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bridging BOUNDARIES & BORDERS



LEADERSHIP

NOVEMBER
14-16

Westin Hotel
Seattle, Washington

2002

ILA is an affiliate of the Academy of Leadership, University of Maryland

Event Sponsors

- Seattle University School of Education
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- The Journal of Leadership and Organizational Studies

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- American Express
- Antioch Ph.D. In Leadership and Change
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Conference Affiliates (in kind)

- Leadership Tomorrow
- Kellogg Fellows Leadership Alliance

Special thanks

To the W.K. Kellogg Foundation
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In-Kind Organizational Support

- Academy of Leadership, University of Maryland
- Center for Creative Leadership
- University of Southern California



Welcome!

On behalf of the ILA board, staff and conference planning team, we are pleased that you are joining us for ILA's fourth conference. And what a conference it promises to be!

Seattle clearly symbolizes our conference theme, Bridging Boundaries and Borders in Leadership. Equidistant from Tokyo and London, and shaped by many cultures - including Native American, Asian, Pacific Islander, Scandinavian and Canadian - Seattle bridges diverse traditions and philosophies. The leadership of its vibrant civic, education, business and research sectors is known for crossing borders - actually and virtually - to participate in the global community.

Many people provide inspiration for those dedicated to bridging boundaries and borders, but none more so than John W. Gardner (1912-2002). Thus, it is so right that this year's conference be dedicated to his memory. His life as an advisor to U.S. presidents, a college professor, an education foundation president, a founder of citizen's organizations and a leadership scholar modeled to people around the world the role of public citizen in a democratic society. To further honor him, the ILA board has voted to name an annual keynote address after John Gardner.

The first John W. Gardner Address will be given by David Gergen, also an advisor to U.S. presidents and a leadership scholar, and director of Harvard's Center for Public Leadership. Our other keynote speakers are also inspirational boundary crossers. We are equally honored to hear the wisdom and perspectives of Mary Robinson, U.N. High Commissioner for Human Rights and previous president of Ireland, and Arun Gandhi, author and co-founder of centers in India and the U.S. to promote the study and practice of nonviolence around the world.

This year's concurrent sessions offer further chances to explore cutting-edge leadership practices and theories that bridge boundaries and borders. In addition, please be sure to join us Saturday afternoon as we honor James MacGregor Burns with the ILA Distinguished Leadership Award for his many decades of scholarship. During the weekend, conference weaver Susan Komives and mind-mapper Randi Hall will give us verbal and visual reflections of the conference activities and highlights.

We would like to take a moment to thank our conference sponsors: Seattle University School of Education, Visitors and Conventions Bureau of Guadalajara, *The Journal of Leadership and Organizational Studies*, LarCon Associates, Jepson School of Leadership Studies, Antioch's Ph.D. in Leadership and Change program, American Express and the Leadership Programs at the University of La Verne. We also wish to recognize the W.K. Kellogg Foundation for its continuing support of ILA.

John W. Gardner said, "One of the reasons people stop learning is that they become less and less willing to risk failure." In this association of colleagues and friends, we hope you feel comfortable in taking the risk to learn new ideas, to engage yourself in deep conversation and to develop new relationships. Finally we hope that you will return home enriched, energized and enthusiastic about your work in this important field of leadership and about the International Leadership Association.

Thank you.

John Jacob Gardiner
2002 Conference Chair

Cynthia Cherrey
ILA Executive Director



AGENDA

Thursday

November 14, 2002

8:00 a.m.—12:00 p.m.	ILA Board Meeting	Orcas
9:00 a.m.—6:30 p.m.	ILA Registration and Hospitality Desk	Grand Office
10:00 a.m.—4:00 p.m.	Pre-conference sessions (various start times)	See page 6
1:00 p.m.—8:00 p.m.	Book Fair	Fifth Avenue Room

4:30 p.m.—6:15 p.m.	Welcome & Opening Program	Grand III
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John Jacob Gardiner, 2002 Conference Chair
Susan Komives, Conference Weaver
Cynthia Cherrey, ILA Executive Director

Keynote Address: David R. Gergen, Director, Center for Public Leadership, Harvard

6:30 p.m.—7:30 p.m.	Welcome Reception Sponsored by the Seattle University School of Education	Grand II
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Friday

November 15, 2002

7:00 a.m.—6:00 p.m.	ILA Registration and Hospitality Desk	Grand Office
7:00 a.m.—7:00 p.m.	Book Fair and Audio Tape Sales	Fifth Avenue Room
	Poster Session Displays	Grand Foyer
7:00 a.m.—8:30 a.m.	Coffee and Juice	Grand Foyer
7:00 a.m.—8:15 a.m.	Scholarship GLC Meeting	St. Helens
	Applied Leadership GLC Meeting	Olympic

8:30 a.m.—9:30 a.m.	Concurrent Session I	See pages 9-11
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9:30 a.m.—9:50 a.m.	Refreshment Break	
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10:00 a.m.—11:30 a.m.	Concurrent Session 2	See pages 12-16
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11:30 a.m.—12:15 p.m.	Hosted Poster Sessions	Grand Foyer
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12:15 p.m.—1:45 p.m.	Luncheon	Grand III
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1:00 p.m.—1:45 p.m.	Keynote Address <i>Leadership and Nonviolence</i> Arun Gandhi, Founder/Director, M.K. Gandhi Institute for Peace	Grand III
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2:00 p.m.—3:30 p.m.	Concurrent Session 3	See pages 17-20
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3:30 p.m.—3:50 p.m.	Refreshment Break	
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4:00 p.m.—5:30 p.m.	Concurrent Session 4	See pages 21-25
6:00 p.m.—7:00 p.m.	Public Leadership GLC Meeting Education GLC Meeting Student Meeting	Baker St. Helens Olympic
8:30 p.m.—11:00 p.m.	ILA Reception at the Space Needle	See page 4 for directions



Space Needle Reception:

It's not too late to join your ILA friends and colleagues Friday evening from 8:30-11 at the Space Needle. Come after dinner and enjoy conversation, dessert, coffee and a trip to the top of the Space Needle. Stop by the ILA Registration Desk to sign up.

Saturday

November 16, 2002

7:00 a.m.—5:00 p.m.	ILA Registration and Hospitality Desk	Grand Office
7:00 a.m.—6:00 p.m.	Book Fair and Audio Tape Sales	Fifth Avenue Room
7:00 a.m.—7:00 p.m.	Poster Session Displays	Grand Foyer
7:00 a.m.—8:30 a.m.	Coffee and Juice	Grand Foyer
7:00 a.m.—8:15 a.m.	Education GLC Meeting	St. Helens
	Business GLC Meeting	Adams
	Applied Leadership GLC	Olympic
8:30 a.m.—10:00 a.m.	Concurrent Session 5	See pages 26-30
10:00 a.m.—10:20 a.m.	Refreshment Break	
10:30 a.m.—12:00 a.m.	Concurrent Session 6	See pages 31-33
12:15 p.m.—1:45 p.m.	Luncheon	Grand III
1:00 p.m.—1:45 p.m.	Keynote Address <i>Leadership: Doing It Differently</i> Mary Robinson, Former United Nations High Commissioner for Human Rights	Grand III
2:00 p.m.—3:30 p.m.	Concurrent Session 7	See pages 34-36
3:30 p.m.—3:50 p.m.	Refreshment Break	
4:00 p.m.—5:30 p.m.	Presentation of the ILA Distinguished Leadership Award to James MacGregor Burns	Grand I
	Conference Closing Susan Komives, Conference Weaver Randi Vic Hall, Mind Mapper	
6:00 p.m.—7:30 p.m.	Closing Reception with Mariachi band Sponsored by the Visitors and Conventions Bureau of Guadalajara	Cascade

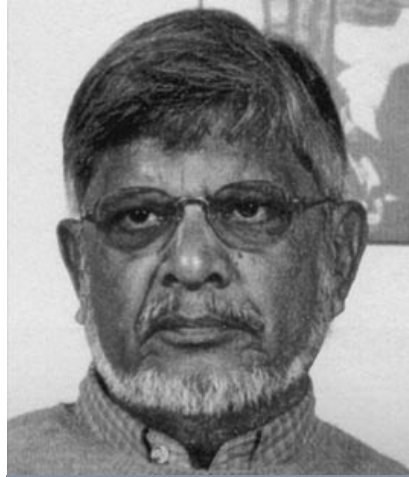


Keynote Speakers



David R. Gergen

Director of the Center for Public Leadership at Harvard, author of *Eyewitness to Power: The Essence of Leadership, Nixon to Carter*, political commentator, and former adviser to four presidents.



