, 13:00 – 18:30 Friday, October 16, 13:00 – 20:00

La Rambla of the conference! Visit ILA's exhibit hall and stroll along booths from today's top leadership programs and publishers. Make valuable contacts, enhance your network, and learn about innovative work being done in the field of leadership.

2015 Exhibit Hall CCIB – Banquet Hall						
1 2			3	4	5	7
	6	7	8	9	10	E X H
	11	12	13	14	10 15	B I T
16 17 18 19 20						

Booth

1&2 Leadership Bookstore

- 3 Benedictine University -Center for Values-Driven Leadership
- 4 Edward Elgar Publishing
- 5 J.W. Fanning Institute for Leadership Development - University of Georgia / Invitation to Attend ILA 2016 in Atlanta
- 6 School of Leadership and Education Sciences, Leadership Studies - University of San Diego
- 7 Fielding Graduate University
- 8 Greenleaf Publishing
- 9 Ph.D. in Global Leadership Indiana Tech
- 10 The Kozai Group/Aperian Global
- 11 Wright State University
- 12 David L. Cooperrider Center for Appreciative Inquiry - Champlain College
- 13 Royal Roads University
- 15 MacArthur School of Leadership -Palm Beach Atlantic University
- 16 University of Phoenix
- 17 SAGE Publications
- 18 The New York Times in Education
- 19 Emerald Group Publishing

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To exhibit at ILA 2016 in Atlanta, visit www.ila-net.org/Conferences/2016/Sponsor-Opp.htm

MANY THANKS

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ILA 2015 GLOBAL CONFERENCE AGENDA OVERVIEW

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

TUESDAY - OCTO	DBER 13	
14:00 - 17:00	ILA Check-in & Help Desk	CCIB - Entrance Hall
14:00 - 17:00	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
20:00 - 22:00	Spanish Tapas Reception and Networking Event (Ticketed Event; no onsite tickets available)	Meeatings 23, C/Sant Joaquim 23
WEDNESDAY - O	CTOBER 14	
7:30 - 20:00	ILA Check-in & Help Desk	CCIB - Entrance Hall
7:30 - 20:00	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
8:00 - 18:00	Pre-Conference Workshops See Page 25-27 for Details	Various Locations
18:15 - 18:30	Welcome to Barcelona!	CCIB - Banquet Hall
18:30 - 20:00	Opening Reception	CCIB - Banquet Hall
18:30 - 20:00	Exhibit Hall Open	CCIB - Banquet Hall
18:30 - 20:00	Leadership Bookstore Open	CCIB - Banquet Hall
18:30 - 20:00	Member Community Welcome Tables	CCIB - Banquet Hall
18:30 - 20:00	9th Annual Student Case Competition Poster Showcase	CCIB - Banquet Hall
THURSDAY - OC	TOBER 15	
7:30 - 18:30	ILA Check-in & Help Desk	CCIB - Entrance Hall
7:30 - 18:30	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
9:00 - 10:30	Plenary	CCIB - Rooms 111 & 112
10:45 - 12:00	Concurrent Session One	CCIB - See Pages 37-46
12:15 - 13:15	Concurrent Session Two	CCIB - See Pages 47-54
13:00 - 18:30	Exhibit Hall Open	CCIB - Banquet Hall
13:30 - 14:45	Leadership Bookstore Open	CCIB - Banquet Hall
13:30 - 14:15	Arts & Leadership - ILA Learning Community Meeting	CCIB - Room 118
13:30 - 14:15	Leadership Scholarship - ILA Member Interest Group Meeting	CCIB - Room 124
13:30 - 14:45	Conference Colleagues Networking Luncheon (Ticketed Event)	CCIB - Banquet Hall
14:00 - 14:45	Business Leadership - ILA Member Interest Group Meeting	CCIB - Room 119
14:00 - 14:45	Peace Leadership - ILA Affinity Group Meeting	CCIB - Room 114
15:00 - 16:30	Concurrent Session Three	CCIB - See Pages 55-63
16:45	Afternoon Coffee and Tea in Exhibit Area	CCIB - Banquet Hall
17:00 - 17:45	Sustainability Leadership - ILA Learning Community Meeting	CCIB - Room 118
17:00 - 18:30	Leadership Bookstore Open	CCIB - Banquet Hall
17:00 - 18:25	Interactive Roundtable Discussions See Pages 64-70 for Details	CCIB - Banquet Hall
18:30 - 20:00	7th Annual Emerging Scholars Research Consortium	CCIB - Room 111
18:30 - 20:00	Leadership Education - ILA Member Interest Group Meeting and Presentation of the Most Publishable Leadership Education Paper Award	CCIB – Room 116
18:30 - 19:15	Leadership Development - ILA Member Interest Group Meeting	CCIB - Room 118

18:30 - 20:00	Department of Leadership Studies Outstanding Leadership	CCIB – Room 114
20.00	Book Award Reception	CCIB TROOM TTT
18:30 - 20:00	Antioch University PhD in Leadership and Change Reception	CCIB - Room 113
8:30 - 20:00	Royal Roads University Reception (RSVP Event)	CCIB - Room 134
20:30 - 22:30	Youth Leadership Networking Dinner (Ticketed Event)	La Fitora Restaurant
20:30 - 22:30	Deans, Directors, and Chairs Networking Dinner (Ticketed Event)	El Cangrejo Loco Restaura
20:30 - 22:30	Public Leadership Networking Dinner (Ticketed Event)	La Fitora Restaurant
RIDAY - OCTO	BER 16	
3:00 - 18:30	ILA Check-in & Help Desk	CCIB - Entrance Hall
3:00 - 18:30	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
9:00 - 10:00	Plenary	CCIB - Rooms 111 & 112
0:15 - 11:30	Concurrent Session Four	CCIB - See Pages 82-90
11:45 - 12:45	Concurrent Session Five	CCIB - See Pages 91-98
3:00 - 14:15	Leadership Bookstore Open	CCIB - Banquet Hall
13:00 - 14:15	6th Annual Women and Leadership Networking Luncheon (Ticketed Event)	CCIB - Banquet Hall
13:00 - 13:45	Youth Leadership - ILA Member Interest Group Meeting	CCIB - Room 118
13:00 - 13:45	Ethics Forum - ILA Learning Community Meeting	CCIB - Room 119
3:00 - 20:00	Exhibit Hall Open	CCIB - Banquet Hall
4:30 - 15:30	Concurrent Session Six	CCIB - See Pages 99-107
15:45 - 17:00	Concurrent Session Seven	CCIB - See Pages 108-116
17:15 - 18:30	Concurrent Session Eight	CCIB - See Pages 118-127
18:30 - 20:00	Poster Session See Pages 130-135 for Details	CCIB - Banquet Hall
18:30 - 20:00	Meet the Authors Reception	CCIB - Banquet Hall
18:30 - 20:00	Meet Larraine Matusak and Georgia Sorenson , ILA's 2015 Lifetime Achievement Award Winners	CCIB - Banquet Hall
8:30 - 20:00	Leadership Bookstore Open	CCIB – Banquet Hall
18:30 - 20:30	9th Annual Student Case Competition -	CCIB – Room 120
	Presentations by Graduate Student Team Finalists	
18:30 - 20:30	9th Annual Student Case Competition - Presentations by Undergraduate Student Team Finalists	CCIB - Room 121
18:45 - 19:30	Followership - ILA Learning Community Meeting	CCIB - Room 118
18:45 - 19:30	Public Leadership - ILA Member Interest Group Meeting	CCIB - Room 119
20:30 - 21:30	Sponsor Appreciation Event	By Invitation Only
SATURDAY - OC	TOBER 17	
7:30 - 12:00	ILA Check-in & Help Desk	CCIB - Entrance Hall
7:30 - 12:00	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
3:00 - 8:45	Annual ILA Membership Meeting	CCIB - Room 122
9:00 - 10:30	Concurrent Session Nine	CCIB - See Pages 139-147
10:45 - 11:45	Concurrent Session Ten	CCIB - See Pages 148-153
12:00 - 13:30	Closing Plenary	CCIB - Rooms 111 & 112
13:45 - 19:00	Post-Conference Workshops See Page 137 for Details	Various Locations
19:00 - 21:00	Catalan Cuisine Cooking Workshop (Ticketed Event; no onsite tickets available)	Meeatings 23, C/Sant Joaquim 23

KEYNOTE SPEAKERS

All Keynotes in CCIB - Rooms 111 & 112

John, Lord Alderdice | Thursday 9:00 - 10:30

Gill Robinson Hickman & Jorrit Volkers | Friday 9:00 - 10:00

Frank P. Ros | Saturday 12:00 - 13:30



John, Lord Alderdice

As the Leader of the Alliance Party of Northern Ireland from 1987, John, Lord Alderdice was one of the key negotiators of the peace process, including the historic 1998 Good Friday Agreement, which earned him the 1998 John F. Kennedy Profiles in Courage Award. He was appointed the first Speaker of the new Northern Ireland Assembly, serving until 2004. Alderdice's life combines public leadership with a deep interest in the human mind. He is an expert in the field of the psychology of terrorism and violent political conflict and was a practicing psychiatrist and psychotherapist until he retired in 2010. He is currently the Chairman and Director of the Centre for Democracy and Peace-Building in Belfast and President of ARTIS (Europe) Ltd., a research and risk modeling organization with the goal of reducing global conflict. He was recently awarded the 2015 LI Prize for Freedom.



Gill Robinson Hickman

Gill Robinson Hickman is Emerita Professor in the Jepson School of Leadership Studies, one of the first institutions in the world with a multidisciplinary faculty devoted to the study of leadership. As an inaugural faculty member of the Jepson School, Hickman participated in the early structuring and formation of the program, a role for which her background in higher education administration and as professor of public administration prepared her. With a career that involved both administrative and academic appointments, she is one of the leading experts on organizational behavior and human resource management. A prolific author, her most recent books include *Leading Organizations: Perspectives for a New Era, Third Edition; The Power of Invisible Leadership;* and *Leading Change in Multiple Contexts*. She is currently the principal investigator on a study of leaders experiencing a personal crisis, which focuses on the interactions with followers and how the crisis is handled.



Frank P. Ros

Born in Barcelona, Frank P. Ros has spent much of his life leading organizations across cultural borders and increasing their presence as corporate citizens within the Latino community. While at the Coca-Cola Company he transformed a small urban community relations program into a nationally recognized, award-winning program. He has also been deeply involved in serving the state of Georgia, where he currently resides. He has served on the Hispanic Task Force for the University System of Georgia and was appointed Chairman of the first Georgia Commission on Hispanic Affairs by Georgia's Governor. Ros was selected as one of the "100 Influentials in the U.S." by Hispanic Business in 2011 in recognition of the impact he has had on the U.S. Hispanic community. Ros has served on numerous Boards including the U.S. Hispanic Chamber of Commerce and the League of United Latin American Citizens.



of Deloitte, one of the world's largest consulting firms. DU EMEA was created to design and deliver a world-class curriculum to develop employees of Deloitte member firms in leadership and business advisor skills. Its vision is to "inspire and develop the next generation of Deloitte leaders who can deliver unrivalled client solutions." Although only two year's old, under Volkers' leadership, DU EMEA has already offered leadership trainings to thousands of participants. At the heart of DU EMEA's curriculum is the Deloitte global leader framework and the six core competencies Deloitte leaders need: competitive edge, influence, performance drive, strategic direction, talent development, and inspirational leadership. Apropos to the conference, one of the key components of DU EMEA's strategy, which Volkers himself exemplifies, is to nurture a unique Deloitte culture of "building understanding and commitment across borders."

Jorrit Volkers is Dean of Deloitte University Europe Middle East Africa (DU EMEA), a part

ILA 2015 CONFERENCE PROGRAM TEAM

Business Leadership

Jennifer Moss Breen Creighton University

Joleen Archibald Capital Group

Conference Theme

Mireia Tintoré

Universitat Internacional de Catalunya

Jean-Anne Stewart

Henley Business School

Leadership Development

DeRetta Cole

YMCA of Metro Atlanta

Rob Koonce

Can We Communicate

Leadership Education

Rian Satterwhite

University of Oregon

Elizabeth Stork

Robert Morris University

Leadership Scholarship

David Rosch

University of Illinois at Urbana-Champaign

Kathy Guthrie

Florida State University

Public Leadership

Nikol Hopman

Leiden University

Randy Poon

Ambrose University

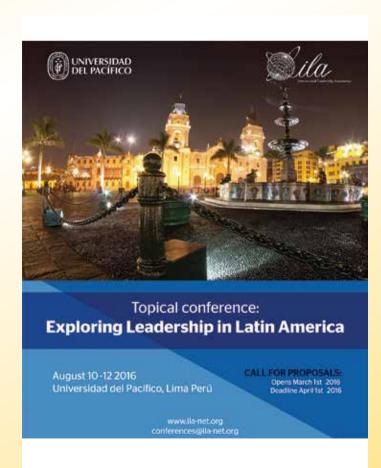
Youth Leadership

Angel Acosta

Leadership exCHANGE

Joanna Stanberry

Simeon Institute







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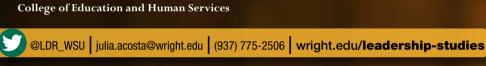
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successfully formulate action plans, face challenges, and create effective organizations.



• B.S. in Organizational Leadership

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- M.S. in Leadership Development
- Ed.D. in Organizational Studies



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CEEMAN ExEd Forum 2015

Current and Future Business Needs in Turkey and Executive Education Responses



The ExEd Forum is intended for:

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- chambers of commerce
- management trainers and consultants

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Theme

The topic of the forum is Current and Future Business Needs in Turkey and Executive Education Responses. During the forum, topics such as macro/microeconomic/social perspective of the region, current and emerging business needs and executive education responses to business needs will be addressed.

Co-organized and hosted by Izmir University of Economics

5-6 November 2015 Izmir, Turkey

MORE INFORMATION:

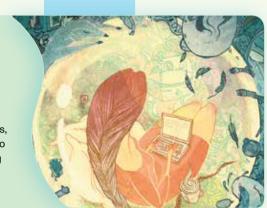
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LEADERSHIP LEGACY PROGRAM

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 annual global conference. After the conference they are added to our virtual Legacy Wall. The ILA thanks Larraine 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 Peter Drucker Alice Eagly Fred Fiedler Mary Parker Follett John Gardner Frances Hesselbein Edwin Hollander Robert House James G. Hunt Manfred Kets de Vries Jean Lipman-Blumen **Russell Mawby** Henry Mintzberg Joseph Rost Edgar Schein Ralph Stogdill Ron Walters Margaret J. Wheatley



Margaret Wheatley, 2014 Recipient of the Lifetime Achievement Award

2010 Recipients of the Lifetime Achievement Award in Boston with ILA President and CEO Cynthia Cherrey: (I-r) Russell Mawby, Jean Lipman-Blumen, Cynthia Cherrey, Edwin Hollander, Fred Fiedler





2008 Recipients of the Lifetime Achievement Award in Los Angeles: (I-r) James MacGregor Burns, Manfred Kets de Vries, Frances Hesselbein, Warren Bennis

2015 Lifetime Achievement Award Honorees



<mark>Larraine Matusak</mark>

Speaker, author, university president, and international leadership expert Larraine Matusak has had a profound impact on people's lives around the world. She founded the College of Alternative Programs at the University of Evansville and, as one of the original board members of the Council for Adult Experiential Learning, promoted innovative concepts and trained thousands. Perhaps her biggest achievements were in the work she did at the W.K. Kellogg Foundation where she led international grant-making efforts and helped fund a generation of leadership programs worldwide. As Matusak is fond of saying, "Create the future! Leadership is everyone's responsibility." Her book, Finding Your Voice: Learning to Lead... Anywhere You Want to Make a Difference does just that, focusing on growing leadership in every individual. Her belief in individual acts of leadership led to the establishment of the Matusak Courageous Leadership Award, given by the Kellogg Fellows Leadership Alliance. The award recognizes individuals who have courageously and authentically spoke up when silence meant colluding with the problem. Roger Sublett, a former colleague at Kellogg and ILA board member, sums up her contributions well, "Wherever Dr. Matusak has served as a leader in higher education or philanthropy she has transformed organizations and people."



Boas Shamir

Boas Shamir had a deep theoretical, humanistic, and nuanced approach to leadership. His most significant contributions to leadership theory include work on leadership and the self, social distance and charisma, followership, narratives and life stories, and time. He contributed chapters to numerous books, published more than 70 articles, and received prestigious research grants to conduct empirical studies to test his ideas. A generous man with his colleagues, he had that rare gift of making the people around him better. Shamir was brilliant and critical, and challenged people to do more. He served many years on the editorial boards of several journals including Leadership and the International Journal of Organizational Behavior and was named "Best Reviewer" by The Leadership Quarterly and "Outstanding Reviewer" by Academy of Management Review. While Shamir spent the majority of his career as a Professor at Hebrew University of Jerusalem, he enjoyed traveling the world as a visiting scholar at institutions such as National University of Singapore, New York University, and the London School of Economics. An overarching theme in Shamir's work was the need to better understand others across all kinds of borders, be they social, political, national, or religious.



Georgia Sorenson

One must seriously consider the question: Would there be a field of leadership studies without **Georgia Sorenson**? Drawing upon historical lessons learned from the creation of the fields of sociology and psychology, Sorenson, with colleague James MacGregor Burns, developed a systematic plan more than 30 years ago to establish the field of leadership studies. Recognizing the essential, foundational building blocks needed. Sorenson established or supported refereed scientific leadership journals; built a 2-million dollar leadership library for scholars to find all essential and classic texts; co-founded a professional association (the ILA); co-edited the award-winning, 4-volume Encyclopedia of Leadership (a disciplinary resource); chronicled the benchmarks for a consolidation of leadership theory (The Quest for a General Theory of Leadership); and helped establish or served on the board of numerous leadership institutes. But, Sorenson's interest in leadership has never been purely academic. From her work as a senior policy analyst in the Carter White house or as analyst for the U.S. Commission of Civil Rights to the themes in her recent book, The Power of Invisible Leadership: How a Compelling Common Purpose Inspires Exceptional Leadership, Sorenson's commitment to leadership has always been aimed toward the larger question, leadership for what.

Express your congratulations to Larraine Matusak and Georgia Sorenson in person, Friday 18:30 - 20:00 in the Banquet Hall!



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.

bout he Jackship. Vledge and worldwide.

Our Commitment to Realize the Mission of the ILA

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

Our Vision

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

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

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18TH ANNUAL GLOBAL CONFERENCE

The Dynamics of Inclusive Leadership

November 2 – 5, 2016 Atlanta, Georgia, U.S.A.

CALL FOR PROPOSALS

Opens October 15, 2015 Deadline: February 1, 2016

www.ila-net.org Conferences@ila-net.org

The Dynamics of Inclusive Leadership

"We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion." — Max DePree from Leadership Is an Art

Inclusive leadership is most evident when diverse people act in concert, when each person contributes aspirations and energy to a larger vision for the greater good. This kind of participation requires leadership that balances, highlights, motivates, and engages. Inclusive leadership shines when the merely curious transform into the heartfelt committed. Inclusive leadership can change people. It can cultivate local and global change. As Nobel Peace Prize winner and native Atlantan, Dr. Martin Luther King, Jr. wrote in his *Letter from a Birmingham Jail*, "We are caught in an inescapable network of mutuality, tied in a single garment of destiny."

So how do we as educators, practitioners, scholars, and students of leadership manifest inclusivity into the work at hand?

The dynamic forces at play are robust, value-laden, and, sometimes, unpredictable. Thanks to global media, some leaders can quickly capture the world's imagination. For example, reaction to the attack on Malala Yousafzai at the hands of the Taliban blossomed into a global movement promoting education for women and girls. Slow-downs can happen when leaders then move to translate inclusive ideals into action. Even in a world of charismatic, catalytic leaders real change can be slow to arrive. As noted French theorist Paul Virilio once quipped, "The invention of the ship was also the invention of the shipwreck." What do leaders navigating the rocky shores of slow-moving needles like gender equality or economic and social justice need to know? How do leaders find their sea legs and sail toward a future that leverages inclusive leadership to budge the needle on wicked problems? What happens when leaders lose their way in the fog and their leadership wrecks on the shore of the urgent versus the important?

ILA's 18th annual global conference, to be held in Atlanta, Georgia, USA, will occur in a time when leaders continue to struggle mightily to engage inclusively despite unprecedented pressures to the contrary. Bearing witness to the suffering of people and planet and moving beyond hate to healing is a central challenge of leadership today. Atlanta is a living demonstration of the dynamics of inclusive leadership. From the refugee resettlement hub in Clarkston (a community *The New York Times* called the most diverse square mile in America) to historical sites honoring Civil Rights and the local youth culture booms in film and music production, Atlanta holds story after story of leadership that created inclusive coalitions to address critical issues such as civil rights, religious tolerance, fair business practices, women's equality, and environmental justice.

While the 2015 conference in Barcelona contributed to the knowledge and practice of crossing generations and borders, the 2016 conference asks, "What happens next?" Leading across borders is one step toward inclusive leadership. What are the next two, three, ten, ten thousand steps? What happens to those who, by their own intention or through oversight, are not included? When boundaries of principle and pragmatism create in-groups and out-groups, where are the connections? Amidst the complexity of leadership, how do issues ripen?

We invite you to contribute to the dialog and submit a proposal to The Dynamics of Inclusive Leadership and join us in Atlanta November 2-5, 2016 to share your reflections and research, practices, and pedagogies on inclusivity as a path to more effective and ethical leadership for the greater good of all.

Janet Rechtman





30th ANNUAL CONFERENCE

OF THE BRITISH ACADEMY OF MANAGEMENT

Thriving in Turbulent Times

6th-8th September 2016 Newcastle University

Hosted by Newcastle University



Submission Dates: **15th January 2016: Paper Submission Opens 29th February 2016: Paper Submission Deadline**



- » Over 700 papers to be presented across 24 Tracks
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Maria Socratous
HERIOT WATT UNIVERSITY

FEEDBACK

"Excellent opportunity to communicate my research to colleagues of all levels, get feedback in a friendly and collegial way, and also find out about the latest cutting edge research other colleagues have been conducting. I really look forward to the 2014 BAM conference."

Ioanna Iordanou WARWICK BUSINESS SCHOOL

INTERNATIONAL

"BAM Conference is a prestigious event where we can meet top quality professionals of the Academy and other organisations from every country".

Mirian Palmeira

UFPR – FEDERAL UNIVERSITY OF PARANA BRAZIL

Find more details about the event at: www.bam.ac.uk/bam2016







Leadership and the Humanities

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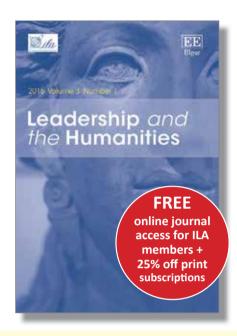
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Associate Editors:

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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.



Volume 3, Issue 2

Articles

The power of the story: history, the literary imagination, and Tolstoy's tales of Lincoln and Hadji Murád

Norman W. Provizer and Jennifer Provizer

Charismatic leadership and democracy in the Caribbean Basin: the constitutional legacies of Arnulfo Arias and Luis Muñoz Marín Carlos Guevera Mann

Mobilizing followers in the Spanish transition to democracy: Adolfo Suárez and Felipe González

Manuela Ortega-Ruiz and Francisco Javier Luque-Castillo

Asoka and Paul: transformations led to effective transformational leadership

Cheryl Patton

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Education for professional leadership and the humanities: exhortations and demonstrations

Peter Kaufman

Talking leadership with Camille Paglia Michael Harvey

Book Reviews

Nathan W. Harter, *Leadership and Coherence: A Cognitive Approach* (Routledge, New York, USA 2015) 186 pp.
Reviewed by **Janet Sutherland**

Mark A. Menaldo, *Leadership and Transformative Ambition in International Relations* (Edward Elgar, Cheltenham, UK 2013) 200 pp. Reviewed by **Joseph Prud'homme**



The global network for all those who practice, study and teach leadership.

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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 a 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.

CONCURRENT SESSION PRESENTATION FORMATS

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.

PANEL

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

PRESENTATION

Research, practices, topics, or programs presented by an 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.

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. Chairs frame the session, introduce presenters, keep time, and help move the conversation along. Commentators, if listed, moderate questions to create a rich discussion among presenters and attendees.

WORKSHOP

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

SESSION TRACK KEY

One indicator of a session's focus, target audience, and presenter experience is the track. Sessions are color bar-coded by track to help you quickly identify those of interest. Sessions that cross tracks have a second, smaller color bar with "+" and a two-letter track designation. Six of the tracks are organized by the ILA Member Interest Groups (see page 29). The seventh is the conference theme track.

- Business Leadership
- Leadership Development
- Leadership Education
- Leadership Scholarship
- Public Leadership
- Youth Leadership
- Conference Theme

OTHER FORMATS

POSTER

A visual display of research, projects, papers, or programs. Posters will be staffed by the presenter(s) during the hosted poster session on Friday. The Poster Session will be split into two shifts: Odd numbered posters will be staffed from 18:30-19:30 and even numbered posters will be staffed from 19:00-20:00.

ROUNDTABLE

Small group discussion on a topic of common interest facilitated by an individual or team. The organizer frames the topic and then facilitates a discussion with participants at the table. After 20 minutes a bell rings and participants have the opportunity to move to another roundtable or remain where they are to continue the conversation.

TUESDAY & WEDNESDAY AT A GLANCE

TUESDAY - OCTOBER 13

14:00 - 17:00	ILA Check-in & Help Desk	CCIB - Entrance Hall
14:00 - 17:00	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
20:00 - 22:00	Spanish Tapas Reception and Networking Event (Ticketed Event; no onsite tickets available)	Meeatings 23, C/Sant Joaquim 23
	Thanks to ILA's Local Planning Committee for Organizing!	

WEDNESDAY - OCTOBER 14

7:30 - 20:00	ILA Check-in & Help Desk	CCIB Entrance Hall			
7:30 - 20:00	ILA Onsite Staff and Volunteer Office	CCIB VIP Room			
PRE-CONFEREN	PRE-CONFERENCE WORKSHOPS				
8:00 - 16:00	Encantat de Conèixer-Te, Barcelona! An Adventure in Cross-Cultural Leadership and Teaming WORKSHOP LEADERS: Mimi Bau, University of Denver Lauren Fedor, University of Denver Paul Kosempel, University of Denver Linda G. Olson, University of Denver	Begin in Barcelona International Sailing Center - RSX for Morning Meeting, Then Depart for City Center			
9:00 - 12:00	Advancing Women and Leadership Theory into Diverse Contexts and Cultures WORKSHOP LEADERS: Susan R. Madsen, Utah Valley University Julia B. Storberg-Walker, The George Washington University	Hotel Barcelona Princess - Princess 1			
9:00 - 12:00	Crossing Boundaries in Doctoral Education: A Workshop for Doctoral Administrators & Faculty WORKSHOP LEADERS: Joanne Barnes, Indiana Wesleyan University Marta D. Bennett, International Leadership University, Kenya Tim M. Beuthin, Indiana Wesleyan University Boyd Johnson, Indiana Wesleyan University Vern L. Ludden, Indiana Wesleyan University	Hotel Barcelona Princess - Estrella de Mar			
	Event Sponsor: Center for Values-Driven Leadership, Benedictine University				
9:00 - 17:00	Leading in the Face of No Answers WORKSHOP LEADERS: Lisa Gick, [curious] Shana L. Hormann, Antioch University, Seattle	Barcelona International Sailing Center - Laser			
9:00 - 17:00	Train-the-Trainers: Framing Emotionally Intelligent Leadership with the Student Leadership Competencies WORKSHOP LEADERS: Scott Allen, John Carroll University Paige Haber-Curran, Texas State University Marcy Levy Shankman, Cleveland Leadership Center Corey Seemiller, Wright State University	Barcelona International Sailing Center - Skiff			



WEDNESDAY AT A GLANCE

OCTOBER 14 CONTINUED

	ICE WORKSHOPS CONTINUED	1
9:30 - 16:00	Beyond Barcelona: A Pilgrimage to the Mountaintop Monastery of Montserrat WORKSHOP LEADERS: Michael L. Carey, Gonzaga University Kristine F. Hoover, Gonzaga University Arthur F. Leger, East Asian Pastoral Institute Dung Tran, Seattle University	Depart from Hilton Diagonal Ma Barcelona Lobby to Abadia de Montserrat
9:30 - 13:00	Advancing the Goals of the UN: Leadership in the Post-2015 World WORKSHOP LEADERS: José Antonio Alonso, Universidad Complutense de Madrid Inazio Martínez de Arano, European Forest Institute Mediterranean Regional Office (EFIMED) Maíta Fernandez-Armesto, City Resilience Profiling Programme; UN-HABITAT, United Nationa Fred Krawchuk, IESE Business School Jose Luis Martin Bordes, Global Water Operators' Partnerships Alliance, UN-HABITAT Josep Maria Vilalta, Global University Network for Innovation Teresa Capel, UN World Health Organization Office for Health Care System Strengthening	Depart from Hilton Diagonal Ma Barcelona Lobby to Sant Pau Knowledge Center
10:00 - 17:00	Art and Architecture in Barcelona WORKSHOP LEADERS: Alberto Estévez, Universitat Internacional de Catalunya Judith Urbano, Universitat Internacional de Catalunya	Begin in Barcelona International Sailing Center - RSX for Morning Lecture, Then Depart for City Center
9:30 - 17:00	Peace Leadership Learning Journey With the Barcelona Peace Center WORKSHOP LEADERS: Fred Krawchuk, IESE Business School Ramon Leonato, IP Villabona Daniel Lumera, International School of Forgiveness Albert Royo, Public Diplomacy Council of Catalonia Meg Villanueva, www.mindandsurf.com	Depart from Hotel Barcelona Princess Lobby to IESE Business School
14:00 - 17:00	Developing Cross-Generational and Cross Boarder Leaders Through the Eyes of a Family Owned, Spanish Winery WORKSHOP LEADERS: William Minner, Homeland Security Jennifer Moss Breen, Creighton University	Depart from Hilton Diagonal Ma Barcelona Lobby to Codorniu Winery
14:00 - 17:00	High Velocity Listening: Transformational Coaching When Every Moment Counts WORKSHOP LEADERS: Andreas Bernhardt, European School of Management and Technology (ESMT) Jeffrey W. Hull, Institute of Coaching, Harvard Medical School Carol Kaufmann, Institute of Coaching, Harvard Medical School	Hotel Barcelona Princess - Princess 1
14:00 - 17:00	Meta-Analysis: A Practical Introduction to Best Practices with Hands-On Practice WORKSHOP LEADERS: Dana L. Joseph, University of Central Florida Kevin B. Lowe, University of Auckland	Hotel Barcelona Princess - Estrella de Mar

OCTOBER 14 CONTINUED

14:00 – 17:00	A Responsible Leadership Collaboratory WORKSHOP LEADERS: Karen Blakeley, University of Winchester Business School Jon Foster-Pedley, Henley Business School Africa Jonathan Gosling, University of Exeter Business School Miriam Gosling, Invisible Circus Joan Keevill, Designs on Learning Steve Kempster, Lancaster University Management School Thomas Maak, University of South Australia Business School Anne Murphy, Innovation in Learning Lydia Mutare, World Association of Girl Guides and Girl Scouts Deo Nyamusenge, African Leadership Alliance Jean-Anne Stewart, British Academy of Management	Barcelona International Sailing Center - RSX
CONFERENCE O	PENING	
18:15 - 18:30	Welcome to Barcelona! Michael Brandenburg, 2015 global conference chair; IESE Business School, University of Navarra Mireia Tintoré, 2015 Program Chair; Universitat Internacional de Catalunya A Special Welcome Honorable Senyora Irene Rigau Oliver, Catalan Counselor of Education	CCIB - Banquet Hall
18:30 - 20:00	Opening Reception Raise a toast to the next three days of networking and learning while enjoying light refreshments.	CCIB - Banquet Hall
18:30 - 20:00	Exhibit Hall Open See Page 5 for Exhibit Hall Directory	CCIB - Banquet Hall
18:30 – 20:00	Leadership Bookstore Open	CCIB - Banquet Hall
18:30 - 20:00	Member Community Welcome Tables See Pages 28-29 for a Listing of ILA's Member Communities	CCIB - Banquet Hall
18:30 - 20:00	9th Annual Student Case Competition Poster Showcase See Page 30 for Details	CCIB - Banquet Hall

MEET THE ILA MEMBER COMMUNITIES!

Member Community Welcome Tables | Wednesday 18:30 - 20:00 (opening reception) | CCIB-Banquet Hall

Introduce yourself to your member community leaders and learn about the different ways the communities support networking, knowledge creation, and dissemination in areas you care most about.

AFFINITY GROUPS bring together ILA members who share roles or professional interests to create opportunities for professional development, focused networking, and peer-to-peer support and activities, including topical conferences, research, and publishing opportunities.

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 who are interested in networking and targeted educational sessions to support professional development. Email: DDC@ila-net.com.

Co-convener: lan Sutherland Co-Convener: Mary Tolar

IEDC-Bled School of Management Kansas State University

Peace Leadership Affinity Group

A community that develops synergies between peace workers, peace organizations, and leaders interested in peace leadership principles. It is a forum where the voices of peace can meet to nurture each other's needs and collaborate on common interests. Email: PeaceLeadership@ila-net.com.

Co-Convener: Erich Schellhammer Co-Convener: Whitney McIntyre

Royal Roads University Chapman University

Women and Leadership Affinity Group

A community for those who want to enhance their knowledge, expertise, and research in the area of women and leadership and who want to foster the development of female leaders and advance the standing of women in leadership. Email: WomensLeadership@ila-net.com.

2015 Chair: Lisa DeFrank-Cole 2016 Chair: Sherylle Tan

West Virginia University Claremont McKenna College

LEARNING COMMUNITIES are self-organized by members around themes, areas of passion, or critical questions. Highly flexible, they remain active until members decide their work together is complete. Participants contribute to and benefit from knowledge generated by collective learning that is not accessible through individual reflection alone.

Arts and Leadership Learning Community

This community uses a variety of approaches to explore questions related to the various intersections of the arts and leadership. Email: ArtsLeadership@ila-net.com.

Co-Convener: Ian Sutherland Co-Convener: Fredricka Joyner

IEDC-Bled School ADVISA

of Management

Doctoral Program Faculty and Leaders Learning Community

This community promotes an exchange of ideas between faculty and administrators that work in doctoral programs in leadership. Email DoctoralPrograms@ila-net.com.

Co-Convener: **Vern Ludden** Co-Convener: **Tova Sanders**

Indiana Wesleyan University Northeastern University

Co-Convener: **Rhonda McClellan** Co-Convener: **Bruce Winston**

University of Central Arkansas Regent University

Ethics Forum Learning Community

This community provides an ongoing forum for discussions about research, practices, frameworks, and contextual approaches concerning ethics and leadership. Email: EthicsForum@ila-net.com.

2015 Chair: **Tom Sechrest** 2016 Chair: **Lonnie Morris**

St. Edward's University Griffin, Rodgers, and Associates, LLC

Followership Learning Community

This community focuses on research, collaboration, and dissemination of ideas, knowledge, and competencies pertaining to followership. Email: Followership@ila-net.com.

Chair of Practice Chair of Scholarship Chair of Community Building

Marc HurwitzAngela SprangerRodger AdairFliPskillsChristopher Newport UniversityDeVry University

Philosophy, Religion, & Worldviews Learning Community

This community fosters explorations of the multiple relationships between leadership practices and individual core beliefs, diverse cultural perspectives, and traditions. Email: PRW@ila-net.com.

Co-Convener: **John Shoup** Co-Convener: **Daryl Smith**

California Baptist University Cincinnati Christian University

Sustainability Leadership Learning Community

This community explores the emerging paradigms of environmental leadership and sustainability leadership and is not exclusive to ecological concerns. Email: SustainabilityLeadership@ila-net.com.

Co-Convener: Paul Kosempel Co-Convener: Samuel Wilson

University of Denver Swinburne University of Technology

Member Interest Groups (MIGs) are organized broadly around field or sector. They recruit and engage volunteers, organize and manage the annual global conference peer review process, and create opportunities for members to learn and share information of interest.

Business Leadership Member Interest Group

A community for corporate leaders and members who direct, consult on, or study leadership development and effectiveness in business settings. Email: BusinessLeadership@ila-net.com

2015 Chair: **Jennifer Moss Breen** 2016 Chair: **Joleen Archibald**

Creighton University Capital Group

Leadership Development Member Interest Group

A community for leadership coaches, consultants, human resource managers, program directors, leaders, and other professionals. Email: LeadershipDevelopment@ila-net.com.

2015 Chair: **DeRetta Cole** 2016 Chair: **Rob Koonce**

YMCA of Metro Atlanta Can We Communicate

Leadership Education Member Interest Group

A community for educators, professors, and teachers who lead curricular or co-curricular programs at primary, secondary, and higher education institutions. Email: LeadershipEducation@ila-net.com.

2015 Chair: Rian Satterwhite 2016 Chair: Elizabeth Stork

University of Oregon Robert Morris University

Leadership Scholarship Member Interest Group

A community for scholars and researchers, seasoned or new, from all disciplines and fields of study. Email: LeadershipScholarship@ila-net.com.

2015 Chair: **David Rosch** 2016 Chair: **Kathy Guthrie**

University of Illinois at Florida State University

Urbana-Champaign

Public Leadership Member Interest Group

A community for those who lead, work with, or study non-profit, social, civic, political, and governmental institutions. Email: PublicLeadership@ila-net.com.

2015 Chair: **Nikol Hopman** 2016 Chair: **Randy Poon**

Leiden University Ambrose University

Youth Leadership Member Interest Group

A community for those of all generations who support, develop, or study youth leadership and the challenges young leaders face now and in the future. Email: YouthLeadership@ila-net.com.

2015 Chair: Angel Acosta 2016 Chair: Joanna Stanberry

Leadership exCHANGE Simeon Institute

STUDENT CASE COMPETITION

Organized by ILA's Leadership Education Member Interest Group (LEMIG), the yearly case competition brings together teams of students to face-off in an event where they analyze and develop a specific set of strategic recommendations that address key issues in a real world case involving contemporary leadership issues. The winning team from each division (graduate and undergraduate) receives a \$1,000 cash prize to be divided amongst them and is honored at the closing plenary of the conference.

Conference attendees are invited to attend the poster session and finalist presentations to engage and support this emerging generation of contributors to the field.

POSTER SHOWCASE

Wednesday 18:30 – 20:00 CCIB – Banquet Hall

PRESENTATIONS BY GRADUATE TEAM FINALISTS

Friday 18:30 – 20:30 CCIB – Room 120

PRESENTATIONS BY UNDERGRADUATE TEAM FINALISTS

Friday 18:30 – 20:30 CCIB – Room 121

Graduate Teams

Alvernia University

Patti Brenner Tracy Brown Brian Petersen

Chapman University

Miznah Alomair Danny Bonilla Maria Martinez Geoff Westropp



Teams listed are as of September 18, 2015.

Undergraduate Teams

Appalachian State University

Glen Hutchins Nicholas Mariano Alexandria Moxley Reena Patel

Christopher Newport University

Rachel Chalkley Kerri Kraft Courtney Leistensnider Dagney Palmer

Christopher Newport University-Blue Team

Mary Kate Dodge Julie Heins Lizzy Wall

Christopher Newport University-White Team

Julia Davis Delaney Downs Colleen Marshall Davna Scarberry

Gonzaga University

Matthew Clark Patrick Holcomb Monica Lyons

Kansas State University

Jill Applegate Alex Booth Marah Schneider Ronnie Sullivan

University of San Diego

Taylor Gonzalez Jordan Jackson Jordan Vaughn Courtney Windju

Washburn University

Marissa Dake Machaela Geither Madison Wiegers



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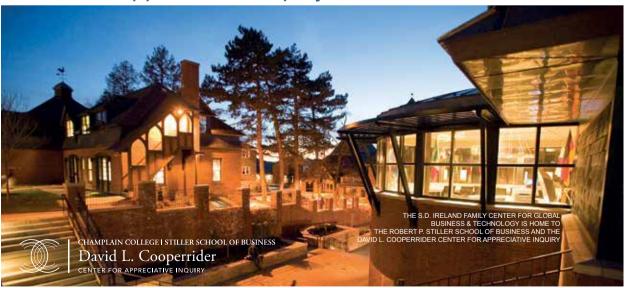
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WELCOME!

The ILA welcomes the participants from 45+ countries attending this year's global conference. As ILA continues to grow around the globe, we extend our gratitude to those who travel great distances to participate in the conference. The challenges facing the world require each of us to cross the borders of mindsets and skillsets that each individual, regardless of generation, country, or culture, brings to the leadership conversation. By working together, we can create leadership knowledge and practices for the greater good of individuals and communities worldwide.





18TH ANNUAL GLOBAL CONFERENCE

The Dynamics of Inclusive Leadership

November 2 – 5, 2016 Atlanta, Georgia, U.S.A.

CALL FOR PROPOSALS

Opens October 15, 2015 Deadline: February 1, 2016

www.ila-net.org
Conferences@ila-net.org

THURSDAY AT A GLANCE

OCTOBER 15

	. 5	
7:30 - 18:30	ILA Check-in & Help Desk	CCIB - Entrance Hall
7:30 - 18:30	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
9:00 - 10:30	Plenary	CCIB - Rooms 111 & 112
	ILA Lifetime Achievement Award Presentations Georgia Sorenson Presented by Cynthia Cherrey, ILA CEO & President Larraine Matusak Presented by Roger Sublett, ILA Secretary; President, Union Institute & University	
	The Challenges of Leadership in Times of Change and Crisis John, Lord Alderdice, U.K. Parliament; President, ARTIS (Europe) Ltd.	
10:45 - 12:00	Concurrent Session One	CCIB - See Pages 37-46
12:15 - 13:15	Concurrent Session Two	CCIB - See Pages 47-54
13:30 - 18:30	Exhibit Hall Open	CCIB - Banquet Hall
13:30 - 14:45	Leadership Bookstore Open	CCIB - Banquet Hall
13:30 - 14:15	Leadership Scholarship - ILA Member Interest Group Meeting	CCIB - Room 124
13:30 - 14:15	Arts & Leadership - ILA Learning Community Meeting	CCIB - Room 118
13:30 - 14:45	Conference Colleagues Networking Luncheon (Ticketed Event)	CCIB - Banquet Hall
14:00 - 14:45	Business Leadership - ILA Member Interest Group Meeting	CCIB - Room 119
14:00 - 14:45	Peace Leadership - ILA Affinity Group Meeting	CCIB - Room 114
15:00 - 16:30	Concurrent Session Three	CCIB - See Pages 55-63
16:45	Afternoon Coffee and Tea in Exhibit Area	CCIB - Banquet Hall
17:00 - 17:45	Sustainability Leadership - ILA Learning Community Meeting	CCIB - Room 118
17:00 - 18:30	Leadership Bookstore Open	CCIB - Banquet Hall
17:00 - 18:25	Interactive Roundtable Discussions See Pages 64-70 for Details	CCIB - Banquet Hall
18:30 - 20:00	7th Annual Emerging Scholars Research Consortium See Page 35 for Details Event Sponsor: University of Phoenix	CCIB - Room 111
18:30 - 20:00	Leadership Education - ILA Member Interest Group Meeting and Presentation of the Most Publishable Leadership Education Paper Award, Won by Aaron McKim & Jonathan Velez of Oregon State University Award Sponsor: SAGE Publications	CCIB – Room 116
18:30 - 19:15	Leadership Development - ILA Member Interest Group Meeting	CCIB - Room 118
18:30 - 20:00	Department of Leadership Studies Outstanding Leadership Book Award Reception	CCIB – Room 114
18:30 - 20:00	Antioch University PhD in Leadership and Change Reception	CCIB - Room 113
18:30 - 20:00	Royal Roads University Reception (RSVP Event)	CCIB - Room 134
20:30 - 22:30	Youth Leadership Networking Dinner (Ticketed Event)	La Fitora Restaurant
20:30 - 22:30	Deans, Directors, and Chairs Networking Dinner (Ticketed Event)	El Cangrejo Loco Restaurant
	Event Sponsors: New York Times in Education and David L. Cooperrider Center for Appreciative Inquiry at Champlain College	
20:30 - 22:30	Public Leadership Networking Dinner (Ticketed Event)	La Fitora Restaurant

SEVENTH ANNUAL

EMERGING SCHOLARS RESEARCH CONSORTIUM

THURSDAY | 18:30 - 20:00 | CCIB - ROOM 111

Thank you University of Phoenix for sponsoring this event!

In this unique event, doctoral students and junior scholars share their latest research efforts and receive valuable feedback, advice, and fresh perspectives from seasoned scholars. All conference attendees are welcome to walk through the Emerging Scholars Research Consortium poster session and listen in on the meaningful dialogues around the newest scholarship being conducted by the next generation of contributors to the field of leadership.

