ila

International Leadership Association

SHAPING THE FUTURE THROUGH LEADERSHIP:
NEW FORMS, NEW FACES, NEW PLACES

2003

5th Annual Conference

November 6-8, 2003
Presidente Inter-Continental Hotel
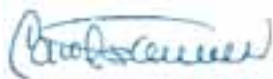Guadalajara, Jalisco, Mexico

WELCOME!

On behalf of the local planning committee, the ILA board, Global Learning Community (GLC) conveners and staff, it is our pleasure to welcome you to Guadalajara for ILA's fifth annual conference, Shaping the Future Through Leadership: New Forms, New Faces, New Places. We have spent the past eighteen months working together to organize a high quality program that will hopefully exceed your expectations so you will return home enriched, energized and enthusiastic about your work in this important field of leadership and about the ILA.

In organizing this conference, ILA partnered with many people and institutions in Mexico that embody the conference theme everyday through their words and deeds. Throughout Mexico people are exploring new forms of leadership, leadership based on Mexican traditions, Mexican modernity and global realities. Various sectors - including business, education, public service - are working together to develop the next generation of leadership, the new faces. And, as you will learn, our university partners have exchange programs that introduce students and faculty to new places to develop leaders with a global perspective.

At these conferences and in our work, the ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide. Like the Mexican culture, ILA works to combine the old with the new, the tested with the innovative, and the theory with the practice, to develop leadership that can meet today's challenges.

As you review the agenda, you may feel challenged by the number of choices you have. We encourage you to immerse yourself in the conference - to take advantage of every opportunity to learn about, discuss, explore and experience new forms, new faces and new places - and to save time to explore this wonderful city and gain a better understanding of Mexico.

Thank you.

Carol P. Fimmen
2003 Conference Chair

Cynthia Cherrey
ILA Executive Director

¡Bienvenidos!

En nombre del comité organizador de la junta directiva de ILA, de los miembros del GLC y de todo el personal, es un placer darle labienvenida a Guadalajara y a la quinta conferencia anual titulada: Shaping the Future Through Leadership: New Forms, New Faces, New Places. En los ultimo dieciocho meses hemos trabajado en concierto para organizar un programa de la más alta calidad con la esperanza de exceder sus expectativas. Estamos seguros que regresará a su país lleno de entusiasmo y conocimientos sobre sutrabajo en esta importante especialidad de liderazgo y sobre la ILA.

Con el fin de organizar esta conferencia, ILA se ha asociado con muchas personas e instituciones en México que viven diariamente los temas de la conferencia con sus palabras y en sus hechos. A través de todo el país los mexicanos están explorando nuevas formas de liderazgo basadas en las tradiciones mexicanas, en el México moderno y en la realidad global. Varios sectores incluyendo negocios, educación y servicios públicos están trabajando en conjunto para moldear la nueva generación de líderes. Como se dará cuenta, nuestros compañeros en las universidades han elaborado programas de intercambio que introducen a los estudiantes y a los profesores a nuevos sitios para la formación de líderes con una perspectiva global.

Así como en estas conferencias y en nuestro trabajo, ILA busca proveer a los individuos con un conocimiento más profundo acerca del liderazgo para el beneficio propio y el de sus comunidades alrededor del mundo. Al igual que la cultura mexicana, IIA trata de combinar el pasado con el presente, lo sometido a la prueba con lo novedoso, y la teoría con lo práctica, para la formación de líderes capaces de triunfar sobre los retos de hoy en día.

Al revisar el horario, observará el reto que le presentamos por el gran número de opciones que tiene a su disposición. Por eso le invitamos a que se sumerja en la conferencia aprovechando la oportunidad que tiene para aprender y conocer, discutir, explorar y experimentar nuevas formas, personas y lugares. Ademas, de darse tiempo para conocer esta maravillosa ciudad y adquirir una major comprensión de lo que es México.

Muchas gracias.

Carol P. Fimmen
2003 Conference Chair

Cynthia Cherrey
ILA Executive Director

SPONSORS

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Universidad Autónoma de Guadalajara

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Academy of Leadership, University of Maryland

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Leadership Programs at the University of La Verne

MA in Organizational Leadership and Ph.D. in Leadership Studies, Gonzaga University

McDonough Center for Leadership and Business, Marietta College

Regis University

21st Century Leadership Center, St. Mary's University

Local Planning Committee

- **Luis Felipe Nuño Ramírez and Ma. Fernanda Rodríguez Ibarra,** Oficina de Visitantes y Convenciones de Guadalajara
- **Miguel Angel Montoya Bayardo, Jorge Enrique Franco López and Oscar Valenzuela Sahagún,** TEC de Monterrey Campus Guadalajara
- **José Luis Arreguín Romero,** Universidad Autónama de Guadalajara
- **Franco Antonio Osuna Garcon, Rafael Hernández Cázares and Sergio A. García,** Universidad Panamericana
- **Ramiro Gaxiloa,** US/Mexico Sister States Committee
- **Carol P. Fimmen,** Western Illinois University
- **Dennis Roberts,** Miami University, Ohio

Agenda Overview

Wednesday, November 5

| 9:00 AM - 5:00 PM | ILA Board of Directors meeting | Orion |

Thursday, November 6

Poster sessions (see pages 10-12) will be on display through Saturday afternoon.

| 8:00 AM - 6:00 PM | **ILA Registration and Information Desk** | Aztec Lobby |

| 9:00 AM | **Buses leave hotel for pre-conference sessions** | Lower Lobby |

| 9:00 AM - 2:30 PM | **Off-site Pre-Conference sessions,** see page 6 for details |

| 12:00 PM - 6:00 PM | **Leadership Book Fair, digix Internet Café** | Acuario |

| 4:00 PM- 5:00 PM | **ILA New Member Orientation - open to all** | Pegasus |

| 5:00 PM- 5:45 PM | **Ballet Teocalli Performance** | Bellatrix |

Sponsored by the Municipality of Zapapon

| 6:00 PM - 7:30 PM | **Conference Opening** | Bellatrix |

Shelly Wilsey, ILA Associate Director
Carol Fimmen, 2003 Conference Chair

Ceremonial Welcome
Macedonio Tamez, Mayor of Zapapon

Keynote - Leadership for the Common Good in Troubled Times
Arjan Overwater, Chairman, Unilver of Russia and Ukraine
Sponsored by Universidad Autónama de Guadalajara

Interactive Program: Global Learning Through Dialogue
Gill Robinson Hickman, ILA Board Member and
Cynthia Cherrey, ILA Executive Director

| 7:30 PM - 8:30 PM | **Welcome Reception** | Grand Salon Lynx |

Sponsored by Universidad Panamericana

AGENDA OVERVIEW

FRIDAY, NOVEMBER 7

Poster sessions (see pages 10-12) will be on display through Saturday afternoon.

8:00 AM - 6:00 PM	**ILA Registration and Information Desk**	Aztec Lobby
8:00 AM - 6:00 PM	**Leadership Book Fair and digix Internet Café**	Acuario
7:30 AM - 9:00 AM	**Continental Breakfast**	Bellatrix
7:30 AM - 8:00 AM	**Overview of the Global Learning Communities**	Bellatrix

8:00 AM - 9:00 AM   **GLC networking meetings** (Pickup breakfast in Bellatrix)
(Refer to pages 8-9 for more information about each GLC.)

Applied	Centaurus
Business	Lynx
Education	Antares
Public Service	Scorpio
Scholarship	Pegasus

9:00 AM - 10:15 AM   **Keynote - Leadership: Bridging the Divide(s)**   Bellatrix
Luz Lajous Vargas, President of the Board, Promujer-Mexico
Sponsored by Harry T. Wilks Leadership Institute, Miami University

10:30 AM - 12:00 PM	**Concurrent Session 1** (Refer to pages 13-15)
12:00 PM - 12:20 PM	**Refreshment Break**
12:30 PM - 2:00 PM	**Concurrent Session 2** (Refer to pages 16-21)
2:00 PM - 3:30 PM	**Lunch and Optional Topical Interest Discussions**
3:45 PM - 5:15 PM	**Concurrent Session 3** (Refer to pages 22-27)

5:45 PM - 6:15 PM   **Buses leave for Palacio Reception**   Lower Lobby

6:30 PM - 8:30 PM   **Reception at Palacio - Open to Everyone!**
Sponsored by Fernando Garza Martinez, Mayor of Guadalajara and
The Office of Visitors and Conventions of Guadalajara

Agenda Overview

Saturday, November 8

Poster sessions (see pages 10-12) will be on display through Saturday afternoon.

