International Leadership Association

"Artist"…

that word included, of course, the meaning: always seeking without absolutely finding. As far as I know, that word <artist> means:

"I am seeking, I am striving, I am in with all my heart."

—Vincent van Gogh, artist

It is with great pleasure that we welcome you — on behalf of the ILA board, staff and conference planning team — to the 7th annual ILA global conference in Amsterdam. We are thrilled by the prospect of offering you something very special in this first ILA conference to be held in Europe.

This conference celebrates international perspectives. The four keynote speakers represent leadership thought and practice originating from Europe, Africa, the Middle East and Asia. Our theme, Emergent Models of Global Leadership, points towards the exciting developments that are occurring in the field of leadership throughout the world.

Welkom!

Amsterdam, the cosmopolitan city which has been connected to the world since the earliest days of navigation, is an ideal place for this exploration. Dutch ships have connected all parts of the world for many centuries. Through our pre-conference workshops in Amsterdam, Rotterdam, The Hague, and Noordwijk aan Zee, you will be able to immerse yourself in the Dutch perspective. Our thanks go to Unilever, ROI Dutch Institute of Public Administration, the De Baak Management Center and the Amsterdam Universities for hosting these workshops.

During the conference, we have created the opportunity for you to connect and engage with your fellow participants in many different ways. In addition to concurrent sessions, there are also theme sessions designed to more deeply explore Emergent Models of Global Leadership, learning laboratories and open space sessions in which to exchange ideas or to find common interests. As we learn from one another, it is our sincerest hope that a world of new possibilities will become manifest for you, and that new models of leadership will emerge!

A shared passion for leadership has brought us all together, and we hope that, through this conference, the ILA vision to promote a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide will be well served. Thank you for coming and may this conference meet and exceed your expectations.

Ted Baartmans

Jeffrey Beeson

"The mystery of life

is not a problem to be solved but

a reality to be experienced." *— Aart van der Leeuw, poet and novelist*

Agenda Overview

Author book signings are scheduled throughout the conference (see page 9).

Wednesday, November 2, 2005

10:00 – 18:00	**Registration and Information**	*Conference Desk*
Various times	**Pre-Conference Workshops and Special Networking Meeting: ILA-Latin America** (See page 19)	
17:00 – 18:00	**First-timers/New Member Orientation**	*Seasons*
18:30 – 19:30	**Wednesday Evening Welcome** Sponsored by de Presentatie Groep and the Entheos Group *Alexander Pechtold, Minister for Government Reform and Kingdom Relations* *Ted Baartmans & Jeffrey Beeson, conference co-chairs*	*Amsterdam*

Thursday, November 3, 2005

7:30 – 18:00	**Registration and Information**	*Conference Desk*
8:00 – 18:00	**Scheltema Leadership Book Fair**	*St. John's I*
8:00 – 9:00	**Morning Refreshments** Sponsored by Ph.D. Program in Leadership & Change, Antioch Univ.	*St. John's I*
9:00 – 9:30	**Welcome** *Cynthia Cherrey, ILA executive director* *Ted Baartmans, conference co-chair*	*Grand Ballroom*
9:30 – 10:45	**Emergent Models of Leadership / Networking** A diverse group of participants who practice, study and teach leadership will be coming from all corners of the globe. ***What is our interest in leadership?*** Through a series of conversations, you will have the opportunity to meet many fellow participants and to share global perspectives on leadership. This session is designed to enable you to make new connections in order to enrich your conference experience. *Jeffrey Beeson, conference co-chair*	*Grand Ballroom*
10:45 – 11:00	**Break**	
11:00 – 12:30	**Keynote Speaker: Manfred Kets de Vries** The Leadership Mystique Presentation of ILA Distinguished Leadership Award *Book signing to follow*	*Grand Ballroom*
12:30 – 13:50	**Conference Lunch**	*Winter Garden*

Thursday, November 3, 2005 *continued*

14:00 – 16:00 **Conference Theme Sessions** *Grand Ballroom*

To provide an opportunity to share and explore new global developments in leadership and topics of particular interest to participants, several topics exploring specific aspects of the conference theme were developed through an online survey of conference registrants. These conference theme sessions will be hosted in various rooms by professional facilitators:

Jeffrey Beeson, Entheos Group, Munich, Germany
Rik Berbé, inDock, Drenthe, Netherlands
Tatiana Glad, Engage/Interact, Utrecht, Netherlands
Patricia Munro, Cultural Consulting Group, Munich, Germany
Libby Robinson, Integral Leadership and Coaching, Paris, France

16:00 – 16:30 **Refreshment Break** *St. John's I*

16:30 – 17:30 **Keynote Speaker: Kumi Naidoo** *Grand Ballroom*
Capitalizing on Our Differences:
Leadership across Boundaries in a Global Context

17:30 – 19:00 **Networking Reception** (Cash Bar)
With a performance by the Columbia College Jazz Combo
Richard Dunscomb, Chairperson of the Music Department;
Scott Hall, Director of Jazz Studies; Bobbi Wilsyn, Artist in Residence,
Faculty; Douglas Daniels, Tenor Saxaphone; Martin Kane, Drums;
Matthew Young, Bass; Peter Murano, Chair

Friday, November 4, 2005

7:30 – 18:00 **Registration and Information** *Conference Desk*

7:30 – 19:00 **Scheltema Leadership Book Fair** *St. John's I*

7:30 – 8:30 **Morning Refreshments** *St. John's I*
Sponsored by Regent University

8:00 – 8:30 **Wake Up to the Non-Verbal Dimension of Leadership** (see page 8) *Seasons*

8:30 – 9:30 **Concurrent Session 1** (see pages 21-24) *Various Locations*

8:30 – 11:00 **Learning Laboratory 1** (see page 8) *Amsterdam*

9:45 – 11:00 **Concurrent Session 2** (see pages 25-29) *Various Locations*

9:45 – 10:45 **Open Space** (see page 7) *Grand Ballroom*

11:00 – 11:15 **Break**

See hotel map on inside back cover

Friday, November 4, 2005 *continued*

11:15 – 12:15	**Keynote Address: Sheikha Lubna Al Qasimi** The Educational and Moral Challenges of Future Global Leadership—Are We Up to the Race with the Future?	*Grand Ballroom*
12:15 – 14:00	**Lunch / Free Time** (Go out and enjoy Amsterdam)	
14:00 – 15:00	**Concurrent Session 3** (see pages 31-35)	*Various Locations*
14:00 – 18:30	**Open Space** (see page 7 for description)	*Grand Ballroom*
14:00 – 16:30	**Learning Laboratory 2** (see page 8)	*Amsterdam*
15:15 – 16:45	**Concurrent Session 4** (see pages 36-43)	*Various Locations*
16:45 – 17:00	**Break**	
17:00 – 18:30	**Concurrent Session 5** (see pages 46-53)	*Various Locations*

Saturday, November 5, 2005

7:30 – 18:00	**Registration and Information**	*Conference Desk*
	Scheltema Leadership Book Fair	*St. John's 1*
7:30 – 8:30	**Morning Refreshments**	*St. John's 1*
7:30 – 8:30	**Sponsored Breakfast** Zayed University welcomes interested parties to learn about its second "Women as Global Leaders" international student leadership conference in Abu Dhabi, U.A.E.	
8:00 – 8:30	**Wake up to the Non-Verbal Dimension of Leadership** (see page 8)	*Seasons*
8:30 – 9:30	**Concurrent Session 6** (see pages 54-58)	*Various Locations*
9:45 – 11:00	**Concurrent Session 7** (see pages 59-66)	*Various Locations*
9:45 – 10:45	**Open Space** (see page 7)	*Grand Ballroom*
11:00 – 11:15	**Break**	*St. John's 1*

About the time:
As is common in Europe, time is listed in a 24 hour clock format. To translate afternoon and evening times, simply subtract 12. For example, 16:00 is 4 p.m.

See hotel map on inside back cover

Saturday, November 5, 2005 *continued*

11:15 – 12:45	**Concurrent Session 8** (see pages 67-70)	*Various Locations*
11:15 – 12:45	**Global Learning Community Interest Meetings**	
	GLC for Applied Leadership	*Seasons*
	GLC for Business	*Dam*
	GLC for Education	*Amsterdam*
	GLC for Public Service	*Warmous*
	GLC for Leadership Scholarship	*Executive*
12:45 – 13:50	**Conference Lunch**	*Winter Garden*
14:00 – 15:00	**Concurrent Session 9** (see pages 71-75)	*Various Locations*
15:00 – 15:15	**Refreshment Break**	
15:15 – 16:15	**Keynote Address: Stuart Heller** Leadership is Not Just in Your Head	*Grand Ballroom*
16:30 – 17:30	**Conference Integration, Invitation to Chicago and Closing**	*Grand Ballroom*

Special Optional Activity
Museum Night in Amsterdam — Details available at the ILA desk.

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International Leadership Association

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.

The goals of the ILA and this conference are 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.

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.

Manfred Kets de Vries, *Raoul de Vitry d'Avaucourt Chaired Professor of Leadership Development and Director, Global Leadership Centre, INSEAD, France*

A clinical professor of leadership development, Kets de Vries has five times received INSEAD's distinguished teacher award. He directs INSEAD top management seminars including, "The Challenge of Leadership: Creating Reflective Leaders" and "Consulting and Coaching for Change." Kets de Vries is also a consultant on organizational design/transformation and strategic human resource management to leading North American, European, African, and Asian companies. He is the author, co-author or editor of more than 20 books, including: *The New Russian Business Leaders* (2004), *Are Leaders Born or Are They Made: The Case of Alexander the Great* (2004), and *Global Executive Leadership Inventory* (2005).

Kumi Naidoo, *Secretary General and CEO, CIVICUS: World Alliance for Citizen Participation*

In addition to his positions at CIVICUS, an international alliance dedicated to strengthening citizen participation and civil society worldwide, Naidoo is also Chair of the Global Call to Action Against Poverty (GCAP). Previously, he served as Executive Director of the South African NGO Coalition and the National Literacy Cooperation of South Africa. Naidoo became involved in the South African liberation struggle at the age of 15 and later directed the training of all electoral staff for the 1994 South African elections. Naidoo speaks widely about and publishes on issues relating to civil society, education, and the role of NGOs.

Sheikha Lubna Al Qasimi, *Minister of Economy and Planning, United Arab Emirates and CEO, Tejari*

Al Qasimi is the first woman in the UAE's history to assume a cabinet position and was the first female UAE national to earn an IT degree. She worked her way up through the ranks, starting as a programmer, later moving to senior manager of the Information Systems department at the Dubai Ports Authority. Under her leadership, Tejari has become the Middle East's premier electronic business-to-business marketplace with 3500 trading partners, who have negotiated online tenders valued at over $1.8 billion in the past 5 years. She is active in several community organizations and serves on the board of trustees of four universities.

