24-27 OCTOBER 2019

21ST ANNUAL GLOBAL CONFERENCE

Ottawa, Canada

LEADERSHIP: COURAGE REQUIRED

LEADERSHIP: COURAGE EXIGÉ

NÌGÀNIZIWIN: SÒNGIDEYEWIN ANDAWENINDÀGWAD

ila

International Leadership Association

www.ila-net.org

#ILA2019ottawa

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Join us for our **reception** during ILA, **Friday, October 25, 6:00 PM** in Shaw Centre, Room 105

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21ST ANNUAL GLOBAL CONFERENCE
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WELCOME TO OTTAWA!

"Nothing makes me more nervous than people who say, 'It can't happen here.' Anything can happen anywhere, given the right circumstances."

— Margaret Atwood, Author of *The Handmaid's Tale*

CONFERENCE CHAMPIONS

Special Thanks to:

Liza Adafer
Emily Boness
Habiba Chakir
François Chiocchio
James Clemens
David Courtemanche
Carolina Darbisi
Julie Hansen
Marlene Janzen Le Ber
Tareyn Johnson
François Julien
Jonathan Kroll
Amanuel Melles
Sharon O'Sullivan
Sue Redmond
Brianna Rennie
Annette Richardson
Lyne Savage
Emily Short
Jonathan Simon
Rebecca Stroud Stasel
Éliane Ubalijoro

(L-R) Ingrid Richter, Daina Mazutis, and Glen Orsak

Pìjàshig! Nigichi minwenindàmin kidji wìkongeyàng miziwekamig ILA nàgànìdjig Kanadàng Odàwàng, endayàng!

Bienvenue, welcome to our home! We're thrilled to be hosting the global ILA leadership community in Ottawa, Canada's Capital City.

Atwood's work reminds us that artists and writers are harbingers of what we are blind to; how we marginalize others, the privileges we take for granted. Their work can signal the onset of dark times and suggests that we have little or no capacity to respond intelligently, sensitively, and in ways that demonstrate a reverence for all forms of life as well as a commitment to humanity's shared future. As leaders, scholars, teachers, and learners, how are we reading these and other powerful messages surfacing in these times? How might we challenge ourselves to think more creatively, to be inspired to teach sensitively, to practice courageous and truthful leadership despite the pressures of our institutions, our peers, our complex geo-political circumstances?

Ottawa was built at the confluence of three great rivers. We invite you to imagine these powerful river forces as a metaphor for ILA's mission and the responsibilities we have been entrusted with as we work in this field. Our vision is that this conference will be an experience of true fellowship among us — a space to refresh our ideas, to reweave our most interesting and provocative scholarship and to compassionately challenge our leadership practices.

In planning this year's conference, we aimed to bring a particularly Canadian emphasis, a spotlight on ideas and issues that are vitally important here, but also deeply relevant to leadership scholars, practitioners, and teachers globally: reconciliation with Indigenous peoples, meaningfully addressing sustainability, and building the capacity of our governance systems so that they can intelligently balance the competing interests of shareholders, citizens, and the planet. It has been an honour and a privilege to design these brief days together.

We hope that your time with us will stimulate your creativity, satisfy your appetite for learning, and inspire you to teach and model thoughtful, ethical, and dynamic leadership. Let's open ourselves to the inspiration of our natural surroundings as well as to the aspirations and creativity around and within us.

"As you enter positions of trust and power, dream a little before you think."

— Toni Morrison

Daina Mazutis, Associate Professor, Strategy, Telfer School of Management, University of Ottawa

Glen Orsak, Director, Executive Programs, Telfer School of Management, University of Ottawa

Ingrid Richter, Executive in Residence, Telfer School of Management, University of Ottawa

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

CONNECTING, CONNECTIONS, AND CONNECTIVITY

Pìjàshig! Bienvenue! Welcome!

It is exciting that all of us have made the journey to the beautiful city of Ottawa for the ILA's 21st annual global conference where we are taking the time, and creating the space, to discuss complex leadership questions.

Mike Hardy
ILA Board Chair

Cynthia Cherrey
ILA CEO & President

Why devote so much time to thinking and worrying about leadership? *Thinking* — because it is central to what we all do and defines our actions and contributions, in our own particular ways and in our many and diverse settings. *Worrying* — because, too often, the quality of leadership we observe and experience is ineffective and falls short of our aspirations. Leadership is something we all do. It is something we can all improve upon. And, as this gathering illustrates, we don't have to do it alone.

As members and guests, you are part of a worldwide community of those who think about, read about, study, teach, and practice leadership. Through our programs we create space together where it is safe to explore and grow professionally and personally through conversations and dialogue about the very essence of leadership: ideas, techniques, and contexts. Our ILA is a unique community rich with experience and expertise *connecting* leadership theory, education, development, and practice.

The ILA is a place of and for purposeful *connections* — *connecting* people with each other, with ideas and resources, with other cultures and experiences, and for *connecting* challenges with solutions and perceptions with evidence. Our success then, and the potential we have for improving effective and ethical leadership and influencing whether our world gets to be a better place or not, is rooted in our *connectivity*. How well we relate to each other and to the wealth of resources that we collectively represent will determine our impact on leaders, followers, and leadership.

Those that could have journeyed to Ottawa to further our leadership work. It is our highest hope that you leave Ottawa more connected, more challenged, and better informed and prepared to do your important leadership work. It is through our connecting, connections, and connectivity that we work together so powerfully to advance leadership knowledge and practice for a better world.

Mike Hardy
ILA Board Chair

Cynthia Cherrey
ILA CEO & President

Plan to attend ILA's annual membership meeting on Thursday, 24 October from 16:00 to 17:30 at the Westin Hotel, Les Saisons Room

INDIGENOUS AFFIRMATION

Ni manàdjiyànànig Màmìwininì Anishinàbeg, ogog kà nàgadawàbandadjig iyo akì eko weshkad. Ako nongom ega wìkàd kì mìgiwewàdj.

Ni manàdjiyànànig kakina Anishinàbeg ondaje kaye ogog kakina eniyagizidjig enigokamigàg Kanadàng eji ondàpinangig endàwàdjin Odàwàng.

Ninisidawinawànànig kenawendamòdjig kije kikenindamàwin; weshkinìgidjig kaye kejeyàdizidjig.

Nigijeweninmànànig ogog kà nìgànì sòngideyedjig; weshkad, nongom; kaye àyànikàdj.

We pay respect to the Algonquin people, who are the traditional guardians of this land. We acknowledge their longstanding relationship with this territory, which remains unceded.

We pay respect to all Indigenous people in this region, from all nations across Canada, who call Ottawa home.

We acknowledge the traditional knowledge keepers, both young and old.

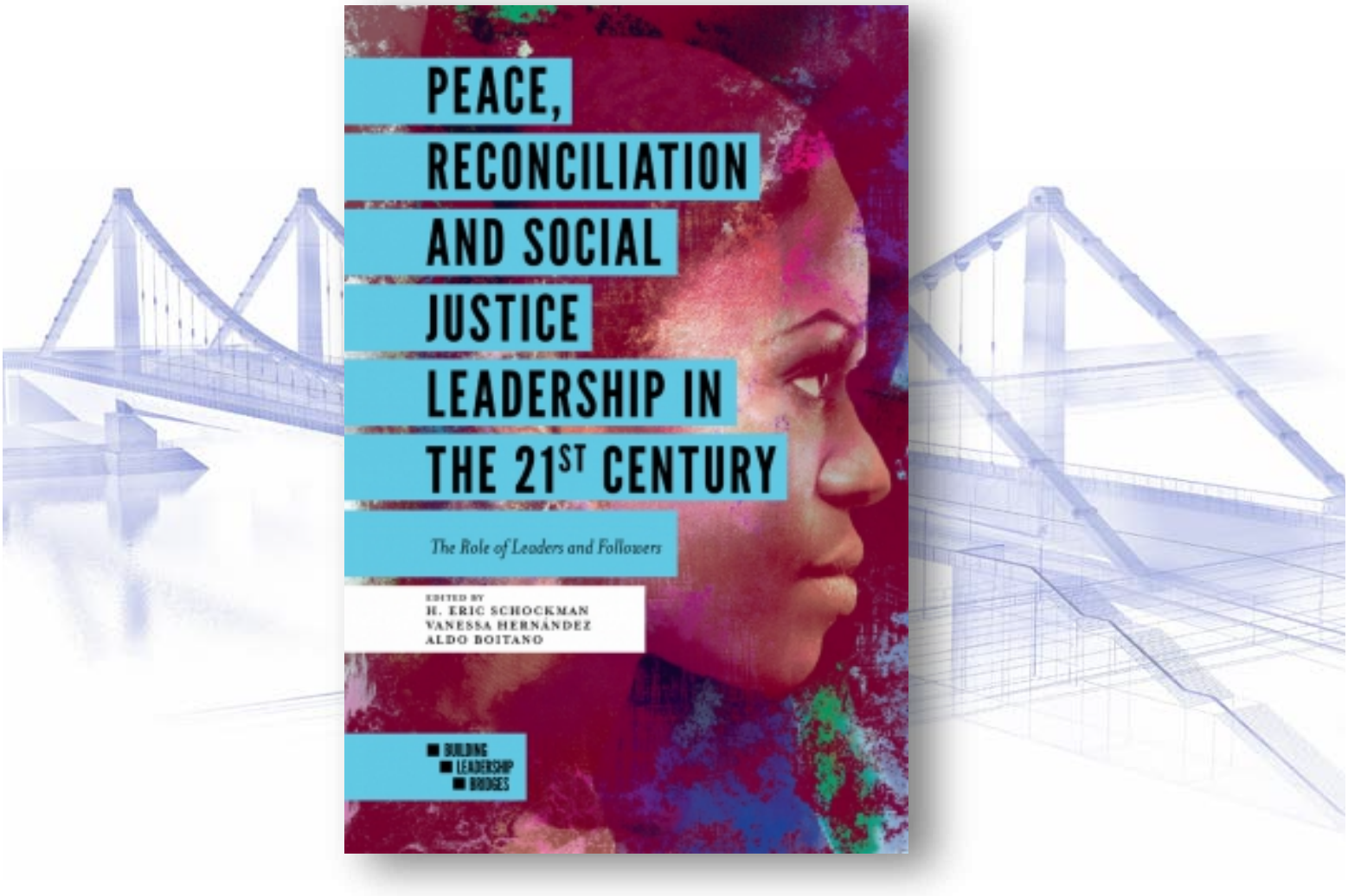
And we honour their courageous leaders: past, present, and future.

The Indigenous Affirmation is a living piece of truth and reconciliation and is intended to promote a spirit of awareness of Indigenous people both historically and today. Traditionally, Indigenous people did not use land acknowledgements, but instead gave statements to recognize the hospitality shown to them when visiting other territories, to honour their ancestors, as well as to acknowledge the ongoing relationship of people to place.

Courtesy, University of Ottawa.

Advancing leadership knowledge and practice for a better world

BUILDING
LEADERSHIP
BRIDGES



The International Leadership Association's Building Leadership Bridges series captures the best contemporary thinking about leadership and leadership practice from thought-provoking authors and researchers, experienced educators, game-changing coaches and development professionals, and successful business executives and public leaders. In keeping with ILA's mission, the series builds connections between people's leadership experiences around the globe to advance leadership knowledge and practice for a better world

The British Book Awards 2019 WINNER

WINNER ipa 2018

ila International Leadership Association

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MANY THANKS TO OUR 2019

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TELFER 50

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GLOBAL CONFERENCE SPONSORS

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College of Education at Seattle University

Eastern University – PhD in Organizational Leadership

Edward Elgar Publishing Inc.

Emerald Group Publishing

FIE: Foundation for International Education

Fielding Graduate University

Robert Morris University

Trinity Western University

Wisdom Consulting

MANY THANKS TO OUR 2019 GLOBAL CONFERENCE PROGRAM TEAM

Shanita Akintonde
Walter Baehrend
Joanne Barnes
Jan Cardwell
Gary Crutchfield
Erin Dixon
Chrys Egan
Leigh Fine
Katherine Friesen
Neil Grunberg
Heather Henderson
Abdurrahim Hocagil
Marc Hurwitz
Elżbieta Jabłońska
Colleen Lyons
Daina Mazutis
Whitney McIntyre Miller
Glen Orsk
Sharon L. O'Sullivan
Linda Pallone
Linda Pittenger
Ingrid Richter
Russell Robinson
Lisa Ruiz
Sebastian Salicru
Elizabeth Stork
Kristin Tardif
Rachael Thompson
Denise Thomson
Andy Wefald
Tara Widner-Edberg
Tom Yannuzzi

Thank you to the countless people who volunteered as peer reviewers.

MARCHÉ D'IDÉES

FRIDAY, 7:45 - 17:45 | SATURDAY, 7:45 - 20:00 | CANADA HALL 2

Come stroll this year's Marché d'Idées in Canada Hall 2. You'll discover booths and pop up meet and greet stations 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. The conference bookstore and pop up shops from local artists will also be open for business!

SPECIAL EVENTS & REFRESHMENT BREAKS

Friday 7:45-8:30 | Morning Coffee and Tea / Continental Breakfast
Join your colleagues for morning coffee, tea, juice, and assorted breakfast items.

Friday 16:00-17:45 | Coffee Refreshment Break
Refuel with coffee, tea, local cider, and hearty snacks as you join an interactive roundtable discussion, visit a member community information table, or discuss future directions with one of our sponsors.

Saturday 7:45-8:30 | Morning Coffee and Tea / Continental Breakfast
Join your colleagues for morning coffee, tea, juice, and assorted breakfast items.

Saturday 18:30-20:00 | Evening Extravaganza!
Enjoy a taste of the region featuring St-Albert Cheese Coop artisan cheeses and Pingue artisan cured meats alongside a selection of chilled and hot hors d'oeuvres, all while exploring the hosted poster session, talking with Lifetime Achievement award winners and keynote speakers (booth 106), and meeting your favorite leadership authors.

Thank you to the Telfer School of Management for being a Platinum Sponsor & being a sponsor for this event!

SPONSOR BOOTHS

BOOTH #	ORGANIZATION NAME
105	Center for Creative Leadership
104	CoachingOurselves by Henry Mintzberg and Phil LeNir
203	Eastern University - PhD in Organizational Leadership
201	Edward Elgar Publishing Inc.
100	Emerald Group Publishing
205	FIE: Foundation for International Education
102	Fielding Graduate University
202	Ivey Publishing
103	SAGE Publishing
107	St. Thomas University
101/200	TELFER School of Management, uOttawa
207	The Center for Values-Driven Leadership at Benedictine University
206	The National Society of Leadership and Success
204	Trinity Western University

POP UP MEET & GREETS

Friday 7:45 – 8:30
Royal Roads University
University of Phoenix

Friday 16:00 – 17:45
University of Phoenix

Saturday 18:30 – 20:00
Center for Creative Leadership
College of Education at Seattle University
Indiana Tech, Ph.D. in Global Leadership
Indiana Wesleyan University, The Graduate School and IWU National and Global
Robert Morris University
Royal Roads University
Wisdom Consulting

To exhibit at ILA 2020 in San Francisco, CA, contact Bridget Chisholm about becoming a sponsor: bchisholm@ila-net.org or +1.202.470.4818 x103.

CONFERENCE BOOKSTORE AND MARCHÉ D'ART

FRIDAY, 7:45 - 17:45 | SATURDAY, 7:45 - 20:00 | CANADA HALL 2

BOOKSTORE

The uOttawa campus store (Follett of Canada) will be this year's onsite bookstore. Stop by booths 109/208 to pick up titles from this year's featured speakers and authors and more!

MARCHÉ D'ART

Damn Fine Prints
https://www.etsy.com/ca/shop/DamnFinePrintsCanada

Vintage and road trip inspired giclée prints and postcards showcasing Canadian culture, landmarks, and landscapes.

DesBarres Chocolate
https://www.desbarreschocolate.com/

Award-winning, small batch, organic, single-origin chocolate bars. Celebrate the smooth, memorable richness of the best of fine chocolate.

Devine Fine Jewelry
https://devinejewelleryonline.com/

Distinctive, handcrafted jewelry and tasteful Canadian gifts. Devine revels in the joy of those things that are different.

Distinctive Woodworking
http://www.distinctivewoodworking.ca/

Stunning pens revealing timeless woodworking styles and finishes. Stop by and see what catches your fancy.

Flourish Stonewear
https://www.flourishstonewear.com/

Handcrafted ceramic jewelry inspired by the mood and climate in Ottawa. The store also has a special autism acceptance collection.

Heather Lovat-Fraser
https://heather-lovat-fraser.pixels.com/

Seeing the normal with a little twist! Bold dramatic works with bright saturated colors featuring Ottawa and Canada.

Jennifer Anne Kelly
https://www.jenniferannekelly.com

Kiln formed glass sculpture, functional objects, and jewelry illustrating a positive human experience with the natural world.

Jodie Fletcher
https://www.jodiefletcherstudio.com/

Playful, bold, and colorful, the artist's works are rooted in design, exploring space, dimension, and texture.

Whittle Wood Creations
https://www.facebook.com/whittlewoodcreationsottawa/

Wood creations including jewelry and dishes. The artist enjoys using found materials, letting the wood dictate the final product.

uOttawa

TELFER 50

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TRANSFORMING LEADERS

Our programs are designed to create and inspire transformative and innovative leaders, managers and researchers who have a positive impact on the lives of people, on their organizations and in their communities.

SHAPING COMMUNITIES

Our alumni, our students, our executive clientele and our researchers help to shape and transform the communities within which we live, work and play. We nurture and share the close connections that we have forged within these communities so that you can learn alongside leaders, entrepreneurs and executives that are working to transform their own communities.

CHANGING THE WORLD

At Telfer, our mission is to launch and accelerate management careers and influence sustainable organizational performance through the leadership of our graduates and the impact of our researchers. We believe that we are making the world a better place with the work that we do.

ABOUT THE TELFER SCHOOL OF MANAGEMENT

Located in the heart of Ottawa, our school 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 management schools.

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AGENDA OVERVIEW

Inquire at the ILA Help Desk for tickets to ticketed events. Complete descriptions are available online at ILAGlobalConference.Org. All events take place at the Shaw Centre unless otherwise noted.

WEDNESDAY 23 OCTOBER View Wednesday & Thursday in Depth for More Details – Pages 35-37		
9:00 – 16:00	**2-Day Pre-Conference Workshop** (Ticketed Event) Details on p. 35	WESTIN HOTEL – British Columbia
16:00 – 20:00	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium

THURSDAY 24 OCTOBER View Wednesday & Thursday in Depth for More Details – Pages 35-37		
8:00 – 19:00	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
8:00 – 19:30	**ILA Volunteer Office**	SHAW – Colonel by Foyer
9:00 – 16:00	**Pre-Conference Workshops** (Ticketed Events) Details on pp. 35-37	Various Locations
16:00 – 17:30	**International Student Case Competition Poster Session** Details on pp. 38-39	SHAW - Rideau Canal Atrium
16:00 – 17:30	**ILA Annual Membership Meeting**	WESTIN HOTEL – Les Saisons
18:00 – 19:30	**Opening Reception** Details on p. 37	CANADIAN MUSEUM OF HISTORY – Grand Hall

FRIDAY 25 OCTOBER View Friday in Depth for More Details – Pages 44-45		
7:30 – 19:30	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
7:30 – 18:30	**ILA Volunteer Office**	SHAW – Colonel by Foyer
7:45 – 8:30	**Morning Coffee and Tea / Continental Breakfast**	SHAW – Canada Hall 2
7:45 – 8:30	**Member Community Business & Engagement Meetings** Details on p. 26	SHAW – Canada Hall 2
7:45 – 17:45	**Marché D'Idées (Exhibit Hall) Open**	SHAW – Canada Hall 2
8:30 – 9:45	**Opening Plenary** Details on pp. 16-17	SHAW – Canada Hall 1
9:45 – 10:15	**Grab-n-Go Coffee and Tea**	SHAW – Parliament Foyer
10:15 – 11:30	**Concurrent Session One** Details on pp. 46-54	SHAW – Various Locations
11:45 – 12:45	**Concurrent Session Two** Details on pp. 57-65	SHAW – Various Locations
13:00 – 13:45	**Member Community Business & Engagement Meetings** Details on p. 26	SHAW – Various Locations
13:00 – 14:15	**Community Networking Luncheons** (Ticketed Events) Details on pp. 27-28 or **Lunch on Your Own**	SHAW – Various Locations
14:30 – 16:00	**Concurrent Session Three** Details on pp. 68-73	SHAW – Various Locations
16:00	**Coffee Break With Refreshments**	SHAW – Canada Hall 2
16:15 – 17:15	**Member Community Welcome Tables** Details on p. 26	SHAW – Canada Hall 2
16:15 – 17:45	**Interactive Roundtable Discussions** Details on pp. 76-83	SHAW – Canada Hall 2
16:15 – 17:45	**Reconciliation & Education via the KAIROS Blanket Exercise** Details on p. 76	SHAW – Meeting Room 208

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

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

AGENDA OVERVIEW

FRIDAY 25 OCTOBER continued		
16:45 – 17:45	**Emerging Scholars Research Consortium** *Open to Pre-Selected Participating Jr. & Sr. Scholars Only.* Details on p. 75	SHAW – Meeting Room 214
18:00 - 19:00	**Hosted & Community Receptions** Details on pp. 28 & 45	SHAW – Various Locations
18:00 – 19:00	**Telfer School of Management 50th Anniversary Celebration** (Ticketed Event) Details on p. 45	SHAW – Meeting Room 208
19:30	**Community Networking Dinners** (Ticketed Events) Details on p. 29 **or Dinner on Your Own**	Various Locations

SATURDAY 26 OCTOBER View Saturday in Depth for More Details – Pages 84-85		
7:30 – 19:30	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
7:30 – 18:30	**ILA Volunteer Office**	SHAW – Colonel by Foyer
7:45 – 8:30	**Morning Coffee and Tea / Continental Breakfast**	SHAW – Canada Hall 2
7:45 – 8:30	**Member Community Business & Engagement Meetings** Details on p. 26	SHAW – Canada Hall 2
7:45 – 20:00	**Marché D'Idées (Exhibit Hall) Open**	SHAW – Canada Hall 2
8:30 – 9:45	**Saturday Plenary** Details on pp. 18-19	SHAW – Canada Hall 1
9:45 – 10:00	**Grab-n-Go Coffee and Tea**	SHAW – Parliament Foyer
10:00 – 11:30	**Concurrent Session Four** Details on pp. 88-97	SHAW – Various Locations
11:45 – 12:45	**Concurrent Session Five** Details on pp. 98-105	SHAW – Various Locations
13:00 – 13:45	**Member Community Business & Engagement Meetings** Details on p. 26	SHAW – Various Locations
13:00 – 14:15	**Community Networking Luncheons** (Ticketed Events) Details on p. 29 or **Lunch on Your Own**	SHAW – Various Locations
14:30 – 15:45	**Concurrent Session Six** Details on pp. 106-115	SHAW – Various Locations
16:00 – 17:00	**Concurrent Session Seven** Details on pp. 116-124	SHAW – Various Locations
17:15 – 18:30	**Concurrent Session Eight** Details on pp. 127-135	SHAW – Various Locations
18:30 – 20:00	**Evening Extravaganza** **Taste of Ottawa / Meet the Authors Reception** **Lifetime Achievement Awardee & Keynote Meet & Greet** Details on pp. 146-147 **Hosted Poster Session** Details on pp. 136-143	SHAW – Canada Hall 2
19:00 – 20:15	**International Student Case Competition** **Final Presentations – Graduate Division** Details on pp. 38-39	SHAW – Meeting Room 202
19:00 – 20:15	**International Student Case Competition** **Final Presentations – Undergraduate Division** Details on pp. 38-39	SHAW – Meeting Room 203

AGENDA OVERVIEW

SUNDAY 27 OCTOBER View Sunday in Depth for More Details – Page 150		
8:00 - 14:30	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
8:00 - 13:00	**ILA Volunteer Office**	SHAW – Colonel by Foyer
8:30 – 9:00	**Morning Coffee and Tea / Continental Breakfast**	SHAW – Parliament Foyer
9:00 – 10:30	**Concurrent Session Nine** Details on pp. 151-157	SHAW – Various Locations
10:45 – 12:00	**Concurrent Session Ten** Details on pp. 160-167	SHAW – Various Locations
12:00	**Coffee Break With Refreshments**	SHAW – Parliament Foyer
12:15 – 13:30	**Closing Plenary** Details on pp. 20-21	SHAW – Canada Hall 1
14:30 – 17:30	**Post-Conference Workshop** (Ticketed Event) Details on p. 150	SHAW - Meeting Room 101

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

ILA LEADERSHIP LEGACY PROGRAM

Honoring Luminaries 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 honoree is presented with ILA's Lifetime Achievement Award and has their work celebrated at our annual global conference. After the conference, recipients are added to the ILA Virtual Hall of Fame (www.ila-net.org/Legacy) where their oral histories, conducted in partnership with the Tobias Leadership Center at Indiana University, are made available to the public.

2019 RECIPIENTS

Nancy J. Adler
Juana Bordas
Richard Couto
See Details on Pages 16-21

PAST HONOREES

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

Keith Grint
2018 Recipient in West Palm Beach

Stella Nkomo
2017 Recipient in Brussels

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

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

*Express your congratulations to **Nancy J. Adler** and **Juana Bordas** in person, Saturday 18:30 - 20:00 in Canada Hall 2, Booth 106.*

Prior to the plenary, please enjoy morning coffee, tea, juice, and assorted breakfast items from 7:45 - 8:30 in Canada Hall 2.

OPENING PLENARY

FRIDAY 25 OCTOBER | 08:30 - 09:45 | CANADA HALL 1

SEEKING INSPIRATION

Mike Hardy
ILA Board Chair; Professor & Executive Director, Centre for Trust, Peace and Social Relations, Coventry University

LIFETIME ACHIEVEMENT AWARD PRESENTATION

Nancy J. Adler, S. Bronfman Chair in Management, McGill University

Presented by ILA Board Member **Éliane Ubalijoro**, Professor of Practice, McGill University

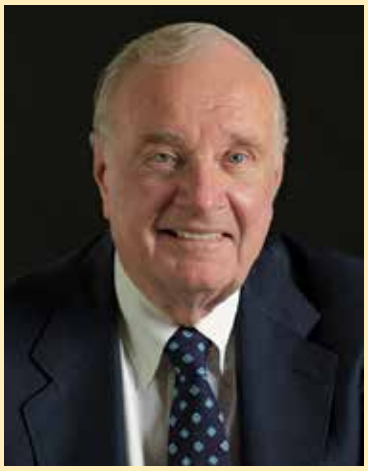
Nancy Adler is a leading expert on global leadership, cross-cultural management, and women's leadership. In addition to consulting for private corporations and government organizations around the world, she has been honored as one of Canada's top university professors and received McGill University's first Distinguished Teaching Award in Management. She is a prolific author with more than 125 articles, 10 books, and edited volumes including *International Dimensions of Organizational Behavior* (5 editions), and *Women in Management Worldwide*. She also has produced three films and is a visual artist known for her paintings, monotype prints, and ceramics. Her paintings are held in private collections across the globe.

Adler will give an invited presentation on the topic of "The Perfection of Imperfection: The Economics of Beauty" on Friday from 11:45 to 12:45 in Meeting Room 207.

You are invited to express your congratulations at the Lifetime Achievement Award Meet & Greet, part of the Saturday evening extravaganza from 18:30 to 20:00 in Canada Hall 2, Booth 106.

OPENING PLENARY

FRIDAY 25 OCTOBER | 08:30 - 09:45 | CANADA HALL 1



KEYNOTE CONVERSATION

Leadership: From the Vicious Circle to the Virtuous Circle With Courage, Authenticity, and Presence

The Right Honorable Paul Martin, 21st Prime Minister of Canada

Senator/Ànike Nìgànizi Murray Sinclair, Senator of Canada; Parliament of Canada; Aboriginal Judge; Chief Commissioner, Truth and Reconciliation Commission of Canada / Ànike Nìgànizi Kanadàng; Wàbishkìwe Ogimà Kanadàng; Anishinàbe Tibàkonigewininì; Nàgànìkandang Tebwewin Kàbì Ijiwebag

Moderator: **Cynthia Wesley-Esquimaux,** 1st Indigenous Chair for Truth and Reconciliation, Lakehead University, Orillia & Thunder Bay

The opening plenary welcomes two of Canada's most respected leaders. In conversation with Cynthia Wesley-Esquimaux, these fast friends will reflect on pivotal moments in their lives and careers. With humor, humility, and authenticity, they will offer us a provocative perspective on the leadership challenges facing the world. This conversation will challenge us all to enter a deeper dialogue over the next three days, one that values inter-generational and cross-cultural learning and nourishes our collective capacity for authentic, courageous, and humane leadership.

Pick up a coffee or tea in the Parliament Foyer as you make your way to Concurrent Session One by 10:15. Have a great morning!

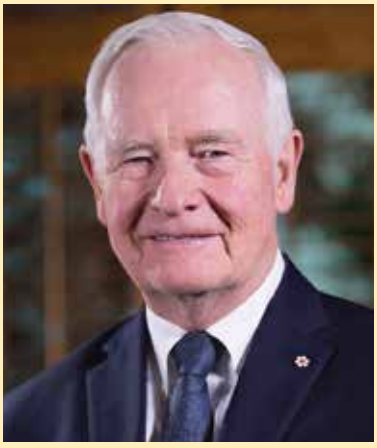
Prior to the plenary, please enjoy morning coffee, tea, juice, and assorted breakfast items from 7:45 - 8:30 in Canada Hall 2.

SATURDAY PLENARY

SATURDAY 26 OCTOBER | 08:30 - 09:45 | CANADA HALL 1

COURAGEOUSLY HOLDING SPACE FOR CHANGE

Cynthia Cherrey
ILA President & CEO



KEYNOTE CONVERSATION

Lead Beyond Courage: Trust and Rebalancing Leadership in an Interdependent World

The Right Honorable David Johnston, Governor General of Canada, 2010 - 2017

Henry Mintzberg, The John Cleghorn Professor of Management Studies and Faculty Director (International Masters for Health Leadership), McGill University

Moderator: **The Right Honorable Kim Campbell,** 19th Prime Minister of Canada

Are we all driven to compete, collect, and consume, or is there another path? Can leaders work to rebalance society in order to respect social, economic and political predispositions? How can we build trust, the essence of all relationships from the very personal to the international? This keynote conversation between Professor Henry Mintzberg and The Right Honorable David Johnston will provoke us to consider how leaders can define a sane and thoughtful path between systemic awareness and personal practice. The Right Honorable Kim Campbell will moderate and add insights from her extensive public and private leadership roles.

SATURDAY PLENARY

SATURDAY 26 OCTOBER | 08:30 - 09:45 | CANADA HALL 1

LIFETIME ACHIEVEMENT AWARD PRESENTATION

Juana Bordas, President, Mestiza Leadership International
Presented by **Linda Olson,** Teaching Professor & Director, Pioneer Leadership, Program, University of Denver; Mayor, Englewood, Colorado.

Juana Bordas' lifetime of work has focused on leadership, diversity, and organizational change. She is widely recognized as a leader for the advancement of Latinas. She launched Lideramos – The National Latino Leadership Alliance – and was the Founding President/CEO of the National Hispana Leadership Institute. She was one of 50 leaders chosen by the Colorado Legislature to design the state's future plan and was recognized by The Denver Post and the Colorado Women's Foundation as The 2009 Colorado Unique Woman of the Year. Her book, *Salsa, Soul, and Spirit: Leadership for a Multicultural Age*, won the International Latino Book Award for best leadership book.

Bordas will give a workshop on "LIDERAMOS (Leading Together): A Model for Social Change and Civic Engagement" on Saturday from 10:00 to 11:30 in Meeting Room 215. This will be immediately followed by "A Conversation With Juana Bordas" from 11:45 to 12:45 in the same room.

You are invited to express your congratulations at the Lifetime Achievement Award Meet & Greet, part of the Saturday evening extravaganza from 18:30 to 20:00 in Canada Hall 2, Booth 106.

FREDRIC M. JABLIN DOCTORAL DISSERTATION AWARD PRESENTATION

Presented to **Catherine M. Faherty**, Postdoctoral Fellow, Kellogg School of Management, Northwestern University by **Sandra J. Peart,** Dean & E. Claiborne Robins Distinguished Professor in Leadership Studies, Jepson School of Leadership Studies, University of Richmond.

Congratulations to **Catherine M. Faherty** on her award-winning dissertation, "Bound by Blood in the Family Firm? Examining the Effects of Trusting and Feeling Trusted in the Family Firm Top Management Team." Faherty's dissertation was written for a Ph.D. in Organizational Behavior from Dublin City University, Ireland. Learn more about her research by attending her session on Sunday from 10:45 to 12:00 in Meeting Room 207.

KENNETH E. CLARK STUDENT RESEARCH AWARD PRESENTATION

Presented to **Samantha A. Penney**, Assessment Analyst in Talent and Leadership Development, Assessment, Lee Hecht Harrison Knightsbridge by **Jennifer Martineau**, Center for Creative Leadership.

Congratulations to Samantha A. Penney on her award-winning paper, which she wrote as a Ph.D. student in Industrial/Organizational Psychology at Saint Mary's University. Learn more about her research by attending her session on Sunday from 10:45 to 12:00 in Meeting Room 201.

Pick up a coffee or tea in the Parliament Foyer as you make your way to Concurrent Session Four by 10:00. Have a great morning!

Grab an afternoon snack in the Parliament Foyer on your way to the closing plenary.

CLOSING PLENARY

SUNDAY 27 OCTOBER | 12:15 – 13:30 | CANADA HALL 1

1941-2017

LIFETIME ACHIEVEMENT AWARD PRESENTATION

Richard Couto

Presented by **Georgia Sorenson,** Leadership Scholar, Executive Education, Møller Institute, Churchill College, University of Cambridge

Richard Couto was a pioneer in leadership studies and service-learning, championing an emphasis on social change within both. Throughout his life, he sought to improve lives in Appalachia and the rural South through his teaching, scholarly research, intervention programs, and related professional services. As a Kellogg National Leadership Fellow, Couto worked to bridge leadership theory and practice and later contributed toward the founding of the ILA. He was a founding faculty member of the Jepson School of Leadership Studies at the University of Richmond. Five of his 14 authored or edited books won national awards, including *Political and Civic Leadership Reference Handbook* (SAGE).

INTERNATIONAL STUDENT CASE COMPETITION AWARD PRESENTATIONS

Presented by Heather Henderson, Chair, ILA Leadership Education Member Community and Professor & Director, Alberta MEd in Leadership, City University in Canada. Winners of the International Student Case Competition will be announced live during the plenary! Find out which team in each division (undergraduate and graduate) will walk away with a $1,000 cash prize, free ILA membership, and the title International Student Case Competition Champions! Learn more about the teams competing in this year's competition on pages 38-39.

KEYNOTE CONVERSATION

Coeur and Courage: Finding Your Fierce Heart and Leading With It

Danièle Henkel, Founder and CEO, Danièle Henkel Entreprises

Interviewer: **Ingrid Richter,** Executive in Residence, Telfer School of Management, University of Ottawa

Danièle Henkel's unique and unconventional life experiences have shaped her as a wise and loving human as well as a respected and courageous business leader. A successful, self-made entrepreneur, Danièle will share her views about how to confront systemic barriers and how to grow beyond the dynamics of dominant cultures, faith traditions, and marginalization. She currently multiplies her impact by supporting the empowerment of women entrepreneurs globally. Her delightfully irreverent sense of humor, combined with her deeply held commitment to creating a better world, will provide a thought-provoking, inspiring, and uplifting close to ILA 2019.

CLOSING PLENARY

SUNDAY 27 OCTOBER | 12:15 – 13:30 | CANADA HALL 1

LEADING AT THE EDGE

INVITATION TO ATTEND THE ILA'S 22ND ANNUAL GLOBAL CONFERENCE IN SAN FRANCISCO, CA 5-8 NOVEMBER 2020

Kathryn Goldman Schuyler, ILA 2020 Global Conference Chair; Founder, Coherent Change

We exist on the edge of innovation and destruction, the edge of what we dread versus what we dream. We invite you to join us in San Francisco, on the edge of the Pacific Ocean, as we explore leadership, the ways that we lead, and what we expect from leaders and followers moving forward. The Call for Proposals opens soon at www.ila-net.org/2020Global.

CONFERENCE WEAVING

Laura Osteen, ILA Board Member; Assistant Vice President for Campus Life, Tulane University

CONFERENCE CLOSING

ILA 2019 GLOBAL CONFERENCE CHAIRS (L-R),
TELFER SCHOOL OF MANAGEMENT, UNIVERSITY OF OTTAWA

Ingrid Richter, Executive in Residence
Daina Mazutis, Associate Professor, Strategy
Glen Orsak, Director, Executive Programs

Visit:
Steve Luther at the FIE booth for more information
or go to www.fie.org.uk/leadership to find out more

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Our customizable **Leadership London** spring semester program is designed with High Impact Practices embedded from start to finish.

Leadership London includes an **international internship** and our capstone **Student Global Leadership Conference (SGLC)**.

FIE can accommodate a variety of disciplines, program lengths & leadership objectives.

We also welcome visiting faculty to bring a cohort of students to London or to our Dublin campus throughout the year. Our US-based schools of record are Drexel University and Marist College.

fie STUDENT GLOBAL LEADERSHIP CONFERENCE **SGLC 2020**

Leadership for Change in an Uncertain World

London, UK, April 3-5th | www.fie.org.uk/sglc/

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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 global and local environments.

International Leadership Association

7-10 June 2020
Capacity Building, Knowledge Sharing, Intergenerational Networking
5th Women and Leadership Conference
The College of Saint Rose
Albany, New York, USA
www.ila-net.org/WLC

26-30 July 2020
Leadership Education Academy
Location Forthcoming, USA
www.ila-net.org/LEA

5-8 November 2020
Leading at the Edge
22nd Annual Global Conference
San Francisco, CA, USA
www.ila-net.org/2020Global

Learn more at www.ila-net.org | ILA@ila-net.org | +1.202.470.4818

ILA – CULTIVATING A THRIVING GLOBAL COMMUNITY

MISSION

Advancing leadership knowledge and practice for a better world.

OUR MISSION IN ACTION

The world has a deep and pressing need for leadership that inspires and enables us to face the challenges of a complex, diverse, and ever-changing world. Our increasingly interdependent world requires the best thinking about leadership from all perspectives, sectors, disciplines, and cultures to develop innovative ideas and creative solutions. Leadership can make the difference. The ILA is committed to ensuring its evolution and effectiveness by creating trusted spaces for leadership learning across boundaries and providing trusted leadership resources for our members, partners, and the public.

CORE VALUES

Our core values represent our deepest beliefs and highest aspirations regarding who we want to be as an organization and how we aspire to engage with the world.

INCLUSION We foster and promote diversity.

INTEGRITY We expect effective and ethical leadership practices and rigorous scholarship.

INTERCONNECTION We believe that we are part of a global web of interdependence; by bringing people together in meaningful ways, we deepen this interconnection.

INTERDISCIPLINARY We promote and influence leadership as an interdisciplinary field from multiple sectors at the nexus of theory and practice.

INTERNATIONAL We respect cultural contexts and facilitate learning and networking across the boundaries.

IMPACT We encourage leadership initiatives that advance the field of leadership and contribute to the greater good.

ila

International Leadership Association

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BOARD OF DIRECTORS

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Interested in serving on the ILA Board of Directors?
Make sure to stop by a special roundtable hosted by ILA Board Development Committee Chair Sean Creighton on Friday from 16:15 - 17:45 in Canada Hall 2.
See page 76 for details.

ILA MEMBER COMMUNITY MEETINGS AND TABLES

ILA's Member Communities super charge the member experience and provide targeted networking opportunities. 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. To learn more and to affiliate with a community, visit www.ila-net.org/Communities/.

You're invited to deepen your involvement with ILA. Attend a member community business & engagement meeting, stop by an information table, and attend a community networking meal or reception. Community leaders are eager to connect with you, receive your feedback, and discuss volunteer opportunities.

BUSINESS & ENGAGEMENT MEETINGS

Friday 25 October | 7:45 - 8:30

Canada Hall 2	Ethics Forum
Canada Hall 2	Leadership Education
Canada Hall 2	Women & Leadership

Friday 25 October | 13:00 - 13:45

SHAW - Meeting Room 204	Public Leadership
SHAW - Meeting Room 205	Leadership Development
SHAW - Meeting Room 206	Peace Leadership

Saturday 26 October | 7:45 - 8:30

SHAW - Canada Hall 2	Leadership Scholarship
SHAW - Canada Hall 2	Philosophy, Religion, & Worldviews
SHAW - Canada Hall 2	Youth Leadership

Saturday 26 October | 13:00 - 13:45

SHAW - Meeting Room 204	Doctoral Programs
SHAW - Meeting Room 205	Sustainability Leadership
SHAW - Meeting Room 206	Followership

MEMBER COMMUNITY INFORMATION TABLES TAKE PLACE ON FRIDAY FROM 16:15 - 17:15 IN CANADA HALL 2

INFORMATION TABLES

- Business Leadership
- Deans, Directors, & Chairs of Leadership Education Programs
- Doctoral Programs
- Ethics Forum
- Followership
- Leadership Development
- Peace Leadership
- Philosophy, Religion & Worldviews
- Sustainability Leadership
- Women & Leadership
- Youth Leadership

ILA MEMBER COMMUNITY NETWORKING MEALS AND RECEPTIONS

Community networking meals are a particularly delicious way to meet others who share similar interests, engage in conversation, and make connections.

FRIDAY 25 October 13:00 - 14:15 Community Luncheons

Sustainability Luncheon & Spotlight Session | Meeting Room 208 (Ticketed Event)

Sustainability Leadership: Courage Required

Chair: **Daina Mazutis,** Associate Professor, Strategy, Telfer School of Management, University of Ottawa
Mike Gerbis, CEO, GLOBE Series and The Delphi Group
Anie Rouleau, Founder and CEO, Baléco - The Unscented Company
Mike Wilson, Executive Director, Smart Property Institute
Moderator: **Kathleen E. Allen,** President, Allen and Associates
Moderator: **Rian J. Satterwhite,** Director, Office of Service Learning & Leadership, University of Nevada, Las Vegas

Despite urgent calls to action from the IPCC, the UN, the World Bank, multiple industry associations, banks, courts, and even the Pope regarding the urgent need to mitigate and reverse the effects of climate change, many businesses are continuing to "sleepwalk into catastrophe." Instead, many of the world's most pressing environmental and social issues such as rising carbon emissions, resource scarcity, plastic pollution, mass migration, poverty, and conflict, amongst others, get relegated to the realm of business externalities. In a world dominated by the shareholder supremacy norm, deviating from purely profit maximizing goals is fraught with difficulty: COURAGEOUS LEADERSHIP IS REQUIRED.

In this spotlight symposium sponsored by the Sustainability Leadership Member Community, we'll hear from business leaders who have managed to challenge the status quo, break through traditional conventional commercial approaches, and implement more sustainable solutions. We'll tackle questions including: What is the role of leadership in driving more sustainable practices across all types of organizations? What are the best practices/ lessons learned in pushing the sustainability agenda? How do we encourage today's leaders to incorporate climate change considerations into current decision-making processes? How do we train and teach the leaders of tomorrow to courageously embrace corporate sustainability for a better word? In your experience, does the pursuit of sustainability reshape the practice of leadership? Join us over lunch for a moderated panel session, focused on interactive dialogue.

Mike Gerbis

Anie Rouleau

Mike Wilson

Kathleen E. Allen

Rian J. Satterwhite

Daina Mazutis

Didn't purchase a ticket in advance? A limited number of tickets are available onsite. Please inquire at the ILA registration and help desk.

ILA MEMBER COMMUNITY NETWORKING MEALS AND RECEPTIONS

FRIDAY 25 October 13:00 - 14:15 Community Luncheons *continued*

Business Leadership Luncheon & Presentation | Meeting Room 214
(Ticketed Event)

Develop Great Leaders With Feedback That Gets Heard

Jim Ludema, Center for Values-Driven Leadership at Benedictine University
Amber Johnson, Center for Values-Driven Leadership at Benedictine University

Feedback is the breakfast of champions. So why do most of us go hungry? Asking for honest feedback is difficult because we are fearful of what we might hear. Giving honest feedback is equally hard. Many of us have been socialized to avoid conflict and that impulse hampers our ability to offer direct feedback. Yet without that honest feedback, how can we know how to grow as individuals? How can we help others grow? Ludema and Johnson will tackle the topic of giving feedback that gets heard through Appreciative Feedback, which provides leaders with a positive, strengths-based approach for addressing challenges and building high capacity with team members. Come learn a new approach to giving feedback (that works!), while networking with other scholar-practitioners focused on business leadership. Join us for a fast and fun event, meet other likeminded leaders, and learn a useful tool that will help you develop great leaders and drive performance with feedback that gets heard.

Leadership Education Luncheon | Parliament Foyer I
(Ticketed Event)

Please join the Leadership Education member community for our fourth annual luncheon. The luncheon provides an ideal space for reflective conversations about what we believe leadership education should include. What are our roles in preparing our students and each other to lead? What should we, as educators, know and teach about leadership as it relates to various contexts (e.g. cultural considerations, social movements, etc.)? During the luncheon, we will also be honoring Olenda Johnson, Professor of Strategic Leadership & Leader Development, College of Leadership & Ethics, U.S. Naval War College, as this year's winner of the "Most Publishable Leadership Education Paper" award sponsored by SAGE Publishing.

Thank you to SAGE Publishing for being a Silver Sponsor & being a sponsor for this event!

FRIDAY 25 October 18:00 Community Receptions

Peace Leadership Networking Reception | Meeting Room 107
(Open to All Conference Registrants)

Please join the Peace Leadership Affinity Group for our first hosted reception! Join peace leaders, practitioners, and local players and scholars for stimulating conversation as we exchange ideas and stories. Help us create an energetic community and spread peace leadership throughout the ILA.

Deans, Directors and Chairs Networking Reception | Meeting Room 108 (Ticketed Event)

Ever wonder how other Deans, Directors, and Departmental Chairs beat burnout, work smarter, and respond to challenges and opportunities in their institutions? Join us for an evening of community-building and networking with this unique group of post-secondary leaders. Two drink tickets, refreshments, and light facilitation included.

Didn't purchase a ticket in advance? A limited number of tickets are available onsite. Please inquire at the ILA registration and help desk.

ILA MEMBER COMMUNITY NETWORKING MEALS AND RECEPTIONS

FRIDAY 25 October 19:30 Community Dinners

Enjoy a wonderful dinner with one of these three ILA member communities.

Youth Leadership Networking Dinner | Blue Cactus Bar and Grill (Ticketed Event)

Public Leadership Networking Dinner | Clock Tower – Rideau Street (Ticketed Event)

Philosophy, Religion, and Worldviews Networking Dinner | Cornerstone Bar and Grill (Ticketed Event)

SATURDAY 26 October 13:00 - 14:15 Community Luncheons

Arts & Leadership Luncheon | Meeting Room 214 (Ticketed Event)
The arts connect us across time, place, and generations. The arts can teach us about creating an environment that supports courageous conversations and courageous leadership. Gloria Burgess and John Burgess, community co-conveners, welcome you to this special luncheon for the Arts and Leadership member community. Join us for an enjoyable lunch over table conversations. Meet and greet new friends. We look forward to seeing you there!

Leadership Development Luncheon | Meeting Room 214 (Ticketed Event)
Please join the ILA Leadership Development member community for our first community luncheon. The theme for this luncheon is "energy." We have created an exciting agenda of activities for this engaging and interactive inaugural luncheon. Rev up your leadership development engines and come prepared to engage, network, share, and be recognized!

Healthcare Leadership and Followership Luncheon | Meeting Room 214 (Ticketed Event)
Please join colleagues focused on Healthcare Leadership and Followership at this inaugural luncheon to build a new ILA member community. Twenty-first century healthcare requires effective teams composed of agile and adaptive leaders, managers, and followers each of whom knows when and how to lead and when and how to follow. ILA could play a central role in the scholarship and practice of educating and developing outstanding and effective healthcare teams. We will discuss how to build this new ILA community to address this important topic across the professional healthcare life-cycle.

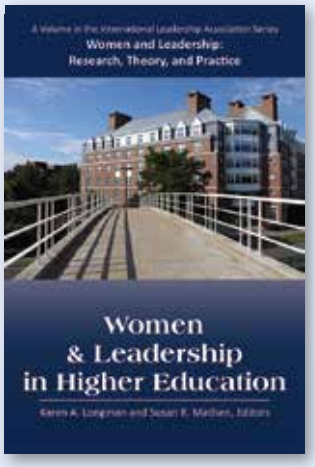
Women & Leadership Luncheon | Parliament Foyer I (Ticketed Event)
This event for scholars and practitioners passionate about women and leadership is designed to create networking opportunities and foster conversations focused on sharing resources, ideas, challenges, and solutions. As is traditional, drawings will be held for copies of ground-breaking books on women and leadership. Feed your spirit, build your network, and become part of the Women and Leadership member community!

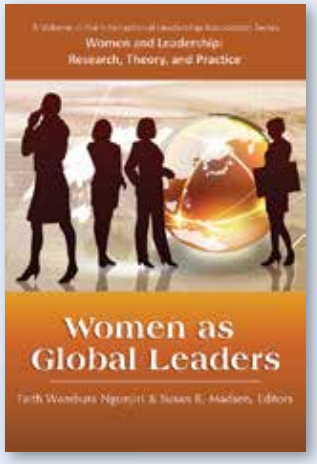
Thank you to MetLife for being a Silver Sponsor & being a sponsor for this event!

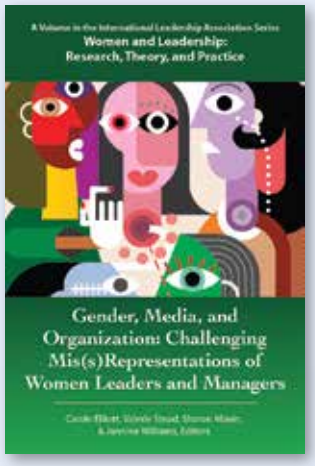
Thank you to Indiana Wesleyan University, The Graduate School for being a Bronze Sponsor & being a sponsor for this event!

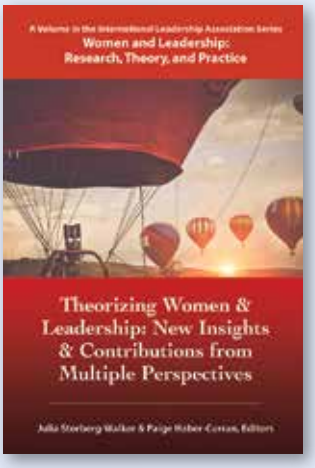
Didn't purchase a ticket in advance? A limited number of tickets are available onsite. Please inquire at the ILA registration and help desk.

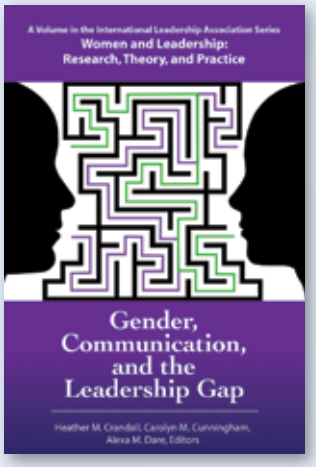
Women and Leadership: Research, Theory, and Practice











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

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SPOTLIGHT SESSIONS – CREATING A BETTER FUTURE

One of the unique tenets of the International Leadership Association (ILA) is the value placed on rigor and relevance at the nexus — the intersection — of theory and practice. James MacGregor Burns, one of the founders of the ILA, valued the criticality of working at this intersection. He believed strongly that theory guides practice and practice informs theory and that through this synergy, we can create a better world. These strands of thought, present at the association's inception, helped to embed intersectionality into the very heart of the ILA and an abiding belief that by working together, we can be effective and impactful. Throughout this conference program book, you will find many examples of work at the nexus of leadership practice and theory. Our spotlight sessions, feature speakers at the tops of their fields whose work is of special importance to ILA's mission and the conference theme.

Friday 25 October | 10:15 – 11:30 | Meeting Room 208

Indigenous Leadership and Environmental Sustainability

Chair: **Sharon L. O'Sullivan,** Associate Professor, Telfer School of Management, University of Ottawa

Chris Henderson, Program Director & Lead Mentor, Indigenous Clean Energy: 20/20 Catalysts Program

Yogendra Chaudhry, Vice President, Professional Services, Eco-Canada

Mandy Gull, Deputy Grand Chief, Cree Nation Government

Many Indigenous communities in Canada are seeking ways to improve their economic situation. With cultural traditions closely tied to the environment and communities located adjacent to natural resources, they are ideally positioned to lead projects that can support their environmental and traditional values and provide their communities with a long-term revenue stream. Panelists will discuss two of Canada's most successful training programs for Indigenous Clean Energy, sharing their experiences with mobilizing knowledge and establishing developmental learning relationships that engage Indigenous participants and support their community development — critical to solving the greatest crisis facing all of humanity today: Climate Change.

Sharon L. O'Sullivan

Chris Henderson

Yogendra Chaudhry

Mandy Gull

Mary Crossan

Bill Furlong

Steve Virgin

Friday 25 October | 11:45 – 12:45 | Meeting Room 215

Leader Character for Courageous Leadership

Mary Crossan, Distinguished University Professor & Professor of Strategic Leadership, Ivey Business School, Western University

Bill Furlong, Executive-in-Residence, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School, Western University

Steve Virgin, Director, Character Based Leadership, Human Resources Branch, Canada Revenue Agency

The challenges and opportunities we face personally and professionally require strength of character that exceed our current capacity both as individuals and in organizations. In this session we will engage participants and unpack what leader character is, why it matters, and how it can be applied personally and professionally in organizations. Mary Crossan and Bill Furlong will set up the underpinnings for leader character and Steve Virgin will engage participants in the story of how the Canada Revenue Agency used character-based leader selection to help embed character leadership in its 40,000-person organization.

SPOTLIGHT SESSIONS – CREATING A BETTER FUTURE

Saturday 26 October | 14:30 – 15:45 | Meeting Room 208

Women on Boards: Courageous Leadership Required

Chair: **Marlene Janzen Le Ber,** Associate Professor & Chair, School of Leadership & Social Change, Brescia University College

Karen Fryday-Field, Senior Partner, The Meridian Edge Leadership and Governance Consulting Group

Deborah Rosati, Founder & CEO, Women Get On Board, Inc.

Statistics for the percentage of women on boards suggest a stubborn resistance to equality with men. In 2017, women held only 15% of board seats globally. Canada, host to this year's conference, was only slightly ahead in 2018 at 16%, with 31% of issuers having no women on their boards. While countries such as Norway, Iceland, Finland, and Sweden have nearly doubled the number of women on boards (approximately 34%) with their specific targets, quotas, and penalties for not meeting regulations, the business case, alone, for women on boards ought to convince other countries to follow suit.

Marlene Janzen Le Ber

Karen Fryday-Field

Deborah Rosati

Daina Mazutis

Pat Dambe

Alonzo Weems

Saturday 26 October | 16:00 – 17:00 | Meeting Room 211

Corporate Leadership: The Courage to Be Socially Responsible

Chair: **Daina Mazutis,** Associate Professor, Strategy, Telfer School of Management, University of Ottawa

Pat Dambe, Vice-President, Corporate Affairs and Government Relations, De Beers Group of Companies

Alonzo Weems, Vice President and Deputy General Counsel, Legal, Eli Lilly And Company

Global corporations play a pivotal role in shaping the future and in understanding the impact they have on local and global communities. Their vision, values, and culture form the foundation for the emergence of leadership that can boldly bridge the past and the future. Executives from two major global corporations, De Beers and Eli Lilly, will discuss their personal and corporate stories and the courage required to contribute responsibly to the communities in which they work and reside. De Beers VP Pat Dambe will take a case study approach to the private and public sector partnership between De Beers and the government of Botswana on sustainability and corporate citizenship. Eli Lilly VP Alonzo Weems will share insights into Lilly's heritage of contributing to the wellbeing of the global community and how the company continues to make meaningful impact through the leadership and courageous actions of individual employees.

Thank you to Indiana Wesleyan University, National & Global for being a Bronze Sponsor and a being a sponsor of this event!

GUIDE TO SESSION FORMATS

Knowing the format of a concurrent session you're interested in is key to understanding what to expect from the session. The stream can also provide helpful information in determining the session's focus and target audience.

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)

A stand-alone presentation or multiple presentations that were individually accepted and 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.

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 22 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 16:15 - 17:45 in Canada Hall 2 at the Shaw Centre.

POSTER

A visual display of research, projects, papers, or programs. Posters will be staffed by the presenter(s) during the hosted poster session Saturday from 18:30 - 20:00 in Canada Hall 2 at the Shaw Centre.

SESSION STREAM

A session's stream is an indicator of its focus and target audience. All sessions have streams corresponding to an ILA member community or a special topic of interest to the conference. The session stream is listed on the far right above the title of each concurrent session or in the name of special events and community meals.

- **Arts Leadership**
- **Business Leadership**
- **Ethics and Leadership**
- **Followership**
- **Healthcare Leadership**
- **Indigenous and First Nations Leadership**
- **Leadership: Courage Required**
- **Leadership Development**
- **Leadership Education**
- **Leadership Scholarship**
- **Peace Leadership**
- **Philosophy, Religion, and Worldviews**
- **Public Leadership**
- **Sustainability Leadership**
- **Women and Leadership**
- **Youth Leadership**

WEDNESDAY & THURSDAY IN DEPTH

Inquire at the ILA Help Desk for tickets to pre-conference workshops.
Complete descriptions are available online at ILAGlobalConference.org.