7:30 AM - 6:00 PM	**ILA Registration and Information Desk**	Acuario
	Leadership Book Fair and digix Internet Café	
7:30 AM - 9:00 AM	**Continental Breakfast**	Bellatrix
7:30 AM - 9:00 AM	**Global Learning Community meetings** (Pickup breakfast in Bellatrix)	
	Applied	Centaurus
	Business	Lynx
	Education	Antares
	Public Service	Scorpio
	Scholarship	Pegasus
9:00 AM - 10:15 AM	**Keynote - The Ethical Challenges of Leadership**	Bellatrix
	Joanne Ciulla, Coston Family Chair in Leadership and Ethics, Jepson School of Leadership Studies	
10:30 AM - 12:00 PM	**Concurrent Session 4** (Refer to pages 28-33)	
12:00 PM - 12:20 PM	**Refreshment Break**	Bellatrix
12:30 PM - 1:30 PM	**Keynote - Leadership and Sustainable Development: New Forms, New Faces, New Places**	Bellatrix
	Isabelle Bleas, Senior Private Sector Development Specialist, World Bank Institute	
1:30 PM - 3:00 PM	**Lunch**	Bellatrix
3:15 PM - 4:15 PM	**Concurrent Session 5** (Refer to pages 34-37)	
4:30 PM - 5:00 PM	**Conference Closing**	Bellatrix II
	Presentation of ILA Distinguished Service Award to Larraine Matusak	
5:00 PM - 6:30 PM	**Closing Reception**	Bellatrix I
	Sponsored by Antioch University, Ph.D. in Leadership and Change and the National Leadership Institute, UMUC	
7:00 PM	**Buses leave hotel for optional dinner at Santo Coyote**	Lower Lobby
7:30 PM - 9:30 PM	**Optional dinner at Santa Coyote**	Ticket required

Sunday, November 9

9:00 AM - 3:00 PM	**Folkdance Ballet and Tour of Guadalajara**	Ticket required

KEYNOTE SPEAKERS

Arjan Overwater
Chairman, Unilever of Russia and Ukraine. Overwater focuses on building new leadership competencies and initiatives. He previously held international level positions at Shell and Coca-Cola.

Joanne Ciulla,
Coston Family Chair in Leadership and Ethics, Jepson School of Leadership Studies. Ciulla has held the UNESCO Chair in Leadership Studies and academic appointments at La Salle University, the Harvard Business School, The Wharton School, and Oxford University. She lectures and consults world-wide on ethics and leadership for government agencies, corporations and universities. Her most recent book is *The Ethics of Leadership.*

Luz Lajous Vargas
President of the Board, Promujer-Mexico. Lajous works both locally and globally on issues of concern to women and families. She served in the Mexican House of Representatives and the Senate and is the immediate past president of the International Women's Forum. Previously, Lajous was a Partner of Russell Reynolds Associates, Inc, a global executive recruiting firm.

Isabelle Bleas
Senior Private Sector Development Specialist at the World Bank Institute. Bleas focuses on the development and delivery of infrastructure services in developing countries, looking more particularly at poverty and governance issues.

PRE-CONFERENCE SESSIONS

Leadership Education: Many Nations, Many Approaches
Session host, Tecnológico de Monterrey, a private university system with 33 campuses in Mexico will present a case study of their academic and extra-academic programs for the development of leadership skills. A second panel will present a comparative analysis of leadership education around the world.

Business Leadership in Mexico: A Critical Analysis
Session host, Universidad Panamericana will present a case study analysis of major leadership challenges faced by business leaders in Mexico, with a focus on leadership development activities in their businesses, followed by an exploration of cross-cultural business leadership from a global perspective.

Public Service Leadership: Mexican Perspectives
Hosted by the State Government of Jalisco, state leaders will provide an overview of the state legislative system and briefings on their leadership experiences and priorities. A guided tour of the historic capitol area will follow.

INTERNATIONAL LEADERSHIP ASSOCIATION MISSION

The International Leadership Association (ILA) is a global network for all those who practice, study and teach leadership. The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

Our Commitment

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

At these conferences and in our work, ILA strives to:
- Strengthen ties between those who study and those who practice leadership;
- Serve as a forum where people can share ideas, research and practices about leadership;
- Foster effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and
- Generate and disseminate interdisciplinary research and develop new knowledge and practices.

Strategic Action Plan

Recently mailed to all members, the ILA Strategic Plan identifies four dynamic initiatives to enable the ILA to progress over the next five years to a position of international prominence in the scholarship and practice of leadership. You are encouraged to help bring ILA's mission and vision to life by becoming involved in one or more of the following strategic initiatives:

1. **Strategic Initiative to create and communicate quality leadership knowledge**
2. **Strategic initiative to recruit and maintain a rich diversity of ILA members**
3. **Strategic initiative to develop and implement a marketing and branding plan**
4. **Strategic initiative to create and sustain partnerships**

Getting Involved

As a young and growing association, the ILA relies on the participation of its members. There are many ways that you can participate in the association, whether you have fifteen minutes or fifteen hours.

Please contact one of the ILA staff members for more information or to get involved:

Cynthia Cherrey, Executive Director
Shelly Wilsey, Associate Director
Debra DeRuyver, Acting Membership Services Coordinator
Rajeev Tuladhar, Student Associate

Each Global Learning Community (GLC) provides an opportunity for you to find and connect with colleagues who have similar interests in leadership. GLCs facilitate networking, collective learning, problem solving, and the exchange of ideas and resources. In addition, the GLCs assist with the development of the annual conferences by recruiting leaders in their field to submit session proposals; organizing a peer review process to review and select conference sessions; and advising the conference program team.

You are encouraged to become involved in one or more GLCs. During this conference, GLCs meetings are scheduled over breakfast. Brief descriptions and the names of the co-conveners of each GLC follow.

THE GLOBAL LEARNING COMMUNITY FOR APPLIED LEADERSHIP

focuses on best practices, new ideas, and the integration and application of leadership theory and practice in the public and private sectors. Members include consultants, trainers, program directors, and other reflective practitioners committed to supporting and improving leadership development.

Katherine Tyler Scott, President, Trustee Leadership Development, Inc.
Carol Woltring, Executive Director, Center for Health Leadership & Practice, Public Health Institute

THE GLOBAL LEARNING COMMUNITY FOR BUSINESS

focuses on the exchange of ideas, trends, questions and experiences related to leadership issues facing business leaders, especially international business leadership issues in the globalized business environment. Members include business owners, directors and managers, as well as deans, professors, scholars and students from business and related departments.

Michael Jackson, Professor & Associate Dean, Faculty of Economics and Business, University of Sydney
Raymond P. Rood, President, Human Technologies International

THE GLOBAL LEARNING COMMUNITY FOR EDUCATION

promotes the sharing of ideas, programs, and curricula among leadership educators committed to the development of leadership capacity in school systems, colleges and communities. Members include university and secondary school educators, administrators, program directors, consultants, trainers, coaches, scholars and students.

Nancy S. Huber, Director, Leadership Learning Lab, University of Arizona
Laurie Schnarr, Assistant Director, Student Life, Student Life & Career Services, University of Guelph

THE GLOBAL LEARNING COMMUNITY FOR PUBLIC SERVICE

promotes leadership development for public officials, policy makers and others in public service. It encourages the application of leadership principles to the decisions and policies by the public service sectors. Members include elected and appointed public officials, NGO/non-profit leadership, and scholars, educators and students from political science and related disciplines.

Myrna L. Bair, Director, Women's Leadership Development Program, University of Delaware; Former Delaware State Senator
Tim Delaney, Founder, The Center for Leadership, Ethics & Public Service; Former Arizona Assistant Attorney General

THE GLOBAL LEARNING COMMUNITY FOR SCHOLARSHIP

provides a forum for scholars, students and practitioners from all disciplines and fields to interact and mutually further our understanding of leadership, and to disseminate the results of leadership scholarship. Members include all those interested in leadership scholarship and research.

Ron Riggio, Director, Kravis Leadership Institute, Claremont McKenna College
Terry L. Price, Professor, Jepson School of Leadership Studies, University of Richmond

THE INTER-GROUP LEARNING COMMUNITY (I-GLC)

will convene representatives from the different Global Learning Communities to tackle issues and integrate their perspectives in practice. The I-GLC convener serves as a resource for the GLCs and is the GLC liaison to the board.

Dennis C. Roberts, Associate Vice President for Student Affairs, Miami University of Ohio

SESSION SELECTIONS

Each session was reviewed and accepted by one or more GLC; an icon indicates which GLC/s accepted each session. While all sessions are open to everyone (as long as there is seat available!), the icons are provided as a guide to help you make your selections.

