International Leadership Association

Improving Leadership Around the World:

Challenges, Ideas, Innovations

6th Annual Conference

November 4-7, 2004

Hyatt Regency Capitol Hill

Washington, DC, USA

ILA CONFERENCE PROGRAM

Improving Leadership Around the World: *Challenges, Ideas, Innovations*

Special Thanks to Our Conference Sponsors

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International Leadership Association

Table of Contents

Welcome Letter 1
Agenda 2
Keynote Speakers 5
Book Signing Schedule 6
About ILA 9
Global Learning Communities 10
Early Extended Sessions 12
Simultaneous Sessions 1 15
Simultaneous Sessions 2 18
Poster Sessions 20
Simultaneous Sessions 3 24
Luncheon Roundtables 30
Simultaneous Sessions 4 34
Simultaneous Sessions 5 38
Simultaneous Sessions 6 46
Simultaneous Sessions 7 51
Simultaneous Sessions 8 54
Lunch Roundtables 56
Simultaneous Sessions 9 60
ILA Members 66
ILA Board Members & Staff 71
Hotel Floor Plans ..... Inside Back Cover

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International Leadership Association

On behalf of the International Leadership Association's Board of Directors, Global Learning Communities, conference planning team, and staff, it is our pleasure to welcome you to Washington, DC for the sixth annual conference of the ILA.

As we write this letter, we are reminded of the unpredictability and uncertainty in today's world and yet, we can say with certainty that there will still be an urgent need to deeply and concretely focus on this year's conference theme, *Improving Leadership Around the World: Challenges, Ideas, Innovations.*

This conference creates an opportunity for each of us to consider how our individual program, research, passion, or life's work can contribute to improving leadership around the world, and our individual worlds, however defined. The energy and excitement that comes from bringing an international community together to share knowledge, best practices, and networks is an opportunity to create extraordinary possibilities.

We predict that you will find this to be a most welcoming conference — though you may feel a bit overwhelmed by all of the choices listed in this program! Special thanks to everyone—presenters, keynote speakers, conference sponsors, volunteers, and others— who contributed to making this a successful conference.

Welcome!

As you renew ties with old friends, we hope you will make a special effort to meet new colleagues and make connections with individuals who are interested in this topic from a discipline or career path different than your own. The value of creating an opportunity for scholars, educators, and practitioners to come together is in the potential for discovery, collaboration and synergy that can result from unique partnerships working around a shared vision. This is also a time for us to reflect on the progress and direction of our shared field, leadership, and the organization created to serve as an umbrella association for all those with a specific interest in leadership, the International Leadership Association.

While this conference brings us together once a year, the ILA is also focused on developing structures to foster interaction, knowledge-sharing and communication year round. The new on-line Member Directory, the popular ILA-Exchange listserve, and *The Member Connector* newsletter are three such tools. We hope that these and other new member services, along with this conference experience, inspire you to deepen your involvement with the ILA.

Thank you,

Deb Moriarty
Vice President for Student Affairs
Towson University

Herb Rubenstein
President & CEO
Growth Strategies, Inc.

Agenda Overview

Author book signings are scheduled throughout the conference (see pages 6-7).

Thursday, November 4, 2004

All day	**Registration & ILA Welcome Center**	*Regency Lobby*
	Barnes & Noble Leadership Book Fair	*Regency Foyer*
8:30 am – 12 pm	**Early Extended Sessions** (pre-registration required; see pages 12-13)	
12:45 – 1:25 pm	**ILA First-timers Welcome** *Sponsored by Antioch University, Ph.D. in Leadership & Change Program*	*Columbia B*
1:30 – 2:45 pm	**Conference Opening**	*Regency*
	Welcome, *Cynthia Cherrey, ILA Executive Director*	
	Introduction of Global Learning Communities, *Denny Roberts*	
	Conference Framing, *Lena Astin*	
	Presentation of ILA Distinguished Service Award *Rick Foster*	
	Keynote Speaker: *William Galston* *Implications of the 2004 US Elections*	
3:00 – 4:00 pm	**Simultaneous Session 1** (see pages 15-17)	
4:15 – 5:30 pm	**Simultaneous Session 2** (see pages 18-19)	
6:00 – 7:30 pm	**Welcome Reception** *Sponsored by the James MacGregor Burns Academy of Leadership, University of Maryland*	*Regency*
	Poster Sessions (see pages 20-23) **and Book Signings**	
8:30 – 10:30 pm	**Leadership Goes to the Movies** Watch movie clips and share lessons on how to effectively use Hollywood, international, and independent film clips to teach and learn about leadership—suitable for education and training purposes. *Scott Graham and J. Cooper Ackermann, Wright State University*	*Conference Theater*

Volunteers at the ILA Welcome Center can provide recommendations and help individuals find companions for dinner. The ILA Welcome Center is located in the Regency Lobby.

The hotel lobby level has two options for breakfast, dinner, and refreshments. The Park Promenade restaurant offers a full service breakfast starting at 6:30 am. Perks is open daily from 6 am – 9 pm, serving a variety of drinks and refreshments. Additional information about other options is available from the concierge.

Friday, November 5, 2004

All day	**Registration & ILA Welcome Center**	*Regency Lobby*
	Barnes & Noble Leadership Book Fair	*Regency Foyer*
	Poster Session Displays (see pages 20-23)	*Columbia Foyer*
8:30 – 10:00 am	**Simultaneous Session 3** (see pages 24-29)	
10:15 – 11:15 am	**Keynote Speaker:** *Rosabeth Moss Kanter* *How Leadership Creates Winning Streaks*	*Regency*
	Book signing to follow	
11:45 am – 12:45 pm	**Lunch** Selected tables will host Lunch Roundtable Conversations (See pages 30-33)	*Regency*
1:00 – 2:00 pm	**Simultaneous Session 4** (see pages 34-37)	
2:15 – 3:45 pm	**Simultaneous Session 5** (see pages 38-44)	
4:00 – 5:15 pm	**Simultaneous Session 6** (see pages 46-50)	
5:30 – 6:30 pm	**GLC Networking Meetings** (see pages 10-11)	
	GLC for Applied Leadership	*Concord*
	GLC for Business	*Bunker Hill*
	GLC for Education	*Columbia B*
	GLC for Public Service	*Columbia C*
	GLC for Leadership Scholarship	*Columbia A*
6:30 – 7:00 pm	**Buses depart for the Royal Netherlands Embassy**	
7:00 – 9:00 pm	**Reception at the Royal Netherlands Embassy** Sponsored by Unilever, Heineken, and the Presentation Group (4200 Linnean Ave NW, DC)	
8:45 – 9:15 pm	**Buses leave Embassy to return to hotel**	

ILA Just Made Networking Easier

Announcing ILA's new online Member Directory

This password protected directory allows ILA members to share basic contact information with other members, add biographical information to their online profiles and better manage their membership in the ILA.

Logging in also gives you access to other members-only features like our collection of downloadable sample chapters of recent leadership books.

Log in now at: http://www.ila-net.org/Members/Directory/index.asp

Saturday, November 6, 2004

All day	**Registration & ILA Welcome Center**	*Regency Lobby*
	Barnes & Noble Leadership Book Fair	*Regency Foyer*
	Poster Session Displays (see pages 20-23)	*Columbia Foyer*
8:30 – 9:30 am	**Simultaneous Session 7** (see pages 51-53)	
9:45 – 11:15 am	**Simultaneous Session 8** (see pages 54-55)	
11:30 am – 12:30 pm	**Lunch** Selected tables will host Lunch Roundtable Conversations (See pages 56-58)	*Regency*
1:00 – 2:30 pm	**Simultaneous Session 9** (see pages 60-65)	
2:45 – 4:30 pm	**Keynote Speaker:** Mihaly Csikszentmihalyi, Leadership and the Evolution of Culture *Sponsored by LeaderShape and the Harry T. Wilks Leadership Institute, Miami University of Ohio*	*Regency*
	Presentation of Distinguished Research Award *Jean Lipman-Blumen*	
	Conference Synthesis, *Lena Astin*	
	Invitation to 2005 Conference, *Jeffrey Beeson*	
	Closing Comments, *Cynthia Cherrey*	
4:45 – 5:45 pm	**GLC Business Meetings** (Note new rooms)	
	GLC for Applied Leadership	*Congressional E*
	GLC for Business	*Glacier*
	GLC for Education	*Columbia B*
	GLC for Public Service	*Bryce*
	GLC for Leadership Scholarship	*Capitol*
6:00 – 7:30 pm	**Closing Reception** *Sponsored by LeaderShape and the Harry T. Wilks Leadership Institute, Miami University of Ohio*	*Ticonderoga*
	Alumni Reception for Omicron Delta Kappa	*Lexington*

Sunday, November 7, 2004

8:30 – 10:00 am	**Cross-GLC Conveners Meeting**
8:30 – 10:00 am	**Meeting of ILA-Latin America**

Keynote Speakers

Each keynote speaker is a boundary-crosser who embodies ILA's goals of strengthening ties between those who study and those who practice leadership, fostering effective and ethical leadership, and generating new interdisciplinary knowledge.

William Galston is an expert in civic participation, moral philosophy, and political theory, both studying and participating in American politics and domestic policy. Dr. Galston is Acting Dean of the School of Public Policy, Director of the Institute for Philosophy and Public Policy, and the Founding Director of CIRCLE (The Center for Information and Research on Civic Learning and Engagement) at the University of Maryland. He served as Deputy Assistant for Domestic Policy during the first Clinton Administration, and Executive Director of the National Commission on Civic Renewal. Galston is the author of six books and nearly one hundred articles. Also active in the volunteer sector, his activities include service as Executive Director of the National Commission on Civic Renewal and Task Force Chair of the National Campaign to Prevent Teen Pregnancy.

Rosabeth Moss Kanter is an internationally known business leader, best-selling author, and expert on strategy, innovation, and leadership for change, particularly in the digital age. Dr. Kanter is the Ernest L. Arbuckle Professor of Business Administration at Harvard Business School. She is author or co-author of 16 books, including *Confidence: How Winning Streaks and Losing Streaks Begin and End,* which examines leadership for turnarounds in businesses, major league sports teams, inner-city schools, and politics. Her public service activities span local and global interests and she serves on many civic and non-profit boards. Kanter has received 21 honorary doctoral degrees and has been named to lists of the "50 most influential business thinkers in the world" and the "50 most powerful women in the world."

Mihaly Csikszentmihalyi is one of the world's leading authorities on the psychology of creativity. He specializes in flow and motivation, creativity and innovation, business ethics, leadership, and worker satisfaction. His research and theories have revolutionized psychology. Dr. Csikszentmihalyi is the C.S. and D.J. Davidson Professor of Psychology at the Peter F. Drucker Graduate School of Management at Claremont Graduate University, and Director of the Quality of Life Research Center. The Hungarian-born social scientist has written 185 journal articles and 14 books including: *Flow: The Psychology of Optimal Experience,* which was translated into 15 languages, *Creativity,* and most recently, *Good Business: Leadership, Flow, and the Making of Meaning.*

CONFERENCE FRAMER

Helen (Lena) Astin, Associate Director of the Higher Education Research Institute at UCLA, is a Professor of Higher Education and Organizational Change, an author, and a psychologist. Long a student, scholar, and teacher of leadership, her task is to challenge us to delve deeper into the conference theme, to observe ways the theme is tied into the sessions and informal conversations. She will share her observations and summarize the many ways that the theme connects throughout our collective leadership work.

Book Signing Schedule

Thursday, 6 – 7:30 pm *(Regency Ballroom)*

Michael Genovese
The Paradoxes of the American Presidency, 2nd Edition (2004), *The Encyclopedia of the American Presidency* (2004), and *Polls & Politics* (2004) (Note: Ends at 7 pm)

Lynn Levesque
Breakthrough Creativity: Achieving Top Performance Using the Eight Creative Talents (2001)

Jerrold Post
Leaders and Their Followers in a Dangerous World: The Psychology of Political Behavior (2004)

Ken Ruscio
The Leadership Dilemma in Modern Democracy (2004) (Note: Ends at 7 pm)

Richard Samuels
Machiavelli's Children: Leaders and Their Legacies in Italy and Japan (2003)

Friday, 9 – 10 am *(Regency Foyer)*

Ernest Stech
The Transformed Leader (2004)

Friday, 11:15 – 11:45 am *(Regency Foyer)*

Rosabeth Moss Kanter
Confidence: How Winning Streaks and Losing Streaks Begin and End (2004)

Friday, 1 – 2 pm *(Regency Foyer)*

David Cohen
Advocacy for Social Justice: A Global Action and Reflection Guide (2001)

Al Fein
There and Back Again: School Shootings as Experienced by School Leaders (2003)

Arthur Shapiro
Case Studies in Constructivist Leadership and Teaching (2003)

Friday 2:15 – 3:30 pm *(Regency Foyer)*

Mary Burner Lippitt
The Leadership Spectrum: 6 Business Priorities That Get Results (2002)

Bernice Ledbetter
Reviewing Leadership: A Christian Evaluation of Current Approaches (2004)

Friday, 4 – 5:15 pm *(Regency Foyer)*

John Bryson
Visible Thinking: Unlocking Causal Mapping for Practical Business Results (2004)

Michael Dickman
Connecting Leadership to the Brain (2001), and *Leading with the Brain in Mind: 101 Brain Compatible Practices for Leaders* (2003)

Elizabeth Faier
Organizations, Gender, and the Culture of Palestinian Activism in Haifa, Israel (2004)

Douglas Hicks
Religion and the Workplace: Pluralism, Spirituality, Leadership (2004)

Kristine Keifer Hipp
Reculturing Schools as Professional Learning Communities (2003)

Friday, 5:30 – 6:30 pm *(Regency Foyer)*

John Antonakis
The Nature of Leadership (2004)

Peter Northouse
Leadership, 3rd. Edition (2003)

D.E. Polkinghome
Practice and the Human Sciences: A Case for Judgment Based Practices of Care (2004)

Peter Vaill
Learning as a Way of Being (1996), and *Spirited Leading and Learning* (1998)

continued

Book Signing schedule continued

Saturday 11 – 11:30 am *(Regency Foyer)*

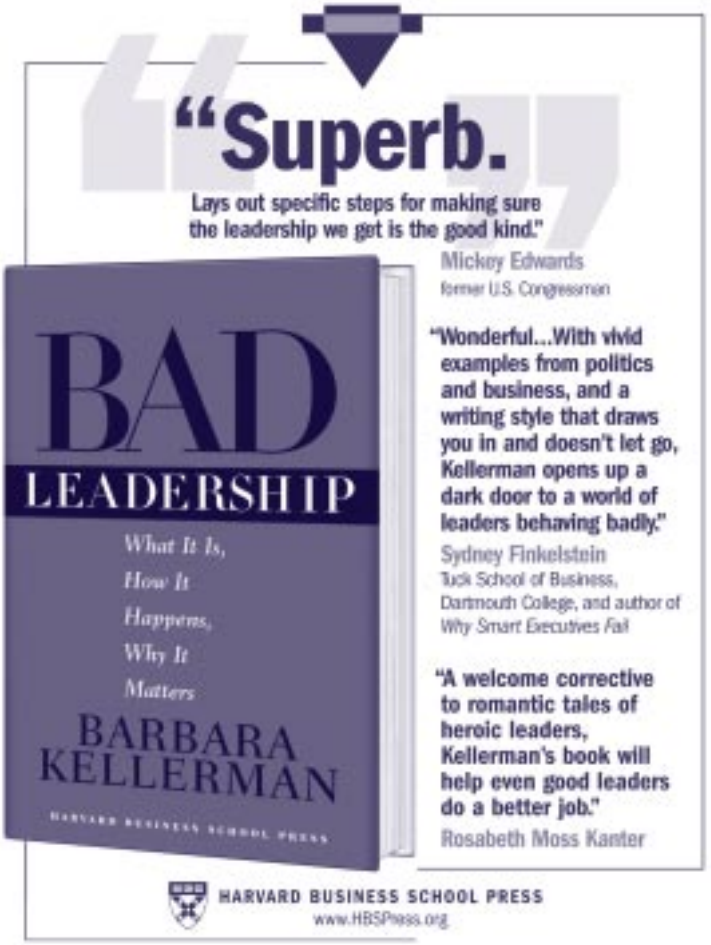
Barbara Kellerman
Bad Leadership: What It Is, How It Happens, Why It Matters (2004)

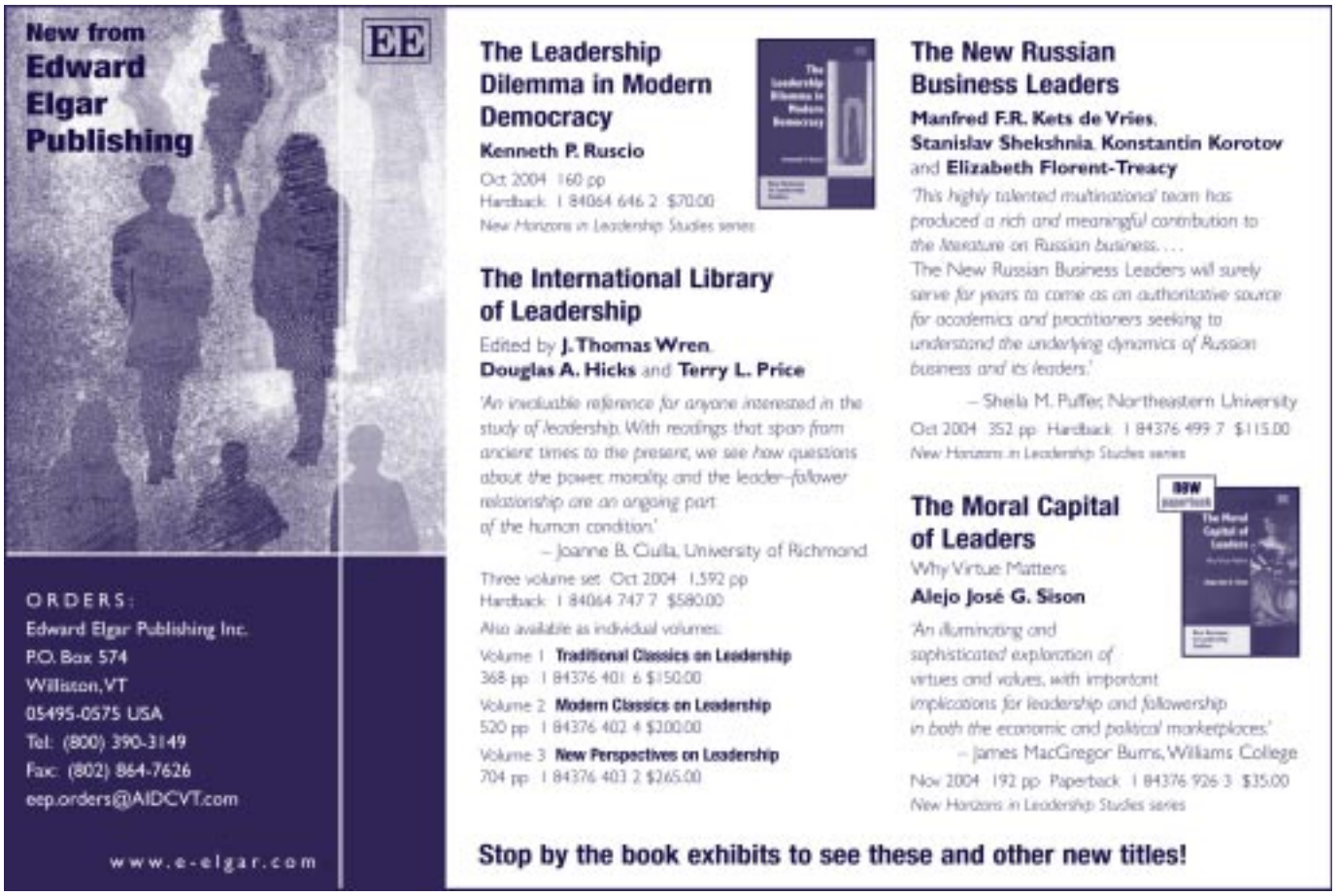
Jean Lipman-Blumen
The Allure Of Toxic Leaders: Why We Follow Destructive Bosses And Corrupt Politicians—and How We Can Survive Them (2004)