Thank You Senior Scholars

Allan Bird, Northeastern University

Michelle Bligh, Claremont Graduate University

Constance Campbell, Georgia Southern University

Barbara Crosby, University of Minnesota

Michael Harvey, Washington College

Ronald Humphrey, Virginia Commonwealth University

Jonathan Gosling, University of Exeter

Steve Kempster, Lancaster University

Jean Lipman-Blumen, Claremont Graduate University

Karen Longman, Azusa Pacific University

Robert McManus, Marietta College

Susan Murphy, University of Edinburgh

Peter Northouse, Western Michigan University

Patricia O'Connell, Lourdes University

Ron Riggio, Claremont McKenna College

Jean-Anne Stewart, Henley Business School

Julia Storberg-Walker, The George Washington University

Participating Junior Scholars

Patricia Brenner, Alvernia University

Zamumtima Chijiere, Eastern University

Natalie J. Coers, University of Florida

Natalie Forbes, Quinnipiac University

Susan Hares, Regent University

Christine Haskell, Saybrook University

James E. Henderson, Union Institute & University

Eric Kreutter, Eastern University

Robert S. Liggett, University of Saskatchewan

Kateryna Ligon, University of Central Arkansas

Angela Sanna, Woodbury University

William Shorts, Eastern University

Mahboob Sooltan Sohawon, Maurituis Institute of Education

Sara Thompson, Claremont McKenna College

Chunoo Vivechkanand, Florida State University





2015 WINNER

Fredric M. Jablin Doctoral Dissertation Award



DANIELLE L. LUPTON

Assistant Professor of Political Science, Colgate University

Congratulations to Danielle Lupton on her award winning dissertation Leaders, Perceptions, and Reputations for Resolve! Learn more by attending her session on Thursday, with commentary from Joanne Ciulla, Professor and Coston Family Chair in Leadership and Ethics at the Jepson School of Leadership Studies, University of Richmond.

Leaders, Perceptions, and Reputations for Resolve

Thursday, October 15 12:15 – 13:15, CCIB Room 120

Lupton's dissertation investigates whether individual leaders develop reputations for resolute behavior based on their actions while in office. She theorized that leaders look to each other's past actions when making assessments of resolve and that early interactions with other leaders significantly influence reputation development and found that both a leader's actions and statements contribute to leader-specific reputations for resolve. Furthermore, these reputations are path-dependent as actions early in a leader's tenure are most influential to reputation development. Lupton's work demonstrates the behavior of leaders is critical to the conduct of international events

Danielle L. Lupton is an Assistant Professor of political science at Colgate University. She received her Ph.D. in political science from Duke University in 2014. Her research focuses on elite decision-making and the impact of leaders on international security. More specifically, her work examines how the behavior and characteristics of individuals affect the onset and conduct of interstate conflict. Her research highlights the importance of leaders in shaping international security and carries significant implications for policy makers.

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). Recipients are honored during the closing plenary and invited to give a talk on their work at ILA's annual global conference. The Call for Submissions to the 2016 Fredric M. Jablin Award will be available online in early 2016.



THURSDAY

OCTOBER 15 10:45 - 12:00

NCURRENT

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Leadership Scholarship

🖁 Business Leadership 📙 Leadership Development 📔 Public Leadership

Conference Theme

Leadership Education

Youth Leadership

Room 113 | Workshop | Youth Leadership

Emotional Intelligence 101: Practical Training for Youth Leadership

Joanna K.B. Stanberry, Executive Director, New York Dream Center

Max B. Klau, Vice President of Leadership Development, Dean's Office, City Year, Inc.

Karan Saggi, Immediate Past Chair, Youth Leadership MIG, Kravis Leadership Institute

Emotional and social competencies are critical skills for all leaders, but especially for young leaders creating innovative solutions to the wicked problems that will unduly burden their generation. This workshop will equip both young leaders and those teaching them with tools to dig below surface interactions to deeply transform the individual leader. It will introduce practical processes to access awareness, forgiveness, listening, and vocational insight. Come to learn about the particular benefits and challenges in learning social and emotional competencies as a young leader and to practice new tools to transform your understanding of self and others.

Room 114 | Workshop | Leadership Development

Coaching Leaders for Sustainable Leadership: Leveraging Theories of Vertical Development

Carylynn K. Larson, Organizational Psychologist & Leadership Coach, Creating Open Space LLC Jan Rybeck, Partner, COPIA Coaching and Consulting

In order to harness the possibilities offered by an increasingly multigenerational and multinational workforce, it is imperative that leaders transcend individual, corporate, and national perspectives. Theories of vertical development can contribute to understanding the challenge of strategic, integrative leadership in a highly complex and interdependent world by explaining why some leaders can engage with complexities while others find them paralyzing. Short, iterative bursts of information will be combined with experiential approaches using dyads, triads, and case studies. Participants will learn how progressing through stages of vertical development can contribute to leaders' growth toward boundary-spanning, integrative thinking.

Room 115 | Panel Discussion | Public Leadership

The LeadershipINDABA as a Leadership Capacity Building Approach to Cross Borders and **Generations**

Chair: Nikol Hopman, Director, Leiden Leadership Centre & Centre for Professional Learning, Leiden University Campus Den Haag

Erwin Schwella, Professor, School Public Leadership, University of Stellenbosch; Professor, Leiden Leadership Centre, Leiden University

Chris Botha, Major General, School of Public Leadership, University of Stellenbosch

LeadershipINDABA (LI) brings a cross section of experienced and bright young leaders together into an innovative thinking space spanning over one year. Real work is done and reflected upon to enhance the public good while, simultaneously, making an academic contribution on the theme of leadership for social innovation. LI fellows are involved in grounded projects, programs, and partnerships. The ambition is to establish a network of LIs on all continents to work as leadership laboratories where participants identify complex challenges, establish projects to deal with these, and then share leadership learning within and across the LIs and the ILA.

Room 116 | Panel Discussion | Conference Theme



The Role of Disey and Generations The Role of Disequilibrium in Preparing Leaders Who Can Lead Across Boundaries

Chair: Shann R. Ferch, Professor, Doctoral Program in Leadership Studies, Gonzaga University

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

Josh Armstrong, Director, Comprehensive Leadership Program, Gonzaga University

Cheryl Getz, Associate Professor/Director of Leadership Minor, School of Leadership and Education Sciences, University of San Diego

Cristina Wildermuth, Assistant Professor, LCAD - School of Education, Drake University

As the conference theme suggests, the world is hungry for leaders who can span boundaries and generations, but leadership education itself sometimes struggles to span those boundaries. This panel will explore casein-point (CIP) as a way to bridge the classroom to diverse world boundaries. Although CIP has been used as leadership pedagogy for over 30 years, there is debate about its heavy use of disequilibrium within the classroom. Four different institutions, offering a rich spectrum of views on using CIP in the classroom, will explore the challenges and opportunities of using disequilibrium to prepare leaders who can lead across differences.

Room 117 | Panel Discussion | Conference Theme



Global Leagership co. and Higher Education Global Leadership Across Sectors: Athletic Training, Business, Community Development,

Chair: Miznah Alomair, PhD in Education Student, College of Educational Studies, Chapman University

Daniel Bonilla, PhD in Education Student, College of Educational Studies, Chapman University

Maria L. Martinez, Graduate Student, Educational Studies, Chapman University

Whitney McIntyre Miller, Assistant Professor, Graduate Leadership Programs, Chapman University

As the world becomes increasingly globalized, it is important to consider the ways in which individuals work with others, both in an international context, and in one's home organizations. Understanding global leadership competencies across various organizational borders may provide new insight into the existing literature. Attendees will learn about a qualitative study that examined global leadership competencies in four unique sectors: athletic training (sports medicine), business, community development, and higher education. Panelists will discuss the findings from each sector, offer comparisons across sector borders, and discuss implications for global leadership education.

Room 118 | Workshop | Business Leadership

Scholar and Business Practitioner Collaboration: Opportunities and Best Practices

Katherine Kirkpatrick, Assistant Professor, General Education, Clarkson College **Stephen Brody**, Senior Financial Planner, Greenville Financial Advisors

The interdependence of the scholar and the practitioner is a cornerstone of ideal professionalism; both are necessary for a field, such as leadership, to evolve effectively. This workshop will begin with an overview by a scholar and practitioner team on the benefits and challenges of such collaborations. Together the group will brainstorm collaboration opportunities and best practices, and work through hands-on exercises on collaborating as scholar-practitioners. Takeaways include collaboration resources, techniques, and means of discovering increased funding, research, and publication opportunities. Attendees will leave with action steps for developing or improving their own scholar and business practitioner collaborations.

Room 119 | Refereed Symposium | Leadership Scholarship

Enhancing Leadership Training: Values, Identity, and Literacy

Commentator: **Brian Davenport**, Assistant Professor, Leadership & Organizational Studies, University of Southern Maine's Lewiston-Auburn College

Scholarship in pedagogy to enhance leadership training and development is critical. This session will share research findings on values-based immersion curriculum, the role of leadership identity, and enhancing literacy in coaches.

Durable Gains in Leadership Development Associated with a Values-Based Immersion Curriculum

David M. Rosch, Assistant Professor, Agricultural Leadership, University of Illinois at Urbana-Champaign **Clinton M. Stephens**, Director of Leadership Studies, Leadership Studies Program, Iowa State University **Jasmine Collins**, Graduate Research Assistant, University of Illinois at Urbana-Champaign (Co-Author) University students (n=1,279) participated in a six-day values-based leadership immersion experience, completing three waves of assessment of their leadership-oriented skills, confidence, and motivation to lead. Results suggested students made durable gains in their transformational and ethical leadership skill, their confidence in leading, and their motivation to advocate for social justice issues.

Why and When Leadership Training Predicts Effectiveness: The Role of Leader Identity and Leadership Experience

Darja Miscenko, PhD Candidate, The University of Western Australia **Hannes Guenter**, Assistant Professor, Maastricht University (Co-Author)

Using a sample of German managers, the study shows that leader identity is an important motivational mechanism that explains the association between leadership training and leader effectiveness. Leadership experience acts as an important boundary condition; specifically, leader identity mediates the relationship only for less experience leaders.

Widening the Lens of Leadership: Toward Enhancing Leadership Literacy in Coaches

Ken Otter, Director, Leadership Studies Programs, Saint Mary's College of California

Leadership coaching aims to develop leadership capacities in people and their organizations. It is the intersection of two domains of knowledge: leadership and coaching. However, there is little in the coaching literature that links both domains. This paper aims to contribute to developing more leadership literacy in coaches.

Room 120 | Presentation | Leadership Development

Leadership Development Through the Lenses of Culture and Identity

Chair: Mansour lavidan. Garvin Distinguished Professor and Director. Naiafi Global Mindset Institute. Thunderbird School of Global Management

Exploring How Students of Color Develop a Leadership Identity

Cameron Beatty, Lecturer for Leadership Education, Leadership Studies Program, Iowa State University This study aims to explore students' identities as leaders and further understand what role race plays in students' perceptions of race and leadership development. Using critical race theory as the guiding framework, implications for highly selective liberal arts colleges and other four-year institutions will be provided.

The Phenomena of Cultural Sensitivity Development

Kem Gambrell. Assistant Professor, Doctoral Program of Leadership Studies, Gonzaga University Research concerning the phenomenon of how individuals become more ethnorelative is still in the early stages of understanding. Therefore, the purpose of this phenomenological study was to advance this realm by exploring eleven participants' perceptions of experiences they believed helped trigger their development of becoming more culturally sensitive.

Inside the Minds of Chinese Immigrant Professionals: Implications for Leaders in a Multicultural Society

Sen Sendjaya, Associate Professor, Management, Monash University **Xiaoyan Liang, PhD Student, Management, Monash University (Co-Author)**

Notwithstanding diversity and multiculturalism in the workplace, we know very little about how acculturation of migrant professionals affects perceptions of leadership effectiveness. The purpose of this study was to explore how Chinese migrant professionals' acculturation experiences in Australia may influence their perceptions of effective leadership.

Room 121 | Panel Discussion | Leadership Development

Principles and Capabilities for Developing Collective Leadership

Chair: Sonia M. Ospina, Professor, Wagner Graduate School of Public Service, New York University

Bethany Godsoe, Associate Vice President, Leadership Initiative, New York University

Charles Palus, Senior Fellow, Center for Creative Leadership

Amparo Hofmann-Pinilla, Director, Ghanaian Women's Social Leadership Program, New York University **Deborah M. Meehan,** Executive Director, Leadership Learning Community

The panel will highlight systematic efforts to articulate, develop, and practice new frameworks for the development of collective leadership by bringing together practitioner and academic perspectives about leadership development for a variety of target groups including students, women leaders, executives and managers, and nonprofit and community leaders. Panelists will identify and explore the challenges and opportunities of developing new collective leadership frameworks, discuss their potential for translation into leadership development curricula and programs, and — drawing feedback from the audience's own perspective and reflections — create a learning environment for participants to advance collective knowledge in the moment and leave with new ideas to implement.

Room 122 | Workshop | Leadership Development

Mapping the Landscape of Women's Leadership Development: Leadership Identity

Janet E. Rechtman, Senior Fellow, J.W. Fanning Institute for Leadership Development, The University of Georgia What leads women to self-identify as leaders? Women's Way of Knowing (1986) posits a developmental model of how women learn over their lifetime. Leadership Development: A grounded theory for identity formation (2006) describes a six stage developmental model for the formation of leadership identity. This workshop combines these two influential works into an analytical framework to assist participants in exploring the various factors that enhance and constrain identity formation for women leaders. Participants can gain insights into the formation of their own leadership identity and ideas that can be helpful in developing leadership identity for others.

Room 123 | Panel Discussion | Conference Theme

Relational Leadership in Higher Education: Leading Across Academic Borders and Generations

Chair: **Cynthia A. Martinez,** Director, Advisement & Academic Services / Adjunct Instructor, Communication Management, Annenberg School for Communication and Journalism, University of Southern California

Tatum Soo Kim, Director of Academic Services, Advising and Student Services, New York University, School of Professional Studies

Jeffrey M. Zimmerman, Assistant Professor, Political Science, Criminal Justice, & Organizational Leadership, Northern Kentucky University

Megan S. Downing, Assistant Professor, Political Science, Criminal Justice & Organizational Leadership, Northern Kentucky University

Lynette S. Merriman, Assistant Vice Provost for Student Affairs, University of Southern California

The relational leadership model recognizes that relationships are central to doing leadership and posits that leadership is inclusive, empowering, purposeful, ethical, and process-oriented (Komives, Lucas, & McMahon, 2013). Through these five relational leadership components, the four panelists will discuss how the relational leadership model has been used to break down silos across disparate borders and generations in higher education. This panel will share insights into the ways people can create relationships that will facilitate new ways of leading in academic advising, teaching through experiential learning, cross-generational mentoring, and collaborating during times of crisis.

Room 124 | Presentation | Leadership Education

Emerging Models for Leadership Education

Chair: Wesley Balda, Dean, Stiller School of Business, Champlain College

Come explore four emerging components and frameworks for leadership education.

Advancing Systems Awareness for Organizational Leadership

Crystal Dujowich, Consultant & Academic, Valencore Consulting

As globalization requires a deeper understanding of resources and complex relationships in organizations, effective leadership will need to be met with heightened capacity in systems awareness. This presentation will offer empirical findings to support the advancement and development of systems awareness in leadership.

Empowering Shared Leadership and Conversation with the Obreau Tripod

Eric K. Kaufman, Faculty Principal, Honors Residential College, Virginia Tech

Don C. Dunoon, Independent Consultant, New Futures (Co-Author)

As colleges and universities work to meet employer demands for broad learning and cross-cutting skills, the challenges, opportunities, and potential benefits of student-led, small group seminars are worthy of consideration. This presentation will highlight a residential college's use of the obreau tripod in its community and discussion seminar.

Spanning Borders: A Social Justice Model of Leadership and Professional Development

Todd J. Foley, Assistant Professor, Professional Practice & Experiential Learning, University of Cincinnati **Robin Selzer,** Assistant Professor, University of Cincinnati

Kevin Geiger, Assistant Professor, University of Cincinnati (Co-Author)

Drawing on scholarship and practice in leadership, social justice, and professional development, this presentation will explore a model for transformative experiential learning to advance conscious leadership development and practice. Curricular examples will be presented illustrating ways to teach students that social justice, leadership, and professionalism are one in the same.

Strengths-Based Leadership Mentoring: A Tool for Developing Socially Responsible Leaders

Lindsay Hastings, Clifton Professor in Mentoring Research / Director at Nebraska Human Resources Institute, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

Preparing leaders to contribute to future generations is an important function of leadership education. This presentation will examine the utility of strengths-based leadership mentoring in preparing socially responsible leaders utilizing a 65-year-old model of the Nebraska Human Resources Institute, founded by positive psychology pioneers William Hall and Donald Clifton.

Room 125 | Presentation | Leadership Education

Leadership Development in Higher Education: Exploring Assessment, Alignment, and Career Development

Chair: Laura Osteen, Director, Center for Leadership & Social Change, Florida State University

Aligning Curricular Experiences and Student Development in Leadership Education (Winner of the SAGE Most Publishable Leadership Education Paper Award)

Aaron J. McKim, Graduate Student, Agricultural Education and Agricultural Sciences, Oregon State University **Jonathan J. Velez**, Associate Professor, Agricultural Education and Agricultural Sciences, Oregon State University This study identified the five areas of highest leadership growth and linked those areas to specific curricular experiences within a leadership development program. Its authors will highlight an innovative approach to connecting curricular experiences and leadership outcomes. This paper is the winner of the Most Publishable Leadership Education Paper award, sponsored by SAGE Publications.

Leadership Program Evaluation in Higher Education: Exploring Career-Related Outcomes

Jordan McDonald, Associate Consultant, Illinois Institute of Technology

Janine Franklin, Program Manager, Illinois Institute of Technology (Co-Author)

This study examined career-related outcomes of students who participated in a leadership development program by exploring data trends for salary ranges, job titles, and placement. The presenter will highlight findings that underscore the importance of evaluating the outcomes of leadership development programs in higher education.

Linking Leadership and Career Development: An Emerging Model for Senior-Level Leaders

Anita M. Navarro, Director, Policy and Constituency, Academic Affairs, Association of American Medical Colleges **Sharon McDade**, Professorial Lecturer in Higher Education Administration, The George Washington University (Co-Author)

With a dearth of qualified individuals willing to pursue presidencies, American higher education is poised for a leadership crisis. A presidency is the capstone of a career, yet leadership and career development remain disparate concepts. This presentation will demonstrate how the intersection of these concepts informs leaders' and educators' considerations.

Using Assessment to Measure Learning Objectives in a Multicultural Leadership Course

Leigh Fine, Assistant Professor, Staley School of Leadership Studies, Kansas State University **Chance Lee,** Instructor, Staley School of Leadership Studies, Kansas State University (Co-Author)

To analyze the efficacy of a multicultural leadership course in developing students' multicultural competence and leadership development, students completed an assessment instrument that measures attitudes toward various social groups and beliefs about social change leadership. Key findings and trends will be discussed.

Room 127 | Workshop | Public Leadership

Community Leadership Development as Urban Violence Prevention and Peacebuilding

Beth Fisher-Yoshida, Faculty & Director, Negotiation and Conflict Resolution, Columbia University

Aldo Civico, Faculty, AC4: The Advanced Consortium on Cooperation, Conflict and Complexity, Columbia University

The purpose of this workshop is to provide participants a simulated experience based on approaches used by the facilitators in Colombia and Newark, NJ to develop community leaders, reduce violence through the approaches of conflict resolution, and engage in sustainable peacebuilding. Participants will learn about the coordinated management of meaning model and visual complexity mapping from dynamical systems theory, and will engage in several learning activities and application exercises. The goal of this workshop is to expand the participants' scope of what is possible in building public leadership and to receive feedback on this approach toward further refining it.

Room 128 | Workshop | Leadership Education

Exploring Leadership Educator Journeys Through Narratives

Kerry L. Priest, Assistant Professor, Staley School of Leadership Studies, Kansas State University **Corey Seemiller**, Assistant Professor, Leadership Studies in Education and Organizations, Wright State University

How do leadership educators experience their personal journeys in developing their professional identities? These identities influence an individual's philosophy and approach to leadership education and impact one's professional experiences. In order to grow as professionals, leadership educators need communities of practice, mentors, and opportunities to share diverse stories of their experiences. These are not simply strategies for best practice; they are shapers of professional identity. Through interactive exercises,

one's professional experiences. In order to grow as professionals, leadership educators need communities of practice, mentors, and opportunities to share diverse stories of their experiences. These are not simply strategies for best practice; they are shapers of professional identity. Through interactive exercises, participants will engage in reflection and meaning-making of their leadership educator identity using three different narrative approaches and apply pedagogical techniques of narrative they can use in their own teaching of leadership.

Room 129 | Presentation | Leadership Development

Leadership Development in Schools

Chair: **Bernice Ledbetter**, Faculty and Chair of Master of Science in Management and Leadership Program Committee, Gaziadio School of Business and Management, Pepperdine University

Ghanaian Institute for the Future of Teaching & Education (GIFTED): A Transformational Women's Leadership Program

Kristie Patten Koenig, Associate Professor and Chair, Department of Occupational Therapy, New York University **Cornelia Sage**, Project Director, GIFTED Program, New York University

Rose Vukovic, Associate Professor, University of Minnesota (Co-Author)

Sakina Acquah, Lecturer, University of Education at Winneba (Co-Author)

Priscilla Adjei, Lecturer, University of Education at Winneba (Co-Author)

Martha Monty, New York University (Co-Author)

The Ghanaian Institute for the Future of Teaching & Education (GIFTED) Women's Fellowship Program is a yearlong transformational leadership program that aims to build the capacity of female leaders in education, supporting girls' education through change projects in schools in Ghana. A U.S.-Ghanaian university partnership will be presented.

Leadership Development for Emerging Business Entrepreneurs in Low Cost Schools in Developing Nations

Corinne Brion, Graduate student, The School of Leadership and Education Sciences, University of San Diego **Paula A. Cordeiro,** Dammeyer Distinguished Professor of Global Leadership and Education, School of Leadership and Education Sciences, University of San Diego (Co-Author)

The purpose of this paper was to: 1) describe the evidence-based content of four leadership development trainings for business entrepreneurs in education; and, 2) report the findings of a study that focused on whether or not learning from the leadership training modules transferred to school settings.

Launching the Next Generation of School Leaders: Coaching Transformational Leadership Skills

Patricia C. White, Associate Dean, School of Education, Brandman University **Karla E. Wells,** Leadership Coach and Consultant, Brandman University

The wake-up call for transformational change has sounded! The global marketplace and the economy demand fundamental changes in our schools. Can a blended coaching model develop the skills to lead successful transformational change? Transformative coaching strategies and an instrument that measures transformational leadership skills will be discussed.

The Regional Collaborative: A Leadership Development Network for Rural Schools Advancing Student Achievement

Marcy Masumoto, Independent Consultant & Project Director, Central Valley Educational Leadership Institute, Fresno State University

Gain insights from a university-district network for rural school leaders focused on improving instruction and student achievement. The six year collaborative impacted 27 districts, over 1500 teachers, and more than 35,000 students. The presentation will highlight: context, structure, processes, activities, outcomes for districts and the university, challenges, and lessons learned.

Room 130 | Symposium | Conference Theme

Women and Leadership Around the World: Insights from Europe and Asia Pacific

Chair and Commentator: **Cynthia Cherrey**, CEO & President, International Leadership Association

What are the experiences of women as leaders in crossing cultural and contextual borders in Europe and Asia Pacific? This symposium will unpack transformational insights, recent research, and practical implications gleaned from volume three of ILA's Women and Leadership: Research, Theory, and Practice book series.

Transformational Insights on Crossing Borders and Generations

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

Susan R. Madsen, Professor of Management, Utah Valley University (Co-Author)

Faith Wambura Ngunjiri, Director, Lorentzsen Center for Faith and Work / Associate Professor of Ethics & Leadership, Offutt School of Business, Concordia College (Co-Author)

What can be learned from the recent research about how women develop as leaders, and how they experience leadership in Europe and Asia Pacific? This presentation will focus on exploring the transformational insights learned by the volume editors, with implications for future research and leadership development programs.

New Zealand Women in Leadership: Opportunities and Challenges

Sarah Leberman, Professor & Head of School, School of Management, Massey University

New Zealand women are under-represented in both public and private sector leadership positions and are, on average, paid less than men. This presentation will interrogate their experiences in the public service, sports, and higher education sectors, highlighting the barriers that restrict career progression, and will share implications for research and organizational practices.

Danica Purg: The Leadership Development Journey of One of Slovenia's Most **Influential Women**

Susan R. Madsen, Professor of Management, Utah Valley University

Michelle O. Taylor, Vice President, Student Affairs, Utah Valley University

The leadership development journey of Dr. Danica Purg, one of Slovenia's most influential women, provides insights for present and future leaders. The presenters will draw from the life story of this influential leader to illustrate how outstanding leadership abilities are developed while young and refined over time.

Room 131 | Presentation | Conference Theme

Case Studies on Historic Leaders and Societal Transformation

Chair: Roger H. Sublett, President, Union Institute & University

Historiometric Study of Early Christian Church Leaders' Inter-Church Conflict **Resolution Process**

Susan Hares, Doctoral Student, Business and Leadership, Regent University

This historiometric study examines the phenomena of how first century Christian church leaders intervened across national boundaries to resolve multi-generational conflicts within multi-cultural Christian churches in Antioch and Corinth. Modern leaders may learn leadership techniques from these ancient leaders on how to resolve conflicts and establish unity.

Isabella of Spain — The World's First Truly Global Leader

Paul Vanderbroeck, Adjunct Professor of HR and Leadership, Online MBA, Glion Institute of Higher Education In Barcelona, in 1493, Columbus reported his discovery of America to his patron Isabella, making her the first truly global leader. What can modern (women) leaders learn from this queen, who effectively led across several borders — political, religious, geographic, and gender? The presentation will end with tips on where to find Isabella in Barcelona.



When in Spain — The Context and Adventures of Don Quixote: Implications for **Leaders and Followers**

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

Troy Hinrichs, Professor, California Baptist University

There are several inspiring and cautionary parallels between the fictional character Don Quixote and contemporary leaders. This paper highlights the central features of Cervantes' most famous novel to provide amusing, illustrative, timeless, and practical principles for leaders and followers of different generations and cultures.

Room 132 | Presentation | Leadership Development

Research Uncovering Factors Impacting Leadership Development

Chair: Tracey T. Manning, Adjunct Professor, Health Services Administration, University of Maryland

Leading Effectively in an Age of Chaos and Complexity

Lisa DeAngelis, Director, Center for Collaborative Leadership, University of Massachusetts Boston Sherry H. Penney, Professor of Leadership - Emerita, College of Management, University of Massachusetts Boston What is the impact? Using pre-/post-program Leadership Practices Inventory assessments, the factors influencing the leadership development of more than 500 participants across 13 annual cohorts were investigated. Findings that show how collaborative leadership can be cultivated among midcareer professionals have relevance to leadership development among diverse and varied groups generally.

Male Support in Women's Leadership Development: Discursive Differences and **Practical Implications**

Kathleen Tangenberg, Director First Year Experience Center, Vice Provost for Undergraduate Programs, Azusa **Pacific University**

Based on research exploring trajectories of women in senior leadership positions, this presentation will focus on the role of male support in women's professional advancement to better understand discursive influences on women's leadership development and implications of male support to women's advancement across professional contexts.



WE-Lead Model: Promoting Organizational and Community Change Through **Collaboratively Engaging All Leaders**

Wilson Majee, Assistant Professor, University of Missouri

Laurel Goodman, Graduate Research Assistant, Master of Public Health Program, University of Missouri (Co-Author) Johanna Reed Adams, Community Leadership Development State Extension Specialist, University of Missouri-Columbia (Co-Author)

Kimberly Keller, Research Associate, Office of Social and Economic Data Analysis (Co-Author)

This presentation will discuss an innovative approach of collaboratively engaging organizational and community leaders in creating more equitable communities that have greater trust and a stronger civic culture of cooperation. Two studies on the impact of the program on participants and their communities will be considered.

Room 133 | Panel Discussion | Conference Theme



Leading Across Borders and Generations: The Unique Role of the CEO

Leading Across Borders and Generations. The Original Research Chair: Jim Ludema, Co-Founder & Director, Center for Values-Driven Leadership / College of Business, Benedictine

Anna M. Amato, Caretaker, Company Culture, Edtec Central, LLC

Thomas Carmazzi, CEO, Tuthill Corporation

Karen L. Clark Cole, CEO, Blink UX

Remi D. Vespa, CEO, Blue Trail Software

As the top executive, a CEO's role isn't just to set strategy and oversee operations; it is also to create an organizational culture that allows the company to thrive in a radically diverse world and workplace. In this session, four highly-successful CEOs will share their perspectives on building positive cultures across borders and generations that drive strategic results.

Room 134 | Workshop | Conference Theme

Anticipatory ____ Into the Future Anticipatory Leadership: Applying Lessons From the Healthcare Sector to Lead

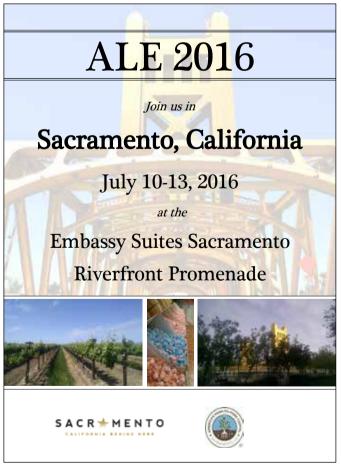
Richard M. Pfohl, President, Navigos

Barry A. Doublestein, President, Leadership Solutions

Walter Lee, Associate Professor of Surgery, Duke University Medical Center

Anticipatory leaders are the forward thinkers who look externally to the signals, trends, and patterns and who strongly influence their organizations through the practice of foresight skills. Anticipatory leadership as a practice is purposeful, intentional, innovative, and committed to the future. The presenters will introduce principles and methods of anticipatory leadership, describe its practical application using examples from the healthcare sector, and summarize its applicability across various industries. After this primer, participants in designated sector groups will practice using foresight tools to plan for strategies that would lead to preferable futures and avoid detrimental ones.





THURSDAY

OCTOBER 15 | 12:15 - 13:15

NCURRENT



ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Leadership Scholarship

Business Leadership 📙 Leadership Development 📔

Public Leadership

Conference Theme

Leadership Education

Youth Leadership

Room 111 | Workshop | Conference Theme

Engaging Leadership Through Values: Bridging Borders, Generations, and Mindsets

Doug Paxton, Faculty, Leadership Studies Programs, Saint Mary's College of California

Ken Otter, Director, Leadership Studies Programs, Saint Mary's College of California

This session will explore how the priorities of personal values can serve as a roadmap for individual and team leadership development. It will help leaders discover and articulate individual and team values and show how engagement with values inspires action. After a brief overview of the Hall-Tonna values map across four phases of human development, participants will break into small groups to prioritize values for international leadership collaboration, develop a shared values statement, and utilize art materials to represent their work together on values. The wrap-up will explore group dynamics and the impact of working with values to build collaboration and agreement among participants.

Room 113 | Panel Discussion | Conference Theme

The Future of the Leadership Industry Across Borders and Generations

Chair: Eric R. Guthey, Associate Professor, Intercultural Communication and Management, The Copenhagen Business School

Patrick Sweet, Regional Director Northern Europe, The Center for Creative Leadership

Klaus Fjalland, Partner, Leadership Development, Implement Consulting Group

Assembled to represent different sectors of the leadership industry and varied perspectives on its significance, this panel is designed to spark conversation relevant to leadership scholars and leadership development practitioners alike. It will explore questions such as: What challenges (competitive and otherwise) confront the leadership industry? What new models and strategies are emerging as it spreads across borders and generations? Can this industry sustain itself, innovate, and have a positive impact? Theoretical insights from a research project based at the Copenhagen Business School will inform the discussion, but its focus will remain on practitioner experiences and insights.

Room 114 | Workshop | Leadership Scholarship

The Interview Matrix as a Participatory Action Research Method

Brigitte Harris, Associate Professor and Director, School of Leadership Studies, Royal Roads University **Niels Agger-Gupta**, Associate Professor, School of Leadership Studies, Royal Roads University

This workshop will introduce participants to the interview matrix and will facilitate their participation using an actual interview matrix. A flexible, facilitated, group dialogue process, the interview matrix engages multiple stakeholders in exploring and sharing their perspectives. The matrix enables a facilitator or researcher to elicit individuals' perspectives and knowledge, as well as facilitate participants' learning through the sharing of ideas and the construction of meaning together. It has been used primarily as an organizational leadership development tool, in community consultation, and increasingly, as an action research data collection method for graduate student theses.

Room 115 | Panel Discussion | Leadership Scholarship

Collaborative Autoethnography in Leadership Development

Chair: Yulia Tolstikov-Mast, Lead Faculty/Assistant Professor, Ph.D. Program in Global Leadership, Indiana Tech Kathv-Ann C. Hernandez. Professor. Education. Eastern University

Heewon Chang, Professor/Director, PhD in Organizational Leadership, Eastern University; IJME Editor-in-Chief

With a focus on women, panelists will discuss the appropriateness of collaborative autoethnography (CAE) as research practice and leadership development approach. As a story-telling approach amongst a diverse range of individuals, CAE democratizes leadership research and development, takes context seriously, and requires dialogic engagement amongst participants. The panelists will demonstrate the efficacy of CAE as a border-crossing, intergenerationally appropriate approach to interrogating leadership praxis.

Room 116 | Panel Discussion | Leadership Education

Developing Leaders in Higher Education to Cross Borders and Generations

Brad Grubb, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University **Joanne Barnes**, Dean of the Graduate School, Graduate Studies in Leadership, Indiana Wesleyan University **Chris Cartwright**, Director of Intercultural Assessment, Intercultural Communication Institute

Leaders within higher education are faced with ensuring their staff and faculty are equipped to work with an increasingly diverse student body while simultaneously educating their students to fully engage in our interdependent and culturally complex global society. Yet many of these leaders do not have the knowledge or skills to enable their followers to be successful. This presentation will focus on how to identify and develop the competencies that research has shown help create interculturally effective leaders. Participants will be able to discuss a model of intercultural competence in relation to their own campus climate and capacity.

Room 117 | Workshop | Leadership Development

Focused Leadership: Leveraging Findings in Neuroscience for Leadership Development

Thomas Hellwig, Professor for Leadership, INSEAD Global Leadership Centre

Axel Esser, Consultant, HGS Concept Germany

Despite the recent progress in neuroscience research, applications in leadership development have been lagging. This workshop will provide insights into brain-functions and explore how to translate research findings from neuroscience into practical interventions in leadership development. With particular attention on the skill of focusing attention — an ability central to the demands of modern leadership — examples of current approaches, such as neurofeedback and mindfulness techniques, will be examined along with their potential applications and limitations. The workshop will conclude with recommendations on how the learning can be used in the practical business education context.

Room 118 | Refereed Symposium | Leadership Scholarship

Innovative Scholarship: Exploring Unique, Relevant Research Methods

Chair: **Kathy Guthrie**, Associate Professor, Higher Education/Center for Leadership and Social Change, Florida State University

Commentator: David M. Rosch, Assistant Professor, Agricultural Leadership, University of Illinois at Urbana-Champaign

Organizational Influences Upon Following: Capturing the Context Through the Use of Visual Research Diaries

Rachael L. Morris, Graduate Tutor/PhD student, Faculty of Business and Law, Northumbria University This paper conceptualizes following as a relational process in which individuals engage in relation to various others and within various contexts. It provides insight into the value of visual research diaries, with a specific focus on the ability to capture and enable recall of the contextual influences upon following.

The Application of Social Network Analysis Tools for Understanding Shared Leadership in Practice

Howard Youngs, Senior Lecturer, School of Education, Auckland University of Technology
Drawing on data from two organizational case studies, in-situ sociograms and the co-efficient of variation are used to investigate patterns of participation and emergence within and between formal organizational teams and fixed-term project teams. Findings reveal that social network analytical tools can further our understanding of shared leadership practice.

Room 119 | Presentation | Public Leadership

Explorations of Models That Transform Communities

Chair: **Cynthia R. Robinson,** Director, Science & Technology Policy Fellowships, American Association for the Advancement of Science

Creating Hope, Dignity, and Improved Services

Sharon Phillips, Executive Vice President and Chief Administrative Officer, Population Health, Parkland Health & Hospital System

Sue Pickens, Director of Population Medicine, Population Health, Parkland Health & Hospital System **Paul Boumbulian**, Professor, Community Medicine, Morehouse School of Medicine

A community's institutions, such as police departments, hospitals, NGOs, and businesses, tend to work in silos. Servant leadership can facilitate transformation across traditional divisions. Examples of the impact of the servant leadership model in the Dallas healthcare sector, homeless outreach, and the county jail will be discussed.

The Dialogue on Race: Exploring the Implication of Frame Alignment

Sarah Hanks, Graduate Student, Agriculture, Leadership, and Community Education, Virginia Tech **Andrew J. Morikawa**, Senior Fellow, Institute for Policy and Governance, Virginia Tech (Co-Author) Leadership for social change requires alignment of values, goals, and mobilization toward an alternative state of being via the use of revised mental models, or frames. This case study on a grassroots initiative to address racism and civil rights will provide a context for exploring the role of frame alignment as a means for leading boundary-spanning change.

Leading the Transformation of the City of Barcelona Through Markets

Jordi Torrades, General Manager, Barcelona Institute of Markets

Twenty years ago Barcelona's network of markets was in bad shape owing to poor investment. This presentation will share the leadership process behind the development of a public-private collaboration to modernize and revitalize the city's traditional markets. City markets are important social assets that provide employment, meeting places, and high-quality local produce.

Room 120 | Panel Discussion | Leadership Scholarship

Leaders, Perceptions, and Reputations for Resolve (Fredric M. Jablin Doctoral Dissertation Award Winner)

Chair: **Joanne B. Ciulla,** Professor and Coston Family Chair in Leadership and Ethics, Jepson School of Leadership Studies, University of Richmond

Danielle Lupton, Assistant Professor of Political Science, Colgate University

The Fredric M Jablin Doctoral Dissertation award winner, "Leaders, Perceptions, and Reputations for Resolve," investigated whether individual leaders develop reputations for resolute behavior based on their actions while in office. The presenter theorized that leaders look to each other's past actions when making assessments of resolve and that early interactions with other leaders significantly influence reputation development and found that both a leader's actions and statements contribute to leader-specific reputations for resolve. Furthermore, these reputations are path-dependent as actions early in a leader's tenure are most influential to reputation development.

Room 121 | Panel Discussion | Leadership Scholarship

Mind the Gap! Perspectives on Rigor and Relevance in Contemporary Leadership Research

Chair: Ken Parry, Professor of Leadership and Director, Deakin Leadership Centre, Deakin University

Susan E. Murphy, Professor and Chair of Leadership Development, Organisational Studies, University of Edinburgh Business School

Steve Kempster, Director, Lancaster Leadership Centre, Lancaster University

Can leadership research be both rigorous and relevant? Is the task of transferring scientific results into practice subject to the twin perils of getting lost in translation (different languages and styles) and getting lost before translation (different logics of defining and tackling problems — research results are inherently unconnectable to and untranslatable for practice)? Are academically robust and rigorous studies and user/practitioner relevant research inherently antithetical, representing incommensurable social systems? This panel discussion will provide a forum for advancing this debate in leadership scholarship by presenting three philosophical lenses through which the rigor-relevance question can be addressed: positivism, constructionism, and critical realism.

Room 122 | Presentation | Business Leadership

Tools That Can Make Work Easier: Technology, Models, and Processes

Chair: Kathleen E. Allen, President, Allen and Associates

Using Open Space Technology to Promote Collective Leadership in Organizations Sebastian Salicru, Director and Principal Consultant, PTS PTY LTD

Future trends in leadership advocate the practice of collective leadership. The question is how to effectively spread this democratic capacity within contemporary, complex organizations with inherently conflicting interests. This presentation will explain how Open Space Technology can be used to unite diverse stakeholder groups around contentious issues requiring urgency.

The Organizational Alignment Review Model as Method for Comprehensive Diligence in Acquisitions

Kristin T. Winford, Chief Operating Officer, Mesirow Financial Consulting, LLC

The organizational alignment model assesses the alignment of the key intra-organizational variables of culture, leadership, strategy, structure, and systems. It can be utilized by organizations as a comprehensive model for conducting due diligence of potential acquisition targets to set the best foundation for value creation.

Leading the Next Generation: A Strategic Planning Process for Monsanto's STEM Outreach Program

Robin L. Horstmeier, Consultant/Professor, Horstmeier Consulting LLC **Holly Butka,** Global Consumer Engagement Lead, Monsanto Company (Co-Author)

This presentation will discuss a Monsanto program where employees volunteer to mentor the next generations of scientists. Between 2012 and 2014 the program grew from 4,719 to 40,943 youth reached, challenging the program's capacity. A comprehensive analysis of the program utilizing document analysis, personal interviews, and focus groups provided recommendations for retooling.

Room 123 | Symposium | Leadership Development

Approaches to Leadership Development in Libraries & Museums: The Global Leader Development Landscape

Chair: Martha F. Miser, President, Aduro Consulting, LLC

Settings provides important context for both formal and informal means of leader development. This symposium will share new research and frame challenges within the context of economic, social, organizational, and environmental realities.

Ephemeral Leadership: Building Capacity to Address Global Challenges in 21st Century Libraries

Patricia Sobczak, Collections Librarian/Assistant Professor, VCU Libraries, Virginia Commonwealth University Findings from multiple surveys of library and information science professionals will be shared. Remarks will explore how organizational structure and customs (i.e., traditional service and engagement practices) may outweigh innovations in development practices, perspectives on the styles of leadership needed in libraries, and approaches being used to develop this capacity.

Leadership Development in Place: Moving from Training to Practice

Julie I. Johnson, Program Director, Division on Research & Learning, National Science Foundation
This continuing research focuses on understanding the organizational impacts and influences on the experiences of museum professionals who have participated in formal (and usually external) leadership development programs. These will be contrasted with the experiences of individuals (usually mid-level personnel) whose development is only impacted by informal approaches.

Room 124 | Presentation | Leadership Education

| Global Leadership Education Across Cultures

Chair: **Allan W. Bird,** Darla and Frederick Brodsky Trustee Professor in Global Business, International Business & Strategy, Northeastern University

Learn about how identity, cultural narratives, and generational changes inform teaching global leadership competencies and balancing tensions through leadership.

Promoting and Fostering Global Leadership Education in Saudi Arabia

Miznah Alomair, PhD Student, Chapman University

The presenter will highlight the significance and challenges of teaching global leadership in the conservative nation of Saudi Arabia. Approaches by educators and academic leaders that can help college students develop the skills, knowledge, and competencies needed to become responsible and productive global leaders will be discussed.

Crossing Cultural Bounds: Cultivating Global Leadership Among American and South Korean Students

Sherylle Tan, Director of Internships and KLI Research, Kravis Leadership Institute, Claremont McKenna College Future leaders spent five weeks in South Korea delving into the historical, cultural, and social contexts of the most pressing world affairs with a focus on East Asia. Evaluation data on this joint leadership program between a small liberal arts college in Southern California and a university in South Korea will be discussed.

It's All About Me: Millennials as Leaders in the 21st Century Workforce

Martin G. Fitzgerald, Associate Professor, Management and Organisational Studies, Newcastle Business School, University of Newcastle

James B. Hunt, Lecturer, Management and Organisational Studies, Newcastle Business School, The University of Newcastle (Co-Author)

The millennial leader will soon dominate a global workforce comprising four generations. This paper considers the implications of such a generational shift in leadership and challenges whether the values and ethical orientation of the millennial generation calls into question the prevalent distinction between the constructs of narcissistic leadership and transformational leadership.

Room 127 | Presentation | Youth Leadership

On the Ground: Three Youth Leadership Development Programs

Chair: Cara Meixner, Faculty, Center for Faculty Innovation, James Madison University

Powerful Cross-Cultural Leadership Development: ANYTOWN and ANYTOWN ANYTIME as Best Practices

Kathleen Callahan, Lecturer, Christopher Newport University

This presentation will highlight best practices in cross-cultural youth leadership development through the National Federation of Just Communities. The knowledge, skills, and values learned through its ANYTOWN and ANYTOWN ANYTIME programs help young leaders thrive in the 21st Century and foster intergenerational relationship building through dynamic programming.