To further aide your selection process, in addition to descriptions of each session, you will notice that the program also lists the format of the session.

Panel Discussion: Presentations by several people with contrasting or complementary points of view, followed by a discussion.

Paper Presentations: Presentations of written products documenting research, presenting theories, or arguing a particular point of view.

Roundtables: After a brief presentation on the topic, the moderator will facilitate a group discussion.

Workshops: Interactive sessions focused on demonstrations or applications with at least one third of the session reserved for audience participation.

Poster Sessions: Visual displays of a program, paper, or project set up for viewing throughout the conference.

Studying Leadership Through the Lives of Famous Leaders

Karen Christensen and David Levinson, Berkshire Publishing Group

This poster will provide a research model for the effective use of the upcoming Encyclopedia of Leadership's 125 biographical profiles of famous leaders as a knowledge base to inform our understanding of leadership. This knowledge will be useful to scholars who study leaders and leadership, practitioners who seek to apply knowledge, and those who teach leadership.

A Millennial Mandate for Seamless Leadership Education Across the University

Grace P. Barnes, Azusa Pacific University

This poster will address ways that universities can embrace this imperative and truly make an impact on leadership education needs of its various constituencies.

A Model Program at the University of New Orleans

Pat T. Evans and Denise Strong, University of New Orleans

This poster will focus on the development of a model program consisting of a continuum of Nonprofit Leadership Educational offerings informed by the work and experience of local nonprofit practitioners that connects "knowing and doing" in the classroom by using team-teaching, field projects, and community-based insight.

Bridging the Gap: Removing the Dissonance Between Those Who Teach and Those Who Practice Leadership

Michele L. Summers, Purdue University

The classroom is sometimes perceived as the "ivory tower" - a world in which the right book answers problems faced by hypothetical leaders with little relation to the so-called real world of leadership. This poster addresses ways that those charged with developing and delivering leadership training programs can find that link connecting theory with practice.

Bring Your Whole Self to Work

Ashley E. Robertson, Peace College

Employee interest groups are vehicles for employees to learn and share activities related to personal interests that may or may not be related to their jobs. This poster demonstrates how interest and learning groups help individuals "bring their whole selves to work" and still be productive employees for the organization.

Community Leadership and Social Capital

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

How can informal leadership arise to help a community in crisis? This poster presents a case study of a community confronting the challenge of rapid immigration with a focus on how social capital supported an upsurge of informal leadership to defuse a potential community crisis.

Envisioning Racial Fairness: Connecting the Campus with the Greater Cleveland Community

Tiffany L. Keller and Sandra Peart, Baldwin-Wallace College

This poster details an innovative, interdisciplinary course that focuses on racism and how it impacts the distribution of income, education, homelessness, health care, environmental justice, and the judicial system. Students, in conjunction with a local artist, the Racial Fairness Project, and community members, constructed a mural entitled "Envisioning Racial Fairness".

Exploring Mentoring: Key Skills and Lessons Learned

Carol L. Woltring, Center for Health Leadership & Practice, Public Health Institute

This poster casts mentoring within a human potential and organizational development framework. It describes key mentoring skills and outcomes for mentors and protégés, and lessons learned designing and managing a formal mentoring program, integrating mentoring and coaching skills into leadership development programs, and providing skills-based mentoring workshops.

Grassroots Leadership: A New Model for Community Building

Marta Elva Stuart and Juanita O'Campo Waits, University of Arizona Cooperative Extension

Positive community change comes about through the involvement and commitment of people who live in their communities. This poster session will introduce the University of Arizona ACT leadership program, a research-based curriculum of current practices and theories designed to build the capacity of grassroots leaders. The curriculum is available in English and Spanish.

New Forms, New Faces: A Mentoring Program for Students from Elementary School Through College

Cheryl L. Smitter, Oak Park Elementary School

This poster describes outcomes and insights from a thirteen-year collaborative effort involving mentoring to improve leadership opportunities for at-risk elementary and high school students.

Undergraduate Leadership Development in a Management Program

Lorne M. Williams, University of Lethbridge

In fostering effective and ethical leadership practices, it is important for educators to facilitate learning and discussion of leadership with students. This presentation shows how leadership was integrated into the curriculum at a small Canadian campus concentrating on management studies. The thesis overview outlines how specific courses were augmented quickly and effectively.

Storytelling: Leadership in Disguise

Meghan E. Beeler, Peace College

Stories are powerful learning tools that exist in our day to day lives through conversation, literature, movies, and song. However, very rarely do they make the transition to the professional world. By learning to use stories in the work place, the business community will find a new, innovative way to empower both clients and employees.

The Duke of Dark Corners: Measure for Measure as a Machiavellian Comedy

Michael Harvey, Washington College

Shakespeare's Measure for Measure poses a problem: how to reform a city when you are the very ruler who has let its public morals weaken?

This poster explores how Duke Vincentio, ruler of Vienna, practiced a Machiavellian style of leadership to restore his city to health.

Using Student Digital Portfolios in Undergraduate Leadership Programs: Marietta College's Experiment in Shared Assessment Between Instructor and Students

Daniel N. Huck, Jane Ankrom and Julie Donant, Marietta College

A review and analysis of Marietta College's implementation of digital portfolios for use in individualized assessments by students and instructors in the Leadership program. This poster will review how to establish such a program, the successes and failures of the program to date, and the outcomes from the project.

Values-Led Leadership Development in Higher Education Through Narrative

Sheila Danko and Jason Meneely, Cornell University

This poster explores how narrative method (storytelling) may be used in higher education to nurture whole person development, thereby delivering professionals better equipped emotionally and intellectually to handle change and assume leadership within their profession. Classroom examples of narrative method are used to illustrate issues of self-awareness and social-awareness.

The Code of Leadership

Lorne Williams, University of Lethbridge

This poster discusses a new model for analyzing leadership, a model that integrates concepts of Yin/Yang and the eight trigrams of the I Ching. The CODE of leadership looks at Conceptual integration, Operational guidelines, Dialectic methods and Evolutionary paths in constructing a dynamic leadership framework.

On Leadership's Shared Meanings: Models of Narcissism and Consciousness Models

David Fischman, Universidad Peruana de Ciencias Aplicadas (UPC)

The models of leadership strongly agree on the importance of shared meanings to define what is recognized or not as leadership in an organizational context. Starting with the results of research on how people represent the narcissistic behavior of leaders at the office, this poster will provide information on how narcissism impacts on constituents' satisfaction and leaders' success in the organization.

Leadership: A Tool for Achieving Excellence in Public Health (Panel Discussion) Antares

Chair: Roberto Tapia-Conyer

Leadership in Public Health Programs

Roberto Tapia-Conyer, Mexican Ministry of Health

Leadership and Enhancement of the National Epidemiologic Surveillance System

Pablo Kuri-Morales, Mexican Ministry of Health

Walking Towards Excellence: A Measurement of Leadership

Oscar Velazquez-Monroy, Mexican Ministry of Health

Building Leaders Through Leadership

Silvia Roldán, Mexican Ministry of Health

This session will explore aspects of concrete application of leadership skills in the development of public health initiatives in Mexico. The participants will present an overview of their experience in the operational aspects of different public health programs, which have required, as a key component, leadership, both individual and institutional.

Perspectives on Leadership Development Programs South of Mexico (Panel Discussion) Aries

Joanne Ciulla, Jepson School of Leadership Studies, University of Richmond
Christine Wanjiru Gichure, Kenyatta University
Ruth Capriles, Universidad Catolica Andres Bello

Presenters will describe leadership development programs in Kenya, South Africa, and Venezuela, focusing on the challenges they have faced and the practices that have worked or failed in their experiences. The audience will be invited to share their own experiences. One aim of the session is to create a network of best practices and possible collaboration between leadership programs in different countries.

Dissertation Research Workshop (Workshop) Casiopea

Tony 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 some different perspectives, or simply affirm your progress.

Multi-dimensional Leadership Education: Emerging Forms of Boundary-Spanning and Integration (Panel Discussion) Centaurus

David A. Cowan, Miami University
Judy L. Rogers, Miami University
Denny Roberts, Miami University

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

This panel will examine the development of multi-dimensional leadership capabilities across three levels of one university. The purpose is not only to advance understanding of myriad dimensions of leadership in the 21st century, but also to explore emerging educational possibilities for boundary-spanning and integration across courses, programs, and co-curricular activities.