Stuart Heller, *CEO, Walking Your Talk*

Heller has a B.A. in mathematics, M.S. in operations research, Ph.D. in psychology, and he earned sixth degree black belts in two martial arts. He is acknowledged as a true master of Qi Gong. His specialty is helping individuals and teams develop the habits and versatility necessary to meet the changes they face, to upgrade their ability to communicate effectively under pressure, and to rapidly acquire the skills and perceptions necessary to accomplish their visions, goals, and desires. He has worked with Apple Computer, NutraSweet, Cobra Golf, World Bank, The Los Angeles Police Academy, and NASA, among others. Heller is the co-author of *Retooling on the Run: Real Change for Leaders with No Time.*

Guide to Session Formats

Case Study: The presentation of detailed information about an actual, leadership challenge or problem that is then analyzed from different perspectives with a focus on problem-solving.

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

Learning Laboratory: Sessions which introduce research and practice on a given topic and then encourage participants to share their experience on that topic and learn from one another.

Open Space: To build on the synergy of the moment, there will be space available for discussions and conversations that emerge during the conference.

Panel: Presentations exploring a topic 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.

Roundtable: The presenter will provide an overview for the first third of the session and then will facilitate an informal discussion with attendees.

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

An Invitation into Open Space:

Initiating and Joining Conversations around Themes that Matter to You

Is there a need or a topic that you would like to explore with other participants? If so, this is the place to do so. Through the Open Space process you have the opportunity to find participants interested in your topics and themes and to engage in conversations with them.

Or perhaps there is a topic from one of the sessions you have attended which you would like to explore further? Open Space offers you the opportunity to do so — and to invite others into the conversation.

Feel free to join the Open Space process at any time during the conference!

Libby Robinson, *Integral Leadership and Coaching*

Learning Laboratories

Friday, November 4 • 8:30 – 11:00` *Amsterdam*

Learning Laboratory 1: Business–Scholar Forum

This session is a meeting place for business leaders and scholars to explore mutual areas of interest and benefit. Scholars will be able to present their current areas of research or their needs for future research, while businesses will have an opportunity to describe and delineate their needs in the area of leadership within their organizations. Through a series of facilitated conversations, both sides can explore the question: *What possibilities for collaboration exist?*

Hosts: *Gamaliel Perruci, McDonough Center for Leadership and Business, Marietta College*
Henry Jelinek, Jelinek Cork Group, Ontario, Canada
Ronald Riggio, Kravis Leadership Institute, Claremont McKenna College

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Friday, November 4 • 14:00 – 16:30 *Amsterdam*

Learning Laboratory 2: Co-Leadership: Successful Partnering Across Different Sectors of Society

One of the greatest leadership challenges is effective co-operation among different sectors of society: business, government and civil society (e.g. NGO's). Issues such as nutrition, world hunger, infectious diseases — to name but a few, depend on effective "co-leadership" among these sectors. With each sector having apparently contradictory objectives and genuinely different organizational cultures, how can partnering be successful? The presenter will share briefly the partnering model he has developed as well as the framework that was applied within GAIN (Global Alliance for Improved Nutrition) — including some of the learning tools and the *Partnering Toolbook* designed with IBLF (International Business Leaders Forum). Participants will then be invited to share their own partnering experiences and questions, and to deepen together their understanding of the conditions and approaches for generative co-leadership development.

Alain Gauthier, Core Leadership Development

Friday, November 4, 8:00 – 8:30 and Saturday, November 5, 8:00 – 8:30 *Seasons*

Wake up to the Non-Verbal Dimension of Leadership

Carol and Stuart Heller

Using a set of simple exercises, participants will have an opportunity to become familiar with the power of working with the non-verbal dimension of leadership.

NEW YEAR
NEW ILA BENEFIT

ILA is pleased to announce our new partnership with Elsevier!

As part of this partnership ILA Members will have

Free online access to The Leadership Quarterly for 2006

This journal brings together a focus on leadership for scholars, consultants, practicing managers, executives and administrators, as well as those numerous university faculty members across the world who teach leadership.

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LOOK FOR DETAILS IN ILA'S DECEMBER ISSUE OF THE *MEMBER CONNECTOR*

Book Signing Schedule

Location: St. John's I

Friday, Nov. 4, 13:30 – 14:00

Laurie Lippin
Understanding Whiteness/Unraveling Racism: Tools for the Journey

Friday, Nov. 4, 14:45 – 15:15

Nathan Harter
Clearings In The Forest: Methods For Studying Leadership

Terry Price
Understanding Ethical Failures in Leadership

Friday, Nov. 4, 16:30 – 17:00

Nikol Hopman & Koen Becking
Excellent Public Leadership! 7 Competencies for Europe

Friday, Nov. 4, 16:45 – 17:15

Mark Lipton
Guiding Growth: How Vision Keeps Companies on Course

Friday, Nov. 4, 18:30 – 19:00

Nancy Stanford-Blair
Leading Coherently: Reflections from Leaders Around the World

Vanessa Girard
The 30-Minute Leader: Eclectic Leadership—A New Model

Saturday, Nov. 5, 9:30 – 10:00

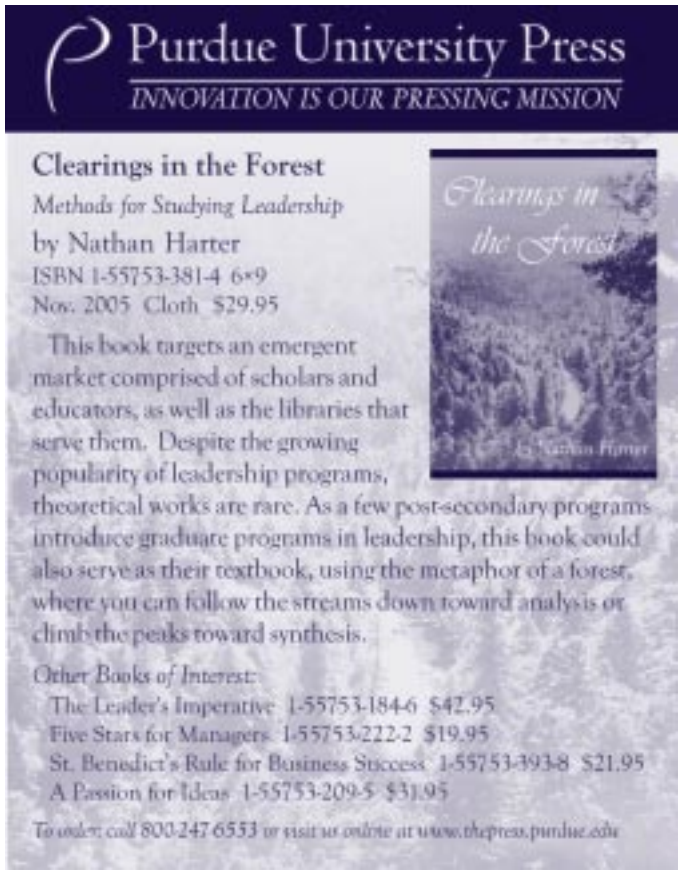
Barbara C. Crosby
Leadership for the Common Good: Tackling Public Problems in a Shared-Power World, 2nd Edition

Saturday, Nov. 5, 10:45 – 11:15

Sherry Penney & James D. Livingston
A Very Dangerous Woman: Martha Wright and Women's Rights

Saturday, Nov. 5, 13:30 – 14:00

Clinton Sidle
The Leadership Wheel: Five Steps for Achieving Individual and Organizational Greatness



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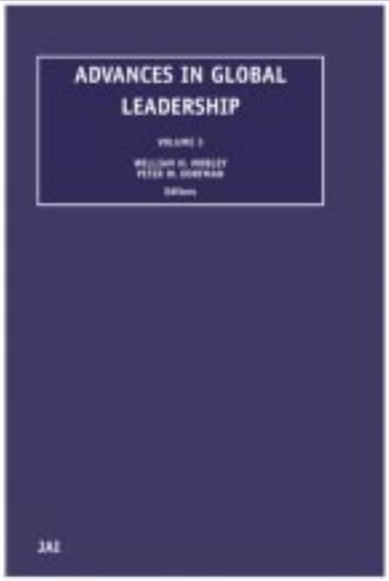

Advances in Global Leadership

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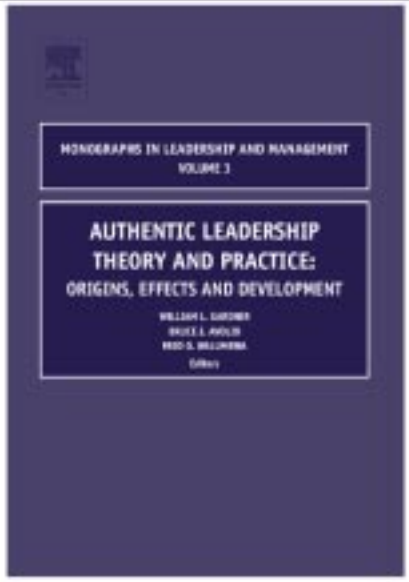

Monographs in Leadership & Management

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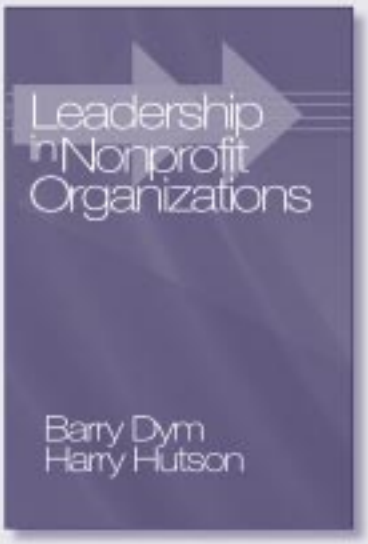