Arun Gandhi

Co-founder of the Center for Social Unity in India and the M.K. Gandhi Institute for Nonviolence in Tennessee, grandson of Mahatma Gandhi, author, and leader of efforts to end injustice across the globe.



Mary Robinson

Former United Nations High Commissioner for Human Rights, first woman president of Ireland (1990-1997), and member of Ireland's Upper House of Parliament for 20 years (1969-89).

Session Types

Papers

written products documenting research undertaken or arguing a particular point of view.

Panels

presentations of several different viewpoints on a particular theme.

Workshops

a demonstrations, applications, and/or sessions that require significant audience participation.

Roundtables

brief presentations followed by facilitated small-group discussions.

Posters

visual displays set up in the Grand Foyer throughout the conference and staffed on Friday from 11:30-12:15.

Finding your way around the Westin Seattle:

- **Lobby:**
Café opens at 6 a.m., Concierge desk, Sundries shop, bar and restaurant
- **Second floor Mezzanine Level:**
Baker, Adams, Olympic, St. Helens and Cascade rooms
- **Third floor San Jan Level:**
Orcas and Vashon rooms
- **Fourth floor Grand Ballroom Level:**
Grand office, Fifth Avenue Room, Grand Foyer and Grand rooms

Directions to the Space Needle Reception via the Monorail:



- Go out the door of the Westin closest to Roy's (Fifth Ave).
- Turn left. Cross to other side of Fifth Ave. Continue down Fifth Ave. 2.5 blocks, crossing Steward and Olive Streets. Enter Westlake Center and ride the escalator to the third floor.
- Turn left, walk thru the doors to the outside ticket office for the Monorail. The Monorail is \$1.50 each way or \$3.00 round trip.



Preconference Sessions

Advanced sign-up required.

Scholarship Roundtable

Toward a General Theory of Leadership

Contribute to cutting-edge thinking by joining James MacGregor Burns and other prominent scholars working to develop a general theory of leadership. The group will report on its progress and invite your comments, criticism and ideas.

Thursday, 1-4 p.m. Cascade II

P 1 Leading from Within (1-4 p.m.) Olympic

Rick Jackson, Co-Director, Center for Teacher Formation/Fetzer Institute

Parker Palmer defines a leader as “someone with the power to project either shadow or light onto some part of the world and onto the lives of the people who dwell there.” This workshop examines the meaning of this definition by helping participants explore aspects of their own formation as leaders and glean insights from poets and storytellers from various wisdom traditions. Recommended reading: *Let Your Life Speak: Listening for the Voice of Vocation* by Parker Palmer (Jossey-Bass, 2000).

P 2 The Ultimate Challenge: Leadership Consulting (12-4 p.m.) Cascade IB

Ted Baartmans, Founder, The Presentation Group, Bloemendaal, The Netherlands
Jeffrey Beeson, Principal and Founder, The Entheos Group, Munich, Germany

This workshop addresses the skills a consultant requires to effectively deal with leadership issues while coaching individuals or teams. It will draw on the facilitators’ experience of assisting leaders, including politicians and top corporate

managers, in their leadership development. Expect interactive experiences.

P 3 Integral Leadership: Pith and Vinegar...and Fun! (10 a.m.-4 p.m.) Adams

Steve Boyd, MacDonald Boyd Associates
John Forman, Integral Development Associates
Paul Landraitis, Integral Development Associates

Is there a grand(iose) “theory of everything” for leadership? Join a worldwide, cross-disciplinary community engaged in building and using a new integral “meta-method” incorporating the core concepts of Ron Heifetz (*Leadership without Easy Answers*), Robert Kegan (*How the Way We Talk Can Change the Way We Work*), Don Beck (*Spiral Dynamics*) and Ken Wilber (*A Theory of Everything*).

P 4 Creating the Future: Strategic Planning as a Vision Forming Tool (1-4 p.m.) Baker

Lorraine Matusak, LarCon Associates

To create the future or transform an organization or community, we must develop a shared vision by thinking strategically, making strategic inquiries and embarking on strategic initiatives. Participants will learn about the process and principles of developing a shared vision, the vital steps of a strategic planning process, the essential nature of determining core values and team building.

P 5 Managing Personal & Organizational Change (10 a.m.-4 p.m.) Cascade IC

Katherine Tyler Scott, Trustee Leadership Development

The most challenging task any leader faces is the task of helping individuals and organizations to change. Ninety percent of change efforts fail, primarily because those leading them forgot about the dynamics

that affect individuals and organizations, including human emotions and cultural resistances. This session combines new research on what happens within individuals and in organizations when they are asked to do things differently with the strategic analysis and management skills necessary to help leaders navigate the phases and stages of change with more success.

P 6 Models of Culture and Leadership (1-4 p.m.) Cascade IA

Michael Hoppe, Center for Creative Leadership

This session is designed for those who want to gain a deeper understanding of the currently existing models of culture (Bond, GLOBE, Hofstede, Schwartz, Trompenaars, and others). Moreover, it will help participants understand culture’s influence on the way we think about, practice, and research leadership and leadership development.

P 7 Crossing the Boundaries in Leadership Program Design (1-4 p.m.) Vashon

Dennis Roberts, Miami University of Ohio
William Faulkner, University of Central Florida

Patricia Harris, Cal Poly - San Luis Obispo
Charlie Hunter, Mount Allison University, New Brunswick, Canada

“Crossing the boundaries” can mean venturing beyond conventional views of leadership or it can mean pursuing different and boundary-crossing strategies in leadership development. Four leadership educators will describe how creative leadership programs are designed and conceptualized in differing organizational cultures. Presenters will consult with small groups, so come prepared to share in the discovery of promising practices in leadership program design.





Poster Sessions

Poster Sessions will be set up Thursday. Presenters will be available for discussion 11:30-12:15 on Friday.

Cardinal Stritch University Leadership Center

Angela McCullough, Cardinal Stritch
University Leadership Center

This multimedia poster session will provide a developmental and conceptual overview of the five lines of service offered by the newly developed Cardinal Stritch Leadership Center. The service lines include: Leadership Formation, Leadership Research, Environmental Scanning, Collaborative Ventures and the Clearinghouse, Brokerage & Exchange.

Adolescent Girls Reimagining their Lives as Leaders

Heidi Gailor-Loflin, Ashley Robertson
and Jennifer Lindberg, Peace College

Learn about a leadership development program specially designed for adolescent girls. The program integrates traditional leadership development techniques, as well as dialogue, drama, art and mentoring. The program focuses on liberating the leader within.

Leadership in International Settings

Patricia Cassidy, Collaborative
Connection, Seattle University

This session presents findings from a qualitative research study that explored the values beliefs and assumptions of eleven middle and upper level managers with international leadership experience.

Promoting Self- Determination and Leadership in Youth with Disabilities

Michael Richardson, DO-IT, University
of Washington

DO-IT, at the University of Washington, uses technology to maximize the independence, productivity and participation of students with disabilities in academic programs, careers and communities. This poster session will provide an overview of DO-IT programs and resources, and best practices for increasing the independence and self-determination of students with disabilities.

Personality and Job Performance Correlates to Police Supervisors' Agreement with Multi- Source Leadership Ratings

Sally N. Wall and Tracey Manning,
Psychology/Sociology Department,
College of Notre Dame of Maryland

Leadership self-ratings (LPI-S) of 51 police supervisors were classified as higher, lower or congruent with subordinate and manager ratings. Approximately 50% were congruent with either their manager's or subordinate's overall rating. Congruence correlated with independent performance ratings but, contrary to previous research, was not strongly related to personality variables.

The Leadership Centre: Building Community Leadership

Juanita O'Campo Waits, University of
Arizona

This poster session will present educational programming and outreach efforts of the Leadership Centre, a non-profit organization created through a unique private-public partnership that provides community residents with information, resources and tools to become effective neighborhood and community leaders.

The 'Do' and 'Be' of International Leadership: What Matters?

Sharon Rudy and Susan Lavezzoli,
Population Leadership Program

View an action-oriented leadership framework developed by a team of leadership experts and used as the foundation of activities to develop leaders working throughout the developing world on health issues. People will also observe and be able to discuss with the designers an overview of evidence-based professional development activities used to help leaders learn to live the model in their professional lives.

How Leaders Talk

Michael Harvey, Washington College,
Chestertown, MD

This poster presents a five-element model for effective leader communication. Using examples of great leadership communication, the paper shows practical techniques for developing a strong, effective communicative style suited to the demands of leadership.