Arnold Ludwig
King of the Mountain: The Nature of Political Leadership (2002)

Saturday, 6 – 7:30 pm *(Regency Foyer)*

Mihaly Csikszentmihalyi
Good Business: Leadership, Flow, and the Making of Meaning (2003)





New Frontiers of Leadership

Edited by: **George B. Graen**, *University of Louisiana*

CONTENTS: Preface. Foreword. Leadership and Flexible Organizational Structures: The Future is Now, *Anson Seers.* A New Approach to Team Leadership: Upward, Downward and Horizontal Differentiation, *George B. Graen, Chun Hui, and Elizabeth T. Taylor.* Two Faces of Excellence: Perfection versus Eminence, *Avraham N. Kluger and Yoav Ganzach.* Leader–Member Exchange in a Total Service Industry: The Hospitality Business, *Carl P. Borchgrevink.* Asian Model of Managerial Efficacy and Leadership: A Glimpse into the Future, *Mitsuru Wakabayashi, Ziguang Chen, and George B. Graen.* LMX in Germany: Theoretical and Empirical Reception of a Dyadic Leadership Approach, *Birgit Schyns.* The Complexity of Communication in Leader–Member Exchanges, *Michael W. Kramer.* Leader–Member Exchange and Organizational Justice: A New Approach, *Rudolph J. Sanchez and Zinta S. Byrne.* A New Approach to Intercultural Cooperation, *George B. Graen, Chun Hui, and Qing Liang Gu.*

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An Indispensable Guide

Reviewing Leadership

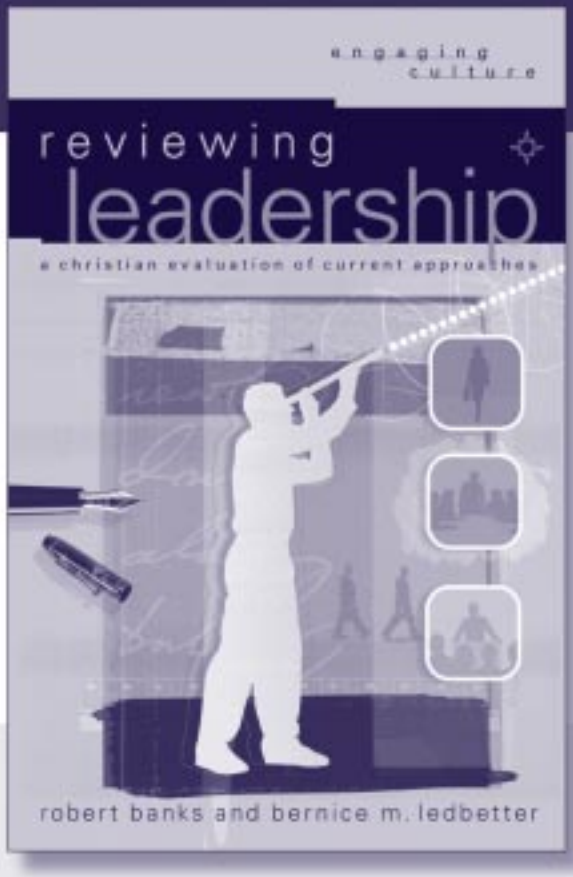
0801026903 • 176 pages • $17.99p

"A wellspring of knowledge about the intersection of leadership and Christian worldviews. Its ecumenical breadth and analytical depth can guide Christians from many traditions in shaping leadership for both the church and society. This resource should be embraced by all who care deeply about the theory and practice of Christian leadership."

—Shirley J. Roels, director, Lilly Vocation Project, Calvin College

"It's not easy to lead Christianly, but for those who want to examine the best thinking on what it means to be a servant-leader, Banks and Ledbetter have compiled a broad and helpful survey of the recent literature."

—Marshall Shelley, editor, *Leadership Journal*



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Bringing Leadership Perspectives Together

International Leadership Association

Our Mission
The International Leadership Association (ILA) is the global network for all those who practice, study and teach leadership.

The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

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 and consultants from many disciplines and many nations.

At these conferences and in our work, the ILA strives to:

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

Get Involved!

There are many opportunities for member involvement in the year round work of the ILA. The ILA Board of Directors and ILA staff are interested in hearing your ideas. Please speak to one of us (see listing on page 71) during the conference or contact the central office at:

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College Park, MD 20742-7715

Voice: 301 405 5218
Fax: 405 6402
Email: ila@ila-net.org
Web: www.ila-net.org

The Global Learning Communities (GLCs) Invite Your Participation!

Each Global Learning Community (GLC) provides opportunities 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. The GLCs assist with the development of the annual conferences by advising the conference program team, recruiting leaders in their field to submit session proposals, and organizing a peer review process to review and select conference sessions. News about the GLCs is published in the *Member Connector* newsletter.

During this conference, GLC meetings are scheduled every afternoon; please refer to the agenda for exact meeting times and locations. Everyone at the conference is welcome to attend GLC meetings, however only members of ILA can vote on GLC business items or serve in the role of Convener or Convener-elect. Voting will take place Saturday evening during the GLB Business Meetings.

According to the ILA by-laws, each GLC shall have a Convener and Convener-elect. The Convener shall have a one-year term, subject to a one-year renewal at the discretion of the GLC and the ILA Board. The Convener-elect automatically succeeds the Convener. The Convener serves as chair of the GLC, represents the interests of the GLC to the Board, and presents an annual report to the GLC at the annual conference.

Brief descriptions and the 2003-2004 conveners for each GLC follow.

The Global Learning Community for Applied Leadership

The GLC 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 professionals who are reflective practitioners committed to improving leadership and leadership education and development.

Convener: *Carol Woltring, Center for Health Leadership & Practice, Public Health Institute*
Convener-Elect: *Katherine Tyler Scott, Trustee Leadership Development*

The Global Learning Community for Business Leadership

The GLC for Business is a forum where those involved in leadership initiatives within the business sector can come together and exchange ideas, trends, questions and experiences as they relate to the leadership issues facing business leaders today. Its particular focus is on international business leadership issues in an increasingly global business environment.

Convener: *Raymond Rood, President/Senior Consultant, HTI*
Convener-Elect: *Miriam Grace, Boeing Commercial Airplanes Company*

The Global Learning Community for Education

The GLC for Education facilitates the sharing of ideas, programs, and curricula among leadership educators committed to the development of leadership capacity in school systems, on campuses and in communities.

Convener: *Chad Ahren, Student Activities & Leadership Development, Westminster College*
Convener-Elect: *Lilia Valdez-Lindsley, Leadership & Parent Programs, Tulane University*

The Global Learning Community for Public Service Leadership

The GLC for Public Service provides a forum for those who work in or study the public service sectors. It encourages the examination and application of leadership principles to the decisions, programs and policies that are developed by those in the public service sectors.

Convener: *Denise Strong, Urban and Public Affairs, University of New Orleans*

The Global Learning Community for Leadership Scholarship

The GLC for Scholarship provides a forum for scholars and practitioners from all disciplines and fields to interact and mutually further our understanding of leadership, and to disseminate the results of leadership scholarship.

Convener: *Terry L. Price, Jepson School of Leadership Studies, University of Richmond*
Convener-Elect: *Mark Walker, School of International Service, American University*

The Inter-Group Learning Community

The Inter Group Learning Community 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.

Convener: *Dennis C. Roberts, Miami University*

Guide to Session Formats

Conversation with Author: Lecture or talk given by an author of a recently published book.

Formal Roundtable: A fifteen minute presentation on a particular leadership practice, research topic, or program challenge followed by a facilitated discussion with session attendees.

Luncheon Roundtable: A ten minute presentation on a particular leadership practice, research topic, or program challenge, followed by a small group discussion.

Panel: Presentations and/or discussions by people with contrasting or complementary points of view.

Papers: Presentation of written products documenting research, presenting theories, or arguing a particular point of view. Some papers were accepted as a Refereed Paper; these were subject to a more stringent, blind-review, selection process.

Poster: A visual display of a program, paper, or project that is set up in an exhibit space throughout the conference and staffed by the creator(s) during the opening reception Thursday evening.

Workshop: An interactive demonstration, application, and/or session that is rooted in audience participation and active learning.

8:30 am – 12 pm

Early Extended Sessions

Reflections on Burns's *Leadership*

Columbia B

Recently, fifteen leadership scholars identified the contribution and limits to James MacGregor Burns's *Leadership*, the work that remains for scholars in the field, and the problem of relating Leadership to leadership experience. After a short presentation on the scholars' reflections, this interactive workshop will organize into groups to address the practical and scholarly challenges that *Leadership* left us. Participants will leave grounded in this 1978 classic and its relationship to current challenges in the study and practice of leadership.

Richard Couto, Ph.D. Program in Leadership and Change, Antioch University
Georgia Sorenson, James MacGregor Burns Academy of Leadership, University of Maryland
Tiffany Keller, Baldwin-Wallace College
Gill Hickman, Jepson School of Leadership Studies, University of Richmond

Bridging Differences: Becoming More Effective in Your Leadership

Bunker Hill

Differences in gender, age, religion, culture and ethnicity, among many other more subtle differences, are a fact of today's organizational life. The ability to set direction, maintain commitment, and create alignment (including finding common ground) among these individual and/or group differences is a skill-set that is becoming more and more critical to be effective in a leadership role. This workshop will help participants build self-awareness and proven communication skills needed to understand the identities of self and others and to interact effectively across differences.

Michael H. Hoppe, Center for Creative Leadership (CCL)

Adaptive Leadership for Social Change: Making and Sustaining Progress on Difficult and Persistent Social Problems

Concord

Poverty. Racism. War. These problems are persistent and have no easy solutions. People and organizations that choose to take them on face a host of dangers including burnout, hubris and cooption. This session, intended for those engaged in working on difficult social problems, will introduce the Adaptive Leadership model developed by Ronald Heifetz. It will look at the connections between the inner work required of individuals and organizations and the external work they choose to engage. Participants will re-frame their own difficult and persistent leadership challenges, and discover new possibilities for intervention.

Brendan Miller, The Meristem Group; Kennedy School of Government, Harvard University
Samantha Tan, The Meristem Group; Kennedy School of Government, Harvard University

Patterns of Response in Leadership: The Conscious Use of Self

Lexington

Emotional intelligence as described by Daniel Goleman is emerging as a critical leadership capacity that is increasingly credited as the distinguishing factor between average and great leaders. Presenters will share the LIOS model based on 30 years of experience teaching the conscious use of self through an experiential, competency-based curriculum that actually develops emotional intelligence. In this experiential workshop, critical links will be made about the foundational nature of emotional intelligence in leadership, focusing on self-awareness, and its influences on personal leadership practice. Participants will reflect on, reconsider, and possibly re-orient a personal leadership challenge using models and tools proven to develop the conscious use of self.

Sherry Willis, Leadership Institute of Seattle
Catherine Johnson, Leadership Institute of Seattle

Incorporating Global Perspectives into Leadership Development Programs: Innovative Approaches for Academics and Practitioners

Columbia C

This workshop offers insight into how to develop a global mindset and how to incorporate global perspectives on leadership research, theory, and practice into university courses and professional training and development programs. The workshop will address the relevance of leadership research and theory across cultures, provide examples of activities and exercises that can be used with multi-cultural audiences, and offer insight into how to effectively address cultural concerns relevant to leadership education in both academic and organizational settings. The co-facilitators have extensive experience working with university and professional groups throughout North America, Europe, and Australasia.

Ted Baartmans, The Presentation Group, Bloemendaal, The Netherlands
Michael Hackman, University of Colorado-Colorado Springs, USA

Building Creative Talents in Leaders

Columbia A

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. Through experiential exercises, the workshop will explore eight creativity styles for leaders, based on a research-based model. The session will also provide information on how to play to strengths, compensate for areas where talents may be missing, and find new sources for creative answers, personal energy and resilience that can quickly be tapped to get through rocky times. Participants will leave with proven techniques for helping themselves and others develop the capacity to explore new horizons, confront tough challenges, and test unfamiliar routes — important competencies for leading through times of complexity and change.

Lynne Levesque, Harvard Business School

Issues of Leadership During the Holocaust

Participants will visit the United States Holocaust Memorial Museum in Washington, DC. Following their self-guided tour, they will engage in a discussion, led by staff from the Museum, about leadership roles during the Holocaust. Organized by the ILA local planning committee.

Have you received the latest issues of ILA's e-newsletter the *Member Connector*?

If you haven't, you've missed great features like:

Interview with Jean-Lipman Blumen on her new book *Toxic Leadership*

Interview with Mark Clarence Walker on The Strategic Use of Referendums: Power, Legitimacy, and Democracy

Profiles on ILA Institutional Members Simone de Beauvoir Leadership Institute in Mexico & the McDonough Center for Leadership and Business at Marietta College

Association news, job announcements, new member welcomes, and more!

Beginning in January 2005, the Member Connector moves to a monthly schedule.

ILA Members, make sure we have your correct email address on file to ensure that you receive this information-packed members-only E-newsletter.

International Student Leadership Conference

Women as Global Leaders

Educating the Next Generation

March 14-16, 2005
Dubai, United Arab Emirates

جامعة زايد
ZAYED UNIVERSITY

www.zuglobaleaders.org

Zayed University announces its First Annual Student Leadership Conference, to be held March 14-16, 2005 in Dubai, United Arab Emirates. The conference will bring together female students and faculty mentors from around the world to focus on issues relating to "Women as Global Leaders."

The conference format will include presentations by prominent world leaders and personalities, opportunities for participants to interact with these leaders, papers, presentations, simulations and workshops. Pre- and post-conference activities will allow participants to experience the rich culture and surroundings of the Emirates. While student participation is limited to female students, faculty mentors of both genders are invited, with parallel and interactive sessions planned for all participants. All sessions will be in English.

Founded in 1998 and named in honor of the President of the U.A.E., His Highness Sheikh Zayed bin Sultan Al-Nahyan, and with campuses in both Abu Dhabi and Dubai, Zayed University offers an international style education to Emirati women. Its educational program has become a model for higher education in the region. Graduates from Zayed University are prepared to assume leadership roles in their families, the country and the region, thereby shaping the future of the Middle East and its relationship to the rest of the world.

We invite you to join us for what promises to be a milestone event in leadership education and in the history of the Middle East.

3 – 4 pm

Simultaneous Sessions 1

To help you select which sessions to attend, the following icons are used to indicate which GLC(s) accepted the session. All sessions are open to all interested parties; if the room is full, please attend another session.

Scholarship
Education
Applied Leadership
Public Service
Business

The Nature of Leadership: A Model Viewed through Constructivist and Constitutive Lenses of Social Theory (Paper)

Bunker Hill

Case study was used to examine emergent relationships between leadership, followership, self, and sensemaking within organizational settings. This model is a synthesis of cross-case analyses and empirical phenomenological approaches illustrating the roles of influence and sensemaking in the constitution and construction of self and leadership.

Joseph Bocchino, The George Washington University; Executive Learning and Coaching, Inc. (refereed track)

Improving Leadership Education: Creating a Co-Curricular Leadership Development Program through Comprehensive Research and Assessment (Workshop)

Capitol

This program will highlight the importance of using intentional research and assessment to guide the creation of a comprehensive leadership development program that effectively meets the needs of an institution's student population. Specifically, participants will be presented with a proposed research design model, methodology for implementation, and techniques on how to translate the gathered data into new practices. Time will also be dedicated to examining the results of this process at a large, public university in the western United States.

John Dugan, University of Maryland, College Park

Leadership at Home and Abroad: Post-Election Prospects (Roundtable)

Columbia A

This roundtable will examine the prospects for American political leadership at home and abroad as a consequence of the results of the 2004 presidential election. This will be the first post 9-11 presidential election, and the results will have significant consequences for the way the United States is governed at home and its interactions with the world.

Michael Genovese, Loyola Marymount University
Kenneth Ruscio, Jepson School of Leadership Studies, University of Richmond
Gene Alpert, The Washington Center
Nancy Kassop, SUNY, New Paltz

Chair: *Michael Genovese, Loyola Marymount University*

Teaching Leadership Ethics (Workshop)

Columbia B

In this session, presenters will talk about new theoretical work in ethics and leadership that may shape the way one puts together a course on ethics and leadership. Presenters will share teaching strategies, exercises, and materials that have been effective in teaching ethics over the past 12 years at the Jepson School of Leadership Studies. Participants will be invited to share problems and successes that they have had teaching courses on ethics and leadership.

Terry Price, Jepson School of Leadership Studies, University of Richmond
Joanne Ciulla, Jepson School of Leadership Studies, University of Richmond

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Servant Leadership Under Fire: A Dance Between the Executive and Governance (Paper)

Columbia C

The struggle between the executive and the legislative or governing body of organizations, corporations, and elected officials is beginning to permeate all organizations. This case study illustrates how the new role of governing bodies is being used to change a public organization's mission and legal mandate.

Paul Boumbulian, Public Health Institute

Postmodernism and Leadership: Issues and Ideas (Papers)

Conference Theater

As the 21st Century unfolds, society is moving from modern to postmodern ways of knowing. Postmodernism is a complicated term, or set of ideas that has emerged as an area of academic study since the mid-1980s. This session investigates ways that postmodern thinking can and does influence understanding of leadership.

Constructing Leadership through Theory and Research

This presentation will describe a multi-year research project on leadership as a collective achievement in 57 community-based, nonprofit organizations. The research is guided by social constructionist theory and uses a qualitative, interpretive, participatory design. Early data analysis has focused on how these organizations enact relational, collaborative forms of leadership.

Sonia Ospina, Wagner School of Public Service, New York University

The Postmodernist Challenge to Leadership Studies

Postmodernism is a response to the intellectual project of modernity. Its influence already extends into leadership studies. Postmodernism is not always explicit, however. Neither is it always understood. Nonetheless, it challenges leadership studies. This paper identifies several typical apprehensions about the effects of postmodernism.

Nathan Harter, Purdue University

A Future for Leadership—Towards the Postindustrial Paradigm, a Study of Rost's (1991) Postindustrial Leadership Concept

Emeritus leadership scholar, Joseph Rost first proposed the postindustrial concept (PIC) of leadership in his seminal work, *Leadership for the Twenty-First Century* (Praeger, 1991). This presentation summarizes the presenter's doctoral dissertation study of the PIC of leadership, as measured in its currency and praxis in America today.

Michael Kearns, Andrews University

Chair: *Michael Kearns, Andrews University*

A Millennial Mandate for Seamless Leadership Education: A University Program Offered in 21 Countries around the World (Panel)

Concord

Delivering a graduate degree in organizational leadership to students from government, NGOs, education, and mission, and church related organizations in 21 countries on an annual basis has been an integral part of the mission of Azusa Pacific University. This novel program pedagogy combines classroom time within a distributed learning paradigm with faculty traveling to the various Global Learning Groups. Learn about this unique delivery system.