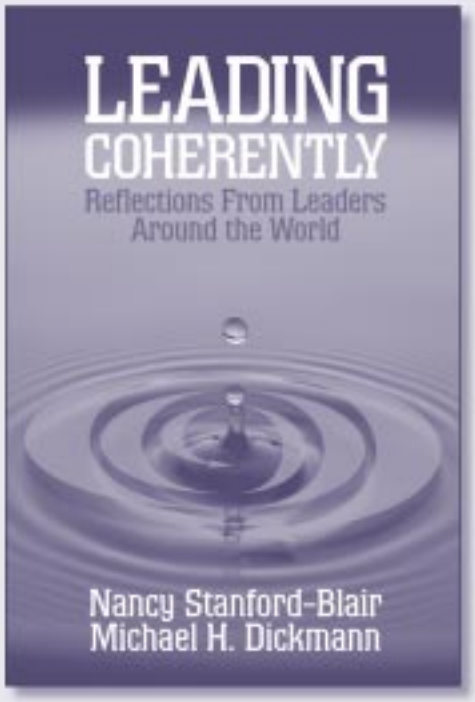

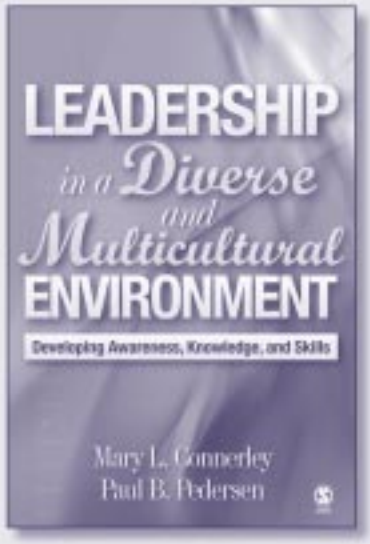

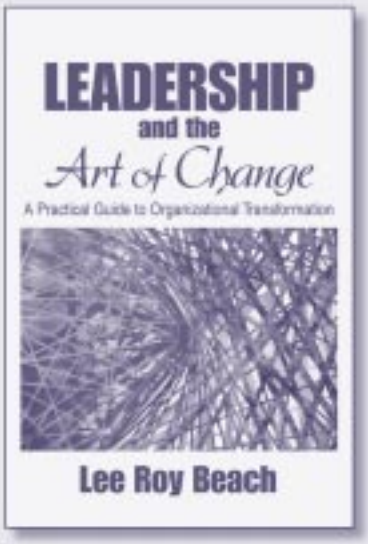

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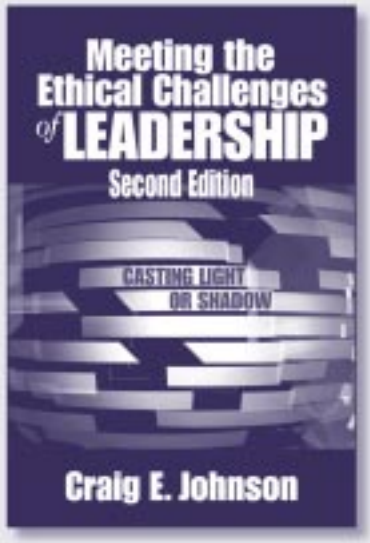

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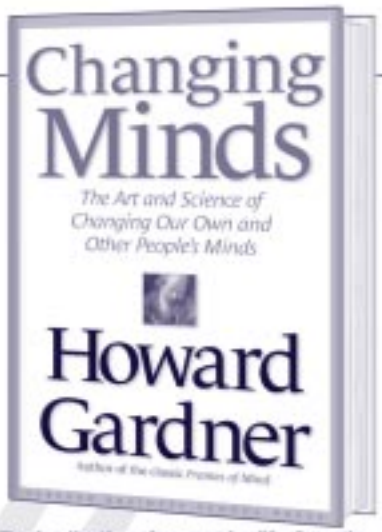
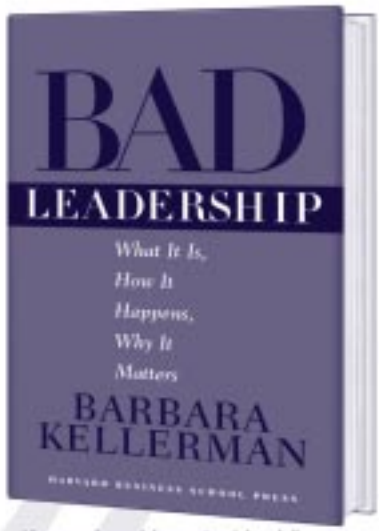
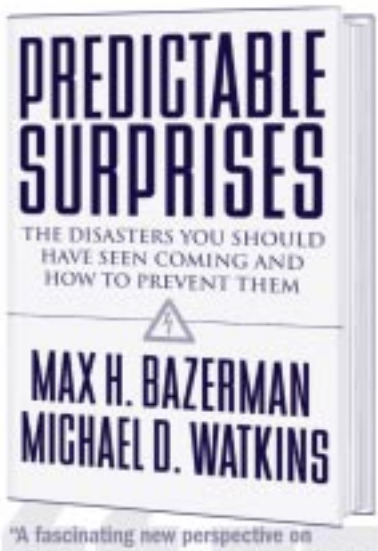


"The implications for everyday life, from the workplace to school systems, from religion to terrorism are rich and profound."
Warren Bennis



"A superb and important book."
Mickey Edwards, former U.S. Congressman



"A fascinating new perspective on planning and preparing, and a refreshing approach to responsible leadership."
James Lee Witt, former director of the Federal Emergency Management Agency

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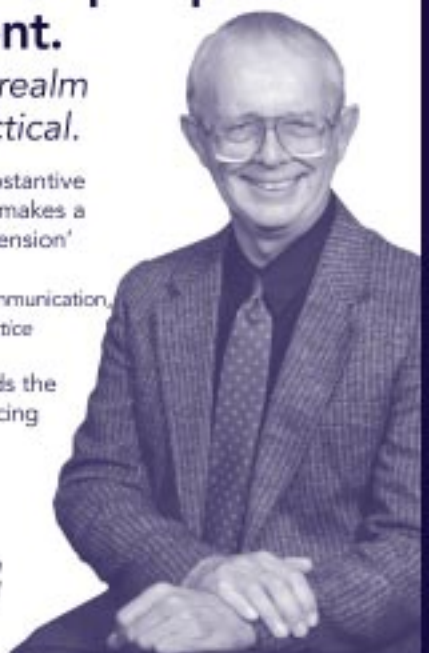
– Peter G. Northouse, Ph.D., Professor of Communication, School of Communication, Western Michigan University and author of *Leadership Theory and Practice*

"Dr. Stech writes in a highly readable and lucid style and holds the reader's attention well throughout the book. I couldn't help noticing the similarity of approach of Indian (Hindu) epics to this topic."
– Review by Swami Swarna, Hyderabad, India



ISBN 1-4120-3695-X, Trafford Publishing 2004.

Ernie Stech, Ph.D., a member of ILA, is also author of *Leadership Communication* and Chapter 11, Psychodynamic Approach in Northouse's *Leadership Theory and Practice*. His work is cited in *Bass and Stogdill's Handbook of Leadership*.

The Transformed Leader is available through Amazon.com and **orders@trafford.com**. Also available as signed copies and at a 20% discount from Chief Mountain Consulting, **chfmtn@flaglink.com**, phone 928/526 3920, or 10107 Roan Road, Flagstaff, AZ 86004 USA. (Check or money order only.)

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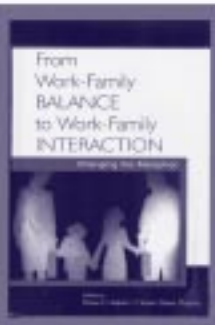
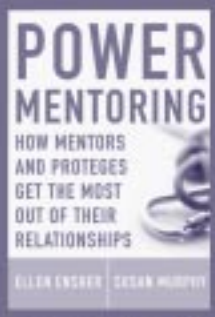


This book discusses work-family policies designed to reduce conflict, comparisons with other industrialized nations, and reasons why family-friendly work-policies have not been adopted with enthusiasm.

ISBN: 0805848878

Transformational Leadership, Second Edition summarizes the research and development about transformational leadership. It can be used primary text in a course or seminar focusing on transformational leadership.

ISBN: 0805847618

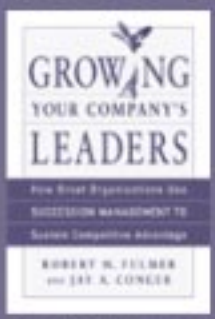


Filled with illustrative examples and candid insights from fifty of America's most successful mentors and protégés, Power Mentoring unlocks the secrets of great mentoring relationships and shows how anyone can become a successful mentor or protégé.

ISBN: 078797952X

The contributors to this volume, all top scholars in leadership studies and ethics, provide a nuanced discussion of the complex ethical relationships that lie at the core of leadership.

ISBN: 1845425340



This book examines the link between succession management and business strategy, the architecture of good plans, individual employee development, senior management support, and the effectiveness of succession management systems.

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The Global Learning Communities (GLCs) Invite Your Participation!

The ILA Global Learning Communities (GLC) provide opportunities for you to find and connect with colleagues who have similar interests in leadership. The GLCs play a vital role in the conferences by advising the conference program team, recruiting colleagues to submit session proposals, and organizing a peer review process to review and select conference sessions. The GLC icons next to the concurrent sessions indicate which GLC accepted it for presentation at this conference.

GLC meetings will be held Saturday from 11:15-12:45.

Brief descriptions and the 2004-2005 conveners for each GLC follow.

The Global Learning Community for Applied Leadership focuses on best practices, new ideas, and the integration and application of leadership theory and practice. Members include consultants, trainers, program directors, and other professionals who are reflective practitioners committed to improving leadership thru education and development.

Convenor: *Katherine Tyler Scott, Trustee Leadership Development*
Convenor-Elect: *Charlie Foster, New Vision Consulting; Antioch*

The Global Learning Community for Business Leadership is a forum where those involved in leadership initiatives within the business sector can exchange ideas, trends, questions and experiences related to leadership issues facing business leaders. Its particular focus is on international business leadership issues in an increasingly global environment.

Convenor: *Miriam Grace, Boeing Commercial Airplanes Company*
Convenor-Elect: *Mary Kenney, Boeing Commercial Airplanes Company*

The Global Learning Community 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.

Convenor: *Lilia Valdez-Lindsley, Leadership & Parent Programs, Tulane University*
Convenor-Elect: *JoAnn Barbour, Texas Women's University*

The Global Learning Community for Public Service Leadership 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.

Convenor: *Denise Strong, Urban and Public Affairs, University of New Orleans*
Convenor-Elect: *Dotti Jones, College of the Mainland*

The Global Learning Community for Leadership 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.

Convenor: *Mark Walker, School of International Service, American University*
Convenor-Elect: *Al Goethals, Jepson School of Leadership Studies, University of Richmond*

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Ross J. Corbett, Brown University
"Locke and the Problem of Crisis Leadership"

See the award presentation and Ross J. Corbett's talk on Friday morning at 8:30 in Seasons

2005 Honorable mentions:

Marie Dasborough, University of Queensland
"Follower Emotional Responses to Attributions of Leadership"

Suzanne Stigler Martin, Regent University
"Toward a Theory of Invisible Leadership"

2006 call for submissions

Submissions for the 2006 Fredric M. Jablin Dissertation Award may be on any topic and from any discipline as long as they make a substantial and direct contribution to the study of leadership. Applicants should submit one chapter from their dissertation for consideration. The dissertation must be completed between August 1, 2004 and August 1, 2006. Winners will present their work at the 2006 ILA conference, November 2-5, in Chicago. The award covers registration and travel expenses to the ILA meeting and a one year ILA membership. A plaque and $1000 prize will be presented to the winner at the conference.

