International Leadership Association

19TH ANNUAL GLOBAL CONFERENCE

Leadership in Turbulent Times

Brussels, Belgium 12-15 October 2017

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Welcome to ILA's

19th Annual Global Conference

Jorrit Volkers
Conference Chair

Patrick Sweet
Conference Program Chair

It is exciting and so very important that all of us have made this journey to take part in this year's conference. Last year, when we were conceiving and writing the conference theme, *Leadership in Turbulent Times,* Europe was recoiling over Brexit and not knowing what to make of Donald Trump. Now, 300+ days later, turbulence has not lessened. Washington, DC; NATO; healthcare; impact of social media on elections; North Korea; Climate Agreement; financial markets; etc., are all humbling developments that place the leader in all of us on barely recognizable terrain.

This is why this conference, and the work of all of us to consider what such turbulence means for our theories and practices of leading, is so much appreciated — and so needed.

At the time of writing this (mid-August), we are sure that the changes and turbulence we are living in will expand the topics and discussions of contemporary, turbulent events that we will address in October. Migration? Populating Mars? Impeachment? Hydrogen cell breakthrough? Nuclear engagement in East Asia? Trade wars? It probably will depend on our social media feeds. What we are certain about is that understanding how to lead in turbulence will be increasingly critical for advancing humanity.

In many ways leading is a conversation in real, symbolic, and relational forms. We are gathered here to have conversations. To speak up. To engage and inspire. And to remember to listen. There are literally thousands of ideas, experiences, and stories being shared over the coming 100 hours and untold numbers of them leading up to this crescendo.

It is our ambition that we all leave more connected, more challenged, better informed, and better prepared to advance the ancient and contemporary practices of leading. And that we are prepared to flip turbulence from chaotic into embraceable, from frightening into challenging, from wickedly problematic into virtuously innovative.

Thank you for doing what you do and for making the effort to advance us all. We look forward to our days together!

Jorrit Volkers
Conference Chair; Dean of Deloitte University Europe, the Middle East and Africa (EMEA)

Patrick Sweet
Conference Program Chair; Co-Director, Leadership Alliance for the Geneva Centre for Security Policy – Center for Creative Leadership

CONFERENCE CHAMPIONS

Special Thanks to:

Ann Bleuze
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Kaoutar Bouya
Claudia de Castro Caldeirinha
Luc De Smedt
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Anna Fink
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Katrien Geerinckx
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Ronald Meijers
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Natalia Rodas
Peter Schuhmacher
Jenny Sjoberg
Jeroen Stouten

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Welcome to ILA's 19th Annual Global Conference

Katherine Tyler Scott
ILA Board Chair

Cynthia Cherrey
ILA CEO & President

Welcome to the 19th Annual Global Conference of the International Leadership Association, *Leadership in Turbulent Times.* Whether this is your 19th global conference, a first time attendee, or somewhere in between, we are glad you are here.

You are part of this global network of scholars, practitioners, and researchers committed to "promoting a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide." The ILA mission and identity has brought us to Brussels — an international center of politics, business, diplomacy, education, and the arts. The synchronicity and synergy in ILA's choice of place and topic feels prescient.

Interdisciplinary. International Perspectives. Inclusion. Impact. Integrity. Interconnection. These are the values of the International Leadership Association and they permeate everything we do. We are committed to our mission and our values to increase the knowledge and practice of effective leadership for the greater good of individuals and communities worldwide.

Recent worldwide events have made it imperative that we reflect on our beliefs, values, and ideas and re-examine how we can help develop the integrity, character, ethics, and trust essential to those given the privilege of leading. How do we frame our collective work together at this global conference on leadership in turbulent times? Perhaps the key word is together.

We know that the core strength of ILA resides in the collective wisdom and experiences of individual and organizational members from around the globe. Our global reach is reflected in our member demographics. Over 54% of ILA members do their professional work in two or more countries and an additional 13% work in six or more countries. We come from a variety of places encompassing multiple, diverse perspectives and people who embrace the task of rigorously and respectfully engaging with one another around how we can bring about the change our tumultuous world needs most now.

The ILA, through its global, regional, and topical conferences, creates the space to address difficult leadership questions and tackle complex issues. This year's global conference chair, Jorrit Volkers, Dean of Deloitte University Europe, the Middle East and Africa (EMEA), and his planning team, along with conference program chair, Patrick Sweet, Co-Director, Leadership Alliance for the Geneva Centre for Security Policy – Center for Creative Leadership, have created a conference filled with a robust series of keynotes, concurrent sessions, and special events that embody our local conference site and our global learning laboratory. Our notable plenary speakers and concurrent session presenters hail from many different cultural contexts and are equipped to deliver wisdom and valuable lessons learned from decades of study and practice.

This global conference would not be possible without the contributions and efforts of volunteers and champions. We would like to extend our profound appreciation to our sponsors for their support. To the numerous ILA members who served as track chairs or peer reviewers, the many ILA members serving as local hosts in the picturesque city of Brussels, and the many presenters sharing knowledge and leadership practices, we thank you.

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 webinar. We also invite you to join us in 2018 at our 20th anniversary conference in West Palm Beach. As always, your ideas are important to us. We invite you to join us at ILA's annual membership meeting Saturday morning at 8:00 in Silver Hall.

Our highest hope is that when you leave Brussels it will be with a clearer understanding of the importance of staying connected and acting together out of a shared commitment to being congruent with the vision, mission, and identity of ILA. Both individually and collectively we are a force of reason, civility, and calm that can bring responsible action to the swirling chaos engulfing many around the world.

Katherine Tyler Scott
ILA Board Chair

Cynthia Cherrey
ILA CEO & President

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Patrick Sweet
Geneva Centre for Security Policy-Center for Creative Leadership, Leadership Alliance

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Kennesaw State University

Tara Edberg
Iowa State University

PUBLIC LEADERSHIP

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Exhibit Hall Activities

FRIDAY 13 OCTOBER, 8:00-18:30 | SATURDAY 14 OCTOBER, 8:00-20:00

The central square of the conference! Visit ILA's exhibit hall and meander by 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.

In addition to all of the wonderful booths, don't miss these special events and refreshment breaks taking place in the exhibit hall!

Friday 7:45-8:45 & Saturday 8:00-8:45 | Coffee Refreshment Break
Join your colleagues for a morning coffee break, choosing from coffee, tea, juices, mineral waters, fresh fruit, biscuits, and pastries.

Friday 10:15-10:45 | Coffee & Tea Break
Grab a beverage as you peruse the booths on your way to Concurrent Session One!

Friday 16:45-17:15 | Coffee Refreshment Break
Refuel with coffee, tea, fruit smoothies, mineral waters, hot Belgian waffles, fancy cakes, and mini-mousses as you join an interactive roundtable discussion, visit a member community welcome table, or discuss future directions with one of our exhibitors.

Saturday 18:30-20:00 | Evening Extravaganza!
Enjoy a Taste of Brussels from a variety of market stall style street food vendors while also enjoying Belgian beer, wines, soft drinks, and appetizers all while exploring the hosted poster session, talking with Lifetime Achievement award winners Robert Lord and Stella Nkomo along with Keynote Speaker Margaret Heffernan, and meeting your favorite leadership authors at the author meet and greet.

This year's onsite conference bookstore will be run by Sterling Books. Sterling Books is an independent English bookstore in the center of Brussels. They opened their doors in 1997 and quickly became a favorite destination for the city's book-lovers.

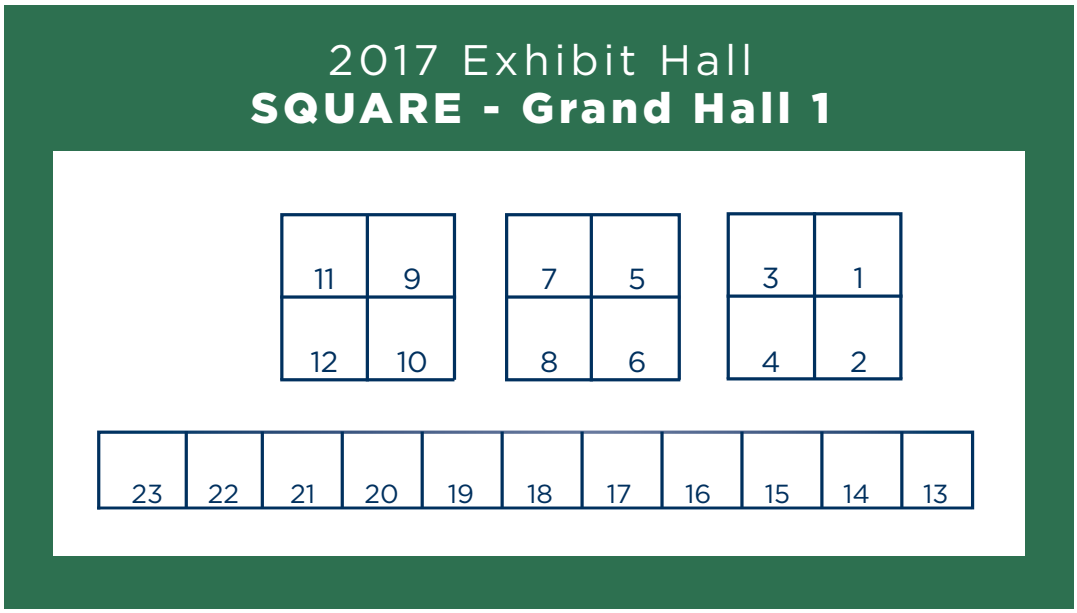
Sterling Books | THE ENGLISH BOOKSHOP IN THE HEART OF BRUSSELS

To exhibit at ILA 2018 in West Palm Beach, visit www.ila-net.org/Conferences/2018/Sponsor-Opp.htm

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Exhibit Hall Activities

FRIDAY 13 OCTOBER, 8:00-18:30 | SATURDAY 14 OCTOBER, 8:00-20:00



BOOTH

BOOTH #	ORGANIZATION NAME
1 - 2	Deloitte
3	SAGE Publishing
4	MacArthur School of Leadership - Palm Beach Atlantic University
5	Center for Creative Leadership
6	Geneva Centre for Security Policy
7	Magnetrol International, Incorporated
8	Eastern University - PhD in Organizational Leadership
9, 11, 12	Conference Bookstore - Sterling Books
10	Center for Values-Driven Leadership at Benedictine University
13	University of the Rockies
14	KR Publishing
15	University of Minnesota - Undergraduate Leadership Minor
16	Edward Elgar Publishing
17	Pepperdine University Graduate School of Education and Psychology
18	Emerald Group Publishing
19	Indiana Tech - PhD Program in Global Leadership
20	Routledge
21	Trinity Western University
22	South-Eastern Finland University of Applied Sciences - XAMK
23	Lifetime Achievement Awardee and Keynote Meet & Greet, Saturday 18:30-20:00

ALPHABETICALLY

BOOTH #	ORGANIZATION NAME
5	Center for Creative Leadership
10	Center for Values-Driven Leadership at Benedictine University
9, 11, 12	Conference Bookstore - Sterling Books
1 - 2	Deloitte
8	Eastern University - PhD in Organizational Leadership
16	Edward Elgar Publishing
18	Emerald Group Publishing
6	Geneva Centre for Security Policy
19	Indiana Tech - PhD Program in Global Leadership
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4	MacArthur School of Leadership - Palm Beach Atlantic University
7	Magnetrol International, Incorporated
17	Pepperdine University Graduate School of Education and Psychology
20	Routledge
3	SAGE Publishing
22	South-Eastern Finland University of Applied Sciences - XAMK
21	Trinity Western University
15	University of Minnesota - Undergraduate Leadership Minor
13	University of the Rockies

ILA's 19th Annual Global Conference
Agenda Overview

Space permitting, all events are open to all conference participants, unless otherwise indicated as a ticketed event. All events take place at the SQUARE, unless otherwise noted.

WEDNESDAY 11 OCTOBER		
14:00–19:00	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
14:00–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office

THURSDAY 12 OCTOBER	*View Thursday in Depth for more details – Pages 34-36*	
8:00–18:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
8:00–19:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
8:00–17:00	**Pre-Conference Workshops** (Ticketed Events) Details on pp. 34-36	Various Locations
16:30–17:45	**11th Annual Student Case Competition Poster Session** Details on pp. 38-39	SQUARE – Hall 300

FRIDAY 13 OCTOBER	*View Friday in Depth for more details – Pages 42-43*	
7:30–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
7:30–19:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
7:45–8:45	**Coffee Break With Refreshments in Exhibit Hall**	SQUARE – Grand Hall 1
8:00–18:30	**Exhibit Hall Open**	SQUARE – Grand Hall 1
8:00–8:45	**Member Community Business Meetings** Details on pp. 26-29	SQUARE – Various Locations
9:00–10:15	**Opening Plenary** Details on pp. 12-13	SQUARE – Gold Hall
10:15–10:45	**Coffee and Beverage Break in Exhibit Hall**	SQUARE – Grand Hall 1
10:45–12:00	**Concurrent Session One** Details on pp. 45-55	SQUARE – Various Locations
12:15–13:15	**Concurrent Session Two** Details on pp. 57-64	SQUARE – Various Locations
13:30–14:45	**Community Networking Luncheons** (Ticketed Events) Details on pp. 26-29 **or Lunch on Your Own**	SQUARE – Various Locations
15:00-16:30	**Concurrent Session Three** Details on pp. 65-72	SQUARE - Various Locations
16:30	**Coffee Break With Refreshments in Exhibit Hall**	SQUARE – Grand Hall 1
16:45–17:45	**9th Annual Emerging Scholars Research Consortium** *Open to Pre-Selected Participating Jr. & Sr. Scholars Only* Details on p. 73	SQUARE – Hall 300
16:45–18:15	**Interactive Roundtable Discussions** Details on pp. 74-80	SQUARE – Grand Hall 1
16:45–18:15	**Member Community Welcome Tables** Details on pp. 26-29	SQUARE – Grand Hall 1
19:30–21:30	**Community Networking Dinners** (Ticketed Events) Details on pp. 26-29 **or Dinner on Your Own**	SQUARE – Various Locations

We use a 24-hour clock to notate times! If the time is 13 or higher, simply subtract 12 to arrive at the PM time on a 12-hour clock.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

ILA's 19th Annual Global Conference

Agenda Overview

SATURDAY 14 OCTOBER	*View Saturday in Depth for more details – Pages 82-83*	
8:00–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
8:00–19:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
8:00–20:00	**Exhibit Hall Open**	SQUARE – Grand Hall 1
8:00–8:45	**Coffee Break With Refreshments in Exhibit Hall**	SQUARE – Grand Hall 1
8:00–8:45	**ILA Annual Membership Meeting** Includes coffee and refreshments.	SQUARE – Silver Hall
9:00–10:15	**Saturday Plenary** Details on pp. 14-15	SQUARE – Gold Hall
10:15-10:30	**Coffee and Beverage Break**	Magritte Foyer
10:30–11:45	**Concurrent Session Four** Details on pp. 87-94	SQUARE – Various Locations
12:00–13:00	**Concurrent Session Five** Details on pp. 96-103	SQUARE – Various Locations
13:15–14:30	**Community Networking Luncheons** (Ticketed Events) Details on pp. 26-29 or **Lunch on Your Own**	SQUARE – Various Locations
14:45–15:45	**Concurrent Session Six** Details on pp. 104-112	SQUARE – Various Locations
16:00–17:00	**Concurrent Session Seven** Details on pp. 113-120	SQUARE – Various Locations
17:15–18:15	**Concurrent Session Eight** Details on pp. 121-126	SQUARE – Various Locations
18:30–20:00	**Evening Extravaganza** **Taste of Brussels Reception** **Author Meet & Greet** **Lifetime Achievement Awardee and Keynote Meet & Greet** Details on pp. 134-135 **Hosted Poster Session** Details on pp. 128-132	SQUARE – Grand Hall 1
18:30–19:45	**11th Annual Student Case Competition Final Presentations – Graduate Division** Details on pp. 38-39	SQUARE – Studio 211
18:30–19:45	**11th Annual Student Case Competition Final Presentations – Undergraduate Division** Details on pp. 38-39	SQUARE – Studio 212

SUNDAY 15 OCTOBER	*View Sunday in Depth for more details – Page 139*	
8:00–13:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
8:00–14:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
8:30–9:00	**Coffee Break With Refreshments**	SQUARE – Magritte Foyer & Delvaux Foyer
9:00–10:30	**Concurrent Session Nine** Details on pp. 140-146	SQUARE – Various Locations
10:45–11:45	**Concurrent Session Ten** Details on pp. 147-152	SQUARE – Various Locations
11:45–12:15	**Coffee & Beverage Break**	SQUARE – Magritte Foyer & Delvaux Foyer
12:15–13:30	**Closing Plenary** Details on pp. 16-17	SQUARE – Grand Hall 1

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HOST OF THE 2018 ILA GLOBAL CONFERENCE

ILA Leadership Legacy Program

Honoring Luminaries in the field with the ILA Lifetime Achievement Award

ILA's Leadership Legacy Program honors individuals who have made a significant lifetime contribution to the field of leadership through their published works and influential support of leadership knowledge and practice. Each recipient is presented with ILA's Lifetime Achievement Award and has their work celebrated at our annual global conference. After the conference they are added to the ILA Virtual Hall of Fame (www.ila-net.org/Legacy) where oral histories, conducted in partnership with the Tobias Leadership Center at Indiana University, are made available to the public.

2017 RECIPIENTS

Alan Bryman
Robert Lord
James Meindl
Stella Nkomo

See Details on Pages 12 & 14.

PAST HONOREES

John Adair
Helen Astin
Bernard Bass
Warren Bennis
James MacGregor Burns
Max De Pree
Peter Drucker
Alice Eagly
Fred Fiedler
Mary Parker Follett
John Gardner
Robert Greenleaf
Frances Hesselbein
Gill Robinson Hickman
Edwin Hollander
Robert House
James G. Hunt
Barbara Kellerman
Manfred Kets de Vries
Jean Lipman-Blumen
Larraine Matusak
Russell Mawby
Henry Mintzberg
Joseph Rost
Edgar Schein
Boas Shamir
Georgia Sorenson
Ralph Stogdill
Ron Walters
Margaret J. Wheatley

2016 Recipients in Atlanta: (l-r) **Barbara Kellerman, Gill Robinson Hickman**

Georgia Sorenson, Larraine Matusak (l-r)
2015 Recipients in Barcelona

Margaret Wheatley,
2014 Recipient in San Diego

2008 Recipients in Los Angeles: (l-r) **James MacGregor Burns, Manfred Kets de Vries, Frances Hesselbein, Warren Bennis**

Express your congratulations to Robert Lord and Stella Nkomo in person, Saturday 18:30-20:00 in Grand Hall 1, Booth 23.

Opening Plenary

FRIDAY 13 OCTOBER 9:00-10:15 SQUARE – GOLD HALL

LEADERSHIP IN A TURBULENT AND GLOBALIZING WORLD

Cynthia Cherrey, ILA CEO & President, welcomes attendees to this year's conference, framing the work of the next three days.

Please enjoy coffee, tea, juices, mineral waters, fresh fruit, biscuits, and pastries in the Exhibit Hall (Grand Hall 1) prior to the plenary!

LIFETIME ACHIEVEMENT AWARD PRESENTATION (POSTHUMOUSLY)

Alan Bryman (posthumously), Emeritus Professor, School of Management, University of Leicester

Alan Bryman was one of the foremost experts on methodology, publishing numerous textbooks on the subject including *Social Research Methods, Business Research Methods,* the *SAGE Handbook of Data Analysis,* and the *SAGE Handbook of Organizational Research Methods.* A proponent of mixed-methods research, Bryman encouraged researchers to "consider the whole range of possibilities," rather than sticking to a handful of methods they were comfortable with or remaining exclusively quantitative or exclusively qualitative. He spoke eloquently of his concern over lingering stigmas associated with certain types of research methods and the drive to make qualitative research too conformative.

In addition to his numerous publications in the field of leadership, including co-editing the *SAGE Handbook of Leadership*, Bryman is perhaps best known for his internationally-acclaimed book *The Disneyization of Society.* Part of the critical turn in leadership studies, the book is a significant work on the intersections of modern consumer culture and organizational culture.

LIFETIME ACHIEVEMENT AWARD PRESENTATION

Stella Nkomo is a Professor in the Department of Human Resource Management at the University of Pretoria and the President of the Africa Academy of Management (AFAM). Through her work in AFAM, Nkomo has, quite literally, put African leadership and management practices on the map. Recognizing that Africa's growing economies and emerging markets were hotbeds of innovative leadership practices in dynamic, turbulent environments, Nkomo knew the time was ripe for a community of African management scholars to emerge and support research into, documentation of, and dissemination of these practices. A thriving community, since 2010 AFAM has established a leadership journal published by Taylor & Francis and organized conferences across the continent.

Nkomo is a noted scholar and consultant in the areas of leadership and change, diversified workforces, and women and leadership. She is the author of several books and numerous refereed articles including the acclaimed *Our Separate Ways: Black and White Women and the Struggle for Professional Identity and Courageous Conversations: A Collection of Interviews and Reflections on Responsible Leadership by South African Captains of Industry.* In 2016 Nkomo was named a Continental Lifetime Achiever from CEO Global's Africa's Most Influential Women in Business and Government Awards for her career contributions to leadership, higher education in South Africa, and her work developing young African academics.

Nkomo will be presenting on Friday from 12:15-13:15 in Circle 210. You are also invited to express your congratulations at the Lifetime Achievement Award Meet & Greet, part of the Saturday evening extravaganza from 18:30-20:00 in Grand Hall 1 (the Exhibit Hall), Booth 23.

Opening Plenary

FRIDAY 13 OCTOBER 9:00-10:15 SQUARE – GOLD HALL

DISTINGUISHED LEADERSHIP AWARD PRESENTATION

George A. Papandreou, a longtime public servant and the Prime Minister of Greece from 2009 to 2011, understands leading in turbulent times. As Minister of Foreign Affairs, in 1999 Papandreou spearheaded the Greek-Turkish rapprochement and was a staunch supporter of Turkey's candidacy in the EU. He was elected as prime minister after the devastation of the global financial crisis of 2007-2008. Challenged by time and global financial markets, he made the difficult decision to implement austerity programs and cuts to appease the Eurozone. For his work in 2010 of "making the best of Greece's worst year," *Foreign Policy Magazine* named him a Top 100 Global Thinker. His experiences on the front lines of the Eurozone crisis provide an important lens for understanding Europe today and the continuing struggle, globally, to build inclusive, humane economies. Currently, as President of the Socialist International, Papandreou continues to work on globalizing democratic institutions to meet the global economic challenges and challenges of the imagination that impede a fairer, more just world.

KEYNOTE
EUROPE: REASONS TO BE MORE HOPEFUL

Herman Van Rompuy will be speaking under the Chatham House Rule. Participants are free to use the information received, however neither the identity nor the affiliation of the speaker may be revealed or the remarks attributed to him.

Herman Van Rompuy's impressive career in politics includes his roles as the first full-time President of the European Council (2009-2014) and the Prime Minister of Belgium (2008-2009). He is currently the President of the European Policy Center, an independent think tank dedicated to "fostering European integration through analysis and debate" and "engaging partners, stakeholders, and citizens in EU policy-making and in the debate about the future of Europe." Prior to his ascension to Belgian Prime Minister, Van Rompuy was well-known for his ability to broker peaceful solutions to intractable disagreements that involved compromise from all parties involved. This skill, combined with his political expertise, and his background in philosophy and economics, served him well as President of the European Council where he led through integration issues ranging from cultural to financial.

A renaissance thinker, he is a published and award-winning poet known for his haikus — an art form perfect for today's busy complex world in its ability to inspire meditative thought arising from its seeming simplicity. Van Rompuy has received numerous awards, honors, and honorary degrees. In 2012, he accepted the Nobel Peace Prize on behalf of the European Union with José Manuel Barroso and Martin Schulz.

Stop by the Grand Hall 1 to grab a coffee or tea as you make your way to concurrent session one by 10:45!

Saturday Plenary

SATURDAY 14 OCTOBER 9:00-10:15 SQUARE – GOLD HALL

DEEPENING OUR CONVERSATIONS AND OUR WORK TOGETHER
Katherine Tyler Scott, ILA Board Chair; Managing Partner, Ki ThoughtBridge

Please enjoy coffee, tea, juices, mineral waters, fresh fruit, biscuits, and pastries in the Exhibit Hall (Grand Hall 1) prior to the plenary!

LIFETIME ACHIEVEMENT AWARD PRESENTATION (POSTHUMOUSLY)

James Meindl (posthumously), Donald S. Carmichael Professor of Organization and Human Resources in the School of Management, University at Buffalo

James Meindl was a gifted social psychologist best known for his development of and work on the "romance of leadership" — a social constructionist, follower-centric approach to thinking about how people tend to attribute organizational outcomes to leadership performance, rather than other pertinent contexts, factors, and processes. His work changed how leadership was understood in organizations and has remained an impressive legacy with special journal issues and entire books devoted to it.

In addition to his academic pursuits — publishing 60+ articles, holding positions in professional associations, and serving as an editor on his book series and numerous other editorial boards — Meindl worked as an organizational consultant and volunteered in his local community. The recipient of several teaching awards, Meindl traveled widely, giving lectures and seminars throughout Asia and Europe, and was admired by his students and colleagues around the world.

A special session on Meindl's legacy will take place Saturday from 17:15-18:15 in Circle 310.

LIFETIME ACHIEVEMENT AWARD PRESENTATION

Robert Lord is Professor of Leadership at Durham Business School and Director of Durham's International Center for Leadership and Followership, Durham University. With a background in psychology, it is not surprising that Lord's career has taken place at the intersections of leadership, cognitive science, neuro-cognitive science. His exploration of implicit leadership theories delved into how people experience and judge leaders and leadership processes and has been the basis of many research studies as has his work on leadership categorization and leadership prototypes, which was utilized in the GLOBE project.

At the forefront of recent trends, some of his research over the past ten years has emphasized that leadership perceptions have strong emotional components that reflect embodied cognition. Lord has also deployed quantum physics to consider the ways people travel through time, inventing new identities and creating new realities, and how identity and leadership perception engage information processing, motivation, and emotion.

He is the winner of numerous prestigious honors including: *Leadership Quarterly's* Best Paper of the Year award; The Distinguished Scholar Award for Career Contributions to the Study of Leadership; and SIOP's Distinguished Scientific Contribution Award; among others. The author of three books and over 140 refereed chapters and journal articles, Lord has prolifically explored the nooks and crannies of leadership.

Lord will be presenting on Saturday from 12:00-13:00 in Circle 210. You are also invited to express your congratulations at the Lifetime Achievement Award Meet & Greet, part of the Saturday evening extravaganza from 18:30-20:00 in Grand Hall 1 (the Exhibit Hall), Booth 23.

Saturday Plenary

SATURDAY 14 OCTOBER 9:00-10:15 SQUARE – GOLD HALL

KEYNOTE CONVERSATION
REFLECTIONS ON STRATEGIC LEADERSHIP — AND A WALK AROUND THE GLOBE

Moderator & Commentator: **Robert van de Roer,** Independent, International Diplomatic Expert

David H. Petraeus, General (Retired) U.S. Army, is one of the most prominent U.S. military figures of the post-9/11 era. During his 37-year career in the United States Army, Petraeus was widely recognized for his leadership in Iraq and Afghanistan. After his retirement from the military he served as Director of the CIA (2011-2012), during which time the Agency played the central role in a number of important achievements in the global war on terror. Petraeus has been awarded numerous medals for his service, including the Bronze Star Medal for Valor and the NATO Meritorious Service Medal, and his leadership has been widely honored. He was named one of America's 25 Best Leaders by *U.S. News and World Report,* was a runner-up for *Time* magazine's Person of the Year, and was one of *Foreign Policy* magazine's top 100 public intellectuals.

In addition to graduating with distinction from the United States Military Academy – West Point, Petraeus earned his Ph.D. from Princeton University's Woodrow Wilson School of Public and International Affairs. He is a frequent TV commentator on global security and economic issues appearing in *The Washington Post, The New York Times, The Wall Street Journal, Financial Times,* and *Foreign Policy*. Petraeus is now a Partner with the global investment firm KKR and Chair of the KKR Global Institute. He is a Judge Widney Professor at the University of Southern California and a Senior Fellow at Harvard University's Belfer Center.

KENNETH E. CLARK
STUDENT RESEARCH AWARD PRESENTATION

Presented to **Aleka MacLellan**, Talent & Leadership Development Consultant, LHH Knightsbridge, by **Jennifer Martineau**, Center for Creative Leadership

Congratulations to Aleka MacLellan on her award-winning paper, "The Role of Leaders in Motivating Their Subordinates at Work." Learn more by attending her session on Saturday from 14:45-15:45 in Studio 204. MacLellan's paper was written during her Ph.D. program in Industrial/Organizational Psychology at Saint Mary's University in Halifax, Nova Scotia, Canada.

FREDRIC M. JABLIN
DOCTORAL DISSERTATION AWARD PRESENTATION

Presented to **Uzay Dural**, Assistant Professor, Organizational Psychology, Medipol University by **Donelson R. Forsyth**, Jepson School of Leadership Studies

Congratulations to Uzay Dural on her award-winning dissertation, "Exposure-Induced Malleability of Implicit Prejudice toward Female Leadership: A Quasi-Experiment Following Municipality." Learn more by attending her session on Saturday from 16:00-17:00 in Studio 204. Dural's dissertation was written for a Ph.D. in Management, which she earned in 2016 from Sabanci University in Istanbul, Turkey.

Stop by the Magritte Foyer to grab a coffee or tea as you make your way to concurrent session four by 10:30!

Closing Plenary

SUNDAY 15 OCTOBER 12:15-13:30 SQUARE – GOLD HALL

LOOKING FORWARD
Patrick Sweet, Conference Program Chair and Co-Director, Leadership Alliance for the Geneva Centre for Security Policy – Center for Creative Leadership

Please enjoy coffee, tea, juices, mineral waters, fresh fruit, biscuits, and pastries in the Magritte Foyer prior to the plenary!

KEYNOTE
THE NEXUS OF LEADERSHIP THEORY AND PRACTICE

THE NEW LEADERSHIP

Margaret Heffernan produced programs for the BBC for 13 years. She then moved to the United States where she spearheaded multimedia productions for Intuit, The Learning Company, and Standard&Poors. As Chief Executive of a media corporation, she was named one of the "Top 25" by *Streaming Media* magazine and one of the "Top 100 Media Executives" by *The Hollywood Reporter*.

The author of five books, Heffernan's third book, *Willful Blindness: Why We Ignore the Obvious at Our Peril* was named one of the most important business books of the decade by the *Financial Times*. In 2015, she was awarded the Transmission Prize for *A Bigger Prize: Why Competition Isn't Everything and How We Do Better.* Her TED talks have been seen by over seven million people and in 2015 TED published *Beyond Measure: The Big Impact of Small Changes.* She is Lead Faculty for the Forward Institute's Responsible Leadership Programme and, through Merryck & Co., mentors CEOs and senior executives of major global organizations. She holds an honorary doctorate from the University of Bath and writes for the *Financial Times,* the *New York Observer* and the *Huffington Post.* Learn more at: www.mheffernan.com.

MY LEADERSHIP FRAMEWORK

Jeroen van der Veer was named Chief Executive of what is now Royal Dutch Shell plc in 2004 amid a corporate fraud scandal. He quickly applied his signature style of steady pragmatic leadership to right the ship, simplifying the organization's corporate structure, putting governance procedures into place to safeguard against future indiscretions, and introducing innovations in Shell's internal and external communications. Known for his listening skills and for being people-oriented, he describes his leadership style as getting people on a "path from A to B" and setting up milestones and accountability along the way. Born in 1947, he joined Shell in 1971 and spent most of his adult life a company man, developing his leadership style as he worked his way up Shell's corporate ladder.

Van der Veer retired in 2009 and, as an experienced energy sector leader, he has spent a portion of his post-retirement time working on issues related to energy demand, energy infrastructure, and clean energy with a focus on integrated solutions that make sense from a business, government, and research perspective. Toward that end, he has served as Chair of the World Economic Forum's New Energy Architecture, Platform Bèta Techniek, and the Rotterdam Climate Initiative. He is also on the executive committee of the European Institute of Technology and is Chair of ING and Royal Philips Electronics.

In 2009, van der Veer was honored by Queen Beatrix of the Netherlands as a Commander in the Order of Orange-Nassau.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Closing Plenary

Sunday 15 October 12:15-13:30 SQUARE – Gold Hall

STUDENT CASE COMPETITION AWARD PRESENTATIONS

Presented by **Thomas Yannuzzi**, Chair; ILA Leadership Education Member Interest Group

Results of the Student Case Competition will be announced live during the plenary! Find out which team in each division will walk away with a $1,000 cash prize and the title Student Case Competition Champions! Learn more about the teams competing in this year's competition on pages 38-39.

INVITATION TO ATTEND ILA'S 20TH ANNIVERSARY GLOBAL CONFERENCE IN WEST PALM BEACH, FL, U.S.A. 24-27 OCTOBER, 2018

Craig Domeck, ILA 2018 Conference Chair, Dean, MacArthur School of Leadership, Palm Beach Atlantic University

Plan now to attend and help celebrate our collective work to promote a deeper understanding of leadership knowledge and practice for the greater good of individuals and communities worldwide. The Call for Proposals is open for ILA's 20th anniversary conference!

CONFERENCE WEAVING

Éliane Ubalijoro, ILA Board Member; Executive Director, C.L.E.A.R. International Development Inc.; Professor of Practice, Institute for the Study of International Development, McGill University; Member, Rwanda's National Science and Technology Council

An ILA conference tradition, Éliane Ubalijoro will reflect on the experiences of the past few days as she draws our attention to patterns she observed during the conference.

CONFERENCE CLOSING

Jorrit Volkers, Conference Chair; Dean of Deloitte University Europe, the Middle East and Africa (EMEA)

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with ILA an academic year
filled with grand outcomes
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Joyce Osland, Ph.D. - Executive Director
Global Leadership Advancement Center

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24–27 October 2019 – Ottawa, Canada

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Located in the heart of Ottawa, The Telfer School of Management is the proud academic home of some 4,500 students, 89 full-time faculty members, and over 25,000 alumni. Our accreditations from the three most demanding international organizations (AACSB, AMBA & EQUIS) underline our recognition as one of the world's top business schools.

Building on the foundation of our unique location in a G8 Capital, our bilingual heritage, and our broad, multi-cultural diversity, the Telfer School of Management has recently launched a state-of-the-art Masters of Business in Complex Project Leadership and has gained international leadership in the fields of:

- Innovation and entrepreneurship
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- Business Analytics and Performance

We look forward to welcoming you to Ottawa, Canada's national capital, in 2019.

ila International Leadership Association

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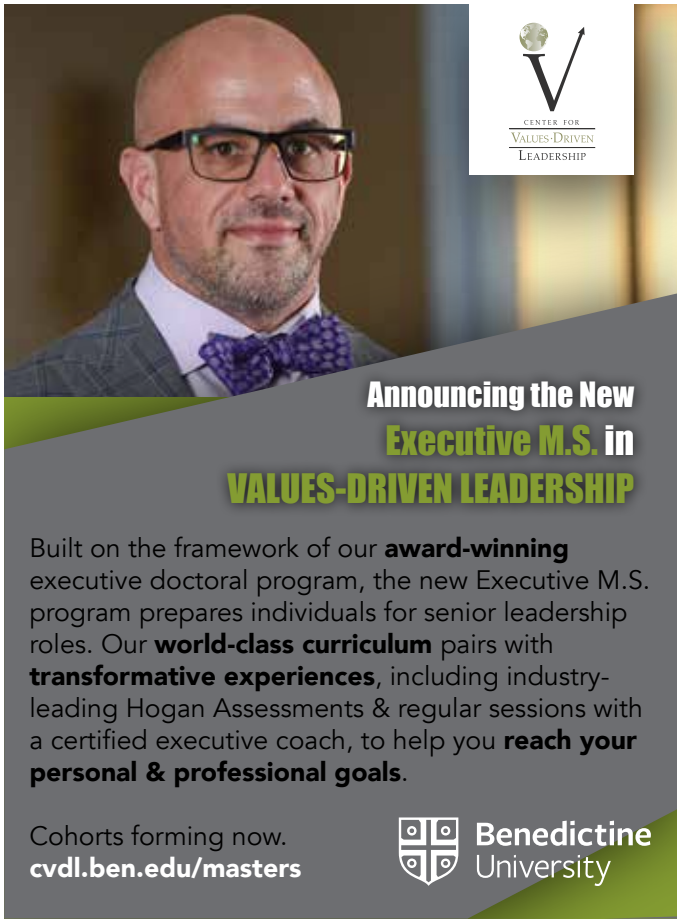


In search of Civil Leaders

The value of civil leaders for society and the common good can hardly be overestimated. In the definition of this dissertation (2014) civil leaders do not work for the government, but endeavor to solve social problems and realize public results from the private domain. They do so voluntarily, moved by personal motives: beyond "the call of duty", so over and above the formal requirements of their position. Civil leaders feature actively and visibly in the public domain. In doing so, they also exercise public leadership.
(Further: https://www.publicspace.nl/wp-content/uploads/Summary-dissertation-Steven-de-Waal.pdf)

My lifelong passion is about this private action and management for the common good. It is also the mission of my ThinkTank, Public SPACE Foundation (www.publicspace.eu) I now want to take the next step in this research: to find and research civil leaders in other countries, outside Holland.
My purpose is twofold. First I want to picture the international dimension and value of civil leadership in general.
Second I want to look further into the influence of national context and culture on their approach, their value and their impact. So, I am now actively searching for excellent examples of civil leaders in as many parts of the world as possible. I will then make a selection on which civil leaders and countries to focus my further research.

You can find me on the ILA conference in Brussels. Special occasions I will attend are Public Leadership Networking Dinner on Friday evening and Author Meet&Greet Reception on Saturday evening.

About the ILA

IDENTITY

The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach multiple facets of leadership.

VALUES

Inclusion: Fosters and promotes broad and diverse membership engagement.

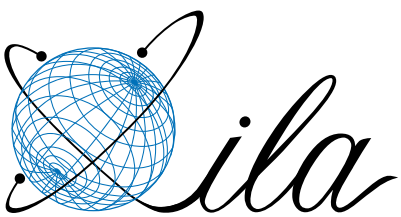
Impact: Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.

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.



International Leadership Association

MISSION

To promote a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

OBJECTIVES

- To encourage leadership scholars, educators, and practitioners to work together for the purpose of generating new ideas and practices in the field of leadership studies.
- To foster research and learning about leadership across intellectual, professional, cultural, ideological, and national boundaries.
- To generate and disseminate interdisciplinary research and develop new knowledge and practices about leadership.
- To increase worldwide understanding of the importance of leadership to the conduct of human affairs.

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

About the ILA

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ILA 2017 Global Conference Chair
Dean, Deloitte University Europe, The Middle East, and Africa (EMEA), Netherlands

MEMBER COMMUNITIES

ILA's Member Communities super charge the member experience and are divided into three distinct types: Affinity Groups, Learning Communities, and Member Interest Groups. Each community is led by a spirited group of volunteers who work closely with ILA's staff to guide programming of interest for their constituencies. ILA members may affiliate with an unlimited number of communities.

At the global conference, activities hosted by member communities present conference attendees with opportunities to meet others who share similar interests, engage in conversation, and make connections.

Learn more about ILA's vibrant communities, including the current leadership, then go introduce yourself at one of the listed events.

MEMBER COMMUNITY ACTIVITY KEY

MCM **Member Community Business Meetings**
Friday 13 October, 8:00-8:45
See pp. 42-43 for Locations

MC IT **Member Community Information Tables**
Friday 13 October, 16:45-18:15
SQUARE - Grand Hall 1

MC RT **Member Community Roundtable Discussions**
Friday 13 October, 16:45-18:15
SQUARE - Grand Hall 1

MC NET **Networking Luncheons and Dinners**
Member community luncheons and dinners are ticketed events. If you did not pre-register, please check with the ILA help desk for ticket availability.

MC RT MC NET

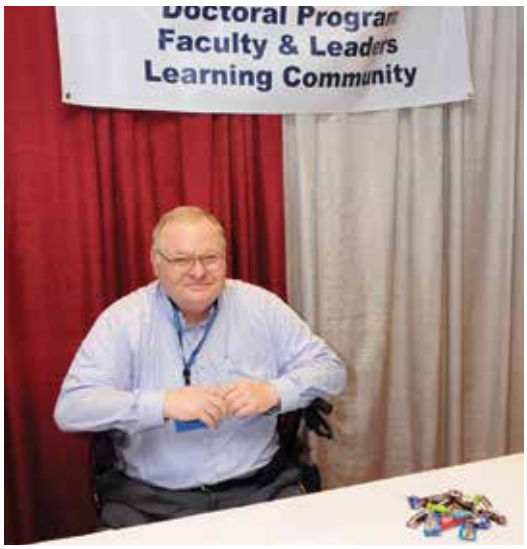
Arts and Leadership Learning Community

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-Conveners: **Gloria Burgess,** Jazz International; **Michael Chirichello,** Leadership Matters LLC; and **Seth Reder,** University of Colorado Boulder

Arts & Leadership Networking Luncheon
Friday 13 October | 13:30-14:45 | SQUARE – Lounge Magritte
(Ticketed Event)

The Arts & Leadership Luncheon will feature the Leadership Metaphor Explorer© cards, a dynamic, interactive tool designed to stimulate creative, insightful conversations about leadership. At the close of the Arts & Leadership Luncheon the human spirit will flourish as participants are transported across time, place, and generations with the song of leadership led by Gloria and John Burgess.



MCM

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.

2017 Chair: **James Kanagwa,** ECOBANK Ethiopia RO; 2018 Chair: **Deirdre Barrett,** Benedictine University

MCM MC IT

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-Conveners: **Tova Sanders,** Northeastern University; **James (Gus) Gustafson,** Benedictine University; **Rhonda McClellan,** University of Central Arkansas

Ethics Forum Networking Luncheon
Saturday 14 October | 13:30-14:45
SQUARE – Lounge Magritte
(Ticketed Event)

Participants who register in advance will be invited to complete the Ethical Leadership Style Questionnaire (ELSQ) prior to coming to Brussels. Peter Northouse and other developers of the ELSQ will explore its potential as a research tool and its value for teaching and consulting. During the luncheon you will learn what the instrument measures, how it can be used to collect research data on ethical leader styles, and how the questionnaire can be used for teaching different ethical leadership styles.

MCM MC IT MC NET

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.

Chair: **Craig Johnson,** George Fox University; Chair-Elect: **William Minner,** Relations Management Group

MCM MC IT

Followership Learning Community

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

Community Chair: **Marc Hurwitz,** FliPskills; Scholarship Chair: **Angela Spranger,** Christopher Newport University; Community Building Chair: **Rodger Adair,** DeVry University

Latin Leadership Global Scholars Networking Dinner
Friday 13 October | 19:30-21:30
(Ticketed Event)

This cultural gathering, which takes place at Chez Leon, is a celebration of shared culture, language, and traditions among members who identify with a Spanish speaking ethnicity and/or support Latin leadership throughout North America, Central America, South America, the Caribbean, and Spain. Our goal is to create a welcoming space for members to engage in networking opportunities, the sharing of resources, and recognizing exemplary research and culturally responsive models for those attendees interested in the topic of Latin Leadership.

MC NET

Latin Leadership Global Scholars

Come and learn more about the mission and vision for ILA's next member community!

Co-Leaders: **Miguel Hernández,** Florida State University; **Carolina Darbisi,** University of Georgia

MCM MC IT

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.

2017 Chair: **Linda Pallone,** E4Leaders, LLC; 2018 Chair: **Reneé R. Green,** University of Phoenix.

MCM MC IT MC NET

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. The Leadership Education Member Interest Group also organizes and administers the annual Student Case Competition. Turn to pages 38-39 for details.

2017 Chair: **Thomas Yannuzzi,** Kennesaw State University; 2018 Chair: **Tara Widner-Edberg,** Iowa State University

Leadership Education Networking Luncheon
Friday 13 October | 13:30-14:45 | SQUARE – Delvaux Foyer
(Ticketed Event)

An ideal space to continue our conversations about what we believe leadership education should include, our roles in preparing our students and each other to lead, and what we, as educators, ought to know and teach about leadership as it relates to various contexts (e.g. cultural considerations, social movements, etc.). The Most Publishable Leadership Education Paper award will also be given our at the luncheon.

Thank you to Sage Publishing for being a Silver Sponsor & sponsoring this event!

MC NET

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.

Convener: **Mary Tolar,** Kansas State University

Leadership Education Program Directors, Deans, and Chairs Networking Dinner
Friday 13 October | 19:30-21:30
(Ticketed Event)

Take a short stroll through the streets of Brussels and you will arrive at Scheltema known for its seafood specialties and turn of the century pub ambiance. ILA guests have a private dining room with its own kitchen to serve the group, creating the space for quiet conversation and in-depth networking with colleagues.

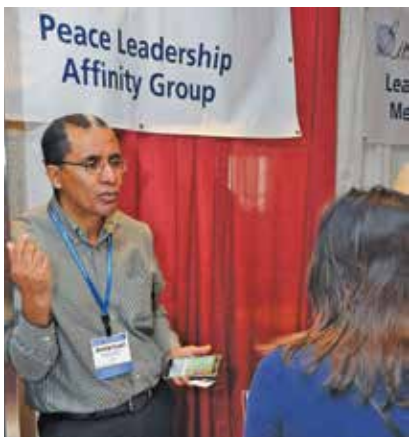
Thank you to South-Eastern Finland University of Applied Sciences - XAMK for being a Gold Sponsor & sponsoring this event!

MCM
MC IT

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. The Leadership Scholarship Member Interest Group also organizes and administers the annual Emerging Scholars Research Consortium at the conference. See page 73 for details.

2017 Chair: **Kathleen Callahan,** Christopher Newport University;
2018 Chair: **Andrew Wefald,** Kansas State University



MCM
MC IT

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-Conveners: **Ann Dinan,** Deeper Leadership Institute; **Whintey McIntyre Miller,** Chapman University; and **Amanuel Melles,** Interachange International Community-Based Peacebuilding Institute

MC RT
MC NET

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-Conveners: **John Shoup,** California Baptist University; **Alicia D. Crumpton,** Johnson University; **Chu-Chin Ling-Ling Chen,** Ambassador For Christ, Inc.

Philosophy, Religion, & Worldviews Networking Dinner
Friday 13 October |19:30-21:30
(Ticketed Event)

A short stroll through the streets of Brussels and you will arrive at Brasserie Taverne du Passage. Your menu choice for the dinner: Shrimp croquettes or homemade terrine of the season to start, a poultry or salmon waterzooie for the main course, and chocolate mousse or miserable (almond sponge cake with a buttercream filling) for dessert. Red and white wine will accompany the meal along with water and coffee.

MCM MC IT MC NET

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.

2017 Chair: **Ariel Kaufman,** University of Wisconsin-Madison; 2018 Chair: **Elżbieta Jabłońska,** Warsaw School of Economics

Public Leadership Networking Dinner | Friday 13 October | 19:30-21:30
(Ticketed Event)

Whether you are a community, government, academic, or business leader working on leadership for the public good in any way, the community networking dinner will be an opportunity for you to make connections with those engaged in the work of public leadership. Just a short walk from the SQUARE, the Restaurant Vincent will offer ILA guests delicious local cuisine.

MC RT

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-Conveners: **Paul Kosempel,** University of Denver; **Samuel Wilson,** Swinburne University of Technology

MC IT MC NET

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.

Chair: **S. Lynn Shollen**, Christopher Newport University; Chair-Elect: **Joanne Barnes,** Indiana Wesleyan University

8th Annual Women and Leadership Affinity Group Networking Luncheon
Saturday 14 October | 13:15-14:30 | SQUARE – Delvaux Foyer
(Ticketed Event)

Each year the Women and Leadership luncheon draws a diverse, cross-sector mix of scholars and practitioners (men and women) engaged in research and/or practice related to women and leadership, who are interested in identifying possibilities for future collaboration, or who want to spend time with others passionate about the topic.

Thank you to Magnetrol International, Incorporated for being a Silver Sponsor & sponsoring this event!