Dave McIntire, Higher Education and Organizational Leadership, Azusa Pacific University
Grace Barnes, Higher Education and Organizational Leadership, Azusa Pacific University
Badeg Bekele, International Leadership Institute (Ethiopia)

Taxonomies, Metaphors, and the Study of Leadership (Papers)

Congressional B

A Few of Our Favorite Things: The Use and Abuse of the Jazz Metaphor in Leadership Studies

The jazz metaphor has gained wide currency in leadership studies. The metaphor is often used to reinforce a number of favorite themes in the field. That effort, however, also tends to abuse the metaphor by ignoring much of what the jazz tradition actually tells us about leadership and leadership education. The towering figure of jazz bassist and composer Charles Mingus and interviews with numerous jazz artists will be examined to provide a fuller portrait of the jazz metaphor and leadership.

Norman Provizer, Metropolitan State College of Denver

Toward a Taxonomy of Leadership Contexts

The field of leadership began with the study of political leaders, particularly heads of state; charismatic leaders of social movements; military leaders; and managers in corporate settings. However, the field now encompasses a much larger array of settings and contexts and the term leadership is used uncritically to designate a wide variety of actual leadership contexts with differing kinds and levels of skills. A taxonomy permits scholars, consultants, trainers, writers, and others to specify the particular kind of leadership being addressed. The paper suggests areas for future research and analysis.

Ernest Stech, Chief Mountain Consulting

Social Capital: A Powerful Tool for Community Leaders (Workshop)

Congressional E

Social Capital is a powerful tool for community leaders in building networks, building trust, and setting common values in their communities. This interactive workshop will illustrate the basic principals of social capital in communities, the role of leaders in promoting social capital, and the interaction with fiscal and physical capital.

Myrna Bair, University of Delaware

Organizational Architecture and Effective Leadership (Panel)

Lexington

Leadership literature has yet to provide an overarching theory that unifies much of the multidisciplinary work in the field. The panel proposes the Structure-Strategy-Leadership-Performance Paradigm [SSLP] as an overarching theory for organizing and discussing the interaction of important leadership issues and the economic environment faced by organizations. Examples of how this theory applies include issues for developing and implementing strategies of multinational firms and international trade.

Gigi Escoe, University of Cincinnati
Joseph Gallo, University of Cincinnati
Gamaliel Perruci, McDonough Center, Marietta College

4:15 – 5:30 pm

Simultaneous Sessions 2

Global Learning Community Sponsored Sessions: This year the GLCs have organized the following sponsored sessions that feature guest speakers and topics which broadly appeal to their members. While organized with a specific audience in mind, these sessions—like all others—are open to everyone regardless of your GLC affiliation.

Uncommon Leadership: The Process of Transformational Change in Culture (Workshop)

Capitol

An interactive dialogue focused on naming and describing the promising leadership practices the presenter discovered in seeking transformational change, particularly with regard to culture. In the spirit of Open Space work, participants will help to frame the work and share significant lessons they have learned in their own work. This is applied leadership in action!

Juan Sepúlveda, The Common Enterprise

Developing a Leadership Identity: A Grounded Theory (Panel)

Columbia B

This grounded theory study of how leadership identity developed from childhood through the college experience includes a six stage model and the conditions that supported that development. Research team members will present these conditions with quotes from participants. Komives will address the role of this theory in college leadership programs.

Susan R. Komives, College Student Personnel, University of Maryland
Julie Owen Casper, Maryland Leadership Development Program & Curriculum, University of Maryland
Susan D. Longerbeam, College Student Personnel, University of Maryland
Felicia Mainella, Leadership Studies, Peace College
Laura Osteen, Leadership Program, Florida State University

Challenges of Leadership Development in Non-Profit and Public Sector Organizations (Panel)

Columbia C

Public service and non-profit organizations must often tackle complex intractable issues. Strong and effective leadership development throughout the organization is critical, yet it often gets lost in the day-to-day crises of the moment. Two presenters, one from the non-profit sector and the other from government, will share what they have learned over decades of identifying, supporting, and nurturing leadership development in diverse organizations. A moderated discussion will follow.

Ellen Buchman, Leadership Conference on Civil Rights
Gail S. Williams, Leadership Alchemy Program, NASA Goddard Space Flight Center

Chair: *Denise Strong, Urban & Public Affairs, University of New Orleans*

Business Leadership: Where Priorities Collide (Panel)

Conference Theater

Individuals in corporations live within cultural systems that are undergoing change in all the major dimensions: evolutionary change, accidental change, planned change, and transformational change or systemic change. This affects what people do, how they do it, and how they feel about it. This panel brings three perspectives to the discussion of managing priorities and change in a global context: an international diplomat representing the political perspective; a retired military officer speaking from a strategic perspective; and a business leader focusing on technology and global change.

Mary L. Kenney, Boeing Company
Eric Rojo, Mid-Atlantic Chapter of the U.S.-Mexico Chamber of Commerce
Philip Winston Pillsbury, Jr., U.S. Cultural Affairs Officer to Zaire, Iran, Mali, Italy, and Spain

Prominent Scholarship in the Study of Leaders (Panel)

Columbia A

This sponsored session, offered by the Scholarship GLC, presents three of the most prominent scholars who have done research on leadership. Their work covers the political psychology of leaders, the role of leaders in Japan and Italy, leaders in foreign policy decision-making, and other important topics for all ILA members.

The Odd Couple: Leaders in Italy and Japan

Commonsense tells us that leaders and their decisions matter, but most social science focuses on the constraints of great forces. In this talk based on his award-winning book, *Machiavelli's Children,* Samuels uses Italian and Japanese history to expose how much we have to gain by exploring leadership and the strategic, tactical, and moral choices they make.

Richard Samuels, Massachusetts Institute of Technology

Assessing the Leadership Styles of Heads of Government

Much political decision making is done in groups. The style a leader exhibits often influences how these groups are structured, the people who are involved, and the kinds of policies that result. Discussion will focus on how to assess leadership style at a distance, a range of such styles, and their likely effects.

Margaret Hermann, Maxwell School

The Psychological Evaluation of Political Leaders

In the post-Cold War environment, dangerous international conflicts have increasingly been precipitated by rogue leaders, emphasizing the importance of the capacity of accurate leader assessments. Describing the method of political personality profiles, the presenter will illustrate his talk with material from Saddam Hussein, Kim Jong-il of North Korea, Milosevic, and others.

Jerrold Post, George Washington University

Chair: *Mark Walker, American University*

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6 pm – End

Poster Sessions

Please stop by and visit these hosted poster sessions during the Welcome Reception. Poster sessions will remain on display throughout the conference in the Columbia Foyer.

Sharing Our Stories: Using the Narrative Approach to Enhance Transformational Leadership (Poster 1)

Desmond Tutu has used his leadership role in a powerful way, by consistently supporting ideals that will lead to peace and a better future for all humanity. The Women in Leadership Program (WILP) was created by the Desmond Tutu Peace Centre to build peace by nurturing visionary, ethical, and transformational leadership. WILP uses the narrative approach, focusing on the leadership experiences of South African women and encouraging them to embrace transformational values to promote peaceful co-existence.

Glenda Wildschut, Desmond Tutu Peace Centre
Zella Pahlana, Desmond Tutu Peace Centre

The Leadership Minor (Poster 2)

NGCSU's leadership minor creates leaders committed to others' growth and dedicated to building value-based institutions, contributing to a just, caring, and sustainable society. The theme "Developing Influential Citizens" encapsulates the curriculum and processes that are developmental, enhances the capacity of students to influence others, and engages students in community.

Robert Thomas, North Georgia College & State University

The Vision Quest as a Leadership Development Experience (Poster 3)

The Native American vision quest has been adapted by facilitators to provide an opportunity for leaders or leaders-to-be to allow the inner spirit to emerge and to find a mission in life through a core experience of fasting solo in a remote and natural setting.

Ernest Stech, Chief Mountain Consulting

Pro Public Leadership: Emerging Themes and Challenges (Poster 4)

Pro public leadership is leadership in the interest of the public. Such leadership takes place in challenging contexts involving leaders in politics, government, public administration and civil society. The purpose of dialogue around issues and challenges faced in pro public leadership is to explore concepts, theories, approaches, challenges and competencies.

Erwin Schwella, School of Public Management and Planning, Stellenbosch University, South Africa

Faculty and Staff Grants Creating Transformative Leadership (Poster 5)

This poster outlines how faculty and staff leadership development grants have spawned change at NGCSU. In addition to detailing specific projects and their outcomes, it describes the transformative process in individuals and groups, moving them toward embracing a culture of empowerment.

Donna Gessell, North Georgia College & State University

Innovations in Leadership Development through Examining the Leadership Stories of College Women (Poster 6)

McCall, Lombardo, and Morrison's (1988) research with senior executives on key events that impacted their leadership development sparked an interest to conduct a similar study with college women. A narrative analysis was completed using the key events papers of students in a leadership course. This poster session will share the preliminary themes that emerged.

Rebekah Hancock, Peace College
Kris Franklin, Peace College

Could the Transformational Essence of Leadership be Influence, a Reciprocal Relationship between Self and Other? (Poster 7)

This study demonstrates that influence may be much more self-defined and intentional than has previously been reflected in the leadership literature. The implications have bearings on discussions about leadership in political and educational contexts, and across cultural and international boundaries.

Joseph Bocchino, The George Washington University; ELCI

Leadership Roundtable: Engaging Faculty and Staff in Change (Poster 8)

Each semester twelve staff and faculty members participate in the Leadership Roundtable—an intensive three-day retreat with small and large group meetings. The Leadership Roundtable Society, an alumni group, is exploring ways to serve University needs. This section describes the Leadership Roundtable, its successes, and its replication on other campuses.

Robert Lyman, North Georgia College & State University

Out of Sight, Out of Mind: American Citizens and the Genocide in Rwanda (Poster 9)

This thesis argues that the silence of American citizens during the genocide in Rwanda played a determining role in the failure of the United States to intervene. This failure shows the importance of compassionate and moral followership in addition to the need for thoughtful and responsible leadership.

Colette T. Connor, Jepson School of Leadership Studies, University of Richmond

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Student Grants: Forging Community Leadership (Poster 10)

An important part of the Leadership Initiative is the cultivation of student leadership. NGCSU students have opportunities to join or to create organizations that have a community leadership focus. This poster will describe the model for developing student leaders on campus and in the community.

Alice Sampson, North Georgia College & State University

Leadership Development Processes Using a Frameworks for Learning Approach (Poster 11)

Frameworks for Learning is a process of creating learning communities for faculty and students which transform leadership instruction processes. The learning communities become environments where the delivery of information centers around enabling both students and faculty to become aware of resources so that each becomes empowered in the learning process.

Don Mulvaney, Auburn University

Leadership: Learning through Film (Poster 12)

Utilizing visual images is especially important with adult learners. This poster highlights the use of film in studying leadership, detailing the use of films and film clips as attention getters, discussion generators, and application tools. Sample lessons will be provided.

Kathleen Campbell, United States Military Academy
Stephen Ruth, United States Military Academy

Leadership Education: Changing our Community for the Better (Poster 13)

This session will consider the impact that the leadership studies program at the University of South Florida had on students, student organizations, faculty, staff and community. Using results from interviews, focus groups, the Student Leadership Practices Inventory and internally designed survey instruments, the poster will share results and hopes for future growth.

Laurie Woodward, University of South Florida
Alice Murray, University of South Florida, Lakeland Campus

Legacy Leadership Institutes: Developing Volunteer Leaders, Increasing Social Capital (Poster 14)

One underused resource for meeting today's social needs is the potential contribution of millions of talented retirees. The University of Maryland's Center on Aging offers Legacy Leadership Institutes, innovative programs that develop retirees' leadership and specific expertise to increase public or nonprofit organizational capacity. Legacy Leadership Maryland is currently developing its fourth class of volunteers as legislative interns for the state legislature. The program is both didactic and experiential, integrating knowledge about the legislative process with leadership development assessment and exercises.

Laura Wilson, Center on Aging, University of Maryland
Tracey Manning, James MacGregor Burns Academy of Leadership, University of Maryland

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Transformational Leadership Among Leaders of African Descent (Poster 15)

Bass' Full Range of Leadership model is used to measure the leadership style of 112 Black leaders in 80 public and private sector organizations using subordinate ratings. As compared to meta-analytic findings, Black leaders exhibit more transformational leadership, more contingent reinforcing behaviors, and less management-by-exception strategies in creating transformational climates.

Harold Arnold, Jr., Temple University

A Model for Student Community Leadership Development Programming (Poster 16)

This poster will present a model of key components for student leadership programs focused on developing students to lead in a community minded manner in any industry. The session will include both academic and co-curricular information.

Matt Smith, Center for Leadership Studies, Colorado Leadership Alliance; Community Leadership Institute, Johnson & Wales University

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Managing Controversy with Civility: An Exploration of Its Role in Effective Leadership (Poster 17)

This poster presentation is designed to educate leadership professionals as to why the construct of controversy with civility, as defined by the Social Change Model, is an essential component to effective leadership. The poster will also highlight specific interventions designed to increase leadership capacity in this area.

Nathan Slife, University of Nevada, Las Vegas
John Dugan, University of Maryland, College Park

Promoting Leadership and Service through an Interdisciplinary Certificate Program (Poster 18)

This session describes an academic leadership education program at the University of Georgia, the Interdisciplinary Certificate in Leadership and Service (ICLS). Included are the rationale for the program, the requirements, and key program features. The ICLS framework is highly suitable as a model for adaptation at numerous other institutions.

Christine Langone, University of Georgia

Recognizing the Paternalistic Mindset in Leadership (Poster 19)

Research has identified a dominant paradigm in organizational leadership; one that mostly goes unrecognized. The traditional contrast between autocratic and servant leadership is not sufficient to explain the complete spectrum of mindsets in leadership practiced in organizations today. Most organizations operate between these two within a paternalistic mindset of leadership.

Jim Laub, Indiana Wesleyan University
Bill Millard, Center for Life Calling & Leadership

Personality and Effective Leadership (Poster 20)

This study examined the relationship between personality traits and military leadership. Known military leaders completed the NEO-PI-R other report on both effective and ineffective leaders. Results for both leaders were examined within the framework of the Five-Factor Model of personality.

William Hill, Regent University
Judith Johnson, Regent University

Leading Roles Program, University of California Davis (Poster 21)

Learn about the newly developed Leading Roles Program at UC Davis. With the goal of enabling excellence in leadership education, this program joins academic inquiry and student affairs resources with program offerings that include the Contemporary Leadership Minor, the Kellogg Summer Leadership Institute, living-learning communities, and a certificate series.

Lynn Fowler Huneke, University of California, Davis

8:30 – 10 am

Simultaneous Sessions 3

Mentoring: Model Building and Leadership Development (Panel)

Bryce

This panel discussion seeks to clarify the construct of mentoring and to describe the connection between mentoring and leadership. A cross-disciplinary concept analysis of the literature and critical review of empirical findings are used to build a heuristic model of mentoring. Research in sustaining leadership through mentoring will be described.

Miriam Grace, Boeing Commercial Airplanes Company
Elizabeth Holloway, Ph.D. Program in Leadership and Change, Antioch University
Brenda Jack, Johnson & Wales University

The Tao of Leadership (Panel)

Valley Forge

Burns and Senge are among the experts who refer to Lao Tzu and Confucius as important leadership mentors. This panel will present a new model of successful leadership behavior based on these masters' works—virtue and energy flow, with examples from business, education, and references to Capra, Senge, Vaill, and Wheatley.

This first panelist will share reflections on Taoist and other Eastern philosophies. He will challenge the idea that we can pick and choose from these philosophies, and pick and chose the situations we apply them to. They were not formulated in that spirit, nor do serious practitioners of these disciplines think such selectivity is appropriate.

Peter Vaill, Antioch University

The presenter will share his work on the competency requirements of university CEOs and tie them to his experience in finding a successful balance between the paradoxical and seemingly conflicting centripetal and centrifugal forces. This presentation is by video tape and the presenter will be available for questions via phone during the session.

Alan E. Guskin, Project on the Future of Higher Education; Ph.D. Program in Leadership and Change, Antioch University

This panelist will explore business projects and initiatives focusing on a specific unsuccessful entropic leadership pattern often observed in managed business changes. He will compare this pattern with one that succeeds.

Richard A Bergeon, Bergeon, Fu and Associates

This presenter will integrate Systems Thinking, I-Ching, and modern physics to connect them with energy and flow approaches to leadership. She will illustrate the "Tao of Leadership" using an example from contemporary leadership literature.

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

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

Learning and Leading: Youth Development and Civic Activism (Workshop)

Capitol

This session will share innovative civic activities of diverse youth organizations. For youth in marginalized communities, civic activism is a positive venue for leadership development. Working on community issues, these youth have organized themselves to better conditions for their constituents. Lessons and leadership strategies from their work have been captured in a tool kit that will be shared during the session.

Wendy Wheeler, Innovation Center for Community and Youth Development

Enriching the Transformational Leader: Dispositions for Global Leadership (Panel)

Columbia A

What kind of person succeeds as a global leader? This panel asserts five distinct leadership dispositions critical to that success. Each one manifests as patterns of thinking and practice that can be learned and developed, resulting in effective applications for leadership.

The Creative Leader

Successful leadership requires flexibility, multi-perspective fluency, originality, and a sensitivity to detect and define problems before they are explicit. These habits of mind epitomize creative and divergent thinking, and parallel effective leadership across many theories. This engaging presentation introduces the habits, processes, and advantages of creativity for leadership.

Tony Middlebrooks, Cardinal Stritch University

The Mindful Leader

Beyond addressing the needs of a given situation, the mindful leader attends to the nature of intelligence that underlies human capacity in any circumstance. Such a leader influences others toward success from his or her knowledge of how intelligence works in multiple dimensions behind the scenes of every challenge.

Michael Dickmann, Cardinal Stritch University

The Collaborative Leader

Collaboration is the cornerstone of leadership that drives professional learning communities (PLCs). Coupled with values and vision, supportive conditions, collective learning, and shared practice, collaborative leadership creates the link to organizational improvement through the institutionalization of PLCs.

Kristine Kiefer Hipp, Cardinal Stritch University

The Humorous Leader

The disposition of humor plays a critical role in effective leadership. While the specific cause and manifestation differs across cultures, humor serves as a common enjoyable phenomenon. For leaders, humor as a disposition provides a valuable tool to build relationships, influence perspectives and emotions, facilitate learning, and enhance the leadership ability of others.

Tony Middlebrooks, Cardinal Stritch University

The Coherent Leader

Based on interviews with 36 highly effective leaders from around the world, a model of leadership coherence emerged. Integrity formation and commitment to central core values characterizes congruent leadership character and behavior, increasing capacity and expanding their consequence. Lessons learned have universal implications for leaders across culture, gender, and organization.

Nancy Stanford-Blair, Cardinal Stritch University

To help you select which sessions to attend, the following icons are used to indicate which GLC(s) accepted the session. All sessions are open to all interested parties; if the room is full, please attend another session.

Scholarship
Education
Applied Leadership
Public Service
Business

Core Content and Current Trends in Leadership Education (Panel)

Columbia B

This session is designed for individuals interested in teaching leadership. It will be an interactive session which addresses a wide variety of leadership topics including: 1) core theories that every leadership program should teach; 2) differences in leadership content across curricular levels; 3) core values addressed in leadership books; 4) current hot topics in leadership; and 5) existing leadership topics that are obsolete. This session will include content about lectures, assignments, and exercises. Participants are encouraged to bring materials to share with others.

Peter Northouse, Western Michigan University
John Antonakis, University of Lausanne
Craig Johnson, George Fox University
Ron Riggio, Claremont McKenna College

Leaders: Learning to Improvise, Learning from Improvisation (Workshop)

Columbia C

Educators, corporate trainers and youth leaders have discovered that improvisation principles and experiences can support leadership development. This workshop will introduce the basic rules of improvisation. Participants will work in pairs and groups to develop skills at listening, accepting the present, being spontaneous, supporting partners, and trusting the group.