Using Lessons From the Battle of Gettysburg to Empower Underprivileged Youth

Andrew Hughes, Director, Garthwait Leadership Center, Gettysburg College **Elise Tebbetts,** Education Programs Specialist, Gettysburg Foundation (Co-Author)

The Youth Quest leadership camp — created by The Gettysburg Foundation, Gettysburg College, and the National Park Service — uses history, experiential learning, and mentoring to develop youth leadership. The presentation will focus on how this program can serve as a model for enhancing youth leadership skills in an innovative way.

Build in A Box: Youth Leadership Through an Innovative African Entrepreneurial Program

Lebogang Mothibatsela, Educator, Entrepreneurial Leadership, African Leadership Academy **Melissa Mbazo**, African Leadership Academy (Co-Author)

With the goal of developing the next generation of entrepreneurial leaders, the African Leadership Academy provides hands-on opportunities for young people to design and lead social or business ventures within their communities. This presentation will explore the impact of its peer-led entrepreneurial training camps throughout Africa.

Room 128 | Workshop | Leadership Scholarship

Demystifying the Process of Theorizing and Conceptualizing Leadership

Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University The purpose of this workshop is to provide novice or emerging leadership scholars with tools and ideas for how to make theoretical and conceptual research contributions. The organizer of this workshop is the editor of a SSCI-rated theory journal who has published widely on theory. Participants will engage in interactive dialogue, generate new ideas for linking their own empirical research to theory, and receive tools and tips for publishing theoretical and conceptual articles.

Room 129 | Presentation | Leadership Education

New Directions in Campus-Based Women's Leadership Development

Chair: **Marta D. Bennett, PhD,** Leadership Program Coordinator, Leadership Studies, International Leadership University- Kenya

A Road Map to Graduation and Women's Leadership

Belinda S. Han, Director, The Center for the Advancement of Leadership, Utah Valley University **Anne Wairepo**, Senior Director, Women's Success Center, Utah Valley University

Less than half of the women entering college in Utah graduate, the lowest percentage in the United States. This case study will describe a gender focused student leadership development program developed by multiple departments. Results indicate it is effectively and efficiently increasing retention while developing women's leadership competencies.

Breaking New Ground in Kazakhstan to Develop Women's Leadership

Jenifer L. Lewis, Acting Chair, Communication, Nazarbayev University

Participants in this women's leadership development program engaged in a three-tiered learning approach emphasizing leadership foundations, leader self-knowledge, and leading others. The presenter will examine participant reactions to Western leadership theories and practices and how participants are continuing to enact leadership practices in the months following the program.

Room 130 | Panel Discussion | Youth Leadership

Developing a Leader Identity: Girl's Experiential Learning from Work and Play

Chair: Lynne E. Devnew, Online Faculty & Research Fellow, School of Advanced Studies, University of Phoenix Ann M. Berghout Austin, Professor and Director, Center for Women and Gender, Utah State University Chanda D. Elbert, Associate Professor, Agricultural Leadership, Education and Communications, Texas A&M University Judith B. LaValley, Doctoral Candidate, Industrial and Organizational Psychology, Kansas State University Marlene Janzen Le Ber, Assistant Professor, Dimensions of Leadership, Brescia University College, affiliated with Western University

This discussion will highlight aspects of a collaborative autoethnographic study of the development of seven women's individual leader identities. After an introductory overview of the 18 month old collaboration, participant-researchers will address one of the themes identified in the women's autoethnographies of their childhood and youth — experiential learning. Panelists will share emergent reflections that relate to play (such as free play, church activities, sports, and extracurricular activities) and to work (such as chore-routines, volunteer work, and school-work). The development of self-confidence, self-efficacy, and leader identities will be highlighted.

Room 131 | Presentation | Leadership Education

An Exploration of Leadership Learning Experiences

Chair: Sean Joseph Creighton, President, Executive, SOCHE

What is the knowing-doing gap and how can it be addressed? What is the difference between leadership training, development, education, and experience? What is the lifecycle of trust, and how does an ecological lens open up new observations about the dynamics of organizational trust-building? Explore with these presenters new perspectives on effective leadership learning experiences.

Four Orientations of Leadership Learning to Provide a More Integrated Learning Experience

Scott J. Allen, Associate Professor of Management, Management, Marketing and Logistics, John Carroll University **Daniel Jenkins,** Assistant Professor, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College

Leadership learning encompasses four distinct pedagogical approaches: leadership training, leadership education, leadership development, and leadership experience. While often conflated, there are clear differences. This fast-paced presentation will provide clarity on the four major orientations of leadership learning and challenge participants to explore potential topics and instructional strategies for each.

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Shared Leadership and Social Movement Theory: New Lenses to Investigate Responsible Leadership Development

Karen Blakeley, Senior Lecturer, University of Winchester Business School **Jean-Anne Stewart**, Programme Director MBA & MA Leadership, Leadership Faculty, Henley Business School (Co-Author)

Recent research into responsible leadership development (RLD) has suggested that transferring learning gained from RLD programs back into the workplace is problematic. Using data gathered from an RLD initiative, the presenters will apply both shared leadership and social movement theories to reveal how the knowing-doing gap might be addressed.

An Ecological Perspective on the Lifecycle of Trust in Leadership

Keith D. Walker, Professor, Educational Administration & Johnson Shoyama Graduate School of Public Policy, University of Saskatchewan

Benjamin Kutsyuruba, Associate Professor, Faculty of Education, Queen's University (Co-Author)

This paper uses the ecological perspective to uncover the dynamics of the lifecycle of trust, explore the role of trust in leadership and moral agency, outline the importance of trust and its fragile nature, and review the lifecycle stages of trust in organizational settings: establishing, maintaining, sustaining, breaking, and restoring.

Room 132 | Presentation | Public Leadership

Public Leadership and Ethics: Roles, Moral Inquiry, and Forgiveness

Chair: **Nikol Hopman,** Director, Leiden Leadership Centre & Centre for Professional Learning, Leiden University Campus Den Haag

Bad Apple or Bad Barrel: The Role of Leadership in Establishing an Ethical Organization

Ted A. Thomas, Director, Command and Leadership, Command and General Staff College

This presentation will explore contexts and environments that create unethical results and the role of the leader in establishing a culture and climate that fosters ethical behavior. The presenter will examine an ethical leadership matrix combined with results from the Stanford Prison Experiment to provide a lens to discuss ethical leadership.

Leadership as Moral Inquiry: "What's a Good Life for You Here?"

Øyvind Kvalnes, Associate Professor, Leadership and Organizational Behaviour, BI Norwegian Business School **Arne Carlsen**, Professor, Leadership and Organizational Behaviour, BI Norwegian Business School

The presenters will theorize from the case of leadership in the positive transformation of a nursing home. Recent insights from positive organizational scholarship will be combined with ideals of classical pragmatism to suggest that public leadership is best understood in a context of moral inquiry.

Forgiveness as an Organizational Leadership Trait Within Transitional Justice Measures

Andrew H. Campbell, Student, PhD in Global Leadership, Indiana Tech; Strategy and Integration Planner, U.S. Strategic Command

Forgiveness and reconciliation is relatively new and uncharted as individual leadership competencies within the transitional justice and organizational leadership fields. This presentation will introduce forgiveness and reconciliation as organizational leadership competencies for practitioners within a transitional justice context and argue that they are a key ingredient for long term peace and stability.

Room 133 | Presentation | Conference Theme

Successful Business Transitions: How Founders' Ethical Wills Passed to Next-Gen Leadership Are Best Practices

Iris E. Wagner, Founder & CEO, Memoirs Productions

Presenter examines how the ethical will process of reflecting on mission, vision, and values by a company's founder who is transitioning to the next generation of leadership can insure sustainability. A Skype participation by Gregory T. Rogers, Founder of RayLign Advisory, and video clip stories from a fifth-generation hotel and real estate family enterprise and a second-generation family-run aerospace engineering firm are used in the examination.

Room 134 | Workshop | Leadership Education

Creating an Interdisciplinary Online Graduate Program in Leadership: Challenges, Opportunities, and Lessons Learned

Jennifer Moss Breen, Associate Director and Associate Professor, Interdisciplinary EdD Program in Leadership, Creighton University

Stephen Brody, Senior Financial Planner, Greenville Financial Advisors

Designed for those creating or updating an online interdisciplinary doctoral program in leadership, this session will address strategies, processes, challenges, and opportunities for program design and implementation. The Presenters will share a program development model and an organizational capacity framework for identifying key areas for consideration in planning for interdisciplinary activities. The roles of instructional designers, faculty, consultants, and administrators in developing a collaborative and sustainable institutional culture will be discussed. Facilitated discussion and group work will lead into the development of action plan.

THURSDAY

OCTOBER 15 15:00 - 16:30

NCURRENT



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SESSION TRACK KEY

Leadership Scholarship

🖁 Business Leadership 📙 Leadership Development 📔

Public Leadership

Conference Theme

Leadership Education

Youth Leadership

Room 111 | Workshop | Leadership Education

Learning to Lead Adaptively on the Global Stage: Developing Global Competencies Through **Applied Improvisation**

Rowan Brookes, Program Director, Science Faculty, Monash University

Katy Craig, Director, Innovation and Strategic Initiatives, Boettcher Foundation

Drawn from a program — Bachelor of Science Advanced - Global Challenges (Honours) — that weaves leadership and entrepreneurship with the explicit intent of developing global citizens to affect change on the global stage, this experiential workshop will highlight exercises that build adaptive leadership capacity in undergraduates to respond to global challenges. Derived from improvisational theater, participants will engage in exercises that emphasize: 1) taking action in the midst of uncertainty; 2) remaining open to others' contributions and multifaceted differences; 3) staying agile in the face of unclear and shifting boundaries; and 4) being willing to learn and lead to realize global change.

Room 113 | Panel Discussion | Public Leadership

Leading Spain Out of the Crisis

Chair: Juan María Díaz Fraile, Land Registrar; Professor of Civil Law; Director, Centre of Studies of the Land & Business Registrars' Association of Spain

Miguel Temboury Redondo, State Attorney, Assistant Secretary of Economy and Competitiveness of the Government of

Benito Arruñada, Lecturer in Business Organization, The Barcelona Pompeu Fabra University; Advisor, European School for New Institutional Economics.

Fernando P. Méndez González, Land Registrar, Director of International Relations of the Land & Business Registrars' Association of Spain; Member of the European Law Institute

Members of the Spanish government will discuss the main issues and developments of public and industry leadership that were behind the strong changes in the Spanish economy during the last ten years. Spain has developed into the fourth strongest economy in Europe since its return to democracy in 1978. Although from 2007 to 2014 its economy experienced a recession much stronger than other leading EU economies, the recovery has begun. The panel will provide an opportunity to participate in a frontline discussion on how to lead Spain out of the crisis in a sustainable way.

Room 114 | Workshop | Leadership Development

Women Leadership Identity Development: An Interactive Theory Building Experience

Heather I. Scott, Assistant Professor of Leadership, Department of University Studies, Kennesaw State University **Lisa Gick. PhD Student.** Antioch University: CEO & Founder. [c u r i o u s]

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

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

The purpose of this workshop is to encourage women to explore new ways to research to fill existing gaps in women's leadership theory. The facilitation team will introduce the collaborative autoethnography research methodology that permits a holistic examination of the female leader's identity development with respect to the spheres of self, relationships, and context. Participants will then work collaboratively in small groups to explore the development of their own leader identities to test the collaborative autoethnography methodology and model. A final experience will unfold the larger story emerging from the collaborative experience and debrief the workshop itself.

Room 115 | Panel Discussion | Conference Theme

When Death Crosses Borders: Leadership Ethics and Contagious Disease

Chair: **Scott J. Allen**, Associate Professor of Management, Management, Marketing and Logistics, John Carroll University **Tom Sechrest**, Director, Master of Science in Leadership/Change Program, The Bill Munday School of Business, St. Edward's University

Paul Shelton, Associate Professor of Management, George Fox University

Bernadette McKinney, Assistant Professor, University of Texas Medical Branch

Craig E. Johnson, Professor of Leadership Studies, College of Business, George Fox University

Some of the most important leadership lessons of the recent Ebola outbreak that claimed over 10,000 lives in West Africa are ethical ones. This panel will examine the Ebola crisis from the perspective of ethical leadership, evaluating the responses to the epidemic while drawing insights that can be applied to future medical crises. Audience members will be invited to offer their comments and questions.

Room 116 | Panel Discussion | Conference Theme

Leadership Challenges of the 21st Century

Chair: Gama Perruci, Dean, McDonough Leadership Center, Marietta College

Katherine Tyler Scott, Managing Partner, Ki ThoughtBridge, LLC

Peter G. Northouse, Professor Emeritus, Communication, Western Michigan University

Ira Chaleff, Author & Speaker

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

What are the key leadership challenges of the 21st Century? This panel is designed to inspire self-exploration both within the academic field and among practitioners. In what ways are these challenges different from previous centuries and in what ways are they similar? From a leadership standpoint, how do we begin to address these challenges? How do we prepare leaders for these challenges? This panel brings together distinguished scholars and practitioners who contribute to the monthly "Leading Thoughts" column of *The New York Times in Leadership* website to engage in a dialogue about the leadership challenges facing leaders in the 21st century.

Room 117 | Workshop | Business Leadership

Business Ethics: Promoting Ethical Leadership, Professional Development, and Healthy Organizational Cultures

Karen L. Schuder, Consultant; Owner, Schuder Properties, LLC

Ethics plays a role in almost every decision, but various pressures can make it difficult to face dilemmas with wisdom. Building an ethical foundation can help leaders respond with integrity, fostering greater sustainability. Using research from interviews with experienced leaders, this workshop is designed to address three areas: understanding ethics, pursuing professionalism, and dealing with power and pressures. Experiential exercises will focus on integrating personal belief systems into professionalism, strengthening one's moral foundation, fostering virtues, considering stakeholders, and understanding organizational culture. This interactive session will provoke reflection and discussions promoting professional practices that help participants deal with challenges in more ethical, holistic ways.

Room 118 | Workshop | Leadership Scholarship

Rapid Qualitative Inquiry: Team-Based Research for Improving Leadership in International Situations

James Beebe, Director, Center for Rapid Qualitative Inquiry, Global Networks

The rapid qualitative inquiry assessment process is an intensive, team-based approach using triangulation, iterative data analysis, and additional data collection to quickly develop a preliminary understanding of a situation from the insider's perspective in as few as six days. After a brief introduction to this approach, the workshop will include three hands-on experiences to practice team interviewing and analysis. The target audience is participants interested in research tools for transformational leadership in cross-cultural situations within international and multinational organizations.

Room 119 | Symposium | Conference Theme

Unique Perspectives on Sustainability Leadership: Gaudí, Presence, and Critical Leadership Theory

Chair: **Pat Greer**, Academic Director, University College University of Denver Commentator: **Linda G. Olson**, Interim Dean, Colorado Women's College, University of Denver

The Sustainable Leadership of Barcelona's Visionary Architect, Antoni Gaudí

Paul Kosempel, Associate Teaching Professor/Interim Director, Pioneer Leadership Program, University of Denver Antoni Gaudí is known as one of the most famous architects in history, but little has been written about his sustainability leadership. This paper explores Gaudí's architectural leadership through the lens of Andres Edwards' perspective on sustainable development. This visual presentation will illuminate Gaudí's leadership and his timeless approach to sustainability.

Experiences of Presence as Key Factors Toward Sustainable Leadership

Kathryn Goldman Schuyler, Professor, Organization Development, Alliant International University **Virpi A. Koskela,** Postgraduate, Lappeenranta University of Technology - Lahti

Do experiences of waking up and presencing at work lead to greater interest in sustainability among leaders? Presenters will share their findings from two international qualitative research studies and explore the possibility that being present may lead to or is part of being committed to sustainability.

Searching for Sustainability Leadership

Jem Bendell, Professor and Founder, Institute for Leadership and Sustainability, Cumbria University
This paper draws upon critical leadership theory to argue that mainstream leadership and leadership development approaches are counter to sustainability and that the search for sustainability leadership must begin with unlearning leadership as it is currently assumed and most often taught. The presenter will share new approaches on the future development of research, advice, and education on sustainability leadership.

Room 120 | Presentation | Conference Theme

Case Studies: Leadership and Inter-Generational Challenges

Chair: Mireia Tintoré, Professor, Education, Universitat Internacional de Catalunya

The Elders, Earth's Transcendent Leadership Circle: Organizational Implications for Global Sustainability

John Jacob Zucker Gardiner, Professor of Leadership, Educational Leadership, Seattle University Founded by Nelson Mandela, The Elders focuses on the vision of a sustainable world free from war and poverty. The presenter will share case study research that sought to identify leadership and organizational aspects of the emergent model and its transformational potential for global renewal and sustainability at the local and global levels.

Global Food Banking: Creating the Next Generation of Transformational Leaders

H. Eric Schockman, Chair/Associate Professor, Center for Leadership, Woodbury University

This research paper attempts to apply a microanalysis of a sampling of global food bank leaders and

This research paper attempts to apply a microanalysis of a sampling of global food bank leaders and how they view the process of transformational leadership in a covenantal relationship with their followers (volunteers) in ultimately ending hunger and food insecurity.

Leader to Elder: Coming to terms with the "A" Word (a.k.a., Aging)

Janet E. Rechtman, Senior Fellow, J.W. Fanning Institute for Leadership Development, The University of Georgia As people grow older, they experience many diverse kinds of aging (biological, historical, institutional, psychological), a phenomenon called heterochronicity. This reflection on practice will explore how heterochronicity manifests for leaders who are biologically older than 60.

Leadership and Work-Life Integration: Generational Insights From Men

Deborah N. Smith, Assistant Department Chair/Leadership Studies Director & Professor, Leadership and Integrative Studies, Kennesaw State University

Deborah Roebuck, Professor of Management, Department of Management and Entrepreneurship, Kennesaw State University

Terri ElHaddaoui, Kennesaw State University (Co-Author)

Men from three generations — Millennials, Generation X, and Baby Boomers — were compared in this study about work-life balance as it relates to the men's desire to pursue and attain workplace leadership positions. The researchers will discuss generational differences, organizational impact, and workplace practices that can help men thrive personally and professionally.

Room 121 | Symposium | Conference Theme

Convivencia in Spain: Leadership Lessons from the Iberian Peninsula

Chair: John R. Shoup, Dean, School of Education, California Baptist University

An historical examination of the work of key figures of the Convivencia ("the Coexistence") — the period in Spain when Jews, Christians, and Muslims are said to have worked and lived together rather peaceably (711-1492) — provides a grounding of the conference theme within Spain, ILA's 2015 host country. Bringing together Averroes, ibn Ezra, Maimonides, and Teresa of Avila, panelists will explore and analyze this period and offer lessons on leadership, peace, and philosophy.

Averroes and Aristotle as Models for Living Together

A. J. Grant, University Professor, Organizational Leadership, Robert Morris University

Averroes' presentation of Aristotle's universe as "whole and complete" and worth exploration by all three faiths will be examined. Averroes' use of natural theology appealed to Jews, Christians, and Muslims, but would result in the condemnation of his work by both Christians and Muslims.

Abraham ibn Ezra's Dialogue on Moses' Dialogue with his Followers

Brent Cusher, Assistant Professor, Leadership & American Studies, Christopher Newport University

This presentation will explore dialogic communication between leader and follower expressed in the story of Moses' leadership from Exodus, and ibn Ezra's commentary on Moses' leadership. ibn Ezra is himself engaging in a dialogue with the text, setting forth thoughts on the Mosaic conception of the possibility for dialogue in leadership.



Elizabeth Stork, Associate Professor, Organizational Leadership, Robert Morris University

Combining ideas about distant leaders and the psychodynamics of leader-follower relationships, this presentation will focus on a 12th century thinker. As in many other times in lewish history, existential anxiety and the need for security in body and mind influenced the perception of Maimonides' as the quintessential lewish leader of the Common Era.

Teresa of Avila's Three Rs of Leadership: Reflection, Revolution, and Reform

Barbara I. Denison, Associate Professor, Sociology/Anthropology, Shippensburg University

This paper explores Teresa's leadership style as both transformational and grounded. As an active change agent, Teresa moved her program forward, despite censure, critical roadblocks, and attempts to deny her stature by those unwilling to concede leadership to an outsider because of her gender and the church's hierarchical paradigm.

Room 122 | Workshop | Business Leadership

Whole Systems & Whole Self: Transcending Boundaries and Borders

Jan Byars, President, LeadSync, LLC

Laura Santana, Senior Faculty Global Markets, Global Leadership Development, Center for Creative Leadership Kathryn Gaines, President, Leading Pace, LLC

Participants will explore how to bring out the healthiest expression of their organizations and themselves. Activities and discussion will center on overcoming fragmentation or compartmentalization in order to break through into wholeness characterized by open, fluid, and flexible organizational systems. Integral theory brings together and includes individual and collective considerations, interior and exterior realms, and the interplay between these four quadrants. Effective leaders are aware of all quadrants and their interactions. In this hands-on workshop attendees will experience concepts and practices for building coherence and wholeness.

Room 123 | Symposium | Conference Theme

Return on Values: Leading Culture and Profit Across Borders and Generations Chair: Michael R. Manning Profession 1

Chair: Michael R. Manning, Professor of Leadership, Strategy, and Change/Director of Research, Center for Values-Driven Leadership, Benedictine University

Commentator: Michael Chikeleze, Associate Professor, Louisiana State University - Shreveport

Inclusive organizational cultures that allow for a meaningful expression of diversity while simultaneously creating a common corporate vision, direction, and set of values can foster a shared identity and energize organizational performance. This session will share case studies of remarkable companies that have mastered inclusive engagement that drives long-term growth.

From Command and Control to Trust and Respect: Lessons Across Generations

Anna M. Amato, Caretaker, Company Culture, Edtec Central, LLC

Tasty Catering CEO, Tom Walter, was faced with losing his high potential young employees if he didn't change his leadership style and the company's culture. This case study video shows how a shift in leadership approaches brought culture change and new levels of results and profitability.

Using Values to Make Decisions and Build Identity During Critical Events: Three Great Cases

Shannon Brown, Assistant Professor, College of Business & Health Administration, University of St. Francis A company's values can be a significant source of alignment within the organization, serving to connect generations, backgrounds, and cultures. This multi-media presentation will bring to life research on how self-identified values-driven companies successfully managed critical organizational events that had dramatic impact on economic performance.

Shared Values: How Connecting Across Borders Builds Trust and Performance in the **Financial Industry**

Walter R. Baehrend Jr., Senior Manager, Wireless Services, Alcatel-Lucent

Fresno First Bank offers a model for how the financial industry can build trust though a values-based culture that is firmly grounded in the local community. This presentation will use video interviews with the bank's CEO, employees, and customers to establish the role of values in building a trustworthy company.

High Engagement, High Results: Creating a Culture Optimized for Growth

Karen L. Clark Cole, CEO, Blink UX

A CEO's role isn't just to set strategy and drive profits. The presenter will share design approaches used over 15 years to deeply engage her company's highly skilled employees in shaping the direction of their own future and the future of the company.

Room 124 | Panel Discussion | Leadership Scholarship

Meet the Editors: DeMystifying the Publication Process

Stephen Brookes, Senior Fellow in Public Policy and Leadership, Manchester Business School, University of Manchester; Editor, *International Journal of Public Leadership*

Heewon Chang, Professor/Director, PhD in Organizational Leadership, Eastern University; Editor-in-Chief, *International Journal of Multicultural Education*

Michael Harvey, Associate Professor, Department of Business Management, Washington College; Editor-in-Chief, *Leadership and the Humanities*

Jeremy Moreland, Academic Dean, School of Advanced Studies, University of Phoenix, Editor-in-Chief, *Journal of Leadership Studies*

Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University, Editor, *Human Resource Development Review*

The session is offered for scholars and scholar/practitioners interested in learning more about publishing in peer-reviewed journals. The purpose of the session is to help these scholars understand the journal publication process and to develop strategies for maximizing the ability to get manuscripts accepted. Panelists include editors of journals relevant to leadership research. Each panelist will provide an overview of their journal, and possible discussion topics may include publishing arts- and humanities-based approaches to leadership inquiry, novel approaches for communicating leadership scholarship to diverse audiences (especially practitioners), and new avenues of inquiry. Because the session is designed to meet the needs of leadership authors, participants are asked to come with questions for the panelists. The session will be a good way to form new relationships between authors, reviewers, and editors.

Room 125 | Panel Discussion | Leadership Education

Reflections on Creating the Leadership Education Academy

Chair: **Daniel Jenkins**, Assistant Professor, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College

Corey Seemiller, Assistant Professor, Leadership Studies in Education and Organizations, Wright State University

Mindy S. McNutt, Associate Professor, Organizational Leadership, Wright State University

David M. Rosch, Assistant Professor, Agricultural Leadership, University of Illinois at Urbana-Champaign

Anthony C. Andenoro, Assistant Professor of Leadership Education, Agricultural Education & Communication, University of Florida

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

This panel discussion includes members of the founding team of leadership educators — faculty, student affairs administrators, and consultants — who designed and facilitated the curriculum for ILA's inaugural Leadership Education Academy (LEA), which took place August 2015. Panelists will describe the impetus for LEA, the 2.5 year curriculum design, planning, and execution process that led to the enhanced understanding of the professional needs of current and emerging leadership educators. Content, logistics, and experiences from the conference will be shared. This session will be beneficial for any leadership educator who wants to learn more about LEA as well as others interested in the design and content of the experience.

Room 127 | Workshop | Leadership Development

Jacks, Queens, Kings, and Aces: Using Games to Launch Difficult Conversations

Fredricka F. Joyner, Leadership and Organization Development Consultant, ADVISA

Carla R. Messer, Lecturer, School of Business, Indiana University East

Carol Madison, Executive Director, Tobias Center for Leadership Excellence, Indiana University

Structured on the framework of Kolb's learning cycle (concrete experience, reflective observation, abstract conceptualization, and active experimentation), this workshop will provide opportunities to play and debrief games that have been used to initiate and successfully steer difficult conversations. Participants will learn how to construct frameworks and build common language in ways that help a group leap barriers to productive conversation on challenges such as fundamental personality differences, implicit bias, assumptions, or privilege. The Community-Building Card Deck, designed around a community involvement process, will be distributed to all attendees.

Room 128 | Workshop | Conference Theme

Relational Leadership Lab

Sabine Amend, Doctoral Student/Scholar-Practitioner, Taos Institute/University of Tilburg

Experience insights into the dynamics of collective mindfulness and the interplay between individual actions and the interdependent networked processes of leadership. To begin, a brief theoretical overview will share

how these embodied methods have helped managers, engineers, scientists, MBA-students, and nonprofit leaders address complex system problems. Next, participants will be invited to do simple practices and techniques from physical theater improvisation and Laban Movement Analysis, a method and language for describing, visualizing, and interpreting human movement. In action-reflection cycles, participants will move between interactive physical experiences and verbal reflections in pairs, trios, and large group conversations.

Room 129 | Workshop | Leadership Education

The Practice of Reflection in Leadership Education and Leader Development

Teresa VanHorn, Director of Undergraduate Nonprofit Leadership and Management Programs, Leadership Studies, University of San Diego

Theresa Ricke-Kiely, Associate Director, Kroc Institute for International Peace Studies, University of Notre Dame **John Loggins,** Director, Community Service-Learning, University of San Diego - School of Leadership and Education

Workshop attendees will experience activities designed to augment their ability to use and teach the methods demonstrated with an emphasis on critical reflection, deep learning, and the here and now. It will highlight methodologies and frameworks such as the adaptive leadership model, various types of art-based reflection, and other exercises drawn from action research. Participants will gain techniques, skills, and practices to take back to their classrooms, campuses, and communities. The presenters also hope to engage the audience in a way that gives them the opportunity to reflect on their own experiences.

Room 130 | Symposium | Conference Theme

The Capacious Model of Leadership Identities Construction

Chair: **Karen A. Longman**, Professor of Higher Education, Doctoral Programs in Higher Education, Azusa Pacific University This symposium will unveil the capacious model of leadership identities construction, which entails an inclusive, interdisciplinary, theoretical representation of the co-construction of leadership identities, particularly, but not exclusively, for women. This model captures how diverse individuals may create and recreate their leadership identities over time and context by crossing and intersecting boundaries of various systems and influences.

This New Model's Purpose and Roots

Karen A. Longman, Professor of Higher Education, Doctoral Programs in Higher Education, Azusa Pacific University **Wendy Fox Kirk**, Assistant Professor, Business Administration, Weber State University (Co-Author)

This introduction to the model will describe its roots and key features emphasizing how the overlapping boundaries of systems and influences represents a holistic view of the complex, interpretive process of leadership identities construction as shaped by the borders within (e.g., age, gender) and without (e.g., culture, time).

The Five Interconnected Systems

Chrys Egan, Associate Professor, Communication, Salisbury University

Brionne G. Neilson, Doctoral Student, Family, Consumer, and Human Development, Utah State University (Co-Author)

This presentation will explain the five interconnected systems of the model and how they can affect leadership identities construction. The model intentionally shifts from an objectivist, scientific paradigm to the radical, humanist paradigm, thus suiting the conference theme by "requiring an understanding of and attention to history, cultures, attitudes, and laws."

Influences and Dynamics

S. Lynn Shollen, Assistant Professor, Leadership and American Studies, Christopher Newport University The presenter will explain the four influences (purpose/calling, self-identities, social identities, and relationships) included in the model. Examples will be shared of the model's complex, interactive nature among boundaries of systems, influences, and leadership identities — a nature that makes it a more inclusive model for understanding diverse leadership identities.

Contributions and Implications

Constance Campbell, W. E. Carter Distinguished Professor of Business Leadership, Management, Georgia Southern University

The presenter will describe how the model informs the leadership literature by addressing the three limitations of existing models: the centrality and plurality of constructing leadership identities with regard to leadership; consideration of the complex relationship between diverse identities, multiple systems, numerous influences, and leadership identities construction; and paradigmatic vision.

Room 131 | Refereed Symposium | Leadership Scholarship

Public and Community Spaces: Research Findings from the Field

Chair & Commentator: **Becky Reichard**, Assistant Professor, Division of Behavioral and Organizational Sciences, Claremont Graduate University

There is an intense need to examine leadership in community and public spaces. This session does just that by exploring research from various perspectives across populations and frameworks.

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Black Swans, Dirty Hands, and the Contextual Ethics of Humanitarian Leadership in Holocaust-Era Hungary

Paul Sanders, Associate Professor, NEOMA Business School

This paper casts a novel light on core leadership issues, through the reinvestigation of the case of Rezső Kasztner, executive manager of a committee dedicated to rescue during the Holocaust in Hungary. It relies on a qualitative and interdisciplinary methodology, using the concepts of black swans, dirty hands, and contextualization.

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Collective Leadership and Context: Linking Public Leadership Research to Leadership Studies

Sonia M. Ospina, Professor, Wagner Graduate School of Public Service, New York University
Public contexts are particularly apt for exploring the complexity of leadership today. Public administration leadership scholars argue that its study requires unique frameworks given a unique context. This paper develops the claim that public administration must be embedded in the leadership studies conversation to enhance knowledge development in both fields.

Leading Change in Developing Nations: Leadership Training Needs for Chiefs of Party

Robert Strong, Assistant Professor, Agricultural Leadership, Education, and Communications, Texas A&M University **Jennifer Strong,** Assistant Professor, Agricultural Leadership, Education, and Communications, Texas A&M University

Thomas Hall, Assistant Director of International Training, Borlaug Institute for International Agriculture, Texas A&M University (Co-Author)

Laura Lemons, Assistant Professor, School of Human Sciences, Mississippi State University (Co-Author)

The purpose of this study was to develop a better understanding of Chief of Party training needs before leading an agricultural development project in a developing nation. The presenters will share findings and implications for those who are interested in leadership training and education on both a local and international level.

Reconceptualising Relational Leadership From a Māori Cultural Perspective

Rachel Wolfgramm, Senior Lecturer, Management and International Business, University of Auckland Business School **Ella Henry,** Auckland University of Technology (Co-Author)

This paper offers a philosophical approach to the study of leadership by reconceptualizing relational leadership from a Māori cultural perspective. Cultural dimensions of a Māori leadership ontology and a conceptual framework, the "cultural dynamics approach to relational leadership," opens up the field and offers new ways for theorizing trans-ecological leadership.

Room 132 | Presentation | Leadership Education

Leadership Education Across Borders

Chair: **Mansour Javidan,** Garvin Distinguished Professor and Director, Najafi Global Mindset Institute, Thunderbird School of Global Management

Practicing Leadership Across Borders: Creating a Competitive Context for Students to Practice Leadership

Arthur J. Schwartz, Professor of Leadership Studies, Oskin Leadership Institute, Widener University **Scott J. Allen,** Associate Professor of Management, Management, Marketing and Logistics, John Carroll University (Co-Author)

Students love to compete and perform. Yet there is no robust practice field where students can apply learning in a context that challenges and stretches them to the boundaries of their knowledge, skills, and abilities. This presentation will highlight how two universities worked together to create a leadership competition for students.



Beyond Borders: Using the Millennium Development Goals for Effective Global Leadership

Solomé Rose, Program Manager, Global and Community Leadership Programs, Hobart and William Smith Colleges **Folkers Williams,** Stellenbosch University

Beyond Borders is a college based global leadership program that challenges students to examine and address global issues in the U.S.A. and South Africa by relying on cross-cultural collaboration.

Transformative Field Work in India, China, and the U.S.A.

Kenzie Lau-Kwong, Partner, Leaders Quest

David Blake Willis, Professor of Anthropology and Education; Fielding Graduate University, School of Human and Organizational Development, Fielding Graduate University

Presenters will share their experiences taking experiential education with a focus on social justice into new local and global settings. Program structure, objectives, and transformative learning experiences will be discussed alongside critiques and lessons.

Educating Global Citizen Leaders: Moving Between Borders in a Postcolonial World

Sarah J. Wyscaver, Director, Leadership Studies, University of Northern Colorado

This presentation will explore a postcolonial course design and the subsequent transformative experiences of five college students who developed identities as global citizen leaders by practicing attentiveness and engaging their hearts and minds during a 13-day learning trip in Yucatan, Mexico.

Room 133 | Panel Discussion | Leadership Education

Issues in Leading Leadership Studies Communities: The Nexus of Faculty, Students, Curriculum, and Research

Chair: Mary H. Tolar, Director, School of Leadership Studies, Kansas State University

Ian D. Sutherland, Deputy Dean for Research, School of Postgraduate Studies, IEDC-Bled School of Management **Jonathan R. Gosling,** Professor Emeritus of Leadership Studies, Centre for Leadership Studies, University of Exeter Business School

Rhonda McClellan, Director/Associate Professor, Leadership Studies Ph.D, University of Central Arkansas **Matthew J. Sowcik,** Professor/Director of Leadership Development, Entrepreneurship and Leadership Studies, Wilkes University

This session will explore core issues facing deans, directors, and chairs leading leadership learning communities at higher education institutions. Continuing from and refined from an initial session at last year's annual global conference, core issues around faculty affairs, student affairs, curriculum, and research development, will be examined. Participants will then move to roundtable discussions to debate and develop insights into these and other challenges of their professional roles.

Room 134 | Workshop | Conference Theme

Action Learning to Develop Multi-Generational International Leaders

Jean-Anne Stewart, Programme Director MBA & MA Leadership, Leadership Faculty, Henley Business School

Anne Murphy, Researcher, Linguistics and English Language, Lancaster University

Lynn Thurloway, Associate Professor, Leadership Faculty, Henley Business School

Joan Keevill, Visiting Faculty, Leadership Faculty, Henley Business School

Pilar Mayo, Pamplona City Council

For leaders and organizations facing today's wicked problems, action learning can be a very effective method for leadership development across all borders, cultures, and generations. This interactive workshop will give participants the opportunity to explore international, generational, and cultural differences and work-based action learning leadership development programs. After a briefing on recent research and an overview of two programs using this model, participants will work in small groups to gain practical experience of the action learning process. The workshop will conclude with a summation of key insights gained.

THURSDA

OCTOBER 15 17:00 - 18:25 BANQUET HALL

ROUNDTABLES ARE COLOR BAR-CODED BY TRACK. TABLES THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK **DESIGNATION.**

SESSION TRACK KEY

Leadership Scholarship

- Business Leadership
- 📙 Leadership Development 📲 Public Leadership

- Conference Theme
- Leadership Education
- Youth Leadership

Interactive roundtables are small group discussions on a topic of common interest facilitated by an individual or team. The organizer frames the topic and then facilitates a discussion with participants at the table. After 20 minutes a bell rings and participants have the opportunity to move to another roundtable or remain where they are to continue the conversation.

Business Leadership

1. Generation to Generation: A Thousand Year Leadership Agenda

Anton Camarota, Executive Director, Tellari

A sustainability agenda for leaders will be introduced using a case study of a business that has existed for more than 1,300 years. Five core priorities will be discussed to explore the dynamics of sustainability leadership based on continual realization of these priorities across multiple generations.

2. Lost Leaders: Searching for a Philosophy for Project Practice

Efrosyni Konstantinou, Lecturer/Programme Director, School of Construction and Project Management, University College London

Projects are temporary and unique in nature and therefore provide the ideal conditions for philosophical experimentation and self-development. In the commercial environment, what are the philosophical boundaries of project practice and the moral rights and obligations of project leaders who are evaluated on financial criteria and imperatives?

3. Philanthropy and the Giving Experience in a Faith-Based Nonprofit Human Service **Organization: A Case Study**

Jenni Frumer, Chief Executive Officer, Alpert Jewish Family & Children's Service

How do we boost our understanding of successful donor leadership and development? The "business" of donor leadership in voluntary faith-based nonprofit human service agencies is crucial. A Florida case study employing a bounded system approach and appreciating the specific cultural and ethnic issues of Jewish philanthropy will launch this discussion.

Who Leads the Entrepreneurs: The Importance of Support/Mentoring in Small Business Development.

Jeffrey M. Shepard, CEO, MedaCheck LLC

While earlier small business incubators, accelerators, and small business programs were managed by professional assistants and primarily offered cheap rental space and business advice, modern ones are led by creative, dynamic leaders who share resources via a complex network of virtual connectivity, assisting in the development of venture-fundable companies.

5. Why Type B Companies Will Lead the Way Forward

Christine Haskell, Principal Consultant, Christine Haskell Consulting

What are core elements of meaningful work? Should executives seek growth for growth's sake? The emergence of Type B companies suggests otherwise! After a brief overview of purposeful leaders and values life-cycles, the discussion will focus on what leaders should take into account when considering growth.

Conference Theme

6. African Leadership Theories: Conceptualization, Practice, and Applicability Across Borders

Evelyne Ello Hart, Graduate Student, Doctoral Program in Leadership Studies, Gonzaga University

The concentualization of transforming servent leadership and how to expand non Western

The conceptualization of transforming-servant-leadership and how to expand non-Western leadership theories will be explored. What are the implications of bringing African leadership theories to the foreground of the leadership studies field? Discussion will explore and demonstrate the benefits of practicing and researching different leadership theories.

7. An Analysis of Common Television and Film Stereotypes of Women Leaders

Shana L. Matamala, Associate Dean of the School of Education, School of Education and Leadership Studies, California Baptist University

Facilitator will lead a discussion on the common movie and television stereotypes of women in leadership. In gaining a better understanding of these pervasive stereotypes, the presenter hopes to demonstrate the need for a shift in how women are portrayed.

8. The Future of the Global Leadership Industry

Eric R. Guthey, Associate Professor, Intercultural Communication and Management, The Copenhagen Business School **Patrick Sweet,** Regional Director Northern Europe, The Center for Creative Leadership **Klaus Fjalland, Partner,** Leadership Development, Implement Consulting Group

What are — or should be — the best practices and models that leadership development practitioners adopt to grow their business and compete in the market for leadership products and services? What are the competitive challenges? Ideally, what would the leadership industry look like and how would its impact be measured?

© 9. Leading on the Edge Improves Your Balance

Steven Walker, Instructor, Leadership Studies, National University

John W. Aldridge Jr., Director, Organizational Management & Leadership Programs, Business & Technology, Colorado Christian University

Using the Great Recession of 2008 as a baseline example for leading in times of extreme uncertainty — leading on the edge — researchers will share evidence and insights and explore with participants the impact of emerging social technologies on leadership-followership relations, public opinion, and geopolitical social change.

■ 10. Leading with Meaning: The Role of the Leader in the Creation of Meaningful Workplaces

Nathaniel G. Pearson, Teaching Assistant Professor, Leadership Studies, West Virginia University

One's sense of personal meaning has long been considered central to human motivation. Leaders have the unique opportunity to help others develop a greater sense of meaning in their work and lives. This discussion will be organized around four themes that emerged from phenomenological interviews and the related literature.

11. Nongovernmental Organizations (NGOs): Pathway for Generational Grooming of Transformational Leaders

H. Eric Schockman, Chair/Associate Professor, Center for Leadership, Woodbury University

There is a world cadre of volunteers (followers) who fill the ranks of issue-driven NGOs. How do transformational leaders motivate their volunteers to ultimately become the next generation to lead the cause? This discussion will focus on the role NGOs play in developing the next generation of global transformational leaders.

12. Responding to Leadership Challenges Across Four Dimensions of Time

Whitney McIntyre Miller, Assistant Professor, Graduate Leadership Programs, Chapman University Rian J. Satterwhite, Director, Holden Center for Leadership & Community Engagement, University of Oregon Challenges exist within multiple time dimensions, often spanning generations as well as geographic and social borders. This forward thinking discussion will examine four dimensions of time and its implications on leadership education and development, with particular focus on leadership practice and scholarship to address complex adaptive challenges, such as peace and sustainability.

13. The Role of Global Education Leaders in Developing Quality Cultural Homestay Programs

Maria L. Martinez, Graduate Student, Educational Studies, Chapman University

Numerous studies have been conducted to investigate the relationship between international student satisfaction and various social, cultural, or political factors. Less examined is the role of engagement with the host society. To contribute to this area of research, this roundtable will discuss the characteristics and impact of effective Cultural Homestay programs.

14. Theatre Arts as Leadership for Change

Jessica Litwak, Artistic Director, The H.E.A.T. Collective

A briefing on socially engaged theater leadership in conflict zones throughout the world will quickly highlight the uses of theatre in various venues ranging from zones of conflict to corporate board rooms. The discussion will explore positive change making through specific creative techniques proven to be both culturally competent and easily shared.

Leadership Development

15. Behavioral Integrity in the Role of a Government Leader's Everyday Decisions and Interactions

Russell Robinson Jr., Director, Program Management Office, Federal Occupational Health/Behavior Health Service, U.S. Department of Health & Human Services

While most scholars and practitioners align a leader's ethics to either compliance or corruption, government leaders must balance personal factors like altruism and egoism with external factors like politics, legitimate power, and coercive leadership. How do government leaders' daily decisions and interactions regarding their behavioral integrity impact their followers' engagement?

16. Energy to Lead

Andrew C. Simon, Chief Executive, Yellow Edge Pty Ltd

Natalie Boswell, Leadership Fitness Manager, Yellow Edge Pty Ltd.

Helping leaders to thrive in mentally, emotionally, and physiologically challenging roles requires a holistic approach that integrates what an effective leader needs to know and do with what a leader needs to be. This discussion will explore the physical aspect of modern day leadership and explore techniques for leading sustainably.

17. Followership and the Paradox of Promotion

Kimberley A. Koonce, President, Can We Communicate

Rob Koonce, Affiliate Faculty, Creighton University

Training and development benefits employee performance, organizations, and society as a whole, but what happens when a follower is promoted into a leadership position without prior leadership training and development? Using a case from the healthcare industry, this session discusses issues that may arise and how to overcome them.

18. The Impact of Entrepreneurial Leadership Along With Traits and Networking on Minority Enterprise

Michael Blanchett, Student, Department of Leadership Studies, University of Central Arkansas

The concept of entrepreneurial leadership is based on the potent integration of innovation and integration. The minority entrepreneur can use entrepreneurial leadership to impact their community and shareholders. How do personality and traits, human capital, social capital, and education along with leadership affect advancement and development of minority business opportunities?

19. Kirk Vs. Spock: Into the Decision

Marc Hurwitz, Co-Founder, FlipSkills

Are you on a mission to seek out better decision-making, to boldly go where no one has gone before?
What's valued: analysis or action? The Starship Enterprise has two great decision-makers on board:
Captain Kirk and First Officer Spock. Which of these 25th century leaders does your organization need and train for?

20. The Nature of Wisdom: A Synthesis of the Philosophical, Theological, and Empirical Traditions

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

Troy Hinrichs, Professor, California Baptist University

Is wisdom making a comeback? This synthesis of approaches to wisdom will suggest that the beginning of wisdom is pattern recognition and that wisdom involves both knowing and doing. Discussion will focus on if it is true that once wisdom is better understood, it can be better acquired and practiced.