Leadership Review

Barbara Ascher, Claremont McKenna
College

The Kravis Leadership Institute at Claremont McKenna College has launched a new online publication called *The Leadership Review*. The goal is to spur an exchange of information between researchers and those active in the field, feature current issues in leadership, and offer synopses of cutting edge leadership research in a digestible fashion.

Diversity, Leadership and Civic Engagement

Marie Cini, -ISM(N.), Academy of
Leadership, University of Maryland

This poster session will summarize ways curriculum can be enhanced so students can develop the leadership skills necessary to function in diverse settings found in university, business and community settings.

Public Leadership: A Residential Learning Community at the University of Maryland

Laura Osteen, Academy of
Leadership, University of Maryland

The College Park Scholars in Public Leadership program at the University of Maryland is one of twelve College Park Scholars living-learning programs designed to meet the needs of academically talented first- and second-year students. From its inception in 1994, a major goal has been to challenge students to grow and emerge as leaders on campus, in their fields, and within the larger community.

A Pattern Language for Leadership

Stewart Dutfeld, Seattle University

In 1977, the architect Christopher Alexander developed a *Pattern Language* as a basis for action, based upon recurring structure and an identifiable quality of "aliveness" in our lived environment. *Pattern Languages* are now appearing in many disciplines. The practice of leadership may benefit from this approach.

National Clearinghouse of Leadership Programs

Craig Slack, University of Maryland

Established in 1992 at the University of Maryland College Park, the National Clearinghouse of Leadership Programs (NCLP) provides a central clearinghouse of leadership materials, resources and assistance to leadership educators.

Servant-leadership and Performance: A Study of American Presidents

Louise Tourigny, University of
Wisconsin-Whitewater
Gary Johns, Concordia University

This poster session presents the conceptualization of servant-leadership and examines its effects on presidential performance. Servant-leadership is compared to charismatic leadership, an attribution based on public imagery. Servant-leadership is a multidimensional construct defined in behavioral terms. It is advocated that a focus on action is essential to determine whether leaders can affect organizational outcomes.

Coaching for Learning, Growth and Transformation

Fran Fisher, Academy for Coach
Training

The Academy for Coach Training is an internationally accredited coach training school, training coaches in leadership, facilitation and communication skills. The Academy is committed to empowering personal and organizational effectiveness by providing coaching, consulting and customized training for work teams and organizations



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prepares effective
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Concurrent Session #1 8:30 a.m.—9:30 a.m.

Friday

Understanding and Teaching Complexity and Chaos Theories (Workshop)

John S. (Jack) Burns, Whitworth College
Daniel N. Huck, Marietta College

Leadership educators at two different institutions will present instructional strategies and models for understanding and teaching emerging complexity and chaos theories, and then explore the understandings and experiences of workshop participants. The goal is to begin a conversation and develop an ongoing support network of leadership educators working with these emerging theories.

Adams

Núr University in Bolivia: An Integrated Model for 21st Century Educational Leadership (Paper)

Mahnaz A. Javid, Microsoft Corporation, Redmond, WA, and Mona Foundation, Edmonds, WA

Leadership is about owning and driving change. When you own and drive change to serve and build capacity at the grassroots, you transform a society. This leadership model is exemplified by Núr University in Bolivia, where students are strategically trained as leaders and agents of change in service to their communities.

Baker

Strategic Decision-Making Processes and the Effects Upon the Chief Executive Officer (Paper)

Anthony D. Bonanzino, Hollister-Stier Laboratories LLC and Gonzaga University

The presentation outlines various strategic decision-making processes used by CEOs attempting to create significant organizational change and the effects of those practices on the decision maker. The session reviews major themes of decision making and leadership, the consequences of internalizing decisions, including physical and emotional manifestations and recommendations for further study to promote healthier organizations and leaders.

Cascade IA

Collaborative Leadership: A Test Case (Panel)

Chair: John Jacob Gardiner, Seattle University
Sherry H. Penney, Center for Collaborative Leadership, UMass Boston
Vicki Milledge, Center for Collaborative Leadership, UMass Boston

We talk about collaborative leadership, but how can we make it happen? The Emerging Leaders Program in Boston involves thirty-two diverse participants from for-profit, nonprofit, and governmental organizations. After eight months, are they now collaborative leaders who can work in teams? Find out what worked.

Cascade IB



Making Exceptions for Leaders: Leadership Theory and the Sources of Ethical Failure (Paper)

Terry L. Price, Jepson School of Leadership Studies, University of Richmond

Cascade IC

Leaders can fail ethically because they mistakenly believe that they are justified in deviating from generally applicable moral requirements. To locate the sources of these beliefs, this paper looks at trait, situational, and transactional approaches to leadership. Each of these approaches encourages an understanding of leadership that can promote ethical failure.

Unraveling the Leadership Conundrum—The Practitioner's Dilemma (Roundtable)

Diane L. Dixon, D. Dixon & Associates, LLC; Office of Continuing and Extended Education, University of Maryland; and Business of Medicine Program, Johns Hopkins University

Cascade II

There is no end to the research and practitioner books on the subject of leadership. Opinions about what leaders should be and do are voluminous. This creates a real conundrum of ideas and models that can cause even the most experienced leader to become confused or overwhelmed when seeking leadership guidance. What can practitioners do to manage the resulting paradoxes and dilemmas?

Striving Towards a Results-oriented Total, Functional and Continuous (TFC) Model in the 21st Century (Roundtable)

Arun Jhaveri, Seattle University

Cascade II

In a very complex, competitive, interdependent and unpredictable world, the responsibilities of an effective leader are extremely challenging—whether in business, education, government or nonprofit organizations. One way to accomplish the difficult goal of results-oriented outcome is by integrating three different yet related aspects of successful contemporary leadership practices—Total, Functional and Continuous (TFC)—from a holistic approach.

Benefits of a Partnership between Leadership/Public Affairs Doctoral Programs at the University of Pretoria and Gonzaga University (Papers)

James Beebe, Doctoral Program in Leadership Studies, Gonzaga University

Jerry Kuye, School of Public Management and Administration, University of Pretoria

Olympic

The project directors at two universities review implementation of a grant designed to strengthen the ethics focus of the Doctoral Program in Public Affairs at the University of Pretoria and the global focus of the Doctoral Program in Leadership Studies at Gonzaga University.

The Bases of Competence Skills Model: A Framework for Leadership Education (Workshop)

Fred Evers, Centre for Educational Research & Assessment and Department of Sociology & Anthropology, University of Guelph, Canada
Laurie Schnarr, Student Life & Career Services, University of Guelph, Canada

This workshop will present “The Bases of Competence Skills Model,” which serves as a framework for competency-based leadership education and training. The workshop will include an overview of the research leading to the skills model and applications of the skills model to leadership education. Session attendees will be invited to discuss examples of leadership skills development.

St. Helens

Leadership and Emotion (Papers)

Evaluating the Impact of Emotional Intelligence on Leadership Performance: Resonance or Dissonance?

Craig E. Johnson, Department of Communication, George Fox University

Proponents of Emotional Intelligence (EI) argue that emotional competencies are more important to leadership performance than cognitive skills. These claims appear to be exaggerated. Cognitive and emotional abilities are interdependent and both are critical to a leader’s success.

Leadership and Affective Events: How Uplifts Can Ameliorate Employee Hassles

Neal M. Ashkanasy, University of Queensland Business School

Leaders constitute a component of organizational members’ environment. As such, leaders shape affective events that determine employees’ attitudes and behaviors. Based on Affective Events Theory, we argue that effective leaders ameliorate employees’ hassles by giving frequent emotional uplifts. The resulting positive affective states lead to more positive attitudes and behaviors.

Vashon I

Collaborative Leadership – Putting the Training Research into Public Health Practice (Workshop)

Jeffrey L. Wilson, Virginia Turning Point Initiative, Virginia Department of Health
Betty Bekemeier, Turning Point National Program Office, School of Public Health, University of Washington

The Turning Point Leadership Development National Excellence Collaborative is engaged in enhancing collaborative leadership skills capacity among the public health workforce. This session will cover research, best practices, and methods to support improvements in public health infrastructure through effective and skillful collaboration.

Vashon I



Concurrent Session #2 10 a.m.—11:30 a.m.

Friday

Leadership and Public Policy (Panel)

Chair: Myrna Bair, University of Delaware
 Lisa Brown, State Senator, Spokane, WA, and Gonzaga University
 Nancy Rhyme, National Conference of State Legislatures
 Jane Hague, Commissioner, King County, WA
 Sandra Clark, National Association of Counties
 Ron Gipson, Council member, Everett, WA

What role does leadership have or what role should it have in setting public policy in state and local governments? Get perspectives from a panel of elected officials and representatives of their national organizations.