Margie Nicholson, Columbia College Chicago
Scott Graham, Wright State University
Ivana Mrozkova, Palacky University

No One is Free while Others are Oppressed: Infusing Social Justice Themes in College Student Leadership Programs (Workshop)

Concord

Privilege plus prejudice equals oppression. In your leadership series, are issues of diversity and multiculturalism only discussed during that one special diversity session? What can be done to develop seamless leadership programs that embrace citizenship, inclusion, and service? Embark on a journey that will assist in evaluating the cultural readiness of leadership programs. Strategies, activities and concepts will also be discussed to provide resources for participants.

Vernon A. Wall, Iowa State University

Bringing *Worldmindedness* into Leadership Education (Panel)

Conference Theater

In this increasingly interdependent world, international and intercultural interactions are more frequent and intense, increasing the need for understanding the ramifications of actions throughout the world system. If leadership students are to understand this world and benefit from the acknowledged outcomes of international education, a range of methods for including international study in the leadership curriculum must be found. Panel participants, will share a variety of experiences and conceptual approaches, including ways to make international learning accessible to the non-traditional student.

Non-traditional Students and International Educational Partnerships

Report on a trip by students and faculty member to Southern Africa to develop international study opportunities for non-traditional leadership studies students.

Betty D. Robinson, University of Southern Maine, Lewiston-Auburn College

Overview of University-sponsored International Study for Leadership Programs

Review of selected university-sponsored experiences in international study programs and internships, especially as they relate to increasing knowledge and understanding of the various cultural approaches to leadership.

Cecile Garmon, Western Kentucky University

Making the Global Connection with Leadership Development

The Global Connect program at Mount Allison has been designed to ensure that the students' cross-cultural experiences are informed by the leadership principles of personal engagement, experiential learning, community service, and partnerships.

Kathleen Flanagan, Mount Allison University

Preparing Students for International Experiences

A presentation on the preparation of leadership students for international educa-tional experiences as well as the learning rationale for such preparation and the feedback from students.

Terry Haggerty, University of New Brunswick

When We (Non-Americans) Come on Exchange to You (Universities in the United States)

Global partnerships are two-way ventures. When the sending university becomes the receiving venue, intentional preparation and understanding can make a positive exchange, both for the individuals involved as well as the two institutions.

Marta D. Bennett, Daystar University

Leadership Skills and International Service Learning

Unexpected outcomes of the international service-learning experience on students engaged in the Pioneer Leadership Program and leadership minor at the University of Denver will be shared. The presentation will look at two faculty-led programs: Project Dharmasala and the DU-University of Bologna program, with a focus on passion, engagement, and reciprocity.

Sheila Phelan Wright, University of Denver

Chair: *Betty Robinson, University of Southern Maine, Lewiston-Auburn College*

Developing Student Leaders as Global Citizens, Social Advocates, and Ethical Dissenters (Panel)

Bunker Hill

Student Volunteers to Social Advocates: How Do We Make the Move?

Volunteerism among undergraduates is at a record high, yet participation in politics is at an all-time low. Only the rare student makes the transition from volunteerism to community engagement. Birmingham-Southern College has made major strides in facilitating understanding between the civic and electoral arenas. A student, a faculty member, and the leadership studies program director will present approaches to promoting collegiate political engagement.

Jeanne Jackson, Birmingham-Southern College
Allison Stagg, Birmingham-Southern College
Kent Andersen, Birmingham-Southern College

Genuine Citizenship: Understanding Leadership and Civic Development on a Global Scale

Can we train students to become future leaders and responsible global citizens? Can international leadership programs transform the way in which individuals view their role in this global world? This paper explores the cultivation of genuine citizenship through a qualitative study of international leadership programs in Prague, Bologna, and Havana.

Heather McDougall, Vision Resource Centre; Saint Mary's College

Educating for Ethical Dissent as a Civic Responsibility: A Conceptual Model for Followers/Citizens

Janeway in *Powers of the Weak* pointed out that "ceding all power to the powerful is perilous." This paper will assist educators in educating students (citizens) about dissent by providing a framework of different types of followers, including pseudo-followers, true followers, pseudo-dissenters, and true (principled) dissenters.

Gerri Perreault, University of Northern Iowa

Leading from Anywhere: Transforming the Paradigm of Women's Leadership (Workshop)

Congressional C

This session will examine the role of women in developing healthy communities and social systems internationally, and engage participants in examining the intersection of societal beliefs about women with current leadership paradigms. A core competency model for women's leadership that addresses limiting socio-cultural belief systems and redefines the nature of women's leadership will be presented and discussed.

Cynthia Wilcox, Mirror Image Consulting Group
Glenda Wildschut, Glassbox Consultancy

Leadership and Social Justice (Conv. w/ Authors)

Congressional D

Each author will briefly touch upon the central themes of a recent book, read selected and illustrative passages, and then engage those attending the session in a discussion.

To Give Their Gifts

This book, rich in issues of health, political economy, and social justice, contains much about the strategies of community organizing and program development. Health professionals in all institutional settings will find that the stories get to the heart of why they entered and remain in a "helping" profession. Community organizers will find practical political lessons, and all readers will find a higher standard for democratic practice.

Richard Couto, Ph.D. Program in Leadership and Change, Antioch University

Advocacy for Social Justice

Building civil society and nurturing democracy has become part of mainstream development discourse. But while some NGOs are taking the lead in this work, others still lack the skills needed to assume new roles in policy advocacy for social and economic justice. *Advocacy for Social Justice* is a direct and interactive response to this growing need.

David Cohen, Advocacy Institute

Emerging Leadership Strategies and Complex Change (Workshop)

Congressional E

Today's fast paced world of increasing complex change demands world class leadership. Leaders that integrate strategy (nature & direction), change (doing work in a different way), and transition (helping people adapt) will succeed where others fail. Learn what is required to develop world class leaders throughout your changing organization.

Rodney Vandeveer, Purdue University
Chris Edgelow, Sundance Consulting Inc.

Developmental Influences on Empowering Leadership (Panel)

Everglades

What are the pathways between strong family bonds (or secure attachment) and transformational leadership? Panelists identify interpersonal competencies, implicit leadership theories, constructive relationships, and informal learning experiences that foster empowering leadership. Implications of the attachment-leadership link for leadership consultants and educators will be explored.

A Prosopography of 12 Influential Leaders: A Study on Developing Exemplary Leaders

This research identified seven influences that contributed to the emergence of 12 world-renown leaders of the 20th century in business, politics and military. A synthesis of the essential variables revealed replicable stages of development that facilitate the emergence of exemplary leaders, compared to competent leaders, able to meet society needs and wants.

John Shoup, California Baptist University

Interpersonal Competence: Linking Attachment and Leadership

Interpersonal competencies like assertion, emotional support, and conflict skills resulting from healthy childhood relationships play an important role in leadership development. Data from 500 diverse adolescents indicate that social skill self-efficacy is a key explanatory factor between secure attachment and adolescents' transformational leadership.

Tracey Manning, James MacGregor Burns Academy of Leadership, University of Maryland

Implicit Leadership Theory and the Attachment-Leadership Link

Implicit leadership theories, or leadership schemas, affect self-perceived leadership, leadership evaluation of others, and potentially both openness to and effects of leadership education/training. Data from college students indicate that implicit leadership theories are linked to attachment styles, suggesting that leadership expectations are cognitive outcomes of attachment security.

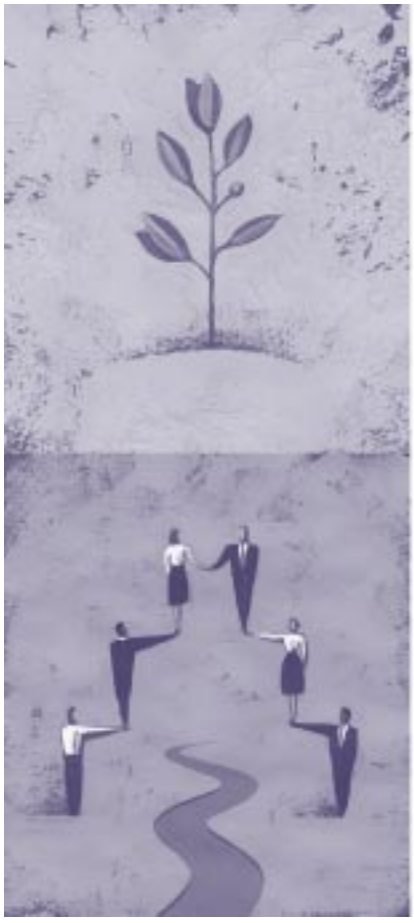
Tiffany Keller, Baldwin-Wallace College

Constructing a Quality Leadership Education Experience for College Students (Workshop)

Lexington

The purpose of this workshop is to share ideas, tools, resources, and practices for developing a quality leadership education experience that enhances student leadership development and learning. This workshop will focus on elements that can be used to create or improve a leadership course, program, conference, or seminar.

Darin Eich, University of Wisconsin
J. Dennis Murray, Mansfield University
Craig Slack, National Clearinghouse for Leadership Programs



Introducing...
the *International Journal of Servant-Leadership*

Gonzaga University and the Greenleaf Center for Servant-Leadership have partnered to produce the first *International Journal of Servant-Leadership*, a cutting-edge journal that contains essays, theory, and research that will further the influence of servant-leadership globally, in the scientific community, in the world of business, political inquiry, and social justice, as well as across the academic disciplines. The journal is devoted to the elegance, beauty and art of a servant-led way of life, and the legitimate power that accompanies servant-leadership.

The first volume will feature classic work by Robert Greenleaf, Larry Spears, Margaret Wheatley, as well as an array of international leaders and scholars.

The editor of the journal is Dr. Shann Ferch, Chair of the Gonzaga Doctoral Program in Leadership Studies at Gonzaga University. The senior advisory editor is Larry Spears, CEO of the Greenleaf Center for Servant-Leadership. Contributing Editors/Advisory Board members include the following international leaders and scholars: Jim Autry, Warren Bennis, Ken Blanchard, Stephen Covey, Max DePree, Ron Heifetz, Jim Kouzes, Ann McGee-Cooper, C. William Pollard, Barry Posner, Peter Senge, Margaret Wheatley, and Danah Zohar.

To subscribe to the journal, submit a manuscript for publication, or to request further information please contact Virginia Killingbeck, program coordinator, at killingbeck@gonzaga.edu or call (509) 323-3485.

11:45 am – 12:45 pm

Luncheon Roundtables

Leaders' Experiences of School Shootings (Luncheon Roundtable) *Table # 1*

There and Back Again (2003) by Albert H. Fein, explores the impact of school shootings on school leaders. The book is based on interviews with leaders from four sites in North America where school shootings occurred. Highlights of the findings and implications for leadership will be shared.

Albert Fein, Gonzaga University

Effective Leadership Practice that Begins in the University Classroom: Results of a Study Utilizing Problem-Based Learning to Develop Leaders of Teams (Luncheon Roundtable) *Table # 2*

A Chinese philosopher said, "A leader has four responsibilities: to know the self, followers, task, and situation." From this philosopher's perspective, the presenter will discuss findings from a research study on developing team leaders and using problem-based learning as a promising pedagogical tool to instruct future leaders of teams.

JoAnn Danelo Barbour, Texas Woman's University

Graduate Leadership Education: Getting Students to Reflect on—and Commit to—Lifelong Leadership Growth (Luncheon Roundtable) *Table # 3*

Leadership education typically focuses on making sure students learn leadership theory and how to apply leadership concepts to situations. This short presentation questions whether that is the appropriate focus, and describes the use of journal reflection and individual learning plans to instill the concept of leadership development as a lifelong process.

John Sherlock, Western Carolina University
Sherry Penney, University of Massachusetts

Leadership Roundtable: Engaging Faculty and Staff in Change (Luncheon Roundtable) *Table # 4*

Each semester twelve staff and faculty members participate in the Leadership Roundtable—an intensive three-day retreat with small and large group meetings. The Leadership Roundtable Society, an alumni group, is exploring ways to serve University needs. This section describes the Leadership Roundtable, its successes, and its replication on other campuses.

Robert Lyman, North Georgia College & State University

Few Among Many: Distinguishing Complete Leaders from Incomplete Leaders (Luncheon Roundtable) *Table # 5*

This roundtable explores implications of looking at leader psychology, in addition to manifestations of leadership, to distinguish complete from incomplete leaders. The two main aims are to improve understanding of leadership and to prepare tomorrow's leaders as complete leaders. Handouts will be distributed from a recent leadership management program.

Bryan Poulin, Lakehead University

Searching for Leadership through Tavistock: Learning from an Educational Leadership Conference at a Predominantly Black Institution of Higher Learning (Luncheon Roundtable)

Table # 6

The presenter will explore the proceedings and learnings from an educational leadership conference given at a predominantly Black institution of higher learning and uniquely influenced by the Tavistock Group Relations tradition. Learning will be shared from different roles in the conference and will provide diversity in the discussion.

Laura Dorsey-Elson, Morgan State University

A Leadership Challenge: Reforming Southwood Elementary School into a Constructivist Model with a Constructivist Change Strategy (Luncheon Roundtable)

Table # 7

A highly individualized, constructivist change strategy reformed an entire elementary school into a constructivist model to meet students' and teachers' needs/interests. Teachers' perceptions of constructivism as an organizational change model and of constructivist philosophy and practices will be presented, plus dimensions of leadership and teachers as leaders that emerged.

Arthur Shapiro, University of South Florida
Leanna Isaacson, Southwood Elementary School, Orange County

Is the Whole Truly Greater than the Sum of Its Parts? (Luncheon Roundtable)

Table # 8

For the past several years, Texas A&M University has worked to create an integrated student leadership development approach. This roundtable will explore the opportunities, challenges, and realizations found through our attempt to move from isolated programs to the implementation of integrated student leadership development programs.

Sharra Durham, Texas A&M University
Angela Passarelli, Elon University

Leadership Development—Challenging the Lack of Ideas and Innovations (Luncheon Roundtable)

Table # 9

Leadership development as a field of inquiry has stalled. Theorists and practitioners have been duped in their effort to truly develop leaders in the professions. So what's missing? The answers exist within us and this discussion just might start a conversation that will change our approach to developing leaders.

Scott J. Allen, Antioch University

Reviewing Leadership: A Christian Evaluation of Current Approaches (Luncheon Roundtable)

Table # 10

The book, *Reviewing Leadership: A Christian Evaluation of Current Approaches* will serve as a spring board for a discussion on current theoretical, ecclesiastical, and more popular approaches to leadership. Historical and current examples of faith-filled leading will be presented. What is a meaningful integration of spirituality and leadership? This and other questions will be considered.

Bernice Ledbetter, Ledbetter Consulting Group; Pepperdine University; University of LaVerne

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Reflective Learning, Self Discovery, and Leadership Development (Luncheon Roundtable)

Table # 11

This roundtable describes a course which guides students through a process of self-assessment, reflection, and action planning with regard to their individual leadership style and utilizing their style in teams. Particular emphasis is placed on examining ethical implications of leadership decisions.

Michelle Jones, Providence College
Mary Pat McEnrue, California State University, Los Angeles

Transformational Leadership in Brazil: The Vineyard Movement's Engagement with Social Justice (Luncheon Roundtable)

Table # 12

Brazil has the third largest gap between the rich and the poor in the world, a situation possibly symptomatic of a failure in leadership in elite structures. As part of the broadening Pentecostal movement, the Association of Vineyard Churches (AVC) Brazil employ local and relational transformational leadership to address social justice issues holistically.

Joanna K.B. Balda, The Kravis Leadership Institute, Claremont McKenna College

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The Leadership Minor (Luncheon Roundtable)

Table # 13

NGCSU's leadership minor creates leaders committed to others' growth and dedicated to building value-based institutions, contributing to a just, caring, and sustainable society. The theme Developing Influential Citizens encapsulates the curriculum and processes that are developmental, enhances the capacity of students to influence others, and engages students in community.

Robert Thomas, North Georgia College & State University

Student Grants: Forging Community Leadership (Luncheon Roundtable)

Table # 14

An important part of the Leadership Initiative is the cultivation of student leadership. NGCSU students have opportunities to join or to create organizations that have a community leadership focus. This roundtable will describe this model for developing student leaders on campus and in the community.

Alice Sampson, North Georgia College & State University

Join the ILA-Exchange

ILA's moderated discussion listserv.

To join go to: http://www.ila-net.org/Listservs/index.htm

Recent Topics Include:

- Suggested readings for various leadership syllabi
- Suggested programs for pursuing graduate work in leadership studies
- Fulbright opportunities for leadership scholars
- Discussion of Spirituality and Leadership
- Discussion of Technology and Leadership
- Employment opportunities
- Calls for Papers, *and more!*

This listserv is archived on the web, enabling you to refer back to past messages!

Get on the EXCHANGE today and feel a part of this vibrant community.

ila
International Leadership Association

MIAMI UNIVERSITY

Miami University is proud to join with the LeaderShape Institute in sponsoring Professor Mihalyi Csikszentmihalyi's appearance during the 2004 International Leadership Association Conference. It is a privilege to support ILA in bringing the finest thinkers and role models in leadership to the association's annual meetings and we hope that all benefit from his appearance.

Through a shared set of nine values on which its co-curricular programs are based, Miami's commitment is to develop the leadership potential in all students for the global and interdependent world of the future. For more information contact: Mary Shannon at shannom2@muohio.edu ; Denny Roberts at robertd2@muohio.edu
Miami University, 112 Warfield Hall, Oxford, Ohio 45056

Miami's Leadership Commitment

HARRY T. WILKS LEADERSHIP INSTITUTE

Miami University believes in providing integrative experiences in and out of classroom that inform and enhance leadership capacity. This is achieved through the Etheridge Center for Reflective Leadership and the Harry T. Wilks Leadership Institute endowments. The distinction of this approach is that it is grounded in collaboration among faculty, staff, and students; between the university and community; and among institutions and organizations. Miami seeks to foster leadership among all students on campus, continuously draws on the best strengths of classroom and co-curricular life, and encourages students to reflect about their own behavior, experiment with leadership in practice, and take risks that result in personal growth.

Partnering In Leadership Excellence

Leadership Review

www.leadershipreview.org

A Peer-reviewed
Online Journal

Published by the
Kravis Leadership Institute
Claremont McKenna College

10th Anniversary Celebration

The Kravis Leadership Institute
at Claremont Mckenna College
Celebrates Ten Years of Commitment
to Expanding the Knowledge
of Leadership Effectiveness

KRAVIS LEADERSHIP INSTITUTE

http://kli.claremontmckenna.edu

1 – 2 pm

Simultaneous Sessions 4

The Leadership Spectrum: 6 Business Priorities That Get Results (Conv. w/ Author)

Congressional C

The Leadership Spectrum offers a new lens for examining leadership— the strategic choices facing leaders. The author will share a proven results-oriented framework that goes beyond personal type or permanent labels to examine the desired results at a point in time. In addition to style and competencies, this framework offers a way to develop leadership capacity and flexibility.

Mary Lippitt, Enterprise Management Ltd.

Global Leadership Collaboration: Adapting to the Needs of Students in the 21st Century (Workshop)

Bunker Hill

This session will provide both an American and Australian perspective on the challenges of the ever-changing global society and its impact on citizen leadership. The Arizona Blue Chip Leadership Program and sister program Wollongong Black Opal Leadership Program offer intentional education that connects leadership theories, citizenship, and multiculturalism. Structure, staffing, and funding, as well as the implementation of new endeavors, will be discussed.