Global Leadership Effectiveness: From the Halls of Academia to the Corporate Front (Panel Discussion) Gemini

Chair: Lisa D. Kreeger, Antioch University and IBM
Mary Sully de Luque, Thunderbird, The American Graduate School of International Management and the GLOBE Project
Annaleena Parhankangas, Helsinki University of Technology, Institute of Strategy and International Business

This panel brings together scholars and practitioners from Finland and the U.S. focused on leadership effectiveness in multi-national/cultural settings and on the leadership experience of researchers bridging academic and corporate settings. Panelists will discuss findings of the GLOBE (Global Leadership in Organizational Behavior Effectiveness) study, a Finnish study of governance and its relation to luck and chance, and contrasting experiential themes and challenges of academic/corporate research relationships.

Navigating Organizational Change: Finding the Path During Turbulent Times (Workshop) Hydra

Charles A. Foster, New Vision Consulting

The human side of change can be the most challenging aspect most leaders will face. Concrete, adaptive and spontaneous elements can be used to minimize disruption and stay the course. Through presentation and activities, participants will explore and start an action plan for the journey of transition that accompanies organizational change.

Broadening the Bounds: Youth Leadership Through Civic Engagement - Strategies for Success (Workshop) Lynx

Alison C. Bourque, Innovation Center for Community and Youth Development
Wendy Wheeler, Innovation Center for Community and Youth Development

All leadership development programs are not created equal. Programs with innovative approaches to civic engagement and activism can be extremely successful in helping young people from non-traditional backgrounds make their voices heard. Learn strategies, hear success stories, and share in new findings and tools from the Youth Leadership for Development Initiative.

Consulting Leaders: The Skills of the Facilitator/Coach (Workshop) Orion

Ted Baartmans, The Presentation Group
Jeffrey Beeson, The Entheos Group

This workshop addresses the skills a consultant requires to effectively deal with leadership issues on an individual coaching basis or in a team setting. It will draw on the facilitators' experience of training leaders in their development. Examples will be given of politicians and CEO's in international organizations. Interactive experiences provide the basis to explore and learn about the skills of facilitators/coaches in various leadership settings.

The American Presidency in a Post 9/11-Post Iraq War World: Historical, Constitutional, and Institutional Perspectives (Panel Discussion) Pegasus

Chair: Kenneth P. Ruscio, Jepson School of Leadership Studies, University of Richmond
Michael A. Genovese, Loyola Marymount University
Gary L. McDowell, Jepson School of Leadership Studies, University of Richmond
Nancy Baker, New Mexico State University
Tim H. Blessing, Alvernia College

In the study of political leadership, formal power, context, and the effectiveness of the individual are intersecting variables. This panel will assess the efficacy and the legitimacy of the recent use of presidential power within the contexts of the American constitutional system and in the international arena. It will review the Bush Presidency with a focus on the lessons for democratic leadership within a constitutional system.

International Deaf Partnerships:
A Leadership Model for the 21st Century (Panel Discussion) Perseus

Cristina Berdichevsky, Gallaudet University
Tashi Bradford, Gallaudet University
Elvia Guillermo, Gallaudet University
Allan Fernandez, ANASCOR (Costa Rican Deaf Association)

The presenters will describe a deafness enhanced participative leadership model that promotes a shared agenda of self-empowerment and leadership in action through deaf peer mentoring. The mentoring occurs via exchanges and service learning opportunities within the American, Costa Rican and Mexican deaf communities.

Origins of Leadership (Paper Presentations) Scorpio

Chair: Miriam Grace, Antioch University Ph.D. Program in Leadership and Change
Richard Couto, Antioch Ph.D. Program in Leadership and Change
Dorothy Gordon, Urbana City Schools
Leon F. Rowland, Banner Cross Leadership Development Consultants

This panel will probe origins of leadership by exploring the earliest reflections of leadership in the sacred texts of the world's religions; how one ancient leader used sacred texts as a curriculum for change; how the etymology of the words "lead," "leader," and "leadership" provide a historical context for leadership studies; and how leadership origins can be understood through early childhood development research.

Creating Leadership Networks Across Diverse Communities (Workshop) Antares

Chair: Surita Sandosham, Rockefeller Foundation
Joseph Youngblood II, John S. Watson Institute for Public Policy
JoAnn K. Chase, Chase Group
Diana MTK Autin, Statewide Parent Advocacy Network
Mark Winston Griffith, Central Brooklyn Partnership

The presenters will provide a brief overview of the Next Generation Leadership (NGL) program's collaborative framework model, which involves cutting-edge thinking about group collaborative projects based on the experiences and lessons learned from NGL Fellows. Participants will then work in small groups to discuss their own models and designs for collaborations, and to develop frameworks to create culturally competent, contextually unique models for collaborations between international communities.

Leadership Learning through Story: The Use of Personal Narratives (Workshop) Aries

Susan L. Lavezzoli, Population Leadership Program
Gail Rae, Population Leadership Program

How we understand and tell our personal story has a powerful influence on the directions we take in our lives. This workshop will review theories of narrative identity as they apply to leadership development and engage participants in a process of reframing their personal stories as leaders. The story of a former child soldier turned human rights activist will provide one compelling example of this reframing process.

The Emergence of Change and Renewal in Perceptions of Leadership: A Discussion on African and African-American Styles of Leadership (Paper Presentations) Casiopea

Closing the Gaps: The Integration of Western and African Leadership Development

Percival (Bert) B. Phillips, Institute for African Leadership (IAL)

This paper focuses on the challenges of developing western leadership concepts within an African context. It embodies the cultural principles of African good governance issues. It describes the process of developing an Institute for African Leadership with broad global perspectives founded on African created initiatives, especially the New Partnership for Africa Development (NEPAD).

New Faces in the Suburbs of the South: The Rise of African American Political Leadership

Thomas J. Shields, University of Richmond

From 1970 to 2000, there was an increase in the number of African American residents in the suburbs of the South. During this period, the Black population developed strong leadership to help in the fight for racial and political equality in these locations. This paper will analyze how a

different style of Black political leadership in southern suburbs mobilized the Black community and had an impact on the political discourse.

Creating Frameworks for Understanding Leadership Theory and Research (Panel Discussion) Centaurus

Members of the General Theory of Leadership (GTOL) group will present recent work on the creation of a unifying framework for understanding the scope of scholarship and theorizing in leadership. The intent is to provide better understanding of the multidisciplinary and multifaceted nature of theory and research on leadership to help scholars from different disciplines find the "intersections" in their work and to encourage greater interdisciplinary research collaborations.

Constructing a General Theory of Leadership: Challenges and Rewards

J. Thomas Wren, Jepson School of Leadership Studies, University of Richmond
Mark Clarence Walker, School of International Service, American University

For two years, a group of scholars has been confronting the challenge of devising a general theory of leadership. GTOL participants identified have the principal issues that must be addressed and resolved and to speculate as to how such a theory might be portrayed. The presenters will summarize these results and invite audience input.

Mapping Leadership Studies

Joanne B. Ciulla, Jepson School of Leadership Studies, University of Richmond
Gill Robinson Hickman, Jepson School of Leadership Studies, University of Richmond

The presenters argue that it makes more sense to first design a map of leadership studies than to create a general theory. By charting what has been done in leadership studies it will be possible to gain a better understanding of where the field is and potential areas for its growth and development. The challenge is to delineate the parameters of leadership studies so that it has some form, but does not have boarders that exclude new areas and methods of research.

Leadership Skills of Latino & Non-Latino Superintendents in the United States (Panel Discussion) Gemini

Latino and Non-Latino superintendents share a common set of skills and practices. Yet, cultural and linguistic contextual differences generate uniqueness in leadership skills. The presentation will introduce new perspectives and models of Latino and Non-Latino leadership skills. Similarities and differences between the models and perspectives will be discussed.

Essential Leadership Skills for Public School Superintendents

Ivan A. Shibley, University of Scranton

AASA and NASSP have determined that school superintendents need eleven essential skills to lead efficiently and effectively. One hundred assistant superintendents and superintendents participated in Leadership Centers to assess skills used most frequently to least frequently. Participants will discuss skills and debate why one skill is utilized more than the others.

United States Latino Leadership: Toward the Development of a Model

Abe L. Armendariz, New Mexico State University

Emma J. Galindo Armendariz, Bilingual/Migrant Education Programs, Las Cruces Public Schools

The presenters will share the results of an in-depth study of the leadership represented by superintendents of Latino descent in school districts along the U.S./Mexico border. A qualitative approach was taken to collect the stories of current and former Latino superintendents with attention to the elements that distinguish these leaders from their monolingual/monocultural counterparts, their bilingualism/multilingualism and their bi-culturalism/multiculturalism.