Submissions are due by August 15, 2006. They should be sent via email, hard copy, or cd to Dr. J. Thomas Wren, Associate Dean for Academic Affairs, The Jepson School of Leadership Studies, University of Richmond, Richmond, Virginia, 23173, USA or twren@richmond.edu.

JEPSON School of Leadership Studies

Pre-Conference Workshops

Separate registration required.

1) Multi-Level Leadership: Public Leadership by Crossing Borders

Meet at the ILA Conference Desk at 9:45 to walk to the train station with guides; return back around 16 hrs.
Hosted by: *ROI Dutch Institute for Public Administration, Koen Becking and Nikol Hopman*

The session will start with a one hour walking tour of The Hague. After lunch, the workshop will consist of an introduction of a global network of centres for public leadership, a presentation of the ROI-Competence Frame for multi-level public leadership, and a presentation of the Global Executive Leadership Programme.

2) Leadership and Diversity

Meet at the ILA Conference Desk at 9:45 to board charter to Rotterdam; return back around 16 hrs.
Hosted by: *Unilever, Thessa Menssen and Maarten van Beek*

After a short introduction about Leadership Development and Diversity within Unilever, questions such as how diversity adds value, how to measure and promote it, and the role of leadership in developing diverse workplaces and communities will be addressed.

3) Dutch Leadership in a European Context

Meet at the ILA Conference Desk at 10:45 to board charter to Noordwijk aan Zee; return back around 16 hrs.
Hosted by: *De Baak Management Center, Harry Starren and Caroline van Frankenhuyzen*

De Baak Management Center, near the sea, is an excellent setting for leaders, entrepreneurs and professionals who seek inspiration, motivation, knowledge and insight. The workshop will compare and contrast Dutch and American business models, including a provocative discussion.

4) Leadership Research in the Netherlands

Meet at the ILA Conference Desk at 10:45 to walk or take bus to Roeterstraat 13, University of Amsterdam; return back around 15 hrs.

Come learn about leadership research and education in Dutch universities. Celeste Wilderom, Twente University, Don Ropes, Inholland University, and Janka Stoker, University of Groningen, among others, will discuss their research projects and their experiences with leadership scholarship and education in the Netherlands and in Europe.

5) Anne Frank House

Meet at the ILA Conference Desk at 10:45 to walk to tram; return back around 14 hrs.

An ILA group visit to an important museum. In addition to the historic rooms, where the history of Anne Frank is central, there are other exhibitions on current topics, such as "Out of Line," which explores freedom of speech verses a ban on discrimination. A program will follow the self-guided tour.

Special Networking Meeting of the Latin America Chapter of the ILA (Free)

Meet at the ILA Conference Desk at 14:45 for a short walk to CEDLA; return around 17 hrs.
Hosted by: *the Centre for Latin American Research and Documentation (CEDLA) and Marietta College*

CEDLA is one of the premier European research institutions focusing on Latin American Studies. The ILA-Latin America meeting at CEDLA is open to any ILA conference participant interested in networking and discussing Latin American leadership issues.

Poster Sessions

Poster Sessions will be at the Thursday evening reception and throughout the conference in St. John's I.

Leading Student Academic Services

Changing demographics, diversity, information technology, and higher education globalization trends have significantly affected, changed, and challenged the traditional model of student services. This poster explores how, through effective leadership, student academic services can come together as an interconnected, collaborative system that supports student development and success.

Gary L. Kramer, Brigham Young University

Mapping Leadership Development

The literature on leadership development is scattered. This poster session will help make sense of definitions, models and sub-topics found in the literature.

Scott Allen, Antioch University

Studying the Development of Leadership Skills in Young Women: Applying a New Methodology

A methodology traditionally applied in the medical arena is being adapted in order to study longitudinal changes in leadership skills of cadets in an all-female corps of cadets. This poster will present the evolution of the application of this methodology and the development of the study.

Elisabeth Sherwin, University of Arkansas at Little Rock

Postmodern Leadership: Becoming the Change We Want to See

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

Michael Kearns, Fort Hays State University

Leadership—It's a Performance Art

Learn about an exciting *Visionary Leadership Program,* based in theater techniques and designed to give leaders of organizations a personalized and concise set of steps for applying authentic voice and outcome thinking principles and tools in their communities or organizations.

Alan Stern, Stage Right Organizational Development

Mentoring the Next Generation of Nonprofit Leaders

AED's Center for Leadership Development published a new monograph on workplace mentoring for senior nonprofit managers, directors of leadership programs, funders, and young professionals. It describes 12 best practices, provides tools for constructing mentoring agreements, and includes a comprehensive biography.

Ken Williams, Academy for Educational Development

Concurrent Session 1

To help you select which sessions to attend, the following icons are used to indicate which Global Learning Community 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

Collective Leadership in Multi-Sector-Partnerships (Case Study)

Dam

Multi-Sector-Partnerships between companies, civil society and the public sector are an interesting option for both global and local change interventions. They require clear commitment to sustainability, but also the ability to lead collectively despite differences in worldview, models and day to day approaches. The Common Code for the Coffee Community, as a global social, environmental and economic standard, will be reviewed with focus on the kind of leadership that is required to make such an initiative a success.

Petra Kuenkel, Collective Leadership Institute

Reading "Great Texts" as Education for Leadership (Panel)

Executive

Though often overlooked as not relevant to the needs of contemporary students, the "great texts" of literature and philosophy contain a wealth of resources for leadership education. These principles are demonstrated through an examination of four "great texts" used in leadership education: Aristotle's *Nicomachean Ethics,* Austen's *Emma,* Shakespeare's *Coriolanus* and Plutarch's *Coriolanus*.

Frank Shushok, Jr., Baylor University
Scott Moore, Baylor University

Designing Intentional and Meaningful College Leadership Programs Using the Social Change Model (Workshop)

Foyer

The focus of this workshop is to present the use of the Social Change Model of Leadership Development and its multiple applications in program planning for leadership development. At the University of Arizona, the Social Change Model is utilized for three distinct purposes: curriculum development, program development, and student development.

Corey Seemiller, University of Arizona

Jablin Dissertation Award: Locke and the Problem of Crisis Leadership (Paper)

Seasons

In this session, the winner of the 2005 Jablin Dissertation Award will present his work and receive the award. In this paper, "Locke and the Problem of Crisis Leadership," the author argues that Locke's doctrine of prerogative seems to suggest that crisis leadership may require extralegal actions. The paper examines what Locke meant by prerogative, how he justified it, and the place it has within his regime characterized by the rule of law.

Ross J. Corbett, Brown University

Moderator: *Joanne B. Ciulla, Jepson School of Leadership Studies*
Commentators: *Antonio Maturano, Centre For Leadership Studies, University of Exeter*
Terry L. Price, Jepson School of Leadership Studies

Concurrent Session 1

Charismatic Leadership: The Dynamics of Power and Motivation (Papers)

St. John's II

This session explores aspects of charismatic leadership. It focuses on the motivational processes underlying the leadership process and attempts to understand the modern meaning of political charisma.

Prevention or Promotion: The Relationship Between Leadership and Motivation

This paper integrates recent theories of motivation and leadership that are focused on the self. It draws on the self-regulatory focus theory and on self-concept based theories of leadership in order to develop a conceptual framework for understanding leaders' motivation and their leadership behavior, as well as their ability to have strong and diverse effects on followers' motivation and resulting perceptions and behavior.

Ronit Kark, Department of Psychology (refereed track)

Political Charisma in Western Democracies

The presenter will propose a definition of charisma in western democracies based on the same identity or values between leader and followers and a possible identification with the leader. This presentation will expand the meaning of political charisma in modernity after revising the classical authors of sociology and some modern authors.

Blanca Deusdad, Boston University (refereed track)

EU Leadership: Effectively Bridging Cultural Gaps (Workshop)

Volmer I

The EU has established a leading position within a multicultural and multiformal context. What are the main principles of the EU leadership model? How can these principles be applied to private and public companies? Participants are invited to discuss and explore the presented model.

Gerda van Dijk, The Galan Group

Transition from Authoritarian Rules: Presidency and Leadership in Post-Soviet States (Panel)

Volmer II

This session examines the leadership and presidency in post-soviet states from comparative perspectives. Special attention will be given to case studies: presidency in Azerbaijan, Ukraine, Russia, and Kazakhstan.

New Presidency and Leadership in Ukraine

This presentation will focus on the leadership and presidency of Victor Yuschenko and Yulia Timoshenko, who both won elections in Ukraine in December, 2004.

Milana Nikolko, Simferopol State University

Elected President or Inherited Presidential Power? Case of Azerbajan

President Aliev, son of Gaidar Aliev, the former president of Azerbajan, won the 2003 presidential election by getting the majority of votes. The presenter will explore if this victory is a phenomenon of inherited presidential power rather than real elections.

Sabina Manafova, West University

Concurrent Session 1

Putin's Presidency in Russia

Sergei Moisseev, Novosibirsk State University

Chair: *Galina Bityukova, Central Asian Resource Center*

Put on a Happy Face: Emotion Work of Leaders in Crisis Situations (Paper)

Volmer III

This session presents the experiences of leaders who have experienced crises—including incidents of violence—and their use of emotion work to "feel/not feel" their ways through these experiences. Participants' ideals of leadership, even under highly volatile conditions, were a major variable in the ways they made sense of their crisis experiences.

Albert Fein, Gonzaga University
Nancy Isaacson, Center for Organizational Reform (COR)

Constructivist Leadership: Emerging Into the Mainstream (Panel)

Warmous

An individualized collaborative constructivist leadership change strategy decentralized an entire school into a constructivist philosophy, culture, structure, curriculum and teaching strategies model. Highly supportive professional learning communities and numerous small learning communities developed. The school developed a reputation for excellence in the region, with teachers reporting that this constructivist model led to improved student test-taking.

Arthur Shapiro, University of South Florida
Leanna Isaacson, Stetson University

Servant Leadership: An Emergent Global Leadership Concept (Roundtable)

Grand Ballroom Table 1

The presenters invited the involvement of participants from the 2004 ILA conference in an on-line research survey of servant leadership and are eager to report their findings to the 2005 conference. Participants in the session will deepen their conceptual and practical understanding of servant leadership.

Doug Berg, Mennonite Brethren Biblical Seminary
Keith Walker, University of Saskatchewan

Pathways to Leadership: The DU–Bologna International Center for Civic Engagement (Roundtable)

Grand Ballroom Table 2

The DU-Bologna International Center for Civic Engagement provides opportunities to understand and act upon the university's commitment to civic engagement. This partnership has created a synergy for new models of leadership in global civic engagement. Activities, including an initiative to bring universities' curricular and research interests in global issues into alignment with a commitment to the public good, will be discussed.