Judy Kiyama, University of Arizona
Tony Elshof, University of Wollongong, Australia
Rian Satterwhite, University of Arizona

Evaluating Carter, Reagan, G.H.W. Bush, Clinton, G.W. Bush: The New Blessing-Skleder Survey (Papers)

Capitol

This session will summarize historians' evaluations of these five presidents. The survey instrument refines the Murray-Blessing and Blessing-Skleder surveys that have been used for twenty years by researchers. It follows the previous surveys by grounding its questions in the most recent lines of research and theory.

Tim Blessing, Alvernia College
Anne Skleder, Alvernia College

Culture-Bound or Culture-Free?: Multidisciplinary Perspectives on Leadership in Organizations (Panel)

Columbia A

This multidisciplinary panel presents a variety of perspectives on leadership in organizations around the world. The presenters will focus on several key aspects of leadership: interpersonal trust, constructing shared meanings, managing group emotions, and developing leaders at all levels.

Emotional Labor: The Added Burden for Minorities in Organizations

AJ Critchfield, The George Washington University

Trust in the Organization: The Effects of Societal Embeddedness

Ruth Axelrod, The George Washington University

Civic Virtue and Receptivity in Cross-Cultural Coordination: From Stumbling Blocks to Stepping Stones

Gelaye Debebe, The George Washington University

Creating Transformational Leadership Capacity: The Case of Croatia

Elizabeth Davis, The George Washington University

Chair: *David Constanza, The George Washington University*
Commentator: *Lynn Offerman, The George Washington University*

Implementing Positive Change: Developing Layers of Institutional Leadership (Panel)

Columbia C

One of the tasks of leadership is "to get people from where they are to where they have not been" (Henry Kissinger). Administrators and facilitators of institutional change need practical and adaptable models in order to advance their organization in a world where change is rapid and constant. Developing leadership at all levels of an organization can be a means to facilitate the implementation of positive change in order to increase institutional effectiveness. The presenters will discuss skills essential to developing leadership for a changing environment and share film clips, information, and insights.

Steven Kapelke, Columbia College Chicago
Janice Garfield, Columbia College Chicago

Leadership and Reform (Papers)

Everglades

Iraqi Leadership: Past, Present, and Future

The paper discusses Iraqi leadership, focusing on the historic leader-follower dynamic in Iraq and various competing Iraqi leadership models (i.e. Islamic, ethnic, and Western nationalism). The paper also addresses the possibility and conditions necessary for a transformational leader arising in Iraq.

Christian Brittle, U.S. Department of Commerce

A Rocky Shift of Paradigms: New Trends in Leadership, Kenya 2004

Attempts to decentralize and share power in Kenyan national government, as well as changing leadership approaches in the private sector, are exhilarating yet volatile. The paper will discuss changes in Kenyan leadership over the last two years in government and universities. Lessons for global leadership transitions will be explored.

Marta Bennett, Daystar University

Leadership Education in Schools of Public Affairs (Roundtable)

Conference Theater

The purpose of this roundtable is to engage leadership academics and practitioners in a discussion regarding (1) the required leadership knowledge, skills, and abilities public servants must possess to be effective leaders, and (2) action learning as a methodology to teach these skills.

Building a Leadership Development Program in a School of Public and International Affairs

Leadership is a dynamic discipline and principled leadership is a journey rather than a momentary endeavor. Therefore, what leadership knowledge, skills, and abilities do the next generation of public servants need to be effective leaders?

Allison Dunn, George Bush School of Government and Public Service, Texas A&M University

Learning How to Learn: Action Learning at American University

Action learning involves a leader working with a small group on an urgent organizational problem, taking action and learning from the process. Members of the group serve as learning coaches to each other and, by posing challenging but empathic questions, help each other learn how to learn.

Robert Kramer, Key Executive Education Program, American University

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Scholarship
Education
Applied Leadership
Public Service
Business

Transformative Leadership and the Consumer Society: Opportunities in Academia (Panel)

Congressional D

This session explores how transformative leadership can foster a culture of peace in a consumer society. University of Delaware's consumer leadership academic program will be highlighted, as its emphasis has evolved from one of simply understanding consumer interactions in the market to one which focuses on social and ethical responsibility.

Sue McGregor, Mount Saint Vincent University
Karen Stein, University of Delaware

Lessons Learned from Women's Leadership Collaborations Across Continents: Mexico City 1975; Nairobi 1985; Beijing 1995—Appearance vs. Reality (Workshop)

Congressional E

This session will present and examine leadership results from various groups of women (church women, educators, human services workers, business women, public service women, and organization women) as participants in the United Nations International Women's Decade Forums and identify lessons learned that produced results within and across nations, with projections for 2005.

Gloria Scott, Jarvis Christian College

Getting Beyond the Ten Tips: A Deeper Look at Moral/ Ethical Behavior for Business Leaders (Roundtable)

Concord

Business leaders today must resist the temptation to use ethical reasoning formulas that ignore other fundamental components of moral/ethical behavior. This roundtable explores Rest's (1999) four-component model for moral/ethical behavior (sensitivity, judgment, motivation, character) applied to the executive context. Also discussed will be recommendations for how executives can enhance the moral/ethical development of their staffs—including themselves.

John Sherlock, Western Carolina University
Stephen Ritch, University of South Florida

Developing Leadership through International Service-Learning (Panel)

Lexington

Service-learning is an important way for undergraduate and graduate students to develop and use a wide range of leadership skills. This session will describe how international service-learning programs in 13 nations are now integrating leadership education and training in their curriculum and community service programs.

International Service—Learning and Leadership: How It Looks Around The World

The presenter will provide an overview of how international service-learning programs are incorporating leadership development in their curricula and community service offerings, and the role of the International Partnership for Service-Learning and Leadership (IPS-L) in advocating the incorporation of leadership in such programs around the world.

Linda Chisholm, International Partnership for Service-Learning and Leadership

Service-Learning and Leadership: What Research Is Telling Us

The results of a long-term research project supported by the Ford Foundation on the impact of international service-learning on student learning, change at the university level, and the effectiveness of service provided by community agencies will be presented, with particular focus on students who have been involved during the past twenty years in service-learning programs offered by IPS-L.

Humphrey Tonkin, University of Hartford

International Service-Learning and Leadership in Mexico

Based on his experiences as director of international studies at Universidad Autonoma de Guadalajara and director of the IPS-L international service-learning program in Mexico, the presenter will describe how service-learning and leadership have been developed in one of IPS-L's international programs, focusing on lessons learned and suggestions for future collaborations.

Jose Luis Arreguin, Universidad Autonoma de Guadalajara

Chair: *Nevin Brown, International Partnership for Service-Learning and Leadership*

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Professor of Leadership Studies

Alan Guskin
Distinguished University Professor of Higher Education

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Carolyn Kenny
Professor of Human Development & Indigenous Studies

Peter Vaill
University Professor of Management

Jon Wergin
Professor of Educational Studies

Laurien Alexandre
Program Director, Professor of Media Studies

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"Be ashamed to die until you have won some victory for humanity."

Horace Mann, Antioch's First President

2:15 – 3:45 pm

Simultaneous Sessions 5

Image-Based Research Methods in Leadership Studies (Papers)

Bunker Hill

Four panelists explore the role of images and the analyses of visual data as an alternative qualitative research method in the study of leadership. Their collective goal is to articulate, explore, and present support for the infusion of various forms of visual arts into scholarly work in leadership studies.

Image-Based Research in Leadership Studies

This paper focuses on the role of images in leadership research and is essentially concerned with methodology. After a brief review of the major sources of visual data included photography, documentaries, works of art, the authors examines the status of image-based research and explores what informs leadership researchers' views of image based research.

Karin Klenke, School of Leadership Studies, Regent University

The Aesthetics of Leadership

In this paper, the author examines the ontology of leadership aesthetics, the artistic form, and operation of the leadership act itself. Aesthetic theories drawn from Kant, Hegel, Nietzsche, Bell, and a number of gestalt psychologists, are used to offer an interpretive schema for understanding leadership aesthetics.

Michael Lane, Regent University

Realizing the Pedagogical Power of the Performing Art

This paper seeks to further the discussion of utilizing the performing arts as an agent of social and political change. The more specific intent of this paper is to demonstrate the value and strength of the pedagogical element of live performance.

Bruce D. Long, Regent University

Akhenaten's Use of Non-text-based Forms of Communication to Influence the Thinking and Behaviour of the Egyptian People during the 18th Pharonic Dynasty

The author employs historical research using a qualitative design to construct a leadership continuum that connects leadership strategies of an ancient Egyptian pharaoh with those used by contemporary CEOs.

Leon F. 'Skip' Rowland, Seattle University; Antioch University

Chair: *Karin Klenke, School of Leadership Studies, Regent University*

Why CEOs Fail: An Outcome-Based Model of Leadership (Workshop)

Congressional C

The model links the personal profile of the CEO to the outcome of the organization, including its valuation. It takes a CEO's perspective that the function of leadership development is to increase shareholder/stakeholder value. The presenter will share a new leadership assessment tool and time will be reserved for participants to complete the assessment.

Ted Prince, Perth Leadership Institute

Sacred Texts and Leadership (Papers)

Capitol

One place to examine the challenges to improving leadership internationally is the links of leadership to various spiritual traditions. This panel discussion will examine some of the earliest reflections on leadership, which are contained in the sacred texts of the world's major spiritual traditions.

Fundamentals of Jesus and the Christ

Elaine Pagels' work on the Gnostic Gospels suggests the conflict over the legitimacy of sacred texts and their historical and political contexts. This paper reviews this conflict to distinguish between Jesus, the historical figure, and Christ, the Messiah and also examines some of the contemporary expressions and consequences of these views of Jesus and the Christ.

Richard Couto, Ph.D. Program in Leadership and Change, Antioch University

I Ching and the Tao of Leadership

Lao Tsu, Confucius, and Sun Tzu often gain recognition for their early and enduring insights into leadership. Each of them borrowed from the I Ching, as this presentation explains. It will outline three essential elements of I Ching: the nonduality of opposites; the construction of the eight building blocks of reality; and the energy of the complementarity of opposites.

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

Changing the Mind of God: Abraham and Moses

In the Hebrew Bible, Genesis 18 and Exodus 32, we find instances of Abraham and Moses trying to dissuade Yahweh from wrathful destruction. Revered in Judaism, Christianity, and Islam, these proto-typical leaders plead the case of the just persons amid the unjust of Sodom and of the Israelites in the face of their idolatrous worship of the golden calf.

Ronald Heifetz, Center for Public Leadership, Harvard University

The Dharma of Leadership: Morality and the Basis of Righteous Conduct for Leaders in Hinduism

Hinduism does not have any prescriptive norms that unconditionally ban any set of actions. Yet it demands that its adherents commit themselves to a high moral path. How does then the religion guide its adherents into ethical action? The paper describes how Hinduism provides guidelines for judging whether a course of action is righteous and explores its implications for leaders.

Harsh Verma, Indian Institute of Business Management

Chair: *Richard Couto, Ph.D Program in Leadership and Change, Antioch University*
Commentator: *Muriel Shockley, Antioch University Santa Barbara*

The New Paradigm in Leading Change: Appreciative Inquiry (Workshop)

Columbia C

Traditionally, creating fear and urgency is used to unfreeze people towards change. However, there is a new paradigm emerging—Appreciative Inquiry (AI)—which proposes the opposite. AI generates change based on what the organization does well and its past successes. This experiential workshop will explain the concepts of AI and its differences from the traditional change approach. Cartoons and stories will make learning fun.

David Fischman, Universidad Peruana de Ciencias Aplicadas

Scholarship | Education | Applied Leadership | Public Service | Business

Leadership, Self-Interest, and the Common Good (Papers)

Columbia A

How do leaders draw on mutual interests of leaders and followers to achieve ethical outcomes and public value? These papers highlight the importance of reciprocity in leader-follower relationships, argue that transactional leadership may have a more effective and widely accepted moral grounding than transformational leadership, and offer a framework for building beneficial public policy regimes.

Leadership for the Common Good: Building Regimes of Mutual Gain

This paper explores how conceptions of public value, public work, and commonwealth can inform leadership for the common good in different contexts. The paper also considers the justifications for collective or public action that stem from these different conceptions and how these justifications affect construction of regimes of Mutual Gain.

Barbara Crosby, Humphrey Institute of Public Affairs, University of Minnesota
John Bryson, Humphrey Institute of Public Affairs, University of Minnesota

The Ethics of Transactional Leadership

This paper explores the ethical aspects of transactional leadership, examining the moral implications of long-term and short-term reciprocity for both ethics and leadership. It argues that transactional leadership provides a better picture of the moral relationship between leaders and followers than transformational and transforming leadership.

Joanne Ciulla, Jepson School of Leadership Studies

Morality, Self-Interest, and Leaders in International Affairs

Critics of transformational leadership, and the morality associated with it, have begun to note the qualities of transactional and strategic forms of leadership. The case of leaders in international affairs highlights the role these special individuals play in providing structure and moral substance in an environment that lacks both.

Mark Walker, American University (refereed track)

Emerging Accreditation Issues: Toward Professional Standards for Leadership Programs? (Panel)

Columbia B

As programs in an emerging discipline, many leadership studies programs are not part of an accreditation process. Some leadership studies programs are reviewed with their larger school, for example programs in schools of business or education. Since leadership programs are not traditionally part of professional accrediting agencies' program catalogs, absent standards from a professional leadership association, it falls to individual programs to find or develop appropriate standards. What role should the ILA take in developing standards? Panelists will present results of an ILA survey and share a preliminary assessment model. Implications for leadership standards posed by AACSB, NCATE, and CAS will discussed.

ILA Member Survey Presentation and Educator's Perspective

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

Draft Standards/Assessment Model and Standards Implications: National Council for Accreditation of Teacher Education (NCATE)

Stephen Ritch, University of Southern Florida St. Petersburg

Standards Implications: Association to Advance Collegiate Schools of Business International (AACSB) and Scholar's Perspective

Ron Riggio, Claremont McKenna College

Standards Implications: Council for the Advancement of Standards (CAS), Powerful Partnerships

Denny Roberts, Miami University

Chair: *Stephen Ritch, University of South Florida St. Petersburg*
Commentator: *Cynthia Cherrey, International Leadership Association; Tulane University*

Collaborating for Change in Developing Countries: Leveraging Multiple Leadership Programs (Panel)

Congressional E

This session will explore key collaborative strategies, approaches and activities that have been used by multiple leadership programs. The panel will focus on how programs, funders, and fellows are working together to mobilize knowledge, resources, and connections to achieve positive change for international family planning and reproductive health.

Donor Collaboration for International Leadership Development: Opportunity and Challenges

Collaboration requires patience and persistence, as well as shared vision, mutual need, and some good fortune. In this section, Packard and Gates Foundation representatives review five years of collaboration in leadership development for family planning and reproductive health in developing countries: the difficulties, benefits, shortcomings, lessons learned, and potential for achievements.

Don Lauro, The David and Lucile Packard Foundation
Jacqueline Darroch, The Bill and Melinda Gates Foundation

Evaluation as a Cross-program Strategy for Leveraging Impact

Six leadership programs have developed a leadership development model of change that is guiding a formative evaluation funded jointly by the Packard and Gates Foundations. Discussion will focus on how the evaluation is being used to foster collaboration and the creation of a shared vision among programs, and its contributions to the field of leadership development.

Kim Ammann Howard, Consultant, Evaluation and Organizational Learning

Creating Linkages, Sharing Resources, and Envisioning New Possibilities

The programs featured in this presentation share similar long term goals: to support and strengthen future developing country leaders for family planning and reproductive health. However, each of these programs is unique in its approach to leadership development. Though programs compete for funding from the same pool, collaboration is gaining momentum.

Aaron Katz, University of Washington

Ethiopia: A Case Study in Collaboration among Leadership Programs and Leadership Fellows

A discussion of processes used and outcomes emerging from collaboration among leadership programs and fellows in Ethiopia. Increasing the number of collaborative partners and activities is being accomplished through meetings, mentoring, and working groups aimed at creating a broader reproductive health vision and developing strategies to realize that vision.

Roger Shaff, Public Health Institute

Chair: *Karin Eisele, Institute of International Education*

Leadership: Dance of Agency and Mangle of Practice (Workshop)

Valley Forge

If the leader is agent, are those who do not follow resisters? Or are they themselves agents? Moving beyond the view of leadership as a one-sided act of persuasion, this experiential workshop will take a multi-disciplinary look at the notion of agency from the points of view of both sides of the leader-member cohort.

Janet Rechtman, Ph.D. Program in Leadership and Change, Antioch University
Kathryn Gaines, Ph.D. Program in Leadership and Change, Antioch University
Raquel Gutiérrez, Ph.D. Program in Leadership and Change, Antioch University
Luane Davis Hagerty, Ph.D. Program in Leadership and Change, Antioch University

Commentator: *Laurien Alexandre, Ph.D. Program in Leadership and Change, Antioch University*

Innovative Doctoral Programs in Leadership Studies: Learning Lessons, Sensemaking and Pooling Experiences (Panel)

Concord

A panel of faculty representing three universities at various stages of program implementation will share distinct aspects of the non-traditional nature of their doctoral programs. The intent is to share efforts in building learning communities and stimulate dialogue and future networking opportunities among professionals who face similar issues.

The Leader and Global Systems

The Doctoral Program in Leadership assumes that leadership begins with systems thinking and that cultural, political, and international are important and relevant systems for providing the context for personal and organizational domains. Global system thinking permits the consideration of technology by leaders that incorporate cultural, political, and international aspects.

James Beebe, Gonzaga University

The Structure and Content of an Alternative Doctoral Program in Leadership for the Advancement of Learning and Service

This presentation describes the structural components and the curriculum content of an alternative doctoral program in leadership for the advancement of learning and service. It is designed to articulate the non-traditional nature of the program and key program data.

Michael H. Dickmann, Cardinal Stritch University

Building Professional Capacity through Personal Transformation: A Doctorate in Leadership, Learning and Service

This presentation focuses on distinct facets of a doctoral program in leadership for the advancement of learning and service that contribute to professional preparation and personal transformation of current and emerging leaders across fields. It is designed to articulate the dynamics of this non-traditional program and stimulate dialogue around leadership.

Kristine Kiefer Hipp, Cardinal Stritch University

Designing a New Doctorate in Professional Leadership at National University

The efforts at a breakthrough continue with a presentation that could extend the external review prospects for National University's planned Doctorate in Professional Leadership program. We will share briefly the design of the doctoral program and open the workshop session to feedback on the design and on the program itself. Feedback will be reviewed and assimilated into the final plan to be submitted to WASC before the close of the 2004 calendar year.

Gary Hoban, National University
Lynne Anderson, National University

Chair: *David McIntire, Higher Education and Organizational Leadership, Azusa Pacific University*

Mediated Encounters: Technologies in, of, and for the Study and Practice of Leadership (Papers)

Conference Theater

This session examines communicative and virtual technologies central to the study and practice of leadership. These papers—from different disciplines—examine communicative media in presidential debates, virtual environments and transformational leadership, and Internet global activism. Presenters seek to expand discussions on technology and leadership by presenting completed and in-progress research.

Global Communities, Local Actions: Technology, Activism, and Identity within Virtual Palestinian Solidarity Activist Groups

Global virtual activism occurs without clear distinctions between leaders and followers, outside modern forms of organization, and in multi-sited environments that mediate global and local meanings. This paper explores connections and exchanges among global networks associated with virtual Palestinian solidarity communities, suggesting that virtual activism provides insight into late modern leadership.