The Role of Public Universities and Leadership in Mexico (Panel) Hydra

Chair: M. David Beveridge, College of Business and Technology, Western Illinois University

Dolores Cabrera Muñoz, Universidad Autónoma de Querétaro

(Other panelists to be added)

To help the country continue its development and the challenges it faces, public universities have the responsibility to provide leadership training and to instill into their students the importance of effective leadership in their organizations. This session will examine the challenges public universities face in meeting the needs of the Mexican population and role they must play in the development of future leaders.

Leadership Development in the Corporate Sector: Two Case Studies (Workshop) Lynx

Creating a High Performing Culture at Inovant: A Case Study in Leadership Development

Carol J. Dell'Amore, National Leadership Institute

This presentation uses a case study of Inovant, a technology solutions company, to investigate the effectiveness of a comprehensive leadership development program to support a new business strategy of high performance and strengthen the leadership capacity of Inovant's current and future leaders. A description of the program, including an overview of the innovative online leadership development tool that was used, will be presented.

Cultural Lessons on Leadership Development

Maarten van Beek, University of Twente and Unilever N.V.

This research explores how cultural differences can be used to develop more effective leaders in Japan, Russia, the Netherlands and the UK. The presenter will share a framework and recommendations on how to develop leadership within a global competency model in different cultures.

Corruption, Scandals and Public Embarrassment: An Antidote for Public Leaders (Workshop) Orion

Tim Delaney, The Center for Leadership, Ethics, and Public Service
Myrna Bair, Women's Leadership Development Program

Preventive medicine exists that could thwart many of the political scandals that can cripple a community, yet most governments fail to properly inoculate their public leaders by giving them the tools of knowledge necessary to avoid common problems. In this session, experienced public elected and appointed officials will share insights about programs that can help public leaders comply with the public service ethics laws and norms.

Learning Leadership: New Forms on Campus (Panel Discussion) Pegasus

Chair: Laurie Schnarr, University of Guelph

Three unique approaches to developing the leadership capacity of university students through experiential education will be presented. The common element is that students are not allowed to be passive participants in the learning process. The models are learner centered and may be replicated or modified to suit your campus situation!

Shaping the Future through Leadership Education: A New Form Follows Function in Arizona

Nancy S. Huber, University of Arizona

The University of Arizona Leadership Learning Lab's efforts to increase leadership capacity among students on campus highlight the need for greater availability of course offerings, increased faculty involvement, and an array of opportunities for students to apply the skills and concepts they are learning.

Retelling Leadership Through Unconventional Stories

Jeanne L. Jackson, Birmingham-Southern College
Kent Andersen, Birmingham-Southern College

This presentation asks, "How can we use stories not typically associated with leadership to encourage people to reexamine with fresh perspectives all leadership stories?" This liberal arts college offers a comprehensive leadership studies and service-learning program for college and high school students. Three unusual ways instructors in this program analyze leadership to encourage students to rethink ideas of leadership will be shared.

Connecting Leadership and Power: Giving Away Power in the Classroom

Karen F. Stein, University of Delaware

A teaching model for experiencing interconnections between leadership and power will be described. This presentation will depict a learning process -- illustrated by videotaped experiential sessions -- that culminates in a new appreciation that learning how to use power is a necessary ingredient of learning to lead.

Leadership Education and the Community College Mission (Panel Discussion) Perseus

Robb Frank, College of DuPage
Philip Botha, College of DuPage
Karissa Knickelbein, College of DuPage
Johanna Medrano, College of DuPage
Rick Rodriguez, College of DuPage

Hear first-hand how students are applying their leadership skills. A panel of community college student leaders and a faculty member will give a unique perspective on how students develop leadership skills with the community college mission in mind. Topics discussed will include: an academic for-credit leadership course; servant leadership on and off-campus; on-campus involvement; and an international leadership exchange program.

The Leader's New Work: Living with Paradox (Paper Presentations) Scorpio

Chair: Karin Klenke, School of Leadership Studies, Regent University
Discussant: Judi Johnson, School of Psychology and Counseling, Regent University

After establishing the theoretical foundations of paradox, three studies are presented that examine the functional and dysfunctional dynamics of perfectionism, adaptive and maladaptive aspects of narcissism and the positive and negative aspects of organizational politics. The authors conclude that coping with paradox is emerging as a critical leadership competency.

The Leader's New Work: Living with Paradox

Karin Klenke, School of Leadership Studies, Regent University

An emerging awareness of the inevitability of paradox is becoming evident in leadership literature. Paradox also abounds in the corporate world. This paper examines the fundamental theoretical underpinnings of paradox using transformational leadership and power as examples of focal construct with contradictory meanings.

The Perfectionism Paradox

Jacque King, School of Leadership Studies, Regent University

In this empirical study, perfectionism was hypothesized to be linked to self-esteem, self-efficacy and narcissism. The results from regression analyses indicated that perfectionism correlated positively with leader self-esteem and negatively with self-efficacy and narcissism. The results are discussed in terms of their implications for leadership training and development.

The Narcissism Paradox

Michael Hartsfield, School of Leadership Studies, Regent University

This study presents a conceptual analysis of adaptive (self-confidence, healthy competitiveness, optimism) and maladaptive (egocentric visions, counterproductive communications patterns,

poor management skills) narcissistic leadership traits. The implications of the narcissism paradox for both the workplace and leadership development are discussed.

The Organizational Politics Paradox

Pamela Innes, School of Leadership Studies, Regent University

Like perfectionism and narcissism, organizational politics (OP) is paradoxical. This empirical study developed and tested a structural equation model that treated OP as an intervening variable that moderated the relationship between leadership and job related outcomes. The results suggest that the management of OP is an important leadership competency.

E

Forms and Places: Learning Lessons from Student Leadership Programs (Paper Presentations) Antares

Survey of Campus Student Leadership Programs in American and Canadian Universities

Terry R. Haggerty, Renaissance College, University of New Brunswick
Shirley Cleave, University of New Brunswick
Lori Rand, University of New Brunswick

This session presents the results of a recent survey of 222 American and Canadian universities about the prevalence, purpose, structure, delivery mode, organizational home and curriculum of campus student leadership programs. Implications for shaping the future of student leadership development are discussed.

Becoming a Global Leader: What Can We Learn From International Leadership Programs?

Heather R. McDougall, Vision Resource Centre

International leadership programs are still in their beginning stages. What can we learn from such programs? More specifically, how does interaction between students from diverse backgrounds and cultures affect such programs? Does the ratio between U.S. and non-U.S. students affect the experience of students? Are there common backgrounds or experiences that students from different countries share?

A

The Crucible of Change: A Framework for Leading Transitions (Workshop) Aries

Joanna Murray, Trustee Leadership Development, Inc.
Sallie Suby-Long, Trustee Leadership Development, Inc.
Katherine Tyler Scott, Trustee Leadership Development, Inc.

This workshop is an introduction to a powerful integrated model for leadership education and development. Trustee Leadership Development has combined theory and practice into key elements that increase technical and adaptive skills of leaders and are catalysts in leading change, building character, developing culture, and improving individual and organizational performance.

S

Universality vs. Cultural Contingency of Leadership: Perspectives from Different Regions (Paper Presentations) Casiopea

One of the primary questions in cross-cultural leadership research is whether it is universally applicable or culturally-contingent. Session will include theoretical overview of different conceptualizations of universality, empirical findings from two multi-cultural research projects and perspectives about universality of leadership from developing Latin American and transitional East European countries.

Introduction to Differing Conceptualizations of Universality vs. Cultural Contingency of Leadership

Marcus W. Dickson, Wayne State University, Department of Psychology

As a starting point, the concept of universality versus contingency will be explored, presenting several approaches and examples using data from the GLOBE Project.

Cultural Contingency of Leadership: Impact of Culture on Leadership Practices in Six Countries

Hugo Zagorsek, Faculty of Economics, University of Ljubljana

This paper develops a four-level taxonomy of universality of leadership and examines usage of five leadership practices in six countries. Although some differences in meaning as well as in frequency of usage of leadership practices across countries do exist, the author concludes there are many more similarities than differences between responses from various nations.

Cultural Conceptions of Leadership: A Latin American Perspective

Gamaliel Perruci, McDonough Center for Leadership and Business, Marietta College

This paper first examines the concept of culture and then relates cultural norms to our understanding of leader-follower relations. In the leadership literature, particularly in the United States, leadership has often been treated as a value-free exploration. This paper challenges this notion and argues that leadership and culture cannot be separated. Latin America is used as the main source of information about this discussion.