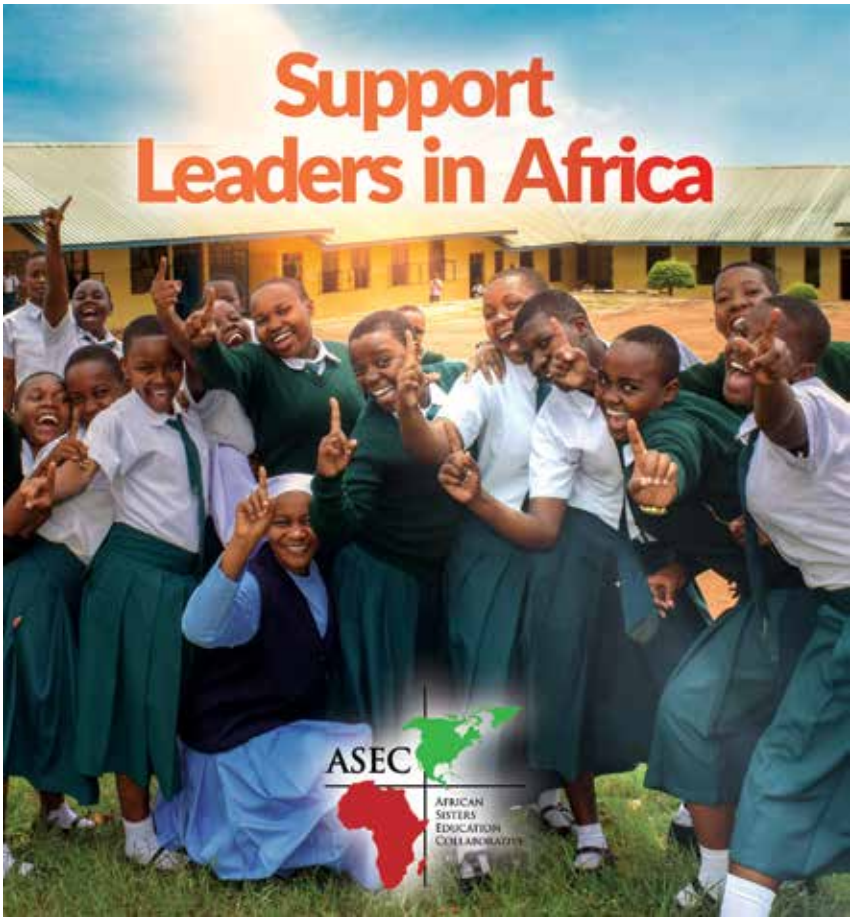
WEDNESDAY 23 OCTOBER		
9:00 – 16:00	**Courageous Follower: Train the Trainer Program (Day 1)** (Ticketed Event) WORKSHOP LEADER **Ira Chaleff,** Visiting Leadership Scholar, Møller Institute, Churchill College, University of Cambridge *Thank you to Indiana Tech, Ph.D. in Global Leadership for being a Bronze Sponsor & being a sponsor for this event!*	WESTIN HOTEL – British Columbia
16:00 – 20:00	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
THURSDAY 24 OCTOBER		
8:00 – 19:00	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
8:00 – 19:30	**ILA Volunteer Office**	SHAW – Colonel by Foyer
PRE-CONFERENCE WORKSHOPS	Inquire at ILA Help Desk for Tickets. Complete Descriptions Available Online	
9:00 – 12:00	**Exploring Experiential Learning Tools for Leadership Education With the Center for Creative Leadership** (Ticketed Event) WORKSHOP LEADERS **Dan Jenkins,** Chair & Associate Professor, Leadership and Organizational Studies, University of Southern Maine **S. Todd Deal,** Sr. Faculty & Higher Education Practice Lead, Societal Advancement, Center for Creative Leadership **Preston Yarborough,** Faculty, Societal Advancement, Center for Creative Leadership *Thank you to the Center for Creative Leadership for being a Bronze Sponsor & being a sponsor for this event!*	WESTIN HOTEL – Oak
9:00 – 12:00	**Transformation: Radical Courage Required** (Ticketed Event) WORKSHOP LEADERS **Kathryn Goldman Schuyler,** Founder, Coherent Change **Katherine Tyler Scott,** Managing Principal, Ki ThoughtBridge, LLC *Thank you to Royal Roads University for being a Silver Sponsor & being a sponsor for this event!*	WESTIN HOTEL – Ontario
9:00 – 16:00	**Courageous Follower: Train the Trainer Program (Day 2)** (Ticketed Event) WORKSHOP LEADER **Ira Chaleff,** Visiting Leadership Scholar, Møller Institute, Churchill College, University of Cambridge *Thank you to Indiana Tech, Ph.D. in Global Leadership for being a Bronze Sponsor & being a sponsor for this event!*	WESTIN HOTEL – British Columbia

WEDNESDAY & THURSDAY IN DEPTH

9:00 – 16:00	**Doctoral Student Consortium** (Ticketed Event) WORKSHOP LEADERS **Kathy Guthrie,** Associate Professor, Leadership Learning Research Center, Florida State University **MD Haque,** Assistant Professor, Doctorate Program in Organizational Leadership, University of La Verne **Jeffery D. Houghton,** Associate Professor, Department of Management, West Virginia University **Sherry A. Maykrantz,** Assistant Professor, Health Sciences, Salisbury University **Ronald E. Riggio,** Henry R. Kravis Professor of Leadership and Organizational Psychology, Kravis Leadership Institute, Claremont McKenna College **Corey Seemiller,** Associate Professor, Leadership Studies in Education and Organizations, Wright State University **Yulia Tolstikov-Mast,** Lead Faculty & Associate Professor, Indiana Tech **Rich Whitney,** Associate Professor, Organizational Leadership, University of La Verne	WESTIN HOTEL - Maple
9:00 – 16:00	**Courage. Leadership. Edges. An Embodied Exploration of the Edges Within Us, Around Us, and Between Us** (Ticketed Event) WORKSHOP LEADERS **Cheryl Heykoop,** Assistant Professor, School of Leadership Studies, Royal Roads University **Julian Norris,** University of Calgary	Canada Agriculture and Food Museum Meet at SHAW Centre - Room 1A near Colonel By Foyer by 8:45 for an on-time departure.
9:00 – 16:00	**Uniquely Ottawan Perspectives on Sustainability Leadership** (Ticketed Event) WORKSHOP LEADERS **Kathleen E. Allen,** President, Allen and Associates **Paul Kosempel,** Associate Director & Teaching Professor, Pioneer Leadership Program, University of Denver **Rian J. Satterwhite,** Director, Office of Service Learning & Leadership, University of Nevada, Las Vegas **Rodney Wilts,** Theia Partners *Thank you to the Jepson School of Leadership Studies – University of Richmond for being a Bronze Sponsor & being a sponsor for this event!*	Zibi Sustainable Community & Indigenous Experiences Meet at SHAW Centre - Room 1A near Colonel By Foyer by 8:45 for an on-time departure.
13:00 – 16:00	**Women Courageous: Navigating the Leadership Labyrinth and Beyond** (Ticketed Event) WORKSHOP LEADERS **Cathy Bawden,** Inspector, Durham Regional Police **Gloria J. Burgess,** Professor, Transformational Leadership, University of Washington **Celina Caesar-Chavannes,** Member of Parliament, House of Commons of Canada **Lise Suzanne Crouch,** Assistant Criminal Operations Officer - National Security, Royal Canadian Mounted Police **Almarie E. Donaldson-Munley,** Professor of Leadership, Department of Leadership Studies, Indiana Wesleyan University **Janine Doyle,** Constable, Durham Regional Police **Robert Elkington,** President & CEO, Global Leadership Initiatives, Inc. **Suzanne S. Martin,** Owner & Principal Consultant, transform. **Kojenwa Moitt,** Entrepreneur & Owner, Zebra Productions **Jennifer Moss Breen,** Director & Associate Professor, Interdisciplinary Ed.D. Program in Leadership, Creighton University **Kirsten Redmond,** Lakeridge Health, Oshawa	WESTIN HOTEL - Oak
13:00 – 16:00	**The Reverse Domino Effect: How to Nurture Self-Belief, Self-Determination, and Post-Traumatic Growth in Students Overcoming Trauma** (Ticketed Event) WORKSHOP LEADERS **Pamela Larde,** Associate Professor of Qualitative Research and Higher Education, Mercer University; Fellow, Institute of Coaching at McLean Hospital – a Harvard Medical School Affiliate; Certified Life Coach **N. Jean Walker,** Clinical Assistant Professor of Research, Tift College of Education, Mercer University	WESTIN HOTEL - Saskatchewan

WEDNESDAY & THURSDAY IN DEPTH

CONFERENCE OPENING		
16:00 – 17:30	**International Student Case Competition Poster Session** Details on pp. 38-39 *Thank you to the University of Phoenix for being a Silver Sponsor & being a sponsor for this event!*	SHAW - Rideau Canal Atrium
16:00 – 17:30	**ILA Annual Membership Meeting**	WESTIN HOTEL – Les Saisons
18:00 – 19:30	**Opening Reception** See details below. **Sandra Tenasco** (Algonquin Elder, Kitigan Zibi First Nation) and the **Ottawa River Singers** welcome ILA to the city with a blessing and performance. After toasting to the days ahead with our colleagues from around the globe, enjoy locally themed appetizers as you stroll the spectacular Grand Hall, which introduces the history, cultures, and beliefs of the First Peoples of Canada's Pacific Coast. With its curving, six-story window wall offering an unrivaled view of Parliament Hill, the Grand Hall is one of Canada's most impressive indoor public spaces and the museum's architectural centerpiece. The museum is free and open for exploration from 17:00 – 20:00! ILA participants are encouraged to come early and stay late.	CANADIAN MUSEUM OF HISTORY – Grand Hall Bus transport will begin from all five of the ILA hotels (Fairmont Château Laurier, Les Suites, Lord Elgin, Novotel, and Westin) beginning at 17:15 or make your own way there.



ASEC
African Sisters Education Collaborative

As a leader yourself, you know **the power of a good education**. At African Sisters Education Collaborative (ASEC), we provide Catholic Sisters with the programs and tools needed to become confident and effective servant leaders.

Catholic Sisters are already **serving in Africa's poor and rural communities**, where help is needed most. But 80% of these women lack the education needed to take on leadership roles in their schools, hospitals, and more. By sponsoring a Sister, you can **give her the tools to create real, global change**.

From improving healthcare and access to education, to building infrastructure and creating jobs, ASEC's 5,300 alumnae are solving serious development challenges in the communities they serve. **They truly are changing the world.**

Learn more about supporting the important work of Catholic Sisters at asec-sldi.org.

asec-sldi.org

INTERNATIONAL STUDENT CASE COMPETITION

Thank you to the University of Phoenix for being a Silver Sponsor and a sponsor for 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 | 16:00 – 17:30
SHAW – RIDEAU CANAL ATRIUM

PRESENTATIONS BY GRADUATE DIVISION TEAM FINALISTS
SATURDAY | 19:00 – 20:15
SHAW – MEETING ROOM 202

PRESENTATIONS BY UNDERGRADUATE DIVISION TEAM FINALISTS
SATURDAY | 19:00 – 20:15
SHAW – MEETING ROOM 203

GRADUATE TEAMS

DRAKE UNIVERSITY
Morgan Hawkins
Alex Maciejewski
Emmeline Paintsi

ROBERT MORRIS UNIVERSITY
Daphne Hiles
Bobbi Paper
Dena Scaltz

UNIVERSITY OF SAN DIEGO
Cameron Martin
Lauren Ramers
Christie Talbot

UNIVERSITY OF MARYLAND
Shakia Asamoah
Genevieve Hiltebrand
Noel Kuriakos

WESTERN UNIVERSITY
Hayley Finn
Emily Hartman
Shannon Mckechnie

INTERNATIONAL STUDENT CASE COMPETITION

UNDERGRADUATE TEAMS

CHRISTOPHER NEWPORT UNIVERSITY
- Bailee Comer
- Nicolette DeFrank
- Davis Gee
- Samuel Swenson-Reinhold

CHRISTOPHER NEWPORT UNIVERSITY
- Dalton Dames-Siegel
- Lauren Davis
- Jordan Hines

CHRISTOPHER NEWPORT UNIVERSITY - SILVER
- Katie Hall
- Sydney King
- Genevieve Lewis
- Kyle Werntz

COTTEY COLLEGE
- Dominica Chavez
- Grace Diaz
- Catherine Nolan

KANSAS STATE UNIVERSITY
- Jon Greenlee
- Taylor Stewart
- Hannah Sutherland

KRAVIS LEADERSHIP INSTITUTE, CLAREMONT MCKENNA COLLEGE
- Roxanne Castillo
- Hayley Giffin
- Elizabeth Song
- Linnea Uyeno

SHIH CHIEN UNIVERSITY
- Jane Fan
- Amon Lei
- Philip Pare
- Suhyun Park

ST. THOMAS UNIVERSITY
- Paola Marie Hechavarria
- Enzo Novi Migliano
- Kel Robin II
- Maria Vega
- Carlos Enrique Zhindon

UNIVERSITY OF CONNECTICUT
- Jessica Gagnon
- Adrienne Nguyen
- Sarah Nelson
- John Vellek

UNIVERSITY OF MARYLAND
- Zach Caplan
- Christine Rhee
- Keshia Wright

UNIVERSITY OF SAN DIEGO
- Jessica Bates
- Jesse Maga
- Antonio Zamora

WASHBURN UNIVERSITY
- Hannah Arneson
- Kendall Beemer
- Cecelia Caraccilo
- Claire Leffingwell

WEST VIRGINIA UNIVERSITY
- Nicholas Ailport
- Hailee Elza
- Tyler Richards

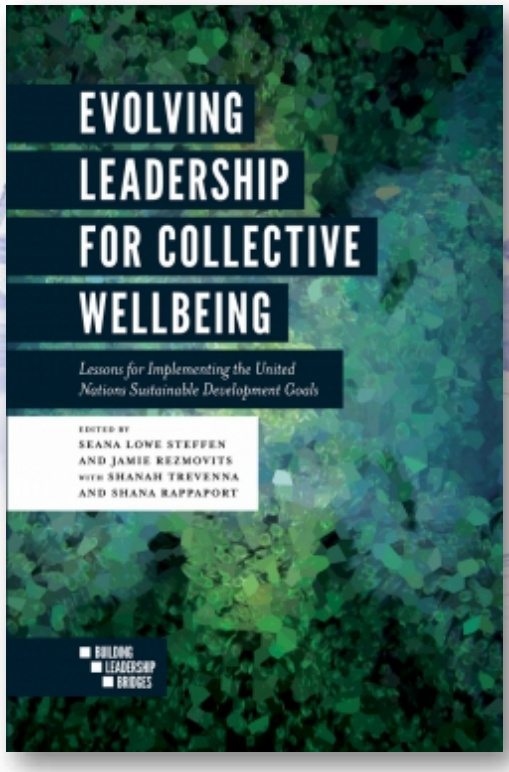
WEST VIRGINIA UNIVERSITY
- Maura Flynn
- Margaret Schiffer
- Kierra Thompson
- John Tribble

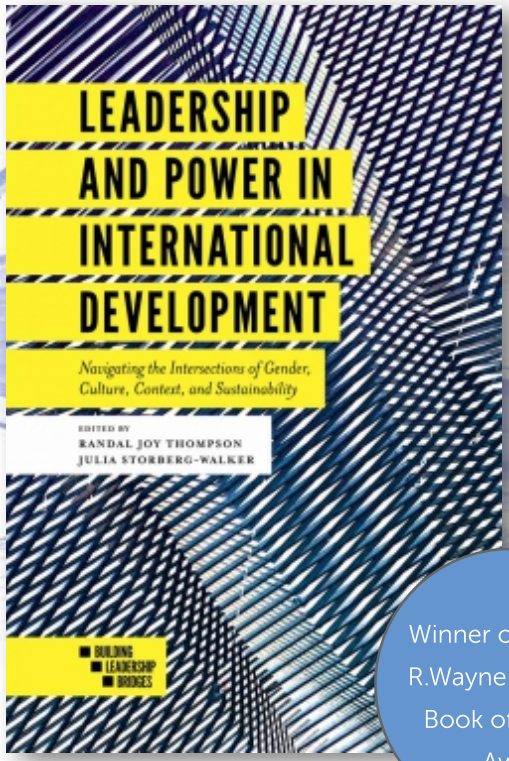
WESTERN WASHINGTON UNIVERSITY
- Devon Kaufman
- Ainslee Misich
- Rocio Rivera
- Jarod Smith
- Shachaf Zahavy-Mittelman

Advancing leadership knowledge and practice for a better world

BUILDING LEADERSHIP BRIDGES

OTHER TITLES IN THE SERIES:





Winner of the 2019 R.Wayne Pace HRD Book of the Year Award

Global and Culturally Diverse Leaders and Leadership, edited by Jean Lau Chin, Joseph E. Trimble, Joseph E. Garcia

Breaking the Zero-Sum Game, edited by Aldo Boitano, Raúl Lagomarsino Dutra, H. Eric Schockman

Grassroots Leadership and the Arts For Social Change, edited by Susan J. Erenrich and Jon F. Wergin

The British Book Awards 2019 WINNER

WINNER ipa 2018

ila International Leadership Association

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With practice, leadership is available to all

COLLEGIATE LEADERSHIP COMPETITION

CLC
COLLEGIATE LEADERSHIP COMPETITION

New England	Great Lakes	S. Ontario	Ohio Valley
3/27-3/28, 2020	4/3-4/4, 2020	4/3-4/4, 2020	4/3-4/4, 2020

Heartland	Mid - Atlantic	Pacific
4/17-4/18, 2019	4/17-4/18, 2019	4/24-4/25, 2019

With practice, every student can develop strong, transferable leadership skills. CLC's experiential format allows students to build new skills while adding an incredibly unique leadership experience to their resumes. Culminating in a final competition, participants create lasting relationships with a community of peers & coaches who are enthusiastic about leadership development & their bright futures.

LEARN MORE: www.collegiateleader.org ● info@collegiateleader.org

Earn Your Ph.D. in Leadership!

The University of Southern Maine (USM) has launched a new low-residency doctorate program in Leadership. This revolutionary program is the first of its kind in New England. Available fully online with three-day annual summer residencies, this program aims to develop thought leaders who are committed to exploring leading-edge issues through combining scholarship, innovation, creativity, and self-inquiry. Fall 2020 program applications are due by December 1, 2019.

The University of Southern Maine also offers Bachelor's and Master's degrees in Leadership, as well as multiple graduate certificates — all offered in a variety of formats: on-campus, online, or blended. **Of special interest is our new fully online Graduate Certificate in Professional Leadership Education, a distinctive 12-credit, post-baccalaureate certification.** Faculty and professionals in curricular and co-curricular higher education contexts will benefit by developing their content knowledge in leadership and organizational theory as well as their capacity to design, deliver, and evaluate postsecondary leadership education programs.

Learn more about our Leadership program offerings at **usm.maine.edu/leadership**

Interested in speaking with Admissions? Contact us today!
usm.maine.edu/admit | admitusm@maine.edu | 207-780-5670 | 1-800-800-4USM

UNIVERSITY OF SOUTHERN MAINE

ATTITUDES ABOUT LEADERSHIP
IN THE UNITED STATES

- What do Americans expect of leaders at various levels? Are those expectations being met?
- Which factors are affecting Americans' willingness to lead and follow?
- How are younger generations being perceived in terms of motivation and preparedness to lead?

Results of a groundbreaking survey will be released for the first time at the International Leadership Association (ILA) 2019 global conference Roundtable discussion 4:15-5:45 p.m. on Friday, Canada Hall 2 (level 3 of Shaw Centre)

LYNN SHOLLEN

ELIZABETH GAGNON

Leadership studies faculty at Christopher Newport University conducted a national survey on public attitudes about leadership in the United States. At the roundtable, two members of the research team – Lynn Shollen and Elizabeth Gagnon – will reveal results, facilitate discussion and invite suggestions on how to improve next year's survey.

Christopher Newport is a public liberal arts and sciences university in Virginia and a national leader in leadership education. Our minor in leadership studies was honored with the Outstanding Program Award from the Association of Leadership Educators in 2019. More than 25% of our students participate in our President's Leadership Program, which combines an 18-credit academic minor with co-curricular experiential learning and personal development opportunities.

Christopher Newport is an enthusiastic supporter of ILA and its programs. Look for our large delegation of faculty and students at the conference.

CHRISTOPHER NEWPORT
UNIVERSITY

NEWPORT NEWS, VIRGINIA • CNU.EDU

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 Shaw Centre unless otherwise noted.

FRIDAY 25 OCTOBER		
CHECK-IN AND MORNING COFFEE BREAK		
7:30 – 19:30	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
7:30 – 18:30	**ILA Volunteer Office**	SHAW – Colonel by Foyer
7:45 – 8:30	**Morning Coffee and Tea / Continental Breakfast** Join your colleagues for morning coffee, tea, juice, and assorted breakfast items.	SHAW – Canada Hall 2
MEMBER COMMUNITY BUSINESS & ENGAGEMENT MEETINGS		
7:45 – 8:30	**Ethics Forum Business & Engagement Meeting**	SHAW – Canada Hall 2
7:45 – 8:30	**Leadership Education Business & Engagement Meeting**	SHAW – Canada Hall 2
7:45 – 8:30	**Women and Leadership Business & Engagement Meeting**	SHAW – Canada Hall 2
MORNING PLENARY, SESSIONS, EXHIBITS, & REFRESHMENTS		
7:45 – 17:45	**Marché D'Idées (Exhibit Hall) Open**	SHAW – Canada Hall 2
8:30 – 9:45	**Opening Plenary** Details on pp. 16-17 **Seeking Inspiration** **Mike Hardy,** ILA Board Chair; Professor & Executive Director Centre for Trust, Peace and Social Relations, Coventry University **ILA Lifetime Achievement Award Presentation** **Nancy J. Adler,** S. Bronfman Chair in Management, McGill University **Leadership: From the Vicious Circle to the Virtuous Circle With Courage, Authenticity, and Presence** **The Right Honourable Paul Martin,** 21st Prime Minister of Canada **Senator / Ànike Nìgànizi Murray Sinclair,** Senator of Canada, Parliament of Canada; Aboriginal Judge; Chief Commissioner, The Truth and Reconciliation Commission of Canada Moderator: **Cynthia Wesley-Esquimaux,** 1st Indigenous Chair for Truth and Reconciliation, Lakehead University, Orillia & Thunder Bay	SHAW – Canada Hall 1
9:45 – 10:15	**Grab-n-Go Coffee and Tea** Pick up a coffee or tea and make your way to Concurrent Session One by 10:15. Have a great morning!	SHAW – Parliament Foyer
10:15 – 11:30	**Concurrent Session One** Details on pp. 46-54	SHAW – Various Locations
10:15 – 11:30	**Spotlight Session - Indigenous Leadership and Environmental Sustainability** Details on p. 32	SHAW – 208
11:45 – 12:45	**Concurrent Session Two** Details on pp. 57-65	SHAW – Various Locations
11:45 – 12:45	**Spotlight Session - Leader Character for Courageous Leadership** Details on p. 32	SHAW – 215
LUNCH & MEMBER COMMUNITY BUSINESS & ENGAGEMENT MEETINGS		
13:00 – 13:45	**Public Leadership Business & Engagement Meeting**	SHAW – 204
13:00 – 13:45	**Leadership Development Business & Engagement Meeting**	SHAW – 205
13:00 – 13:45	**Peace Leadership Business & Engagement Meeting**	SHAW – 206

FRIDAY IN DEPTH

13:00 – 14:15	**Sustainability Leadership Networking Luncheon & Spotlight Session – Sustainability Leadership: Courage Required** (Ticketed Event) Details on p. 27	SHAW – 208
13:00 – 14:15	**Business Leadership Networking Luncheon** (Ticketed Event) Details on p. 28	SHAW – 214
	Leadership Education Networking Luncheon (Ticketed Event) Details on p. 28 *Thank you to SAGE Publishing for being a Silver Sponsor & being a sponsor for this event!*	SHAW – Parliament Foyer I
13:00 – 14:15	**Lunch on Your Own**	
AFTERNOON SESSIONS, EXHIBITS, & REFRESHMENTS		
14:30 – 16:00	**Concurrent Session Three** Details on pp. 68-73	SHAW – Various Locations
16:00	**Coffee Break With Refreshments** Refuel with coffee, tea, local cider, and hearty snacks.	SHAW – Canada 2
16:15 – 17:45	**Interactive Roundtable Discussions** Details on pp. 76-83	SHAW – Canada 2
16:15 – 17:45	**Reconciliation & Education via the KAIROS Blanket Exercise** Details on p. 76	SHAW – 208
16:45 – 17:45	**Emerging Scholars Research Consortium** *Open to Pre-Selected Participating Jr. & Sr. Scholars Only* Details on p. 75 *Thank you to St. Thomas University for being a Silver Sponsor & being a sponsor for this event!*	SHAW – 214
HOSTED RECEPTIONS OPEN TO ALL ATTENDEES – NOTE WHERE TICKETS ARE REQUIRED.		
18:00 – 19:00	**University of San Diego School of Leadership and Education Sciences** - Hosted Reception	SHAW – 103
18:00 – 19:00	**Antioch University – Graduate School of Leadership and Change** - Hosted Reception	SHAW – 105
18:00 – 19:00	**The National Society of Leadership and Success** - Hosted Reception	SHAW – 106
18:00 – 19:00	**Peace Leadership Networking Reception** Details on p. 28	SHAW – 107
18:00 – 19:00	**Deans, Directors, and Chairs Networking Reception** (Ticketed Event) Details on p. 28	SHAW – 108
18:00 – 20:00	**Telfer School of Management 50th Anniversary Celebration!** (Ticketed Event) The Telfer School of Management invites you to join them as they celebrate their 50th Anniversary. A distinguished panel will discuss "The Future of Leadership: The Role of Management Education in Preparing Tomorrow's COURAGEOUS Leaders." Details are available online at: https://ilaglobalconference.org/future-of-leadership-reception/. **Corey Ellis,** Co-Founder, The Growcer **Tammy Labelle,** Chief Information Officer (CIO), Digital Services Branch, Public Services and Procurement Canada **Anie Rouleau,** Founder & CEO, Baléco – The Unscented Company **George Langill,** Former CEO, The Royal Ottawa Health Care Group Moderator: **Daina Mazutis,** Associate Professor, Strategy, Telfer School of Management, University of Ottawa	SHAW – 208
COMMUNITY NETWORKING DINNERS		
19:30	**Youth Leadership Networking Dinner** (Ticketed Event)	Blue Cactus Bar and Grill
19:30	**Public Leadership Group Networking Dinner** (Ticketed Event)	Clock Tower – Rideau Street
19:30	**Philosophy, Religion, and Worldviews Networking Dinner** (Ticketed Event)	Cornerstone Bar and Grill

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Symposium | Ethics & Leadership

Courage in Ethical Conflict: Three Leadership Paths Through Ethical Conflicts in Spiritual Dilemmas

Chair: **Enrique E. Lopez,** Senior Consultant, Humanum Consulting
Commentator: **Michael Chikeleze,** Associate Professor of Leadership Studies, Xavier University

Visit http://tinyurl.com/y6jkbdmu for Session Details.

Benevolence: Connections With Vocation, Virtue, and Utilitarianism

Nancy Sayer, Director, SamaraCare Consulting

Visit http://tinyurl.com/y3tepfy2 for Complete Description.

Spiritual leadership assessment is new and can leverage research on benevolence. Drawing on benevolence research with corporate leaders and their direct reports in a variety of industries, implications for spiritual leadership competencies and spiritual styles, especially with respect to vocation, virtue, and utilitarianism, are reviewed.

Ethical Styles, Spiritual Leadership, and the Role of Vocation, Virtue, and Equity in Spiritual Leadership

David W. Barnett, Owner & Principal, Grand Arbor Advisors

Visit http://tinyurl.com/y32xcx7y for Complete Description.

In this presentation, one of the developers of the revised Ethical Leadership Style Questionnaire for Spiritual Leadership explains the concepts of ethical styles, spiritual leadership, and the role of vocation, virtue, and equity (including all from a utilitarian perspective).

The Three Profiles of Spiritual Leadership: Preliminary Results Using the ELSQ SL

Walter R. Baehrend, Adjunct Professor; School of Graduate, Adult and Professional Education; Benedictine University

Visit http://tinyurl.com/yyqs8awg for Complete Description.

This presentation will review initial results based on the ELSQ SL in terms of the primary ethical style preferences identified, the less preferred ethical styles identified, and the resulting three profiles identified based on the correlations found.

Meeting Room 102 | Panel Discussion | Sustainability Leadership

Cultivating Globally Conscious Leaders: Incorporating Sustainable Development Goals in Leadership Education

Chair: **Natalie J. Coers,** Lecturer of Global Agricultural Leadership Development, Agricultural Education and Communication, University of Florida
Barb W. Altman, Associate Dean, College of Business, Texas A&M - Central Texas
Janis B. Balda, Professor of Sustainable Enterprise, Unity College
Etta Delores Jackson, Founder & CEO, International Development, Antioch University
Paul Kosempel, Associate Director & Teaching Professor, Pioneer Leadership Program, University of Denver
Rian J. Satterwhite, Director, Office of Service Learning & Leadership, University of Nevada, Las Vegas
Nicole Stedman, Professor, Agricultural Education and Communication, University of Florida

Visit http://tinyurl.com/y3xnhf6p for Session Details.

Higher education has the potential to play a transformative role in the way students and rising global community leaders advocate for and act upon pressing global issues facing our agricultural, health, and social systems. Join this dynamic panel of leadership educators focused on utilizing the UN Sustainable Development Goals (SDGs) as a strategic framework for developing global awareness and encouraging action.

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

Meeting Room 103 | Symposium | Leadership Development

Culture Change & Leadership in the Middle East: UAE's Development, Egypt's Politics, & Saudi Arabia's Vision

Chair & Commentator: **Afsaneh Nahavandi,** Professor, Management, University of San Diego School of Business

Visit http://tinyurl.com/y3rgmy8c for Session Details.

From Dubai to Cairo, Riyadh to Beirut, the Middle East is undergoing significant struggle and, potentially, sustained cultural change. This symposium looks at the effects of this phenomenon on leadership through the lenses of the rapidly developing United Arab Emirates, the recent presidential politics in Egypt, and Saudi Arabia's look toward 2030.

The Changing Face of Cultural Leadership in a Rapidly Changing Society: The Case of United Arab Emirates

Ebtesam Alteneiji, PhD Candidate, Leadership Studies, University of San Diego

Visit http://tinyurl.com/y2jbzcxr for Complete Description.

Over the last 30 years, the Emirati society has undergone dramatic social, political, and economic changes. This presentation explores changes in cultural values by examining the generational differences and the effect of rapid changes on long-held, systematic values. Specifically, this presentation focuses on linking a traditional Bedouin culture with the current rapid modernization process of the fast-developing Emirates.

Leadership and Culture Change in Today's Egypt as Experienced Through Presidential Politics

Derek Olson, Owner & Principle Consultant, The Ubuntu Group

Visit http://tinyurl.com/y3o2g7lg for Complete Description.

The question of, "Does culture change?" is examined in exploring Egypt's recent history of presidential/pharaonic leadership. This recent history includes the revolution that toppled President Mubarak, the subsequent election of President Morsi, who was toppled in a coup, and the rise of the current head of state, President Sisi.

Business Leadership Development - Tomorrow's Saudi Arabia

Khaled Hanaky, PhD Student, University of San Diego

Visit http://tinyurl.com/y44q6f2x for Complete Description.

There are many pressing factors that call on the Saudi private sector to improve the way future leaders are developed and prepared to play their roles in making Vision 2030 a success. This research looks into current leadership development practices in the studied organizations, difficulties and challenges, and opportunities to improve the likelihood of effectiveness of future programs.

Meeting Room 104 | Presentations | Leadership Education

Overcoming Culture Shock and Cultural Challenge in Both the K-12 and University Environments

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

Visit http://tinyurl.com/y3vgumh2 for Session Details.

Cross-Cultural Leadership Education Through Integrating Academic Transitions, Mentorship, and Study Abroad

Francesca Lo, Executive Director of Leadership Education, Undergraduate Academic Affairs, University of Washington

Visit http://tinyurl.com/yy4yt73c for Complete Description.

This presentation will focus on an innovative university partnership among its global affairs, leadership education, and first-year programs units. Cross-cultural leadership education served as the central framework in a program to support the transition of incoming first-year students from China and create a mechanism to build bridges between domestic and international student populations at a large research public university.

Culture Shock: The Self-Leadership Enigma

Rebecca Stroud Stasel, PhD Student, Education, Queen's University

Visit http://tinyurl.com/yyhpjegt for Complete Description.

This presentation covers an exploration of how acculturation processes for educators working overseas as a "sojourner" impacts one's efficacy. Departing from the deficit model of the term "culture shock" (Oberg, 1960), the presenter looks to positive organizational scholarship (POS) and self-leadership theory (Neck & Houghton, 2006) to offer an asset-oriented approach to studying acculturation processes.

Demonstrate Moral Courage, It's Harder Than You Think

Michelle Garcia, Assistant Professor, Leadership, U.S. Army Command and General Staff College

Visit http://tinyurl.com/y25bl945 for Complete Description.

Come explore the differences between moral and physical courage. Why do we reward physical courage and punish moral courage? The presenter will discuss how to recognize and understand the cultural barriers people must overcome to demonstrate moral courage. Walk away with the knowledge you and your team need to establish and cultivate morally courageous behavior in yourself and your organization.

The Courage to Teach: Pedagogy of Discomfort in Leadership Education

Nyasha M. GuramatunhuCooper, Associate Professor of Leadership Studies, Leadership and Integrative Studies, Kennesaw State University

Heather I. Scott, Associate Professor & Coordinator of Leadership Studies, Leadership and Integrative Studies, Kennesaw State University

Visit http://tinyurl.com/yxdylzt7 for Complete Description.

This presentation examines the meaningful inclusion of Boler's pedagogy of discomfort in undergraduate leadership courses. The presenters will focus on examples from a leadership and global issues course, and a women and leadership course. At the heart of this presentation is the question: "How can leadership educators meaningfully employ pedagogy of discomfort as a transformative learning tool?"

Meeting Room 105 | Symposium | Followership

Diverse Meanings of Followership and Following: Recognizing Uniqueness in Multicultural Contexts

Chair: **Angela N. Spranger,** Assistant Professor of Management, Luter School of Business, Christopher Newport University

Commentator: **Samantha Hurwitz,** Chief Encouragement Officer, FliPskills & FliP U

Visit http://tinyurl.com/yxe6qq5c for Session Details.

Are followership and leadership understood and practiced differently across various cultures? This symposium will address this question from the position of scholarship and practice. The presenters will discuss diaspora and Aboriginal communities, Russian followers' self-identification as "team members," the communal philosophy of Ubuntu, and multicultural followership training in the classroom.

Multicultural Followership Training

Marc Hurwitz, Associate Director, Undergraduate and Non-degree Programs, Conrad School of Entrepreneurship & Business, University of Waterloo

Visit http://tinyurl.com/y688lutj for Complete Description.

Marc Hurwitz is a scholar and practitioner who has been training in followership in university classrooms and professional settings for 15 years. The observation of ILT-IFT complementarity appears to hold true. The challenge, then, has been to identify universal followership traits, and then figure out how to teach these to students.

Courage to Follow in Aboriginal Communities and Diaspora Cultures

Amanuel Melles, Director, NABC - Network for the Advancement of Black Communities; J. Augustine Chair in Community, Education & Diaspora; Faculty of Education; York University

Visit http://tinyurl.com/y5rhvng2 for Complete Description.

Drawing from 25 years of work across various diaspora cultures (African, Latino, Tamil, Iranian, etc.) and Aboriginal communities, the presenter will discuss followership practices in multicultural settings.

Working as a Team? Courage to Be a Follower in Russia

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

Visit http://tinyurl.com/y4q86lf9 for Complete Description.

This presentation describes a longitudinal study of Russian identity and relationship between Russian leaders and followers. Results from in-depth interviews with Russian people (from three Russian cities) and from the analysis of Russian Presidential speeches (YouTube videos) are discussed.

Ubuntu: The Synergy of Followership and Leadership in Industry 4.0

Robert Elkington, President & CEO, Global Leadership Initiatives, Inc.

Visit http://tinyurl.com/y56vtssq for Complete Description.

The presentation contends Descartian's "cogito ergo sum" and promotes the notion of Ubuntu as an integrative framework for collaborative thinking where the follower of today is the possible leader of tomorrow. The African notion of Ubuntu states: "I am a person by virtue of other persons." This is the essence of the most powerful followership.

Meeting Room 106 | Presentations | Business Leadership

Human Resources as Champions of Change

Chair: **Aleen Bayard,** Principal, Transformative Consulting

Visit http://tinyurl.com/y3napzy9 for Session Details.

Do Employee Resource Groups Matter? The Connection to Work Engagement and Workplace Inclusion

Ada T. Cenkci, Assistant Professor; Political Science, Criminal Justice & Organizational Leadership; Northern Kentucky University
Jeffrey M. Zimmerman, Associate Professor; Political Science, Criminal Justice & Organizational Leadership; Northern Kentucky University
Tuba Bircan, Senior Research Coordinator, Interface Demography, Free University of Brussels (Co-Author)

Visit http://tinyurl.com/y66kwtgc for Complete Description.

Employee Resource Groups (ERGs) are voluntary groups of employees who share a common interest. Although ERGs are a popular tool in organizations, there is significant lack of research on ERGs and their effects on individual member outcomes. A qualitative research study in a U.S. retailer was conducted with findings indicating that ERGs positively affect employee work engagement and workplace inclusion.

Innovation Leadership: The Emerging Role of HR Managers

Jeremiah Nelson, Director of Enrollment Management, Charlotte Campus, Wake Forest University School of Business

Visit http://tinyurl.com/y39k2akp for Complete Description.

Today's business environment is more dynamic and complex than ever before. Strategic management literature recognizes creativity and innovation as critical enablers for firms to create and exploit sustainable competitive advantages. This study explores how HR managers perceive their influence on innovation in their organization.

The Moderating Effects of Autocratic Leadership on the Mediated Link Between P-O Fit and Employee Loyalty

Sana Ahmed, Doctoral Student, Management, University of Wisconsin - Whitewater
Aditya Simha, Associate Professor, Management, University of Wisconsin - Whitewater

Visit http://tinyurl.com/y2myxgxg for Complete Description.

This presentation, based on data collected and analyzed from individuals working in companies across a range of industries, will focus on examining the mediated relationship between Person-organization fit (P-O fit) and Employee Loyalty and whether personal authenticity mediates the relationship. Presenters also tested the moderating effects of perceived Autocratic Leadership on the mediated relationship.

Courage and the HR Professional - An International Research Study

Cristina M. Wildermuth, Associate Professor, Leadership and Counseling, School of Education, Drake University
Marguerite Pauline Wildermuth, Student, Leadership and Psychology, Drake University
Marsha A. Kephart, Executive Vice President, Risk Management, Iowa State Bank (Co-Author)
Kim J. Francis, Human Resources, Drake University (Co-Author)

Visit http://tinyurl.com/yxjkvwns for Complete Description.

We conducted this study to explore human resource professionals' perceptions of courage. Courage is required in an HR professional but is explained by multiple dimensions or components. Identified themes included ethical leadership, culture and change stewardship, credible activism, legal concerns, broad perspective, and loss and consequences. The study supported the importance of courage for the HR role.

Meeting Room 108 | Presentations | Leadership Development

Exploring Leadership Behaviors and Practices

Chair: **Rosemary A. McGowan,** Associate Professor, Lazaridis School of Business and Economics, Wilfrid Laurier University

Visit http://tinyurl.com/yyplhfse for Session Details.

Behaviors That Differentiate Superior Performing Leaders: Not One Size Fits All

Linda M. Pittenger, Associate Professor, Organizational Leadership, Embry-Riddle Aeronautical University

Visit http://tinyurl.com/y4wvwfhm for Complete Description.

The findings of two research studies that contest theories of generalized behavioral leadership competencies will be discussed. The study results exposed that distinguishing behavioral competencies of superior performing leaders in different industries were idiosyncratic, establishing the need for further exploration to solidify an emergent theory. A comparative/contrasting analysis will be presented.

An Exploration Into the Impact of Mentoring on Humility Development in Leadership

Austin D. Council, Agricultural Education and Communication, University of Florida
Matthew Sowcik, Professor, Agricultural Education and Communication, University of Florida (Co-Author)

Visit http://tinyurl.com/yyt2n9fa for Complete Description.

We live in a volatile, uncertain, complex, and ambiguous world burdened with complex, adaptive problems. Humility has recently been brought to the forefront of leadership discourse as a critical disposition for leaders looking to be effective now and into the future. This presentation discusses research exploring the role mentoring plays on humility development in effective leaders.

Mindfulness, Leadership, and Culture

Maria Guajardo, Vice President, Professor, International Liberal Arts, Soka University

Visit http://tinyurl.com/y4evqoca for Complete Description.

Educational leaders are tasked with leading ethnically diverse learning communities as demographics change. Mindful leadership can be engaged to embrace ethnic diversity. Awareness of one's cultural mindset can contribute to one's leadership abilities. Mindfulness and leadership come together as a model for arriving at solutions for courageously increasing inclusivity, access, and dignity in the field of education.

Courage to Leverage Culture in Teamwork

Tony L. Kroll, Professor, Communication Studies, Mountain View College

Visit http://tinyurl.com/y3rcotpy for Complete Description.

Challenges from individual cultural differences can impede the performance of work teams. This presentation reports findings from a study that analyzed the relationship between cultural traits of individuals and cohesion in their work teams. Twenty-two teams participated in the study and participants were undergraduate students working on a simulated workplace project. Recommendations for both educators and leaders will be provided.

How Courage Shapes Your Leadership Footprint

Laurie Yates, Visiting Professor, Management, Oregon Institute of Technology

Visit http://tinyurl.com/y3nvj355 for Complete Description.

People often seek out a magic formula that will transform them into leaders. New books are continually written on the topic. What's missing? Frequently, leaders are encouraged to engage in behaviors that don't match their personal qualities. This presentation will challenge you to seize the courage to embrace leadership best practices in your own unique way, creating YOUR leadership footprint.

Meeting Room 202 | Workshop | Leadership Development

Collaborative Leadership Within and Across Systems: Energize and Enhance Leading and Learning for All

Michelle Forge, Co-Chair, CODE Consortium for System Leadership and Innovation
Michael O'Keefe, Co-Chair, CODE Consortium for System Leadership and Innovation

Visit http://tinyurl.com/yyedzl5h for Session Details.

Influence and inform your organization's learning and achievement. Experience and understand how collaborative leadership practices using the themes of coherence, collective responsibility, and professional collaboration build trusting relationships that respond to diversity, encourage initiative, integrate evidence-based learning, enhance student and staff well-being, establish transparency, and encourage continuous learning. Explore the power and possibilities of collaborative leadership in your system.

Meeting Room 203 | Workshop | Leadership Education

Great Ideas Teach & Share Forum

Dan Jenkins, Chair & Associate Professor, Leadership and Organizational Studies, University of Southern Maine
Anthony Middlebrooks, Associate Professor & Director of Graduate Programs, Horn Program in Entrepreneurship, University of Delaware

Visit http://tinyurl.com/y3kzach9 for Session Details.

Share your great idea and leave with many more! This highly interactive forum is for those interested in expanding teaching practices and their pedagogical toolboxes. Participants will give, receive, discuss, and see in action great ideas for teaching leadership.

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

Meeting Room 204 | Panel Discussion | Leadership Education

Courage to Develop the Whole Human: Intentional Spiritual Formation in Doctoral-Level Leadership Education

Chair: **Mark Rennaker,** Chair, Leadership Studies, Indiana Wesleyan University
Michael Linville, Associate Professor, Doctoral Program in Organizational Leadership, Indiana Wesleyan University
Timothy M. Beuthin, Professor, Leadership Studies, Indiana Wesleyan University
Patricia R. Johnson, Associate Professor, Doctoral Program in Organizational Leadership, Indiana Wesleyan University
Boyd Johnson, Professor, Leadership Studies, Indiana Wesleyan University
Justin Irving, Professor & Program Director, Bethel Seminary, Bethel University

Visit http://tinyurl.com/y3g7fkza for Session Details.

Set against the backdrops of global complexity, ethical failures, and calls for professional leadership standards, panelists will discuss themes utilized to help doctoral students from various backgrounds and perspectives consider their own spiritual formation as part of holistic leadership development. Complementary themes addressed by panelists will include worldview, ecological systems, personal authenticity, integrative reflection, cultural intelligence, and stewardship.

Meeting Room 205 | Symposium | Public Leadership

Matching Method to Lens in Leadership Development Research

Chair: **David D. Chrislip,** Senior Fellow, Kansas Leadership Center
Commentator: **Kerry L. Priest,** Associate Professor, Staley School of Leadership Studies, Kansas State University

Visit http://tinyurl.com/y3h7l4ra for Session Details.

Building on Schall et al.'s (2004) call to match method to lens in leadership research, we explore methods used to study leadership development that seek to align assumptions, form, and theoretical lens. Our lens is collective, assuming that all forms of leadership are plural and relational, and that leadership development builds capacity to engage organizational and public challenges.

Questions of Design: How Data Collection Methods Influence Program Assessment Outcomes

David M. Rosch, Director; Agricultural Leadership, Education, and Communications; University of Illinois at Urbana-Champaign

Visit http://tinyurl.com/yx8rrxvs for Complete Description.

This presentation examines the effects of data collection design on measured outcomes. Exploring the use of pre-post vs. retroactive (then-now) survey assessments for evaluating a leadership development program, research suggests that collection design may be even more important to whether leadership programs seem to make a difference than the curriculum itself.

Social Network Analysis as a Method to Understand Relational Forms of Leadership in Practice

Brandon W. Kliewer, Assistant Professor, Staley School of Leadership Studies, Kansas State University
Trisha Gott, Interim Director & Assistant Professor, Staley School of Leadership Studies, Kansas State University (Co-Author)
Kaitlin Long, Student, School of Leadership Studies, Kansas State University (Co-Author)

Visit http://tinyurl.com/yyns9ad5 for Complete Description.

Presenter will share the methodological design of a Social Network Analysis (SNA) of participants who completed an international Civic Leadership Institute. SNA can be used as a method to visually represent the impact of leadership development experiences that are focused on circumstances in which leadership is understood as being enacted through informal authority, relationship, discourse, and practice.

Leveraging Collective Leadership Development: A Multi-Level Qualitative Case-Study

Lori E. Kniffin, Assistant Director, Institute for Community and Economic Engagement, University of North Carolina at Greensboro

Visit http://tinyurl.com/y3tsw8yk for Complete Description.

This presentation illustrates the methodology of a multi-level qualitative case study exploring the individual, group, and systems levels of a grant team that participated in a common leadership development experience. The three-phase study creates inclusive, participatory opportunities for participants to reflect individually and collectively to better understand how they are leveraging their development experience to make progress on adaptive challenges.

Building a Global Database for Leadership Development Research

Tim Steffensmeier, Associate Professor, Staley School of Leadership Studies, Kansas State University

Visit http://tinyurl.com/yxazde8q for Complete Description.

This presentation describes the creation of a global database to study large-scale leadership development programs. By aggregating data in a coordinated, uniform database, there is an opportunity to better understand the impacts of leadership development. Particular attention will be given to the methodological issues that arise from creating and using a delimited data set.

Understanding Leadership Development Through Discourse Analysis

Trisha Gott, Interim Director & Assistant Professor, Staley School of Leadership Studies, Kansas State University

Visit http://tinyurl.com/yyznh3gb for Complete Description.

This presentation illustrates how discourse analysis has been used to understand education and developmental interventions of an international fellowship program. The presenter will discuss the role of discourse analysis as a tool to deepen understanding of leadership networks and shed light on power in discourses of leadership.

Meeting Room 206 | Panel Discussion | Youth Leadership

Inspiring Courage Though Youth Leadership Development Programs - Session 1

Chair: **Leigh Fine,** Assistant Director, Residential Communities and Programming, Honors Program, University of Connecticut
Emily Lynn Hartman, M.A: Critical Policy, Equity and Leadership Studies, Western University
Hayley Finn, Student, Faculty of Education, Western University
Rita A. Gardiner, Assistant Professor; Critical Policy, Equity and Leadership Studies; Faculty of Education; Western University
Carolynn Komanski, Director of Youth Compliance Services, University of Florida
Chanda D. Elbert, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University
Chrys Egan, Co-Director, Office of Undergraduate Research and Creative Activity, Salisbury University

Visit http://tinyurl.com/y6d9o8ch for Session Details.

This panel offers insights into how to create and maintain successful leadership development programming for youth in diverse contexts that not only enhances individual confidence but is also inclusive of how intersectional identities may challenge our notions of what constitutes courageous leadership in action. Leadership theorists and practitioners will share their knowledge and experience in an interactive and provocative panel discussion.

Meeting Room 207 | Workshop | Leadership Development

Transformational Leaders: Actions for Radical Change NOW!

Zarat Boyd, President, MaxLife, Inc.

Visit http://tinyurl.com/yxk65zmz for Session Details.

Are we willing and able to face today's challenges with strategic action and integrity? This experiential workshop explores six critical areas for the life and work of strategic leaders extending the theoretical framework of transformational leadership. Through storytelling, reflection, assessment, and creative exercises, strategic leaders learn how to better engage and leverage their work in turbulent, polarizing times.

SPOTLIGHT SESSION

Meeting Room 208 | Panel Discussion | Indigenous and First Nations Leadership

Indigenous Leadership and Environmental Sustainability

Chair: **Sharon L. O'Sullivan,** Associate Professor, Telfer School of Management, University of Ottawa
Chris Henderson, Program Director & Lead Mentor, Indigenous Clean Energy: 20/20 Catalysts Program
Yogendra Chaudhry, Vice President, Professional Services, Eco-Canada
Mandy Gull, Deputy Grand Chief, Cree Nation Government

Visit http://tinyurl.com/y6myfa6t or Page 32 for Session Details.

Many Indigenous communities in Canada are seeking ways to improve their economic situation. With cultural traditions that are closely tied to the environment and communities adjacent to natural resources that are ideal for sustainable development they are, in many respects, ideally positioned to lead environmental projects that can support their environmental and traditional values and provide their communities with a long-term revenue stream. Panelists will discuss two of Canada's most successful training programs for Indigenous Clean Energy as they share their experiences with mobilizing knowledge about best practices for building capacity and establishing developmental learning relationships that engage Indigenous participants and support their community development — critical to solving the greatest crisis facing all of humanity today: Climate Change.

Meeting Room 209 | Symposium | Leadership Scholarship

Leadership IS a System: Courage Required

Chair & Commentator: **Nathan Harter, Professor,** Leadership and American Studies, Christopher Newport University

Visit http://tinyurl.com/yxd97dhu for Session Details.

This symposium argues that leadership is a system and a part of a larger system of systems embodied in enterprises. Drawing on systems theory, the presenters will explore how the system encapsulates leadership, and how system dynamics subsume the person, the role, and the process, becoming the defining context for leadership.

A Model for Leadership as a System

William M. Donaldson, Assistant Professor, Management, Christopher Newport University

Visit http://tinyurl.com/yxk4jxom for Complete Description.

Drawing on systems theory, the presenter offers a holistic model of leadership that preserves the prior work on leadership, followership, and strategic management while providing a scalable, enterprise approach to leadership inspired by critical, systems context.

Why People Stay — Addressing Culture as the Context for Leadership and Followership

Angela N. Spranger, Assistant Professor of Management, Luter School of Business, Christopher Newport University

Visit http://tinyurl.com/y33eqc6p for Complete Description.

This presentation places the challenge of followership within the context of organizational culture and invite executives, professionals, and scholars to analyze carefully an organization's culture to identify the places in which it should be manipulated to facilitate leader effectiveness and maximum ethicality and to encourage follower courage, employee engagement, and deeper organizational commitment.

Organizational Self-Efficacy: A Systems Approach to Building Leaders and Followers

Lewis Steinhoff, NNSA Faculty Chair, Center for Strategic Deterrence Studies / U.S. Air War College

Visit http://tinyurl.com/yxd97dhu for Complete Description.

Bandura (1997) states, "Perceived self-efficacy refers to beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments" (p.3). If one considers an organization made up of a diverse set of people well trained in the individual skills necessary to produce, they can envision organizational self-efficacy that is sustainable into the future. This paper takes a systems approach (Boulding, 1985) to examination of integrative approaches to simultaneous leader-follower development (Day, Harrison & Halpin, 2009). This is done through use of real examples from the military and private industry.

Meeting Room 210 | Presentations | Leadership Scholarship

Studying Leadership in the Workplace

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

Visit http://tinyurl.com/y62h4ajv for Session Details.

Do Middle Mangers' Transformational Leadership Behaviors Predict Their Effective Followership Behaviors?

Ibukun D. Alegbeleye, PhD Candidate; Agricultural, Leadership, and Community Education; Virginia Tech
Eric K. Kaufman, Professor; Agricultural, Leadership, and Community Education; Virginia Tech

Visit http://tinyurl.com/y6g7su4u for Complete Description.

A common catchphrase has emerged: 'To be a good leader, you must first be a good follower.' Leadership scholars have used this phrase to great extent and, in so doing, have suggested a positive relationship between effective leadership and followership behaviors. This presentation will discuss whether middle managers who are effective as leaders are also effective as followers.

Building a Leadership Model for Family Eldercare

John M. Hinck, Assistant Professor, Leadership, Air University

Visit http://tinyurl.com/yxm6xpdn for Complete Description.

Family eldercare requires unique skills to take care of aging loved ones, maintain a household, and prevent burnout. The required skills are often out of reach for many families or developed after the caring process begins. To address these individual, family, and societal needs, a new model was developed using three case studies and an interdisciplinary, grounded theory approach.

The Office as a Leadership Strategy for Change and Employer Attractiveness

Lena Lid-Falkman, Scholar, Speaker, Author; Management and Organization; Stockholm School of Economics
Karina Töndevold Liljedal, Researcher, Stockholm School of Economics (Co-Author)

Visit http://tinyurl.com/y6cqn3zy for Complete Description.

Does the office play a role in choosing a job? How strategic are CEOs, facility, and HR managers regarding the office? To explore this issue, we take a qualitative, explorative approach to investigate how companies use their offices for attracting talent and communicating change. Second, we conducted a marketing experiment where college students chose office type and answer to variables of employee attractiveness.

A Narrative Inquiry With Three Formerly Abrasive Leaders: Journeys Away From Destructive Workplace Behavior

Lori J. Tucker, Instructor, School of Management, Concordia University-Portland
Peter E. Williams, Professor of Leadership, School of Graduate and Professional Studies, Abilene Christian University

Visit http://tinyurl.com/y46qx5tj for Complete Description.

This narrative study explored the journey of three formerly abrasive leaders who significantly improved their interpersonal workplace behaviors. The researcher co-constructed with the participants their stories of the journey to healthy leadership, revealing narrative threads of disruption, awakening, and equipping. Drawing from Kegan and Mezirow's adult learning and development theories, we will discuss the implications for leader growth and development.

Meeting Room 211 | Workshop | Leadership Development

An Exploration of Love as an Intervention in Developing Courageous Leaders

Rodric Smith, Director of Leadership Development & Assistant Professor, Behavioral Sciences and Leadership, United States Air Force Academy

Visit http://tinyurl.com/yyxx9f7p for Session Details.

What is the role of love in the development of courageous leaders? Courage, the will to act on behalf of others despite the presence of threats, is intrinsic to many leadership archetypes. Something that is spoken of less overtly is the influence of love. This workshop will explore love as an intervention for developing courage among military and peace leaders.

Meeting Room 212 | Panel Discussion | Leadership Education

Undergraduate Leadership Studies Curriculum and K-12 School Leader Development

Chair: **Sandra J. Peart,** Dean, Jepson School of Leadership Studies, University of Richmond
Thomas Shields, Associate Dean for Academic and Student Affairs; Chair of Graduate Education, & Associate Professor of Education and Leadership Studies; School of Professional and Continuing Studies; University of Richmond
Dave Myers, Associate Professor, Jepson School, University of Richmond
Dionne Ward, Director of Internship, University of Richmond
Kate Cassada, Associate Professor & Chair, Educational Leadership and Policy Studies, University of Richmond

Visit http://tinyurl.com/y2dd5ruv for Session Details.

This panel discussion will examine how a school of leadership curriculum from a small liberal arts university can be a model for how to create a graduate level school leadership degree that meets the demands of savvy adult learners and also produces successful candidates that are ethical and transformative K-12 school leaders.

Meeting Room 213 | Panel Discussion | Leadership Scholarship

Courageous Leadership in Scholarship and in Practice

Chair: **Kevin B. Lowe,** Professor of Leadership, Work and Organisational Studies, University of Sydney
Lesley Knight, MPhil Student, Business School, University of Sydney
Susan E. Murphy, Professor & Chair of Leadership Development, Organisational Studies, University of Edinburgh Business School
Robyn V. Remke, Director MBA Programme, Entrepreneurship and Strategy, University of Lancaster
Jean-Anne Stewart, Professor & Programme Director, MA Leadership, Henley Business School
Brad G. Jackson, Professor; Business, Strategy and Innovation; Griffith University

Visit http://tinyurl.com/y465poxp for Session Details.

This panel explores the divergence between the considerable attention given to courage in popular leadership discourse compared to academic discourse. It then reflects on the significance of courage in our own individual practice as leadership scholars. It closes with an assessment of what we need to do to create a more courageous field in pursuit of socially responsible forms of leadership.

Meeting Room 215 | Panel Discussion | Leadership Education

How Academic Disciplines Approach Leadership Development

Chair & Panelist: **Anthony C. Andenoro,** Executive Director & Professor of Ethical Leadership, Ethical Leadership; Office of the Provost, St. Thomas University
Penny Pennington Weeks, Professor, Agricultural Leadership, Oklahoma State University
William Gerard Weeks, Professor; Agricultural Education, Communications and Leadership; Oklahoma State University
Nicholas C. Martinez, Graduate Assistant, Agricultural Education and Communication, University of Florida
Matthew Sowcik, Professor, Agricultural Education and Communication, University of Florida

Visit http://tinyurl.com/y6p8d4lc for Session Details.