21. The Value of People

John Hinck, Doctoral Student, Leadership Studies, School of Leadership and Education Sciences, University of San Diego

How do you value others? How do people in your life either increase or decrease your value? You want people in your life who elevate and accelerate you, and you need to avoid the ones who tarnish and bankrupt you. This roundtable will examine ideas and themes on the value of people.

22. What Sticks? What Matters?

Lunell Haught, Adjunct, Organizational Leadership, Gonzaga University

In order for their graduates to be effective, leadership program faculty must constantly decide what is important to keep, toss, and/or create. An overview of a research study that identified significant leadership concepts and practices still used by alumni of U.S. leadership graduate school programs will launch this important discussion.

Leadership Education

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23. To Context, or Not to Context — That Is the Question

Penny Pennington Weeks, Professor, Agricultural Leadership, Oklahoma State University **William Gerard Weeks,** Professor, Agricultural Education, Communications and Leadership, Oklahoma State University Bold statements such as "context is everything" or "leadership is context" are common in the leadership literature. Thus, should there be significant differences between leadership education in an agriculture college and a business college, for example? Come explore the actual and desired influences of context in the classroom and the field itself.

24. Creativity in the Leadership Classroom: Developing the Resilient, Resourceful Leaders of Tomorrow

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

Roundtable participants will consider ways to help students identify their creative styles and recognize how these styles impact their approaches to leadership. Discussion will focus on how to incorporate exercises and activities into the classroom to develop the creative, resilient, and resourceful leaders that the contemporary workforce demands.

25. Developing Reciprocal Leadership Through Faculty-Led Study Abroad Experiences

Laura Lemons, Assistant Professor, School of Human Sciences, Mississippi State University **Robert Strong**, Assistant Professor, Agricultural Leadership, Education, and Communications, Texas A&M University Vacation or learning and development? Engage in a discussion of teaching pedagogies, design, planning, and preparation of faculty-led study abroad experiences, including assessment of acquired leadership competencies by traveling students and host students. Discuss how to help students get the most out of their experience abroad.

26. Educating Leaders to Confront Wicked Environmental Problems Dehorah R. Gallagher, Professor and Everytive Director, Duke Environmental Lea

Deborah R. Gallagher, Professor and Executive Director, Duke Environmental Leadership Program, Duke University **Sherri Nevius,** Assistant Dean, Executive & Distance Learning Programs, Duke Environmental Leadership Program, Duke University

Wicked environmental problems like global climate change, water resource scarcity, and biodiversity loss call out for environmental leaders. This roundtable will center on gathering ideas and strategies for developing and propagating cutting edge environmental leadership programs to address wicked environmental problems. Emphasis will be on technology, pedagogy, and content.

27. Electronic Portfolios as Capstone Experiences in Leadership Education

Brent Goertzen, Professor, Leadership Studies, Fort Hays State University

Many institutions are implementing e-portfolios as a capstone experience due to the benefits of intensive reflective practice. However, many challenges in implementation exist for students, faculty, and administrators. This discussion will explore research-based best practices related to the use of e-portfolios in leadership studies programs, including program planning and assessment.

28. Exploring Leadership Talismans: Utilizing Material Culture to Teach Leadership

Anthony Middlebrooks, Associate Professor, School of Public Policy and Administration, University of Delaware There is great power in belief and perception and even greater power in creating meaningful symbols. This discussion will explore leadership education activities that focus on the material culture of leadership, specifically the use, meaning, and power of talismans. Prior research, classroom experiences, data, and reflections will prompt discussion.

29. Global Social Justice in Education: What Factors Influence Superintendents to Challenge the Status Quo?

Jamie Stacks, Student, Leadership Studies, University of Central Arkansas

Many educational leaders are tackling social injustices, and research shows that their deep commitment to their students, communities, and a creation of a more compassionate society can challenge the status quo. This roundtable will explore the overarching question: What factors influence school superintendents to promote local and global social justice?

30. Integrating Personal and Social Identity Development Throughout Leadership Education

Dustin K. Grabsch, Doctoral Student, Agricultural Leadership, Education and Communications, Texas A&M University **Lori Moore,** Associate Professor, Texas A&M University

Jacklyn Bruce, Associate Professor, Agricultural & Extension Education, North Carolina State University **Carrie Stephens,** Professor, University of Tennessee

The social identity theory of leadership concludes that social identities play a crucial role in the leadership process, yet no model exists connecting the theory with identity development specifically in the context of leadership. Join this discussion on a number of important social identity based questions facing leadership educators.

31. Leading With Cultural Intelligence: Growth Through Experiential Education

Patricia H. Dyk, Professor & Director, Community & Leadership Development, Center for Leadership Development, University of Kentucky

CQ assessments and reflective essays of students participating in a Prague-based leadership course focusing on cultivating college students' cultural intelligence through engaging activities revealed enhanced awareness of drive, knowledge, strategy, and action. Discussion will focus on transferable pedagogical elements including designing experiential education activities to develop students' ability to lead with cultural intelligence.

32. Learning to Lead: Experiential Learning and Change via Collaboration Across Borders

Maggie M. Harris, Leadership Education and Development Specialist, Leadership Minor, University of Minnesota This roundtable will explore how the use of experiential service learning among college students, involving exploration of cultural boundaries and collaborating across racial, economic, geographic, and privilege borders, can shape the leaders of tomorrow and expand world views. Specific methods and evidence of learning and development outcomes will be discussed.

33. Porous Borders: A Living Learning Laboratory Leadership Partnership

Sandra Jones, Professor & Director of the Centre Business Education Research, Management, RMIT University This roundtable is designed to actively engage participants in the exploration of how the principles and practices of distributed leadership can be used to develop or reconceptualize a living learning laboratory partnership between leadership academics and practitioners.

34. The Quest of the Female Empty Nester College Student

Audy Johnston, Assistant Professor Leadership/Management, MacArthur School of Leadership, Palm Beach Atlantic University

How are higher education institutions utilizing a mentor program for female students returning to college later in life that will empower them to succeed? This roundtable will open a dialogue aimed at understanding the significance to this population of programs to help them pass hurdles to obtain their college degree.

35. Winds of Change: Leadership Education Challenges and Potential

Arthur E. Snyder, President, Indiana Tech

How will educational leaders rise to meet the challenges and opportunities of both today and tomorrow? This roundtable will discuss characteristics of and potential strategies for successful engagement of positive change. Three themes will be explored: winds of change, disruptive technologies, and student expectations.

Leadership Scholarship

L

36. Breaking the Moral Knot: Exploring Transformational Leadership on the Basis of Chinese Moral Philosophies

Zhi Luan, Student, Leadership, University of Central Arkansas

Burns' initiation of transformational leadership is ingenious, but his attempt to set a moral leadership pattern is ineffective and perplexing. The Chinese understanding of leadership is innately transformational on the moral basis, so the Chinese philosophies may have a lot to contribute to the moral implications of this leadership type.

37. Broadening Publishing Opportunities in a Leadership Journal

Mark R. Ludorf, Professor, Psychology, Stephen F. Austin State University

Jeremy Moreland, Academic Dean, School of Advanced Studies, University of Phoenix

Anthony Middlebrooks, Associate Professor, School of Public Policy and Administration, University of Delaware **Daniel Jenkins**, Assistant Professor of Leadership & Organizational Studies, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College

Editors from *Journal of Leadership Studies* (Wiley) will lead an interactive discussion highlighting initiatives and opportunities being developed to provide scholars a broad array of publishing forums in a single publication. Ideal outcomes include receiving feedback from potential authors, identification of possible symposium topics, and development of a broad forum to discuss leadership.

38. Finding Their Ways: Leadership Education Among Students of Diverse Backgrounds

Vivechkanand Chunoo, Graduate Student, Florida State University

Leadership education struggles to identify high impact practices for the leadership development of diverse students. This roundtable will explore a model that: dissects leadership into identity, information, and relationships; explains change as participation, reactivity, and organizational health; and reframes sustainable leadership as appreciation, reciprocity, and bravery.

39. Leadership, Restorative Justice, and Forgiveness

Shann R. Ferch, Professor, Doctoral Program in Leadership Studies, Gonzaga University

Evelyne Ello Hart, Graduate Student, Doctoral Program in Leadership Studies, Gonzaga University

Josh Armstrong, Director, Comprehensive Leadership Program, Gonzaga University

Kem Gambrell, Assistant Professor, Leadership Studies, Gonzaga University

Based on contemporary research in servant-leadership and forgiveness from the Netherlands, the United States, and South Africa, this roundtable will consider leadership and the complexity of forgiveness in light of the violence of the contemporary age. A series of nine questions will be used to guide a focused discussion.

40. Phenomenology Today: Useful Leadership Methodology or Relic of a Bygone Era?

Russell S. Horton, PhD Candidate, Doctoral Program in Leadership Studies, Gonzaga University

Phenomenology developed as a philosophy in the early 20th century and became a rigorous methodological alternative to positivism. This roundtable will discuss phenomenology's value as a leadership scholarship methodology in today's environment and its impacts on leadership scholarship's historical development.

Public Leadership

41. Affinity Groups: Providing Experiential Leadership Opportunities to Enhance Professional Development

Eddie Gonzalez, Project Director, Professional Development and Congressional Fellowships, S&T Policy Fellowships, American Association for the Advancement of Science

The AAAS Science & Technology Policy Fellowship program places scientists in the U.S. federal government to learn about, and contribute to, the policy process. To increase fellows' competencies, the fellowship program provides professional development in policy, communications, and leadership as well as experiential learning opportunities through a network of self-directed/self-defined affinity groups.

42. Do Young Voter Perceptions of Presidential Leadership Capacity Matter When Accounting for Party Affiliation?

Adrian B. Popa, Associate Professor/Department Chair, Organizational Leadership, Gonzaga University A discussion of a study that explored the perceptions of young voters' leadership assessment of presidential candidates, Barack Obama and Mitt Romney, and their reports of voting behavior during the 2012 Presidential election. Party affiliation produced significant differences across the political ideology, leadership ratings, political efficacy, and likelihood of voting variables.

43. Exploring Learning and Development Outcomes Associated with Experiential Philanthropy Whitney McIntyre Miller, Assistant Professor, Graduate Leadership Programs, Chapman University Lindsey M. McDougle, Assistant Professor, Rutgers University Newark (Co-Author)

The purpose of this study is to examine the learning and development outcomes associated with the use of experiential philanthropy in the college classroom and, to ultimately assess the efficacy of experiential philanthropy as a pedagogic strategy within higher education and leadership studies.

Youth Leadership

44. Creating Leaders in Children of the Incarcerated

Ashley L. Cole, Assistant Director, Office of Enrollment, American University; Doctoral Candidate, Northeastern University Each day, millions of children across the world live in the absence of a parent due to incarceration. This roundtable will focus its discussion on why it is necessary to instill leadership values and practices in these children and how to approach working with this highly sensitive and nearly invisible population.

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FRIDAY AT A GLANCE

FRIDAY - OCTOBER 16

8:00 - 18:30	ILA Check-in & Help Desk	CCIB - Entrance Hall
8:00 - 18:30	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
9:00 - 10:00	Plenary	CCIB - Rooms 111 & 112
	Rigor and Relevance in Theory and Practice: A Cross Sector Keynote	
	Jorrit Volkers, Dean, Deloitte University Europe, the Middle East and Africa	
	Gill Robinson Hickman, Emerita Professor of Leadership Studies, Jepson School of Leadership Studies	
	Moderator: Katherine Tyler-Scott , ILA Board Chair & Managing Partner, Ki ThoughtBridge, LLC	
10:15 - 11:30	Concurrent Session Four	CCIB - See Pages 82-90
11:45 - 12:45	Concurrent Session Five	CCIB - See Pages 91-98
13:00 - 14:15	Leadership Bookstore Open	CCIB - Banquet Hall
13:00 - 14:15	6th Annual Women and Leadership Networking Luncheon (Ticketed Event)	CCIB - Banquet Hall
	Event Sponsor: Wright State University	
13:00 - 13:45	Youth Leadership - ILA Member Interest Group Meeting	CCIB - Room 118
13:00 - 13:45	Ethics Forum - ILA Learning Community Meeting	CCIB - Room 119
13:30 - 20:00	Exhibit Hall Open	CCIB - Banquet Hall
14:30 - 15:30	Concurrent Session Six	CCIB - See Pages 99-107
15:45 - 17:00	Concurrent Session Seven	CCIB - See Pages 108-116
17:15 - 18:30	Concurrent Session Eight	CCIB - See Pages 118-127
18:30 - 20:00	Poster Session See Pages 130-135 for Details	CCIB - Banquet Hall
18:30 - 20:00	Meet the Authors Reception See Pages 74-75 for Details	CCIB - Banquet Hall
	Event Sponsor: University of San Diego, Department of Leadership Studies	
18:30 - 20:00	Meet Larraine Matusak and Georgia Sorenson, ILA's 2015 Lifetime Achievement Award Winners See page 17 for more information on these extraordinary leaders.	CCIB - Banquet Hall
18:30 - 20:00	Leadership Bookstore Open	CCIB – Banquet Hall
18:30 - 20:30	9th Annual Student Case Competition Presentations by Graduate Student Team Finalists	CCIB – Room 120
18:30 - 20:30	9th Annual Student Case Competition Presentations by Undergraduate Student Team Finalists	CCIB - Room 121
	Followership - ILA Learning Community Meeting	CCIB - Room 118
18:45 - 19:30	Tollowership - ILA Learning Community Meeting	CCID - NOOIII 110
18:45 - 19:30 18:45 - 19:30	Public Leadership - ILA Member Interest Group Meeting	CCIB - Room 119

MEET THE AUTHORS RECEPTION

FRIDAY OCTOBER 16 | 18:30 - 20:00 | CCIB - BANQUET HALL

Enjoy this unique opportunity to meet the great minds behind the leadership books you've read and used in your organization, research, or classroom. Authors will be stationed at cocktail tables throughout the room or near their publisher's exhibit booth.

Thank you University of San Diego, Department of Leadership Studies for sponsoring this event!

Erik Bean

Rigorous Grading Using Microsoft Word AutoCorrect: Plus Google Docs

Social Media Writing Lesson Plans for YouTube, Facebook, NaNoWriMo, CreateSpace: Bonus Intro to Blogger

James Beebe

Rapid Qualitative Inquiry: A Field Guide to Team-Based Assessment, 2nd Edition

Maria Beebe

DISRUPT. Filipina Women: Proud. Loud. Leading Without a Doubt

Clive Boddy

Corporate Psychopaths Organisational Destroyers

Gloria Burgess

Flawless Leadership: How to Connect Who You Are With What You Know and Do

Anton Camarota

The Thousand Year Company

Ira Chaleff

Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong

Jay Clark

The Five Principles of Global Leadership: How to Manage the Complexities of Global Leadership

Susan Fowler

Why Motivating People Doesn't Work... And What Does

Rita Gardiner

Gender, Authenticity and Leadership: Thinking With Arendt

Michael Genovese

Presidential Leadership in an Age of Change Leadership Matters: Unleashing the Power of Paradox The Future of Leadership: Leveraging Influence in an Age of Hyper-Change

Kathryn Goldman Schuyler

Inner Peace — Global Impact: Tibetan Buddhism, Leadership, and Work Leading with Spirit, Presence, and Authenticity

Jonathan Gosling

Napoleonic Leadership: A Study in Power Sustainable Champions: How International Companies are Changing the Face of Business in China

Stephanie Helms Pickett

Her Name Is SHE

Kathy-Ann Hernandez

Collaborative Autoethnography

John Hinck

Strength & Honor - 64 Stories of Leadership, Character, and Values

Ronald Humphrey

Effective Leadership: Theories, Cases, and Applications

Marc & Samantha Hurwitz

Leadership is Half the Story: A Fresh Look at Followership, Leadership, and Collaboration

Fernando Ilharco

MOURINHO - Liderança, Trabalho em Equipa e Excelência Professional

Craig Johnson

Meeting the Ethical Challenges of Leadership

Alice Jonge

The Glass Ceiling in Chinese and Indian Boardrooms: Women Directors in Listed Firms in China and India

Ari Kohen

Untangling Heroism: Classical Philosophy and the Concept of the Hero

Carylynn Larson

The Coaching Companion: Get the Most from Your Coaching Experience

Jessica Litwak

Wider Than the Sky and Other Plays

Karen Longman & Susan Madsen

Women and Leadership in Higher Education Women and Leadership Around the World

Robert McManus and Gama Perruci

Understanding Leadership: An Arts and Humanities Perspective

Maureen Metcalf

Innovative Leadership Fieldbook

Innovative Leadership Workbook for Emerging Leaders and Managers

Innovative Leaders Guide to Transforming Organizations

Peter Northouse

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Gill Robinson Hickman

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Steve Schein

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Corey Seemiller

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Sen Sendjaya

Personal and Organizational Excellence Through Servant Leadership

Victor Sohmen

Transcultural Project Leadership: A Model for International Project Success

Matthew Sowcik

Leadership 2050: Critical Challenges, Key Contexts, and Emerging Trends

Sam (Ajit) Thiara

Personal Storytelling: Discovering the Extraordinary in the Ordinary

Paul Vanderbroeck

Leadership Strategies for Women: Lessons from Four Queens on Leadership and Career Development

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Leadership 2050: Critical Challenges, Key Contexts and Emerging Trends

A Volume in the International Leadership Association Series Building Leadership Bridges

Edited by: Matthew Sowcik, Anthony C. Andenoro, Mindy McNutt and Susan Elaine Murphy



What kind of leaders will the world need over the next thirty-five years? And, how will our knowledge of leadership, leadership development, and leadership education change? *Leadership 2050* examines the issues, drivers, and contexts that will most likely influence leaders and followers over the next thirty-five years.

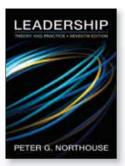
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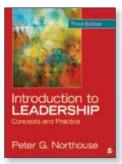
- Includes foresight analysis, strategic foresight, and scenario planning.
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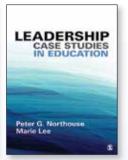
- population growth and urbanization, climate change and resource competition.
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- Discusses specific emerging trends such as polyarchical structures and gamification revealing a unique view of the critical challenges facing leaders.
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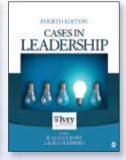












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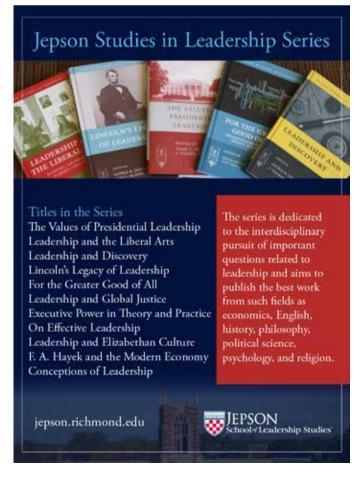
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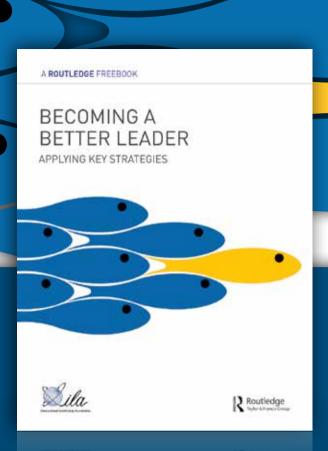
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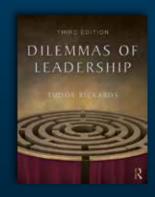
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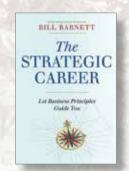


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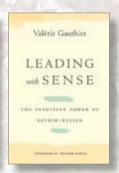


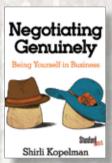
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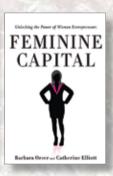












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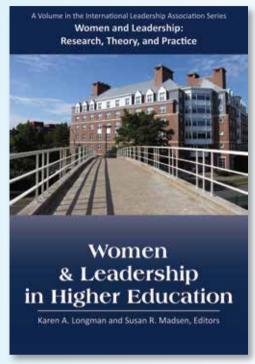
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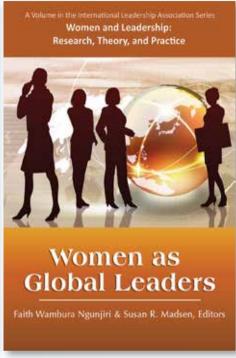
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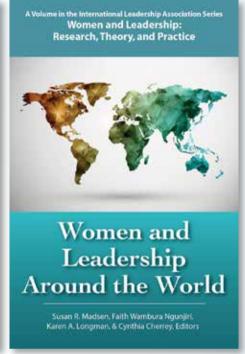
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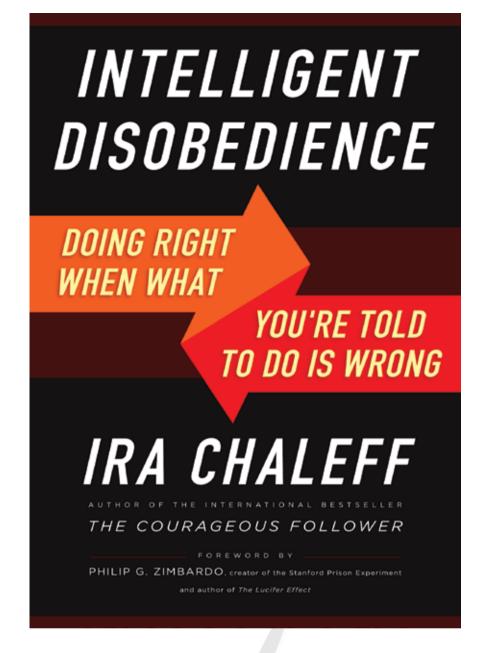


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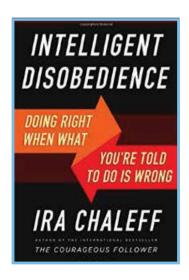


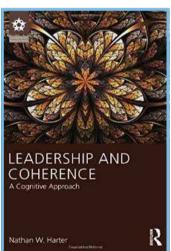
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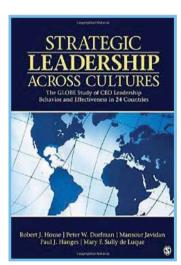
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FRIDAY

OCTOBER 16 10:15 - 11:30

CONCURRENT SESSION



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SESSION TRACK KEY

Leadership Scholarship

Business Leadership

Leadership Development

Public Leadership

Conference Theme

Leadership Education

🏻 Youth Leadership

Room 113 | Symposium | Leadership Development

The Leadership Circle: Experiences Using Integrative 360 Assessments for Leadership Coaching and Development

Chair: **Juliane Reams**, Researcher, Conscious Leadership Development Commentator: **Ted A. Baartmans**, CEO, The Leadership Group

Using the Leadership Circle 360 in the Classroom

Jonathan Reams, Associate Professor, Department of Life Long Learning and Counseling, Norwegian University of Science and Technology

Camilla Fikse, Associate Professor, Department of Adult Learning and Counseling, Norwegian University of Science and Technology

The presenters will describe how this assessment tool has been utilized in a master in organizational leadership course aimed at fostering developmental growth in leadership competencies. A brief orientation to the instrument will be followed by details on results observed over seven years.

How to Foster Developmental Leadership Development With a Leadership Circle Profile Johannes Willms, Executive Coach, willms, coaching

Two case studies will be explored to show how a developmental approach to coaching using the Leadership Circle 360 assessment and the Immunity to Change process can support both personal growth and increases in leadership effectiveness.

A Model for Capturing Empirical Outcomes of Leadership Coaching

Willem Jan Hofmans, Executive Coach & Leadership Consultant, HFSC

This presentation will share results from a quasi-experimental, mixed methods study on the effectiveness of leadership coaching. The Leadership Circle Profile combined with a measure of mindfulness assessed leadership effectiveness with positive results shown from coaching. Relevant findings about coaching and challenges in finding links to business performance will be reported.

Serving the Evolution of Leadership Culture and Practice in Spain: How the Leadership Circle Is Doing Its Part

Liberto Pereda, Learning and Growth, The Leadership Circle Iberia

The presenter will share the dream and the story of how using The Leadership Circle model and tools is contributing to shifting the cultural mindset of leadership in Spain. The presentation will highlight the need to transform the Spanish society and move from a patriarchal leadership to an empowering leadership.

Room 114 | Workshop | Leadership Development

The Practice of Inclusive Leadership: Developing Authenticity, Humility, and Presence

Placida Gallegos, Faculty, Fielding Graduate University

Steven Schapiro, Dean for Academic Affairs, Fielding Graduate University

Ilene Wasserman, President, ICW Consulting Group

Margo Okazawa-Rey, Professor, School of Human and Organizational Development, Fielding Graduate University

This interactive workshop will include an overview of inclusive leadership theory and concepts, but will focus primarily on participants' own experiences crossing borders and practicing inclusion in whatever contexts they find themselves. Whether as formal or informal leaders, the emphasis will be on the relational practices needed to create inclusive cultures and maximize whatever differences are present in the environment in service of larger systemic and societal change. Workshop facilitators will provide a framework and tools for deepening self-awareness and manifesting skills of inclusive practice that are relevant in a wide range of contexts.

Room 115 | Panel Discussion | Public Leadership

Peace Leadership - Extending the Borders of Peace

Chair: **Erich Schellhammer**, Associate Professor, School of Humanitarian Studies, Royal Roads University Chair: **Whitney McIntyre Miller**, Assistant Professor, Graduate Leadership Programs, Chapman University Chair: **Jean C. Lipman-Blumen**, Professor, The Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University

Theresa Ricke-Kiely, Associate Director, Kroc Institute for International Peace Studies, University of Notre Dame **Nikol Hopman,** Director, Leiden Leadership Centre & Centre for Professional Learning, Leiden University Campus Den Haag **Miznah Alomair,** PhD Student, Chapman University

Bernice Ledbetter, Faculty and Chair of Master of Science in Management and Leadership Program Committee, Gaziadio School of Business and Management, Pepperdine University

Peace leadership is derived from peace and conflict studies and leadership theory. This panel of scholars and practitioners will identify the elements within the field of leadership that inform and contribute to peace leadership. The presentations will consider peace leadership as it is intertwined with the leadership theory and practice from varying sectors, disciplines, and approaches.

Room 116 | Panel Discussion | Youth Leadership

Authentic Leadership and Youth: An Emerging True North for Our Future

Chair: **Anthony C. Andenoro**, Assistant Professor of Leadership Education, Agricultural Education & Communication, University of Florida

Brittany L. Adams-Pope, Assistant Professor, Equine Industry, University of Louisville **Nicole Stedman,** Associate Professor, Agricultural Education & Communication, University of Florida

"We must do all that we can to give our children the best in education and social upbringing-for while they are the youth of today, they shall be the leaders of tomorrow" (John F. Kennedy). Using authentic leadership as a theoretical base, the researchers have created programs focused on increasing youth's authentic leadership skills. One program used equine-facilitated learning practices while the other used a curriculum based on the components of authentic leadership and positive youth development. Join a lively discussion based on these two exciting programs on what works and what does not when dealing with youth and authentic leadership.

Room 117 | Panel Discussion | Business Leadership

Moving from Reductive to Integrative Practices: New Mindsets for Organizational Learning and Leading

Chair: Jon Wergin, Professor, Graduate School of Leadership & Change, Antioch University

Renee Charney, PhD Student, Antioch PhD in Leadership and Change Program; Principal Coach and Consultant, Charney Coaching & Consulting LLC

Lisa Gick, PhD Student, Antioch University; CEO & Founder, [c u r i o u s]

Meridithe Mendelsohn, Doctoral Candidate/Healthcare Administrator, PhD Program in Leadership & Change, Antioch University

Diane L. Warha, Research Scientist, United States Air Force, Head Quarters Air Force Material Command, Surgeon General, Office of the Command Surgeon; PhD Student, Antioch University

The world is overly coded. Assessments, measurements, and fixed realities drive our lives as organizations become increasingly complex. Changes are needed to shift these fixed and regimented structures in order to adapt and leaders are in a unique position to create these changes. Panelists will discuss creative and innovative methods for incorporating new ways of learning and leading: the importance of context ("contextual intelligence"); the value of fluid connection ("rhizome principles"); the imperative of inquisitive exploration ("curious coaching"); and through case study presentation, a practical demonstration of emergent leader development through tested techniques ("relational strategies") with medical residents.

Room 118 | Workshop | Leadership Education

Engaging Intersections of Diversities for Leadership Education

Susan Pliner, Associate Dean & Director of the Centennial Center for Leadership, Hobart and William Smith Colleges **Amy E. Forbes,** Associate Director, Centennial Center for Leadership, Hobart and William Smith Colleges

This highly interactive workshop will: 1) present an overview of intersectionality that highlights core assumptions and tenets of the framework; 2) allow participants to reflect on how tenets of intersectionality may be useful in leadership education; 3) use scenarios from presenters' experiences and those of participants to explore the promises and challenges of utilizing an intersectional lens to engage students in self-reflection and personal growth; and 4) conclude with participant reflections and planning of future directions for the integration of intersectionality into their teaching, professional development, and other areas of leadership education.

Room 119 | Presentation | Conference Theme

| Widening the Lens: New Studies on Leadership

Chair: Aldo Boitano, Executive Director, Executive Development

Images of Filipino Leadership: Resilience, Kapwa, and the Filipino Spirit

Jess Delegencia, Intercultural Training Specialist, Center for Intercultural Leadership, University of California at Berkeley

This interactive presentation engages contemporary Filipino research integrating leadership, culture, and Sikolohiyang Pilipino — psychology rooted in the experience, ideas, and orientation of Filipinos. Utilizing photojournalistic images, this presentation recuperates indigenous forms of leadership construction and presents global Filipino leadership models that cut across geographical, historical, psychological, and generational barriers.

Can Collectivistic Career Planning Emancipate a Kenyan Village?

Catherine Cole, Doctoral Student & Teacher's Assistant, EHRD, Texas A&M

The leadership of Vumilia village, Kenya believes vocational computer training is a way to provide long-term livelihood and self-support. Therefore, the purpose of this research was to answer the question: Can collectivistic career planning emancipate a village?

No More Stereotypes: Leadership Today in the Arabian Gulf

Kate O'Neill, Assistant Professor/Director eMBA & MMIB Programs, College of Business, Zayed University Stereotypes about the Arabian Gulf abound. Based on a survey of employed Gulf Cooperation Council nationals, this presentation will introduce Khaleeji Leadership — the culturally-endorsed ILT unique to the Arabian Gulf region — and will explore what followers in the region believe exemplify an effective leader. Come learn the reality of leadership in this geo-politically vital, and misunderstood, region.

Room 120 | Presentation | Business Leadership

Beyond Belief: Leadership Identity, Culture, and Stereotypes

Chair: Wilma Henderikse, CEO, Research, VDH Research, Netherlands

Beliefs and Practices of Human Resource Management in Nigeria

Franklin Oikelome, Associate Professor, PhD in Organizational Leadership, Eastern University

This article investigated the beliefs and practices of human resource management in Nigeria and the influence of related challenges on the relationship. The presentation will draw on Nigeria's socioeconomic and cultural context in order to explore the influence of challenges in the discrepancy between beliefs and practices.

Expatriates: How Women in the U.S. Government Experienced Leadership in Multinational Organizations

Carly Speranza, Department Chair, National Intelligence University

This study examined how women expatriates in the U.S. government experienced their leadership overseas in multinational organizations. The presentation will briefly explore female leadership, gender leadership comparison and stereotypes, and leadership in cross-cultural environments. Emergent themes from hermeneutic phenomenological interviews will be shared.

Being a Woman and a Leader: The Conflict and Its Implications

Smadar Shaul, Research Assistant, Psychology, INSS - The Institute for National Security Studies **Ronit Kark**, Lecturer, Psychology & Sociology, Bar-llan University (Co-Author) **Gil Luria**, Lecturer, University of Haifa (Co-Author)

This research on women managers from different Israeli sectors examined how female leaders — who simultaneously strongly identify with their gender identity and their leadership identity — cope with the conflict they experience due to the tension between these identities. The presenter will outline the study's approach, major findings, and cross-sector implications.

Room 121 | Panel Discussion | Leadership Education

Exploring the Role Assessment Plays in Developing Intercultural Leaders

Chair: **Chris Cartwright,** Director of Intercultural Assessment, Intercultural Communication Institute **Linnette Werner,** Leadership Minor Coordinator, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota

Marcus Carrigan, Graduate Student, School of Leadership and Education Sciences/Higher Education Leadership, University of San Diego

Josh Armstrong, Director, Comprehensive Leadership Program, Gonzaga University

The global leaders of the future will have to lead with intercultural competence and with the ability to facilitate the development of this competence in others. However, assessing intercultural competence is complex and requires varied methods or tools in order to gather data on the array of possible intercultural cognitive, behavioral, and affective learning outcomes. In this engaging session, panelists will present and discuss a range of approaches to measure intercultural competence and explore case studies from two university study abroad programs.

Room 122 | Workshop | Leadership Development

Dialogue on Leadership for the Global Age: Transcending Boundaries and Generations

Thomas Yannuzzi, Executive Director, Center for Student Leadership, Kennesaw State University **Robert Elkington**, President and CEO, Global Leadership Initiatives, Inc.

Suzanne S. Martin, Senior Consultant, transform.

Jennifer Moss Breen, Associate Director and Associate Professor, Interdisciplinary EdD Program in Leadership, Creighton University

Developing leadership that transcends boundaries and generations and that better prepares leaders for the global age has become one of the most critical challenges of our time. The goal of this workshop is to collectively develop actionable knowledge or practical theory on leadership development in a globalized world. Participants in this workshop will engage in semi-structured dialogue exploring a series of questions. Upon receiving REB permission from participants to record the discussions and write up the anonymized results, an article will be subsequently produced that summarizes the key elements of this important dialogue.

Room 123 | Symposium | Conference Theme

Leading National and Global Organizations

Chair: Ted A. Thomas, Director, Command and Leadership, Command and General Staff College

Investigating the Effect of Cultural Intelligence on Workplace Satisfaction in the U.S. Federal Government

Mia B. Russell, Extension Educator, University of Maryland

Girvin L. Liggans, University of Maryland Eastern Shore (Co-Author)

Tyrone Chase, Faculty, University of Maryland Eastern Shore (Co-Author)

Drawing from a culturally diverse workforce helps organizations better meet the needs of its internal and external customers. The U.S. government employs diversity and inclusion initiatives to improve organizational outcomes. Using an employee dataset, a hierarchical regression was used to examine the relationship between cultural intelligence and job satisfaction.

Leadership and Multinational Military Operations: Developing Culturally Competent Leaders

Yvonne Masakowski, Associate Professor of Strategic Leadership and Leader Development, U.S. Naval War College The twenty-first century is replete with challenges to the global security environment that mandate the need to develop military leaders capable of leading across a spectrum of multinational military operations. This presentation will focus on developing leaders to address the influence of cultural differences in multinational military operations.

Leading Global Organizations

William Minner, Presidential Management Fellow, Operations, Department of Homeland Security
This literature review of "others" based leadership theories provides a prescriptive option for leading globally. The presenter will discuss global leaders and the domestic leadership theories, skills, behaviors, and education required for today's domestic leaders to become tomorrow's global leaders.

Room 124 | Symposium | Leadership Education

Advances in Emotionally Intelligent Leadership: Informing Leadership Education and Scholarship

Chair & Commentator: **Cheryl Getz,** Associate Professor/Director of Leadership Minor, School of Leadership and Education Sciences, University of San Diego

Emotionally intelligent leadership (EIL) integrates concepts of emotional intelligence with contemporary leadership. The EIL model was initially introduced in 2008 with the publication of *Emotionally Intelligent Leadership: A Guide for College Students* with subsequent publications including *Emotionally Intelligent Leadership for Students: Inventory* (2010) and guidebooks for faculty and students.

Emotionally Intelligent Leadership: Theoretical Foundations and Overview

Marcy Levy Shankman, Vice President of Strategy, Director of Leadership Cleveland, Cleveland Leadership Center Emotionally intelligent leadership (EIL) was developed through the scholarship of integration (Boyer, 1990), i.e. by combining research, scholarship, and practice on leadership and emotional intelligence. The presenter will provide an overview of EIL and share the theoretical foundations informing the model, including both historical and contemporary research and scholarship.

The Development and Design of the Emotionally Intelligent Leadership Inventory

Scott J. Allen, Associate Professor of Management, Management, Marketing and Logistics, John Carroll University Emotionally intelligent leadership (EIL) is a leadership framework integrating concepts of emotional intelligence with contemporary leadership. Developed as a self-assessment tool and to operationalize EIL, the Inventory measures the 19 EIL capacities. The presenter will share information about the instrument along with psychometric properties.





Exploring Emotionally Intelligent Leadership as a Framework for Understanding Women's Leadership Self-Efficacy

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

A review of the literature reveals women report lower levels of leadership self-efficacy than men. The presenter will provide findings from a study examining the relationship between college women's leadership self-efficacy and competencies of emotionally intelligent leadership.

Room 125 | Symposium | Leadership Development

Social Media, Smart Phones, and the 21st Century: How Leadership Educators & Trainers Can Leverage Technology

Chair & Commentator: **Daniel Jenkins**, Assistant Professor, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College

It is important for leadership educators and trainers to consider how to leverage technology in leadership education and development as well as how to guard against technology's negative influences.

Facilitating Leadership Education in Open Spaces

Kathy Guthrie, Associate Professor, Higher Education/Center for Leadership and Social Change, Florida State University

How do leadership educators use technology to expand the facilitation of leadership education in open spaces and help students learn, practice, and apply leadership? This presentation will explore technology in leadership instruction through situated learning, including YouTube, video production, WordPress, and a mobile application.

The Dark Side of Technology

Brian Davenport, Assistant Professor, Leadership & Organizational Studies, University of Southern Maine's Lewiston-Auburn College

People are using smartphones at an ever increasing pace to attempt to accomplish an ever increasing array of tasks. While this seems positive, the reality can be quite different. This exploration of the negative influences the smartphone can have on leadership will offer remedies that leadership educators can incorporate into their methods and courses.

Preparing Students to Leverage Technology for Leadership

Cynthia Digby, Lecturer, Organizational Leadership, Policy & Development, University of Minnesota **Robyn Skrebes,** Instructor, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota

21st century leaders must be prepared to tackle global issues that will require intense collaboration and cooperation, often using emerging technologies. This presentation will address the integration of digital learning and leadership into a traditional leadership program, reflecting on strengths, challenges, and lessons learned leading in online communities.

Room 127 | Presentation | Leadership Education

Exploring the Leader-Follower Dynamic in the Classroom

Chair: Tara L. Edberg, Graduate Assistant, Leadership Studies, University of San Diego

Advancing Leadership and Followership Education With a Leader-Follower Unity Model Eve Prilipko, Dale Carnegie Training

This paper proposes a leader–follower unity model to portray an individual's ability to act as a leader and a follower. The presenter will highlight the importance of teaching leadership from this standpoint and suggest implementation of a leader–follower course.



Exploring the Leader-Follower Relationship via Team Projects: Faculty Motivation and Best Practices

Deborah Calhoun, Chair and Associate Professor, Business and Economics, Notre Dame of Maryland University Leadership theories construe relationships between leaders and followers in differing ways, but usually from a leader-centric focus that frequently obscures another important aspect of organizational life — teamwork. This new research summarizes common faculty misconceptions about student team development and investigates the extent team project instructional best practices are followed.

Relational Synergy: A Course on Understanding the Dynamics of the Leader-Follower Relationship

Daniel Poff, Associate Professor of Leadership Studies, School of Life Calling & Integrative Learning, Indiana Wesleyan University

This presentation will propose an innovative curricular program on leadership and followership. It focuses on the dynamic and potentially highly creative relationship that can exist between followers and leaders. Discussion of the elements of the curriculum that elucidate the parameters of such a relationship will be included in the presentation.

Room 128 | Workshop | Leadership Development

| Virtual Communities of Practice for Sustained Collaborative Learning

Marguerite Welch, Program Director/Adjunct Associate Professor, Leadership, Saint Mary's College of California Kristen Del Simone, Consultant, Leverage Point Consulting Corp.

Ty Tynan, Principal Consultant, Leverage Point Consulting Corp.

Doug Paxton, Faculty, Leadership, St. Mary's College of California

This workshop will introduce participants to an innovative virtual community of practice designed and developed using action research and through a practice of distributed leadership by a group of learners, alumni, and faculty of a graduate leadership program. The outcome of the action research project is an engaging online platform that leverages social and technological networks to bring leadership scholars and practitioners together for continued learning, practice, and support beyond the classroom. Workshop participants will learn best practices to begin designing and developing communities of practice in their own settings.

Room 129 | Panel Discussion | Conference Theme

Reflections on the Impact of Larraine Matusak and the W.K. Kellogg Foundation's Work in Leadership

Chair: Roger H. Sublett, President, Union Institute & University

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

Ann M. Berghout Austin, Professor and Director, Center for Women and Gender, Utah State University

Georgia Sorenson, Churchill Møller Leadership Scholar, Møller Centre, Churchill College, University of Cambridge

Deborah M. Meehan, Executive Director, Leadership Learning Community

Kathleen E. Allen, President, Allen and Associates

James E. Henderson, Program Director, Ethical and Creative Leadership Major, Ph.D Program in Interdisciplinary Studies, Union Institute & University

Speaker, author, university president, and international leadership expert Larraine Matusak has had a profound impact on people's lives around the world, but perhaps her biggest achievements were in the work she did at the W.K. Kellogg Foundation. First as a program officer in Education and Leadership, and then as the first Leadership Scholar, where she led international grant-making efforts, she helped fund a generation of leadership programs worldwide. As the founder of the Kellogg Leadership Scholars Program, which brought together scholars and practitioners of leadership, she played an integral role in the creation of the ILA. Come hear panelists who were directly impacted by Matusak's leadership at Kellogg discuss the influence she had on the field of leadership and their work.

Room 130 | Symposium | Business Leadership

Shaping the Senior Leader's Mindset to Create Practical Strategies That Produce Sustainable Results

Chair: **James 'Gus' Gustafson**, Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University - College of Business

Commentator: Peter G. Northouse, Professor Emeritus of Communication, Western Michigan University

Cannella, Finkelstein, and Hambrick, in their 2008 book *Strategic Leadership: Theory and Research on Executives, Top Management Teams, and Boards*, write that, "Senior managers are embedded in ambiguity, complexity, and information overload." They go on to explain, "In such circumstances, the decision maker's personal frame of reference, not the objective characteristics of the situation, becomes the basis for action." This symposium will provide an overview of the methodologies utilized by senior leaders across multiple sectors to influence leadership mindset and create exceptional corporate cultures driven by sound business strategies that produce sustainable results.

Transforming Mindsets, Transforming Cultures

Thomas Carmazzi, CEO, Tuthill Corporation

The CEO of a global manufacturer will share the structures used within that corporation to influence leadership mindsets and create an exceptional corporate culture driven by sound business strategy.

Sustainable Mindset, Sustainable Goal Setting

Albert Zucco, Senior Director, Energy & Sustainability, USG Corporation

To implement a successful, long-term sustainability strategy, strong measurable goals must be put in place to drive the organization towards its objectives. A new approach of utilizing a future-focused-global-based (FFGB) mindset will be shared with practical ways that it can be applied to any organization.

Strategic Mindset, Strategic Leadership

Clarke Sabandal, Executive

Organizations with strong performance operate with a strategic leader at the helm who is focused on identifying the course of the organization. The presenter will describe how strategic leaders perform at high levels in very practical ways, leading to better economic output, goal achievement, and member development.

Global Mindset, Global Results

Tina Huesing, Chief Consultant, Wyrmwood Consulting

It is critical for senior leaders to adopt a global mindset in all aspects and roles of their personal and professional leadership journey. This presentation will discuss practical tools that all leaders can utilize for increasing their global mindset and therefore, their global effectiveness.

Room 131 | Presentation | Conference Theme

Leadership and Culture

Chair: Kathy-Ann C. Hernandez, Professor, Education, Eastern University

Bridging Generational Cultures: The Impact of Education and Technology

Anita F. Henck, Dean & Professor, School of Education, Azusa Pacific University

Andrew Henck, Professional Development Programmes Manager, Global Human Resources, World Vision International

Each generation has a distinctive culture shaped by key experiences and values, so bridging cultural differences across generations is a key responsibility for organizational leaders. This presentation will make the case that education and technology are cross-generational experiences that emphasize commonalities, building a shared cultural experience across generations.



Leading Across Borders: Perceptions of Western-based Assessment Models in Other Cultures

Joanne Barnes, Dean of the Graduate School, Graduate Studies In Leadership, Indiana Wesleyan University **Boyd Johnson**, Chair, Graduate Studies in Leadership, Indiana Wesleyan University

How effective are Western-based assessments in other cultures? Two assessments — the Cultural Intelligence Scale (CQS) and the Leadership Practice Inventory (LPI) — were used in three countries to determine the extent of their transferability. This presentation will present the qualitative results of each assessment's effectiveness from the perceptions of national users.