MCM MC IT MC NET

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. 2017

Chair: **Tasha Coppett,** Massachusetts Institute of Technology

Youth Leadership Networking Dinner
Friday 13 October | 19:30-21:30
(Ticketed Event)

Enjoy a short stroll through the streets of Brussels and you will arrive at Chez Leon, an historic landmark in Brussels, originally opened in 1867. Over one hundred and twenty years later and still run by the same family, they offer fourteen different recipes for mussels and 120 traditional Belgian dishes.

GETTING TO KNOW THE INTERNATIONAL LEADERSHIP ASSOCIATION

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Join ILA and share your unique perspectives, experiences, and knowledge with members in over 70 countries around the world to create leadership solutions that positively impact our complex local and global environments.

Our collective work to promote a deeper understanding of leadership knowledge and practice for the greater good of individuals and communities worldwide has never been more important.

Learn more at www.ila-net.org

MEMBER BENEFITS

ILA Intersections — ILA's member portal for accessing benefits and community-wide discussion groups.

Online Member Directory — Find and network with ILA members down the street and around the world.

Resource Libraries — Stocked with 15+ years of author interviews, book chapters, webinar recordings, and more.

Interface E-Newsletter — Delivered twice a month to your inbox with links to in-depth articles and news.

Member Communities — Connect to members with a similar focus.

Leadership Perspectives Webinars — Practical takeaways from live and on-demand presentations covering the latest trends.

Leadership Journals — Free online access to the *Journal of Leadership Studies* and *Leadership and the Humanities.*

ILA Conference Discounts — Special pricing for members.

Building Leadership Bridges — Annual complimentary or discounted volume from ILA's award-nominated series.

Need a little help? Email membership@ila-net.org or call +1.202.470.4818 for personal attention.

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International Leadership Association

Have You Found Your Intersections?

Intuitive to use and simple to navigate, ILA Intersections offers ILA members opportunities to build their global networks, contribute and find resources, access member benefits, and much more.

Sign in today to update your profile, participate in thoughtful discussions in HubILA, and start finding your intersections.

ILA Intersections

WHERE MEMBERS CONNECT

ILA's cloud-based community platform and member portal

Intersections.ILAmembers.org

WELCOME!

The ILA welcomes the participants from 48+ 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. Turbulence requires us to marshal our individual and collective intelligence, working at the nexus of theory and practice to advance effective leadership. By working together, we can learn, share, and experience more integrated leadership thinking, practices, and solutions that can positively impact our complex global and local environments.

Guide to Session Formats

With so many choices we have created this guide, which 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

The ILA uses the following definitions to create shared expectations between presenters and attendees.

PANEL

An informed discussion and/or debate on a topic by panelists with contrasting or complementary points of view, moderated by a chairperson, with time reserved for audience participation, questions, and comments.

PRESENTATION(S)

One or more individually accepted papers/presentations grouped together by the program team into a session focused broadly on a theme or approach. The session chair introduces each presentation, keeps time, and facilitates the question and answer portion. While all tracks utilize a rigorous double-blind review process, complete papers that were submitted in their entirety to the leadership scholarship track during the call for proposals process are accepted under the "Refereed Paper Presentation(s)" format.

SYMPOSIUM

Individual papers/presentations that were submitted together as a wholistic session exploring a common subject. 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 technique.

OTHER FORMATS

INTERACTIVE ROUNDTABLE DISCUSSION

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. Roundtables will take place on Friday from 16:45-18:15 in SQUARE - Grand Hall 1.

POSTER

A visual display of research, projects, papers, or programs. Posters will be staffed by the presenter(s) during the hosted poster session on Saturday from 18:30-20:00 in SQUARE - Grand Hall 1. *Thank you to TELFER School of Management for being a Silver Sponsor & sponsoring this event!*

SESSION TRACK & THREAD KEY

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL **Business Leadership**
- LD **Leadership Development**
- LE **Leadership Education**
- LS **Leadership Scholarship**
- PL **Public Leadership**
- YL **Youth Leadership**

THREADS

- AL **Arts & Leadership**
- DP **Doctoral Program Faculty & Leaders**
- EF **Ethics Forum**
- FW **Followership**
- ED **Leadership Education Deans, Directors, & Chairs**
- PE **Peace Leadership**
- PW **Philosophy, Religion, & Worldviews**
- SL **Sustainability Leadership**
- WL **Women & Leadership**

Wednesday & Thursday In Depth

Inquire at ILA Help Desk for tickets to pre-conference workshops. Complete descriptions are available online. All events take place at the SQUARE, unless otherwise noted.

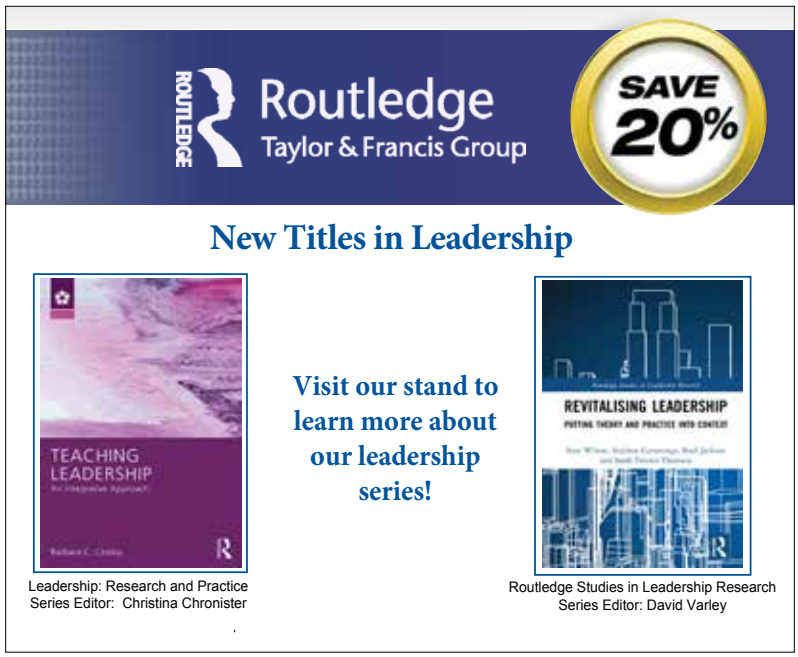
WEDNESDAY 11 OCTOBER		
14:00–19:00	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
14:00–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
THURSDAY 12 OCTOBER		
7:30–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
7:30–19:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
PRE-CONFERENCE WORKSHOPS	Inquire at ILA Help Desk for Tickets. Complete Descriptions Available Online	
8:00–12:00	**Sustaining a Values-Driven Firm in Turbulent Markets: A Field Trip with Magnetrol International, NV** (Ticketed Event) WORKSHOP LEADERS **John Heiser,** President & Chief Operating Officer, Magnetrol International, Inc. **James D. Ludema,** Director & Co-Founder, Center for Values-Driven Leadership, and Professor of Global Leadership, Benedictine University *Event Sponsor: Center for Values-Driven Leadership at Benedictine University*	Magnetrol International, NV Participants meet in Registration Hall at 08:00 for transport
8:30–17:00	**Global Refugee Crisis, Migration, and Trauma: Lessons at the Intersection of Peace and Sustainability Leadership** (Ticketed Event) WORKSHOP LEADERS **Amanuel Melles,** President, InterChange, the International Peacebuilding Institute **Whitney McIntyre Miller,** Assistant Professor of Leadership Studies, Chapman University **Paul Kosempel,** Teaching Associate Professor in Leadership Studies, University of Denver **Charles David Tauber,** Founder & Head of Mission for Southeast Europe, Coalition for Work with Psychotrauma and Peace **Sandra Marić,** Deputy Head of Mission for Southeast Europe, Coalition for Work with Psychotrauma and Peace *Event Sponsor: Eastern University – PhD in Organizational Leadership*	Quaker Council for European Affairs Participants meet in Registration Hall at 08:30 for transport
9:00–12:00	**Preparing Leaders for a Turbulent World: The Status of Doctoral Programs** (Ticketed Event) WORKSHOP LEADERS **Jim "Gus" Gustafson,** Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University **Tova Olson Sanders,** Associate Teaching Professor, Graduate Education Programs, and Concentration Lead, Organizational Leadership Studies, Northeastern University **Rhonda McClellan,** Director and Professor of Interdisciplinary PhD in Leadership Studies, University of Central Arkansas *Event Sponsor: University of Phoenix*	SQUARE – Studio 312
9:00–17:00	**How to 'Yes And' Turbulence: Developing Resilience for Contemporary Leadership** (Ticketed Event) WORKSHOP LEADERS **Chris Esparza,** Holden Center for Leadership & Community Engagement, University of Oregon **Marcy Levy Shankman,** Leadership Coach & Strategist, Cleveland Metropolitan School District **Ralf Wetzel,** Professor of Organization and Management, Vlerick Business School *Event Sponsor: Indiana Tech – PhD Program in Global Leadership*	SQUARE – Studio 315 & Brussels

Wednesday & Thursday In Depth

9:00–17:00	**The New Normal: Leading With Artistry in a Turbulent World** (Ticketed Event) WORKSHOP LEADERS **Michael Chirichello,** International Leadership Consultant, Leadership Matters LLC **Gloria J. Burgess,** Consulting Faculty, University of Southern California and University of Washington, Executive MPA Program; CEO, Jazz International; Poet, Author, Musician **John E. Burgess,** Maestro & Composer; Chief Artistic Officer, Jazz International **Jessica Litwak,** Artistic Director, The H.E.A.T. Collective; Playwright, Director, Educator, Drama Therapist	SQUARE – Studio 311
9:00–17:00	**Improving Leadership Decision-Making in a VUCA World** (Ticketed Event) WORKSHOP LEADERS **Jonathan Reams,** Associate Professor, Department of Education and Lifelong Learning, Norwegian University of Science and Technology; Co-Founder, European Center for Leadership Practice; Co-Founder & Principle Consultant, Center for Transformative Leadership **Juliane Reams,** Conscious Leadership Development; Partner, European Center for Leadership Practice; Researcher/Partner, Center for Transformative Leadership *Event Sponsor: The Jepson School of Leadership Studies*	SQUARE – Studio 313
9:00–17:00	**Developing Cultural Competence: Exploring the European Capitol from a Cross-Cultural Perspective** (Ticketed Event) WORKSHOP LEADERS **Linda G. Olson,** Interim Dean, Colorado Women's College, University of Denver **Mimi Bau,** Community Relations & Program Coordinator, Pioneer Leadership Program, University of Denver **Emily Allen,** Program Coordinator, Pioneer Leadership Program, University of Denver *Event Sponsor: University of Minnesota – Undergraduate Leadership Minor*	SQUARE – Studio 316, Then off to Explore Brussels
9:00–17:00	**Leveraging Polarities in Turbulence: Transforming Vicious Cycles into Virtuous Cycles** (Ticketed Event) WORKSHOP LEADERS **Michael A. Buchmann,** Founder, Executive Synergy; International Leadership Development Programme **Lindsay Burr Singla,** Partner, The Yarbrough Group **Leslie DePol,** CEO, Polarity Partnerships **Emily Hoole,** Group Director, Global Research and Evaluation, Center for Creative Leadership **Barry Johnson,** Founder, Polarity Partnerships **Beena Sharma,** President, Center for Leadership Maturity **Peter Whitt,** Independent Consultant, Enlightenment Consultant Group *Event Sponsor: Geneva Centre for Security Policy – Center for Creative Leadership*	SQUARE – Studio 314
10:45–17:45	**Leadership During Wild Times: Exploring Nature, Wicked Challenges, and Wildness Within** (Ticketed Event) WORKSHOP LEADERS **Cheryl Getz,** Associate Professor, Leadership Studies, University of San Diego in California **Cheryl Heykoop,** Assistant Professor, School of Leadership Studies, Royal Roads University **Doug Paxton,** Co-Director, Leadership Center, St. Mary's College of California	SQUARE – Studio 316, Then off to Brussels Park

Wednesday & Thursday In Depth

12:00–17:30	**Leadership in Grand Béguinage, Leuven** (Ticketed Event) WORKSHOP LEADERS **Jeroen Stouten,** Professor, Organizational Psychology, Katholieke Universiteit Leuven **Katharina Mullen,** Corporate Vitality Trainer & Mentor and Founder, BeVital | Vitalizing Company Culture & Energizing People	Grand Béguinage, Leuven Participants meet in Registration Hall at 12:00 for transport
13:30–17:00	**Learning in Leadership: A Visit to the European Parliament** (Ticketed Event) WORKSHOP LEADERS **Brian Hayes,** Member of the European Parliament Committee on Economic and Monetary Affairs and Vice-Chair of the European Parliament Delegation for Relations with Iraq, European Parliament **Christiane Cunningham,** Director EU Public Policy & Regulatory, Deloitte *Event Sponsor: Deloitte University*	European Parliament Participants meet in Registration Hall at 13:30 for transport
14:00–17:00	**Leading With Impact in Higher Education: Strategies for Current and Aspiring Leaders** (Ticketed Event) WORKSHOP LEADERS **Jeffrey L. Buller,** Senior Partner, ATLAS Leadership Training **Ralph A. Gigliotti,** Assistant Director, Center for Organizational Development & Leadership, Rutgers University **Karen A. Longman,** Professor & Ph.D. Program Director, Department of Higher Education, Azusa Pacific University **Susan R. Madsen,** Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University **H. Eric Schockman,** Chair & Associate Professor, Department of Leadership, Woodbury University **Lorraine Stefani,** Emeritus Professor of Higher Education, University of Auckland **Norman Wright,** Dean, Woodbury School of Business, Utah Valley University **Thomas J. Yannuzzi,** Executive Director, Center for Student Leadership, Kennesaw State University *Event Sponsor: Palm Beach Atlantic University*	SQUARE – Studio 312
STUDENT CASE COMPETITION See Pages 38-39 for Details		
16:30–17:45	**11th Annual Student Case Competition Poster Session** *Event Sponsor: University of the Rockies*	SQUARE – Hall 300



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STUDENT CASE COMPETITION

Thank you to University of the Rockies for being a Bronze Sponsor and sponsoring this event!

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 a contemporary leadership issue of their choice. The winning team from each division (graduate and undergraduate) receives a $1,000 cash prize and is honored at the closing plenary of the conference.

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

POSTER SHOWCASE
Thursday | 16:30-17:45
SQUARE - Hall 300

PRESENTATIONS BY GRADUATE DIVISION TEAM FINALISTS
Saturday | 18:30-19:45
SQUARE - Studio 211

PRESENTATIONS BY UNDERGRADUATE DIVISION TEAM FINALISTS
Saturday | 18:30-19:45
SQUARE - Studio 212

GRADUATE TEAMS

Chapman University
Laura Burns
Mackenzie Crigger
Beatriz Valencia

University of Central Arkansas
Interdisciplinary PhD in Leadership Studies
Larissa Collier
Amber Harbin
Tom Nowlin
Corey Oliver
Daniel Orellano

Northern Kentucky University
Terri Enslein
Linnea Fletcher
Karen Ramos

Teams listed are as of 11 September 2017

UNDERGRADUATE TEAMS

Christopher Newport University
James Dennehy
Nicole Garcia
Zoe Nerantzis

Christopher Newport University
Matthew Byrom
Meghan Casey
Nicolette DeFrank
Gabriela Olivera

Christopher Newport University
Silver Team
Madalynn Amos
Lindsay Charters
Emily Risko
Catherine Wells

Gonzaga University
Corey Fusick
Katie Hammond
Justin O'Farrell

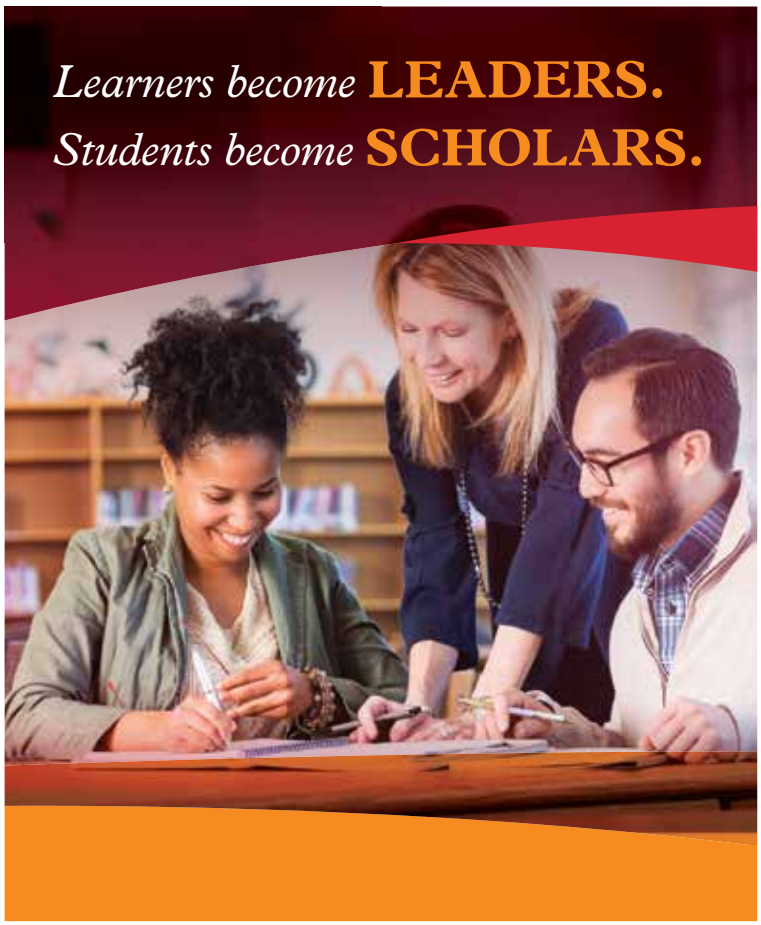
Kansas State University
Staley School of Leadership Studies
Suvana Badgett
Lauren Mertz
Emily Polston
Bailey Porter

University of Denver
Alex Bliss
Jehanzeb Khan
Suraj Renganathan
Benjamin Sawyer

University of Denver
Diversity Leadership
Bryce Armijo
Alejandro Chavez
Rachel Ledon
Montrell Nickerson
Sarina Phu

Washburn University
Claire Leffingwell
Brooke Manny
Alexis Yelland

Washburn University
Morgan Holloway
Katelyn Rollins
Emma Staats



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WHO WE ARE

The Connective Leadership Institute is a leadership development and research firm, devoted to enabling leaders to address the key challenges of a world where groups with divergent agendas must live and work interdependently.

PROVEN RECORD

CLI Training, based on the Connective Leadership Model and its 7 research-based Assessments, has been used successfully with more than 40,000 leaders and managers, in 120+ organizations, and in more than 133 countries.

SOUNDING BOARD

- Frances Hesselbein, Ph.D.
- Tom Peters, Ph.D.
- Jeffrey Pfeffer, Ph.D.
- Robert J. Sternberg, Ph.D.

CONTACT US

Tel: 1+ (626) 584-5800
cli@connectiveleadership.com
connectiveleadership.com

The Connective Leadership Institute is pleased to announce a seminar designed for:

- Leadership Development Trainers
- Organizational Consultants
- Human Resource & Diversity Officers
- Executive Coaches
- Educators & Researchers

This Seminar is based on the concepts first presented in the Pulitzer Prize-nominated book, ***Connective Leadership: Managing in a Changing World, by Jean Lipman-Blumen.***

THE CONNECTIVE LEADERSHIP PROGRAM:

- Leadership Development & Effectiveness
- Organizational Culture
- Organizational Change
- Collaboration within & between Organizations
- Fit between Individuals & Organizations
- Key Behaviors of Ideal Hires
- Innovation & Productivity
- Conflict Resolution

THE CERTIFICATION SEMINAR INCLUDES:

- Introduction to Connective Leadership Theory
- Exploration of 9-Factor Behavioral Achieving Styles Model
- Training in Administering & Interpreting CLI's 7 Leadership Inventories
- Continuing Education Units
- Certification as a CLI Associate (CLI-CA) upon Completion of Action Plan

Want to know more? Take a complimentary assessment! bit.ly/CLI-ILA

Jean Lipman-Blumen, Ph.D., Co-Founder & President of CLI, is the Thornton F. Bradshaw Professor of Public Policy & Professor of Organizational Behavior, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University, Claremont, CA, USA. Her work is recognized worldwide. In 2010, Prof. Lipman-Blumen received the International Leadership Association's Lifetime Achievement Award for her contributions to the field of leadership.

Friday In Depth

Space permitting, all events are open to all conference participants, unless otherwise indicated as a ticketed event. All events take place at the SQUARE, unless otherwise noted.

FRIDAY 13 OCTOBER		
CHECK-IN AND MORNING COFFEE BREAK		
7:30–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
7:30–19:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
7:45–8:45	**Coffee, Tea, Juices, Mineral Waters, Fresh Fruit, Biscuits, and Pastries in Exhibit Hall**	SQUARE – Grand Hall 1
MEMBER COMMUNITY MEETINGS View Member Communities for more details – Pages 26-29		
8:00–8:45	**Business Leadership** – Member Interest Group Meeting	SQUARE – 312
8:00–8:45	**Doctoral Program Faculty** – Learning Community Meeting	SQUARE – 214
8:00–8:45	**Ethics Forum** – Learning Community Meeting	SQUARE – 216
8:00–8:45	**Followership** – Learning Community Meeting	SQUARE – 313
8:00–8:45	**Leadership Development** – Member Interest Group Meeting	SQUARE – 311
8:00–8:45	**Leadership Education** – Member Interest Group Meeting	SQUARE – 211
8:00–8:45	**Leadership Scholarship** – Member Interest Group Meeting	SQUARE – 316
8:00–8:45	**Peace Leadership** – Affinity Group Meeting	SQUARE – 314
8:00–8:45	**Public Leadership** – Member Interest Group Meeting	SQUARE – 212
8:00–8:45	**Youth Leadership** – Member Interest Group Meeting	SQUARE – 213
MORNING PLENARY, SESSIONS, EXHIBITS, & REFRESHMENTS		
8:00–18:30	**Exhibit Hall Open**	SQUARE – Grand Hall 1
9:00–10:15	**Opening Plenary** Details on pp. 12-13 ***Leadership in a Turbulent and Globalizing World*** **Cynthia Cherrey,** ILA President & CEO ***ILA Lifetime Achievement Award Presentations*** **Alan Bryman** (posthumously), Emeritus Professor, School of Management, University of Leicester **Stella Nkomo,** Professor, Department of Human Resource Management, University of Pretoria; President, Africa Academy of Management ***ILA Distinguished Leadership Award Presentation*** **George A. Papendreou,** Prime Minister Greece (2009-2011); President, Socialist International ***Europe: Reasons to Be More Hopeful*** **Herman Van Rompuy**, Prime Minister Belgium (2008-2009); President, European Council (2009-2014); President, European Policy Center *Herman Van Rompuy will be speaking under the Chatham House Rule. Participants are free to use the information received, however neither the identity nor the affiliation of the speaker may be revealed or the remarks attributed to him.*	SQUARE – Gold Hall
10:15–10:45	**Coffee & Tea in Exhibit Hall**	SQUARE – Grand Hall 1
10:45–12:00	**Concurrent Session One** Details on pp. 45-55	SQUARE – Various Locations
12:15–13:15	**Concurrent Session Two** Details on pp. 57-64	SQUARE – Various Locations

Friday In Depth

LUNCH		
13:15–14:45	**Lunch on Your Own**	
13:30–14:45	**Arts & Leadership Learning Community Networking Luncheon** Details on p. 26 (Ticketed Event)	SQUARE – Lounge Magritte
13:30–14:45	**Leadership Education Member Interest Group Networking Luncheon** Details on p. 27 (Ticketed Event) *Event Sponsor: SAGE Publishing*	SQUARE – Delvaux Foyer
AFTERNOON SESSIONS, EXHIBITS, & REFRESHMENTS		
15:00–16:30	**Concurrent Session Three** Details on pp. 65-72	SQUARE – Various Locations
16:45–17:15	**Coffee, tea, fruit smoothies, mineral waters, hot Belgian waffles, fancy cakes & mini-mousses in Exhibit Hall**	SQUARE – Grand Hall 1
16:45–17:45	**9th Annual Emerging Scholars Research Consortium** *Open to Pre-Selected Participating Jr. & Sr. Scholars Only* Details on p. 73 *Event Sponsor: South-Eastern Finland University of Applied Sciences – XAMK*	SQUARE – Hall 300
16:45–18:15	**Interactive Roundtable Discussions** Details on pp. 74-80	SQUARE – Grand Hall 1
16:45–18:15	**Member Community Information Tables** Details on pp. 26-29	SQUARE – Grand Hall 1
18:00–19:30	**Antioch Graduate School of Leadership and Change — Hosted Reception**	SQUARE – 316
COMMUNITY NETWORKING DINNERS		
19:30–21:30	**Leadership Education Program Directors, Deans, and Chairs Networking Dinner** Details on p. 28 (Ticketed Event) *Event Sponsor: South-Eastern Finland University of Applied Sciences – XAMK*	Scheltema – Rue des Dominicains 7
19:30–21:30	**Latin Leadership Global Scholars Networking Dinner** Details on p. 27 (Ticketed Event)	Chez Leon – Rue des Bouchers 18
19:30–21:30	**Philosophy, Religion, and Worldviews Learning Community Networking Dinner** Details on p. 28 (Ticketed Event)	Brasserie Taverne du Passage – Galerie de la Reine 30
19:30–21:30	**Public Leadership Member Interest Group Networking Dinner** Details on p. 29 (Ticketed Event)	Restaurant Vincent – Rue des Dominicains 8-10
19:30–21:30	**Youth Leadership Member Interest Group Networking Dinner** Details on p. 29 (Ticketed Event)	Chez Leon – Rue des Bouchers 18

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FRIDAY
13 OCTOBER | 10:45 - 12:00
CONCURRENT SESSION 1

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS
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- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS
- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Panel Discussion | Public Leadership

PL
Heart, Head, and Hands: Developing the Courage and Acumen to Lead

Chair: **Ariel L. Kaufman,** Board President, Growing Power; Associate Outreach Specialist, University of Wisconsin-Madison
Barbara C. Crosby, Associate Professor Emerita, Humphrey School of Public Affairs, University of Minnesota
Sonia M. Ospina, Professor, Wagner Graduate School of Public Service, New York University
Ronald E. Riggio, Henry R. Kravis Professor of Leadership and Organizational Psychology, Kravis Leadership Institute, Claremont McKenna College
Georgia Sorenson, Leadership Scholar & Fellow, Møller Centre, Churchill College, University of Cambridge

Instead of constructing walls and isolating ourselves into familiar groups, we can choose models of leadership that are inclusive, democratic, and suited for tackling wicked problems. This session aims to help leadership educators and practitioners craft educational experiences that promote the common good. Drawing upon teaching, research, and lived experiences, panelists will show how practices make linkages among personal, team, organizational, and societal levels of leadership. The esteemed scholars on this panel — all of whom are featured in Barbara Crosby's new book, *Teaching Leadership* — will together explore the heart, head, and hands of leadership development.

Circle 210 | Workshop | Leadership Development

LD
Mastering the Lizard: Ethical Behavioral Economics for Leading With Awareness

Elizabeth Schwab, Associate Department Chair, Business Psychology, The Chicago School of Professional Psychology
Julie Ellen Benesh, Department Chair, Organizational Leadership, The Chicago School of Professional Psychology

The goal of this workshop is to help participants build self-awareness and self-management skills by learning how to limit, filter, and influence the sources of information in one's personal, professional, and public life. Based on a dual-processing model of cognition (intuition and reasoning) grounded in behavioral economics, individuals will learn to identify personal preconceptions, manage vulnerabilities (in multiple aspects), and overcome the most common pitfalls and biases. Participants will leave with action plans to improve decision-making skills for both long and short term planning to become better decision makers, citizens, and servant leaders.

Circle 310 | Workshop | Business Leadership

BL PE
Working With Polarities: Finding a Middle Way With Deep Democracy

Martha F. Miser, President, Aduro Consulting, LLC
Petra Bosse, President, Bosse in Business

Whether overt or subtle, endemic patterns of unproductive conflict abound in politics, business, and communities. The purpose of this workshop is to explore the human tendency to dismiss conflicting points of view and to introduce practical concepts and tools that can enable listening, understanding, dialogue, and reconciliation even when faced with radically different viewpoints. Participants will practice exercises probing polarities, balance, and deep democracy while exploring an issue of importance that might typically devolve into unproductive dualistic debate.

Hall 300 | Workshop | Leadership Education

LE
Leading With C.A.I.R.

Thomas J. Yannuzzi, Executive Director, Center for Student Leadership, Kennesaw State University
Nyasha M. GuramatunhuCooper, Assistant Professor, Leadership and Integrative Studies, Kennesaw State University

According to Ronald Heifetz, leadership requires a deeper understanding of the more interactive, adaptive, and reflective processes through which we solve problems, add value, and thrive together. This highly interactive workshop is based on the Leading with C.A.I.R. approach to social change, a model designed to help leaders go deeper. Using C.A.I.R's four pillars — Choice, Action, Impact, and Reflection — participants will learn how to transform from a focus on leadership positions and processes to a focus on leadership lifestyles. Specific insights, activities, and tools will be provided to enable participants to develop a deeper understanding of leadership moments and become more mindful, engaged, and impactful humans.

Silver Hall | Panel Discussion | Public Leadership

PL
Leading Toward a Healthy World

Chair: **Kathryn Goldman Schuyler,** Professor, Organization Development, Alliant International University
Subhanu Saxena, Regional Director, Life Science Partnerships, Europe, Bill & Melinda Gates Foundation
George A. Papandreou, Former Prime Minister of Greece (2009-2011); President, Socialist International
Michelle Harrison, CEO, WPP Government and Public Sector Practice

Bringing together leaders who have contributed to societal health in significant ways, these distinguished panelists will share selected experiences that helped them to successfully lead impactful change. As John, Lord Alderdice said at the 2015 ILA Conference in Barcelona, quoting Nelson Mandela, "I'm not here to tell you how to solve your problems; what I can do is tell you our story." Presenters will let us see their work from their own perspectives, telling their stories so that we may take home what resonates for our own leadership journeys. The intent of the session is to bring ways to craft a role in leading towards a healthy world alive.

Studio 201 A+B | Panel Discussion | Leadership Scholarship

LS PW
Leadership in Dark Times: Philosophical Responses to Ethical Dilemmas

Chair: **Wendy Fox Kirk,** Assistant Professor, Business Administration, Weber State University
Leah Tomkins, Senior Lecturer, Organisation Studies, The Open University
Joanne B. Ciulla, Professor and Academic Director, Business School, Rutgers University
Judy D. Whipps, Professor, Liberal Studies, Grand Valley State University
Rita A. Gardiner, Assistant Professor, Critical Policy, Equity and Leadership Studies, Faculty of Education, The University of Western Ontario

This panel draws inspiration from Hannah Arendt who reminds us that, even in dark times, we must not lose hope. Panelists from varied disciplines will each offer a different philosophical response to an ethical dilemma and demonstrate that what constitutes an ethical leadership response is complex and often contradictory. In examining ethical and relational challenges in the workplace, in politics, and as global citizens, panelists will illustrate how philosophy can help us understand leadership complexities. The aim is to provide insights into organizational, societal, and political leadership challenges, while offering understanding and inspiration for the future.

Studio 202 | Symposium | Leadership Development

LD
Leader Development for NATO Multinational Military Operations

Chair: **Judith Babcock LaValley,** Doctoral Candidate, Industrial and Organizational Psychology, Kansas State University
Commentator: **Michael Towl,** Higher Psychologist, Shrivenham Leadership Centre, UK Ministry of Defence

Leaders of coalition military forces face numerous challenges related to differences in operational practices, doctrines, and cultural issues. This symposium will review current leader development as it relates to leading in NATO multinational missions and examine strategies and tools to prepare leaders of multinational military operations.

LD
The Importance of Developing Military Leaders With Cultural Competency

Yvonne Masakowski, Associate Professor, Strategic Leadership and Leader Development, U.S. Naval War College

The unique cultural environment of each NATO military operation influences a leader's approach to team building, mission planning, and communication. The presenter will focus on the impact of cultural differences on forging unity of command and will outline ways to develop and lead cohesive and capable teams to achieve mission success.

LD
The Effect on British Military Leadership of a "Whole Force Approach"

Karl Santrian, Commander, Royal Navy, Shrivenham Leadership Centre, UK Defence Academy

Budget pressures, personnel reductions, and an increasingly complex and unstable global security situation, have pressured the British military to adapt. This presentation will highlight the impact that its "Whole Force Approach" and increased participation in multinational operations have had on British military leadership thinking and the subsequent evolution of its leader development programs.

LD
Women, Peace, and Security: The Role of Leadership

Tzvetanka Dobreva-Martinova, Senior Scientist, Department of National Defence

This presentation will describe, through the Canadian experience, gender integration, gender neutrality, gender mainstreaming, and the associated challenges facing contemporary military leaders. Informed by history, research, policy, and practice, it will also propose steps for building and sustaining a gender-inclusive culture.

LD
Leadership Education and Experience at the United States Air Force Academy

James M. Dobbs, Assistant Professor, Department of Behavioral Sciences & Leadership, U.S. Air Force Academy

How can leadership educators balance theory, research, and application in a formal classroom course to develop leaders who will be adaptive, culturally competent, and capable of working effectively with coalition partners? This case study will examine the design and outcomes of one course and suggest implications for developing military leaders.

Studio 203 | Panel Discussion | Leadership Scholarship

LS
Fertile Turbulence: Leadership in the Framing of Disturbance, Tragedy, and Hope in Transition

Chair: **Richard Little,** Professor, Institute for Leadership and Sustainability

SL
Jonathan R. Gosling, Professor Emeritus of Leadership Studies, Centre for Leadership Studies, University of Exeter Business School
Benjamin Redekop, Professor, Leadership and American Studies, Christopher Newport University
J.W. Bergmann, Doctoral Candidate, Center for Global Studies, Johnson University
Katie Elizabeth Willocks, Faculty Member, Institute for Leadership and Sustainability, University of Cumbria

Through a lively dialogue, researchers will provide perspectives on leadership in relation to disturbance, hope, and transition. These three themes relate to ways of conceiving turbulence as fertile, and therefore this discussion is intended to trigger new insights for research, education, and practice. Contexts including cultural collapse, environmental instability, and human tragedy will provide a rich historical backdrop to the discussion, which will arc from personal to international strife through to broader philosophical questions about framing hope. The discussion will support insight for educators, coaches, and leadership development professionals to enable transitions in their own, colleagues, clients, and students' worldviews.

Studio 204 | Workshop | Leadership Development

LD

Leadership Coaching 2.0: More Than Another Name for Executive Coaching

Ken Otter, Co-Director, Leadership Center, Saint Mary's College of California

For leadership coaching to mature, links between the varied and vast knowledge of leadership and the art and science of coaching must be made. This workshop will draw upon the experience and expertise of participants through a shared inquiry toward a future where leadership coaching is something more than another name for executive coaching. In small and large group dialogues, participants will work toward enhancing leadership coaching as a viable pathway for leadership development by identifying the assets and limitations of leadership coaching for leadership development, formulating perspectives on foundational knowledge, and synthesizing practical knowledge in coaching with practical knowledge in leadership.

Studio 206 | Workshop | Leadership Development

LD

Developing Skills for Future-Oriented Leadership to Manage Rapid Change

Deborah Schreiber, Associate Professor, Organizational Leadership, University of La Verne

Future-oriented leadership practices are vital to sustaining organizational efforts to become more flexible and adaptable — something that often requires a change in organizational culture. Designed for organizational leaders, leadership coaches, consultants, program directors, faculty, and others responsible for implementing effective organizational practices in times of social, economic, and political turbulence, the workshop will begin with an overview of the concept of organizational futures orientation, the relevant literature, and foresight methodologies. Participants will partake in experiential learning activities designed to strengthen their foresight capabilities and leadership responses to change or disruption, and will leave with next steps for their organization to support future-oriented leadership.

Studio 211 | Panel Discussion | Leadership Scholarship

LS

Responsible Leadership in a Post-Truth World

Chair & Commentator: **Robyn Remke,** Lecturer, Lancaster Leadership Centre, Lancaster University

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

Kevin B. Lowe, Professor, Fletcher Building Education Trust Chair in Leadership, & Director, Graduate School of Management, University of Auckland

Mary Uhl-Bien, BNSF Railway Endowed Professor of Leadership, Management, Entrepreneurship and Leadership, Texas Christian University

Nicole Ferry, Graduate Assistant, Cultural Studies and Social Thought, Washington State University

Steve Kempster, Professor, Leadership and Management, Lancaster University

This panel of scholars from different countries and disciplinary backgrounds will grapple with the implications of a post-truth society for leadership research and practice, democratic institutions, and progressive social movements. Panelists will consider how dominant leadership concepts and political and intellectual movements may have helped lay the ground work for the rise of "fake news" discourse and post-truth postures, and will explore what leadership scholars can do to help counteract the chaotic and often-authoritarian consequences of the post-truth moment. The session will prioritize debate, exchange, and questions amongst the panel and with the audience regarding key perspectives and topics to be included in an upcoming edited volume that panel members are writing on leadership in a post-truth society.

Studio 212 | Symposium | Leadership Development

LD

WL

Gender, Communication, and the Leadership Gap

Chair: **Susan R. Madsen,** Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Commentator: **Faith W. Ngunjiri,** Associate Professor of Ethics and Leadership, Offutt School of Business, Concordia College

The sixth volume of the ILA series Women & Leadership: Research, Theory, and Practice offers a wide range of insight into the communication barriers women face in attaining leadership positions and strategies for leadership development. Four authors from the volume will discuss their perspectives, present practical strategies, and lead a discussion to help participants better understand leadership and interpersonal communication, leadership and rhetoric, and digital leadership.

The Links of LinkedIn: Impression Management on Professional Social Media
LD WL
Evelyn Thrasher, Associate Professor, Information Systems, Western Kentucky University

After introducing impression management and its relationship to leadership, gender, and social media, the presenter will highlight the use of LinkedIn as an effective social media network for leadership, touching on the development of effective professional profiles that transcend gender issues and the sharing of business and industry news.

She Just Doesn't Seem Like a Leader: African American Women College Presidents and Rhetorical Leadership
LD WL
Dorine Lawrence-Hughes, Assistant Dean, Undergraduate Ed., College of Literature, Science, and the Arts, University of Michigan

This rhetorical analysis of inaugural speeches of three newly appointed presidents of predominantly white higher education institutions hypothesizes that the intersectionality of race, class, and gender may affect the language choices of new African American women leaders who must socially construct their leadership identities, thereby legitimizing their role as institutional leaders for new stakeholders.

Narrowing the Leadership Gap: Using Communication Strategies to Mitigate Microaggressions
LD WL
Kelly McKenzie, Assistant Professor, Academic Enrichment and Learning, East Stroudsburg University of Pennsylvania
Tammy J. Halstead, Director of Alumni Advising & Development, Office of Student and Post-Graduate Development, Franklin & Marshall College

Communication strategies can be a catalyst that shifts focus away from the recipients of microaggressions and toward those who engage in microaggressive acts. This process begins by bringing awareness of the unintentional approaches to communication, continues by understanding communication strategies that can mitigate microaggressions, and culminates in shifting focus away from women and to the aggressor.

Studio 213 | Presentations | Leadership Development

Innovative Applications of Inclusive Leadership Theory
LD
Chair: **Tom Sechrest,** Director, Master of Science in Leadership and Change Program, The Bill Munday School of Business, St. Edward's University

Developing Inclusive Leadership Practices for Residence Hall Students to Promote Resilient Communities
LD
Holly Diaz, Instructor, Karen W. Morse Institute for Leadership, Western Washington University

This university, like many others, has expanded counseling and health services to better serve the increased numbers of college students with mental health issues. However, gaps remain. This paper examines how inclusive leadership theory offers a creative solution, exploring the literature supporting this phenomenon and offering a proposal for systemic implementation.

Inclusive Leadership in Higher Education: A Paradigm for Tough Times
LD
Lorraine Stefani, Emeritus Professor of Higher Education, University of Auckland

Higher education faces many challenges, not least of which is addressing leadership hegemony. Inclusive leadership is proposed as the paradigm for tough times. This presentation will offer the case for inclusive leadership, touch on international conceptions of inclusion, and raise opportunities to reflect on how to promote inclusive attributes throughout the higher education enterprise.

Navigating Today's Turbulence: Inclusive Leadership in Practice in a K-12 School District
LD
Maria E. Dezenberg, Executive Director, Navitas at Richard Bland College; Ph.D. Candidate, Graduate School of Leadership and Change, Antioch University

Recent research distinguishes inclusive leadership as having generative potential for organizations navigating turbulent times. Its collective, social processes stimulate relational dynamics and meaningful outcomes. This presentation unveils empirical research findings from a school district study with suggestions for practitioner application and contains an interactive component on how to foster inclusive leadership.

Developing Holistic Leaders in the Toxic Context Using the Servant Leadership Approach
LD
Sen Sendjaya, Associate Professor in Leadership, Management, Monash University
Mulyadi Robin, Researcher, Centre for Workplace Leadership, The University of Melbourne (Co-Author)
Nathan Eva, Assistant Professor, Management, Monash University (Co-Author)

This paper outlines a leadership development program that, using the servant leadership approach, aims to develop holistic leaders and help them stay ethical rather than turning toxic. The modules developed have different effects on undergraduate, graduate, and executive cohorts.

Studio 214 | Presentations | Public Leadership

PL WL
Women out Front: Activism, Engagement, and Attitudes

Chair: **Audy R. Johnston,** Assistant Professor Leadership/Management, MacArthur School of Leadership, Palm Beach Atlantic University

PL WL
Women Leading Social Movements: What Drives Them?

Elizabeth Stork, Professor, Organizational Leadership, Robert Morris University

What drives some women to get out in front, mobilize others, and make more than just noise? Hear about and discuss research on female activists from three authoritarian, patriarchal, post-Soviet, or martially-ruled countries — Bulgaria, Armenia, and Jordan — who are working to establish new, stable, civil societies.

PL WL
Social Innovation: How to Engage Stakeholders When They Don't See the Problem as a Problem

Irmelin Drake, Associate Professor, School of Business, University College of Southeast Norway
Jorun Ulvestad, Associate Professor, University College of Southeast-Norway
Brit Bolken Ballangrud, Associated Professor, Teacher Education and School Development, University College of Southeast Norway (Co-Author)
Sigrun Wessel Svenkerud, Associate Professor, Teacher Education, University College of Southeast Norway (Co-Author)

The paper reports findings from a social innovation initiative aimed at increasing the number of women professors at a Norwegian university college. Presenters will show that applying a social constructivist perspective leads to engagement of key stakeholders, which in turn moves the project forward in spite of ongoing hesitancies and resistance.

PL WL
A Woman as President? Gender Attitudes and Media Exposure in the U.S. Presidential Election

Wing Yan Lau, Ph.D. Student, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Michelle Bligh, Professor, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Jeffrey Kohles, Faculty, California State University San Marcos (Co-Author)

This study explores the interplay of voters' gender, attitudes toward female leaders, media exposure, and political affiliation in the 2016 United States presidential election. Presenters will share their methodology, findings, and directions for continued research.

PL WL
Pakistani Women: Adding Cracks to the Glass Ceiling

Urusa Fahim, Assistant Professor, Department of Applied Psychology, Kinnaird College for Women

Contrary to prevailing stereotypes, the number of Pakistani women in key leadership positions is on the rise adding cracks to the glass ceiling. The presenter will share findings from a narrative study to identify how female leaders meet challenges, overcome hurdles, and work effectively in Pakistan's sociocultural context and globally.

Studio 215 | Refereed Paper Presentations | Leadership Scholarship

LS
New Directions for Leadership Scholarship in Turbulent Times

Chair: **Adam J. Goodman,** Director, Center for Leadership, Northwestern University

LS
From Outside the Laboratory: An Alternative History of Leadership Studies

Suze Wilson, Senior Lecturer, School of Management, Massey University

This paper highlights facts and contextual influences which, it argues, have informed major paradigmatic turns in the leadership studies field. Narratives of "progress" in leadership knowledge dominate, however consideration of the factors addressed here lead this scholar to characterize leadership studies as a politically sensitized project, not an innocent scientific endeavor.

LS
Innovative Leadership in an Age of Hyper-Change

Michael A. Genovese, Loyola Chair of Leadership, Political Science, Loyola Marymount University

Globalization and hyper-change are dramatically changing the context of leadership. This means that the repertoire of leadership choices must also go through a dramatic change. This paper examines contemporary options for leadership and argues that the command style of leadership will be largely irrelevant in an age of globalization.

Flourishing in Turbulence: The Influence of Psychological Capital on Leader Derailment

Cathleen E. Clerkin, Senior Research Faculty, Global Research and Evaluation, Center for Creative Leadership
Marian N. Ruderman, Director, Global Research and Diversity, Center for Creative Leadership (Co-Author)

Using a sample of over 200 leaders, this research found that psychological capital negatively predicts derailment above and beyond leadership skills. This paper explores the role of positive inner strengths (i.e. psychological capital) on preventing career derailment and argues that psychological capital is increasingly important for resilient leadership.

Towards a Model of Turbulence Leadership: Some Proposals for Debate

Suze Wilson, Senior Lecturer, School of Management, Massey University

Two dimensions of a new framework for building context-sensitive leadership models are applied here to help begin developing a heuristic model of turbulence leadership. Assuming a turbulent context, some key leadership challenges are discussed with linked suggestions for practice.

Studio 216 | Symposium | Business Leadership

Using Big Data, Design Thinking, and Strategic Networking to Engage Stakeholders in Turbulent Environments

Chair: **Colleen P. Lyons,** Senior Ethics Advisor, Boeing; Ph.D. Candidate, Benedictine University
Commentator: **Rens van Loon,** Professor, Tilburg University; Director of Human Capital, Deloitte Consulting

Nothing is more important in turbulent environments than staying connected with your colleagues, customers, and other stakeholders as they are the organization's lifeblood. In this symposium, three senior executives from three industries will discuss innovative approaches to learn, lead, and leverage relationships in highly-competitive environments characterized by persistent turbulence.

How Smart Leaders Use Big Data to Understand Customers and Drive Innovation in the Global Auto Industry

Brett Hinds, Chief Engineer, Ford Motor Company

The automobile industry uses mobile platforms and big data to collect and analyze information about customer driving patters and apply that information to innovate at the forefront of electrified automotive technology. The presenter will discuss how this information is being used to better understand and respond to stakeholders' needs and preferences.

Designing for Engagement: Putting the Customer First in the Process of Design Thinking

Jim Ludema, Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University

The presenter will show how leaders at one global pharmaceutical company use design thinking to promote stakeholder and team engagement throughout Latin America in order to solve problems, create new products, and encourage collaboration and creativity. Outcomes indicate that the benefits of design thinking go beyond these attributes, influencing organizational culture and the long-term organization-customer relationship.

Networking as a Leadership Strategy to Promote Innovation and Growth in Start-Ups

Dawn V. Gay, Executive Director, Patient Innovation Center

Networking that builds meaningful trusted relationships is an essential skill for leaders to engage stakeholders and drive innovation. The founding CEO of a number of healthcare start-ups will share research and critical networking methodologies that support innovation, value-creation, and growth. Findings will be shared that demonstrate the extent to which networking builds credibility and provides access to market intelligence.

Studio 311 | Panel Discussion | Leadership Development

Perspectives on and Possibilities for Leadership Development in Africa

Chair: **Chris T. Cartwright,** Director of Intercultural Assessment, Intercultural Communication Institute
Aziza Zemrani, Associate Professor & Chair, Public Affairs and Security Studies, University of Texas Rio Grande Valley
Liza Howe-Walsh, Senior Lecturer, Organisational Studies and Human Resource Management, University of Portsmouth
Éliane Ubalijoro, Executive Director, C.L.E.A.R. International Development
Nonty Charity Sabic, Speaker & Activist, Ubuntu Project, RISE, Global Ecovillage Network

Panelists working in multiple countries, contexts, and collaborations will offer perspectives and success stories about their work in Africa and the Middle East. Leadership development efforts in these constantly changing, yet often traditional settings, requires attention to nuance, cultural competency, and persistence. The panel will begin with short vignettes on leadership development in action, followed by an exploration of themes including: inter-cultural decision making, cross-cultural (and cross-sector) collaborations, local/global strategies, and resilience.