Although the research suggests that leadership programs are housed throughout different academic disciplines, very little attention is paid to the context in which these leadership development programs are being executed. This panel is the result of a collaborative effort between experts across a number of different academic disciplines providing contrasting points of view on how disciplines engage in leadership development.

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

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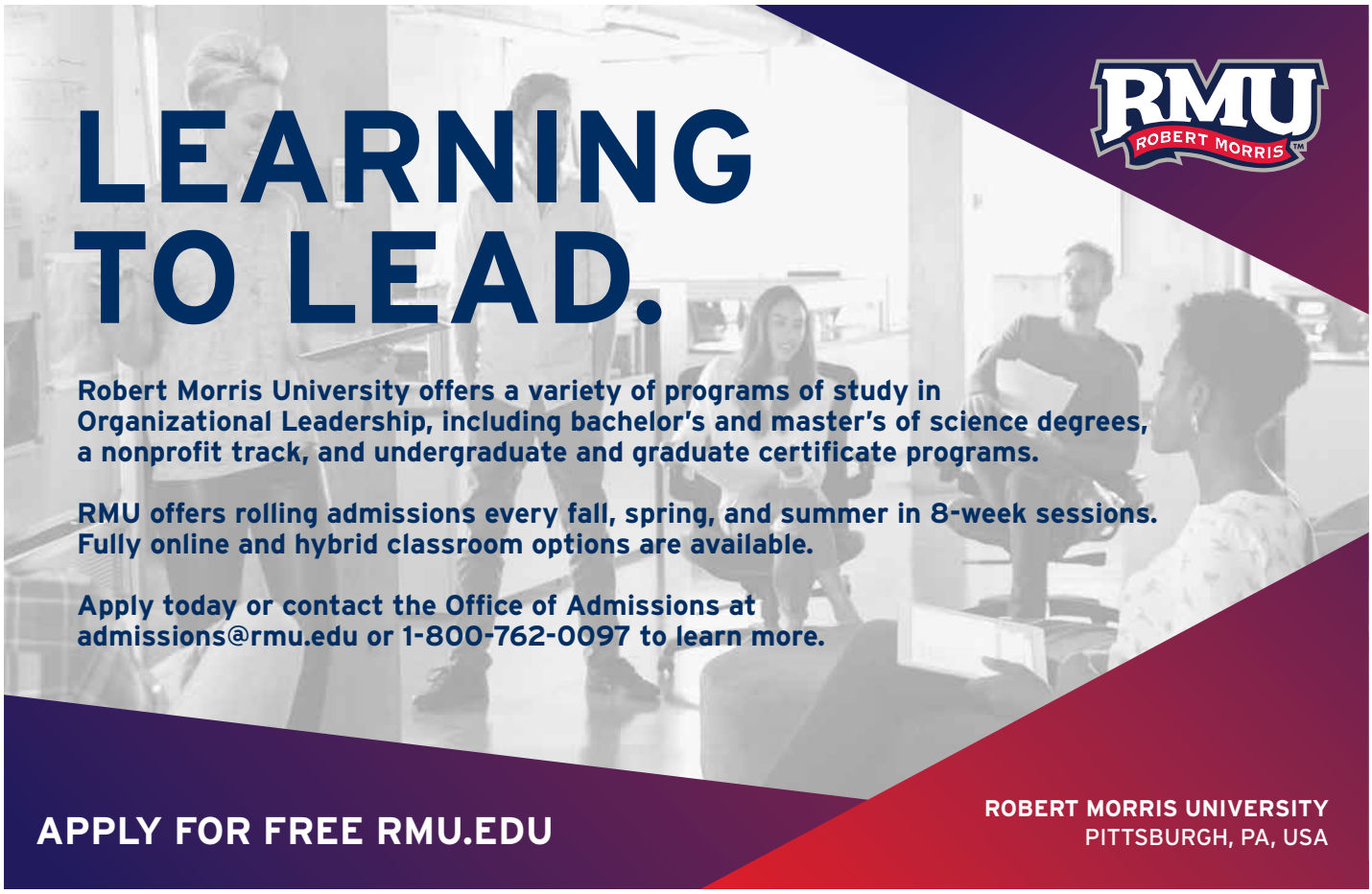

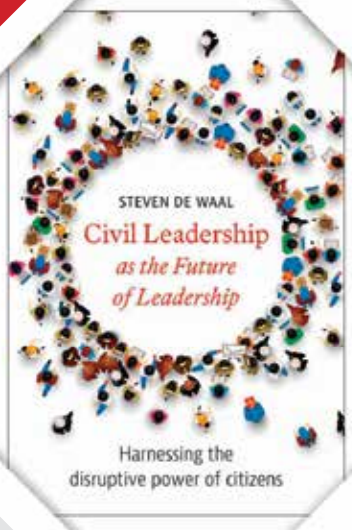

Civil Leadership as the Future of Leadership

Our societies, institutions and social fabric are currently in the early stages of the third revolution of humanity, the Digital Civil Revolution. Disruption is not restricted to markets. The same technologies that cause and fuel it, are giving citizens more knowledge and information, more public and political influence, and tools to organize themselves and so to disrupt politics, democracy and public services. This totally transforms the media landscape, public opinion, political debate, and the roles of industry and the state toward citizens.
Using multiple examples from across the globe, this book explores, analyzes and defines this revolution, its impact, the underlying technology and trends, as well as the special kind of civil leadership needed to harness this new citizen power that is disrupting the public domain.

Steven P.M. de Waal, PhD, is a strategic consultant, entrepreneur and chairman of multiple non-executive boards. He combines his extensive experience in the boardroom with research and academic reflection.

Dr. De Waal's writing focuses on strategic thinking, practical wisdom for executives and social entrepreneurship. He has published several books and many articles, and he has given numerous interviews and lectures for an executive audience.

His dissertation (2014) conceptualized civil leadership and researched civil leaders' values patterns in the different private-sector contexts. He launched one of the first think tanks in the Netherlands, Public SPACE (www.publicspace.eu), which aims to develop strategies for the common good.
At the ILA conference Steven de Waal will host an Interactive Roundtable about his book and the new leadership that is required because of fundamental change in the public domain. (Friday, October 25)

'Civil Leadership as the Future of Leadership' by Steven P.M. de Waal is available as e-book and paperback on Amazon.com and in local (online) bookstores worldwide.
www.publicspace.eu

public SPACE
Center On Strategies For Public And Civil Entrepreneurs

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Symposium | Leadership Education

Courageously Solving Complex Issues and Reinventing Leadership Education

Chair: **Nicole Stedman,** Professor, Agricultural Education and Communication, University of Florida
Commentator: **Natalie J. Coers,** Lecturer of Global Agricultural Leadership Development, Agricultural Education and Communication, University of Florida

Visit http://tinyurl.com/y23tr4ss for Session Details.

Instructors completely reimagined an interdisciplinary global issues course while incorporating values clarification, transformative learning, and problem-solving styles through effective project-based learning.

Values Clarification and Complexity: An Effort to Transform Leadership Education

Kevin W. Kent, Communications Coordinator, UF/IFAS Center for Leadership, University of Florida
Jarred Shellhouse, Graduate Student, Agricultural Education and Communication, University of Florida
Cameron M. Outlaw, Graduate Assistant, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Valerie M. Sledd, Program Coordinator, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Hannah Carter, Dean, Cooperative Extension, University of Maine (Co-Author)
Nicole Stedman, Professor, Agricultural Education and Communication, University of Florida (Co-Author)

Visit http://tinyurl.com/y5xuonof for Complete Description.

With wicked challenges looming in the near future, undergraduate leadership education needs to prepare leaders who courageously and skillfully use their values to inspire others and create positive change. This leadership course introduced and maintained the connection between personal values and leadership in the context of solving global issues.

Problem Solving Style in a Problem-Centered Course: Leveraging Self-Awareness to Address Complex Problems

Kevin W. Kent, Communications Coordinator, UF/IFAS Center for Leadership, University of Florida
Hannah Carter, Dean, Cooperative Extension, University of Maine
Valerie M. Sledd, Program Coordinator, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Cameron M. Outlaw, Graduate Assistant, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Jarred Shellhouse, Graduate Student, Agricultural Education and Communication, University of Florida (Co-Author)

Visit http://tinyurl.com/y2ap5p2k for Complete Description.

With future complex adaptive problems in mind, leadership education courses need new ways to teach problem solving in order to equip courageous, young leaders to address these problems. To teach courageous problem solving, this leadership course included a component on problem-solving styles to teach students about themselves as well as how to better work with others who approach problems differently.

Facilitating Systems Thinking, Personal Values, and Complex Problem Solving Through Project-Based Learning

Kevin W. Kent, Communications Coordinator, UF/IFAS Center for Leadership, University of Florida
Valerie M. Sledd, Program Coordinator, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Cameron M. Outlaw, Graduate Assistant, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Jarred Shellhouse, Graduate Student, Agricultural Education and Communication, University of Florida (Co-Author)
Hannah Carter, Dean, Cooperative Extension, University of Maine (Co-Author)

Visit http://tinyurl.com/y6fv7x5p for Complete Description.

The growing need for complex problem solving demands new, innovative teaching strategies to equip the next generation of leaders. By creating purposeful experiences through project-based learning, instructors were able to facilitate systems thinking, personal values, and complex problem solving in a sprint-like solution development.

Meeting Room 102 | Presentations | Leadership Scholarship

Constructing Leadership Scales

Chair: **Katherine L. Friesen,** Graduate Assistant & Leadership Instructor, Women in Science and Engineering, Iowa State University

Visit http://tinyurl.com/y667fdy9 for Session Details.

Confirming a Factor Structure for Positive Youth Leadership Identity

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

L.J. McElravy, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/yymyaarz for Complete Description.

In this study exploring Positive Youth Leadership Identity — the explicit theory of oneself as a positive leader —we provide evidence for the construct validity for the second-order construct with six sub-factors: leadership self-efficacy, desire to develop into an effective leader, relational self-efficacy, empathy, hopeful goal attainment within groups, and optimistic outlook of group work.

Development and Validation of the Adaptive Leadership With Authority Scale — A Mixed Method Study

Moh'd Saleh Raei, Consultant, Self Employed

Visit http://tinyurl.com/y2nb2csb for Complete Description.

Quantitative research has been lacking on adaptive leadership. This doctoral study presents a reliable scale to measure adaptive leadership with authority. Additionally, it identifies leader with authority behaviors that are conducive to adaptive change. Implications for leadership development will be discussed.

The Ecological-Mechanistic Leadership Scale: Developing an Instrument to Assess an Organization's Paradigm

D. Adam Cletzer, Assistant Professor, Agricultural Education and Leadership, University of Missouri

Visit http://tinyurl.com/y3hpfrmc for Complete Description.

Ecological leadership theory contends that organizations exhibiting a more ecological approach to leadership will be more adaptive to the external environment and, therefore, more successful over time. One of the difficulties in empirically validating this claim is a lack of instruments for measuring leadership behavior on an ecological to mechanistic continuum. This presentation describes the creating of such an instrument.

Meeting Room 103 | Symposium | Business Leadership

Exploring Entrepreneurial Leadership

Chair: **Anthony Middlebrooks,** Associate Professor & Director of Graduate Programs, Horn Program in Entrepreneurship, University of Delaware

Commentator: **Scott J. Allen,** Board Chair, Collegiate Leadership Competition

Visit http://tinyurl.com/y5q634sh for Session Details.

The extraordinary growth of entrepreneurship in both theory and practice provides a rich context from which to enhance leadership and understanding. Leaders can enhance their efficacy by adopting entrepreneurial tools and mindsets and all entrepreneurs need to function as leaders at some point. This symposium explores the range of applications and implications within entrepreneurial leadership.

Design Your Leadership Like an Entrepreneur

Anthony Middlebrooks, Associate Professor & Director of Graduate Programs, Horn Program in Entrepreneurship, University of Delaware

Visit http://tinyurl.com/yye4n9zk for Complete Description.

Entrepreneurs maximize success through leadership while leaders can utilize entrepreneurial tools and mindsets to enhance their performance. An effective entrepreneurial leader sees more opportunity, sees differently to reframe problems, sees more answers to enhance creativity, sees it started, and sees it through to implementation. This entrepreneurial mindset model frames numerous applications for leaders and leadership.

Entrepreneurship: Profiles in Courageous Self-Leadership

Janice L. Cardwell, CEO and Founding Partner, Conceivers Leadership Development Group; VP & Campus and Academic Director, University of Phoenix Detroit Campus

Visit http://tinyurl.com/y2m9qvq5 for Complete Description.

Entrepreneurship, described as influencing, managing, and directing one's own behaviors, is the quintessential example of self-leadership. Inspired by new technologies, social media, innovations, incubators, and "Shark Tank" like pitch contests, entrepreneurship is a rapidly growing field for self-leadership opportunities. This presentation will summarize the narratives and leadership attributes of five entrepreneurs who launched and sustained successful businesses.

Social Entrepreneurship: Entrepreneurial Leadership or Responsible Leadership?

Stephanie E. Raible, Assistant Professor, Social Entrepreneurship, University of Delaware

Visit http://tinyurl.com/y5aoqh52 for Complete Description.

This presentation examines social entrepreneurship through two contrasting lenses — responsible leadership and entrepreneurial leadership — using narrative data collected from five social entrepreneurs and filtered through Fauchart and Gruber's (2011) three social identity types. Entrepreneurial leadership aligns with the Darwinian orientation, whereas communitarian and missionary social identity orientations align better with responsible leadership. Implications and applications for advancing leadership are discussed.

Meeting Room 104 | Presentations | Ethics & Leadership

Ethical Leadership in Action: Development, Vision, and Action

Chair: **David W. Barnett,** Owner & Principal, Grand Arbor Advisors

Visit http://tinyurl.com/yyplmcjl for Session Details.

How Do We Cultivate Ethical Cultures? Ethical Development Through Leadership and Social Engagement Programs

John Lubker, Associate Dean for Academic Affairs, Graduate School, University of Notre Dame

Visit http://tinyurl.com/y3orxnyb for Complete Description.

The author investigated the effectiveness of creating ethical cultures through graduate student training in leadership and social engagement programs. Initial analysis shows that both programs had a positive impact on participants' moral judgement, self-efficacy, integrity and character, and shared program goals. The findings were used to create a new program that combines the most effective aspects of each program.

Resolve, Change, and Greatness: How the Values of U.S. Presidents Unify and Divide

Carlo A. Serrano, Adjunct Professor, Regent University

Visit http://tinyurl.com/yy8gqbj8 for Complete Description.

This presentation confirms the power of rhetoric to provide leadership, influence, and the propagation of a set of values. This presentation explores 15 speeches from Presidents George W. Bush, Barack H. Obama, and Donald J. Trump and reveals several overarching themes and underlying values that may provide insight into each presidency.

Political and Public Leadership: A Comparative Analysis of the Crisis of Economic Refugees in Two Nations

Sandra Dennis, Consultant; Ministry of Social Development & Poverty Reduction, Ministry of Children & Family Development; Government of British Columbia, Canada

Fabricio Cordova, Major, Ecuadorian Military (Co-Author)

Visit http://tinyurl.com/y45hnues for Complete Description.

Displacement of people globally is at a record high. Canada's situation is examined as the anti-immigration policies of President Trump in the U.S. have encouraged refugees to cross the border illegally. The increasing refugee crisis in Ecuador, due to the political and financial collapse of Venezuela under President Maduro, is explored. Leadership lessons gained in the two countries are identified.

Meeting Room 105 | Presentations | Leadership Education

Examining Leadership Through Music, Technology, and Digital Storytelling

Chair: **David Courtemanche,** Leadership Consultant, Leading Minds Inc

Visit http://tinyurl.com/y6h3fdpa for Session Details.

Digital Storytelling: A Journey to Inspire and Grow Young Leaders

Carolynn Komanski, Director of Youth Compliance Services, University of Florida

Visit http://tinyurl.com/y6a83qzz for Complete Description.

Digital storytelling, a form of experiential learning, provides access to leadership adventures that would otherwise be cost prohibitive. Utilizing digital story telling as the foundation of a simulated learning experience, we are able to create interdisciplinary learning for youth. Youth participants are immersed in digital stories and are challenged to create their own journey through a structured lesson plan.

Gen Z Digital Users: Innovative Practices of Technology for Leadership Education

Kate D. McCain, Professor of Practice; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Jason J.E. Headrick, Lecturer; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/yxcp2s7f for Complete Description.

The current generation of emerging adult students encourages the need for innovative technology practices for teaching leadership education. Example methods include photo elicitation, PhotoVoice, and the utilization of social media. These methods engage in unique applications for leadership theories and concepts. Each presenter will share how these technologies are used in leadership courses for experiential learning practices.

Leadership Theory & Music: The Tie Between Songs and the Perceived Leadership Theories They Represent

Jennifer Strong, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University
Julianne Christine Garcia, Graduate Student; Agricultural Leadership, Education and Communication; Texas A&M University (Co-Author)
Jill Rucker, Assistant Professor; Agricultural Education, Communications and Technology; University of Arkansas (Co-Author)

Visit http://tinyurl.com/y447dsu3 for Complete Description.

Music has been an integral part of the human existence for thousands of years. The importance music plays in the world continues today, but what is the connection between music and leadership theory? Students in an undergraduate leadership course were tasked with making that connection and identified 27 distinct leadership theories using 131 different songs.

Meeting Room 106 | Symposium | Business Leadership

Courage to Lead Global Change: Facing Complexity Through Peace-Building, Design Thinking & Strategic Change

Chair: **Matthew James Schatteman,** Senior Director, Marketing, Kaman Distribution
Commentator: **Allan W. Bird,** Associate Vice President for International Affairs, College of Business, Pacific University

Visit http://tinyurl.com/y5slea92 for Session Details.

Today's global leaders face a context of constant flux: To paraphrase Pasmore (2015), it's all changing, all the time. What does global leadership require in these complex and sometimes contentious environments? These presentations answer that question through three case studies drawn from research among global peacebuilders, design thinkers, and strategic change leaders.

Designing a Global Culture of Innovation — A Case Study of Transformational Change Using Design Thinking

Lisa Ruiz, Senior Director, Regulatory Affairs, AbbVie, Inc.

Visit http://tinyurl.com/y2byetq6 for Complete Description.

Research supports the use of design thinking as a tool to solve complex ambiguous problems. A senior director at a global pharmaceutical company describes a three-year global change initiative that applied design thinking processes to develop a model of continuous insight generation with the goal of increasing team connection, relational energy, and responsiveness to the rapidly changing healthcare environment.

Global Integration: One Firm's Journey to Create Unity Across Boundaries Through Strategic Change

John Heiser, CEO, LabVantage Solutions, Inc.

Visit http://tinyurl.com/yygkyew5 for Complete Description.

When the presenter was named CEO of a mid-size global software firm, he discovered the firm lacked a strategic plan and its geographic divisions operated almost as separate entities. The CEO turned to the appreciative inquiry process to bring global integration and create a strategic path forward. This presentation shares the results.

Tales of Courage: Stories of Courageous Leadership From Chinese and American Peacebuilders

Carolyn Maraist, Consultant, AAP

Visit http://tinyurl.com/y62gpufr for Complete Description.

Today's global leadership necessitates an understanding of peace building processes. This presentation shares insights drawn from interviews with Chinese and American peacebuilders. Told in the peacebuilders' own words, the stories illustrate leadership and courage, and point toward eight characteristics of peace builders that emerged across both cultures.

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

Meeting Room 108 | Presentations | Women & Leadership

Courage as a Female Leadership Trait

Chair: **Dionne M. Rosser-Mims,** Dean, College of Education, Troy University

Visit http://tinyurl.com/y5eqaty4 for Session Details.

Visible Minority Women's Perspectives of Courageous Leadership

Mahalakshmi Kumaran, PhD student, College of Education, University of Saskatchewan
Betty K. Mutwiri, PhD Student, Educational Administration, University of Saskatchewan

Visit http://tinyurl.com/y3c6qowz for Complete Description.

Visible minority women fall at the intersection of race, culture, and gender. Using the collaborative auto-ethnographic approach, they attribute the 7Cs of Courage, Confidence, Cultural Intelligence, Compass, Connections, Coaching, and Contribution as critical building blocks for their personal mastery and social influence. The 7Cs demonstrate positive leadership practices across all cultures.

Advancing Feminine Leadership: How a Group of Academic Women Found Courage in Community

Virginia McKendry, Associate Professor, School of Communication and Culture, Royal Roads University

Visit http://tinyurl.com/yygfl84o for Complete Description.

This study explores how women leaders are advancing feminine, inclusive values in their neoliberal university. Lacan's discourse of the hysteric and feminist, consciousness-raising theory are used to make sense of this community's social process for advancing feminine leadership values to transform the exclusionary, entrepreneurial values that present harms to the mission of teaching and learning.

The Courage to Lead: Rocking the Boat Without Falling Out

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

Visit http://tinyurl.com/y6zgq34s for Complete Description.

Authenticity scholars find that being your true self at work is fraught with challenges for those with marginalized identities. This presentation will provide an autoethnographic exploration of authentic functioning, leadership, personality, and self-expression in the context of leading as a woman of color in a predominantly white institution, in the context of racially motivated denied promotion.

Meeting Room 202 | Presentations | Healthcare Leadership

Examining Models of Healthcare Leadership Programs

Chair: **Neil E. Grunberg,** Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences

Visit http://tinyurl.com/y3byfvdf for Session Details.

Challenges and Strategies for Success for Dyad Leadership in Healthcare

Anurag Saxena, Associate Dean, Postgraduate Medical Education, Deanery, College of Medicine, University of Saskatchewan
Loni Desanghere, Research Assistant, University of Saskatchewan (Co-Author)

Visit http://tinyurl.com/y5kgbmlq for Complete Description.

Presenter will discuss the challenges to success in a shared (dyad) leadership model in healthcare. Strategies to overcome these will also be discussed.

Living (and Leading) Dangerously: A Health Leadership Program as an OD Intervention

David Charles Sweeney, Director, Leadership, NSW Health Education and Training Institute

Visit http://tinyurl.com/y63pvxh7 for Complete Description.

The Health Leadership Program, an innovative organizational development intervention, aims to generate collaborative leadership culture with a core focus on improved patient well-being. It encompasses a clear theoretical basis, organizational development design features, and some unique exercises. A recent evaluation reveals that it has been successful in significantly improving collaboration between clinicians and non-clinicians, between teams, and across an organization.

Change Leadership in Professional Higher Education

Hasan Kettaneh, Researcher, Education, Queen's University

Visit http://tinyurl.com/y56plf89 for Complete Description.

Change leadership is increasingly recognized as a critical issue for organizations facing change in complex and volatile environments. Given the prevalence and importance of change, there is a surging interest in the role of leadership in planning, executing, and anchoring change at the different levels of change implementation. Competent leaders can be the difference between success and failure.

Meeting Room 203 | Workshop | Leadership Education

Leadership Education: Towards a Courageous Future

Sally R. Watkins, Teaching Faculty, Leadership Learning Research Center, Florida State University
Vernon A. Wall, Director, Business Development, LeaderShape, Inc.

Visit http://tinyurl.com/y5ofnffo for Session Details.

We challenge participants to courageously take leadership education to new levels. Following a review of historical factors that inform the present-day approaches to leadership education, participants will assess current initiatives on their campuses, discuss frameworks and approaches to leadership education, and be challenged to plan for their personal development and capacity to foster the future of leadership education.

Meeting Room 204 | Workshop | Leadership Development

Leadership by Dichos: A Game-Based Approach to Latina Leadership

Cristina Padilla, Lecturer, School of Leadership and Education Sciences, University of San Diego
Joe Lasley, Ph.D. Student, School of Leadership and Education Sciences, University of San Diego
Sabrina E. Nelson, Assistant Director, Residential Education, University of San Diego
Kimberly Guzman, Graduate Student, Higher Education Leadership, University of San Diego

Visit http://tinyurl.com/y4527ymg for Session Details.

This workshop will demo a lively, interactive game designed for Latinas to explore their leadership practice through a bicultural lens. The game will employ "dichos" or sayings as a tool to understand how being Latina can be a leverage or a liability. Beyond leaning in, participants will discern what pieces of a bicultural identity to bring to what table.

Meeting Room 205 | Symposium | Leadership Education

Past, Present, and Future: Exploring the Trajectory of Leadership Education

Chair: **Kerry L. Priest,** Associate Professor, Staley School of Leadership Studies, Kansas State University
Commentator: **Mary H. Tolar,** Director, Staley School of Leadership Studies, Kansas State University

Visit http://tinyurl.com/y5gj5ne7 for Session Details.

We invite participants to join in conversation as we share research exploring these questions: What are key incidents that have shaped U.S. leadership education over time? What is known about the expanding number of leadership education programs today? How can we build consistency and credibility, while at the same time being responsive to challenges facing our contexts and communities?

Defining Moments: The Shaping of Leadership Education

Trisha Gott, Interim Director &Assistant Professor, Staley School of Leadership Studies, Kansas State University
Corey Seemiller, Associate Professor, Leadership Studies in Education and Organizations, Wright State University
Kerry L. Priest, Associate Professor, Staley School of Leadership Studies, Kansas State University (Co-Author)

Visit http://tinyurl.com/yxume7uz for Complete Description.

This presentation will showcase findings from a research project aimed to uncover critical incidents, moments, events, and ideas that have shaped the trajectory of the field of leadership education. We invite participants to also share their perspectives as we unpack defining moments and dominant discourses of our field.

Leadership Education Today: A Snapshot of Academic Programs

Jennifer Batchelder, Graduate Research Assistant, Leadership Learning Research Center, Florida State University
Pei Hu, Research Assistant, Leadership Learning Research Center, Florida State University
Kathy Guthrie, Associate Professor, Leadership Learning Research Center, Florida State University (Co-Author)

Visit http://tinyurl.com/y2trpzc8 for Complete Description.

A research team analyzed data from a group of 1,562 leadership programs in the U.S. listed in the International Leadership Association's Leadership Program Directory. The presentation provides a snapshot of academic leadership programs in the U.S., their disciplinary origins, missions, and curriculum.

New Directions: Consistency and Credibility of Leadership Education in a Diverse and Rapidly Changing World

Justin Greenleaf, Associate Professor, Leadership Studies, Fort Hays State University
Seth Kastle, Assistant Professor, Leadership Studies, Fort Hays State University

Visit http://tinyurl.com/y4we9mdr for Complete Description.

We will share insights gained from an analysis of undergraduate leadership degree programs and discuss the variance among these programs. We suggest that leadership as an academic discipline is not unified. Participants will be invited to consider their own programs from this perspective and participate in a discussion on ideas to increase credibility and develop a foundation in leadership education.

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

Meeting Room 206 | Panel Discussion | Youth Leadership

Inspiring Courage Though Youth Leadership Development Programs - Session 2

Chair: **Leigh Fine,** Assistant Director, Residential Communities and Programming, Honors Program, University of Connecticut
Marlene Janzen Le Ber, Associate Professor & Chair, School of Leadership & Social Change, Brescia University College
Trevor L. Massey, Chairman, Lifelong Leadership Institute
Arthur H. Johnson, Professor, MacArthur School of Leadership, Palm Beach Atlantic University
Carolina Bown, Senior Lecturer, Modern Languages and Intercultural Studies, Salisbury University

Visit http://tinyurl.com/yyxg8tle for Session Details.

This panel offers insights into how to create and maintain successful leadership development programming for youth in diverse contexts that not only enhances individual confidence but is also inclusive of how intersectional identities may challenge our notions of what constitutes courageous leadership in action. Leadership theorists and practitioners will share their knowledge and experience in an interactive and provocative panel discussion.

2019 ILA LIFETIME ACHIEVEMENT AWARD HONOREE

Meeting Room 207 | Presentation | Leadership: Courage Required

A Conversation With Nancy J. Adler on the Perfection of Imperfection: The Economics of Beauty

Nancy J. Adler, S. Bronfman Chair in Management, Faculty of Management, McGill University

Visit http://tinyurl.com/yyq6f4gl for Session Details.

When what is most important becomes invisible, what teaches us to see? When the world increasingly seems chaotic, risky, dangerous, and unfair, what supports us in leading toward beauty? When fear is constantly confused with strategy, what do leaders do? When yearning appears naïve, how do we reunite optimism with pragmatism? In the 21st century, how do we lead as if the world matters? Join us. As leaders, it is a journey we are all on.

Meeting Room 209 | Symposium | Women & Leadership

Scholarship on Women's Leadership: Addressing Gaps, Highlighting Courage

Chair: **Bernice Ledbetter,** Dean of Students and Alumni Affairs, Graziadio Business School, Pepperdine University
Commentator: **Sherylle J. Tan,** Director of Internships and Research, Kravis Leadership Institute, Claremont McKenna College

Visit http://tinyurl.com/yxukoykq for Session Details.

Symposium presenters will seek to identify and address gaps in the literature on women's leadership in cross-cultural contexts, particularly in Africa and the Middle East with the goal of highlighting women's leadership as acts of courage.

The Need for Strategic Cross-Cultural Scholarship on Women in Management and Leadership

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

Visit http://tinyurl.com/y5u85ohw for Complete Description.

This paper provides an overview of recently published literature on the role of gender in management within and across cultures. Findings from content analysis in the cross-cultural and international management field reveal gaps; Africa and Latin America are sorely underrepresented, and more research is needed to explore contexts and situations in which the status of women is positive and improving.

The Role of Women in Peacebuilding Leadership: A Liberian Case Study of Courage

Lisa Liberatore Maracine, PhD Candidate, Graduate School of Education & Psychology, Pepperdine University

Visit http://tinyurl.com/y3duvd2t for Complete Description.

In 2005, the Liberian people elected their first female president made possible in part by the new voter registration of more than 7,400 women and women's newly found places of leadership through the courageous networks formed in peacebuilding (Bekoe & Parajon 2007). This paper will present a case study of courageous women in Liberia.

Determining Omani Women's Leadership Style: Alignment With Culturally Informed Implicit Leadership Theory

Bernice Ledbetter, Dean of Students and Alumni Affairs, Graziadio Business School, Pepperdine University

Visit http://tinyurl.com/yxdfsxkd for Complete Description.

The purpose of this paper is to explore the leadership style characteristics of women managers in the Sultanate of Oman and alignment with leadership prototypes characteristic with this region in the Middle East using constructs from the GLOBE Study. Findings suggest transformational leadership attributes will align with culture norms, however the lack of gender egalitarianism may pose challenges.

Meeting Room 210 | Presentations | Business Leadership

Measuring Leadership Success

Chair: **Gus Gustafson,** Dean, Awaken University; Chief Learning Officer, Tuthill Corporation

Visit http://tinyurl.com/y5fljaqp for Session Details.

Courage to Collaborate: Shared Adaptive Leadership as a Promising Framework for Leading Global Change

Amber A. Johnson, Chief Communications Officer, Center for Values-Driven Leadership, Benedictine University
Jim Ludema, Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University
Tina Huesing, Senior Lecturer, Wyrmwood Consulting (Co-Author)

Visit http://tinyurl.com/yy7yc93o for Complete Description.

Given the complexity of global leadership, it is impossible to rely on hierarchical forms of leadership in which power and decision-making are channeled through a single individual. We propose that global leadership, especially leading global change, instead requires shared adaptive leadership. This paper develops this concept, drawing on three fields of literature: global leadership, shared leadership, and adaptive leadership.

Soaring to Excellence: The Differentiating Competencies of Superior Performing Aviation Leaders

Linda M. Pittenger, Associate Professor, Organizational Leadership, Embry-Riddle Aeronautical University

Visit http://tinyurl.com/y3x6lmgl for Complete Description.

Aviation/aerospace organizations are experiencing change and disruption, producing unforeseen challenges and vulnerabilities. Leaders require broadening of behavioral competencies to succeed in unprecedented environments. Little scholarly research exists. Findings from 112 leader interviews from eight aviation/aerospace organizations will be shared. Findings are grounded in the actual experiences of leaders regarding emotional/social/cognitive competencies that affect role performance and impact organization performance.

Stepping Forward: Leadership Development Stages in the Small Business Lifecycle

Pamela Donelda Andrews, President, Amela Consulting
Debra Mitchell, Pepperdine University
Ruth Boldt, Doctoral Student, George Washington University

Visit http://tinyurl.com/y6s35gq5 for Complete Description.

This leadership presentation aims to educate facilitators of learning and entrepreneurs on the leadership competencies needed at various stages in the small business lifecycle. The presentation utilizes empirical research to examine the entrepreneurial journey and learning processes involved in learning to lead. The research intends to explore new models to support leadership development and the emergence of influential, entrepreneurial leaders.

Meeting Room 211 | Presentations | Leadership Scholarship

The Dynamics of Leadership Education

Chair: **Gayle Spencer,** Director, Illinois Leadership Center, University of Illinois at Urbana-Champaign

Visit http://tinyurl.com/y3kw6ewe for Session Details.

A Comparative Analysis of Leadership Learning: Gender, Race, and Leadership in the Classroom

Trisha Teig, Teaching Assistant Professor, Pioneer Leadership Program, University of Denver
Linda G. Olson, Teaching Professor & Director, Pioneer Leadership Program, University of Denver

Visit http://tinyurl.com/y4ymtmcv for Complete Description.

Leadership educators must understand the impact of immersive academic and co-curricular leadership programs on differing types of students. Through a comparative case study, this presentation shares data on two undergraduate leadership programs that contain the same curriculum in a leadership minor but offer different programmatic and demographic focuses. Findings explore distinctions between leadership learning in gender, race, and program model.

Examining the Psychometric Properties of Generativity Measurement

Hannah Sunderman, Doctoral Research Assistant; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Lindsay Hastings, Clifton Professor in Mentoring Research & Director; Nebraska Human Resources Institute; Agricultural Leadership, Education, and Communication; University of Nebraska-Lincoln (Co-Author)

Visit http://tinyurl.com/y3rrz266 for Complete Description.

Reliable measurement is critical to outcome assessment. This assumption guided the current study's examination of a 26-year-old measure of generativity using confirmatory factor analysis (CFA) within structural equation modeling (SEM). Results of the measurement model suggest that a modified assessment has significant utility, offering important contributions to the fields of leadership and development assessment.

You Can Go Your Own Way: Leader Development Pathways of College Students

Valerie I. Sessa, Professor, Psychology, Montclair State University
Margaret Judith Toich, Graduate Assistant, Psychology, Montclair State University (Co-Author)
Jennifer Bragger, Professor, Psychology, Montclair State University (Co-Author)
Nishi Patel, Graduate Assistant, Montclair State University (Co-Author)

Visit http://tinyurl.com/y6b4pdl9 for Complete Description.

Few studies have taken a comprehensive look at the leader development of students during their entire tenure at college. The purpose of this longitudinal study is to determine what pathways students interested in developing as leaders pursue during college and to determine what predicts the pathways chosen.

Meeting Room 212 | Workshop | Leadership Development

The Courage of Leaders to Speak Up and Eliminate the "Lower-Power Double Bind"

Nancy Sayer, Director, SamaraCare Consulting
Barbara Steel, Head of Performance Practice, NeuroLeadership Institute

Visit http://tinyurl.com/y5v4ruea for Session Details.

The leadership role carries tremendous power resulting, unknowingly, in the creation of a double-bind dynamic for followers. This interactive workshop examines this phenomenon and invites participants into a practical experience of alternative ways they can courageously use their leadership role to strengthen the voice of those with lower-power.

Meeting Room 213 | Panel Discussion | Leadership Development

Courageous Leadership in International Development

Chair: **Randal J. Thompson,** President & CEO, Dream Connect Global
Kathryn Mangino, Consultant
Debby Thomas, Assistant Professor of Management, College of Business, George Fox University
Josh Armstrong, Director, Comprehensive Leadership Program, Gonzaga University
Éliane Ubalijoro, Professor of Practice, McGill University
Kathleen A. Curran, Doctoral Candidate, Human and Organizational Systems, Fielding Graduate University

Visit http://tinyurl.com/y2kwd3vk for Session Details.

Leaders in international development are change makers in developing countries. They need courage to lead complex change and to confront destructive cultural practices, power structures, and relations that foster discrimination, inequality, and undemocratic systems. This panel of international development scholars and practitioners will discuss the many lessons they have learned about exercising courageous leadership in this context — lessons that can help leaders in all situations.

SPOTLIGHT SESSION

Meeting Room 215 | Panel Discussion | Leadership: Courage Required

Leader Character for Courageous Leadership

Mary Crossan, Distinguished University Professor & Professor of Strategic Leadership, Ivey Business School, Western University
Bill Furlong, Executive-in-Residence, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School, Western University
Steve Virgin, Director, Character Based Leadership, Human Resources Branch, Canada Revenue Agency

Visit http://tinyurl.com/y6t4937v or Page 32 for Session Details.

The challenges and opportunities we face personally and professionally require strength of character that exceed our current capacity both as individuals and in organizations. In this session we will engage participants and unpack what leader character is, why it matters and how it can be applied personally and professionally in organizations. Mary Crossan and Bill Furlong will set up the underpinnings for leader character and Steve Virgin will engage participants in the story of how the Canada Revenue Agency used character-based leader selection to help embed character leadership in its 40,000 person organization.

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With ILA Fellow Maureen Metcalf

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For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Presentations | Business Leadership

Grit and Perseverance: Leadership Formation Through Crisis, Pain, and Hardship

Chair: **David Lee Schreiner,** President & CEO, Katherine Shaw Bethea Hospital

Visit http://tinyurl.com/yymb8uhx for Session Details.

A Multiple Case Study Exploring Organizational Grit: The Role of Leaders in Generating a Gritty Organization

Celeste Raver-Luning, Leadership Research Fellow; Leadership, Ethics, and Law; United States Naval Academy
Tyrone Henri Chase, Associate Professor, Social Sciences, University of Maryland Eastern Shore (Co-Author)

Visit http://tinyurl.com/y6f3cx7e for Complete Description.

What is the formula for organizational success? How do successful organizations overcome setbacks? Extending the concept of grit, consistency of interest, and perseverance of effort from the individual level, this multiple case study explored grit as an organizational phenomenon. The key ingredients for a gritty organization will be presented as well as the leader's role in generating a gritty organization.

Leading Transformation in Organizations That Don't Want to Change: Developing Perseverant Leaders

Caitlin Bailey, Director of Research and Evaluation, Human Development and Family Science, National Leadership Consortium on Developmental Disabilities at the University of Delaware
Steven Eidelman, H. Rodney Sharp Professor of Human Services Policy and Leadership, Human Development and Family Sciences; National Leadership Consortium on Developmental Disabilities at the University of Delaware

Visit http://tinyurl.com/y56v8awt for Complete Description.

Organizational transformation is complex. Many leaders struggle to inspire organizational change, not because they lack leadership skills, but because they become frustrated, exhausted, or burnt out when faced with resistance that stymies transformation efforts. This session will examine strategies to develop and assure that leaders can navigate complex and meaningful transformation in organizations that resist change.

Transforming Servant Leadership, Organizational Culture, Change, Sustainability, and Courageous Leadership

Delois L. Maxwell, Associate Professor & Doctoral Dissertation Chair; School of Leadership, Education, & Communication; St. Thomas University
David C. Stauffer, Ed.D Doctoral Student; School of Leadership, Education & Communication; St. Thomas University

Visit http://tinyurl.com/y4ycxp78 for Complete Description.

Assumptions of transformational leadership theory and servant leadership theory ground the transforming servant leadership (TSL) model that frames this study. Research examines the influence of TSL on organizational culture and change strategies that challenge a small private Midwestern college struggling for sustainability. Findings indicate leadership attitudes and behaviors are positively related to change strategies and organizational culture.

Developing Courageous and Resilient Leaders: A Cross-Cultural Examination of Developmental Antecedents

Justin Irving, Professor & Program Director, Bethel Seminary, Bethel University
Christopher Shawn Howard, Associate Professor of Business Management and Leadership, Pfeiffer University

Visit http://tinyurl.com/y3rgm5xg for Complete Description.

Based on previous research, this study examines the role that obstacles and other developmental antecedents play in the development of resilience in leaders in diverse cultural contexts. The study reflects responses from leaders in India, Germany, and the United States and utilizes the Connor Davidson Resilience Scale, the Differentiation of Self Inventory Short Form, and leadership antecedent categories.

Personal Crucibles, Professional Awakenings: Perspectives From the East and the West

Max B. Klau, Chief Program Officer, New Politics Leadership Academy
Mariko Gakiya, Researcher, School of Public Health, Harvard University

Visit http://tinyurl.com/y44q6zr4 for Complete Description.

For anyone, serious crisis or illnesses can be life-changing events, altering personal perspectives and philosophies in significant ways. For leadership development professionals, these personal events can also transform understandings of leadership and professional practice. Leadership educators from Japan and America discuss how a personal challenge transformed their practice of leadership development.

The Courage to Change: Transforming Personal Pain Into Impactful Change

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

Visit http://tinyurl.com/yysbarzq for Complete Description.

This presentation explores the opportunities for courageous leadership that result from personal grief, challenges, or obstacles. The presenter will review diverse transformational strategies from emotional intelligence, creativity, the grieving process, communication studies, and authentic leadership toward a deepened understanding of how to encourage self, students, and others toward an improved ability to express their leadership purpose.

Meeting Room 102 | Presentations | Youth Leadership

Millennials: Next Generation Leadership and the Organizations of the Future

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

Visit http://tinyurl.com/y3jueoyu for Session Details.

Developing and Validating a Scale to Measure Youth Voice

Jessica Bartak, Unit Director, Boys & Girls Clubs of the High Rockies
L.J. McElravy, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/y5mgvs3g for Complete Description.

This study created a scale to measure the level of engagement of youth in their community using the construct of youth voice, based off of student voice. Youth voice consists of three levels: being heard, collaborating with adults, and building leadership capacity. This scale serves as a starting point to help practitioners assess the level of youth engagement in communities.

Engaging Millennials: The Next Leadership Challenge

Dominique Rene Parrish, Pro Vice Chancellor Learning and Teaching, Vice Chancellors Unit, Macquarie University
Ashleigh Janet Rae, Physiotherapist Palliative Care, Port Kembla Hospital, NSW Health

Visit http://tinyurl.com/y2zkmmy4 for Complete Description.

Increasingly, Millennials will make up a significant percentage of the global workforce. Harnessing the capability and loyalty of this generation will be critical for leaders. This research study sought to identify strategies and practices that could potentially enhance the job satisfaction, loyalty, and attraction and retention of Millennials in future focused work environments.

Leadership and Change: How Millennials Are Re-shaping the Workplace

Roselynn Shaheen Dow, Associate Professor, Management, SUNY Empire State College

Visit http://tinyurl.com/y442ap2a for Complete Description.

With Millennials now in the workplace, leaders must reassess styles and practices to meet the needs of this generation and to ensure organizational goals are met. Leaders must demonstrate agility, willingness to provide interactive feedback, and be able to communicate how Millennials add value to the organization. Courage to change requires personal and organizational commitment as we shape these future leaders.

Millennials in the Workplace: Exploring Managerial Perceptions in Multi-Generational Organizations

Kimberly Underwood, University Research Chair, School of Advanced Studies, University of Phoenix
Rehema Underwood, Faculty, School of Advanced Studies, University of Phoenix (Co-Author)
Miriam Frolow, Director of Academic Affairs, Jersey City Campus, University of Phoenix (Co-Author)

Visit http://tinyurl.com/y39kua89 for Complete Description.

The growth and influence of Millennials in the workplace have generated questions from managers on how to best identify and harvest their skills, talents, expectations, and contributions for the good of the multi-generational organization. This session dives into the results of a qualitative study focusing on how managers are leading their organizations through the latest evolution of work.

Sustainable Competitive Advantage: What's Your Organization's Potential?

Travis A. Berger, Assistant Professor, Business & Leadership, Alvernia University

Visit http://tinyurl.com/y28b587g for Complete Description.

Do you want a process to determine your organization's potential for sustainable competitive advantage? And, if there is an opportunity, a way to operationalize it so that the executive team can validate its logic and plausibility for implementation? Look no further! Participants will be introduced to the S.C.A. assessment process, a winner with executives at Hershey Entertainment & Resorts.

Meeting Room 103 | Symposium | Leadership Scholarship

Reimagining Leadership Learning Experiences for Black College Women

Chair & Commentator: **Brittany Brewster,** Graduate Assistant, Leadership Resource Center, Florida State University

Visit http://tinyurl.com/yxsbnubz for Session Details.

Black Women Leaders Navigating Racism on Campus

Cameron C. Beatty, Assistant Professor, Education Leadership and Policy Studies, Florida State University

Visit http://tinyurl.com/yxcg9ezk for Complete Description.

This study explored how undergraduate Black women in leadership roles coped with racial issues at a predominantly White university. Qualitative interviews showed that Black women leaders managed racial battle fatigue by reframing it positively, intellectualizing racial oppression, and striving to "just live."

Exploring Transnational Black Women's Leader Identity Development

Brittany Brewster, Graduate Assistant, Leadership Learning Resource Center, Florida State University
Cameron C. Beatty, Assistant Professor, Education Leadership and Policy Studies, Florida State University

Visit http://tinyurl.com/yykld3q5 for Complete Description.

The purpose of this study was to explore what motivated transnational undergraduate Black women to engage in leadership on campus. Participants were motivated to engage in leadership because they were interested in observing how Black women co-existed in community, finding role models to provide guidance, and finding a space to develop their leadership capacity.

Exploring the Intersection: To Be Black, a Woman and a Leader

Sakina Dixon, PhD Student; Agricultural Leadership, Education, and Communications; Texas A&M University
Chanda D. Elbert, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University

Visit http://tinyurl.com/yxzo8jd7 for Complete Description.

The researchers will explore the intersection of leadership and identity development for Black women leaders in the Southern United States. We will share the narratives of the women and their leadership identities as well as the strategies used to navigate their leadership positions.

Taking Charge: Sponsorship and Leadership Development of Black Female Leaders in Higher Education

Kathy-Ann C. Hernandez, Professor, Organizational Leadership, Eastern University
Nicole G. Rayfield, Assistant Dean, College of Arts and Sciences, Widener University
Gloria Oikelome, PhD Student, Academic Affairs, Eastern University (Co-Author)

Visit http://tinyurl.com/yxwevqqo for Complete Description.

In this collaborative autoethnography, three women of color examined the processes through which they are coming to an uneasy embrace of sponsorship as an effective strategy for leadership development in the context of higher education.

Black Women College Faculty Leading the Career Transition for Student Scholars

Phyllis Brooks Collins, Director & Assistant Professor, Integrated Studies, Delaware State University
Robin A. Roberts, Assistant Professor, Leadership and Management, Embry-Riddle Aeronautical University

Visit http://tinyurl.com/y3jqgl6a for Complete Description.

Two leadership researchers seek to better understand and address the barriers to students success as they transition from the academy to the world of work. The presenters will address the importance of changing the mental modes of student scholars and the value of interdisciplinary research inquiry in the development of critical workplace skills.

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

Meeting Room 104 | Panel Discussion | Public Leadership

Democracy on the Run 2.0

Chair: **Michael C. Hardy,** Professor & Executive Director, Centre for Trust, Peace and Social Relations, Coventry University
Matt H. Qvortrup, Professor, Political Science, Coventry University
Veronika Anghel, Analyst, Economist Intelligence Unit; Postdoctoral Fellow, Johns Hopkins School of Advanced International Studies
Mark Gerzon, President, Mediators Foundation
The Right Honorable Kim Campbell, The 19th Prime Minister of Canada

Visit http://tinyurl.com/y4kmedaz for Session Details.

Since our panel discussion last year, democracies have continued to be on the run and populist governments and parties have seemingly settled in. There has been an erosion of liberties and rights from Hungary to Hong Kong and gerrymandering continues to plague the USA. Is the trend inexorable? Or, are there signs that the populists and nationalists may run out of steam? Taking into account the past year, panelists will revisit their conclusions of 2018 and share fresh, engaging conclusions for leadership.

Meeting Room 201 | Workshop | Public Leadership

"Walk With Me": Responding to Canada's Truth and Reconciliation Commission's "Calls to Action" Through Performative Engagement

Catherine Etmanski, Professor & Director, School of Leadership Studies, Royal Roads University
Will Weigler, Author, Director, Producer, Playwright, Workshop Facilitator, Speaker, Independent Theatre Artist
Cheryl Heykoop, Assistant Professor, School of Leadership Studies, Royal Roads University
Niels Agger-Gupta, Associate Professor, School of Leadership Studies, Royal Roads University

Visit http://tinyurl.com/y6k6znyf for Session Details.

This workshop offers a look at how a team of leadership faculty, Indigenous Elders, staff, and two community-based theatre consultants, developed a performative engagement event at a Canadian university designed to foster empathy, learning, and involvement in further reconciliation efforts. Participants will experience components of the project; share their own knowledge, insights, and practices; and discuss further implications.

Meeting Room 202 | Workshop | Business Leadership

Change Ready: Unleashing the Power of the Initial Response

MaryJo Burchard, Founder, Chief Consultant-Researcher, Concord Leader

Visit http://tinyurl.com/y4vqctb8 for Session Details.

In times of disruption, people need courage to humanize the adaptation process. This hands-on workshop will introduce a humane instrument to increase change readiness based on each person's initial response in four areas. Participants will experience how their unique initial response to a change they select informs their contribution and needs. Participants will then be coached through constructive change conversations.

Meeting Room 203 | Workshop | Leadership Scholarship

What Does Leadership Courage Look Like When Contending With Whiteness Norms?

Erica Wiborg, Research Assistant, Leadership Learning Research Center, Florida State University
Jermani Felicia Thompson, Principal Consultant, JSquared Management Consulting
Jennifer L. S. Chandler, Lecturer, Leadership and Interdisciplinary Studies, College of Integrative Sciences and Arts, Arizona State University

Visit http://tinyurl.com/y4y44ehd for Session Details.

Participants examine Whiteness norms common in leadership contexts. The facilitators share their own experiences mirroring recent research examining the Whiteness of leadership which concluded that "doing leadership is inextricably linked to doing Whiteness [and] the invisible presence of Whiteness in leadership discourses sustains White power and privilege" (Liu & Baker, 2017, p. 420). The goal of this workshop is to provide participants with an analytical model for examining these leadership limitations. Participants will engage with a social norms model and with each other to reveal Whiteness norms occurring in their environments and will then analyze options for courageously and innovatively contending with Whiteness norms they encounter.

Meeting Room 204 | Workshop | Ethics & Leadership

The Four A's: Essential Components for Developing Ethical Leaders

Cara Biasucci, Creator & Director; Ethics Unwrapped; Business, Government & Society; The University of Texas at Austin
Mary C. Gentile, Creator & Director, Giving Voice to Values
Nicholas R. Lennon, Director, Leadership Education and Development Office (LEAD), George Mason University

Visit http://tinyurl.com/y58ccefn for Session Details.

Recent news stories highlight the clear need for improved leadership ethics education. Theory and research support four essential components of ethical behavior: Awareness, Analysis, Aspiration, and Action. However, many leadership ethics education programs only address one or two of these components. Attend this interactive workshop to discover freely available tools to infuse all four components into your work.

Meeting Room 205 | Workshop | Arts & Leadership

Superpowers and Super Acts: Reframing Courageous Leadership Skills for the Classroom

Kimberly A. Carlson, Assistant Professor of Practice & Director of Business Leadership Center, Management, Virginia Tech
Amanda J. Nelson, Associate Professor, Theatre and Director, MFA in Theatre in Arts Leadership, School of Performing Arts, Virginia Tech

Visit http://tinyurl.com/y5x4obpk for Session Details.

"It's a bird. It's a plane. No — it's …You!" From empathy and active listening to problem solving and creative thinking, leaders invoke superpowers every day. This hands-on workshop reframes leadership soft skills as tools or superpowers. Improvisational theater exercises alongside critical analysis, appropriate for use in the classroom, can help us don superpowers to become super leaders.

Meeting Room 206 | Workshop | Leadership Development

Life in the FAST Lane — Your Energy Introduces You Before You Even Say a Word

Lesley Jane Calvin, Founder & Chief Engagement Officer, Coach, Facilitator, Speaker, Positive Forward Motion - Lesley Calvin Coaching, Training and Consulting

Visit http://tinyurl.com/yy9429bl for Session Details.

In this highly praised workshop, participants move through an interactive and dynamic experiential learning journey, to better understand their emotional intelligence (EI) under normal conditions and when living life in the FAST lane (Frustrated, Anxious, Stressed, Tired). Working through the Energy Leadership Index (ELI) framework, participants will identify triggers and create strategies to foster EI in the FAST lane

Meeting Room 207 | Workshop | Sustainability Leadership

Restorative Leadership and the U.N. Sustainable Development Goals: 21st Century Tools for Collective Wellbeing

Jamie Rezmovits, Co-Director, Restorative Leadership Institute
Maren Gauldin, Co-Director, Restorative Leadership Institute

Visit http://tinyurl.com/y667zxz2 for Session Details.

The 21st Century is calling us to greatness — nothing less will do! Discover key distinctions of restorative leadership as we explore what it will take to achieve the United Nations Sustainable Development Goals. This session will be active and participatory, offering relevant take-aways to grow your leadership influence and impact at this unique time in our planetary history.

Meeting Room 209 | Workshop | Followership

The Courage of the Leader; The Courage of the Follower

Bill Treasurer, President, Giant Leap Consulting, Inc.
Ira Chaleff, Visiting Leadership Scholar, Møller Institute, Churchill College, University of Cambridge

Visit http://tinyurl.com/yybruohb for Session Details.

Two prominent authors on the subject of leading and following with courage are teaming up to offer a workshop that distills the essence of their research and practical experience. Participants will explore their own sources and range of courage in these complementary roles.

Meeting Room 210 | Workshop | Leadership Development

I Am Not Wonder Woman and I Have the Scar to Prove It: Learning to Wield the Lasso of Truth

Antoinette Allen, Chief Storyteller & Owner, Two Cups of TLC, LLC

Visit http://tinyurl.com/y4s62lp3 for Session Details.

While diversity efforts provide awareness of individual differences, minority leaders continue to struggle to find acceptance in their organizations. It takes courage to face the reality that stereotypes, social pain, and intersectionality continue to erode one's identity and ability to lead authentically. This workshop will explore them and offer suggestions concerning how you can overcome by promoting inclusion, resilience, and truth.

Meeting Room 211 | Workshop | Leadership Education

Courageous Leadership Requires Critical Thinking

Jennifer Strong, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University

Visit http://tinyurl.com/y3y56h7z for Session Details.

Leaders who are leading organizations through crises or change must show courage in their decision-making. There is a distinct lack of understanding about how leaders critically think about, or understand, leadership situations. Participants at this workshop will learn specific strategies for increasing students' critical thinking skills as well as knowledge of critical thinking standards and the elements of thought.

Meeting Room 212 | Workshop | Leadership Education

Leadership Portal to Social Justice, in and out of Classrooms, via Intellectual, Empathic, and Civic Courage

Carolyn Kelly Ottman, Professor, Radar School of Business, Milwaukee School of Engineering

Michael Carriere, Associate Professor; Department of Humanities, Social Science, and Communication; Milwaukee School of Engineering University

Bridgette Binczak, Honors Program Facilitator & Assistant, University Scholars Honors Program, Milwaukee School of Engineering University

Visit http://tinyurl.com/y4zl7gad for Session Details.

Intellectual courage requires conscious awareness of the need to confront our ideas and beliefs. This workshop, led by multidisciplinary college educators, will explore, through a series of exercises and discussions centered on racism and poverty, strategies to promote intellectual courage to open portals to empathic and civic courage. Courage in action through experiential community engagement and learning will be highlighted.

Meeting Room 213 | Panel Discussion | Indigenous and First Nations Leadership

Pasapkedjinawong: Rivers of Courage Within Truth, Reconciliation, and Right Relations in Canada

Chair: **Erin Dixon,** Faculty & Researcher, Indigenous Leadership, Banff Centre for Arts and Creativity

Gwen Boniface, Senator, Senate of Canada

Brian Calliou, Director, Indigenous Leadership, Banff Centre for Arts and Creativity

Cynthia Wesley-Esquimaux, 1st Indigenous Chair for Truth and Reconciliation; Lakehead University, Orillia & Thunder Bay

Visit http://tinyurl.com/y26zrd8f for Session Details.

This panel serves to illuminate a pathway of wise practice and inquiry, amplifying leaders of courage and waves of change within the truth and reconciliation journey in Canada. Panelists will discuss boundary spanning global leadership responsibilities to recentralize Indigenous ways of knowing, being, and doing in wayfinding and moving forward together.