Elizabeth Faier, Jepson School of Leadership Studies, University of Richmond; Zayed University (U.A.E.)

Leadership in the Virtual Age: Transformational and Transactional Leadership in Virtual and Physical Environments

Leaders today are confronted with a rapidly changing virtual workplace including the ever-increasing capabilities of immersive virtual environment technology. Attempting to better understand remarkable leadership in contemporary society, this paper explores the mechanisms and outcomes of transformational leadership, and examines leadership within an immersive virtual environment.

Crystal Hoyt, Jepson School of Leadership Studies, University of Richmond

Image-Making in Presidential Debates

This paper reviews the literature on the role of visual information in presidential debates and considers ways that the impact of different kinds of information (a candidate's words, appearance, voice quality, gestures, etc.) can be differentiated in experimental research. Issues arising from debates since 1960 will be considered.

George Goethals, Williams College

Chair: *Elizabeth Faier, Jepson School of Leadership Studies, University of Richmond; Zayed University (U.A.E.)*

To help you select which sessions to attend, the following icons are used to indicate which GLC(s) accepted the session. All sessions are open to all interested parties; if the room is full, please attend another session.

Scholarship

Education

Applied Leadership

Public Service

Business

Examining Business Leadership in Latin America through the GLOBE Study and a Case Study of Women Leaders in Mexico (Papers)

Congressional D

The Effects of CEO Leader Behaviors on the Top Management Team (TMT's) and Organizational Performance: The GLOBE Project in Guatemala

This study examined the effects CEO leader behaviors on the top management team (TMT's) and organizational performance outcomes among Guatemalan organizations. It is part of the Global Leadership and Organizational Behavior research program (GLOBE) which investigates the roles of cultural values, organizational values and practices, and implicit theories as antecedents to cross cultural variance in the social status granted to leaders, the amount of influence granted to leaders, and leader behavior.

Almarie Munley, Regent University (refereed track)

Leadership Styles of Mexican Female Leaders as Researched in the Private, Public, NGO, and Artistic Sectors of Mexico

In a study begun in 1997 and continuing to the present, the author has examined over 350 Mexican women leaders in various sectors of society to create a profile of contemporary Mexican female leadership. The results of this study are compared with U.S. female counterparts as well as Mexican male leaders.

Jerrilou Johnson, ITAM, Instituto Tecnològico Autonomo de Mèxico; MEXEC, Executive Committee

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Lifelong Leadership: Strategies for Success (Panel)

Lexington

Leadership programs, to be successful, must provide participants with continual skills training and education, and must be sustained over time. This session will address what skills are necessary and how one facilitates continual learning for effective civic leadership. Two model programs in Boston, Massachusetts will be highlighted.

Developing Sustainable Lifelong Leadership Programs

This presentation will examine methods for continuing to educate those who complete leadership programs. Leadership training is often quite intensive, but then participants graduate and move on. How to keep the alums involved and how to continue to evaluate their progress on leadership indicators will be explored.

Sherry H. Penney, Center for Collaborative Leadership, University of Massachusetts Boston

Using Technology to Build Sustainable Leadership Networks

This presentation will explore the use of Web-based technology as a tool in building sustainable leadership programs and networks. Online issue forums, discussion groups, blogs, information resources and links, and leadership database directories are examples of Web-based technology that may be used to successfully compliment other lifelong leadership building strategies.

James R. Jones, Center for Collaborative Leadership, University of Massachusetts Boston

Engaging Leaders in Lifelong Peer-to-Peer Adaptive Learning

This session will examine how cohorts of participants in leadership programs can draw on their peers to engage in adaptive learning so as to design effective leadership interventions for their organizations and communities even after the formal end of their program. The presenters define adaptive learning as learning that takes place at the level of values, beliefs, and assumptions.

Samantha Tan, The Meristem Group; Kennedy School of Government, Harvard University
Brendan Miller, The Meristem Group; Kennedy School of Government, Harvard University

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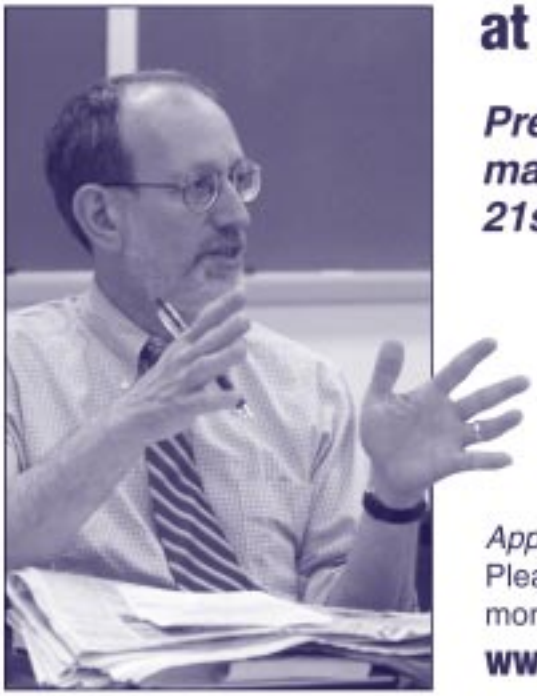

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4 – 5:15 pm

Simultaneous Sessions 6

Models to Promote Leadership Development of Entrepreneurs in Latin America (Panel)

Bryce

Creating a Framework for Leadership Development for Entrepreneurs in Developing Latin American Communities

As part of a panel of organizations interested in improving entrepreneurship in Latin America, several discussion points will be made on advancing leadership development for new ventures in Central America. The discussion will examine the complexity of social networks in Latin American rural communities and make recommendations using an ecological model.

Phillip Jutras, Regis College

Business Labs: Giving Young People the Option of Sustainable Self Employment

The Young Americas Business Trust (YABT) Business Labs Project is an integrated young entrepreneur training and development program that emphasizes teaching practical skills through hands-on experience with follow-up business support facilities and services provided through an incubator. YABT also builds national skills training programs through the exchange of experience and expertise in an international technical cooperation network.

Roy Thomasson, Young Americas Business Trust/ OAS

A Leadership Identity Model: Applications from the Grounded Theory (Panel)

Columbia A

The grounded theory on developing a leadership identity will be integrated into a stage-based model emphasizing how various developmental components facilitate the development of this relational leadership identity. Responders will focus on implications for leadership education. This research was sponsored by the ACPA Educational Leadership Foundation and the James MacGregor Burns Academy of Leadership.

Julie Owen Casper, University of Maryland
Susan Longerbeam, University of Maryland
Felicia Mainella, Peace College
Laura Osteen, Florida State University

Chair: *Susan Komives, University of Maryland*
Commentators: *Dennis Roberts, Miami University Craig Slack, University of Maryland*

Expanding Leadership throughout the Academy (Panel)

Columbia C

Leadership education is in the early stages of penetrating some hard to crack professions and disciplines such as law, engineering, architecture and others. This panel discussion will focus on new strategies and teaching methods emerging to help infuse leadership education into the curricula these professions use to develop their students.

Allison Williams, Lehigh University
Herb Rubenstein, Growth Strategies, Inc.
Howard Prince, Center for Ethical Leadership, University of Texas at Austin

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Developing Strategic Leadership Agility to Meet the Challenges of Change (Papers)

Bunker Hill

The transition from the modern industrial age to the post-modern information age is creating a profound challenge for organizational leaders. The heart of this new reality is seeing change as non-linear rather than linear. It requires leaders with strategic agility who can balance a variety of critical leadership elements.

Developing the Leader's Strategic Mindset: Establishing the Measures

This paper presents the results of efforts to develop and test a valid and reliable instrument: Pisapia's Strategic Leadership Questionnaire: Part I Developing a Strategic Mindset (PSLQ #1) to determine if successful leaders think differently than less successful leaders in postmodern environments. Three cognitive processes were identified as potential distinguishers: systems thinking, reframing, and reflection.

John Pisapia, Florida Atlantic University (refereed track)

The Challenge of Improving the Integrity & Effectiveness of Strategic Visioning (For Improving Leadership Around the World)

Strategic visioning is a critical aspect of leadership, organisational growth and success over the longer term, which is applicable to many organisations around the world. The researcher will present findings and implications of research exploring the strategic visioning experiences of strategic leaders from more than 50 prominent UK based organisations.

Kuldip Reyatt, Strategic Visioning Partners (refereed track)

Effects of Innovation, Organizational Position, and Transformational Leadership on Knowledge Management

Now, more than ever, leaders must play the key role in helping organizations cope with the challenges they face from expanding knowledge systems. This study (N = 1046) investigated the relationship between innovation, organizational position, transformational, transactional, and laissez-faire leadership and knowledge management.

Chris Crawford, Fort Hays State University (refereed track)

Merging the Passion of Leadership Practice and Scholarship: The Challenges, Ideas, and Innovations of Blending Practice and Scholarship (Panel)

Capitol

Practitioners and scholars often cross over or blend each aspect in their work, yet the tendency is to view these as being separate and mutually exclusive roles. This session will be a moderated discussion with individuals whose work challenges the separation between research and practice. Each will share their passion, challenges, and ideas on the subject.

Donald Polkinghorne, University of Southern California (USC)
Wendy Wheeler, Innovation Center for Community and Youth Development
Jon Wergin, Ph.D. Program in Leadership and Change, Antioch University
Shana Hormann, Antioch University Seattle
Gene Rice, American Association for Higher Education
Barbara Sugland, The Center for Applied Research and Technical Assistance

Chair: *Charles Foster, New Vision Consulting*

Scholarship **Education** **Applied Leadership** **Public Service** **Business**

The Practice of Dialogue—Lessons from the Field (Panel)

Concord

Structured dialogue and courageous conversations are modes of collective learning effective in diverse contexts. This presentation stresses the power of collective reflection on patterns of thought to encourage a more participatory culture in the workplace. Models in use in Latin American and U.S. workplaces are compared to inform leadership practice.

Skip Rowland, Banner Cross
Jim Wolford-Ulrich, Duquesne University

Collaborative Leadership in Transnational Development Networks (Panel)

Lexington

A significant challenge facing the global community is the inequity between developed and developing nations; an inequity mirrored in the digital divide. This panel will discuss the leadership challenges encountered while assembling a transnational educational partnership aimed at building capacity in higher education and public policy institutions in developing nations.

Leadership in Non-hierarchical Networks

This presentation reviews the experience of a transnational development project based in Africa that implemented a non-hierarchical network where leadership responsibilities were broadly distributed among committed stakeholders, and it will offer insights on how this approach may be better applied in future projects.

Matthew Mitchell, Washington State University

Managing Trust in Global Initiatives

One of the determining factors of a successful network is trust. This presentation looks at manifestations of trust or lack of trust in people's language and behavior and how these are interpreted within network interactions, particularly in relation to good faith effort, honesty in exchange and not taking advantage of another.

Maria Beebe, Washington State University

Leveraging Information and Communication Technologies (ICTs) for Strategic Development Goals

ICTs enable people with common interests from disparate disciplines, institutions, sectors, and nations to collaborate on development projects. This presentation looks at the leadership aspects involved in the transnational effort to create sustainable ICT systems that support innovation, collaboration and transformation.

Derek Keats, University of Western Cape

Kgotla: Leadership through Dialogue

Based on experience gained as a donor representative in southern Africa, this presentation describes the characteristics of the kgotla, a participatory and empowering process that is evident in most African cultures. It explores how the core qualities and skills practiced in the kgotla effectively serve a local setting while transcending cross national and post-modern environments.

Lovemore Bingandadi, USAID / Regional Centre for Southern Africa

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Dissertation Research Workshop (Workshop)

Congressional D

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.

Tony Middlebrooks, Cardinal Stritch University

Connecting Strategic Priorities Impact on Leadership Development and Effectiveness (Panel)

Congressional C

While explorations of interpersonal style and skills offer solid insights, the way leaders use information to make key decisions becomes particularly germane as the speed of change and information flow accelerates. This program presents two studies of corporate leadership development and a related study on leadership choices by private and public sector leaders.

Mary Lippitt, Enterprise Management Ltd.
Maarten van Beek, Unilever

Linking Gifted Students in Academia to the Real World: Maximizing Intensive Leadership Development by Involving the Community (Panel)

Congressional E

This presentation on the Colorado Leadership Alliance will detail a model for comprehensive leadership development programs which maximize leadership potential in gifted undergraduate students and link academia to the real world. The programs develop students' understanding of the practical application of leadership through intensive academic learning and experiential programming, including involvement with community leaders.

Experiential Learning

Hands on experiential learning is a key component of leadership education, providing one of the best ways for students to learn about leadership through interaction with leaders who have life experiences and leadership lessons to share.

Ann Vessels, Colorado Leadership Alliance

Board of Directors

Community based Boards of Directors serve to provide students with unique leadership opportunities, give program staff and faculty feedback on the curriculum's applicability to the real world, build greater awareness of leadership programs throughout the community, and raise both programmatic and scholarship funds.

Amy Kirlin, University of Colorado at Colorado Springs

Leadership Development in Gifted University Students

The presenter will describe how the programs are able to recruit the best high school students in Colorado, provide training models utilizing intensive academic learning and experiential education, and detail data supporting the theoretical model of leadership development in gifted students.

Ty Tashiro, University of Minnesota, Twin Cities; Presidents Leadership Class

Lyderis: The Changing Nature of Leadership in Lithuanian Language and Society (Workshop)

Everglades

A positive concept of leadership is growing in popularity in post-Soviet Lithuanian society, reflected in the coining of the word "lyderis." This workshop will explore the leadership perspectives of several prominent Lithuanian leaders from the education, business, and political sectors, and examine the emerging perspectives on leadership among contemporary Lithuanian college students.

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

Leadership as Symbolic Process: Strategies for Incorporating Communication Perspectives into Leadership Instruction (Workshop)

Valley Forge

This workshop explores the impact of communication on leadership by looking at leadership as a symbolic process. Research emphasizing the link between communication and leadership will be examined. Activities and case studies focusing on the impact of communication will be presented. Handouts suitable for use in university courses or professional development programs will be distributed.

Michael Hackman, University of Colorado-Colorado Springs
Craig Johnson, George Fox University
Deborah Brunson, University of North Carolina-Wilmington

Emerging Dimensions of Transformational Leadership (Panel)

Conference Theater

The purpose of this panel is to engage in knowledge sharing and leadership dialogue about the challenges, opportunities, and lessons learned from current leadership research studies focusing on the degree to which leadership theory influences organizational behaviors and outcomes across cultures and across multinational organizations based in the United States. Leadership research scholars will reflect on, explore, and examine the shifts and trends of leadership practices, and draw conclusions about the possible implications for leadership practices in the future.

Carolyn Salerno, School of Advanced Studies, University of Phoenix Online; Institute for the Advancement of Leadership; ARC Leadership Group
Peter A. Finzel, U.S. Army
Arthur Jue, ARC Leadership Group; Meriwest Credit Union
Richard Brydges, ARC Leadership Group; University of Phoenix

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LeaderShape is proud to be a sponsor of the keynote address by Dr. Mihaly Csikszentmihalyi and the Closing Reception on Saturday afternoon.

LeaderShape, Inc. is a national, not-for-profit organization committed to developing young adults to lead with integrity.

LeaderShape's flagship program is The LeaderShape Institute, an intensive six-day experience which is operated on a national basis for participants from across the country. It is also operated in partnership with more than 47 colleges and universities across the country for students from their schools.

The LeaderShape Institute is highly regarded as an outstanding leadership development program and has been acknowledged as an exemplary program by the W. K. Kellogg Foundation. Since 1986, over 18,000 young adults have graduated from The LeaderShape Institute and more than 3,500 professionals have volunteered their time to serve as facilitators.

LeaderShape's vision is to improve society by inspiring, developing, and supporting more people committed to lead with integrity. For more information on LeaderShape and The LeaderShape Institute, please visit our web site at www.leadershape.org.

8:30 – 9:30 am

Simultaneous Sessions 7

Justifications for Leadership: Creating Hierarchy (Papers)

Capitol

Is inequality implicit in leadership? If people consider themselves equal or want to avoid creating inequalities, in what way might they choose leaders? This session questions the place of egalitarianism in leadership studies and examines alternative frameworks for realizing leadership, because many people resist inequality and hierarchies.

Leadership and Inequality: Ideological Fault Lines

Globalism reinforces the perception of inequality among nations, as well as differing values placed on equality as an ideal. In some cultures, leadership suggests inequality, raising suspicions about leadership studies generally. Issues of inequality are central to studying leadership. The authors detect and discuss a fault line between two perspectives.

Nathan Harter, Purdue University
Fred Ziolkowski, Purdue University
Stephanie Jonell Wyatt, Purdue University

How We Choose Our Leaders: An Experimental Investigation

This paper describes the results of an experiment to see whether the means of choosing a leader matters to the group. The study examined setting, role of the first mover, and two mechanisms to choose a leader: random assignment (in which participants know the leader is chosen randomly); vs. majority vote.

Sandra Peart, Baldwin-Wallace College Choice
David Levy, Center for the Study of Public Choice

Women's Leadership Issues for the 21st Century: Connected Conversations (Roundtable)

Valley Forge

Come join the GWU Women's Leadership Initiative for an hour of Connected Conversations about Women's Leadership Issues for the 21st Century. This is an opportunity for dialogue between scholars and practitioners interested in exploring human differences. Join us for discussion and agenda-building across disciplines and organizations nationally and internationally!

Ruth Axelrod, School of Business, George Washington University
Elizabeth Campbell-Page, The World Bank
Elizabeth B. Davis, Organizational Sciences, George Washington University
Gelaye Debebe, Organizational Sciences, George Washington University
Susan G. Duffy, International Council for Small Business (ICSB), George Washington University
Lynn R. Offermann, Organizational Sciences, George Washington University

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Global Citizenship through Inclusive Leadership (Panel)

Conference Theater

Participants will gain insights into the challenges and rewards of promoting global citizenship through inclusive leadership in action. Concrete suggestions will be made about how to include deaf students and students with disabilities in already existing leadership programs.

Cristina Berdichevsky, Gallaudet University
Stacey 'Tashi' Bradford, Gallaudet University
Mary Agnes Connor, Gallaudet University
Kent Babson, Gallaudet University

Progress toward a General Theory of Leadership (Panel)

Congressional A

Scholars collaborating with James MacGregor Burns to articulate a general theory of leadership will discuss their progress and solicit input. An outline of a general theory volume and outlines of specific chapters will be discussed by the book editors. Critical issues include the nature of theory, descriptive and normative issues in leadership, and whether an integrated theory is really possible.

George Goethals, Williams College
James MacGregor Burns, Williams College; James MacGregor Burns Academy of Leadership, University of Maryland
Georgia Sorenson, James MacGregor Burns Academy of Leadership, University of Maryland
Mark Walker, School of International Service, American University
J. Thomas Wren, Jepson School of Leadership Studies, University of Richmond

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Three Aspects of a Leadership Doctoral Programs: Personal, Organizational, Global (Papers)

Congressional B

The Leader and the Personal Nature of Leadership

Effective leaders make a difference in the world by building more humane relationships, organizations, and societies. This paper addresses the role of identity, integrity, and authenticity in building relational power in the workplace and how they can become integral to leadership through discernment of one's experiences, understanding, judging, and actions.

Sandra Wilson, Gonzaga University

The Leader and Appreciative Organizational Leadership

Leaders lead within a context. Because organizations are webs of relationships and are created and populated by people, they are social constructions. As social constructions, they can be re-constructed. Appreciative Inquiry (Cooperrider, Whitney, & Stavros, 2003) is a process and philosophy for socially re-constructing organizations.