Sheila Wright, University of Denver
Giovanna Franci, University of Bologna

Concurrent Session 1

Examining Leadership Expectations for Top Performers in Lean Work Environments (Roundtable)

Grand Ballroom Table 3

Based on collaboration with industry leadership, evaluation tools will be shared for examining relationships with High Performers in a lean work environment. The Equity Theory and Social Exchange Theory will be utilized to analyze this complex relationship. A critical checklist will allow leaders to assess changing expectations for High Performers.

Beverly Davis, Purdue University

World Alliances Create Global Leadership Style of Leader among Leaders (Roundtable)

Grand Ballroom Table 4

This paper reviews business and military leadership models and compares them to the alliance model of global leadership—leaders dealing with other leaders—emerging as the result of free trade agreements currently proliferating at a dizzying speed. The U.S. leadership role will change drastically. Implications for leadership studies will be discussed.

Carolyn Roper, Purdue University North Central

Effective Leadership for Sustainable Development in the Public Sector (Roundtable)

Grand Ballroom Table 5

Considering a college or university campus as a small township community, the presentation will present how urban planning concepts must be incorporated into the mission of institutions to ensure environmental sustainability.

Arun Jhaveri, US Department of Energy

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International Leadership Association

Scholarship Global Learning Community

2005 Best Paper Award

Winner

Return to the East of Servant Leadership

Richard A. Couto, Antioch University

Runner-Up

Prevention or Promotion: The Relationship Between Leadership and Motivation

Ronit Kark, Bar-Ilan University
and
Dina Van-Dijk, Ben-Gurion University of Negev

Concurrent Session 2

Academic Standards for Leadership Studies Programs Studies Programs: Enlarging the Conversation (Panel)

Dam

As part of larger schools of studies, leadership programs must often participate in accreditation processes. A group of ILA members are working to develop standards and guidelines to provide tools for new and existing programs. The presenters will describe the research phase of this multi-year ILA project to develop standards and guidelines for leadership studies programs.

Academic Programs in Studies: Program Contexts and Quality Guidelines

After an overview of the history of this project, the presenter will share the results of an Internet survey that yielded a sampling of existing leadership studies programs, program content and delivery modes, and issues pertaining to academic standards.

Kathleen Patterson, Regent University

Academic Programs in Leadership Studies: Defining the Field and Establishing Disciplinary Boundaries

The presenters conducted a multi-level, open-ended survey to lay the conceptual foundations for quality standards and guidelines. The methods used in this phase of the project include an online semi-structured survey of over 80 senior leadership scholars and educators. Implication of the findings for further discussions on standards and future directions of this research will be presented.

Jacque King, Regent University
Michael Hartsfield, Regent University

Chair: *Karin Klenke, Regent University*
Commentator: *Nathan Harter, Purdue University*

Exploring the Career Success Patterns of Women Managers: A Workshop that Connects Positive Organizational Scholarship and Programs of Leadership Development (Panel)

Executive

Research into the success of working women continues to be of high interest around the globe. Five scholars, working with Positive Organizational Scholarship, will share findings from studies conducted in Europe and the United States, and the implications for the design and redesign of leadership development programs for women.

Carol Sawyer, University of La Verne
Cristina Bombelli, Bocconi University
Lynne Mester, University of La Verne
Kathy Duncan, University of La Verne

Commentator: *Bernice Ledbetter, Pepperdine University*

Concurrent Session 2

Cognitive, Affective, and Behavioral Perspectives on Leadership Effectiveness (Papers)

Foyer

This session will show examples of studies that explain leadership effectiveness from three important perspectives on leadership—cognitive, affective, and behavioral perspectives—supported by empirical data and recent theories. All studies share a focus on both followers and leaders and the interplay between them.

Leadership, Visions and Possible Selves

This presentation will focus on the results of experiments in which participants were confronted with different visions: visions that made an appeal to one's possible self, and visions that did not make this appeal. A framework will be discussed in which a leader's vision, a communicated ideal future state, is related to the self concept of followers.

Daan Stam, Erasmus University

Affective Match in Leadership: A Fit between Leader and Subordinate Affect as a Predictor of Effective Organizational Behavior

In studies on the interaction of leader affective display and follower affective state, it was found that in case of a match between these components, productive output of subordinates was much higher than in case of a mismatch. Experimental and field data will be presented with practical implications of the studies.

Frederic Damen, Rotterdam School of Management, Erasmus University

Leadership and Follower-ship in an Organizational Village

Leadership studies focusing on the relationship between leader and follower are more prevalent. There is little in the literature where followers adopt leader-like behaviors through a dyadic relationship. Extending the African proverb "It takes village to raise a child," the authors examine relationships that influence the development of followers who may become leaders.

Teresa Gehman, University of Phoenix; Teresa Gehman Consulting

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Making Whiteness Visible in the Leadership Classroom (Workshop)

Seasons

Are we unconsciously reproducing "whiteness" in our leadership classrooms? Whiteness as a social construction consists of social practices, knowledge, norms, values, and identities that maintain race and class hierarchy in which white people disproportionately control power and resources. White invisibility in the leadership classroom is unhealthy to our new multicultural societies.

Laurie Lippin, UC Davis; Lippin & Associates

Concurrent Session 2

Leadership Challenges in a World of Conflicting Values (Papers)

St. John's II

This session will explore various leadership challenges in today's world of conflicting values. These include the alignment of strategic visioning and strategic leadership ethics, balancing of tensions between traditional and modern values to orchestrate and preserve the moral dynamism of culture, as well as balancing roles and responsibilities vis-à-vis a multitude of stakeholders.

Towards Authentic Strategic Leadership: Exploring True Strategic Visioning

Recent corporate scandals not only highlight unethical leadership practices, but also the leadership's corrupt intentions for their organizations represented in defective strategic vision. Consequently, the integrity of the strategic visioning process is also suspect. An emergent model of integrated strategic visioning is explored for supporting authentic strategic leadership.

Kuldip Reyatt, Strategic Visioning Partners

Leading in a Bi-Moral World

This paper argues that morality, like nature, requires diversity to thrive. The role of leaders is to orchestrate and preserve the moral dynamism of a culture. This includes understanding and balancing the tensions between traditional and modern values.

Joanne Ciulla, Jepson School of Leadership Studies

A Relational Perspective Towards Responsible Leadership in Business

In business and society there is an urgent call for more responsibility of corporations and their leaders. Using a relational approach, the authors identify the key leadership challenges in a stakeholder society and then discuss the roles, responsibilities and required qualities of a leader to approach these challenges responsibly.

Nicola Pless, INSEAD; University of St. Gallen
Thomas Maak, INSEAD; University of St. Gallen

The Arts and Social Justice: Exploring the Synergies of Leadership Challenges and Models (Workshop)

Volmer III

How can the arts partner with social justice leaders to propel their work and engage diverse communities? This session describes a methodology that has helped clarify this question. Community leaders, awardees of the Ford Foundation's Leadership for a Changing World program and co-researchers with New York University, discuss this partnership in a specific case.

Marian S. Krauskopf, Research Center for Leadership in Action,
Robert F. Wagner Graduate School of Public Service, New York University
Amparo Hofmann, Research Center for Leadership in Action, Wagner School, NYU
Richard Townsell, Lawndale Christian Development Corporation
Arnold Aprill, Chicago Arts Partnerships in Education (CAPE)

Concurrent Session 2

New Frontiers: Leadership and Power (Papers)

Volmer I

This session aims to provide some new and innovative insights on the leadership-power relationship by highlighting the ways in which power figures centrally in the practice and conceptualization of leadership. The presentations of this session will focus from different theoretical, methodological, and practical perspectives.

The Perceptual 'Power' Bias in Leadership Perceptions—How Context Information on a Vertical Dimension Influence Leadership Perceptions

How can context information influence the perceptions of leader power? This series of experimental studies shows that power perceptions of leaders are influenced by a vertical dimension. Practical implications will be discussed, especially the possibility that leaders use vertical positions to constitute and affirm their power.

Steffen Giessner, Erasmus Research Institute of Management, Erasmus University Rotterdam

The Power of Purpose: Creating Transformational Leadership Capacity

This paper presents a new field concept of leadership and outlines the transformative process that is used to implement it. The authors conclude that the essence of leadership lies in the relationship between purpose and power. The fundamental nature of this purpose-power framework will be discussed and contrasted with current literature based on influence and power.

Elizabeth Davis, The George Washington University
William Smith, ODII

Architectures of Power: Leadership, Inclusivity, and Urban Development

The built environment—houses, traffic patterns, zoning—reflect systems of power and authority. This paper explores neighborhood redevelopment in Haifa, focusing on conflicts among different levels of leadership (municipality, lay leadership, community activists) over the purpose of gentrification as well as who is included/excluded in the development process.

Elizabeth Faier, Zayed University

Models of Leadership across the Sectors: Public, Private and Non-Profit (Panel)

Volmer II

Around the world and across sectors, leadership is evolving into new forms. This session presents three distinct leadership forms: Public Private Value Networks, the Quad model from information and communication sectors, and a Schema for partnership and collaboration across policy and service delivery areas of government.

Leadership in Public Private Value Networks

Study of the network organizational form is evolving rapidly around the world. There is little research in mission oriented networks that produce public value. This paper outlines a methodology for analyzing Public Private Value Networks and describes the types of leadership models that are most appropriate for them.

G.Edward DeSeve, University of Maryland
William Lucyshyn, Center for Public Policy and Private Enterprise

Concurrent Session 2

A Framework for Reform: Developing a Schema for Locating Decision Making

Integrated approaches to policy development and service delivery have many factors in common across disparate systems and sectors. The presenter will share a schema to assess and place policies, and strategies and programs that have proven useful in working with governments, program developers and service providers to improve policy and program development and service outcomes.

Jim Hyde, National Public Health Partnership

A Distributed Model of Cross-Sector Leadership in the Transition to a Knowledge Society

This paper presents a model of leadership in the high technology sector built around cross-sector cooperation across public, private, research and non-profit sectors. This four sided 'Quad' model finds robust 'Quad' leadership is associated with higher performance in the information and communications sector. The paper is based on original research in developed and developing countries.

Ernest Wilson, University of Maryland

Emergent Models for Leadership in a Diverse World (Panel)

Warmous

Significant emerging challenges for global leadership are the increasingly diverse workforce; interactions with culturally different customers, partners, and suppliers; and ever-changing technologies. Leaders within international corporations are making the strategic connections between inclusion and equity, cultural competence, organizational effectiveness, and competitive advantage. New leadership models are emerging that address the diversity of global workforces and enable the transition to new technologies.

Diversity and Mentoring: An Agenda for Inclusion and Equity

Mentoring is emerging as a core strategy for inclusion and equity. This presentation discusses why businesses and public agencies value mentoring as an integral part of their diversity initiatives. Examples from the field and a successful workplace mentoring model will be shared that includes cross-cultural mentoring and its benefits.