Studio 312 | Symposium | Public Leadership

PL PE
From Despair to Hope: Prophetic Leadership in Turbulent Times

Chair: **David D. Chrislip,** Senior Fellow, Kansas Leadership Center

For most people, leadership implies hope, an aspiration for something better, for change, and for progress. James MacGregor Burns defines hope as "looking forward with desire and with belief in possibility." Prophetic leadership seeks to arouse such hope to motivate others to make progress in times of despair.

PL PE
Restoring Trust in Governance: A Leadership Experiment

Tim Steffensmeier, Associate Professor, Communication Studies, Kansas State University

In 2016, an unlikely coalition of Republicans and Democrats ousted legislators who supported tax cuts that gutted spending on infrastructure and public schools. In this more conducive political environment, one candidate for governor in 2018 wants to tap into Kansans' willingness to solve difficult problems together to make progress for the common good and restore trust in democratic governance.

PL PE
Citizens Leading With Hope and Impact

Cheryl Graeve, National Community Organizer, National Institute for Civil Discourse

In Stratford, Connecticut racial tensions rose to a tipping point a decade ago following the arrest of two African Americans. In response, the city's mayor and a diverse group of citizens created "Citizens Addressing Racial Equity" (C.A.R.E.). Through community-wide dialogues about racial equity in policing, education, and town leadership, these citizens created shared action plans that continue to foster hope.

PL PE
Working Together: A Lesson in Servant Leadership

Katherine Temple, Director, Brilliant Minds Educational Programs, University of Phoenix

One day in 2015, a middle school boy brought a gun to class. Resolved peaceably, Christine Schoenherr, the head of Four Conner Montessori School, credits this event with helping her school enhance their culture of responsibility. Using Robert Greenleaf's concept of servant leadership, students and teachers worked together to develop a series of workshops that turned these ideas into real-life experiences.

PL PE
Leading With an Equity Lens

Paula Tran Inzeo, MATCH Director, University of Wisconsin Population Health Institute

Wisconsin has a long legacy of bipartisan progressive policy-making that in recent years has come under attack. Movement away from democratic practices promoting collective good has serious implications for health equity, which requires just resource allocation and conditions that support full health and human potential. This story will describe Thrive, an alliance working to inspire shared leadership on root causes of inequity through embedding a power analysis in base building and collective action.

Studio 313 | Symposium | Leadership Scholarship

LS FW
Cross-Cultural and Global Followership Research: Theoretical and Empirical Advances

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

LS FW
A Conceptual Model of Global Followership

Yulia Tolstikov-Mast, Lead Faculty & Associate Professor, Global Leadership, Indiana Tech

This presentation will focus on the working definitions of global follower and followership and provide a conceptual model of global followership. It will conclude by offering an agenda for future research and suggest potential topics and questions for empirical exploration and examination.

LS FW
Global Followers' Roles and Identities Within the Context of the Women's March

Tobey J. Zimber, Analyst, Indiana Tech

On January 21, 2017, the Women's March, became a global phenomenon. Considering unifying and fragmented contexts, this presentation will discuss followership within the march by looking into global followers' social identities, perceptions of their roles as global followers, and relational dynamic between global followers and global leaders.

LS FW
Universal Followership in a Cross-Cultural Context

Marc Hurwitz, Associate Director, Undergraduate Studies, Conrad Business, Entrepreneurship & Technology Centre, University of Waterloo

Many leadership traits have been identified as universally positive or negative — and most of the traits apply equally to the follower role. The presenter will explore the extent to which followership is the same or different cross-culturally, if positive followership is contingent on culture and leadership, and whether there are universal traits of effective or toxic followership.

Followership Across Cultures: A Five Nation Study

Ariel Blair, Adjunct Professor, Management, Weber State University

This empirical study explores followers from five countries. The research illuminates how national differences impact on followership expanding research on sociocultural constructs beyond culturally limited samples. A multigroup confirmatory factor analysis demonstrates that each country's data fits the followership model differently. Further analysis shows how cultural values influence followership and employee voice.

Studio 314 | Symposium | Leadership Education

Leadership Educator Identities: Exploring the Complexity of Becoming and Being a Leadership Educator

Chair: **Melissa Dawn Gruver,** Associate Director, Civic Engagement & Leadership Development, Purdue University
Commentator: **Trisha Teig,** Graduate Student, Center for Leadership & Social Change, Florida State University
Commentator: **Kathy Guthrie,** Associate Professor, Higher Education, Center for Leadership & Social Change, Florida State University

This symposium brings together scholarship exploring who becomes a leadership educator in higher education, the process of becoming a leadership educator, and the identity-shaping experiences of leadership educators. Each presentation will pose critical questions for consideration and a third of the time will be devoted to collaborative discussion among participants around implications of these ideas for our teaching, scholarship, and professional development.

Fake It 'Til You Make It: Leadership Educators and the Imposter Syndrome

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

There is a lot to know as leadership educators and very little training to learn it. This results in many educators questioning their own legitimacy to be in their roles. This presentation will provide an overview of the pervasiveness of the Imposter Syndrome in leadership education and suggestions for reducing it.

Pathways and Experiences of Becoming and Being a Leadership Educator

Daniel Jenkins, Chair & Associate Professor, Leadership & Organizational Studies, University of Southern Maine

This mixed-methods study explored the experiences of becoming and being a leadership educator. Quantitative data from 1,117 leadership educators and 13 qualitative interviews will be shared. Participants reported varied educational and professional experiences, serendipitously finding their way to leadership education, and a need to positively impact the lives of others.

Leadership Educator Professional Identity: The Influence and Impact of Competing Discourses

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

What are the dominant discourses in the field of leadership studies that shape leadership educators' professional identity development? The presenter will raise questions about the influence these identities may have on educators' capacity to create conditions that support students' attainment of learning and development outcomes necessary to exercise leadership in challenging moments.

Interrogating Whiteness in the Profession: Implications for Leadership Educators

Natasha H. Chapman, Coordinator, Leadership Studies Program, University of Maryland

This presentation will invite participants to reflect on the ways in which they might navigate, perpetuate, interrogate, or benefit from whiteness in leadership education spaces. It will explore the role of our intersecting social and leadership educator identities and highlight the importance of positionality and self-reflexivity in our professional practice.

Studio 315 | Symposium | Leadership Development

Women Weathering the Workplace: The Critical Roles of Mentors, Sponsors, and Coaches

Chair: **Laurie A. Schreiner,** Professor & Chair, Department of Higher Education, Azusa Pacific University
Commentator: **Julia B. Storberg-Walker,** Associate Professor, Executive Leadership Program, The George Washington University

Women weather workplace environments in diverse and essential ways as they navigate their careers. Documenting and evaluating leadership development programming and opportunities for professional women is paramount, particularly given the under-representation of women in senior leadership roles across many professional fields. This symposium will examine strategies and research primarily focused on women in university settings but with application across sectors.

Equipping Women for Leadership: The Power of Mentoring, Coaching, and Sponsorship

Amanda F. Marble, Director of Career Services and Retention, Northwest Nazarene University
Julie Beam, Director of Student Life, Bethel College
Karen A. Longman, Professor & Ph.D. Program Director, Department of Higher Education, Azusa Pacific University
Amy Drennan, Executive Director of Vocation Formation, Fuller Theological Seminary (Co-Author)

The under-representation of women in senior leadership roles across much of U.S. higher education is well-documented, a pattern evident in much of the world. This qualitative study involving 30 women administrative leaders used a grounded theory approach to examine the role of developmental relationships on the participants' professional trajectories.

EMPOWER: Enhanced Mentoring Program with Opportunities for Ways to Excel in Research

Kathleen S. Grove, Director, Office for Women, Indiana University-Purdue University Indianapolis
Etta Ward, Assistant Vice Chancellor, Research Development, Indiana University-Purdue University Indianapolis
Samantha Paredes Scribner, Director, Center for Urban and Multicultural Education, School of Education, Indiana University-Purdue University Indianapolis

EMPOWER is a university-structured faculty mentoring program supporting 120 faculty through research and advancement while promoting diversity and benefiting the institution. This presentation will describe the development and five-year review of the program highlighting individual faculty advancement and advancement of the university research mission.

Capacious Model of Leadership Identities Construction: Applications for Women's Peer Mentor Circles

Chrys Egan, Professor, Communication, Undergraduate Research, Salisbury University
S. Lynn Shollen, Associate Professor, Leadership and American Studies, Christopher Newport University
Constance Campbell, W. E. Carter Distinguished Professor of Business Leadership, Management, Georgia Southern University

The Capacious Model of Leadership Identities Construction allows for fluidity of leadership identities through systems and influences that are particularly salient for women's leadership development and effectiveness in the midst of today's complex challenges. Theorists will discuss the model and its application in peer mentor and network circles.

Studio 316 | Symposium | Leadership Development

Integrative Leadership Development: Building Tomorrow's Key Competencies

Chair: **Juliane Reams,** Researcher, European Center for Leadership Practice
Commentator: **Matthew Rich-Tolsma,** Principal, Rise Beyond, Ltd.

As a community of practice, presenters will share results from ongoing action research that explores integrating multiple conceptual frameworks and practices suited for building leadership competencies in the shift from complicated to complex environments.

Making the Case: Exploring Theoretical Foundations

Tomas Hancil, Consultant, European Center for Leadership Practice

The opening presenter will describe how this community of practice is integrating innovative theoretical frameworks to create leadership development practices that can enable leaders to thrive in the transition from complicated to complex environments. This overview will share the community's current understanding of how this approach to leadership development can become practical for current and future leadership development needs.

LD

Scaling Leadership Development: Developing Internal Practitioner Capacity in a Multi-National

Jonathan Reams, Associate Professor, Education and Lifelong Learning, Norwegian University of Science and Technology

The presentation of this case study will describe how internal practitioners were trained to scale delivery of a leadership development program in a multinational. By using an integrative approach combining business outcome needs with psychologically oriented 360 feedback, and a learning approach to cognitive skill development, practitioners were able to successfully deploy the program.

LD

How Do You Know? Testing Assumptions About Leadership Development

Johannes Willms, Executive Coach, willms.coaching

Uncovering, challenging, and testing assumptions is a way to deal with turbulent, unknown environments. Similarities and differences of two cases — coaching an individual leader and developing collective leadership for designing a business strategy — will be presented to illustrate this method.

LD

A Complex Adaptive Process for Developing Women Leaders in International Environments

Anne Caspari, Partner, European Center for Leadership Practice

The design and evolution of a women's leadership program that focuses on the development of senior women leaders who work in highly complex international environments will be described. To cater to these leaders' challenges, the program combines deconstructing limiting beliefs and assumptions with leadership development and capacity building in both technical and complex adaptive skills.

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ila
International Leadership Association

FRIDAY
13 OCTOBER | 12:15 - 13:15
CONCURRENT SESSION 2

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Panel Discussion | Public Leadership

PL SL
Social Entrepreneurs: Tackling Tough Problems in Tough Times

Chair: **Ronald E. Riggio,** Henry R. Kravis Professor of Leadership and Organizational Psychology, Kravis Leadership Institute, Claremont McKenna College

Jim Ayala, Founder & CEO, Hybrid Social Solutions

Sarah S. Orr, Owner, Smith Orr & Associates

Sakena Yacoobi, Founder & Director, Afghan Institute of Learning

Social entrepreneurs and their ability to thrive in dynamic situations, exhibit the unique package of skills required for leadership in this era. Growing out of a research study, this panel of researchers and social entrepreneurs will engage in a facilitated discussion about the leadership behaviors, tools, and models used by successful social entrepreneurs who are solving some of society's most pressing problems. The dialogue will focus on the power of purpose and mission, the relationships and structures that fuel success, and the influences of identity and culture on leadership approaches.

2017 ILA LIFETIME ACHIEVEMENT AWARD HONOREE

Circle 210 | Presentation | Business Leadership

BL WL
The Continuing Challenges and Debates of Women's Leadership

Stella M. Nkomo, Professor, Human Resource Management, University of Pretoria; President, Africa Academy of Management

At the turn of the 21st. century, Stella Nkomo and her colleague Ella Edmondson Bell co-authored *Our Separate Ways: Black and White Women and The Struggle for Professional Identity* (Harvard Business School Press). The book chronicled the life stories of the first large cohort of women to enter corporate America. Nkomo, one of ILA's 2017 Lifetime Achievement Award Winners, will share her thoughts about the progress that has been made, in the United States and globally, discussing the ongoing challenges of advancing women's leadership.

Circle 310 | Workshop | Youth Leadership

YL
Developing Leadership Capacity of College Students During Divisive Times
ED
Cara McFadden, Assistant Professor, Sport Management, Elon University
Donald A. Stenta, Director, Recreational Sports, Ohio State University

Developing the leadership capacity of college students is often a stated goal, however, the need for intentionality in this area is frequently neglected. After a brief review of multiple frameworks for student leadership development, participants will work through a series of scenarios, applying critical thinking skills and investigating models to solve real world challenges regarding student leadership development. Next, an experiential activity will be used to explore strategies for developing students' leadership self-efficacy. Participants will leave with ideas, solutions, and best practices to support the intentional design of student leadership programming.

Hall 300 | Symposium | Leadership Scholarship

LS
Ethical Theory Meets (Un)Ethical Practice
Chair: **Stanley J. Ward,** Dean, Capstone Studies, Ethical Leadership, Claremont Lincoln University
EF
For ethical leadership to take place, ethical theory must make a practical connection with leadership praxis. This symposium will bridge the divide between theory and practice by using McManus and Perruci's five components of leadership model (leader, followers, goal, context, culture) to explore the application of specific ethical approaches to particular situations.

LS
Virtue Ethics as Applied to Professional Road Racing Cyclist Lance Armstrong
Matthew J. Sowcik, Professor, Agricultural Education and Communication, University of Florida
EF
Austin D. Council, Doctoral Student, Agricultural Education and Communication, University of Florida

Lance Armstrong won seven consecutive Tour de France competitions, but was subsequently stripped of his titles after being found guilty of a doping scandal. The main points of the case study will be to establish virtue ethics and provide the audience with a look into the destructive nature of overconfidence.

LS
Rawls's Theory of Justice and Fairness Applied to Followers With Mental Illness
Alexandra Perry, Clinical Ethicist, INTEGRIS Health
EF

The aim of Rawls's theory is to ensure access to resources and social goods that will allow all citizens to meet a threshold of human functioning and human capability. How does this ethical theory apply in challenging situations faced by leaders working with followers who have a mental illness?

LS
The Common Good as Applied to Global Climate Change and the Paris Agreement
Robert McManus, McCoy Professor of Leadership Studies, McDonough Center for Leadership and Business, Marietta College
EF

After highlighting how 196 countries put the common good first by agreeing to limit their own emissions, this case study of the Paris Agreement will examine ethical controversies it raises concerning the common good, and will discuss how leaders and regulators are striving to address them.

LS
Universal Human Rights: The Challenge of Common Ethics in a Pluralistic World
Stephanie E. Raible, Instructor, University of Minnesota Duluth
EF

To illustrate the challenges of upholding universal ethical values in practice, this case problematizes a limitation to cultural expression: the bans of religious attire, such as face veils, for public sector workers in France. This case discussion will raise important ethical considerations for practice, while presenting potential limitations of the Universal Declaration of Human Rights as an operative expression of universal ethical values.

Silver Hall | Panel Discussion | Business Leadership

BL
Leading for Engagement: Challenges and Opportunities From Theory and Practice
Chair: **Tijs Besieux,** Post Doctoral Researcher, Organizational Psychology, Katholieke Universiteit Leuven
Jeroen Stouten, Professor, Organizational Psychology, Katholieke Universiteit Leuven
Wilmar Schaufeli, Professor, Organizational Psychology, Katholieke Universiteit Leuven
Hein Wendt, Senior Researcher and Consultant, Korn Ferry Institute, Korn Ferry
Brian Moran, Vice President, Boeing Europe Government Affairs, Boeing International

The new normal requires new approaches to corporate leadership development. Universities and multinational corporations need to establish unique partnerships to share research insights, theories, and practices concerning effective leadership engagement, employee empowerment, and the alignment of strategy, leadership, and talent. Panelists will discuss the challenges and benefits of the partnerships they have participated in while providing recommendations for others working to create partnerships.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Studio 201 A+B | Workshop | Leadership Education

LE
Sharing Best Practices: Inclusive Tools to Tackle Intercultural Challenges

Clinton M. Stephens, Director, Leadership Studies Center, Emporia State University
Natalie J. Coers, Program Coordinator, College of Agricultural and Life Sciences, University of Florida
Cameron C. Beatty, Assistant Professor, Secondary and Higher Education, Salem State University

In response to a widespread need to facilitate respectful dialogues around global leadership challenges, this workshop will help educators share new pedagogies to engage their participants in productive discussions. Supporting the National Leadership Education Research Agenda, and based in the social change model of leadership and the leadership identity development model, the session will contribute to educators' understanding of intersectionality and how to support learners' progression through the stages in their development of leadership identity. The workshop's design will enable participants to contribute their best practices and take away new practices, tools, and resources successfully used by their peers.

Studio 202 | Presentations | Leadership Education

LE
Leadership Education in Practice: Transcending the Self to Consider the Process

Chair: **Kimberly R. Mungaray,** Professor, Accounting, Millikin University

Although the individual position of the leader is important, effective leadership lies within the processes and practices of the system. These papers all highlight the need to get beyond the self when teaching and learning leadership.

LE
The Choice Is Yours! Discourses of Leadership in Neoliberal Times

Nicole Ferry, Graduate Assistant, Cultural Studies and Social Thought, Washington State University

This paper performs a critical discourse analysis on several best-selling leadership texts to examine the neoliberal discourses and self-making practices embedded within, and produced by, mainstream leadership studies. By promoting self-reliance and personal responsibility, the presenter will argue that current leadership discourse disconnects leadership from collective politics and social justice.

LE
Leadership From and for the Future — An Emerging Model of Post-Contemporary Leadership

Thomas Mengel, Professor of Leadership Studies, Renaissance College, University of New Brunswick

AL
Meaningful leadership paradigms need to go beyond reestablishing the stability of the past or de-constructing the present. Innovative approaches to leadership from and for the future are urgently needed. This presenter will discuss elements emerging from various disciplines and interdisciplinary projects informing a future-oriented, post-contemporary model of leadership.

LE
Understanding the Organizational Embeddedness of Leadership and Its Link to Financial Performance

Lothar Winnen, Professor, Business Economics, HMKW Cologne - University of Applied Sciences
Rafael Wilms, Academic Employee, Business & International Management, South Westphalia University of Applied Sciences
Ralf Lanwehr, Professor, Engineering and Economics, University of Applied Sciences (Co-Author)

This research demonstrates that leadership systems — instruments, structures, and processes — can explain financial performance and that it is valuable to strategically invest in the development of this system. The researchers developed and will share a scale for the organizational embeddedness of leadership that can be used for additional macro-level research.

Studio 203 | Presentations | Leadership Development

LD
Using Scenario-Based Training and Simulations to Develop Leadership Competencies

Chair: **Nikol Hopman,** Director, Centre for Professional Learning, Leiden University

LD
NICOLESIA: Using Simulations to Develop Public Leadership Competencies

Randy B. Cheek, Director, Strategic Simulation Program, Federal Deposit Insurance Corporation (FDIC)

The NICOLESIA simulation tool promotes learning and understanding of the concepts surrounding public leadership and leadership development in multinational and multicultural environments. Run twice for members of the East African Community (EAC) and once for members of the Economic Community of West African States, NICOLESIA has achieved positive results and received enthusiastic praise from participants. The presentation will focus on the development of the simulation and the challenges surrounding its execution.

LD
Using Scenario Planning and Scenario-Based Training to Develop Leaders

Larry M. Dooley, Associate Professor, Educational Administration & Human Resource Development, Texas A&M University

Preparing leaders to be effective crisis managers requires targeted training. Evolved from Herman Kahn's method to "think the unthinkable," scenario planning provides a useful model for preparing leaders to respond to extraordinary situations. The presenter will share a model for a leadership training program for crisis management and critical incident containment.

Studio 204 | Workshop | Leadership Education

LE
Einstein Was Right! Imagination Is More Important Than Knowledge

Sara Frost, Quality Assurance Coordinator, The Guild for Human Services
Kelly Meehan, Regional Director, Metro Boston, Massachusetts Department of Early Education and Care

Workshop participants will engage in experiential activities to gain or enhance attributes that are positively correlated with elementary and secondary education school leadership: resourcefulness, persistence, and creativity. Looking through the lens of positive deviance, facilitators will provide an examination of cultures and communities where exceptional educational outcomes are being achieved, despite limited resources, income inequality, turbulence, and other challenges. Examples of effective approaches to education reform in a range of school settings will be emphasized. Participants will walk away from this workshop with concepts and strategies to ignite innovation in their own educational settings.

Studio 206 | Presentations | Youth Leadership

YL
Who's in Charge? Youth Dissent and Leadership

Chair: **Max B. Klau,** Chief Program Officer, New Politics Leadership Academy

YL
The Divest Movement: Lessons Learned From a Leaderless Movement

Emily Allen, Program Coordinator, Pioneer Leadership Program, University of Denver
FW **Paul Kosempel,** Teaching Associate Professor & Interim Director, Pioneer Leadership Program, University of Denver

In recent history, the re-emerging trend of leaderless movements has gained palpable momentum. As such, conventional structures of hierarchy and traditional leadership roles are being challenged by the leaderless movements of today. Researchers employed a single-organization case study design with multiple interviews to explore and explain the leaderless movement phenomena.

YL
Youth Disengagement in U.S. Politics

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

The 2016 U.S. election looked nothing like the Millennial movement of 2008. Where were the youth this time around? Find out why the youngest voting generation was not out in force and how they are using their disconnection, disengagement, and disenchantment with politics as a platform to create social change.

YL
International Student Involvement: Leading Away From Home

Sky Georges, Graduate Student, Agricultural Education and Communication, University of Florida

Culture influences how leadership is executed and experienced. International student leaders develop perceptions about leadership based on cultural practices and leadership practices in their home countries. This presentation will discuss the experience of 17 international graduate student leaders to explore the experience of international student leaders in the U.S.

Studio 211 | Workshop | Leadership Development

LD
Leadership Agility: Developing Your Repertoire of Leadership Styles

Ronald Meijers, Partner, Human Capital, Deloitte
Ron Meyer, Professor of Strategic Leadership, Tias Business School, Tilburg University

With disruptive innovation and rapidly changing business models happening all around, it should come as no surprise that leadership agility is emerging as a key competency. Leaders who understand their default leadership styles are better able to respond with the most suitable style given the situation, leading to increased effectiveness. The session will begin with an overview of the leadership agility framework, ten sets of opposite leadership styles that help leaders understand the strengths and weaknesses of both sides and identify their own current preference. Workshop participants will be challenged to reflect on how they would approach a number of cases and will be provided with a framework to draw up their own leadership development plans.

Studio 212 | Panel Discussion | Public Leadership

PL
Leading With Influence: The Strategic Role of Civil Society in Protecting Democracy

Chair: **Claudia de Castro Caldeirinha,** Manager & Senior Leadership Adviser, RedScope Consulting
Emilio Iodice, Director Emeritus & Professor of Leadership, John Felice Rome Center, Loyola University Chicago
M. von Nkosi, President & CEO, Institute for Local Innovations
Michael C. Hardy, Professor & Executive Director, Centre for Trust, Peace and Social Relations, Coventry University

The world today requires courageous leadership and audacious new thinking to preserve ethical leadership, democratic values in governance, the rule of law, and accountability between citizens and their representatives. Independent civil society actors — think-tanks, NGOs, INGOs, foundations, parties, media outlets, civic groups, etc. — are, more than ever, fundamental. This panel of senior European and American voices will explore a series of questions to interconnect the big global trends with their national/thematic realities and address leadership implications in the political, governmental, social, and civic realms.

Studio 213 | Workshop | Leadership Development

LD
Ethical Reasoning — A Foundational Skill for ALL Times

Lori K. Pyle, Associate Chair, The Madison Collaborative: Ethical Reasoning in Action, James Madison University

EF
Participants will learn a practical ethical reasoning framework for individual and group decisions, which can be applied across personal, professional, and civic settings. Created as part of a campus wide program, the Eight Key Questions framework is based on a rich intellectual heritage (e.g., Aristotle, Kant, and Mill) that challenges each of us to slow down our decision-making process. After this workshop, participants will be able to: articulate the relevance and importance of ethical reasoning skills, apply a useful ethical reasoning framework to everyday ethical quandaries, and use ethical inquiry and reasoning to create ethical cultures in various settings.

Studio 214 | Presentations | Youth Leadership

YL
Exploring Leadership Skills and Theory for Millennials

Chair: **Catherine R. Hughes,** Researcher, SRI Executive

YL
Leadership Skills for Millennials: Challenging the Status Quo

Kevin S. Bottomley, Lead Faculty Area Chair - Research, School of Advanced Studies, University of Phoenix
Sylvia Burgess, Senior Consultant, One Step at a Time Consulting (Co-Author)

The focus of traditional leadership expectations is the individual leader's developmental experience. However, millennials are seeking to take on leadership roles more quickly than previous generations. The practice-immediacy model provides a framework where millennials can take on these leadership roles while continuing to develop their own behaviors and skills.

YL
Meet the Future — A Youth Leadership Theory

Anahita Mahmoudi, Management Consultant, Delivery, Sogeti UK

The world needs leadership that can lead through constant evolution and uncover opportunities that can shape and improve organizations' future strategies. The presenter will share a theory-based, practice-proven program that bridges generations and disciplines and considers the transformation in human consciousness, culture, and social systems over the last few decades in order to accomplish this.

YL
SL
The Role of College in Developing Visionary Leadership for Societal Transformation and Innovation

Kristi Kremers, Director of Graduate Leadership Programs, Institute on the Environment, University of Minnesota

This study looked at contemporary, pioneering, visionary leaders to inform how colleges can support innovation and societal transformation by developing social change agents. The presentation will provide insights about how to better support, train, and cultivate the next generation of leaders who will face some of the greatest leadership challenges ever encountered in human history.

Studio 215 | Presentations | Leadership Education

LE
Dynamic Education: Becoming Forward Thinking About What We Teach

Chair: **A. J. Grant,** University Professor, Organizational Leadership, Robert Morris University

LE
Turbulent Leadership Education: (Re)Framing Leadership Development Through Leadership-as-Practice

Howard Youngs, Senior Lecturer, School of Education, Auckland University of Technology

Relying mainly on leader-centric views is no longer adequate in leadership education, nor is the assumption that leadership is a prerequisite for effective practice. As an alternative, a new approach posits leadership-as-practice. This presentation will illustrate how this alternative approach to leadership education can embrace turbulence and disruption.

LE
ED
Engineering Dynamic Development

Scott N. Paja, Director of Leadership & Professional Development, College of Engineering, Oregon State University

Today's graduates need dynamic leadership skills to effectively navigate interconnected global environments and deliver creative solutions to the grand challenges facing humankind. This presentation will introduce an innovative approach by the College of Engineering at Oregon State University that is scalable, inclusive, and continuously relevant to what the world needs.

The Introspective Engineer

Renske Oldenboom, Developer, Training & Coaching, MoTiv, Delft University of Technology
Günther Sturms, University Chaplain & Coach, MoTiv, Delft University of Technology
Bart de Klerk, University Chaplain, MoTiv, Delft University of Technology (Co-Author)
Hans van Drongelen, MoTiv, Delft University of Technology (Co-Author)

While this university had many outstanding programs, it lacked one on leadership. MoTiv cooperated with the faculty of applied science to set up a short program on personal leadership for second year students to foster self-insight and motivation, resulting in enhanced personal leadership. Should and will this program be implemented at all departments?

Studio 216 | Presentations | Leadership Education

All Hands on Deck: Collaborations to Enhance Leadership Education

Chair: **Craig Domeck,** Dean & Associate Professor, MacArthur School of Leadership, Palm Beach Atlantic University

Creating a Culture of Intellectual Inquiry

Janice L. Cardwell, Vice President & Director, Detroit Campus, University of Phoenix
Bonnie Ellis, Director of Academic Affairs, Detroit Campus, University of Phoenix
Yvonne Phelps, Vice President of Academic Affairs, Campus Services, University of Phoenix (Co-Author)

Campus leaders at the local campus of a large university found that a significant challenge to the goal of creating a culture of intellectual inquiry to improve student outcomes, was the lack of engagement in research and scholarship by practitioner faculty on campus. A community of scholars action research project was launched as a faculty development initiative to inspire and support this activity.

Where Do the Alumni Go? A Case Study on Innovative Alumni Engagement

Linda G. Olson, Interim Dean, Colorado Women's College, University of Denver
Mimi Bau, Community Relations & Program Coordinator, Pioneer Leadership Program, University of Denver

Alumni involvement can positively impact the ongoing success of a leadership development program. This presentation examines key successes in a seven-year initiative that meaningfully connects leadership alumni with their undergraduate successors to enrich the program, nurture life-long learning with the alumni, and cultivate fund development opportunities for undergraduates and alumni.

The Intersection of Interdisciplinary Collaboration and Creativity Using Dynamic Network Analysis (DNA)

Anthony A. Olalere, CEO, Sunrose Consulting

This research used dynamic network analysis to explore questions arguably integral to leadership education: How do organizations increase interactions that can actualize knowledge creation? What are the patterns that individuals and groups develop when generating or constraining creativity?

Studio 311 | Panel Discussion | Leadership Scholarship

Leadership in STEM — Challenges and Trajectories

Chair: **Jennifer L. S. Chandler,** Lecturer, Organizational Leadership, College of Integrative Sciences and Arts, Arizona State University
Rowan Brookes, Education Director, Faculty of Science, Monash University
Lorne Oke, Executive Director, Center for Learning and Innovation, Indiana Wesleyan University
Jim Freemyer, Professor, Doctorate of Leadership Program, Indiana Wesleyan University

Those with jobs in STEM (science, technology, engineering, and math) fields play vital roles in conducting research, designing and implementing technologies, and recommending global-reaching policies. STEM fields play an important role in a future characterized by disruptive technologies and increasing globalization. STEM workers will need to be equipped with leadership skills while working with such uncertainty, turbulence, and change. How can those who are concerned about leadership challenges within STEM, aim our leadership research in ways that assist in addressing them? Researchers grappling with these questions will share their current and planned research, and probing questions related to these challenges.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Studio 312 | Panel Discussion | Leadership Development

LD
Peace Making in Troubled Times: The Role of Leaders and Followers in Peace and Reconciliation

Chair: **Eric Schockman,** Chair & Associate Professor, Department of Leadership, Woodbury University

PE
Aldo Boitano, Executive Director, Executive Development
Whitney McIntyre Miller, Assistant Professor, Leadership Studies, Chapman University
Lorraine Stefani, Emeritus Professor of Higher Education, University of Auckland
Eric Bost, Associate Director for External Relations & Senior Advisor to the Director, Norman Borlaug Institute for International Agriculture, Texas A&M University
Vanessa Hernández, Legal Intern at Appeals Chambers, United Nations Mechanism for International Criminal Tribunals

Editors and chapter authors of a forthcoming book will discuss what it means to be a peacemaker (as a leader or a follower), how peace can be achieved in environments plagued by conflict, and the role reconciliation and forgiveness play in creating a more peaceful society. Panelists will engage the audience in a discussion of these topics, devoting ample time to Q&A.

Studio 313 | Workshop | Public Leadership

PL
Finding Insight Amidst the Fire

Andres Mauricio Bernal, Graduate Student, Public and Urban Policy, The New School

PE
Taylor Harrell, Ph.D. Student, School of Leadership and Education Sciences, University of San Diego

This workshop will create a space for deep reflection to generate understanding about the political state of the world while exploring — in a safe environment — its relevance with our relationships, attitudes, and ideals towards ourselves and others. After a brief presentation of research, there will be a facilitated open-ended dialogue grounded in case-in-point theory and group-as-a-whole systems theory to explore parallel processes occurring in the workshop and the larger global context. Utilizing this analytic approach, the group will examine possibilities for interventions at individual and collective levels that could potentially bring about new visions and social narratives about the future concluding in an emergent closing section on taking action.

Studio 314 | Refereed Paper Presentations | Leadership Scholarship

LS
Scholarship and Research on Leader Behaviors

Chair: **Kathleen Callahan,** Lecturer, Leadership and American Studies, Christopher Newport University

What can we learn from looking at leader behaviors and their antecedents in varied sectors and settings?

LS Utilizing the LBQ® & Self-Reflection in Leadership Development for Graduate Students

Jennifer Strong, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University
Larry M. Dooley, Associate Professor, Educational Administration & Human Resource Development, Texas A&M University

Graduate students need leadership development as they prepare themselves for the 21st century workplace. This study used the Leadership Behavior Questionnaire and corresponding self-reflections to challenge graduate students to not only self-identify leadership behavior, but to study how they would engage in behavior modification to become more holistic leaders in order to be more effective.

LS From Grr to Aha: Potential Leadership Behaviors to Turn Disturbances at Work Into Transformative Learning

WL
Katie Elizabeth Willocks, Faculty Member, Institute for Leadership and Sustainability, University of Cumbria
Richard Little, Professor, Institute for Leadership and Sustainability, University of Cumbria (Co-Author)
Jem Bendell, Professor of Sustainability Leadership, Institute for Leadership and Sustainability, University of Cumbria (Co-Author)

What leadership behaviors can transform disturbances at work into opportunities for learning? Changes in roles led to conflicts in three maternity wards in the UK National Health Service (NHS). This paper identified and analyzed disturbances that led to helpful outcomes where practitioners learned information about their role, boundaries, and collaborative practices. Findings and implications will be shared.

LS Human Dignity, Higher-Order Needs, and Spiritual Leadership Theory

John W. Kyle, Doctoral Student, College of Business, Social Science and Law, University of Derby

PW
Tracey Wond, Sr. Lecturer, College of Business, Law, and Social Science, University of Derby (Co-Author)
Joanne Carlier, Sr. Lecturer, College of Business, Law, and Social Science, University of Derby (Co-Author)

Human dignity, an expression of human value, has not been widely explored as an element of organizational leadership theory. This presentation will consider conceptual connections between human dignity and spiritual leadership theory, specifically regarding higher-order needs of followers and leaders.

Studio 315 | Presentations | Leadership Development

LD PW

Leader Identity: Insights from Dickens, the Book of Matthew, and Current Studies

Chair: **Tim Blessing,** Professor, History and Political Science, Humanities, Alvernia University

LD PW

Leadership in the Best and Worst of Times: Lessons From A Tale of Two Cities

John R. Shoup, Dean, School of Education, California Baptist University
Troy Hinrichs, Professor, History & Government, California Baptist University

A Tale of Two Cities is a case study on leadership in turbulent times. Dickens' historical novel identifies controversies and contradictions found in every society. This paper explores Dickens' insights on the French Revolution and provides principles for leaders to promote human flourishing in the best and worst of times.

LD PW

Finding Peace Between Leaders and Followers: Lessons That Have Stood the Test of Time

Gia R. Tatone, Instructor, Robert Morris University
Russell L. Huizing, Associate Professor of Pastoral Ministries, Ministry and Leadership, Toccoa Falls College (Co-Author)

An ideological analysis of Matthew 28:20 inspired this four sphere mentoring model aimed at helping leaders make a greater impact on the lives of their followers and their organizations — whether artistic, educational, familial, political, or faith-based. The model emphasizes trust, shared leadership, empowerment, mutual responsibility, transformative mentorship, and service.

LD PW

The Defining Moments of Leadership as Described by Men and Women?

Rich Whitney, Assistant Professor, Organizational Leadership, University of La Verne
Erin Gratz, Director, La Verne Online, University of La Verne (Co-Author)

Our initial research investigated what individuals say about their experiences of becoming a leader, specifically as related to identity, self-efficacy, and resilience. Later, the focus was narrowed to leader identity and defining moments. The current study adds the layer of gender to the analysis. Findings — including one almost universal phenomenon — will be revealed.

Studio 316 | Workshop | Leadership Development

LD

The Emotionally-Intelligent Leader: Developing Core EQ Competencies During Times of Stress

Rachelle Strawther, Assistant Director of Leadership Training and Development, Comprehensive Leadership Program, Gonzaga University

Leadership competency has shifted from a focus on technical and intellectual aptitude to a focus on emotional and relational capacity — leaders who demonstrate empathy, build rapport with others, and manage their emotional responses in stress-inducing situations. Emotional intelligence (EQ) competencies can be intentionally cultivated through coaching and exercises. This workshop harnesses those two elements into an interactive simulation that enhances core EQ competencies: self-awareness, self-regulation, and empathy. Facilitated using a video platform customized for professionals, participants will learn methods for identifying their internal and external responses to tense circumstances. The workshop will conclude with tools for continued self-reflection and strategies for effectively regulating emotions during challenging interactions.

FRIDAY
13 OCTOBER | 15:00 - 16:30
CONCURRENT SESSION 3

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

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- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Panel Discussion | Leadership Scholarship

LS EF
Authentic Leadership: Explorations and Interrogations

Chair: **Carole J. Elliott,** Professor, Roehampton Business School, University of Roehampton
Leigh Fine, Assistant Professor, School of Leadership Studies, Kansas State University
Wendy Fox Kirk, Assistant Professor, Business Administration, Weber State University
Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University
Faith W. Ngunjiri, Associate Professor of Ethics and Leadership, Offutt School of Business, Concordia College
Maylon Hanold, Program Director, Sport Administration and Leadership, Seattle University
Rita A. Gardiner, Assistant Professor, Critical Policy, Equity and Leadership Studies, Faculty of Education, The University of Western Ontario
Kathy-Ann C. C. Hernandez, Professor, Organizational Leadership, Eastern University

Authentic leadership (AL) is a topic of interest to practitioners and theorists alike. This panel will consider how AL is affected by structural barriers, power differentials, and individual prejudices, which can each negatively influence our ability to lead authentically. As evidenced in scholarly and popular literature, AL may overlook significant issues that threaten its potential contributions to leadership. These issues may arise from unconscious biases that develop into institutional norms and standards of practice. Panelists will explore and interrogate AL through diverse theoretical lenses and practical experiences, offering new approaches to AL development and new perspectives on authentic engagement in the workplace.

Circle 210 | Workshop | Business Leadership

BL
Exceptional Leadership by Design

Madeleine van der Steege, Adjunct Professor, Business and Leadership Studies, Webster University, Lieden
Greg Morgan, Executive Partner, Allora Leadership and Coaching
Gloria J. Burgess, Professor, Transformational Leadership, Seattle University
Bettina von Stamm, Innovation Philosopher, Story Teller, & Catalyst, Innovation Leadership Forum

Leadership — a complex mix of processes, context, and followership — incorporates far more than any single leader is able to provide, especially in these turbulent VUCA times. This workshop will incorporate the work of its international facilitators/authors to interactively discuss how organizational leadership can intentionally coalesce various interconnected components by using design thinking to facilitate effective leadership within an organization. Roundtable discussions between facilitators and participants will explore how organizational leadership, through the process of intentional design, can move to leadership that creates the right contexts for organizational thriving.

CS3 FRI
15:00–16:30

Circle 310 | Workshop | Business Leadership

BL
Using Intercultural Competencies to Remove Unconscious Bias When Leading

FW
Joanne Barnes, Dean, Graduate School, Indiana Wesleyan University
Allan W. Bird, Darla and Frederick Brodsky Trustee Professor in Global Business, International Business & Strategy, Northeastern University
Chris T. Cartwright, Director of Intercultural Assessment, Intercultural Communication Institute
Brad Grubb, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University

As populations become more diverse, many leaders struggle to relate effectively to all of their followers. Our skills as leaders must include the ability to recognize, reduce, or remove biases, and the intercultural competencies to work effectively with others. Based on foundations of global and intercultural competence frameworks and implicit bias theory, this interactive session will utilize brief lecturettes, small group exercises, and facilitated discussions. Participants will gain a deeper understanding of implicit bias, learn how to apply intercultural effectiveness competencies to lessen conflict and turmoil, and consider how to apply these principles and practices to their own organizations.

Silver Hall | Panel Discussion | Business Leadership

BL
Power of Purpose

Co-Chair: **Gillian Secrett,** CEO, Møller Centre, Churchill College, University of Cambridge
Co-Chair: **Cynthia Cherrey,** President & CEO, International Leadership Association
Georgia Sorenson, Leadership Scholar & Fellow, Møller Centre, Churchill College, University of Cambridge
Steve Kempster, Professor, Leadership and Management, Lancaster University
John Heiser, President & Chief Operating Officer, Magnetrol International, Inc.

Businesses that are able to articulate and live by their purpose, create demonstrable and commercial advantage for their staff, their customers, and the wider context or community within which they exist. The Power of Purpose symposium hosted earlier this year by the Møller Center and the ILA examined the business case for a compelling common organizational purpose and how the power of invisible leadership can propel an organization forward to ensure continued success. Participants worked at the nexus of theory and practice and included leadership scholars, CEOs from successful global organizations, and their HRDs. Panelists will recap the results from the symposium and continue the conversation as they look toward the 2018 symposium.

Studio 201 A+B | Panel Discussion | Leadership Development

LD
WL
Overcoming Institutional Challenges to Building the Pipeline of Women and Girl Leaders

Chair: **Jennifer Martineau,** Senior Vice President, Research, Evaluation & Societal Advancement, Center for Creative Leadership
Abeer A. Alharbi, Assistant Professor, Faculty of Sciences, Princess Nourah University
Cathleen E. Clerkin, Senior Research Faculty, Global Research and Evaluation, Center for Creative Leadership
Regina Eckert, Faculty Team Manager, EMEA, Center for Creative Leadership
Susan R. Madsen, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

More and better leadership, quickly. These five words say it all, but how? Answers are complex. Making the challenge more difficult is that females — 51% of the world's population — still fill only a small percentage of executive leadership positions. The intent of this session is to uncover the institutional barriers and opportunities for girls and women in leadership. Panelists from four countries will illustrate, drawing from research and practice, the ways in which institutions act to narrow the pipeline of women moving into leadership roles and — more importantly — will emphasize opportunities to broaden and fill this pipeline.

Studio 202 | Symposium | Business Leadership

BL
Tempestuous Times Call for Transformational Measures

Chair: **Gus Gustafson,** Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University
Commentator: **Ronald E. Riggio,** Henry R. Kravis Professor of Leadership and Organizational Psychology, Kravis Leadership Institute, Claremont McKenna College

It's a bird, it's a plane… no it's a transformational leader! In this thought-provoking symposium, three executives will share proven strategies for leading inclusive change during tempestuous times.

→

BL
Leveraging Mindfulness and Transformational Leadership
Barbara Steel, Vice President, Advisory Services, Bersin by Deloitte

Given the multitude of proven theories and approaches leaders can utilize, should mindfulness be leveraged as one of them to serve as a catalyst for transformational leadership? This presentation will utilize recent findings on mindful leadership research to demonstrate the connection between mindfulness and transformational leadership.

BL
Transformational Leadership and the Management of Paradoxical Tension: A Process From the Field
Nancy Sayer, Director, SamaraCare Consulting

Changes in technology, the global economy, and the political arena are so fast that today's solution is often tomorrow's problem. Based on interviews with 20 leaders, this presentation will reveal a process for managing paradoxical tensions that emerged from their leadership practice and that parallels the construct of transformational leadership.

BL
Effective Leadership in Virtual Teams
Daniel B. Blood, Training Director, Learning Services, Liberty Mutual Insurance

Within many of today's organizations, there continues to be an increase in the use of virtual work teams. Both organizations and individuals see advantages from these arrangements including workplace flexibility and expense reductions. This presentation will explore research on the strategies for effective leadership in a virtual environment.

BL
Transformative Ethical Leadership (TEL): Enabling Advantage in a VUCA world
Colleen P. Lyons, Ethics Advisor, Boeing Global Services, Senior Ethics Advisor, Boeing; Ph.D. Candidate, Benedictine University

Compliance and ethics may help a company survive in the turbulence of a VUCA market, but that is not enough. This presentation will describe how transformative ethical leadership (TEL) is a differentiator in a fiercely competitive market, discussing how TEL can enable organizations to embed enabling leadership values to prosper and flourish.

Studio 203 | Presentations | Business Leadership

BL
Leader-Follower Dynamics During Crisis and Change
Chair: **Marc Hurwitz,** Associate Director, Undergraduate Studies, Conrad Business, Entrepreneurship & Technology Centre, University of Waterloo

BL
Micro-Cultures and Ethical Decision-Making During Organizational Crises
William E. Mumley, Lecturer, Leadership Studies, International Leadership University

FW
Various business case studies show that emergency micro-cultures often emerge in times of crises with organizational survival being their primary ethical driver. Unless insiders — leaders or followers — elevate frames of reference beyond the immediate context, choices remain governed by proximate survival priorities with minimal regard for long-term ethical consequences.

BL
Followership Values and Traits of Senior Enlisted Advisors Within the United States Special Operations Forces
FW
Daniel L. Williams, Indiana Wesleyan University
Bri Flynn, Enterprise Manager, Executive Coaching & Mentoring, Global Leadership Development, John Deere
Kathleen Callahan, Lecturer, Leadership and American Studies, Christopher Newport University (Co-Author)

The Special Operations community consists of some of the most highly trained, educated, and diverse individuals in the world. This presentation will explore how their followership values and traits have developed during their many years of service in peace, war, and other turbulent times.

BL
Changing the Change Model: How Do We Listen to Other Voices?
Laura J. Matson, Ph.D. Candidate, Doctoral Program in Leadership Studies, Gonzaga University

FW
A look at the gap between leader and follower interpretations of the problem, solution, and implementation of change. While leaders may frame the change, followers are often tasked with implementation. Does a perception gap reduce the success of the change effort? Can leadership develop a context to understand followers' interpretations?

BL
Servant and Level 5 Leadership in Turbulent Times: Do They Actually Work?
Wilbur Reid, Professor & MBA Program Director, School of Business and Public Leadership, Johnson University

PW
Literature theorizes that servant leaders might be particularly effective in turbulent times, but there is no empirical evidence to support that theory. This paper considers the leaders people turn to during crises, their effectiveness, and the levels of servant and level 5 leadership found in those leaders.

Studio 204 | Workshop | Public Leadership

Refugees Welcome: The Role of Public Sector Leadership to Foster Sustainable Integration

Jeffrey C. Beeson, Founder, World Café Europe

Patricia Munro, Managing Director, World Café Europe

New approaches are required from public sector leadership to successfully deal with the challenge of integrating millions of refugees in countries throughout Europe. Successfully used in many other settings, this model engages individuals, organizational representatives, government officials, and other stakeholders in large scale dialogues to develop innovative solutions to pressing challenges. The workshop will introduce two projects that explored Germany's current dilemma of integration of refugees from the Near East and Africa. A mix of presentations, dialogue rounds, and group reflection will address the roles of public sector leadership and civil society to develop systemic and sustainable approaches to foster successful integration in European society.

Studio 206 | Symposium | Leadership Development

Polarity Thinking: An Essential Leadership Capability in a Rapid, Uncertain, Paradoxical, and Turbulent World

Chair: **Leslie S. DePol,** CEO, Polarity Partnerships

Commentator: **Barry Johnson,** Founder, Polarity Partnerships

Over the last three years, effective understanding of how to constructively lead polarity has quickly gone from one of many sets of skills needed to perhaps the set of skills that will make the difference between democratic inclusion and isolationist catastrophe. This symposium will explore polarity thinking as an essential leadership capability in today's world. Presenters from diverse organizations and many countries will detail and discuss key concepts, research, tools, and strategies.

Making Your Complex Realities Work for You Rather Than Against You

Leslie S. DePol, CEO, Polarity Partnerships

The research is clear. In today's world of increasing interdependence and complexity, leaders, teams, organizations and nation states that leverage polarities (such as centralization and decentralization) outperform those that don't. Given that, the presenter will offer insights and experiences to answer: How exactly does a leader leverage polarities?

Recognizing Polarities in Immigration Issues

Michael A. Buchmann, Founder, Executive Synergy

One-sided views and policies haven't solved much. This presentation will work with a polarity concerning immigration: Maintaining national cultural identity and fostering multicultural openness. The use of a polarity map to describe both side's values and fears, early warnings, and suggested actions will be assessed as a tool to open minds and find new balance, security, and peace.

Polarity Wisdom for Leadership Maturity

Beena Sharma, President, Center for Leadership Maturity

Introducing the idea of polarities and helping leaders navigate stage-related polarities can be one of the most powerful ways of facilitating vertical development. This presenter will introduce the concept, focusing on some core polarities characterizing each stage of development and exploring how the journey of the evolving leader can be supported through polarity wisdom.