Meeting Room 215 | Workshop | Leadership Development

Developing Leaders: Embedding Character

Marlene Janzen Le Ber, Associate Professor & Chair, School of Leadership & Social Change, Brescia University College

Lucas Monzani, Assistant Professor of Organizational Behavior, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School at Western University

Kanina Blanchard, Lecturer, Ivey Business School at Western University

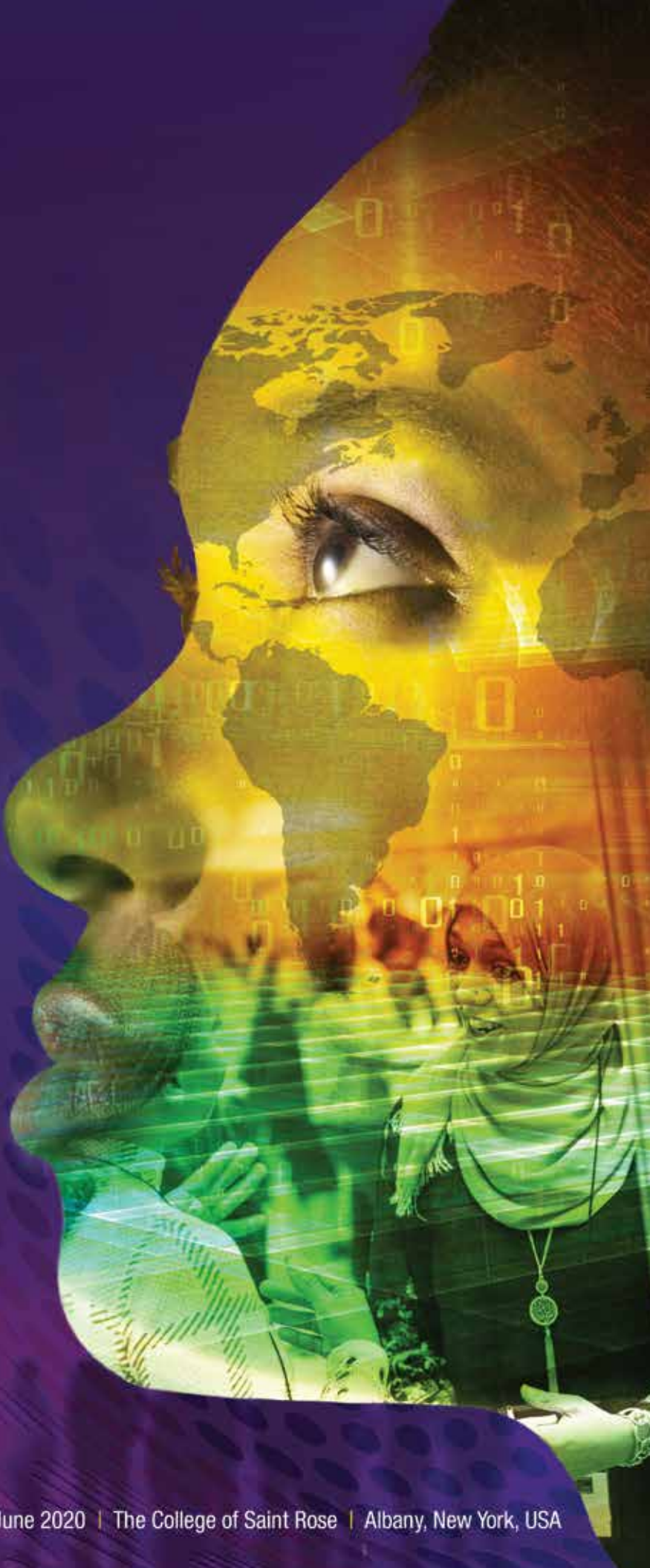
Corey Crossan, PhD Candidate, School of Kinesiology, Western University

Cassandra Lyn Ellis, Postdoctoral Associate, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School at Western University

Visit http://tinyurl.com/y277cboq for Session Details.

Intended for leaders, educators, and consultants answering the call for courageous leadership, this workshop brings to life the theoretical dimensions of leader character, i.e. courage, temperance, transcendence, humility, drive, humanity, justice, collaboration, integrity, accountability, and judgment. Skills in character spotting, character-based communication, and exercising character through music will be practiced during the session for personal as well as professional development.

5TH ANNUAL WOMEN AND LEADERSHIP CONFERENCE



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EMERGING SCHOLARS RESEARCH CONSORTIUM

Friday 25 October | 16:45 - 17:45 | SHAW - Meeting Room 214

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.

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

Thank you to St. Thomas University for being a Silver Sponsor & being a sponsor for this event!

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Allan Bird, Pacific University
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Heewon Chang, Eastern University
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Emily Daniels, Indiana Tech
William Donaldson, Christopher Newport University
Robert Donmoyer, University of San Diego
Rita Gardiner, Western University
David Greenhalgh, Eastern University
Kathy Guthrie, Florida State University
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Ashish Banerjee, Balaji Consulting Group
Alan John Chaffe, University of Victoria
Lauren Cline, Oklahoma State University
AJ Corner, University of Ottawa
Julian Demkiw, University of Saskatchewan
Paul Froman, University of Southern Maine
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Hannah Sunderman, University of Nebraska-Lincoln
Nan Tang, Columbia University
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INTERACTIVE ROUNDTABLE DISCUSSIONS

Canada Hall 2
16:15-17:45
Friday 25 October

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/20190ttawa.pdf or follow the links below to the online program.

Enjoy spirited conversation while refueling with coffee, tea, local cider, and hearty snacks.

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.

Open to the first 20 arrivals. Arrive by 16:15 to participate!

Meeting Room 208 | Special Event | Indigenous and First Nations Leadership

Reconciliation & Education via the KAIROS Blanket Exercise

Olivia Rondeau, Graduate Student, Education, Queen's University
Alice Johnston, PhD Student, Education, Queen's University
Rebecca Stroud Stasel, PhD Student, Education, Queen's University

Visit http://tinyurl.com/y29f68qn for Session Details.

In Canada, the Truth and Reconciliation Commission (TRC, 2015), outlined 94 calls to action meant to foster reconciliation. Calls related to education and leadership reflect the work of Indigenous leaders who for years have called for the decolonization of educational institutions through the centering of Indigenous knowledges (Kirkness, 2013, Battiste, 2013, RCAP 1996). This special event will strive to answer these calls by offering the KAIROS Blanket Exercise (Kairosblanketexercise.org). The training to conduct the exercise has been gifted to graduate students who either identify as Indigenous or whose research relates to reconciliation. During this exercise, leaders will take participants through an interactive history of Turtle Island. The history covered offers a unique Indigenous perspective that has been largely absent from policy, leadership, and educational discussions. This powerful and at times painful historical journey is intended to sensitize people to a silenced narrative and open doors for dialogue and reconciliation.

In Search of the Courageous: Learn About Serving the ILA as a Board Member

Sean Creighton, President, New American Colleges and Universities

Visit http://tinyurl.com/y5awowku for Complete Description.

The ILA is at a key point in its development. We are looking to expand our networks, fundraising, and global reach, and be more ambitious in service to our members and to leadership generally. The role of board members is critical as we move into this bright future. We're particularly looking for diverse, energized, and courageous leadership. Hosted by the ILA Board Development Committee, this roundtable will highlight the criteria, responsibilities, expectations, and opportunities of board service. Come and discuss ILA's goals, bring your questions and suggestions for ILA's future, and learn about ways to be more involved in the board or its committees.

BUSINESS LEADERSHIP

1. Am I Good Enough? Leveraging One's Inner Courage to Face the Impostor Phenomenon

Megan S. Downing, Assistant Professor; Political Science, Criminal Justice, & Organizational Leadership; Northern Kentucky University
Nana Arthur-Mensah, Assistant Professor; Political Science, Criminal Justice, and Organizational Leadership; Northern Kentucky University
Jeffrey M. Zimmerman, Associate Professor; Political Science, Criminal Justice & Organizational Leadership; Northern Kentucky University
Ada T. Cenkci, Assistant Professor; Political Science, Criminal Justice & Organizational Leadership; Northern Kentucky University
Melody Rawlings, Professor, School of Leadership, Piedmont International University

Visit http://tinyurl.com/y5578zmo for Complete Description.

The Impostor Phenomenon (IP) is a psychological cycle in which successful individuals face reoccurring self-doubt. Roundtable participants will explore IP self-assessment and discuss implications for leadership: How does one recognize IP in self/others? When is IP more than "healthy" self-doubt? Why should leaders/organizations care about IP? What strategies can mitigate IP? What role does courage play in overcoming IP?

2. Evidence-Based Entrepreneurship: Interdisciplinary and Intergenerational Innovation

Louise Underdahl, Lead Faculty Area Chair, College of Doctoral Studies - Health Administration, University of Phoenix
Elizabeth Isele, CEO, Global Institute for Experienced Entrepreneurship (Co-Author)
Ronald G. Leach, Faculty Member and Dissertation Chair, College of Doctoral Studies, University of Phoenix (Co-Author)
Norris Krueger, Faculty, College of Doctoral Studies, University of Phoenix (Co-Author)
Matthew Knight, Faculty, College of Management & Technology, Walden University (Co-Author)
Jean R. Perlman, Executive Business Strategist, MetaConnect (Co-Author)

Visit http://tinyurl.com/y29ykmw3 for Complete Description.

Economic, academic, political, social, and healthcare advantages of entrepreneurship validate its capacity to jumpstart and sustain the global community. Research documents a need for reliable data on diverse paths to entrepreneurial success. Participants will discuss a conceptual analysis focused on three interdisciplinary and intergenerational models of entrepreneurial innovation. The paradigm catalyzes workforce development while engaging students and practitioners in relevant, challenging, lifelong learning.

3. Open Innovation as High Impact Practice: A Courageous Choice for Global Nonprofits

Christine E. Cooper, Adjunct Faculty, PhD in Global Leadership, Indiana Tech
Tela Robinson, Student, Indiana Tech

Visit http://tinyurl.com/y3zuapgj for Complete Description.

This roundtable will explore the need for open innovation by nonprofits operating globally in unfamiliar cultural contexts. Participants will explore questions designed to delineate the innovation needs of for-profit and not-for-profit organizations, special needs of nonprofits operating outside the organization's home culture, and how external open innovation might address these unique needs. Finally, we will explore future lines of inquiry.

4. Organizational Coaching Cultures: Insights From Leaders as Coaches

Julia Milner, Professor, EDHEC Business School
Trenton Milner, Visiting Professor, ICLC (Co-Author)
Grace McCarthy, Associate Dean, Faculty of Business, University of Wollongong (Co-Author)

Visit http://tinyurl.com/yygwxuzo for Complete Description.

Coaching has a foothold into organizations, however the question remains as to how coaching can be extended beyond one-on-one interactions and into the organizational culture. How can leaders, as coaches, perceive and contribute to implementing a coaching culture across organizations.

5. The Courage to Say Yes: Aspiring to Leadership Teams as Members of the Out-Group

Karen L. Perham-Lippman, Diversity, Inclusion and Belonging Manager; Talent Acquisition and Global Diversity; CenturyLink
Paula Darbeau, Director, Leadership and Organization Development, American Water

Visit http://tinyurl.com/y4es86ja for Complete Description.

How can organizations utilize leader-member exchange (LMX) theory to integrate women and minorities into leadership teams? They make up a smaller percentage of leadership roles, earn lower wages, are promoted less often, and are more likely to be dismissed. This roundtable will present attendees with opportunities to examine how LMX theory can support potential advancement and engagement of out-group members.

ETHICS AND LEADERSHIP

6. What Are the Post-Program Ethical Obligations for Facilitators of Leadership Training Programs?

John Lubker, Associate Dean for Academic Affairs, Graduate School, University of Notre Dame

Visit http://tinyurl.com/y52eay6j for Complete Description.

Leadership training programs can transform participants through acquisition of new skills, clarification of values, and development of a better sense of self. What happens when this transformation runs counter to the explicit or implicit goals of the supervisor, academic program of study, or corporation that this participant will return to? What is a facilitator's ethical responsibility to prepare participants for this potential outcome?

7. Where to Draw the Line? A Discussion of Ethics Within Academic Fundraising

Austin D. Council, Agricultural Education and Communication, University of Florida
Annie Ferguson Muscato, Graduate Research & Teaching Assistant, Agricultural Education and Communication, University of Florida (Co-Author)

Visit http://tinyurl.com/yy5r6qk4 for Complete Description.

In light of dwindling government funding for higher education, both public and private institutions are forced to increasingly rely on philanthropic support to fulfill their missions. Leadership programs are no exception to this trend. Facilitators will engage participants in dialogue around the potential ethical dilemmas faculty might face when accepting private funding for their programs.

FOLLOWERSHIP

8. Parrhesia and the Courage to Speak Truth to Power: The Case of Edward Snowden

Kyle Jinn Zieba, PhD Student, School of Business and Leadership, Eastern University

Visit http://tinyurl.com/yydhs3vs for Complete Description.

What does it take to speak up and resist powerful authorities in the name of the greater good? Employing Edward Snowden's experience as a case study, this roundtable will present attendees with an interactive opportunity to explore modern parrhesia, as explicated by Michel Foucault (1983), and constructive resistance, as examined by Carsten and Uhl-Bien (2013).

9. Strengths and Courage: Leader-Follower Dynamics in a Youth Organization

Monique Y. Wong, President & Founder, The Leader in You LLC

Visit http://tinyurl.com/yyphvv2e for Complete Description.

In the team-oriented context of a youth organization comprising members of five generations ages 14 to 70, understanding leader-follower dynamics is key to achieving common purposes and personal goals. Leader-follower interactions were observed and analyzed ethnographically from three perspectives: strategic design, political, and cultural. We will discuss the characteristics that followers need in order to influence their leaders positively.

LEADERSHIP DEVELOPMENT

10. Courage Is Required to Identify "Leadership Porn": A Roundtable Discussion to Identify Existence and Impact

Karen L. Stout, Director, Karen W. Morse Institute for Leadership, Western Washington University

Visit http://tinyurl.com/yy4amrbe for Complete Description.

Scholars and practitioners have questioned the impact of disaster, disability, and survivor "porn." Is there leadership "porn"? If so, what would constitute it? What impact does it have on the practice and study of leadership? This roundtable discussion will address what might constitute leadership porn and its potential negative impact on individuals interested in studying leadership or the leadership discipline.

11. Dare to Lead: Utilizing Experiential Pedagogy to Develop Courageous Leaders

Elizabeth Goryunova, Assistant Professor, Leadership and Organizational Studies, University of Southern Maine
Elizabeth Fisher Turesky, Professor, Leadership and Organizational Studies, University of Southern Maine

Visit http://tinyurl.com/yyotolvn for Complete Description.

Participants will discuss best practices of experiential pedagogy as effective tools for the development of a deep, nuanced understanding of leadership and the nurturing of spirited leaders-practitioners. Participants will gain clarity on the critical components of effective experiential intervention informed by progressive pedagogy, the ways to systematically integrate those across leadership curricula, and the university support required for their implementation.

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

12. Design of a Student International Study Abroad Trip for Leadership Development

Wendy E. Rowe, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University
Wanda Krause, Assistant Professor, School of Leadership Studies, Royal Roads University (Co-Author)

Visit http://tinyurl.com/yy7oskva for Complete Description.

Leadership development for students from advantaged countries is enhanced through international study abroad trips to an emerging or developing economy country that challenges their notions of bias, power, and privilege. Come to this roundtable discussion to learn about the design of an engaging international field trip in Ecuador that exposes students to its socio-political history, culture, values, and practices.

13. Equipping Students to Lead Across Cultural Contexts

Patricia H. Dyk, Professor & Director of Graduate Studies, Community & Leadership Development, University of Kentucky

Visit http://tinyurl.com/yylfzsbr for Complete Description.

Educators and trainers will receive key insights from experiential learning, boundary spanning leadership and cultural intelligence development. Then, through a mapping activity, participants will brainstorm critical leadership content and processes necessary to equip students for leadership roles across cultural contexts. Results will be photo-documented, summarized, and shared with discussion contributors.

14. First in the Family: The Relationship Between the First-Generation Student Experience, Leadership, and Courage

Adrianna Madison Gordey, Student, Staley School of Leadership Studies, Kansas State University
R.J. Youngblood, Assistant Director, Academic Achievement Center, Kansas State University

Visit http://tinyurl.com/y5b7afoh for Complete Description.

Being a first-generation student is an act of leadership. At this roundtable, participants will engage in discussion that explores the relationship between the first-generation college student experience, leadership, and courage. Guided by a first-generation student, participants will be asked to share personal experiences, research questions, and best practices that highlight the intersection of identities and experiences of first-generation students.

15. Practicing What They Preach? Exploring Higher Education Leadership Development in Malaysia and the United Kingdom

Joel Carlton, Associate Dean, International, Hertfordshire Business School, University of Hertfordshire

Visit http://tinyurl.com/yxahgll4 for Complete Description.

Early findings from a study into academic leadership motivation and development in Malaysian and UK Business Schools begin to surface whether characteristics articulated in the GLOBE study (House et al, 2004) for each nation correspond in higher education. Further findings question whether leadership career can be charted (Gronn, 1999) and if there are similarities across the two cohorts' national context.

16. The Practice of Leadership - The Collegiate Leadership Competition — Year Five

Scott J. Allen, Board Chair, Collegiate Leadership Competition
Kris Gerhardt, Associate Professor, Leadership, Wilfrid Laurier University
Bela Krizanovic, Executive Director, Collegiate Leadership Competition (Co-Author)

Visit http://tinyurl.com/y36n4hbp for Complete Description.

"Hey coach, where's practice?" What if our students said this? What would it look like if we practiced leadership? As a field, much of our programming is one-dimensional. This roundtable will explore what it means to incorporate "practice" into leadership development. Focusing on the Collegiate Leadership Competition's approach, the roundtable will highlight research results, and discuss lessons learned.

LEADERSHIP EDUCATION

17. Pracademic Development: Building Higher Educational Professionals of the Future

Kimberly Underwood, University Research Chair, School of Advanced Studies, University of Phoenix
Donna Smith, Faculty, School of Advanced Studies, University of Phoenix (Co-Author)

Visit http://tinyurl.com/yydouzx3 for Complete Description.

Pracademics are the future ambassadors of academia and communities of practice. This roundtable will discuss the benefits and functions of pracademics in the workplace, identify practical ways to collaborate with higher education institutions to develop future pracademics, and explore how pracademics and academics can enhance outcomes within strategic and developmental efforts.

18. Attitudes About Leadership in the United States: 1st Annual Survey Results

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

Visit http://tinyurl.com/yy55whgd for Complete Description.

Results from the first annual Attitudes about Leadership in the United States survey will be presented. The survey examines the public's attitudes toward leadership and perceptions of influences on leadership at various levels and in different sectors within the United States. The longitudinal aspect of the study is informative as aspects of context and follower demographics shift over time. Roundtable participants will discuss ideas about how to improve the survey for future releases.

19. CAS Standards for Student Leadership Programs

Gayle Spencer, Director, Illinois Leadership Center, University of Illinois at Urbana-Champaign

Visit http://tinyurl.com/y5dq6j6e for Complete Description.

The Council for the Advancement of Standards (CAS) in higher education has existed since 1979. The Student Leadership Programs Standards and Contextual Statement have been recently revised. Come see how you can use these important documents in your leadership programs to promote intra-campus collaboration and reflect good practices in leadership education.

20. Developing the Capacity for Courage in Distance Education Through Service-Learning

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

Justin Greenleaf, Associate Professor, Leadership Studies, Fort Hays State University

Visit http://tinyurl.com/y2tkmhjc for Complete Description.

Service-learning is widely recognized as a high-impact teaching practice. As online education continues to rise, leadership educators should (re)consider their academic curriculum to integrate service-learning. This roundtable will share research-based best practices of eService-learning and discuss insights from our experience employing an andragogical approach toward student-led, eService-learning. Participants will be invited to share experiences and collaborate with others.

21. Leaders Shaping Culture: Voice as a Means of Gaining Organizational Understanding

Corey Oliver, Student, Leadership Studies, University of Central Arkansas

Malcolm Andrew North, Assistant Professor, Leadership Studies, University of Central Arkansas

Visit http://tinyurl.com/y54bvshp for Complete Description.

As school leaders shape school culture, instrumental voices that the system comprises should not go unheard. Hearing these voices broadens the potential for positive systemic change. Using an organizational culture scan as a means of lifting the voice of a school's principal and teachers (key stakeholders) and thereby gaining organizational understanding, this study shows how adaptive school leaders can impact culture.

22. Nurturing Tomorrow's Leaders for Complex Environments by Using Leader Child Program (LCP)

Omer Livvarcin, Researcher, Vectors Group

Rick Nason, Professor, Dalhousie University (Co-Author)

Visit http://tinyurl.com/y6fv8bc6 for Complete Description.

The Leader Child Program (LCP) has been developed as an embedded leadership education process for children and early youth which complies with their curriculum from kindergarten to the university.

23. Principal Leadership Networks: Collaborating to Improve Schools

Linda Massey, Associate Director, Principal Association Projects, Ontario Principals' Council

Visit http://tinyurl.com/y64jbqcb for Complete Description.

Three principals' associations, in partnership with an education ministry, have developed and delivered this voluntary leadership project for 14 years, successfully developing leadership networks/principal learning teams of school leaders who collaborate within and across districts in the province to build their leadership capacity to improve student achievement. Come and hear our story.

24. Service-Learning and Critical Race Theory: Courage Delivered Online

Ramiro de la Rosa, Associate Director, Leadership Studies, University of Texas Rio Grande Valley

Visit http://tinyurl.com/yxv3zg8d for Complete Description.

Scholarly research indicates that the use of experiential learning and community engagement through service-learning can deepen student understanding and promote learning. The presenter will discuss the development of a fully online community engagement leadership course and its service-learning component. A discussion on critical race theory and Latino critical theory frameworks as a social change model will transpire.

LEADERSHIP SCHOLARSHIP

25. Experience-Driven Leadership: The Role of Individual Agency and Workplace Affordances

Vicki Lynn Woodside-Duggins, Training Development Officer, Training and Education, Canadian Armed Forces; PhD Candidate, Queen's University

Visit http://tinyurl.com/y6rvc5fp for Complete Description.

Experience-driven leadership refers to specific experiences that enable individuals to evolve their leadership capabilities. These experiences are typically transformative because they are challenging and require individuals to deal with novel and ill-defined situations. This roundtable discussion will examine the role of individual agency and workplace affordances in leadership development within the workplace.

26. Mindfulness and Leadership: Connections to Leadership Theory

Carolynn Komanski, Director of Youth Compliance Services, University of Florida
Nicole Stedman, Professor, Agricultural Education and Communication, University of Florida (Co-Author)

Visit http://tinyurl.com/y5elg9bd for Complete Description.

Mindful leadership is a marriage of mindfulness practice and, often, leadership behaviors. Few frameworks exist showing how mindfulness and leadership theory work together. Participants will learn about the Komanski (2018) framework for mindful leadership. The goal of the roundtable is to elicit participants' thoughts and ideas for implementing theoretical frameworks around mindful leadership practices in leadership spaces.

27. Publishing, Reviewing, and Editing Opportunities With the Peer-Reviewed *Journal of Leadership Studies*

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

Visit http://tinyurl.com/y37ze7go for Complete Description.

Editors of the peer-reviewed *Journal of Leadership Studies* (Wiley) will lead an interactive discussion sharing how the journal is providing publishing, reviewing, and editing opportunities for leadership scholars. Scholars who are interested in serving as reviewers and editors will be recruited. Scholars with questions about publishing in the journal are also invited.

28. What's Your Program Worth? Evaluation of the Economic Contribution of Leadership Programs

Catherine M. Rasmussen, Educator, Leadership & Civic Engagement, Center for Community Vitality, University of Minnesota

Visit http://tinyurl.com/y338vnot for Complete Description.

Program sponsors, often public officials, need to justify spending for leadership programs. Beyond evaluation data on program outcomes, they need to know the economic benefits for communities. This roundtable will share evaluation efforts to document the return on investment of a program and solicit input on the discussion of how to put a dollar value to leadership development.

PEACE LEADERSHIP

29. Neighbors and Borders: Leading Communities Toward Just, Peaceful, and Moral Immigration Responses

Jenifer Wolf Williams, Assistant Professor of Leadership, College of Graduate and Professional Studies, Abilene Christian University

Visit http://tinyurl.com/y3cyw59r for Complete Description.

Social conflict regarding immigration brings both tension and opportunity for growth. Leaders who wish to promote justice must also work to maintain peace. Their actions play a role in social outcomes. Prepared leaders can promote justice, prevent violence, and nurture societal moral equilibrium. Participants will discuss the concept of moral recovery and consider its application to contemporary immigration divides.

30. Transform Educators Into Courageous International Change Agents

Katherine Temple, Director, Peace Educational Services, University of Phoenix

Visit http://tinyurl.com/y3r96bwy for Complete Description.

The roundtable will examine multiple methods for peace education and discuss how to transform educators into courageous international change agents. The discussion will consider leadership development ideas, approaches, strategies, and activities for teaching peace, tolerance, and acceptance. The intention is to develop resources that can be used and shared with the ILA community as a mission towards promoting world peace.

PHILOSOPHY, RELIGION, AND WORLDVIEWS

31. Courageous Love Casting Out Hatred: How Women Religious Risk Their Safety to Care for the Marginalized

Barbara J. Denison, Director, Organizational Development & Leadership Graduate Program, Sociology & Anthropology, Shippensburg University
Jen Jones, Associate Professor & Department Coordinator, Communication, Seton Hill University
David von Schlichten, Associate Professor of Religious Studies & Coordinator, Gender and Women's Studies Program, Religious Studies, Seton Hill University (Co-Author)
Jessica Schrantz Huhn, Graduate Student, Organizational Development and Leadership, Shippensburg University (Co-Author)

Visit http://tinyurl.com/y63v4h8k for Complete Description.

Women Religious are prophetic in their work; they defy conventions and hierarchies to offer alternative expressions of justice and mercy, putting reputation and even safety in jeopardy in the process. Discussion will show how learning about women religious informs pedagogy for leadership service learning, offering care and hope to the marginalized through subverting oppressive hegemonies.

32. The Courageous Leadership of Submission?

Lori Throupe, Instructor, Leadership and American Studies, Christopher Newport University
Trustlove (Lizzie) Lewis, Undergraduate Student, Christopher Newport University

Visit http://tinyurl.com/y2c8o2ho for Complete Description.

What is submission? The concept promises clarifying value to understanding the leadership role-relationship and influence process. In relationship with authority, submission carries connotations of passivity and lacking capacity for critical contribution, therefore easily exploited, near powerless, and unequal in value. Its ties with conceptions of gender render it even further dismissed. Could submission as an active posture be courageous leadership?

PUBLIC LEADERSHIP

33. Civil Leadership as the Future of Leadership

Steven P.M. De Waal, Founder and Chair, Public SPACE Foundation

Visit http://tinyurl.com/y2gp9xar for Complete Description.

New leadership is required because of fundamental change in public and civil domain. A new public leadership is required, based on character and values, public passion, and rhetorical skills that fit the new public domain. The research explored in my book Civil Leadership as the Future of Leadership: Harnessing the Disruptive Power of Citizens will be discussed.

34. The Commons Are Transforming the World

Kathleen Curran, Principal, Intercultural Systems
Randal J. Thompson, President & CEO, Dream Connect Global

Visit http://tinyurl.com/y2spcred for Complete Description.

Collaborative communities governing resources and services "in commons," rather than through the State or private sector, are transforming the way society inter-relates and the underlying definition of being human. This roundtable discusses the commons, the ILA 2021 Leadership volume that explores them, and how you can join this exciting adventure by submitting a chapter proposal.

SUSTAINABILITY LEADERSHIP

35. Context Is Key! Environmental Issues as a Leadership Problem

Nicole Marie Garcia, Student, Christopher Newport University
Ivy Rose von Perbandt, Student, Christopher Newport University

Visit http://tinyurl.com/y34barv3 for Complete Description.

Sustainability is often a polarized topic, especially in terms of the behavior of leaders. Rising concern for environmental preservation requires a call for action. By nature, we are products of the environment. Its problems are best understood to be our own. Dialogue can spark sustainable solutions through leadership by examining the perspectives of leaders, followers, and all contexts.

WOMEN AND LEADERSHIP

36. Supporting Women Legislators: Facts, Resources, and Obstacles

Lindsay Allen, Global Coordinator & Doctoral Assistant, University of San Diego

Visit http://tinyurl.com/y4j4nnb5 for Complete Description.

Understanding the factors influencing women's decision to run for political office is essential in supporting the legitimacy of democracy. Despite an increased number of women leaders, an increase in women centered advocacy groups, and record numbers of women receiving advanced degrees, women are still underrepresented in the political arena. This roundtable discussion will brainstorm additional ways to reach political parity.

37. The Courage for Women in Higher Education Organizations to Lead in Faith Within Middle and Senior Leadership

Emily Loudon, Former Director of Student Life, Student Affairs, Urbana University

Sara Novosad, Director, Student Services, Eastern University

Visit http://tinyurl.com/y6y55wpf for Complete Description.

What competencies and guidelines do courageous women leaders in higher education utilize to be their authentic spiritual selves? How does the leader's skill set differ if they are working in a religious or non-religious organization? How do women leaders stay true to their foundation and maintain inclusiveness of their followers while transforming their organization regardless of faith or lack thereof?

YOUTH LEADERSHIP

38. Parental Courage as a Tool for Youth Leadership Development

Nicola M. Dove, Project Coordinator, Leadership By Design, Lifelong Leadership Institute

Carl E. James, Jean Augustine Chair in Education, Community & Diaspora; Faculty of Education; York University

Trevor L. Massey, Chairman, Lifelong Leadership Institute

Visit http://tinyurl.com/y5pj7w8p for Complete Description.

In order to prepare youth of today for leadership of tomorrow, it is imperative that leadership development programs involve those who are keenly interested in their success namely, their parents. We intend to query the utility of parental courage as a tool for advancing such programming. Insights gained from this discussion will inform practice and research on youth leadership development.

39. Teaching With Courage in the Current Political Milieu

Lejla Bilal Maley, PhD Candidate, Leadership and Change, Antioch University

Danielle Treiber, Educator & Head of Department, STEM, Antioch University (Co-Author)

Kristina Van Winkle, Teacher, TransformEd Collaborative (Co-Author)

Visit http://tinyurl.com/y4qx2ahu for Complete Description.

Classrooms are embedded against the backdrop of current political climates that illustrate unrest, dissatisfaction, and inaction. In the United States and similar contexts, this is occurring at the heart of systems that must be assessed and redesigned to protect the very people at the receiving end of violence and discrimination. Herein are teaching and learning opportunities deserving of recognition.

40. What Can a Street Kid Teach a Leader?

Jac van Beek, Owner and Principal, Street Smart Learning

Visit http://tinyurl.com/y2p49x7m for Complete Description.

The overarching objective of the Street Smart Learning initiative (based on a proven European model) is to test and validate a unique social innovation model for lasting empowerment of former homeless youth (youth with lived experience). This initiative will establish the "proof-of concept" to launch an innovative social entrepreneurship model that empowers homeless youth as agents of change in delivering leadership training to specific groups, including business executives, and gaining employability beyond minimum wage jobs.

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 Shaw Centre unless otherwise noted.

SATURDAY 26 OCTOBER		
CHECK-IN AND MORNING COFFEE BREAK		
7:30 – 19:30	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
7:30 – 18:30	**ILA Volunteer Office**	SHAW – Colonel by Foyer
7:45 – 8:30	**Morning Coffee and Tea / Continental Breakfast** Join your colleagues for morning coffee, tea, juice, and assorted breakfast items.	SHAW – Canada Hall 2
MEMBER COMMUNITY BUSINESS & ENGAGEMENT MEETINGS		
7:45 – 8:30	**Leadership Scholarship Business & Engagement Meeting**	SHAW – Canada Hall 2
7:45 – 8:30	**Philosophy, Religion & Worldviews Business & Engagement Meeting**	SHAW – Canada Hall 2
7:45 – 8:30	**Youth Leadership Business & Engagement Meeting**	SHAW – Canada Hall 2
MORNING PLENARY, SESSIONS, EXHIBITS, & REFRESHMENTS		
7:45 – 20:00	**Marché D'Idées (Exhibit Hall) Open**	SHAW – Canada Hall 2
8:30 – 9:45	**Saturday Plenary** Details on pp. 18-19 ***Courageously Holding Space for Change*** **Cynthia Cherrey,** ILA President & CEO ***Beyond Courage: Trust and Rebalancing Leadership in an Interdependent World*** **The Right Honourable David Johnston,** Governor General of Canada, 2010 - 2017 **Henry Mintzberg,** The John Cleghorn Professor of Management Studies and Faculty Director (International Masters for Health Leadership), McGill University Moderator: **The Right Honourable Kim Campbell,** 19th Prime Minister of Canada ***ILA Lifetime Achievement Award Presentation*** **Juana Bordas,** President, Mestiza Leadership International ***Fredric M. Jablin Doctoral Dissertation Award*** Presented to **Catherine M. Faherty,** Postdoctoral Fellow, Kellogg School of Management, Northwestern University by **Sandra J. Peart,** Dean & E. Claiborne Robins Distinguished Professor in Leadership Studies, Jepson School of Leadership Studies, University of Richmond ***International Kenneth E. Clark Student Research Award*** Presented to **Samantha A. Penney,** Assessment Analyst in Talent and Leadership Development, Assessment, Lee Hecht Harrison Knightsbridge by **Jennifer Martineau;** Senior Vice President for Research, Evaluation, and Societal Advancement; Center for Creative Leadership	SHAW – Canada Hall 1
9:45 – 10:00	**Grab-n-Go Coffee and Tea** Pick up a coffee or tea and make your way to Concurrent Session Four by 10:00. Have a great morning!	SHAW – Parliament Foyer
10:00 – 11:30	**Concurrent Session Four** Details on pp. 88-97	SHAW – Various Locations
11:45 – 12:45	**Concurrent Session Five** Details on pp. 98-105	SHAW – Various Locations

SATURDAY IN DEPTH

LUNCH & MEMBER COMMUNITY BUSINESS & ENGAGEMENT MEETINGS		
13:00 – 13:45	**Doctoral Programs Business & Engagement Meeting**	SHAW – Meeting Room 204
13:00 – 13:45	**Sustainability Leadership Business & Engagement Meeting**	SHAW – Meeting Room 205
13:00 – 13:45	**Followership Business & Engagement Meeting**	SHAW – Meeting Room 206
13:00 – 14:15	**Arts & Leadership Networking Luncheon** (Ticketed Event) Details on p. 29	SHAW – Meeting Room 214
13:00 – 14:15	**Leadership Development Networking Luncheon** (Ticketed Event) Details on p. 29	SHAW – Meeting Room 214
13:00 – 14:15	**Healthcare Leadership & Followership Networking Luncheon** (Ticketed Event) Details on p. 29	SHAW – Meeting Room 214
13:00 – 14:15	**Women & Leadership Networking Luncheon** (Ticketed Event) Details on p. 29 *Thank you to MetLife for being a Silver Sponsor & being a sponsor for this event!* *Thank you to Indiana Wesleyan University, The Graduate School for being a Bronze Sponsor & being a sponsor for this event!*	SHAW – Parliament Foyer I
13:00 – 14:15	**Lunch on Your Own**	
AFTERNOON SESSIONS		
14:30 – 15:45	**Concurrent Session Six** Details on pp. 106-115	SHAW – Various Locations
14:30 – 15:45	***Spotlight Session - Women on Boards: Courageous Leadership Required*** Details on p. 33	SHAW – Meeting Room 208
16:00 – 17:00	**Concurrent Session Seven** Details on pp. 116-124	SHAW – Various Locations
16:00 – 17:00	***Spotlight Session - Corporate Leadership: The Courage to be Socially Responsible*** Details on p. 32	SHAW – Meeting Room 211
17:15 – 18:30	**Concurrent Session Eight** Details on pp. 127-135	SHAW – Various Locations
EVENING EXTRAVAGANZA Enjoy a taste of the region featuring St-Albert Cheese Coop artisan cheeses and Pingue artisan cured meats alongside a selection of chilled and hot hors d'oeuvres all while exploring the hosted poster session, talking with Lifetime Achievement award winners and keynote speakers, and meeting your favorite leadership authors at the author meet and greet. *Thank you to the Telfer School of Management for being a Platinum Sponsor & being a sponsor for our Evening Extravaganza!*		
18:30 – 20:00	**Meet the Authors Reception** Details on pp. 146-147	SHAW – Canada Hall 2
18:30 – 20:00	**Lifetime Achievement Awardee and Keynote Meet & Greet**	SHAW – Canada Hall 2 Booth 106
18:30 – 20:00	**Hosted Poster Session** Details on pp. 136-143	SHAW – Canada Hall 2
INTERNATIONAL STUDENT CASE COMPETITION FINALS *Thank you to the University of Phoenix for being a Silver Sponsor & being a sponsor for this event!*		
19:00 – 20:15	**International Student Case Competition** ***Final Presentations – Graduate Division*** Details on pp. 38-39	SHAW – Meeting Room 202
19:00 – 20:15	**International Student Case Competition** ***Final Presentations – Undergraduate Division*** Details on pp. 38-39	SHAW – Meeting Room 203

International Leadership Association

Center for Creative Leadership®

2019 WINNER KENNETH E. CLARK STUDENT RESEARCH AWARD

Samantha A. Penney

Assessment Analyst in Talent and Leadership Development, Assessment, Lee Hecht Harrison Knightsbridge

Congratulations to Samantha A. Penney on her award-winning paper, which she wrote as a Ph.D. student in Industrial/Organizational Psychology at Saint Mary's University. Learn more about her research by attending her session on Sunday. Jennifer Martineau, Senior Vice President for Research, Evaluation, and Societal Advancement at the Center for Creative Leadership, will be providing commentary on the paper.

Fostering a Psychologically Healthy Workplace Through Leadership

Sunday 27 October | 10:45 - 12:00 | SHAW - Meeting Room 201

Although the impact of psychologically healthy workplaces has received increased attention over recent years, leaders and organizations often feel challenged as to how to foster healthy workplaces. This research drew on the success of leadership interventions and the role of healthy workplaces and leaders as resources in promoting employee wellbeing. Study 1 involved conducting interviews and focus groups to develop a scale to assess leadership behaviors that contribute to a healthy workplace. Study 2 examined the psychometric properties of the scale. Study 3 consisted of developing a leadership training program and evaluated it using a longitudinal wait list control training design.

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 2020 Kenneth E. Clark award will be available in early 2020.

International Leadership Association

University of Richmond JEPSON School of Leadership Studies™

2019 WINNER FREDRIC M. JABLIN DOCTORAL DISSERTATION AWARD

Catherine M. Faherty

Postdoctoral Fellow, Kellogg School of Management, Northwestern University

Congratulations to Catherine M. Faherty on her award-winning dissertation! Learn more by attending her session on Sunday with commentary from Thomas Shields, an Associate Professor of Education and Leadership Studies at the Jepson School of Leadership Studies at the University of Richmond. Catherine received her Ph.D. in Organizational Behavior from Dublin City University, Ireland, where she was a recipient of the prestigious Irish Research Council Postgraduate Scholarship.

Bound by Blood in the Family Firm? Examining the Effects of Trusting and Feeling Trusted in the Family Firm Top Management Team

Sunday 27 October | 10:45 - 12:00 | SHAW - Meeting Room 207

This presentation will share findings from a dissertation integrating the organizational trust and family firm literatures to examine the effects of trusting and feeling trusted in family firms — that is, enterprises that are significantly influenced by members of the same family. Primary matched triadic data from chief executive officers (CEOs), family top management team (TMT) members, and non-family TMT members from 79 family firms demonstrate that trusting in, and feeling trusted by, the CEO has important benefits for performance. In addition, results indicate that family TMT members feel more trusted by the family CEO, and perceive him/her as more trustworthy, than non-family TMT members do.

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 2020 Fredric M. Jablin Award will be available online in early 2020.

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Presentations | Women & Leadership

Nontraditional Perspectives on Leadership Across Contexts

Chair: **Lynne E. Devnew,** Distinguished Research Fellow, College of Doctoral Studies, University of Phoenix

Visit http://tinyurl.com/y3xbwaje for Session Details.

Women, Religion, and Leadership: Telling the Stories

Barbara J. Denison, Director, Organizational Development & Leadership Graduate Program, Sociology & Anthropology, Shippensburg University

Visit http://tinyurl.com/y6orab92 for Complete Description.

Examining socially constructed narratives, I propose a typology of women leaders in religion using a four-cell paradigm of authority strategies employed by exemplars Hilda of Whitby, Theodelinda, Teresa of Avila, and Dorothy Day. Contrasting leadership styles provides a measure for overcoming gender limitations in organizational success, creating a typology intersecting a female leader's place institutionally with personal role identity.

Leadership Attainment of 14 Women in Agriculture: A Qualitative Study

Carrie Ann Stephens, Professor; Agricultural Leadership, Education and Communications; University of Tennessee
Shelby Brawner, Extension Specialist; Department of 4-H Youth Development and Agricultural Leadership, Education and Communications; The University of Tennessee (Co-Author)

Visit http://tinyurl.com/y3oc6vqj for Complete Description.

The purpose of this study was to highlight and discuss the backgrounds and successes of women in agricultural leadership roles. The central research question was: How have women in agriculture attained their leadership role in a male dominated field?

Women in Intercollegiate Athletic Leadership

Cheyenne C. Luzynski, Teaching Assistant Professor, Leadership Studies Program, West Virginia University

Visit http://tinyurl.com/yylpmrpx for Complete Description.

Title IX has increased women's participation rates in intercollegiate athletics tenfold, yet women's representation in athletic leadership remains marginal compared to men. This presentation will discuss the social construction of gender as it relates to athletic leadership. The history of sporting activities as a mechanism to shape and perpetuate masculine and feminine culture will be explored through organizational theory.

The Courage to Lead: Women in Sports Media

Julie Silbar, Doctoral Student, School of Leadership Studies, Gonzaga University

Visit http://tinyurl.com/y3v7zjxb for Complete Description.

This presentation will focus on studies of women in sports media and the ways in which, despite the sexism many faced in their profession, they emerged as successful, resilient leaders in their industry.

Meeting Room 102 | Symposium | Public Leadership

Courage to Lead in Extreme and Diverse Contexts

Chair: **Mary Ann Gwost Hennen,** Associate Extension Professor, Leadership and Civic Engagement, Extension Center for Community Vitality, University of Minnesota Extension

Commentator: **Yulia Tolstikov-Mast,** Lead Faculty & Associate Professor, Indiana Tech

Visit http://tinyurl.com/yxba38eb for Session Details.

Leadership and context are uniquely connected. Extreme contexts, characterized by high emotional intensity, physical risks, and volatility require exceptional leaders. This symposium presents research on change agents within a variety of contexts.

Contextual Intelligence Behaviors of Female Hospital Managers in the United States

Matthew Kutz, Faculty, Bowling Green State University

Visit http://tinyurl.com/y2kovwmm for Complete Description.

Research reports healthcare is a dynamic and challenging work environment with high levels of ambiguity and volatility. New models are needed that present a new framework for this type of environment. Contextual intelligence (CI) is a useful and viable solution to leading in turbulent environments. The study explored CI behaviors of female healthcare managers from 13 different hospitals

Qualitative Case Study to Understand Change Agent Effectiveness in K-12 Education in Liberia

Courtney Shull, Associate Dean for College of Arts & Sciences, College of Arts & Sciences, Indiana Tech

Visit http://tinyurl.com/y42pe93w for Complete Description.

A qualitative case study to gain a deeper understanding of change agent effectiveness in K-12 education in Liberia will be presented. Rogers' diffusion of innovation theory is used to operationalize change agents in the research context.

Alignment of Stakeholders' Motivation and Goals: Comparison of Education of Ottawa and Chippewa Tribes

Tana Janielle Baldwin, Student, Indiana Tech

Visit http://tinyurl.com/y3f6cegn for Complete Description.

The presenter will look at the alignment of stakeholder's motivation and goals so that courageous educational leaders can reform educational practice to ensure cultural self-determination of American Indian peoples. Incidentally, courage is another key value of many American Indian tribes.

Tactical Combat Leadership: Lessons From an Ethnographic Study

Andrew Ledford, Assistant Professor; Leadership, Ethics, and Law; United States Naval Academy

Visit http://tinyurl.com/yy5rfh4w for Complete Description.

What do military leaders in extreme situations experience, need, and know? Ethnographic research and interviews with special operations leaders reveal principles including risk-mitigation, the simplification of the complex, and trust. This critical leadership requires these basic principles as well as a cultural adaptation that is demonstrated in the special operations community. The tactical combat leader must work within this culture and with these principles to be successful.

Leading in Extreme Situations: How Can Leaders Improve?

Deirdre Dixon, Assistant Professor, College of Business, University of Tampa

Visit http://tinyurl.com/yxp3p9of for Complete Description.

Because dangerous situations are difficult to study, and most of the literature is theoretical, little is known about how leaders communicate with their teams and make sense of these contexts. Our qualitative study researched how leaders sensemake and sensegive to their teams and how this affects in extremis situation outcomes. We found that leaders who have mental flexibility, sense of duty, and self-confidence were the best prepared for these dangerous situations.

Meeting Room 103 | Presentations | Leadership Scholarship

Complexities in Higher Education Leadership Identity

Chair: **Carolyn L. Crippen,** Associate Professor, Educational Psychology & Leadership Studies, Faculty of Education, University of Victoria

Visit http://tinyurl.com/yy3w4v6c for Session Details.

Courage to Step Up (Out?): Unsought Transitions From Faculty to Administration

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

Visit http://tinyurl.com/y6ha9sh2 for Complete Description.

Most faculty who become academic administrators are tapped for such positions rather than aspire to them. Further, they are not trained or socialized for the very different role. Findings from 50 interviews provide insight into the tensions experienced by faculty who recently transitioned to academic administration, and the mindsets and practices drawn upon for the courage to engage the tensions.

Courage to Trust in Uncertain Times

Phyllis Brooks Collins, Director & Assistant Professor, Integrated Studies, Delaware State University

Visit http://tinyurl.com/y258ux75 for Complete Description.

This presentation will revisit previous research conducted to explore the relationship and trust development that occurs between a faculty member and their immediate supervisor (Collins, 2015). Since that time, higher education has experienced a paradigm shift. This qualitative research utilized the construct of leader-member exchange theory as its lens to guide the discussion of relevant emerging themes.

The Challenges of Student Peer Leadership: Community Builders and Campus Bureaucrats

James Douglas Stump, Assistant Professor, Education, St. Bonaventure University

Visit http://tinyurl.com/yxu3qawk for Complete Description.

Most universities provide many opportunities for students to be leaders. Providing student leadership opportunities can positively influence the development of leadership qualities to serve students post-graduation. By placing students in these positions there exists the potential to create a unique set of challenges. This research focused on the specific realities of the challenges associated with leading peers.

Publish or Perish? Sustainable Leadership & Academic Wellbeing at Business Schools

Julia Milner, Professor, EDHEC Business School
Peter Daly, Professor, EDHEC (Co-Author)
Trenton Milner, Visiting Professor, ICLC (Co-Author)

Visit http://tinyurl.com/y3nnz38b for Complete Description.

This study sheds light on the current challenges of research performance experienced by academics within business schools and the effect on the individual level of wellbeing. Using both in-depth interviews and a questionnaire, we identify the pressures around 'publish or perish' within business schools and the consequences for the individual.

Meeting Room 104 | Symposium | Leadership Development

CS4 SAT
10:00–11:30

Toward New Perspectives on Leadership: A Multi-Focus Approach in Higher Education in Mexico

Chair: **Kathy Guthrie,** Associate Professor, Leadership Learning Research Center, Florida State University
Commentator: **Maria Rivera,** Strategic Projects, Instituto de Liderazgo, Tecnológico de Monterrey

Visit http://tinyurl.com/y6m4rn43 for Session Details.

This symposium brings together scientific research and evidence-based practice of leadership development in a higher education context in Mexico. It offers five different innovative approaches to the development of a new leadership focused on human flourishing: 1) conceptual development, 2) student development, 3) strengthening leadership education, 4) employee leadership development, and 5) leadership scholarship.

Leadership and Human Flourishing

Santiago Vazquez, Director, Leadership Institute, Tecnológico de Monterrey

Visit http://tinyurl.com/y34hs9l7 for Complete Description.

The presenter will review the research on leadership of the past 10 years, and present practical experience from the Leadership Institute at Tecnológico de Monterrey on the reinvention of the leadership concept and its development from positive psychology. Ultimately, a new perspective is presented where the leader is that which flourishes by contributing to the flourishing of others.

Strengthening Tecnológico de Monterrey Students' Education as Leaders

Gerardo I. Campos-Flores, Director of Institutional Effectiveness, Institutional Effectiveness, Tecnológico de Monterrey

Visit http://tinyurl.com/yxnqhyly for Complete Description.

Tecnológico de Monterrey prepared a Quality Enhancement Plan based on a process closely related to its vision as well as on a broad-based consultation process. As a result, they identified leadership as the topic to improve student learning over the next five years. The QEP started in five of 26 campuses during the Fall 2018 semester.

The Transformation of the Office of Student Affairs to Student Leadership and Development (LiFE)

Luis Raúl Domínguez Blanco, AVP, Student Affairs, LiFE, Tecnológico de Monterrey
Carlos Ordonez, Director of Student Leadership and Well-Being, LiFE, Tecnológico de Monterrey (Co-Author)

Visit http://tinyurl.com/y3rmq7nd for Complete Description.

A brief history of the office of Student Affairs at Tecnológico de Monterrey, as well as the transformation process and main concepts that are consolidating and shaping our innovative proposal for Student Leadership and Development (LiFE), will be shared along with the key strategies that have been defined to accomplish LiFE's commitment, which focuses on the student.

Large Scale Exploratory-Confirmatory Analysis of Leadership and Wellbeing in Mexico

Elliott Tyler Kruse, Research Professor, EGADE Business School, Tecnológico de Monterrey

Visit http://tinyurl.com/y6bxxj5g for Complete Description.

Tec de Monterrey asks members of their organization about their experience at their jobs. The surveys asked leadership-critical questions with a data set consisting of between 21,182 to 27,539 participants each year, across five years. This research project explores the relationships between these responses across time to understand the consequences of ethics and leadership on workplace well-being.

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

Leaders of Tomorrow: A Program for Social Leadership and Social Mobility

Laura Ruiz, Director of Education for Development, Tecnológico de Monterrey

Visit http://tinyurl.com/y5d4eaoj for Complete Description.

This presentation shares the lessons learned through the Leaders of Tomorrow program, an initiative for social transformation that supports talented people with limited financial resources so they may fulfill their dream of a university education. Two of the most valuable lessons learned are the selection process and the mentoring program that accompanies students to guarantee their success.

Meeting Room 105 | Presentations | Leadership Scholarship

Re-Thinking Conceptualizations of Leading, Leaders, and Leadership

Chair: **Marilie Coetsee,** Assistant Professor, Jepson School of Leadership Studies, University of Richmond

Visit http://tinyurl.com/yy96fgdt for Session Details.

Leadership as a Mode of Being: Talking About Traffic and Not Cars

Nathan Harter, Professor, Leadership and American Studies, Christopher Newport University

Visit http://tinyurl.com/yx964wkz for Complete Description.

In his study of power, Heidegger offered a provocative alternative. Leadership is a mode of being in response to the boundless present, purposefully forbearing some things and resisting others, pursuing some things and fleeing others, toward a desired future consonant with an underlying structure in our souls — a structure we exemplify or invoke when we engage others in discourse.

Leader, Leading, and Leadership: A Holistic Look at the Rhetoric and Phenomena of Leadership

Kem Gambrell, Associate Professor & Chair, Doctoral Program in Leadership Studies, Gonzaga University

Visit http://tinyurl.com/y638x4bp for Complete Description.

The field of leadership has been negligent in clearly delineating the differences between being a leader, the act of leading, and the phenomena of leadership. By oversimplifying these as the same thing, a deeper understanding of how people are in relationship and how they navigate context and situation is severely lacking. This presentation will discuss the ramification of these over generalizations.

From Leadership to Humanship: Teaching Leadership as Constitutive of Human Social Systems

Thomas J. Yannuzzi, Executive Director, Student Leadership and Service, Kennesaw State University

Visit http://tinyurl.com/yyhb8ls3 for Complete Description.

This paper posits a re-framing of leadership that attempts to transcend the false bifurcation between position and process; emphasizing humans' shared, interactive capacity to impact complex, problematic, relational space toward more productive futures. Leadership, then, becomes constitutive of social worlds and, while recognizing leaders and followers, positions leadership in problematic social moments into which multiple people inter-act to lead together.

Nature-Centered Leadership: The Courage to Advocate for Nature

Spencer S. Stober, Professor of Biology and Educational Leadership, School of Graduate Studies, Alvernia University

Visit http://tinyurl.com/y24uagfc for Complete Description.

Nature-centered leaders advocate for nature. This takes courage, particularly if one argues that the planet is a stakeholder and worthy of greater consideration than profits, or even people, in planning for the triple-bottom-line (people, planet, profit). This presentation uses stakeholder theory to argue that the planet — as a metaphor — should have priority standing in decision-making within organizations.

"To Thine Own Self Be True!" — But Which Self?

A.J. Corner, Assistant Professor, Telfer School of Management, University of Ottawa
Chad A. Hartnell, Assistant Professor, Managerial Sciences, Georgia State University (Co-Author)

Visit http://tinyurl.com/y5tclh5x for Complete Description.

The authentic leadership literature advises managers to be true to themselves, yet it currently fails to acknowledge and assimilate findings about the multifaceted nature of the self. We incorporate a range of theoretical and empirical research on multiple identities to develop an integrative framework that helps us to be more specific about the particular self to be examined.

The Dynamics of Inclusive Leadership

Chair: **Richard Bakken,** Director, Instructional Support Services in OIT, Princeton University

Visit http://tinyurl.com/y66rhcc9 for Session Details.

Application of Leadership Theories Across Cultures and Work Contexts: A Four-Nation Study

S. Aqeel Tirmizi, Professor of Leadership, Management & Service, Antioch University

Visit http://tinyurl.com/yxjlxrrr for Complete Description.

It is important to examine the relevance of existing leadership theories amidst changing global dynamics. We studied transformational, transactional, adaptive, servant, authoritative, values-based and spiritual leadership theories across multiple sectors in Jordan, Pakistan, the Caribbean, and the United States. Our findings inform the relevance of these theories across multiple contexts.

Discovering Inclusion in Organizations: A Case Study and Grounded Theory Methodological Approach

Maria E. Dezenberg, Provost, Academics & Student Development, Richard Bland College of William & Mary
Elizabeth L. Holloway, Professor, Graduate School of Leadership and Change, Antioch University

Visit http://tinyurl.com/y55hpabg for Complete Description.

This paper addresses how the application of grounded theory methodology and an exploratory case study can uncover how inclusion evolves across the macro, meso, and micro levels of organizational life. The methodology and research design are detailed along with a high-level overview of the study's findings to demonstrate how inclusion's behavioral components were discovered across an inclusive organizational context.

(Re)Creating Equitable Spaces: Experiences of Racialized and Indigenous Leaders in Canadian Universities

Leena Yahia, Queen's University

Visit http://tinyurl.com/y5amhh8a for Complete Description.

Using semi-structured interviews and interpretation through the framework of critical race theory, ten racialized and Indigenous leaders were interviewed in relation to their leadership experiences in Canadian universities. Findings show a dynamic, fluid, and evolving nature of leadership practiced by participating leaders to (re)create equitable spaces that move diversity beyond diversification of bodies to the diversification of thoughts and ideas.

Exploring Leadership Efficacy Within the Behavioral Dimension of Student Activities Boards

Jennifer Batchelder, Graduate Research Assistant, Leadership Learning Research Center, Florida State University

Visit http://tinyurl.com/yyj76gzm for Complete Description.

This paper will discuss the importance of building the leadership efficacy of members of student activities boards in order to better their understanding of themselves and others as they coordinate cultural programs with the intention of spreading knowledge and appreciation of diverse cultures. This paper specifically utilizes the culturally relevant leadership learning model as a framework to provide guidance for advisors.

Examining Generativity Development Among College Student Leaders Who Mentor

Hannah Sunderman, Doctoral Research Assistant; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Lindsay Hastings, Clifton Professor in Mentoring Research & Director; Nebraska Human Resources Institute; Agricultural Leadership, Education, and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/yxhueeht for Complete Description.

This two-phase study examined care for the next generation (i.e. generativity) among college student leaders who mentor. Utilizing MANCOVA, the first, cross-sectional phase revealed that age did not significantly influence generativity. However, using multilevel modeling, the second, longitudinal phase demonstrated significant growth in generative concern. These findings inform college student leadership development, mentoring, and the benefits of advanced statistical techniques.

Meeting Room 108 | Presentations | Public Leadership

Capacity Building Models and Approaches

Chair: **Carol Madison,** Faculty, Ethical Leadership, Claremont Lincoln University

Visit http://tinyurl.com/y45du3yy for Session Details.

Courageous Conversations: Leadership Development Through Authenticity and Vulnerability in Mentoring Programs

Annalisa Holcombe, CEO, Connection Collaborative

Visit http://tinyurl.com/y29moj67 for Complete Description.

Collegiate mentoring programs provide the promise of career growth and leadership opportunity. But students and alumni are really yearning for purpose and meaning. This presentation will explore how one college changed the mentoring paradigm and transformed lives. By creating the space for authentic connection and vulnerable exchange, participant experiences were enhanced, leading to increased rates of retention, graduation, and alumni engagement.

"Courage, It Couldn't Come at a Worse Time": Understanding Courage and Success in Public Leadership

Julian John Demkiw, Chief of Staff, Office of the President, University of Saskatchewan

Visit http://tinyurl.com/y4c98n7q for Complete Description.

Is courage a universal element of leadership or are there times when courage causes failure in public leaders? As the world grows more complex, so too are notions of successful leadership. In this presentation an axiomatic model is proposed to better understand notions of success, a model that will help leaders better understand those key moments when courage is needed.

Finishing Well and Avoiding Derailment: Promoting Leadership Longevity in the Public Sector

John Shoup, Professor & Executive Director, Leadership, Dr. Paul & Annie Kienel Leadership Institute – California Baptist University

Visit http://tinyurl.com/y2pwauyl for Complete Description.

Public leaders come and go. Complicating matters is the fact that leadership tenures are relatively short, especially given the costs associated with grooming and securing executives. Even more tragic is when previously successful leaders derail. This paper combines survey research from 80 county government executives with previous studies on how to promote leadership longevity and prevent derailment.

Rebuilding After Crisis Hits

Ted Baartmans, Managing Director & Founder, The Leadership Group

Visit http://tinyurl.com/yxlsk8z6 for Complete Description

The stakes are high when divisions lead to riots and violence. What next? This presentation explores a consultants work with local leaders to uncover unconscious assumptions, establish trust, and move forward. Two models — Kegan's Overcoming Resistance to Change and Lipman-Blumen's Connective Leadership — were used to create understanding, address divisions, and rebuild community trust.