Leon F. Rowland, Banner Cross

The Business Case for Diversity

Well-managed diverse teams produce more innovative results. This presentation discusses how inclusive work environments enhance performance and how cultural competence opens doors to international business where personal relationships play a key role in creating and sustaining global partnerships.

Louise Wilkinson, The Boeing Company

Practical Models for Change in Diverse Environments

Experience from the field indicates that there are practical leadership models that are operating successfully in technology-centric work environments. The presenter will discuss models intended to create an inclusive, culturally competent workplace that brings out the strengths of all employees, creates high performance work environments, and enables successful professional relationships.

Mary Kenney, The Boeing Company

North Carolina Agricultural & Technical State University

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The Jepson Review
A New Annual Publication

The Jepson School, drawing upon its commitment to a broadly-based, liberal arts approach to leadership studies, will host a small conference each year, bringing together the best scholars available from a wide range of disciplines to address a chosen theme. The resulting papers will be published in a journal under the title *The Jepson Review*. The inaugural Jepson Review conference is dedicated to "presidential leadership." Contributors include James MacGregor Burns, Judith Lichtenberg, George Edwards, Martin Medhurst, Michael Nelson, and Barbara Kellerman.

The Annual James MacGregor Burns Lectureship in Leadership Studies and Biography

James MacGregor Burns, the seminal figure in the field of leadership studies and an important contributor to the development of the Jepson School, is honored by this lectureship. Each year a prominent biographer will address the question: How can the art and craft of biography contribute to the understanding of leadership? The lectures will be published as monographs. Robert Dallek, biographer of several recent presidents, and Taylor Branch, author a three-volume study of the life and times of Martin Luther King, Jr, delivered the first two Burns Lectures.

For further information or to obtain copies upon publication, contact Nancy Nock at nnock@richmond.edu.

"...the most thought-provoking conference I have ever attended in thirty years as a teacher and academic..."
Barbara McDevitt, Oman

Zayed University Presents

Confirmed Speakers

Sheikha Lubna Al-Qassimi
UAE Minister of Economy and Planning

Mary Robinson
Former President of Ireland and
UN High Commissioner for Human Rights

Zayed University announces its Second International Student Leadership Conference, to be held March 12-14, 2006, in Abu Dhabi, United Arab Emirates. We welcome female students, and educators and leadership practitioners of both genders from throughout the world to focus on issues relating to "Women as Global Leaders."

Founded in 1998, Zayed University offers an international style education to Emirati women. Its educational program, with its specific focus on developing leadership potential, has become a model for higher education in the region.

We invite you to join delegates from over 40 countries as we transcend our countries of origin and generate a new and exciting discussion of women and global leadership.

All sessions will be in English.

For more information, and for the Call for Papers, see the conference Web site.

www.zuglobaleaders.org

جامعة زايد
ZAYED UNIVERSITY

March 12-14, 2006
Abu Dhabi, United Arab Emirates

Women as
GlobalLeaders

Concurrent Session 3

Organizational Games and Decision Making: Timely Leadership Challenges (Papers)

Dam

Games Managers Play: When Managers Learn to Play and Children Learn to Manage

In this article, the presenter sets out to make sense of the fashionable trend of *play workshops*, by examining the potential meanings behind the play metaphor and its incorporation into management training programs. It is argued that this tool of leadership development can become a double edge sword both benefiting as well as undermining the skills and authority of managears in our era.

Ronit Kar, Bar-Ilan University (refereed track)

Change, Strategic and Chaotic Decision Choices, and Resultant Synergistic and Dissynergistic Outcomes

Change occurs at a rate quicker than most organizations can strategically respond. Organizations failing to prepare for this chaos will find themselves falling into a dissynergistic spiral where failure breeds even more failure. The paper addresses the basic concepts of organizational change and decision making theory, describes a model of strategic and chaotic change, and highlights synergistic and dissynergistic consequences.

Chris Crawford, Fort Hays State University

Global Leadership for the Global Commons (Paper)

Executive

This session will look at the development of global leadership training and how leadership theory and globalizing forces impact the delivery of leadership training and the adaptation and subsequent application of that leadership training in cross-cultural and interdisciplinary contexts. The Humphrey Fellowship Program brings mid-career professionals from nearly 100 countries and a broad range of fields to the U.S. for a year of professional development with the aim of enhancing their knowledge base and leadership skills. How can such a program address issues of transferability of models largely developed for the western-based corporate world to public and non-profit sectors worldwide? And broader still, how can these models be adapted to serve the broader global commons rather than national, geopolitical goals?

Karen Lokkesmoe, Humphrey Institute of Public Affairs, University of Minnesota
William Dant, Education Policy & Leadership, University of Maryland; IIE
Barbara Crosby, Humphrey Institute of Public Affairs, University of Minnesota
Orly Alon, Lotem OD and Training

About the time:
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Concurrent Session 3

Understanding Ethical Failures in Leadership *Foyer*
(Cambridge University Press, 2005) (Conversation with Author)

This recently published book brings a multi-disciplinary approach to bear on the general question of why leaders fail ethically. Its main thesis is that ethical failures in leadership are best understood in terms of mistaken beliefs that leaders hold about whether they are justified in making exceptions of themselves and excluding others from commonly accepted protections of morality. The book takes as its rationale the need for a comprehensive ethical analysis that can be applied across leadership contexts—in public, private, and non-profit sectors.

Terry Price, Jepson School of Leadership Studies

Leadership Studies: An Interdisciplinary Discipline Serving a Global World (Panel) *Seasons*

The Making of Academic Disciplines and the Call for a More Interdisciplinary Approach

Sandra Wilson, Gonzaga University

Characteristics of Leadership Studies as an Academic Discipline

Karen Norum, Gonzaga University

The Interdisciplinary Nature of Leadership Studies

James Beebe, Gonzaga University

An Intellectual History of the Emergence of Leadership Studies Worldwide

Georgia Sorenson, Army War College; James MacGregor Burns Academy of Leadership

The Global Nature of Leadership Studies

David Whitfield, Gonzaga University

The Politics of Crisis Management: Public Leadership under Pressure *St. John's II*
(Cambridge University Press, November 2005) (Conversation with Author)

In this major new study, four experts in public sector crisis management research have developed a vision on the key tasks of strategic leadership in crisis situations: sense-making, decision-making, meaning-making, accounting, and learning. Co-author Paul 't Hart will present an overview of the research findings, and two commentators will add their perspectives.

Paul 't Hart, Utrecht School of Governance, Utrecht University

Commentators: *Bertjan Verbeek, Radboud University Nijmegen*
Jean Lipman-Blumen, Claremont Graduate University

Concurrent Session 3

The East of Servant Leadership (Panel)

Volmer II

Robert Greenleaf cited Leo, a main character of Herman Hesse's 1932 novel *Journey to the East,* as the inspiration for his ideas of servant leadership. This panel will discuss the European context of that novel and its links to Buddhism and Hinduism; its East or origins.

Return to the East of Servant Leadership

The examination of the historical, European context of Hesse's Journey to the East will provide deeper insight into the nature of Servant Leadership.

Richard Couto, Antioch University (refereed track)

Parvati's Dream

This paper examines Servant Leadership through a Brahma Vidya (wisdom of enlightenment) perspective as grounded in the Bhavagad-Gita and Sacred Sufi Song.

Amrit Daryanani, Wakefield School; Antioch University Ph.D. Program in Leadership & Organizational Change

Commentator: *Ed Voerman, Greenleaf Servant Leadership—Europe*

Dissertation Research Workshop (Workshop)

Volmer I

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.

Anthony Middlebrooks, University of Delaware

To help you select which sessions to attend, the following icons are used to indicate which Global Learning Community 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

Concurrent Session 3

The Impact of Leadership Training on Participating Individuals and Organizations: An Urban and Rural Perspective (Panel)

Volmer III

In this rapidly changing world, leaders of the future must have the ability to respond and adapt to the challenges with which they are faced. This panel offers perspectives from two leadership development programs, including data concerning their impact.

Leadership Development, Social Networks and Community Involvement: An Evaluation of a Mississippi Delta Leadership Program

Informed by leadership theory and research, the Delta Emerging Leaders (DEL) program began in 1997 with the goal of developing and enhancing the skills of current and future leaders of the region. The two-year curriculum brings diverse people together to work across traditional boundaries and barriers to pursue innovative, creative, persistent and strong partnerships across sectors.

Donielle M. Lovell, University of Missouri–Columbia

Impact of Leadership Training on Participating Organizations

Presenters will discuss recent research examining the impact of leadership development programs not only on participants but on the organizations which sponsored their attendance. This evaluation effort focuses on the Center for Collaborative Leadership and the Emerging Leaders Program, which provide training and development opportunities in inclusive and collaborative leadership to mid-career professionals who are drawn from the broad spectrum of public and private organizations in the Greater Boston area.

Patricia A. Neilson, Center for Collaborative Leadership, UMass Boston
Sherry Penney, Center for Collaborative Leadership, UMass Boston

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How Leadership Emerges: Insights from Practice and Experimentation Informing Theory (Papers)

Warmous

The two papers in this session examine the interactions between theory and "practice" of leadership, first in an in-depth case study and then experimentally.

Boston Tea Party: Leadership in Partnership Towards Subsidiarity Governance in the Boston Harbor Islands

A bold step toward the European principles of subsidiarity, the Boston Harbor Islands National Park Area is governed by a partnership of leaders from diverse groups. Insights for an emergent model of collaborative leadership are presented with seven indicators of progress and working principles for practitioners in other lands.

Rob Moir, Ocean Champions

Experimental Tests of Leadership: Does It Matter How We Choose Our Leader?

The interest is whether it matters how a leader is chosen. Specifically, the authors hypothesize that as long as a leader is chosen "fairly" (where non-leaders make the evaluation of fairness, or not), such a leader can perform as well or better than leaders who are chosen in a non-fair manner. In an experimental context, success is measured in terms of the output of the group.

Sandra Peart, Baldwin Wallace College
Kail Padgitt, George Mason University
David Levy, George Mason University

Concurrent Session 3

Ronald Reagan's Presidential Leadership
(Conversation with Author Roundtable)

Grand Ballroom Table 1

Ronald Reagan's Journey: Democrat to Republican is a book under contract with the Rowman and Littlefield Publishing Company and scheduled for release in 2006. The book explores the major influences provoking Reagan's transformation from New Deal Democrat to conservative Republican and what that transformation meant for his presidential leadership.

Edward Yager, Western Kentucky University

Clearings in the Forest (Conversation with Author Roundtable)

Grand Ballroom Table 2

The author will discuss *Clearings in the Forest* (Purdue University Press, 2005) and explain its value for scholars and educators. The book categorizes types of contributions to the study of leadership according to history, science, philosophy, and psychology, seeking to create a path of understanding.