Evidence-Based Insights Into Leveraging Virtual Team Polarities

Emily Hoole, Group Director, Global Research and Evaluation, Center for Creative Leadership

Jean Leslie, Director of Strategic Initiatives, Center for Creative Leadership (Co-Author)

This research explored the role of polarities in virtual teams' effectiveness. The central research premise was that teams who understand and are able to leverage polarities will achieve and maintain greater effectiveness over time. Findings and implications will be shared, particularly as they apply to rapid, uncertain, paradoxical and turbulent situations.

Studio 211 | Panel Discussion | Leadership Education

LE

Adult Learning Through Collaborative Leadership

Chair: **Catherine Etmanski,** Professor & Director, School of Leadership Studies, Royal Roads University
Kathy Bishop, Associate Professor, School of Leadership Studies, Royal Roads University
Éliane Ubalijoro, Executive Director, C.L.E.A.R. International Development
Doug E. Paxton, Co-Director, Leadership Center, Saint Mary's College of California
Ken Otter, Co-Director, Leadership Center, Saint Mary's College of California

The authors of the articles in a special issue of New Directions in Adult and Continuing Education will talk about their experiences as leadership educators, consultants, and executive coaches focused on the opportunities and challenges experienced with engaging in adult learning and collaborative leadership. With session participants, the presenters will invite reflection and dialogue about the strategies and core values that have cultivated their commitment to collaborative leadership learning particularly during these challenging times. The authors will weave theory with practice by showcasing real-life examples of collaborative leadership and learning.

Studio 212 | Workshop | Youth Leadership

YL

Trauma to Empowerment: Fostering Youth Leadership Using Student Voice and Mindfulness-Based Practice

Lindsay Lyons, Student, Graduate School of Leadership and Change, Antioch University
Danielle Treiber, Education Manager, Discovery Science Center – Orange County, CA; Antioch University

Triggers bring trauma to the surface, but student responses to trauma can be difficult to recognize. This interactive workshop will unpack how to the use the tools of student voice and mindfulness-based practice to recognize and transform trauma into personal empowerment that fosters student leadership development. Practices for mainstream and alternative primary and secondary classrooms and relevant research will be highlighted. Small and large group exercises and discussions will identify potential barriers to effective implementation of empowerment strategies in your classroom or school and solutions to overcome those barriers. Trauma is a fact of life. It doesn't have to be a life sentence. Join us if you are interested in fostering hope for future generations!

Studio 213 | Workshop | Leadership Scholarship

LS

Emerging Leadership Vistas

Perttu Salovaara, Adjunct Professor, Stern School of Business and School of Management, New York University
Barbara Simpson, Professor, University of Strathclyde
Arja Ropo, Professor, Faculty of Management, University of Tampere

This workshop for scholars and researchers is constructed on the premise that before we can develop new theoretical vistas in leadership, we need to uncover the hidden assumptions that unconsciously shape our efforts at theory-building. A series of small-group, structured dialogues will surface taken-for-granted premises about leadership and leaders and consider implications for research design and theorizing.

Studio 214 | Panel Discussion | Public Leadership

PL

Elevating Political Leadership, Civic Discourse, and Behavior

Chair: **Ira Chaleff,** Author, *The Courageous Follower*
Claudia de Castro Caldeirinha, Manager & Senior Leadership Adviser, RedScope Consulting
Marta Martinelli, Head of EU External Relations Team, European Policy Institute, Open Society Foundations
Elżbieta Jabłońska, Lecturer, Political Science, Warsaw School of Economics

A fundamental role of leaders is to harness the energy of the people around them and channel it to productive ends. Likewise, a fundamental role of their chief staff is to support these endeavors. In all cases, this is easier said than done. Presenters — all of whom have worked with top political leaders in diverse political settings — will respond to a series of thought-provoking questions to share their experiences on how leaders in different contexts have lead inclusively with integrity, ethics, emotional intelligence, dignity, and a spirit of service. Consideration will be given to the role and effective approaches of followers. This promises to be a lively and important discussion.

CS3 FRI 15:00–16:30

Studio 215 | Symposium | Business Leadership

BL
Global Leadership Excellence: Thinking, Doing, and Core Competencies

Chair & Commentator: **Stephanie Quirk,** Coordinator of Student Life, College of DuPage

Is being a global leader determined by the geography in which you work, or by the way in which you do your work? This session explores the specific competencies of global leadership, how global leaders think, what global leaders do, and how global leadership is more than just domestic leadership on steroids.

BL
The State of Global Leadership Research: Investigating Competencies, Complexity, Cognition, and Behavior

Joyce Osland, Lucas Endowed Professor of Global Leadership & Executive Director GLAC, School of Global Innovation & Leadership, San Jose State University

The study of global leadership is relatively new. Most studies to date have focused on competencies — finding over 200. The presenter will synthesize the current research, focusing on the factor of complexity, and will suggest new areas of study to understand global leader behaviors and thought.

BL
The Role of Expertise in Leading Global Change: Excellence Through Expert Cognition

Amber A. Johnson, Chief Communications Officer, Center for Values-Driven Leadership, Benedictine University
Lisa Ruiz, Senior Director, Regulatory Affairs, AbbVie, Inc. (Co-Author)

How do global leaders think about change? This research explores expert cognition through two case studies of global executives leading significant change processes. The presenter discovered complex thought processes that draw from vast experience, making it possible to overcome ambiguity, exert influence, span boundaries, code-shift, and deliver excellence despite high-stakes situations.

BL
What Do Global Leaders Actually Do? The Nature of Global Leaders' Work

Tina Huesing, Chief Consultant, Wyrmwood Consulting
Jim Ludema, Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University

In 1973, Henry Mintzberg observed five domestic leaders and explained what they do in *The Nature of Managerial Work.* This research team recently studied five global leaders to learn what effective global leaders actually do on a day-to day basis. The presentation will compare and differentiate findings, and suggest implications for research and practice.

Studio 216 | Presentations | Leadership Education

LE
WL
Inclusive Leadership Education: Considering Gender in What We Teach and Practice

Chair: **Heather A. Henderson,** Director/Faculty/Student, Education, City University of Seattle

LE
WL
Developing Female Leaders: A Case Study of a STEM Leadership Program

Dominique Parrish, Associate Professor, Faculty of Science, Medicine and Health, University of Wollongong

There are 60% less females than males in higher education STEM leadership positions. This paper presents a case study of a leadership development initiative that sought to address this turbulence and lack of female leadership and in doing so brought about desirable outcomes at the individual, faculty, and institutional levels.

LE
WL
The Perception of Chinese Higher Educators Toward Leadership Effectiveness in Regard to Gender

Kanglei Meng, Graduate Assistant, Organizational Leadership, Western Kentucky University

This study examined followers' perceptions of effective leadership behaviors in order to determine how Chinese higher educators define effectiveness and whether there is a correlation between perception and a leader's gender. Factors considered included conscious and unconscious gender bias, Chinese culture, and identity.

LE
WL
The Value of Exploring the Intersection of Leadership, Communication, and Self-Efficacy

Stephanie E. Raible, Instructor, University of Minnesota Duluth

The purpose of this presentation is to establish the state of the literature on female leadership, communication, and leadership self-efficacy in order to explore experiences of leadership communication and how it operates when confronting challenges such as gender role stereotype and power dynamics.

LE
WL
Word to the Wise: Fostering the Development of Women's Voice in Leadership

Amber Manning-Ouellette, Lecturer of Leadership Studies, Catt Center for Women and Politics, Iowa State University
Katherine L. Friesen, Leadership Instructor, College of Engineering, Iowa State University

Women's voices in leadership are important in order to survive in a university setting, persist to graduation, achieve job placement in inclusive environments, and obtain upper level professional positions. The presenters will address and provide strategies for the development of voice, mind, and self in undergraduate women concurrently enrolled in a leadership studies program.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Studio 311 | Workshop | Leadership Development

LD
Creating a Mindful Organization

PE
Kathryn Goldman Schuyler, Professor, Organization Development, Alliant International University
Cheryl Getz, Associate Professor, School of Leadership and Education Sciences, University of San Diego
Subhanu Saxena, Regional Director, Life Science Partnerships, Europe, Bill & Melinda Gates Foundation

Leaders who seek to create mindful organizations can do so, even within larger systems that are overwhelmingly complicated and bureaucratic. Creating mindfulness in any organization takes desire, intention, and persistence using simple processes to create a healthier work culture that promotes mindfulness and joy during work. Based on qualitative action research, this session will engage participants in a series of reflection and awareness practices and small group exercises, to discover how they can create such an organization within their own workplace. No advance preparation is necessary and a wide range of levels of experience with regard to mindfulness will be accommodated.

Studio 312 | Workshop | Business Leadership

BL
Building an Effective Network as a Change Agent

Donna Chrobot-Mason, Associate Professor, Center for Organizational Leadership, University of Cincinnati
Charles J. Palus, Senior Fellow, Center for Creative Leadership

Achieving lasting change to address complex challenges requires not just a single leader, but rather a leadership network. This workshop will provide participants with opportunities to map and assess their leadership network in the context of a challenge or goal, examine the extent to which they are interconnected with other change agents (leaders, groups, or organizations), and identify strategies to enhance the reach of their network to lead more effectively. In addition, participants will experience the technique of hand-drawn network maps to enhance one's network perspective and will leave with an action plan to improve their network.

Studio 313 | Workshop | Leadership Education

LE
Managing Conflict Across Cultures

PE
Lauren Moloney-Egnatios, Intercultural Training Specialist, Robertson Center for Intercultural Leadership, International House, University of California, Berkeley
Jason D. Patent, Director, Robertson Center for Intercultural Leadership, International House, University of California, Berkeley

Conflict can interfere with productivity and work satisfaction, and can affect bottom-line outcomes. How can we deal with conflict and lead most effectively? How does culture influence how we approach conflict? How is our own style similar to or different from those in our workplace? This workshop will address these questions and more by examining four conflict styles grounded in recent intercultural leadership research, and developing strategies for bridging differences. The Intercultural Conflict Style Inventory will be introduced and practiced to equip global leaders with strategies for resolving conflict more effectively at the cognitive, affective, and skill-building levels.

Studio 314 | Symposium | Business Leadership

BL
The Future of Religious Leadership in Turbulent Postmodernity

PW
Chair & Commentator: **Joke van Saane,** Professor of Education, Theology and the Psychology of Religion, Vrije Universiteit Amsterdam

Europe has been a turbulent context for the praxis and interpretation of religious leadership during the last fifty years. Much has been written and said in historical and theological research about this past. But what does the future of religious leadership hold, particularly in Europe? Current research will be presented with an invitation for others to join the next phases of the research project.

BL
Does Religious Leadership Have a Future? Introducing the Social Context (Turbulence) and the Project

PW
Eddy Van de Borght, Desmond Tutu Professor of Systematic Theology, Vrije Universiteit Amsterdam
Leon Van den Broeke, Assistant Professor, Vrije Universiteit Amsterdam; Theologische Universiteit Kampen

In 2010 an interdisciplinary group of Dutch/Belgian scholars began a three-phase study of religious leadership to examine the well-being of religious leaders, reactions of religious denominations to changing leadership practices, and ways educational institutions are adapting. Presenters will map challenges for leaders and members of religious communities, especially concerning training of upcoming religious leaders.

CS3 FRI 15:00–16:30

BL PW

Well-Being and Burnout Among Dutch Religious Leaders in Times of Transition

Sake Stoppels, Coordinator, Leadership Master Specialisation; Assistant Professor, Practical Theology, Vrije Universiteit Amsterdam

Dutch pastors — many of whom do not like the word leader — on average struggle less with burnout than other workers, but they are also less enthusiastic about their work than other occupational groups. This presentation will explore what this and other data from a large-scale empirical research project suggests for leadership development within churches.

BL PW

Changing Shapes and Constellations of Religious Leadership: Organizational Adaptation to New Realities

Jack Barentsen, Associate Professor & Chair of Practical Theology, Evangelische Theologische Faculteit, Leuven

Institutional religion has faced dramatic declines in Western societies. Increasing social pressure and political scrutiny, as well as changing roles of religious tradition and belief, continually create new challenges for religious leadership. How have religious leaders and their communities adapted to respond to these new realities?

BL PW

Educational Challenges for Religious Leader Development: The Story of Theological Universities and Seminaries

Hans Schaeffer, Senior Lecturer, Practical Theology, Theological University Kampen

How do church denominations and theological training institutes in the Netherlands and Belgium view changes in religious leadership and its requirements? Focus groups with participants from 15 denominations and 17 theological schools indicate that these views are shaped by interaction between context and (historical) identity of churches and their trainees.

Studio 315 | Panel Discussion | Public Leadership

PL

Do All Leaders Need a Stretch Class?

Chair: **Matt H. Qvortrup,** Professor, Political Science, Coventry University

Matthew Taylor, Chief Executive, Royal Society for the Encouragement of Arts (RSA), Manufactures and Commerce

Michael C. Hardy, Professor & Executive Director, Centre for Trust, Peace and Social Relations, Coventry University

A recurrent problem for all leaders is how to keep the show on the road while creating the space for change, i.e., how to manage in the current flawed system while trying to reform that system. Yet for no leader is simply coping a sufficient approach. Instead, we need to see mission, possibility, management, leadership, and innovation as links in a chain of improvement. With decades of experience, two senior UK public leaders — Matthew, a former adviser to Prime Minister Tony Blair who is now leading RSA, a 260-year-old organization focused on enriching society and shaping the future through ideas and action; and Michael, the founder of the Coventry University Centre for Trust, Peace and Social Relations, established just three years ago — will launch a thought-provoking conversation on the real-life challenges and strategies of leading and sustaining complex organizations.

Studio 316 | Workshop | Leadership Development

LD AL

On the Edge: New Perspectives Using the Artistry of Music and Poetry

Michael Chirichello, Consultant, Leadership Matters LLC

Dare to go to the edge and enjoy new views! Come experience the intersections of music, poetry, and leadership to reveal innovative, intersectional ideas that leap in new directions. Using the lens of the Medici Effect, this experiential session will move beyond the cause and effect relationships of the Newtonian era and toward the power of quantum physics where webs of interrelated ideas emerge. Participants will: explore music and poetry as essential tools for thinking, understanding, and communicating about leadership; experience leader-full and leader-less ensembles; and be challenged to convey their worldview of leadership through poetry.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

9th Annual Emerging Scholars Research Consortium

FRIDAY 13 OCTOBER | 16:45–17:45 | SQUARE – HALL 300

In this exclusive event, doctoral students and junior scholars share their latest research efforts and receive valuable feedback, advice, and fresh perspectives from seasoned scholars.

Thank you to South-Eastern Finland University of Applied Sciences – XAMK for being a Gold Sponsor and sponsoring this event!

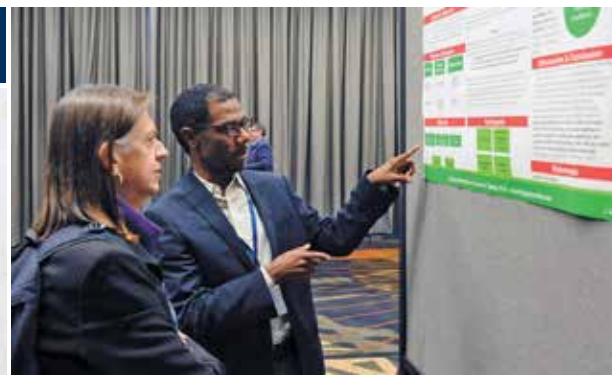
Please note, this event is open to pre-selected participating Junior and Senior scholars only.

Thank You Senior Scholars

JoAnn Barbour, Gonzaga University
Allan Bird, Northeastern University
Michelle Bligh, Claremont Graduate University
Heewon Chang, Eastern University
Joanne Ciulla, Rutgers University
Barbara Crosby, University of Minnesota
Lucy Gilson, University of Connecticut
David Greenhalgh, Eastern University
Eric Guthey, The Copenhagen Business School
Petra Kuenkel, Collective Leadership Institute
Kevin Lowe, University of Auckland
Rhonda McClellan, University of Central Arkansas
Robert McManus, Marietta College
Kirk Mensch, Eastern University
Faith Ngunjiri, Concordia College
Stella Nkomo, University of Pretoria
Becky Reichard, Claremont Graduate University
Sen Sendjaya, Monash University
Jean-Anne Stewart, Henley Business School
Lynn Thurloway, Henley Business School
Mary Uhl-Bien, Texas Christian University

Participating Junior Scholars

Laural Adams, Virginia Commonwealth University
Pamela Andrews, Pepperdine University
April H. Bang, Teachers College, Columbia University
J.W. Bergmann, Johnson University
Sandra Dennis, Government of British Columbia, Canada
Maria E. Dezenberg, Antioch University
Emma Fieldhouse, International Development Research Centre (IDRC)
Nicole Ferry, Washington State University
Nuvala Fomban, Indiana Tech
Benjamin Hamer, University of Canberra
Emily L. Harris, University of Central Arkansas
Dustin Homan, Ohio State University Extension
Ai Ito, NEOMA Business School
Dorine Lawrence-Hughes, University of Michigan
Amber Manning-Ouellette, Iowa State University
Stephanie Quirk, College of DuPage
Ibtissem Rouine, Université Lille 2
Trisha Teig, Florida State University
Maritza Torres, Florida State University
Kayla Waldorff, University of Florida
Aoi Yamanaka, George Mason University



FRIDAY
13 OCTOBER | 16:45-18:15
INTERACTIVE ROUNDTABLE DISCUSSIONS

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Interactive roundtable discussions 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 22 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

BL **1. Complex Adaptive Leadership: A Unified Theory**
Steven M. Walker, Professor, Leadership Studies, National University
Daryl V. Watkins, Associate Dean, College of Business, Embry-Riddle Aeronautical University
Matthew P. Earnhardt, Assistant Professor, College of Business, Embry-Riddle Aeronautical University (Co-Author)
The presenters will discuss an instrument developed to assess complex adaptive leadership in organizations and how to use this instrument to navigate organizations through turbulent times. The instrument was developed because such a tool did not exist before.

BL **2. Meaningfully Embedding Core Values in Organizations: A Pragmatic Guide for Practitioners**
Travis A. Berger, Founder & Managing Partner, Vide Consulting Group, LLC; Assistant Professor, Business, Alvernia University
John A. Anderson, ALS Program Coordinator, Sociology, Indiana University of Pennsylvania (Co-Author)
This discussion will explore six critical factors, identified through an analysis of research and best practices, associated with meaningfully embedding core values throughout an organization. A guide for developing a core values initiative and a core values initiative logic model will be introduced.

BL **3. Navigating the Successful Use of Personas in Turbulent Times**
Erik Bean, Associate University Research Chair, Center for Leadership & Educational Research, University of Phoenix
Jeofrey Bean, Professor Advanced Digital Marketing and Customer Experience, Extension Business, University of California at San Diego (Co-Author)
Companies can thrive through turbulence if they deliver valuable customer experiences (CX). The leaders, just 5% of all businesses, rely on persona intelligence (PI). Please join this engaging discussion about customer experience and persona development best practices as it pertains to leadership decision making for industry and the academy.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

IRT FRI
16:45-18:15

BL ED
4. Positive Employee Engagement Best Practices for Leaders
Craig Domeck, Dean & Associate Professor, MacArthur School of Leadership, Palm Beach Atlantic University
Arthur H. Johnson, Professor, MacArthur School of Leadership, Palm Beach Atlantic University

After briefly sharing findings from their institution and positive leadership knowledge, presenters will launch a discussion to identify best practices of how leaders positively engage employees, with the understanding of situational differences and context differences in various organizational settings.

BL WL
5. Women's Leadership Paths and the University Presidency
Rich Whitney, Assistant Professor, Organizational Leadership, University of La Verne

The stories of ten university women presidents and the continuing barriers to their professional progression will be explored, providing a framework for this discussion on work/life negotiation, perceptions about women's leadership style, and a lack of mentoring relationships.

BL ED
6. Top Management Processes That Facilitate Innovative Ambidexterity
Lothar Winnen, Professor, Business Economics, HMKW Cologne - University of Applied Sciences
Rafael Wilms, Academic Employee, Business & International Management, South Westphalia University of Applied Sciences
Ralf Lanwehr, Professor, Engineering and Economics, University of Applied Sciences (Co-Author)

Ambidextrous organizations exploit their existing capabilities and explore new opportunities, enabling them to outperform others. It is challenging for top management teams to stay in two worlds — success in each requires unique actions while partly contradicting the other. Findings of a quantitative research study exploring how top management teams foster innovative ambidexterity will launch this discussion.

BL
7. The Global Responsibility Gene
John North, Executive Director, Globally Responsible Leadership Initiative (GRLI)

As eight billion of us collectively press against multiple ecological boundaries, with associated challenges to our societal and economic stability, the time has come to collectively amplify the demand for global responsibility in leadership and practice — and to activate the global responsibility gene within ourselves and others. The next frontier for ILA members is to spark a collective "call to action" within networks, associations, and disciplines stretching beyond our network and the wider leadership development ecosystem. Join this roundtable to work on amplifying such a call, and help activate the global responsibility gene in all of us.

BL
8. Abundant Leadership: What It Is and How to Spot It
Helen Caton Hughes, Managing Director, The Forton Group

Today's leadership models and myths are predicated on scarcity paradigms, not abundance. Facilitated by the creator of the Leadership Routemap™, a tool for bringing the best out of business leaders, this roundtable will explore what abundant leadership is, why it matters, and how to spot it

Leadership Development

LD
9. A Reality Check: Leading in Times of Artificial Intelligence
Bert De Coutere, IP & Innovation Lead, EMEA, Center for Creative Leadership

Artificial Intelligence (AI) is out there, and it is moving fast! But how do we act as leaders in a world with increased AI around us? By exploring a series of concrete cases, this discussion will uncover mindsets and skill-sets needed to lead in the age of algorithms.

LD FW
10. Diffusion of Followership
Donald R. Kudek, Assistant Professor, Wisconsin Lutheran College

The U.S. presidential election and the UK's EU membership referendum highlighted the need for greater understanding of why people follow others. Do followers go through an adoption process similar to how consumers adopt a new product? A new theory, the followership diffusion concept, based on the diffusion of innovation theory (Rogers, 1976), will be shared and debated.

IRT FRI
16:45–18:15

11. Exploring Leadership Coaching Readiness in Capstone Experiences

LD

Andrew Wefald, Associate Professor, Staley School of Leadership Studies, Kansas State University
Marcia Hornung, Instructor & Coordinator of Partnerships, Staley School of Leadership Studies, Kansas State University
Brandon Kliewer, Assistant Professor, School of Leadership Studies, Kansas State University (Co-Author)

We are interested in sharing coaching practices that shape leadership identity, efficacy, and motivation. Participants will leave with resources that describe coaching principles integrated into the Snyder Leadership Legacy Program and engage in a conversation on how coaching helps students transition from college to early career in turbulent times

12. Exploring the Motivation to Lead During Emerging Adulthood

LD

John Dulay, Graduate Research Manager, Kravis Leadership Institute, Claremont McKenna College
Sherylle Tan, Director of Internships and KLI Research, Kravis Leadership Institute, Claremont McKenna College

When are the key moments to nurture the leadership engagement of youth? Is it the senior year of high school or the sophomore year of college? Does it matter? A study that observed individual differences in motivation to lead from senior year in high school to senior year in college will ground this discussion.

13. Imagining New Possibilities for Developing Leaders

LD

Kerry L. Priest, Assistant Professor, Staley School of Leadership Studies, Kansas State University
Julia Fabris McBride, Vice President, Kansas Leadership Center (Co-Author)

If you aspire to transform individuals and teams through education, training, or coaching, this roundtable is for you. Join a conversation that redefines leadership learning — imagining how teaching leadership can be provocative, purposeful, and engaging. How can we mobilize others to make progress on the challenges facing our organizations and communities?

14. Just Because You Think Something Is Impossible, Doesn't Mean You Don't Have to Work on It!

LD

Joanna Jack, Faculty, EMEA, Center for Creative Leadership
Sabina Stritch, Faculty, Center for Creative Leadership

Recent political events across Europe and the United States have led to incredulity, amazement, and sheer disbelief — and yet the impossible is becoming possible. Are business leaders living in a bubble? What are the business issues of living in an echo chamber? What are the implications for leadership?

15. Latina Leadership in the United States — A Crisis of Representation

LD
WL

Cristina Padilla, Consultant, School of Leadership and Education Sciences, University of San Diego
Briseida Elenes, Ph.D. Student & Instructor, School of Leadership and Education Sciences, University of San Diego

Latina women are disproportionately underrepresented in leadership roles in the United States. This roundtable will examine the state of Latina leadership in the U.S. and discuss whether culturally-tailored leadership programs are a viable solution to the obstacles Latinas face in obtaining positions of leadership.

16. Safe Space: Nurturing Holding Zones as a Critical Component of Adaptive Leadership

LD

Gregory L. Clarke, Ph.D. Student, Organizational Leadership, Eastern University
Joshua Broward, Pastor, Duneland Community Church (Co-Author)
Connie D. Allison, Director, Teaching & Learning Technologies, Liberty University (Co-Author)

Our entry point is a case study of adaptive leadership theory in the Church of the Nazarene in the USA, where the lack of safe space has become a significant problem for pastors. The discussion will be expanded to consider the implications of safe space for leaders coping with adaptive changes in other contexts.

17. Seven Deadly Narratives of Leadership: Exploring the Dark Side

LD
EF

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

This discussion will reframe the classic list of seven deadly sins into the context of organizations and the practices of leaders in turbulent times. Do leaders subtly fall into rationalization, self-justification, foolishness, and callous indifference through being complicit with their maleficent internal narratives? What leader development interventions might respond to wrongheaded leader narratives?

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

LD FW
18. Shared Leadership: What Can Be Learned From Fish and Ants
Marc Hurwitz, Associate Director, Undergraduate Studies, Conrad Business, Entrepreneurship & Technology Centre, University of Waterloo
Stephanie Colbry, Assistant Teaching Professor, Leadership Studies, College of Professional Studies, Northeastern University
Are there follower fish, transformational ants, or situational wolves? It turns out that many animals enact shared leadership. Recent research on fish and ants will be shared to spark a unique debate: How are leadership and followership in humans both different and the same as in other animals? What can we learn from this?

LD
19. Leadership by Lion Taming — Back to the Evidence
Bob Hughes, CEO, The Forton Group
Explore Schroder's model of High Performance Leadership in this roundtable with a leadership expert experienced in its use. A model with a solid research base behind it, the 11 behaviors covered in the model have been shown to distinguish the best leaders from the average during times of increasing change and greater complexity.

Leadership Education

LE
20. A Leadership Educator's Tool: Using the Emotionally Intelligent Leadership Model for Critical Self Reflection
Nyasha M. GuramatunhuCooper, Assistant Professor, Leadership and Integrative Studies, Kennesaw State University
This roundtable will explore the use of Shankman and Allen's (2008) emotionally intelligent leadership model as a pedagogical tool for facilitating critical self-reflection during classroom discussions that focus on controversial current events, such as the mercurial U.S. presidential election, and developing and engaging multiperspectivity.

LE PW
21. A Monastic Model of Leadership for Turbulent Times
Michael R. Carey, Dean of the Virtual Campus & Associate Professor, Organizational Leadership, Gonzaga University
Dung Q. Tran, Instructor, Organizational Leadership, Seattle University
John H. Horsman, Senior Lecturer, Professional Studies, Gonzaga University
Belinda S. Han, Director, The Center for the Advancement of Leadership, Utah Valley University
A private university in the U.S.A. has taken graduate students to a Benedictine monastery as part of a course "Leadership and Community" for 15 years. Teachers and students of this experience will discuss how the understanding and experience of a monastic community leads to effectively engaging the world during turbulent times.

LE ED
22. Complex Project Leadership: Challenges in Developing an Advanced Master's Program
François Chiocchio, Professor, Telfer School of Management, University of Ottawa
Stephane Tywoniak, Professor, Telfer School of Management, University of Ottawa (Co-Author)
Organizations require employees to have project management capacity in order to lead projects that are increasingly complex and subject to a high level of failure. The roundtable will address this issue by engaging with participants on how to best prepare leaders to successfully deliver complex projects through a master's program.

LE
23. Developing the Diversity Conscious Leader
William Gerard Weeks, Professor, Agricultural Education, Communications and Leadership, Oklahoma State University
Penny Pennington Weeks, Professor, Agricultural Education, Communications and Leadership, Oklahoma State University
How do the topics of diversity and leadership intertwine and complement each other in undergraduate programs? This discussion will share examples of tried and proven learning activities for successfully teaching diversity concepts in the context of leadership.

LE WL
24. Developing Voice, Moving to Action: Applying a Feminist Lens to Collegiate Leadership Education
Susan V. Iverson, Professor, Higher Education Leadership, Manhattanville College
Brenda McKenzie, Senior Lecturer, Higher Education Administration, Vanderbilt University (Co-Author)
The amplification of women's voices is not enough in these turbulent times. Feminism is needed to convert ideas into practical application. Using a case for women's leadership development constructed through this lens, we will discuss the possibilities and challenges of such a theoretical application.

LE SL
25. Faculty Development and the Teaching of Sustainable Leadership: Complexities, Challenges, and Opportunities
Deborah N. Smith, Assistant Director & Professor of Higher Education, Michael A. Leven School of Culinary Sustainability and Hospitality, Kennesaw State University

Universities have been challenged to take a leadership stance on sustainability. However, most leadership faculty did not graduate from programs that emphasized or prepared them to teach about sustainable leadership. Roundtable participants will discuss the challenges and opportunities associated with faculty development and the teaching of sustainable leadership.

IRT FRI 16:45-18:15

LE WL
26. Latina Community College Leadership
Briseida Elenes, Ph.D. Student & Instructor, School of Leadership and Education Sciences, University of San Diego
Cristina Padilla, Consultant, School of Leadership and Education Sciences, University of San Diego

Latinas have made strides in obtaining executive leadership roles at community colleges, but have not achieved equity. Research on their leadership pathways and experiences is scarce. This roundtable will discuss the role of community college boards in supporting or obstructing the leadership advancement of Latinas.

LE SL
27. Leadership for Sustainability: Teaching, Learning, and Applying
Philippa M. Chapman, Innovation Advisor, Keele Research and Innovation Support Programme (KRISP), Keele University
Grace Hurford, Senior Lecturer in Business, Business, Law, Policing and Social Science, University of Cumbria

How do we help people lead for sustainability and become effective change agents? Our case study follows over 100 MBA leadership and sustainability students, from 54 different countries, through a predominantly online, asynchronous program. The discussion will examine the impact of teaching, learning about, and applying leadership and sustainability.

LE WL
28. Leveraging Choice Architecture in Leadership Learning to Empower Women
Kayla Waldorff, Graduate Student, Agricultural Education and Communication, University of Florida
Anthony C. Andenoro, Director, Challenge 2050 Project & Assistant Professor, Agricultural Education and Communication, University of Florida

Choice architecture is grounded in the idea that we can design environments that assist people in making choices. Traditionally females have been excluded from institutional decision-making processes. This discussion will focus on how choice architecture affects women and their pursuit of leadership positions.

LE
29. Teaching Global Leadership: Integrating Cultural Competency and Teaching Context
Tara L. Widner-Edberg, Lecturer of Leadership Studies, Carrie Chapman Catt Center for Women and Politics, Iowa State University

Global leadership is a developing concept combining leadership practices with cultural competency, which also highlights the significance of dynamic and complex context. A recent global leadership education study will be shared, including a new model. The discussion will focus on methods for teaching global leadership and lessons learned.

LE
30. Developing Leaders: An Instructional Practice Designed to Identify and Achieve Meaningful Learning Outcomes
Kerry K. Fierke, Associate Professor, Pharmacy Practice & Pharmaceutical Sciences, University of Minnesota

This mixed method study explored how a simple Intention/Reflection (I/R) practice may be applied to student leadership development to achieve transformational results in some students. After briefly sharing qualitative results and ideas to help instructors incorporate I/R into leadership classes, the presenter will lead a discussion and answer questions about this exciting approach.

Leadership Scholarship

LS EF
31. Should Leaders Act (In)Consistently?
Austin Lee Nichols, Associate Professor, Management, Luxembourg School of Business

Some of the most popular leadership theories take opposing stands on the issue of behavioral consistency. LMX and transformational leadership theories, for example, emphasize (although often implicitly) tailoring one's actions to each individual subordinate. Authentic and ethical leadership theories suggest quite the opposite. So, what exactly should leaders do?

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

LS

32. *The Journal of Leadership Studies* –Publishing Cross/Inter/Multi/Trans-Disciplinary Leadership Research

Mark R. Ludorf, Editor, *Journal of Leadership Studies,* Stephen F. Austin State University
Hinrich Eylers, Executive Dean, School of Advanced Studies, University of Phoenix (Co-Author)
Mark McCaslin, Dean of Research and Scholarship, School for Advanced Studies, University of Phoenix
Anthony Middlebrooks, Associate Professor & Director of Graduate Programs, Horn Program in Entrepreneurship, University of Delaware
Daniel Jenkins, Chair & Associate Professor, Leadership & Organizational Studies, University of Southern Maine
Clinton M. Stephens, Director, Leadership Studies Center, Emporia State University

The Journal of Leadership Studies (Wiley) editors will lead an interactive discussion sharing how the journal is providing publishing opportunities for leadership research that may or may not be ensconced within a single discipline. Ideal outcomes include receiving feedback regarding how to better serve cross/inter/multi/trans-disciplinary scholars interested in publishing.

LS
WL

33. Women and Leadership Theory Think Tank Report: Update and Next Steps

Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University
Susan R. Madsen, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Findings of the 2015 Women and Leadership Theory Report will be discussed. What is the current status of women and leadership theory? What are the gaps and research priorities for advancing women and leadership theory? Given the multiplicity of contexts, cultures, and social norms relating to leadership, how should leadership theories for women be developed?

LS

34. Leadership and Economics

Tomaž Schara, Research Associate, IEDC–Bled School of Management; Former CEO, Slovene Railways

The facilitator has a contract for a book on leadership and economics and is looking for contributors! The distribution of power and wealth places the concepts of leadership and economics into a relationship that offers profound understandings of social relations and contributes to the growth of theory and practice in turbulent political environments.

Public Leadership

PL
AL

35. *Grassroots Leadership & The Arts for Social Change*

Jon Wergin, Professor, Graduate School of Leadership and Change, Antioch University

The arts have a unique role in their ability to provoke and disorient, to symbolize and galvanize, and to create a collective critical consciousness. The co-editor of *Grassroots Leadership & The Arts for Social Change,* a volume in ILA's Building Leadership Bridges series, will facilitate a discussion of the topic, drawing upon the book's major themes.

PL
AL

36. Léadership Sans Frontières: Exploring Leadership in Philanthropy

Andrea North-Samardzic, Lecturer & Course Director, Deakin University
Michael Brian Cohen, Senior Lecturer, Management, Deakin University (Co-Author)

Leaders in philanthropy receive significant public attention but the process of philanthropic leadership is largely unexplored. This roundtable will discuss a research project that addresses two questions: How is leadership practiced in philanthropic communities and by whom? How do leaders influence others to embrace philanthropy?

PL

37. New Leadership Reflexes: The Key to Success in Complex Settings

Maurice van Hoek, Interim Manager & Consultant, Perspectivity

Are you lost in this increasing complex world? In many cases, old paradigms and ingrained reflexes are no longer helpful or applicable. This discussion will consider the latest insights in the field of system transformation and the instruments that go along with it (e.g. Future Search, appreciative inquiry, and serious gaming) to explore new approaches to leading through complexity.

PL

38. Obstacles to Thriving as a Public Sector Leader

Wendy E. Rowe, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University
Maria F. Anderson, Consultant, Anderson Leadership Consulting, Inc. (Co-Author)

Are you thriving as a leader in a turbulent public sector organization? Thriving is different from surviving or coping with the immediate demands. Thriving creates vitality, change, and growth; not returning to the status quo. The discussion will focus on obstacles and strategies to thrive in the public sector.

PL

39. *Race and Social Change: A Quest, A Study, A Call to Action*

Max B. Klau, Chief Program Officer, New Politics Leadership Academy

Encounter insights from this recently-published book that integrate deep personal exploration by the author (a White male) with a rigorous empirical study. The book is the culmination of a 20-year journey of inquiry into these matters at the heart of American civic life.

PL

40. Ties That Bind: Leadership of Sustained Protest Movements

Dorothy E. Agger-Gupta, Professor, School of Leadership Studies, Fielding Graduate University

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

From Martin Luther in 1517 to the 2017 Pink Hat march, protest movements have challenged power. Today, social media, disruptive technologies, ecological crises, and economic inequities fuel power and protest. This discussion will consider insights from history and many disciplines to explore leadership models for sustainable protest movements.

Youth Leadership

IRT FRI 16:45-18:15

YL

41. The Death of Civics Education in America

Jennifer Dane, Ph.D. Student, The Ohio State University

The domination of standardized testing within American schools has nearly eliminated attention to civics. What are the implications? Are there alternative pathways? This roundtable will explore ways to create civically-engaged youth leaders without the presence of formal civics education.

YL
PE

42. The Aftermath of Trump: A Challenge for Education and Community Leaders and the Rise of Youth Activism

Cheryl L. Burleigh, Research Fellow & Associate Faculty, School of Advanced Studies, University of Phoenix

We need to rise above. Current research literature on student leadership and activism, current events, and social justice movements will frame this discussion on ways to empower students to become leaders and activists for what is moral, ethical, and just. Specific questions will be poised to focus the roundtable in what promises to be an insightful and important conversation.

ILA LEARNING COMMUNITIES

Stop by one or more of these roundtables to learn more about the following ILA Learning Communities.

AL

43. Leadership: What's Art Got to Do With It? (Arts and Leadership Learning Community)

Michael Chirichello, Consultant, Leadership Matters LLC

Gloria J. Burgess, Professor, Transformational Leadership, Seattle University

What are the key values and tenets of the arts? How can what we know about the arts be applied to the complexities of today's leadership challenges, wicked problems, and opportunities?

PW

44. Philosophy, Religion, and Worldviews Learning Community

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

Alicia D. Crumpton, Program Director, School of Business and Public Leadership, Johnson University

The PRW-LC promotes an understanding of the healthy nexuses between philosophy, religion, worldviews, and leadership consistent with ILA's mission statement. This roundtable explores the relationships among worldviews and persistent social and political turbulence. Discussion will also focus on corresponding leadership responses to promote constructive connections and harmony.

SL

45. Leadership for Sustainability: New Perspective or Simply New Packaging? (Sustainability Leadership Learning Community)

Paul Kosempel, Teaching Associate Professor & Interim Director, Pioneer Leadership Program, University of Denver

Rian J. Satterwhite, Director, Service Learning & Leadership, University of Nevada, Las Vegas

Join this round table as we discuss perspectives on leading for sustainability. Is there a new kind of leadership developing that will lead to greater sustainability of our natural resources and social structures? Or is the discussion around leadership for sustainability simply reworking what we already know about leadership? Bring your experience and wisdom of sustainability leadership initiatives to add to this engaging discussion.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

ODN Europe

ODN Europe is the European Chapter of the Organization Development Network, an international professional association of organisation development practitioners.

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28th Annual Conference

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2018

100TH ANNIVERSARY

MARCH 3-7 PHILADELPHIA, PA

As we gather in Philadelphia this March to celebrate the centennial of our association, discussions will be marked with recollections of the incredible triumphs of those who have come before us, upon which we have built the foundation to evolve into the vibrant, diverse community that is NASPA today. With the unrest in our country resonating on our campuses, there has never been a more necessary time to come together as a field and tackle the challenge of carving out a clear path forward. Come be with colleagues who understand, find that resonant inspiration to revive your passion, and lend your voice to the conversation that will shape the next century of NASPA and the student affairs profession.

Register Today! bit.ly/NASPA18

Saturday In Depth

Space permitting, all events are open to all conference participants, unless otherwise indicated as a ticketed event. All events take place at the SQUARE, unless otherwise noted.

SATURDAY 14 OCTOBER		
CHECK-IN		
8:00–19:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
8:00–19:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
MORNING PLENARY, SESSIONS, EXHIBITS, & REFRESHMENTS		
8:00–20:00	**Exhibit Hall Open**	SQUARE – Grand Hall 1
8:00–8:45	**Coffee, tea, juices, mineral waters, fresh fruit, biscuits, and pastries in Exhibit Hall**	SQUARE – Grand Hall 1
8:00–8:45	**ILA Annual Membership Meeting**	SQUARE – Silver Hall
9:00–10:15	**Plenary** Details on pp. 14-15 ***Deepening Our Conversations and Our Work Together*** **Katherine Tyler Scott,** ILA Board Chair; Managing Principal, Ki Thoughtbridge, LLC ***ILA Lifetime Achievement Award Presentations*** **James Meindl** (posthumously), Donald S. Carmichael Professor of Organization and Human Resources in the School of Management, University at Buffalo **Robert Lord**, Professor of Leadership, Business School, Durham University ***Reflections on Strategic Leadership — and a Walk Around the Globe*** Moderator & Commentator: **Robert van de Roer,** Independent, International Diplomatic Expert **David Petraeus,** General (Retired) U.S. Army; Director of the U.S. Central Intelligence Agency (2011-2012) ***Kenneth E. Clark Student Research Award*** Presented to **Aleka MacLellan**, Talent & Leadership Development Consultant, LHH Knightsbridge, by **Jennifer Martineau,** Center for Creative Leadership ***Fredric M. Jablin Doctoral Dissertation Award*** Presented to **Uzay Dural**, Assistant Professor, Organizational Psychology, Medipol University, by **Donelson R. Forsyth**, Jepson School of Leadership Studies	SQUARE – Gold Hall
10:15–10:30	**Coffee and Tea** Grab a coffee or tea and make your way to Concurrent Session Four by 10:30. Have a great morning!	SQUARE – Magrittee Foyer
10:30–11:45	**Concurrent Session Four** Details on pp. 87-94	SQUARE – Various Locations
12:00–13:00	**Concurrent Session Five** Details on pp. 96-103	SQUARE – Various Locations

Saturday In Depth

LUNCH		
13:00–14:30	**Lunch on Your Own**	
13:15–14:30	**Ethics Forum Learning Community Networking Luncheon** (Ticketed Event) Details on p. 27	SQUARE – Lounge Magritte
13:15–14:30	**8th Annual Women and Leadership Affinity Group Networking Luncheon** (Ticketed Event) Details on p. 29 *Event Sponsor: Magnetrol International, Incorporated*	SQUARE – Delvaux Foyer
AFTERNOON SESSIONS		
14:45–15:45	**Concurrent Session Six** Details on pp. 104-112	SQUARE – Various Locations
16:00–17:00	**Concurrent Session Seven** Details on pp. 113-120	SQUARE – Various Locations
17:15–18:15	**Concurrent Session Eight** Details on pp. 121-126	SQUARE – Various Locations
	EVENING EXTRAVAGANZA Enjoy a Taste of Brussels from a variety of market stall style street food vendors while also enjoying Belgian beer, wines, soft drinks, and appetizers all while exploring the poster session, talking with a Lifetime Achievement award winners Robert Lord and Stella Nkomo and Keynote Speaker Margaret Heffernan, and meeting your favorite leadership authors.	
18:30–20:00	**Meet the Authors Reception** Details on pp. 134-135 *Event Sponsor: Deloitte University*	SQUARE – Grand Hall 1
18:30-20:00	**Keynote Meet & Greet** Pick up a copy of Margaret Heffernan's latest book from the conference bookstore, run by Sterling Books, then visit her booth to say hello.	SQUARE - Grand Hall 1 Booth 23
18:30–20:00	**Lifetime Achievement Awardee Meet & Greet** Meet award recipients Robert Lord and Stella Nkomo and congratulate them in person on their achievement! *Event Sponsor: Geneva Centre for Security Policy – Center for Creative Leadership*	SQUARE – Grand Hall 1 Booth 23
18:30–20:00	**Poster Session** Details on pp. 128-132 *Event Sponsor: TELFER School of Management – University of Ottawa*	SQUARE – Grand Hall 1
STUDENT CASE COMPETITION FINALS		
18:30–19:45	**11th Annual Student Case Competition Final Presentations** **– Graduate Division** **– Undergraduate Division** Details on pp. 38-39 *Event Sponsor: University of the Rockies*	SQUARE – Studio 211 SQUARE – Studio 212

2017 WINNER

Kenneth E. Clark Student Research Award

Aleka MacLellan

Talent & Leadership Development Consultant, Lee Hecht Harrison Knightsbridge, Toronto, Canada

Congratulations to Aleka MacLellan on her award-winning paper, "The Role of Leaders in Motivating Their Subordinates at Work." Learn more by attending her session on Saturday with commentary from Jennifer Martineau, Senior Vice President for Research, Evaluation & Societal Advancement at the Center for Creative Leadership. MacLellan's paper was written during her PhD program in Industrial/Organizational Psychology at Saint Mary's University in Halifax, Nova Scotia, Canada.

The Role of Leaders in Motivating Their Subordinates at Work

SATURDAY 14 OCTOBER | 14:45–15:45 | Studio 204

Vast research supports the beneficial effects of transformational leadership on leaders and subordinates; however, the role of leaders' own motivation has often been ignored. This research examined whether leaders' motivation and/or their leadership styles have an effect on subordinate motivation. Study 1 used a longitudinal design to demonstrate a) leader motivation predicted leadership style; b) leadership style impacted the quantity, but not the quality, of subordinate motivation; and c) leader motivation predicted subordinate motivation. Study 2 used a longitudinal control group design to evaluate a leadership development intervention, resulting in increased a) autonomous motivation, b) meaningful work, and c) autonomy-supportive leadership.

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 a conference plenary and invited to give a talk on their work at ILA's global conference. The Call for Submissions to the 2018 Kenneth E. Clark award will be available online soon.

2017 WINNER

Fredric M. Jablin Doctoral Dissertation Award

Uzay Dural

Assistant Professor, Organizational Psychology, Medipol University, Turkey

Congratulations to Uzay Dural on her award-winning dissertation, "Exposure-Induced Malleability of Implicit Prejudice toward Female Leadership: A Quasi-Experiment Following Municipality." Learn more by attending her session on Saturday with commentary from Crystal Hoyt, a Professor at the Jepson School of Leadership Studies at the University of Richmond. Dural's dissertation was written for a Ph.D. in Management from Sabanci University, earned in 2016.

Exposure-Induced Malleability of Implicit Prejudice toward Female Leadership: A Quasi-Experiment Following Municipality

SATURDAY 14 OCTOBER | 16:00-17:00 | Studio 204

Drawing upon a dynamic view of leadership, this study examined how implicit prejudice toward female leadership changed over time following exposure to a female leader at work. Three-wave longitudinal data were collected from civil servants of 11 municipalities in Turkey. Participants were from five municipalities with a female mayor for the first time in their history (n = 147) and six municipalities with a male municipality mayor (n = 160). Multiple indicator latent growth modeling analyses revealed a significant moderating effect of high quality exchange with a female mayor, perceived agentic characteristics attributed to a female mayor and men's attribution of higher success to organization in reducing implicit prejudice toward female leadership.

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 a conference plenary and invited to give a talk on their work at ILA's global conference. The Call for Submissions to the 2018 Fredric M. Jablin Award will be available online in early 2018.

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CONCURRENT SESSION 4

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Panel Discussion | Public Leadership

PL
Into the Unknown... Is Brexit Making Progress?

Chair: **Michael C. Hardy,** Professor & Executive Director, Centre for Trust, Peace and Social Relations, Coventry University
Angus Hawkins, Director Public and International Programmes, Department for Continuing Education, University of Oxford
Matt H. Qvortrup, Professor, Political Science, Coventry University
Clare Shine, Vice President & Chief Program Officer, Salzburg Global Seminar
Deirdre Heenan, Professor, Health & Wellbeing Research Centre, Institute for Research in Social Sciences, Ulster University

One of the liveliest sessions at the ILA Atlanta conference in 2016 considered the bewildering uncertainties of Britain's vote, which had taken place just a few months prior, for a divorce from the European Union. Brexit has become the UK Government's and Europe's biggest challenge in recent times. The ticking clock of difficult conversations is happening under some stress, a new context that not even the brave amongst us could have foreseen. Panelists will share thoughts about what has progressed (or not), discuss the deal-breaking issues, and — most importantly — reflect on the role and consequence of and for, leadership.