Karen Norum, Gonzaga University

The Leader and Multinational Organizations

Four competencies and four types of specialists (Bartlett & Ghoshal, 2003) are necessary for global leadership effectiveness. The four competencies concern the leader's ability to deal with cultural, political, and international systems, plus the astute use of technology. The four types of specialists posited by Bartlett and Ghoshal include business manager, country manager, functional manager, and corporate manager.

David Whitfield, Gonzaga University

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Scholarship

Education

Applied Leadership

Public Service

Business

Political Leadership and Management in Asian States (Panel)

Congressional E

This session aims to examine political leadership and management in Asian states such as South Korea, China, Taiwan, and post-soviet Central Asia (Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, Turkmenistan).

Playing by the Rules?

Political situations in five Central Asian states differ from strong dictatorship in Turkmenistan and Uzbekistan to authoritarianism in Kyrgyzstan and Kazakhstan. What is common for all five can be described as playing by the rules—the internal policy that ruling political elites apply to society. This paper explores current challenges and presents a model for new leadership.

Galina Bityukova, Central Asian Resource Center, Kazakhstan, Almaty

Presidential Leadership and Public Trust in South Korea

This study focuses on how Korean President Roh Moo-hyun and his job performance affect the level of public trust and thus general trust in Korea. The factors affecting presidential popularity, including macro economic conditions, will be identified. Integrity and consistency of President Roh will also affect people's trust toward the President and his government. The study disentangles the relationship between presidential leadership and public trust.

Kisuk Cho, Ewha University

Similarities and Differences of Leadership Behaviors in Four Chinese Societies

People tend to think Asians share similar values, particularly when it comes to Chinese in different societies. GLOBE research shows that while there are obvious similarities among managers in the four Chinese societies, there are also distinctive differences. The presentation introduces the GLOBE findings on managers from China, Hong Kong, Taiwan and Singapore.

Ping Ping Fu, Chinese University of Hong Kong

Improving Leadership through Academic & Student Affairs Collaborations (Workshop)

Concord/Lexington

Several new leadership initiatives are the product of successful collaborations between faculty and professional staff at the University of Guelph. This session will highlight the findings of the Advanced Level Essential Skills Project and the Bases of Competence skills model, and demonstrate how these results were utilized to create a competency-based framework for leadership training, education, and development programs.

Laurie Schnarr, University of Guelph
Frederick T. Evers, University of Guelph

Public Service and Applied Leadership Models (Papers)

Bunker Hill

In today's uncertain and unpredictable environment, particularly in the public sector, citizens and communities at large are anxiously looking towards the elected and appointed officials to provide effective leadership that results in significantly enhanced quality of life, efficiency, and accountability. These presentations are precisely designed to provide real solutions and replicable models to the audience.

Arun Jhaveri, U.S. Deptartment of Energy; Seattle University
Braxton Apperson, Buckingham County (VA) Department of Social Services

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9:45 – 11:15 am

Simultaneous Sessions 8

Explorations in Black Leadership: A Digital Video Project (Panel)

Conference Theatre

Excerpts from extensive interviews taped by Julian Bond at The University of Virginia reveal the many ways in which leadership can be studied. As each interview subject reflects upon a set of core questions about leadership, a great deal can be learned about the qualities and values needed for effective leadership. These videos and the project's Web site document the wisdom culled from successful leaders who serve as powerful role models for current and future leaders.

Julian Bond, NAACP; University of Virginia
Phyllis Leffler, University of Virginia

King of the Mountain: The Nature of Political Leadership (Conv. w/ Author)

Concord/Lexington

The *Nature of Political Leadership* presents the results of an 18 year study into why people want to rule. Profiling all the rulers of the 20th Century—over 1,900 in all—the author examines how rulers came to power, how they lost power, and the dangers they faced. The results strongly suggest that many of the actions of rulers are rooted in the alpha-male behaviors of monkeys and apes. Also, certain personal characteristics of rulers seem to be highly predictive of political greatness. The findings have important implications about the future prospects for war or peace.

Arnold M. Ludwig, University of Kentucky

The Dark Side of Leadership; The Vulnerability of Followership (Conv. w/ Authors)

Capitol

This session focuses on the results of two new provocative studies of destructive leaders and the followers caught in their thrall: *Bad Leadership* (Harvard Business School Press, 2004) by Barbara Kellerman, and *The Allure of Toxic Leaders* (Oxford University Press, 2004) by Jean Lipman-Blumen.

Bad Leadership

Many argue that tyrants, corrupt CEO's, and other abusers of power, are not leaders at all. The dark side of leadership—from rigidity and callousness to corruption and cruelty—is not an aberration. The author will explore seven types of bad leadership, and why and how leaders and followers end up behaving in ways ineffective, or unethical, or both.

Barbara Kellerman, Kennedy School of Government, Harvard University

The Allure of Toxic Leaders

Why do followers knowingly follow, seldom unseat, frequently prefer, and sometimes even create toxic leaders? The author will analyze how toxic leaders appeal to people's deepest needs, playing on anxieties and fears, or on yearnings for security and significance. She will also outline a set of strategies that followers may use to withstand, confront, reform, or oust toxic leaders.

Jean Lipman-Blumen, Claremont Graduate University

Spirit, Reflection, and Silence in Leadership (Workshop)

Valley Forge

Some of the world's greatest leaders incorporate reflection time into their busy schedules. Reflective work is emerging in innovative leadership development programs. This experiential session will include a discussion with two thought leaders, a former priest and an ordained Buddhist, on using reflection, silence, and spirit in leadership development.

Georgia Sorenson, James MacGregor Burns Academy of Leadership, University of Maryland
Rene Molenkamp, James MacGregor Burns Academy of Leadership, University of Maryland

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Hearing From Alumni of Leadership Education Programs: What Gains Have Been Made, What Gaps Exist in Leadership Education? (Panel)

Congressional B

What exactly have graduates of leadership education programs taken with them? Come listen to a panel of recent graduates and hear their stories about what impact collegiate leadership development has had on their lives. Beyond providing a potential means of evaluation, the program will serve the purpose of allowing those in leadership education to hear the benefits and outcomes of their work from those they have touched. In doing so, educators and scholars may also realize areas for potential reform or expansion in leadership education, or ways students have unintentionally benefited from the programs.

Matt Wray, PricewaterhouseCoopers, LLP; 2003 Miami University
Paige Haber, Department of Resident Life, University of Maryland; 2004 University of Arizona
Ryan Friedrichs, Young Voter Alliance;1999 University of Michigan
Jennifer Sinclair, Baltimore Solutions; 2004 McDonough Center for Leadership and Business, Marietta College
Evan Baum, University of Maryland; 2003 Jepson School of Leadership Studies, University of Richmond
Julissa Cruz, Congressional Hispanic Caucus Institute; 2004 University of Illinois

Chair: *John Shertzer, University of Maryland*

Assessment of Leadership Studies: Establishing and Demonstrating Legitimacy (Panel)

Congressional A

The purpose of this panel discussion is to examine the role of assessment in demonstrating the effectiveness and legitimacy of leadership studies and to provide guidelines. The panel will present an overview of assessment (its place in the accountability movement) and assessment methodology as well as models of assessment practiced at a variety of campuses. Ample time will be reserved for a full discussion with the participants.

Stephen Schwartz, Policy Center on the First Year of College
Gamaliel Perruci, McDonough Center for Leadership and Business
Ronald Riggio, Kravis Leadership Institute
Denny Roberts, Miami University

Scholarship
Education
Applied Leadership
Public Service
Business

11:30 am – 12:30 pm

Lunch Roundtables

Pro Public Leadership: Emerging Themes and Challenges (Luncheon Roundtable)

Table # 1

Pro public leadership is leadership in the interest of the public. Such leadership takes place in challenging contexts involving leaders in politics, government, public administration and civil society. The purpose of dialogue around issues and challenges faced in pro public leadership is to explore concepts, theories, approaches, and competencies.

Erwin Schwella, School of Public Management and Planning, Stellenbosch University, South Africa

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Surprise Outcomes: Modeling Leadership For Elementary School Students (Luncheon Roundtable)

Table # 2

This session will describe a surprise result of a mentoring program for at risk students. Elementary children, who were not directly involved in the mentoring, were influenced to develop their own mentoring program targeting kindergarten students and their parents in a Read Your Child program.

Cheryl Smitter, Oak Park Elementary School

Ethiopia: Leadership Transformation at the Highest Levels (Luncheon Roundtable)

Table # 3

Ethiopia is a country crying out for leadership development. Government leaders and NGO executives are seeking leadership that will bring transformational change. An American University in partnership with Ethiopian leaders is providing graduate leadership courses leading to a Master of Arts degree in Organizational Leadership for current and emerging leaders.

Badeg Bekele, International Leadership Institute (Ethiopia)
Grace Barnes, Higher Education and Organizational Leadership, Azusa Pacific University
Dave McIntire, Higher Education and Organizational Leadership, Azusa Pacific University

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Innovations in Leadership Development through Examining the Leadership Stories of College Women (Luncheon Roundtable)

Table # 4

McCall, Lombardo, and Morrison's (1988) research with senior executives on key events that impacted their leadership development sparked an interest to conduct a similar study with college women. A narrative analysis was completed using the "key events" papers of students in a Leadership course. The preliminary themes that emerged will be shared during this luncheon roundtable.

Felicia Mainella, Peace College
Heidi Gailor-Loflin, Peace College

Respect-worthy Leadership: Technique for Structured Discussions as Applied in Kazakhstan, Czech Republic, and U.S. (Luncheon Roundtable)

Table # 5

This roundtable explores a technique for discussing respect-worthy behavior in leaders. Participants develop consensus regarding behavior considered worthy of respect in those who would lead them. They measure themselves individually against group norms. The presenter comments on leading variations of this process in Kazakhstan, the Czech Republic, and U.S.

Anthony J. DeLellis, Virginia Commonwealth University

Leadership Development Processes Using a Frameworks for Learning Approach (Luncheon Roundtable)

Table # 6

Frameworks for Learning is a process of creating learning communities for faculty and students that transform leadership instruction processes. The learning communities become environments where the delivery of information 'centers' around enabling both students and faculty to become aware of resources so that each becomes empowered in the learning process.

Don Mulvaney, Auburn University
Audrey Trotman, Tuskegee University
Caula Beyl, Alabama A&M University

Could the Transformational Essence of Leadership be Influence, a Reciprocal Relationship between Self and Other? (Luncheon Roundtable)

Table # 7

This study demonstrated that influence may be much more self-defined and intentional, than has previously been reflected in the leadership literature. The implications have bearing as we discuss leadership in political and educational contexts, and across cultural and international boundaries.

Joseph Bocchino, The George Washington University; Executive Learning and Coaching, Inc.

Leadership Education: Changing our Community for the Better (Luncheon Roundtable)

Table # 7

This roundtable will consider the impact of the leadership studies program at the University of South Florida. Results from interviews, focus groups, the Student Leadership Practices Inventory and internally designed survey instruments will be shared. Come share stories about the impact of your programs and how the outcomes are measured.

Laurie Woodward, University of South Florida
Alice Murray, University of South Florida

Overcoming Leadership Aversion: A Comparative Analysis of Leadership Development Programs for International Students and Scholars at the University of Minnesota (Luncheon Roundtable)

Table # 9

This roundtable will explore the challenges encountered in international leadership development programs ranging from undergraduate students to mid-career, non-degree seeking scholars. Challenges include leadership aversion; varied valuation systems for teaching and learning styles, content areas, and conceptualizations of leadership; and varied capacities with respect to language and intercultural communication.

Karen Lokkesmoe, Humphrey Institute of Public Affairs

Leadership: Learning through Film (Luncheon Roundtable)

Table # 10

Learn how short film clips are used as attention getters, discussion generators and point illustrators. Medium length film clips (2-10 minutes long) as well as full length films will be suggested for class discussions, homework assignments, and even as essay exam questions. Handouts, sample lessons and suggested clips for use in leadership classes will be provided.

Kathleen Campbell, United States Military Academy
Stephen Ruth, United States Military Academy

Faculty and Staff Grants Creating Transformative Leadership (Luncheon Roundtable)

Table # 13

This discussion outlines how faculty and staff leadership development grants have spawned change at NGCSU. In addition to detailing specific projects and their outcomes, it describes the transformative process in individuals and groups, moving them toward embracing a culture of empowerment.

Donna Gessell, North Georgia College & State University

Recognizing the Paternalistic Mindset in Leadership (Luncheon Roundtable)

Table # 11

Research has identified a dominant paradigm in organizational leadership; one that mostly goes unrecognized. The traditional contrast between autocratic and servant leadership is not sufficient to explain the complete spectrum of mindsets in leadership practiced in organizations today. Most organizations operate between these two within a paternalistic mindset of leadership.

Jim Laub, Indiana Wesleyan University
Bill Millard, Center for Life Calling & Leadership

Out of Sight, Out of Mind: American Citizens and the Genocide in Rwanda (Luncheon Roundtable)

Table # 12

This thesis argues that the silence of American citizens during the genocide in Rwanda played a determining role in the failure of the United States to intervene. This failure shows the importance of compassionate and moral followership in addition to the need for thoughtful and responsible leadership.

Colette T. Connor, Jepson School of Leadership Studies, University of Richmond

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Engaged Institutions: Linking Higher Education and Community Leadership Development (Luncheon Roundtable)

Table # 14

Partnerships between colleges and universities and local community leadership development provide opportunities for learning, service, civic engagement and action research. A recent partnership between the Fanning Institute for Leadership and the Community Leadership Association provided the impetus to find out what other partnerships existed and what worked.

Jim Maloney, Fanning Institute for Leadership, University of Georgia;
Community Leadership Association

Have you received the latest issues of ILA's e-newsletter the *Member Connector*?

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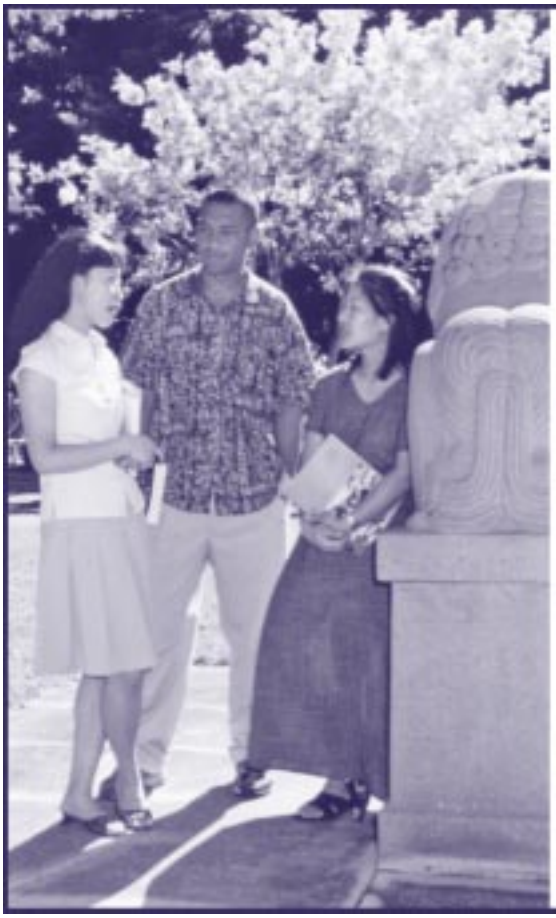

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1 – 2:30 pm

Simultaneous Sessions 9

Mastering Complex Challenges through the Breakthrough Creativity Model (Workshop)

Bryce

This interactive workshop will explore eight creative talents and how they can be used as new sources for creative answers, self-awareness and resilience. Participants will leave with proven techniques for helping themselves and clients recognize and build vital creative competencies for managing through rocky and uncertain times.

Lynne Levesque, Harvard Business School

The Why Behind the What in Three Undergraduate Leadership Programs (Panel)

Bunker Hill

This interactive session focuses on the intentions that inform the programs of three panelists teaching undergraduates in diverse institutions. The WHY behind each program will be discussed as well as the programmatic consequences. Short presentations will be followed by audience discussions.

Internal Trumps External

Leadership Rice believes that leadership development in undergraduates must focus most on internal development. The intention is to help students explore their understanding of themselves against how others understand them. A major focus of the core course is how to build powerful and effective teams while also developing self awareness.

Susan A. Lieberman, Rice University

Reconstructing Leadership Foundations: Vision and Influence through the Social and Emotional

The transition to college involves social and emotional dimensions that represent effective teachable moments as individuals struggle to re-conceptualize their new context. This first-year leadership program utilizes these dimensions to reconstruct ways of seeing and acting in the world—ways consistent with effective leadership. Participants will experience representative activities.

Anthony Middlebrooks, Cardinal Stritch University

Developing a Foundation for Leadership

How can leadership educators motivate students to acquire and practice the necessary behavioral skills of leadership, challenge them to think philosophically about values and moral choices, and learn about the process of leadership? This brief presentation describes how a poorly-rated freshman leadership course was transformed into a highly-rated course.

Bob Colvin, Christopher Newport University

Chair: *Susan Lieberman, Rice University*

Exploring the *Who* that Leads: The Interior Landscape of the Leader (Workshop)

Congressional E

To improve leadership around the world we will have to work on improving leaders around the world; this will require attending to not just what leaders do, but who leaders are. This leadership development workshop will focus on the interior-landscape of leadership from both theoretical and practical perspectives.

Sandi Wilson, Gonzaga University
Karen Norum, Gonzaga University
Michael Poutiatine, Gonzaga University

Recasting Leadership Styles in the 21st Century (Papers)

Capitol

The three papers on this panel are connected by their focus on leadership style, although they are divergent in their approach to the topic. The first paper debunks the commonly held notion that laissez-faire leadership exists only in one form, commonly characterized as negative. The second paper examines project leadership from the perspective of rhetoric. The final paper explores two antecedents of leadership styles: learning styles and personality.

Guided Freedom Leadership: Leading Highly Competent and Capable Individuals in the 21st Century

This research explores guided freedom leadership, a newly conceptualized positive form of laissez-faire leadership appropriate for use with highly competent followers, often leaders of leaders. Results indicate guided freedom leadership does exist in educational settings. Characteristics of guided freedom and appropriateness of its use in certain contexts will be discussed.

Mark Wasden, College of Southern Idaho, Twin Falls, ID (refereed track)
Ruth Guzley, California State University, Chico (refereed track)

The Rhetoric of Organizational Leadership

Organizations are tending to become flatter today—impelled by environmental turbulence, multi-functional team formations, and dissolution of the middle layers of the organizational pyramid underscoring the need for effective and persuasive organizational communication. This theoretical paper develops a "rhetoric of organizational leadership" as a model for persuasive organizational leadership.

Victor Sohmen, University of Queensland Business School

Learning to Lead: A Study of the Relationship between Leadership Behavior, Learning Styles and Personality Characteristics

The study presented in this paper assesses the relationships between transformational, transactional and laissez-faire leadership, different learning styles, and personality characteristics. The authors propose that learning styles and personality play a role in the development of leadership styles.

Judie van Breukelen, Erasmus University Rotterdam
Deanne den Hartog, Erasmus University Rotterdam

Enspirited Leadership (Workshop)

Yosemite

This session will share themes in the stories of seven young leaders who have created six leadership learning centers in India, Croatia, Zimbabwe, Senegal, Holland and England. A mini-world cafe discussion format will be used to ask people to apply the themes in leadership from these centers to their own work.

Bob Stilger, The Berkana Institute
Carole Schwinn, The Berkana Institute

To help you select which sessions to attend, the following icons are used to indicate which GLC(s) accepted the session. All sessions are open to all interested parties; if the room is full, please attend another session.