Adams

Explorations of Leadership Patterns in Palestine and Kenya: The Interplay of Cultural and Global Influences (Papers)

Making Society 'Civil': Modernity and Rights Discourses in Palestinian Nongovernmental Activism
 Elizabeth Faier, Jepson School of Leadership Studies, University of Richmond

This paper examines how activist-leaders employ discourses of modernity and rights in Palestinian NGO activities. It argues that activists' conceptions of modernity fundamentally lead to pre-selected rights discourses, especially as their leadership balances tensions between modernity and traditionalism. This paper also addresses activists' attempts to build an autonomous and nationalized civil society located outside of state structures.

African Leadership: Traditional Patterns and Contemporary Continuity and Change
 Marta D. Bennett, Daystar University, Nairobi, Kenya

Using the Gikuyu ethnic group in Kenya as an example, this presentation explores traditional African leadership roles and functions, describing the continuity and contrast with contemporary practices. Implications for current leadership practices and development within an African context will be discussed.

Baker

Teams: Technology, Speed, and Effectiveness (Papers)

Fast Teams

Gene A. Haugen, College of Information Systems & Technology, University of Phoenix and Venturi Technology Partners

Teams and teamwork are a part of business, now and in the future. There is a need for speed and success in resolving urgent and important issues; teams must successfully meet their goals. Currently, less than half of the teams in business successfully achieve their goals. Fast Teams successfully complete their goals in much less time. Find out how.

Leadership in Virtual Teams

David Gould, College of Information Systems & Technology, University of Phoenix

Teamwork has been around before our ancestors gathered up their spears and learned how to work together to hunt mastodons and saber-toothed tigers. Today there is a new kind of team - a “virtual” team made up of people who mainly communicate electronically. This presentation explores the impact of this on team leadership.

Analysis of Team Effectiveness by Organizational Sector

Mindy McNutt, Organizational Leadership, Wright State University
Scott Graham, Organizational Leadership, Wright State University

The results of a longitudinal study on team effectiveness differences as they relate to organizational type will be presented. Researchers looked at the skills necessary to contribute to team effectiveness, and the analysis explores whether organizations where employees had high levels of morale also realized improved team effectiveness.

Cascade IA

Leadership in Unhealthy Organizations (Paper)

Nancy Isaacson, Gonzaga University

The field of organizational dysfunction studies organizational situations that do not respond to best practices of improvement. Leadership in such situations takes on a special challenge that is not generally a part of leadership preparation. This session introduces the field of organizational dysfunction, with suggested applications for leaders and for leadership education.

Cascade IB

Learning Communities: From Individual Intelligence to Collective Wisdom (Workshop)

Deborah Meehan, Leadership Learning Community, Oakland, CA
Ceasar McDowell, Center for Reflective Community Practice, MIT
Dorothy Meehan, Sierrra Health Foundation
Emerson Beyer, GrantCraft, The Ford Foundation

How do we mine the practical wisdom of experienced practitioners? What can be learned about constructing theory from practice? In this session hear from learning communities that are developing reflective practices, utilizing applied research and experimenting with new approaches to collective learning and the generation of knowledge.

Cascade IC



Leadership the Eleanor Roosevelt Way (Roundtable)

Robin Gerber, Academy of Leadership, University of Maryland

This session will use the book *Leadership the Eleanor Roosevelt Way* as a starting point to discuss individuals as leadership role models and the predominant emphasis on male leadership as the only model for leadership.

Cascade II

Great Leaders, Great Situations, or Great Leaders in Great Situations? (Roundtable)

Christian J. Resick, Wayne State University
 Steven M. Weingarden, Wayne State University
 Michael B. Hargis, Wayne State University

This roundtable focuses on the common tendency to overemphasize the role of personal traits and underemphasize situational demands when explaining others' behavior, i.e., the fundamental attribution error. While we usually focus on the negative traits of others—for example “rude drivers”—do we tend to over attribute positive traits to leaders?

Cascade II

Evaluating Leadership Development Training: Concepts and Practice (Papers)

Does Leadership Training Make a Difference? The CDC/UC Public Health Leadership Institute: 1991-1999

Liz Schwarte, Center for Health Leadership & Practice, Public Health Institute, Oakland, CA

The speaker discusses an eight-year retrospective evaluation of the CDC/UC Public Health Leadership Institute, the nation's first year-long leadership development program serving senior public health leaders. Results show a positive impact on participants' leadership effectiveness at the personal, organizational and community levels, as well as within the field of public health.

Evaluating Leadership Development Interventions in Global Health: A Framework Examining Success and Meaning

John T. Grove, Public Health Institute

The effects of leadership interventions occur through a multitude of experiences. Evaluation frameworks and approaches must explore learning and job and career performance. This session offers a conceptual framework developed by a group of evaluation experts and practitioners.

Olympic

Exploding the Mythical Boundaries Between Various Groups of Leaders (Papers)

Chair: John Jacob Gardiner, Seattle University

Chair: Jean Lipman-Blumen, Peter F. Drucker Graduate School of Management, Claremont Graduate University

Closing the Gap: Connective Leadership and the Similarity of Gender and Culture

Kellan M. London, Claremont Graduate University

Jill L. Robinson, University of Redlands

The Connective Leadership Model: Implications and Reflections for Leadership Practice

Janet I. Brakebill, School of Education, Seattle University

Bob Nodolf, Eton Technical Institute and School of Education, Seattle University

Penny Rempfer, Boeing

Carolyn Ho, Tacoma Public Schools, Tacoma, WA and School of Education, Seattle University

Applying Connective Leadership in the Workplace: Empirical Data from Three Distinctive Contexts

Michelle D. Jones, Organizational Behavior Department, Boston University

N. Lulu Falls, California State University, Los Angeles

Fred Fagan, Honeywell International

Drawing on the Connective Leadership model, this session examines numerous boundaries presumed to exist between various groups of leaders and managers: male/female, U.S./international, public/private, entrepreneurs/corporate leaders, and managers at various organizational levels. These qualitative and quantitative analyses explode many of the myths concerning the differences among and between these groups.

St. Helens

Why Do Too Many University Leaders Fail? The Paradoxes of Campus Leadership (Panel)

Mary Marcy, Project on the Future of Higher Education, Antioch University

Alan Guskin, Project on the Future of Higher Education, Antioch University

Commentator: Ronald A. Heifetz, Center for Public Leadership, JFK School of Government, Harvard University

This session will consider the paradoxes inherent in university leadership—the seemingly contradictory expectations that college and university presidents must skillfully negotiate to succeed. The paradoxes include conflicts between stewardship and vision, consistency and creativity, focus and humility and action and reflection.

Vashon I

Core Leadership Theories: How Do They Inform Leadership Practice? (Panel)

Chair: Laurien Alexandre, Antioch University

Peter G. Northouse, Department of Communication, Western Michigan University

Gil Hickman, Jepson School of Leadership Studies, University of Richmond

Bruce Avolio, University of Nebraska

Paul Arntson, Northwestern University

Richard A. Couto, Antioch University

This panel will address the following questions: Are there core leadership theories that every leadership program should teach? How are these theories related to theories in group dynamics, organizational change, and organizational communication? How do these theories inform our work in organizations, education, politics, and community contexts?

Vashon II

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Concurrent Session #3 2 p.m.—3:30 p.m.

Friday

Transformational Leadership and Spirituality (Papers)

Commentator: William Howe, National University

Transformational Leadership and Spirituality: Challenges for Leadership Scholars, Practitioners, and Educators

Karin Klenke, Regent University

The increasing interest in spirituality, especially in relation to leadership, poses many challenges, calls for multidisciplinary research in both the quantitative and qualitative tradition, and has serious implications for how leadership and spirituality are taught. This presenter recommends how those in leadership can begin to document the added conceptual, empirical, practical and educational values spiritual constructs provide.

The Internal Dynamics of Transformational Leadership: Spirituality, Emotional Intelligence and Trust

Michael Hartsfield, Regent University

This paper develops a conceptual model linking spirituality, emotional intelligence and trust. Taken together, the model predicts that each of these variables, individually and collectively, contribute to the amount of variance in leader effectiveness. Conceptually, the proposed model is intended to enhance our understanding of the spirit of the transformational leader.

Beyond Transformational Leadership: A Case for Invisible Leadership

Adams

Suzanne Martin, Samford University

Leadership in a Networked World (Workshop)

Mary Lynn Pulley, The Center for Creative Leadership

Current technology provides us with a new set of tools that redefine leadership, and dictates a need to organize work in new ways. Given this radical shift, new assumptions must be made about leadership and leadership development. This session will provide a framework for understanding leadership in light of these changes and the best practices that are emerging out of our research.