The Role of Authenticity in Leading Agricultural Innovation in Food Security — A Case Study

Melissa K. Maulding, Intern Coordinator and Instructor, Nutrition and Dietetics, Eastern Illinois University
Michael Linville, Associate Professor, PhD - Organizational Leadership, Indiana Wesleyan University

Visit http://tinyurl.com/yyomzsxs for Complete Description.

This study examined organizational authenticity and its impact on strategic realignment that resulted from the highly successful Purdue Extension Growing Together project. The project employed community donation gardens in pilot communities across a multi-state effort funded by the Federal SNAP program, leading to the creation of effective strategies, greater customer value, and balancing of continuity and change in the workplace.

Meeting Room 201 | Workshop | Leadership Education

Counter-Narratives and Courageous Conversations: Using Autoethnography in Leadership Education

Julie E. Owen, Associate Professor of Leadership Studies, School of Integrative Studies, George Mason University
Jennifer M. Pigza, Director, Catholic Institute for Lasallian Social Action (CILSA), Saint Mary's College of California
Aoi Yamanaka, Associate Director of Academic Services & Term Assistant Professor, School of Integrative Studies, George Mason University

Visit http://tinyurl.com/y3wad2vu for Session Details.

The use of narratives, or telling stories, can be a profound tool for self-revelation, reflection, and healing. The process of autoethnography helps illicit internal truths and values and can be a useful pathway for all, especially those from historically marginalized communities. This workshop offers a hands-on exploration of the use of autoethnography to develop narratives and counter-narratives in leadership education.

Meeting Room 202 | Workshop | Public Leadership

Catalyzing Network Leadership for Innovation, Influence, and Systems Change

Deborah M. Meehan, Executive Director, Leadership Learning Community
Christi Tran, Director of Network Leadership for Better Health, Robert Wood Johnson Foundation

Visit http://tinyurl.com/y35ouac5 for Session Details.

This session will share tools and modules that have been developed to cultivate network leadership so that individuals and groups who are tackling complex social issues will be better equipped to use network approaches that mobilize and influence more people, stimulate innovation, and change systems. Workshop participants will experiment with network behaviors and be given network leadership training modules.

Meeting Room 203 | Workshop | Women & Leadership

Educating and Developing Undergraduate Women Leaders: Best Practices and Practical Applications

Carol Clyde Gallagher, Assistant Professor, Organizational Leadership, Cottey College

Visit http://tinyurl.com/y52rkm94 for Session Details.

Drawing from research and best practices, participants will discuss effective curricular and co-curricular approaches to education and development of undergraduate women leaders. The session will review findings from a study on best practices and consider impact on educational and developmental initiatives by providing an opportunity for participants to consider how and when they might implement aspects into their own programs.

Meeting Room 204 | Workshop | Leadership Development

Vulnerability, Courage, and Humility: Embodying Leadership for the 21st Century

Austin D. Council, Agricultural Education and Communication, University of Florida
Doug Paxton, Co-Director and Faculty, Leadership Center, Saint Mary's College of California
Matthew Sowcik, Professor, Agricultural Education and Communication, University of Florida

Visit http://tinyurl.com/y46qv26e for Session Details.

Living in a VUCA (volatile, uncertain, complex, and ambiguous) world requires people in leadership who have the courage to be vulnerable. Embodying this courage embraces a foundation of humility — a willingness to see the self more accurately. We propose and explore a cyclical model of humility, courage, and vulnerability through embodied leadership to be used by leadership educators and practitioners.

Meeting Room 205 | Workshop | Arts & Leadership

Legacy Leadership: Leading With Courage in Uncertain Times

Gloria J. Burgess, Professor, Transformational Leadership, University of Washington
John E. Burgess, Maestro, Music for Transformation

Visit http://tinyurl.com/y6x5noo7 for Session Details.

Infused with the ethos of legacy leadership, this inspiring, experiential workshop draws on integral frameworks for leading for transformation. In a safe, encouraging environment, we will delve into legacy leadership — leadership grounded in gratitude, courage, integrity, and beneficial concern for both the collective and individual.

Meeting Room 206 | Workshop | Leadership Education

Raising the Heat: Building Capacity for Disequilibrium in Your Classrooms

Aleksander Sternfeld-Dunn, Director, School of Music, Wichita State University

Visit http://tinyurl.com/y3uc4t74 for Session Details.

Discussing leadership challenges in your classroom requires courage, compassion, and the ability to hold the heat. How do you create conditions in your classroom where you can do the difficult work required to develop your student's leadership capacity? This workshop will lead participants through activities that challenges their tolerance for disequilibrium and bring those skills to the classroom.

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

Meeting Room 207 | Panel Discussion | Peace Leadership

The Courage to Sustain and Advocate Peace

Chair: **Aldo Boitano,** Executive Director, Executive Development
Randal J. Thompson, President & CEO, Dream Connect Global
Lorraine Stefani, Emeritus Professor of Higher Education, Faculty of Education and Social Work, University of Auckland
Sarah Chace, Assistant Professor, Leadership and American Studies, Christopher Newport University
Doug Cremer, Professor, Department of History and Politics, Woodbury University
Lisa Liberatore Maracine, PhD Candidate, Graduate School of Education & Psychology, Pepperdine University
H. Eric Schockman, Professor, Center for Leadership, Woodbury University

Visit http://tinyurl.com/y44cwvas for Session Details.

This panel brings together editors and authors of the newly published *Peace, Reconciliation and Social Justice Leadership in the 21st Century: The Role of Leaders and Followers.* Panelists will explore the ways in which leaders and followers can bring forth pacifism, peace building, nonviolence, forgiveness and social cooperation. Lessons from post-conflict societies remind us that peace is a collective endeavor and provide a blueprint of how people-led, bottom-up, grassroots efforts can foster reconciliation and a more peaceful world. After brief presentations, there will be ample time for dialogue between panelists and the audience.

Meeting Room 208 | Presentations | Business Leadership

Courage to Lead and Create Change

Chair: **Andrew Gordon,** PhD Student, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/y64jlkpq for Session Details.

Courageous Leadership: Evolving Culture to Be More Purposeful, Inclusive, and Diverse — The New "Teal" Model

Keith Liddiard, Founder, Teal People

Visit http://tinyurl.com/y268vwtd for Complete Description.

In the 1980s, Dr. Don Beck worked directly with courageous leaders Nelson Mandela and Frederik Willem de Klerk to abolish apartheid. In 2014, Frederic Laloux's groundbreaking book, Reinventing Organizations, had many case studies of organizations with the courage to fundamentally change their culture. Both referenced 'Teal' organizations. New Teal approaches are presented to challenge how we think about courageous, purposeful cultures today

The Courage to Create Enterprise Value at the Firm and Economy-Wide Levels: An Introduction to Intrinsinomics

Paul M. Wendee, CEO and Program Director, Value Driver Institute

Visit http://tinyurl.com/y3ee2m3v for Complete Description.

This paper discusses the importance of creating enterprise value and how courageous leaders must stand apart from the crowd in order to create value at the levels of the individual enterprise (firm level) and the overall economy of which those enterprises are a part. Three new economic theories will be briefly introduced.

The Courage to Lead: Shifting Regional Business Mindsets Through Transformational Leadership Development

Leon Rowland, Principal, Banner Cross
Miriam Grace, Systems Architect, Information Technology, Banner Cross

Visit http://tinyurl.com/yym42vtx for Complete Description.

This case study on leadership education describes how a leadership institute raises consciousness about the self-organizing direction of a region that is reframing its identity to better serve its residents. The leadership challenge for the region is the transformation from traditional mindsets to open, more inclusive, collaborative, and multicultural perspectives on economic development, educational excellence, cultural competence, and public policy.

Fostering Courageous Leadership With Positive Leadership Models

Betty K. Mutwiri, PhD Student, Educational Administration, University of Saskatchewan

Visit http://tinyurl.com/y4qxc4vc for Complete Description.

During times of global political, economic, and social turmoil, it takes courage to adopt a positive leadership mindset and create positive spirals that energize people to create extraordinary results amidst the negative circumstances. This presentation will highlight an organizational case study that illustrates how positive leadership practices can be used to foster courageous leadership and high employee engagement.

Developing Leader Character

Greg Millen, Character Leadership Development, Millen Leadership

Visit http://tinyurl.com/yyvzamhm for Complete Description.

Elevating character alongside competence is at the forefront for high performing organizations. This presentation will address what leader character is and why it matters for sustained excellence in organizations. Leveraging that understanding, the presenter will focus on how to elevate character alongside competence and will consider the implications within an organization.

Meeting Room 209 | Workshop | Leadership Development

Leadership By Design: A Mentorship Model for Youth Leadership Development

Nicola M. Dove, Project Coordinator, Leadership By Design, Lifelong Leadership Institute
Carl E. James, Jean Augustine Chair in Education, Community & Diaspora, Faculty of Education, York University
Trevor L. Massey, Chairman, Lifelong Leadership Institute

Visit http://tinyurl.com/yxoqnvyg for Session Details.

In order to develop leaders of tomorrow, we must have the courage to confront the social challenges of today that may impede Black youth in realizing their leadership potential. The mentorship model for youth leadership development utilized by Leadership By Design has been impactful in inspiring youth to lead. Participants will leave inspired to utilize innovative approaches to youth programming.

Meeting Room 210 | Workshop | Leadership Development

Developing the Leadership Courage to Survive the Complexity of the 21st Century

Celeste Raver-Luning, Leadership Research Fellow, Leadership, Ethics, and Law, United States Naval Academy
Linda Cureton, Student, Organizational Leadership, University of Maryland Eastern Shore
Harvey Heiserman, University of Maryland Eastern Shore
Lisa Ma'chelle Cureton, Management Analyst, Muse Technologies, Inc.

Visit http://tinyurl.com/y2q54965 for Session Details.

Leaders need courage and competencies for surviving and thriving in fast-paced and complex environments. They must learn to adapt and make courageous decisions where their organizations and teams thrive. How can a leader do this? Utilizing principles from complexity leadership theory, this workshop will provide tools for developing successful organizational outcomes from chaotic environments.

Meeting Room 211 | Workshop | Business Leadership

Developing a Digital Mindset: Leadership in an Age of Disruptive Technologies

Scott J. Allen, Board Chair, Collegiate Leadership Competition

Visit http://tinyurl.com/y2pcwh9o for Session Details.

This interactive and fast-paced workshop will provide participants with a broad landscape of disruptive technologies that will impact business leaders in the coming decades. Participants will better understand the technologies shaping business, have access to resources to continue their learning, and engage in lively conversation about how all of it will shape leadership and organizational strategy.

Meeting Room 212 | Workshop | Leadership Development

Artful Means: Incorporating Body and Arts-Based Methods Into Leadership Coaching

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

Visit http://tinyurl.com/y57p7nsq for Session Details.

To coach is to employ a mix of creativity and skill toward aspired ends. This experiential learning session focuses on this artfulness by incorporating body and arts-based methods into leadership coaching, to enhance effectiveness for learning and change in the client's leadership development. We pay particular attention to working with clients unfamiliar with body and arts-based methods.

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

Meeting Room 213 | Workshop | Leadership Development

Strategic Forgiveness: Using the New "F" Word in the Workplace

Antoinette Allen, Chief Storyteller & Owner, Two Cups of TLC, LLC

Visit http://tinyurl.com/yxn5467c for Session Details.

Although forgiveness is not often considered or described as a core leadership value in most organizations, it is definitely critical to establishing and maintaining effective interpersonal relationships. This workshop explores strategic forgiveness, its role in maintaining resilience, and its value as a coping strategy to overcome adversity. You will be challenged to employ forgiveness and encouraged to champion it!

Meeting Room 215 | Workshop | Public Leadership

LIDERAMOS (Leading Together): A Model for Social Change and Civic Engagement

Juana Bordas, President, Mestiza Leadership International

Visit http://tinyurl.com/y2vlqxre for Session Details.

America's future wellbeing is tied to preparing a critical mass of civically engaged leaders. Leadership training is intensive, requiring knowledge, resources, and development. Leadership programs therefore do not serve large numbers. Lideramos — The Latino Leadership Alliance is breaking this cycle by connecting and growing leadership programs across the country. This model is applicable to diverse populations fostering mass civic participation.

GRASSROOTS LEADERSHIP AND THE ARTS FOR SOCIAL CHANGE

a volume in the International Leadership Association's Building Leadership Bridges series

Contents:

Forewords by Ambassador Juan Gabriel Valdés
and Artist Francisco Letelier

Sections On:

- Cultural Activists in Performance Art, Visual Art, and Film
- Participatory Democracy
- The Role of the Arts in Social Movements
- Theatre of the Oppressed, and People Power
- Community Building and the Arts for Social Change

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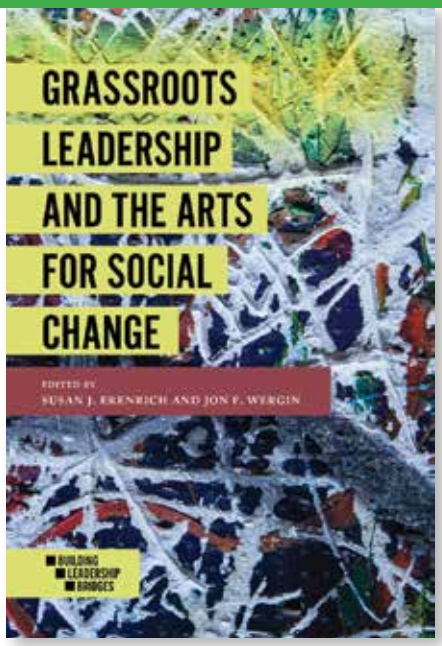

This timely and compelling volume is an invaluable resource for fellow artists, performers, scholar-activists and practitioners of conscience who are committed to renewing the spirit of community from the local to the global level.

- James V. Riker, University of Maryland College Park

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ila International Leadership Association

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Presentations | Ethics & Leadership

The Dark Side of Ethical Leadership

Chair: **Walter R. Baehrend,** Adjunct Professor; School of Graduate, Adult and Professional Education; Benedictine University

Visit http://tinyurl.com/y3zdzarx for Session Details.

A Basket of Deplorable Words: Dark Leadership in C.S. Lewis' Chronicles of Narnia

Aaron Perry, Associate Professor of Pastoral Theology and Leadership, Wesley Seminary, Indiana Wesleyan University

Visit http://tinyurl.com/yyur5wdd for Complete Description.

This presentation analyzes dark leadership — considered as the shadow side of charismatic leadership and as the triad of narcissism, Machiavellianism, and psychopathy — in C.S. Lewis' Chronicles of Narnia in order to observe and avoid dark leadership traits and behaviors in self and others. Fiction is used for its ability to influence the reader toward behaviors counter to dark leadership.

Against the Grain — The Ethical Dilemma of Leading a Team With a Dysfunctional Member

Kate Hitzke, Director, Human Service Consultants

Visit http://tinyurl.com/y2bht6qu for Complete Description.

A short story of leadership reality. You are an experienced senior leader in a public service organization. You discover over time that a member of your senior team is displaying narcissistic behaviors. What happens next is an experience of leadership courage in action, raising many questions for all involved, for research and organizational readiness to meet this dilemma more equitably.

Facing the Shadows of Leadership: A Model of Toxic Leadership

Steven M. Walker, Professor, Leadership Studies, National University

Taylor Peyton, Professor, Boston University (Co-Author)

Visit http://tinyurl.com/y5fe5ct9 for Complete Description.

This qualitative research study investigates the experiences of toxic leadership in organizations reported by 150 followers. Follower experiences were analyzed through NVivo. Various themes of toxic leadership emerged, and a model of toxic leadership was created. This presentation will discuss the findings of this study.

Meeting Room 102 | Presentations | Leadership Education

The Courage to Be Critical: Hegemonic Leadership, Gender Identity, and Liminal Leadership

Chair: **Susan Willsie,** OHD Coordinator, Organizational and Human Development, University of Waterloo

Visit http://tinyurl.com/y4rooa9n for Session Details.

Deconstructing and Disrupting Hegemonic Leadership Perspectives and Practices in Leadership Education

Kedir Assefa Tessema, Assistant Professor, Wilkes University

Michael W. Quigley, Assistant Professor, Organizational Leadership, Robert Morris University

Visit http://tinyurl.com/y5faq4tw for Complete Description.

In this presentation, we wish to engage in how to deconstruct and challenge hegemonic leadership perspectives that dominate leadership education. Using our own experiences as leadership educators, we reflect on our own sensemaking activities, and propose agendas for discussion to collectively envision non-hegemonic perspectives and practices in leadership education.

The Courage to Be Critical: Reconstructing Leadership Through the Lens of Gender

Trisha Teig, Teaching Assistant Professor, Pioneer Leadership Program, University of Denver

Kathy Guthrie, Associate Professor, Leadership Learning Research Center, Florida State University (Co-Author)

Visit http://tinyurl.com/y69p6jox for Complete Description.

Can we understand leadership without examining gender? This presentation offers experiences in implementing a Gender and Leadership class focused on analyzing leadership through critical and postmodern gender theory. Findings include the relevance of identity and social justice-based content in learning leadership, building relationships for students to engage in difficult topics, and the import of incorporating gender theory to explore leadership.

What It Takes to Be Courageous: Implications for Leadership Education

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

Visit http://tinyurl.com/yynsf47b for Complete Description.

Recognition of the importance of courage in our times raises the question, how might we foster courage in leadership education? This presentation sets out five courage-related elements that are central in the design of a graduate education program in values-based leadership: clarity about personal purpose; practice of explicit core values; transparency (especially acknowledging fears); engaging the unknown, and practical wisdom.

Meeting Room 103 | Presentations|| Women & Leadership

Global Leadership Skill Sets

Chair: **Joanne Barnes,** Dean of Graduate School & Professor of Organizational Leadership, Graduate School, Indiana Wesleyan University

Visit http://tinyurl.com/y2vt4uyo for Session Details.

Leadership in the Ivory Tower: Lessons Learned From African American Women of the Past and the Present

C. Ellen Washington, Associate Professor of Psychology, BA Psychology Online, The Chicago School of Professional Psychology
Paul Keith Baker, QEP Director, Office of University Accreditation, North Carolina Central University

Visit http://tinyurl.com/y5su2fub for Complete Description.

The issue of Black women in leadership roles in higher education dates back to 1846 when Lucy Stanton entered Oberlin University. Research has found that often times African Americas are in the lower ranks for administrative roles (Miles, 2012). In recent years, women leaders have found success in studying leaders of the past and relying on leadership models.

Women of Leadership in Barbados: Stories of Power, Influence & Broken Ceilings

Akhentoolove Corbin, Senior Lecturer, Management Studies, University of the West Indies

Visit http://tinyurl.com/y3mtcz8t for Complete Description.

In the small island developing state of Barbados in the Caribbean, the glass ceiling has been broken in significant ways in recent years. Women in Barbados have either been elected or appointed to significant top positions of leadership of major national institutions of government, private, and public sectors.

Japanese Women in Leadership

Yoshie Tomozumi Nakamura, Assistant Professor, Human and Organizational Learning, George Washington University
Mariko Gakiya, Researcher, School of Public Health, Harvard University
Mayuko Horimoto, Associate Professor, Center for Liberal Arts, Tokai University

Visit http://tinyurl.com/y2eo8tyb for Complete Description.

Though Japan had economic growth over the past decades, gender equality in the labor market has lagged. We will discuss the state of Japanese women in leadership and the situation of women's leadership development broadly in three layers — national/societal, organizational, and individual — to present some steady progress and the required "courage" to succeed.

Meeting Room 104 | Presentations | Public Leadership

Multi-Stakeholder Diversity and Inclusion

Chair: **Maribeth Saleem-Tanner,** Director of Civic Engagement, McDonough Center for Leadership and Business, Marietta College

Visit http://tinyurl.com/yyftdkgr for Session Details.

An Interpretative Phenomenological Analysis of Philippine Public Sector LGBT Leadership

Emerald Jay D. Ilac, Assistant Professor, Psychology, Ateneo de Manila University
Lance Calvin Gamboa, Ateneo de Manila University (Co-Author)
Athena May Jean M. Carangan, Student, Ateneo de Manila Loyola Schools (Co-Author)
Julia Izah S. Agida, Student, Ateneo de Manila Loyola Schools (Co-Author)

Visit http://tinyurl.com/y4cub6ce for Complete Description.

This study examined how LGBT public leaders navigating in the heterosexist and homonegative country of the Philippines construct their leadership experiences in relation to their gender identities, public-sector context, and heteronormative society. Results theorize a model of progressive public leadership interpretation, where the participants' situation in overlapping contexts enable interpretive processes to develop primary understandings of public leadership.

Cultivating Public Servants With the Fortitude to Lead in a VUCA World

Chris Taylor Cartwright, Intercultural & Global Leadership Assessment Consultant
Aziza Zemrani, Associate Professor & Chair, Public Affairs and Security Studies, University of Texas Rio Grande Valley

Visit http://tinyurl.com/y57bol6f for Complete Description.

Cultivating public leaders with the fortitude to lead in volatile, uncertain, complex, and ambiguous environments takes unique skills. The ability to engage diverse constituents in an inclusive manner is key to their success. In this session, we focus on the intercultural competencies that can be identified, cultivated, and measured to nurture courageous public leaders.

Queer(y)ing Leadership: An Examination of Leadership Within the Queer Social Movement

Alan John Chaffe, PhD Student, Leadership Studies, University of Victoria

Visit http://tinyurl.com/y58l66du for Complete Description.

The cultural-producing focus of the queer social movement has brought about new social movement actors and organizations. An examination of queer temporal festivals and rituals can provide new frames of analysis to understand leadership and activism. This presentation presents the findings of a year-long qualitative study that examined social movement leadership and activism through queer theatre festivals.

Meeting Room 105 | Presentations | Business Leadership

Navigating Leadership Through Asian Lenses

Chair: Neelesh Mirajkar, Head - Global Human Resources, Human Resources, LabVantage Solutions, Inc.

Visit http://tinyurl.com/y6a2c4rs for Session Details.

Good Chinese Leadership: An Analysis of Personal Stories of Inspiration From the Daqing Oilfield

Michael Sheridan Miles, Visiting Professor, Telfer School of Management, University of Ottawa

Visit http://tinyurl.com/yyo5kmb6 for Complete Description.

Research related to Chinese leadership has a long history. The range of traditional leadership philosophies (Confucius vs. Xun Tsu) is broad and contrasting. This study analyzes personal stories of 70 Chinese managers concerning "good leadership" in a modern State-Owned Enterprise. Analysis identified nine core themes associated with effective leadership practice and links these to both traditional and more modern Chinese philosophy.

Questioning the Cultural Glass Ceiling: Asian Leader Advancement in Non-Asian Global HQ Corporations

Kathleen A. Curran, Doctoral Candidate, Human and Organizational Systems, Fielding Graduate University

Visit http://tinyurl.com/y5c6ptdv for Complete Description.

Underrepresentation of Asian leaders in senior leadership roles in corporations of non-Asian origins inspired research that revealed perceived factors supporting and impeding upward advancement. Questioning the existence of a cultural glass ceiling, findings distinguish between individual, culturally influenced factors and those externally generated from within the corporate context. Implications suggest interrelatedness among global identity, leadership, and corporate cultural dynamics.

Family First: Sri Lankan Women

Amanda S. Wickramasinghe, Ph.D. Candidate, Global Leadership and Change, Pepperdine University; Founder & CEO, Wickra Consulting

Visit http://tinyurl.com/yxqaydu9 for Complete Description.

Sri Lanka is a country rich in heritage, culture, and deeply rooted traditions. Family, education, and history are at the forefront for nearly all Sri Lankan people, which is why it is possible for women to pursue their goals. This presentation will share insights from Sri Lankan culture where the development of women has remained at the center.

Meeting Room 106 | Presentations | Ethics & Leadership

Global Perspectives on Ethical Leadership

Chair: **Colleen P. Lyons,** Sr. Ethics Advisor, Ethics & Business Conduct, Boeing

Visit http://tinyurl.com/y24taton for Session Details.

Cultural Paradigms of Ethical Leadership in Kazakhstan: A Qualitative Study

Jason E. Lewis, Independent Scholar

Visit http://tinyurl.com/yykoesoa for Complete Description.

Research on ethical leadership has largely focused on Western contexts. The methods used in Western contexts have also been used to study ethical leadership in other, non-Western contexts. Few studies attempt to uncover an emic understanding of ethical leadership in non-Western contexts. This qualitative study sought to understand what Kazakhstanis in business describe as ethical leadership in local business organizations.

Ethical Decision Making: An Exploratory Study of Business Students From Four Global Regions

Grace Johnson, McCoy Professor of Management and Accounting, Business & Economics, Marietta College

Visit http://tinyurl.com/y39k8pcc for Complete Description.

This exploratory study identifies differences in business ethics decision making by 64 undergraduate business majors at three universities in Finland, Poland, and the United States. Results indicate that variations in national government and economic systems, as well as culture, shape students' (our future business leaders) approaches to ethical dilemma identification and resolution.

Applying the Principles of Dharma to Integrate Moral and Spiritual Theories of Leadership

Paresh Mishra, Associate Professor, Organizational Leadership, Purdue University - Fort Wayne
Suresh S. Kalagnanam, Associate Professor, Edwards School of Business, University of Saskatchewan

Visit http://tinyurl.com/y28agnbj for Complete Description.

In this paper, we perform a critical review of three major moral theories (Lemoine et al. 2019) and three major spiritual theories (Benefiel et al. 2014) of leadership, and discuss the commonalities, contradictions, and redundancies across them. We then propose an integrative model that ties these varied theories together by applying the principles of Dharma.

Meeting Room 108 | Symposium | Business Leadership

Leading Change: Action Research Case Studies in Practitioner-Led Change Initiatives

Chair: **Aleen Bayard,** Principal, Transformative Consulting

Commentator: **Gus Gustafson,** Dean, Awaken University; Chief Learning Officer, Tuthill Corporation

Visit http://tinyurl.com/y6r6rvz6 for Session Details.

In this session, three executives present examples of practitioner-led change, illustrating the complex and adaptive process of leading strategic change. Despite different contexts (including a hospital, and two Fortune 100 companies) and methodologies, the executives find rich similarities that point toward the importance of early action, participatory processes, and cultures of trust and engagement.

Mission vs. Margin: Driving Change in a Rural Hospital Through Comprehensive, Inclusive Strategic Planning

David Lee Schreiner, President & CEO, Katherine Shaw Bethea Hospital

Visit http://tinyurl.com/yxveddhy for Complete Description.

A strategic plan has the best chance of succeeding when many stakeholders make contributions. This presentation explores a process of leading participative strategic planning through the appreciative inquiry summit model, drawing from the case study of a rural, community hospital's process to develop a three-year plan to drive organizational success.

Using Appreciative Inquiry to Improve Communication and Set a Growth Path Inside a $1B Industrial Distribution Company

Matthew Schatteman, Senior Director, Marketing, Kaman Distribution

Visit http://tinyurl.com/yyry37o6 for Complete Description.

Getting new ideas from a mature team takes effort. When seasoned team members in a slow growth industry are spread across disparate locations, they often feel neglected and undervalued. This presentation will share how an appreciative inquiry approach was used to give voice to team members' insights, identify new ideas, forge new relationships, and build support for important initiatives.

Meeting the Challenge of Disruption: How a Fortune 100 Company is Evolving and What Leaders Can Learn from It

Cheryl Andrea Harris, Senior Vice President, Sourcing and Procurement Solutions, Procurement, Allstate Insurance Corporation

Visit http://tinyurl.com/yyfj9ehe for Complete Description.

Disruption is here. Organizations that fail to change risk being incapable of delivering against customer, shareholder, and employee expectations. This presentation explores the concept of disruption through the case study of a Fortune 100 company making major changes in its procurement services. The case provides fresh insights for the practical skills leaders need when guiding employees through complex organizational changes.

Meeting Room 201 | Workshop | Leadership Development

It Takes Courage to Play With Defense Mechanisms: A Cooperative Game for Authentic Leader Development

Joe Lasley, University of San Diego
Sanket Patel, Doctoral Student, Leadership Studies, University of San Diego

Visit http://tinyurl.com/y47fq2s7 for Session Details.

This workshop will facilitate a dynamic, cooperative game designed for players to explore cognitive distortions and defense mechanisms as tools for developing authentic leaders. This game facilitates an understanding of which defensive behaviors serve as tools versus which serve as traps. This game has the potential to increase the self-awareness of leadership teams with respect to defense mechanisms.

Meeting Room 202 | Presentations | Leadership Development

Linking Leadership Theory to Leadership Practice: Where Are We?

Chair: **Leah Waks,** Director of Undergraduate Program & Principal Lecturer, Communication, University of Maryland

Visit http://tinyurl.com/y5bcqvjh for Session Details.

Getting From Theory to Action: Defining an Approach to Leadership Development

Cheryl Schoenberg, Deputy Director, Leadership Practice, IREX
Nina Oduro, Leadership Technical Advisor, IREX

Visit http://tinyurl.com/y5z85zq9 for Complete Description.

It requires courageous efforts for leadership development practitioners to learn and define how to develop and measure the impact of leaders they work with. IREX will share its courageous journey in assessing its work with leaders to define an approach to developing dynamic leaders who are values-driven, ethical, and visionary, and who turn inspiration into action.

Leadership Skills in Online Doctoral Education Programs

Jennifer Calito, Research Fellow, Center for Educational and Instructional Technology Research, University of Phoenix
Jeanie Krause Bachand, Faculty, College of Doctoral Studies, University of Phoenix
Cynthia D. Knittle, Complex Case Manager, Adjunct Faculty, University of Phoenix (Co-Author)

Visit http://tinyurl.com/y5vvsq6q for Complete Description.

A correlation study of doctoral alumni was conducted to identify if a relationship exists between completion of online doctoral programs and leadership skills. Graduates were surveyed using the Leadership Practices Inventory. The results can inform the strategic priorities of colleges with online doctoral programs and what enhancements to the existing curriculum may be warranted.

Trends in Leadership 2019

Maureen Metcalf, CEO & Founder, Innovative leadership Institute

Visit http://tinyurl.com/y3pv5szb for Complete Description.

This presentation will analyze the 52 hours of leadership interviews conducted by Maureen Metcalf for her radio show, *Innovating Leadership, Co-Creating Our Future,* over the past year to identify themes and recommendations. Insights from these conversations will help both researchers and practitioners.

Meeting Room 204 | Panel Discussion | Leadership: Courage Required

The Courage to Act — The Challenge of the Status Quo: Leading From the Unknown to the Known and Back Again

Chair: **Lunthita M. Duthely,** Alumni Research Fellow, Center for Educational and Technology Research, College of Doctoral Studies, University of Phoenix
Shanita Baraka Akintonde, Professor, Communication, Columbia College Chicago
Kamla Mungal, Director, Arthur Lok Jack Global School of Business, The University of the West Indies
Adi John Walker, Director, POD International Consulting

Visit http://tinyurl.com/yxus24h8 for Session Details.

Action is how leaders change existence, and must be guided by purpose, knowledge, and courage. To bring, manage, and learn from change requires leaders to challenge the status quo. Yet, courage to act affects leaders and teams, both working in known contexts and stepping into unknown ones. Join this international multidisciplinary team in uncovering the nature of courageous leadership action.

Meeting Room 205 | Panel Discussion | Ethics & Leadership

Integrating Perspectives on Ethical Leadership: Empirical & Theoretical Advances

Chair: **Cameron A. Shandersky,** Doctoral Candidate, Leadership Studies, College of Professional Sciences, Xavier University
Michael Chikeleze, Associate Professor of Leadership Studies, Xavier University
Molly Dugan, Assistant Director of Orientation and Transition Programs, Office of Student Involvement, Xavier University
Gail F. Latta, Doctoral Program Director & Professor, Leadership Studies and Human Resource Development, Xavier University

Visit http://tinyurl.com/y24nvz83 for Session Details.

Ethical decision-making has been researched from contrasting theoretical perspectives: The trait-perspective seeks to identify stable preferences for ethical decision-making; the situational perspective documents evidence that individuals adopt different ethical perspectives to resolve different ethical dilemmas. Evidence for these opposing perspectives will be presented, while a third panelist will offer an integrated perspective bridging the divide between these competing approaches to ethical decision-making.

Meeting Room 206 | Panel Discussion | Followership

Gender Discrimination and Survival: Autoethnographies of Courageous Followership

Chair: **Lizzie Bronte,** Student, Ph.D. in Global Leadership, Indiana Tech
Melissa D. Roberts, Student, Ph.D. in Global Leadership, Indiana Tech
Emily A. Daniels, Adjunct Professor, Ph.D. in Global Leadership, Indiana Tech
Tiffany S. Ho, Student, Ph.D. in Global Leadership, Indiana Tech

Visit http://tinyurl.com/yxdczvvg for Session Details.

Panelists here have experienced intense struggles as women in academic and professional environments including academic mobbing, physical and mental health issues, and job loss. Despite these numerous challenges, panelists have engaged in courageous followership through direct engagement with problematic systems, speaking truth to power. This panel will offer stories as testimonies, moving towards action and research.

Meeting Room 208 | Symposium | Business Leadership

New Perspectives on Complexity in International Leadership & Management

Chair: **Lucie H. Tran,** Senior Manager, Program Management, Portfolio Execution, Benedictine University
Commentator: **Jim Ludema,** Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/yyheswtx for Session Details.

Organizations today are globally connected and face unprecedented complexity in managing cultural differences, geographic boundaries, legal jurisdictions, time zones, and languages. This symposium highlights insights from new research that explores how global leaders can practice self-leadership in the ethical complexity of global leadership, rethink sources of power, and leverage complexity as an asset.

Self-Leadership in a Highly-Globalized World: The Courage for Personal Transformation to Lead Stronger

Daniel McClellan, Ph.D. Candidate, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/yyajhcm8 for Complete Description.

The range of complexity and change confronting global leaders is the new normal as the effects of globalization challenge traditional ideas about effective leadership across and within global organizations. Central to effective leadership is self-leadership — the ability to lead one's self. This presentation will introduce findings from recent research that explores effective self-leadership in a Globalization 4.0 world.

Having the Courage to Re-Learn Leadership: Power & Leading in the Global Environment

Brett Hinds, Chief Engineer, Ford Motor Company

Visit http://tinyurl.com/y4bykp4o for Complete Description.

In the complex global context, leaders are presented with unique challenges in which traditional bases of power shift in their contribution and importance. This presentation will review existing literature, practical experience, and new research on the bases of power that a global leader employs to influence regional and global followers. The findings offer important implications for contemporary global leaders.

The Global Change Gap: Courage to Tackle Complexity in Leading Global Change

Amber A. Johnson, Chief Communications Officer, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/y4qfucs6 for Complete Description.

A gap exists between the global changes organizations desire to make and the capable leadership available to lead the change initiatives. Leading global change requires skilled teams able to navigate remarkably complex circumstances. What factors contribute to their success? This presentation will highlight findings of new case study research into how successful global change initiatives leverage complexity as an asset.

Meeting Room 209 | Workshop | Leadership Development

The Body and Soul of a Leader: Bringing Your Essence to Your Leadership

Jean Ogilvie, Founder/Senior Consultant, The Aeshna Project
Robyn Wynne-Lewis, Founder, LDINZ
Mark Yeoell, Leadership Trainer and Executive Team Builder and Coach, Global Integrity Leadership Group, Inc.

Visit http://tinyurl.com/y27ghs3g for Session Details.

This is an experiential workshop focused on what our bodies can teach us about the kind of leaders we were born to be. We will learn and experience how to shift energy, shift states, stay attuned with others, stay centered, manage our emotions, and use play as a way to create safe space for others.

Meeting Room 210 | Panel Discussion | Leadership Education

What's at Stake? Deans & Directors on the Future of Leadership Studies

Chair: **Mary H. Tolar,** Director, Staley School of Leadership Studies, Kansas State University
Nicholas Ladany, Dean & Associate Provost, School of Leadership and Education Sciences, University of San Diego
Sandra J. Peart, Dean, Jepson School of Leadership Studies, University of Richmond
Gama Perruci, Dean, McDonough Leadership Center, McDonough Leadership Center, Marietta College

Visit http://tinyurl.com/y3kvu3zg for Session Details.

This panel is a unique opportunity to hear from leaders of some of the top academic programs in the United States. They will discuss current and future trends in leadership studies including perspectives and priorities for their centers and schools.

Meeting Room 211 | Panel Discussion | Leadership Education

Making the Most of Your First ILA Global Conference

Chair: **Vivechkanand S. Chunoo,** Assistant Professor; Agricultural Leadership, Education & Communications; University of Illinois at Urbana-Champaign
Brittany Nicole Devies, Graduate Assistant, Leadership Learning Research Center, Florida State University
Kathy Guthrie, Associate Professor, Leadership Learning Research Center, Florida State University
Sally R. Watkins, Teaching Faculty, Leadership Learning Research Center, Florida State University

Visit http://tinyurl.com/y3g58tsw for Session Details.

This interactive panel is for first time, undergraduate or graduate, attendees of the ILA global conference and will help new attendees understand the structure of the ILA as an organization, as well as the design of the conference, with special focus on maximizing their conference experience, building and maintaining professional networks, and leveraging available professional and personal development resources.

Meeting Room 212 | Panel Discussion | Leadership Education

Exploring Scholarship at the Interdisciplinary Nexus of Leadership Education and Development

Chair: **Katherine L. Friesen,** Graduate Assistant & Leadership Instructor, Women in Science and Engineering, Iowa State University
Anthony C. Andenoro, Executive Director & Professor of Ethical Leadership, Ethical Leadership; Office of the Provost, St. Thomas University
Cameron C. Beatty, Assistant Professor, Education Leadership and Policy Studies, Florida State University
Lindsay Hastings, Clifton Professor in Mentoring Research & Director; Nebraska Human Resources Institute; Agricultural Leadership, Education, and Communication; University of Nebraska-Lincoln
Julie E. Owen, Associate Professor of Leadership Studies, School of Integrative Studies, George Mason University

Visit http://tinyurl.com/y4s93rtl for Session Details.

The purpose of this panel is to provide context for the discussion of research trajectories and questions that inform the applied interdisciplinary fields of leadership education and development (LED). Panelists will discuss multiple scholarly perspectives and their contributions to and implications for the fields of LED and will explore opportunities for scholarly collaboration across disciplines and fields, and institutions.

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

Meeting Room 213 | Panel Discussion | Healthcare Leadership

Empowering Women Leaders in Health: A Toolkit of Promising Practices

Chair: **Ivy Bourgeault,** Professor, Telfer School of Management, University of Ottawa
Karen Lawford, Assistant Professor, Gender Studies, Queen's University
Lisa Richardson, Assistant Professor, University of Toronto
Janet Hatcher Roberts, Co-Director - WHO Collaborating Centre for Knowledge Translation and Health Technology Assessment in Health Equity, School of Epidemiology and Public Health, University of Ottawa

Visit http://tinyurl.com/y5arfjdw for Session Details.

The pace at which women attain leadership positions in the health sector is arduous and slower than would be anticipated given their historical and increasing representation in the health labor force. This panel will bring together researchers and leaders from the Empowering Women Leaders in Health initiative to discuss barriers and facilitators to the advancement of women's leadership in health.

2019 ILA LIFETIME ACHIEVEMENT AWARD HONOREE

Meeting Room 215 | Presentation | Leadership: Courage Required

A Conversation With Juana Bordas

Juana Bordas, President, Mestiza Leadership International

Visit http://tinyurl.com/y55xxfhf for Session Details.

Each year, ILA honors individuals from the field of leadership with ILA's Lifetime Achievement Award, inducting them into the Leadership Legacy Program at our annual global conference. Attend this special session with 2019 Legacy Awardee Juana Bordas as she shares stories and takes questions on her life, legacy, and leadership.

CS5 SAT
11:45–12:45

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Meeting Room 101 | Presentations | Public Leadership

Democracy and Civic Engagement

Tim A. Mau, Associate Professor, Political Science, University of Guelph

Visit http://tinyurl.com/y5pgp5kp for Session Details.

A Courageous Case of a State Agency Leadership Program

Hannah Carter, Dean, Cooperative Extension, University of Maine
Valerie M. Sledd, Program Coordinator, UF/IFAS Center for Leadership, University of Florida (Co-Author)

Visit http://tinyurl.com/y5zldzex for Complete Description.

A state government agency leader who wanted to ensure the success of his organization beyond his political term implemented a contextualized leadership development program for nominated employees. This case study explores program outcomes including the intrapersonal leadership traits identified among participants. Implications will be discussed.

You Should Run for Office: Confessions of a Reluctant Public Leader

Linda G. Olson, Teaching Professor & Director, Pioneer Leadership Program, University of Denver
Max B. Klau, Chief Program Officer, New Politics Leadership Academy

Visit http://tinyurl.com/yyr62hoc for Complete Description.

Imagine if we all ran for office! Would it change our teaching and research? Would it improve public policy making by having more "leadership experts" at the helm? This session provides a reflection on the challenges of practicing what we teach and teaching what we know through public leadership service.

Political Skills in Politics and How People Develop Them

Wesa Chau, CEO, Cultural Intelligence

Visit http://tinyurl.com/yywarol6 for Complete Description.

At a time when political leaders are losing trust from citizens, there are an urgent call to have competent political leaders. The inquiry into skillsets is rarely explored in public leadership research. This paper explores what politicians define as political skills and how politicians learn those skills.

A Cross-Cultural Comparison of Community Engagement Practices of Generation Z Students in the U.S. and Brazil

Corey Seemiller, Associate Professor, Leadership Studies in Education and Organizations, Wright State University
Gustavo Severo De Borba, Professor, Design, Unisinos University
Meghan Grace, Graduate Assistant, Vanderbilt University

Visit http://tinyurl.com/yxo5o2dl for Complete Description.

We are just now starting to understand how Generation Z, born 1995 to 2010, engage in their communities to make a difference. But, are the community engagement practices of Generation Z universal across cultures? This session offers a snapshot of Generation Z students in both the U.S. and Brazil and how they aim to make an impact.

Meeting Room 102 | Panel Discussion | Leadership Education

Grit, Resilience, and Mindfulness: Essential Elements of a Leader's Courage

Chair: **Andrew Ledford,** Assistant Professor; Leadership, Ethics, and Law; United States Naval Academy
Deirdre Dixon, Assistant Professor, College of Business, University of Tampa
Brad Snyder, Adjunct Professor; Leadership, Ethics, and Law; U.S. Naval Academy
Michael A. Norton, Permanent Military Professor; Leadership, Ethics, and Law; United States Naval Academy
Celeste Raver-Luning, Leadership Research Fellow; Leadership, Ethics, and Law; United States Naval Academy
Alex Anne Dietrich, Junior Permanent Military Professor; Leadership, Ethics & Law; United States Naval Academy

Visit http://tinyurl.com/y5fvygsp for Session Details.

The intersection of grit and resilience are important in their commonality as well as their differences. Panelists will share their research and experiences in special operations and the military, winning gold in the Paralympics, and in the field of sports psychology to demonstrate this intersection and provide a compelling argument that mindfulness is a critical part of such traits.

Meeting Room 103 | Presentations | Ethics & Leadership

Ethical Leadership Foundations and Strategies

Chair: **William C. Minner,** Co-founder, Relations Management Group

Visit http://tinyurl.com/y2cbwuke for Session Details.

Defining an Ethical Baseline Model for Courageous Leadership

Dayo Sowunmi, II, CEO, The Anode Group

Visit http://tinyurl.com/yxgkrdpk for Complete Description.

When corporate scandals occur, they are often exacerbated by inconsistency in corporate decision-making from an ethical standpoint. The author introduces a model developed to capture and measure corporate and individual ethical baselines. Further, the model serves to guide and direct an organization's future decisions, fostering objectivity, consistency, and courage, when they are needed most — during a crisis.

Leaving Your Mark: Seven Leadership Strategies for Indelible Leadership

James S. Welch, Professor of Instruction, Management, University of Tampa

Visit http://tinyurl.com/y6ammzgr for Complete Description.

With this paper, a leadership construct focusing on seven key leadership strategies is proposed that can work with a variety of leadership theories and styles. There are seven strategic behaviors that can help effective leaders leave a legacy for an organization to continue to build upon well into the future.

Imagineering Sustainability: Ethics, Emotion, and Effectiveness

Janis B. Balda, Professor of Sustainable Enterprise, Unity College
Eleftheria Egel, Founder and CEO, Navigating Transformation

Visit http://tinyurl.com/y222fgqq for Complete Description.

Do those who influence others toward sustainable behaviors have a responsibility to tap the moral imagination and engage ethics, values, and emotion in addition to science and policy? The presenters ask how these can be connected and used to influence others toward positive change via practices and methods that effectively align thought and action for sustainability.

Ethical Leadership: A Primer

Robert M. McManus, McCoy Professor of Leadership Studies and Communication, Marietta College

Visit http://tinyurl.com/yyzpndwl for Complete Description

This presentation will survey the ways various ethical theories address the process of leadership, as well as the ways various leadership theories address the questions of ethics using the five components of leadership model as a guide.

Meeting Room 104 | Presentations | Leadership Scholarship

Examining Courageous Leadership in Non-Profit Contexts

Chair: **Trisha Gott,** Interim Director/ Assistant Professor, Staley School of Leadership Studies, Kansas State University

Visit http://tinyurl.com/y6chzlye for Session Details.

Leadership, Trust, Value-Congruence, and Volunteer Motivation Within the Not-for-Profit Sector

Stephen G. Fogarty, President, Alphacrucis College
Mulyadi Robin, Assistant Professor, Faculty of Business, Alphacrucis College (Co-Author)

Visit http://tinyurl.com/y57qkpdp for Complete Description.

Drawing on the full range leadership model and self-determination theory, this study explores the mediating roles of trust and value-congruence on leadership and volunteer motivation. Based on responses from a sample of 790 volunteers across 28 churches in Australia, we found different antecedents and mechanisms that explained both intrinsic and extrinsic volunteer motivation. Implications for theory and practice will be discussed.

Exercising Courageous Public Leadership From Below: A Case Study of a Native American SMO

Antonio Jimenez Luque, Assistant Professor, Leadership Studies, University of San Diego

Visit http://tinyurl.com/y2p4kn2d for Complete Description.

Marginalized social groups have frequently adopted their own ways of exercising courageous public leadership to challenge structures of domination and oppression. This study is a mini-ethnographic case study conducted within a Native American social movement organization founded in Washington state that examines how this organization understands and exercises collective processes of public leadership from below.

The Role of Social Entrepreneurship and Education in Addressing Native American Social and Economic Challenges

Tony Dixon, Leadership Development Consultant, Lead Thru Inspiration, City University of Seattle

Visit http://tinyurl.com/y35saufu for Complete Description.

Native Americans suffer from social and economic challenges. One possible solution is social entrepreneurship. The purpose of this study was to determine how social entrepreneurs could successfully engage Native American populations to reduce social challenges. A mixed methods study was conducted to answer the research questions. Results from all data sources produced three qualitative themes: social enterprise, education, and culture.

An Empirical Study of Ubuntu Leadership in South Africa

Alphonse Keasley, Associate Vice Chancellor, Office of Diversity, Equity, and Community Engagement, University of Colorado Boulder
Sylvester Bongani Maphosa, Chief Research Specialist, Africa Institute of South Africa, Human Sciences Research Council

Visit http://tinyurl.com/y5scmkyy for Complete Description.

This empirical study focused on Ubuntu leadership in non-business, urban, and rural informal settlement environments with attention to gender, age, and educational attainment. Findings from three South African provinces show significant differences regarding province, gender, and age. Based on these preliminary findings, it is evident that Ubuntu leadership is active in segments of the South African community.

Meeting Room 105 | Presentations | Followership

Getting Followership Out There: Considerations and Challenges for Integrating in Training

Chair: **Marc Hurwitz,** Associate Director, Undergraduate and Non-degree Programs, Conrad School of Entrepreneurship & Business, University of Waterloo

Visit http://tinyurl.com/y4d6pl7d for Session Details.

Relationship Between Kelley's Followership Styles and the Big Five Factor Model of Personality

Donald R. Kudek, Assistant Professor & Department Chair, Business, Wisconsin Lutheran College

Visit http://tinyurl.com/y58ukl8t for Complete Description.

The presentation will share the results of a survey conducted on 238 adults looking to determine the relationship between an individual's followership characteristics using Kelley's Followership Questionnaire and the individual's personality traits using the 20-item Mini-International Personality Item Pool test. Of the ten hypotheses tested, nine were supported with seven at the 99% confidence level and two at 95%.

Reconceptualizing Followership Identity: A Useful Guide for Leadership Educators

Ibukun D. Alegbeleye, Ph.D. Candidate; Agricultural, Leadership, & Community Education; Virginia Tech
Eric K. Kaufman, Professor; Agricultural, Leadership, and Community Education; Virginia Tech

Visit http://tinyurl.com/y4s6udsc for Complete Description.

In this presentation, we will prescribe new ways of approaching followership (and leadership), examine how these new approaches fit within the modern discourses of leadership, and recommend how leadership educators should incorporate followership into their academic programs.

A Conceptual Framework to Guide Leader and Follower Education, Development, and Assessment

Neil E. Grunberg, Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences
Erin S. Barry, Research Assistant Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences
John McManigle, Director, Leadership Curriculum, Military & Emergency Medicine, Uniformed Services University of the Health Sciences (Co-Author)

Visit http://tinyurl.com/y25ybf6h for Complete Description.

Leader and follower education and development programs should be based on a clear conceptual framework and defined key terms. The conceptual framework should guide both curriculum and assessments. Meaningful programmatic assessment requires accurate assessments of teachers, coaches, and mentors as well as students in ways that are aligned with the conceptual framework.

Reframing Team Building to Leader–Follower Partnership Training: An Interactive Curriculum for Youth

Monique Y. Wong, President & Founder, The Leader in You LLC

Visit http://tinyurl.com/y5tgmft5 for Complete Description.

Reframing team building to leader-follower partnership training brings into focus the symbiotic relationship between leadership and followership. This curriculum is a work in progress. It aims to teach followership concepts and develop followership strengths to complement leadership in a multigenerational context. To appeal to the learning preferences of youth members, interactive team-based activities and multimedia methodologies are used.

Courage to Lead: A Case of the National Leadership Institute in Armenia

Lazarina Topuzova, Associate Professor, Organizational Leadership, Robert Morris University
Petros G. Malakyan, Associate Professor, Organizational Leadership, Robert Morris University

Visit http://tinyurl.com/y6nv2un6 for Complete Description.

This qualitative study introduces a leadership development program in post-Soviet Armenia. The study offers insights into the grassroots leadership development initiatives in Armenia and the dynamic process of one's progress from followership to leadership roles. The study also reveals what factors, including courage, fostered or hindered the growth and development of the new generation of leaders in Armenia.

Meeting Room 106 | Presentations | Leadership Education

Examining and Exploring the Wellbeing of Effective Leaders: Moral Courage and Moral Dilemmas

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

Visit http://tinyurl.com/y5y3nelm for Session Details.

Developing Courageous Moral Leaders Through Innovative Pedagogical Practices

David T. Houglum, Director of Leadership & Leadership Professor of Practice; Franz Center for Leadership, Entrepreneurship, and Innovation; University of Portland

Visit http://tinyurl.com/y3wqvckt for Complete Description.

This presentation will explore multiple facets associated with developing, implementing, and sustaining an innovative leadership course focused on cultivating courageous moral leaders. Innovative pedagogical practices utilized in the course will be shared. Lessons learned concerning developing, implementing, and sustaining innovative leadership education practices will be explicated and connections will be drawn for future course development, theoretical exploration, and research.

Impact of Online Versus in Person Moral Dilemma Discussions on Moral Courage and Moral Efficacy

Dave Huston, Deputy Chief, Research and Scholarship Division, Center for Character and Leadership Development, United States Air Force Academy

Visit http://tinyurl.com/y4ds8ojp for Complete Description.

I think we can all agree that it's better for a leader to have more rather than less moral courage and moral efficacy. That being said, how can we best increase this in leaders? This presentation will discuss the results of a facilitated moral dilemma program aimed at answering this question.

Developing Cultures of Flourishing: Examining Positive Leadership in School Organizations

Benjamin Kutsyuruba, Associate Professor, Faculty of Education, Queen's University
Keith D. Walker, Professor, Educational Administration, University of Saskatchewan
Sabre Cherkowski, Associate Professor, Faculty of Education, University of British Columbia (Co-Author)

Visit http://tinyurl.com/y62dfgmf for Complete Description.

Sustaining and fostering wellbeing as an essential aspect of effective leadership is garnering attention in numerous organizational contexts but surprisingly, there is a minimal focus in educational settings. Our findings provide insights into how to grow and sustain flourishing leadership that contributes to growing and sustaining organizational cultures where all may thrive.

Exploring the Wellbeing of Outstanding School Leaders in Canada

Benjamin Kutsyuruba, Associate Professor, Faculty of Education, Queen's University
Nadia Sadat Arghash, Research Associate, Faculty of Education, Queen's University
Terry Kharyati, Secretary General and Director of Human Resources, Western Québec School Board (Co-Author)

Visit http://tinyurl.com/yx8m7ggk for Complete Description.

The purpose of our exploratory research was to examine the perceptions of wellbeing in the work lives of people in Canada's Outstanding Principals program through two research questions: 1) How do outstanding principals experience wellbeing? and 2) What factors contribute to school working environments where wellbeing is possible and sustainable and where its antecedents can be better understood?

Meeting Room 108 | Presentations | Public Leadership

Social Movement and Social Change

Chair: **Tom Klaus,** President, Tenacious Change

Visit http://tinyurl.com/yy3nj99p for Session Details.

The Courage to Lead Change: Dalit Gandhian Activists, Inclusion, and Socio-Ecological Transformation

David Blake Willis, Professor of Anthropology and Education, Human and Organization Development, School of Leadership Studies, Fielding Graduate University

Visit http://tinyurl.com/y4xogs5c for Complete Description.

Effective leadership in challenging times requires new exemplars of courage from whom we can learn. This research reports on Dalit Gandhian activists, who inspire and lead people to action against systems of oppression; and the Workers Home, where activists, including Martin Luther King Jr. and John Lewis, experience leadership training.

Applying Courageous Collective Change Leadership to Resolve Complex Community Problems

Jay L. Caulfield, Assistant Professor; Leadership, Ethics & Change; Marquette University

Visit http://tinyurl.com/y4s5u9wd for Complete Description.

This case study describes how one Midwest community within the USA applied collective leadership across a community network of organizations for nearly a decade by courageously engaging in a seven-year media campaign to successfully reduce teen pregnancy within the community by 65%. Using Kotter's change model as a backdrop, powerful strategies and provocative creativity reveal courageous leadership.

Coffee, Courage, and Cannabis: Leading Change in the Regulated Marijuana Market

Katherine A. Hoffman, Policy and Rules Coordinator, Director's Office, Washington State Liquor and Cannabis Board

Visit http://tinyurl.com/y4lazmpl for Complete Description.

Washington State legalized recreational marijuana in 2012. Incrementally adjusting the initial regulatory framework in response to industry growth offers unique opportunities for courageous leadership. Applying theories based on complexity science from both leadership and public administration disciplines, this presentation will explore leading change from a practitioner's perspective in one of the most interesting and controversial social experiments of our time.

Speaking Truth to Power: Women Activists in Authoritarian, Patriarchal Countries

Elizabeth Stork, Professor, Organizational Leadership, Robert Morris University

Visit http://tinyurl.com/yyo9l3uy for Complete Description.

Women living under patriarchal, religion-dominated, and authoritarian governments face clear boundaries about what is women's work. In Armenia, Jordan, and Ethiopia some are courageously and successfully working to challenge and change unjust traditions, practices, and policies by speaking truth to power. As governments around the world become increasingly authoritarian, we may have much to learn.

CS6 SAT
14:30–15:45

Meeting Room 201 | Workshop | Leadership Education

Exploring and Advancing the Leadership Identity Development Model: Applications From Current Research

Melissa L. Rocco, Affiliate Assistant Professor & Leadership Studies Coordinator; Counseling, Higher Education, and Special Education; University of Maryland

Julie E. Owen, Associate Professor of Leadership Studies, School of Integrative Studies, George Mason University

Visit http://tinyurl.com/y5dhbyxa for Session Details.

Leadership educators have used the Leadership Identity Development (LID) Model in curriculum design since its creation in 2005. Join us to explore the LID Model's use, gaps, and potential through the lens of personal experience and current research. Case studies and discussion will be used to highlight applications to various student populations, social contexts, functional areas, and institutional types.

Meeting Room 202 | Workshop | Leadership Development

Open Trust Conversations: A New Approach to Evaluating and Building Trust

MaryJo Burchard, Founder, Chief Consultant-Researcher, Concord Leader

Visit http://tinyurl.com/y5o8crkp for Session Details.

Few things take more courage than trust. This workshop will demystify building and maintaining trust by (1) walking participants through a trust evaluation process with the person of their choice (who may or may not be present), and (2) coaching participants through trust conversations that affirm what is strong and identify what they need for trust to grow.

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

Meeting Room 203 | Workshop | Leadership Development

Burnt Out or Worn Out? Stories, Strategies, and Skills for Addressing Exhaustion, Cynicism, and Helplessness

Sadhana W. Hall, Deputy Director, The Nelson A. Rockefeller Center, Dartmouth College
Stanley J. Ward, Dean, Capstone Studies, Claremont Lincoln University
Tanya Judd Pucella, McCoy Professor of Education and Leadership Studies, McDonough Center for Leadership & Business, Marietta College

Visit http://tinyurl.com/y3k249a9 for Session Details.

The challenges of leadership can lead to burn out as well as simply being worn out. This workshop addresses how leaders can assess their place on the burnout spectrum and what they can do about their own states of exhaustion, cynicism, and helplessness in order to bring courage and optimism to themselves and followers.

Meeting Room 204 | Workshop | Leadership Development

Leadership Courage: Nourishing Your Mind, Body, Spirit, and Heart Through Resilience

Jennifer Frumer, President, Jenni Frumer & Associates, LLC
Jennifer Moss Breen, Director & Associate Professor, Interdisciplinary Ed.D. Program in Leadership, Creighton University

Visit http://tinyurl.com/y4zgs6zv for Session Details.