Circle 210 | Workshop | Leadership Development

LD
Leadership in Highly Anxious Systems

Katherine Tyler Scott, Managing Principal, Ki ThoughtBridge
Irma Tyler-Wood, Principal, Ki ThoughtBridge

Without a framework for understanding systems theory and without expertise in dealing with the fragmentation, distorted communication, and conflicts that result from complex change, leaders will flounder and fail. This workshop will introduce a model developed from the research of John Kotter, Edwin Friedman, and William Bridges that has significant applicability to the practice of leadership in tumultuous periods. Participants will experience systems theory and research-based, practice-oriented processes for leading effectively in high anxiety systems.

Circle 310 | Workshop | Leadership Development

LD
Compassionate Leadership

Regina Eckert, Faculty Team Manager, EMEA, Center for Creative Leadership
PW **Michael West,** Professor of Organizational Psychology, Lancaster University

Compassionate leadership is a relatively new area of leadership for both scholars and practitioners, and it is gaining relevance — particularly in organizations that focus on human-to-human interaction. After a brief conceptual overview, the session will focus on identifying and exploring the fundamentals of compassionate leadership, and engaging in practical, developmental exercises aimed at improving the essential behaviors of compassionate leaders. The goal of this workshop is to spark a community of practice around compassionate leadership in order to build a network of practitioners and scholars focused on this topic.

CS4 SAT 10:30–11:45

Hall 300 | Symposium | Public Leadership

PL WL

Women, Leadership, and Peace: Advancing Theory and Research

Chair & Commentator: **Karen A. Longman**, Professor & Ph.D. Program Director, Department of Higher Education, Azusa Pacific University

New and continuing conflicts underscore the need to advance leadership aimed at achieving peace. This symposium will offer research findings and case studies that provide insights into the role of women in the peacebuilding and peacekeeping process, along with specific actions and strategies utilized by exemplary women to advance peace.

PL WL

Sustainable Peace: The Importance of High Ranking Women in Peacebuilding

Susan R. Madsen, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Having more women involved with peacebuilding can — and does — make a difference in terms of the safety, security, and well-being of women and their families. This presenter will share the findings of a study that explored the research and theory around women in peacebuilding and peacekeeping at the highest levels.

PL WL

An Integral Peace Leadership Perspective of the Lifework of Christiana Thorpe of Sierra Leone

Whitney McIntyre Miller, Assistant Professor, Leadership Studies, Chapman University

Using the four quadrants of peace leadership (traits, characteristics, practices, and experiences), this presentation will examine the life and exemplary work of Dr. Christiana Thorpe, particularly her passionate efforts to lead her country and its communities to peace.

PL WL

Transformational Leadership in the Context of Peace: Omani Women's Leadership Style

Bernice Ledbetter, Faculty, Chair of Master of Science in Management and Leadership Program & Director, Center for Women in Leadership, Graziadio School of Business and Management, Pepperdine University

Women's leadership style in the context of peace is a relatively unexplored area of research. This presentation will present MLQ data from women leading in a context of peace in the country of Oman. Findings suggest a preference for transformational leadership with an emphasis on inspirational motivation.

Silver Hall | Panel Discussion | Leadership Scholarship

LE PE

From Research to Dialogue to Impact: Scholarship and Development Confront Leadership Challenges That Matter

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

Co-Chair: **Steve Kempster,** Professor, Leadership and Management, Lancaster University

Derick DeJongh, Director, Albert Luthuli Centre for Responsible Leadership, University of Pretoria

Johannes Beukes, CEO, in Harmonie

Mary Uhl-Bien, BNSF Railway Endowed Professor of Leadership, Management, Entrepreneurship and Leadership, Texas Christian University

Peter Cunningham, Co-Director, Geneva Centre for Security Policy (GCSP), GCSP-CCL Leadership Alliance

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

Drikus Kriek, Professor, Wits University

This panel assembles scholars and practitioners to reflect on their efforts to redirect leadership research and development activities to grapple with major societal challenges affecting large numbers of stakeholders in turbulent environments. All recently hosted or participated in workshops, collaboratories, and other engagements addressing such challenges as the global refugee crisis, the challenges of peacebuilding in fragile and post-conflict regions, and South Africa's university crisis and continuing struggle for racial reconciliation and equality. This session will review these initiatives, look for ways to extend their impact, and discuss the broader implications for leadership research and development.

Studio 201 A+B | Symposium | Leadership Education

LE ED

Leadership Education for Liberation: Answering the Call for Critical Pedagogies

Chair: **Melissa Dawn Gruver,** Associate Director, Civic Engagement & Leadership Development, Purdue University

Critical pedagogy offers a lens and set of tools to develop the knowledge and skills required of leadership for liberation. Presenters will share reflections from integrating critical pedagogy into their own leadership classrooms and programs. Together with participants, presenters will engage in relational dialogue around the opportunities and tensions of applying critical pedagogy within institutional or organizational systems that — by their very nature — are resistant to the requirements of critical learning and transformation.

In Pursuit of Liberation: Developing Critical Learners
Sadhana W. Hall, Deputy Director, The Nelson A. Rockefeller Center, Dartmouth College

Highlighting an intentional design approach, and drawing from Kolb's experiential learning cycle and Friere's critical, problem-posing method, the presenter will share outcomes and implications of an undergraduate co-curricular program that focuses on empowering participants to become self-aware, work effectively in a team, and contribute meaningfully to an organization to achieve societal good.

Promoting Critical Perspectives Through Digital Storytelling
Natasha H. Chapman, Coordinator, Leadership Studies Program, University of Maryland

Digital storytelling is a multimodal approach that encourages meaning making through personal reflection and exchange with others. It centers on one's voice as a vessel to examine constructs related to power and to interrogate how lived experiences are shaped by history, society, and institutions. This presentation will highlight its use as a pedagogical tool to promote critical perspectives in leadership education.

Disrupting the System: Pedagogies of Practice for Exercising Leadership
Kerry L. Priest, Assistant Professor, Staley School of Leadership Studies, Kansas State University

Is movement from "safe spaces" of learning to "brave spaces" for exercising leadership necessary? The presenter will examine the constraints that educational systems place on approaches to learning for social justice and social action, and the need to create learning experiences that disrupt default ways of thinking about and practicing leadership values, behaviors, and processes.

Loving the Questions: Critical Reflection During Service-Learning
Anne Spear, Ph.D. Candidate, Leadership Studies Program, University of Maryland

This presentation will address challenges in providing students engaged in service-learning with an environment to question opposing realities of normalized privilege and hegemony. Applying critical perspectives allows students to more deeply analyze systems of oppression through leadership models and often results in more questions than answers concerning personal awareness, active empathy, and collaboration.

Studio 202 | Symposium | Public Leadership

Benevolent Leadership: A Practice Demonstrated Model for Non-Profit & Faith-Based Leadership
Chair: **Amber A. Johnson,** Chief Communications Officer, Center for Values-Driven Leadership, Benedictine University
Commentator: **Craig E. Johnson,** Professor of Leadership Studies Emeritis, College of Business, George Fox University

Benevolent Leadership: A New Paradigm of Leading
Nancy Sayer, Director, SamaraCare Consulting

After briefly explaining the benevolent leadership model and its four anchors, the presenter will identify some of the core competencies prevalent in this type of leadership. Insights and mini-case studies from decades of work with mission-driven non-profits and small for-profits will bring to life the practices, outcomes, and benefits of the model.

Benevolent Leadership: Demonstrated Results in 350 Villages
Gus Gustafson, Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University

When operationalized, benevolent leadership has the power to save lives and transform communities. The presenter will share a powerful case study of a faith-based organization that has intentionally leveraged benevolent leadership competencies to provide clean water, eradicate malaria, plant churches, and provide educational opportunities in more than 350 remote West African villages.

A Mentoring Approach: Girls Light Our Way (GLOW)
Dawn Harris Jeffries, Financial Advisor, Merrill Lynch

This case study integrates the constructs of the benevolent leadership model with the practices of an urban-based nonprofit for girls. Benevolent leadership has provided a useful lens for exploring the commitment and strategy employed by the nonprofit's founder as she establishes mentoring relationships with the girls.

CS4 SAT 10:30–11:45

Studio 203 | Presentations | Public Leadership

PL
It's About (Leadership) Style
Chair: **Elżbieta Jabłońska,** Lecturer, Political Science, Warsaw School of Economics

PL
Tactical Denialism: How Story Emerges in Trumpian Negation and Deflection
Laural Adams, Professor, Supply Chain Management and Analytics, Virginia Commonwealth University

This critical discourse analysis of President Donald Trump's rhetorical style concludes that storytelling and denialism work in tandem across discursive media to structure arguments that appeal to pathos and discredit logical, factual arguments. The presentation will provide strategies for responding to denialism in public discourse and call for additional research on the expanding practice of denialism.

PL
The Integrated Leadership of Chinese President Xi Jinping
Shiquan Wang, Director & Professor, Center of Leadership and Communication, China Executive Leadership Academy, Pudong

Many crises today appear superficially independent, but are actually interconnected, collective challenges. The presenter will discuss the roots of President Xi's integrated leadership style and five development principles, arguing that by replacing zero-sum thinking with new perspectives of win-win strategy, the result will be real peace and development benefiting the world.

PL
Leadership Styles and Cultural Intelligence in Eastern Europe
Diana Mirza Grisco, Independent Researcher & Project Manager
Svitlana Buko, Executive Director, Research, Precedent Academics
Boyd Johnson, Professor, Department of Leadership Studies, Indiana Wesleyan University

This presentation is based on a study utilizing nation-wide cultural intelligence (CQ)data and qualitative focus groups to examine the relationship between leadership styles and CQ in Ukraine and the Republic of Moldova, former soviet republics. The presentation will explore the transformation of leadership styles in the region towards more culturally intelligent leadership.

Studio 204 | Workshop | Leadership Education

LE
Practicing Critical Theoretical Pedagogy: Weaving Social Justice Education Into Leadership Curriculum
Trisha Teig, Graduate Student, Center for Leadership & Social Change, Florida State University
Erica Wiborg, Program Coordinator, Center for Leadership & Social Change, Florida State University
Maritza Torres, Graduate Student, Center for Leadership & Social Change, Florida State University

Leadership educators are faced with the challenging task of incorporating social justice education into their leadership classrooms to best prepare students for complex social issues requiring leadership with an understanding of social identities, power, privilege, and oppression in our societies. This workshop will present critical theory and pedagogy to practically apply social justice in the leadership classroom. Reflection, listening, and implicit bias critical lens activities will provide opportunities for participants to experience a co-learning community that supports liberation while countering oppression.

Studio 206 | Symposium | Business Leadership

BL
Bold Strategies for Leading Innovation, Building Culture, and Managing Conflict in Global Firms
Chair: **Jim Ludema,** Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University
EF
Commentator: **Joyce Osland,** Lucas Endowed Professor of Global Leadership & Executive Director GLAC, School of Global Innovation & Leadership, San Jose State University

Senior executives from the travel and hospitality, automotive, and manufacturing industries will share and compare the positive approaches they use to drive innovation, build culture, and manage conflict in the face of turbulence and radical change.

BL
EF
Electric Cars Are Blowing Up the Auto Industry: Strategies for Leading Innovation in Times of Radical Change
Brett Hinds, Chief Engineer, Ford Motor Company

Disruption can lead to radical change — and many employees have a deep-seated fear of change. This executive will examine approaches to bypassing fear to spark innovative solutions.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

BL
Values-Driven Leadership in a Global Firm: Three Practices for Building a Positive Culture
John Heiser, President & Chief Operating Officer, Administration, Magnetrol International, Inc.

EF
This executive will describe how he has used appreciative inquiry, the Giving Voice to Values program, and positive leadership approaches to change the organizational culture and drive performance in a highly competitive and turbulent environment.

BL
Sorry, Not Sorry: Leadership and Conflict Resolution at Work
Tasha Patterson, Marketing Strategist, TCS Education System

EF
Conflict is rich with positive and negative potential. It can be a source of learning and transformation or of fear and resistance. This executive will explore five approaches to dealing with conflict, discussing the use of each approach within the context of an international travel and hospitality company.

Studio 211 | Workshop | Leadership Education

LE
Learning Adaptive Leadership: Experiencing Concepts
April H. Bang, Doctoral Student, Organization and Leadership, Teachers College, Columbia University
Marc Manashil, Adjunct Lecturer, Silver School of Social Work, New York University

The framework of adaptive leadership is designed to help individuals, organizations, and communities confront complex challenges and thrive in rapidly changing contexts. Drawing from their experiences learning from and working with Heifetz, Williams, and O'Doherty, the facilitators will introduce key concepts of adaptive leadership and case-in-point teaching to apply and illustrate these concepts in reference to an immediate group process. Participants will experientially learn adaptive leadership concepts through a video clip, case analysis, and their group dynamics. By the end of the session, participants will develop or strengthen their understanding of adaptive leadership and enhance their ability to apply the framework in diverse contexts.

Studio 212 | Workshop | Leadership Education

LE
Examining Bias in Your Pedagogy: Considering Privilege and Identity in the Classroom
Paul Kosempel, Teaching Associate Professor & Interim Director, Pioneer Leadership Program, University of Denver

ED
Linda G. Olson, Interim Dean, Colorado Women's College, University of Denver

This workshop will explore the challenges for educators from the majority culture when teaching or training for inclusive leadership. White privilege and implicit bias by both instructors and learners will be examined as challenges and opportunities for learning. This multimodal workshop will use small group work, experiential activities, video clips, and large group discussions. Participants will examine their own biases related to teaching leadership, discover multiple new and innovative resources to explore the topic of privilege and social identity in the classroom, and share best practices and critical experiences in small group and large group discussions.

Studio 213 | Workshop | Business Leadership

BL
Culturally Brilliant Leadership: The DNA of Organizational Excellence
Claudette Rowley, CEO, Cultural Brilliance

SL
When addressing culture, many organizations focus on what is wrong, broken, or defective instead of what calls forth excellence in people. The Cultural Brilliance ™ model reveals the hidden parts of the "cultural iceberg" through authentic and dynamic involvement at all levels, co-authored design by employees and management, and action integration that moves beyond dialogue into iterative, systemic implementation. This experiential workshop will help participants understand how to implement cultural changes that integrate new behaviors, systems, and productivity. Participants will experience the Cultural Brilliance process, co-design a leadership mindset, and leave with a road map for designing brilliant cultures.

CS4 SAT 10:30–11:45

Studio 214 | Panel Discussion | Leadership Scholarship

LS EF

Understanding Organizational Culture and Climate: Leader Behavior, Trust in Leaders, and Unethical Conduct

Chair: **Paul Hanges,** Associate Professor, Department of Psychology, University of Maryland
Kelly Beavan, Doctoral Student, Department of Sociology, University of Maryland
James M. Dobbs, Assistant Professor, Department of Behavioral Sciences & Leadership, U.S. Air Force Academy
Michael A. Norton, Permanent Military Professor, Leadership, Ethics, and Law, United States Naval Academy
Todd Woodruff, Professor, Behavioral Sciences and Leadership, United States Military Academy

The growing list of incidents that have undermined public trust in institutions points to a crisis in leadership. Panelists will discuss their ongoing research on organizational culture, ethical leadership, trust, and the reporting of unethical behavior. Results from qualitative data collected at various U.S. military bases and services academies will be included. The discussion will highlight lessons learned about the relationship between leadership and unethical behavior, focusing on how leaders shape climates and cultures that promote (un)ethical conduct. Attendees will be invited into a group dialogue centered on common experiences pertaining to the critical questions relevant to the research.

Studio 215 | Symposium | Business Leadership

BL

Business NOT as Usual: Unexpected Leadership Responses to Challenges and Threats

Chair: **Christopher S. Lauritzen,** Chief, Dental Services, Veterans Administration
Commentator: **Tova Olson Sanders,** Associate Teaching Professor & Concentration Lead, Leadership Studies, College of Professional Studies, Northeastern University

Seasoned executives enrolled in a leadership doctoral program will share case studies examining how innovative leadership strategies and approaches have been applied to challenging situations in the business world.

BL

Responding With Humility in a Dog-Eat-Dog Culture

Melissa Norcross, Chief Strategy Officer, Ontario Systems

A financial services executive will discuss her work with a community of several hundred executives who strive to respond with humility to strategic challenges. Members of this trust-based community come together to share their deepest fears and biggest challenges and to ask for help, well-positioning them for current and future challenges.

BL

Practicing Transcendental Leadership to Rise Above Crisis

Enrique E. Lopez, Senior Consultant, Humanum Consulting

The founder of an international organizational behavior consulting firm will share how transcendental leadership was utilized by an automotive company during the 2008 financial crisis, generating unexpectedly positive short and long-term results. The case was written from the perspective of the CEO and select leaders of the executive management team.

BL

Balancing Security and Regulation With Appreciative Inquiry to Foster Radical Innovation and Meaningful Work

Patrick Farran, Consulting Director, SAS Institute

Under the constant threat of cyber security concerns and evolving regulatory requirements, an energy utility company called on a high-tech firm consultant to lead an appreciative inquiry initiative designed to foster innovative responses. The case will be discussed along with the organizational performance outcomes and employee perceptions of work meaningfulness.

Studio 216 | Workshop | Leadership Development

LD AL

Leadership Essentials in a Changing World

Charles J. Palus, Senior Fellow, Center for Creative Leadership
Steadman D. Harrison III, CEO, GOinnovation
Vicky Grobler, Program Director, Societal Advancement, Center for Creative Leadership

Our work aims at democratizing leadership development for everybody, everywhere. Leadership development is currently part of a powerful inter-systemic response to chaos, turbulence, and complexity. Field research in Africa was the initial source of a set of models and tools developed for doing this, called Leadership Essentials. The team is now testing, refining, and evolving these tools globally in a wide variety of contexts and cultures. In this workshop participants will "play with the toys," including the Visual Explorer — an image-based tool to foster creative thinking, self-reflection, and dialogue — and will get a sense of the degree of usability that has evolved from persistent iteration and adaptation.

Studio 311 | Panel Discussion | Public Leadership

PL

From Polarization to Progress: Leadership in the Civic Arena

Chair: **Ariel L. Kaufman,** Board President, Growing Power; Associate Outreach Specialist, University of Wisconsin-Madison
David D. Chrislip, Senior Fellow, Kansas Leadership Center
Tim Steffensmeier, Associate Professor, Communication Studies, Kansas State University
Mary H. Tolar, Director, Staley School of Leadership Studies, Kansas State University

The inherently collaborative nature of leadership in the civic arena offers insights for leadership in other turbulent contexts. Panelists will explore leadership in a context where authority counts for little and followership is largely volitional. As scholars and practitioners, they will assess the study of leadership in this arena from three different disciplines: leadership studies, communication studies, and civic engagement practice. The session will reserve time for a dialogue with participants on questions that explore how to advance the study of civic leadership by defining future directions in research and practice.

Studio 312 | Workshop | Leadership Education

LE ED

Sharing Best Practices in Leadership Assessment

Matthew J. Sowcik, Professor, Agricultural Education and Communication, University of Florida
Corey Seemiller, Assistant Professor, Leadership Studies in Education and Organizations, Wright State University
David M. Rosch, Associate Professor, Agricultural Leadership, University of Illinois at Urbana-Champaign
Clinton M. Stephens, Director, Leadership Studies Center, Emporia State University

With so many ways to measure leadership development, how can educators learn of innovative, creative, and effective assessment methods? In this interactive workshop, both experienced and novice leadership educators will come together in small groups to share issues, concerns, ideas, and best practices around assessment including useful instruments, tools, methods, and protocols. Ideas will be captured by a note taker and shared with participants after the conference, adding to a toolbox of leadership assessments to share on an association-wide scale. If you have an assessment idea to share or want to just learn some new ideas for assessment, join us!

Studio 313 | Panel Discussion | Leadership Development

LD AL

Myth and Music in Your Life as a Leader

Chair: **Gloria J. Burgess,** Professor, Transformational Leadership, Seattle University
Kathryn Goldman Schuyler, Professor, Organization Development, Alliant International University
James Schuyler, CEO, Red 7
Harry Starren, Founder, InClaritas
Karin Jironet, Founder, InClaritas

This high-involvement, interactive, hybrid session grounded in experiences of music, myth, and literature will encourage presenters and participants to step out of a primarily analytical thinking mode and delve into expressive and experimental modes of being. Panelists sharing a breadth of experience in the arts and leadership development, bring both European and North American experience as leaders and leadership guides. Attendees will leave with fresh perspectives on themselves as leaders (especially how they face challenging issues in their organizations and in the world), insights into their own relationship with music and myth, and a sense of refreshment.

CS4 SAT 10:30–11:45

Studio 314 | Panel Discussion | Leadership Development

LD

Can Chaos and Disruption Be the Perfect Conditions for Innovation and Creative Change?

Chair: **Claudia de Castro Caldeirinha,** Manager & Senior Leadership Adviser, RedScope Consulting
Shéhérazade Semsar-de Boisséson, Managing Director, POLITICO
Jesse Segers, Professor, Expertise Center Leadership, Antwerp Management School
Cathleen E. Clerkin, Senior Research Faculty, Global Research and Evaluation, Center for Creative Leadership

This panel of European and American senior academics and practitioners from business and politics will discuss how chaos and disruption can be good conditions for innovation and positive change. The moderator will launch conversations on themes such as leading creatively through turbulence, creating agile structures, creating clarity of purpose, and preparing for the world ahead. Panelists will share ideas and good practices in their domain, and offer tips to tap into the creative forces prompted by turbulence.

Studio 315 | Presentations | Business Leadership

BL

Globalization and Global Leadership: Progress and Pitfalls

Chair: **Heewon Chang,** Professor & Chair, Organizational Leadership, Eastern University

BL

An Organizational Model to Teach Global Leadership

Howard P. Lehman, Professor, Political Science, University of Utah

As future leaders, students need an understanding of political, economic, social, and global forces and the skills to manage those forces within diverse organizations. This presentation will examine three dimensions of global leadership: transformational and transactional leadership, organizational dimensions of global leadership, and applications to contemporary global challenges.

BL

Leading Diversity at the Global Workplace

Eva Malisius, Associate Professor, School of Humanitarian Studies, Royal Roads University
Stephanie Mahovlic, Program Director, Alberta School of Business, University of Alberta

Leadership is built on a foundation of influence, yet time and space is rarely created for reflection, co-creation of cultural values, or conflict resolution. This presentation will discuss how bringing together conflict competence and cultural literacy with reflective practice and emotional intelligence supports diverse, healthy workplaces.

BL

Small Business Leadership: Demands and Opportunities in the Global Marketplace

Pamela Andrews, Doctoral Student, Pepperdine University
Kris Marshall, Doctoral Student, Global Leadership and Change, Pepperdine University

Presenters will focus on globalization for small business owners as a gradual process that incorporates cognitive complexity and global competencies. Entrepreneurial leadership strategies will be shared that reflect on situational leadership, entrepreneurial and experiential learning, and global literacy as methods for expanding into the global marketplace over time.

BL

The Anti-Globalization Movement: How Outsourcing Has Become a Punishable Business Practice

Alexis Naranjo, Ph.D. Student, Department of Professional Studies, Indiana Tech

This research explores and analyzes how financial indicators, service quality, and service levels encourage leaders to outsource. It considers the challenges and consequences faced by leaders considering outsourcing and the impact of the anti-globalization movement.

CEEMAN

CEEMAN – The International Association for Management Development in Dynamic Societies

EdTech - Seminar on Digital Technologies in Teaching and Learning

4-7 December 2017, Bled, Slovenia

International faculty and renown experts will provide overview of the "big picture" and trends of digitalization in management education, as well as share their experience on a number of issues crucial for implementing technology strategies in management education programs and environments. The program will also provide space for participants to share their own best practices, success (or failure) stories, and relevant insights to facilitate peer learning and exchange.

www.ceeman.org/edTech

Program Management Seminar

April 2018, Bled, Slovenia

A seminar for program managers, coordinators, and directors, as well as institutional leaders (deans, directors, heads of departments) interested in organizing and improving the program management functions and processes at their institutions. It covers a wide range of topics and practices related to the delivery of educational programs, including marketing and admissions, work with participants and faculty, performance management, post-program activities and alumni relations, ethical dilemmas in program manager's work, and other.

www.ceeman.org/pms

IMTA - International Management Teachers Academy

June 2018, Bled, Slovenia

IMTA is a two-week major faculty development program organized by CEEMAN since 2000. Under the masterful guidance of highly experienced international faculty, IMTA provides a unique opportunity for young educators to develop their curricula, course design, teaching materials and particularly teaching skills and methods. The program is heavily based on the case method, including teaching with cases, case writing, and performance evaluation and feedback to students. It is also designed to improve competences and skills integral to specific managerial disciplines, and provides inputs essential in other areas of a faculty member's professional life, such as consulting, institution development and administration, and social responsibility.

www.ceeman.org/imta

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SATURDAY
14 OCTOBER | 12:00-13:00
CONCURRENT SESSION 5

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Presentations | Leadership Development

LD **Global Leadership Strategies**

Chair: **Amanda Martin,** Principal Consultant and Practice Lead Impact, Melbourne Business School

LD **A Study of Trust in Global Leadership in Turbulent Times**

Michael A. Lindquist, President, Adrian Leadership and Healthcare Consulting; Faculty, School of Business, University of Phoenix (FW)

Debra S. Sandberg, CEO & Managing Partner, Adrian Leadership and Healthcare Consulting; Faculty, School of Advanced Studies & School of Health Sciences Administration, University of Phoenix

This study examines the difficulty leaders of global organizations experience building trust with their followers, particularly in changing, chaotic, and challenging environments. Presenters will share new findings and describe how, in this era of turbulence, leaders establish honesty, integrity, fairness, and transparency with stakeholders to gain and maintain trust within their organizations.

LD **Developing Global Leadership in a Globalized and Broken World**

Jean-Pierre K. Bongila, Associate Professor, Department of Leadership, University of St. Thomas

This longitudinal, qualitative study tracks students' evolving global leadership skills before, during, and after field experiences in South Africa, Tanzania, Cuba, or Brazil. The presenter will share how students approached cultural complexity and the ways in which their experiences might inform the development of global leaders working in a broken world.

LD **Global Resonance for Global Leaders: A Transformative Being-Knowing-Doing Cycle**

Kathleen A. Curran, Principal & Intercultural Strategist, Global Leadership Development, Intercultural Systems

Turbulence calls for resourcefulness to flex and flow in the global whitewater. Global resonance expands on extant theoretical constructs of global competency, linking competencies critical for successful global leadership with the ability to embody and employ transformative, interdependent capacity and the capability for co-creation.

2017 ILA LIFETIME ACHIEVEMENT AWARD HONOREE

Circle 210 | Presentation | Leadership Scholarship

LS

Seven Issues That Have Limited Leadership Research

Robert Lord, Professor, Business, Durham University

This talk will identify and describe seven taken-for-granted assumptions that have channeled and limited leadership research for over 40 years. For example, research has focused at the person level while trying to predict outcomes at the event level. Possible solutions to these seven issues will be suggested and examined.

Circle 310 | Workshop | Leadership Development

LD

What Got Your Leaders Here, Won't Get Them There: How to Develop Leaders Facing Adaptive Challenges

Neill Thew, Leadership Development Coach, Cru Leader Development

Trevor Cousins, Founding Director, Cru Leader Development

Leaders face increasingly unpredictable challenges for which past ways of thinking and acting do not suffice. Ronald Heifetz suggests that such challenges be described as adaptive, because defining and solving them requires significant learning, or adaptation. Workshop participants will explore how to overcome adaptive leadership challenges by using an immunity to change approach to work through a significant personal or professional challenge of their own, identify the underlying structure of their challenge, name the big assumptions that hold the challenge in place and block progress, and design learning experiments to begin overturning these assumptions.

Hall 300 | Workshop | Leadership Development

LD

Developing Organizational Grit (Passion, Perseverance, and Resilience)

Nick Palmieri, Professor, MacArthur School of Leadership, Palm Beach Atlantic University

Craig Domeck, Dean & Associate Professor, MacArthur School of Leadership, Palm Beach Atlantic University

Grit encompasses a combination of passion and perseverance, focusing on individual application. Angela Duckworth's research provides evidence-based strategies for developing grit. With an emphasis on adult learning principles related to cognitive load and transfer of learning, this interactive workshop will engage participants in learning new skills for cultivating an organizational culture characterized by passion, perseverance, and resilience — grit. Activities will include thought-provoking questions for small group discussions, assessments (individual and organizational) of grit and resilience, and the creation of an action plan for creating a cultural environment conducive to grit development.

Silver Hall | Panel Discussion | Leadership Development

LD

Vertical Leadership Development in an Interdependent World

Chair: **Charles J. Palus,** Senior Fellow, Center for Creative Leadership

PW

Elaine Herdman-Barker, President, Global Leadership Associates

Richard Izard, Managing Director, Global Leadership Associates

Nancy C. Wallis, Student, Claremont School of Theology

Steadman D. Harrison III, CEO, GOinnovation

Vertical leadership development describes evolving levels of maturity in the life-spans of individuals and collectives, framed as a series of increasingly complex action logics for realizing shared direction, alignment, and commitment. Lately there has been a surge of interest in vertical development for its potential to help people cope with turbulent, complex environments. This panel will explore the latest topics in the theory and practice of vertical development and share case studies of applications in organizations. Our topics include measurement, self-reflection rubrics and tools, one-on-one coaching, organization development, cultural differences, leadership strategy, and the transformation of leadership cultures toward greater interdependence.

CSS SAT 12:00-13:00

CS5 SAT 12:00-13:00

Studio 201 A+B | Panel Discussion | Leadership Education

LE

Leadership Education Study Abroad Programs: Transformative or Trying?

Chair: **Karen L. Stout,** Director, Karen W. Morse Institute for Leadership, Western Washington University
Wendy E. Rowe, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University
Holly Diaz, Instructor, Karen W. Morse Institute for Leadership, Western Washington University
Amber Manning-Ouellette, Lecturer of Leadership Studies, Catt Center for Women and Politics, Iowa State University

Study abroad programs should develop students' knowledge, skills, and attitudes by exposing them to different cultures and experiences. Panelists have each led undergraduate and graduate level study abroad programs around the world, including a variety of programs to non-Western countries. They will share lessons learned regarding successful and unsuccessful educational programs including: strategies to assess student readiness for travel abroad to underdeveloped and developing countries, the establishment of norms for students traveling abroad, and how to engage in difficult conversations when students struggle to demonstrate course expectations.

Studio 202 | Panel Discussion | Leadership Development

LD

Leadership Development: Where Now?

Chair: **Sara Willms,** Coach, Communication Training, willms.coaching
Johannes Willms, Executive Coach, willms.coaching
Jolanda N. De Ridder, Coach, Global Leadership Transformation

Vertical development is a bundle of approaches, theories, and practices that are very promising for leadership development, offering an important perspective on how leadership develops in discontinuity through different stages. It suggests we are part of a transformative process moving upward, but then how do we understand the changes in public leadership? Is the more authoritarian shift a progress in leadership development or a regression? Panelists will highlight two well-known vertical development approaches — The Leadership Circle Profile and the Global Leadership Profile. Aiming to surface implicit views of development and explore explicit assumptions that guide leadership development, the panel will engage with the audience to answer: If these theories offer a direction of development — are we really moving forward?

Studio 203 | Symposium | Leadership Development

LD

Current Perspectives on Asian Women in Leadership

Chair: **Yonjoo Cho,** Associate Professor, Instructional Systems Technology, Indiana University

WL

Commentator: **Sang-Hee Lee,** Professor & Associate Dean, University of California, Riverside

Researchers from three Asian countries who recently collaborated on a book on this topic will present current perspectives on Asian women in leadership. After the presentations, they will discuss convergence (commonalities) and divergence (differences) across the three Asian countries, engage attendees in a discussion about unique Asian perspectives as compared to Western perspectives, and provide implications for future research and practice.

LD

Women in Leadership in Indonesia

Corina D. Riantoputra, Vice Dean, Psychology, Universitas Indonesia

WL

This presentation will illustrate Indonesia's complicated gender disparity, where a culture of paternalistic conservatism coexists with having the sixth highest proportion of women senior managers in the world. A historical and cultural analysis will be employed to elucidate the factors behind this complexity.

LD

Women in Leadership in Japan

Yoshie Tomozumi Nakamura, Director, Graduate School of Business, Columbia University

WL

Considering that the number of women in management positions has not increased in Japan, the presenter will discuss the state of women in leadership positions through a historical overview of Japanese women in leadership and the Japanese work environment. Implications for research and practice will be shared.

LD

Women in Leadership in South Korea

Jiwon Park, Ph.D. Student, Penn State

WL

Korean women's low status in global rankings is alarming given the nation's prestigious status as a world economic power. Why has South Korea's economic success failed to translate into women's corresponding status? This presentation will focus on Korean women leaders' challenges and opportunities to explore answers to this driving question.

Studio 204 | Workshop | Leadership Education

LE EF

Narrative Intelligence — Practical Insights Into Cultivating This Intuitive Leadership Skill

Greg Morgan, Executive Partner, Allora Leadership and Coaching

Narrative intelligence is an unheralded dimension of leadership. It is the intelligence people use when making sense of what matters, why it matters, what is really happening, and their role in it. Beneath any dataset and conventional analytics, sit stories people create, subconsciously shaping and reinforcing their values, beliefs, assumptions, words, and actions. Workshop participants will engage in, and learn strategies for developing, four realms of narrative intelligence. They will gain practical insights into applying narrative intelligence to their own and other people's stories to ethically cultivate stronger commitment, alignment, trust, and influence, especially when times are challenging.

Studio 206 | Panel Discussion | Leadership Scholarship

LS EF

Leadership, Diversity, and the Ethics of Care

Chair: **Valérie Petit,** Member, French Parliament

Joanne B. Ciulla, Professor & Academic Director, Institute for Ethical Leadership, Rutgers Business School, Rutgers University

Sarah Saint-Michel, Associate Researcher, Open Leadership Center, EDHEC Business School; Assistant Professor, Pantheon-Sorbonne University

Hager Jemel, Deputy Director, Open Leadership Center & Researcher, Management, EDHEC Business School

Does the new theory of inclusive leadership represent the leadership field's transposition of ethics of care and will it make organizations better and caring places? At the crossroads of leadership studies, gender studies, and diversity management, this session will examine foundational scholarship on inclusive leadership and the location of care ethics in inclusive leadership's nature and rise. Panelists will provide the audience with the epistemological, theoretical, and empirical material to understand, illustrate, and discuss. Suggested avenues for future research will be raised.

CSS SAT 12:00-13:00

Studio 211 | Workshop | Leadership Development

LD ED

Mission Possible: Coaching Large Groups in Action

Thomas Hellwig, Professor of Leadership, INSEAD Global Leadership Centre

Moving from coaching individuals or small groups to coaching large groups in business, community, and educational settings can seem like an impossible mission. Bringing together elements of peer coaching and group dynamics with experiences from the classroom, the emergency room, and the boardroom, the facilitator will address common challenges faced by coaches focused on large group interventions and will introduce a leadership in action framework designed to make the seemingly impossible, possible. Participants will together explore scenarios and practice coaching skills that can sustain tangible results with change processes, team building, and leadership development. Attendees will leave with a better understanding of coaching large groups for tangible results.

Studio 212 | Presentation | Business Leadership

BL

Boiling Rice in Still Water: From Merger to Mindshift

Rob Rutten, Senior Vice President, Human Resources, Océ - A Canon Company

Rens van Loon, Professor, Tilburg University; Director of Human Capital, Deloitte Consulting

Many of the challenges erupting from a merger — such as new teams working together in different ways, access to resources, cultural differences, and unclear lines of authority — are also commonly encountered in other organizational settings. A leadership consultant/scholar and a senior vice president will present a case study on the merger of Canon and Océ to highlight the common adaptive challenges encountered and explore the processes and approaches implemented to create conditions for success. Using the dialogical leadership model, the presenters will be in conversation with one another and the audience as they describe the journey from merger to mindshift.

CSS SAT 12:00-13:00

Studio 213 | Refereed Paper Presentations | Leadership Scholarship

Research Studies on UN Leaders

Chair: **Andrew Wefald,** Associate Professor, Staley School of Leadership Studies, Kansas State University

Leadership Styles of the Seven UN Secretaries-General: Communications, Rhetoric, and Policies

Bora Yoon, Researcher, Graduate School of International Studies, Public Diplomacy Center, Ewha Womans University
Kisuk Cho, Professor, Graduate School of International Studies, Ewha Womans University

This research analyzes the seven former UN Secretaries-General's leadership styles by both quantitative and qualitative content analyses of their inaugural speeches. By applying Kille's 2006 theoretical framework, this research illuminates the correlations between their spontaneous and ready-made communications, and their actual policies and activities.

Where Fools Rush In

Joe Alessi, Director of Leadership Studies, Interdisciplinary Programs, Slippery Rock University

For leaders to operate successfully in a tumultuous world, they must appreciate the importance of cultural understanding. When it comes to intervention into sovereign states, cultural understanding and respect are essential. This work examines how cultural misunderstanding by U.S. and UN leaders failed to foster political reconciliation in Somalia from 1992-1994.

Studio 214 | Panel Discussion | Leadership Education

Interdisciplinary Leadership Curriculum for Diverse Contexts

Chair: **Sarah Chace,** Assistant Professor, Leadership and American Studies, Christopher Newport University
Elizabeth Gagnon, Lecturer, Leadership and American Studies, Christopher Newport University
Brent Cusher, Assistant Professor, Leadership and American Studies, Christopher Newport University
S. Lynn Shollen, Associate Professor, Leadership and American Studies, Christopher Newport University
Benjamin Redekop, Professor, Leadership and American Studies, Christopher Newport University
Molly Waters, Lecturer, Leadership and American Studies, Christopher Newport University

Academic leadership programs need to offer innovative courses that prepare students intellectually and practically to confront the challenges of our turbulent world with courage and competence. While a fundamental understanding of leadership theory, perspectives, and practice is essential, today's students require the opportunity to explore the leadership process in diverse contexts and in ways that extend beyond traditional classroom instruction. This panel discussion provides an overview of five recently created, interdisciplinary leadership courses — Theories and Perspectives on Leadership, Outdoor Leadership, Environmental Leadership, Women and Leadership, and Leading in the Healthcare Industry — designed to extend the depth and breadth of leadership education.

Studio 215 | Presentations | Public Leadership

Examinations of Military and Command Leadership

Chair: **Karl Santrian,** Commander, Royal Navy, Shrivenham Leadership Centre, UK Defence Academy

Enhancing Leadership in the Ecuadorian Military: Conversations on Leadership With Special Forces Personnel

Sandra Dennis, Consultant, Ministry of Social Development and Social Innovation & Ministry of Children and Family Development, Government of British Columbia, Canada

This paper presents the first ever research on leadership within the Ecuadorian military. The intent was to have personnel explore their personal leadership and discuss individual and institutional ways to increase leadership capacity. Leadership workshops were combined with two surveys and action research using an interview matrix and a World Café.

Correlation Between Job Satisfaction and the Supervisor's Leadership Style Within a Police Department

Donald R. Kudek, Assistant Professor, Wisconsin Lutheran College

Job satisfaction within America's police force is declining, negatively impacting community relations. The presenter will share a study completed within the Milwaukee Police Department to determine if a correlation existed between the officer's job satisfaction and the level of servant leadership activities observed in the officer's supervisor.

A Meta-Analysis of Military Intervention in Africa

Kimberly Thomas, Graduate Student, Alvernia University

This paper explores Western military intervention in Africa. Specifically, the long-term effects and overall themes that are created or perpetuated through external military interventions in sovereign nations.

Servant Military Leadership Can Be Most Effective During Unstable Times

James C. Turner, Alumnus, School of Advanced Studies, University of Phoenix

Erik Bean, Associate University Research Chair, Center for Leadership & Educational Research, University of Phoenix (Co-Author)

Top military leaders recognize the problem of first-term officers departing the service. The concept of servant leadership, particularly in turbulent times, can be beneficial in maintaining personnel as noted in this heuristic study incorporating the lived experiences of the primary researcher and six former United States Armed Forces military officers.

Studio 216 | Workshop | Leadership Education

The Leadership Marketplace — An Innovative Technique to Engage With Leadership Theory and Practice

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

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

Whilst leadership contexts are constantly changing, leadership development seems stuck in the 20th century. New approaches are needed that enable leaders to survive and thrive in challenging situations. Presenters will briefly share the evolution of the Leadership Marketplace technique, inspired by futuresearch and open space technology, and based on research and experiences of a new Masters in Leadership program. Flexible and adaptable in terms of contexts, sectors, and sizes, the approach is relevant and applicable to diverse leadership programs. Participants will experience how the approach provides new ways of engaging with a wide range of leadership models and theories in a participative, practical, and exciting way.

CSS SAT 12:00-13:00

Studio 311 | Panel Discussion | Leadership Education

Educating the Whole Person Through the Integration of Faith and Leadership

Chair: **Kem Gambrell,** Assistant Professor, Doctoral Program of Leadership Studies, Gonzaga University

David T. Houglum, Director for Leadership, Franz Center for Leadership, Entrepreneurship, and Innovation, University of Portland

Dung Q. Tran, Instructor, Organizational Leadership, Seattle University

Josh Armstrong, Director, Comprehensive Leadership Program, Gonzaga University

Many leadership educators, scholars, and practitioners are interested in integrating spirituality with leadership, but don't necessarily know how or where to begin the process. Panelists will provide valuable insights as they explore the integration of leadership education and faith-development in several undergraduate settings. Approaches to leadership education and leadership practice within institutional contexts rooted in faith and spirituality will be compared and contrasted. Attendees will be encouraged to contribute their perspectives, questions, and experiences. Lessons concerning developing, implementing, and sustaining these programs will be explicated and ongoing program challenges and future research questions will be identified.

Studio 312 | Presentations | Leadership Education

What Do We Teach Again? Making Sense of Leadership Education

Chair: **Thomas J. Yannuzzi,** Executive Director, Center for Student Leadership, Kennesaw State University

Navigating the multitude of leadership theories and practices can be daunting for even the most seasoned leadership educator. Thought-provoking presentations will help educators organize and approach the teaching and learning of leadership in a more thoughtful and impactful manner.

Building Leadership Competence: Exploring Leadership Skills in Program Curricula

Brian A. Petersen, Graduate Student, Ph.D. in Leadership, Alvernia University

Spencer S. Stober, Professor of Biology and Educational Leadership, School of Graduate Studies, Alvernia University

Patricia A. Brenner, Graduate Student, Program in Educational Leadership, Alvernia University

Presenters will report on a content analysis of program outcomes and required curricula for degree programs that focus on leadership across multiple disciplines and education levels. Preliminary findings on differences in technical skills and the primacy of general communication skills will be discussed.

Creating a Taxonomy of Leadership Development

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

With so many leadership topics to cover in our programs and courses, in what order should we teach them to provide a developmentally sequenced curriculum? Based on recent research findings, this presentation will showcase a taxonomy of leadership development, offering a blueprint for intentional sequencing of topics to maximize learning.

Proposing a Structure of a Multi-Level Campus-Based Model of Leadership Education

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

Gayle Spencer, Director, Illinois Leadership Center, University of Illinois

Beth Hoag, Associate Director, Illinois Leadership Center, University of Illinois (Co-Author)

Presenters will propose the structure of a comprehensive model for mapping the shape, and optimizing the effectiveness, of leadership education in campus-wide university settings. The model includes a philosophy statement detailing values and purpose, competencies that serve as learning goals, a map of campus learning opportunities, and a plan for assessment.

Studio 313 | Symposium | Leadership Education

Global Leadership Development: Models and Best Practice

Chair: **Chris T. Cartwright,** Director of Intercultural Assessment, Intercultural Communication Institute

Commentator: **Joanne Barnes,** Dean, Graduate School, Indiana Wesleyan University

Global leadership development requires unique instructional design in order to cultivate leaders who are effective with global challenges and who cross cultural and organizational borders. This session will describe two models of global leadership development and examine three examples of best practices for developing this complex form of leadership.

CS5 SAT 12:00-13:00

A Program-Wide Initiative for Global Leadership Development

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

This case-study examines a program-wide global leadership initiative designed to introduce and then re-enforce increasing levels of intercultural complexity over eight semesters. The program includes multiple matched psychometric baseline and post treatment assessment, the creation of a personal development plan, and an expatriate year that includes a semester of study abroad.

An Experiential Approach to Global Leadership Development

Joyce Osland, Lucas Endowed Professor of Global Leadership & Executive Director GLAC, School of Global Innovation & Leadership, San Jose State University

How can university instructors develop global leadership skills in students vs. simply teaching about them — especially when study abroad programs are not possible? This case study reports on an experiential approach that has been used over the past five years, and will focus on sharing a learning framework based on cognitive-behavior therapy.

Global Leadership Development in an Intensive Executive MBA Program

Leigh Anne Liu, Associate Professor of International Business, Robinson College of Business, Georgia State University

Ila Gandhi, Consultant, Organizational Development, TMC Corp/Berlitz (Co-Author)

This case-study tracks the progress of 150 MBA students in two intensive global oriented programs and examines their global competencies before and after the programs. The study also tests the relationships between their psychometrically measured dimensions and their individual performances in negotiation and global virtual teams.

Studio 314 | Presentations | Leadership Education

LE
Leadership Education and Ethics: Meeting the Challenge

Chair: **Joan Keevill,** Visiting Faculty, Leadership, Henley Business School, Designs on Learning Ltd

LE
Beyond Responsible Conduct of Research Training: Why Ethical Leadership Training Matters for PhD STEM Students

EF
Ethan Fridmanski, Graduate Student, University of Notre Dame

John Lubker, Associate Dean for Academic Affairs, University of Notre Dame (Co-Author)

Dynamic leadership training is necessary for Ph.D. students in STEM fields in order to safeguard and promote ethical inquiry. However, funding agencies mandate ethics training, not leadership training. The presenter will provide the rationale for ethical leadership training, highlight a successful program, and discuss implications.

LE
Meet the Challenge: International Leadership Education Strategies

Maria Chen, Principal Consultant, YMC Consulting, LLC

Supported by leadership teaching experiences in Asia and the U.S., this paper aims to provide insights into handling the leadership and ethics education challenges worldwide.

LE
Where Are the Ethical Leaders?

Mark J. Warner, Senior Vice President of Student Affairs and University Planning, James Madison University

ED
Leaders face ethical decisions every day, but unfortunately, we have not intentionally helped people learn how to make ethical decisions. This presentation will describe an innovative program, The Madison Collaborative: Ethical Reasoning in Action, which teaches all students within a university how to make ethical decisions.

Studio 315 | Presentation | Public Leadership

PL
Leadership in Military Operations

Mart de Kruif, Lieutenant-General (retired), Royal Netherlands Army

Based on personal experiences as the Commander of International Security Assistance Force Regional Command South in Afghanistan from November 2008 until November 2009, the presenter will focus on elements of leadership essential in a counterinsurgency and the challenges of commanding coalition forces from 24 different nations and 24 different cultures. Most of the elements are based on lessons learned, failures, mistakes, and some successes. The session will close with reflections on moving from the military sector to the business sector and experiences at Deloitte.

Studio 316 | Presentations | Business Leadership

BL
Futurecasting the Field of Leadership

Chair: **Éliane Ubalijoro,** Executive Director, C.L.E.A.R. International Development

BL
Turbulence Ahead and It's Going to Get Bumpy

Scott J. Allen, Board Chair, Collegiate Leadership Competition

Steve Kempster, Professor, Leadership and Management, Lancaster University

This engaging presentation will explore the concept of leadership from a futurist's perspective. The presenters will conduct a quick dive into several emerging megatrends and challenge participants to think more critically about the leadership skills and competencies needed to ensure success in the permanent whitewater of the coming quarter century.

BL
Is There a Future for Leadership? Yes, If...

Theo H. Veldsman, Visiting Professor, University of Johannesburg

Andrew J. Johnson, Chief Learning Officer, Eskom Academy of Learning, Eskom

Across sectors, generations, and cultures, the exercise of, and insights about, leadership face severe scrutiny. One has to do some crystal ball gazing to explore what is required for better and different leadership going into the future. The presenters will thoughtfully consider contemporary leadership challenges, explore emerging leadership approaches, and foreshadow characteristics of future-fit leadership.