Nathan Harter, Purdue University

Dangerous Opportunity: Making Change Work (Roundtable)

Grand Ballroom Table 3

This presentation explores two simple but powerful models that enable leaders to better understand the dynamics faced when attempting to lead change. The models help leaders to understand how to manage conflict and resistance and to create the powerful advantage of collaboration by directing collective energy into creating and producing, rather than blaming, defending and fighting.

Christopher Musselwhite, Discovery Learning, Inc.

The Implications of Americanization on Global Leadership (Roundtable)

Grand Ballroom Table 4

This session will review research findings regarding how the exportation of American management practices by multinational corporations affects the global business community. Participants will discuss the implications of these findings on global leadership practice and training focusing on how Americanization influences leadership both within the U.S.A. and in other countries and strategies to make those efforts more culturally sensitive.

Martha Petrone, Miami University of Ohio

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Scholarship

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Applied Leadership

Public Service

Business

Concurrent Session 4

Leadership Styles of Men and Women (Panel Presentation)

Dam

The panel will focus on current themes concerning men and women leaders. Discussions will primarily center on differences in leadership styles of men and women, person-perception issues addressing how biases are introduced in the evaluation of men and women leaders, and issues related to career progression of men and women.

Biases in Leader Evaluations

The author will focus on how biases are introduced in observer ratings of men and women leaders. These biases depend on the context in which leadership occurs as well as organizational performance.

John Antonakis, Department of Management, University of Lausanne

Women's Quest for Leadership: Solving the Problem of Role Incongruity

The talk will consider how prejudice follows from incongruity between the female gender role and leadership roles and how this incongruity may be lessening over time.

Alice Eagly, Department of Psychology, Northwestern University

Transformational Leadership and Career Advancement of Women and Men

The speaker will focus on the differential role that transformational and transactional leadership styles play in the workplace advancement of male and female leaders.

Marloes van Engen, Tilburg University

Invisible Leadership: Senior Women Leaders in Internet Organizations

In this presentation, the author builds a series of mini cases of senior female executives in Internet and IT companies. She then draws from invisible leadership and argues that, in part, the success of these senior female executives can be attributed to the fact that gender based evaluations of female leaders and gender stereotypes are less prominent in virtual companies than in brick and mortar businesses.

Karin E. Klenke, Regent University

Emergent Models of Global Healthcare Delivery: The Impact of Leadership (Panel Presentation)

Executive

European countries and the United States share similar healthcare delivery challenges. Quality, accessibility and cost are global issues. Developing models of care to address these issues is demanding the attention of leaders. A discussion that spans boundaries will share emergent models of healthcare delivery and the role of effective leadership.

Healthcare Leadership Global Perspectives

Paul Boumbulian, Public Health Institute

A Community-Oriented Primary Care Model

Sue Pickens, Parkland Health & Hospital System

Concurrent Session 4

Innovative Healthcare Improvement Practices and Breakthrough Projects

Cecile Frijns, Dutch Institute for Healthcare Improvement CBO

Values-Based Health Care Education: Developing Future Leaders in Health Care

Barbara Aranda-Naranjo, Georgetown University

Commentator: *Diane L. Dixon, D. Dixon & Associates, LLC; Business of Medicine Program, Johns Hopkins University*

In the Eye of the Beholder: Follower Biases in Leadership Perceptions (Panel)

Foyer

Are leadership perceptions in the eye of the beholder? Traditional views assume that followers provide reliable assessments of leadership. The presenters will suggest and show that leadership perceptions may be influenced by follower personality characteristics, motives, and needs.

Leadership: You Can't Always Get What You Want—Or, Can You?

Idealized leader images may vary based on attachment style. In particular, anxiously attached individuals may harbor unrealistic leadership fantasies and look to leaders to fulfill their unmet attachment needs. Laboratory study results suggest that anxious individuals report transformational leadership where it does not objectively exist.

Tiffany Keller, Baldwin-Wallace College

Need for Leadership and Leadership Perception: Reality Check or Thorn in the Eye of the Beholder?

The presenter will argue that leadership ratings are strongly influenced by a subordinate's need for leadership. Two scenario studies showing that the need for leadership influences perceptions of charisma, leader's task orientation, leader's support, and leader's expertise will be discussed along with a meta-analysis of several field studies elaborating on the relationship between the need for leadership and leadership perceptions.

Reinout de Vries, Free University of Amsterdam

A Model of Biases in the Perception of Leadership

What is assessed when asking followers about leaders' behavior is not only their leaders' behavior. Research has shown that follower characteristics (personality, implicit leadership theories, or needs) bias the perception of leadership. A model of these characteristics and their relationship to the perception of transformational leadership will be presented and examined.

Birgit Schyns, University of Twente

continued

Concurrent Session 4

The Perception of Transformational Leadership: The Impact of Followers' Motives, Cognitive Abilities, Value Orientation, Personality, and Perceived Similarity

continued in Foyer

Normally leadership is considered as an independent variable and followers' reactions as the dependent variable. Several authors have raised the question: to what extent is the evaluation of leadership a result of followers' perceptions and attributions? The panelist will explore how followers' perceptions, attributions, traits, cognitive abilities and perceived similarity influence the evaluation of transformational leadership.

Joeg Felfe, Martin-Luther University Halle-Wittenberg

Chair: *Tiffany Keller, Baldwin-Wallace College*

Grand Ballroom

Standards and Guidelines for Leadership Programs: What Shall We Do? (Forum)

A deliberative, democratic forum designed to inform and expand the conversation among the ILA membership and conference attendees regarding the possibility of promulgating guidelines and standards for leadership education programs. This forum will model a highly effective process for achieving consensus and direction for social change.

Stephen Ritch, University of South Florida St. Petersburg
Nancy Thomas, Society for Values in Higher Education; Study Circles Resource Center; Paul J. Aicher Foundation

Commentator: *Dennis Roberts, Miami University of Ohio*

Seasons

Global Leadership Education for Local Impact

Global Leadership Program (Panel)

The Global Leadership Program is a four-week academic leadership program that includes: university courses, community service, and cultural activities. Held in locations such as the Czech Republic, Cuba, Argentina, and Thailand, the program has trained hundreds of students from over 45 countries to become future leaders and responsible global citizens.

Heather McDougall, Global Institute for Leadership and Civic Development

The Culture Factor in Leadership Training and Education

Leadership—the process of influence which occurs in human affairs—varies with context. Failure to take into account contextual values in designing leadership education and training has produced many contextually incompetent/dysfunctional leaders in non-western organizations. This is the case in Ghana, and many African nations.

William Addai, Center for Africa Leadership Studies; Azusa Pacific University

Becoming a Global Institute to Empower Leaders in Developing Nations

This African leadership program is offered in collaboration with Azusa Pacific University offering a masters program in the country, with short-term customized trainings to meet the leadership needs of different sectors of the society and country. Currently, about 400 graduate students are enrolled in the program from government and non-government organizations.

Badeg Bekele, The International Leadership Institute of Ethiopia; Azusa Pacific University

Concurrent Session 4

Leadership Training for Community Transformation and Fighting Poverty

Severe social inequalities exist in Brazil and throughout the world. To tackle this chronic and devastating situation, different approaches are needed. Community leadership capabilities are at the core of the problem. The ILB-Leadership Institute of Brazil has been formed to develop solutions by creating regional community leadership centers in collaboration with APU.

Odir Pereira, Leadership Institute of Brazil, ILB-Instituto de Lideranca do Brasil; Master in Organizational Leadership International Program, Azusa Pacific University

Developing a New Generation of Socially Responsible Students as Leaders for Eastern Europe

Capacity building for a new generation of leaders who can contribute to positive change within Eastern Europe is essential to the mission and vision of Lithuania Christian College. In partnership with Azusa Pacific University, the Masters in Organizational Leadership provides an opportunity to take this development to another level with graduate students.

Melanie Humphreys, Lithuania Christian College; Azusa Pacific University

Growing a Leadership Development Initiative in the UK with a Global Reach

In 2001, Claybury International linked with Azusa Pacific University to begin providing an academic program which targets clients within the U.K. along with a growing clientele around the world.

Colin Buckland, The Claybury Trust, UK; Azusa Pacific University

Chair: *Dave McIntire, Organizational Leadership, Azusa Pacific University*
Commentator: *Grace Barnes, Organizational Leadership (Global), Azusa Pacific University*

Public Leadership and Multi-Level Governance (Panel)

Volmer I

Come learn about an emerging leadership development program for public leaders and partnership opportunities.

Public Leadership for Europe: Towards a Common Competence Frame

The Dutch Institute for Public Administration—ROI has conducted a survey to determine what a public leader needs to know, do, and demonstrate to perform successfully in the European arena. The research resulted in a set of shared references in terms of knowledge, skills and attitudes: a common competence frame for public leaders in the European member countries.

Nikol Hopman, Dutch Institute for Public Administration–ROI

Global Executive Leadership Programme of the International School for Public Leadership (ISPL)

Using the Global Leadership Competence Frame, the ISPL is developing partnerships with national academies of public administration and other academic institutes to develop an international leadership program. The program will combine advanced e-learning and blended learning methodologies with study visits to each of the participating continents.

Koen Becking, Dutch Institute for Public Administration–ROI
Erwin Schwella, Stellenbosch University

Concurrent Session 4

Time to Go: Dynamics of Leadership Succession in Politics and Business (Panel)

St. John's II

Why are some leadership transitions so conflictual and catastrophic while others unfold so smoothly and with successful results? In business studies and political science, two distinct research traditions have sprung up around these questions. But never before have these findings been compared. In this session, presenters and discussants from both fields will reflect upon the similarities and differences in the mechanisms governing CEO and political leader succession.

How Power Changes Hands: The Politics and Psychology of Leadership Succession in Political Parties

This paper reports findings from a four country, eight party study of party leadership successions since 1945. It describes key features, such as leader longevity, modes of incumbent exit and successor choice, the evolution of relations between incumbent and successor, and the impact of succession on party performance. Findings are compared to those on corporate and sports leaders' succession.

Paul 't Hart, Utrecht School of Governance, Utrecht University

Problematic Departures: The Dynamics of CEO Succession

This interview-based study opens up the black box of involuntary leadership successions in large publicly traded corporations. It describes the patterns according to which these processes unfold, focusing on the predicaments and behavior of incumbent CEO's and board directors before, during and after CEO departures.

Jaan Grunberg, Department of Business Studies, Uppsala University

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Constructing Meaningful Leadership Theories, Practices and Outcomes through Metaphors and Discourse (Panel)

Volmer II

Leadership is mediated through language. Discourse and metaphors construct social realities. Metaphors make the strange familiar and the complex simple, while discourse creates shared meaning and commitments necessary for leadership. This session will demonstrate how metaphors and discourse promote leadership at the personal, group, institutional, national and global level.