The Miami University/Over-the-Rhine Partnership: Developing Ethical Citizen-Leaders Through Community Engagement (Panel Discussion) Centaurus

Richard D. Devine, Miami University
Thomas A. Dutton, Miami University
Bonnie Neumeier, Peaslee Neighborhood Center
Ross P. Meyer, Miami University
Emily Langdon, Miami University

This panel will explore the potential for developing ethical citizen-leaders through community engagement in higher education. Through presentations by representatives of the partnership -- a faculty member, a campus administrator, a community leader, and a student -- the session will highlight opportunities for leadership development that continue to emerge from the campus-community partnership evolving between Miami University and the Over-the-Rhine neighborhood located in Cincinnati, Ohio.

Origins of Leadership Studies (Paper Presentations) Gemini

In leadership studies, the search for its heritage has led to Plato, Machiavelli, and Weber, but the story needs to be fleshed out. There are plenty of other influences, such as Georg Hegel, James Harrington, and the elite theorists of Italy. By neglecting them, we risk neglecting their contributions.

Leaders and Elites: The Italian Tradition Teaches Elite Theory

Nathan W. Harter, Purdue University

The culture loves leadership, yet recoils from elites, even though the two are intertwined. Leadership scholars can come to understand their complex relationship by hearing the Italian tradition of social theory.

Inventing Democratic Leadership: James Harrington, Oceana, and the Underlying Premises of Leadership in a Democracy

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

This paper is part of a larger project whose objective is to gain historically informed insights regarding basic premises and approaches to leadership in a democracy. Looking to James Harrington's Oceana, the paper identifies an innovative model for leadership in a popular regime, and applies a template of fundamental questions to Harrington's model to uncover its underlying assumptions.

The Universal Class as Leaders

Michael W. Jackson, Faculty of Economics and Business, University of Sydney

This presentation will review Georg Hegel's concept of the universal class as a kind of leadership. It will relate Hegel's concept to Max Weber's idea of a professional bureaucrat. The purpose is to develop the intellectual origins of leadership studies.

The Fifth Discipline Leadership Tools for Moving Beyond Your Current Paradigm (Workshop) Hydra

Chair: Caroline Fu, Antioch Ph.D. Program in Leadership and Change
Richard A. Couto, Antioch Ph.D. Program in Leadership and Change
Richard A. Bergeon, Bergeon, Fu & Associates

Participants will gain an introduction to an advanced level of using Systems Dynamics tools and Systems Thinking concepts in this workshop. It will introduce advanced pedagogies for the learning organization - non-linear feedback relationships - grounding them in real-world examples of leadership decision making in action and in the theory of organizational renewal offered by Albert O. Hirschman. Participants will leave the workshop with a basic understanding of stocks-and-flows and causal-loop analysis tools and their use. Some knowledge of causal loop diagramming techniques is helpful.

The Human Factor: Lessons from the Best Companies for Which to Work (Workshop) Lynx

David Fischman, Universidad Peruana de Ciencias Aplicadas

The Great Place to Work Institute annually publishes a list in *Fortune* magazine of the best companies for which to work. The workshop will describe their instrument, methodology, results and the various practices shown to positively affect climate. Additionally, the workshop will present case studies of the best companies in the ranking. It will be fun, using cartoons, stories and exercises.

The Seven Realities of Nonprofit Leadership (Workshop) Orion

Mark Light, Victoria Theatre Association, First Light and Antioch Ph.D. Program in Leadership and Change

Danger, nonprofits, danger! There are seven realities of nonprofit leadership and there's absolutely nothing you can do about it. In this interactive and entertaining workshop, attendees will discover the seven realities of nonprofit leadership and the four questions that tackle them head on.

High School Students as Community Leaders: Profiles and Programs (Panel Discussion) Pegasus

This panel discussion on pro-social leadership in high school students is research-based and interactive, with considerable time allotted for audience sharing and discussion. Panelists present several best-practices leadership development programs in international/cross cultural settings and describe characteristics of high school leaders.

Discussion of Leadership Public Schools' High School Leadership Program

Mark Kushner, Leadership Public Schools

The presenter will briefly describe a four-year high school leadership curriculum for all students at Leadership Public Schools and invite feedback to improve the curriculum and assessment activities.

Taking a Transformational Leadership Program Model to High School Students in the South Pacific

Carolyn F. Salerno, School of Advanced Studies, University of Phoenix Online

A presentation on the democratic leadership curriculum implemented in Tonga by Dr. Lavinia Mele Frangupo including the lessons learned, and the effect of the leadership program on the high school students and their Tonga Island community in the South Pacific Ocean.

Influences on Adolescent Leadership and Social Responsibility

Tracey T. Manning, Academy of Leadership, University of Maryland

Results from a U.S. Department of Education study of 400 high school students illustrate

pathways to leadership. Teachers and peers used obvious criteria like grades and student government to gauge leadership, while students' social skills, school involvement and social responsibility influenced their leadership perceptions. Implications for developing leadership in underrepresented groups are explored.

Theories and Practices of Two Leadership Education Programs Serving Marginalize Groups (Workshop) Perseus

An Emancipatory Framework for Leadership Education: Applications for an Undergraduate Leadership Program for Women

Heidi R. Gailor-Loflin, Peace College
Christie Mabry, Peace College

Engage in a dialogue about the meaning of emancipatory leadership education, and complete an exercise to explore initial ideas about the values, methods and outcomes of libratory leadership education. This approach is grounded in Habermas's "Comprehensive Theory of Knowledge" -- a framework which is being applied in this undergraduate leadership studies program for women.

Women Stuff: Taking The Relational Leadership Model To Task

Nana L. Ngobese, Desmond Tutu Peace Centre

Designed in response to a surge in violence against female students, the Women Stuff program is based on the relational leadership model presented in A New Way of Understanding Leadership. The presenters will explore the application in South Africa of a model developed in the U.S. and give a detailed account of where Women Stuff, as a practical arena, and the relational leadership model, as a theoretical model, meet to achieve similar objectives.

Experiences from the Field: Latin American Leaders Changing the Face of Reproductive Health (Panel Discussion) Scorpio

Chair: Esther S. Tahrir, International Health Programs/Public Health Institute

The panel will highlight lessons learned through cross-national application of leadership models and techniques. Alumni of three U.S.-based leadership development fellowship programs will share the applicability and relevance of U.S. models to Latin America, emphasizing the successful transfer of leadership models from the private to public health sector to improve reproductive health.

Highlights of Three Reproductive Health Leadership Development Programs

Esther S. Tahrir, International Health Programs/Public Health Institute

The overall structure, strategies and results of three leadership development programs will be presented, compared and contrasted with a focus on the leadership competencies necessary for success in this sector.

Challenges to Leadership in a Conservative Environment

Jorge Parra, Center for Reproductive Health and Development

Panelist will discuss the establishment of an independent Center of Excellence in Family Planning and Reproductive Health in Lima, Peru to serve as a stable platform for training, evaluative research and education so the country's recent advances in family planning are not lost in times of political uncertainty.

Lay Women Health Workers Leading Reproductive and Sexual Health Services
Maria Luisa Sanchez-Fuentes, GIRE A.C.

A Fellow of the Population Leadership Program will discuss her work applying leadership skills to train Mexican lay women health workers in reproductive health, lessons learned in the process, and suggested changes needed to increase their leadership potential.

Filling a Need for Reproductive Health Leaders in Honduras
Ruth Medina, Honduran Ministry of Health

The panelist will discuss steps towards the establishment of an educational unit on Sexual and Reproductive Health Leadership within the Masters in Public Health Program at the National Autonomous University of Honduras. Short-term results and future plans will be presented.

Dissent, Conformity, and Crisis: The Bermuda Triangle of Leadership (Panel Discussion) Antares

To Have or Not to Have Dissent: Leaders in Transition from Control to Dialogue

Ruth M. Guzley, California State University, Chico
Stephanie A. Hamel, California State University, Chico

This presentation will examine the core assumptions surrounding dissent in organizations including organizational climates and conditions for dissent, and leaders' common responses to dissent. An investigation of socialization of professionals that encourages the suppression and control of dissent will also be addressed.

The Response to Dissent in Crisis: Criticizing the Critics Just When We Need Them the Most

Jean Lipman-Blumen, Peter F. Drucker Graduate School of Management

During crisis, groups tend to rally around the leader. Those who dissent from the leader's decisions, regardless of the decisions' appropriateness, are vilified. Silencing dissenters increases the likelihood of "groupthink." The paper examines both the existential and psychological initiating factors and the long-term consequences to dissenters and the larger group.