Have you ever wanted to fully thrive as a courageous leader in our complex world? Join us in this highly interactive workshop where we lead you through the process of growing more resilient and more courageous as a leader!

Meeting Room 205 | Panel Discussion | Leadership Scholarship

The Courage to Be a Little Hero

Chair: **Brad G. Jackson,** Professor; Business, Strategy and Innovation; Griffith University
Carole J. Elliott, Professor, Roehampton Business School, University of Roehampton
Valerie Stead, Senior Lecturer, Entrepreneurship and Strategy, Lancaster University Management School
Rita A. Gardiner, Assistant Professor; Critical Policy, Equity and Leadership Studies; Faculty of Education, Western University

Visit http://tinyurl.com/y5pvnfac for Session Details.

When considering courage, what often comes to mind are larger than life super heroes. Yet instead of concentrating on those larger than life heroes, what if we considered instances of courageous action from little heroes? In an interactive, engaging session, a panel of critical leadership scholars explores how courage emerges in unexpected instances and from the least likely of people.

Meeting Room 206 | Workshop | Leadership: Courage Required

From Inner Work to Action — Nourishing Courageous Leadership

Kathleen E. Allen, President, Allen and Associates
Kathryn Goldman Schuyler, Founder, Coherent Change
Katherine Tyler Scott, Managing Principal, Ki ThoughtBridge, LLC

Visit http://tinyurl.com/y2duqfjg for Session Details.

Courageous leadership comes from being grounded in self-awareness, congruence between values and actions, and knowledge of systems. Three experienced scholar/practitioners share an emergent model that integrates these and bridges theory and practice, connects cognitive and emotional knowledge, and evokes authentic change and bold action.

Meeting Room 207 | Presentations | Leadership Education

Global Leadership: Examining Cultural Contexts and Competencies in Short- and Long-Term International Studies

Chair: **Brigitte Harris,** Dean, Faculty of Social and Applied Sciences, Royal Roads University

Visit http://tinyurl.com/y5h5c2mq for Session Details.

Teaching Global Leadership and Cultural Competency in an Undergraduate Classroom: Does It Work?

Tara L. Widner, Lecturer, Leadership Studies, Iowa State University

Visit http://tinyurl.com/y6lt9vaf for Complete Description.

Global/international leadership combines leadership practices, cultural competency, and complex contexts in leadership processes. A recent study examined the effectiveness of applying a global leadership development model in three settings: month long study abroad course, semester long class in the U.S., and an online course. Findings will be shared from the research, including the model and quantitative/qualitative data from the project.

Rapid Expansion of Leadership Education in K-12 and Universities in Japan, 2016-2019

Mikinari Higano, Professor, Waseda University
Rira Sogabe, Associate, Innovst Inc.
Takeshi Hirai, Vice Principal, Shizuoka Prefectural Ito Senior High School

Visit http://tinyurl.com/y3ezrvl7 for Complete Description.

During the past few years in Japan there has been a rapid expansion of leadership education programs at K-12 schools and at universities. Since 2010, the active-learning movement has led to a boom in leadership education. As a result, there has been a significant demand for young employees with leadership skills. Concurrently, a shortage of leadership educators has become a serious problem.

Developing a Short-Term International Leadership Study Abroad Field Trip

Jennifer Strong, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University

Visit http://tinyurl.com/y49x8df8 for Complete Description.

Many leadership programs are looking to provide varied and innovative types of international experiences that appeal to a multitude of students. Short-term international field trips are more cost effective for students and provide an opportunity for innovative, high-impact learning experiences. This presentation will discuss a proven framework for developing short-term field trips and lessons learned from three years of experiences.

Study Abroad in Post-Conflict Society and Its Effects on Conscientization and Leadership

Kelly Metz-Matthews, Instructor, San Diego State University
Lindsay Allen, Global Coordinator & Doctoral Assistant, University of San Diego

Visit http://tinyurl.com/yxrreqj8 for Complete Description.

This presentation will describe a mixed methods study exploring the impact of a short-term faculty-led study abroad in post-conflict Belfast on graduate students of leadership studies. Specifically, it will explore students' shifting conceptions of the systems and institutions that shape educational practice, perceptions of citizenship, and opinions on identity and leadership.

SPOTLIGHT SESSION

CS6 SAT
14:30–15:45

Meeting Room 208 | Panel Discussion | Business Leadership

Women on Boards: Courageous Leadership Required

Chair: **Marlene Janzen Le Ber,** Associate Professor & Chair, School of Leadership & Social Change, Brescia University College
Karen Fryday-Field, Senior Partner, The Meridian Edge Leadership and Governance Consulting Group
Deborah Rosati, Founder & CEO, Women Get On Board, Inc.

Visit http://tinyurl.com/y4va98n4 or Page 33 for Session Details.

Statistics for the percentage of women on boards suggest a stubborn resistance to equality with men. In 2017, women held only 15% of board seats globally. Canada, host to this year's conference, was only slightly ahead in 2018 at 16%, with 31% of issuers having no women on their boards. While countries such as Norway, Iceland, Finland, and Sweden have nearly doubled the number of women on boards (approximately 34%) with their specific targets, quotas, and penalties for not meeting regulations, the business case, alone, for women on boards ought to convince other countries to follow suit.

Meeting Room 209 | Presentations | Leadership Development

Leader/Leadership Identity: The Who, What, Why, and How

Chair: **Suzanne S. Martin,** Owner & Principal Consultant, transform.

Visit http://tinyurl.com/y237vm5j for Session Details.

Leadership Life-Stories: An International Case Study for Leadership Communication

Chris Hamstra, Faculty Member, English and Communication, Davenport University

Visit http://tinyurl.com/y6yzlayw for Complete Description.

Storytelling has been around since creation and humans have been immersed in story from the beginning. This essay suggests that leadership is developed from the process of human communication. Interdisciplinary expeditions combining leadership and storytelling are rare. This essay intentionally offers a definition of leadership life-stories that highlights human communication as the starting point to understand personal and professional leadership development.

The Power of Stories: Leader Identity Development Through Family Storytelling

Kate D. McCain, Professor of Practice; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Gina S. Matkin, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln (Co-Author)

Visit http://tinyurl.com/yy4h2njn for Complete Description.

Results from a phenomenological, qualitative research study showed how retrospective family storytelling plays a role in the sensemaking process of leader identity development in emerging adult leaders. Four family narrative themes emerged: "Perseverance," "Family Spirit," "Butterfly Effect," and "Tough Love."

Entertainment Media Impact on Leadership Identity Development

Rachel Eddowes, Graduate Assistant; Agricultural Leadership, Education, and Communication; Texas A&M University
Jennifer Strong, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University (Co-Author)

Visit http://tinyurl.com/y5krv2lf for Complete Description.

How do our favorite shows and fictional characters influence our development as leaders? There has been plenty of research on media effects, but little directly relating to leadership. This presentation will share the findings of a qualitative study exploring the role entertainment media plays in leadership identity development.

Developing Leaders to Face and Overcome the Impostor Phenomenon

Megan S. Downing, Assistant Professor; Political Science, Criminal Justice, & Organizational Leadership; Northern Kentucky University
Jeffrey M. Zimmerman, Associate Professor; Political Science, Criminal Justice & Organizational Leadership; Northern Kentucky University
Nana Arthur-Mensah, Assistant Professor; Political Science, Criminal Justice, and Organizational Leadership; Northern Kentucky University

Visit http://tinyurl.com/y2gvltj3 for Complete Description.

The Impostor Phenomenon (IP) is under-explored in leadership literature. Recognized as a cycle of self-doubt experienced by otherwise successful individuals, IP is known to foster increased fear of failure that negatively impacts factors important to effective leadership such as self-efficacy, creativity, and motivation. This presentation will discuss relevant IP research and practical implications and strategies for leadership development.

Meeting Room 210 | Workshop | Leadership Development

Emotional Intelligence: The DNA of Courageous Coaching

Jennifer Cohen, SVP Leadership Development, Leadership Development, Ratliff & Taylor
Marcy Levy Shankman, Leadership Coach & Strategist, Chief Executive Office, Cleveland Metropolitan School District

Visit http://tinyurl.com/yy5y2c5v for Session Details.

From the C-suite to college campuses, coaching has become an essential strategy for leadership training and development. Learning how to coach effectively without getting embroiled in the challenges of another is an essential ingredient for success. Participants will explore how emotional intelligence is foundational to coaching so the coach has the courage to listen, engage, challenge, and support.

Meeting Room 211 | Symposium | Leadership Scholarship

Leading Courageously to Create Environments for Wellbeing

Chair: **Niels Agger-Gupta,** Associate Professor, School of Leadership Studies, Royal Roads University
Commentator: **Dorothy E. Agger-Gupta,** Professor, School of Leadership Studies, Fielding Graduate University

Visit http://tinyurl.com/y53wr4uk for Session Details.

Presenters will explore the intersection of their empirical research on: collaborative leadership, servant leadership, and communitas. The studies revealed how leaders are choosing to lead courageously and humanistically with the intention of creating environments conducive to employee wellbeing. Presenters will explore where their findings both complement and diverge regarding contemporary challenges.

How Collaborative Leaders Construct Power: Exploring a New Leadership Discourse

Valerie J. Davis, Leadership Consultant & Researcher, Lysistrata Incorporated

Visit http://tinyurl.com/y68npxz9 for Complete Description.

This study explored how leaders who are identified as collaborative construct power. The findings indicate that these leaders choose mutualistic expressions of power. In turn, they manifest their choice through the practice of devolved leadership and relational equality with followers and they construct complementary supportive systems and structures that are conducive to employee wellbeing.

Employee Wellbeing Through Generative Growth

Ana Barrio, Professor, Pace University

Visit http://tinyurl.com/yymrxzyk for Complete Description.

Consistent with movement in the literature to broaden the definition of wellbeing beyond the reduction of illness, this study examined employee wellbeing in terms of the growth of the employee as a person, a notion central to the philosophy of servant-leadership. The purpose of the study was to understand manager behaviors associated with inspiring, facilitating, and supporting employee caring activities.

Beyond Community: Understanding the Experience of Communitas Among Information Technology Road Warriors

Gayla Sharyn Napier, Organizational Change Manager, CNSI, Napier Consulting, LLC

Visit http://tinyurl.com/y6mef7vq for Complete Description.

Remote work is unexpectedly familiar due to its governing social dynamics and different because of its virtual format. As workforces become increasingly mobile so does the challenge of holding space within this liminal environment where people can experience community. This presentation will explore what leaders can do to support the wellbeing of remote workers and their experience of communitas.

Meeting Room 212 | Panel Discussion | Youth Leadership

Organization Transformation Through Young Leader Empowerment: Embracing an Uncertain Future

Chair: **Ingrid Richter,** Executive in Residence, Telfer School of Management, University of Ottawa

Katherine Dziedzic, Manager, Camp & Youth Engagement, YMCA of Oakville

Georgina Smith, Advisor, Training and Development, YMCA Experience, YMCAs of Quebec

Visit http://tinyurl.com/yxaxfaj3 for Session Details.

In this panel, a team of young and senior leaders in the YMCAs of Canada organization will share stories of their personal empowerment experiences as well as their reflections on the consequences and challenges associated with integrating younger voices and perspectives into a deeply-established organizational system.

Meeting Room 213 | Symposium | Indigenous and First Nations Leadership

Indigenous Leadership in North America: Contemporary Challenges and Ancient Wisdom

Chair & Commentator: **Brian Calliou,** Director, Indigenous Leadership, Banff Centre for Arts and Creativity

Visit http://tinyurl.com/y4p4wjpc for Session Details.

There is little published research on Indigenous leadership perspectives, yet there is a growing scholarship on the importance of culture for Indigenous leadership. Three researchers will present their work exploring what Indigenous leadership is, how it is studied, some of the contemporary challenges and aspirations of Indigenous leaders and the work do they do, and the importance of culture.

Overview of the Study of Indigenous Leadership and the Development of Indigenous Leaders

Brian Calliou, Director, Indigenous Leadership, Banff Centre for Arts and Creativity

Visit http://tinyurl.com/y6rognqv for Complete Description.

The following questions will guide this presentation on Indigenous leadership. What does the landscape of the study of Indigenous leadership look like? How is it being approached? What are the challenges and aspirations of Indigenous leaders? How are Indigenous leaders being developed? Does Indigenous leadership differ from other forms of leadership?

Indigenous Women in Political Leadership

Cora Voyageur, Professor, Sociology, University of Calgary

Visit http://tinyurl.com/y3swwold for Complete Description.

The following questions will inform this presentation on Indigenous women in political leadership. To what extent are Indigenous women involved in political leader roles? What are the challenges they face? How does this tie into Indigenous women's activism? This presentation gives an overview of the increasingly important role of Indigenous women in political leadership roles.

Leadership Challenges Faced by Indigenous Women in Academic Institutions

Cynthia Wesley-Esquimaux, 1st Indigenous Chair for Truth and Reconciliation, Lakehead University, Orillia & Thunder Bay

Visit http://tinyurl.com/y49nmwyu for Complete Description.

This presentation will focus on leadership challenges faced by Indigenous women within academic institutions. Indigenous women moving into positions of authority in these institutions has been slow and too often limited to cultural responsibilities. Discussions will focus on issues of moving beyond advisory roles and Indigenous programs into positions of leadership such as deans, presidents, and board members to demonstrate full inclusion.

Meeting Room 215 | Panel Discussion | Leadership Education

The Courage of Reflective Practice in Global Leadership Education

Chair: **Allan W. Bird,** Associate Vice President for International Affairs, College of Business, Pacific University

Joanne Barnes, Dean of Graduate School & Professor of Organizational Leadership, Graduate School, Indiana Wesleyan University

Liza Howe-Walsh, Senior Lecturer, Organisation Studies and Human Resource Management, University of Portsmouth

Chris Taylor Cartwright, Intercultural & Global Leadership Assessment Consultant

Susan Kirk, Senior Lecturer in International Human Resource Management, Leadership, Work and Organisation; Newcastle University

Visit http://tinyurl.com/y44ojbah for Session Details.

The preparation of future global leaders in higher education settings requires the ability of those designing and leading the programs to continually assess outcomes. Institutions that engage in reflective practice to drive change see substantial benefits. This panel shares how reflective practice enhanced global leadership preparation in the United States, the UK, and China through three unique case studies.

CS6 SAT 14:30–15:45

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Symposium | Business Leadership

Courage in Action: How Company Core Values and Work Passion Make the Difference in Times of Crisis and Calm

Chair: **David W. Barnett,** Owner/Principal, Grand Arbor Advisors
Commentator: **Michael Chikeleze,** Associate Professor of Leadership Studies, Xavier University

Visit http://tinyurl.com/y6ykkyer for Session Details.

Core values and work passion have been shown to have a positive impact on culture, hiring, compensation, profitability, and other organizational measures. Using results from the multi-year Return on Values (ROV) project, this session provides three case studies on the relationship between values, passion, and performance in a catering company, an elder care organization, and a community bank.

The Circle of Values, Passion, and Performance at a Leading Catering Company in the Midwest

Anna M. Amato, Caretaker Company Culture, edtec central, LLC

Visit http://tinyurl.com/y3kt8qel for Complete Description.

This case study of a catering company in the Midwest shows how passion serves as a key ingredient in creating a culture of customer care, which drives profitable growth. It draws on self determination theory to explain how the organization's core values give team members a sense of competence, autonomy, and relatedness that drives the passion-performance cycle.

The Circle of Values, Passion, and Performance at an Award-Winning Midwestern Elder Care Organization

Walter R. Baehrend, Adjunct Professor; School of Graduate, Adult and Professional Education; Benedictine University

Visit http://tinyurl.com/y646g4to for Complete Description.

This case study of an elder care organization in the Midwest shows how passion and performance are driven by the three core values of education, enterprise, and equality. Drawing on self determination theory, it demonstrates how education creates competence, enterprise enables autonomy, and equality builds relatedness. Together, these three values promote a culture of high-quality care that supports profitable growth.

The Circle of Values, Passion, and Performance at a Flourishing Community Bank in California

David W. Barnett, Owner/Principal, Grand Arbor Advisors

Visit http://tinyurl.com/y4tycfm6 for Complete Description.

The ROV case study of a community bank in California identifies the dimensions (competence, autonomy, and relatedness) of self determination theory (Ryan & Deci, 2000, p. 68) and of the work-passion spiral (Manning & Baehrend, 2018) of employee culture driving customer care which drives profitable performance.

CS7 SAT 16:00–17:00

Meeting Room 102 | Presentations | Women & Leadership

Innovative Practices for Effective Leadership

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

Visit http://tinyurl.com/y4heanky for Session Details.

Using Followership as a Means to Empower Women as Leaders: A New Model

Lisa DeFrank-Cole, Professor & Director, Leadership Studies Program, West Virginia University
Sherylle J. Tan, Director of Internships and Research, Kravis Leadership Institute, Claremont McKenna College
Brent A. Bishop, Graduate Assistant, Leadership Studies Program, West Virginia University (Co-Author)

Visit http://tinyurl.com/y4v5xvxz for Complete Description.

Despite advances, we continue to see discrepancies between men and women in the highest-level leadership positions. To enhance women's leadership, we must understand how some women have broken barriers and navigated their way in leadership. The presenters will introduce a model to encourage individuals to "first think follower" when conceptualizing a leader and highlight the specific journey for women.

Communities of Practice for Women in Leadership in Higher Education: A Pilot Program

Dorine Lawrence-Hughes, Assistant Dean; Undergraduate Ed.; College of Literature, Science, and the Arts; University of Michigan
Donna Hooper, Program Specialist & Junior Ombuds, Office of the Staff Ombuds, University of Michigan

Visit http://tinyurl.com/y3ts8swp for Complete Description.

Communities of practice have long been considered an effective means of co-creating knowledge among like-minded groups. One university recently adopted the community of practice model to engage non-faculty women and women of color in accessible leadership development. We will discuss the challenges and opportunities of creating and sustaining a women's community of practice at a large academic institution.

Fostering Women's Leadership Development Through Coaching

Stephanie Douglas, Assistant Professor, Leadership and Management, Embry Riddle Aeronautical University
Daisha Merritt, Instructor, Leadership and Management, Embry-Riddle Aeronautical University (Co-Author)

Visit http://tinyurl.com/y4o9maqq for Complete Description.

As an effective leadership development strategy, coaching has become prevalent in organizations. Coaching may be an effective tool to help women navigate the barriers in leadership and must recognize the organizational and individual realities for women in leadership. A framework for women's leadership development was incorporated in leadership coaching to measure effectiveness on women's leadership development.

Meeting Room 103 | Presentations | Leadership Education

Teaching Courage: Reflective Practices, Emerging Taxonomies, and Improving Your Leadership Education Program

Chair: Laurie Yates, Visiting Professor, Management, Oregon Institute of Technology

Visit http://tinyurl.com/yyjufutt for Session Details.

Celebration and Commiseration: Experiences in Implementing ILA Guiding Questions

Elizabeth H. Jones, Associate Professor, Business and Economics, California University of Pennsylvania
Deborah Chiviges Calhoun, Professor, Business and Economics, Notre Dame of Maryland University

Visit http://tinyurl.com/y698d7xe for Complete Description.

Thinking of implementing the ILA's Guiding Questions to improve the quality, fullness, and focus of your leadership programs? Learn some candid truths from the experiences of two veteran professors who used them to transform their graduate and undergraduate business curricula into leadership programs over an eight-year period.

Lessons From Reflective Practice in Higher Education: Learning From Failure in Community-Engaged Leaders

Jennifer W. Purcell, Associate Professor, Leadership and Integrative Studies, Kennesaw State University
Adam J. Kuban, Associate Professor, Journalism, Ball State University (Co-Author)

Visit http://tinyurl.com/yynblogp for Complete Description.

Diffusion of innovation in higher education requires attentive leadership and change management to develop, pilot, and refine products and infrastructure, including policies and processes. Boundary-spanning leadership capacity for community engagement is no exception; yet, insufficient attention is given to lessons gleaned from missteps and failures experienced by scholar-practitioners in the field. Experiential wisdom may inform leadership practices and development approaches.

The Process and Outcomes of Creating a Taxonomy of Leadership Development

Corey Seemiller, Associate Professor, Leadership Studies in Education and Organizations, Wright State University
Rich Whitney, Associate Professor, Organizational Leadership, University of La Verne

Visit http://tinyurl.com/y2aunj4y for Complete Description.

Designing leadership curriculum is no easy task. And, with many books, models, and resources available, it can be hard to determine what to teach, and more importantly, in what order to teach it. This session will showcase an empirically-grounded taxonomy based on a Delphi study involving 42 leadership experts. Learn about the study and the leadership taxonomy that emerged.

Meeting Room 104 | Symposium | Public Leadership

Changing People's Hearts: Examining Case Studies of Courageous Social Movement Leaders

Chair: **Gina S. Matkin,** Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Commentator: **Jason J.E. Headrick,** Lecturer; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/y69545bh for Session Details.

This symposium will present three case studies of courageous social justice leaders, all active in civil rights movements of minoritized groups. Each case presents the leader, the important contextual factors they operated within, and how the leader's story informs transformational, adaptive, or authentic leadership. Collectively, the cases illustrate various ways social movement leaders mobilize followers to join their cause.

The "Godfather of the Civil Rights Movement": A Case Study of Dr. Benjamin E. Mays

James E. Lee, Graduate Teaching Assistant; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/y35u28ct for Complete Description.

Dr. Mays spent six decades fighting for freedom, equality, and justice. As a college president he mentored African American students and inspired them to pursue excellence and a life of social reform. Many of his mentees, including MLK, became leaders in the U.S. Civil Rights Movement. Mays' vision and generativity created a ripple effect that illustrates the power of transformational leadership.

"Open Wide the Freedom Gates": A Case Study of Dr. Dorothy Height, a Civil Rights and Women's Rights Leader

Hannah Sunderman, Doctoral Research Assistant; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/y5t2l7yo for Complete Description.

Dr. Dorothy Height's leadership in the U.S. Civil Rights Movement and women's rights movement spanned six decades of tumultuous change. While addressing challenges such as unemployment, illiteracy, poverty, and voter registration, Height listened to marginalized voices, regulated distress, and empowered others to join the cause in their own communities, embodying adaptive leadership.

Who Is Malala? Authentic Leader and Activist for Education

Tori Pierce, PhD Student; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/yxcaag45 for Complete Description.

Famous as a women's education activist from Pakistan, Malala Yousafzai is a notable social justice leader in the 21st century. Malala's story of being shot for her activism when she was just 15 years old, which she published in her autobiography at age 16, is internationally known. This review of her life and leadership will serve as a case study of authentic leadership.

CS7 SAT 16:00–17:00

Meeting Room 105 | Presentations | Leadership Development

Leadership Models and Systems

Chair: **Susan Willsie,** OHD Coordinator, Organizational and Human Development, University of Waterloo

Visit http://tinyurl.com/yxpvwmud for Session Details.

Examining Creative Leadership in an Age of Disruptive Innovation

Anthony A. Olalere, CEO, Sunrose Consulting

Visit http://tinyurl.com/y4azw3d9 for Complete Description.

This paper adopts the collaborative approach, which is primarily concerned with the dynamic and complex processes through which creativity leadership and disruptive innovation emerge. It suggests a tripartite integrative framework in which creative leadership can be posited in the forms of facilitating employee creativity; directing the materialization of a leader's creative vision; and integrating heterogeneous creative contributions.

Leadership as a System Holon: A Holistic Model for Scalable Leadership, Followership, Context, and Delegation

William M. Donaldson, Assistant Professor, Management, Christopher Newport University

Visit http://tinyurl.com/yyr8oov6 for Complete Description.

Leadership is a system, and a part of a larger system of systems embodied in the enterprise. Drawing on systems theory, the author describes how the system encapsulates leadership and offers a holistic model of leadership that preserves the prior work on leadership, followership, and strategic management while providing a scalable, enterprise approach to leadership inspired by critical, systems context.

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

Leveraging and Synthesizing Global Quality & Project Management Standards With Leadership Systems Scholarship

Sanket Patel, Doctoral Student, Leadership Studies, University of San Diego
Stephen Shoda, PhD Student in Global Leadership, College of Professional Studies, Indiana Tech

Visit http://tinyurl.com/yxahn26v for Complete Description.

Globally, standards and certifications from the industries of quality and project management explicitly incorporate leadership, ethics, and social responsibility criteria in a systems view. This presentation envisions leveraging widely adopted standards and certifications in a synthesis with leadership systems scholarship through potential inter-organizational cooperation. Can the ILA serve as a facilitator for defining leadership systems across several industry groups?

Meeting Room 106 | Presentations | Business Leadership

Examining and Understanding Global and Cross-Cultural Leadership

Chair: **Lucie H. Tran,** Senior Manager, Program Management, Portfolio Execution, Benedictine University

Visit http://tinyurl.com/y5xveyv7 for Session Details.

Leadership Skills for Social Entrepreneurship: Comparisons From a Global Perspective

William Smedick, Director of Leadership Studies Program & Senior Lecturer, Center for Leadership Education, Johns Hopkins University
Eric Rice, Senior Lecturer, Center for Leadership Education, Johns Hopkins University

Visit http://tinyurl.com/yyu24sss for Complete Description.

The skills, attributes, and characteristics of social entrepreneurs both mirror those of general entrepreneurs and include additional competencies needed to succeed. This session will explore social entrepreneurial leadership competencies in specific cultural contexts and include strategies for increasing those competencies in each global context.

Metacognitive Strategies for Effective Interaction Across Cultures: Global Leaders' Perspective

Elizabeth Goryunova, Assistant Professor, Leadership and Organizational Studies, University of Southern Maine

Visit http://tinyurl.com/y6tmjzqy for Complete Description.

This presentation will share findings of qualitative research that explored metacognitive strategies utilized by global leaders for effective interactions across cultures. Cultural metacognition is critical for functioning and knowledge transfer across complex cultural contexts and is improved through the acquisition of relevant metacognitive strategies. Research presented here explored and identified five metacognitive strategies that can be used to enhance leaders' cultural metacognition.

Global Leadership Research: Considerations of Current Trends and the 2020 GLOBE Project

Almarie E. Donaldson-Munley, Professor of Leadership, Department of Leadership Studies, Indiana Wesleyan University

Visit http://tinyurl.com/y3vlovrs for Complete Description.

Understanding cultures and leadership attributes from around the world is a primary concern of the GLOBE studies. After a summary of the past two decades of the GLOBE study, the presenter will review the four research questions in consideration for the 2020 research project.

Meeting Room 108 | Presentations | Leadership Scholarship

Theorizing Leadership

Chair: **Stacie Fae Chappell,** Associate Dean Graduate Programs, Faculty of Management, Vancouver Island University

Visit http://tinyurl.com/yxf7tw6w for Session Details.

Critical Leadership Studies and the Natural Environment: Moving Beyond Anthropocentrism

Benjamin Redekop, Professor, Leadership and American Studies, Christopher Newport University

Visit http://tinyurl.com/y46n7wtk for Complete Description.

This presentation will advance a critique of critical leadership studies' lack of attention to the natural environment as a foundational context for leadership. It will argue that a normative conception of leadership should aim not only at human emancipation, but also include larger and more inclusive ideals about the flourishing of all life on this wondrous and life-filled planet.

The Courage to Express Love: Towards a Theoretical and Practical Model

Frank A. Markow, Professor of Leadership and Organizational Studies, Graduate School, The King's University

Visit http://tinyurl.com/y3wrtcms for Complete Description.

This presentation will introduce attendees to Laaser & Laasers' (2013) concept of the Seven Desires and will propose connections with other important variables in the organizational literature. This can serve as a model by which leaders can tangibly express love — a subjective and amorphous ideal — to followers, leading to important organizational outcomes such as engagement and wellbeing.

Lessons From Leo Tolstoy: Insights and Principles for Courageous Leadership in Times of War and Peace

Troy Hinrichs, Professor, History & Government, California Baptist University
John Shoup, Professor & Executive Director, Leadership, Dr. Paul & Annie Kienel Leadership Institute – California Baptist University (Co-Author)

Visit http://tinyurl.com/y4dzjk3c for Complete Description.

Tolstoy's War and Peace provides profound philosophical, theological, and historical insights on the human predicament and visceral leadership lessons. This paper synthesizes themes from the experiences of Tolstoy's 580 characters and his candid insights on family, religion, war, courage, ambition, ethics, and nationalism for leaders to cultivate the requisite wisdom to be courageous and principled leaders.

Meeting Room 201 | Panel Discussion | Public Leadership

Amoral/Immoral Leadership and Followership: The Impact of Power and Control

Chair: **Zahra Bhojani,** PhD Student, Management, University of Guelph
Larissa Collier, Discipline Chair for Anatomical Sciences, Edward Via College of Osteopathic Medicine
Harvell Lamont Howard, Ph.D. Student, Leadership Studies, University of Central Arkansas

Visit http://tinyurl.com/y2rdtrg7 for Session Details.

Through the exploration of immoral leadership and followership, this panel is an effective forum to provide a space not only for the discussion of the multiple topics that revolve around the theme of immoral leadership but also provide an open forum in which to brainstorm solutions.

Meeting Room 203 | Panel Discussion | Leadership Scholarship

Courage Required of Researchers Assuming Roles of Leadership to Facilitate Participatory Action

Chair: **Wendy E. Rowe,** Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University
Kathy Bishop, Associate Professor, School of Leadership Studies, Royal Roads University
Cheryl Heykoop, Assistant Professor, School of Leadership Studies, Royal Roads University
Niels Agger-Gupta, Associate Professor, School of Leadership Studies, Royal Roads University
Catherine Etmanski, Professor & Director, School of Leadership Studies, Royal Roads University

Visit http://tinyurl.com/yxnk9lsk for Session Details.

Researchers embracing action research are a special breed of courageous scholar. They discard the protection of neutrality and separateness with participants and instead share leadership with stakeholders for engagement in a broad and evolving inquiry process. Panel presenters will discuss the importance of leadership and provide strategies on how to support successful action research that contributes to organizational or community change.

Meeting Room 204 | Panel Discussion | Sustainability Leadership

Organizing at Every Level: Centering Social and Ecological Justice in Leadership

Chair: **Rian J. Satterwhite,** Director; Office of Service Learning & Leadership; University of Nevada, Las Vegas
Kathleen E. Allen, President, Allen and Associates
Kate Sheridan, Associate Director of Career Development, Falk School of Sustainability & Environment, Chatham University
Mackenzie H. Crigger, Sustainability Manager, Facilities Management, Chapman University

Visit http://tinyurl.com/y4acnjxl for Session Details.

This interactive panel will explore the emerging theory and practice of sustainability leadership — leadership praxis that draws in part upon lessons learned from nature while centering both social and ecological justice. Panelists will discuss how social change and environmental sustainability must go hand in hand and how these manifest in leadership practice in a diverse array of contexts.

CS7 SAT 16:00–17:00

Meeting Room 205 | Panel Discussion | Followership

Teaching Followers Courage

Chair: **Ira Chaleff,** Visiting Leadership Scholar, Møller Institute, Churchill College, University of Cambridge, UK
Julian L. BourneSmothers, Academic Advisor/Counselor, Student Affairs, Florida Agricultural and Mechanical University (FAMU)
Amanuel Melles, Director, NABC - Network for the Advancement of Black Communities; J. Augustine Chair in Community, Education & Diaspora, Faculty of Education, York University
Stanley J. Ward, Dean, Capstone Studies, Claremont Lincoln University

Visit http://tinyurl.com/y2scmtxs for Session Details.

Panelists who have been trained on courageous follower models will present their experience with application in a variety of cultural settings. Like leadership, followership cannot be done well without courage. How do we develop courage across a range of organizational and social cultures so it is applied in either role? How can you do so in your own work?

Meeting Room 206 | Panel Discussion | Youth Leadership

A Safety Net(work) for Courageous Youth Leaders

Chair: **Nina Oduro,** Leadership Technical Advisor, IREX
Cheryl Schoenberg, Deputy Director, Leadership Practice, IREX
Hanane Zelouani Idrissi, Senior Program Officer, Leadership Practice, IREX
Leslie Steven Miles, Program Officer, Leadership Practice, IREX

Visit http://tinyurl.com/yym7zs76 for Session Details.

Panelists will explore the value of alumni support networks for new, emboldened, and courageous youth leaders, with examples from four networks at global, regional, and national levels. These examples provide insight into how support networks create a sense of safety and togetherness while encouraging courageous acts of leadership.

Meeting Room 207 | Panel Discussion | Business Leadership

The Complexities of Global Leadership: Crisis, Non-Crisis, and Global Diversity & Inclusion

Chair: **Joanne Barnes,** Dean of Graduate School & Professor of Organizational Leadership, Graduate School, Indiana Wesleyan University
Gama Perruci, Dean, McDonough Leadership Center, McDonough Leadership Center, Marietta College
Brad Grubb, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University

Visit http://tinyurl.com/y4aylsxp for Session Details.

Global leadership hasn't been designed to fit all phenomenon. It is often perceived as an extension of domestic leadership. Global leaders experience complex challenges. Leading from a transnational perspective requires understanding leadership styles based on contextual situations. This panel examines how global leaders utilize a transnational lens to lead courageously during times of crisis and non-crisis while leveraging diversity and inclusion.

Meeting Room 208 | Panel Discussion | Leadership Development

Coaching: Build Faculty Engagement and Address Organizational Challenges in Higher Education

Chair: **Carole Hersey Bergeron,** Certified Career Transition and Life Coach, Business Consultant, Bergeron Coaching and Consulting
Carolyn Shiffman, Certified Coach, Carolyn Shiffman Coaching and Consulting
Shana Hormann, Faculty and Senior Academic Program Developer, Master in Leadership Practice, Graduate School of Leadership and Change, Antioch University

Visit http://tinyurl.com/y4rhphkb for Session Details.

A major challenge for higher education is the conflict between ongoing organizational wounding and the expectation of deeply engaged faculty who meet students' needs. Coaching is effective with many professional groups, though used less with educational faculty. This panel will engage attendees in interactive dialogue to gain insight into this phenomenon to better understand the dynamics involved and uncover workable options.

Meeting Room 209 | Panel Discussion | Leadership Development

Intuition in the Face of Adversity: The Courage to Go With Your Gut!

Chair: **Adi John Walker,** Director, POD International Consulting
Lunthita M. Duthely, Alumni Research Fellow, Center for Educational and Technology Research, University of Phoenix, College of Doctoral Studies
Shanita Baraka Akintonde, Professor, Communication, Columbia College Chicago
Kamla Mungal, Director, Arthur Lok Jack Global School of Business, The University of the West Indies

Visit http://tinyurl.com/y3pf2o4g for Session Details.

Intuition is used daily by leaders in humanitarian and development sectors. Intuition takes courage, along with other attributes, competencies, characteristics, and resources, which then give value and meaning to intuition. Join this international, interdisciplinary panel of leaders for an interactive session on the what, when, and how of intuition. Intuition is not just a guessing game!

Meeting Room 210 | Presentations | Women & Leadership

Gender Differences in Leadership Roles

Chair: **Liza Howe-Walsh,** Senior Lecturer, Organisation Studies and Human Resource Management, University of Portsmouth

Visit http://tinyurl.com/yynstnls for Session Details.

Gender's Influence on the Perception of Leadership Characteristics: A Structured Literature Review

Jennifer Castellanos, Student, Florida International University

Visit http://tinyurl.com/y6ngbdjy for Complete Description.

Despite the significant amount of educated, skilled, and over-qualified women in the workforce, women remained underrepresented within leadership positions. Perceptions on leadership characteristics seem to be influenced by the power of gender roles. The aim of this paper is to understand how the construction of gender has created an unequal disadvantage for women and their attainment of leadership positions.

Authentic and Sustainable Leadership: The Impacts of Gender and Geography

Steven E. Grande, Director, Community Service-Learning, James Madison University
Yoshie Tomozumi Nakamura, Assistant Professor, Human and Organizational Learning, George Washington University
Lori K. Pyle, Associate Chair, Ethical Reasoning in Action, James Madison University
Elizabeth Nutt Williams, Professor & Department Chair, Psychology, St. Mary's College of Maryland (Co-Author)
Gary Shaw, Deakin University (Co-Author)

Visit http://tinyurl.com/yy6oxmlf for Complete Description.

Despite expansive scholarship on authentic leadership, limited research exists on its connection to sustainability in a global context. Thus, using a qualitative methodology, we interviewed 17 leaders from eight countries and examined their experiences as authentic and sustainable leaders. In addition to completing a cross-analysis of the full sample, we also completed a subgroup analysis on gender and geographic location.

Next Generation of Women's Perceptions on Leadership Development: A Phenomenological Study

Astrin T. Whitfield, Department Manager, The Chicago School of Professional Psychology
Maria Malayter, Associate Professor, Business Psychology, The Chicago School of Professional Psychology (Co-Author)

Visit http://tinyurl.com/y2et4btx for Complete Description.

Organizational leaders are tasked with creating workplace design and motivational reinforcers based upon information known for prior and existing employees. Age differences are highlighted as people are expected to be impacted by shared events. However, people grouped according to age, i.e. generation, are at different stages of their lifecycle and can be influenced or interpret life events with varying perspectives.

CS7 SAT 16:00–17:00

Spotlight Session

Meeting Room 211 | Panel Discussion | Business Leadership

Corporate Leadership: The Courage to be Socially Responsible

Chair: **Daina Mazutis,** Associate Professor, Strategy, Telfer School of Management, University of Ottawa
Pat Dambe, Vice-President, Corporate Affairs and Government Relations, De Beers Group of Companies
Alonzo Weems, Vice President and Deputy General Counsel, Eli Lilly And Company

Visit http://tinyurl.com/y3vyug9v or Page 33 for Session Details.

Global corporations play a pivotal role in shaping the future and in understanding the impact they have on local and global communities. Their vision, values, and culture form the foundation for the emergence of leadership that can boldly bridge the past and the future. Executives from two major global corporations, De Beers and Eli Lilly, will discuss their personal and corporate stories and the courage required to contribute responsibly to the communities in which they work and reside. De Beers VP Pat Dambe will take a case study approach to the private and public sector partnership between De Beers and the government of Botswana on sustainability and corporate citizenship. Eli Lilly VP Alonzo Weems will share insights into Lilly's heritage of contributing to the wellbeing of the global community and how the company continues to make meaningful impact through the leadership and courageous actions of individual employees.

Thank you to Indiana Wesleyan University, National & Global for being a Bronze Sponsor and a being a sponsor of this event!

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

Meeting Room 212 | Presentations | Leadership Education

Leadership Identity: Learner Needs and Shifting From Competition to Cooperation While Embracing Change

Chair: **Susan Grant,** Assistant Director, Organizational & Human Development, University of Waterloo

Visit http://tinyurl.com/y67a9q7o for Session Details.

Courage to Resist Neoliberalism: Shifting Leadership Programs From Neoliberal Competition to Collaboration

Daniel Reyes-Guerra, Associate Professor, Educational Leadership and Research Methodology, Florida Atlantic University
John E. Critelli, Graduate Research Assistant, Educational Leadership and Research Methodology, Florida Atlantic University

Visit http://tinyurl.com/yyldzao2 for Complete Description.

Neoliberal policies within higher education have made the preparation and development of high-quality effective school leaders a competitive process among universities fighting to obtain funding which in turn has resulted in the overproduction of school leaders. To conquer the negative consequences of market-driven competition, we propose to reframe how school leadership programs can collaborate to avoid a tragedy of the commons.

Leading for Change in Honors Undergraduate Education

Leigh Fine, Assistant Director, Residential Communities and Programming, Honors Program, University of Connecticut

Visit http://tinyurl.com/y6lyxxl8 for Complete Description.

Honors students' unique capacities can be harnessed to help lead change for the common good. Combining honors student development, leadership education, and service learning literatures, this presentation will examine and provide examples of how an honors program created a new co-curricular leadership experience for its graduates in order to foster both honors leadership development and community improvement.

Understanding Courageous Leaders Through Leadership Identity Development

Jarred Shellhouse, Graduate Student, Agricultural Education and Communication, University of Florida
Cameron M. Outlaw, Graduate Assistant, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Valerie M. Sledd, Program Coordinator, UF/IFAS Center for Leadership, University of Florida (Co-Author)
Hannah Carter, Dean, Cooperative Extension, University of Maine (Co-Author)

Visit http://tinyurl.com/y3useywd for Complete Description.

Global complex problems compromise the future of the world. Courageous leaders are forced to solve them. Using leadership identity development as a guide, this study offers insight for educators to better understand learners' needs and create meaning in learners' leadership experiences. Learning designers must renovate leadership curriculums to help students develop solutions to the problems facing the world.

Meeting Room 213 | Symposium | Business Leadership

Courage to Lead for the Common Good: The Case for Benevolent Leadership

Chair: **Barbara Steel,** Head of Performance Practice, NeuroLeadership Institute
Commentator: **John Shoup,** Professor & Executive Director, Leadership, Dr. Paul & Annie Kienel Leadership Institute – California Baptist University

Visit http://tinyurl.com/y446ws96 for Session Details.

Leading beyond self-interest for the common good requires courageous leadership. Benevolent leadership (BL) offers an integrated model of leading for the common good based on ethical sensitivity, spiritual depth, positive engagement, and community responsiveness. This symposium explores how BL was developed, how it is measured, how it is practiced by leaders in for-profit companies, and how it can be developed.

How Benevolent Leadership Was Developed and How It Is Measured

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

Visit http://tinyurl.com/y42gdew8 for Complete Description.

Benevolent leadership (BL) was developed by integrating four streams of literature focused on the common good — ethical sensitivity, spiritual depth, positive engagement, and community responsiveness — and it is measured using the Benevolent Leadership Scale (BLS). This session explores the BL construct and its measurement and examines the benefits to organizational life when it is present.

The Courageous Practices of Leaders Demonstrating High Benevolent Leadership

Nancy Sayer, Director, SamaraCare Consulting

Visit http://tinyurl.com/y3slyrpg for Complete Description.

Leading for the common good requires leaders to engage in courageous practices that involve placing the good of society in the forefront. Based on original research with senior corporate leaders in the United States, this session presents the behaviors of leaders scoring high on the BLS and explores the contagious impact of their actions on the organization, community, and the world.

Benevolent Leadership Development: The Courage to Train Leaders for the Common Good

Emine Sarigollu, Associate Professor, Desautels Faculty of Management, McGill University

Visit http://tinyurl.com/yxvk48tt for Complete Description.

The complexity of today's world with the advancements of technology, the global platform, and a generation of new leaders who are passionate about contributing to the common good requires courage to develop and embrace educational opportunities that concentrate on ethics, long-term organizational goals, and contribute to greater humanity. Benevolent leadership development may offer such a model.

Meeting Room 215 | Presentations | Leadership Education

Leadership Education: Complex Problem Solving, Growth Mind-Sets, and Agile Thinking for Leadership Learners

Chair: **Joanne DeMark,** Leadership Development Specialist, Affiliate Faculty-Leadership Studies, American Cultural Studies, LEADS, Western Washington University

Visit http://tinyurl.com/y6mc6ukp for Session Details.

SAGE PUBLISHING'S MOST PUBLISHABLE LEADERSHIP EDUCATION PAPER AWARD WINNER

Can Mental Agility Be Taught? Advancing Agile Thinking Capacities in U.S. Military Leaders

Olenda E. Johnson, Professor of Strategic Leadership and Leader Development, College of Leadership & Ethics, US Naval War College

Visit http://tinyurl.com/y4e6pojt for Complete Description.

Military members in general are trained throughout their careers to think linearly and make decisions in structured ways. The complex global security environment, however, demands leaders who possess the capacity for agile thinking. Drawing on the science of teaching and learning along with adult cognitive development theories, this paper describes instructional methodologies utilized to inculcate mental agility in military leaders.

Decolonizing Leadership: Approaching Reconciliation With Third Age Learners

Rebecca Stroud Stasel, PhD Student, Education, Queen's University
Alice Johnston, PhD Student, Education, Queen's University (Co-Author)
Jackson Pind Queen's University (Co-Author)

Visit http://tinyurl.com/y5mbtdre for Complete Description.

In developing an interest course in FNMI issues for third age learners, we anchored our course and distributed leadership around the notion of critical and complex notion of reconciliation. In the volatile socio-political landscape that we now inhabit, how do we as leaders face truth and reconciliation? And in doing so, what are the leadership impacts?

The Impact of a Growth Mindset Environment on Leadership Learners' Complex Problem-Solving Capacity

Anthony C. Andenoro, Executive Director & Professor, Institute for Ethical Leadership | Office of the Provost, St. Thomas University

Visit http://tinyurl.com/y36ym2cb for Complete Description.

Global polarization and complexity make building capacity in leadership learners for social innovation and problem-solving increasingly difficult. This presentation details the impact of a growth mindset environment on the complex problem-solving capacity of interdisciplinary leadership learners. Findings illuminate opportunities for leadership educators to adopt environmental conditions and frame communication to maximize learners' complex problem-solving capacity within interdisciplinary real-world contexts.

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Santiago Iñiguez, President, IE University and Dean, IE Business School, Spain

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 101 | Symposium | Business Leadership

The Courage to Speak Up: Psychological Safety and Case Studies in Candor

Chair: **Matthew James Schatteman,** Senior Director, Marketing, Kaman Distribution
Commentator: **Peter G. Northouse,** Professor Emeritus, Communication, Western Michigan University

Visit http://tinyurl.com/y3chd6w6 for Session Details.

When Google assessed their most successful teams, they found one commonality: psychological safety. Psychological safety is the shared belief that a team is safe for interpersonal risk taking. This session explores psychological safety in the context of emotional intelligence, voice behaviors, and speaking up, with studies drawn from a Fortune 100 company, a post-toxic culture, leadership teams, and one-on-one conversations.

Leadership's Kitchen Table: Voicing Values Through Trust and Courage in a Fortune 100 Company

Colleen P. Lyons, Sr. Ethics Advisor, Ethics & Business Conduct, Boeing

Visit http://tinyurl.com/y3mqukpr for Complete Description.

Fortune 100 companies regularly hold roundtables and listening sessions where executives can hear the concerns of employees and employees can advocate for their ideas with an influential leader. Roundtables are believed to enhance trust and employee engagement, yet this is unvalidated. This presentation highlights recent research to explore the impact of roundtables on trust and courage within a Fortune 100 company.

Confronting Toxic Work Environments Through Psychological Safety

Ted McKinney, COO, Hawthorne Animal Hospital

Visit http://tinyurl.com/y43hks6b for Complete Description.

How can leaders transform toxic environments? This presentation explores the role of psychological safety in repairing toxic work environments by encouraging employee voice and creating a tolerance of speaking truth to power. The discussion will consider the path to progress and organizational culture changes. Ultimately, leadership behaviors matter.

Emotional Intelligence: The Essential Building Block of Safe and Productive Teams

Laura A. Guilliam, Leadership Excellence Manager, Human Resources, Progressive Insurance

Visit http://tinyurl.com/y27qfbbh for Complete Description.

For years, emotional intelligence (EQ) has been viewed as an optional soft skill course for leaders. This notion is quickly dissolving as organizations experience the impact EQ has on the bottom line. This presentation will overview the topic of EQ and share results of a two-year initiative within a Fortune 500 company to track leader EQ as tied to organizational performance.

Is Candor a Nice or Need-to-Have Quality? Exploring the Power & Impact of Polite Professionalism

Aleen Bayard, Principal, Transformative Consulting

Visit http://tinyurl.com/y327sq5z for Complete Description.

Candor routinely makes the short list of desired leadership behaviors. While critically important to fostering a healthy culture, candor is often elusive. This presentation will review the fascinating history of two often misunderstood conversational strategies, candor and politeness, in order to reframe our understanding and application of them both in the quest for organizational success, individual performance, and polite professionalism.

Meeting Room 102 | Presentations | Leadership Scholarship

Leadership in Challenging Times

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

Visit http://tinyurl.com/y5xwqsvv for Session Details.

Leadership as an Art: An Agent for Complex Social Change

Jay L. Caulfield, Assistant Professor; Leadership, Ethics & Change; Management; Marquette University

Visit http://tinyurl.com/yx8sv2c8 for Complete Description.

The magnitude and complexity of chronic social problems impact all of us on a daily basis, making them worthy of our attention. The aim in writing this conceptual paper was to further develop the concept of leadership as an art in the context of resolving wicked social problems occurring within social systems networks, demonstrating the synergy among the three frameworks.

Strategic Leadership — A Theoretical Framework for Those Who Want to Change the World

Gustav A. Otto, Defense Intelligence Agency Senior Representative to NORAD & NORTHCOM, Department of Defense, Defense Intelligence Agency

Visit http://tinyurl.com/yya5n4dy for Complete Description.

The presenter will share the first-ever pragmatic, constructionist, interdisciplinary, qualitative, theoretical framework on strategic leadership that will empower existing and aspiring leaders at every level and orient them to a complex, oft-chaotic environment.

Making Moments Matter — How Crucible Moments Can Influence the Development of Courageous Leadership

Lesley Knight, MPhil Student, Business School, University of Sydney
Kevin B. Lowe, Professor of Leadership, Work and Organisational Studies, University of Sydney

Visit http://tinyurl.com/yxca3sw4 for Complete Description.

Why can some leaders utilize and build on a defining moment whilst others let it destroy them? How can a crucible moment be recognized and channeled in order to improve leadership capabilities? This study examines the potential to accelerate leader development by using unique experiences, resulting in lessons and learning strategies as a guide for future scenarios.

The Interim Leader: Courage Required

Tom Sechrest, Director, Doctorate of Leadership in Higher Education Program, Master of Science in Leadership and Change Program, St. Edward's University

Visit http://tinyurl.com/y4hg5429 for Complete Description.

There are situations in organizations in which leaders unexpectedly depart and provisional leadership is required. This presentation will explore the individual and organizational considerations of this experience.

CS8 SAT 17:15–18:30

Meeting Room 103 | Presentations | Business Leadership

Nationality and Cultural Perspectives on Leadership

Chair: **Enrique E. Lopez,** Senior Consultant, Humanum Consulting

Visit http://tinyurl.com/y4gfu6qo for Session Details.

Asian Diaspora in Western Leadership: An Australian Perspective

Wesa Chau, CEO, Cultural Intelligence
Christine Yeung, CEO, Beyond Story

Visit http://tinyurl.com/y2dtd2p5 for Complete Description.

This presentation will explore the commonalities and differences between Asian-Australian leaders compared to mainstream Australian leaders by using psychometrically valid behavioral assessment. The key questions being explored include work style differences between Asian and Australian workforces; competencies/areas Asian and Australian workforces lead and behave differently; and at which role level — leaders, emerging leaders or professionals — are work styles different.

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

The Effect of National Cultural Dimensions on Servant Leadership Practice: A Comparison of the U.S. and Ecuador

Christian Benjamin Cabezas Guerra, Professor, Psychology, Pontificia Universidad Católica del Ecuador
Jeffrey L. McClellan, Associate Professor, Management, Frostburg State University

Visit http://tinyurl.com/yxz57zub for Complete Description.

This study analyzes the effect of the national culture dimensions "individualism and collectivism" and "power distance" (Hofstede, 1980) on the practice of Servant Leadership (Greenleaf, 1977) in two higher education institutions (one from the U.S. and one from Ecuador). Power distance was found to be a significant predictor of servant leadership in the two samples with a different magnitude.

Deploying Complexity Leadership to Leadership Challenges in Africa

Anthony A. Olalere, CEO, Sunrose Consulting

Visit http://tinyurl.com/y49kzjjw for Complete Description.

Complexity leadership is used to unpack some of the contemporary leadership challenges in Africa. This approach serves as an alternative tool to deconstruct the myriad of challenges while suggesting enabling leadership as a panacea to these complex systems.

Solomon Islands' Tok Stori in Leadership Development: Honoring Indigenous Thinking Honors All

Kabini F. Sanga, Associate Professor, School of Education, Victoria University of Wellington

Visit http://tinyurl.com/y6epr8lk for Complete Description.

Tok stori is a form of discursive group communication in the Solomon Islands. This paper is the story of Solomon Islands mentors using tok stori in a donor-funded leadership development program. The paper shows that when Indigenous thinking and practice are honored in leadership programs, there are gains for all.

Meeting Room 104 | Presentations | Leadership Development

Creative Strategies for Leadership Development

Chair: **Michael A. Norton,** Permanent Military Professor; Leadership, Ethics, and Law; United States Naval Academy

Visit http://tinyurl.com/y6jbrqgg for Session Details.

A Flight Simulator to Identify Future Leaders?

Igor Kotlyar, Associate Professor, Faculty of Business and IT, Ontario Tech University
Robert Elkington, President & CEO, Global Leadership Initiatives, Inc.

Visit http://tinyurl.com/yxw5b8wy for Complete Description.

In this presentation, we will discuss new developments in evaluating teamwork skills, provide a demonstration of the latest technology (a virtual high-fidelity behavioral simulation), and share some preliminary results.

World Building in Real Life: Unlocking the Secrets of Tabletop Role-Playing Games to Level-Up Leadership

Joe Lasley, University of San Diego

Visit http://tinyurl.com/y5xu6nfa for Complete Description.

In viewing the collective experience of leadership, play can be seriously considered as a process that allows creative experimentation and development. A phenomenological framework of leadership is applied to development and creativity that opens new unexplored areas of focus for leadership development through gaming. Games can serve as concrete experiences that enable learning and development for players and researchers alike.

Hands On! Using Simulations to Develop Courageous Leaders

Randy B. Cheek, Program Manager, Strategic Simulation Program, FDIC

Visit http://tinyurl.com/yyga79we for Complete Description.

This presentation will explore the role of simulations and exercises in developing courageous leaders, with a special focus on how to efficiently and productively collaborate with simulation and gaming specialists.

The Courage to Be an Exceptional Leader: Designing a New Leadership Strategy

Jennifer Moss Breen, Director & Associate Professor, Interdisciplinary Ed.D. Program in Leadership, Creighton University
Gloria J. Burgess, Professor, Transformational Leadership, University of Washington
Robert Elkington, President & CEO, Global Leadership Initiatives, Inc.

Visit http://tinyurl.com/yy2jh2zu for Complete Description.

Have you ever wondered how you could courageously design exceptional leadership into your own leadership practice? Join us as we share insights from five scholar-practitioners who have focused their collective efforts toward helping leaders use design thinking principles to expand their personal leadership and organizational capacity.

The Courage to Step Back and Let the Learning Happen: A Learning Practice in Higher Education

Adam Payne, Assistant Professor, Psychology, Humanities and Social Sciences, Wentworth Institute of Technology

Visit http://tinyurl.com/y3ztoeyx for Complete Description.

This paper discusses the application of innovative methods of instruction to a learning practice in higher education. Outcomes suggest that having the courage to grant students the freedom to take leadership of their projects and deliverables for the course allow for more shared leadership and learning in a positive and challenging environment.

Meeting Room 105 | Presentations | Healthcare Leadership

Leadership and Healthcare Success

Chair: **Erin S. Barry,** Research Assistant Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences

Visit http://tinyurl.com/y65yuwa5 for Session Details.

Optimizing Success of Physician-Scientists

Ruth Gotian, Assistant Dean for Mentoring and Chief Learning Officer in Anesthesiology, Mentoring Academy and Department of Anesthesiology, Weill Cornell Medicine

Visit http://tinyurl.com/yxs4vsjb for Complete Description.

Physician-scientists who will conduct breakthrough biomedical research that will improve the nation's health are desperately needed. This qualitative case study explored, with a group of exemplar physician-scientists, factors that contributed to their success.

Developing Leadership to Handle Adversity in Medical Teams

Jeffery D. Kaufman, Assistant Professor, The Fred S. Klipsch Educators College, Marian University
LaTonya Turner, Associate Dean, Klipsch Educators College, Marian University

Visit http://tinyurl.com/y6pkwque for Complete Description.

For optimal patient outcomes, members of medical teams need to be mobilized by leadership in the face of high stress and emotionally charged adversity. In this study, the relationship between conflict, performance, and team member satisfaction was measured within teams of medical and nursing students. The findings may offer insight into developing effective leadership skills for such an environment.

Courage in Action: Advancing Nurse Leaders' Capabilities to Manage Turbulent Times in Healthcare With LEAP-IN

Christina Clausen, Professional Development and Education, Nursing, Jewish General Hospital
Jessica Emed, Clinical Nurse Specialist, Adjointe à la DSI - Pratiques Professionnelles et Affaires Académiques, Nursing, Jewish General Hospital, McGill University (Co-Author)
Valerie Frunchak, Director, Jewish General Hospital (Co-Author)
Margaret Purden, Associate Professor, Nursing, McGill University (Co-Author)

Visit http://tinyurl.com/yxvj4m67 for Complete Description.

This presentation will focus on summarizing and discussing the qualitative results collected as part of an evaluation of the impacts of a leadership development program for nurse managers.

Working Together to Advance Reproductive Health in Pakistan

Yasmeen Sabeeh Qazi, Senior Country Advisor-Pakistan, Population & Reproductive Health Program, The David and Lucile Packard Foundation

Visit http://tinyurl.com/y4hzch9o for Complete Description.

After nearly 20 years and $52 million in investments, the David and Lucile Packard Foundation issued a Pakistan Retrospective Review examining the goals, programs, implications, achievements, and lessons learned. The presentation will highlight how multiple, long-term investments in leadership programs have created a critical mass of leaders focused on improving health services for women and girls.

Meeting Room 106 | Presentations | Leadership Scholarship

Modernizing Leadership Theory

Chair: **Jeremy Moreland,** Provost & Chief Academic Officer, Academic Affairs, St. Thomas University

Visit http://tinyurl.com/yyzzxaax for Session Details.

Is Leadership in Need of Intensive Care?

Lorraine Stefani, Emeritus Professor of Higher Education, Faculty of Education and Social Work, University of Auckland

Visit http://tinyurl.com/y4psf9w8 for Complete Description.