Cascade IA



Trust and Authenticity: Leadership Investments in Relational and Contextual Processes (Papers)

Illusionary Leadership: A Reflection on Relational Process

Beverly J. Davis, Purdue University

An essential part of successful leader-member relationships is the awareness of one's authenticity quotient with followers. By performing the Illusionary Leadership Breach Appraisal (ILBA), the bridge will be established for authentic organizational, leader, and member relationships.

Creating a High-Trust Organization: The Leadership Challenge

Wendy Korthuis-Smith, Sterling Associates, LLP, Olympia, WA

Trust has become more important for organizational success, yet also more elusive. During times of great change, trust must be more than rhetoric; it must be grounded in the organizational framework. This session describes the elements necessary for creating a high-trust culture, detailing results from an empirical study exploring organizational trust.

Baker

Sharing Common Ground: Where Scholarship and Practice Meet (Panel)

Laurien Alexandre, Antioch University

Richard Couto, Antioch University

Miriam Grace, Antioch University and Boeing Commercial Aircraft

This interactive session focuses on the intersection of scholarship and practice, focusing on an examination of inquiry, reflection and methods. Presentations and conversations will consider the nature of scholarship outside the academy and the nature of reflective practice within it. Panelists also tackle issues of passion and rigor as they construct a non-traditional leadership doctoral program at Antioch University.

Cascade IB

Different Cultural Leadership Conceptual Frameworks in Practice: Experience from the Merger of DaimlerChrysler (Workshop)

Jeffrey Beeson, Entheos Group

After the merger of DaimlerChrysler, a crisis ensued in the financial arm of the enterprise. Different concepts of leadership clashed as German and American managers tried to move the division forward. How did these different concepts conflict and complement each other in practice?

Olympic

Experiential Learning Methods to Advance Leadership in Public Health and Health Care (Panel)

The National Public Health Leadership Institute: Techniques for Closing the Knowing-Doing Gap
David Steffen, National Public Health Leadership Institute, North Carolina Institute for Public Health, UNC-Chapel Hill

This presentation describes techniques the National Public Health Institute utilizes to push its scholars to act upon their learnings. They include extensive assessment tools, feedback by a Center For Creative Leadership coach, individual leadership development planning, learning coach and team member check-in, follow-on coaching, CD-ROM learning tool and targeted distance learning.

Health Forum Fellowship Programs: Practical Skills and Experiential Learning to Advance Leadership in Health Care

Johanna Infantine, Health Forum
Duffy Newman, Health Forum

For ten years, Health Forum Fellowship programs have advanced leadership in the field of health care. This session will detail the content and work of the Creating Healthier Communities, Cardiovascular Health and Patient Safety Leadership Fellowships. A current assessment project to delineate the value and impact of the fellowship experience will be highlighted, as well as specific examples of the fellows' action learning projects.

Cascade IC

Leadership Theory: Key Impediments to Achieving Clarity (Workshop)

Ronald A. Heifetz, Center for Public Leadership, JFK School of Government, Harvard University and Cambridge Leadership Associates

Although leadership theory-building has come a long way in the last 30 years, the community of scholars, practitioners, journalists and citizens is still plagued by a lack of general agreement on basic terms of reference. For example, confusion persists regarding the useful differences between the concepts of leadership, authority, power, influence and management. This session explores four fundamental sources of confusion: leadership as authority, power or influence; leadership as personality; leadership as knowledge; and leadership as a value-free concept.

St. Helens

Transforming Leadership to Fight Global Poverty: A Dialogue (Papers)

Transforming Leadership, Cosmopolitanism and Global Poverty

Douglas A. Hicks, Jepson School of Leadership Studies, University of Richmond

This paper examines Burns's application of transforming leadership to global poverty. Building on Burns's call for empowering local leaders, it analyzes collaboration between grassroots initiatives and international forms of assistance. It develops Martha Nussbaum's concept of "cosmopolitanism" to further ground Burns's normative claims.

Global Poverty: Putting Leadership to Work

James MacGregor Burns, Jepson School of Leadership Studies, University of Richmond

Transforming leadership receives its greatest challenge in confronting global poverty. Calling for a kind of international Marshall Plan combined with empowering local agents, the presenter asserts that good leadership guided by the needs of impoverished persons can positively transform an urgent and seemingly intractable reality.

Vashon II

The Leadership Challenge and a Large Popcorn, Please (Workshop)

T. Scott Graham, Wright State University

Mindy McNutt, Wright State University

We will use Kouzes and Posner's *The Leadership Challenge* and multiple Hollywood video clips to model the five leadership practices in action. This audience participatory session will have each of you being Roger Ebert, Jim Kouzes and Barry Posner...all in one session! Guaranteed stick-to-you learning.

Vashon I

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Concurrent Session #4 4 p.m.—5:30 p.m.

Friday

Cross-cultural Leadership: Lessons Learned (Papers)

Leading Across Cultures: Exploring the Values, Beliefs, and Assumptions of Expatriate Managers

Patricia A. Cassidy, Collaborative Connection and Department of Educational Leadership, Seattle University

The findings of this qualitative research project give voice to expatriate managers who have faced the challenges of facilitating collaboration and communication across cultural boundaries. The presenter will offer policy implications for selection of expatriate candidates and suggestions for in-country support of leadership development.

The Effects of Biculturalism and Emotional Intelligence on Acculturation of Expatriate Latina Leaders: An Exploratory Investigation

Nancy Cintron, Center for Leadership Studies, Regent University

This research explores the issues and challenges that expatriate Latina leaders face as they assimilate into the mainstream culture. The question driving the research is, “Are biculturalism and emotional intelligence significant predictors of acculturation?”

Leadership Lessons from Micronesian Nurses

Carol Allen, Washington State University

This presentation will describe research findings concerning the leadership values, practices, and perspectives of Micronesian nurses. Examining leadership perspectives of these women will help teachers and practitioners as they support and encourage the development of culturally appropriate leadership skills. The goal is to broaden and deepen perspectives on leadership and reveal diverse meanings and practices that are essential to leadership success.

Leadership Lessons from Native American Nurses of the Plateau Tribes

Janet Katz, Washington State University

The focus of this presentation will be on how Native American nurses have become leaders in their communities by way of their education and professional status rather than by consciously seeking leadership positions. The influences affecting these nurses and their experiences in school and in their careers are explored with the intention of applying what is learned to other leadership situations.

Adams



Dissertation Research Assistance (Workshop)

Anthony E. Middlebrooks, Cardinal Stritch University

Boost your dissertation progress! This interactive workshop specifically targets graduate students at any stage of dissertation work. Need to narrow your research question? Choose a method? Structure a literature review? Organize your results? This session will answer that next question, offer a different perspective or simply affirm your progress.

Baker

Leadership: In Their Own Image and Likeness (Workshop)

Bruce Murphy, School of Business, Point Park College, Pittsburgh, PA
Jeanne Picariello, U.S. Olympic Committee, Colorado Springs, CO

This highly interactive session will demonstrate ways both universities and other leadership development programs are infusing student-created, spontaneous art into the understanding and practice of both leadership and followership. This workshop is based on an exercise from the opening session of “Leadership Theory and Practice,” and “Leadership in Organizations,” taught recently at Mercyhurst College, Vanderbilt University and University of Essex (London).

Cascade IA

Integrating Service-Learning into Leadership Curriculum (Workshop)

Chair: Nancy S. Huber, University of Arizona
Lynn Hertrick Leavitt, George Mason University

The objectives of this workshop are to provide participants with theories and models that connect leadership development with service-learning and enable participants to practice incorporating service-learning into new or existing leadership courses. The session will be interactive and allow participants and presenters to build on each others’ expertise.

Cascade IB

Increasing Leadership Capacity: Review of Civic-Based Leadership Programs (Panel)

Chair: Ronald Riggio, Kravis Leadership Institute, Claremont McKenna College
Tarak Azzam, Kravis Leadership Institute, Claremont Graduate University and UCLA
Sarah Smith Orr, Kravis Leadership Institute and Smith Orr and Associates
Beverly Meamber, California Association of Leadership Programs (CALP) & Leadership Salinas
Jan Levy, Leadership Tomorrow

This panel of researchers and program directors explores the growth of civic leadership programs, looking at the structure, scope and impact of these programs, which are intended to build leadership capacity in a city’s or region’s citizenry. In interaction with the panelists and audience, different models of leadership development for civic programs and best practices will be discussed.