Crisis and Leadership Emergence: An Examination of Diverse Theoretical Perspectives

Tiffany L. Keller, Baldwin-Wallace College

Several differing theoretical perspectives predict a relationship between crisis conditions and emergence of leadership. This paper suggests these views differ based on whether newfound leadership perceptions are primarily attributed to change in the person, the situation, or the observer. The impact of crisis and leadership emergence on dissent is explored.

Public Relations, Dissent, and Institutional Control

Stephen P. Banks, University of Idaho

This presentation explores how a pragmatics philosophy of communication can interrogate the parallel crises of credibility and public confidence in leadership and public relations and derives a more socially responsible and morally supportable practice by positioning dissent at the center of public relations communication.

The Descent of Dissent in U.S. Politics and Workplaces

George Cheney, University of Utah

This presentation explores the rhetoric and politics of dissent in the contemporary United States. Parallels are drawn between the treatment of dissent in the workplace and how it has been cast during the recent U.S. invasions of Afghanistan and Iraq. Practical recommendations for community and global activists/leaders are offered.

E

Higher Education Leadership in the United States and Mexico: Issues and Challenges (Paper Presentations) Aries

Leadership of Higher Education Institutions in Latin America

Victor M. González-Romero, University of Guadalajara

This paper presents the results of research work conducted on personal characteristics of people who manage higher education institutions in different Latin America countries. The purpose of this study is to contribute in the understanding of the characteristics of Latin American higher education leaders.

Leadership in the University Classroom: Contextual and Role Perceptions of Mexican and U.S. Faculty

Miguel A. Montoya, Monterrey Institute of Technology and Higher Education (ITESM) Campus Guadalajara
Luis A. Espinoza, Monterrey Institute of Technology and Higher Education (ITESM) Campus Guadalajara

This paper reports the results of a cross-cultural investigation of university pedagogical and teamwork practices taken from data collected both in Mexico and the United States. Leadership behavior, as practiced and modeled by university faculty, was found to differ across the two samples, possibly due to the varying role expectations perceived by faculty in each culture and divergent macro-environments.

B

A

Leading in a Networked World (Panel Discussion) Casiopea

Weaving the Web of Leadership

Kathleen E. Allen, Allen Associates
Cynthia Cherrey, Tulane University

Would the CEO of the Internet please stand up? Of course, there is no such person. The Internet is a harbinger of institutions to come -- sophisticated networks of people and resources that cannot be managed or controlled but can be intentionally influenced. Panelists will discuss leadership in a networked, knowledge era and identify new ways of influencing change to transform organizations.

Leadership in a Digital Age

Ernest J. Wilson III, University of Maryland College Park

As the world shifts from an industrial to a knowledge society model, the requirements of leadership change. This presenter explores the role of leadership in launching and sustaining the information revolution. It draws on his research in ten countries on the four sided (Quad) leadership which consists of relations between government, private, research and civil society leaders.

Service Learning: A Multi-Party Framework and an Initiative in Guadalajara (Paper Presentations) Centaurus

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

Service learning is an important pedagogy across the undergraduate curriculum --including leadership studies. The first presentation provides a moral framework for understanding the complex interactions among parties within service learning. The other gives a critical overview of an innovative university and NGO collaborative service learning program in Guadalajara.

A Multi-Party Framework of Service Learning

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

Service Learning in Guadalajara: The ITESO Approach

M. Armando Flores ITESO, Guadalajara

Collaborative and Servant Leadership Models for Developing Social Capital (Panel Discussion) Gemini

Managing the In-Between Through Servant Leadership

Sue Pickens, Parkland Hospital
Paul Boumbulian, University of Texas Health Science Center at Houston School of Public Health, Dallas Campus

The servant leadership model provides a framework that allows institutional leaders to step out of their own areas of responsibility to become accountable for the improvements in the overall community. Servant leadership concept provides a vehicle that allows other institutions to come together to create the health and well being of the community. Success in the "in-betweens" requires recognition of interdependence and definition of common ground.

Collaborative Leadership: Six Practices for Effective Skills Development

David Steffen, University of North Carolina - Chapel Hill

The Turning Point Leadership Development National Excellence Collaborative has developed a collaborative leadership curriculum with six distinct modules to assist practitioners at the local, state and federal level improve their collaborative leadership skills and enhance the effectiveness of community health improvement activities.

Assessing Leadership: Is it Time to Go Back to the Drawing Board? (Workshop) Hydra

Ken Williams, AED Center for Leadership Development

This session will explore major weaknesses in current leadership assessment tools and inventories, including flawed or limited theoretical assumptions. The presenter will argue for a more open-ended, comprehensive process of assessing leadership that goes beyond traits, behavior, and standard corporate management practice. The presenter will share a new assessment tool and invite comments to improve it. The target audience for this session is those whose manage leadership development programs and want to revisit theory, practice, and resources.

Leadership as the Conscious Use of Self (Workshop) Lynx

Sherry Willis, Leadership Institute of Seattle (LIOS)
William Braswell, Leadership Institute of Seattle (LIOS)

In this experiential workshop, critical links will be made between the theories of emotional intelligence and their application in leadership practice. Participants will then reflect upon, reconsider and possibly re-orient a personal leadership challenge using models and tools proven to develop the conscious use of self.

A Leadership Challenge for Serving the Common Good: Case Studies From Minnesota and Israel, Theories of Transferability Across Cultural Contexts (Workshop) Orion

Karen J. Lokkesmoe, University of Minnesota
Jill M. Goski, Ramsey County Human Resources
Orly Alon, Central Bureau of Statistics

This workshop will look at two government agencies and examine the potential for transferring the Leadership Academy model from Ramsey County, Minnesota to the Central Bureau of Statistics in Israel. The presenters will examine the ways in which theory and practice have helped these two government agencies with their leadership development programs and engage in an interactive exercise to further the design of each.

Leadership in Action: Managing Crisis in Turbulent Times (Panel Discussion) Pegasus

Chair: Caroline Fu, Antioch Ph.D. Program in Leadership and Change

Turning Chaos into Potential in an Aerospace Company

Caroline Fu, Antioch Ph.D. Program in Leadership and Change

Leadership in Time of Crises: NASA and the Columbia Tragedy

Howard Kea, Antioch Ph.D. Program in Leadership and Change, NASA Office of Human Resources, Leadership and Organizational Development Office

Year 2000: The Dynamics of a Crisis that Never Happened
Richard A. Bergeon, Bergeon, Fu & Associates

Organizations often experience chaos induced by the impact of external forces and internal perturbations. How do leaders deal with this ever-increasing complexity and involve people in organizational change? How do they lead people out of chaos and find new opportunities? The panelists will share their leadership experience in dealing with change within a broad range of organizations.

Encountering Leaders and Exploring Leadership Issues Using Independent Media (Workshop) Perseus
Margie A. Nicholson, Columbia College Chicago

Independent documentary makers have created a rich body of work that can be used to introduce students to a variety of leaders, leadership issues and challenges. In this session, we will view and discuss excerpts from documentaries about leaders such as choreographer Paul Taylor, civil rights activist Rosa Parks, explorer Ernest Shackleton, and artist Maya Lin.

Student Leadership Development: From Theory to Practice (Panel Discussion) Scorpio
Chair: Laurie Schnarr, University of Guelph

This session will present an overview of three student leadership models and the results of two research studies that have examined student perceptions and behaviors relative to leadership. Implications for developing student leaders on university campuses will be discussed with specific examples from a number of institutions.

The Leadership Practices of Residence Student Leaders
Lori J. Rand, University of New Brunswick
Shirley L. Cleave, University of New Brunswick

Results of a study of leadership behaviors of student leaders in a residence community will be presented. Data were collected using Kouzes and Posner's (2002) Student Leadership Practices Inventory. Factors affecting behavior such as gender, experience, and nature of appointment were also examined.

A New Student Leadership Program Matrix
Trent A. Engbers, University of Missouri-Columbia

This presentation will demonstrate a new conceptualization of the Student Leadership Programming Model, updated for modern process-oriented leadership. The new model casts training, education and development against individual and group functions. Integration of assessment and campus culture will be explored.

People, Places, and Things: College Students and Their Perceptions of Leadership

Vernon A. Wall, Iowa State University

College students certainly have a lot to say when it comes to leadership, and knowing their perceptions is invaluable for providing leadership development that meets their needs. This study explores student beliefs about leadership, and how these beliefs are affected by who they are, where they live, and what they do. The Citizen Leader Model, used within the residence halls at Iowa State, will be described and participants will be challenged to consider how campus living experiences can teach invaluable citizen leadership lessons.