SATURDAY
14 OCTOBER | 14:45 - 15:45
CONCURRENT SESSION 6

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Presentations | Leadership Development

LD WL
Cracking the Glass Ceiling
Chair: **Reneé R. Green,** Executive Coach & Program Chair, School of Business, University of Phoenix

LD WL
First Cracks: Reflections of a Pioneer
Lynne E. Devnew, Distinguished Research Fellow, School of Advanced Studies, University of Phoenix

What cracks can one woman make? What progress has been made over the last fifty years? Using a conceptual, autoethnographic approach, this pioneering female leader will share learnings about the roles of situations, culture, family, organizations and the people in them, and about herself as she reflects on her lifetime leadership journey.

LD WL
Expanding the Cracks: Disrupting Leadership Cultures
Carmela Nanton, CEO, Carmel Connections, Inc.

The presenter will scrutinize the perceptual frameworks and heuristics for decision making when selecting women for leadership positions. The impact of code filters that influence the decision process will be considered along with strategies to transform the persistent under-representation of women in leadership positions.

LD WL
Multiplying the Cracks at a New Zealand University
Lorraine Stefani, Emeritus Professor of Higher Education, University of Auckland
Melanie Moorcroft, Associate Director, People & Organizational Development, University of Auckland
Mary Ann Crick, Staff Development Manager, People & Organizational Development, University of Auckland (Co-Author)

In New Zealand the figures for women professors hover at around 20% of the total. Presenters will offer critical insights into how a women's leadership program at their university supports female academic professionals, putting cracks in the glass ceiling of academic and professional leadership. An institutional perspective and individual video cameos will be shared.

Circle 210 | Workshop | Business Leadership

BL EF

Ethics: Practical Solutions to Cross-Cultural Issues

Maria Chen, Principal Consultant, YMC Consulting, LLC

A difference in moral principles, or ethics, frequently causes conflicts between organizations in different countries. Informed by ethics teaching experiences in Asia and the U.S., as well as business practices in Asian, European, and North American corporations, this workshop will provide participants with an informative, firsthand experience in managing cross-cultural ethical issues and will demonstrate how to address cross-border ethical issues. After assessing their own ethical teaching and practice priorities, participants will work on ethical decision cases to raise awareness of specific regional ethical practices and ways to address cross-border ethical issues that may occur in training and teaching.

Circle 310 | Workshop | Leadership Development

LD SL

A Pattern Approach to Leading Transformational Change in Complex Multi-Actor-Settings

Petra Kuenkel, Co-Founder & Executive Director, Collective Leadership Institute

Large system change calls for new leadership approaches. Leading transformational change for sustainability requires conceptualizing leadership as the collaborative capacity of a collective, moving away from traditional concepts of individual leadership to processes of collective sense-making and collective co-creation. After a brief introduction into the conceptual background of the Collective Leadership Compass, participants will explore how its six features, derived from living systems theory, support transformational change. This session will focus on the integration of soft and hard leadership skills and how they intertwine and support each other in leading complex change in multi-stakeholder collaborations.

Hall 300 | Symposium | Public Leadership

PL

Reinventing Public Leadership in Norway: How Trondheim Is Moving to Create Its Future

Chair: **Juliane Reams,** Researcher, European Center for Leadership Practice

Commentator: **John Richard Hanssen,** Partner, Center for Transformative Leadership

This set of presentations will examine how the city of Trondheim is tackling the need to make a radical transformation in its organizational structures and leadership practices in order to respond to community challenges.

PL

Reinventing Public Leadership: How a Norwegian City Is Tackling Radical Change

Kristian Mjøen, Advisor, City of Trondheim

In the face of multiple adaptive challenges, the city of Trondheim, Norway is undertaking a major reorganization and radical change effort. To address increased public and political expectations combined with meager funding, the city is redefining leadership for city leaders, restructuring teams, and undertaking training to build the requisite capacities.

PL

Integrating Psychological and Learning Lenses to Facilitate Leadership Development

Jonathan Reams, Associate Professor, Education and Lifelong Learning, Norwegian University of Science and Technology

The presenter will describe the theory and design behind integrating a psychological approach with skill development in a pilot component of the city of Trondheim's leadership training. The Leadership Circle 360 Assessment was combined with the Lectica Decision Making Assessment to achieve greater impact for leadership development, leading to significant improvements in performance.

PL

Multi-Stage Process Research Examining a Public Leadership Development Program

Camilla Fikse, Associate Professor, Education and Lifelong Learning, Norwegian University of Science and Technology

Ottar Ness, Professor, Education and Lifelong Learning, Norwegian University of Science and Technology

Are the desired results being achieved? How can the program be improved? Presenters will describe the design and implementation of a research project to gather feedback from public leaders about their experiences, needs, and abilities to meet multiple adaptive challenges. Perceptions of the usefulness of the program for themselves, their teams, and the city of Trondheim will be shared.

CS6 SAT 14:45-15:45

Silver Hall | Presentation | Leadership Development

LD
Reflections on the First Five Years of Deloitte University With a Vision to "Grow the World's Best Leaders"

Myra E. Dingman, Leader Development Specialist, Global Talent and Ethics, Deloitte
Helmut Novacek, Head of Professional & Leadership Development, EMEA, Deloitte University

As the global economic crises hit in 2008, the largest professional services firm in the world decided to invest big in leader development by launching brick-and-mortar Deloitte Universities in locations around the globe. This presentation will reflect on the first five years of meeting the leadership challenges and driving individual transformation.

Studio 201 A+B | Symposium | Business Leadership

BL
Virtual Leadership: Expanding Theory, Informing Practice, and Affecting Learning

Chair: **Michael Brandenburg,** Managing Director, Resonance Consultants, S.L.

BL
Classical Leadership Style for Virtual Leadership Practice

Christine M. Morse, Doctoral Student, Business Psychology, The Chicago School of Professional Psychology

Classic leadership theories (servant, transactional, transformational, and shared) were evaluated for utility in virtual environments — and it was found that none can meet the needs of virtual leadership on their own. The presenter will argue that when used in combination, the approaches satisfy the required characteristics of an effective virtual leader.

BL
The Importance of Cultural Competence and Trust in Developing Virtual Leaders

Ta Karra N. Jones, Social Worker, The Chicago School of Professional Psychology

This paper uses Hofstede's dimensions of leadership and culture as framework to consider the importance of cultural competence and trust in leading virtual teams.

BL
The Connection Between Virtual Leadership and Virtual Learning

Lonnie R. Morris, Jr., Assistant Professor of Organizational Leadership, Business Psychology, The Chicago School of Professional Psychology

The collective body of work on leadership in virtual communities shows that no single approach can satisfy all the needs of participants. This presentation will explore the intersection of virtual leadership and virtual education, and offer a model of virtual leadership competencies that can undergird success in virtual work and learning communities.

CS6 SAT 14:45–15:45

Studio 202 | Presentations | Business Leadership

BL
Research Studies on Female Executive Leadership

WL
Chair: **Susan Murphy,** Professor & Chair of Leadership Development, University of Edinburgh Business School

BL
The Identity Continuum of Ten Women on Top Management Teams

Corbette Doyle, Senior Lecturer, Leadership, Policy & Organizations, Vanderbilt University

WL
Tova Olson Sanders, Associate Teaching Professor & Concentration Lead, Leadership Studies, College of Professional Studies, Northeastern University

Turbulence in the healthcare industry has created new demands for innovation among top management teams. Headlines suggest gender diverse leadership is a solution, but little is known about the experience of women in this context. This presentation will address that gap by exploring the experiences of ten women leaders on healthcare TMTs.

BL
Gender-Based Leadership Barriers Experienced by Kazakhstani Female Executives

Jenifer L. Lewis, Associate Professor, Graduate School of Business, Nazarbayev University

WL
Gwen McEvoy, Nazarbayev University (Co-Author)
Anna CohenMiller, Nazarbayev University (Co-Author)

Using semi-structured interviews, this study explores gender-based leadership barriers experienced by ten Kazakhstani female executives. The presenter will share findings specifically in the Kazakhstani and broader Central Asia contexts to help female leaders understand how societal and cultural roadblocks and pathways influence their ability to achieve senior leadership positions.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Developing a Gender-Equitable Leadership Framework

Marilyn Thompson, Associate Provost, Human Resources, University of Waterloo

Diana Parry, Associate Vice President & Professor, Human Rights, Equity and Inclusion, University of Waterloo (Co-Author)

This presenter will describe the process of the development of a unique leadership framework that advocates for gender equity among leadership practices. Grounded in feminist theory and framed using the UN Women's HeForShe movement, this newly developed framework aims to advance female leadership throughout post-secondary institutions.

Studio 203 | Presentations | Public Leadership

Sustaining Leadership Systems From the Local to the International Stage

Chair: **Nikol Hopman,** Director, Centre for Professional Learning, Leiden University

Conceptualizing Forms and Elements of City Leadership: Agenda for Research and Practice

Alessandro Sancino, Lecturer in Management, The Open University

This presentation will offer a theoretical framework for conceptualizing city leadership that defines the different forms of city leadership (political, managerial, business, and civic) and the different elements of city leadership (actors, structures, processes, and followership patterns). Implications for theory development, research and practice will be examined.

Legislating Stability? Perceptions of the Kazakhstani Leadership's New Anti-Corruption Laws

Jason E. Lewis, Ph.D. Student, Intercultural Studies, Biola University

In January 2016, Kazakhstan's leadership developed and implemented new legislation to combat the pervasive corruption in all sectors of society. This qualitative study seeks to understand how the perceptions of university students in Kazakhstan, who study public policy and political science/international relations, perceive the effectiveness of the new anti-corruption law.

Sustaining International NGO Organizational Effectiveness

Gordon A. Zook, India Director, Mennonite Central Committee

The literature describes approaches leaders can use to assess their organization's effectiveness. The presentation will examine these methods, drawing on personal experience working with an international NGO, and will suggest how leaders can appropriately assess their organization's effectiveness in order to improve and sustain it in today's turbulent and chaotic times.

CS6 SAT 14:45-15:45

KENNETH E. CLARK STUDENT RESEARCH AWARD WINNER

Studio 204 Presentation Leadership Scholarship

The Role of Leaders in Motivating Their Subordinates at Work

Commentator: **Jennifer Martineau,** Senior Vice President, Research, Evaluation & Societal Advancement, Center for Creative Leadership

Aleka MacLellan, Talent & Leadership Development Consultant, Lee Hecht Harrison Knightsbridge

Vast research supports the beneficial effects of transformational leadership on leaders and subordinates; however, the role of leaders' own motivation has often been ignored. This research examined whether leaders' motivation and/or their leadership styles have an effect on subordinate motivation. Study 1 used a longitudinal design to demonstrate a) leader motivation predicted leadership style; b) leadership style impacted the quantity, but not the quality, of subordinate motivation; and c) leader motivation predicted subordinate motivation. Study 2 used a longitudinal control group design to evaluate a leadership development intervention, resulting in increased a) autonomous motivation, b) meaningful work, and c) autonomy-supportive leadership.

Studio 206 | Panel Discussion | Public Leadership

Sifting Through Organizational Noise to Serve the Greater Public Good

Chair: **JoAnn D. Barbour,** Professor & Department Chair, Doctoral Program in Leadership Studies, Gonzaga University

Kathryn Vernon, Ph.D. Candidate, Gonzaga University

Antonio Jimenez Luque, Adjunct Professor, Comprehensive Leadership Program, Gonzaga University

What roles can scholars play in community change? Panelists will discuss the complex process of building a collaborative research project to assess the culture of a public agency under local and national scrutiny. Following the investigation of a police shooting, a team of leadership researchers conducted a culture audit focused on understanding the organizational work culture of a local police department. Sifting through the noise of the busy world of police work, researchers sought to find truth amidst a politically charged environment, collaborate with stakeholders, and make a positive contribution. Research design considerations and challenges, key findings, and lessons learned will be shared through the lenses of confidentiality, contradictions, and collaborations.

Studio 211 | Presentations | Youth Leadership

YL

Cross-Cultural Studies

Chair: **Felipe Portocarrero,** Principal Professor & Department Head, Social and Political Sciences, Universidad del Pacífico

YL Keys to Developing Leaders for the 21st Century

Dimitra Iordanoglou, Assistant Professor & Fulbright Visiting Scholar, Stevens Institute of Technology, Panteion University

This cross-cultural study investigated the leadership development practices needed to cultivate future leaders with a global mindset. Findings from in-depth interviews with 65 European leadership experts and 25 from the U.S. support the development of cross-culturally appropriate leadership training programs, enriched with neuro-leadership approaches, to bridge the gap between required and observed leadership skills.

YL International Students and Faculty in Complex Classroom Environments: Exploring the Need for Global Leadership

Alicia Wireman, Assistant Professor, Intensive English, Indiana Tech

This case study aimed to determine a need for global leadership in the complex classroom. After exploring perceptions of professors' leadership behaviors and communication apprehension, the results indicated that this environment is conducive to global leadership and that international students are motivated by their professors' leadership behaviors.

YL Youth Leadership in India: A Practical Approach to Developing Cross-Culturally Sensitive Programs

Sky Georges, Graduate Student, Agricultural Education and Communication, University of Florida

Leadership educators must recognize leadership theory is not universal. This presentation will examine the development and implementation of a youth leadership program in Chennai, India. Attendees will learn different stages of creating cross-culturally sensitive curricula, along with challenges, opportunities to expect, best practices, and lessons learned.

CS6 SAT 14:45–15:45

Studio 212 | Workshop | Leadership Development

LD

Dimensions of Leadership Development

Johannes Willms, Executive Coach, willms.coaching

FW

Designed from a study of leadership and adult development theory, this holarchy of leadership model has been used for years in leadership development practice to assess leadership development needs and design training initiatives. Leveraging the advantage of vertical leadership development without narrowing the focus on the individual, holarchy integrates a perspective on collective leadership and the perspective of the follower. After a vivid overview on the model's dimensions, participants will use the model to navigate their own leadership development challenge and gain a new perspective what is needed.

Studio 213 | Workshop | Leadership Education

LE

Distributed Leadership: Implementing Collaborative Partnership Between Universities and Community Groups

Sandra Jones, Professor, Management, RMIT University

Increasing complexity of society requires closer collaborations between universities and community groups. Coincidentally, new approaches to shared leadership are changing from LEADERship by a single person to leaderSHIP of many experts. Developed from empirical research in Australia, a Distributed Leadership Ecosystem has been designed that places emphasis on leaderSHIP as actions rather than positions. This workshop will explore how the approach can successfully re-conceptualize the relationship between universities and community groups as the actions of many in distributed partnerships. A series of hands on exercises will provide opportunities for workshop participants to learn how to use the Ecosystem for distributed leadership resource.

Studio 214 | Panel Discussion | Leadership Scholarship

LS SL
The State of the Art of Environmental Leadership Scholarship

Chair: **Deborah R. Gallagher,** Professor & Director of Professional Studies, Nicholas School of the Environment, Duke University

Kathleen E. Allen, President, Allen and Associates
Benjamin Redekop, Professor, Leadership and American Studies, Christopher Newport University
Rian J. Satterwhite, Director, Service Learning & Leadership, University of Nevada, Las Vegas
D. Adam Cletzer, Assistant Professor, Dept. of Agricultural Education & Leadership, University of Missouri - Columbia
Eric K. Kaufman, Associate Professor, Department of Agricultural, Leadership, and Community Education, Virginia Tech

Earth and her inhabitants face extreme pressure from threats such as climate change, biodiversity loss, water scarcity, wars, and environmental refugees. Scholars are increasingly placing these challenges and their solutions in a leadership context. Session panelists and attendees will jointly reflect on the state of the art of environmental leadership scholarship to examine the challenges and possibilities of leadership aimed at fostering a more sustainable world. Panelists will apply a critical leadership studies perspective to consider themes such as leadership for sustainability, post-heroic climate leadership, changing mindsets, and the eco-leadership paradigm.

Studio 215 | Presentations | Business Leadership

BL
Working at the Top: Corporate Culture, Disruption, and Transformation

Chair: **Harry Starren,** Founder, InClaritas

BL EF
Untold Stories and Leadership Lessons: An Exclusive View of the Chaos Inside the Lehman Brothers Bankruptcy

Linda M. Pittenger, Associate Professor, Organizational Leadership, Embry-Riddle Aeronautical University

The 2008 global financial crisis unfolded as Lehman Brothers filed for bankruptcy. A senior executive with Lehman Brothers during the crisis will share untold stories of its employees and leaders, discussing organizational culture, ignored signals, the preservation of the status quo, and leadership behaviors and lessons learned.

BL WL
From Crisis to the New Normal: Leadership Learning in an Era of Permanent Whitewater

Susan Armiger, President & CEO, Easter Seals Bay Area
Ken Otter, Co-Director, Leadership Center, Saint Mary's College of California
Doug E. Paxton, Co-Director, Leadership Center, Saint Mary's College of California

A CEO of a rapidly growing $120 million company will share lessons learned about effectively leading an organization experiencing rapid change, disruption, and uncertainty. Her consultants/coaches will join the discussion on rethinking, refining, and expanding the idea of leadership in order to shift the organization's culture to focus more on learning, collaboration, and adaptive leadership.

CS6 SAT 14:45-15:45

Studio 216 | Presentations | Leadership Development

LD
The Evaluations Are In: Are You Curious?

Chair: **Emily Lane,** Evaluation Project Manager, Arkansas Tobacco Settlement Commission

LD
Accepting the Challenge of Evaluation as a Leadership Development Best Practice

Holly Downs, Senior Evaluation Faculty, Evaluation Center, Center for Creative Leadership
Tracy Patterson, Director, Evaluation Center, Center for Creative Leadership

This presentation will examine two cases to illustrate the use of practical approaches to address the challenges of evaluating leadership development. Key design elements of the leadership development initiatives and the evaluations will be highlighted. Best practices to ensure continuous program improvement and to understand the program's impact will be discussed.

LD
Receptivity to Feedback: How Do Leaders Respond to Developmental Assessments?

Rob Bongaardt, Professor, Health and Social Sciences, University College of Southeast Norway
Elaine Herdman-Barker, President, Global Leadership Associates

While much attention is paid to test outcomes and their predictive value for performance, research seldom addresses how the assessed person responds to the test results. Do they reach out to better understand and develop their leadership style or do they shrink back with defensiveness or resistance? Presenters will share research exploring these and other questions.

Studio 311 | Refereed Paper Presentations | Leadership Scholarship

LS Examining Outcomes in Leadership Education and Development in College Students and Youth

Chair: **Kathleen Callahan,** Lecturer, Leadership and American Studies, Christopher Newport University

LS Changes in Student Discourse After a Multicultural Leadership Course

Leigh Fine, Assistant Professor, School of Leadership Studies, Kansas State University

Although the field of leadership studies often strives to promote inclusive leadership, is that goal achieved? This presenter will share a discourse analysis of changes in student narratives between pre-test and post-test collection that yielded several results of interest for leadership educators.

LS Examining the Role of Cultural Responsiveness in Leadership Education Among Diverse College Students

Vivechkanand S. Chunoo, Graduate Student, Center for Leadership & Social Change, Florida State University

The body of knowledge on the role of culturally responsive teaching in leadership education is underdeveloped. This study assesses the perceptions of educators and students in an undergraduate leadership certificate program. The presenter will share an original theoretical framework based on a mixed methodological approach and offer implications for practice, research, and policy.

LS Building a Theory of Positive Youth Leadership Identity

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

L.J. McElravy, Assistant Professor of Leadership, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

Hannah Sunderman, Graduate Assistant, Agricultural Leadership, Education and Communication, University of Nebraska-Lincoln (Co-Author)

Jessica Bartak, Graduate Assistant, Agricultural Leadership, Education and Communication, University of Nebraska - Lincoln (Co-Author)

The purpose of this conceptual paper is to build a theory (and ultimately, a measure) around positive youth leadership identity. The presenters will highlight four factors that provide further conceptualization around youth leadership and the necessary theoretical underpinnings for future psychometric assessment.

CS6 SAT 14:45-15:45

Studio 312 | Presentations | Leadership Education

LE Leadership Education for a Global World: Expanding Students' International Capacity

Chair: **Stephanie Quirk,** Coordinator of Student Life, College of DuPage

LE A Methodology for Developing Global Leadership Power

Kamla Mungal, Director, Leadership Institute, Arthur Lok Jack Graduate School of Business, The University of the West Indies

This presentation will examine the veracity of a model for the teaching of leadership at the graduate level to produce global leaders. The model engages the findings of Kouzes and Posner (2012) on the most admired qualities of leaders and inserts a content framework and pedagogical strategy to stimulate the process of leadership development.

LE Developing Leadership Capacity Through Virtual Reality: Extending the Immersive Experience

Anthony C. Andenoro, Director, Challenge 2050 Project & Assistant Professor, Agricultural Education and Communication, University of Florida

Matthew J. Sowcik, Professor, Agricultural Education and Communication, University of Florida

Jocelyn Widmer, Program Director & Assistant Scholar for Online Degree Programs, College of Design, Construction & Planning, University of Florida (Co-Author)

Immersive leadership learning experiences can assist leadership educators in developing critical competencies and capacities with respect to addressing complex global issues. However, students often lack the resources to study abroad. This session will address how these experiences can be created via virtual reality leadership learning.

LE Outcomes of a Global Leadership Certificate Program in Japan

Mina Mizumatsu, Specially Appointed Assistant Professor, Global Learning Center, Institute for Excellence in Higher Education, Tohoku University

This presenter will examine how undergraduate students develop their global leadership through an on-campus certificate program at a Japanese University. Using Morais & Odgen's (2011) Global Citizenship Scale, questionnaires, and in-depth interviews, this study will identify the factors influencing students' global citizenship development through a leadership program.

Studio 313 | Panel Discussion | Public Leadership

Leading Innovative Diplomacy

Chair: **Annika Hilding Norberg,** Head, Peacebuilding Cluster, Geneva Centre for Security Policy

Christian Dussey, Director, Geneva Centre for Security Policy

Michael C. Hardy, Professor & Executive Director, Centre for Trust, Peace and Social Relations, Coventry University

Claude-France Arnauld, French Ambassador to Belgium

Diplomacy is a practice of leadership steeped in power, negotiation, protocol, and tradition. Diplomatic leadership practices are challenged by today's emerging political and social contexts and norms. The new normal — turbulent change characterized by rapid, unpredictable, paradoxical, and tangled (RUPT) conditions — requires innovative approaches to diplomacy to address both historic and emerging global, multi-national, national, and local challenges. With decades of experience in international relations, this esteemed panel will provide insights on the skills, training, and expertise that leaders engaged in diplomacy today need. In short: What is required of current and future diplomats to address today's challenges rather than the challenges of the past?

Studio 314 | Presentations Leadership Education

Leadership Development in Primary and Secondary School Settings

Chair: **Maria E. Dezenberg,** Executive Director, Navitas at Richard Bland College; Ph.D. Candidate, Graduate School of Leadership and Change, Antioch University

Flourishing in Schools: Examining School Leadership From a Positive Organizational Perspective

Sabre Cherkowski, Associate Professor, Faculty of Education, University of British Columbia

Benjamin Kutsyuruba, Associate Professor, Faculty of Education, Queen's University

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

Presenters will share insights into the work of school leadership from a strengths-based, appreciative, and positive perspective, offering findings from their research with principals across Canada on cultivating conditions for well-being in school organizations. They will provide a conceptual model shown to have resonance for encouraging and sustaining flourishing in schools.

The Call of Leadership: Creating a High School Leadership Academy

Stephen J. Linenberger, Professor, College of Business, Bellevue University

Julianna Grabianowski, Bellevue University (Co-Author)

This presenter will describe the genesis, development process, and fruition of a high school leadership academy that resulted from a partnership between a leadership professor and a group of enthusiastic teachers, curriculum directors, administrators, and students. Implications for other youth leadership development projects will be explored.

Engaging the Present and Envisioning the Future: Leadership Development in an Urban Youth Seminary

Maria Liu Wong, Dean, City Seminary of New York

Geomon George, Faculty, City Seminary of New York (Co-Author)

Miluska Aquije, City Seminary of New York (Co-Author)

This paper describes lessons learned from a multi-year study still in progress led by an intergenerational, intercultural team in a grassroots urban seminary in New York City. The presenter will share the vision for a longitudinal, intergenerational, learning community for youth leadership development in the formation of a youth seminary.

Studio 315 | Presentations | Leadership Education

Making It Real: Using Experience to Enhance Teaching and Learning

Chair: **Adam J. Goodman,** Director, Center for Leadership, Northwestern University

Leadership, at its core, must be a practice. No matter how many theories and concepts students know, it is in their everyday action that leadership comes alive. This session will explore teaching and learning processes that help students put theory into practice.

Making Deliberate Practice a Reality: Year Three of the Collegiate Leadership Competition

LE ED

Scott J. Allen, Board Chair, Collegiate Leadership Competition
Daniel Jenkins, Chair & Associate Professor, Leadership & Organizational Studies, University of Southern Maine
Bela Krizanovic, Executive Director, Collegiate Leadership Competition

In its third year, Collegiate Leadership Competition focused on three areas: operationalizing "deliberate practice," perfecting the use of skill sheets, and collecting empirical data on how the experience impacts participants' leadership self-efficacy and motivation to lead. This engaging and fast-paced presentation is designed to spark debate, dialogue, and new insights.

Capping It Off: Identifying What's Been Missed

LE ED

Andrew Wefald, Associate Professor, Staley School of Leadership Studies, Kansas State University
Chance Lee, Instructor, School of Leadership Studies, Kansas State University (Co-Author)

What do seniors in a four year leadership program say they still need in terms of leadership education and development as they prepare for their next steps in life? An ongoing study that identifies seven categories of capstone projects picked by students will be shared, with observations and interpretations.

Leadership Through the Participant Lens: Using Photo-Voice in an International High-Impact Learning Experience

LE AL

Jennifer Strong, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University
Kim E. Dooley, Associate Dean for Academic Operations, Agricultural Leadership, Education, and Communications, Texas A&M University

Combining the art and the science of leadership is imperative for leadership learning. Through the pedagogical and research method of photo-voice, participants captured leadership via photography and reflected on a specific theory associated with their lens of leadership. This presentation will not only discuss the how of photo-voice, but also the emergent leadership themes seen by students through their lens.

Studio 316 | Presentations | Leadership Scholarship

Studies on Ethical and Authentic Leadership

LS

Chair: **Ronald H. Humphrey,** Professor, Leadership and Management, Lancaster University

CS6 SAT 14:45–15:45

Themes, Dialectics, and Paradoxes of Authentic and Sustainable Leadership

LS

Yoshie Tomozumi Nakamura, Director, Graduate School of Business, Columbia University
Steve Grande, Director, Community Service-Learning, James Madison University
Lori K. Pyle, Associate Chair, The Madison Collaborative: Ethical Reasoning in Action, James Madison University
Craig Shealy, Professor, Graduate Psychology, James Madison University
Elizabeth Williams, Professor of Psychology and Department Chair, St. Mary's College of Maryland (Co-Author)
Lindy Brewster, OR Consulting (Co-Author)
Roderic Owen, Professor, Mary Baldwin University (Co-Author)
Gary Shaw, Deakin University (Co-Author)

In today's volatile world, individuals in leadership roles have to deal with complex internal challenges and wicked external threats. Within these high pressure environments authentic leadership facilitates meaning making, inspires ethical decisions, and enhances confidence. The presenters will propose a conceptual process frame to cultivate and sustain authentic leadership.

Followers' Implicit Theories of Ethical Leadership

LS FW

Georg Kodydek, Research Fellow, Centre for Leadership & Effective Organisations, NEOMA Business School
Birgit Schyns, Doctoral Student, NEOMA Business School

This conceptual paper examines implicit theories of ethical leadership (ITELs), proposing that followers' reactions towards ethical (or unethical) leadership are influenced by the congruence between ITELs and the match with ethical leaders(hip). Presenters will outline implications and highlight the relevance of ITELs for future research and theory.

The Impact of Ethical Leadership and Cognitive Dissonance on Organizational Culture

LS EF

Tiffanne Thomas, Owner, Therapeutic Consulting Services

This phenomenological, qualitative study examines the impact of ethical leadership and cognitive dissonance on organizational culture. Participants are professionals in Bermuda human service organizations. This study explores the central research questions: How does organizational culture encourage ethical leadership? How do ethical leadership and organizational culture influence cognitive dissonance?

SATURDAY
14 OCTOBER | 16:00 - 17:00
CONCURRENT SESSION 7

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Arc Room | Presentations | Leadership Development

LD **Coaching Individuals and Groups**

Chair: **Tom Sechrest,** Director, Master of Science in Leadership and Change Program, The Bill Munday School of Business, St. Edward's University

LD **Coaching as a Key Element of Collective Leadership Development for Women: A Case From Ghana's Social Sector**

WL **Amparo Hofmann-Pinilla,** Director, Ghanaian Women's Social Leadership Program, Wagner School of Public Service, New York University

Gundula Loeffler, Ph.D. Candidate, Wagner Graduate School of Public Service, New York University (Co-Author)

Based on findings from the Ghanaian Women Social Leadership Program, this research highlights the effectiveness of coaching in developing women's abilities to exercise collective leadership. Coaches help women become more confident leaders. At the same time, their own roles often evolve, leading them to take an active role in their coachee's exercise of collective leadership.

LD **Unlearning and Leadership Development: Why It Matters and How to Facilitate It in Individuals and Groups**

Tracey T. Manning, Adjunct Professor, School of Public Health, University of Maryland

Hilarie Owen, Director/Author, Institute of Leadership (Co-Author)

Individuals and organizations that can unlearn self-limiting assumptions and outdated practices, even those that have made them successful, and maximize their adaptability and resilience. This presenter will critically examine the oft-misunderstood concept of unlearning and identify practices that support deep unlearning for individuals and organizations.

LD **Up in the Air: From Team Building to Team Coaching**

Thomas Hellwig, Professor of Leadership, INSEAD Global Leadership Centre

Alex Kuhlman, Managing Director & Founder, Adventum Training Ltd (Co-Author)

This presentation will share the experiences of a commercial flight instructor and an academic leadership scholar who jointly coached executive teams using flight simulators. Brief video clips will give a real taste of the experience and the presenter will share reflections on adventure experiences, coaching, and team dynamics.

Circle 210 | Workshop | Leadership Education

LE
Leadership Education and Global Studies: An International Leadership Initiative

Felix Wang, Associate Executive Director, Center for Global Engagement, James Madison University
Craig Shealy, Professor, Graduate Psychology, James Madison University
Renee Staton, Professor, Graduate Psychology, James Madison University
Lee Sternberger, Executive Director, Office of International Programs, James Madison University

Following a brief overview of their international leadership initiatives, including the constructivist theory undergirding the initiatives' transformative practices and the results from three pilot projects, the presenters will demonstrate ways that assessment feedback on beliefs and values can be incorporated into training. Participants will: receive a brief overview of models regarding the acquisition of beliefs and values and the circumstances under which beliefs change (or not); learn about a model for exploring and teaching global issues; work through at least two exercises providing practice using experiential learning in the context of global content knowledge; and discuss their own reactions to the curriculum and exercises.

Circle 310 | Workshop | Leadership Education

LE
The Ethical Leadership Challenge Exercise: Charting a Moral Azimuth

David Gray, Director, Center for Leadership and Ethics, Virginia Military Institute

EF
The Ethical Leadership Challenge (ELC) is an interactive, context-based, and collaborative exercise designed to improve participants' understanding of moral temptations and ethical dilemmas. After an overview of the methodology's purpose, approach, and outcomes, the presenter will highlight key definitions and major concepts of the ethical triangle tool. In small groups, participants will then examine a post-conflict reconstruction scenario filled with ethical paradigms, moral temptations, and ethical dilemmas, learning how to dissect key ethical issues, develop appropriate options, and foster their own and their group's ethical development.

Hall 300 | Presentations | Public Leadership

PL
Studies on Leadership in Public Agencies in Three Countries

Chair: **Simon Vroonhof,** Head of the strategy-unit, Department of Urban Development, Municipality of The Hague

PL
What's Needed Now? Perspective From U.S. Civil Servants

Rahaman Andrew, Executive In Residence, School of Public Administration, American University

FW
This researcher interviewed well over 500 federal executive branch U.S. civil servants at all levels of the organization and in different government departments and agencies to ask what kind of leader and leadership skills and traits are needed now and into the future?

PL
Moving Beyond the Rhetoric: A Critical Assessment of Leadership in the Australian Public Sector

Benjamin Hamer, Doctoral Student, Faculty of Business, Government and Law, University of Canberra

This presenter will share findings of a critical assessment of the current state of leadership practice in the Australian public sector. A series of systemic challenges will be discussed in terms of the potential drivers and impacts as well as possible strategies and initiatives for addressing them.

PL
Leadership Paradoxes: An Exploratory Study in the Singapore Public Service

Richard Bolden, Professor of Leadership and Management, Bristol Leadership & Change Centre, University of the West of England
Sueann Soon, Senior Researcher, Institute of Leadership & Organisation Development, Singapore Civil Service College (Co-Author)

This paper presents empirical evidence on the nature, causes, and coping strategies for leadership paradoxes in Singapore public services. A framework will be offered that illustrates the challenges of working across different role, space, and time dimensions. The presentation will explore the implications for leadership and organization development in complex and contested environments.

CS7 SAT 16:00-17:00

Silver Hall | Symposium | Public Leadership

Strange Bedfellows: Peace Leadership and Defense/Legal Peacekeeping

Chair: **Erich Schellhammer,** Board Member, Civilian Peace Service of Canada

Commentator: **Jean C. Lipman-Blumen,** Co-Founder, Connective Leadership Institute; Professor, Drucker Graduate School of Management, Claremont Graduate University

This cross-country panel will delve into perspectives seemingly at odds: peace leadership and defense/legal leadership. Peace leadership will be viewed as fostering a culture of peace, and defense/legal leadership viewed as responding to societal needs to build and maintain peace. Panelists and participants will exchange ideas and compare views on how peace leadership can enhance defense/legal leadership, and the roles that military leadership and the international courts play to create and maintain peace. Time will be reserved for participant discussion and dialogue.

The Leadership Challenge of Positive Peace for Defense Forces

Erich Schellhammer, Board Member, Civilian Peace Service of Canada

The presenter will address the contentious relationship between peace activists and the military, arguing that historical reasons for this division are redundant for today's security challenges. The complexity of conflicts requires a new mandate as well as an appropriate leadership style for national defense forces to fulfill the international mandate of lasting peace.

The Dutch Armed Forces: Developing Adaptive Leadership

Ilse Folkerts, Leadership Advisor, Ministry of Defence

The Dutch Armed Forces are operating in a constantly and rapidly changing context, filled with uncertainty. The presenter will share a new vision of Dutch defense leadership, developed from the bottom up, that builds on reflection and learning.

The Czech Military: Leadership Requirements for a Changing Mandate

Ivana Mrozkova, Lecturer, University of Defence

Tomas Krizek, Officer, Army of the Czech Republic (Co-Author)

A dozen years ago, Czech military leaders received a new mandate. The presenter will explicate the main goals for the Czech military since 2005 — national defense, defense of NATO, peacekeeping and humanitarian missions, and responding to natural disasters — through the lenses of leadership challenges, societal transformation, and contextual changes.

International Courts: How Can They Best Support Peace?

Andrew H. Campbell, Director, International Peace and Leadership Institute

The presenter will argue that little attention has been given to the leadership requirements of military forces tasked with stabilization and reconstruction in culturally unfamiliar, post-conflict environments. Perspectives on the specific leadership challenges for international courts (such as the ICC and the ICJ) in preventing violent conflicts and in ensuring peaceful post-conflict development will be shared.

CS7 SAT 16:00-17:00

Studio 201 A+B | Presentations | Leadership Development

Leadership Development in International NGOs

Chair: **Janis B. Balda,** Professor of Sustainable Enterprise, School of Environmental Citizenship, Unity College

Defining Leadership for Turbulent Times: Leveraging the Global-Local Tension

Peter Cunningham, Co-Director, Geneva Centre for Security Policy (GCSP), GCSP-CCL Leadership Alliance

Patrick Sweet, Co-Director, GCSP-CCL Leadership Alliance, EMEA, Center for Creative Leadership (Co-Author)

Cynthia McCauley, Center for Creative Leadership (Co-Author)

An international non-governmental agency sought to create a common definition of leadership and identify key global leadership competencies, while being mindful of the fact that leadership in complex and globally diverse settings cannot be one-size-fits-all. The presenter will describe the phases and outputs of this approach, share insights gained and lessons learned, and suggest broader implications for the practice of leadership development in international organizations.

What Is Developed in Leadership Development? A Study of Participant Practices

Magnus Larsson, Associate Professor, Department of Organization, Copenhagen Business School

This research focused on the social dimensions of leadership development in a public health organization with about 33,000 employees in Denmark. The presenter will share preliminary findings on leadership identity, the development of a shared repertoire of leader norms and ideals, and changes to peer leadership competencies.

Rotary Leadership Withstanding the Test of Time

Ken Hammer, Adjunct Professor, Recreation and Tourism Management, Vancouver Island University
Samuel Obour, Registrar, Sunyani Polytechnic (Co-Author)

This presentation will describe the Rotary Leadership Model, highlighting its strengths and challenges, and will link the model to current literature on leadership. Opportunities for adapting the model in other organizations will be explored.

Studio 202 | Presentations | Public Leadership

Employee Engagement — Enhancing, Sustaining, Transforming

Chair: **Nikol Hopman,** Director, Centre for Professional Learning, Leiden University

Sustaining Employee Engagement During a Public Sector Organizational Change

Russell Robinson, Director, Organizational Development & Leadership, U.S. Department of Health & Human Services

The first year of a new presidential administration is a time when career civil servants navigate feelings that have been proven to impact engagement outcomes. Through the prism of organizational change, this presentation will identify practices that public sector leaders can utilize to sustain employee engagement during organizational change.

Enhancing Employee Engagement: Perspectives and Practices from Engaged Government Leaders

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

Only 13% of the global workforce, including those in the public sector, is fully engaged while on the job. This paper synthesizes survey findings on public employee engagement from over 100 county government officials in the U.S. and provides leadership tactics to help government employees and agencies excel.

Changing Organizational Culture During a Global Crisis

J. Basil Read, Ph.D. Student, Global Leadership, Indiana Tech

Planned changes in organizational culture are often put on hold during a crisis as attention and effort shift to addressing and surviving the predicament. This presentation will offer insight into how a U.S. government agency changed its culture during the global financial crisis, nearly doubling its workforce and becoming "a best place to work."

Studio 203 | Presentations | Leadership Education

CS7 SAT 16:00-17:00

Individual Identity and Group Influences

Chair: **Thomas J. Yannuzzi,** Executive Director, Center for Student Leadership, Kennesaw State University

Analysis of Leadership Styles at a Multi-National University as a Microcosm for Understanding Turbulence

Adrian James, Assistant Professor, Purdue University Northwest
Carolyn D. Roper, Associate Professor, Organizational Leadership, Purdue University Northwest

This study seeks to understand the relationship of country of origin with perceived leadership effectiveness and trust at a multi-national university in the Middle East. A better understanding of the impact of country of origin on perceived leadership effectiveness can help develop and sustain trusting relationships in turbulent times.

As Turbulent Times Fester, Understanding Immigrant Family Trust in Educational Institutions Is Paramount

Lunthita M. Duthely, Research Associate, Center for Educational & Instructional Technology Research, University of Phoenix
Arfe Ozcan, Faculty, School of Advanced Studies, University of Phoenix (Co-Author)

Conflicting priorities between communities, schools, and parents, often results in loss of trust among immigrant families. Trust has been demonstrated as a significant factor in education, leading to better student outcomes. This study examines the predictors of parental trust in schools among immigrant families residing in a Southwestern state, filling a gap in the literature.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

The Dynamic Resolve Model

Stephanie Colbry, Assistant Teaching Professor, Leadership Studies, College of Professional Studies, Northeastern University

Vonya Womack, Instructor, Business Administration, Cabrini College

This study proposes a model that considers the impact of mutual and shared approaches of influence within groups based on the fundamental need to be social, providing a new tool for academic and training programs specializing in interpersonal complexities.

FREDRIC M. JABLIN DOCTORAL DISSERTATION AWARD WINNER

Studio 204 | Presentation | Leadership Scholarship

Exposure-Induced Malleability of Implicit Prejudice Toward Female Leadership: A Quasi-Experiment Following Municipality

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

Uzay Dural, Assistant Professor, Psychology, Medipol University

Drawing upon a dynamic view of leadership, this study examined how implicit prejudice toward female leadership changed following exposure to a female leader at work over time. Three-wave longitudinal data were collected from civil servants of 11 municipalities in Turkey. Participants were from five municipalities with a female mayor for the first time in their history (n = 147) and six municipalities with a male municipality mayor (n = 160). Multiple indicator latent growth modeling analyses revealed a significant moderating effect of high quality exchange with a female mayor, perceived agentic characteristics attributed to a female mayor, and men's attribution of higher success to organization in reducing implicit prejudice toward female leadership.

Studio 206 | Panel Discussion | Youth Leadership

Talking 'Bout Our Generation: Identifying Effective Youth Leadership Development Approaches

Chair: **Tasha N. Coppett,** Assistant Director, Graduate and Off-Campus Housing, Residential Life and Dining, Massachusetts Institute of Technology

Vincent L. Mack, Program Officer, Nelson A. Rockefeller Center, Dartmouth College

Cecelia Martin, Chief Executive Officer, TEEM Leadership

Sara Safari, Author & Speaker, Empower Nepali Girls

As the percentage of youth grows in many countries around the world, so does the importance of youth leadership. Emerging in a world significantly different from generations of the past, how will youth — those now aged 14-22 — approach leadership differently? Do youth leadership development strategies and programs need to be updated or will current effective approaches continue to work? Panelists engaged in youth leadership development in diverse settings will launch this discussion and focus on three themes: program development, measurable outcomes, and sustainable engagement.

CS7 SAT 16:00-17:00

Studio 211 | Presentations | Leadership Education

Leadership Education Reimagined: Becoming Creative in Curriculum Development

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

Leadership and Pop Culture...That's a Class?

Jennifer Strong, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University

The strategy of integrating current events and popular media into the classroom is a much-utilized teaching method (public pedagogy), but developing a whole course based on the application of leadership theory to pop culture is an atypical approach. This presenter will discuss how a course was developed, the concepts covered, and how the students applied their knowledge.

Reimagining the Values and Virtues of Leadership for Teaching in Changing Times

Andrew Henck, Adjunct Professor, Department of Leadership and Organizational Psychology, Azusa Pacific University

Can teaching classic leadership virtues alongside contemporary approaches provide an updated framework for today's students? This revitalized leadership education curriculum blends the classics with culturally relevant and agile approaches for teaching students in our changing world.

Using Authentic Cases to Build Mindful Leadership: A Multi-Phase Classroom Approach

Elizabeth H. Jones, Associate Professor, Business and Economics, Notre Dame of Maryland University

Cases provide popular theory-to-practice bridges; however, student outcomes are often predictable and relatively basic. The presenter will share classroom-tested ways to use published cases, rich narrative scenarios, and student-generated cases to enhance leadership wisdom, critical thinking, and analytic writing. Sample lesson plans and rubrics will be available.

Studio 212 | Presentations | Business Leadership

Lead Away, But Don't Mislead Me!

Chair: **Cindy R. Pace,** Assistant Vice President, Global Women's Initiative, Global Diversity & Inclusion, MetLife

The Role of Reason: The Impact of Managerial Status and Proximity on Moral Decision-Making

Cristina M. Wildermuth, Associate Professor, School of Education, Drake University
Carlos de Mello e Souza, Associate Professor, Albers School of Business and Economics, Seattle University (Co-Author)

How does information and friendship affect a leader's ethical decision-making? The presenter will explore the impact of authority and psychological proximity on leniency, and investigate how moral reasoning style mediates this impact. Information on creative leniency — an attempt to follow the rules while still protecting a loved one — will also be shared.

Creating Leadership in Self-Managing Teams. Easier Said Than Done

Alper Tengüz, Founder, Learning Architect

In direct response to a more turbulent business environment a European Sales and Manufacturing organization attempted to shift from hierarchical command-and-control to flatter, self-managing teams. The resulting principles and lessons learned are contrasted with common advice from the OD literature on learning organizations and self-managing teams.

Studio 213 | Presentations | Youth Leadership

Bridging Generations for Youth Leadership Development

Chair: **Sonya Sharififard,** Doctoral Student, Global Leadership and Change, Pepperdine University

Defining Leadership in Transitioning Countries: A Case Study of Ukraine and the Republic of Moldova

Svitlana Buko, Executive Director, Research, Precedent Academics
Diana Mirza Grisco, Independent Researcher & Project Manager
Boyd Johnson, Professor, Department of Leadership Studies, Indiana Wesleyan University

The purpose of this research was to examine perceptions of leadership between two generational groups that experienced very different types of leadership in two former Soviet republics. The presenters will examine shifting cultural, generational, and language paradigms, providing contextualized richness to the understanding of leadership.

Exploring the Role of Adults in Positive Youth Development

Dustin Homan, Program Manager, 4-H Youth Development, Ohio State University Extension
Robert Birkenholz, Professor, Agricultural Communication, Education, and Leadership, The Ohio State University

What are the skills and abilities that enable the positive youth development processes embedded in the 4-H experience to flourish? This exploratory, mixed methods research study used quantitative and qualitative methods to develop a validated list of professional competencies for adult 4-H volunteers in Ghana, exploring differences from those needed stateside.

Youth Future Orientation and Leadership: Empirical Evidence From the U.S. and Japan

Anastasia Gracheva, Student, Paris Institute of Political Studies, Columbia University
Aleksandra Gracheva, Stanford University

Empirical GLOBE-tied surveys on future orientation conducted among young people in the U.S. and Japan display distinctions between practices and values, as well as between youth and adults, and predict a mix of visionary and team-based leadership styles among Japanese young people and stronger visionary leadership styles among American youth.

CS7 SAT 16:00-17:00

Studio 215 | Presentations | Leadership Development

LD FW

Followers Ahead and Behind — Note the Variances Within

Chair: **Amanuel Melles,** Principal, Aman Consulting

LD FW

Complexity Leadership Within the Romance of Followership Theory

Gary Crutchfield, Production Engineering Manager, Boeing & President, DeviantLeadership.org

The globalized and turbulent, complex, adaptive system is fraught with peril demanding complexity-based leadership that leverages followers and followership for organizations to survive, adapt, and thrive. The romance of followership theory extends the romance of leadership theory by adding complexity leadership concepts to the focus on followers as a complex systems-based followership paradigm.

LD FW

Following Authentically: Tarnishing Idealized Models and Moving Beyond Assumptions

Rachael L. Thompson, Lecturer, Faculty of Business and Law, Northumbria University

This presentation will critique assumption-based theories on authentic followership (and leadership), drawing upon an analysis of extant literature and empirical research. Using a case-study of the UK public sector, the presenter will articulate a reconceptualization for following authentically to consider how such processes occur for individuals within challenging and turbulent environments.

LD FW

Toxic Followers — Who Are They and How to Deal With Them

Ted A. Thomas, Director & Professor, Command and Leadership, U.S. Army Command and General Staff College

We all know toxic leaders, whether we have worked for one or been around one, but what about toxic followers? Are they the precursor to toxic leaders? How do you identify them and, once identified, what can you do to deal with them? This presentation will answer these questions.

Studio 216 | Presentations | Leadership Education

LE

Enhancing Our Impact in Doctoral Programs

Chair: **François Chiocchio,** Professor, Telfer School of Management, University of Ottawa

LE

Well-Being and Leader Identity Development in Doctoral Students

Rhonda McClellan, Director & Professor, Leadership Studies, University of Central Arkansas
Sarah E. Argue, Doctoral Student, Leadership Studies, University of Central Arkansas
Josh Wilson, Doctoral Student, University of Central Arkansas

Pursuing and completing a doctoral degree may indeed be a turbulent time for students. This study of doctoral students in various stages of an interdisciplinary leadership doctoral program examined the relationships between their leader identity development and their well-being, persistence, and completion of the program.

LE ED

What Are Doctoral Programs in Organizational Leadership Telling Us About What Is Important for Teaching About Leadership for Changing Times?

Elizabeth Stork, Professor, Organizational Leadership, Robert Morris University
Petros G. Malakyan, Associate Professor & Department Head, Organizational Leadership, Robert Morris University

What are the sources of knowledge validity, methods, scope, and program objectives of doctoral programs in organizational leadership around the world? This presentation will provide a comprehensive overview of the existing doctoral programs in organizational leadership to understand their epistemologies and program objectives for leadership in turbulent times.