Scholarship

Education

Applied Leadership

Public Service

Business

Reluctant Leadership: The Risks and Rewards of Leading without Authority (Panel)

Concord

This discussion will explore the attempts of four reflective practitioners to cultivate informal leadership in different settings. Short presentations will be followed by small and large group dialogue among participants to examine strategies for handling common obstacles to developing leadership among those without institutional authority.

The Nurse as a Reluctant Leader in a Traditional Hierarchical Hospital Setting

This panelist will explore the need for what Joseph Raelin calls "leaderful organizations" that bring out leadership in everyone. She will examine some of the challenges and strategies of cultivating this type of leadership among nurses and clinical care providers in a hospital setting.

Kathryn Gaines, Performance Outcomes

The Role of the Informal Leader in Today's Manufacturing Workplace

The presenter will offer an insider's perspective of informal leadership on the shop floor as it happened at one facility over a thirty-year period. Although leadership without authority has flourished over time, subtle differences and approaches to issues exist between the past and the present.

Michael D. Hawthorne, Vincennes University

The Roles of Non-Traditional Leaders in Community Building

This panelist will debunk the notion that poor and disenfranchised people are indifferent to the concerns of their communities and are unwilling to get involved. He will draw attention to untapped community leaders who emerge directly from the cultural conditions that shape a particular community.

Jah'Shams Abdul-Mu'min, Ph.D. Program in Leadership and Change, Antioch University

Climbing the Corporate Ladder Reluctantly

The presenter will explore how egalitarian and other cultures refrain from traditional command and control leadership styles in order to create a high performance culture where all employees feel valued. She will focus on how the reluctant leader can influence self and others in command and control environment.

Judith G. Bryant, The Bryant Collaborative; Through Their Eyes, Inc.

Chair: *Richard A. Couto, Ph.D. Program in Leadership and Change, Antioch University*

Empirical Qualitative Research in Leadership Studies (Papers)

Conference Theater

Four panelists report on empirical qualitative studies that employ different methodologies including a Q methodology study, content and cases analyses, and a mixed method study in the exploration of different leadership phenomena. The studies are discussed in the context of the extant literature on qualitative methodologies in leadership research.

The Application of Qualitative and Quantitative Research Methods to Understanding the Experience of Female Executives in Biotechnology Companies in Massachusetts: A Contextual Perspective

In this qualitative/quantitative research, which employed Q methodology, 25 senior female executives above vice president level positions in the biotechnology industry were interviewed. Teamwork, integrity and trust, and communication and knowledge sharing emerged as important contextual factors accounting for the large number of women who attained senior executive positions in this industry.

Daun Anderson, Bentley College

Toward a Theory of Invisible Leadership: A Content Analysis of the Writings of Mary Parker Follett

The major published works of Mary Parker Follett were content analyzed in this qualitative study. The findings of this research offer a model that serves as a first step in theory development of Follett's body of thought, what the author currently refers to as "invisible leadership."

Suzanne Martin, Samford University

Leaders as Facilitators of Organizational Learning

The primary study in this research involved semi-structured interviews with organizational leaders and their followers of a Fortune 500 telecommunications company. Within-case analysis was followed by a search for cross-case patterns to form a model of leadership traits and behaviors that fosters and hinders organizational learning.

Amy Amy, University of Central Arkansas

Role Theory and NPO Executives: A Case Study

This study examined role ambiguity in a professional membership organization and found that the governance structure of the organization as well as the lack of organizational identity contributed to ambiguity which prevailed at all levels of the organization.

Therese Swetnam, American Psychiatric Association

Chair: *Karin Klenke, Regent University*

Firming Up the Foundations of Leadership Scholarship (Papers)

Valley Forge

This panel will take a deeper look at central concepts in leadership scholarship—intended change and conflict. The effort of practitioners—a consultant and a school administrator—to reflect on their practice and to increase and improve some of the fundamental assumptions in the scholarship on leadership distinguishes this panel.

Competition within Conflict

Borrowing a construct from economics, this paper looks at the emergence and sustenance of leadership through the lens of two competitive contexts—perfect competition (in which the consumer is king), and structural competition (in which the producer strategies and environmental effects mitigate the power of the consumer)—in order to explicate the strategies related to missing elements in leadership research.

Janet Rechtman, Rechtman Consulting Group

Intentionality of Change

This paper explores the topic of leadership through the lens of what Heidegger and Husserl termed "intentionality." Intentionality is the natural crossroads of theoretical knowing in leadership studies and the practitioner's ability to perform their artistry in a "knowing way" as conveyed by the philosophical literature on personal and tacit knowledge.

Curtis Cardine, New Hampshire School Administrative Unit

Just-in-time Vision: Vision Content and Context

For many scholars and practitioners, vision is essential to leadership. The news that vision is a hallmark of effective leadership would be cause for celebration if there were agreement on what it actually is. This paper explores this question and discusses vision content and context.

Mark Light, First Light Group

Chair: *Peter Vaill, Antioch University*

Using Experiential Learning Methods in Leadership Education: Challenges, Innovations, and Ideas (Panel)

Congressional A

Searching to improve student learning and retention? Looking for ways to improve your pedagogy? In this interactive panel discussion, educators from several colleges and universities discuss the implementation of experiential learning methods for teaching undergraduate and graduate leadership courses. Detailed handouts and sample assignments will be distributed.

On a Case-By-Case Basis: Using Personal Case Studies to Enhance Leadership Education

In leadership courses that focus on organizational behavior, the use of personal case studies provides experiential applications for educators and students. This presentation discusses the use of applied case studies developed by students to explore organizational behavior and leadership theories.

Mary Breckenridge, Mercyhurst College

Leadership Today: Innovative Uses of Experiential Learning Methods in Leadership Pedagogy

From televised talk shows to collaborative research projects, the use of experiential learning methods can greatly enhance the learning experience for students. The presenter will share teaching projects and assignments used in the Master's of Organizational Leadership program; discuss their objectives and outcomes; and reflect upon the challenges that experiential learning poses for the leadership educator.

Melissa Gibson Hancox, Mercyhurst College

Innovative Pedagogy and Experiential Learning in Leadership Development Programs

This presentation will focus on innovative teaching through alternative experiential applications of concepts and on several teaching strategies used in undergraduate and graduate leadership and entrepreneurship courses. These innovative teaching examples are part of an effort to stimulate critical thinking, apply concepts to practice, and to alter the pace and dynamics in semester long classes.

Phillip Jutras, Regis College

Developing Leaders Who Understand the Link between Theory and Practice: Grounding Leadership Practice with Theoretical Knowledge through Film

A challenge facing educators is to help future leaders understand links between leadership theory and practice. Films can be used as a pedagogical tool to develop understanding of the practices of leaders. Discussion will include theoretical underpinnings, specifications, and expectations for assignments, movies choices and rationale, and evaluation of the assignment.

JoAnn Barbour, Texas Woman's University

Experiential Learning in Leadership Development: Using the Capstone Project to Develop Critical Skills in Organizational Problem Solving and Change

Capstone experiences have been increasing in popularity in recent years. This midwestern university baccalaureate degree program in Organizational Leadership requires a capstone project that integrates classroom learning with organizational problem solving—engaging students to solve real problems at real organizations. Utilizing an Action Research model, students learn the skills, knowledge, and abilities needed to lead change within their own organizations.

Mindy McNutt, Wright State University–Lake Campus

Chair: *Melissa Gibson Hancox, Mercyhurst College*

Three Theoretical Models of Empowering and Shared Leadership (Papers)

Congressional B

This session will present three papers that feature theoretical models of empowering and/or shared leadership. Empowering leadership is defined as leader actions and behaviors to enhance the self-leadership (self-control, self-regulation, self-management) of followers. Empowering leadership is an action of a formal leader that can be directed at an individual or a group. Shared leadership is a group phenomenon that entails members of a group actively providing mutual influence functions and actions from within in order to achieve group goals.

Shared Leadership and Culture: Potential Emergence and Application

Jay Carson, R.H. Smith School of Business, University of Maryland

Leading Together, Working Together: The Influence of Shared Leadership on Knowledge Sharing in Virtual Teams

N. Sharon Hill, R.H. Smith School of Business, University of Maryland

The Role of Empowerment in the Relationship between Transformational Leadership, and Individual Innovation Behaviors

Xiaomeng Zhang, R.H. Smith School of Business, University of Maryland

Chair: *Henry Sims, R.H. Smith School of Business, University of Maryland*
Commentator: *Craig Pearce, Druker Graduate School of Management, Claremont Graduate University*

Environmental Leadership for the Global Commons (Panel)

Lexington

In this session, several environmental leadership fellowship programs (members of the Environmental Leadership Collaborative) will share their approaches to investing in individual development at different career stages with the ultimate goal of improving environmental policies and practices that support not only ecological, but also economic and community sustainability.

Connecting Environmental Issues to Public Policy

This presenter will discuss application of environmental science to policy via fellowship programs that build the capacity of scientists to better communicate and apply their knowledge in the policy realm.

Cynthia Robinson, Science & Technology Policy Fellowship Programs, American Association for the Advancement of Science

Systems Thinking

This panelist will present and lead exercises that illustrate systems thinking and sustainability awareness.

Edie Farwell, Sustainability Institute, Donella Meadows Leadership Fellowship Program

The Environmental Leadership Report

This panel member will present and facilitate discussion on the draft Environmental Leadership Report of the Environmental Leadership Collaborative. Lessons learned from the experiences of more than a dozen environmental leadership programs are applicable to a wide range of leadership efforts.

Lissa Widoff, Robert and Patricia Switzer Foundation

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continued on page 68

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continued from page 67

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continued on page 70

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continued from page 69

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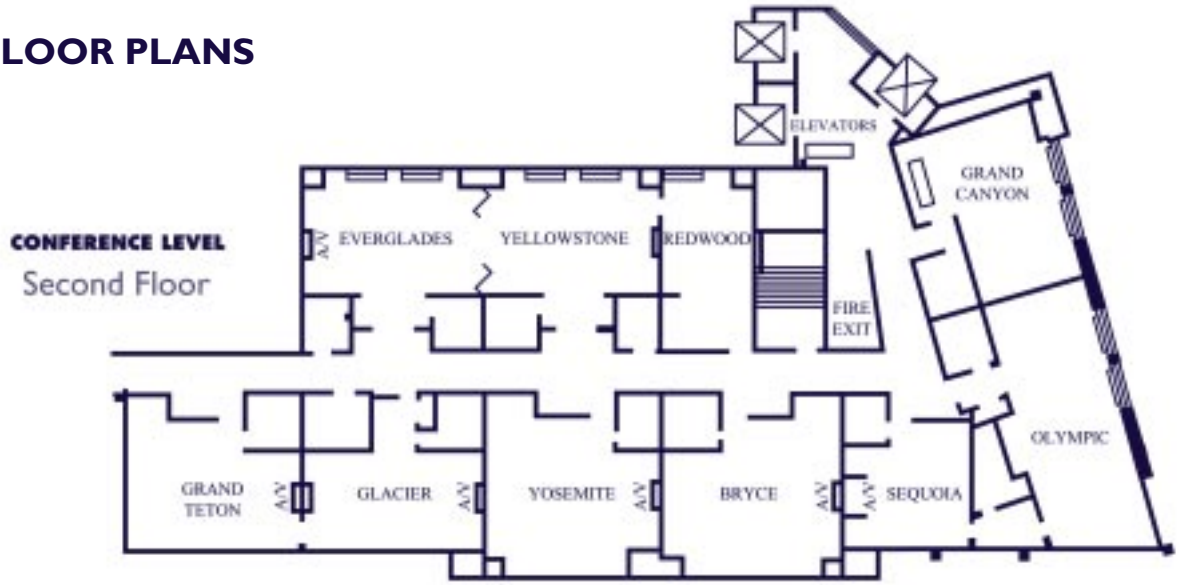
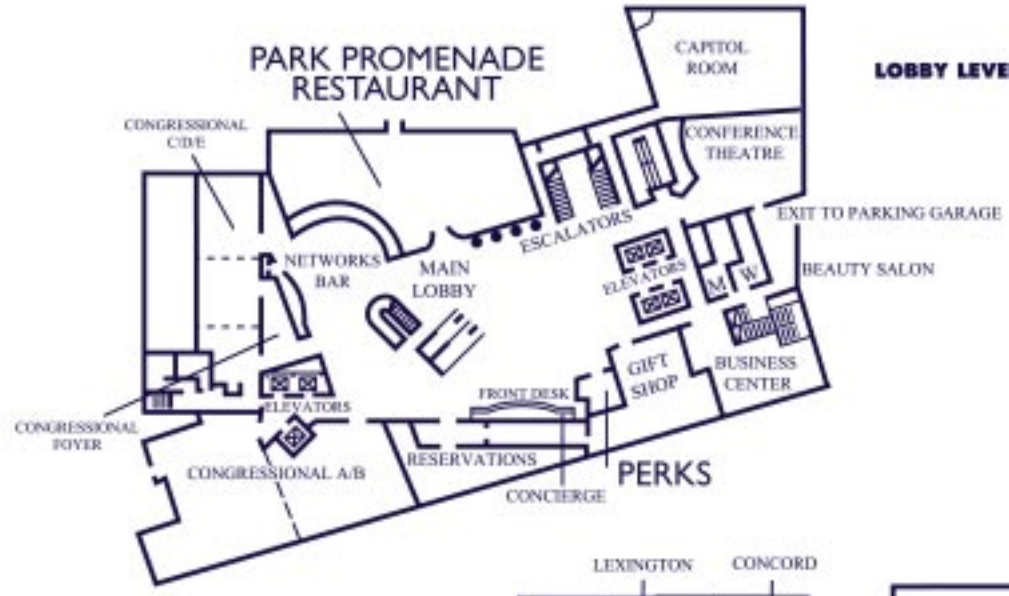
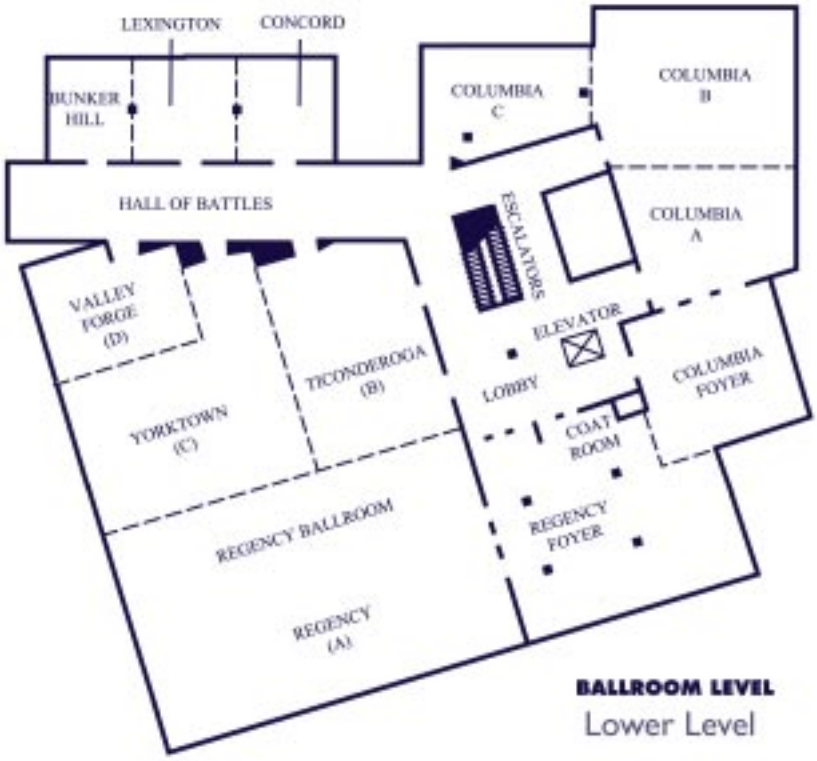
HOTEL FLOOR PLANS







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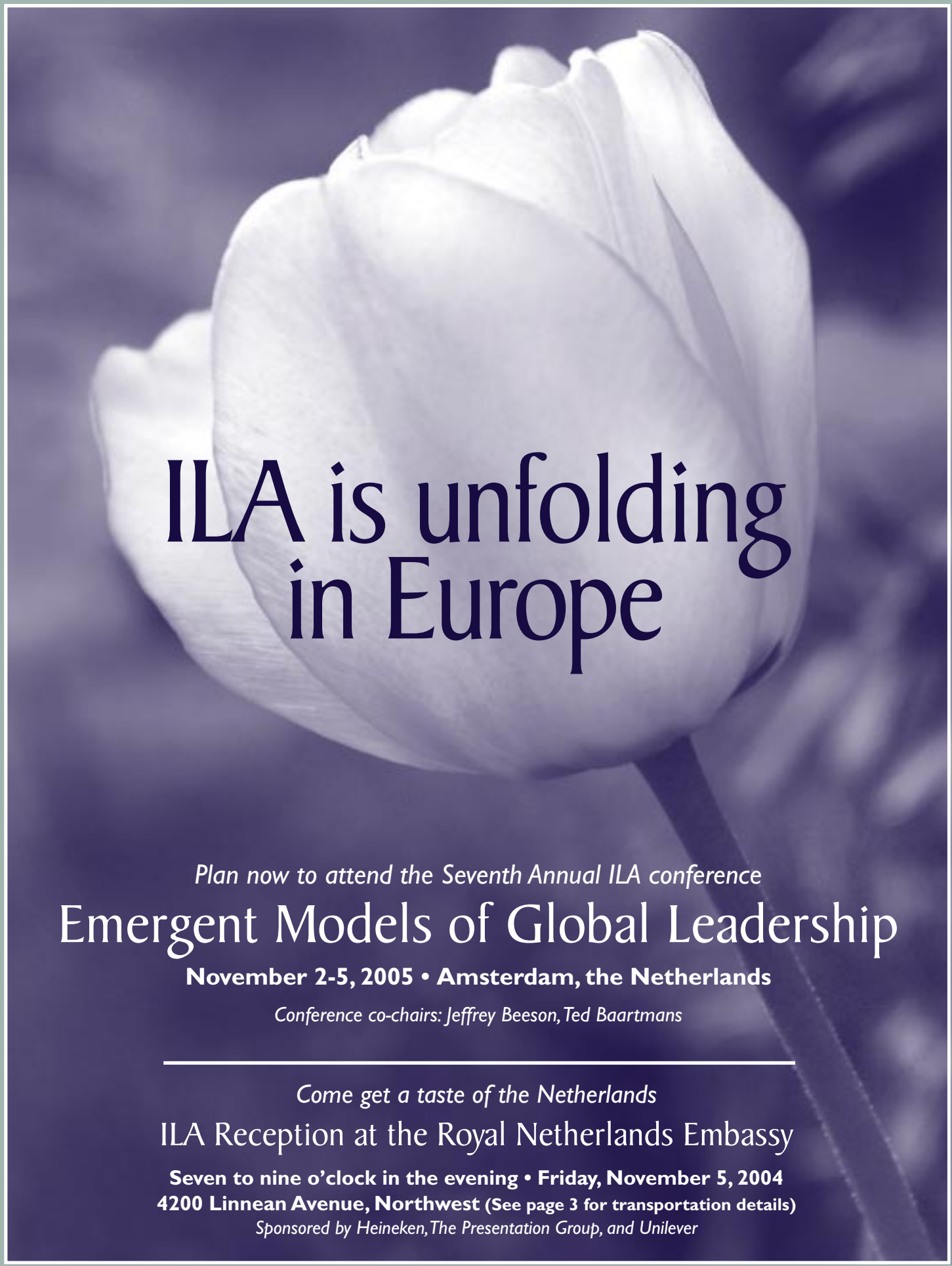

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