Leadership and Conflict Resolution: A Comparative View (Paper Presentations) Antares

Presenters will compare the dynamics of conflict resolution in two different regions: Latin America and the Middle East. Through case studies, the presenters will explore different models of conflict resolution and the leadership lessons gained from their application.

Female Terrorists? Rethinking Gender, Agency, and Structure in Middle East Conflict

Elizabeth A. Faier, University of Richmond

The tendency to characterize women's participation as exceptional or abnormal reflects stereotypes of gender, violence, and religion in the Middle East and in turn, obscures women's agency. Instead, the paper suggests that academics and leaders involved with conflict resolution conceptualize Middle Eastern women as agents with the critical ability to contest and expand culturally structured gendered behavior.

Neutral Parties in Latin American Conflict Resolution

Gamaliel Perruci, McDonough Center for Leadership and Business, Marietta College

This paper examines the role of third-parties in conflict resolution in Latin America. In particular, it explores the experience of Central American countries in the 1980s, and more recently in Venezuela.

The New Leadership for the Common Good (Roundtable) Aries

Barbara C. Crosby, University of Minnesota
Karen J. Lokkesmoe (Discussant), University of Minnesota

This roundtable focuses on practical tools of stakeholder analysis and involvement that leaders can apply in diverse settings to stimulate collective work on tough public problems. Examples will be drawn from the global campaign against AIDS, the World Business Council for Sustainable Development, and a local health improvement project.

Board of Directors Scorecard: Next Generation Measures (Roundtable) Casiopea

Herb R. Rubenstein, George Mason University and Growth Strategies, Inc.

Evaluating the productivity and effectiveness of boards of directors is challenging. Simple assessment tools that fail to take into account the specific board's charter, specific organizational characteristics, and the goals of the board miss the point. This new system takes these factors into account and creates diagnostic results that guide future approaches to board improvement.

Bringing Leadership to the Classroom - Strengthening the Ties Between Educators and Business, and Students as Leaders (Panel Discussion) Centaurus

Chair: Miriam Grace, Boeing Commercial Airplanes
Dorothy Gordon, Urbana City Schools
Leon F. Rowland, Banner Cross Leadership Development Consultants

This presentation engages participants in an interactive session that demonstrates groundbreaking curricula that motivates middle school students to move from learners to leaders. Perspectives from business are provided by an eBusiness systems manager who supports leadership development in students to enable successful school-to-work transitions.

The Sovereignty of the Many versus the Salience of the One: Leadership and Ethics (Paper Presentations) Gemini

Two contrasting views of leadership are presented and their implications considered. In one paper, Adam Smith's account, where all people share the ability to lead, is central. The second paper argues that although leadership models emphasize the importance of communication as a tool, successful practice is often otherwise. Salient leaders tend to isolate and compartmentalize their subordinates.

Toward an Ethical Theory of Leadership

Sandra J. Peart, Baldwin-Wallace College
David M. Levy, George Mason University

In Adam Smith's account, all people share the ability to lead. The question that arises is how to choose leaders when there are no differences that signify who the leaders should be. This paper considers why ordinary people would agree to random leadership, develops the argument in Smith by which random events are given a normative interpretation, and offers a foundation for a non-Platonic theory of leadership.

A Contrarian View of Leaders and Communication: Restricting Communication as a Leadership Tool

Tim H. Blessing, Alvernia College

In general, the literature discusses how leaders should and can improve communication within an organization. The historical record is not entirely in agreement with this approach. This paper argues that those recognized as salient leaders in the past have tended to restrict data to themselves--and that their organizations have worked better.

Strengths-Based Leadership Education in Lithuania (Workshop) Hydra

Dennis A. Sheridan, Azusa Pacific University
Melanie Humphreys, Lithuania Christian College

Eastern European student leaders at Lithuania Christian College participated in a strengths-based leadership development program in 2002-2003. This workshop will explore how a strengths-based leadership philosophy translates cross-culturally and will examine the effect of this approach on student self-perceptions of their leadership abilities.

Latin American & Mexican Women as Leaders (Panel Discussion) Lynx

Jose-Ramon Torres, National University of Mexico and University of Regina
Allan Cahoon, University of Regina
Gloria Miller, University of Regina

An open discussion space considering the role women play as leaders in today's organizations with a focus on their experiences in the Latin American and Mexican environment. Research results from Ecuador and Bolivia, a conceptual model, and a description of a project to mitigate barriers to women in the global context will be presented as a basis for the discussion.

Redefining Leadership and Leaders: Leadership as Process (Workshop) Orion

Nadyne Guzman, University of Colorado at Colorado Springs

The facilitator will present a relatively new definition of leadership and the concept of the Learning Community as structures for a naturally evolving process of organizational change. After this discussion, participants will examine both ideas and their applicability to their own circumstances. Participants will be given an opportunity to develop plans for integrating these concepts into their own organizations.

Action Learning as a Tool for Practicing More Complex Forms of Leadership: Lessons from Two Contexts (Panel Discussion) Pegasus

Patricia M.G. O'Connor, Center for Creative Leadership
David V. Day, Pennsylvania State University

With even the most compelling of models, individuals and collectives rarely internalize new forms of leadership without an opportunity to first practice them. This session brings together a scholar in leadership theory and a practitioner in leadership development to share and contrast their experiences using action learning as process for practicing more complex (i.e., developed) forms of leadership in two contexts.

A

E

What is Leadership? Well, That Depends on Who You Ask!
(Workshop) Scorpio

K. Vanessa Winzenburg, FMI

Wendy K. O'Connell, University of Colorado - Denver

Melanie R. Fowler, University of Colorado - Denver

What is leadership? The presenters asked scholars, educators, and leaders from all walks of life. Leadership models in religion, athletics, art, philosophy, and the military (and of course business, psychology, and political science) were examined. Similarities and differences between these models will be presented, and leaders will be evaluated based on each perspective.

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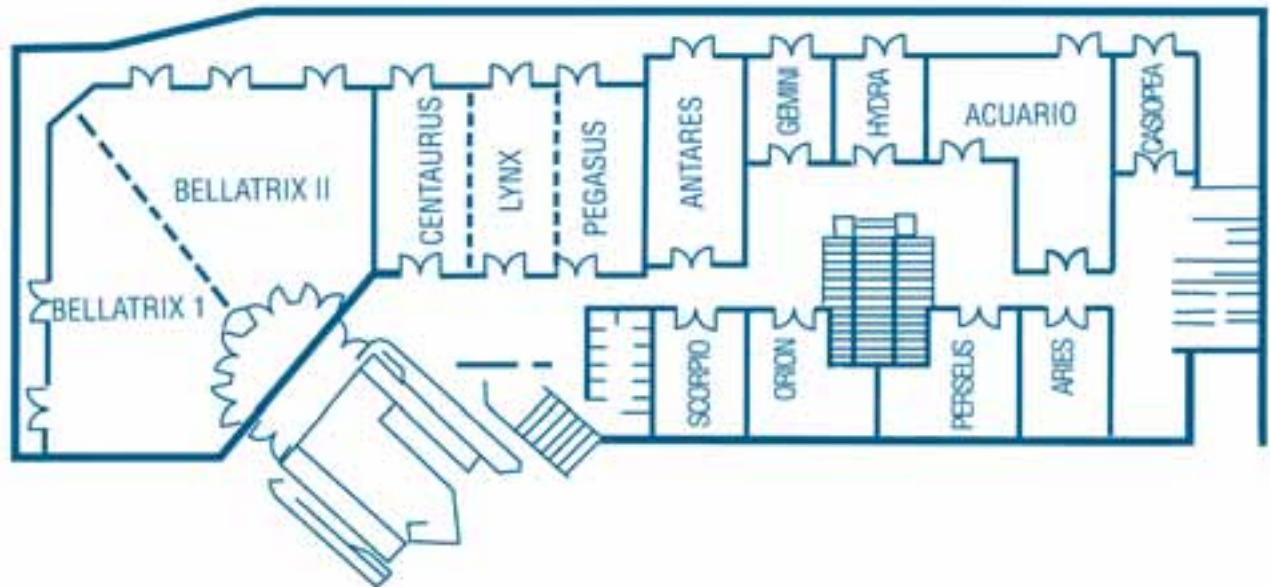President and CEO, Robert K. Greenleaf Center for Servant-Leadership

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