Using Brexit as a focal point, the aim of this presentation is to interrogate the darker side of leaders and leadership increasingly evident across many sectors. There is an apparent gap between espoused theories and conceptions and leadership as we are currently experiencing it.

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

Leadership and Communication Connections: A Theory of Resonance, Activation, and Cultivation

Ralph A. Gigliotti, Director of Leadership Development and Research, Center for Organizational Leadership, Rutgers University
Brent D. Ruben, Executive Director, Center for Organizational Leadership, Rutgers University

Visit http://tinyurl.com/y56j5hcp for Complete Description.

In this presentation, we will explore the intersection between leadership and communication theory from the perspective of social influence. The result is an integrated perspective that underscores the need to devote more attention to the interplay between leadership and followership for personal, professional, and scholarly purposes.

The Challenge of Providing Guidance to Organizational Leaders: Attempting to Conquer the Gordian Knot

A.J. Corner, Assistant Professor, Telfer School of Management, University of Ottawa
Edward W. Miles, Associate Professor, Managerial Sciences, Georgia State University (Co-Author)

Visit http://tinyurl.com/y4enl6xl for Complete Description.

Researchers are frequently called upon to provide leadership guidance. What are the necessary prerequisites for leadership scholars to be able to advise individual organizational leaders in specific circumstances? The intent of this essay is to articulate these prerequisites and discuss the degree to which they are met.

Women Who Create Power Without Position

Geoffrey Westropp, Professor & Director, Soka University of America
Clarissa Douglass, Researcher, Institute of Oriental Philosophy (Co-Author)

Visit http://tinyurl.com/y5msos86 for Complete Description.

A meta-analysis of the work and writings of eight prominent women affirmed the vital contribution of women in both formal and informal settings in realizing humane societies through education. The work of these women, coupled with their strong theoretical and ethical foundations, enriched educational experiences, working to create more peaceful realities in their respective societies.

Meeting Room 108 | Presentations | Leadership Education

Adaptive Challenge: Environmental Leadership, Communities Working Together, and Using Dialogue

Chair: **Jennifer L. S. Chandler,** Lecturer, Leadership and Interdisciplinary Studies, College of Integrative Sciences and Arts, Arizona State University

Visit http://tinyurl.com/y6k66yzx for Session Details.

A Tale of Two Green Leadership Courses: Bringing Ecological Perspectives Into the Classroom

Benjamin Redekop, Professor, Leadership and American Studies, Christopher Newport University

Visit http://tinyurl.com/yxwwmhxz for Complete Description.

This presentation will provide an overview of two university courses that have been created by the author: Environmental Leadership, and Outdoor Leadership. The presentation will provide an outline of each course, and how they embody an eco-leadership perspective as well as how they respond to Miller's (2017) call for bringing an apocalyptic environmental perspective into leadership education.

The Courage to Lead Adaptively at Higher Education Institutions

Ben Thomas, Associate Provost, Northwest University

Visit http://tinyurl.com/y555np3n for Complete Description.

The current climate that colleges and universities operate within presents multiple challenges, including expectations for improving student learning and outcomes with flat or reduced resources while student demographics change dramatically. This presentation will describe the research findings of the environmental characteristics of courageous leaders at two exemplar institutions that have demonstrated adaptive leadership and successfully guided ongoing and significant change efforts.

The High School Leadership Academy: Addressing Adaptive Challenges Through Cross-Sector Collaboration

Lauren Edelman, Interim Director, Leadership Institute, Washburn University
Michael C. Gleason, Director, Institute for Leadership Education, Wartburg College
Madeline Lambing, Program Coordinator & Lecturer, Leadership Institute, Washburn University

Visit http://tinyurl.com/yy54enuc for Complete Description.

The High School Leadership Academy (HSLA) promotes youth leadership development through a seven-day immersive experience focused on how all sectors of a community can work together to create sustainable change. Utilizing the framework of adaptive leadership, students get to work on difficult community issues while enhancing their own leadership capacity.

CSB SAT 17:15–18:30

The Use of Dialogue for Leadership Development and Education: Orchestrating Vulnerability and Chaos

Julia Buchanan, Academic Program Director, Leadership and HRM, School of Business, National University
Robin McCoy, PhD, Clinical Professor of Management & Leadership, Management, University of San Diego

Visit http://tinyurl.com/yxodoggs for Complete Description.

Organizational leaders need to identify times and places when difficult conversations can take place —when normal routines are suspended, and members sense enough emotional and political safety to speak openly and candidly such as in a dialogue. The skills required to effectively lead a complex and productive dialogue need time and space to be developed.

Meeting Room 201 | Workshop | Leadership Development

Courageous Use of Self: Leaders Getting Personal (and Weird) at Work Works

Julie E. Benesh, Department Chair, Organizational Leadership, The Chicago School of Professional Psychology
Elizabeth Schwab, Associate Department Chair, Business Psychology, The Chicago School of Professional Psychology
Kristin J. Tardif, Associate Professor, University of Arkansas Fort Smith

Visit http://tinyurl.com/y5cpgwm9 for Session Details.

This workshop will introduce leadership use of self and techniques for increasing personal leadership effectiveness. Use of self deploys emotional intelligence and the Perceived Weirdness Index (PWI) considers how one stands out and fits in within a culture. A series of exercises will raise the capacity to courageously develop and execute unique personal characteristics in the service of effective leadership.

Meeting Room 204 | Workshop | Leadership Education

Navigating the Intersections of Online Adjunct Faculty and Leadership: The Courage to Lead With Integrity

Joanne Barnes, Dean of Graduate School & Professor of Organizational Leadership, Graduate School, Indiana Wesleyan University
Brad Grubb, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University
Carson D. Castleman, Vice President, Indiana Wesleyan University

Visit http://tinyurl.com/y5mjul8g for Session Details.

Challenges facing higher education include changes in modality, the age of adult students, and adjunct faculty. Administrative leaders must navigate concerns of disgruntled students who are apprehensive about adjunct qualifications while trying to ensure adjunct faculty feel a sense of inclusion at the institution. Using e-leadership and inclusionary leadership, this workshop provides resources on managing these complexities with integrity and courage.

Meeting Room 205 | Panel Discussion | Business Leadership

Weaving Inclusion and Diversity Into Corporate DNA for Organizational Wellbeing: Experts' Perspectives

Chair: **Susan C. Sinclair,** Retired; Past Position, VP Strategy, Integration and Planning, Strategy, North West Local Health Integration Network
Elizabeth Goryunova, Assistant Professor, Leadership and Organizational Studies, University of Southern Maine
Cristina M. Wildermuth, Associate Professor, Leadership and Counseling, School of Education, Drake University
Tina Wu, Associate Professor & Stream Director for Healthcare, MA in Leadership, Trinity Western University
Helen A. Fagan, Director of Leadership Engagement, Rural Futures Institute, University of Nebraska

Visit http://tinyurl.com/y5xvp7z3 for Session Details.

Join this dynamic panel of professional leaders who will share their expertise, knowledge, and relevant research related to the topic of embedding inclusion and diversity within the DNA of organizations. Learn the challenges, successes, and failures of their lived experiences and together dialogue about new and innovative approaches cross culturally, cross countries, and across generations that sustain this work within organizations!

Meeting Room 206 | Workshop | Leadership Education

Stories for Liberation: Teaching Praxis in Leadership Learning

Erica Wiborg, Research Assistant, Leadership Learning Research Center, Florida State University
Cameron C. Beatty, Assistant Professor, Education Leadership and Policy Studies, Florida State University
Brittany Brewster, Graduate Assistant, Leadership Learning Resource Center, Florida State University

Visit http://tinyurl.com/y3x6z8mx for Session Details.

This workshop will utilize storytelling frames to critically analyze leadership learning practices to promote equity and inclusion. The purpose of this workshop is to promote praxis — a reflection on the world, in order to change it. Participants will explore how their social and leadership educator identities interact to inform their curricular choices, deepening personal awareness and identifying how power operates.

Meeting Room 207 | Panel Discussion | Leadership Development

Listening to Others: Leading Courageously to Promote Diversity and Inclusion

Chair: **Brandon W. Kliewer,** Assistant Professor, Staley School of Leadership Studies, Kansas State University
Stan Amaladas, Faculty Member, Center for Graduate Studies, Baker College
Leigh Fine, Assistant Director, Residential Communities and Programming, Honors Program, University of Connecticut
Trisha Gott, Interim Director & Assistant Professor, Staley School of Leadership Studies, Kansas State University
Andrew Wefald, Associate Professor, Staley School of Leadership Studies, Kansas State University

Visit http://tinyurl.com/yywdeqcn for Session Details.

The ability to listen is a needed leadership skill. Unfortunately, we live in a world where not all have the capacity to be heard equally — including in leadership relationships. Our panel will explore the leadership implications of listening, asking critical questions to explore with participants how to co-create transformative, empathetic, leadership spaces.

Meeting Room 208 | Workshop | Leadership Development

Leadership Checkup: Are You Practicing Healthy Leadership?

Mark McCaslin, Dean of Research and Scholarship, School of Advanced Studies, University of Phoenix
Janice L. Cardwell, CEO and Founding Partner, Conceivers Leadership Development Group; VP; Campus and Academic Director, University of Phoenix Detroit Campus

Visit http://tinyurl.com/y2wd3lzx for Session Details.

In this workshop, participants will explore and experience five potentiating practices that support healthy leadership. Potentiating, for clarification, is any action taken by individuals in leader roles that affectively causes something, or the relationship itself, to become potent: creative, strong, capable, powerful, effective, empowered, and healthy. Come prepared for learning episodes that involve moving, reflecting, and experiencing healthy leadership.

Meeting Room 209 | Presentations | Leadership Education

Leadership Programs: Evaluation and Assessment

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

Visit http://tinyurl.com/y2etbt4x for Session Details.

Examining Learning Outcomes for Alumni of a Leadership Minor

Trisha Teig, Teaching Assistant Professor, Pioneer Leadership Program, University of Denver
Paul Kosempel, Associate Director & Teaching Professor, Pioneer Leadership Program, University of Denver
Linda G. Olson, Teaching Professor & Director, Pioneer Leadership Program, University of Denver

Visit http://tinyurl.com/y32fdno9 for Complete Description.

Research on the impact of leadership programs often focus on outcomes of students during their time in the program. Limited literature explores outcomes of learning beyond graduation. This presentation will share findings from survey research from alumni of the Pioneer Leadership Program at the University of Denver, including data that informs future practice in working with students and alumni.

Impact of a Short-Term Leadership Program: The Hansen Institute on Leadership and International Cooperation

Robert Donmoyer, Professor, Leadership Studies, School of Leadership and Education Sciences, University of San Diego
Kelly Metz-Matthews, Instructor, San Diego State University

Visit http://tinyurl.com/y3g63v4q for Complete Description.

In an attempt to address the dearth of systematically generated evidence on cultivating leadership skills in short-term development programs, this presentation documents the impact of the Hansen Summer Institute on Leadership and International Cooperation, a short-term program offered each year to a carefully selected group of young adults from around the world, especially those who come from conflict-riddled regions.

Measuring Impact of the U.S. Air Force Leader Development Course for Squadron Command

John M. Hinck, Assistant Professor, Leadership, Air University
Steven B. Davis, Assistant Professor of Leadership, Air University

Visit http://tinyurl.com/yyzocyxy for Complete Description.

The U.S. Air Force (USAF) committed to a new leader development program for future leaders of USAF Squadrons. This study re-operationalizes the concept of impact and uses students' end-of-course surveys (n=441) and the post-course surveys sent to graduates and supervisors to assesses the impact of the Leader Development Course for Squadron Command. Recommendations are provided for program improvements and continued success.

A Transformative Approach to Collaborative Change in an Educational Organization

Eric K. Kaufman, Professor; Agricultural, Leadership, and Community Education; Virginia Tech
James C. Anderson II, Assistant Professor; Agricultural Leadership, Education & Communication; University of Georgia
Jama S. Coartney, Graduate Student; Agricultural, Leadership, and Community Education; Virginia Tech
Shreya Mitra, Project Associate; Agricultural, Leadership, and Community Education; Virginia Tech (Co-Author)
Dana Ripley, Licensed Professional Counselor, Private Practice (Co-Author)

Visit http://tinyurl.com/y3s67p8c for Complete Description.

Educational organizations can effectively apply a variety of strategies for leading and accelerating desired change. As a practical illustration, we highlight the transformative approach of the United States' Department of Defense Education Activity (DoDEA) towards restructuring its worldwide school system. DoDEA's approach included the formation of Centers for Instructional Leadership. The process appropriately reflects many of Kotter's accelerators for leading change.

Meeting Room 210 | Panel Discussion | Leadership Education

Challenges in Teaching Critical Leadership Theory

Chair: **Josh Armstrong,** Director, Comprehensive Leadership Program, Gonzaga University
Leonard D. Taylor, Assistant Professor, Educational Leadership, Mississippi State University
Linnette Werner, Associate Dean of Graduate Programs, College of Liberal Arts, Hamline University
Kathy Guthrie, Associate Professor, Leadership Learning Research Center, Florida State University
Adrienne Roisin Castellon, Associate Dean, Master of Arts in Leadership, Trinity Western University

Visit http://tinyurl.com/yxlqkcxa for Session Details.

Leadership education and learning happens at the end of one's comfort zone. How can educators create spaces that "hold the heat" of courageous conversations when some students seemingly arrive with limited emotional resilience? Faculty from five different institutions will explore the courage required when teaching critical leadership pedagogy to students across the intercultural development continuum, from denial to adaptation.

Meeting Room 211 | Symposium | Leadership Scholarship

International Leadership Researchers: Courageous Efforts and Untold Stories

Chair: **Faith W. Ngunjiri,** Associate Professor of Ethics and Leadership, Offutt School of Business, Concordia College
Commentator: **Yulia Tolstikov-Mast,** Lead Faculty & Associate Professor, Indiana Tech

Visit http://tinyurl.com/y2qvq9qy for Session Details.

International researchers possess curiosity to capture non-Western leadership experiences and courage to follow international scientific integrity. The presenters share their behind-the-scenes research stories.

The Design and Analysis Process: Did Anything Go Wrong?

Barbara Blair, Assistant Professor (Lecturer), Management, University of Utah

Visit http://tinyurl.com/y4tzadrk for Complete Description.

As one might expect, numerous issues arise during international research. Issues that emerge during the design process and in data interpretation are of particular interest. The researcher will share the experience of examining qualitative data collected across five countries and the suspicion that decisions made during the design phase influenced outcomes of the analysis.

International Leadership Through the Eyes of Experience: A Reflection on Phenomenological Research

Carly Speranza, Assistant Professor, Management, Marymount University

Visit http://tinyurl.com/y26cof5p for Complete Description.

This presentation examines how one researcher used interpretive phenomenological analysis (IPA), a qualitative method, to study the experience of female leaders overseas. The presentation will focus on how the researcher selected this method, found participants, courageously engaged with previously unknown senior-level leaders to gather data, and made sense of the participants lived experiences overseas in leadership positions.

Courage to Commit to Culturally Competent and Culturally Sensitive Research

Kem Gambrell, Associate Professor and Chair, Doctoral Program in Leadership Studies, Gonzaga University

Visit http://tinyurl.com/y6bzpn8u for Complete Description.

The intent of this presentation is to explore a non-Western research paradigm, specifically Indigenous research methods as they relate to leadership. The presenter will identify a number of applications to marginalized groups internationally and discuss the implications of relationship building, community engagement, cultural ethics, and non-Western ways of reporting findings through qualitative methods.

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

Considering Historical, Ideological, and Religious Contexts

Elizabeth Stork, Professor, Organizational Leadership, Robert Morris University

Visit http://tinyurl.com/yypmy7p8 for Complete Description.

The researcher has been collecting data in three countries — Jordan, Armenia, and Ethiopia — selected for their designation as authoritarian countries by The Economist Unit's 2016 and 2017 Democracy Index. They are also highly patriarchal societies dominated by different histories, ideologies, and religions.

Meeting Room 212 | Panel Discussion | Leadership Scholarship

Can a Bold Theory Support Courageous Practice? The View on Courageous Leadership From Political Philosophy

Chair: **Michael Harvey,** Associate Professor, Business Management, Washington College
Mark Antonio Menaldo, Associate Professor, Liberal Studies, Texas A&M University-Commerce
Brent Edwin Cusher, Associate Professor, Leadership and American Studies, Christopher Newport University
Jack Byham, Assistant Professor, Social Sciences, Texas A&M International University
Alfonso Vergaray, Assistant Professor, Political Science, Texas A&M International University

Visit http://tinyurl.com/yxgogmoj for Session Details.

What resources are available to thoughtful leaders and followers in their endeavor to become more courageous in practice? This panel explores this question by focusing on classic treatments of courage in political philosophy. Panelists draw on texts from ancient Greece (Aristotle, Plato), Enlightenment England and Scotland (Hobbes, Locke, Hume, Smith), and America (Adams) to debate contrasting views of courageous leadership.

Meeting Room 213 | Panel Discussion | Leadership Development

Leader-as-Coach: Transforming Leadership Culture for a VUCA World

Chair: **Susan E. Murphy,** Professor & Chair of Leadership Development, Organisational Studies, University of Edinburgh Business School
Carylynn Kemp Larson, Organizational Psychologist & Leadership Coach, Creating Open Space
Jayne Jenkins, CEO & Executive Coach, Churchill Leadership Group Inc
Sookgi Han, CEO, Hanscoaching
Melissa Frank, Strategic Business Partner, Talent Services Strategic Partner Group, Johns Hopkins Applied Physics Laboratory
Renee Fritschen, Director, Leadership Development, eBay

Visit http://tinyurl.com/yyep3932 for Session Details.

This panel brings together human capital leaders who have audaciously championed the transformation of leadership within complex, global organizations. In the face of intense pressure, ambitious corporate goals, and rapidly shifting conditions, our panelists have pioneered the adoption of leader-as-coach cultures. Participants will learn what it takes to shift leaders' mindset, style, and approach to that of a leader-coach.

Meeting Room 215 | Panel Discussion | Women & Leadership

Women Leading With Courage Through Calling

Chair: **S. Lynn Shollen,** Associate Professor, Leadership and American Studies, Christopher Newport University
Susan R. Madsen, Professor of Organizational Leadership, Woodbury School of Business, Utah Valley University
Chrys Egan, Co-Director, Office of Undergraduate Research and Creative Activity, Salisbury University
Debbie Lamm Bray, Director of Academic and Student Services, Oregon, Northwest University
Sheree N. Bryant Sekou, Leadership Consultant, Organizational Leadership, Sheree Sekou Consulting, LLC

Visit http://tinyurl.com/yxpdahk4 for Session Details.

With all the risks inherent in leading, courage is a prerequisite for leaders. For women and girls in particular, a meaningful calling may be one of the most essential elements to inspire the courage to lead and to cultivate a leader identity. Panelists will discuss and illustrate interconnections among courage, calling, and leadership to address the implications for women's leadership.

HOSTED POSTER SESSION

Canada Hall 2
18:30-20:00
Saturday 26 October

Enjoy a taste of the region featuring St-Albert Cheese Coop artisan cheeses and Pingue artisan cured meats alongside a selection of chilled and hot hors d'oeuvres all while exploring the poster session (below), talking with Lifetime Achievement award winners and keynote speakers (booth 106), and meeting your favorite leadership authors at the author meet and greet. See pages 146-147 for details.

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.

BUSINESS LEADERSHIP

1. **Employee Engagement Differences Among Generational Cohorts**
   Claire Caitlin Muselman, Doctoral Student, Grand Canyon University
   Visit http://tinyurl.com/y4t2sf29 for Complete Description.
   The focus of this research is the difference in psychological conditions of employee engagement between generational cohorts. Organizations are changing at a rapid rate due to technological influences as growth and development become focal points for efficiency. Understanding the unique engagement conditions of each generational cohort in the workforce aids in success of organizations competing in a global marketplace.

2. **Foresight: Decision Making Stories From Female Executives**
   Christina Reddick, PhD Candidate (ABD), Leadership Studies, Gonzaga University
   Visit http://tinyurl.com/yyp6j8wu for Complete Description.
   Research indicates that foresight is a needed quality of modern-day leaders but developing a sense of foresight is a challenging endeavor. The purpose of this study is to discover how female C-Level leaders who self-identify as strategic decision makers engage in foresight in their decision-making (strategic planning) process.

3. **The Strong Forces of Transformational Leadership and the Courageous Executive**
   Andrew Afton Lawrence, PhD Student, Global Leadership, Indiana Tech
   Visit http://tinyurl.com/y2m6sr8s for Complete Description.
   The strong forces, a theory formed from the work of Bruce Avolio and Bernard Bass, are applicable to thought change and transformational practices of the top management executive. Team and individual ownership of these forces creates a courageous atmosphere within the organization by positioning employees and the organization to remain competitive in any market.

DOCTORAL PROGRAMS

4. **Envisioning the Future of Doctoral Education in Leadership: Assessing 70 Doctoral Programs**
   Petros G. Malakyan, Associate Professor, Organizational Leadership, Robert Morris University
   Visit http://tinyurl.com/yx8u9nro for Complete Description.
   This qualitative study is a review of seventy doctoral programs in leadership worldwide on teacher- or student-centered learning approaches, leader-centric or process-based leadership curriculum, and coursework- or research-based program requirements. Whether or not the doctoral programs in leadership generate more Ph.D. recipients than experts and stewards of the field will be critically examined and discussed.

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

ETHICS AND LEADERSHIP

5. A Framework for Empathy: Opening the DOOR for Social Reform

Elliot Thomas Seifert, Student, Leadership Studies, Alvernia University

Visit http://tinyurl.com/y3hh68oe for Complete Description.

Empathy keeps society from allowing fake news and stereotypes as rationales for unjust social conditions (Segal, 2011). The ability to empathize with others follows a systematic framework defined by discomfort, orientation, organization, and resolution (DOOR). The DOOR framework was designed to guide individuals toward social change, creating an opportunity for new leadership.

6. Corporate Social Responsibility Program in Medium-Sized U.S. Enterprises

Joseph A. Milczewski, Professor, Business, Webster University

Visit http://tinyurl.com/yxqgajuk for Complete Description.

The globalization of today's business world has created an increased need for companies to act and react to stakeholder concerns. Leaders of all size companies need to develop the courage to implement corporate social responsibilities in their companies.

7. Courageous Leadership and Self-Deception When Facing the Temptation of Followers

Arwa Alkhawaja, Teacher, ISSD

Visit http://tinyurl.com/yxb2xw75 for Complete Description.

Is John Dalberg-Acton's famous statement, "Power tends to corrupt and absolute power corrupts absolutely" true? And, if true, where does that absolute power come from? Is it the power of self-interest or the power of followers' influence? How many individuals rise as great and charismatic leaders yet end up acting as dictators?

8. Leadership & Ethics 4.0: Best Practices for the Fourth Industrial Revolution

Mark Beattie, Associate Vice Chancellor, Carson College of Business, Washington State University

Sharon Link, CEO, Leadership via Design (Co-Author)

Visit http://tinyurl.com/y43qqz48 for Complete Description.

This poster will give an overview of theoretical leadership models through the lens of Industry 4.0 and its related technologies. The poster will look at leadership and ethics operating among these regions. Divided into three distinct categories, we identify five key factors involved with Industry 4.0 regarding leadership and ethics.

FOLLOWERSHIP

9. Exploring the Impact of Followership Education at the Collegiate Level

Courtney Lynne Randall, Graduate Student, University of Southern Maine

Visit http://tinyurl.com/y5ymcqz5 for Complete Description.

This proposed experimental study seeks to understand the impact of followership education on undergraduate students. Current literature supports the importance of understanding the roles and styles of followers, but there is little research that investigates how these topics inform students' perceptions and behaviors.

10. Understanding Moral Courage in Volunteerism and Followership: A Non-Profit Approach

Donald Williams, Jr., Doctoral Student, Indiana Tech

Visit http://tinyurl.com/y5h3me8k for Complete Description.

The goal of this poster is to present rationale for studies that plan to explore moral courage of volunteers in Japanese outreach organizations and to explore followership identity as it relates to moral courage in outreach organizations.

11. Using Followership and Servant Leadership to Explore Survivors of Domestic Violence and Faith Leaders

Wendy M. Edmonds, Professor, Behavioral Sciences & Human Services, Bowie State University

Davitta B. Ealy, Adjunct Professor, Behavioral Science and Human Services, Bowie State University (Co-Author)

Visit http://tinyurl.com/yxb944gp for Complete Description.

This qualitative study explored the leader-follower relationship as it relates to survivors of domestic violence and the impact of servant leadership. Semi-structured interviews allowed for greater understanding of the perceptions and attitudes of followers in toxic relationships. The lived experiences of abused women will be discussed in the context of comparisons using followership characteristics (Kellerman, 2008) and the servant leadership dimensions.

12. Think Like a Follower, Act Like a Leader: Applying Followership Theories to Youth Leadership Development

Robert Ammon, Secondary School Teacher, Mathematics and Physical Education, University of Victoria

Visit http://tinyurl.com/y3j75chq for Complete Description.

Arguably, students practicing their understanding of leadership may at the same time be referencing an implicit understanding of the practice of followership. Currently, leadership development curriculum typically does not include followership. This study employed a case study research method examining, through the lived experiences of high school students, how the practice of followership is understood when practicing their understanding of leadership.

13. Exploration of Courage as a Normative Task Attitude Among the Acholi of Uganda

David Wesley Ofumbi, Biola University

Visit http://tinyurl.com/yxmkwv88 for Complete Description.

This paper uses a case study of courageous followership among the Acholi of Uganda to discuss their basis and application of courage, the atmosphere and the mental model that undergird it, and how the Acholi people applied courageous followership to resolve the northern Uganda conflict

LEADERSHIP DEVELOPMENT

14. Are Future Leaders Future-Oriented?

Anastasia Gracheva, Columbia University
Aleksandra Gracheva, Stanford University (Co-Author)

Visit http://tinyurl.com/y523hlkl for Complete Description.

The empirical comparative study of American and Japanese high school students reveals cultural differences and predict a mix of visionary and team-based leadership styles among Japanese young people and stronger visionary leadership styles among American youth.

15. Enhancing Engagement at Home and Abroad: A Global Sustainability Initiative

Lee Sternberger, Executive Director, Center for Global Engagement & /Associate Provost, Academic Affairs, James Madison University
Steven E. Grande, Director, Community Service-Learning, James Madison University
Renee Staton, Professor, Graduate Psychology, James Madison University (Co-Author)
Craig Shealy, Professor, Graduate Psychology, James Madison University (Co-Author)

Visit http://tinyurl.com/y4cqtdne for Complete Description.

Existing models of governance, health care, education, and community building are not only inadequate to meet our most vexing societal challenges, but scholars and practitioners in these fields are often unaware of related efforts in other movements. This global sustainability initiative transcends traditional boundaries to disseminate alternative models and methods for addressing pressing global issues.

16. The Courage to Know Oneself: Incorporating Peer Feedback in Assessing One's Leadership Performance

Ilya Gokhman, Senior Fellow, Leadership Center, Northwestern University
Nicholas Raef, Program Coordinator, Center for Leadership, Northwestern University (Co-Author)
Adam J. Goodman, Director, Center for Leadership, Northwestern University (Co-Author)

Visit http://tinyurl.com/y6zdeg9d for Complete Description.

We want to equip students with the courage and competencies to be both the recipients and the providers of meaningful feedback. In this aim, we developed a digital leadership feedback tool. Findings from the use of this tool indicate that feedback can be perceived as a positive experience that aids students in developing an understanding of themselves as a leader.

17. Who Would You Be Most Afraid to Take Home as Your Future Spouse?

Helen A. Fagan, Director of Leadership Engagement, Rural Futures Institute, University of Nebraska
Gina S. Matkin, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln (Co-Author)

Visit http://tinyurl.com/y6p8q3g5 for Complete Description.

Answering this question requires courage, vulnerability, and authenticity. The question frames a leadership and diversity class, challenging students to examine their worldview regarding difference. Utilizing the Intercultural Development Inventory and emotional intelligence for diversity model engages students to find the answer and grow as Leaders. This poster will explain our methods and results from 10+ years of teaching.

LEADERSHIP EDUCATION

18. A Principal's Leadership Ability and a Teachers' Performance at a Primary School in Jamaican

Darcia Ann Marie Roache, PhD Candidate, Educational Administration, University of Saskatchewan

Visit http://tinyurl.com/yxn24qao for Complete Description.

A principal's leadership ability and teachers' performance at a primary school in Jamaica affects teachers' motivation and performance in the twenty-first century. It is the hoped that the study will produce best practices needed to enhance teachers' motivation and performance.

19. An Evaluability Assessment of Adult Leadership Development Programs Across Nebraska

L.J. McElravy, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Tori Pierce, PhD Student; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Visit http://tinyurl.com/y6h3wvyv for Complete Description.

This evaluability assessment was conducted to determine the current state of leadership development programming in the state of Nebraska. Twenty-seven programs across the state were included in this study and reviewed for their definitions of leadership, time spent on approaches to leadership development, and leadership pedagogies. Recommendations for community leadership development programs and suggestions for future research will be provided.

20. An Exploration of How School Leaders Aim to Respond to an Active School Shooter: Qualitative Interview Study

Jennifer Lovellette, Teacher, Mathematics, Indian River School District

Visit http://tinyurl.com/y6a8las6 for Complete Description.

A qualitative interview study was conducted using 18 school administrators from local public elementary, middle, and high schools within one school district, exploring how school leaders aim to respond to an active school shooter. The study was driven by the desire to understand a complex social phenomenon allowing the researcher to retain the holistic and meaningful characteristics of the real-event.

21. Community Builders: An Intergenerational Civic Engagement Project Facilitating Leadership and Connections

Ashley Rae Lang, Assistant Director, Institute for Leadership Education, Wartburg College
Fredric A. Waldstein, Irving Burling Chair in Leadership, Political Science, Wartburg College (Co-Author)

Visit http://tinyurl.com/y4hvlkk8 for Complete Description.

Community Builders participants divide into "neighborhoods" comprised of two college students enrolled in a leadership course, 7th grade students, and community professionals or high school students. The purpose of this project is to use the assets of those involved with different cognitive, social, and civic backgrounds and skills to build and strengthen the community they share both locally and beyond.

22. Developing New Instruments for Instruction and Scholarship in Leadership Research

Malcolm Andrew North, Assistant Professor, Leadership, University of Central Arkansas
Daniel Orellano, JR, Advisor, University of Central Arkansas (Co-Author)
Josh Wilson, Doctoral Student, University of Central Arkansas (Co-Author)

Visit http://tinyurl.com/yxopo6km for Complete Description.

The development and validation of new instruments is not commensurate with research in new, emerging, and collective forms of leadership. Doctoral students developed four instruments in the context of a multivariate research class. This presentation will outline the instruction model as well as the validation and findings from instruments measuring, judgment, trust, influence, and collaboration.

23. Educational Leadership and Motivating Teachers in the Caribbean Educational System: Courage Required

Darcia Ann Marie Roache, PhD Candidate, Educational Administration, University of Saskatchewan

Visit http://tinyurl.com/y4tvpenr for Complete Description.

The need for educational leaders or principals to drive intrinsic and extrinsic motivation of teachers to transform the educational landscape to high performance and to foster autonomy, job satisfaction, and motivation is paramount (Eyal & Roth, 2011). Several schools of thought propose that motivation is significant to both teachers' and learners' performance and that motivation is critical for institutional success

24. The Need for Leadership, Courage, and Motivation to Transform Secondary Educational Organizations in Jamaica

Darcia Ann Marie Roache, PhD Candidate, Educational Administration, University of Saskatchewan

Visit http://tinyurl.com/yxj6r4lc for Complete Description.

Leaders can artfully influence people to willingly do what is required to courageously meet goals and achieve success. Voyer (2011). The purpose of this study was to explore how principal leadership style in educational administration affects teachers' motivation and performance in the twenty-first century at educational institutions in Jamaica.

25. Engage Me! Learning Objects Promoting Information Literacy in Online Spaces

Steven M. Walker, Professor, Leadership Studies, National University

Visit http://tinyurl.com/y2a7c9ls for Complete Description.

A university faculty member and librarian collaborated to create digital learning objects that improve student experience and provide opportunities for further learning and support in the online environment by increasing student engagement, encouraging independent student learning, and introducing students to their course librarian as well as the library's resources.

26. Exploring Our Courage: The Impact of Metacognition, Path-Goal, & Neuro-Leadership on Academic Performance

Phyllis Brooks Collins, Director & Assistant Professor, Integrated Studies, Delaware State University
Robin A. Roberts, Assistant Professor, Leadership and Management, Embry-Riddle Aeronautical University

Visit http://tinyurl.com/y3qh94ak for Complete Description.

In an effort to improve student learning outcomes, researchers at a historically black university introduce an innovative teaching model that incorporates metacognition strategies, neuroleadership, and path-goal theory into a senior capstone course. One of the problems considered in the study is how to improve African American students' perceptions about self-worth and develop aspirations to complete college and earn a degree.

27. Teamwork Academy for Professional Success

Matthew Sowcik, Professor, Agricultural Education and Communication, University of Florida
Nicole Stedman, Professor, Agricultural Education and Communication, University of Florida
Cecilia E. Suarez, Assistant Professor, Agricultural Education and Communication, University of Florida

Visit http://tinyurl.com/y2lqb8mv for Complete Description.

Teamwork Academy for Professional Success prepares undergraduate learners to advance leadership practices and promote team effectiveness within business organizations. The program seeks to develop skills, capacities, and attitudes that directly impact students' success in teams through targeted online modules. The poster looks at both the core content of the program and the evaluation of students' reactions, learning, and behavior change.

28. Creating Opportunities to Develop Cross-Cultural Self-Efficacy for Learners Using Online/Virtual Technologies

Jessica A. Steele, Graduate Assistant, Agricultural Education and Communication, University of Florida

Visit http://tinyurl.com/y4rbk5k2 for Complete Description.

The researcher has developed an online program employing tenants of Virtual Exchange (VE) — a digitized, interactive study-abroad experience — as a form of cultural engagement to increase participating students' cross-cultural self-efficacy, thereby generating enhanced standards for college/university graduates seeking leadership positions to be internationally sensitive global leaders.

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29. Developing Multicultural Competencies in an Agricultural Leadership Course: Does Online Discussion Matter?

Lauren Cline, Doctoral Teaching Associate; Agricultural Education, Communications and Leadership; Oklahoma State University
Penny Pennington Weeks, Professor, Agricultural Leadership, Oklahoma State University (Co-Author)
William Gerard Weeks, Professor; Agricultural Education, Communications and Leadership; Oklahoma State University (Co-Author)

Visit http://tinyurl.com/y2op3yzg for Complete Description.

The purpose of this study is to determine whether multicultural personality traits and online discussion as an instructional method contribute to the development of everyday multicultural competencies in undergraduate students enrolled in a general education diversity course. The study is being conducted as a component of the graduate student's doctoral dissertation research.

30. The Role of School Leaders in Supporting Personalized Learning

Cameron Alvin Martin, Learning Designer & Doctoral Student, University of San Diego

Visit http://tinyurl.com/y3ubwggd for Complete Description.

Personalized learning (PL) has become a popular means for school improvement. Implementation of PL models is growing rapidly; however, research in these models is limited. Little is known about the leadership required to support PL models in schools. This qualitative study employed a single, significant case study to explore the concept of leadership in the context of a personalized learning school.

LEADERSHIP SCHOLARSHIP

31. Effects of Power Relations on the Relationship Between Gender Performativity and Leadership Effectiveness

Nan Tang, Ph.D. in Organizational Leadership, Columbia University

Visit http://tinyurl.com/y3p7rj35 for Complete Description.

This study examines how gender performativity impacts the perceptions of leadership effectiveness. It further explores the moderating effects of power relations on leadership effectiveness to demonstrate a multi-layered conceptualization of gender differences in the system of social networks.

32. Exploring Leadership Capacities & Experiences of African American Male College Presidents

Michael Jackson, Ph.D. Student, Higher Education Administration, Iowa State University

Visit http://tinyurl.com/y6gms2wf for Complete Description.

The methodology used in this study incorporates phenomenology and interviews to look at how the experiences of African American male college presidents led to their present job assignments while making new meanings and gaining new insights. Guided by critical race theory, this work examines and connects how their leadership capacities were built.

33. Perceptions of PsyCap Growth in College Student Leaders Who Mentor

James E. Lee, Graduate Teaching Assistant; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln
Lindsay Hastings, Clifton Professor in Mentoring Research & Director; Nebraska Human Resources Institute; Agricultural Leadership, Education, and Communication; University of Nebraska-Lincoln (Co-Author)

Visit http://tinyurl.com/yxwuhcyt for Complete Description.

Recent research in leadership has focused on Psychological Capital (PsyCap), i.e. the psychological resources of hope, efficacy, resilience, and optimism; however, the development of PsyCap in individuals remains largely unexplored. This study adds to the body of research by exploring the college student leader's unique perceptions of PsyCap growth when mentoring students for leadership development.

34. The Courage to Lead: A Preliminary Definition and Building a Theory of Leadership Courage

Junjie Su, Graduate Student, Psychology, University of Maryland College Park
Iris Wong, Researcher, Institute of Leadership and Organization Development, Civil Service College (Co-Author)
Ee-Wan Khoo, Civil Service College (Co-Author)

Visit http://tinyurl.com/y5a8arys for Complete Description.

What does the courage to lead look like? Our study of leaders working in Asia suggests that leadership courage could be a judgment of the leader's choice, specifically when leaders encounter a trade-off between the leader's own self-interest and that of the greater good (for example, the organization's or a follower's interest). We also offer a tentative theory of leadership courage.

PS SAT 18:30–20:00

35. Workplace Courage: A Critical Factor for Successful Organizations

Dina Pozzo, Director, insium Pty Ltd
Peggy Kern, Associate Professor, Centre for Positive Psychology, University of Melbourne (Co-Author)

Visit http://tinyurl.com/yyplbdzw for Complete Description.

There is little data on workplace courage in the world. To develop a better understanding of workplace courage, 366 employees across a range of industries completed questions on 38 specific workplace situations. They were asked to consider how worthwhile the situation was, the risk associated with the situation, and how willing they were to act on the situation.

36. Learning from Failure: A Journey of Leadership Courage

Ashish Banerjee, Principal, Human Capital Management, Balaji Consulting Group

Visit tinyurl.com/y2tuh4kj for Complete Description.

Organizations today live in a competitive global landscape. They are confronted with numerous demands to ensure strong financial results. With constant pressure on organizations to improve their financial footprint, failure is inevitable. The ability for an organization's leader to demonstrate leadership courage in the face of failure becomes paramount for any organization attempting to obtain a competitive advantage.

PHILOSOPHY, RELIGION AND WORLDVIEWS

37. Parker Palmer, Thomas Merton, and Courageous Authenticity

Zachary Carl Wooten, PhD Student, Leadership Studies, Alvernia University

Visit http://tinyurl.com/y4ocscoh for Complete Description.

This poster will showcase a literature review and analysis of theologian Thomas Merton's influence on educator Parker Palmer's writings and offer a framework for courage and authenticity based on the influential life and writings of these two scholars, writers, activists, and thought leaders. Such understanding increases learning related to authentic leadership and courage.

38. Emotional Leadership: A New Leadership Style Emulated by Princess Diana of Wales

Jullien Searfoss, PhD Candidate, Alvernia University

Visit http://tinyurl.com/y3bh4bml for Complete Description.

Princess Diana is the heart behind a new approach to leadership: Emotional Leadership. Princess Diana believed that "everyone needs to be valued. Everyone has the potential to give something back if only they had the chance." Diana spread knowledge about social issues that led people to appreciate her heart-centered approach to life and her core of sympathy and love.

39. Mindfulness and Fearlessness in Leadership

Andrew Gordon, PhD Student, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/y6s86pgw for Complete Description.

How can we bring fearlessness to leadership? This poster will introduce mindful leadership, leveraging the power of meditation to foster self-awareness. This awareness then extends to the organization and to followers, encouraging confidence and healthiness. Fearlessness requires us to courageously move beyond fear into fearlessness.

PUBLIC LEADERSHIP

PS SAT 18:30–20:00

40. Courageous Ideas: Emerging Scholars Research Into Servant Leadership in Policing and Educational Settings

Les Sylven, Police Chief, Central Saanich Police Service
Jessica Willows, PhD Candidate, Educational Psychology and Leadership Studies, University of Victoria
Amy Mills-Guest, PhD student, University of Victoria

Visit http://tinyurl.com/yyrq2lvd for Complete Description.

Three emerging scholars compare and contrast their new research ideas on the application of servant leadership for Canadian police officers, public school teachers, and elementary school students. Their individual research questions and proposed methodologies will be highlighted in a poster format as will the areas where their research connects and where it is vastly different.

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.

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41. Is It Worth It? The Effects of Intimidation on Women of Color Who Seek Political Office

Charise Jones-Wheeler, Real Estate Agent & Ph.D. Student, Eastern University

Visit http://tinyurl.com/yxq25os4 for Complete Description.

This poster will present a case study exploring the political careers of Senator Kamala Harris and Representative Kiah Morris. It will highlight some of the intimidations responsible for the disproportionately low number of women of color seeking elected political office in the United States. This research can help reduce or eliminate these intimidations; leading to a more representative and effective government with greater degrees of egalitarianism.

42. Emotional Intelligence as an Attribute of Fire Service Leaders

Paul D. Froman, Graduate Student, Leadership Studies, University of Southern Maine

Visit http://tinyurl.com/yxntr6w4 for Complete Description.

In the next ten years, fire service will face external and internal challenges including changing department structures, its role in the community, demands placed on its personnel, and a new generation of firefighters joining the service. This study explores ways to improve skills of fire service leaders, particularly the role of emotional intelligence in successful leadership practices.

WOMEN AND LEADERSHIP

43. Courage to Welcome the World: Female Leadership in Internationalization of U.S. Higher Education

Karen Asenavage, Assistant Professor & Director for Academic Programs, English Language Institute, University of Delaware

Visit http://tinyurl.com/y32v6b5v for Complete Description.

Discover the hidden role of women in leadership of internationalization across all levels of two sectors of U.S. higher education. Based upon findings from a dual case study of nearly 100 participants, this poster will highlight their leadership approaches and practices as they plan and implement internationalization, both domestically and abroad. Factors that influence female leadership of higher education internationalization will be discussed.

44. Exploring Women's Empowerment Through Grassroots Efforts for Water Sustainability

Janette Schumacher, Graduate Student, Alvernia University

Visit http://tinyurl.com/y69rgfpn for Complete Description.

This poster examines the experience of women's groups on working towards a solution in their communities. Their stories demonstrate the value of having women actively engaging in addressing large scale problems such as water scarcity.

45. Women of Courage: Ladies Who Led and the Legacy They Left Us

Lucy J. Franks, Professor, Management, Bellevue University
Fred M. Lang, Professor, Management, Bellevue University
Stephen J. Linenberger, Professor, College of Business, Bellevue University (Co-Author)

Visit http://tinyurl.com/yxv6uvov for Complete Description.

In this era of the #MeToo movement, women need to know their leadership roots. Countless women have led, carving a courageous path for future women to follow. They encountered adversity, threats to safety, and supreme indifference. Yet, they persevered and transformed aspects of government, society, and humanity. This poster session will detail the contributions of women who changed the world.

YOUTH LEADERSHIP

46. The Influence of Outdoor Experience Program to the Development of Youth Leadership

Kanglei Meng, Assistant Professor, Psychology, Beijing Normal University
Xiaoyong XU, Professor, Faculty of Psychology, Beijing Normal University
Cheng Nuo, Department of Psychology, Beijing Normal University

Visit http://tinyurl.com/y5nwyyfc for Complete Description.

In China, a traditional country, studying in the classroom is the main form of learning. But, with increasing attention on learning from experience, parents are allowing their children to go outside and have adventures. In this research, the authors investigated two youth leadership programs in China in order to find out the differences an outdoor experience could bring.

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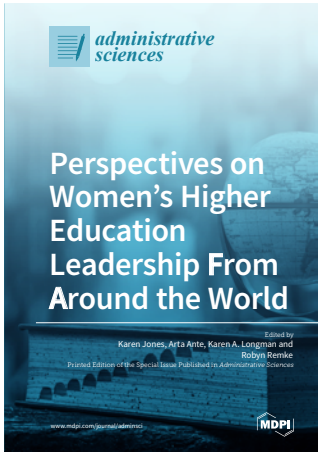

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MEET THE AUTHOR'S RECEPTION

SATURDAY 26 OCTOBER | 18:30 – 20:00 | CANADA HALL 2

Enjoy this unique opportunity to meet the minds behind the leadership books you've read and used in your organization, research, or classroom. Enjoy a taste of the region featuring St-Albert Cheese Coop artisan cheeses and Pingue artisan cured meats alongside a selection of chilled and hot hors d'oeuvres, as you mingle with authors stationed throughout the room.

Thank you to the Telfer School of Management for being a Platinum Sponsor & being a sponsor for our Evening Extravaganza!

Kathleen Allen
Leading From the Roots: Nature-Inspired Leadership Lessons for Today's World

Scott Allen, Mindy McNutt & Anthony Middlebrooks
Discovering Leadership: Designing Your Success

Stan Amaladas
Intentional Leadership; Leadership Studies and the Desire for Shared Agreement; Peace Leadership

Kathy Bishop
Special Edition on Engaged Scholarship & The Arts - Engaged Scholar Journal

Aldo Boitano & H. Eric Schockman
Peace, Reconciliation and Social Justice in the 21st Century: The Role of Leaders and Followers

Ruby Brown
Professional Hurt: The Untold Stories

Sheree Bryant Sekou
What a Difference a Change Makes!

Gloria Burgess
Flawless Leadership: Connecting Who You Are with What You Know and Do

Ruby Campbell
The SCIENCE of Leadership; Harnessing the Power of STEMM Leaders in an Irrational World

Adrienne Castellon
Indigenous Integration: 100+ Lesson Ideas for Secondary and College Teachers; Peace Leadership

Sarah Chace
Advancing the Development of Urban School Superintendents Through Adaptive Leadership

Ira Chaleff
Intelligent Disobedience; The Courageous Follower, Third Edition

Jennifer Chandler
Colluding, Colliding, and Contending With Norms of Whiteness; Critical Leadership Theory: Integrating Transdisciplinary Perspectives

Steven De Waal
Civil Leadership as the Future of Leadership

Robert Denhardt
Just Plain Good Management; Letters to a Young Leader: A New Leadership for a New Generation

Lynne Devnew & Marlene Janzen Le Ber
More Women on Boards: An International Perspective

Mariko Gakiya
Economic and Cultural Issues Affecting Gender Inequality: Comparing Japan to Sub-Saharan African Countries; Women's Leadership and Empowerment forPeacebuilding

Ralph Gigliotti
A Guide for Leaders in Higher Education; Competencies for Effective Leadership; Crisis Leadership in Higher Education

Kathryn Goldman Schuyler
Creative Social Change: Leadership for a Healthy World; Leading with Spirit, Presence, and Authenticity; Inner Peace Global Impact

David Greenhalgh
Reviewing Leadership, 2nd edition

Kathy Guthrie
Changing the Narrative: Socially Just Leadership Education; Marvelous & Kind Kloey Learns about Leadership; The Role of Leadership Educators: Transforming Learning

Sadhana Hall
Teaching Leadership: Bridging Theory and Practice

Nathan Harter
Foucault on Leadership: The Leader as Subject

Jon P. Howell
Snapshots of Great Leadership, 2nd edition

Bob Hughes & Helen Canton Hughes
No Cape Required - Empowering Abundant Leadership

Samantha Hurwitz
Leadership Is Half the Story

PS SAT 18:30–20:00

MEET THE AUTHOR'S RECEPTION

SATURDAY 26 OCTOBER | 18 : 3 0 – 20:00 | CANADA HALL 2

Thank you to the uOttawa campus bookstore (Follett of Canada) for hosting this year's onsite conference bookstore!

Justin Irving
Leadership in Christian Perspective: Biblical Foundations and Contemporary Practices for Servant Leaders

Brad Jackson
A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Leadership

Daniel Jenkins
The Role of Leadership Educators: Transforming Learning

Max Klau
Race and Social Change: A Quest, A Study, A Call to Action

Matthew Kutz
Contextual Intelligence: How Thinking in 3D Can Help Resolve Complexity, Uncertainty and Ambiguity

Fred Lang
Leadership Lessons From Great World Leaders

Carylynn Larson
The Coaching Companion: Get the Most From Your Coaching Experience

Karen Longman
Women and Leadership Around the World; Women and Leadership in Higher Education

Maureen Metcalf
Innovative Leaders Workbook for College; Innovative Leadership Workbook for Global Leaders

Peter Northouse
Introduction to Leadership; Leadership Case Studies in Education; Leadership: Theory and Practice

LIFETIME ACHIEVEMENT AWARD HONOREE AND KEYNOTE MEET & GREET

Pick up the latest books from our lifetime achievement award winners and keynote speakers at the conference bookstore, then stop by booth 106 to meet them in person!

Nancy J Adler
Leadership Insight

Juana Bordas
Salsa, Soul and Spirit: Leadership for a Multicultural Age - 2nd edition; The Power of Latino Leadership

The Right Honorable Kim Campbell
Time and Chance: The Political Memoirs of Canada's First Woman Prime Minister

Danièle Henkel
Ces Différences Qui Nous Rassemblent

The Right Honorable David Johnston
Idea of Canada; Ingenious: How Canadian Innovators Made the World Smarter, Smaller, Kinder, Safer, Healthier, Wealthier, and Happier; Innovation Nation; Trust: Twenty Ways to Build a Better Country

Henry Mintzberg
Bedtime Stories for Managers; Rebalancing Society

Senator/Ànike Nìgànizi Murray Sinclair
Final Report of the Truth and Reconciliation Commission of Canada

Taiwo Ojo
Lead Global; Motives For Leadership

Gama Perruci
Global Leadership: A Transnational Perspective

Jamie Rezmovits
Evolving Leadership for Collective Wellbeing: Lessons for Implementing the United Nations Sustainable Development Goals

Ronald Riggio
Following Reason; Snapshots of Great Leadership; What's Wrong With Leadership?

Megan Scribner
Leading from Within; Teaching with Heart; The Heart of Higher Education

Corey Seemiller
Generation Z Goes to College; Generation Z Leads; Generation Z Learns

John Shoup
Literature and Leadership: The Role of Narrative in Organizational Sensemaking

Angela Spranger
Why People Stay: Helping Your Employees Feel Seen, Safe, and Valued

Bill Tholl
Bringing Leadership to Life in Health: LEADS in a Caring Environment: A New Perspective

Randal Thompson
Leadership and Power in International Developement: Navigating the Intersections of Gender, Culture, Context, and Sustainability

Bill Treasurer
A Leadership Kick in the Ass: How to Learn From Rough Landings, Blunders, and Missteps; Courage Goes to Work: How to Build Backbones, Boost Performance, and Get Results

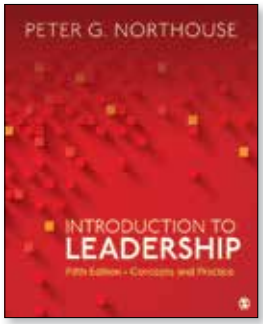
Stanley Ward
Ethical Leadership: A Primer

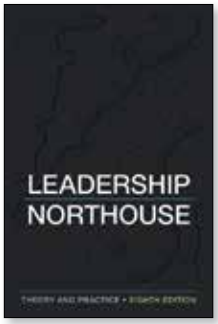
C. Ellen Washington
Women Called to Lead: Empowering Women of Color in Academic Leadership

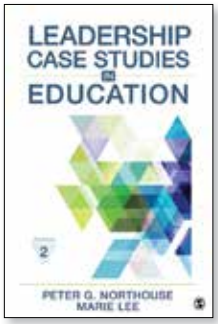
PS SAT 18:30–20:00

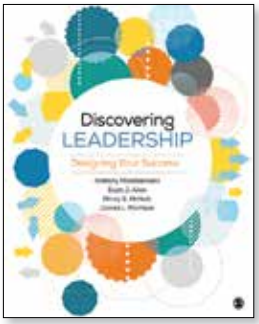
SAGE Publishing

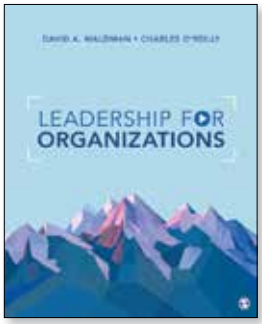
Helping to Develop the Next Generation of Leaders





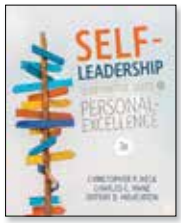






Coming January 2020!

Other leadership titles include:



Leadership Journals:

For more titles and information, please visit **www.sagepub.com**

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And next year . . .

BAM2020 Conference will be hosted by Alliance Manchester Business School in September 2020

Innovating for a Sustainable Future

Innovation has transformed, and continues to transform, our world. Innovation creates new products, new technologies, and new business models. Our knowledge of how to manage the innovation process, and the organisational systems used to guide it, has grown in depth and sophistication. However, while the benefits of innovation are there for all to see, the negative impact on society and the environment are difficult to ignore. We are at a pivotal moment in the history of innovation where our ideas of how innovation should be managed and directed are undergoing profound change. The model of innovation that dominate today reflect the goals of the profit-making enterprise. These goals shape project selection, resource allocation, and marketing strategy. The negative externalities of this model – the costs to society and the environment – were always visible but were tolerated as necessary for economic growth. As we come to realise that growth at any price is no longer acceptable, we also see that it is not enough for innovation to create new products and new technologies. Managing the innovation process must now take into consideration responsibility to society and the environment.

Alliance Manchester Business School is a world leading centre of research on sustainable business and responsible innovation. Researchers at the school have made significant contributions to our understanding on innovation and sustainability, focusing on transition pathways, sustainable consumption, business response to climate change, renewable energy, and impact of environmental regulations on technological change.

Manchester is the cradle of the industrial revolution. Manchester is also the place where the environmental costs of industrialisation became apparent. BAM2020 will provide researchers with the opportunity to experience a city where a transformation of the relationship between business and the environment is creating a sustainable future.

SUNDAY IN DEPTH

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

SUNDAY 27 OCTOBER		
CHECK-IN		
8:00 – 14:30	**ILA Check-In & Help Desk**	SHAW – Rideau Canal Atrium
8:00 – 13:00	**ILA Volunteer Office**	SHAW – Colonel by Foyer
SESSIONS, REFRESHMENTS, & CLOSING PLENARY		
8:30 – 9:00	**Morning Coffee and Tea / Continental Breakfast** Join your colleagues for morning coffee, tea, juice, and assorted breakfast items.	SHAW – Parliament Foyer
9:00 – 10:30	**Concurrent Session Nine** Details on pp. 151-157	SHAW – Various Locations
10:45 – 12:00	**Concurrent Session Ten** Details on pp. 160-167	SHAW – Various Locations
12:00	**Coffee Break With Refreshments**	SHAW – Parliament Foyer
12:15 – 13:30	**Closing Plenary** Details on pp. 20-21 ***Lifetime Achievement Award Presentation*** **Richard Couto** ***International Student Case Competition Award Presentations*** Presented by **Heather Henderson,** Chair, ILA Leadership Education Member Community; Professor & Director, Alberta MEd in Leadership, City University in Canada ***Coeur and Courage: Finding Your Fierce Heart and Leading With It*** **Danièle Henkel,** Founder and CEO, Danièle Henkel Entreprises Interviewer: **Ingrid Richter,** Executive in Residence, Telfer School of Management, University of Ottawa ***Invitation to Attend Leading at the Edge, ILA's 22nd Annual Global Conference*** **Kathryn Goldman Schuyler,** Founder, Coherent Change ***Conference Weaving*** **Laura Osteen,** Board Member; Assistant Vice President for Campus Life, Tulane University ***Conference Closing*** **Daina Mazutis,** Associate Professor, Strategy, Telfer School of Management, University of Ottawa **Glen Orsak,** Director, Executive Programs, Telfer School of Management, University of Ottawa **Ingrid Richter,** Executive in Residence, Telfer School of Management, University of Ottawa	SHAW – Canada Hall 1
POST-CONFERENCE WORKSHOP Inquire at ILA Help Desk for Tickets. Complete Description Available Online		
14:30 – 17:30	***Exploring Somatic Leadership: Putting the 'Coeur' Back Into Courage!*** (Ticketed Event) WORKSHOP LEADERS **Jean Ogilvie,** Founder & Senior Consultant, The Aeshna Project **Robyn Wynne-Lewis,** Founder, LDINZ **Mark Yeoell,** Leadership Trainer & Executive Team Builder and Coach, Global Integrity Leadership Group, Inc.	SHAW – Meeting Room 101

The ILA thanks you for participating in the 2019 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 courage in your leadership practices!

For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 102 | Presentations | Leadership Scholarship

Leadership and Discourse

Chair: **Lori E. Kniffin,** Assistant Director, Institute for Community and Economic Engagement, University of North Carolina at Greensboro

Visit http://tinyurl.com/y3b6v8n7 for Session Details.

Callously Courageous, or Astonishingly Ludicrous? A Case of Elon Musk's Communication

Lazarina Topuzova, Associate Professor, Organizational Leadership, Robert Morris University
Aditya Simha, Associate Professor, Management, University of Wisconsin - Whitewater
Anish Dave, Associate Professor, English & Modern Languages, Georgia Southwestern State University (Co-Author)

Visit http://tinyurl.com/yyyp2het for Complete Description.

In this presentation, we will analyze the various communication blunders Elon Musk made in 2018, including public communications such as tweets and interviews, and discuss the leader communication challenges his case exemplifies.

Collective Leadership From Organization and Discourse Studies Perspectives

Robyn V. Remke, Director MBA Programme, Entrepreneurship and Strategy, University of Lancaster
Anne Murphy, Ph.D. Candidate, Linguistics & Leadership and Management, Lancaster University (Co-Author)

Visit http://tinyurl.com/y56v3pzy for Complete Description.