Beyond Cultural Barriers: Crossing Boundaries Through Communication and Trust

Charity Remington, Vice President, THE Mission Haiti

Cultural dissimilarities complicate communication and act as barriers between multicultural team members, leading to suspicion, anxiety, and guardedness. This presentation will investigate these barriers and the relationship between trust and communication, proposing a synergistic relationship that bridges culture gaps, strengthens intercultural relationships, and enhances an organization's efficacy.

Room 132 | Presentation | Public Leadership

Public Leadership to Affect Change in Developing Countries

Chair: **Erwin Schwella,** Professor, School Public Leadership, University of Stellenbosch; Professor, Leiden Leadership Centre, Leiden University

External Constraints Affecting Leadership Practices in Developing Countries

Christian B. Cabezas, Professor, Pontifical Catholic University of Ecuador

This paper analyzed some important external constraints that affect leadership practices in developing countries and consequently limit the improvement of economic and social conditions of their citizens. The presenter will propose what leaders from developed and developing nations need to do in order to change the condition of the current global scenario.

Globalized Development Projects in Conflict With Local Considerations: The Importance of Territorial Leadership

Thomas Bozzo, Aix-Marseilles University

Joyce Liddle, Professor Public Leadership, Aix-Marseilles University (Co-Author)

This presentation aims to analyze how leadership can bridge identifiable gaps between the objectives of global economic development projects, the livelihoods of local residents, and the priorities of local politicians. The paper charts the trajectory of changes in territorial restructuring as economic development programs profoundly transformed residents' ways of living.

Leadership Understandings of Organizational Effectiveness: An Exploration in the Context of International NGOs

Gordon A. Zook, Director, Mennonite Central Committee India

Beth Birmingham, Associate Professor Of Leadership And Change, School of Leadership and Development, Eastern University (Co-Author)

This study explored the diversity of understandings of organizational effectiveness among senior-level organizational leaders, revealing that demonstrated achievement of organizational goals is foundational for all leaders. The quality of organizational systems, efficiency, and sustainability emerged as important factors. Responsiveness to stakeholders involving both education and listening helped to ensure effectiveness.

Room 134 | Workshop | Leadership Development

Leadership is Half the Story: What's Missing from Our Collaborations?

Marc Hurwitz, Co-Founder, FlipSkills

Organizations train people to lead, but don't train people to follow, or they train followers and leaders to work together. Based on the generative partnership model and backed by ten years of primary and secondary research, this workshop will explore the different, unique roles of leadership and followership and how they interrelate. Through exercises and tools that can be used with any team, group, or collaboration, the model's five principles will be explored along with five skills pairs that each have a specific skill for leadership and a separate, but interrelated, followership skill.

FRIDAY

OCTOBER 16 11:45 - 12:45

NCURRENT



ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Leadership Scholarship

Business Leadership

📙 Leadership Development 📔 Public Leadership

Conference Theme

Leadership Education

Youth Leadership

Room 113 | Panel Discussion | Youth Leadership

Leading in a Society at Odds: Lessons From Peter Drucker and W. E. B. Du Bois

Chair: Janis B. Balda, Associate Professor of Sustainable Enterprise, Unity College

Angel Acosta. Director for Leadership exCHANGE Rome, Leadership exCHANGE

Wesley Balda, Dean, Stiller School of Business, Champlain College

Joanna K.B. Stanberry, Executive Director, New York Dream Center

There is no doubt that the wicked problems facing society will require the next generation of leaders to create equally virtuous solutions. Even today, Millennials are already challenged to recreate economic, political, and social systems that will enable the flourishing of a world at odds —the citizen and the foreigner, the borrower and the lender, the majority and the minority. Could these formidable leadership challenges be more clearly comprehended and more courageously faced with the insights of social ecologists such as Peter Drucker and W. E. B. Du Bois?

Room 114 | Panel Discussion | Conference Theme

Global Leadership: Exploring Key Competencies for Cross-Cultural Collaboration

Chair: Susan E. Murphy, Professor and Chair of Leadership Development, Organisational Studies, University of Edinburgh Business School

Michelle Bligh, Professor, People and Organisations, NEOMA Business School

Karina R. Jensen, Professor, Global Innovation & Leadership, People & Organisations, NEOMA Business School Yih-teen Lee, Professor, IESE Business School

Are current leadership models responding to the needs of innovation and collaboration within an increasingly multicultural and networked environment? The global business environment demands new competencies for leading teams and facilitating cross-cultural collaboration. This panel will explore current literature, provide new insights, and stimulate debate concerning the changing needs of leadership competencies in the new global business landscape. Three panelists will explore the role of leadership style, trust, and active followership in facilitating innovation in global and cross-cultural teams.

Room 115 | Workshop | Leadership Education

The Leaders Game: An Innovative Tool for Leadership Educators

Aaron J. McKim, Graduate Student, Agricultural Education and Agricultural Sciences, Oregon State University Jonathan J. Velez, Associate Professor, Agricultural Education and Agricultural Sciences, Oregon State University Simulated games are an underused learning opportunity in leadership education. The goal of this innovative workshop is to provide leadership educators with a tool to merge content and context in leadership education. Workshop participants will play the game, learn to facilitate the game, and discuss applying the game to various leadership learning outcomes.

Room 116 | Symposium | Leadership Education

Women and Representation in the Film/TV Media

Chair: Maylon Hanold, Instructor, Sport Administration and Leadership, Seattle University

Whether fictional or real, woman-as-leader in TV/film is partly constructed by the biases, agendas, and motives of the many people who do the portraying and partly by the psychological and social dispositions of the audience who form impressions of them. Presenters will explore the impact on aspiring women leaders and those who promote them.

Conformity to Female Gender Stereotype in a Leader: Damned If You Don't

Elizabeth Stork, Associate Professor, Organizational Leadership, Robert Morris University

Carrie Mathison's (*Homeland*) character is not only an un-stereotypical one, her leadership is mediated by mental illness — the only way she can be palatable to viewers in her hyper-masculine work setting. The presenter will use gender schemas and leader stereotypes to explain the problem of leaders who are also nonconforming women.

Hungry for Change: *The Hunger Games'* Illustrations of Inequality and Potential Empowerment

Chrys Egan, Associate Professor, Communication, Salisbury University

Collins' dark dystopian tale allows for an emerging consideration of male and female characters as whole, complex, and androgynous in contrast to mainstream, body-focused media portrayals of young women. This paper provides an analysis of Katniss, a change-agent and the symbol of a revolution, and how images impact viewers.

An Investigation of Authentic Leadership in TV Portrayals of African American Business Women

Cynthia Sims, Assistant Professor, HRD, School of Education, Clemson University

Olivia Pope, Annalise Keating, and Cookie Lyon are fictional African American women who own their own high profile small businesses. This exploration of the depiction and perception of gender identity, leader identity, and authentic leadership in contemporary television will look at role incongruity associated with being an African American, a woman, and a leader.

Women's Political Representation in the Media: A Tale of Two Canadian Leaders

Rita A. Gardiner, Assistant Professor, Women's Studies/Faculty of Education/Leadership Program, The University of Western Ontario

Focusing on gender alone is not robust enough to show how media prejudice can negatively influence political campaigns. This presentation will provide an intersectional analysis into media prejudice through the exploration of media coverage of a successful and a failed campaign of two women, one openly gay and one of Chinese ethnicity.

Room 118 | Symposium | Leadership Scholarship

Alternative Ways of Constructing Meaning: Theory Building in Leadership

Chair: Corey Seemiller, Assistant Professor, Leadership Studies in Education and Organizations, Wright State University

Leadership, Organizational, and Institutional Studies: Reconciling Competing Perspectives

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

Leadership, organizational, and institutional theories provide competing explanations on the role of leaders. Each theory is often studied in isolation, leading to incomplete perspectives on the essence of leadership. This paper evaluates the limitations of each frame and provides an integrated model for reconciling major differences.

The Impact of Coaching on MBA's Positive-Negative Affect and Goal Orientation

Laetitia Mosteo, ESADE Business School

Joan Manuel Batista-Foguet, ESADE Business School

By combining broaden-and-build theory and intentional change theory, this study aims to unveil how a coaching experience within a leadership development program at a European business school may impact its MBA students' affective-cognitive processing in terms of their levels of positive-negative emotions and goal directed thinking.

Room 119 | Presentation | Business Leadership

Leading Across Generations and Races: Ideas for Leaders Who Embrace the Challenge!

Chair: **Lize A.E. Booysen,** Professor in Leadership and Organizational Behavior, Graduate School of Leadership and Change, Antioch University

This session will offer concrete ideas for leaders who embrace the opportunity to reach across generations and races in order to create rich, meaningful, and high-impact workplace outcomes. Come hear from presenters who have something meaningful for you to take home with you and try!

Y

African American Millennials in the Workplace: Can Employee Resource Groups be the Answer?

Sherri Stewart, PhD Student, Union Institute & University

James E. Henderson, Professor and Chair, Ethical and Creative Leadership Major, Ph.D Program in Interdisciplinary Studies, Union Institute & University

Millennials comprise tomorrow's leaders and come with different sets of work and leadership values than Baby Boomers. African-American Millennials may find it even more difficult to assume leadership roles. This presentation will show how corporate affinity groups, aka employee resource groups (ERGs), can support African-American Millennials in pursuit of leadership positions.



Towards the Future: Millennials and the Changing Face of Leadership

Stephan P. Belding, Consultant, Millennial Consulting Group

A theory of organizational leadership as it relates to the major generations currently in the workplace will be shared. The presenter will argue how it could fundamentally transform how companies organize their hierarchical structures and infrastructures, while also affecting how the concept of leadership is viewed.

Room 120 | Presentation | Public Leadership

Shared Approaches to Leadership to Achieve Public Good

Chair: Randy Poon, Associate Professor and Program Chair, Business Administration, Ambrose University

Public Leadership: Exploring Shared Values and Shared Leadership in Service of the Common Good

M. Beth Page, PhD Candidate, Interdisciplinary Studies/Leadership, University of Victoria

The importance of values as a guidepost in an environment under constant change offers leaders a foundation for decision making. This presenter will share preliminary findings of a qualitative study that explored the core values that guided the decision making of public sector leaders as they navigated challenging leadership situations.

Searching for Public Leadership in Public Diplomacy Through Public-Private-Partnership Lenses

Hwa Jung Kim, PhD Student, Graduate School of International Studies, Ewha University **Kisuk Cho,** Professor, GSIS, Ewha University

The study compares public leadership in two nations, Germany and South Korea, to investigate what factors determine successful public-private-partnerships in public diplomacy. The presenters will discuss four components (goal alignment, value sharing, task-orientation, and interpersonal-orientation in process management) to explore what constitutes public leadership in public-private-partnerships of public diplomacy.



Leadership Across Academic-Community Divides

Ariel L. Kaufman, Outreach Specialist, Educator, Campus Community Partnerships, University Health Services, University of Wisconsin-Madison

Barbara C. Crosby, Associate Professor, Humphrey School of Public Affairs, University of Minnesota **Will Allen**, CEO, Growing Power (Co-Author)

Steve Ventura, Professor & Director, Soil Science, Environmental Studies, University of Wisconsin-Madison (Co-Author)

The founder of a pioneering urban farming initiative and a professor from a public university experienced invisible boundaries between academia and community practice as they developed an urban agriculture partnership. Their experience and relational leadership theory will frame consideration of how to bridge academic-community divides to accomplish shared aims.

Room 121 | Panel Discussion | Leadership Scholarship

Borders, Identities, and Rights

Chair: **Michael Harvey**, Associate Professor, Department of Business Management, Washington College **Javier Hidalgo**, Assistant Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond

Javier Hidalgo, Assistant Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond **Jose L. Marti**, Associate Professor, Law, Pompeu Fabra University

In a time of large-scale population movements due to instability, terrorism, poverty, crime, and climate change, this panel will focus on the ethics of immigration and immigration law, and the efforts of countries and political leaders in Europe and elsewhere to manage the tensions of respecting human rights and cultural identities, adhering to transnational treaties, and responding to domestic political pressures and anxieties.

Room 122 | Presentation | Conference Theme

Cross-Cultural Collaborations: Representation, Identity, and Belief

Chair: Jean-Anne Stewart, Programme Director MBA & MA Leadership, Leadership Faculty, Henley Business School

Multi-Agency Collaboration: Leading Across Borders

Lunell Haught, Adjunct, Organizational Leadership, Gonzaga University

Collaboration among multiple stakeholders is increasing in order to address complex and volatile issues. Agency and stakeholder leaders must represent their own groups as well as cross the border into becoming a member of a collaborative issue-resolving group. Implications and consequences of multiagency collaboration will be explored.

Simplifying Leadership Training Across Borders and Generations: A Case Study

Patricia O'Connell, Professor, College of Business & Leadership, Lourdes University **Brianna Lievens,** Assistant Registrar, Lourdes University (Co-Author)

This case study used a connective values-based framework to teach global citizenship, cross border, and cross generational leadership practices in interactions between leaders on four different continents. Findings showing how the participants applied five leadership development webs of belief in different contexts with leaders from different backgrounds will be presented.

The Art of Storytelling in Communicating Authentic Leadership Across Cultures

Marco A. Aponte-Moreno, Director of MSc Management Programme, Management Science and Innovation, University College London

Stories can provide followers with information that allows them to access their leaders' authenticity. However, a closer look at the way authenticity is conceptualized in different cultures suggests that storytelling is far from universal. This study explored the cross-cultural dimensions of storytelling in communicating authentic leadership.

Room 123 | Panel Discussion | Business Leadership

Beyond Culture Shock: Becoming Culturally Competent and Effective Global Leaders Across Borders

Chair: **Brad Grubb**, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University **Andres Villalobos-Salgado**, Center Operations Manager, Grifols Biomat Cincinnati, Grifols, Inc. **Joanne Barnes**, Dean of the Graduate School, Graduate Studies in Leadership, Indiana Wesleyan University

This panel will examine how a Spanish-based pharmaceutical company used culture shock preparedness to ensure leadership success when employees move to the United States. The panel will also examine the theoretical underpinnings of culture shock, the challenges leaders face in an unfamiliar environment and how training (e.g., cultural intelligence, intercultural effectiveness) can help reduce culture shock. Experiences of the panelist will be shared as they relate to culture shock and reverse culture shock.

Room 124 | Symposium | Leadership Education

Improving First-Year Student Thriving Through Leadership Education

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

Building on the field of positive psychology, the phenomenon of thriving in college has been shown to contribute to many desirable outcomes including persistence and increased academic achievement. This session will explore how leadership educators can teach first-year students to thrive through studying leadership.

Thriving in College

Laurie A. Schreiner, Professor and Chair, Doctoral Programs in Higher Education, Azusa Pacific University Linked to the emerging science of positive psychology, the concept of thriving has much to offer leadership educators. A review of relevant literature on contributions to personal and professional thriving as a leader will be followed by a summary of research to date, and presentation of a framework, the thriving quotient.

Leadership Education for First-Year Students

Cameron Beatty, Lecturer for Leadership Education, Leadership Studies Program, Iowa State University When teaching leadership, educators have an opportunity to integrate pedagogies that contribute to students thriving in college. This presentation will connect the factors of thriving with the values of the social change model of leadership in the context of first-year student leadership education,

Measuring the Effects of Leadership Development on Students' Thriving

Clinton M. Stephens, Director of Leadership Studies, Leadership Studies Program, Iowa State University Sharing results from two years of data collection with first-year students, this presenter will compare the pathways of the students who studied leadership in coursework with students who did not participate in leadership studies during their first year in college. Implications and further research recommendations will be discussed.

Room 125 | Presentation | Leadership Education

Unique Approaches to Developing Competencies

Chair: Lorne M. Williams, Dean of Northern Campuses, VP Academic Office, University of Lethbridge

Digital Reflections to Promote Leadership Development

Minita Ramirez, Vice President for Student Success, Office of Vice President for Student Success, Texas A&M International University

Miguel A. Trevino, Director, Student Orientation/Leadership and Engagement, Student Success, Texas A&M International University

The use of leadership portfolios has proven to be beneficial to students preparing for leadership success. An online curriculum designed to seamlessly integrate reflections through a student's leadership development will be examined.

Utilizing Gamification to Develop Employer Desired Soft Skills and Leadership Competencies

Matthew Morrin, Director of Student Life & Engagement, University of South Florida St. Petersburg A program was developed at the University of South Florida St. Petersburg using gamification to engage students in educational situations that develop soft skills and leadership competencies most desired by employers. The presenter will share the background, design, and outcomes of this unusual approach.

Room 127 | Presentation | Youth Leadership

Filling the Gaps: Youth Leadership Programs Fostering Community Change

Chair: Max B. Klau, Vice President of Leadership Development, Dean's Office, City Year, Inc.

Trends in Leadership: How Youth Improve Communities and the Lives of Others

Sara L. Dodd, Director, Center for Adolescent Resiliency, Texas Tech University

Holly E. Follmer-Reece, Doctoral Research Assistant, Center for Adolescent Resiliency, Texas Tech University (Co-Author)

R. Erin Kostina-Ritchey, Doctoral Research Assistant, The Center for Adolescent Resiliency, Texas Tech University (Co-Author)

Youth leadership program participants learned how to identify needs and create opportunities to meet those needs. Twelve months of participant logs of community outreach and volunteer service were analyzed to determine amount, type, scale, beneficiaries, activities, and other trends, Program, service log format, findings, conclusions, and implications will be discussed.

Student Enterprise Simulation: An Innovative Platform for Entrepreneurial Leadership **Practice**

Lebogang Mothibatsela, Educator, Entrepreneurial Leadership, African Leadership Academy African youth need more platforms to practice and develop entrepreneurial leadership skills. The experience of a leadership institution in southern Africa demonstrates that a well-designed simulation of the real world made up of student-run enterprises facilitates deliberate practice and shows that teaching practical entrepreneurship leads to tangible innovative outcomes.

Room 128 | Workshop | Leadership Education

Emotionally Engaged Thinking: A Process for Addressing Our Most Complex Global Issues

Nicole Stedman, Associate Professor, Agricultural Education and Communication, University of Florida Anthony C. Andenoro, Assistant Professor of Leadership Education, Agricultural Education & Communication, University of Florida

Have you ever wondered if it's possible to make decisions using your heart and your head? Through the intentional use of emotions and experiences as a foundation for decision-making, the FACE method of emotionally engaged thinking creates a foundation for the development of strong emotionally engaged leaders and individuals capable of addressing our world's most challenging complex adaptive issues. Come develop an understanding for the facilitation of the FACE method, learn its theoretical framework and contextual application within a decision-making framework, and gain the capacity to build emotionally engaged leadership in learners and organizational contexts.

Room 129 | Presentation | Business Leadership

The Dark Side of Leadership: Derailment, Dysfunction, and Toxic Leadership in the Workplace

Chair: Anton P. Baumohl, Senior Lecturer in Leadership Development, Psychology and Psychotherapy, Regent's University London

Unethical 20th Century Business Leaders as Corporate Psychopaths

Clive R. Boddy, Professor of Leadership, Leadership, Work and Organisations, Middlesex University This presentation will use a psychopathy measure to discuss whether leading figures in 20th century business history could have been corporate psychopaths. The research applied a measure of corporate psychopathy to Robert Maxwell (Rupert Murdoch's competitor) in particular.

Effective Toxic Leadership Versus Pleiotropic Leadership

Cecelia Martin, Chief Executive Officer, TEEM Leadership

Themes and patterns of dark, pseudo-transformational, toxic, and destructive leadership were explored in this research through the analysis of narratives as found in biographies, autobiographies, and related textual materials of Margaret Thatcher and Martha Stewart. The presenter will provide valuable insight into the behavior and practices that contribute to toxicity and how women leaders are classified.





Building Better Cross-Partnering Communication to Improve Economic Growth

Roseann Monteleone, Doctoral Student, Higher Education, Immaculata University

This presentation will take a granular look at the confidence levels of graduating students in hopes of building better cross-partnering communication among employers and higher education administrators on 21st century employability skills.

Room 130 | Panel Discussion | Leadership Scholarship

What Do College Students Understand About Their Own Leadership?

Chair: **Adam J. Goodman,** Director, Center for Leadership, Northwestern University

Todd E. Murphy, Associate Director, Center for Leadership, Northwestern University

Sherylle Tan, Director of Internships and KLI Research, Kravis Leadership Institute, Claremont McKenna College **Stacey Doremus,** Leading Edge Coordinator, Leadership Education & Development Programs, Georgia Institute of Technology

Where are students most (and least) likely to improve their leadership and teamwork? How do students seek help? What areas do they most want to improve? What obstacles do they typically face? What are the perceptions of students' followers and teammates? What are the implications for leadership education? This session will present and discuss findings from approximately 1,200 360° leadership assessments, 5,800 teamwork assessments, and 470 coaching relationships at three leading U.S. colleges, which are part of a long-term multi-institutional education and research project.

Room 131 | Refereed Symposium | Leadership Scholarship

Theorizing Women's Leadership: Critical Approaches and Understanding Intra and Extra Relational Dynamics

Chair: **Susan R. Madsen**, Professor of Management, Management, Utah Valley University
Commentator: **Julia B. Storberg-Walker**, Associate Professor, Executive Leadership Program, The George Washington University

Women Leaders: Theorizing Women's Negative Intra-Gender Relations

Sharon Mavin, Director & Professor, Roehampton Business School, Roehampton University **Gina Grandy**, Associate Professor, Regina University (Co-Author) **Jannine Williams**, Lecturer, Bradford University (Co-Author)

The researchers theorize women's negative intra-gender relations to explain how women leaders' relationships with women take place within gendered contexts. Findings will be shared that inform how women leaders face gender stereotypes, demonstrate gender flexibility, and engage in homophily and homosociality. Intra-gender competition and female misogyny will be examined.

Representations of Women's Leadership in the UK Business Press 2008-2012

Carole J. Elliott, Senior Lecturer, Business School, Durham University

Valerie Stead, Lecturer, Lancaster University Management School (Co-Author)

This research provides insights into how women's representation as leaders in UK national newspapers has shifted during a period of financial crisis. Drawing upon feminist media studies, gender-leadership research, Bourdieu's concepts of the field, and symbolic violence, representations of women between symbolic annihilation (Tuchman, 1978) and symbolic violence are examined.



Austin Lee Nichols, Associate Professor, North South University

The current study examined the effects of stereotype threat on decision-making. A fully-crossed 3×2 experimental design examined the effect of group role and gender on several aspects of decision-making. Results suggested that the mindset of a leader versus follower may account for gender differences in decision-making.

Room 132 | Refereed Symposium | Leadership Scholarship

Leading Across Perspectives: Change, Relational, and Ethical Lenses

Commentator: John P. Dugan, Associate Professor, School of Education, Loyola University Chicago

Relational Leadership Practices and Positive Workplace Climates

Maja H. Holmes, Associate Professor, Public Administration, West Virginia University

Kasi Jackson, West Virginia University (Co-Author)

Melissa Latimer, Director, WVU ADVANCE Center, Sociology, West Virginia University (Co-Author)

Lisa Dilks, West Virginia University (Co-Author)

This paper examines how relational leadership practices create organizational climates that support positive leadership outcomes. The findings articulate specific relational leadership practices that increase perceptions of collective efficacy and decrease perceptions of dependence and conflict within work groups.

Leading Change: The Role of Attention in Building Employee Commitment to Organizational Change

Laurie A. Branch, Professor, Management, St. Bonaventure University

This research uncovers a new concept of change management — attentional change — that suggests an individual's commitment to organizational change is a function of what the organization pays attention to. The presenters will suggest how leaders may use this concept to build affective commitment to change among their employees.

Toxic Leadership, Organizational Culture, Job Satisfaction and Turnover Intentions in Higher Education

Arthur Olguin, Professor, Psychology, Santa Barbara City College

This study examined toxic leadership, job satisfaction, and turnover intentions among workers in two highly-ranked U.S. colleges with contrasting histories and cultures — governance problems, leadership turnover, and accrediting agency sanctions, versus no similar organizational blemishes — providing unique comparisons between leadership, organizational culture, and employee work attitudes and behavior.

Room 133 | Panel Discussion | Leadership Education

Teaching Leadership in the Humanities Through Community-Based Learning

Chair: Craig Domeck, Dean and Assistant Professor of Leadership, MacArthur School of Leadership, Palm Beach Atlantic University

Julian Hayter, Assistant Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond **Jessica Flanigan**, Assistant Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond **Kristin M. Bezio**, Assistant Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond

The purpose of this panel is to discuss pedagogical methods for the teaching of leadership studies in the humanities disciplines through the use of community-based learning (CBL) projects. The presenters will use specific examples from courses in the curriculum at the Jepson School of Leadership Studies, which uses a hands-on approach to the teaching of leadership studies through the liberal arts. Concluding with an open discussion about the benefits and challenges proposed by CBL projects, the panelists will invite comments, suggestions, and questions from the audience.

Room 134 | Panel Discussion | Conference Theme

Navigating Leadership at the Intersections of Borders and Generations: A Collaborative Autoethnography

Rita A. Gardiner, Assistant Professor, Women's Studies/Faculty of Education/Leadership Program, The University of Western Ontario

Maria Beebe, President, Global Networks

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

With the aim of advancing theories of women and leadership by showing how an intersectional approach serves to articulate dimensions of the leadership experiences of women in diverse contexts, panelists will explore and interrogate their experiences of leadership at the intersections of various identities — including gender, race, and class — situated within the larger sociocultural structures. Navigational strategies that may enable thriving and surviving leadership at the intersections of these socially constructed borders will be emphasized. The discussion will conclude with implications for research and praxis.

FRIDAY

OCTOBER 16 14:30 - 15:30

NCURRENT



ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Leadership Scholarship

Business Leadership

Leadership Development 🚪 Public Leadership

Conference Theme

Leadership Education

Youth Leadership

Room 113 | Panel Discussion | Leadership Development

The Leader's Dilemma: To Adapt or to Innovate When Leading Across Boundaries

Chair: Tinesha Woods-Wells, Student, Virginia Tech

Curtis R. Friedel, Assistant Professor, Agricultural, Leadership, and Community Education, Virginia Tech

James Anderson, Director of Distance and Graduate Education, Virginia Tech

Sarah Hanks, Graduate Student, Agriculture, Leadership, and Community Education, Virginia Tech

Eric K. Kaufman, Faculty Principal, Honors Residential College, Virginia Tech

When leaders decide to solve a problem, they are confronted with two options: either adapt and choose a paradigm consistent solution focused on efficiency, or innovate and choose a paradigm breaking solution focused on being different. Panelists from various disciplines will use adaption-innovation (A-I) theory to examine the role of leaders as problem solvers in organizations facing complex, if not wicked, problems.

Room 114 | Panel Discussion | Conference Theme

Leading with Spirit, Presence, and Authenticity Across Real and Imagined Borders

Chair: Kathryn Goldman Schuyler, Professor, Organization Development, Alliant International University Karin Jironet, Co-Founder, In Claritas

Jonathan Reams, Associate Professor, Department of Life Long Learning and Counseling, Norwegian University of Science and Technology

Catherine Etmanski, Associate Professor, School of Leadership Studies, Royal Roads University

M. Beth Page, PhD Candidate, Interdisciplinary Studies/Leadership, University of Victoria

Marco A. Aponte-Moreno, Director of MSc Management Programme, Management Science and Innovation, University College London

Leading with Spirit, Presence, and Authenticity is crucial for dissolving both real and imagined boundaries that impose unwanted limitations on creative action. The authors of this noted 2014 book — part of the ILA Building Leadership Bridges series —will dialogue about their experiences as consultants, professors, and executive coaches, focused on the contribution of in-the-moment awareness to professional life. With presenters from Europe and North America who bridge the worlds of leadership teaching and practice, they will invite reflection about how sustained personal practices dissolve cultural prisons that get in the way of seeing new and different ways to address familiar situations.

Room 115 | Panel Discussion | Public Leadership

Disrupting Recidivism: Diverse Global Perspectives on a Restorative Leadership Framework

Chair: **Angela L. Hamilton,** Coordinator of Student Operated Services/Student Activities/Leadership Programs, Portland State University

Maria T. Chavez-Haroldson, Director, Office of Inclusion and Intercultural Relations, Oregon Youth Authority **Atim E. George,** PhD Student, Leadership and Change, Antioch University

John Morris Haroldson, Benton County District Attorney, Benton County District Attorney's Office

Through a facilitated panel that models the co-creative restorative leadership process, participants will engage through circle and dialogue. Panelists will share the literature that underlies the proposed restorative leadership framework, a systems thinking iceberg model for analyzing the current systems and the practices that disrupt and transform systems of oppression thereby leading to alternative pathways out of the school-to-prison pipeline. Restorative leadership tools, such as indigenous knowledge systems, storytelling, Huna, yoga, and arts-based practices, used while working with incarcerated or formerly incarcerated youth of color, immigrant, and first generation youth, and young women will be discussed along with challenges and lessons learned.

Room 116 | Symposium | Leadership Scholarship

Classical Greek Images of Leadership

Chair: Andrew Wefald, Assistant Professor, School of Leadership Studies, Kansas State University

This session will explore images of leadership in the classical Greek experience, presenting research from the following humanistic disciplines: philosophy, political theory, and literature. Animated by the insight that analysis of the classical world can benefit present-day scholarship, the scholars seek to uncover ancient wisdom on leadership.

From Rome to Tyre to London: Shakespeare's *Pericles* and the Classical Defense of English Proto-Democracy

Kristin M. Bezio, Assistant Professor, Jepson School of Leadership Studies, University of Richmond The scholar uses the early modern view of London as the "New Rome" and Shakespeare's Pericles to examine how, by linking concepts like limited monarchy, Republicanism, and even participatory representative government to the play's hero, Shakespeare suggests that good sovereignty ought to draw upon a Medieval-Classical tradition of limited participatory governance.

Aristotle Redivivus: The Works of Aristotle as a Paradigm for Understanding the Critical Place of the Humanities in Leadership Education

A. J. Grant, University Professor, Organizational Leadership, Robert Morris University
Aristotle's works continue to prod us to think about the importance of the liberal arts in leadership education through his pedagogical trivium and the works that would later help to form the quadrivium, which would go on to constitute the seven liberal arts in the Middle Ages.

On Plato's Polyphonic Understanding of Leadership: The Lawgiver

Brent Cusher, Assistant Professor, Leadership & American Studies, Christopher Newport University Most of the engagement with Plato's work by leadership scholars has been to explore the leadership implications of the so-called philosopher-king, discussed in Plato's dialogue Republic. This paper seeks to identify other models of leadership in Plato's thought, primarily the figure of the lawgiver discussed in the dialogue Laws.

Room 117 | Presentation | Youth Leadership

Values-Based Youth Leadership Development

Chair: Arthur J. Schwartz, Professor of Leadership Studies, Oskin Leadership Institute, Widener University

Building a Common Leadership Model for Scouting Across Cultures and Generations

Patrik Hedljung, Trainer/Leadership Developer, Swedish Scout and Guide Council

The World Organization of the Scout Movement has embarked on a journey to create a common leadership model focused on developing resilient and culturally-sensitive youth leaders. This presentation will explore identified best practices for supporting young people with becoming active citizens and responsible leaders locally and globally.



The Scouting Experience and Value-Based Leadership Development in the Context of Italian Youth

Barbara Bacocco, PhD Student, Sapienza University of Rome

Part of a broader research project inspired by the social change model of leadership development, the current study examines a data sample of 639 Scouts in Italy. The presentation will highlight the impact experiences such as school and Scouting have on the development of value-based leadership in young people.



How High School Impacts the Leadership Development of Adolescent Students in Three Countries

Emiliane Rubat du Merac, PhD Student, Education, Roma Tre University **Luca Mallia,** PhD Student, Foro Italico University of Rome (Co-Author)

Conceição Alves Pinto, Full Professor, Instituto Superior de Educação e Trabalho (Co-Author)

This research investigated the effect upper-secondary students' perceptions of their classroom environment had on their values-based leadership attitudes and skills in Russia, Portugal, and Italy. This statistical analysis will be shared with a focus on the best practices identified to help students become active citizens and responsible leaders.

Room 118 | Refereed Symposium | Leadership Scholarship

Making Meaning From Emotional Intelligence: Enhancing Leader Effectiveness

Commentator: **Sara E. Thompson,** Director of Leadership Programs, Kravis Leadership Institute, Claremont McKenna College



Fire on Ice: How Emotion Juxtaposition Generates Leadership Effectiveness

Tony Silard, PhD Student, Organizational Behavior, IESE Business School

The presenter will share a multiple-case study drawing from 63 semi-structured interviews with individuals that have occupied leader and follower roles in a wide array of contexts. Findings revealed that emotions are temporally and socially situated, and that effective emotion-related leadership behaviors comprise three dimensions of emotion juxtaposition — valence, social, and display.

The Fire that Warms but Doesn't Burn: Leader Equilibrial Competence as a Means of Emotion Management

Tony Silard, PhD Student, Organizational Behavior, IESE Business School **Yih-teen Lee,** Professor, IESE Business School

The presenters will provide a theoretical analysis of the construct of equilibrial competence — the capability to embrace and managing seemingly conflicting demands. They will discuss how it can help leaders effectively regulate their enactment of emotion-related behaviors across the three emotion dimensions of valence, activation, and display.

The Influence of Leader Emotional Intelligence on Employees' Job Satisfaction: A Meta-Analysis

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

Chao Miao, Grad Student, Virginia Commonwealth University (Co-Author)

Shanshan Qian, Assistant Professor, Towson (Co-Author)

Meta-analysis reveals that leader emotional intelligence (EI) is positively related to subordinate job satisfaction (ρ^{\wedge} = .303) and group satisfaction (ρ^{\wedge} = .600). It also exhibits incremental validity and relative importance in the presence of employee EI when predicting job satisfaction.

Room 119 | Presentation | Leadership Development

Research Studies on Leadership Development

Chair: Carylynn K. Larson, Organizational Psychologist & Leadership Coach, Creating Open Space LLC



Executive Coaching for Leadership Development: Understanding Leaders' Sense Making of Their Development

Duminda Rajasinghe, PhD Candidate/Visiting Lecturer, York St John University

This research explored how executive coaching works in business organizations and bridges a literature gap on executive coaching's results delivery. A qualitative inquiry employed interpretative





phenomenological analysis to demonstrate how executive coaching develops leaders. The presentation will lay a foundation for research/evidence based practice for this emerging leadership development intervention.

Lessons About the Experiences of Art-based and Contemplative Methods

Virpi A. Koskela, Postgraduate, Lappeenranta University of Technology - Lahti **Suvi-Jonna Martikainen**, Postgraduate, Lappeenranta University of Technology - Lahti (Co-Author)

The presenter will describe the lessons learned through the experiences of art-based and contemplative methods as important sources for transformational leadership development. The special elements of such methods were considered to develop new tools for sustainable leadership. Arts-based methods will be suggested as a way to create awareness of new leadership.

Exploring Connections Between Experiential Learning, Thinking/Behavioral Attributes, and Leadership Training

Rich Whitney, Assistant Professor, Organizational Leadership, University of La Verne **Beverly Trezek**, Associate Professor, DePaul University (Co-Author) **Nell Cobb**, Associate Professor, DePaul University (Co-Author)

Findings of a research investigation of teachers within programmatic leadership courses will be used to explore the connections between experiential learning and thinking/behavioral attributes. The ways in which leaders can use these same understandings to relate to others and improve leadership effectiveness and training will also be explored.

Room 120 | Presentation | Conference Theme

Leading Across Generations

Chair: Sherry H. Penney, Professor of Leadership - Emerita, College of Management, UMass Boston

Film Depictions of Mentoring: Understanding Tensions in Intergenerational Learning

Paul Kosempel, Associate Teaching Professor/Interim Director, Pioneer Leadership Program, University of Denver Through a thematic analysis of communication in mentoring partnerships depicted in film, this study identified a number of relational tensions and management strategies in mentoring relationships. Study results help demonstrate an understanding of how mentoring contributes to leadership learning across generations. Examples from films will be utilized in the presentation.

Pathways to Presidency: Unclogging the Pipeline for the Next Generation

Gloria Oikelome, Director of Assessment & Accreditation, Academic Affairs, Lincoln University **Maria Riversa**, Residence Director, Housing and Residence Life, Gonzaga University (Co-Author)

Is higher education facing a leadership crisis? The college presidency is facing challenges due to impending retirement of aging current presidents, significant turnover, and shorter tenures. Given these challenges, the question then becomes: Who will serve as the next generation of university presidents, and where will they come from?

Gen Z and the Post-Generational Reality for Leadership

Andrew Henck, Professional Development Programmes Manager, Global Human Resources, World Vision International

Anita F. Henck, Dean & Professor, School of Education, Azusa Pacific University

Gen Z will come of age in 2018 as the 5th generation simultaneously in the workplace. With technology access becoming an equalizer of young and old, some believe a post-generational leadership reality will emerge. This presentation will provide new approaches for workforce planning and talent development for this post-generational world.

Room 121 | Presentation | Leadership Education

Teaching Around the Globe

Chair: Ivana Mrozkova, Lecturer, Applied Linguistics, Palacky University Olomouc Czech Republic

Teaching Global Leadership: Acknowledging Instructor Personal Identities

Nyasha M. GuramatunhuCooper, Assistant Professor of Leadership Studies, University Studies, Kennesaw State University

Linda Lyons, Director of Strategic Initiatives & Assistant Professor of Education, First-Year and Transition Studies, Kennesaw State University

Sam Allman, Lecturer in Leadership Studies, Leadership and Integrative Studies, Kennesaw State University The study in this presentation explores the following question: How do an instructor's personal narrative and identity influence course content and instruction in a global leadership course? The presenters, uniquely positioned as both researchers and study participants, explain the origins of the study, implications of the methodology, and lessons learned.

Beyond Cultures and Generations: Consideration of Worldview as a Basis for Extending Leadership Influence

David A. Jarrett, Doctoral Student, George Washington University

Many organizations practice leadership in settings that are both multi-generational and multi-cultural. Rather than applying mono-cultural models of generational difference to address diversity, engaging member worldviews directly may offer a way to respect yet transcend difference. The opportunities and challenges of explicitly incorporating worldview into leadership practice will be considered.

Room 122 | Panel Discussion | Youth Leadership

Reflections on the Young African Leaders Initiative (YALI)

Chair: **Gama Perruci, Dean,** McDonough Leadership Center, Marietta College **Todd E. Murphy,** Associate Director, Center for Leadership, Northwestern University **Vincent L. Mack,** Program Officer, Nelson A. Rockefeller Center, Dartmouth College

This panel will explore the intersection between youth leadership development and experiential education in a cross-cultural context. It will provide an overview of the way two institutions — Dartmouth College and Northwestern University — implemented President Obama's Young African Leaders Initiative (YALI) on their campuses. Each institution hosted 25 fellows from across the African continent for six weeks. Through insights gained from their individual YALI experiences, panelists will discuss the challenges and opportunities that young African leaders face when leading across borders and generations.

Room 123 | Panel Discussion | Leadership Development

Millennials: Is Increased Narcissism the Death of Servant Leadership or the Open Door?

Chair: **Angela N. Spranger**, Lecturer in Management, Luter School of Business, Christopher Newport University **Kathleen A. Patterson**, Professor, School of Business and Leadership, Regent University **Brian C. Carroll**, Executive Vice President, Professor of Entrepreneurship, Southeastern University **Jane T. Waddell**, Independent Consultant

This panel will debate two opposing ideologies pertaining to the intersection of Millennials and servant leadership. One side supports the philosophical approach that servant leadership is dead due to the increasing generational demands that seek to have a self-oriented approach to life and leadership. The other side supports the perspective that Millennials are actually purposeful seeking groups that are deeply active in social engagement.

Room 124 | Presentation | Leadership Education

Community Engagement in Education

Chair: Cecile W. Garmon, Director, Center for Leadership Excellence, Western Kentucky University

An Exploratory Case Study of Community Based Experiences in Leadership Education

Aaron J. McKim, Graduate Student, Agricultural Education and Agricultural Sciences, Oregon State University **Jonathan J. Velez**, Associate Professor, Agricultural Education and Agricultural Sciences, Oregon State University **Kellie A. Strawn**, Leadership Academy Director, Oregon State University (Co-Author) **Josh Stewart**, Oregon State University (Co-Author)

Researchers evaluated a community based requirement within a post-secondary leadership development program. A total of 18 interviews, conducted over two years, were used to analyze students' experiences and their alignment with the experiential learning process. This presentation will highlight implications of the findings for research and practice.

Building Civic Leadership Through Service Learning: A Case Study of Challenges, Disruption, and Bridging

Linda G. Olson, Interim Dean, Colorado Women's College, University of Denver

Mimi Bau, Community Relations & Program Coordinator, Pioneer Leadership Program, University of Denver Service learning is often used to integrate theoretical and practical leadership learning in undergraduate leadership programs. Does such experiential learning really impact students and providers alike in building civic leadership capacity? This study examines pre-/post- perceptions, attitudes, and learning of students and community partners in a yearlong engagement project.

Measuring the Impact of Service-Learning: Exploring Psycap and Core Self-Evaluations

L.J. McElravy, Assistant Professor of Youth Civic Leadership, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

Gina S. Matkin, Associate Professor, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln (Co-Author)

Lindsay Hastings, Clifton Professor in Mentoring Research/Director at Nebraska Human Resources Institute, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln (Co-Author)

To better understand the influence of service-learning on student development, a pre-test/post-test design is used in an "Interpersonal Skills for Leadership" service-learning course focusing on two important workplace self-evaluative psychological constructs, psychological capital (PsyCap) and core self-evaluations (CSE).

Room 125 | Presentation | Business Leadership

Creating, Destroying, and Shaping Communities at Work: How Can We Build Sustainability Into Our Teams?

Chair: Arthur E. Snyder, President, Indiana Tech

It would be nice if we all worked, collectively, to create an optimal workplace, built and sustained by meaningful workplace communities. This session will focus on positive organizational outcomes associated with building connected workplaces and the negative outcomes of neglecting to do so.

Paths to Belonging: The Role of Community Attachment in Retaining Diverse Employees

Carla R. Messer, Lecturer, School of Business, Indiana University East

Increasing career mobility has business leaders scrambling to attract and retain diverse employees. The presenter will establish the link between community factors and retention. Narrative inquiry research utilizing photo-elicitation as a means to reveal the relationship between cultural spaces and retention will be used as a foundation for this presentation.

Destructive Leadership and the Millennial Workforce

Rhonda Martin, Professor, University of the Incarnate Word

Absael Antelo, Associate Professor of Education, Dreeben School of Education, University of the Incarnate Word (Co-Author)

Interviews with service organization workers who were born between 1976-1985, held a four year degree, and were employed for at least four years revealed findings on: insidious behaviors of destructive leaders, followers' experiences working in a toxic work environment, and the influence of destructive leaders over a follower's leadership style.



Ethically Shaping Organizations: Using Ethics Education as a Tool for Sustainability

Karen L. Schuder, Educational Doctorate in Leadership student, University of St. Thomas

Ethics education is a powerful tool for shaping organizational cultures. Promoting increased understanding of dilemmas and ability to deal with pressures helps business leaders develop a culture living out organizational values at all levels. This presentation, informed by interviews with experienced leaders, will offer strategies for assessing and shaping ethical culture.

Room 128 | Panel Discussion | Business Leadership

Which Would You Rather Bring to Work — Happiness or Toxicity?

Chair: **James 'Gus' Gustafson,** Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University - College of Business

Sherri Black, Senior Manager, Human Resources, Visteon Corporation

Michael Kuppinger, ABD PhD Student, Benedictine University

Marcia Kent, Founder & CEO, Silver Lining Consulting

Nancy Sayer, Director, Samaritan Center for Congregations

The field of positive psychology suggests that the greatest competitive advantage in the modern economy is a positive and engaged workforce. A panel about employee engagement would be remiss and incomplete without a discussion on the importance of happiness! Four business executives will explore the topic of how to create a culture of happiness and well-being instead of toxicity and disengagement. Compelling case studies and evidence based research will be shared along with effective strategies for how to create a culture that embraces happiness, health, and engagement.

Room 129 | Presentation | Business Leadership

The Good, The Bad, and the Ugly: Why Good Leaders Do Bad Things and Other Intriguing Notions

Chair: Lorna S. Blumen, Educational Consultant, Justice and Equity, BullyingEpidemic.com

Most leaders don't consciously plan to be deviant; it just happens! Leaders often behave in ways that are less than stellar, resulting in squashed visions, disengaged followers, and organizational confusion. Come to hear insights and offer suggestions for coping with deviant leadership practices.