Cascade IC

From the Humanities to Leadership Best-Sellers: Learning From the Past, Learning From the Present (Roundtable)

Michael Harvey, Washington College

Marcus W. Dickson, Psychology Department, Wayne State University

How can the humanities be used to broaden and enrich the study of leadership and followership? Are there commonalities and differences in what mainstream best-selling books on leadership have to say? How can different types of literature be translated into the diverse areas of Leadership Studies and what common ground exists between disciplines?

Cascade II

Leadership and Gender Issues (Papers)

The Response of Male Leaders to the Experience of Changing Leadership Expectations

Mark G. Brown, Department of Education, Seattle University

This study explores the response of male leaders to the experience of changing leadership expectations in the late 20th century. Utilizing interviews of six male leaders in the Pacific northwest, it examines a distinctly male perspective on the shift in leadership models that has resulted in a move toward a more “feminine” style, with increased attention to relational, participatory forms of process.

Trait Theories: Major Obstacles Inhibiting the Advancement of Women into Top Leadership Positions

Mary R. Vaughn, Florida A&M University

Reginald M. Beal, Florida A&M University

Our study identified socially desirable masculine, feminine, and leadership traits and finds that masculinity is preferred in leaders; femininity is not. The paper suggests that perceived differences in masculine, feminine and leadership traits are major factors contributing to the glass ceiling that stifles the advancement of women into top leadership positions.

Girls Taking Over: A Triangulated Research Project Seeking to Understand Why Females Have Assumed the Majority of Leadership Roles in a Youth Organization

John C. Ricketts, Department of Agricultural Education and Communication, University of Florida

The National FFA Organization, a large youth organization for students enrolled in agricultural education, has seen a trend of females dominating leadership roles and participation in leadership development activities. This study sought to explain the phenomena through an array of data collection methods.

Olympic



Global Leadership: Research Issues and Trends (Roundtable)

Kisuk Cho, Ewha Womens University

Last century's prevailing paradigm of leadership study, which was culture-specific, cannot satisfy contemporary needs. This paper attempts to define the competencies and qualities of global leadership and examines methodological issues for leadership development programs. It critically reviews the current literature and presents a future research agenda.

Cascade II

Succession Planning: It's All About Leadership! (Workshop & Paper)

Barbara Ross-Denroche, The Centre for Exceptional Leadership Inc., Vancouver, B.C., Canada

Rosie Steeves, The Centre for Exceptional Leadership Inc., Vancouver, B.C., Canada

Georgia Sorenson, Jepson School of Leadership, University of Richmond and Academy of Leadership, University of Maryland

Georgia Sorenson's paper, *Succession and Its Discontents: The Perils and Promise of Change*, provides research based on demographic data and analysis, interviews of founders and successors and cross-cultural research on the installation of successors. The workshop portion of this will examine the theories and practices required to create a succession planning system, including the importance of linking leadership development to succession planning. It will demonstrate new and innovative ways of planning for the recruitment and retention of tomorrow's leaders.

St. Helens

Mentoring, Coaching, Peer Consultation and Succession Planning: Developing Leaders and Organizations (Panel)

Carol Woltring, Center for Health Leadership & Practice, Public Health Institute, and Health Leadership Consultants, Inc., Oakland, CA

Liz Schwarte, Center for Health Leadership & Practice, Public Health Institute, Oakland, CA

Helene Dublisky, Omega Coaching and Health Leadership Consultants, Inc., Oakland, CA, and University of San Francisco

Mentoring, coaching, peer consultation and succession planning prepare leaders to respond to challenges, visualize the future and develop new leaders. The presenters discuss the design and application of these leadership development approaches with executive-level leaders in state and local public health organizations and the private sector.

Vashon I

Navigating The Deep Blue Sea: Using Wilfred Drath's Latest Book on Leadership (Papers)

Chair: Ronald A. Heifetz, Center for Public Leadership, JFK School of Government, Harvard University and Cambridge Leadership Associates

His Part in the Ongoing Conversation: Drath's Latest Book on Leadership

Nathan Harter, Organizational Leadership, Purdue University

Getting Your Sea Legs: An Introduction to the Book

David Frantz, Purdue University

Diving In: Researching The Deep Blue Sea

Bethany Godsoe, Robert F. Wagner Graduate School of Public Service, New York University

In 2001, Wilfred Drath issued a book on leadership, titled *The Deep Blue Sea*. His provocative ideas, illustrated throughout by a workplace story, invite educators and scholars to approach leadership in new ways. This panel will assess the book and explain how it can be put to use.

Vashon II

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to die until
you have
won some
victory for
humanity"*

Horace Mann,
Antioch's First
President

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Concurrent Session #5 8:30 a.m.—10 a.m.

Saturday

Managerial Leadership Styles and Behaviors in the Netherlands and India (Papers)

Leadership Behaviors of Highly Effective Middle Managers

Joost G. van der Weide, University of Twente

Twenty highly effective middle managers working within large Dutch corporations were observed by video camera. This video-observation study produced a specified list of leadership behaviors used by successful middle managers.

Effective Managerial Leadership Styles in Indian Context: Consultative Style as one of the Viable Alternatives

Satish Kumar Kalra, Management Development Institute, Gurgaon, Haryana, India

The paper reviews and examines the relevance of societal culture in determining the effectiveness of managerial leadership styles in different cultures. Based on critical review of existing literature, it argues that in the changing Indian context the consultative style of managerial leadership (CSML) may be most appropriate and effective.

Adams

Egoless Leadership: Theory and Practice (Paper & Workshop)

Sovereign to Steward: Emergent Roles and Responsibilities of Rotary International's New District Governor

John Jacob Gardiner, Seattle University

The District Leadership Plan (DLP) was recently adopted by the Rotary International Board as a reorganization plan for the 21st century. This paper reports on a survey of 20 district governors around the world who were serving in districts that implemented the DLP, and details a shift in leadership styles from sovereign to steward.

Egoless Leadership: Eliminating the Narcissistic Behaviors of Leaders

David Fischman, Universidad Peruana de Ciencias Aplicadas

José Agustín Ortiz Elías, Universidad Peruana de Ciencias Aplicadas

The workshop covers the different narcissistic behaviors of leaders and their impact on the motivation and productivity of followers. Using group discussions, experiential learning and fun cartoons, presenters illustrate a sad topic, explain its causes and suggest possible strategies to change it.

Baker

Leadership in State Transitions and Transitioning Economies (Papers)

Leadership and Ethics: The Puzzle of Transitional Economy

Mikhail V. Grachev, College of Business and Technology, Western Illinois University

Being a part of civilized global community is the strongest evidence of leadership and economic success. This makes business leadership in Russia—a phenomenon that absorbs national identity, totalitarian heritage and transitional effects—an international policy issue. The panel presentation is based on the author's empirical research and cross-cultural comparisons of Russian business leaders and managers.

The Technocrats Strike Back: Transactional Leadership of State Transitions

Mark Clarence Walker, School of International Service, American University

Transformational or charismatic leaders get all of the attention, but it has been the less flashy transactional leaders who have been succeeding in East and Central Europe in the transition of their countries from Communism. They have replaced ideological fervor with market reform. These leaders have been central to the integration of these countries into the rest of Europe.

Presidency in Central Asia in Comparative Perspective

Galina Bityukova, Central Asian Resource Center, Kazakhstan

After the collapse of the Soviet Union, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan chose presidential regimes. Among other questions, this paper examines how this period of strong presidential power has influenced the transition to democracy and market economy, and the meaning of "public choice" in Central Asia.

Çaşıda IA

The Ethical Advantage: Why Ethical Leadership is Good Business (Paper)

James A. Mitchell, Center for Ethical Business Cultures

The numbers prove that ethical business leadership is actually more effective, not less. We describe the three key components of ethical leadership and the reciprocal systemic relationships with stakeholders that drive these improved results. There will be ample opportunity for interaction with the audience.

Çaşıda IB



Mission Possible: Two Models for Infusing Leadership into a Liberal Arts Curriculum (Papers)

MODEL Leadership: A Systemic Model to Guide Leadership Studies Programs

Linda B. Salane, Columbia College
Joyce Fields, Columbia College

This paper describes a model of leadership enhancement developed by faculty at Columbia College as a means of guiding an institutional approach to Leadership Studies. Based on systems theory, this model outlines a comprehensive developmental approach to teaching leadership and serves as a diagnostic tool allowing individuals and organizations to identify leadership strengths and weaknesses.