CS7 SAT 16:00-17:00

Studio 311 | Panel Discussion | Leadership Education

LE ED

Teaching Global Leadership: Curricular Instruction at U.S. Universities

Chair: **Tara L. Widner-Edberg,** Lecturer of Leadership Studies, Carrie Chapman Catt Center for Women and Politics, Iowa State University

Linnette Werner, Interim Assistant Vice Provost for Student Life, Office of Student Affairs, University of Minnesota
Kathleen Callahan, Lecturer, Leadership and American Studies, Christopher Newport University
Tara L. Widner-Edberg, Lecturer of Leadership Studies, Carrie Chapman Catt Center for Women and Politics, Iowa State University

Global leadership is an emergent concept in leadership education combining leadership practices with those of cultural competency while highlighting the significance of a dynamic and complex context in the leadership process. A recent nationwide study was conducted to examine global leadership education in the U.S. Findings will be shared from the research, including a model for teaching global leadership that was developed. Panelists, faculty from three universities, will speak to their experience teaching global leadership in a multitude of settings, including in Sweden, the Netherlands, and Indonesia, domestically in the U.S., and online.

Studio 312 | Panel Discussion | Public Leadership

PL
Leadership in International Development: From Practice to Theory

Chair: **Randal J. Thompson,** President & CEO, Dream Connect Global

WL
Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University
Keba T. Modisane, Manager, School of Graduate Studies and Research, BA ISAGO University
Anne Spear, Ph.D. Candidate, Leadership Studies Program, University of Maryland
Kathleen A. Curran, Principal & Intercultural Strategist, Global Leadership Development, Intercultural Systems
Patricia J. McLaughlin, 3rd Year Doctoral Student, Eastern University

The gap between leadership theories and leadership practice may be no greater than that found in the context of international development. Whether there are leadership approaches most practiced or most effective in international development has not been systematically conceptualized. Panelists — leaders working in different countries and contexts — will discuss their leadership experiences and reflect on the influences of situational factors and personal qualities such as gender with the aim of informing the development of new leadership theories.

Studio 314 | Panel Discussion | Leadership Scholarship

LS
Using Intergenerational Narratives and the Medicine Wheel to Describe Women's Leader Development

WL
Chair: **Ann M. Berghout Austin,** Director & Professor, Center for Women & Gender, Utah State University
Lynne E. Devnew, Distinguished Research Fellow, School of Advanced Studies, University of Phoenix
Judith Babcock LaValley, Doctoral Candidate, Industrial and Organizational Psychology, Kansas State University
Marlene Janzen Le Ber, Chair & Associate Professor, School of Leadership and Social Change, Brescia University College
Chanda D. Elbert, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University

Intergenerational narratives relay family stories that are relevant to leader identity development, leader self-efficacy, and resiliency. These stories convey the intergenerational traditions of family identity, self-efficacy, relationships with others, and family patterns for facing hardships and setbacks. The Medicine Wheel interview technique was used in this collaborative autoethnographic study to record the intergenerational narratives of five women leaders. These narratives will be discussed individually and collectively as they relate to the values represented by the Medicine Wheel and to data previously gathered from the same women leaders relative to leader behaviors.

Studio 315 | Presentations | Leadership Education

CS7 SAT 16:00-17:00

LE
ED
It's Not that Simple: Revising Our Understanding of What We Teach

Chair: **Jill Arensdorf,** Chair and Associate Professor, Leadership Studies, Fort Hays State University

Using Disruptive Innovation and Content Curation to Create Leadership Degree Programs

Jennifer Aden Murnane, Professor, Global Leadership, Indiana Tech

Demands on global leaders are constantly evolving due to social, industrial, and technological changes happening around them. The presenter will share a conceptual model for creating dynamic leadership program structure, content, and delivery in higher education that mirrors global industry practices and technological advances.

Tatawwar: Leadership Development for Non-Leaders

Reem Alkindi, Senior Student Leadership and Development Coordinator, Zayed University

While leadership programs often serve those who self-identify as leaders, Zayed University's leadership office targeted reserved students who were not typical leaders. The presenter will share the theories backing the program and evaluate how it impacted participants aged 19-26 years old studying different majors.

SAGE PUBLISHING'S MOST PUBLISHABLE LEADERSHIP EDUCATION PAPER AWARD WINNER

It's Good for What Ails You: Leadership Education in Medical School

Stephen J. Linenberger, Professor, College of Business, Bellevue University
John Schmidt, Director, Pediatric Clerkship, Associate Professor, Medicine, Pediatrics, Creighton University

Physicians and other medical professionals face daunting leadership challenges as the healthcare industry undergoes dramatic changes. Presenters will share the evolution of a recently-launched leadership curriculum in a U.S. medical school and describe how the medical school environment shaped the curriculum.

SATURDAY
14 OCTOBER | 17:15 – 18:15
CONCURRENT SESSION 8

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Circle 210 | Workshop | Leadership Development

LD
Engaging a Real-Time Simulation: Evidence-Based Assessment and Practice in Leadership Teams

Mitchell Kusy, Professor, Graduate School of Leadership and Change, Antioch University

Opportunities for leadership training and development are often considered "nice to have," but expendable. To squeeze something in when other priorities dominate, more didactic and less experiential approaches become the default approach. This workshop will introduce a comprehensive, intensive, and proven approach to building leadership capacity. With quick application of learning insights, this real-time simulation addresses the actual challenges and opportunities that leaders are likely to experience in current or future roles. After a brief introduction on the model's emergence, participants will experience the simulation by working on a scenario in small teams. A facilitated discussion will address learnings, assess future applications, and answer questions.

2017 ILA LIFETIME ACHIEVEMENT AWARD HONOREE

Circle 310 | Panel Discussion | Leadership Scholarship

A Tribute to James R. Meindl: Honoring His Spirit and Legacy

LS Co-Chair: **Michelle Bligh,** Professor, Division of Behavioral and Organizational Sciences, Claremont Graduate University

LS Co-Chair: **Birgit Schyns,** Research Director & Professor, Organisational Behavior and Leadership, NEOMA Business School

FW **Tiffany Hansbrough,** Associate Professor & Global Faculty Fellow, Management, Fairleigh Dickinson University

Ronald E. Riggio, Henry R. Kravis Professor of Leadership and Organizational Psychology, Kravis Leadership Institute, Claremont McKenna College

Kenta Hino, Professor of Organization Theory, Faculty of Business Administration, Komazawa University

This session will provide an overview of 2017 ILA Lifetime Achievement Award winner James R. Meindl's research and his lifetime impact on the leadership field, particularly highlighting the romance of leadership, follower-centered approaches, social constructionist and attributional theories of leadership, and social contagion processes in leader-follower dynamics. Panelists and attendees will discuss how Meindl's work has influenced their own research and teaching in leadership.

Hall 300 | Workshop | Leadership Education

LE
Great Ideas Teach & Share Forum

Daniel Jenkins, Chair & Associate Professor, Leadership & Organizational Studies, University of Southern Maine
Anthony Middlebrooks, Associate Professor & Director of Graduate Programs, Horn Program in Entrepreneurship, University of Delaware
Paige Haber-Curran, Associate Professor, Counseling, Leadership, Adult Education & School Psychology, Texas State University

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. Share your great idea, and leave with many more!

Silver Hall | Panel Discussion | Public Leadership

PL
FW
What Do the Women's March and Brexit Have in Common?

Chair: **Ted A. Baartmans,** CEO, The Leadership Group
Georgia Sorenson, Leadership Scholar & Fellow, Møller Centre, Churchill College, University of Cambridge
Ivana Mrozkova, Lecturer, University of Defence
Tereza Herodkova, Assistant Trainer, The Leadership Group

International panelists will explore connections between invisible leadership, ongoing processes in contemporary civil society — such as Brexit, Women's Marches, global migration, and terrorism — and the engagement of future generations in the world of quick changing contexts. Invisible leadership emphasizes shared values and deeply held common purpose as the activating element in people's actions. Members create strong bonds in their pursuit of higher aims and are willing to take on either follower or leader roles. This non-personal leadership driven by deeply held bonds in the contexts of today and of tomorrow will be discussed by British, American, Dutch and Czech scholars and practitioners.

Studio 201 A+B | Panel Discussion | Leadership Development

LD
FW
The Challenges and Rewards of Teaching Followership

Chair: **Marc Hurwitz,** Associate Director, Undergraduate Studies, Conrad Business, Entrepreneurship & Technology Centre, University of Waterloo
Ira Chaleff, Author, The Courageous Follower
Samantha Hurwitz, Chief Encouragement Officer, FliPskills & FliP U
Rachael L. Thompson, Lecturer, Faculty of Business and Law, Northumbria University

With a combined 50+ years of experience teaching and training followership, panelists will each share their experiences, expertise, and lessons learned from challenges they have overcome. A blend of panelist insights and audience participation will provide a rich environment for learning about approaches to teaching followership and will give leadership development professionals and educators a chance to envision how they might design and teach a followership program of their own, or incorporate elements of a program into their current leadership training.

CS8 SAT 17:15-18:15

Studio 202 | Symposium | Public Leadership

PL
SL
Innovation in Environmental Leadership: Global Perspectives

Chair: **Benjamin Redekop,** Professor, Leadership and American Studies, Christopher Newport University
Commentator: **Rian J. Satterwhite,** Director, Service Learning & Leadership, University of Nevada, Las Vegas

This symposium will provide fresh insights and critical perspectives on the vibrant and growing field of environmental leadership. Papers build on previous scholarly work to examine in critical detail the challenges and possibilities of leadership aimed at fostering a more sustainable world.

PL
SL
Heroes No More: Global Business Practice of Collaborative Leadership to Confront Climate Change

Deborah R. Gallagher, Professor & Director of Professional Studies, Nicholas School of the Environment, Duke University

This paper examines the engagement of multinational corporations in C4C, a United Nations climate change program. It reflects on theoretical concepts such as the role of structures, artifacts, and routines from distributive leadership theory; and contextual communication and leaderful practices from relational leadership theory to propose a theory of collaborative environmental leadership.

The Unseen Revolution: Leadership for Sustainability in the Tropical Biosphere

Paul Kosempel, Teaching Associate Professor & Interim Director, Pioneer Leadership Program, University of Denver
Linda G. Olson, Interim Dean, Colorado Women's College, University of Denver

Leadership for sustainability demands attention to the often unseen efforts of diverse stakeholders. This paper explores several cases of Belizean leaders and leadership aimed at increasing the resilience of this ecosystem. Examples will include community non-profits, co-management agreements between NGO's and the government of Belize, eco-tourism, and other businesses.

A Global Perspective on Environmental Leadership

Robert McManus, McCoy Professor of Leadership Studies, McDonough Center for Leadership and Business, Marietta College

This paper examines the leadership process specifically as it relates to the conservation and sustainability of the natural world within the context of global cultures. It highlights the ways cultural traditions from around the world embrace their environmental context, and the implications for global environmental leadership.

Studio 203 | Presentations | Leadership Education

Leadership Development for Academic Leaders

Chair: **Tara L. Widner-Edberg,** Lecturer of Leadership Studies, Carrie Chapman Catt Center for Women and Politics, Iowa State University

Three presentations on preparing and reflecting on administrators in higher education will provide a view into the changing role of academic leaders, a role that increasingly emphasizes the business of education. Learn what you need to know as a current administrator and leader from those who reflect on what they wished they had known.

A Conceptual, Strategic, and Operational Approach to Leadership Education in Higher Education

Ralph A. Gigliotti, Assistant Director, Center for Organizational Development & Leadership, Rutgers University

This presentation will describe one university's conceptual, strategic, and operational approach to faculty and staff leadership education. The presenter will share key concepts and programs that may prove useful for those involved in the design and delivery of leadership education programs for organizations with multiple audiences, needs, and goals.

Academic Leadership in the UK — Lessons for the Next Generation

Fiona Denney, Director, Brunel Educational Excellence Centre, Brunel University London

Eighteen academics in leadership positions were interviewed about their leadership experiences and what they wished they had known before taking up their leadership posts. The presenter will share research results identifying themes aimed at better preparing the next generation of academic leaders.

A Specialized Training Program for First-Time Administrators

Larry M. Dooley, Associate Professor, Educational Administration & Human Resource Development, Texas A&M University

Individuals whose first allegiance is to their academic discipline must greatly shift their mindset and their skill set when they assume academic leadership roles. This presentation will discuss the design, development, and implementation of a training program created to equip new academic leaders upon their appointment as department head, dean or other line responsible positions.

CS8 SAT
17:15-18:15

Studio 204 | Workshop | Leadership Development

Leadership Development in Complex Professions: Shaping Leader Identity in Disharmonious Systems

Lisa Gick, CEO & Founder, [c u r i o u s]; Ph.D. Student, Graduate School of Leadership and Change, Antioch University
Meridithe A. Mendelsohn, Consultant, Leading by Design

Professionals with functional expertise and roles — such as physicians, nurses, lawyers, and engineers — are increasingly expected to also provide effective leadership in extremely complex systems and settings. While they and others often place high value on their honed and honored expertise, the skills needed to lead effectively are not nurtured. This session will explore how leadership development coaches and consultants can help clients in the professions move to more contemporary ways of leading self and leading within their complex worlds. Participants will experiment with several tools and interventions designed specifically to support leader identity development and functional skills in order to mindfully integrate a leader presence into their practice.

Studio 206 | Presentations | Leadership Development

LD WL
Nevertheless, She Persisted
Chair: **Blenda L. Crawford,** Professor, Communication and Leadership Studies, Regis University

LD WL
Latina Leadership: Intersectionality, Spirituality, and Connectedness
Carolina Darbisi, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

This presentation introduces research findings about learning and practices of Latina leadership in the United States. Participants will understand how Latina leaders learn to negotiate cultures and their identities to be able to effectively practice their leadership skills as well as how spirituality and connectedness shape Latina leaders' leadership development.

LD WL
When Turbulent Times Call: Four African American Women Who Changed Their World
Rita Carver, University Research Methodologist, School of Advanced Studies, University of Phoenix

Watergate. Lynching. Segregated busing. Withholding education from Black children. Turbulent times are the womb of leadership. They are the circumstances that launched four African American women into the forefront of change: Barbara Jordan, Ida B. Wells, Jo Ann Robinson, and Mary McLeod Bethune.

LD WL
A Historical Overview of Gender and Leadership in Mongolia: Centuries of Persistence
Holly Diaz, Instructor, Karen W. Morse Institute for Leadership, Western Washington University

After participating in a study abroad program to Mongolia to research Mongolian women leaders, the presenter expanded the research to explore the history of leadership, resilience, and thriving of the Mongolian people.

Studio 211 | Workshop | Leadership Education

LE
Cultivating Critical Consciousness: Enhancing Today's Educators and Tomorrow's Leaders
Leonard D. Taylor, Assistant Professor, Educational Leadership, Mississippi State University
Jessica Chung, Instructor & Curriculum Coordinator, Leadership Minor, University of Minnesota

In order to lead a different world in a different way, leaders must be equipped to navigate historical, political, ideological, and interpersonal tensions. This session will address two contemporary challenges in leadership education: the need for substantive curriculum focused on inclusion and social change; and the need for well-trained, well-rounded educators. Presenters will share the Critical Leadership Framework (Taylor & Brownell, 2017) and briefly explore its application in a leadership program. Participants in this workshop will engage in critical reflection and thoughtful engagement with other leadership educators to improve their current efforts using literature, emerging frameworks, and perspectives from practice.

Studio 213 | Workshop | Youth Leadership

YL WL
Climb Your Own Everest: Youth Leadership Mentoring
Sara Safari, Author & Speaker, Empower Nepali Girls

This session will begin with a brief case study on youth leadership and the work of Empower Nepali Girls. Participants will journal their reflections on the future of youth leadership, empowerment, and the role of a transformational leader as a motivating factor for supporting youth leadership development. Together in small groups, attendees will explore newer and more impactful ways to promote youth leadership, identifying obstacles and solutions. Participants will leave with numerous new ideas on transforming their community, empowering young people, inspiring others in the face of hardships and challenges, and serving as a role model for young leaders.

CS8 SAT 17:15-18:15

Studio 214 | Presentations | Youth Leadership

YL
Engaging and Developing Youth Leaders Through Hands-On and Service Based Learning
Chair: **Martha J. Asselin,** Director, Center for Leadership & Service, Student Affairs, University at Albany

YL
Giving Back: Student Development Through a Campus-Based Leadership Scholarship Program
Cheyenne C. Luzynski, Professor, Leadership Studies Program, West Virginia University
Brent A. Bishop, Graduate Assistant, Leadership Studies Program, West Virginia University
Lisa DeFrank-Cole, Director & Associate Professor, Leadership Studies Program, West Virginia University

With a guiding principle of giving back, students in the MP Leadership Scholars program explore the intrapersonal, interpersonal, and leadership qualities of student development in unanticipated ways. The presentation will highlight unique facets of the program including a variety of co-curricular and academic activities designed to integrate the collegiate learning experience and deepen understanding of a growing complex world.

YL
Resilience and Adaptive Leadership for the New South Sudan
Marta D. Bennett, Head of Department, Leadership Studies, International Leadership University

PE
Case studies of five South Sudanese Master in Leadership students displaced to Kenya by the ongoing violence of failed government explore themes of resilience and adaptive leadership. Through coursework and interactions, they have been strategizing and implementing plans for bridging ethnic and political divides, developing leaders and promoting development.

YL
Training Servant-Leaders for Turbulent Times
Mark J. Warner, Senior Vice President of Student Affairs and University Planning, James Madison University
William Franklin Evans, Professor of Psychology, James Madison University (Co-Author)

This presentation will share research findings regarding the relationships between students' self-reported altruism, motivation to serve, and purpose in life. The presenter will give examples of the benefits experienced through service-learning and how service has helped students enhance their leadership skills for turbulent times.

Studio 216 | Workshop | Leadership Development

LD
Leading Through Turbulent Times Requires a Learning Mindset
Steve Terrell, President, Aspire Consulting

Turbulent times encountered by leaders today are characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). The tried and true leadership competencies and styles that work in more predictable situations are still important, but insufficient for these new conditions. To be effective, today's leaders must develop a learning mindset and pursue continuous learning practices to maximize their learning from experience. This session will briefly introduce participants to the learning mindset model and activities to assess and develop their own learning mindset. It will emphasize practical application, and provide tools and resources for implementation.

Studio 311 | Workshop | Leadership Development

LD
Forgiveness: A Radical Call for Leading Beyond Conflict
Linda Pallone, Executive Director, E4Leaders International

PE
What does forgiveness have to do with leadership? Unfortunately, interpersonal, organizational, and global conflicts suggest many leadership practices and cultural tendencies often race towards retaliation and revenge, rather than towards forgiveness. The world is in need of courageous leaders willing to disrupt the cyclical patterns of interpersonal conflict, violence, and retaliation by embodying and enacting forgiveness — and inspiring followers to do the same. During this workshop, participants will experiment with tools and exercises designed to cultivate a disposition towards forgiveness, which can be used individually and within teams across business, government, and civil sectors.

Studio 312 | Workshop | Leadership Development

LD
Increasing the Stickiness of Leadership Development
Paul Galante, Senior Faculty, Center for Creative Leadership
Don W. Prince, Faculty Director, EMEA, Center for Creative Leadership
Geoff Cox, Design Director, RSVP Design
Ann Alder, Training Director, RSVP Design
Nick Richardson, General Manager, Middle East Region, EMEA, Center for Creative Leadership

The "stickiness" of leadership development has a mixed record, particularly in times of turbulence, when leaders can be more easily blown off-course. This workshop will explore four guidelines to magnify leadership development effectiveness that were championed by Deborah Rowland in a recent Harvard Business Review article: 1) emotionally engage the participating leaders experientially; 2) influence participants' "being," not just their "doing"; 3) develop expertise in not knowing; and 4) expand the context — don't put the "fish" back in the same "fishtank water." Facilitators will present key ideas in each of these four domains, and engage the participants in a café style format to examine, explore, and enrich the perspectives revealed.

Studio 314 | Presentations | Leadership Development

Higher Education Leadership Has Its Own Set of Challenges

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

Adding Strength to Leaders' Agency: Privileging the Relational Space Between Academics

Jennie Billot, Head of Researcher Development, Graduate Research School, Auckland University of Technology

How leaders translate and operationalize institutional change has a significant impact on academic engagement. Two studies within a New Zealand university identified that the quality of the connections between leaders and their staff is crucial for positive outcomes. Privileging the relational practices of leadership is the focus for this presentation.

Development of Commitment in Turbulent Times in a Norwegian University College

Jorun Ulvestad, Associate Professor, University College of Southeast-Norway

Irmelin Drake, Associate Professor, School of Business, University College of Southeast Norway

Brit Bolken Ballangrud, Associated Professor, Teacher Education and School Development, University College of Southeast Norway (Co-Author)

Sigrun Wessel Svenkerud, Associate Professor, Teacher Education, University College of Southeast Norway (Co-Author)

In 2013, the Research Council of Norway announced a new initiative on gender balance. Presenters will share qualitative research that explored how change agents mobilized and inspired top leaders to participate in this project. Factors including strategy and management actions were dynamic challenges when the study examined the balance between involvement and manipulation.

Leading From the Middle in Times of Uncertainty — Supporting the Changing Role of Academic Headship

Melanie Moorcroft, Associate Director, People & Organizational Development, University of Auckland

Lorraine Stefani, Emeritus Professor of Higher Education, University of Auckland

The changing context of higher education places greater leadership expectations on academics who are leading from the middle. This presentation will explain a leadership framework and a people-focused approach to enable current and future academic heads at the University of Auckland deal with the increasing demands of headship.

Studio 315 | Presentations | Business Leadership

The Use of Digital Communications and Old Fashioned Storytelling

Chair: **Peter Bemski,** Dean, School of Business and Technology Management, Northcentral University

Leadership Online in VUCA Times

Michael Brandenburg, Managing Director, Resonance Consultants, S.L.

During turbulent times, how do leaders use Digital Media (DM) with their local and global cross-cultural teams to create commitment, satisfaction, results, and a positive impact on their organizations and society? The presenter will explore increased agility, trust, and effectiveness of leader-follower DM communication.

Starbucks Social Media and Business Leadership Renewal During Challenging Times

Erik Bean, Associate University Research Chair, Center for Leadership & Educational Research, University of Phoenix

Jeofrey Bean, Professor Advanced Digital Marketing and Customer Experience, Extension Business, University of California at San Diego (Co-Author)

Discover how Starbucks used social media best practices to make their customer experience more relevant and valuable during turbulent economic times. CEO Howard Schultz and his team took bold steps with social media and cues from Dell Computer. These effective business leadership lessons apply to businesses small and large.

Storytelling as a Leadership Practice for Sensemaking to Drive Change in Times of Turbulence and High Velocity

Sebastian Salicru, Director, PTS Consultants

This paper explores the relevance of contemporary leaders using storytelling as a sensemaking strategy that translate events into plausible scenarios and images, provides sense-giving, and mobilizes others to take action and thrive in complex, turbulent, and high velocity environments. These constructs are defined, and their relationships explained.

CS8 SAT 17:15-18:15

European Academy of Management

EURAM

EURAM18

Research in Action

EURAM 2018 Conference Dates

Labs: **19 June 2018**

Conference: 20-23 June 2018

Important Deadlines

Topic / Symposium Proposals submission:
3 July 2017

First announcement of call for papers:
26 September 2017

Deadline for paper submission:
10 January 2018 (2 pm Belgian time)

Notification of acceptance:
21 March 2018

Early bird registration deadline:
11 April 2018

Authors registration deadline:
25 April 2018

Doctoral Colloquium: 17-19 June 2018

Important Deadlines

Deadline for submissions to Doctoral Colloquium:
24 January 2018

Notification of acceptance:
14 March 2018

Deadline for registration:
11 April 2018

UNIVERSITAS ISLANDIAE SIGILLUM

20-23 JUNE

University of Iceland

Reykjavík, Iceland

euram-online.org

SATURDAY
14 OCTOBER | 18:30 – 20:00
HOSTED POSTER SESSION

One indicator of a poster's focus and target audience is its track and thread. All posters have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Posters are bar-coded by track and by thread to help you quickly identify those of interest.

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- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Part of our Saturday evening extravaganza, enjoy a Taste of Brussels from a variety of market stall style street food vendors while also enjoying Belgian beer, wines, soft drinks, and appetizers all while exploring the poster session (below), talking with Lifetime Achievement award winners Robert Lord and Stella Nkomo and Keynote Speaker Margaret Heffernan, and meeting your favorite leadership authors.

Thank you to TELFER School of Management for being a Silver Sponsor and sponsoring this event!

The Hosted Poster Session will be split into two shifts, 18:30-19:30 and 19:00-20:00. Presenters of odd numbered posters will be present from 18:30-19:30 and presenters of even numbered posters will be present from 19:00-20:00.

PS SAT 18:30-20:00

Business Leadership

BL **1. Improving Technology Project Outcomes With Emotional Intelligence**
Art Trejo, International Liaison Officer, Research & Development, International Doctoral Empowerment Academy (IDEA)
The purpose of this quantitative, correlational research study was to examine how emotional intelligence helps project outcomes. The poster illustrates the significant relationship existing between the emotional intelligence (EI) competencies of Hispanic team members and project outcomes within the technology sector in the United States.

BL **2. Improvisational Element of Executive Judgment in the Exponential World of Analytics and Intelligent Machines**
Eric Pilon-Bignell, Ph.D. Student, Global Leadership, Indiana Tech
Due to the exponential increase in the speed of the global business landscape, its growth in artificial intelligence, and big data analytics, a proposed phenomenological study exploring the intuitive and improvisational elements of executive decision making in consulting firms is shared.

BL **3. Perceptions of Leadership Change in an Entrepreneurial Organization**
Stephanie A. Van Dellen, Ph.D. Candidate, School of Leadership and Education Sciences, University of San Diego
A case study was conducted at an organization where the founder replaced himself with a new CEO to achieve strategic goals. Perceptions of the change were analyzed through document analysis and interviews. Two leadership models were utilized. As a result of the change, there was a shift in organizational culture.

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

BL **4. The Need for Cooperative Learning in Organizational Leadership: Creating Generational, Cohort-Based Development**

Sonya Sharififard, Doctoral Student, Global Leadership and Change, Pepperdine University
Darnell B. Forde, Student, Woodbury University, Point Loma Nazarene University

This poster explores the orientations, traits, and normative objectives of generational cohorts in times of change, turbulence, and crisis. Different coping responses and change agents that promote inclusive, generational, cooperative learning approaches and methodologies in organizational agility and inclusive performance are addressed.

BL **5. Turbulence and the Psychopathic Corporation**

Clive R. Boddy, Professor, Business School, Middlesex University

This paper defines corporate psychopathy and outlines examples of its turbulent influence. Antecedents of corporate psychopathy are discussed, including the legal constitution of the corporate entity, as per Bakan's ideas in *The Corporation* and per the separate idea of a corporation that has become managed by individual corporate psychopath leaders.

Leadership Development

LD **6. Islamophilia: Challenging Prejudice and Promoting Mutual Understanding**

Allali Lallia, Youth Coach, Islamic Center of San Diego

When Imam Taha Hassane joined the Islamic Center of San Diego, he recognized a necessity to educate non-Muslim fellow citizens about Islam. He successfully developed an internal and external vision to challenge Islamophobia.

LD **7. Rebuilding a Leadership Infrastructure**

Holly Diaz, Instructor, Karen W. Morse Institute for Leadership, Western Washington University

Our residence hall system primarily serves first year students in the Pacific Northwest region of the United States. I was hired to oversee this system and realized an assessment was needed. This poster provides a visual analysis of the change process of an outdated and unattended leadership development system.

LD **8. Understanding Complex Leadership and Social Marketing in Nutritional Security**

Kayla Waldorff, Graduate Student, Agricultural Education and Communication, University of Florida

Social marketing can change behaviors for the benefit of the greater good. Additionally, complex leadership can address complex adaptive systems and different theoretical leadership frameworks can enable societal changes. This poster will address the relationships among many different forces in nutritional security.

Leadership Education

LE **9. Controversy With Civility: How Service-Learning Impacts Civic Attitudes in the First Year**

Amber Manning-Ouellette, Lecturer of Leadership Studies, Catt Center for Women and Politics, Iowa State University

In the U.S., current political climates continue to push citizens through turbulent times. There is a need to encourage social activism and civic responsibility at the undergraduate level. This poster will present research on service-learning and civic attitudes in a first-year leadership course.

LE **10. "Management by Wandering Around" as Leadership Tool in Schools**

Mahboob Sooltan Sohawon, Senior Lecturer & Head, Department of Educational Administration and Management, Maurituis Institute of Education

Schools are known to be places where turbulences are always seething. Leaders of schools believe that learners should exhibit certain expected behaviors and attitudes when it comes to learning. This research study has been carried out to see how leaders of schools can use "Management by Wandering Around."

PS SAT 18:30-20:00

LE FW

11. Measuring Followership: An Empirical Investigation of the Kelley Followership Questionnaire-Revised

Kateryna V. Ligon, Assistant Professor, Business Department, Central Baptist College

This study explored the validity of Kelley's Followership Questionnaire (KFQ) through a revised version (KFQ-R). Validation of Kelley's two-dimensional model was not supported. KFQ-R three factors model accounted only for 47.42% of variance (N=329). Developing more robust followership instruments are necessary for better training followers to become engines of change.

LE

12. New Leadership DNA, Quantum Learning, and Quaternary Education. Leading a World in Turmoil

Brenda Hattingh, CEO, Centre for Power Intelligence

This poster shares step-by-step guidelines on how to develop new authentic leaders while transforming people, companies, organizations, social-structures, and governments into a new DNA-dispensation with quality living-conditions. Learn how to turn local leaders into quantum thinkers while developing global leadership with cutting-edge tools.

LE

13. The Leaders We Have, the Leaders We Need. How to Educate for Collective Leadership

Alper Tengüz, Founder, Learning Architect

Turbulent times require more collective leadership however the individual heroic leader is overemphasized. The poster critiques as a case-in-point Harvard's Authentic Leadership Program and show alternative elements of collective leadership education that more appropriately equip managers to transform their organizations towards adaptability in a turbulent world.

LE

14. Exploration and Practice of Leadership Education for College Students in China

Zhiqiang Zhang, Teacher, Shanghai University of Traditional Chinese Medicine

This poster introduces the current situation, driving force behind, and future direction of leadership education for college students in China. It spotlights a program in Shanghai, where leadership education the responsibility of the student affairs department, which became an effective method of the cultivation of students' values and ability training.

Leadership Scholarship

LS

15. Finding Career Satisfaction Amid Adversity

Christopher Hubbard, Assistant Professor of Management and Leadership, School of Business and Nonprofit Management, North Park University

The purpose of this poster presentation is to discuss the findings of my 2015 dissertation that examined the corollary relationship between the abbreviated dimensions of self-leadership.

LS

16. Leadership in STEM - A Distributed Perspective of Leadership Within an NSF Engineering Research Center (ERC)

Jennifer L. S. Chandler, Lecturer, Organizational Leadership, College of Integrative Sciences and Arts, Arizona State University

The CBBG is an NSF sponsored ERC and as such is required to employ entrepreneurial strategies to generate sustainable solutions for current engineering challenges. As little leadership research exists within STEM, this case study contributes to the nascent body of research examining leadership in this unique setting.

LS

17. The Current State of Youth Leadership Development Programs in Nebraska

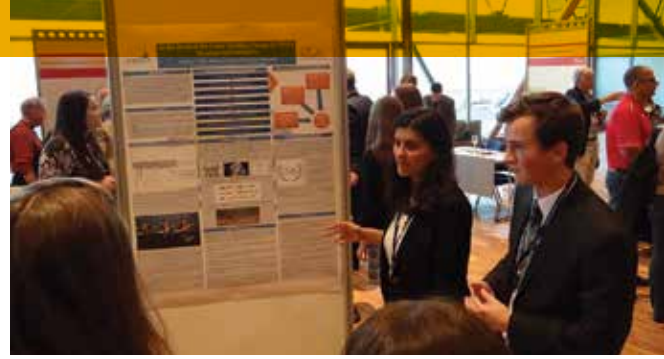
L.J. McElravy, Assistant Professor of Leadership, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

Katie Brock, University of Nebraska-Lincoln (Co-Author)

Jessica Bartak, Graduate Assistant, Agricultural Leadership, Education and Communication, University of Nebraska - Lincoln (Co-Author)

Today's youth are an important resource to their communities. This research project addressed the question of the current state of youth leadership development in Nebraska. Information was gathered from organizations across the state to get a snapshot of how organizations are developing leadership in youth.

PS SAT 18:30-20:00



LS 18. The Liminal Timeline: A Primer for Leadership Theory and Application

J.W. Bergmann, Doctoral Candidate, Center for Global Studies, Johnson University

Liminality is an uncomfortable, avoided transitional phase; a disturbance or irritation in the order of things; the forbidden territory of knowledge one goes through, passing from one defined position to another. An overview of four models reveal an interdisciplinary construct prompting further leadership studies inquiry and application.

LS 19. 2D Leadership Model of Human Capital Development

Nuvala Fomban, Data Scientist, Global Leadership & Organizational Management, Indiana Tech

The concepts and principles of individual and team development are closely aligned with effective human capital development. Effective human capital management platforms are needed. Evidence regarding human capital development suggests that individual development, team development, and advanced executive leadership are principles and strategies to consider in the 21st century.

LS 20. Developing Students' Global Understanding Through a Global Leadership Course Focusing on Social Justice Issues

Aoi Yamanaka, Instructor & Academic Advisor, George Mason University

Integrating results from class observations, student interviews, and survey data, this poster presents the effectiveness of experiential learning to develop students' global understanding in a global leadership course. The poster also addresses theoretical frameworks applied to develop the course and how social justice education has been incorporated in the course.

LS 21. New Frontiers in Global Leadership Development

Stephanie Quirk, Coordinator of Student Life, College of DuPage

Although study abroad and service-learning are frequently deployed to achieve global outcomes in higher education, few of these efforts have been leveraged in the development of global leadership competencies. This poster brings together global leadership competency development and student development towards an integrated model for socially responsible global leadership development.

LS 22. Southern Perspectives on Research Leadership: Towards an Evaluation Framework

Emma Fieldhouse, Research Award Recipient, Policy and Evaluation, International Development Research Centre (IDRC)

Emerging research leaders in the Global South conceptualize leadership in research for development differently than their Northern counterparts. Development organizations who wish to research leadership must strive to integrate the realities of these Southern leaders into their program evaluation frameworks to ensure the relevance of their interventions.

LS 23. Cultivating Adolescent Leadership Development in the Arkansas Delta to Combat Health Disparity

Emily L. Harris, Graduate Student, Leadership Studies, University of Central Arkansas

Multi-generational poverty, shortened life spans, and increased disease rates plague the American Mississippi River Delta. Memphis, a central Delta hub city, received the highest ranking possible for disconnected youth. Cross-sector collaboration initiating locally based sustainable food production systems cultivate adolescent youth leadership development opportunities and combat health disparity.

PS SAT 18:30-20:00

Public Leadership

PL 24. A Cry for Help: Leadership Issues in STEM Education

Jim Freemyer, Professor, Doctorate of Leadership Program, Indiana Wesleyan University

This poster reports on global research focused on uncovering proven leadership approaches that could be effective in helping STEM teachers embrace new paradigms. This research sought to gather leadership insights from effective teachers in the U.S., Ireland, the U.K., and South Korea through interviews, observations, and a case study analysis.

PL

25. Building a Leadership Image: A Content Analysis of Presidential Candidates' Online Social Interactive Media

Leann Michelle Duprey, Graduate Student, Ph.D. in Leadership, Alvernia University
Brian A. Petersen, Graduate Student, Ph.D. in Leadership, Alvernia University

This poster reports on a content analysis of online social interactive media (OSIM) of four 2016 United States presidential candidates. This analysis focuses on leadership image construction as it relates to categories of leadership behavior. Preliminary findings demonstrate differences in use of social media platforms as utilized by candidates.

PL

26. Probable Causes of Murder in United States vs the World — Reactions and Plans of Public Officials to Improve

Charlie W. Wood, Doctoral Student, Leadership Studies, University of Central Arkansas

Advanced regression analysis was used to correlate wide ranging murder rates across all 50 United States with 111 possible explanatory variables. Strong relationships were identified. Primary predictors were tested/validated against 78 United States cities and 218 nations. Results were shared with public leaders exploring qualitative reactions and leadership styles.

PL
FW

27. To Engage or Not to Engage? Shared and Centralized Mayoral Leadership: Evidence From Italy

Alessandro Sancino, Lecturer in Management, The Open University
Davide Giacomini, University of Brescia (Co-Author)
Michela Pagani, Public Leadership and Social Enterprise, The Open University (Co-Author)

A mayors' attitude to engage (or not) different actors in agenda setting and decision making is becoming a central issue in public leadership. Evidence from more than 1000 Italian mayors was analyzed to shed a light on the elements that may influence shared and/or centralized mayoral leadership style.

PL

28. Trump's First 100 Days: An International Approach

Kimberly Thomas, Graduate Student, Alvernia University

This paper will involve a content analysis of leaders' reactions to the first 100 days of the Trump presidency. Statements and speeches in response to Trump's Executive Orders will be reviewed. The poster highlights the response to Trump's ban on refugees and his proposal for a border wall.

Youth Leadership

YL
WL

29. Girls' and Young Women's Empowerment

Svetlana A. Aslanyan, Chairwoman, Center for the Development of Civil Society

This poster shares the results of The Young Women's Leadership Institute, an innovative program to increase leadership of girls and young women in Armenia with vulnerable backgrounds, reducing poverty, and preventing forced trafficking. The program develops knowledge, skills, and other necessary capacities among young women to enable them to take responsibility for their lives.

YL

30. International Graduate Students' Perception of Their Undergraduate Experience

Sky Georges, Graduate Student, Agricultural Education and Communication, University of Florida

Educators often have misconceptions about international students' academic experiences in their home countries. To provide more culturally sensitive education and alleviate the barriers international students face, an increased appreciation for how culture influences learning is essential. This poster will explore the undergraduate experience of 17 international graduate student leaders.

YL

31. Resilient, Contributing Youth in Turbulent Times: Exploring the Role of Adults in Positive Youth Development

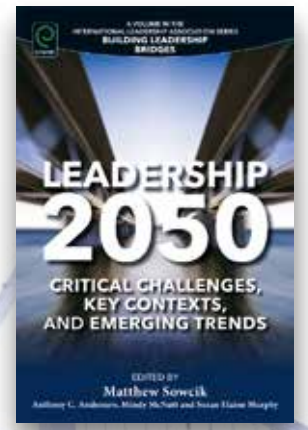
Dustin Homan, Program Manager, 4-H Youth Development, Ohio State University Extension
Robert Birkenholz, Professor, Agricultural Communication, Education, and Leadership, The Ohio State University

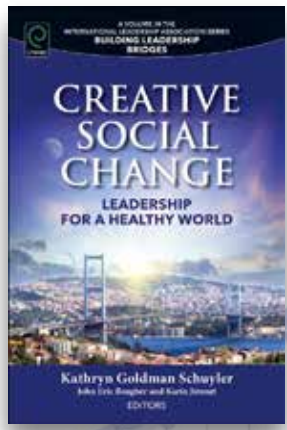
Adults work with youth as partners and co-producers of youth's development (Benson, 2007). Competency themes adults should possess for positive youth development to occur in Ghana were identified through an exploratory, mixed methods research design. Themes will be compared to competencies for adults in the U.S.

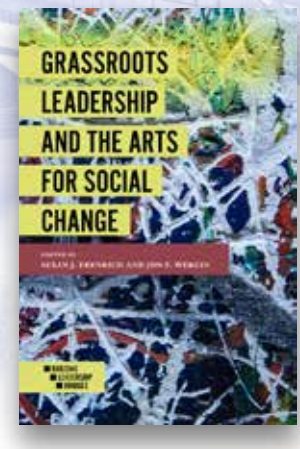
PS SAT 18:30–20:00

developing and advancing leadership knowledge and practice worldwide

BUILDING LEADERSHIP BRIDGES







The International Leadership Association's *Building Leadership Bridges* series captures the best contemporary thinking about leadership from a diverse range of scholars, practitioners, and educators working around the globe. In keeping with ILA's mission, this book series builds connections between how people research, imagine, and experience leadership across cultures.

Stop by Emerald's booth in the exhibit hall (SQUARE - Grand Hall 1) to pick up your copies today!

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SATURDAY

14 OCTOBER | 18:30 – 20:00 | SQUARE – GRAND HALL 1

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Thank you to Deloitte University for being a conference partner and sponsoring the Meet the Authors Reception and to Geneva Centre for Security Policy – Center for Creative Leadership for being a Platinum Sponsor and sponsoring the Lifetime Achievement Award Meet & Greet

Janis Bragan Balda
Developing Leaders for Positive Organizing: A 21st Century Repertoire for Leading in Extraordinary Times

Jack Barentsen
Emerging Leadership in the Pauline Mission: A Social Identity Perspective on Local Leadership Development in Corinth and Ephesus

Clive R. Boddy
A Climate of Fear: Stone Cold Psychopaths at Work

Aldo Boitano & H. Eric Schockman
with **Gloria Burgess, Chris Cartwright, Helen Caton-Hughes, Sarah Chace, Cheryl Getz, Ralph Gigliotti, Maura Harrington, Bob Hughes, Leonard Taylor, Jr., Randal Joy Thompson, & Dung Q. Tran**
Breaking the Zero-Sum Game: Transforming Societies Through Inclusive Leadership

Jeffrey L. Buller
Positive Academic Leadership: How to Stop Putting Out Fires and Start Making a Difference
Change Leadership in Higher Education: A Practical Guide to Academic Transformation
Building Academic Leadership Capacity: A Guide to Best Practices

Gloria J. Burgess
Flawless Leadership: Connecting Who You Are With What You Know and Do

Claudia de Castro Caldeirinha
Women Leading the Way in Brussels

Ira Chaleff
The Courageous Follower: Standing Up to and for Our Leaders
Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong

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The Psychology and Management of Project Teams

Barbara C. Crosby
Teaching Leadership: An Integrative Approach

Barbara J. Denison
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Catherine Etmanski
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Paige Haber-Curran
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Brenda Hattingh
The New Leadership DNA: Developing Enlightened Leaders

Ronald H. Humphrey
Effective Leadership: Theories, Cases, and Applications

Marc Hurwitz
Leadership Is Half the Story: A Fresh Look at Followership, Leadership, and Collaboration

Susan V. Iverson
Reconstructing Policy in Higher Education: Feminist Postructural Perspectives

Craig E. Johnson
Meeting the Ethical Challenges of Leadership: Casting Light or Shadow (6th ed.)

Sandra Jones
Leading the Academy: Distributed Leadership in Higher Education

Max B. Klau
Race and Social Change: A Quest, A Study, A Call to Action

LIFETIME ACHIEVEMENT AWARD HONOREE MEET & GREET

Robert Lord and **Stella Nkomo** will be available at booth 23 in Grand Hall 1. Please stop by to congratulate them in person for the Lifetime Achievement Award!

KEYNOTE MEET & GREET

Pick up your copies of Margaret Heffernan's latest books from the conference bookstore, run by Sterling Books, then visit her at booth 23 to say hello. Titles include: *Beyond Measure: The Big Impact of Small Changes; A Bigger Prize: How We Can Do Better than the Competition;* and *Willful Blindness: Why We Ignore the Obvious at Our Peril.*

Thank you to Sterling Books, the host of this year's onsite conference bookstore. Sterling Books is an independent English bookstore in the center of Brussels. They opened their doors in 1997 and quickly became a favorite destination for the city's book-lovers.

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You Are Made of Stars: Why Life and Leadership Are About Shining Your Light
Who Is a Leader: A Mindful Approach for Family & Classroom Discussions
A Leader Has Values: Active Learning Strategies for Engaging Family & Classroom Discussions

Petra Kuenkel
The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future

Karen A. Longman
Diversity Matters: Race, Ethnicity, and the Future of Christian Higher Education
Women and Leadership in Higher Education
Women and Leadership Around the World

Robert McManus & Gama Perruci
Understanding Leadership: An Arts and Humanities Perspective

Maureen Metcalf
Innovative Leadership Fieldbook
Innovative Leadership Workbook for Global Leaders
Innovative Leadership Workbook for College Students

Joyce Osland
Advances in Global Leadership, Vol. 9
Advances in Global Leadership, Vol. 10
Global Leadership: Research, Practices and Development (3rd ed.)

Sonia M. Ospina
Social Innovation and Democratic Leadership: Communities and Social Change from Below

Tracy Patterson
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Leadership Results: How to Create Adaptive Leaders and High-Performing Organisations for an Uncertain World

Corey Seemiller
Generation Z Leads: A Guide for Developing the Leadership Capacity of Generation Z Students
Generation Z Goes to College
The Student Leadership Competencies Guidebook: Designing Intentional Leadership Learning and Development

Jesse Segers
The Leader's Clothes: 19 Insights Into Leadership

Sen Sendjaya
Personal and Organizational Excellence through Servant Leadership: Learning to Serve, Serving to Lead, Leading to Transform

Valerie I. Sessa
College Student Leadership Development

Julia B. Storberg-Walker
Theorizing Women and Leadership: New Insights and Contributions From Multiple Perspectives

Rens van Loon
Creating Organizational Value Through Dialogical Leadership: Boiling Rice in Still Water

Madeleine van der Steege & Bettina von Stamm
Visionary Leadership in a Turbulent World: Thriving in the New VUCA Context

Christian Vanhenten
In Search of Martial Kindness, AikiCom: AIKIdo COMmunication, Discovering the Aiki Attitude for Everyday Life

Theo H. Veldsman
Leadership: Perspectives From the Front Line

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The Value(s) of Civil Leaders: A Study Into the Influence of Governance Context on Public Value Orientation

Jon Wergin
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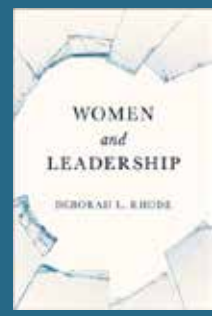

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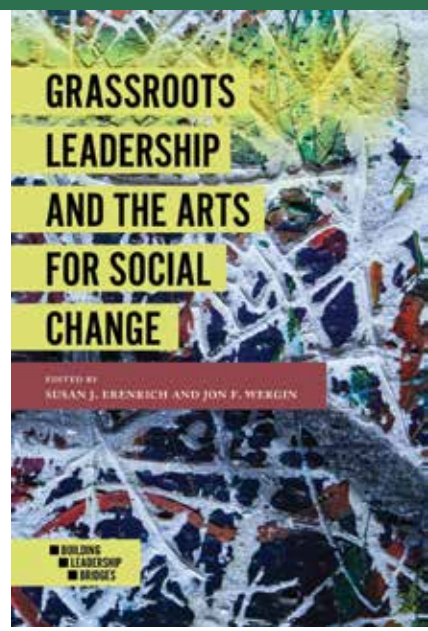

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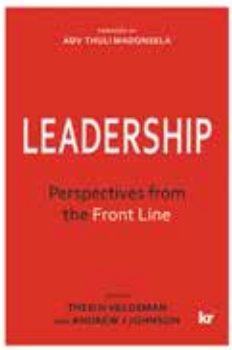

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— Tomas Chamorro-Premuzic - CEO of Hogan Assessment (US)

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Sunday In Depth

Space permitting, all events are open to all conference participants, unless otherwise indicated as a ticketed event. All events take place at the SQUARE, unless otherwise noted.