Phenomenological Meaning and Essence of Organizational Deviant Leadership for Followers and Followership

Gary Crutchfield, Manager, DeviantLeadership.org

This qualitative study produced a rich and thorough understanding of the phenomenon of deviant leadership in the complex adaptive system of the global competitive environment. The presenter will share results and implications of the meaning and essence of the destructive and pervasive phenomenon of deviant leadership for followers and leadership systems.

The Open Door Policy: How Leaders and Followers Undermine Fostering Diverse Visions and Ideas

Lunell Haught, Adjunct, Organizational Leadership, Gonzaga University

Open door policies can provide authentic engagement through listening and encouraging employee voice. The intention can be to cross the border of roles and perspectives, which can lead to organizational improvements. The practice, however, is frequently quite different. This study reveals how complicated this border crossing is and offers suggestions for alleviating it.

Crisis Leadership During the Great Recession of 2008

Steven Walker, Instructor, Leadership Studies, National University

Matthew Earnhardt, Assistant Professor, College of Business, Embry-Riddle Aeronautical University (Co-Author) This presentation will discuss the findings and implications of a recent study that sought to understand crisis leadership during the Great Recession of 2008 and its impact across organizational fields.

Room 130 | Panel Discussion | Leadership Development

Leadership and Sports: Get on the Team

Chair: Almarie E. Munley, Dean, University College, Hampton University

Kathy Guthrie, Associate Professor, Higher Education/Center for Leadership and Social Change, Florida State University **Brian Davenport**, Assistant Professor, Leadership & Organizational Studies, University of Southern Maine's Lewiston-Auburn College

Fernando Ilharco, Professor, Catholic University of Portugal

Maylon Hanold, Instructor, Sport Administration and Leadership, Seattle University

Given the far reach that sports have around the world and the opportunity to develop a research agenda aligned with one's own passion, it is surprising that more focused scholarship is not being done to investigate ways that leadership and sport interact and intersect. As a result of this gap, panelists seek to begin conversation with others to explore how this area of development, education, and scholarship can be further explored.

Room 131 | Presentation | Business Leadership

Research Related to the Leadership in the Technology Sector

Chair: Robert Elkington, President and CEO, Global Leadership Initiatives, Inc.

The Shift Created by Technology in a Cross-Generational Workforce

Donna L. Haeger, Lecturer, The Charles H. Dyson School of Applied Economics and Management, Cornell University Based on qualitative research done on the lived experiences of younger leaders and older workers, this study sought to understand how technology is shifting the relationship between work and life. A validated scale was developed surfacing clear movement to a fused approach toward work and life as cohorts become younger.

Does Theology Impact Decision-Making by the Leadership of a Software Company?

Susan Hares, Doctoral Student, Business and Leadership, Regent University

This case study examines if differences in theology of the founder and other members of the strategic management team of a small multi-cultural and multi-national entrepreneurial telecommunication software company impacted decision-making. This multi-national company existed from 2000-2008 and had offices in China, India, Europe, and the United States.

Relationship of Emotional Intelligence and Project Outcomes in Technology

Art Trejo, International Liaison Officer, Research & Development, International Doctoral Empowerment Academy The purpose of the quantitative research study was to examine the relationship between the emotional intelligence competencies of Hispanic team members and project outcomes within the technology sector in the United States. The presenter will explore the degree of association between the identified predictor and criterion variables.

Room 132 | Panel Discussion | Leadership Education

Beyond the Satisfaction Survey: The State of Leadership Assessment Today

Chair: Clinton M. Stephens, Director of Leadership Studies, Leadership Studies Program, Iowa State University Cameron Beatty, Lecturer for Leadership Education, Leadership Studies Program, Iowa State University David M. Rosch, Assistant Professor, Agricultural Leadership, University of Illinois at Urbana-Champaign Matthew J. Sowcik, Professor/Director of Leadership Development, Entrepreneurship and Leadership Studies, Wilkes University

Corey Seemiller, Assistant Professor, Leadership Studies in Education and Organizations, Wright State University With backgrounds in private business, public institutions, and private universities, panelists will share their collective wisdom on assessing leadership development by sharing their current role and the regular assessments they conduct. Special emphasis will be on assessment practices that are transferable to other programs. Panelists will highlight tips, resources, and how they integrate the assessment results into practical improvements in leadership development. They will also discuss how they conduct meaningful assessments with limited budgets and staffing. Finally, rigorous assessment requires addressing threats to validity thus panelists will share how they handle issues like social-desirability bias.

Room 133 | Panel Discussion | Leadership Development

Coaching Leaders to Cross Borders and Generations: Principles & Practices of Effective Leadership Development

Chair: Chris Cartwright, Director of Intercultural Assessment, Intercultural Communication Institute

Allan W. Bird, Darla and Frederick Brodsky Trustee Professor in Global Business, International Business & Strategy, Northeastern University

Alastair Macfarlane, Director, PSi Limited

Simone-Eva Redrupp, Managing Director Customized Learning Solutions, Aperian Global

Coaching leaders to cross borders and generations is complex. Leaders need to understand their own cultural lenses as well as their ability to engage across difference. This session will introduce two psychometrically reliable and valid researched models on coaching for leadership development — one based on global leadership competencies, and the second based on cultural value and behavioral differences. The perspectives these models provide can create options for leaders to understand the cultural differences they will need to cross and the competencies they will need to be effective. Examples and case studies will be shared to show how coaching leaders with the tools these models provide can be both insightful and transformative.

Room 134 | Workshop | Leadership Development

An Emerging Method for Leader Development: A Simplified Framework to Use Across Borders and Generations

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

The workshop will outline a straightforward methodology for teaching individuals and groups how to develop high level leadership competencies. The framework emphasizes connective values and leader capacities crucial to leading across borders and generations. Participants will learn how the model was developed, how it can be applied, and will engage in assessment and feedback on their own adoption of the framework in their own and others' leadership development. This emerging methodology resulted from five-years of research and trials using five webs of belief for self-leadership and interpersonal leadership development: learning, reverence, purpose, authenticity, and flâneur.

Room 127 | Symposium | Conference Theme

Women and Leadership Around the World: The Middle East and North America

Chair: Susan R. Madsen, Professor, Management, Utah Valley University

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

This symposium will share chapters published in *Women and Leadership Around the World,* part of ILA's Women and Leadership: Theory, Research, and Practice book series.

Dying to Lead: Women Leaders in Afghanistan, 2012-2014 and Beyond

Randal Thompson, Chief of Party, IMPAQ International

This paper describes the challenges women leaders face in Afghanistan. After providing an historical overview, the paper examines the situation of contemporary women leaders, the political dynamics involved, and the desires of Afghan women to carve out a leadership style compatible with Islam and Afghan communal values.

Female Leadership for Peace and Human Security: Case Study of Israel/Palestine

Lisa Berklev. President, Women In International Security-WIISWest

Ashley Lackovich-Van Gorp, Executive Director, Enhance Worldwide

Through the lenses of terror management theory and transtheoretical model of change, presenters will provide a critical analysis of the cultural and structural challenges women leaders face within the Israeli/Palestinian peace process and will offer a framework for assessing cultural preparedness to break through those barriers.

Black American Women's Political Experiences: Global Leadership Lessons

Dionne Rosser-Mims, Associate Professor & Assistant Division Chair, Leadership Development and Professional Studies, Troy University

This presentation will provide an overview of factors that have influenced the history and current status of Black women in U.S. political leadership. It will also provide recommendations on how to support greater representation by Black women in elective offices, including lessons that may be transferrable to women elsewhere in the world.

FRIDAY

OCTOBER 16 15:45 - 17:00

NCURRENT



ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Leadership Scholarship

Business Leadership

Leadership Development Public Leadership

Conference Theme

Leadership Education

🎽 Youth Leadership

Room 111 | Workshop | Leadership Education

Teaching Leadership in the Context of Food and the Environment

William Gerard Weeks, Professor, Agricultural Education, Communications and Leadership, Oklahoma State University Penny Pennington Weeks, Professor, Agricultural Leadership, Oklahoma State University

This workshop will share an approach to teaching leadership using the contexts of food security, sustainable energy, climate change, and food safety. Working with a grant from the National Institute for Food and Agriculture, the presenters have developed sixteen lessons/activities within twelve different leadership concepts. Following an overview of a series of contextually based lessons themed on contemporary issues facing society, participants will then work through a case study and debrief the lessons learned. Ample time will be available for attendees to interact with the presenters concerning the format and structure of all lessons.

Room 113 | Panel Discussion | Conference Theme

Spain's Leadership within the European Union and NATO

Chair: Leopoldo Calvo Sotelo, Senior Legal Adviser to the Spanish Council of State; Professor, San Pablo-CEU and ESADE Law School, Madrid

José M. de Areilza Carvajal, Secretary General, Aspen Institute España; Professor of Law and Jean Monnet Chair, ESADE. Martin Ortéga, Professor, International Law and Relations, Compultense University of Madrid

Since Spain's integration into NATO in 1982 and the European Community in 1986, the country has played an active role in both communities and contributed in a significant way to their expansion, security, and sustainability. Spain itself experienced unprecedented change in terms of democratization, social, and economic growth. The European Community and NATO benefited from Spain's strong ties with all the Mediterranean countries and Latin America. Which types of leadership and followership have the panelists observed in these 29 years of successful community? How did Spain lead in NATO and EC? How has the community influenced Spain?

Room 114 | Panel Discussion | Leadership Education

Leadership and Student Strategies Post-Disturbance

Chair: **Jeaninne Wallace**, PhD Student, Union Institute and University

Christopher Horsethief, Owner, Horsethief Productions

Ronda K. Gentry, Director, Center for Civic Advancement, Tusculum College

Leah MacVie, Instructional Designer, Union Institute & University, Canisius College

Many academic administrators are engaged in conversations about how to assist students following a traumatic event that is beyond the scope of what a community can cope with. Conversation can be used as a medium to identify needed services. Panelists will discuss leadership and student strategies to identify and develop resources that assist students post-disturbance, including creative conversation strategies. One college's development of a one-stop, student services center will be shared.

Room 115 | Workshop | Leadership Education

The Thoughtful Leader: Critical Thinking as a Leadership Competency

Daryl V. Watkins, Assistant Professor, Business Administration, Embry-Riddle Aeronautical University **Nancy Watkins**, Adjunct Faculty, Embry-Riddle Aeronautical University

Leaders must be thinkers first. Critical thinking is a foundational competency for leaders operating in complex environments. Continuous experience with different kinds of cognitive tasks and activities that build thinking habits into initial learning increases the quality of problem solving, inquiry, reasoning, and reflection. This workshop is designed to help faculty and educators understand the process of critical thinking related to leadership and to help them design their own approaches to enhancing their students' critical thinking within leadership development programs. Individual exercises, small group work, and discussions will model how participants can teach students to incorporate the framework into their own thinking.

Room 116 | Workshop | Leadership Development

The European School of Leadership Practice: Creating New Practices of Leading by Crossing Borders

Gerda M. Van Dijk, Director, Zijlstra Center for Public Control, Governance and Leadership, VU University Amsterdam **Ted A. Baartmans,** CEO, The Leadership Group

Jonathan Reams, Associate Professor, Department of Life Long Learning and Counseling, Norwegian University of Science and Technology

Rens Van Loon, Professor, Culture, Leadership & Learning, Deloitte Consulting

The European School of Leadership Practice (ESLP) promotes a new form of leadership development in and for Europe designed to enable the next generation to thrive from different global challenges and build for the common good. After a brief introduction on the ESLP philosophy, the session will focus on learning in action. Participants will be asked to provide wicked issues to use as mini case studies in a series of structured small group exercises focused on how to take next steps on each wicked issue using the ESLP dialogical approach.

Room 117 | Workshop | Business Leadership

Leadership Development Across Borders: A Contextual Transnational Leadership Development Model

Robert Elkington, President and CEO, Global Leadership Initiatives, Inc.

Jennifer Moss Breen, Associate Director and Associate Professor, Interdisciplinary EdD Program in Leadership, Creighton University

Suzanne S. Martin, Senior Consultant, transform.

A four stage model of leadership development that is contextually sensitive and thus appropriate to cross cultural and national boarders, as well as inter-generational contexts, will serve as the basis of this workshop. Each participant will engage in personal leadership development processes through group involvement in a case study of an organization in some part of the world that is struggling to thrive due to economic and human capital pressures. Expected outcomes include understanding the four stage model and the difference between leader and leadership development, and developing the capacity to implement leadership development processes within a given context including global contexts.

Room 118 | Symposium | Conference Theme

Inside Crossed Borders: Creating Space-Places for Flourishing

Chair & Commentator: **Robert McManus**, McCoy Associate Professor Leadership Studies and Communication, McDonough Center, Marietta College

During three keynotes at the ILA San Diego 2014 Conference, reference was made to creating hope that helps others flourish, creating spaces for the human spirit to flourish, and creating space for action, that is, generating the space for change and creation. This session will explore what these spaces might look like, feel like, and consist of. How does one create spaces that are flourishing places? What ought leaders to be asking and answering as space is created or re-conceptualized? Is flourishing different depending upon the lenses and/or the places?



Why the "Zing" in Zingerman's?

Janis B. Balda, Associate Professor of Sustainable Enterprise, Unity College

Using a positive organizational development approach by applying the concept of positive deviance and the principles of appreciative inquiry, this presentation will explore an enterprise that embraces human flourishing — Zingerman's Community of Businesses in Ann Arbor, Michigan. Zingerman's embodies the principle that constraints can lead to a better-designed workplace.

Creating Invitational Spaces for Contract Faculty in a Changing Environment Blenda L. Crawford, Professor, Behavioral & Social Sciences, Regis University

Universities are decreasing the load of adjunct faculty, diminishing the level of contact with the university teaching community. How do universities create and maintain an invitational space for contract faculty that provides an environment where collegiality, creativity, and pedagogical support flourish? This research investigated those questions with interesting results.

Emerging Social Technologies Connecting Generations, Cultures, and Worldviews

John W. Aldridge Jr., Director Organizational Management & Leadership Programs, Business & Technology, Colorado Christian University

Social media and emerging technologies change the ways people think, learn, create, and consume. Providing intentional spaces connecting generations, cultures, and worldviews, such technologies can be instruments of shared intelligence and democracy, or instruments of hegemony. The presenter will examine the impact of emerging social technologies on leadership in terms of followership relations, public opinion, and social change.

Room 119 | Presentation | Leadership Development

Motivating Leadership . . . Or Not!

Chair: Maria Barseghyan, Student, Woodbury University



Developing Leader Intent Through A Leadership Philosophy

J. Basil Read, PhD Student, Global Leadership Program, Indiana Tech

Many first time supervisors struggle to find their leadership voice and articulate behavioral expectations for their team. While first time leaders are often afforded leadership training, many never reflect on how they wish to lead. This presentation will examine one U.S. government agency's approach to developing intentional leaders through a personalized leadership philosophy.

Leading Beyond Antisocial Workplace Behavior

Angela N. Spranger, Lecturer in Management, Luter School of Business, Christopher Newport University Employees in the U.S. workforce increasingly report low career well-being and many experience antisocial workplace behavior (AWB). In this study, management, professional, and hourly participants identified why they stayed in organizations where they had experienced AWB. The presenter will share findings on engagement, followership, commitment, and substitutes for leadership.

The Potential Leader

Mark McCaslin, Senior University Research Chair, School for Advanced Studies, University of Phoenix This paper seeks to advance the nature of leadership as an actualizing force for unrealized human potentials. Because of the metamotive constructs involved, this advancement affects the way we understand the nature of individuals working in leader roles. The presenter will introduce and discuss the potential leader, the potentiator.

Room 120 | Presentation | Leadership Education

Primary and Secondary School Leadership Across the Globe

Chair: Omer Badawood, Head of CFL, Education, King Abdualaziz University

A Unique Approach to Resourcing Private School Educational Leaders in Burkina Faso

Corinne Brion, Graduate student, The School of Leadership and Education Sciences, University of San Diego Private school proprietors and teachers in West Africa play a critical role in developing the next generation of leaders. This presentation will focus on four leadership modules offered to these stakeholders in Burkina Faso.

The Role of School Leaders in Effective Induction and Mentorship Programs: An International Systematic Review

Keith D. Walker, Professor, Educational Administration & Johnson Shoyama Graduate School of Public Policy, University of Saskatchewan

Lorraine Godden, PhD Candidate, Faculty of Education, Queen's University (Co-Author) **Benjamin Kutsyuruba**, Associate Professor, Faculty of Education, Queen's University (Co-Author) **Leigha Tregunna**, Graduate Student, Faculty of Education, Queen's University (Co-Author)

The purpose of this systematic review was to explore the role of school leaders (administrators) in effective teacher induction and mentoring programs for beginning teachers from an international perspective.

Improving School Leadership Through Communication

Mireia Tintoré, Professor, Education, Universitat Internacional de Catalunya **Nuria Aris**, Universidad Internacional de La Rioja

This presentation will examine the relationships between leadership styles and communicative styles in educational contexts, while also taking into account some studies that have investigated the emotional intelligence and decision-making processes of school principals, as well as the perceptions and job satisfaction of teachers.

Room 121 | Panel Discussion | Leadership Education

A Community Engagement Model for Thoughtful Leadership Education

Chair: **Spencer S. Stober**, Professor of Biology and Educational Leadership, Graduate Studies, Alvernia University **Alicia H. Sprow**, Sustainability Initiatives Coordinator, Holler Center for Community Engagement, Alvernia University **Tufan S. Tiglioglu**, Director/PhD Program in Leadership, Academic Affairs, Alvernia University

Tracey Brown, Graduate Assistant, Institutional Review Board, Alvernia University

Peggy Bowen-Hartung, Chair, Psychology and Counseling Department, Alvernia University

Panelists will use their university's community engagement model as a case study to explore questions related to Stoecker's work on creative tensions. Factors that contribute to and mitigate the following tensions will be examined: community versus the academy, research versus action, training students versus solving problems, and service versus social change. The session chair will then guide an open discussion with panelists and the audience.

Room 122 | Workshop | Conference Theme

Leadership as a Lever for a Healthier World

Steadman D. Harrison III, Leadership Solutions Associate, Research, Innovation, Product Development, Center for Creative Leadership

Charles Palus, Senior Fellow, Center for Creative Leadership

Effective leadership involves the direction, alignment, and commitment at different levels of the system within which the organization presides in order to improve the organization and keep the system sustainable. This workshop will connect the concept of organizational health to the theory and practice of leadership in interdependent organizations. After an overview of core leadership essentials leveraged to achieve both organizational and societal health, a range of leadership tools used for dialogue and meaning making will be introduced with examples from the facilitators' work in the Middle East, Africa, and China. Please come prepared to engage in small group discussions and bring your own global experience to the table.

Room 123 | Symposium | Public Leadership

Exercising Civic Leadership Across Boundaries: Public Narrative and Emergent Models of Community Governance

Chair: **Kerry L. Priest**, Assistant Professor, School of Leadership Studies, Kansas State University Commentator: **Leigh Fine**, Assistant Professor, School of Leadership Studies, Kansas State University

Neoliberalism is redefining the way individuals relate to existing governing structures. One consequence is that tensions within governing structures emerge in areas that do not fit, or are recognized within, the market, state, or civil society. Forms of civic engagement that connect citizens in these informal spaces have been dismantled by neoliberal ideology. This symposium considers models of civic and public leadership that leverage public narrative (Ganz, 2010) to reimagine governance structures and associational bonds impacted by neoliberalism.



Greensboro Counter Stories Project

David Anderson A. Hooker, President, Counter Stories Consulting Group

The presenter will describe newly created methodologies for the development of collective narratives and discuss the present stage of implementation of a community transformation program in Greensboro, North Carolina that advances goals established in the Greensboro Truth and Reconciliation project.



Civic Leadership Development and Public Narrative Methods: Community Impact and Emergent Governance Structures

Brandon Kliewer, Assistant Professor of Civic Leadership, School of Leadership Studies, Kansas State University **Kerry L. Priest**, Assistant Professor, School of Leadership Studies, Kansas State University (Co-Author)

This presentation will explore an emerging model of leadership education and development that seeks to cultivate governance structures in community through student-facilitated public narrative techniques. The use of Ganz's public narrative to mobilize the local community across time and space will be examined.

Capacity Building and Leadership Development for Community Engagement

Jennifer Purcell, Assistant Professor of Leadership Studies, University College, Kennesaw State University Findings will be shared from an institutional effort to develop community leaders' perceptions of their leadership role in community engagement efforts through public narrative strategies. The presentation will include examples of how the shared leadership narrative has informed next steps in planning and capacity building for community engagement.

Room 124 | Presentation | Leadership Education

A Review of Assessment and Evaluation Models Across Institutions

Chair: **Thomas Hellwig**, Professor for Leadership, INSEAD Global Leadership Centre

Adapting Evaluative Methods to Promote Continued Learning in an Evolving Leadership Development Program

Katherine Kessenich, Evaluation Coordinator and Teaching Specialist, Undergraduate Leadership Minor, University of Minnesota

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

Just as new realities continuously emerge in the world, so do the realities of a growing leadership development program. The presentation will explore how a program adapted its evaluation methods to improve the dynamic student experience and promote a culture of continued learning and development.

Authentic and Culturally Intelligent Leaders: Inclusiveness Across Generations in Academic Institutions

Joanne Barnes, Dean of the Graduate School, Graduate Studies in Leadership, Indiana Wesleyan University **Brad Grubb**, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University

Universities are experiencing an influx of ethnically diverse students. Academic leaders often strive to create environments of inclusiveness without understanding the various cultures on their campuses. This presentation will provide results from research on authentic and culturally intelligent leaders in higher education and what leaders can do to create inclusive campuses.

Transformational Leadership Characteristics of Administrators and Student Leaders at a Ghanaian University

Isaac B. Boateng, Leadership Center Director, Valley View University

The purpose of this study was to measure transformational leadership characteristics among the leaders of Valley View University. The presenter will share findings of this empirical quantitative case study concerning: idealized influence (attribute and behavior), inspirational motivation, intellectual stimulation, and individualized consideration.

Room 125 | Panel Discussion | Leadership Education

Transformative Graduate Learning Across Borders, Cultures, and Generations in the Digital Age

Chair: **Dorothy E. Agger-Gupta**, Program Director and Professor, School of Human and Organizational Development, Fielding Graduate University

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

David Blake Willis, Professor of Anthropology and Education, School of Human and Organizational Development, Fielding Graduate University

Sabine L. Menon, Managing Partner, Reflections

Kenzie Lau-Kwong, Partner, Leaders Quest

Transformative graduate education for global leadership integrates traditional and experiential learning so adults from multiple generations, professions, and nationalities can learn and develop competencies together. Professors and alumni from North America, Asia, and Europe will share experiences and insights from Royal Roads University and Fielding Graduate University. The discussion will describe innovative models and effective strategies for graduate educators and practitioners of global leadership focused on building and strengthening competencies needed to cross borders, generations, and professions in today and tomorrow's complex international environments. Come hear inspiring stories of transformative graduate learning and novel design insights.

Room 127 | Presentation | Leadership Development

Effective Leadership Development: Theory and Practice

Chair: Alicia D. Crumpton, Dean, School of Business and Public Leadership, Johnson University

A Call for Greater Accountability in Leadership Development

Jessica Flanigan, Assistant Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond

Prominent approaches to leadership development have not demonstrated that they promote better leadership outcomes. After articulating a philosophical argument that leadership development programs have a moral obligation to investigate and report whether their programs are effective, the presenter will describe several metrics for assessing leadership development programs.

Building a Ladder to Leadership: Leadership Capacity and Capability in Higher Education

Lorraine Stefani, Professor of Higher Education Strategic Engagement, Faculty of Education, University of Auckland This presentation will describe a pragmatic academic leadership capacity building strategy and summarize approaches used to evaluate the career and leadership development of participants. The suite of programs offers a realistic yet innovative approach that is in alignment with the daily responsibilities of staff and with the organizational mission.

Room 128 | Workshop | Leadership Education

| Cultural Continuums

Sarah E. Wagner, Director of Vira I. Heinz Program, University Center for International Studies, University of Pittsburgh As leadership educators, how do we provide recently-returned study abroad students with a framework designed to help them process differences across cultural behaviors and values? This will be a highly-interactive and unique workshop designed to share the cultural continuum model for student leadership development within the context of international education. The facilitator will share the model's curricular framework and learning objectives as well as handouts and facilitation tips of this new reentry experiential learning activity. Come experience how this model provides a unique approach to reentry education within the field of study abroad and the resulting transformation of future leaders.

Room 129 | Symposium | Leadership Scholarship

Connective Leadership: Cultural and Generational Divides

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

Commentator: Maura Harrington, Vice President of Consulting & Chief Operating Officer, Center for Nonprofit Management

Generational Differences in Leadership Style: The Movement toward a Connective Era

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

Jill L. Robinson, Associate Professor, Business, University of Redlands

This paper examined the evolution of leadership styles using the connective leadership/achieving styles framework. Data from 1980-2015 on U.S. managers demonstrates a shift away from direct leadership styles to a more relational approach. Behavioral differences that do exist from Baby Boomer to Millennial managers were documented and will be discussed.

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Cross Cultural Millennial Behavior Transformation

Kevin Walsh, Professor, Organizational Management & Consulting, Phillips Graduate Institute **Maura Harrington**, Vice President of Consulting & Chief Operating Officer, Center for Nonprofit Management The presenter will describe the impact of connective leadership coaching on young leaders acting as youth ambassadors for an international organization. Ranging in age from 16-25, participants studied represented Kenya, Mongolia, Jordan, Honduras, Dubai, United Kingdom, United States, Australia, Nepal, Nigeria, Pakistan, and Guatemala. Results impact leadership development for millennials across cultures.

Cultural Differences in Leadership Styles: Connecting Leadership Across Borders

Chris Cartwright, Director of Intercultural Assessment, Intercultural Communication Institute
Using data gathered from 1980-2014 from managers around the world, the presenter will provide an empirical examination of leadership styles across national borders as measured by the Achieving Styles Inventory. The ASI is derived from the connective leadership model (Lipman-Blumen, 1996).

Room 130 | Refereed Symposium | Leadership Scholarship

Theory and Model Development: Perspectives from Across Generations, Professions, and Structures

Chair & Commentator: Laura Osteen, Director, Center for Leadership & Social Change, Florida State University

Exploring What It Is Like to Work for a Servant Leader: Perspectives of Three Generational Cohorts

Tatiana E. Zimmerer, Assistant Professor, School of Business, Colorado Technical University **John Latham**, Social Scientist, Organization Design Studio, Ltd.

This quasi-deductive qualitative study explored the perceptions of three generational cohorts of followers of servant leaders in order to provide new insights into servant leadership. The result is a new servant leadership conceptual framework composed of individual leader characteristics, activities, and behaviors; follower responses; and organizational results.



In Extremis Leadership: Military, Firefighters, and Law Enforcement Personnel

Deirdre Dixon, Assistant Professor, College of Business, University of Tampa **Richard Boland**, Professor, Case Western Reserve University (Co-Author) **James Gaskin**, Assistant Professor of Information Systems, Brigham Young University (Co-Author) **Michael Weeks**, Assistant Professor, University of Tampa (Co-Author)

Based on a survey of 514 leaders and their experiences during *in extremis* conditions, this study examined the moderating effect of four human qualities — self-esteem, self-sacrifice, mental flexibility, and altruism. The presenter will theorize that differing priorities among the occupation's organizational missions give rise to the disparities discovered among these factors.



Integrating Two Leadership Models: The Value of Initiating Structure

Marcella Hoogeboom, PhD candidate, Behavioral, Management, and Social Science, University of Twente **Celeste Wilderom,** Professor, Information Systems & Change Management, University of Twente (Co-Author)

The presenter will discuss an empirical study that integrated the transformational-transactional model with the initiating structure-consideration model and examined to what extent specific initiating-structure behaviors explain more incremental variance in effectiveness criteria than the transactional leadership style. Video-observed initiating-structure behaviors were shown to explain more variance in leader and team effectiveness than the transactional style.

Room 131 | Symposium | Conference Theme

Mission and Leadership

Chair & Commentator: Rodrigo Zarate, Professor, Business, Universidad EAN

Distributed Leadership and Management by Missions: A Comprehensive Approach to Leadership Practice

Roberto Vega, Universidad Finis Terrae

Carlos Rey, Strategic Management, Universitat Internacional de Catalunya

The aim of this paper was to illustrate how management by missions promotes the development and implementation of distributed leadership in organizations. The presenter will discuss three areas: the foundation through shared missions, the interaction of leaders through the interdependency matrix, and the practice of leadership through the mission scorecard.

Leadership Emerging From the Wreckage

Larry M. Dooley, Associate Professor, Educational Administration & Human Resource Development, Texas A&M University

Kim E. Dooley, Associate Dean for Academic Operations, College of Agriculture and Life Sciences, Agricultural Leadership, Education, & Communications, Texas A&M University

Leadership can emerge in situations of calm and in those of high stress and complexity. This case study recounts the presenter's journey aboard the Carnival Triumph cruise ship stranded at sea for five days and the leadership theories modeled by passengers during the crisis.

How to Create Successful Mission Driven Organizations

Marta Mas-Machuca, Lecturer, Economy and Business Organisation, Universitat Internacional de Catalunya Carlos Rey, Strategic Management, Universitat Internacional de Catalunya

The objective of this study was to analyze the combined effect of management by missions and leadership practices in the development of mission driven organizations. To verify the hypothesis, a questionnaire survey was used to collect data from a sample of 4,890 executives. The presenters will share their analysis and key findings.

Strategic Social Capital: A Framework to Develop Organizational Resilience in Times of Disruptions

Lloyd Duman, PhD Student, Antioch University **Eddie Perez,** Antioch University

Strategic social capital is a framework that relational, boundary spanning leaders can adopt to symbiotically connect the human agency of every stakeholder to the structural and social resources available within organizations thus lessening their susceptibility to organizational disruptions.

Room 132 | Presentation | Business Leadership

Understanding Leadership Across Cultures: How Do We Lead Those Who are Not Like Us? Chair: Ann Dinan, Head of Global Operations, Deeper Leadership Institute

Leading Global Innovation and Cross-Cultural Collaboration

Karina R. Jensen, Professor, Global Innovation & Leadership, People & Organisations, NEOMA Business School The global marketplace demands new competencies for leading innovation in a cross-cultural and networked world. How can global leaders facilitate collaboration and innovation across geographies? Through a conceptual model, the study identifies leadership behaviors that influence team performance in conceiving and executing global product innovation projects.



Authentic Leadership: The "Other Cultural Perspective" From South Asia

Shaista E. Khilji, Professor, Human and Organizational Learning & International Affairs, The George Washington

Farah Y. Shakir. PhD Candidate. Managing People in Organziations, IESE Business School

Brian Keilson. The George Washington University (Co-Author)

Binod Krishna Shrestha, Khatmandu University (Co-Author)

Responding to calls to examine authentic leadership in cross-cultural contexts, this team interviewed fourteen leaders from South Asia. Presenters will share findings indicating that authentic leadership is considered to be a positive construct in South Asia and emphasizing that contextual knowledge is critical to studying authentic leadership globally.

Efficiency with Humanity: The Authentic Paternalistic Leadership Model Based on the **Teachings of Dizi Gui**

Zhi Luan, Student, Leadership, University of Central Arkansas

Is paternalistic style of leadership outdated? Not necessarily! The presenter will argue that as Chinese traditions are typically family oriented, it is necessary to bring up a more credible framework and present a more complete picture for this leadership style by sufficiently examining it in a revived authentic Chinese cultural context.

Room 133 | Panel Discussion | Public Leadership

Goals and Practices Across Cultural and Social Sectors: Maximizing Impact on the Greater **Public Good**

Chair: Tamara L. Burk, Director, Leadership Studies, Columbia College

Angela A. Sanna, Veteran Representative/Advocate, Veteran Resource and Assistance for Her

Constance Skingel, PhD Student, Indiana Tech

Iohn Jacob Zucker Gardiner, Professor of Leadership, Educational Leadership, Seattle University

Randy Poon, Associate Professor and Program Chair, Business Administration, Ambrose University

This panel will explore goals and best practices of public leader and leadership competencies across diverse non-profit cultural sectors. Case studies that focus on global and local challenges in different countries will be shared to launch discussion on capacity building of future generations of leaders and social entrepreneurs in social, civic, non-profit, post-secondary, and military settings. Participants will be challenged to consider their own leadership contexts and how to more strategically enhance public leadership in a globalized world.

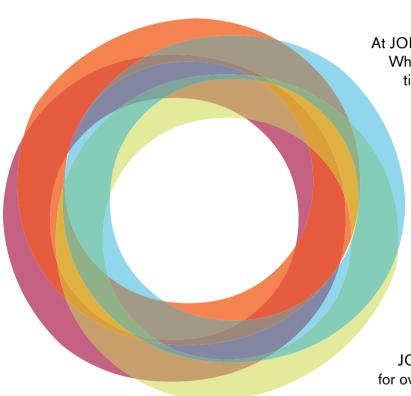
Room 134 | Workshop | Conference Theme



Partnering Across Borders: Frameworks, Chanenges, and Competitive Karan Saggi, Immediate Past Chair, ILA Youth Leadership MIG, Kravis Leadership Institute, Claremont McKenna College Ionathan R. Gosling, Professor Emeritus of Leadership Studies, Centre for Leadership Studies, University of Exeter Business School

Sara E. Thompson, Director of Leadership Programs, Kravis Leadership Institute, Claremont McKenna College One of the extraordinary skill-sets that social entrepreneurs leverage is their ability to navigate through various barriers to establish powerful partnerships. While the leadership field has traditionally focused on the abilities and actions of individuals who lead a specific project or organization, the emerging intersection with social entrepreneurship challenges us to consider leadership differently. After a brief contextual overview, participants will engage in the friendly consulting model which emphasizes the importance of partnerships in collaborative problem solving through the adoption of distinct roles in a shared task. The workshop will conclude with a debriefing and discussion on the application of these leadership competencies.

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SESSION TRACK KEY

Leadership Scholarship

Business Leadership 📙 Leadership Development 📔 Public Leadership

Conference Theme

Leadership Education

🎽 Youth Leadership

Room 111 | Workshop | Leadership Education

Engagement in Online Learning: It's Not All About Faculty!

M. Beth Page, PhD Candidate, Interdisciplinary Studies/Leadership, University of Victoria

Catherine Etmanski, Associate Professor, School of Leadership Studies, Royal Roads University

This session will explore how to intentionally cultivate the sense of belonging in intergenerational, multisectoral, and multicultural learning communities as part of a blended (online and face-to-face) adult learning classroom environment. Drawing from an in progress chapter on this subject and the authors' experience teaching in a Canadian master's of arts in leadership studies program for mid-career professionals, we will experientially share diverse options and two key strategies for co-creating community across the borders of time and space that allow the possibility of belonging for everyone — both students and faculty alike.

Room 113 | Workshop | Leadership Education

Positive Intergenerational Practice

Ashley C. Benson, Director, TRIO Student Support Services, North Central State College; PhD Student, Antioch University Colleen Canty, Board Certified Behavior Analyst, K-12 Autism and Behavior Specialist; PhD Candidate, Antioch University Positive identity is a critical foundation for the growth and development of individuals and communities. Though a relatively new concept, positive identity has been quickly gaining attention in the literature. This session will extend the concept to look at the implication of intergenerational practice on the development of positive identity. After a brief introduction and theoretical overview, participants will engage in a series of activities using practical tools that will stimulate thought on identity and implications for practical application, particularly across generations. The workshop will conclude with a group discussion on activity outcomes and thoughts for moving forward.

Room 114 | Panel Discussion | Leadership Education

The Divergent Generation: Will You Be Left Factionless?

Chair: Edgar Barron, Chair, Leadership and Organizational Psychology, Azusa Pacific University

Wendi Dykes, Assistant Professor, Leadership and Organizational Psychology, Azusa Pacific University

Jillian H. Gilbert, Assistant Professor, School of Business and Management, Azusa Pacific University

Gary Lemaster, Professor, Leadership Programs, Azusa Pacific University

Michael Whyte, Professor, Leadership and Organizational Psychology, Azusa Pacific University

Often referred to as Generation Z, the iGen, the plurals, or the conflict generation, this faction of individuals will begin entering college within the next two years. Presenters will unpack the key values and assumptions of the emerging generation and provide valuable insight into what will shape university students in the next ten years, considering three key factors that impact the classroom: relationship, pedagogy, and command of technology. A cross generational survey that analyzed and contrasted pedagogical preferences, cognitive learning styles, and various classroom technology desires and needs will be shared to inform the discussion.

Room 115 | Panel Discussion | Leadership Development

Developing Leaders Across Borders of Conflict-Affected Regions
Chair: Tom Sechrest, Director, Master of Science in Leadership/Change Program, The Bill Munday School of Business, St. Edward's University

Linda Pallone, Owner/President, E4Leaders LLC

Ted A. Thomas, Director, Command and Leadership, Command and General Staff College

Valerie Vaughan, Director of Global Talent Development, T.D. Williamson

International consultants and leadership development practitioners often struggle to achieve significant or lasting results in cross-cultural settings — particularly in conflict-affected regions. Besides cultural barriers, paradigms formed during times of war seem to sabotage all efforts to build or rebuild a thriving nation. Panel participants will examine how issues such as survival mentality, high versus low-context cultures, shame-honor versus guilt-innocence worldviews, and high versus low-power distance dimensions have a direct bearing on the effectiveness or ineffectiveness of expatriates developing leaders across borders. Strategies, tools, and techniques will be presented as a means of developing leaders across military, business, and civil sectors.

Room 116 | Panel Discussion | Conference Theme

The Blurring of the Border Between Leadership and Heroism: Whether It Matters and Where to Draw the Line

Chair: Marianne Lorensen, Assistant Professor, Agricultural Education, Leadership & Communication, University of Minnesota

Marilyn J. Bugenhagen, Faculty, Federal Executive Institute, United States Office of Personnel Management, Center for Leadership Development

David Gray, Director, Center for Leadership and Ethics, Virginia Military Institute

Ari Kohen, Professor of Political Science & Director, Forsythe Family Program on Human Rights & Humanitarian Affairs, University of Nebraska-Lincoln

Leadership and heroism and the roles of leaders and heroes are frequently conflated in classrooms, organizations, and communities. Why does this happen? More importantly, how much does it matter? This discussion will be an opportunity for participants to engage with panelists sharing their thoughts on the matter from leadership, educational, political science, historical, and military perspectives. Can the concepts be clearly defined and distinguished from one another? Should they be? Come and examine the overlap and the intersection between leadership and heroism, attempt to untangle them, and discuss how people might better understand each in light of the other.

Room 117 | Panel Discussion | Leadership Scholarship

Neuroscience and Leadership: A Timely Marriage of Disciplines or Should We Just Be Dating?

Chair: Marc Hurwitz, Co-Founder, FlipSkills

Randy Poon, Associate Professor and Program Chair, Business Administration, Ambrose University George Patrick Murphy, Business Executive; PhD Student, Leadership Studies, Gonzaga University Eileen Piggot-Irvine, Professor, School of Leadership Studies, Royal Roads University

Neuroscience research and understanding has been growing exponentially with the advent of many new technologies. But what is the value to leadership development of the information it provides? To what extent does it support current theories, debunk current theories, or provide new sources of understanding? In other words, can neuroscience be used to inform leadership practices, and if so, how? The purpose of this panel is to have a discussion about the theoretical and practical implications of neuroscience within the leadership and followership communities.

Room 118 | Workshop | Youth Leadership

Wilmar A. Martinez Valencia, Co-Director, Fundación Puerta Abierta

Director Fundación Puerta Abierta Collective Imagination: Transforming Violent Contexts Through the Arts and Culture

Yerson Gonzalez-Marulanda, Fundación Puerta Abierta

Since the 1980's youth leaders in Medellín. Colombia have used culture and the arts to try to address and manage their lives amidst violence. However, the majority of these initiatives are isolated, making it difficult to foster social change. Fundacíon Puerta Abierta was founded to forge a youth leadership network able to have a positive effect on social change and policy regarding youth. After an introduction to the Fundacíon, facilitators will engage participants in network mapping of their own sphere of actors and initiatives involving culture and the arts, and explore strategies for applying this approach to their communities.

Room 119 | Presentation | Leadership Development

Transforming Academic-Based Leadership Development Programs

Chair: Brent Goertzen, Professor, Leadership Studies, Fort Hays State University

Changing Leader Development in Organizations That "Do" Leadership: Charting a New Course for the U.S. Navy

Olenda E. Johnson, Professor of Strategic Leadership and Leader Development, College of Operational & Strategic Leadership, U.S. Naval War College

Changing the institutional approach to leader development for organizations where effective leadership is a core organization mission is perhaps more difficult than instituting leader development as a new organizational initiative. The presenter will describe how the U.S. Navy has embarked upon this complex — and often messy — challenge.

Developing Leaders to Transform Healthcare: Frontline Leader Development in an **Academic Medical Center**

Mary Nash, Director, Rush Leadership Academy, Rush University Medical Center

Kurt Olson, Vice President, Talent Management and Leadership Development, Rush University Medical Center April S. Read, Talent Management Consultant, Employee and Organization Development, Rush University Medical

Travis Himstedt, Senior Human Resources Consultant, Employee and Organizational Developement, Rush University Medical Center

Alita Tucker, Director/ Talent Management, Human Resources, Rush University Medical Center (Co-Author) A frontline leadership development program has been developed and implemented in an academic medical center with the goal of enhancing frontline people-leader competencies of coaches and supervisors, lead teams, and communication. The presentation will share results evaluated qualitatively and measured quantitatively through assessment surveys and engagement scores.

Exploring the Role of Leadership Discourses in Development Programming

Eric K. Kaufman, Faculty Principal, Honors Residential College, Virginia Tech

Megan M. Seibel, VALOR Director, Agricultural, Leadership, and Community Education, Virginia Tech (Co-Author) **Bradley Burbaugh,** Graduate Assistant, Virginia Tech (Co-Author)

Leadership scholars have identified an emerging eco-leadership discourse that focuses on "a reciprocal relationship between leadership and its environment" (Western, 2010, p. 36). However, what does that mean for leadership development programs? This session explores one program's approach and findings with the Western Indicator of Leadership Discourses (WILD).

Room 120 | Presentation | Leadership Development

Exploring the Intersections of Gender, Culture, and Leadership

Chair: Carmela Nanton, Professor/Chair PEC Program, MacArthur School of Leadership, Palm Beach Atlantic University

Gender and Cultural Effects on Follower Attributes in the Colombian Corporate Sector

Eve Prilipko, Dale Carnegie Training

Rodrigo Zarate, Professor, Business, Universidad EAN

Maragaret Anne Sheridan-Pereira, Professor, Coombe Women and Infants University Hospital and Trinity College, Dublin (Co-Author)

Absael Antelo, Associate Professor of Education, Dreeben School of Education, University of the Incarnate Word (Co-Author)

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

Invisible Woman (The Sociocultural Factors That Affect Black Women's Perceptions of Beauty)

Ayisha Z. Jefferson, Student, Leadership Studies, North Carolina A&T State University **Hershell Proctor-Walden**, Instructor of English, Claflin University; PhD Candidate, English, Indiana University of Pennsylvania

Because one of the most vital aspects of leadership is self-esteem, the ultimate goal is to refashion the narrative of Black women's perception of their own beauty; thus shifting this narrative from a victim's analysis to a power analysis.

Diaspora Leadership: Filipinas Rising

Maria Beebe, President, Global Networks

This paper highlights the leadership journeys of Filipina women in the diaspora while maintaining family ties and Filipino values. The presenter will examine how these women overcame personal and professional challenges across cultures and how they disrupted the status quo.

Room 121 | Symposium | Conference Theme

From Research to Theory to Practice: Navigating Barriers to Women's Leadership

Chair: **Richard Bakken**, Associate Director, Classroom, Lab & Media Support, Princeton University Commentator: **Michelle Bligh**, Professor, People and Organizations, NEOMA Business School

There is a pipeline of educated women in the United States workforce, but numerous barriers hinder them from achieving top leadership positions, particularly in the largest and most powerful organizations. This symposium will conceptualize the nature of these often invisible barriers and offer strategies for navigating them.

Macro, Meso, and Micro-Level Barriers to Women's Leadership

Amy Diehl, Associate Vice President and Director of Systems & Applications, Technology & Library Services, Shippensburg University of Pennsylvania

Research shows that women leaders encounter many gender-based barriers. This presentation will describe the results of a cross-sector study examining the barriers experienced by women leaders in the divergent realms of higher education and religious organizations. Implications for women and organizations will also be discussed.

Conceptualizing Women's Leadership: Environmental Effect Theory

Leanne Dzubinski, Assistant Professor, Cook School of Intercultural Studies, Biola University

Although obstacles have been documented, there has been no substantive theory that explains women's challenges in attaining and succeeding as executive leaders. The presenter will offer that environmental effect theory explains why women must carefully navigate the leadership environment by constantly monitoring their own conduct, especially in male-dominated leadership cultures.