Leadership for Everyone: Requiring a Leadership Themed Course of All Freshman

Bonnie Pribush, Leadership Program, Franklin College of Indiana
Tim Garner, Academic Affairs and Institutional Research, Franklin College

“Everyone can be a leader” is a premise of the Franklin College Leadership Program. For freshmen entering the college in 2001, a leadership-themed course became a graduation requirement. This presentation will describe the actual courses taught (13 by professors from different disciplines) and the process for acceptance and implementation.

Cascade IC

A Model for Long-Term Leadership Development Among Diverse Persons: The Delta Emerging Leaders Program (Roundtable)

Myrtis Tabb, Center for Community Development, Delta State University, Cleveland, Mississippi
Christy Riddle Montesi, Delta Emerging Leaders Program, Delta State University, Cleveland, Mississippi

The Delta Emerging Leaders program, a diverse, multi-sector, intensive regional leadership development program operates in the 18-county Mississippi Delta. The curriculum and training implementation process is guided by competencies of effective leadership in the 21st century and is structured to achieve positive change in the region. This session describes the program’s operational framework.

Cascade II

Improving the Coaching of Transformational Leaders: An Update on an Integrated Approach (Roundtable)

Annebeth Sieswerda, The Presentation Group, Bloemendaal, The Netherlands, Europe
Michael Z. Hackman, University of Colorado at Colorado Springs

For many years, The Presentation Group has been coaching individual leaders—primarily on communication. Recently, both clients and consultants have been expressing an increased demand for a valid and reliable method to identify leadership strengths and development needs. Therefore, The Presentation Group is developing an integrated approach in which advice and coaching are supported by various training activities and several measurement tools.

Cascade II

Democratization: Will it work in Russia and Romania? (Panel)

Jan Secor, Women of Vision

Gerald W. Ramey, Lewis-Clark State College

Ovidiu Gavrilovici, Mandel School of Applied Social Sciences, Case Western Reserve University

Olympic

Using interactive teaching methods, we will explore the major transitions taking place as Romania and Russia move from authoritarian rule. This transition introduces complex interactions among public and private organizations. How can they be engaged in meaningful dialogue around leadership issues? Can, or should, we assist them through these transitions?

Lessons Learned about Responsive Leadership Development (Panel)

Chair: Kathleen Allen, University of St. Thomas

Susan Vandiver, S. H. Cowell Foundation

Lise Maisano, S. H. Cowell Foundation

Deborah M. Meehan, The Leadership Learning Community

St. Helens

The S. H. Cowell Foundation, a northern California private foundation, has been working on building the capacity of organizations and communities to serve low-income children and their families by supporting and sustaining leaders. A panel will describe the foundation's efforts and the lessons learned.

Discussion on Assessing Leadership Program Impact: Survey Results from the Consortium of Universities (Panel)

Nance Lucas, Academy of Leadership, University of Maryland

Bruce Avolio, University of Nebraska

Alma Blount, Hart Leadership Program, Duke University

Don Clifton, The Gallup Organization

Vashon I

Join this discussion as colleagues from various leadership centers explore strategies to examine the impact that leadership programs have on student participants. Using the results from a 2001 leadership survey conducted by The Gallup Organization as a background, panelists and participants will discuss key questions including: What are the most important factors that influence college students' leadership development?



G.I.s to Millennials: Bridging Boundaries and Borders with Cross-generational Leadership (Workshop)

How to Incorporate Generational Differences into Leadership Development Programs

Paul M. Arsenault, West Chester University

Understanding and sensitivity to diversity in organizations are essential to effective leadership development programs. This workshop will demonstrate a proven method to integrate generational differences into leadership development programs.

Creating a Leadership Community for the Millennial Generation

Jan Lloyd, University of Central Florida

Michele Pannozzo, LEAD Scholars Program, University of Central Florida

Stacey Lazenby, LEAD Scholars Program, University of Central Florida

Leadership educators need to understand the characteristics of the newest students on campus, the Millennial Generation. Based on information by Strauss & Howe, this session will identify the seven generational attributes of this population. This session will also incorporate student development and student involvement theories and tie them into a two-day off-campus leadership retreat that was developed to begin connecting and building our newest leaders on campus.

What Makes Kids KICK! Generational Differences in Leadership

Fran Kick, Instruction & Design Concepts

How do kids today (a.k.a. the Millennial Generation) perceive and understand leadership? Born after 1980, kids today have a somewhat different and sometimes similar view about what it takes to make things happen in our world. Find out from them, via on-the-street-video interviews, what it means to take the lead!

Vashon II



Concurrent Session #6 10:30 a.m.—12 p.m.

Saturday

An Integrated Approach to Corporate Leadership Development, Personal Mastery, and Vision Creation (Workshop)

An Integrated Approach to Corporate Leadership Development

Michael Pergola, Wachovia Corporation, Charlotte, North Carolina

The presenter will discuss the processes and integrated approaches used to coach a senior management group in leadership development, personal mastery, and the creation of personal and organizational visions. Time will be spent engaging participants in brief demonstrations of several of the tools and techniques used.

The Organizational Change and Leadership Development Process: Handling Challenges, Brokering Success

Ellen Pruyne, Human Development and Psychology, Graduate School of Education, Harvard University

Based on her research in Wachovia Corporation as well as in a quasi-governmental financial institution and a nonprofit arts organization, the presenter will discuss what influences the success or failure of an organizational change and leadership development process.

Adams

Political Leadership: Contemporary Problems and Timeless Questions (Panel)

Kenneth P. Ruscio, Jepson School of Leadership Studies, University of Richmond

Nancy V. Baker, Department of Government, New Mexico State University

Michael A. Genovese, Institute for Leadership Studies, Loyola Marymount University

Michael Jackson, The University of Sydney, Australia

The complexity of international conflict and cooperation, heightened concerns for domestic security, and a host of other contemporary problems challenge political leaders in democratic societies. In this session, political scientists will address how these problems present new demands for political leadership even as they reflect timeless questions in the literature.

Cascade IA

Artistry of Leadership (Workshop)

Kevin Asbjörnson, Center for Creative Leadership, Colorado Springs

Artistry of Leadership (™) is a musical event and interactive leadership experience that integrates original, contemporary piano music with individual reflection to explore leadership as an art. In an interactive manner, this session explores the importance and use of multiple intelligences and talents as a tool for enhancing interpersonal effectiveness, creativity, visioning and insight.

Cascade II



Leadership in the Classroom: Strategies and Curriculum for Graduates and Undergraduates (Panel)

Action Research as Pedagogy in the Undergraduate Leadership Classroom

Daniel N. Huck, Marietta College

During the 2001-2002 academic year, the McDonough Leadership Program at Marietta College first incorporated action research elements into the curricula of three courses. These offerings were part of course sequences leading to the award of a minor or certificate in Leadership Studies. This paper discusses the results of that curricular undertaking.

Educating for Leadership

Jo-Anne Shibles, Santa Clara University

The Leavey School of Business has implemented an innovative four-year leadership competency curriculum for all business students. This workshop will share, in an experiential way, the key components, theoretical framework, and outcomes of this new curriculum.

Making the Case for Leadership Studies: 'Where's the Discipline?'

Betty Robinson, Lewiston-Auburn College, University of Southern Maine
Marvin Druker, Lewiston-Auburn College, University of Southern Maine

How should we respond to traditional academic concerns about interdisciplinary, non-traditional Leadership Studies programs? The presenters will describe their experiences shepherding a new Masters in Leadership Studies through the academic thicket.

Baker

Teaching Leadership Online: Pedagogical Issues and Strategies (Workshop)

Marie Cini, Academy of Leadership, University of Maryland
Michael Hackman, University of Colorado at Colorado Springs

Presented by two experienced online leadership educators, this session is intended for leadership educators who are currently teaching or who plan to teach leadership courses online. Pedagogical issues and teaching strategies will be highlighted.

Cascade IB

Leadership in Times of Crisis (Papers)

Elaine T. Cullen, National Institute for Occupational Safety and Health/CDC,
Spokane Research Lab
Albert Fein, Gonzaga University

This session will investigate how both formal and informal leaders respond during times of crisis. Two studies will be presented, one on shootings in schools and one on a major mine fire that killed all supervisors on site. Presenters will compare the two and discuss implications for leadership in modern-day crises.

Cascade IC

Leadership Development at Microsoft and Boeing: A Conversation (Panel)

Steve Boyd, MacDonald Boyd and Associates
 Peter West, Microsoft Corporation
 Carol Yamada, Boeing Leadership Center

Do you want to “get inside the heads” of individuals responsible for developing the next generation of leadership at two Northwest global companies, Microsoft and Boeing? After a brief opening set of questions and remarks, presenters will answer questions and dialogue with audience members.