SUNDAY 15 OCTOBER		
CHECK-IN		
8:00–13:00	**ILA Volunteer Office**	SQUARE – Registration Hall Office
8:00–14:30	**ILA Check-In & Help Desk**	SQUARE – Registration Hall
SESSIONS, REFRESHMENTS, & CLOSING PLENARY		
8:30–9:00	**Coffee, Tea, Juices, Mineral Waters, Fresh Fruit, Biscuits, and Pastries**	SQUARE – Magritte Foyer & Delvaux Foyer
9:00–10:30	**Concurrent Session Nine** Details on pp. 140-146	SQUARE – Various Locations
10:45–11:45	**Concurrent Session Ten** Details on pp. 147-152	SQUARE – Various Locations
11:45–12:15	**Coffee, Tea, Juices, Mineral Waters, Fresh Fruit, Biscuits, and Pastries**	SQUARE – Magritte Foyer & Delvaux Foyer
12:15–13:30	**Closing Plenary** Details on pp. 16-17 ***Looking Forward*** **Patrick Sweet,** 2017 ILA Global Conference Program Chair; Co-Director, Leadership Alliance for the Geneva Centre for Security Policy - Center for Creative Leadership ***The Nexus of Leadership Theory and Practice*** ***The New Leadership*** **Margaret Heffernan**, Lead Faculty, Forward Institute; Acclaimed Author of *Willful Blindness: Why We Ignore the Obvious at Our Peril;* ***My Leadership Framework*** **Jeroen van der Veer**, Chief Executive of Royal Dutch Shell plc (2004-2009) ***Student Case Competition Award Presentation*** Presented by **Thomas Yannuzzi**, Chair; ILA Leadership Education Member Interest Group ***Invitation to Attend ILA's 20th Anniversary Global Conference*** in West Palm Beach, FL, U.S.A., 24-27 October 2018 **Craig Domeck**, ILA 2018 Conference Chair, Dean, MacArthur School of Leadership, Palm Beach Atlantic University ***Conference Weaving*** **Éliane Ubalijoro,** ILA Board Member; Executive Director, C.L.E.A.R. International Development Inc.; Professor of Practice, Institute for the Study of International Development, McGill University; Member, Rwanda's National Science and Technology Council ***Conference Closing*** **Jorrit Volkers,** Conference Chair; Dean of Deloitte University Europe, the Middle East and Africa (EMEA)	SQUARE – Gold Hall

The ILA thanks you for participating in the 2017 global conference. Please remember to complete the online conference evaluation at www.ila-net.org/eval. Until we meet again, we wish you safe travels and effective leadership in these turbulent times!

SUNDAY
15 OCTOBER | 9:00 - 10:30
CONCURRENT SESSION 9

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Circle 210 | Workshop | Business Leadership

BL
Beyond Toxic Behaviors: Creating Work Cultures of Everyday Civility

Mitchell Kusy, Professor, Graduate School of Leadership and Change, Antioch University
Elizabeth L. Holloway, Professor, Graduate School of Leadership and Change, Antioch University

The increase in divisiveness, incivility, and vulgarity is sadly accelerating. The seeming acceptability of these bullying behaviors ranges from general acquiescence to toxic work cultures. Presenters will highlight research on toxic behaviors and everyday civility and share evidence-based practices and activities to create cultures of everyday civility using organizational, team, and individual strategies. This workshop will address issues and methods at three strategic areas of the organization: leadership, organizational values, and team systems. In small groups, participants will explore the impact of toxic behaviors in their organizations, team strategies to disruptive toxic actions, and a whole systems approach to creating a culture of everyday civility in their own organizational systems.

Circle 310 | Workshop | Business Leadership

BL
Leading Transformation for Tangible Results: The Demise of the Hero Leader

Florence Plessier, Practice Leader, Team Development & Transformation, EMEA, Center for Creative Leadership
FW
Paul Galante, Senior Faculty, Center for Creative Leadership
Pierre Antoine Vacheron, Executive Vice President, E-Payment, Ingenico
Jeneva Patterson, Senior Faculty, Center for Creative Leadership

The CEO as all-knowing leader is an outdated model that prevents modern organizations from achieving their goals and mission. Sustainable and innovative success requires whole senior leadership teams to promote and build upon individual and collective input. Problems can be complex, solutions cannot. This workshop will explore a senior leadership team's requisite capacities for successful and adaptive transformation, concrete strategies that will forward individual, group, and organizational progress in the face of uncertainties. Presenters will frame the relevant topic and facilitate several 20-minute rounds of dialogue-rich, table-based working sessions. The roundtable data will be summarized and shared with participants via email.

Hall 300 | Panel Discussion | Public Leadership

PL
Wisdom From Public Sector Leader/Scholars

Chair: **Gerda M. Van Dijk,** Director, The Zijlstra Center for Public Control, Governance & Leadership, Vrije Universiteit Amsterdam

René Grotens, Lecturer & Researcher, The Zijlstra Center for Public Control, Governance & Leadership, Vrije Universiteit Amsterdam

Claudia van Mourik, HR Manager, Nieuwe Netwerken

Sabine Marges, Management and Organisation, ProBiblio

Radenka Vukovic, Centre for Corporate Services, Ministry of Infrastructure and the Environment, Rijkswaterstaat

Reza Esmaili, Lecturer & Researcher, IT, Hogeschool van Amsterdam

How are successful public leaders adapting their leadership approaches to address emergent, complex issues? Senior Dutch professionals working in the public sector — who are simultaneously enrolled in institutions of higher education and conducting academic research on leadership in practice — will share how they have used leadership theory to inform or improve their leadership practice. Panelists will explore a series of questions on context, relevant theories, and bridging practice and theory, with special attention being paid to ethics in good governance. They will share insights on their experiences applying integrity leadership, adaptive leadership, dialogical leadership, servant leadership, and connective leadership theories in their daily practices.

Studio 206 | Symposium | Business Leadership

BL
Humility + Compassion = More Impactful Leadership for Turbulent Times

Chair: **Gus Gustafson,** Leadership Scholar-in-Residence, Center for Values-Driven Leadership, Benedictine University

Commentator: **Rhonda McClellan,** Director & Professor, Leadership Studies, University of Central Arkansas

In a tumultuous world, fraught with what seems to be a growing sense of narcissism and toxicity, it may seem counter-intuitive to point to humility and compassion as the antidote for better leadership. Yet that's exactly what this session intends to demonstrate. Senior leaders will discuss the power of humility and compassion to create the kind of cultures necessary to promote human flourishing from the classroom to the boardroom and beyond.

BL
The Ties That Bind Humility and Leadership

Matthew J. Sowcik, Professor, Agricultural Education and Communication, University of Florida

The presentation will share recent research on overconfidence and the impact cultural and gender differences have on an individual's overconfidence levels and their leadership effectiveness. In contrast, the presenter will examine the definitions of, fallacies about, and development of humility.

BL
Humble Leaders in Turbulent Times

Melissa Norcross, Chief Strategy Officer, Ontario Systems

Interviews with a cross-section of humble leaders established some unique mechanisms by which their approach to challenges may differ from their less humble peers. The presentation will highlight several key commonalities between how each of these humble leaders approaches their staff, their roles, and the challenges they face.

BL
Building Trust and Compassion Using Loving Kindness and the Broaden and Build Theory in Turbulent Times

Dilyss Gallyot, Professor of Nursing, College of DuPage

This case study examines the relationship between positive and compassionate leaders and their followers during a period of unrest. Findings indicate that as the leader develops empathetic and loving kindness skills, follower-leader trust increases, positively influencing engagement and resilience. The presentation will also consider if compassion can be cultivated through training.

BL
How Humility Emerges as a Power-Exchange Force During an Intentional Change Effort Spurred by Turbulent Times

FW
Anna M. Amato, Caretaker, Company Culture, edtec central, LLC

This presenter will share rich qualitative data and examples from a deep dive study of a high performing firm where an intentional change effort resulted in dramatic and measurable performance outcomes. Interdependent acts of humble leadership and followership emerged as the key mechanisms needed to break the paradox of power-holding.

Studio 211 | Workshop | Leadership Education

LE ED
Applying the Culturally Relevant Leadership Learning Model for Transformative Curriculum Design

Laura Osteen, Director, Center for Leadership & Social Change, Florida State University
Kathy Guthrie, Associate Professor, Higher Education, Center for Leadership & Social Change, Florida State University
Maritza Torres, Graduate Student, Center for Leadership & Social Change, Florida State University

Join this interactive session to learn about and apply the culturally relevant leadership learning (CRLL) model to the design and development of leadership education programs and course offerings. Co-led by a researcher, instructor, and practitioner, this workshop will include three sections: contextual experiences learning and teaching leadership; description of the model; and applications for practice. Grounded in the belief that culturally relevant leadership education in scholarship, teaching, and practice is critical to leading in turbulent times, this session will connect participants' experiences learning, experiencing, and developing the leadership identity, capacity, and efficacy of themselves and others.

Studio 212 | Presentations | Business Leadership

BL SL
The Transformation of Business: Shifting to Sustainability

Chair: **Wanda Krause,** Assistant Professor, School of Leadership Studies, Royal Roads University

BL SL
A Model of Global Leadership for Sustainability

Louis W. Fry, Professor & Masters of Management & Leadership Coordinator, College of Business Administration, Texas A&M University - Central Texas
Eleftheria Egel, Adjunct Faculty, International University of Monaco

Presenters will propose a model of global leadership for sustainability (GLFS), grounded in the spiritual qualities that underlie the world's spiritual and religious traditions, and provide a process for leaders to hone global mindset to reach higher levels of consciousness, self-awareness, and other-centeredness.

BL SL
Expediency, Mastery, and the Future of Work

Anton Camarota, Executive Director, Tellari

The relentless advancement of information technologies has eliminated entire job categories while creating the need for mastery in one's chosen field. To address this ongoing challenge, leaders will need to pursue mastery in ways that are linked directly to a sustainable future for people and the planet.

BL SL
The Leadership Commons: Reconceiving Leadership for Sustainability

Brian Howieson, Senior Lecturer, University of Dundee
Juliette Summers, University of St Andrews (Co-Author)
Bernard Burnes, University of Stirling (Co-Author)

This paper explores leadership for sustainability and makes the case for leadership as a 'commons' — a resource that is created, managed, and drawn on by a collective of users. We believe this offers a way of resolving the conflict between the needs of people, planet and profit.

BL SL
Leadership for Sustainability "MacGyver" Style

Janis B. Balda, Professor of Sustainable Enterprise, School of Environmental Citizenship, Unity College

Local places and personal experience mediate the social processes, groups, and institutions that impact collective well-being and sustainability. This presentation will explore how local leaders can be considered bricoleurs — similar to the TV action hero MacGyver — individuals who reconfigure resources, repertoire, and knowledge and who then become the link to expanding opportunities for well-being and sustainability.

Studio 213 | Workshop | Leadership Development

LD AL
Leadership Development, the Arts, and Conducting: Theory, Practice, and Experience

Gloria J. Burgess, Professor, Transformational Leadership, Seattle University
John E. Burgess, Maestro, Music for Transformation

This interactive workshop with three international leadership scholar-practitioners, will bring together the practice of conducting and theoretical insights into leadership development to explore innovations in leadership development through the arts. Facilitators will share pedagogical approaches to the arts in leadership development; however, the workshop is not intended to merely deliver theory. Participants will see, hear, and feel leadership development happening in the moment! Using a masterclass format, this workshop will demonstrate: how people in a performing, creative organization work together; the negotiation of leadership and followership; the practice of leadership as facilitating a space for organizational achievement; and the embodied, aesthetic, adaptive nature of leadership.

CS9 SUN 9:00-10:30

Don't forget to complete the conference evaluation at: www.ila-net.org/eval

Studio 214 | Panel Discussion | Business Leadership

BL
Mergers and Acquisitions: Leading Across Complexity

Chair: **Chris T. Cartwright,** Director of Intercultural Assessment, Intercultural Communication Institute
Ted A. Baartmans, CEO, The Leadership Group
Maura J. Harrington, Vice President of Consulting & Chief Operating Officer, Center for Nonprofit Management

Mergers and acquisitions frequently cause turbulence for the organizations involved. Leaders of these processes need unique skills to effectively bring their organizations together. Panelists will offer three perspectives on what leaders need to know and how to behave in order to successfully negotiate this challenge.

Studio 215 | Presentations | Leadership Education

LE
Explorations of Online Leadership Learning

Chair: **Arthur H. Johnson,** Professor, MacArthur School of Leadership, Palm Beach Atlantic University

LE
Enhancing Leadership Education Through Online Learning: Best Practices for Leadership Educators

Tiffani Luethke, Graduate Student, Agricultural Leadership, Education and Communication, University of Nebraska - Lincoln
L.J. McElravy, Assistant Professor of Leadership, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

Presenters will share some best practices and strategies for teaching leadership in online courses. Addressing challenges and advantages of teaching online, they will discuss the success of their online learners and provide examples for practitioners who hope to enhance their own online strategies.

LE
Creating a World-Class Online Course: Lessons From Our Two-Year Journey

Marc Hurwitz, Associate Director, Undergraduate Studies, Conrad Business, Entrepreneurship & Technology Centre, University of Waterloo
Samantha Hurwitz, Chief Encouragement Officer, FliPskills & FliP U

Two years ago, we set out on to create a world-class online followership course for professionals. We expected the project to take three months. It actually took two years. Why did it take that long? What could we have done better and differently? What would we do now?

LE
Can Leadership Really be Taught Online?

Daryl V. Watkins, Associate Dean, College of Business, Embry-Riddle Aeronautical University

ED
The presenter will explore three themes: successes developing leaders in a virtual environment; ways an online environment improves leadership development; and, the shift necessary to open people to the possibility of online leadership development.

LE
Creating Student Engagement in Online Leadership Programs

Douglas Lindsay, Professor of Practice & MPS Director, Department of Psychology, Penn State

ED
What are the keys to meaningful engagement and participation of students in online leadership programs? While online programs are not able to connect students and faculty directly within a classroom setting, there are many exciting opportunities for connection by leveraging emerging technologies and intentionally created learning experiences.

Studio 216 | Refereed Paper Presentations | Leadership Scholarship

LS
Serving Leaders

Chair: **Trisha Teig,** Graduate Student, Center for Leadership & Social Change, Florida State University

LS
Linking Supportive Work Environments and Innovative Behavior

Jiwon Park, Ph.D. Student, Penn State

WL
Woocheol Kim, Korea University of Technology and Education (Co-Author)

This study examined the relationship between supportive work environments and employees' innovative behavior, exploring mediating roles of psychological empowerment and work engagement to understand underlying mechanisms of this relationship. A total of 400 complete responses from employees in Korean organizations were analyzed.

The Participatory Turn: Widening the Lens of Inquiry Into Collective Leadership

Ken Otter, Co-Director, Leadership Center, Saint Mary's College of California

Collective leadership is necessary in today's interdependent world. To advance knowledge, this paper adds the participatory paradigm of inquiry to the post-positivist and constructionist paradigms already in play among researchers. A case study and lessons from research in consciousness will illustrate the value of multiple methods for investigating collective leadership.

Unveiling the Curtain: A Social Identity Perspective on Leader Self-Disclosure

Ai Ito, Doctoral Student, NEOMA Business School

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

Jennifer Harrison, NEOMA Business School (Co-Author)

Drawing on Hogg's (2001) social identity approach to leader and follower dynamics, this conceptual paper presents a dyadic theoretical model to illustrate the process effects of leader self-disclosure — or sharing a personal story of adversity and resilience — on follower perceptions of inclusion in the work environment.

Servant Leadership, Job Satisfaction, and Organizational Commitment for Virtual Employees

Tricia Berry, Associate Dean & Director, Clinical and Practicum Programs, Kaplan University

Today's mobile work environment has created new sets of challenges for leaders. Teams may never meet face to face, and relationships develop in a different manner than within a traditional team. The information presented will demonstrate how characteristics of servant-leadership can contribute to virtual employee job satisfaction and organizational commitment.

Studio 311 | Symposium | Leadership Scholarship

Theorizing Women's Leadership: Insights and Contributions From Multiple Perspectives

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

With the goal of advancing women's leadership, presenters will highlight new scholarly contributions and insights on women's leadership theory from the recent book Theorizing Women's Leadership: Insights and Contributions from Multiple Perspectives, representing various epistemologies that seek to problematize, examine, and understand women's leadership in a range of contexts.

Theorizing Leadership Identity Development in Girlhood

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

The presenter will share findings from a qualitative collaborative autoethnographic study examining early influences on women's leadership identity development. Informed by the constructed knowledge position of Belenky et al.'s Women's Ways of Knowing, the researchers constructed knowledge through studying their own leadership identity experiences to expand the leadership identity development model to focus on early childhood experiences of girls.

Toward a Model of Responsible Leadership Practice

Maylon Hanold, Program Director, Sport Administration and Leadership, Seattle University

A new model based on the experience of a collaborative theory building exercise around women's leadership will be introduced. Grounded in the iterative processes of dialogue and leadership as a dynamic process, the presentation will consider how an abstract goal may open up more spaces for dialogue, encouraging pluralistic positioning that reflects the needs of multiple stakeholders.

Adapting the Centered Leadership Model to Reflect African-American Women's Leadership Experiences

Marcelle Holmes, Associate Vice Chancellor, Wellness, Health & Counseling Services, University of California, Irvine

The presenter will share a qualitative research study examining the leadership experiences of 15 female African American higher education administrators through the theoretical framework of the centered leadership model. Findings focus on how the women actively find meaning in work by drawing on their own personal histories, balancing their energy, and networking at predominately white institutions.

The Discursive Framing of Gendered Images of Leadership in The Chronicle of Higher Education

Susan V. Iverson, Professor, Higher Education Leadership, Manhattanville College

This study deployed critical/feminist discourse analysis of articles published by The Chronicle of Higher Education to reveal dominant discourses of masculinity and femininity that give rise to images of leaders as autonomous and relational, respectively. The presenter will examine how results reflect and re/produce particular gendered images about leaders in higher education.

Intersectional Leadership Praxis for Women

Faith W. Ngunjiri, Associate Professor of Ethics and Leadership, Offutt School of Business, Concordia College

The presenter will share findings from a study in which the researchers used intersectionality as an interpretive framework and collaborative autoethnography as a method to problematize women's leadership experiences at the intersection of their multiple identities and roles. The women's diverse stories demonstrate intersectional leadership praxis and highlight crucible experiences contributing to their leadership development and how they occupy leadership spaces.

Theorizing Women's Ways of Knowing and Leading for International Development Projects

Randal J. Thompson, President & CEO, Dream Connect Global

With experience in international development, the presenter will share a new model, the adaptive transformational system leadership model that offers a way to develop processes that can adapt and build relationships that can endure. Characterized by women's ways of knowing, authentic relationships, and adaptive systems perspective, this model considers ways that women assess, relate to, and lead international development projects.

Studio 312 | Panel Discussion | Leadership Education

Preparing International Leadership for Turbulent Times: Best Practices for Educators

Chair: **Craig Shealy,** Professor, Graduate Psychology, James Madison University

Felix Wang, Associate Executive Director, Center for Global Engagement, James Madison University
Steve Grande, Director, Community Service-Learning, James Madison University
Renee Staton, Professor, Graduate Psychology, James Madison University
Lee Sternberger, Executive Director, Office of International Programs, James Madison University

Preparing international leaders during a time of exponential change demands intense and accurate self-awareness; comfort with ambiguity; and a nimble, curious approach to strategic thinking. Panelists will offer overviews of four time-tested approaches to international leadership education that incorporate these characteristics, including: an international learning community; an undergraduate global studies curriculum; an international service-learning initiative and; an international study of global leadership competencies. Together, the programs illustrate examples of best practices in international leadership education intended to build global perspectives, multicultural competencies, and sustainable action.

Studio 313 | Symposium | Leadership Scholarship

Violent Extremism and Leadership — Global Patterns, Negative Implications, and Positive Opportunities

Chair: **Brian A. Petersen,** Graduate Student, Ph.D. in Leadership, Alvernia University

Violent extremism/terrorism is one of many wicked problems exacerbating today's global turbulence. Leadership actively impacts structural causes and individual circumstances. This panel's purpose is to examine the role leadership has played and can play in mitigating the negative aspects of violent extremism, leadership's potential to shift the culture of violent extremism towards a more constructive path of positive change, and future directions for research.

Religious Ideology, Toxic Leadership, and the Process of Deradicalization

Cecelia Martin, Chief Executive Officer, TEEM Leadership

This paper examines the design and enticement of radicalization that fuels violence, terror, and martyrdom. Case studies and interviews of informants and former extremists expose the psychological, cultural, and political environment that incubates and escalates individuals from propensity, to conversion, and fatal action. A model for disengagement and deradicalization will be shared.

LS PE
A Useful Problem: Leadership as a Pharmakon in the Age of Terror
Nicole Ferry, Graduate Assistant, Cultural Studies and Social Thought, Washington State University

This research explores how framing leadership as both the problem and solution fits within the state of crisis, terror, and turbulence that the U.S. wishes to project. These pharmakons also serve as vehicles through which to secure U.S. supremacy while also serving capitalist, militarist ends in the neoliberal moment. American exceptionalism and its impact are also addressed.

LS PE
Gender Equality: Correlations Impacting the Diminution of Violent Extremism and Conflict
Ariane David, Faculty, Department of Leadership, Woodbury University

Making women a prominent part of policy making and peace processes is central to deradicalization. More women leaders, however, is not sufficient. Equating feminine values of social stability, the common good, and equity to rule next to masculine values of domination, strength, and short-term gain is also necessary. Examples from Morocco, Bangladesh, Liberia, and Rwanda will be provided.

Studio 314 | Panel Discussion | Leadership Scholarship

LS EF
The Search for Good Leaders: The Value and Challenges of Authenticity
Chair: **Sandra J. Peart,** Dean, Jepson School of Leadership Studies, University of Richmond

Ronald E. Riggio, Henry R. Kravis Professor of Leadership and Organizational Psychology, Kravis Leadership Institute, Claremont McKenna College

Jessica Flanigan, Assistant Professor, Jepson School of Leadership Studies, University of Richmond

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

Terry L. Price, Professor, Jepson School of Leadership Studies, University of Richmond

When there is little stability to be had across leadership contexts, it seems the very least we can expect of our leaders is that they be authentic. In fact, no normative concept has had more influence in the leadership literature over the last 20 years than authenticity. In this session, panelists draw on diverse disciplinary perspectives to explore the value of authenticity. Is authenticity really right for leadership and, moreover, for ethical leadership?

Studio 316 | Workshop | Leadership Development

LD
Who Are We? Learning to Be Social Identity Savvy in Turbulent Times
Cathleen E. Clerkin, Senior Research Faculty, Global Research and Evaluation, Center for Creative Leadership

Jennifer Martineau, Senior Vice President, Research, Evaluation & Societal Advancement, Center for Creative Leadership

The importance of being social identity savvy is increasing as the world becomes more connected. Now more than ever, leaders are likely to encounter people different from themselves. Being able to leverage this diversity is a key leadership skill. This workshop will help leaders and practitioners better recognize, understand, and unpack both their own social identities and those of their teams in order to increase perspective-taking and positive organizational outcomes. This interactive session will translate the latest psychological and neurological research (e.g. intersectionality and identity integration) into a leadership context through a mix of lecture, discussions, hands-on activities, and take home tools.

SUNDAY
15 OCTOBER | 10:45 – 11:45
CONCURRENT SESSION 10

One indicator of a session's focus and target audience is its track and thread. All sessions have tracks — corresponding to ILA's Member Interest Groups — and some have threads, indicating that they intersect the special interest of an ILA Affinity Group or Learning Community. Sessions are bar-coded by track and by thread to help you quickly identify those of interest.

TRACKS

- BL Business Leadership
- LD Leadership Development
- LE Leadership Education
- LS Leadership Scholarship
- PL Public Leadership
- YL Youth Leadership

THREADS

- AL Arts & Leadership
- DP Doctoral Program Faculty & Leaders
- EF Ethics Forum
- FW Followership
- ED Leadership Education Deans, Directors, & Chairs
- PE Peace Leadership
- PW Philosophy, Religion, & Worldviews
- SL Sustainability Leadership
- WL Women & Leadership

Circle 210 | Workshop | Leadership Education

LE ED **Move Over Millennials... Designing Leadership Development for the Next Generation**

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

A new generation has emerged into young adulthood that will challenge the way we design and facilitate leadership development. Generation Z, born from 1995-2010, may look like Millennials, yet differ in their leadership beliefs and styles. Through reflection, dialogue, and action planning exercises, participants will explore how to best design leadership programs, courses, and experiences with Generation Z in mind.

Circle 310 | Workshop | Leadership Education

LE **Adaptive Leadership: Experiential Approaches to Leadership Education**

Paul D. Duba, Owner, Point-B

Sarah Chace, Assistant Professor, Leadership and American Studies, Christopher Newport University

Adaptive leadership implicitly requires leaders to reinterpret their understanding of what it means to lead. This workshop will explore the assumptions leaders bring to the problem-solving process, assumptions that in fact may be part of the problem. Helping learners understand the distinctions between leadership for technical vs. adaptive work is a critical step, setting the stage for advanced leadership practices. A series of experiential activities will simulate adaptive and technical challenges, allowing participants to more deeply understand — and gain insight into experiential methods for teaching — leadership that enables teams to suspend judgment and engage in curiosity, risk taking, and innovation.

Hall 300 | Panel Discussion | Business Leadership

BL WL **Tips from the Top: How Remarkable Women Lead in Times of Crisis** + Women

Chair: **Claudia De Castro Caldeirinha,** Manager & Senior Leadership Adviser, RedScope Consulting

Susan R. Madsen, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Salomé Cisnal de Ugarte, Partner, Antitrust and Competition, Hogan Lovells

Cindy R. Pace, Assistant Vice President, Global Women's Initiative, Global Diversity & Inclusion, MetLife

Silvana Koch-Mehrin, Founder, Women in Parliaments Global Forum

While it is clear that women and men are not two separate monolithic groups and that there is as much diversity within genders as across genders, panelists will share new ideas, trends, findings and good practices from their different sectors about women and leadership. They will explore if there is a gender dimension in the way leaders and managers respond to crisis and lead through adversity and change.

Studio 201 A+B | Presentations | Leadership Development

Ethical Leadership in the Real World

Chair: **Lonnie R. Morris, Jr.,** Assistant Professor of Organizational Leadership, Business Psychology, The Chicago School of Professional Psychology

Ethical Leadership: Doing the Right Thing Through Turbulent Times

Marilyn Thompson, Associate Provost, Human Resources, University of Waterloo

Through the maze of ambiguities and competing priorities, how do leaders make the right decision as viewed through an ethical lens? How do leaders construct an ethical framework against which their decisions are measured? This presentation will examine real-life dilemmas using tools and activities to explore the importance of ethical leadership.

Overcoming Turbulent Times Through Ethical Leadership: A Global Perspective

Sandy Nunn, Research Fellow & Associate Faculty, School of Advanced Studies, University of Phoenix

Lunthita M. Duthely, Research Associate, Center for Educational & Instructional Technology Research, University of Phoenix

John Avella, Associate Faculty, School of Advanced Studies, University of Phoenix (Co-Author)

Presenters will examine ethical leadership challenges, theoretical foundations of ethical leadership, and what ethical leadership means through positive moral identity formation. By inspiring ethical leadership and a universal definition, this presentation reveals how ethical leadership can positively impact people, business, and international affairs to help solve global problems.

Studio 206 | Presentations | Leadership Development

The Breakroom and The Corner Office: We All Drink the Coffee

Chair: **Kimberly R. Mungaray,** Professor, Accounting, Millikin University

Leader Thriving in Organizational Disturbance

Wendy E. Rowe, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University

Maria F. Anderson, Consultant, Anderson Leadership Consulting, Inc. (Co-Author)

Jennifer Walinga, Professor, Royal Roads University (Co-Author)

Thriving leaders experience energy as well as growth and development during challenging and disruptive events in their organizations. The presenter will share the results of research on strategies that organizational managers use to thrive as leaders during difficult times, in contrast to those who are only coping or surviving.

The Break Room: The Employee's Guide to Organizational Health

Gwyn Schramm, Student, Indiana Wesleyan University

Does your work environment inspire employee engagement or diminish productivity? Employees continually observe their environments to assess the organization's values and leader interest in employee well-being. This seminar explores clues gathered from the break room to the boardroom and provides recommendations for changing the workspace to improve employee satisfaction.

Positive Personality Traits and Self-Leadership: Assessing the Mediating Mechanism of Thriving at Work and Proactivity

Saira Farooqi, Head of the Department, Business Studies, Kinnaird College for Women

Amara Arshad, Ph.D. Scholar, National College of Business Administration & Economics (Co-Author)

Ghulam Abid, Assistant Professor, National College of Business Administration & Economics (Co-Author)

This study investigated the relation of positive traits of hope and optimism with self-leadership through mediating mechanisms of thriving at work and proactivity. The presenter will share significant theoretical and practical implications about how to develop self-leadership among individuals at work.

Studio 213 | Presentations | Youth Leadership

Millennials: Influencers and Motivators

Chair: **Dustin Homan,** Program Manager, 4-H Youth Development, Ohio State University Extension

Global Millennials: Similarities and Differences of a Generation Across Cultures and Countries

Stephanie A. Van Dellen, Ph.D. Candidate, School of Leadership and Education Sciences, University of San Diego

A literature review of global millennials provides insight into how national culture influences the values of the generation. The presenter will compare how millennials behave in various countries not just based on their national culture, but also based on their generation. Findings will help influence how people interact and lead millennials around the world.

Millennials and Followership — Building a Stronger Connection

Reneé R. Green, Executive Coach & Program Chair, School of Business, University of Phoenix
Erik Bean, Associate University Research Chair, Center for Leadership & Educational Research, University of Phoenix

Concern about millennial needs is a key consideration for leaders, due to the complexity of that generation. This literature review on millennials and followership suggests an explanation of the "what" and "why" of millennials in the workplace. The missing link — the "how" will be the focus of this presentation.

Digital Natives vs Digital Immigrants in the Work Place

Mary Lind, Professor, Managment, University of Phoenix
Melia Stockham, Consulting (Co-Author)

Generational differences in the workplace have been the subject of much discussion, speculation, research, and strategic planning for the field of management. The presenter will examine the technological savvy of the youngest generation in the workplace, coined "digital natives" by Prensky (2001), and suggest cross-generational approaches.

Studio 214 | Panel Discussion | Business Leadership

Inclusive Leadership: Bridging Theory and Practice to Move Forward

Chair: **Valérie Petit,** Member, French Parliament
Jean-Michel Monnot, Director, All Inclusive
Hager Jemel, Director, Open Leadership Center & Researcher, Management, EDHEC Business School
Michele Paque, CEO, Quintiles

Inclusive leadership has become the new buzz word for HR and diversity directors who are facing gender fatigue and stagnant diversity policies and are looking for a fresh approach. On the scholars' side, inclusive leadership has become the kind of "emerging but elusive concept" that still lacks rigorous definition. On both sides, practice and theory, there is great potential despite the lack of definition and embodiment. This panel aims to bridge theory and practice to offer the audience rich contributions on defining (theoretically) and developing (practically) inclusive leadership and leaders in the corporate world.

Studio 215 | Refereed Paper Presentations | Leadership Scholarship

An Empirical Look at the First Year Student

Chair & Commentator: **Marcia Hornung,** Instructor & Coordinator of Partnerships, Staley School of Leadership Studies, Kansas State University

What Makes a Leader? Implicit Leadership Theories

Becky Reichard, Associate Professor, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Brendon Ellis, Ph.D. Candidate, Claremont Graduate University
Kerry L. Priest, Assistant Professor, Staley School of Leadership Studies, Kansas State University (Co-Author)
Wenhao Wang, Claremont Graduate University (Co-Author)
Lisa Soto-Torres, Claremont Graduate University (Co-Author)
Dayna Walker, Organizational Behavior Doctoral Student, Kravis Leadership Institute, Claremont Graduate University (Co-Author)

The purpose of this study was to qualitatively examine the content of the implicit leadership theories of 276 first-year college students. Using content and cluster analysis, researchers found that participants defined leadership as a combination of sensitivity, ethics and virtues, charisma, and dedication.

Exploring Leader Possible Selves: Antecedents and Consequences

Valerie I. Sessa, Professor, Psychology, Montclair State University
Jennifer Bragger, Professor, Psychology, Montclair State University
Nicole Alonso, Graduate Assistant, Psychology, Montclair State University (Co-Author)
Quinn Knudsen, Graduate Student, Psychology, Montclair State University (Co-Author)

Using Avolio & Vogelgesang's (2011) model as a guide, we define leader possible self, explore possible predictors of leader possible self, and determine if leader possible self is associated with further development of the leader self-concept via the decision to participate in a first semester college leadership development program.

Am I a Leader? Development of Leader Identity

Brendon Ellis, Ph.D. Candidate, Claremont Graduate University
Becky Reichard, Associate Professor, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Kerry L. Priest, Assistant Professor, Staley School of Leadership Studies, Kansas State University (Co-Author)

The purpose of this study was to longitudinally examine the relationship between leader identity and implicit leadership theories (ILTs) in 276 first-year college students. We found civic engagement during high school and leader development activities during college predicted leader identity and ILTs beyond ACT scores and gender.

Studio 216 | Refereed Paper Presentations | Leadership Scholarship

Empathy and Humility as Leader Constructs

Chair: **Andrew Wefald,** Associate Professor, Staley School of Leadership Studies, Kansas State University

What is the importance of empathy, humility, and context for leadership? These papers focus on the importance of leader character, caring, and context.

Empathic Leadership and Scaling Social Enterprise in Turbulent Times: An Empirical Examination

Jessica Nicholson, Ph.D. Candidate, Management, University of Guelph
Elizabeth Kurucz, University of Guelph (Co-Author)
Barry Colbert, Wilfrid Laurier University (Co-Author)

An empirical examination from a social constructivist perspective of the role of empathic leadership in scaling an environmental social enterprise. Preliminary analysis reveals leadership based on an ethic of care, engaging others in the 'changing of hearts and minds' (scaling deep) as key to the process of scaling social enterprise initiatives.

Examining the Paradoxical Outcomes of Leader Humility

Bharanitharan Karunanithi, Research School of Management, Australian National University
Kevin B. Lowe, Professor, Fletcher Building Education Trust Chair in Leadership, & Director, Graduate School of Management, University of Auckland
Zhen Xiong Chen, Professor, Research School of Management, The Australian National University (Co-Author)
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As studies begin to accumulate on leader humility behaviors, it appears that the humility behavior is largely beneficial to follower outcomes. In this study, we examine whether, in all cases, uniformly humble behaviors are actually associated with beneficial or detrimental outcomes, or both.

Leader Character: Does Gender or Context Matter?

Marlene Janzen Le Ber, Chair & Associate Professor, School of Leadership and Social Change, Brescia University College
Lucas Monzani, Lecturer in Leadership, Postgraduate School of Management, Plymouth University. (Co-Author)

Leader character is more important than ever during turbulent times. Good character can be cultivated in our future leaders, but to do so, we need conceptual and empirical tools. This research deepens our understanding of leader character from a gendered and contextual perspective and in doing so, informs leader development programs.

Studio 311 | Panel Discussion | Leadership Development

Best Practices for Conducting Impact Evaluations of Leadership Development Programs

Chair: **Sebastian Salicru,** Director, PTS Consultants
Holly Downs, Senior Evaluation Faculty, Evaluation Center, Center for Creative Leadership
Tracy Patterson, Director, Evaluation Center, Center for Creative Leadership
Robin A. Roberts, Assistant Professor, Organizational Leadership, Embry-Riddle Aeronautical University

Neglecting the evaluation of leadership development programs (LDPs) has been identified as one of the significant contributing factors to the current leadership crisis. Members of this panel will share several best practice methods for how to conduct evaluations of LDPs in today's turbulent environment of rapid change, high complexity, and uncertainty. They will provide experiences and insights on how to evaluate digital leaning initiatives — e.g., massive open online courses (MOOCs); how to assess the efficiency of human energy and work performance; and a case illustrating the evaluation system for a large portfolio of leadership development programs.

Studio 312 | Panel Discussion | Leadership Scholarship

LS EF
Ethical Implications of Three Models of Leadership/Followership

Chair: **Alexandra Perry,** Clinical Ethicist, INTEGRIS Health

Maribeth Saleem-Tanner, Director of Civic Engagement, McDonough Center for Leadership and Business, Marietta College
Stanley J. Ward, Dean, Capstone Studies, Ethical Leadership, Claremont Lincoln University
Benjamin P. Dean, Associate Professor, Department of Leadership Studies, The Citadel

Do the means justify the ends? Ethical leadership does not just examine how to reach a goal, it also examines the means of reaching that goal. Panelists will use a case study approach to explore ethical implications of three leadership models (servant leadership, transformational leadership, and followership) to reveal new ways of thinking about workings between leaders and followers, the situational contexts that may affect leadership, and the ethical values and norms of other cultures and how they may affect the leadership process. The session will conclude with suggestions for leadership development, education, and practice.

Studio 313 | Symposium | Leadership Education

LE ED
Race, Gender, and Intersectionality: Critical Perspectives on Building Tomorrow's Leaders

Chair: **Cameron C. Beatty,** Assistant Professor, Secondary and Higher Education, Salem State University

As countries, communities, and corporations across the globe look for leaders equipped to facilitate change while navigating and addressing historical, political, and interpersonal tensions, it becomes quite clear that something is missing — or is it that someone is missing? This symposium will introduce theoretical models of leader identity and intersectional identity frameworks aimed at addressing the needs of those who are all-too-often under-represented in leadership education and development.

LE ED
Critically Framing Leadership Education

Leonard D. Taylor, Assistant Professor, Educational Leadership, Mississippi State University

It is time to invigorate the field of leadership studies and expand its reach to new populations. The presenter will share an emerging critical leadership framework that informs curricular choices and pedagogical approaches to leadership education, addresses social inequality and marginalization based on social identity, and promotes strategies that empower people to create change.

LE ED
Creating an Identity-Based Leadership Curriculum for Black Men

Dorsey Spencer, Assistant Director, Oglesby Union for Student Organization Development & Engagement, Florida State University

The culturally relevant leadership-learning model urges leadership educators to think of new ways to educate students and produce leaders prepared to challenge social disparity and foster social change. This presenter will discuss how the model guided the creation an identity based leadership course for Black men, sharing best practices and lessons learned.

LE ED
¡Pa'lante Siempre Pa'lante!: Latina Leader Identity Development

Maritza Torres, Graduate Student, Center for Leadership & Social Change, Florida State University

This paper examines how socially just leadership educators can integrate and validate the experiences and identities of Latina students into leadership studies coursework, arguing that a leader identity development approach will positively impact the retention and graduation rates of Latinas.

Studio 314 | Symposium | Public Leadership

PL PE
Community Trust and Police Legitimacy

Chair: **Kevin Gerdes,** MPA Director, Humphrey School of Public Affairs, University of Minnesota

Communities around the world are experiencing disorder between police agencies and the public. The current situation threatens both the legitimacy of law enforcement officials and safety of community members. Presenters from law enforcement, academia, and the community will share their research and discuss solutions.

PL PE
Principled Policing and Community Trust

Lorry M. Perez, Senior Management Analyst, Training, Los Angeles Police Department

With 20 years of experience in law enforcement, this presenter will introduce the concepts of procedural justice and legitimacy and their linkage to establishing trust between community residents and police agencies.

Non-Humanization of Black People Within the American Policing System
PL PE
Aaron J. Monts, Ph.D. Candidate, Center for Global Studies, Johnson University

Findings from a dissertation that studied the Ferguson, Missouri incident of a black man shot by a white police officer will be shared to explore the historical narrative of non-humanization that has contributed to the perpetuation of similar systems and structures throughout the United States.

Common Ground Strategies
PL PE
Christopher M. Fuzie, Owner & Senior Consultant, CMF Leadership Consulting

Unexpected findings from the presenter's research about common ground strategies for improving community trust of police will be highlighted.

Restorative Justice
PL PE
Andrew H. Campbell, Director, International Peace and Leadership Institute

The presentation will focus on findings on restorative justice and its application in the police-community context.

Studio 315 | Workshop | Leadership Development

Down the Rabbit Hole: Turning to Creative Leadership in Turbulent Times
LD AL
Kathy Bishop, Associate Professor, School of Leadership Studies, Royal Roads University
Catherine Etmanski, Professor & Director, School of Leadership Studies, Royal Roads University
Cheryl Heykoop, Associate Professor, School of Leadership Studies, Royal Roads University

Lewis Carroll's *Alice's Adventures in Wonderland* is a tale in which Alice goes down the rabbit hole and is involved in a fantastical and transformative journey of self with others. After a brief introduction and framing, co-facilitators will invite participants to jump down the rabbit hole and step into an adventure of thinking, feeling, and doing. Disrupting habitual ways of working and tapping into creative potential, this session will create space for participants to follow their stories and explore the possibilities and challenges of becoming the leader they envision. The session will end with exploratory, debriefing questions and opportunity for discussion.

Studio 316 | Symposium | Leadership Education

Thriving in Turbulent Times: Higher Education Leadership at a Crossroads
LE ED
Chair: **S. Lynn Shollen,** Associate Professor, Leadership and American Studies, Christopher Newport University

The current climate that universities operate within presents multiple challenges, including expectations for improving results with reduced resources while student demographics change and government regulations shift. This symposium will present research on the change process in higher education, with a particular focus on adaptive change and helping higher education leaders thrive in difficult circumstances.

Leading Adaptive Change: Findings From a Four-Year Study of U.S. Colleges and Universities
LE ED
Tabatha L. Jones Jolivet, Assistant Professor, Department of Higher Education, Azusa Pacific University
Laurie A. Schreiner, Professor & Chair, Department of Higher Education, Azusa Pacific University
Eileen Hulme, Professor, Department of Higher Education, Azusa Pacific University (Co-Author)

The goal of this research was to study the environmental characteristics of exemplar institutions that have demonstrated characteristics of the adaptive change model. A total of 44 executive leaders, administrators, faculty, and staff participated in research interviews. The presenters will share findings, themes, and five recommendations for practice.

Advancing Women Into Leadership: Even More Imperative During Turbulent Times?
LE ED
Karen A. Longman, Professor & Ph.D. Program Director, Department of Higher Education, Azusa Pacific University

The presenter will discuss several research studies on effective leadership documenting that many of the characteristics identified as desirable are characteristics more typically identified with women's leadership. Considering the challenges faced by universities and other institutions, this paper advocates for intentional efforts to advance more women into senior leadership roles.

The Role of Resilience in Thriving Leaders: Reframing the Turbulence
LE ED
Laurie A. Schreiner, Professor & Chair, Department of Higher Education, Azusa Pacific University

Resilience is critical to leadership effectiveness, particularly during periods of rapid change or uncertainty. This paper presents strategies of effective higher education leaders, chief among them the ability to reframe a crisis, bounce back from adversity, enact greater levels of effectiveness, and, arguably, thrive in challenging situations.

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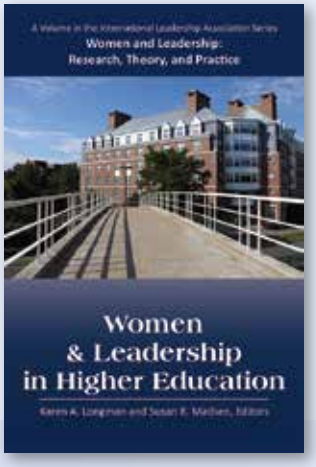

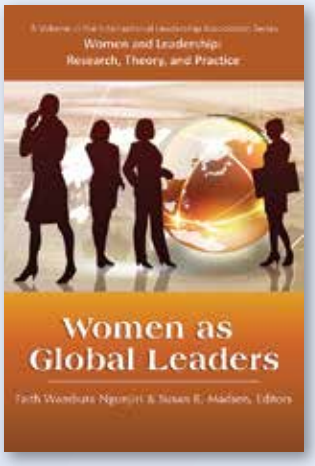

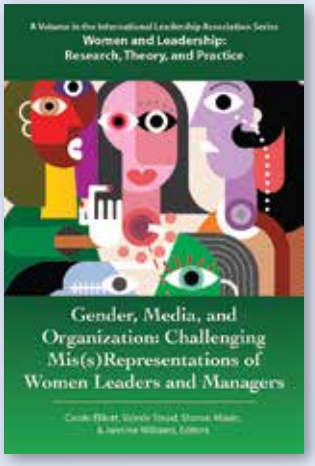

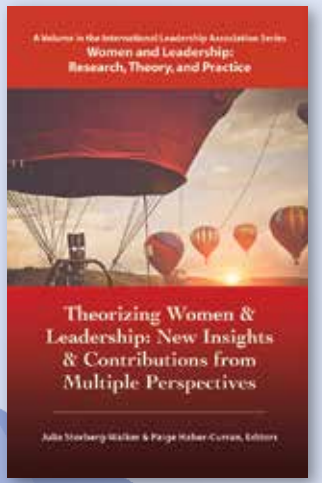

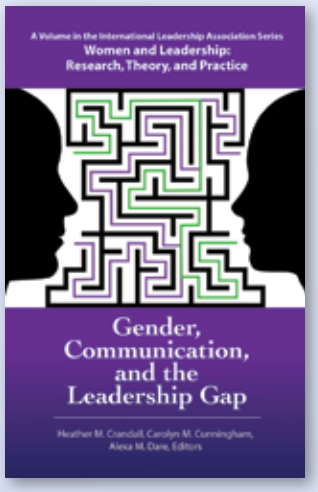

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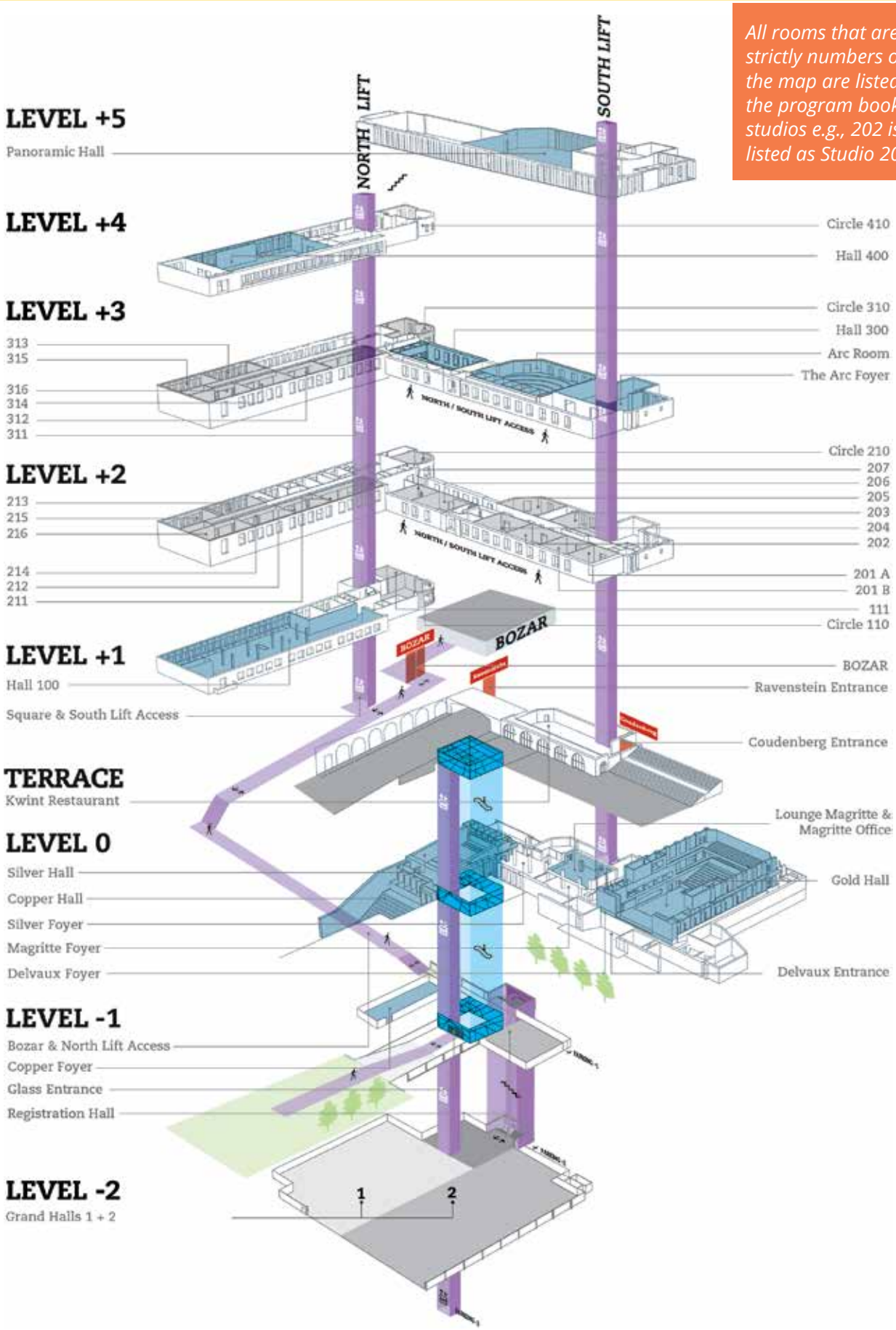

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