Using Environmental Effect Theory to Train Women Leaders in Higher Education

Michelle O. Taylor, Vice President, Student Affairs, Utah Valley University

Understanding organizational context and associated gender-based leadership barriers can enable women to overcome obstacles and successfully navigate a long-term leadership career. This presentation will describe a case study in which gender-based leadership barriers and environmental effect theory were used to help women leaders in higher education navigate the organizational environment.

Room 122 | Workshop | Leadership Development

Leadership Pragmatics: A Communicative Approach

Kathrvn Gaines. President, Leading Pace, LLC

Anne Murphy, Researcher, Linguistics and English Language, Lancaster University

Leadership is an interactive process generated by multiple performers moving in and out of leader and follower roles. Participate in a hands-on exploration with a framework of eight communicative practices for performing and developing leadership as a complex social process. Grounded in leadership literature and communication theory, this approach builds on recent shifts in the field toward the study of leadership as relational practice. Using practical examples and illustrations throughout, this workshop will dive deeper into some of these practices via interactive experiential exercises that illustrate how relational leadership is enacted in talk.

Room 123 | Symposium | Public Leadership

Staying the Course: Positive Psychology and Public Leaders

Commentator: Carolyn J. Stefanco, President, The College of Saint Rose

Personal Resources and Psychological Hardiness Within Public Women Leaders

Rhonda McClellan, Director/Associate Professor, Leadership Studies PhD. University of Central Arkansas Sarah E. Argue, Student, PhD in Leadership Studies, University of Central Arkansas

This study examined how women describe their experiences as public leaders. How do they persevere even though burnout is high and conditions stark? The presenter will share insights concerning leader positive psychology from semi-structured interviews with Arkansas women leaders serving in public office, departments of health and human services, and the nonprofit sector.



Cultural Socialization and the Impact on Resilience and Psychological Hardiness

Diane Wolfe, Graduate Assistant, Department of Leadership Studies, University of Central Arkansas A growing number of African American women have broken through the glass ceiling to assume

positions of power and authority in educational leadership positions often dominated by men. This research examines the perseverance, resilience, and psychological hardiness exhibited by women of color and how their cultural socialization experiences have helped shape their identity and successes as educational leaders.

Indigenous Ways of Knowing and Self-Determination: Indigenous Women Leaders **Moving Ahead Together**

Dana E. Christman, Associate Professor, Educational Leadership and Administration, New Mexico State University This study focused on indigenous women and how their ways of knowing inform their leadership, resilience, and self-determination. The researcher interviewed indigenous women leaders with at least seven years of experience to explore how they make sense of their leadership experience and what has helped them overcome adversity.



Pollyanna and Troubling Boundaries: Psychological Hardiness and Resilience among **Men and Women Entrepreneurs**

Tim Atkinson, Affiliated Graduate Faculty, PhD in Interdisciplinary Leadership, University of Central Arkansas **Rhonda McClellan,** Director/Associate Professor, Leadership Studies PhD, University of Central Arkansas (Co-Author)

This study focused on the psychological hardiness of men and women entrepreneurs in complex, volatile environments. The researchers explored how these leaders describe their ability to overcome hardship, norm conflicts, ambiguity, and gender bias. Do men and women use different psychological tools to persist in these environments?

Room 124 | Presentation | Leadership Education

Collaboration Across Institutional and Organizational Borders

Chair: **Shana L. Hormann,** Vice President for Student Affairs and Associate Academic Dean, Academic Affairs, Antioch University Seattle

We all likely start from the premise that leadership development should be embedded everywhere within an institution. Why, then, can it still be so difficult to collaborate across institutional boundaries? This session will offer perspectives on how to effectively do exactly that.

Bridging the Leadership Gap: The Mutually Beneficial Relationship Between Academic and Student Affairs

Miguel A. Trevino, Director of Student Orientation/Leadership and Engagement, Student Success, Texas A&M International University

Minita Ramirez, Vice President for Student Success, Texas A&M International University

This presentation will outline the mutual benefits for student leadership development when programs infuse both curricular and co-curricular components. It will explore barriers to successful leadership development and how a strong relationship between academic affairs and student affairs can positively impact a student's leadership capacity beyond their resume.

Implementing a Successful Experiential Capstone for an Interdisciplinary Leadership Program — Lessons Learned

Barbara J. Denison, Associate Professor, Sociology/Anthropology, Shippensburg University

Shippensburg's master's degree program in organizational development and leadership builds on a strong social science theoretical base, adds a selection of concentrations in nine different areas, and caps classroom work with a combined internship/capstone project experience that puts leadership learning into practice across public, corporate and nonprofit settings.

Developing Entrepreneurial Leaders: Creative Problem-Solving in a Curricular and Co-Curricular Context

Amy E. Forbes, Associate Director, Centennial Center for Leadership, Hobart and William Smith Colleges **Susan Pliner**, Associate Dean & Director, Centennial Center for Leadership, Hobart and William Smith Colleges **Kaylyn O'Brien**, Coordinator of Leadership Programs, Centennial Center for Leadership, Hobart and William Smith Colleges

Solomé Rose, Program Manager, Global and Community Leadership Programs, Hobart and William Smith Colleges Challenging young entrepreneurial leaders to think critically about wicked world problems is essential. This presentation will share a problem-solving framework that was adapted across a curricular first year experience course as well as a co-curricular leadership institute conference.

Room 125 | Panel Discussion | Public Leadership

Leadership Development at the United Nations: Multiple Perspectives on Working in the World's Most Diverse Environment

Chair: Laverne D. Webb, CEO, EnCompass LLC

Maria Hutchinson, Former Deputy Director, United Nations System Staff College

Nanette Alvey, Director Leadership and Organizational Effectiveness, EnCompass LLC

Ana M. De Andres, Founder, Be the Change

Sarah J. Appiah, Leadership Coach, EnCompass LLC

Sami Bugay, Coach, EnCompass LLC

Leadership development specialists from the Caribbean, Africa, Turkey, Spain, and the United States will explore how to most effectively develop global managers and leaders working in the UN environment, one of the most diverse work places in the world. Reflecting on experiences from a six-year long leadership development program that has trained over 3,000 UN leaders, panelists will offer an institutional perspective as well as individual UN Staff member perspectives. How are multicultural leadership competencies evolving? How can leadership traditions from around the world contribute to a more inclusive global leadership style? What have the panelists learned that can be applied in other settings?

Room 127 | Presentation | Leadership Education

Is There a Leadership Doctor in the House?

Chair: Vern L. Ludden, Professor, Graduate Studies in Leadership, Indiana Wesleyan University

This session will offer insights into aspects of doctoral education including online doctoral education effectiveness, an assessment using a thriving instrument, and teaching scientific integrity to doctoral students who may fall victim to predatory publishing.

Doctoral Leadership Education Across Geographical and Professional Borders

Heewon Chang, Professor/Director, PhD in Organizational Leadership, Eastern University; Editor-in-Chief, International Journal of Multicultural Education

Lynette Bryan, Eastern University (Co-Author)

Hyunkyung Lee, Yonsei University (Co-Author)

This sequential explanatory mixed-method study, beginning with a quantitative survey and ending with a qualitative grounded theory, reports how online-based doctoral leadership programs in the U.S. blend technological practicality and human-relational advantages, which helps leadership students cross geographical, cultural, professional, and generational borders and affects student learning effectiveness.

Scholarly Integrity in Doctoral Education: Call for Higher Education Leaders to Fight Predatory Publishing

Yulia Tolstikov-Mast, Lead Faculty/Assistant Professor, Ph.D. Program in Global Leadership, Indiana Tech There is an urgent need to train doctoral students to protect empirically generated knowledge and to deal with current ethical challenges in data management. This presentation will discuss new approaches to scholarly integrity as a response to an overwhelming increase in predatory publishing.

Thriving in Leadership: An Innovative Approach for Bringing out the Best in a New Generation of Leaders

Karen A. Longman, Professor, Doctoral Programs in Higher Education, Azusa Pacific University **Laurie A. Schreiner,** Professor and Chair, Doctoral Programs in Higher Education, Azusa Pacific University The presenters will share a conceptual model for thriving in leadership utilized by two U.S. doctoral programs in higher education leadership. The assessment instrument used, along with curricular implications and leadership competencies that prepare higher education professionals for future leadership roles, will be highlighted.

Room 128 | Workshop | Leadership Development

Leadership Development, the Arts, and Choral Conducting: Theory, Practice, and Experience

Ian D. Sutherland, Deputy Dean for Research, School of Postgraduate Studies, IEDC-Bled School of Management **Gloria J. Burgess,** CEO, Jazz Inc.

John E. Burgess, Vice President, Jazz, Inc.

This interactive workshop will bring together three international leadership practitioners, a choir, conducting, and theoretical insights into leadership development through the arts. The expected outcomes are threefold: 1) understanding a pedagogical approach to the arts in leadership development and its value; 2) experiencing leadership development through conducting a choir, live and in real time; and 3) understanding the interdependence of the leader and the organization. Participants will be introduced to the memories with momentum framework within the context of a dynamic, living system. Come see, hear, and feel leadership development happening in the moment!

Room 129 | Workshop | Leadership Development

Intelligent Disobedience: A Followership Skill Critical to the Safety and Success of Leaders and Groups

Ira Chaleff, Author & Speaker

Intelligent disobedience is a non-negotiable requirement in guide dog training. The dog must be able to resist orders that put the team (dog and human) in danger. The facilitator, one of the pioneers in followership studies, uses this principle as the basis for this workshop and for his new ground-breaking book, *Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong.* The classic research on social constructs that reduce obedience to harmful orders and the contemporary methodologies used to activate intelligent disobedience in mission critical situations will be presented. Through dialogue and experiential exercises participants will gain awareness and skills for practicing and teaching intelligent disobedience. Directions for future research will conclude the session.

Room 130 | Symposium | Business Leadership

Global Leadership: Is It Really Different, or Is It Just Domestic Leadership on Steroids?

Chair: **Jim Ludema**, Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University Commentator: **David Sanz Bas**. Dean. School of Social Science & Law. Universidad Católica de Ávila

The World Economic Forum calls global leadership the biggest challenge of all. Executives who lead global companies call it intense, extreme, and sometimes out of control. Academics call it a completely new phenomenon because it is characterized by unusually high levels of complexity, uncertainty, and movement. But is global leadership really all that different from domestic leadership, especially in today's world of diversity, plurality, and the meshing and merging of local and global realities?

Global Leadership Development That Defies Boundaries

Thomas Carmazzi, CEO, Tuthill Corporation

The CEO of a global manufacturing company will share elements of a unique leadership development program that breaks down stereotypes and boundaries, builds up confident leaders, and creates a shared vision, purpose, and direction for a geographically and educationally-diverse workforce.

What Do Global Leaders Really Do?

Tina Huesing, Chief Consultant, Wyrmwood Consulting

As companies develop from domestic to multinational to global, their leaders face increasingly complex business scenarios. With increasing complexities, how leaders approach their roles changes. This presentation will take a closer look at the nature of work for global leaders and share insights gained from job shadowing these leaders.

How to Build a Shared Culture in a Globally Diverse Loosely-Coupled Company

Remi D. Vespa, CEO, Blue Trail Software

The CEO of a global software development company will explain a unique approach used to maintain a cohesive, high-performing culture in a company that is highly decoupled, filled with international teams in multi-cultural environments, and part of a fast-paced industry with high employee turnover.

How Do Global Leaders Make Smart, Ethical Decisions in a Wildly Uncertain World?

Jacquelyn M. Woodard, Senior Vice President, Citizens Financial Group, Inc.

Making decisions is challenging for global leaders because they face complex and uncertain environments. Regimes change, economies collapse, and innovations emerge from everywhere on the globe, all of which must be understood from multiple perspectives. This executive leader will provide essential guidelines for making smart ethical decisions in a wildly uncertain world.

Room 131 | Presentation | Public Leadership

Female Leadership in the Public Sphere

Chair: **Cynthia R. Robinson,** Director, Science & Technology Policy Fellowships, American Association for the Advancement of Science

The Slow Changing Face of Leadership in the Ballet: An Interdisciplinary Approach to Analyzing Women's Roles

Lisa DeFrank-Cole, Director, Leadership Studies, West Virginia University

Renee Nicholson, Assistant Professor, Multidisciplinary Studies, West Virginia University

The parallels between the arts and leadership have been underexplored, especially in the context of classical ballet. The art form is dominated by women yet few rise to prominent leadership roles. The presenter will explore the question: If "ballet is woman" according to late choreographer George Balanchine, why are there still so few at the top?

Iron Ladies or Aunties: Woman Leaders Metaphors in Public Leadership

Ivana Mrozkova, Lecturer, Applied Linguistics, Palacky University Olomouc Czech Republic

The metaphors used in the media and leadership discourse shape shared perceptions of leaders and leadership. After a very short activity to show the influence of metaphors, the presenter will examine examples of leadership metaphors in general use in various cultures and compare them to examples of woman leadership metaphors.



Female Leadership and Implications for a Global Culture of Peace

Ashley Lackovich-Van Gorp, Executive Director, Enhance Worldwide **Lisa Berkley**, President, Women in International Security-WIISWest

This presentation will introduce ways to promote female leadership in the peacemaking context. The presenters will discuss strategies and programs to empower women for public leadership and explore the role of men in fostering cultures conducive to developing female leadership traits among men and women in public leadership.

Room 132 | Symposium | Leadership Development

Leadership Behaviors That Influence and Inspire: Why Power, Compassion, and Inclusion Really Matter

Chair: Crystal Dujowich, Consultant & Academic, Valencore Consulting

Commentator: Drea Zigarmi, Faculty, University of San Diego; Director of Research, The Ken Blanchard Companies

How Perceived Use of Leader Power Influences Followers' Motivational Outlooks

Taylor P. Roberts, Research and Leadership Consultant, Valencore

Drea Zigarmi, Faculty, University of San Diego; Director of Research, The Ken Blanchard Companies (Co-Author) The presenter will provide an overview of two studies that explore the empirical connection between leaders' use of different types of power and followers' motivational outlooks at work. In accordance with theoretical expectations, data analyzed from over 1,300 employees revealed that leader behavior exhibiting harder forms of power resulted in lower autonomous motivation in followers.

Toward a Curriculum for Autonomy-Supportive Leadership Behaviors

Susan Fowler, Professor, University of San Diego; Sr. Consulting Partner, The Ken Blanchard Companies Compelling research demonstrates the effectiveness of autonomy-supportive leadership behaviors that promote people's perceptions of choice, feelings of connection, and sense of growth — essential nutriments for activating people's optimal motivation. This presentation will help leaders take advantage of the new science through a curriculum of leader behaviors that promote thriving.

Compassionate Leadership and Employee Motivation: The Mediating Role of Engagement on Individual Performance

Brad Shuck, Assistant Professor, Organizational Leadership and Learning, University of Louisville

This research explored the relationship between compassionate leadership, employee motivation, and individual performance. A mixed-sequential equal-status design was utilized across two-independent samples. Compassionate leaders were shown to influence follower motivation toward higher levels of individual performance. Research findings and implications for leader development will be examined.

Inclusive Leadership: A Critical Driver of Employee Engagement in a Diverse National and Global Environment

Steven Jones, CEO, JONES

Many organizations struggle with finding strategies to support leaders in their efforts to increase employee engagement. Inclusive leaders have been shown to effectively increase engagement by skillfully encouraging teams to voice diverse perspectives. This presentation will describe inclusive leadership behaviors that encourage employee engagement.

Room 133 | Symposium | Leadership Scholarship

Challenges Facing Contemporary Democratic Leaders: Leverage, Warrants, Thickening, Diversity

Chair: Michael A. Genovese, Loyola Chair of Leadership, Political Science, Loyola Marymount University

The Diffusion of Power and the Theory of Leveraged Leadership

Michael A. Genovese, Loyola Chair of Leadership, Political Science, Loyola Marymount University

This paper considers the implications of facing wicked problems in a global environment of hyperchange. These problems are unsolvable by the vending machine approach of money in, solutions out. The presenter will suggest that democratic leaders need to engage in a more cooperative leadership style that fosters heightened levels of cross-national cooperation.



The Voting Walls Thicken in the West

Tim Blessing, Professor of History and Political Science, Department of the Humanities, Alvernia University This paper explores the increasing rigidity of voting patterns in Western democracies that limits opportunities for maneuvering and compromise. Leaders are forced to either focus on their base causing barriers to thicken, or to attempt to gain purchase across walls from other factions, implying higher costs and less certain outcomes.

Enemy Rhetoric as an Instrument of Democratic Leadership in U.S. Presidential Inaugurals

Kathleen O'Brian Ellis, Alvernia University

Enemy rhetoric consistently appears in U.S. presidential inaugurals of the 20th and 21st centuries. As a leadership tool, negative imagery helps to reestablish and reinforce national unity. This paper suggests that the regular use of enemy rhetoric is contributing to the growth of political extremism and ideological polarization within the electorate.

Democracy and the Emerging Primacy of Women Leaders

Norman Provizer, Professor, Political Science/Director, Golda Meir Center for Political Leadership, Metro State University Denver

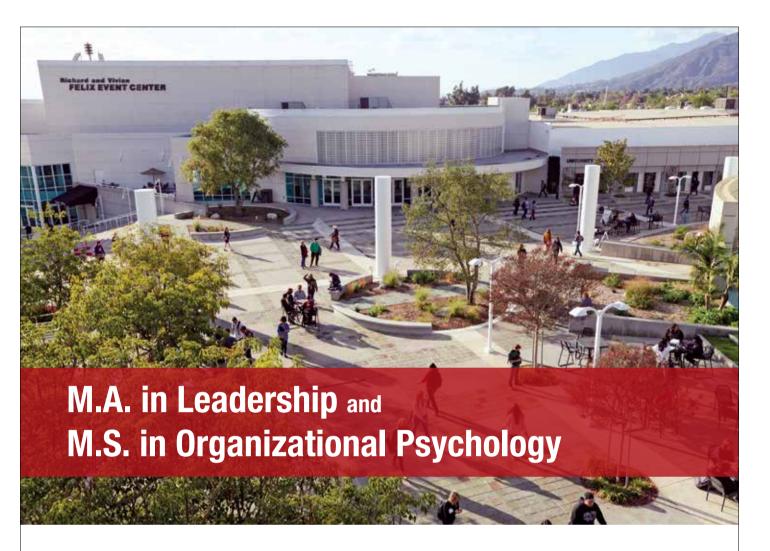
The presenter will posit that democratic leadership will invariably need to diversify. Research indicates that under democratic political structure, following Farida Jalalzai, Torild Skard, and others, women leaders will become primary over time. Structural dynamics suggest that the rise of women leaders will occur regardless of sub-structures.

Room 134 | Workshop | Leadership Development

Spanning Borders: A Social Justice Model of Leadership and Professional Development

Todd J. Foley, Assistant Professor, Professional Practice & Experiential Learning, University of Cincinnati **Robin Selzer,** Assistant Professor, University of Cincinnati

Missing from popular notions of professional development in higher education are diversity and social justice competencies that, when consciously coupled with leadership and professional development, can broaden student perspectives, expand worldviews, and tear-away at the various unjust paradigms of oppression. This workshop will introduce a model for transformative experiential learning that advances conscious leadership development theory and practice. Using curricular examples from work-integrated learning programs, participants will explore ideas for how to develop social justice competencies within a professional development context, classroom, or organization.



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SCHOOL OF PROFESSIONAL STUDIES

| 18:30-20:00 | CCIB - BANQUET HALL

THE POSTER SESSION WILL BE SPLIT INTO TWO SHIFTS: ODD NUMBERED POSTERS WILL BE STAFFED FROM 18:30-19:30 AND EVEN NUMBERED POSTERS WILL BE STAFFED FROM 19:00-20:00. POSTERS ARE COLOR BAR-**CODED BY TRACK.**

SESSION TRACK KEY

Leadership Scholarship

Business Leadership

Leadership Development 📔 Public Leadership

Conference Theme

Leadership Education

🏻 Youth Leadership

Business Leadership

1. A University of Phoenix Research Center Customer Experience Assessment Study

Erik Bean, Research Fellow, Center for Leadership & Educational Research, University of Phoenix Little is known of the academy's use of customer experience (CX) leadership. This quantitative content analysis and brief survey study examined a default CX website iteration to hone its communication promises and show the current personas of its customers.

2. Constructivist Grounded Theory in Elite Interviews: Integration Challenges of a Single **European Rail Area**

Tomaz Schara, Executive PhD Student, IEDC-Bled School of Management

Constructivist grounded theory in elite interviews is used in this PhD research of EU rail industry integration. The poster describes why and how the theory was chosen and the advantages and issues using it. Findings put the concepts of leadership and debt into a relationship that could offer understanding of certain social relations.

3. Got Ethics: Why Ethical Employees Are Important and How Organizations Can Foster Them Joleen Archibald, Specialist Programs Consultant, Capital Group

Why are ethical employees important? How does an organization foster ethical employees? In addition, to addressing these questions, the poster will provide strategies for organizational leaders that promote upward ethical leadership among employees.

4. Leadership Theories and Open-Office Workspaces

Stephanie A. Van Dellen, PhD Student & Graduate Assistant, School of Leadership & Education Sciences, University of San Diego

By exploring previous case studies the following three theories of leadership are found to be more available in open-office workspaces: servant, transformational, and authentic. Furthermore since less physical boundaries separate leaders and followers in open-office concepts, traits such as transparency and collaboration are also demonstrated.

5. The Destructive Leader's Impact on Organizational Culture

Kateryna Ligon, Assistant Professor of Business, Business Department, Central Baptist College

Destructive leaders negatively impact followers' through toxic organizational culture. This poster presentation is focused on understanding destructive leadership through the prism of the toxic triangle leadership model, which analyzes the destructive leader, susceptible followers, and the context that constructs toxic leadership. Additionally, five outcomes of destructive leadership in organizational context will be offered.

6. The Importance of a High Quality Leader Member Relationship Among Family Members in a Family Business

Michael Stoudt Jr., CEO, Stoudt Consulting, Inc.

Succession in a family-owned business is difficult. Often challenges arise because of strained relationships among family members. Family members working in a family business who have a high-quality leader member relationship, as measured by LMX theory, have removed at least one obstacle from the succession process.

7. The Genius of Leadership and the Leadership of Genius

Victor S. Sohmen, Associate Clinical Professor, Project Management, Drexel University

The spectacular accomplishments of a true genius fire the imagination of the world. In looking at leadership as a multidimensional social phenomenon, it is worthwhile to see how a few geniuses have combined their innately extraordinary genius with core leadership skills to become household names around the world.

Conference Theme

8. APSU Goes Global

Matthew Kenney, Director, President's Emerging Leaders Program, Austin Peay State University

This poster presentation gives an overview of an international service-learning project created five years ago at Austin Peay State University in Clarksville, Tennessee. This program operates under the auspices of the President's Emerging Leaders Program.

9. Culture and Leadership in Transition

Melissa H. McDermott, Regent University

Leadership preferences vary across generations and cultures. The results of an empirical study of emerging leaders in Israel, South Africa, and the United States using the GLOBE survey revealed significant differences in the cultural values, cultural practices, and preferences for leadership among the next generation of leaders.

10. First Attempts at Proposing Solutions for Impoverished Women

Magied Alsqoor, Doctoral Student, University of St. Thomas

A case study of how three doctoral students constructed an initiative to enhance education and alleviate poverty for women and children for the Clinton Global Initiative-University (CGI-U) conference. The group members learned to draw on their age differences, social identities, and international worldviews while working together.

11. Integral Leadership: Boundaries, Theories, Practices and Intersections

Mark McCaslin, Senior University Research Chair, School for Advanced Studies, University of Phoenix
This presentation is an orientation to the richness found at the intersection of potential made possible by way of exploring the boundaries, theories, and practices held by integral leadership. Largely, it is an attempt to locate this intersection between the world of good theory and the world of good practice.

12. Interactive Bridges That Cross Time and Space

Jerri Shepard, Associate Professor, School of Education, Gonzaga University

This poster introduces the teaching and learning of sensitive, politically charged issues related to cultural competence development. Images portray activities that demonstrate privilege, power, and differing perspectives by offering imaginative nontraditional approaches, which can lead to meaningful dialogue. Included are suggestions for face-to-face, online, and blended learning adaptation to varied generational and cultural settings.

13. Leadership Competencies to Positively Transform the World

James 'Gus' Gustafson, Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University **Samuel Dunya,** Executive Director, GlobeServe Ministries International

The poster will share a research-based, practice-proven servant-leadership competency model that was created in a corporate context and is now being utilized to develop leadership capability and capacity across multiple civic, educational, governmental, non-profit, and faith-based organizations for community transformation.

14. Using a Common Data Leadership Model for Leading Across Borders for Public and Population Health

Bari Dzomba, Assistant Professor of Public Health Sciences, College of Medicine, Penn State University; Alvernia University

A common leadership data model can be used for sharing and aggregating data in an online environment in order to be able to identify and enable leadership across demographic and geographic borders for the purpose of monitoring and improving public and population health.

Leadership Development

15. Brain-Based Leadership: Leading Across All Boundaries Through Fundamentals of Neuroscience

Thun Thamrongnawasawat, Principal Partner, Slingshot Group

Brain-based leadership model is a one-stop-service for the neuroscience of leadership. It summarizes integrated neurological processes and their corresponding leadership mandates, as well as key leadership enablers. The model describes everything global leaders need to know about brain-friendly leadership.

16. Building Moral Strength and Professionalism

Karen L. Schuder, Student, Educational Doctorate in Leadership, University of St. Thomas

Almost every decision has ethical components affecting different stakeholders. Pressures can make responding to moral dilemmas difficult no matter how strong an individual's moral foundation is. Based on research and theory, this presentation offers strategies to help leaders maintain a strong moral foundation and develop professionally to increase career sustainability.

17. Correlative Value of Emotional Intelligence Within Strategic Communication Shalando R. Jones, PhD Student, Indiana Tech

This poster explores the importance of leadership development in the areas of strategic communication and emotional intelligence. By referencing the Barilla Pasta Company's 2013 media crisis, the poster demonstrates how a leader's emotional intelligence and awareness of appropriate communication strategies contributes to effectively managing a crisis situation.

18. Diversity, Equity and Inclusion: A Growing Responsibility for Philanthropic Foundations in the United States

Natalie Forbes, Director of Grant Services, Middletown Public Schools, Middletown, CT

By 2042 people of color will outnumber non-Hispanic whites in the United States. Yet between 2009 and 2011 only 10.4% of philanthropic foundation giving was directed towards ethnic and racial minorities. How will this 50 billion dollar industry begin to address diversity, equity and inclusion?

19. Exploring the Role of Women in Higher Education Administration in Peru and the United States: A Cross-Cultural Qualitative Proposal

Nuchelle L. Atkinson, Student, Global Leadership, Indiana Tech

The shifting composition of leadership globally has been of recent scholarly interest. Specifically, the role of women in higher education has been a growing topic of interest. This poster presents research on women in higher education cross-culturally.

20. IMPACT3: A Model Executive Leadership Development Program for Higher Education Leaders

Mark J. Warner, Senior Vice President of Student Affairs and University Planning, James Madison University Where are the higher education leaders? We need to grow them! This poster will share information about an intensive, year-long, innovative, non-traditional leadership development program. This competency-based program helps ensure succession planning, leadership skill development, and the establishment of a campus leadership culture.

21. Illumined Leadership Spirit: Connecting Stressful Life Events and Spiritual Identity to Develop Women Leaders

Margaret A. Brunson, Director of Hospital Relations, Alliance Behavioral Healthcare

Presentation of a leadership development model based on a constructivist grounded theory study that explored the connection between stressful life events and spiritual identity for women leaders. The resulting theory, illumined leadership spirit, is a framework for understanding the influence of that connection on the individual leadership experience.

22. Leadership in Kazakhstan: Exploring Ideal Leadership Characteristics

Jenifer L. Lewis, Acting Chair, Communication, Nazarbayev University

Most leaders in Kazakhstan are male and ethnically Kazakh. Is this a basic reflection of beliefs about who is an "ideal" leader? To assess this situation, the researcher employed a survey of Kazakhstan citizens to examine the question of what characteristics make an "ideal" leader.

23. Virtual Human Resource Development in Practice

Cheryl Patton, PhD Student, Eastern University

The use of virtual human resource development (VHRD) is growing rapidly. However, empirical research on the subject is paltry. This study explores the evolution of virtual training and development in one organization, particularly addressing its benefits and drawbacks.

Leadership Education

24. A Training Mission: Enabling Sustainable Change Through Organizational Leadership

Natalie J. Coers, Program Coordinator, College of Agricultural and Life Sciences, University of Florida Agriculture. Missions. Leadership Training. While different in some contexts, these three areas provide a powerful combination for sustainable change across cultures.

25. Academic Integrity and Its Relationship to Business Ethics

Joseph A. Milczewski, Student, Baker College

A lack of academic integrity and dishonest behavior by business students may lead to a lack of business ethics and dishonest behavior later in business students' careers.

26. Art as a Tool for Raising Awareness, Self-Reflection and Inspiration for Personal Change and Development

Dulce Pena, Associate Professor, Business, La Sierra University

Students in a leadership class that engaged in oil painting exercises showed increased self-awareness, self-reflection, and inspiration for change and personal development.

27. Content Analysis Applying Hofstede's Framework to International Coach Federation's (ICF) Core Competencies

Laetitia Mosteo, ESADE Business School

Terrence Maltbia, Columbia University (Co-Author)

Victoria Marsick, Columbia University (Co-Author)

Grounded in a selective integrated literature review, this study deconstructs select ICF core coaching competencies, informed by an established competency modeling architecture and Hofstede's cultural dimensions. Qualitative content analysis was used. The poster offers evidence-based insights for the inclusion of cultural competence in coach education, training, and credentialing processes.

28. Developing Political Skill and Leadership: A Longitudinal Study

Andrew Wefald, Assistant Professor, School of Leadership Studies, Kansas State University **Kyle W. van Ittersum**, Assistant Professor, Psychology, Sociology, and Social Work, Angelo State University (Co-Author) This study examined the influence of political skill on the leadership of students in a leadership education course. Data were collected from students at three points throughout the semester with results indicating that students' political skills significantly predicted their self-reported levels of transformational leadership at the end of the course.

29. Emotional Intelligence, Leadership and School Counselors in Training

Patricia Brenner, Student, Education, Alvernia University

The central phenomenon explored in this study was the emotionally intelligent leadership competencies deemed necessary for future school counselors as described through the experiences of counselors in training and their supervisors. These leadership competencies are based on Daniel Goleman's concept of emotional intelligence.

30. Online Courses in Leadership: Are They Teaching Leadership?

Carol A. Traut, Professor, Political Science, University of Texas of the Permian Basin

As the "corporatization" of higher education in the United States continues, more higher education institutions are resorting to (1) using the term "leadership" in their degrees, and (2) putting courses and degrees online to save money. This poster presents a study of U.S. online courses and an analysis of their characteristics.

31. Relevant and Responsive Urban Leadership Development: A Case Study of the Ministry Fellows Program

Maria Liu Wong, Dean, City Seminary of New York

Geomon George, Faculty, City Seminary of New York (Co-Author)

Urban ministry practitioners, facing increasingly complex challenges, need accessible, affordable, and relevant theological training. This study examines the impact of a cohort-based, certificate level urban ministry leadership program emphasizing experiential learning in a diverse community. In a study of graduates from 2009 to 2014, lessons learned are presented.

32. The Nexus Between Gendered Leadership and Conflict Management at a Global Nonprofit Organization

Malcolm Glover, PhD Candidate & Communications Specialist, Interdisciplinary Ph.D. in Leadership, University of Central Arkansas

This mixed methods research explored the interrelated nature of gendered leadership, conflict management, and cultural identity at Heifer International, a global nonprofit organization. An assessment of employee experiences, examined through the lens of cultural feminism, yielded data that yielded insights into the complexity of gendered decision making in a multicultural setting.

33. The Practice of Inclusive Leadership in Different Contexts

Placida Gallegos, Faculty, Fielding Graduate University

Margo Okazawa-Rey, Professor, School of Human and Organizational Development, Fielding Graduate University Ilene Wasserman, President, ICW Consulting Group

Steven Schapiro, Dean for Academic Affairs, Fielding Graduate University

This poster session will provide models and examples of inclusive leadership in a range of contexts such as the workplace, community-based organizations, community colleges, NGOs, and graduate education. The poster will describe the advantages and limitations of practicing inclusion in various settings and how leadership in each context is fostered.

34. Using Wisdom to Build Leadership

Robert S. Liggett, PhD Candidate, Education Administration, University of Saskatchewan

This poster explores the connection between wisdom and leadership by asking three questions. What is wisdom, how can we develop it, and why is it important for leadership?

Leadership Scholarship

35. Exploring New Vistas in Research Methods

Mahboob S. Sohawon, Senior Lecturer, Head of Department of Educational Administration and Management, Maurituis Institute of Education

The field of research has always been in a dynamic state and a perpetual seething state. The researcher has been trying some new vistas in research methods to study leadership in classrooms and schools. The poster will discuss how they contribute in the enhancement of leading classrooms and schools.

36. Historiometric Methodology to Analyze First Century Greek Texts on Church Leadership Susan Hares, Doctoral Student, Business and Leadership, Regent University

Historiometric meta-analysis utilizes judges to select texts and determine the existence of leadership qualities. Utilizing historiometric analysis to examine Greek texts on church leadership requires judges who are biblical and leadership scholars. To address challenges of finding qualified judges, this poster describes how to use exegetical resources as historiometric judges.

37. Leader Authenticity: A Renewed Call for Research Across Borders and Generations

James E. Henderson, Professor and Chair, Ethical and Creative Leadership Major, Ph.D Program in Interdisciplinary Studies, Union Institute & University

This poster encourages new inquiry into the concept of leader authenticity among cross-cultural and cross-generational researchers to improve leadership practice. Though the initial research was conducted in schools in the United States, subsequent investigation in other-than-school environments supported the heuristic nature of the instrument in a wide variety of organizational settings.

38. Narratives of Critical Leadership: Expanding the Borders of Leadership Literature

John P. Dugan, Associate Professor, School of Education, Loyola University Chicago **Mark A. Torrez,** Doctoral Research Assistant, Higher Education, Loyola University Chicago **Natasha T. Turman,** Graduate Research Assistant, Loyola University Chicago

This poster presents findings from new research using critical, narrative inquiry to examine how social identity informs the ways in which individuals understand, experience, and enact leadership characterized by social justice. Powerful, short-form narratives inform how leadership theory can be reconstructed to better reflect espoused values of reciprocity and justice.

39. Political Skills and Emergent Leadership Within Fraternities and Sororities

L.J. McElravy, Assistant Professor of Youth Civic Leadership; Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

Hannah Riggle, Graduated Student (Co-Author)

Building from both the documented relationship between political skills and effective leadership in workplace settings and the goal of developing leadership within the Greek community, the purpose of this study is to explore the relationship between political skills and emergent leadership in fraternities and sororities.

Youth Leadership

40. Cross-Cultural Issues in Foreign-Initiated Youth Leadership Development Programs in Sub-Saharan Africa

Eric Kreutter, CFO, Cornerstone Development Africa

In response to the growing awareness of Africa's need for better leadership to address its developmental challenges, many organizations and educational programs have engaged in youth leadership development initiatives. However, with much of this programming content arising from leadership research generated in foreign contexts, cross-cultural relevance and efficacy concerns arise.

41. Positive Deviance for Youth Leadership Against Child Marriage

Ashley Lackovich-Van Gorp, Executive Director, Enhance Worldwide

Positive deviance (PD), a behavior change approach that unearths existing community solutions to social problems, discovers unrecognized leaders effecting social change. Applied to child marriage by abduction in a community in Ethiopia, PD identified youth leaders practicing behaviors and strategies that can help their peers navigate the risks of abduction.

42. Youth Leadership in Political and Public Arena in Sub-Saharan

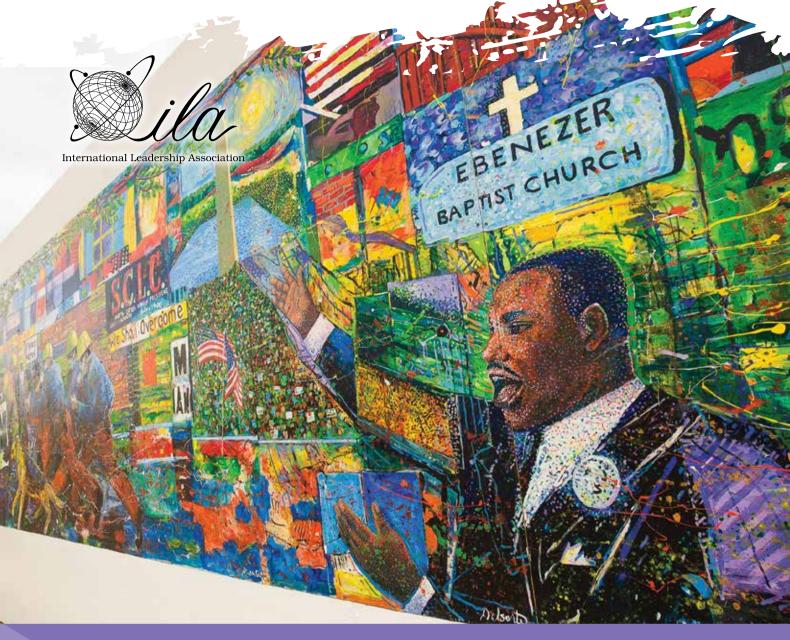
Zamumtima Chijiere, Eastern University

In developing countries, there is a belief that youth are leaders of tomorrow, but the tables are turning fast with more youth leaders emerging. The poster will explore the youth aspiration of leadership in developing countries and skill development — a crucial factor in creating effective youth leadership.

43. Millennials in Leadership: Lazy, Entitled, and Narcissistic or Simply a New Set of Priorities?

Khouloud S. Sabbagh, Faculty, Academic Bridge Program, College of Education, Zayed University

As Millennials move into leadership positions, key questions are emerging. Are the traditional leadership training and development tools fit for them? Is training still prioritized over development? What should a Millennial leadership development model look like? What workplace and academic changes need to occur to prepare work-ready Millennial leaders?



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SATURDAY AT A GLANCE

SATURDAY - OCTOBER 17

7:30 - 12:00	ILA Check-in & Help Desk	CCIB - Entrance Hall
7:30 - 12:00	ILA Onsite Staff and Volunteer Office	CCIB - VIP Room
8:00 - 8:45	Annual ILA Membership Meeting	CCIB - Room 122
9:00 - 10:30	Concurrent Session Nine	CCIB - See Pages 139-147
10:45 - 11:45	Concurrent Session Ten	CCIB - See Pages 148-153
12:00 - 13:30	Closing Plenary	CCIB - Rooms 111 & 112
	Invitation to Attend <i>The Dynamics of Inclusive Leadership</i> , ILA's 18th Annual Global Conference in Atlanta, GA, U.S.A. November 2-5, 2016 Janet Rechtman, Conference Chair & Senior Fellow, The J.W. Fanning Institute for Leadership Development, University of Georgia	
	My Leadership Journey Through Sports, Work, and Life Frank Ros, Retired Vice President, Hispanic Strategies, Coca-Cola Company	
	Fredric M. Jablin Doctoral Dissertation Award Presentation Presented to Danielle Lupton, Colagate University, by Julian Hayter, Jepson School of Leadership Studies	
	Kenneth E. Clark Student Research Award Presentation Presented to Deirdre Dixon, University of Tampa, by Charles Palus, Center for Creative Leadership	
	Student Case Competition Award Presentation Presented by Rian Satterwhite, Chair, ILA Leadership Education Interest Group	
POST-CONFERE	NCE WORKSHOPS AND EVENTS	
14:00 - 18:00	Leadership: The Power of Place WORKSHOP LEADERS: Gloria Burgess, Jazz, Inc. Fredricka Joyner, Indiana University East Ian Sutherland, IEDC Bled School of Management Event Sponsor: University of Richmond - Jepson School of Leadership Studies	Departs from Marriot AC Barcelona Hotel Lobby to Borne/Gothic Districts and El Raval
12.45 10.00	Barcelona Street Art: An Exploration of Street Art, Politics, and Culture	Departs from Marriot AC Barcelona Hotel Lobby to Barcelona City
13:45 - 19:00	WORKSHOP LEADERS: Joachim Castaneda, Barcelona Street Style Tours Alicia D. Crumpton, Johnson University	Center





2015 WINNER

Kenneth E. Clark Student Research Award



Deirdre P. Dixon,Assistant Professor of Management and Associate Director, TECO Energy Center for Leadership, The University of Tampa, Sykes College of Business

Congratulations to Deirdre Dixon on her award winning paper, Staying Alive: The Experience of *In Extremis* Leadership! Learn more by attending her session on Saturday, with commentary from Charles Palus, Senior Fellow at the Center for Creative Leadership.

Staying Alive: The Experience of In Extremis Leadership

Saturday October 17 | CCIB Room 122 10:45 - 11:45

In extremis situations present unique and difficult demands on a leader because they involve life threatening circumstances. This research uses mixed-methods to learn more about leaders entering dangerous situations. Phase one consisted of 30 interviews with Army officers recently returned from the Middle East. The findings that emerged were modeled and tested with a 494 leader sample from all military branches. Those findings were then extended to a sample of 514 leaders from police and fire fighting as well as the military. The results suggest *in extremis* leaders in each occupation may actually be more different than the same.



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. Recipients are honored during the closing plenary and invited to give a talk on their work at the annual global conference. The Call for Submissions to the 2016 Kenneth E. Clark will be available online in early 2016.

SATURDAY OCTOBER 17 | 9:00 - 10:30

CONCURRENT



ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Leadership Scholarship

Business Leadership

Leadership Development

Public Leadership

Conference Theme

Leadership Education

Youth Leadership

Room 113 | Symposium | Business Leadership

How Leaders Lead: Real-World Stories of Engagement and Innovation

Chair: **Marie E. DiVirgilio**, Administrative Director, Center for Values-Driven Leadership, Benedictine University Commentator: **Peter G. Northouse**, Professor Emeritus of Communication, Western Michigan University

The ability to innovate is a crucial competitive advantage. Learn how senior leaders from four different industries (global biopharmaceutical, interfaith counseling, elder care, and business consulting) have adopted a transformational leadership approach to engaging workers and creating cultures of innovation.

Innovation as a Mindset and a Competitive Advantage

Lisa Ruiz, Senior Director, Regulatory Affairs, AbbVie, Inc

A senior leader of Latin America regulatory affairs from a global biopharmaceutical company will discuss the process of design thinking and innovation behaviors. How can they be used to gain a deeper understanding of the customers' needs and strengthen team understanding and levels of engagement?

Organizational Intelligence: Understanding Organizational Culture in Times of Transition

Nancy Sayer, Director, Samaritan Center for Congregations

In times of transition, leaders often disregard culture and instead, run smack into it. This presentation will examine how a system develops and utilizes a deeper sense of organizational awareness or intelligence to enable it to navigate effectively in times of change and transition.

Creating a Culture of Innovation and Engagement in Elder Care

Walter R. Baehrend Jr., Senior Manager, Wireless Services, Alcatel-Lucent

This research into elder care at the Scottish Home in Riverside, Illinois revealed how the leadership used cultural paradigms of enterprise and home to build a culture of innovation and engagement.

Bringing Happiness to Work

Marcia Kent, Founder & CEO, Silver Lining Consulting

The topic of how to create a workplace culture of happiness and wellbeing is both timely and relevant. Through compelling case studies and evidence based research, the presenter will highlight the connection between happiness and increased levels of employee wellness, engagement, and effectiveness.

Room 114 | Workshop | Conference Theme

New Trends in Peace Leadership: From the Inside Out New Trends in Peace Leadership: From the Inside Ot Ann Dinan, Head of Global Operations, Deeper Leadership Institute

Ebben Van Zyl, Professor, Industrial Psychology, University of the Free State

This workshop will provide opportunities to explore experiential methods of peace leadership from an inward, micro perspective and an external, macro perspective. After an introduction to the model's theory and methods, the facilitators will share a series of exercises showing the importance of having "Peace In" before you can have a sustainable situation of "Peace Out." Participants will be invited to devise their own personal peace plan containing personal experiential exercises for "Peace In" and activities they will commit to engage in for "Peace Out."

Room 115 | Panel Discussion | Leadership Development

Followership in Action

Chair: Rob Koonce, Affiliate Faculty, Creighton University

Michelle Bligh, Professor, People and Organizations, NEOMA Business School

Marc Hurwitz, Co-Founder, FlipSkills

Given the perceived significance of the contributions of followers to organizational success, the question becomes: How can followers be better incorporated into the leadership equation? Three co-editors of a groundbreaking publication Followership in Action: Cases and Commentaries (2015, Emerald Group Publishing) will explore this question, share their motivations behind the book, and suggest applied contexts through which followership can be assessed and applied to the study of leadership. The use of story in case studies, scholarly post-commentaries, and discussion questions will be examines and additional resources for furthering classroom and organizational dialogues will be provided.