This paper explores key literature on collective dimensions of leadership, synthesizing perspectives from organization studies and discourse studies. The paper aims to identify common themes for research and practice. Two interconnected questions guide this literature review: What collective leadership practices and behaviors are identified in the literatures of organization and discourse studies? Which common themes and preoccupations emerge?

Intersections of Discourse and Leadership of Women Elected Officials

Trisha Gott, Interim Director & Assistant Professor, Staley School of Leadership Studies, Kansas State University
R.J. Youngblood, Assistant Director, Academic Achievement Center, Kansas State University

Visit http://tinyurl.com/yyvpc2nr for Complete Description.

Researchers will share findings from a 2019 study that explored the rhetoric of women elected officials through analyzing public discourses. Discourse creates and deconstructs social, political, economic, and other structures that guide society. Researchers will share emerging discourses of leadership as they intersect with political role and public office and discuss how notions of leadership are produced through public discourse.

Discursive Practices to Impose a Leadership Meaning in the Business Media

Kedir Assefa Tessema, Assistant Professor, Wilkes University

Visit http://tinyurl.com/yyzylsaa for Complete Description.

This paper introduces the notion of leadership stakeholders and analyses the use of business media to impose a dominant meaning of leadership. The discourse analysis shows that stakeholders not only grant primacy of the leader in their portrayal, they also obscure follower agency and leadership context.

Good Leaders Are Readers and Storytellers: Lessons From Storytelling Leaders

John Shoup, Professor & Executive Director, Leadership, Dr. Paul & Annie Kienel Leadership Institute – California Baptist University
Troy Hinrichs, Professor, History & Government, California Baptist University

Visit http://tinyurl.com/y4pc3rwz for Complete Description.

People love good stories, and even better, good stories told well. This paper demonstrates how great literature and strategic storytelling can equip leaders to be more effective. This paper uses case studies of 12 successful business and political leaders to demonstrate the competitive advantage of well-crafted endearing organizational stories.

Addressing Challenges and Crisis in Context

Chair: **Elissar Sarrouh,** Visiting Professor, Social Sciences, Ottawa University

Visit http://tinyurl.com/y4k3klmv for Session Details.

New Populist Leadership and Followership: Comparative Studies of Donald Trump, Nigel Farage, and Sebastian Kurz

Seoyeon Kim, PhD Candidate, International Studies, Ewha Womans University

Kisuk Cho, Professor, Graduate School of International Studies, Ewha Womans University (Co-Author)

Visit http://tinyurl.com/y2vtyy5k for Complete Description.

The study illuminates the major features of populist leadership (as opposed to authentic leadership and transformational leadership) of three representative leaders. Their followers will be compared with those of populism from 1970s Latin America. The presenter will offer a partial answer to why recent election pollsters failed to give accurate predictions and will highlight the threat populism poses.

Crisis Leadership in Rural Communities Following Hurricane Michael

Angela B. Lindsey, Assistant Professor, Family, Youth and Community Sciences, University of Florida

Visit http://tinyurl.com/y6ju688c for Complete Description.

The most devastating impacts from Hurricane Michael were in rural communities. Of the 12 counties that were declared a disaster, 10 were rural. UF/IFAS Extension faculty were called upon before, during, and after the storm and operated independently to ensure needs were met. This research examined management practices of vulnerable communities before, during, and after Hurricane Michael.

Proposal for a Succession Planning Model in Public Organizations

Abiodun Bakare, HR Consultant, HavEngagement LLC.

Visit http://tinyurl.com/y3l5m92r for Complete Description.

A well-crafted and formal succession plan, especially in the areas of developing internal candidates' competency levels, knowledge transfer, and knowledge preservation, is a viable goal for organizational continuity. A proposal recommending four succession planning models to respond to the ongoing trend of mass retirement by Baby Boomers in public organizations will be shared.

Professional Hurt: A Call for Courageous Public Sector Leadership

Ruby M. Brown, Chief Executive Officer, Management Institute for National Development (MIND)

Visit http://tinyurl.com/y4ytcggb for Complete Description.

The presentation will discuss how to support leaders unpacking professional hurt. It will look at how it happens, why it happens, when it happens, and what it does to people as well as. what it takes to translate painful experiences into constructive growth, the barriers to overcome, and the lessons learnt that can be applied to courageously navigate and mitigate these challenges and thrive.

Divided We Fail: Coming Together to Address Difficult Gender Dilemmas

Loretta Brill, CEO, Nxknowledge Corporation

Shawn Donaldson, Adjunct Research Professor, Department of Geography and Environmental Studies, Carleton University

Visit http://tinyurl.com/y4rylglb for Complete Description.

Linking to conceptual models, innovative practices, and cross-sector learnings, presenters will examine challenges ranging from the imposter syndrome to gender and generational prejudice and will provide concrete recommendations for ways to ignite change that builds and sustain cultures — particularly in the science field — that are innovative, inclusive, and supportive.

Courageous Transformations in Higher Education Leadership

Chair: **David C. Greenhalgh,** Emeritus Professor of Education & Leadership, PhD in Organizational Leadership, Eastern University

Visit http://tinyurl.com/yxt3rc7b for Session Details.

Courage Needed for Emerging Issues in Higher Educational Leadership

Robert Elkington, President & CEO, Global Leadership Initiatives, Inc.
Robin Kay, Assistant Dean, Program Director of Graduate Studies, and Full Professor; Education; University of Ontario Institute of Technology (Co-Author)

Visit http://tinyurl.com/y2xrp7sx for Complete Description.

This paper presents the results of round one of a Lockean Delphi survey with 31 higher education leaders around the world in a bid to gauge their sense of the emerging issues in higher educational leadership within Industry 4.0. Four issues facing Higher Educational leadership emerged in this first round survey.

The Poverty of Critical Hope in Higher Education: A Call to Leadership and Action Against Relativism

Matthew Yates, Director, Education Abroad, University of Connecticut
Leigh Fine, Assistant Director, Residential Communities and Programming, Honors Program, University of Connecticut

Visit http://tinyurl.com/yxpmlzkf for Complete Description.

Under the guise of pluralism, some spaces in higher education have devolved into a relativism that ironically squelches social and intellectual diversity. Fortunately, critical hope may provide a means of articulating the limits of relativism, honor the existential dread that relativism has generated in modern discourse, and provide new directions for an ethical commitment to pluralism for higher education leaders.

Steering Through the Turbulent Waters of Academic Leadership in Higher Education

Vicki Squires, Associate Professor, Educational Administration, University of Saskatchewan
Anna Okapiec, Graduate student, Educational Administration, University of Saskatchewan (Co-Author)

Visit http://tinyurl.com/y2ldr2f9 for Complete Description.

This conceptual paper examines the current turbulent state of academic leadership in post-secondary institutions and suggests that Bolman and Deal's (2003) four frames can be a useful tool or lens to analyze the complex structures and governance processes of higher education. Based on that analysis, optimal approaches to address these challenges can be constructed.

Academic Leadership: A Case Study of the Academic Leadership Experience in One Canadian University

Shannon M. Hill, Learning & Development Specialist, Human Resources, Queen's University

Visit http://tinyurl.com/yxa8buux for Complete Description.

Much has been written and studied regarding the changes impacting higher education and how these changes affect the ability of institutions of higher education to succeed and thrive in today's uncertain environment. The key is finding a leadership approach that will have significance to the distinct structure, culture, and purpose that is the higher education context.

Courageously Intentional: The Need for Higher Education Institutions to Intentionally Develop Mid-Managers

Sherri Watson, Director of Success Coaching and Major Exploration, Old Dominion University
Cynthia Tomovic, Professor, Stem Education and Professional Studies, Old Dominion University
Ellen Neufeldt, Vice President, Student Engagement and Enrollment Services, Old Dominion University (Co-Author)

Visit http://tinyurl.com/yyp8r7ba for Complete Description.

This paper outlines the gap in training and development practices in the student affairs field, specifically of mid-level managers. It describes opportunities for institutions of higher education to be courageously intentional in developing mid-level managers in student affairs given the complexities of their roles, and their impact on student success and organizational sustainability.

Meeting Room 105 | Presentations | Followership

Creating Enabling Contexts for Effective and Balanced Followership

Chair: **Abdurrahim Hocagil,** PhD Student, College of Professional Studies, Indiana Tech

Visit http://tinyurl.com/y25yxw5c for Session Details.

How Servant Leaders Support Basic Psychological Needs in Followers

Samuel Burch, Gonzaga University

Visit http://tinyurl.com/y6nupemy for Complete Description.

The role of servant leadership in supporting basic psychological needs (self-determination theory) was studied through mixed-methods research conducted at two organizations in the United States. The study supports a connection between servant leadership and basic needs, based on survey and interview data. This research has implications for both servant leadership theory and leader development in supporting basic needs in followers.

Courageous Leadership & Romance of Followership to Create and Leverage Courageous Followers & Followership

Gary Crutchfield, Production Engineering Manager, Aircraft on Ground Services Group, Boeing

Visit http://tinyurl.com/y2yjs5zg for Complete Description.

In the fast-paced, global, competitive environment, courageous leaders must trust, develop, and enable courageous followers so active followership continually grows and ensures competitive advantage. Courage is required of leaders to employ romance of followership theory to leverage courageous followers as never before to enable the full spectrum and range of follower driven support that is crucial to organizational success.

Workplace and Global Wellbeing: Utilizing Leader-Follower Trade (LFT) and Global Leading-Following Trade (GLFT) Approaches

Petros G. Malakyan, Associate Professor, Organizational Leadership, Robert Morris University

Visit http://tinyurl.com/y2ty8kch for Complete Description.

When individuals cultivate and utilize multiple role identities in organizations by trading or exchanging their leading and following roles (LFT approach), it may reduce workplace stress and they may feel physically and psychologically healthier. Subsequently, when individualistic and task-oriented cultural clusters, such as North-Western cultures, engage in a global leading-following trade or exchange (GLFT approach) by sharing their leading competencies with relational and collectivistic cultural clusters, such as South-Eastern cultures, who exhibit following competencies, humanity may secure the wellbeing of the planet Earth for the current and next generation.

Employee Engagement: The Role of Relational Trust Between the Leader and Follower in an Organization

Gwyn Schramm, PhD Student, Leadership Studies, Indiana Wesleyan University

Visit http://tinyurl.com/y6kgjl25 for Complete Description.

Do you, as an employee or manager, have the courage to invest in building trusting relationships? Business leaders measure employee engagement because of its perceived correlation with organizational productivity and consider trust a contributing factor. Many studies and development programs about building trust focus on ethics and authenticity, but this presenter will explore the correlation of building relational trust and engagement.

Meeting Room 106 | Presentations | Leadership Development

Leadership Development: Journeys Through Transition and Disruption

Co-Chair: **Bob Hughes,** CEO, The Forton Group

Co-Chair: **Helen Caton Hughes,** Managing Director, The Forton Group

Visit http://tinyurl.com/y4ymoltk for Session Details.

Globalization and the Banking Industry: A Case Study of Citizen's Bank

Lizzie Bronte, Doctoral Student, Indiana Tech

Anastasia Nana Ama Agyeiba Asare, Doctoral Student, Indiana Tech

Visit http://tinyurl.com/y4m8qggt for Complete Description.

This presentation analyzes a bank's strategic steps towards success in a globalized market. The success is credited to leaderships' global mindset, risk-taking initiatives, and willingness to adapt to the changing world of doing business. Despite complexities like government regulations, cultural diversity, and global financial crisis, this bank, through its forward-thinking leadership, was able to succeed and achieve sustainability.

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

Increasing Resilience Through Courageous Leadership

Michael Holenweger, PhD, Leadership and Communication Studies, ETH Zurich

Visit http://tinyurl.com/y52wgnud for Complete Description.

Resilience-building leadership is influenced by several leadership styles: participative leadership, systemic leadership, positive leadership, transformational leadership, and servant leadership. Leaders who want to promote the resilience of their teams start with themselves. Leaders promote trust in their employees and within the team, give their employees room to maneuver, and help them to build on their strengths.

Leadership Development in UK Universities — Courage, Compassion, and Resilience

Fiona Claire Denney, Professor, Brunel University London

Visit http://tinyurl.com/y4zrkmux for Complete Description.

This presentation explores the state of leadership in UK universities in the face of external pressures and turmoil, and makes the case for leadership to include courage, compassion, and resilience. Each topic is discussed with the intention of developing a framework that can then be used to support leadership development to lead our universities effectively through the current chaos.

Leaders in Transition

Ralph A. Chatoor, Unit Director, Society of United Professionals

Visit http://tinyurl.com/y5qwoc4z for Complete Description.

This presentation will blend data from my research on lawyers who transitioned into elected politicians in Canada and observations from my own life.

Experiences of Global Women: Stories of Courage in Overcoming Biases and Growing in Intercultural Competence

Stephanie Ann Calley, Ph.D. Candidate, Intercultural Education, Biola University

Visit http://tinyurl.com/y4uplen4 for Complete Description.

This presentation will describe the journeys of five global women of overcoming implicit biases and growing in intercultural competence through participation in an intercultural leadership development program. Their experiences leading a diverse team of other global students demonstrate the courage required to practice inclusive and adaptive leadership. Their stories also confirm the need for appropriate levels of support and challenge in student leadership development.

Meeting Room 201 | Workshop | Leadership Scholarship

What Would Socrates Do? Using the Socratic Seminar Method as a Data Collection Tool

Lauren H. Ramers, PhD Student & Lecturer, Leadership Studies, University of San Diego

Visit http://tinyurl.com/y6c7r7ak for Session Details.

Based on Socrates' method of teaching, the Socratic Seminar — like leadership — requires critical thinking, mindful listening, and artful inquiry. It is also a useful data collection tool. Participants in this workshop will participate in a Socratic Seminar, facilitated by an educator with expertise in Socratic methods while considering the potential benefits of using this ancient technique in a novel way.

Meeting Room 203 | Workshop | Women & Leadership

Developing Visual Models to Explain Theories and Concepts: Tools for Scholars and Practitioners

Marlene Janzen Le Ber, Associate Professor & Chair, School of Leadership & Social Change, Brescia University College
Chanda D. Elbert, Associate Professor; Agricultural Leadership, Education, and Communications; Texas A&M University
Ann M. Berghout Austin, Director & Professor, Center for Women and Gender, Utah State University
Lynne E. Devnew, Distinguished Research Fellow, College of Doctoral Studies, University of Phoenix

Visit http://tinyurl.com/y582jlke for Session Details.

Participants in this workshop will review the basic concepts of developing visual models. We will use models found in the women and leadership literature and the development of a specific women's leader identity development model for examples. Participants will also, individually or in groups, practice developing their own visual models and then share them for group feedback.

Meeting Room 204 | Workshop | Leadership Development

Pride or Prejudice? Courageous Inquiry for Organizational and Community Engagement

Julie E. Benesh, Department Chair, Organizational Leadership, The Chicago School of Professional Psychology
Elizabeth Schwab, Associate Department Chair, Business Psychology, The Chicago School of Professional Psychology
Kristin J. Tardif, Associate Professor, University of Arkansas Fort Smith

Visit http://tinyurl.com/yyahpfvm for Session Details.

In this interactive workshop, participants will engage in an exercise to practice inquiry, deliberation and "listening with humility" across differences (Lambrechts, Bouwen, Grieten, Huybrechts, & Schein, 2011; Scudder, 2016). Deliberate, humble listening helps individuals and groups to connect as an end unto itself, as well as solve problems and pursue common interests collaboratively.

Meeting Room 205 | Workshop | Leadership Education

The Courage to Change Your Assessment Strategy in Leadership Education

Paula L. Billups, Assistant Professor, Life University
Marla Thompson, Adjunct Faculty, Business Administration, Life University

Visit http://tinyurl.com/y3vq7kzg for Session Details.

Do you show courage in your leadership education assessment practices? Are you looking for ways to restore rigor, save time, and motivate students? Join us in this dialogue to discuss ways to be more innovative in grading. "Specifications (Specs) Grading" is a grading system and assessment strategy based on mastery learning, clear learning objectives, and frequent evaluation and feedback.

Meeting Room 206 | Workshop | Leadership Development

Wellbeing Centered Leadership: Techniques to Create a Thriving Organization

Maria Malayter, Associate Professor, Business Psychology, The Chicago School of Professional Psychology
Carin Dehmer, Organizational Well-Being Consultant; Independent Health Educator

Visit http://tinyurl.com/y3tt48hv for Session Details.

Leadership is an art and science. The leadership concepts of positive psychology and emotional intelligence combined with the application of wellness dimensions can help leaders create a thriving organization. Participants in this interactive workshop will learn about a balanced wellness model, practice techniques for wellbeing centered leadership, and create an intentional wellbeing plan for personal and professional results.

Meeting Room 207 | Workshop | Leadership Education

Exploring Experiential Leadership Education Tools With the Center for Creative Leadership

Dan Jenkins, Chair & Associate Professor, Leadership and Organizational Studies, University of Southern Maine
S. Todd Deal, Sr. Faculty and Higher Education Practice Lead, Societal Advancement, Center for Creative Leadership
Preston Yarborough, Faculty, Societal Advancement, Center for Creative Leadership

Visit http://tinyurl.com/y2nth4mo for Session Details.

Facilitators will demonstrate applications of experiential learning tools such as Visual Explorer, Leadership Metaphor Explorer, and Transformations from the Center for Creative Leadership and facilitate conversations about intentional alignment between these tools and leadership learning outcomes. Demonstrations will take place in large- and small-group formats, with a focus on debriefing. Join us for an interactive session and leave with tangible strategies to enhance your leadership programs!

Meeting Room 208 | Panel Discussion | Leadership Development

The Courage to Awaken: Invitations to Mindfulness and Leadership Development

Chair: **Gloria J. Burgess,** Professor, Transformational Leadership, University of Washington
Catherine Etmanski, Professor & Director, School of Leadership Studies, Royal Roads University
Louis W. Fry, Professor & MS One Planet Leadership Program Coordinator, College of Business Administration, Texas A&M University - Central Texas
Kathryn Goldman Schuyler, Founder, Coherent Change
Max B. Klau, Chief Program Officer, New Politics Leadership Academy

Visit http://tinyurl.com/y2tdgg49 for Session Details.

The future requires individual and collective awakening — which requires courage. The inner work of leadership typically involves disciplined practices that turn attention away from daily concerns while developing the capacity to remain aware and open. The panelists, who have guided political candidates; youth; and students of leadership, business, and organization development, will share their excitement and experience with the audience.

CS 9
9:00–10:30

Meeting Room 209 | Workshop | Business Leadership

Leading Change in Complex Systems: Courage Required!

Cheryl LeMaster, Managing Partner, Consulting, TruEdge Consulting

Visit http://tinyurl.com/y4pgnlwx for Session Details.

This interactive learning event shares the results of a qualitative study on leading change. The research focused on the experiences of 20 of the nation's leading CEOs, directors, and executives from large corporations, government agencies, hospitals, non-profits, and universities. Within a complexity framework, the study identifies three conceptual leadership styles and explores the genesis and characteristics of each approach.

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

Meeting Room 210 | Workshop | Indigenous and First Nations Leadership

Nunavut Sivuniksavut: Critical Pedagogy Infusing Energy, Ability, and Hope

Jean Ogilvie, Founder & Senior Consultant, The Aeshna Project
Morley Hanson, Dean, Nunavut Sivuniksavut

Visit http://tinyurl.com/yx9axvat for Session Details.

Nunavut Sivaniksavut is an Ottawa-based post-secondary leadership development program for Inuit youth primarily from the new territory of Nunavut. A key premise of the program, based on Freirean pedagogy, is that students' sense of who they are as Inuit, collectively and personally, is an essential starting point of their leadership path. This approach has proven to be fundamental to the youth asserting themselves in taking next steps, with graduates demonstrating high levels of engagement in both further study and work. The purpose of this session is to share what we have learned and will be a microcosm of what the Inuit participants of the program experience including overviews, experiential teaching, and dialogue.

Meeting Room 211 | Workshop | Leadership Development

Changing Lanes — The New Wave of Leaders Making Courageous Change!

Janice L. Cardwell, CEO & Founding Partner, Conceivers Leadership Development Group; VP & Campus and Academic Director, University of Phoenix Detroit Campus
Reneé R. Green, Chief Academic Officer, Hawaii Campus, University of Phoenix

Visit http://tinyurl.com/y6phwkun for Session Details.

This workshop will offer aggressive experiential learning opportunities to explore and move from static to courageous leadership. In a world of new technologies and declining resources, leadership personas must be fluid, flexible, organic, and innovative to improve human capital and support organizational innovations. Come prepared for self-awareness activities, group feedback, coaching, and vision writing. No brakes are allowed in the workshop.

Meeting Room 212 | Workshop | Public Leadership

Enhancing Leadership Development Outcomes Through Experiential Learning & Reflective Dialogue

Jonathan Kroll, Executive Director, Leadership Trainer Certification Program

Visit http://tinyurl.com/y2uhfk9s for Session Details.

The leadership training industry is worth over $24 billion dollars. The problem, though, is that most leadership "trainers" lack knowledge of leadership theory, have limited proficiency in effective leadership practices, or are poorly skilled in facilitation. This workshop is designed to prepare those who are charged with and expected to train others in leadership to do so effectively.

Meeting Room 213 | Panel Discussion | Leadership Development

Bridging the Divide: Developing Courageous Leadership in the Academy

Chair: **Cindy Taylor,** Director, Office of Quality Initiatives, Carleton University
Samah Sabra, Professional Development Officer, Office of Quality Initiatives, Carleton University
Natalie Allan, Assistant Director, Residence Life, Carleton University
Nancy Arnold, Director, Carleton University
Vincent Kazmierski, Carleton University

Visit http://tinyurl.com/y3ds3wwa for Session Details.

This panel includes multiple perspectives on one university's journey to develop its leadership capacity through development that reflects its values, culture, experiences, and challenges. Panelists will tell the institution's story through discussion of why they chose to go down this uncharted path, their participant experience, as well as lessons learned about courage and leadership in the university context.

Meeting Room 215 | Panel Discussion | Healthcare Leadership

Prescription for U.S. Healthcare: Leadership Training, Coaching, & Culture

Chair: **Mario Berlingieri,** Chairperson, Psychiatry and Psychology, Contra Costa Health System
Robert Allen Followell, President & Founder, The Followell Company
Suzanna Fitzpatrick, Nurse Practitioner, Surgery, University of Maryland Medical Center
Michael Seelman, Principal Consultant & Coach, Churchill Consultants

Visit http://tinyurl.com/y4mmahew for Session Details.

United States healthcare faces tremendous leadership challenges but has yet to substantially invest in supporting their leaders to meet them. The country spends nearly twice as much per capita on healthcare as comparable nations yet, has significantly worse health outcomes. Healthcare can leverage lessons learned from other industries, supporting their leaders through team-based leadership training and coaching and fostering a supportive culture.

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Richard Whitfield
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To learn more about the GRLI's work contact John North, Executive Director of the Globally Responsible Leadership Initiative.

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For complete descriptions, download the program book PDF at www.ila-net.org/programbookarchive/2019Ottawa.pdf or follow the links below to the online program.

Meeting Room 102 | Presentations | Leadership Development

Global Leadership Models and Practices

Chair: **Almarie E. Donaldson-Munley,** Professor of Leadership, Department of Leadership Studies, Indiana Wesleyan University

Visit http://tinyurl.com/y3mtltmr for Session Details.

Leadership Metaphors From Across the Globe: A Holistic and Consensus Model of Leadership

John Shoup, Professor & Executive Director, Leadership, Dr. Paul & Annie Kienel Leadership Institute – California Baptist University

Visit http://tinyurl.com/yywa8jor for Complete Description.

Leadership is a metaphorical activity. This research solicited leadership metaphors and explanations from a variety of leaders and scholars across the globe. Approximately 90% of the metaphors from the 886 responses were equally distributed under the navigator, servant, and performer meta-metaphors. This research provides perspectives on the nature of leadership and a holistic model to better understand and practice leadership.

Success Factors for the Leadership of International Humanitarian and Development Organizations in South Asia

Adi John Walker, Director, POD International Consulting

Visit http://tinyurl.com/y56knje2 for Complete Description.

Leaders of international humanitarian and development organizations (IHDOs) deliver essential aid to many of the world's poorest and most disaster-affected people in South Asia. However, numerous and diverse challenges exist, against which IHDO leadership effectiveness has been found in deficit. This research focused on success factors for IHDO leadership, elaborating new sector-specific leadership theory, and a fit-for-purpose framework of professionalism.

The Impact of Cultural Norms on Cross-Cultural Leadership

Boyd Johnson, Professor, Leadership Studies, Indiana Wesleyan University

Diana Mirza Grisco, Independent Researcher & Project Manager (Co-Author)

Visit http://tinyurl.com/y2ptcbdt for Complete Description.

The findings presented in this paper will focus on describing emerging cross-cultural leadership styles and practices in Europe, exploring new types of challenges as well as understanding the impact of local cultural norms on global virtual teams' leadership practices. Based on the findings, the authors propose practical recommendations for businesses, international organizations, and academia.

Meeting Room 103 | Presentations | Leadership Development

Diversity and Inclusion in Practice

Chair: **Shanita Baraka Akintonde,** Professor, Communication, Columbia College Chicago

Visit http://tinyurl.com/y6y7r6bv for Session Details.

Upping Your EQ: Improv, Gender, and Authentic Leadership Development

Betty J. Woodman, Lecturer, Business Ethics & Leadership, Peter T. Paul College of Business and Economics, Department of Management, University of New Hampshire

Visit http://tinyurl.com/y2wue3og for Complete Description.

Effective leadership depends upon emotional intelligence. What's often overlooked is the extent to which current gender culture inhibits the recognition of the significance of EQ and the willingness to prioritize and develop it. This presentation will introduce existential analysis as a useful approach to illuminate gendered conceptions of leadership capacities, utilizing improvisation of gender stories to strengthen emotional intelligence within leadership education.

How Organizations Can Better Support Persons and Women of Color

Xiomara Y. Smith-Romain, Consultant, 4Impact Consulting
Desiree Marie Oden, Wholistic Ascensionist, Business Owner, UnSeen RayDe'Ance LLC
Aisha Gold, Student, Business Psychology, The Chicago School of Professional Psychology (Co-Author)

Visit http://tinyurl.com/y33bjubc for Complete Description.

The promotion of persons of color (POC), women, and women of color (WOC) to leadership positions in all U.S. organizations has been identified as an imperative for achieving social justice (Weisinger et al., 2016). This discussion will draw upon psychological attachment theory and organizational support to consider how organizations can support POC and WOC in organizations.

Including Inclusion: Exploring the Role of Leadership Support for Transitioning Transgender Employees

Kimberly Underwood, University Research Chair, School of Advanced Studies, University of Phoenix
Donna Smith, Faculty, School of Advanced Studies, University of Phoenix (Co-Author)

Visit http://tinyurl.com/yy2fm6jo for Complete Description.

This presentation will present findings from a recent qualitative study exploring the experiences of transitioning transgender individuals in traditional organizations. Further, this study also delves into the roles of organizational leaders in areas of support, policy development, and reinforcement.

Transgender Emergence: A Journey Towards Leadership & Advocacy

Patricia A. Brenner, Graduate Student, PhD Educational Leadership, Alvernia University
Brian A. Petersen, Assistant Professor Management & Leadership Studies, Business & Leadership, Immaculata University
Jullien Searfoss, PhD Candidate, Alvernia University
Ian Wagner, Master's in Counseling Student, Counselor Education & Student Affairs, Kutztown University

Visit http://tinyurl.com/y258v7t7 for Complete Description.

This presentation will report on a transgender case study. The transgendered emergence model is the framework in which the subject of the case shares her transition story using a constructivist approach. At each model stage, microenvironmental supports that were empowering and motivational were examined. The case utilized the AIM Scale of Psychological Well-Being and the Authentic Leadership Questionnaire to examine psychological wellbeing and its influence on leadership development.

Meeting Room 104 | Presentations | Leadership Development

Leadership Coaching: Challenges, Methods, and Strategies

Chair: **Reneé R. Green,** Chief Academic Officer, Hawaii Campus, University of Phoenix

Visit http://tinyurl.com/y3zstush for Session Details.

Coaching STEMM Leaders to Reach the C-Suite and Transform Organizations

Ruby Campbell, Managing Director, ProVeritas Group Pty Ltd

Visit http://tinyurl.com/yxmg6l3l for Complete Description.

The world needs cognitively diverse leaders. STEMM (science, technology, engineering, mathematics, medicine) leaders are seldom promoted to senior business positions due to personal and organizational cognitive biases. Adopting leadership development coaching programs specifically tailored to STEMM leaders, and providing the right organizational environment, would enable their progression to influential and transformational roles within the pharmaceutical, technology, biotech, and other STEMM industries.

Digital Leadership and Coaching From a Neuroscience Perspective

Yoshie Tomozumi Nakamura, Assistant Professor, Human and Organizational Learning, George Washington University
Julia Milner, Professor, EDHEC Business School
Trenton Milner, Visiting Professor, ICLC (Co-Author)

Visit http://tinyurl.com/y5br3u76 for Complete Description.

Despite increased needs of digital literacy in leadership, leaders often struggle how to effectively interact with others virtually. Limited research exists that examines the ways in which a 'leader as coach' interacts virtually with others at the brain level. The purpose of this study is to examine how coaching training impacts leaders as virtual coaches from a neurological perspective.

When Higher Ed and Business Partner: A Qualitative Study of a Coaching Program for Young Professionals

Andrew Hughes, Executive Director, Garthwait Leadership Center, Gettysburg College
Neil Bryant, Vice President, Sales & Development, Carestream

Visit http://tinyurl.com/y6jw7jeo for Complete Description.

Can courageous partnerships between business and higher education provide high impact coaching services for aspiring leaders? This session will present findings from a collaborative pilot project led by an executive coach and a director of a co-curricular leadership program at a private liberal arts college to build a skills-based leadership coaching program for young alumni.

Meeting Room 105 | Symposium | Healthcare Leadership

Development of Healthcare Leaders From Various Perspectives

Chair: **Erin S. Barry,** Research Assistant Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences
Commentator: **Neil E. Grunberg,** Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences

Visit http://tinyurl.com/y338f7ab for Session Details.

Leadership is increasingly recognized as a critical component of healthcare. Yet, there are no consistent views on how to educate, develop, or assess leaders. Various schools and organizations will discuss their leader development programs in the U.S. and Canada. Examining leadership philosophies, definitions, conceptual frameworks, curriculum, and assessments may encourage collaboration across institutions and a role for ILA globally.

A U.S. Leader and Leadership Education and Development (LEAD) Program

Erin S. Barry, Research Assistant Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences
John McManigle, Director, Leadership Curriculum, Military & Emergency Medicine, Uniformed Services University of the Health Sciences (Co-Author)

Visit http://tinyurl.com/y65e5x2p for Complete Description.

The mission of this LEAD Program is to forge health leaders who will care for uniformed services personnel and their families in the United States. The program's philosophy, definitions, conceptual framework, curriculum, and assessment is discussed. This talk may provide valuable guidance for those interested in establishing or growing leader and leadership education and development programs in healthcare settings.

A Canadian Health Leadership Network

Kelly Grimes, Executive Director, Canadian Health Leadership Network

Visit http://tinyurl.com/yxz7lfza for Complete Description.

A Canadian network of over 40 partners was formed with a vision of enhancing health leadership capacity across Canada. This program raises awareness for quality leadership, is a national convener, and bridges research and decision-makers. The presenter will share recent work to build evidence including the extent of the leadership gap in Canada and measuring the impact of leadership development.

A Canadian College for Developing Health Leaders

Brenda Lammi, Vice-President, Leadership & Professional Development, Canadian College of Health Leaders

Visit http://tinyurl.com/y4ndmnlf for Complete Description.

With a vision of "advancing leadership, shaping health systems," this college uses the LEADS in a Caring Environment leadership capabilities framework (LEADS) through LEADS Canada to partner with health organizations across Canada to co-design and deliver LEADS-based leadership development programs. This presentation will discuss the programs and how they work closely with experts in a collaborative effort.

Summits for Medical Student Leaders and Leadership Education and Development

Neil E. Grunberg, Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences
Erin S. Barry, Research Assistant Professor, Military & Emergency Medicine, Uniformed Services University of the Health Sciences (Co-Author)

Visit http://tinyurl.com/y5edubsk for Complete Description.

In 2017 and 2018, summit and working group meetings were convened to address leader education and development of medical students. Participants came from public and private U.S. medical schools, military service academies, Veterans Affairs, and the Association of American Medical Colleges. The presenter will summarize the findings from these summits and call for a broadening to include international participants.

Meeting Room 106 | Presentations | Public Leadership

Courageous Leadership in the Public Sector

Chair: **Belinda S. Han,** Director, The Center for the Advancement of Leadership, Utah Valley University

Visit http://tinyurl.com/y44wfvle for Session Details.

Developing Courageous Police Leadership in Industry 4 VUCA Contexts

Robert Elkington, President & CEO, Global Leadership Initiatives, Inc.
Jeff Allbon, Sergeant, Police Innovation and Education Centre, Durham Regional Police Service
Vidal Chavannes, Director; Strategy, Research and Organizational Performance; Durham Regional Police Service

Visit http://tinyurl.com/y3v44bem for Complete Description.

Police leadership in North America functions with the reality of the fourth industrial revolution. This presentation will discuss ways to prepare police leadership to thrive in this context.

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

Courageous Police Leadership: Investigating Servant Leadership for Canadian Police Leaders

Les Sylven, Police Chief, Central Saanich Police Service

Visit http://tinyurl.com/yxph8p2c for Complete Description.

Leadership inside Canadian police organizations is under fire. Allegations of bullying, harassment, and abuse of authority have led to calls for a new "courageous leadership" style. Servant leadership is one such style. In this presentation a Canadian Police Chief will share the strengths, and challenges, that come with practicing this way of leading in Canadian police organizations.

Activist Leadership and Effective Public-Sector Performance in Weak Governance States

Akinwumi Oladapo Oke, Executive Director, Easydata Resources Ltd
Jay L. Brand, Professor, Leadership and Educational Administration, Andrews University (Co-Author)
Shirley Freed, Adjunct Professor, Leadership, Andrews University (Co-Author)
Erich Baumgartner, Professor of Leadership & Intercultural Communication, Leadership, Andrews University (Co-Author)

Visit http://tinyurl.com/y27hoygm for Complete Description.

The study explored the unique dispositions, skills, values, and/or behaviors of activist leaders in order to develop a theory regarding how the leadership competencies and qualities exhibited by this breed of public sector leaders support the achievement of above-the-norm organizational performance — despite the constraints of weak governance institutions within their specified contexts.

Globally Responsible Leadership: The Courageous Case of Angela Merkel

S. Aqeel Tirmizi, Professor of Leadership, Management & Service, Antioch University

Visit http://tinyurl.com/y6cnp9jr for Complete Description.

Chancellor Angela Merkel of Germany has stood out as a global leader during the past several years. Her bold agenda has included achievements in human rights such as support for migrants (particularly Syrian refugees), environmental protections, citizen's wellbeing, and economic development. This paper examines factors that contributed to her extra ordinary leadership journey, successes, and challenges as a responsible global leader.

KENNETH E. CLARK STUDENT RESEARCH AWARD

Meeting Room 201 | Presentation | Leadership Scholarship

Fostering a Psychologically Healthy Workplace Through Leadership

Commentator: **Jennifer Martineau,** Senior Vice President; Research, Evaluation, and Societal Advancement; Center for Creative Leadership
Samantha A. Penney, Assessment Analyst, Talent and Leadership Development, Lee Hecht Harrison Knightsbridge

Visit http://tinyurl.com/yystoorx for Session Details.

Although the impact of psychologically healthy workplaces has received increased attention over recent years, leaders and organizations often feel challenged as to how to foster healthy workplaces. This research drew on the success of leadership interventions and the role of healthy workplaces and leaders as resources in promoting employee well-being. Study 1 involved conducted interviews and focus groups to develop a scale to assess leadership behaviors that contribute to a healthy workplace. Study 2 examined the psychometric properties of the scale. Study 3 consisted of developing a leadership training program and evaluated it using a longitudinal waitlist control training design.

Meeting Room 203 | Workshop | Leadership Education

Intersections of Critical Theory and Practice-Based Teaching Methods: Mapping Approaches and Future Directions

Nyasha M. GuramatunhuCooper, Associate Professor of Leadership Studies, Leadership and Integrative Studies, Kennesaw State University
Lori E. Kniffin, Assistant Director, Institute for Community and Economic Engagement, University of North Carolina at Greensboro
Leigh Fine; Assistant Director, Residential Communities and Programming; Honors Program, University of Connecticut

Visit http://tinyurl.com/yy4jcypr for Session Details.

Join a learning community of leadership educators and developers to discuss and examine the intersection of critical theory and practice-based teaching methods. Participants will begin mapping teaching methods including critical and practice-based approaches considering identity, power, and systems. Processes and outcomes of this session will be a map of these approaches and future directions in research and application.

Meeting Room 204 | Workshop | Leadership Development

Confronting Conflict Courageously

Terry Vida, Senior Partner, ConversArt Consulting

Visit http://tinyurl.com/y35xr6tj for Session Details.

Why, with all of the informal conflict management services available, is it still a problem? This workshop aims to address this question by presenting a new way of understanding and overcoming conflict. The workshop will challenge some of the underlying assumptions found in Western tradition conflict theories, which continue to guide new theorists and practitioners, and will provide an experiential learning opportunity where participants can try a new conflict management process in a safe space.

Meeting Room 205 | Presentations | Leadership Development

Examining Leadership in Military and Law Enforcement

Chair: **Lew Steinhoff,** NNSA Faculty Chair, Center for Strategic Deterrence Studies, USAF Air War College

Visit http://tinyurl.com/yy9p5mj8 for Session Details.

Commandership: A Fresh Look at Command

Kevin Gentzler, Associate Professor, Department of Command and Leadership, U.S. Army Command and General Staff College

Visit http://tinyurl.com/y43buerw for Complete Description.

When using the term command, a dichotomy exists between those who have served in the military and those who have not served. This dichotomy affects development of leadership theory and research. This paper presents an integration of theories and practice to develop a new term, commandership, to eliminate the dichotomy and improve perceptions of military leadership and command.

Courage in Another Key: Embedding Relational Leadership, Coaching, and Action Learning in Law Enforcement

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

Jessica Nowaski, Police Captain, Mountain View Police Department

Visit http://tinyurl.com/y59qenpj for Complete Description.

This paper describes a leadership development initiative in a police agency on relational forms of leadership and learning to complement its command leadership practice. Managerial coaching and action research are two primary strategies to cultivate a leadership culture, which is more developmentally deliberate, adaptive, and collaborative, to better respond to the complex challenges facing law enforcement in the 21st Century.

Leadership Development of Military Officers as Leadership Coaches

John M. Hinck, Assistant Professor, Leadership, Air University

Visit http://tinyurl.com/y58v5xkk for Complete Description.

The U.S. Air Force committed to a new leadership development program for future leaders of USAF Squadrons. Part of the leadership development of the military officers and civilians as faculty involved leadership coach training. This study uses instructor interviews and students' end-of-course surveys (n=441) to assess coaching training methods, understand challenges, and provide recommendations for program improvements and continued success.

Collaborative Leadership: Maximizing the Potential of Aboriginal Peoples in Military Service

Sandra Dennis, Consultant, Ministry of Social Development & Poverty Reduction, Ministry of Children & Family Development, Government of British Columbia, Canada

Klever Antonio Bravo, Professor, ESPE University (Co-Author)

Visit http://tinyurl.com/y3qumo6a for Complete Description.

Aboriginal people have historically been under-represented in many militaries. This research looks at the Canadian Rangers, who are part of the Reserves in northern and coastal regions. It also looks at the Ecuadorian IWIAS, who are recruited from warrior tribes of the Amazon and make use of indigenous knowledge and culture. The researchers seek to collaborate and share best practices.

Meeting Room 206 | Workshop | Leadership Education

Your Personal Operating Manual: A Practical Tool for Improving Leadership, Followership, and Collaborations

Marc Hurwitz, Associate Director, Undergraduate and Non-degree Programs, Conrad School of Entrepreneurship & Business, University of Waterloo

Samantha Hurwitz, Chief Encouragement Officer, FliPskills & FliP U

Visit http://tinyurl.com/y6knerxv for Session Details.

Leadership programs often include future-oriented (normative) interventions such as creating a personal leadership vision or describing an ideal leadership brand. There are few activities, however, that require students to evaluate their current needs. The personal operating manual (POM) is a tool that assists in critical self-evaluation, fostering double loop learning. A POM also has immediate workplace value for enhancing leading, following, and partnering.

FREDRIC M. JABLIN DOCTORAL DISSERTATION AWARD

Meeting Room 207 | Presentation | Leadership Scholarship

Bound by Blood in the Family Firm? Examining the Effects of Trusting and Feeling Trusted in the Family Firm Top Management Team

Commentator: **Thomas Shields,** Associate Professor of Education and Leadership Studies, Jepson School of Leadership Studies, University of Richmond

Catherine M. Faherty, Postdoctoral Fellow, Center for Family Enterprises, Kellogg School of Management at Northwestern University

Visit http://tinyurl.com/yxr3kfox for Session Details.

This dissertation integrates the organizational trust and family firm literatures to examine the effects of trusting and feeling trusted in family firms — that is, enterprises that are significantly influenced by members of the same family. Primary matched triadic data from chief executive officers (CEOs), family top management team (TMT) members, and non-family TMT members from 79 family firms demonstrate that trusting in, and feeling trusted by, the CEO has important benefits for performance. In addition, results indicate that family TMT members feel more trusted by the family CEO, and perceive him/her as more trustworthy, than non-family TMT members do.

Meeting Room 208 | Workshop | Leadership Education

Individualizing Leadership Using Leadership Development Plans for Undergraduates

Catherine Nolan, Student, Cottey College
Grace Diaz, Student, Cottey College
Dominica A. Chavez, Student, Cottey College
Carol Clyde Gallagher, Assistant Professor, Organizational Leadership, Cottey College

Visit http://tinyurl.com/y2acwwmb for Session Details.

This workshop will review one college's approach to individualizing the leadership experience of undergraduate students by incorporating a "Leadership Development Plan" into all leadership classes. The workshop will review the process for instructors and students and engage participants in adapting and scaling the process for their institution.

Meeting Room 209 | Symposium | Business Leadership

Moving the Needle on Diversity & Inclusion at Work and in Our Research

Chair: **Tasha Davis,** Manager, Field Marketing, Marketing, T-Mobile
Commentator: **Jim Ludema,** Co-Founder & Director, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/y4dwm26a for Session Details.

Our workplaces are becoming increasingly diverse both domestically and globally, and yet clear strategies for creating inclusive organizations are rare. The presenters in this session, all accomplished scholar-practitioners, provide research and practiced-based solutions for strengthening inclusion in three areas: corporate leadership and culture, gender career equality, and globally inclusive research agendas.

The Antecedents, Practices, and Consequences of Inclusive Leadership in America's Workplace

Salwa Rahim-Dillard, Sr Diversity and Inclusion, Benedictine University

Visit http://tinyurl.com/y6gj667t for Complete Description.

America is a unique tapestry of cultural backgrounds. Our workplaces are governed by laws that attempt to compensate for America's history of systemic discrimination and injustices committed against marginalized groups. Still they have largely failed to attract, develop, and retain diverse leaders. This presentation offers solutions by examining the antecedents, practices, and consequences of inclusive leadership in America's workplace.

Organizational Change for Achieving Gender Career Equality

Angela Karesh, Senior Manager IT - Talent & Training, Office of CIO, Exelon

Visit http://tinyurl.com/y4ksxmd2 for Complete Description.

At the FORTUNE 100 Energy Company where I work, movement towards gender career equality has been successful in one operating unit but not in others. I provide a comparative case study of the units and demonstrate the essential strategies needed to achieve gender career equality. I link the results to the literature and to opportunities for future research and practice.

Advancing Globally Inclusive Research Agendas: Framework, Strategies, and Tools

Amber A. Johnson, Chief Communications Officer, Center for Values-Driven Leadership, Benedictine University

Visit http://tinyurl.com/yynr33hf for Complete Description.

New technologies have changed the way global business works, but have scholars changed the way they research? As organizations go global, scholars must advance more globally inclusive research practices in order to adequately examine the context of all organizational stakeholders. This presentation identifies a framework for globally inclusive research, and then suggests strategies and points of opportunity for engaging further.

Meeting Room 210 | Panel Discussion | Sustainability Leadership

Sustainability Leadership: Deep Reflection on Conference Learning

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

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

Benjamin Redekop, Professor, Leadership and American Studies, Christopher Newport University

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

Visit http://tinyurl.com/y57epgyl for Session Details.

Join with a few of ILA's sustainability leadership thought leaders and other colleagues in a deep reflection of the conference's many touchpoints on sustainability leadership.

Meeting Room 211 | Presentations | Leadership Education

Exploring Leadership at the Doctoral Level: Preparation, Writing Circles, and Growing Relational Leadership

Chair: **Tom Sechrest,** Director, Doctorate of Leadership in Higher Education Program, Master of Science in Leadership and Change Program, St. Edward's University

Visit http://tinyurl.com/yyffut3s for Session Details.

A Student-Centered Dissertation Writing Circle for a Doctor of Business Administration Program

Debby Thomas, Assistant Professor of Management, College of Business, George Fox University

Stacie Fae Chappell, Associate Dean Graduate Programs, Faculty of Management, Vancouver Island University

Visit http://tinyurl.com/yy4b3p58 for Complete Description.

This presentation will discuss a methodology for a professor to chair simultaneously multiple dissertations on similar topics while providing support, motivation, and training on editing and writing for students during the dissertation writing process. The writing circle is based on a classroom as organization design (Cohen, 1976) where students take significant roles as meeting chair, scribe, and peer-editor of their circle.

Relational Leadership: Exploring the Supervisor-Doctoral Student Context in Higher Education in Canada

Maha Al Makhamreh, PhD Candidate, Faculty of Education, Queen's University

Benjamin Kutsyuruba, Associate Professor, Faculty of Education, Queen's University

Visit http://tinyurl.com/yxnkdhoo for Complete Description.

The supervisor's leadership style contributes to the doctoral student's wellbeing and performance. Relational leadership is a potential style that helps students thrive, rather than just survive. Our preliminary findings suggested that relational leadership is a spectrum, spanning relational, present, positive leaders and non-relational, absentee, negative or toxic leaders. Relational supervisors are student-centered, and they exhibit selfless behaviors.

Statistics, Measurement, and Methodology Preparation in Doctoral Leadership Programs

Ben Brachle, Assistant Professor of Industrial Distribution, Industrial Technology, University of Nebraska - Kearney

L.J. McElravy, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln

Gina S. Matkin, Associate Professor; Agricultural Leadership, Education and Communication; University of Nebraska-Lincoln (Co-Author)

Lindsay Hastings, Clifton Professor in Mentoring Research & Director; Nebraska Human Resources Institute; Agricultural Leadership, Education, and Communication; University of Nebraska-Lincoln (Co-Author)

Visit http://tinyurl.com/y25ksr6y for Complete Description.

With the rapid growth of leadership research and the increasing complexity of research methods, preparing doctoral students to do research in leadership studies is becoming more challenging. This paper outlines an exploratory research study and presents results of what is currently being done by university doctoral leadership programs to prepare students to do research in the complex area of leadership.

Creating Scholar-Leaders: A Case for Experiential-Learning at the PhD Level

Karen A. Ford, Director & Professor, School of Strategic Leadership Studies, James Madison University

Visit http://tinyurl.com/y5jqme2y for Complete Description.

This work explores the use of experiential learning in a leadership studies PhD program focusing on a required externship. The students, professionals, and instructor participated in a hybrid form of community-based participatory research. Results will be presented from both a student and organization perspective with implications for pedagogy, leadership development, and agency-university partnerships. Implications for future research will be highlighted.

Meeting Room 212 | Panel Discussion | Leadership Development

I Did NOT See That Coming: Using Constructive Disorientation for Deep Learning and Change

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

Martha F. Miser, Founder & President, Aduro Consulting, LLC

Jon Wergin, Professor, Leadership and Change, Antioch University

Tayo Glenn Switzer, Leadership 6

Visit http://tinyurl.com/y6bwsyjo for Session Details.

Panelists will explore constructive disorientation as an approach to leading aimed at enabling others to alter outmoded versions of reality in order to respond to the complex challenges of our contemporary times. Four ways of fostering such generative disruption will be offered for attendees to engage with interactively: disorienting dilemmas, aesthetic engagement, mindfulness, and embodied practice.

Meeting Room 213 | Panel Discussion | Leadership: Courage Required

International Leadership Association Program Guidelines and Standards Task Force

Chair & Panelist: **Gama Perruci,** Dean, McDonough Leadership Center, Marietta College

Sadhana W. Hall, Deputy Director, The Nelson A. Rockefeller Center, Dartmouth College

Visit http://tinyurl.com/yxkpdp33 for Session Details.

The world has a pressing need for leadership. We see and experience the need daily in our places of work, our communities, and throughout the world. We have also seen a growing number of education and business organizations responding to this urgent need by developing leadership programs for students and employees. The ILA is committed to advancing leadership knowledge and practices. It is also committed to delivering trusted resources that are rigorous and relevant — including the development of guidelines and standards for leadership programs. Therefore, the ILA has commissioned a task force to develop rigorous and relevant program guidelines and standards for formal leadership programs; and to create a process for assessment and evaluation of established leadership programs based on the agreed upon guidelines and standards. The formal leadership programs included in this task force work are for academic undergraduate and graduate curricular programs and organizational leadership development programs in the for-profit and nonprofit sectors. This panel is designed to introduce the task force work to the ILA members and solicit feedback from conference participants.

Meeting Room 215 | Panel Discussion | Women & Leadership

Women Entrepreneurs: Courageous Pathways, Entrepreneurial Identities, and Positive Change

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

Carrie L. Spell-Hansson, Executive Director - Owner, The Folke Institute, LLC

Michele Foster, EVP Organizational Transformation and Change, Human Values Center

Patricia D. Sobczak, Collections Librarian & Assistant Professor

Valerie J. Davis, Leadership Consultant & Researcher, Lysistrata Incorporated

Zarat Boyd, President, MaxLife, Inc.

Visit http://tinyurl.com/y3jqkzbo for Session Details.

Women entrepreneurs matter. They promote positive change and wellbeing in organizations and communities, overcome gender-related obstacles, yet are overlooked in dominant entrepreneurial literature. The women in this panel had the courage to create unique pathways and develop entrepreneurial identities. Panelists and audience members will share and learn from their inspiring stories and unique pathways to become entrepreneurial leaders.

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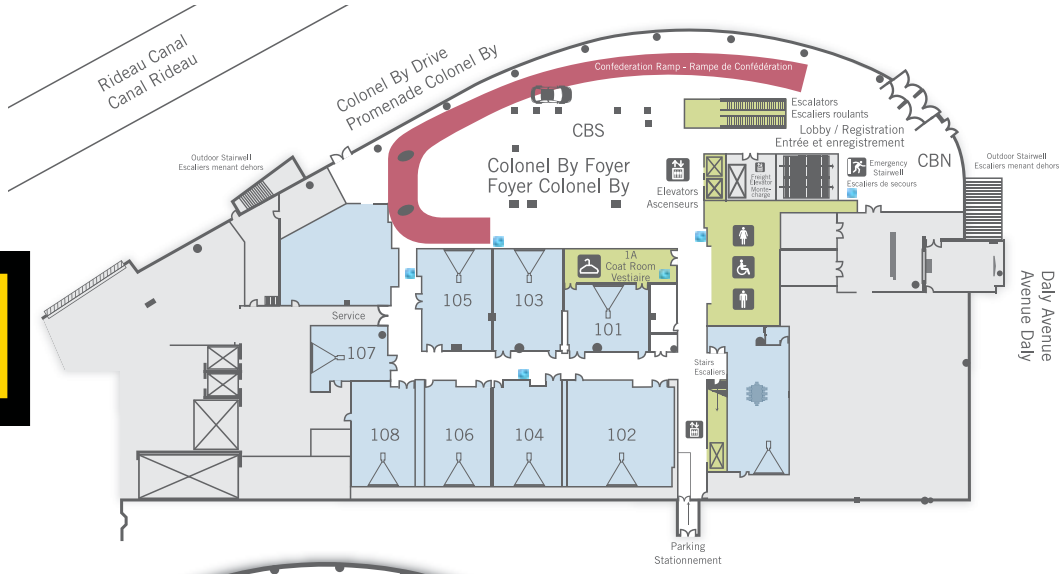

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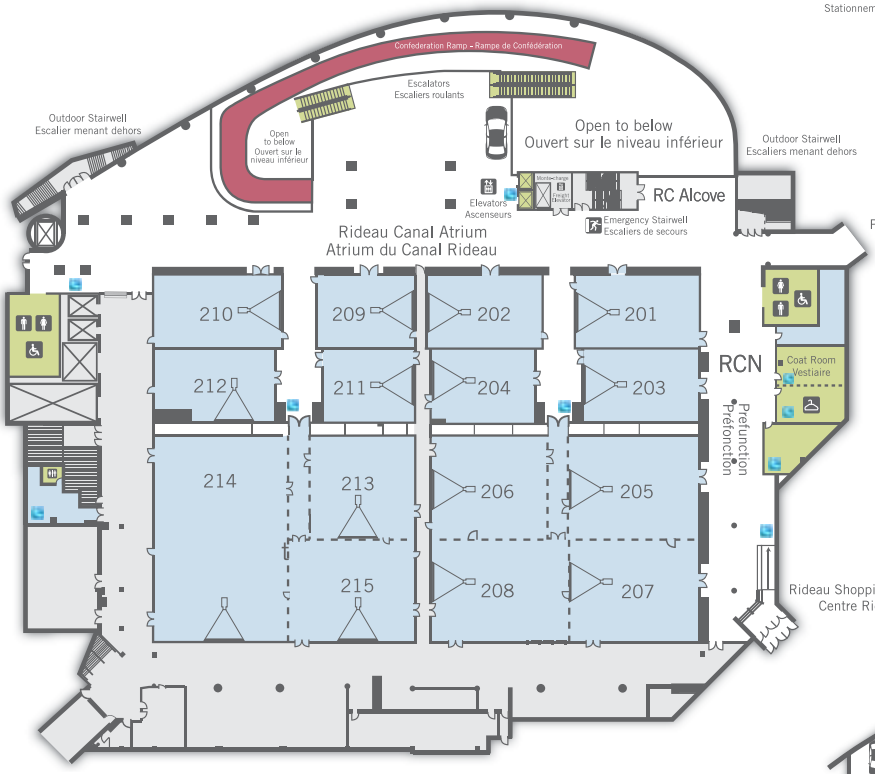

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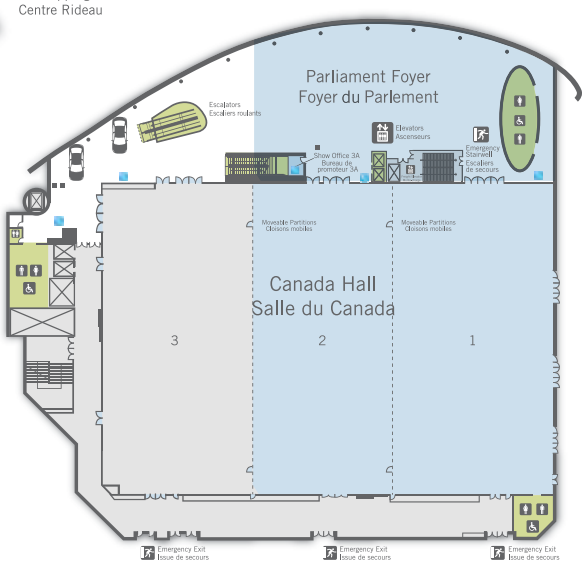

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Leading at the EDGE

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innovation and destruction

dynamic civil societies

communities with heart and consciousness

We invite you to join us in San Francisco, on the edge, as we explore leadership, the ways that we lead, and what we expect from leaders in 2020.

Human beings have created so much that is wondrous, powerful, and beautiful. Over the centuries we have learned to fly, communicate instantly across huge distances, heal diseases, and see across the universe. Yet vestiges and legacies of tribalism, fear, and hostility remain and repeatedly flare, threatening to engulf us. We exist on the edge of innovation and destruction, the edge of what we dread versus what we dream.

Edges of natural systems and societies naturally stimulate growth and inventiveness as their inhabitants navigate their way through the borderlands. It is fitting that Leading at the Edge, ILA's 2020 annual global conference, will take place in San Francisco, a city of possibility where a continent meets an ocean. San Francisco is known for attracting people engaged in exploring the edges in the arts, sciences, and business, as well as in themselves. Here, local groups are experimenting with different pathways to racial and socio-economic healing and new directions in neuroscience, biomedicine, AI, and telehealth — just to name a few.

Come share your forward-thinking, innovative research and projects! We invite you to bring your experience and knowledge as we ask:

- How can we support leadership for the greater good in business, government, NGOs, and education throughout the globe?
- How can we change the conversation on tough issues like climate change and peace?
- How can we shift public discourse towards listening and respect for each other and all living beings on our planet — upholding the human rights of all people?
- How can we contribute to the creation and success of regenerative businesses and cultures where we support life, commerce, community, and growth for the next seven generations?
- In what ways can our collaboration in the trusted space of the ILA generate actions, research, and teaching that encourage leaders to create dynamic civil societies and communities with heart and consciousness?
- How can we, in our professional and personal lives, create healthy environments that give people confidence and the will to contribute?

ILA 2020 will nourish those who lead, consult, teach, study, and conduct research with exciting ideas, innovative projects, and good friends — both old and new. Submit your research, workshops, ideas, reflections, and panels, whether on the theme of Leading at the Edge or on your own view of what is important — and join us in the city on the edge!

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