Olympic

Evaluating Leadership Development Programs: Deepening Our Knowledge and Expanding Our Approaches (Panel)

A Scan of Leadership Development Program Impact Evaluations: Key Findings and Challenges
 Claire Reinelt, Development Guild/DDI
 Craig Russon, W.K. Kellogg Foundation

Using a Collaborative Evaluation Approach to Deepen Learning about the Impact of a Violence Prevention Leadership Program

Deborah Meehan, Leadership Learning Community
 Georgia Sorenson, Jepson School of Leadership, University of Richmond and Academy of Leadership, University of Maryland

This session includes presentations on two projects: (1) a research project report that looks at how 50 leadership development programs are evaluating, capturing, and documenting the outcomes and impacts of their programs; and (2) an in-depth case study of an innovative evaluation approach developed by the Leadership Learning Community for the California Wellness Foundation’s Violence Prevention Initiative Leadership Program. Participants will have time to discuss their own evaluation challenges.

St. Helens

Discovering the Leader Within (Workshop)

Katherine Tyler Scott, Trustee Leadership Development
 Sallie Suby-Long, Trustee Leadership Development

The process of inner work helps leaders focus on deeper questions about their calling and desire for service. Who am I? Why am I here? What am I called to do? Whom will I serve? This workshop will introduce participants to ten practices and habits that engage leaders in a process of self-assessment and personal discovery.

Vashon II

The Next New Thing: What Will Be “State-of-the-Art” in 2003? (Workshop)

Adam J. Goodman, Kalos Strategy Group

Leadership coaches and consultants often work by themselves or in small teams, making it difficult to identify broad, emerging client needs and effective training and development responses to those needs. This discussion will provide the opportunity for today’s experts to mull over what tomorrow’s needs may be.

Vashon I





Concurrent Session #7 2 p.m.—3:30 p.m.

Saturday

Examinations of Secondary School Leadership Curricula (Papers)

Comparison of Leadership Development Priorities in Business, Marketing, and Finance Education in Public School Systems

James L. Morrison, University of Delaware

Titi Oladunjoye, Albany State University, Albany, Georgia

Do faculty in global business, marketing, and finance education in K-12 public school systems perceive leadership training as a priority? While programs in Leadership Studies are emerging at the collegiate level, is there a role for similar leadership training at the secondary level? A look at these key questions.

Incorporating Leadership into the Secondary School Curriculum with Standardized Requirements: What Has Been Developed?

Thomas J. Shields, Jepson School of Leadership Studies, University of Richmond

Secondary school systems have struggled to incorporate state and federal standardized requirements. The teacher's ability to utilize curricula outside the requirements has been curtailed. Have different states proposed leadership development curriculums that can be infused into the secondary standardized requirements? If so, what do these leadership development curricula focus on, and how might they be improved?

Secondary School Leadership Curricula: Where Are We Today?

Michael W. Pardee, Suffield Academy, Suffield, CT

This session will highlight some of the newest trends and leadership development programs being offered in schools. What kind of leadership instruction is actually taking place in high school classrooms? And how might this educational niche be better connected with college leadership curricula and/or non-academic youth leadership development programs?

Baker

Integral Leadership: Pith and Vinegar for Fun and Profit (Workshop)

Steve Boyd, MacDonald Boyd Associates

John Forman, Integral Development Associates

Paul Landraitis, Integral Development Associates

Join a world-wide, cross-disciplinary community engaged in building and using a new integral "meta-method" incorporating the core concepts of Robert Kegan (*In Over Our Heads and How the Way We Talk Can Change the Way We Work*), Don Beck (*Spiral Dynamics*) and Ken Wilber (*A Theory of Everything*). Participants will get an experiential introduction to a way of "viewing and doing" leadership that will amplify strengths and point out what else needs to be done.

Cascade IA

Creating the Narratives of Peace-Leadership Development in Northern Ireland (Workshop)

Paul Costello, The Young Leaders Program

Quinton Mayne, Princeton

Ciara Leonard, Northern Ireland Technology and Development Center

How does one prepare a new generation of leaders committed to peace in a country racked by violence? The Washington Young Leaders program has been developing “partners for peace” among the rising generation of Protestant and Catholic college students (18-25) in Northern Ireland for seven years and, along the way, discovering innovative ways to create a new story and build an audience via the Web for new possibilities of collaborative action.

Cascade IB

Terrorism in a Leadership Curriculum (Panel)

Richard A. Couto, Antioch University

Ryan Babiuch, Jepson School of Leadership Studies, University of Richmond

Maureen Kiley, Jepson School of Leadership Studies, University of Richmond

This panel addresses pedagogies for teaching about the relationship of terror and political leadership. Three presentations, all of which come from a Jepson School seminar on political leadership, will explain terrorism in a model of political leadership, apply this model to the political leadership of Nelson Mandela, and utilize systems analysis to model terrorism and counter-terrorist strategies.

Cascade IC

Building the Creative Talents of Leaders (Workshop)

Lynne C. Levesque, Harvard Business School

Organizational challenges and national crises increasingly demand creative responses and solutions from leaders. This interactive session will explore a breakthrough approach to developing these capabilities. Using a research-based model, we will experience eight different talents and learn techniques to tap into these talents and build more creative capacity in leaders.

Adams

Future Leaders for Reproductive Health: Approaches and Experiences within Developing Countries (Panel)

Chair: Don Lauro, The David and Lucile Packard Foundation

Timothy Gandaho, Visionary Leadership Program, Partners in Population and Development

Jeanette Kesselman, Leadership Development Mechanism, the Institute for International Education

Stephen Gloyd, Department of Health Services, University of Washington

Robert Plotnick, Population Leadership Program and Evans School of Public Affairs, University of Washington

Robert Minnis, International Health Programs, Public Health Institute

Implementing the Cairo agenda for improving reproductive health and women’s status requires strong leaders. To meet this need, the David and Lucile Packard Foundation funds organizations to strengthen and support future leaders in developing countries. This panel provides an overview of the strategy and presentations on four programs.

St. Helens



Community Leadership from the Ground Up: Perspectives from 'Leadership for a Changing World' Awardees (Panel)

Laura Chambers, Advocacy Institute, Washington, DC
 Rufino Dominguez, Centro Binacional para el Desarrollo Indigena Oaxaqueno, Inc., Fresno, CA
 Dianne Bady, Ohio Valley Environmental Coalition, Huntington, WV
 Dale Asis, Coalition of African, Asian, European, and Latino Immigrants of Illinois, Chicago, IL
 Betsy Lieberman, AIDS Housing of Washington, Seattle, WA

Today's community leaders are fighting tough social problems. This session will focus on perspectives from four community leaders, awardees from the national leadership recognition program, "Leadership for a Changing World." Panelists will describe and discuss the current challenges and opportunities associated with leadership.

Vashon I

Reflective Practices for Leaders (Workshop)

Fran Fisher, Academy for Coach Training, Bellevue, WA
 Judy Brown, School of Public Affairs and Academy of Leadership, University of Maryland;
 author, consultant and educator
 Duncan Hollomon, leadership coach, writer and organizational development consultant

Leaders often face the challenge of getting blown off course by a sudden squall, losing their ability to navigate because they are at the mercy of the strong winds of external circumstances or their own emotions. Reflective practices, tuning into interior awareness, allows a means by which the leader can become regrounded in a dependable reality, unbuffeted by the harsh weather. It is only from such a place that conscious choices can be made. An engaging opportunity for participants to access their own wisdom and deepen their leadership development.

Vashon II

The Question of Accreditation: Are We Ready? (Roundtable)

Cynthia L. Tomovic, Organizational Leadership and Supervision, Purdue University

As programs and academic departments of leadership mature, institutions are asking them to either self-conduct or undergo an external review. This discussion will explore ideas, experiences and questions on the topic of program accreditation. Does an appropriate accrediting body exist, or is it time to create one? What would the accreditation process look like?

Cascade II

Riptide Leadership: Optimizing Energy to Create Sustainable Change (Papers)

Kathleen E. Allen, University of St. Thomas and Allen and Associates
 William Mease, Mease and Trudeau, inc.

This session contrasts riptide leadership, leadership that leverages the energy and power already in the system, with "canal thinking", an approach to change that is disconnected from the energy in a system. Many organizational change theories are built on "canal thinking", creating solutions and strategies that are unsustainable without extraordinary maintenance. Riptide leadership offers an emergent theory of change that will alter your thinking and behavior as a change agent.

Olympic

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