Room 116 | Workshop | Leadership Education

Great Ideas Share and Teach Forum

Anthony Middlebrooks, Associate Professor, School of Public Policy and Administration, University of Delaware Paige Haber-Curran, Assistant Professor, Counseling, Leadership, Adult Education & School Psychology, Texas State University

Matthew L. Creasy, Assistant Director, Blue Hen Leadership Program, University of Delaware

Looking for innovative teaching or leadership development practices? Designed for both experienced and novice leadership educators, this highly interactive forum is for those interested in expanding their teaching practices and pedagogical toolboxes. Participants will give, receive, and see great approaches to teaching a leadership concept. Come share lessons and leave with many more.

Room 117 | Workshop | Leadership Development

The Role of Intercultural Effectiveness in Developing High Performing Teams and Organizations

Jess Delegencia, Intercultural Training Specialist, Center for Intercultural Leadership, University of California at Berkeley Breidi Truscott Roberts, Intercultural Trainer, Center for Intercultural Leadership, International House, University of California at Berkelev

To be in effective in diverse and/or global teams, individuals must be able to navigate an extremely wide range of cultural complexities. The key is to build an organizational culture comprised of teams and individuals that are skilled in navigating these cultural complexities. This interactive workshop will share best practices, interactive simulations, leading intercultural tools, and assessments from both the field and academia that have been utilized in trainings for diverse sectors. Facilitators will lead a participatory, interactive, intercultural simulation focused on fundamental intercultural skills, including "style switching," for leadership development and team effectiveness.

Room 118 | Workshop | Leadership Development



Darja Miscenko, PhD Candidate, The University of Western Australia

People hold implicit assumptions about how leaders should be in terms of inferred traits, behaviors, and even appearance. Although the literature shows that implicit leadership views are critical, scholars and practitioners rarely consider how their own implicit views drive the design and delivery of leadership training programs. After a brief introduction to the related research, several common approaches (role play, role-modeling video, and writing exercises) will be used to explore implicit leadership assumptions and launch a critical conversation on their effects on programs and learners. Come uncover implicit leadership views of popular leadership development activities in a fun and engaging way.

Room 120 | Presentation | Conference Theme

Leadership Across Natural and Virtual Borders

Chair: Simon Vroonhof, Head of the strategy-unit, Department of Urban Development, Municipality of The Hague

A New Generation of Business Leaders Leading Across Borders: Business and the UN Sustainable Development Goals

Matthew Gitsham, Faculty, Ashridge Business School

Jonathan R. Gosling, Professor Emeritus of Leadership Studies, Centre for Leadership Studies, University of Exeter Business School (Co-Author)

Ajit Nayak, University of Exeter Business School (Co-Author)

This paper — through an empirical examination of the role that business leaders have been playing in helping shape the UN Sustainable Development Goals — explored how processes of globalization have changed the kind of political leadership roles a new generation of business leaders have found themselves playing in leading across borders.

Performance and Transparency of Reporting of Gender Diversity in Corporate Boards: A Cross-Country Comparison

Alice Jonge, Senior Lecturer, Business Law and Taxation, Monash University
Wilma Henderikse, CEO, Research, VDH Research, Netherlands
Sandra Idrovo Carlier, Research Director, Inalde Business School, Universidad de la Sabana
Babette Pouwels, Senior researcher, VDH Research (Co-Author)

Today, women are still underrepresented in the boardrooms of companies worldwide. This paper examined performance and transparency of reporting regarding gender diversity on corporate boards by analyzing annual reports of listed companies in six countries. Differences in countries regarding both performance and transparency will be discussed.

Do It Yourself in Education (DiYLab): A European Project

Maria Domingo-Coscollola, Lecturer, Education, Universitat Internacional de Catalunya Juana M. Sancho Gil, Universitat de Barcelona (Co-Author) Judith Arrazola Carballo, Universitat de Barcelona (Co-Author)

Currently being implemented in universities and primary and secondary schools of three countries, this project explores the changes and educational effect of digital competencies in relation to the emergence of a culture of collaboration that connects youth learning, technology, and the do it yourself philosophy.

Leadership Across Borders, Generations, and Classes: The Challenge of Climate Change Benjamin Redekop, Chair, Leadership and American Studies, Christopher Newport University Morgan Thomas, Student, Leadership and American Studies, Christopher Newport University (Co-Author) This presentation draws on extensive interviews with global climate leaders and a growing body of research to identify emerging trends and best practices in climate change leadership. While identifying common themes, the research also examines how local context, age group, and social class call forth different leadership styles and approaches.

Room 121 | Panel Discussion | Leadership Development

Leadership Trust: Regaining the Essence of Effective Interactions for This Age

Chair & Panelist: Jesus A. Sampedro, Director/Consultant, Management, Global Leadership Consulting

Rodrigo Zarate, Professor, Business, Universidad EAN

Absael Antelo, Associate Professor of Education, Dreeben School of Education, University of the Incarnate Word

This panel of three researcher/practitioners in Latin America will examine how to build and sustain trust in leadership as an effort to bring relevance to the practice of this age. Key findings of trans-cultural, crossgenerational, and inter-organizational challenges will be discussed. Built upon recent leadership research and years of hands-on experience from the field, this panel will speak to the urgent need to alter the essence and practice of leadership through trust. What might the development of trust offer in terms of improved relational dynamics, organizational effectiveness, and overall sustained relevance?

Room 122 | Panel Discussion | Public Leadership

Leadership 2050
Chair: Matthew J. Sowcik, Professor/Director of Leadership Development, Entrepreneurship and Leadership Studies, Wilkes University

Anthony C. Andenoro, Assistant Professor of Leadership Education, Agricultural Education & Communication, University

Barry A. Doublestein, President, Leadership Solutions

Kathy Guthrie, Associate Professor, Higher Education/Center for Leadership and Social Change, Florida State University Daniel Jenkins, Assistant Professor, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn

Rian J. Satterwhite, Director, Holden Center for Leadership & Community Engagement, University of Oregon Walter Lee, Associate Professor of Surgery, Duke University Medical Center

Maureen Metcalf, CEO/Founder, Metcalf & Associates, Inc.

Richard M. Pfohl, President, Navigos

Sebastian Salicru, Director and Principal Consultant, PTS PTY LTD

What kind of leaders will the world need over the next thirty-five years? How will our knowledge of leadership, leadership practice, and leadership education change? This session will examine the issues, drivers, and contexts that will most likely influence leaders and followers over the next thirty-five years. Numerous authors who contributed to Leadership 2050 Critical Challenges, Key Contexts, and Emerging Trends will guide roundtable discussions on their chapters on topics including scenario planning, the pressing contexts and most wicked problems facing future leaders and unique integrated solutions to address these contexts and problems.

Room 123 | Symposium | Business Leadership

Women Leaders in Context: Women Business Leaders and Female Executives on Corporate **Boards**

Chair: Suzanne S. Martin, Senior Consultant, transform.

Commentator: Carolyn J. Stefanco, President, The College of Saint Rose

Plastic Women and Cardboard Men: Gender Diversity on Corporate Boards

Karin Klenke, Chief Leadership Development Officer, Leadership Development Institute (LDI) International This paper reviewed the role senior women leaders play on corporate boards of directors. The presenter will share a theoretical model that links gender diversity to female directors' adaptability, behavioral cognitive complexity, political savvy, and their ability to build network ties. Propositions to test the model will be offered.

Exploring Women Directors' Influence on the Decision Making of Corporate Boards in the Biotechnology Industry

Lynne E. Devnew, Online Faculty & Research Fellow, School of Advanced Studies, University of Phoenix Monigo Saygbay-Hallie, Doctoral Student, University of Phoenix

Anne L. Benning, Independent Researcher (Co-Author)

The presenters will share a literature review, research plan, and results available at presentation time for an interpretative phenomenological study of women directors' perceptions of women's influence on the decision making of U.S. boards of directors in the biotechnology industry.



Courage, Contrarian Thinking, Conviction, and Care: Women Business Executives' Constructions of Leadership

Kae Reynolds, Senior Lecturer, People, Management and Organisation, University of Huddersfield This study used the feminist ethic of care and servant-leadership to build an interdisciplinary framework for empirical research using content analysis of the commencement speeches delivered by 25 female executives at American universities.

The Body as a Selection Criterion for Headhunters: The Embodiments of the "Ideal Executive"

Maria Medina-Vicent, PhD Student, Departament de Filosofia i Sociologiaa, Universitat Jaume I

The role of headhunters in the development of women's business leadership is vital as they recruit and recommend qualified women to occupy management positions. The purpose of this study was to determine if a headhunter's criterion reproduces the gender inequality behind the co-option system.

Room 124 | Presentation | Leadership Education

Exploring Leadership in Doctoral Education

Chair: Sandra Jones, Professor & Director of the Centre Business Education Research, Management, RMIT University

Doctoral Student Writing in Leadership Programs: Emerging Trends for Pedagogical and Curricular Best Practices

Katherine Kirkpatrick, Assistant Professor, Clarkson College

This discussion of emerging trends and predictors of doctoral students' publishing, based on descriptive and observational review, will provide theoretical and practical lessons that audience members can apply to pedagogical, curricular, and extra-curricular decision-making related to doctoral student writing.

Intellectual Virtues: The Foundation of a Leader

Vern L. Ludden, Professor, Graduate Studies in Leadership, Indiana Wesleyan University **Boyd Johnson**, Chair, Graduate Studies in Leadership, Indiana Wesleyan University

Intellectual virtue is a theme that has challenged multiple generations in the field of philosophy. This presentation will review how the concept of intellectual virtues can be used to improve problem solving and decision making in leaders, as well as to develop curriculum for graduate leadership programs.

Scholarly Leadership as a Function of Doctoral Mentoring

Jason D. Flora, Research Fellow/Faculty, University of Phoenix

An often overlooked aspect of dissertation research is its power to professionally transform the potentials of all concerned — the candidate, chair, and committee. From the lens of experiential learning, the dissertation process becomes a developmental and educational leadership event. The presentation will focus on this topic from the perspective of the doctoral mentor/chair.

Ten Lessons Learned: A Reflection of 23 Years Directing Doctoral Programs

James E. Henderson, Professor and Chair, Ethical and Creative Leadership Major, PhD Program in Interdisciplinary Studies, Union Institute & University

A doctoral program director who has served for twenty-three years in two different programs and has prepared nearly three hundred educational leaders reflects on experiences born of practice and of research regarding leadership preparation. Attendees will be encouraged to identify promising lessons that they can employ in their own contexts.

Room 125 | Presentation | Conference Theme

Multicultural Examinations of Women and Leadership

Chair: Marta D. Bennett, PhD Leadership Program Coordinator, Leadership Studies, International Leadership University- Kenya

Dancing Into the Centers of the Spiral Labyrinth: Women Leaders in Global Theological Education

Maria Liu Wong, Dean, City Seminary of New York

In the context of historically patriarchal and Western-influenced Christian theological education, this paper explores the stories of 13 female faculty and administrators from Africa, Asia, and North America. Making meaning of their challenges, resources, and journeys, their dances through the spiral labyrinth of leadership will be described and unpacked.

Leadership Communication: Perspectives From Emirati Women

Kate O'Neill, Assistant Professor/Director eMBA & MMIB Programs, College of Business, Zayed University The ways and whys Emirati women use communication to lead and the socio-cultural factors that drive their decision-making with regard to communication and leadership will be shared. Session participants will glean insight into the nuances of Arab female leadership.

Dimensions of Professional Success: Experiences of Expatriate Women Working Across **Cultures**

Tami France, Education Consultant, Human Resources, Mayo Clinic

This presentation will highlight an emergent cross-cultural professional success model developed based on the lived experiences of professional women working across cultures. This original research explored their success and resilience while navigating the complexities of professional identities that cross cultures and borders.



Portraits of Indigenous Malawian Women's Leadership for the Common Good

Carmela Nanton, Professor/Chair PEC Program, MacArthur School of Leadership, Palm Beach Atlantic University The presenter will share mixed methods and grounded theoretical research highlighting portraits of indigenous Malawian women leaders whose collective frame-breaking, hope-filled, courageous, authentic leadership has established new policies and practices that ultimately transformed the quality of life for women, girls, and their respective communities.

Room 127 | Workshop | Business Leadership

Creating Authentic Collaboration in Feedback to Staff

Eileen Piggot-Irvine, Professor, School of Leadership Studies, Royal Roads University

Most supervisors blow feedback sessions with their staff within the first 45 seconds! The deepest, dialogical, and non-defensive, level of interaction in authentic collaboration is rare, despite the fact that it is widely espoused by leaders. This practical, yet theory-rich, session will outline characteristics of both effective and destructive feedback. Video examples, a model, and a case study will be used to help participants practice the tough conversations that supervisors and their staff often dread. Empirical research associated with the outcomes of application of this model and skills will be provided that shows developmental and improvement outcomes for leaders, staff, and the organization.

Room 128 | Workshop | Leadership Development

Shaping Our Understanding of the Boundaries Within That Construct the Borders Between Us

Marilyn I. Bugenhagen, Faculty, Federal Executive Institute, United States Office of Personnel Management, Center for Leadership Development

Heath E. Harding, Faculty, Federal Executive Institute, United States Office of Personnel Management

Boundaries help define what is us and what is not us, similarly to how borders define cities, regions, and nations. They help individuals navigate and lead in a complex world. Participants will explore constructed boundaries and surface opportunities for individual change to move across generational borders. This workshop will introduce participants to a four-step process to understand their personal boundary system and how it may be preventing them from understanding and being with others. Participants will learn how to coach others through deep listening and by withholding assumptions that typically limit intergenerational interactions and mindsets.

Room 129 | Panel Discussion | Leadership Education

Preparing Future Philanthropists and Social Justice Leaders Through Higher Education Partnerships

Chair: Victor S. Sohmen, Associate Clinical Professor, Project Management, Drexel University

Tamara L. Burk, Director, Leadership Studies, Columbia College

Andrew Wefald, Assistant Professor, School of Leadership Studies, Kansas State University

H. Eric Schockman, Chair/Associate Professor, Center for Leadership, Woodbury University

Makeba Clay, Associate Vice President, Institutional Equity and Diversity, College of Southern Maryland

The non-profit leadership sector is powerful, diverse, and increasingly central to students' successfully enacting social and cultural global change. Panelists will share concrete, portable models and strategies designed to educate and empower post-secondary students to create sustainable comprehensive change. Examples will be shared of higher education partnerships with local community agencies, county government, national organizations, global NGO's, and the private sector.

Room 130 | Symposium | Leadership Development

Women's Paths to Sport Leadership: Emerging, Continuing, and Developing as Leaders

Chair: Cheryl Getz, Associate Professor/Director of Leadership Minor, School of Leadership and Education Sciences, University of San Diego

Commentator: Chrys Egan, Associate Professor, Communication, Salisbury University

Given that women occupy even fewer positions in sport leadership than in the broader corporate sector, elucidating women's paths to sport leadership is critical to ameliorating this imbalance. Presenters will share insights regarding three moments of leadership development for women: graduate school, coaching, and sport administration.

On Becoming a Female Sport Leader: Insights and Experiences of Female Graduate Students

Maylon Hanold, Instructor, Sport Administration and Leadership, Seattle University

Drawing on sport psychology techniques, this presentation will explore the experiences of six female graduate students enrolled in a sport leadership course, emphasizing the embodiment of leadership. Findings about how female students perceive changes in their felt sense as leaders as a result of this focus will be discussed.

On an Elusive Path: The Professional Development Experiences of U.S. Collegiate Women's Rowing Coaches

Sara L. Lopez, Director/Faculty, College of Education, University of Washington

Highlighting experiences of U.S. collegiate women's rowing coaches, this research revealed a lack of defined career pathways, clearly-articulated professional competencies, and rigorous professional development programs. The impact, implications, and recommended changes will be explored.

The Underrepresentation of Women at the Senior Level in Sports Organizations: Are Women Applying?

Sarah Leberman, Professor & Head of School, School of Management, Massey University Insights into women's application behaviors for senior sport management positions from two United Kingdom sports organizations will be discussed. The presenter will share findings and recommendations include diversity education in organizations, improvement of HR systems, and development opportunities for women.

Room 131 | Presentation | Public Leadership

Environmental Leadership: Building Sustainability

Chair: Caspar van den Berg, Associate Professor, Campus The Hague - Leiden University

Design for a Common Vision in Community Development

Jules Bruck, Associate Professor, Plant and Soil Sciences, University of Delaware **Lorelly Solano**, Doctoral Candidate, University of Delaware (Co-Author)

Influencing change in community development may be one of the most challenging leadership endeavors given the varied interests of leaders and stakeholders. Hear how a diverse team engaged design processes with a community to develop long-range plans to improve quality of life, foster community pride, and protect the natural environment.

Toward Capabilities-Based Environmental Leadership: Lessons From the Gusangira Project

Leah S. Horton, Assistant Chair of Biology, Biology, University of Central Arkansas

Jayme Millsap-Stone, Director of Learning Communities, University of Central Arkansas

Environmental leadership and the capabilities approach have natural intersections that are being explored in Kanembwe, an impoverished village established by the Rwandan government in 2009. The presenters will explore the role the environment plays in determining the capability sets of the residents in the village.

Leadership and the Movement to Sustainability: The Blue Boundary Project on Vancouver Island

Richard Kool, Associate Professor, School of Environment and Sustainability, Royal Roads University
This presentation will describe the Blue Boundary project, a Vancouver Island sustainability initiative in Canada. The decentralized and bottom-up leadership and change approach exemplified by the project helps communities examine "what is", "what could be", "what should be", and "what will be" through schools, faith groups, and entrepreneurs.

Room 132 | Presentation | Business Leadership

Leadership Development for Decision Making, Strategy, and Continued Improvement

Chair: Andrew C. Simon, Chief Executive, Yellow Edge Pty Ltd

A Case of Global Leadership Development Best Practice

Sebastian Salicru, Director and Principal Consultant, PTS PTY LTD

Elly Wassenaar, Director, Learning & Development, Wärtsilä Corporation (Co-Author)

The presenter will share a best practice example based on expert assessment and comparisons with the literature to illustrate approaches required to develop leaders who can operate across geographic markets characterized by increasing competitiveness, complexity, ambiguity, and cultural differences, while providing services that are competitive, timely, ethical, and socially responsible.

Differences in American and Chinese Decision Making on Strategic Management Teams

Susan Hares, Doctoral Student, Business and Leadership, Regent University

This paper examines how Chinese and American members of Strategic Management Teams (SMTs) utilize mental models that are both similar and different. The presentation will examine how differences in mental models have resulted in conflict between Chinese and Americans members of SMTs in China and the United States.

Leaders Across Borders: A Comparative Exploration of Middle Leadership in Malta

Giambattista Bufalino, PhD Student, School of Education, University of Lincoln, UK

Research on collective forms of leadership has advanced substantially over the last decade. This paper outlines some initial findings and discussion points emerging from the first stage of a research project exploring Malta's models of middle management within the most recent thinking and evidence about distributed leadership.

On a Way to a New Era Leadership: Kazakhstani Reality

Akmaral Altaliyeva, Management Professor, Almaty Management University, Kazakhstan

What specific economic conditions and cultural contexts do Kazakhstani leadership face day-to-day? What do these conditions require from leaders? Who are the leaders of the emerging economy of Kazakhstan? The presenter will use statistics and questionnaire results to analyze the main challenges and tendencies in the leadership development processes in Kazakhstan.

Room 133 | Panel Discussion | Business Leadership

Discovering Exceptional Talent: Leadership to Cross Borders and Generations

Chair: Chris Cartwright, Director of Intercultural Assessment, Intercultural Communication Institute

Allan W. Bird, Darla and Frederick Brodsky Trustee Professor in Global Business, International Business & Strategy,
Northeastern University

Martha Maznevski, Professor, International Institute for Management Development **Simone-Eva Redrupp,** Managing Director Customized Learning Solutions, Aperian Global

The business sector needs global leadership. The challenges facing corporate leaders demand a keen eye to read complex world market trends and agile direction to both engage and even finesse the cultural differences present in their transactions. But how are these leaders discovered? What assessments and systems are in place to both identify and grow the talent required for this work? This panel of three senior scholars-consultants who specialize in discovering and developing exceptional talent will detail relevant research and practice in growing global leaders.

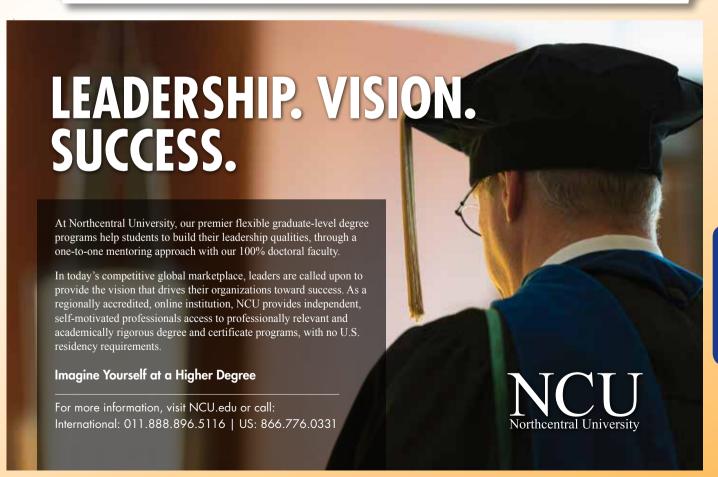
Room 134 | Workshop | Leadership Education

Beyond Theoretical Borders: Advancing the Use of Critical Pedagogies to Teach Leadership Theory

John P. Dugan, Associate Professor, School of Education, Loyola University Chicago **Mark A. Torrez,** Doctoral Research Assistant, Higher Education, Loyola University Chicago

Natasha T. Turman, Graduate Research Assistant, Loyola University Chicago

The teaching of leadership theory spans both academic classrooms and co-curricular experiences setting the very foundation for the type of leadership enacted in communities and organizations. The purpose of this workshop is to provide educators with the content knowledge and practical abilities to infuse critical perspectives into their teaching of leadership theory. After a brief theoretical overview, participants will engage in the process of modeling critical pedagogy, translating core tenets of CST into tools for deconstruction and reconstruction, and designing learning experiences that cultivate students' capacities to become critical consumers of and participants in leadership.



SATURDAY OCTOBER 17 10:45 - 11:45 NCURRENT

ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES: BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSIONS ARE COLOR BAR-CODED BY TRACK. SESSIONS THAT CROSS TRACKS HAVE A SECOND, SMALLER COLOR BAR WITH "+" AND A TWO-LETTER TRACK DESIGNATION.

SESSION TRACK KEY

Business Leadership

Conference Theme

Leadership Education

Leadership Scholarship

📙 Leadership Development 📲 Public Leadership

Youth Leadership

Room 113 | Panel Discussion | Conference Theme

A Conversation With Georgia Sorenson, 2015 ILA Lifetime Achievement Award Winner

Discussant: Gill Robinson Hickman, Emerita Professor of Leadership Studies, Jepson School of Leadership Studies, University of Richmond

Discussant: Jean Lipman-Blumen, Professor, The Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University

Georgia Sorenson, Churchill Møller Leadership Scholar, Møller Centre, Churchill College, University of Cambridge **Béla Hatvany,** Co-Founder, JustGiving

Krish Ravel, Director, Churchill Leadership Fellows, Møller Centre, Churchill College, University of Cambridge

With leadership scholars Jean Lipman-Blumen and Gill Robinson Hickman as discussants, this panel will explore unique business and leadership philosophies with ILA Lifetime Achievement Award recipient Georgia Sorenson and the two subjects of her latest book: technology pioneer and social investor Béla Hatvany, and his protégé, leadership entrepreneur Krish Raval. In his own words, Hatvany is passionate about enabling "an ecology in which all experience themselves to be well-served. I experience a world whose abundance is made available by human collaboration." Raval directs the Cambridge Coexist Leadership Programme and is an executive trainer and coach with a particular focus on leadership development, dialogue and facilitation.

Room 114 | Presentation | Conference Theme

Explorations on Leadership Motivations and Practices

Chair: Georgeta Ion, Tenured Lecturer, Department of Applied Pedagogy, Universitat Autónoma de Barcelona

Enjoy Business: An Art Video with Global Leaders

Marina Landia, Managing Director, Landia Foundation Stiftung Art & Economy gGmbH

Enjoy Business is a video based on personal interviews with top business leaders and policy makers such as Angel Gurria of OECD, Manfred Bischoff of Daimler, and Steve Forbes of Forbes Media. Using artistic methods it explores coordinate systems and philosophies that shape decision making in times of crisis.

Governance Practices, HR Managers' Leadership, and Cross-Border Acquisitions in **Emerging Markets**

Akhentoolove Corbin, Lecturer, Management Studies, University of the West Indies This research analyzes the impact that differing corporate governance practices have on the types of leadership practices utilized by human resources managers when companies make strategic decisions to utilize cross-border acquisitions as a growth strategy. It makes a contribution to the literature on emerging market multinational enterprises (EM-MNEs).





Mission-Based Leadership in Higher Education Institutions

Lorenzo Bermejo, Professor, Management, Villanueva Centro Universitario **Miquel Bastons**, Professor, Economics and Social Sciences, Universitat Internacional de Catalunya (Co-Author) This study analyzes mission-based leadership in higher education institutions as leadership that encourages the members of an organization to go beyond the barriers of their own interests and towards the goals defined by that institution — namely, its mission.

Room 115 | Workshop | Leadership Development

Using Photovoice to Open Dialogue and Develop Leadership Capacity in Organizations

Catherine Etmanski, Associate Professor, School of Leadership Studies, Royal Roads University **Nikki Bade**, Human Resources Manager, Canadian Tire

Photovoice is a creative method used by researchers and practitioners to support leadership development, reveal organizational paradigms, and increase dialogue across generational, hierarchical, and cultural borders. After a briefing on arts-based research in general and how inquiry can support leadership development and organizational change, this workshop will provide participants with an opportunity to experience the effectiveness of Photovoice. Participants will explore how this process can be used as a creative way to reveal organizational paradigms, allow employees to express diverse perspectives despite any constraints of generation or position, and increase dialogue across generations and cultural borders.

Room 117 | Presentation | Public Leadership

Strategic Collaboration for the Common Good

Chair: **Randy Poon**, Associate Professor and Program Chair, Business Administration, Ambrose University Chair: **Steve Schein**, Author, *A New Psychology for Sustainability Leadership*

The R2F Model: Social Change Through the Collective Impact of Community Participation and Engagement

Tom Klaus, Principal, Tom Klaus & Associates; Adjunct Faculty, Eastern University **Edward Saunders**, **Director**, University of Iowa, School of Social Work (Co-Author)

The roots to fruit of sustainable community change (R2F) model facilitates long-term social change at the community level that is informed by the collective impact approach. This presentation will describe the model and its implementation in a multi-site study. Findings from recently completed evaluation research will also be presented.

Equipping Leaders for Successful Inter-Organizational Collaboration Target: Poverty Spokane

Nancy S. Isaacson, Executive Director, Center for Organizational Reform Albert H. Fein, Associate, Center for Organizational Reform

This presentation will describe the design and outcomes of a training program for leaders from three civic agencies. The program was developed to increase their skills in areas of organizational health and effectiveness and improve their inter-organizational collaboration skills.

NGO Partnerships and Boundary Spanning in the Dominican Republic: Leadership Strategies and Competencies

Eduardo R. Rivas, Leadership Professor, Fischler College of Education, Nova Southeastern University **Wendy E. Rowe,** Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University

Angela Maria Mendez, Subdirectora, Sistemas y Tecnologia, Banco Central de la Republica Dominicana (Co-Author) Managers from education NGOs in the Dominican Republic engaged in focus groups and were interviewed and surveyed to investigate boundary spanning and cross-agency partnerships. The presenter will discuss emergent themes on the context of leadership strategies and practices that facilitate effective partnerships within a Latin American context.

Room 118 | Presentation | Leadership Development

Studies on Leadership and Identity

Chair: **Jonathan R. Gosling,** Professor Emeritus of Leadership Studies, Centre for Leadership Studies, University of Exeter Business School

Leadership Development and Identity Work: Psychological Distancing Through Models of Managerial Work

Magnus Larsson, Associate Professor, Department of Organization, Copenhagen Business School How might we understand leadership development resulting in participants distancing themselves, even to the point of considering leaving the organization? Based on an interview study, the presenter will argue that learning of conceptual models not only constitutes resources for instrumental action, but also for identity work in relation to organizational challenges.

Embracing Complexity: Using Constructive Developmental Theory to Explore the Experiences of Leaders in Nature

Kent A. Williams, Doctoral Candidate, Social Science, Royal Roads University

In an effort to add to the epistemology of developmental leadership, a phenomenological centered-methodology was used to explore how leaders contextually experience developmental movement (differentiation). The narratives of 15 international leaders will be examined to offers insights to new approaches for building effective leadership capacity and capabilities.

Room 119 | Presentation | Business Leadership

Leadership Taxonomies, Frameworks, and Applications for Employee Engagement
Chair: Martha F. Miser, President, Aduro Consulting, LLC

Influencing a Culture of Engagement in the Workplace: Relationally Focused Early Dispute Resolution

Lisa Gick, PhD Student, Antioch University; CEO & Founder, [curious]

This case study offers a theoretical framework for embedding dispute resolution systems in the workplace. The presenter will highlight an example of an early dispute resolution experience embraced within a large, highly distributed, complex organizational system. Reorienting leader mindset for emergent versus fixed solutions as programmatic consideration will be featured.

Presenting a Taxonomy of Leadership: The Foundation of the Leadership/Strategy Conceptual Framework

Travis A. Berger, Assistant Professor, Business, Alvernia University; Founder/Managing Partner, Vide Consulting Group, LLC

John A. Anderson, ALS Program Coordinator, Sociology, Indiana University of Pennsylvania (Co-Author) This presentation introduces a taxonomy of leadership that emerged during the process of developing the leadership/strategy (L/S) conceptual framework. The goal is to offer a pragmatic, strategic definition of leadership that will support executive analysis of the complex business environment and aid practitioners tasked with designing leadership development programs.

Strategy's Contribution to the Leadership/Strategy (L/S) Conceptual Framework: Focus, Context, and Criteria

Travis A. Berger, Assistant Professor, Business, Alvernia University; Founder/Managing Partner, Vide Consulting Group, LLC

John A. Anderson, ALS Program Coordinator, Sociology, Indiana University of Pennsylvania (Co-Author) The presenter will discuss how organizational strategy's depiction of focus, context, and criteria synthesized with a basic taxonomy of leadership to form the leadership/strategy (L/S) conceptual framework. The goal is to introduce a strategic understanding of leadership that will prove useful for organizational executives striving to achieve long-term superior organizational performance.

Room 120 | Presentation | Public Leadership

Out With the Old: New Approaches to Public Leadership

Chair: Nikol Hopman, Director, Leiden Leadership Centre & Centre for Professional Learning, Leiden University Campus

From Old World Leaders to Global World Leadership: Leadership, Management, and Governance Across Boundaries

Stephen Brookes, Senior Fellow in Public Policy and Leadership, Business School, University of Manchester **Joyce Liddle**, Professor Public Leadership, Aix-Marseilles University (Co-Author)

The paper advances an argument to move away from a single-minded focus on the traditions of "Old World Leaders" and "New World Leaders" and move towards "Global World Leaders" through a 360 degree approach to collective leadership and shared values.

Challenges of Public Strategic Leadership From Barcelona (18th -19th Century) and Madrid (21st Century)

Pedro Vazquez de Prada, Colonel, Spanish Army

The study presents some challenges for public leaders derived from the analysis of three relevant Spaniards over three centuries: Jaime de Guzmán, Juan Prim, and Sabino Fernández Campo. The presenter will suggest that values and character are the foundation for a leader's behavior and they must be developed prior and during the leadership tenure.

Leading With(out) Easy Solutions in Local South African Governments

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

This paper analyses differences and commonalities between the tried-and-tested and new age leadership in South Africa. Using selected mini case study examples such as the Nelson Mandela Metropolitan Municipality in the Eastern Cape, the presenter will reflect on the leadership challenges in municipalities and the players in good municipal leadership.

Room 121 | Presentation | Business Leadership

Factors Influencing Women in Business Leadership

Chair: Gerda M. Van Dijk, Director, Zijlstra Center for Public Control, Governance and Leadership, VU University Amsterdam

Women in Spanish Business: What is More Important for Leadership — Sex, Age, or Company Culture?

Juan Rivera-Mata, Managing Partner, American Leadership Strategies LLC

The presenter will share a study of 2,450 male and female business managers in Spain and evaluate the importance of sex, age, and type of business (culture) in people in actual leadership roles.

Think Leader, Think Woman? Role Identities of Women Business Owners

Cynthia Sims, Assistant Professor, HRD, School of Education, Clemson University

Little is known about the ability of women business owners to enact their leader and gender identities, mitigate identity interference (II), and benefit from authentic leadership (AL). This quantitative and qualitative study examined an antecedent (II), a moderator (leader gender), and mediators (identities) of AL. Conclusions focused on role incongruity and relational authenticity will be shared.

Women and Leadership: Understanding and Navigating the Business Labyrinth

Joleen Archibald, Specialist Programs Consultant, Capital Group

One cannot help but notice the gender gap in today's top leadership positions. This goes for women across generations and cultures. The presentation will cover the top research themes, obstacles, and strategies that can help women navigate today's business world labyrinth.

Room 122 | Presentation | Leadership Scholarship

Staying Alive: The Experience of *In Extremis* Leadership (Kenneth E. Clark Student Research Award Winner)

Chair: Charles Palus, Senior Fellow, Center for Creative Leadership

Deirdre Dixon, Assistant Professor, College of Business, University of Tampa

In extremis situations present unique and difficult demands on a leader because they involve life threatening circumstances. This research used mixed-methods to learn more about leaders entering dangerous situations. Phase one consisted of 30 interviews with Army officers recently returned from the Middle East. The findings that emerged were modeled and tested with a 494-leader sample from all military branches. Those findings were then extended to a sample of 514 leaders from police and fire fighting as well as the military. The results suggest *in extremis* leaders in each occupation may actually be more different than the same.

Room 123 | Panel Discussion | Conference Theme



Broad + Deep: Developing the Capacity to Cross Disciplinary Borders

Chair: David W. Frantz, Dean, School of Business and Economics, Indiana University East

Fredricka F. Joyner, Leadership and Organization Development Consultant, ADVISA

lan D. Sutherland, Deputy Dean for Research, School of Postgraduate Studies, IEDC-Bled School of Management Carla R. Messer, Lecturer, School of Business, Indiana University East

This session will explore development of the breadth and depth necessary to cross disciplinary borders. After building an historical and theoretical foundation for broad + deep leadership, panelists will share two examples of approaches used to build the capacity of leaders to go broad + deep: a facilitated arts experience and research on crossing contexts through leading in both profit and not-for-profit settings. Following the case studies. Scharmer's "seven shifts" framework will be used to explore practices for crossing disciplinary borders. Participants will have the opportunity to discuss the integration of these types of approaches into their own fields of practice.

Room 124 | Panel Discussion | Leadership Scholarship

Queering Leadership

Chair & Panelist: Rita A. Gardiner, Assistant Professor, Women's Studies/Faculty of Education/Leadership Program, The University of Western Ontario

Mario Burton, Graduate Student, Antioch University

Leigh Fine, Assistant Professor, School of Leadership Studies, Kansas State University

Benjamin J. Marcy, Instructor, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota

This panel's contributors endeavor to explore how queering leadership enables the expansion of potential subjects-as-leaders and performances of leadership, particularly for those who do not adhere to social gender and sexuality norms. Through the complementary viewpoints of the panelists, they aspire to create new leadership realities that empower a diverse set of subjects to actively and effectively perform leadership that expands our collective social understanding of the concept.

Room 127 | Presentation | Youth Leadership



Developing Youth Leadership Through Multi-Stakeholder Approaches

Chair: Angel Acosta, Director, Leadership exCHANGE Rome, Leadership exCHANGE



An Assessment of Using a Multi-Stakeholder Approach in Youth Leadership Development Programs

Manuel De Vera, Executive Director, AIM Team Energy Center for Bridging Leadership, Asian Institute of Management

Beverly Brul, Research Coordinator, Asian Institute of Management - Team Energy Center for Bridging Leadership (Co-Author)

This qualitative tracer study focused on understanding the experiences gained by participants of youth leadership development programs in the Philippines that have integrated multi-stakeholder processes as part of their curriculum. The presentation will delve into how participants integrate and apply leadership and multi-stakeholder processes in their everyday lives and in their communities.



Eating, Sleeping, and Drinking Leadership: Creating a Leadership Ecosystem at the **University Level**

Lebogang Mothibatsela, Educator, Entrepreneurial Leadership, African Leadership Academy Ryan Findley, Global Programs Manager, Entrepreneurial Leadership, African Leadership Academy (Co-Author) In 2014, a university launched with the dream of being the first-ever tertiary-level organization to be built around training the next generation of leaders. Learn how it used a comprehensive leadership framework to embed leadership development into every aspect of academics, campus/residential life, and student activities.

Room 129 | Panel Discussion | Leadership Education

Crossing Borders: Shaping Tomorrow's Leaders with Experiential Study Abroad, E-Service Learning, and Practicums

Chair: **Cynthia A. Martinez,** Director/Advisement & Academic Services and Adjunct Instructor/ Communication Management, Annenberg School for Communication and Journalism, University of Southern California

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This panel will discuss how experiential learning opportunities that cross geographical, technical, generational, organizational, and institutional borders provide lasting leadership experiences that shape the leaders of tomorrow. Study-abroad experiences can expand our leadership repertoire by challenging us to think outside-the-box while leading in unfamiliar environments. E-service learning and virtual teamwork, through partnerships between institutions and non-profit organizations, can provide students with learning opportunities that reach across cultural boundaries with life changing results. Practicum and mentor programs, formed through institutional partnerships with academic affairs, can provide students the opportunity to develop leadership experience and inspire lifelong development by doing leadership.

Room 130 | Presentation | Leadership Development

New Research on Followership and Leadership Development

Chair: Ira Chaleff, President, Executive Coaching & Consulting Associates

The Relationship: Transformational Leadership and Courageous Followership

Robynne L. Sherrill, Vice President, Global Talent Management & Development, Dawn Food Products, Inc. Do courageous followership behaviors influence the development of transformational leaders? This study assessed if law enforcement leaders rating themselves as courageous followers also rated themselves as transformational leaders and whether gender had an impact on that relationship. Four of the ten hypotheses tested were found to be significant.

Using Followership, Systems Theory, and Cultural Dimensions to Develop Effective Intercultural Leadership

Karen L. Schuder, Educational Doctorate in Leadership student, University of St. Thomas

Leading across cultures can be challenging because of fundamental differences in expectations, values, and belief systems. This presentation will show how analyzing primary concepts from followership and systems theory with Hofstede's cultural dimensions can help leaders develop a cross-cultural strategy and increase sustainability.

Authenticity Within Followership: Self-Perceptions of Leader-Follower Relationships

Stephanie Raible, Doctoral Student, Northeastern University

The presenter investigated the connection between the professional identity formation of followers and their formed sense of projected identity authenticity within the workplace. From researching this connection, a new diagnostic model is proposed to uncover the connection, as well as its effect on the perceived health of leader-follower relationships.

Room 133 | Panel Discussion | Leadership Development

Advancing Leadership Development in Diverse Academic and Community Contexts

Chair: **Robert Elkington**, President and CEO, Global Leadership Initiatives, Inc.

Almarie E. Munley, Dean, University College, Hampton University

Shekinah Magee, Leadership Coach/ Business Consultant, C.A.P.E. Coaching & Consulting

DeRetta R. Cole, Chief HR Officer, Human Resources, YMCA - Metro Atlanta

The goal of this panel is to join the conversations around leadership development inviting explicit considerations of various academic and community initiatives. The panelists will provide information on advancing young men and women to attain their fullest potential by discussing programs that are ushering change.

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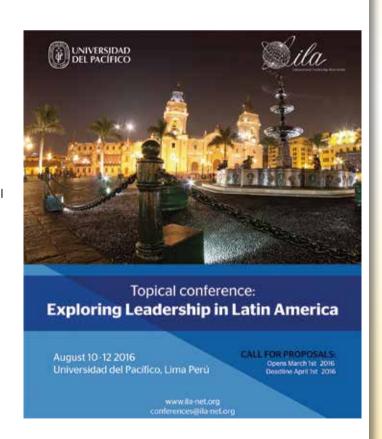
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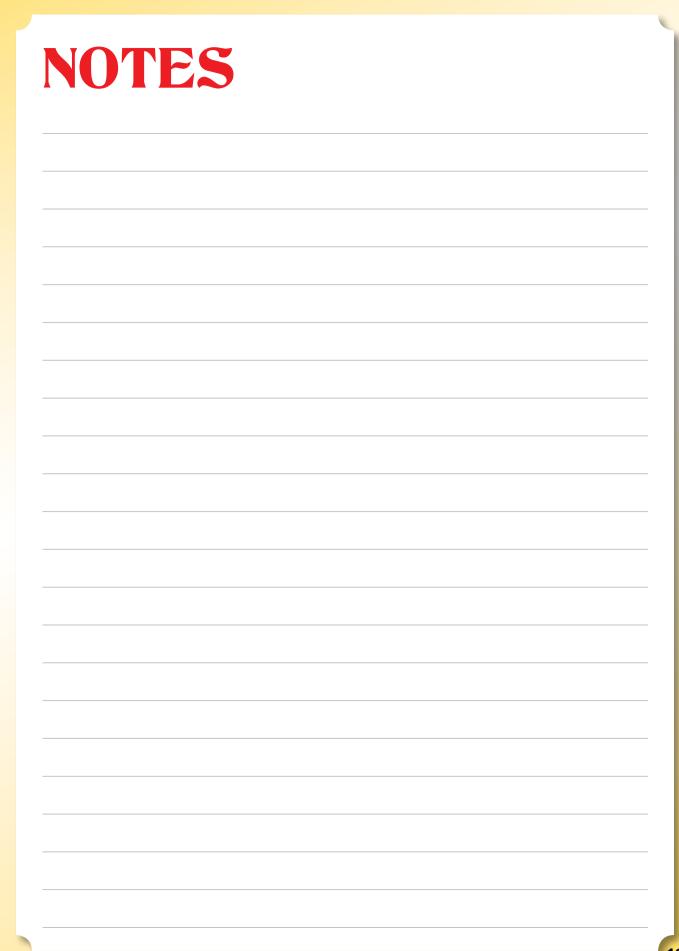
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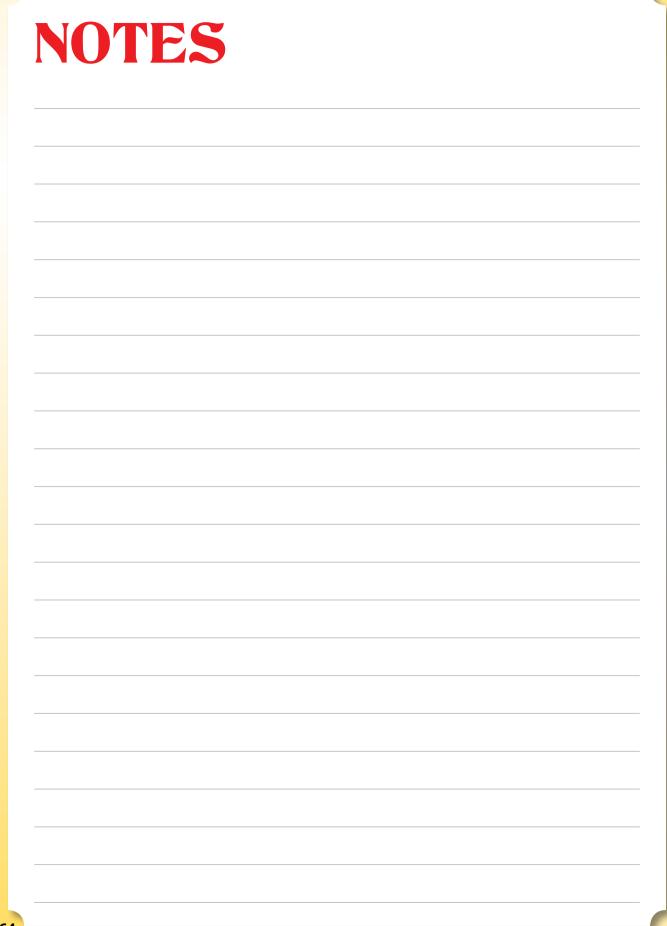
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