Leadership for the New Millennium: Establishing a Discourse of Leadership across Cultures

Language constructions of leadership, while central to the development of shared meanings and commitments, can be misleading or inappropriate for a new global culture. The presenters will describe a model for leadership discourse within and across cultures which examines language in terms of several of the key actions identified with leadership, including decision-making and strategic planning.

Steven Kapelke, Columbia College Chicago
Arlene Mayzel, Lake Forest Graduate School of Management

Concurrent Session 4

Meta-Metaphors and the Triune Nature of Leadership

Eighty-nine percent of the metaphors solicited from business, educational, political, military and religious experts in the United States conceptually fit into three meta-metaphors: Navigational, Performance and Nurturance. The presenters will show how meta-metaphors and their accompanying properties can equip leaders to effectively and efficiently orient organizational culture and activity.

John Shoup, California Baptist University

Transactional, Transformational, and Transcendent Leadership: Metaphors Describing the Evolution of the Theory and Practice of Governance

Governance is the art of making decisions. Increasingly, governance is viewed as a shared process involving the broad participation of many diverse groups. The metaphors of transactional, transformational, and transcendent leadership provide a map to understand the evolution of theory and practice in governance.

John Jacob Gardiner, Seattle University

Social Construction and Leadership: Using Metaphor to Enhance Understanding of the Leader-self

Presentation of an epistemological approach and a complementary tool that can be used by leaders and leadership educators to add to an individual's understanding of what a leader "is." A proposed investigative methodology will also be discussed. This research is being done as the basis for a dissertation.

Jeffrey D. Zacko-Smith, Seattle University, College of Education

Chair: *John Shoup, California Baptist University*
Commentator: *Gail Reeder, Azusa Pacific University*

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Concurrent Session 4

Research and Practices to Support the Development of Global Leaders (Panel)

Volmer III

Case: Corporate Development & Leadership Program Pliva–GITP

The presenter will report on a three phase leadership assessment and development project for an expanding pharmaceuticals company active in 32 countries. Tools for leadership training of senior and high potential future managers, 360° feedback, and executive coaching will be presented.

Georges Taels, GITP International

Developing Global Leadership Strategies

Much has been written on the need for global leaders in today's marketplace. But what are key leadership strategies necessary for success? This session will share the findings of a research project directed toward identifying the leadership strategies for the successful global leader and provide a comparison to other research.

Rodney Vandeveer, Purdue University

Global Business Leadership—A Triple C Model

Globalization has completely changed the rules of the game for business organizations. Building on the work of Bolman and Deal (1997), who proposed redefining leadership in the wake of the redefinition (reframing) of organizations, the presenters share their working model and analysis of leadership and processes for introducing changes in global business organizations.

Idit Schuman Adatto, Lotem OD and Training
Orly Alon, Lotem OD and Training

The Vision Thing: Explorations of Strategic Vision, Visionaries and the Visioning Process (Panel)

Warmous

The Vision Thing, and whether particular leaders have it, is habitually debated. Likewise, leadership scholars repeatedly emphasize vision as critical to effective organizational leadership. Yet, few leaders can proclaim to understand the multifarious aspects of this complex phenomenon. This session elucidates strategic vision, visionaries and visioning via research and practice.

Why Organizational Visions Fail

A well-executed vision process often evokes a plethora of emotions among those leading the process. This panel member will present a model for explaining and predicting the most vulnerable stages during vision articulation and ways to manage the often-debilitating emotions and group dynamics that thwart success.

Mark Lipton, Graduate Program in Organization Change Management, Milano Graduate School, New School University

Concurrent Session 4

Visioning in New Product Development

Visioning is not prescriptive; at best, it is descriptive. As it concerns new product development, visioning is iterative, fractious, repetitive, difficult, and illusive. Research from product visionaries illustrates the nature of visioning as one moves from a vague idea to a concrete product to a viable business.

Raymond L. Price, Illinois Leadership Center

Strategic Visioning: The Influence of Key Strategic Leadership Dynamics

Strategic visioning is a multi-faceted and multi-level leadership phenomenon, where the context, process and content are intertwined with other strategic leadership dynamics. This presentation will outline some of the key findings from 52 interviews, mostly with the CEOs of prominent UK-based organizations and will explore an integrated and multi-level model of strategic visioning.

Kuldip Reyatt, Strategic Visioning Partners

Announcing the second volume of...
the *International Journal of Servant-Leadership*

Gonzaga University and the Greenleaf Center for Servant-Leadership have partnered to produce the *International Journal of Servant Leadership*, a cutting edge journal that contains essays, theories, 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 servant-led way of life, and the legitimate power that accompanies servant-leadership.

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

The second volume, due out early in 2006 will feature the writings of Robert Greenleaf, Peter Block, and Danah Zohar, and more international focus that defines and deepens the field of servant-leadership around the world.

To purchase volume one, subscribe, submit a manuscript for publication, or request further information visit our website at www.gonzaga.edu/servantleadership, or contact Marnie Broughton at broughton@gonzaga.edu, or by phone at (509) 323-3485.

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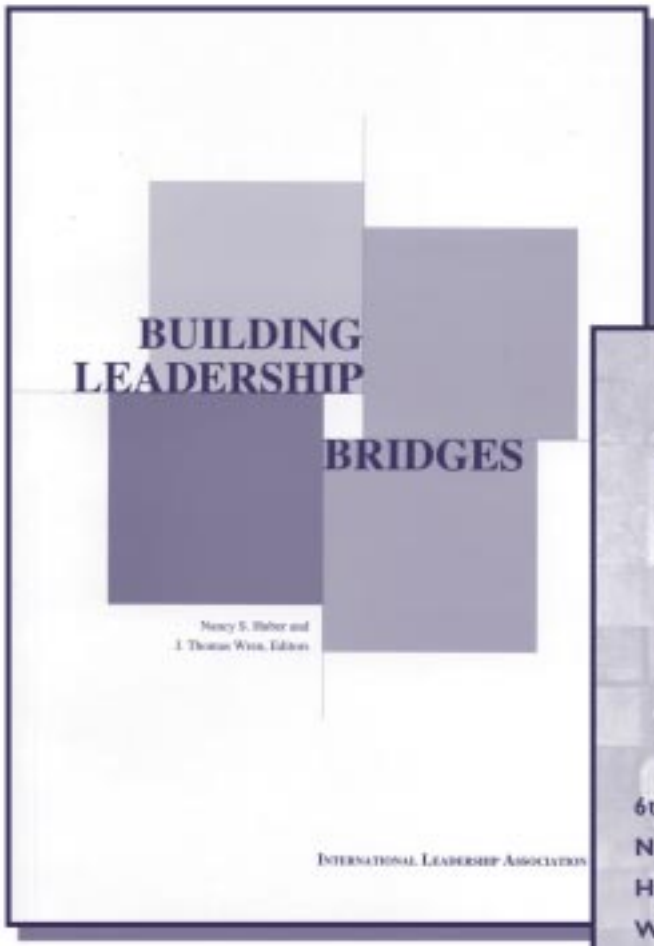

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~Announces~

The following faculty appointments:

John Donelson Ross Forsyth, Ph.D.
The Leo K. and Gaylee Thorsness Chair in Ethical Leadership
(formerly of Virginia Commonwealth University)

George Rodman Goethals, Ph.D.
The E. Claiborne Robins Distinguished Professorship in Leadership Studies
(formerly of Williams College)

Thaddeus Miller Williamson, Ph.D.
Assistant Professor of Leadership Studies
(recent recipient of a Ph.D. from Harvard; co-winner of the American Political Science Association's Laswell Award for the best dissertation in public policy)

The following searches for 2006-2007:

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Social and Political Thought/History of Ideas

See our website for detailed information about these openings:
http://oncampus.richmond.edu/academics/leadership/faculty/positions.html

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NEXT GROUP RELATIONS CONFERENCE:
JANUARY 13-15, 2006 AND JULY 2006,TBA

Concurrent Session 5

Emergent Leadership: African Stories (Panel)

Amsterdam

The African stories panel examines the practice and theory of emergent leadership from two complimentary perspectives: the aspirations of leaders expressed in the African renaissance and the African Union, and how these aspirations unfold locally in the information communication technologies (ICTs) arena. From this juxtaposition, the panel will summarize the leadership lessons from the African experience.

Leadership Challenges in WATRA

Lolia Emakpore, West African Telecommunications Regulatory Association

Emergent Leaders Wearing Multiple Hats

F. F. Tusubira, Makerere University

Gender and ICTs

Consolata Kabonesa, Makerere University

Harmonizing Academic Traditions of African Universities

Hashim Twaakyondo, University of Dar es Salaam

Aligning National with Regional and Global Leadership in ICTs

Lumko Mtimde, Independent Communications Authority of South Africa (ICASA) and Telecommunications Regulator's Association of Southern Africa (TRASA)

Chair: *Maria Beebe, Center to Bridge the Digital Divide*

Leadership in the Far and Middle East (Papers)

Dam

Cross-cultural Communication and Leadership in the United Arab Emirates

This paper examines communication and leadership in the United Arab Emirates, with an emphasis on communication styles and perceptions between UAE Nationals managers and expatriates. The results indicated a relationship between Emirati managers' sense of social distance from expatriates and a directive style. Conversely, there was a relationship between individualized perceptions of expatriates and a consultative style.

Michael Willemyns, University of Wollongong–Dubai

Leadership in Changing China: A Critical Analysis of Leadership Development During the Past Decade

Based on the review of research results in the area of leadership in China in the past ten years, this article discusses six trends of leadership in the changing Chinese society, indicates the problems of current leadership research, and argues the future challenges.

Wenyan Weng, China Executive Leadership Academy Pudong
Hong Gao, China Executive Leadership Academy Pudong

Concurrent Session 5

Understanding Indigenous and Traditional Forms of Leadership in Arab Societies: Contributions towards Leadership Capacity-Building Programs

Utilizing interviews, participant observation and discourse analysis, this paper looks at the internal dynamics of indigenous and traditional forms of leadership in Arab societies, what they tell us about cultural specificities in understanding the relationship between leader and follower, and the relevance of this knowledge to leadership capacity-building.

Muna Odeh, United Nations University-International Leadership Institute

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Emergent Models for the Practice and Development of Leadership in Organizations (Panel)

Executive

This session begins with five reflective practitioners presenting a range of perspectives on opportunities offered by several emerging models, and concludes with a response and discussion led by a European scholar and practitioner.

Leadership on Teams: A Collaborative Influence Process Beyond Formal Leaders

Leadership is needed at all levels of an organization, particularly on teams. This presentation will review emerging scholarship that extends the scope of leadership theory beyond the formal leader to an emergent, collaborative process embedded within teams and organizations.

Kathryn Gaines, Leading Pace, LLC; Antioch University

Linking Leadership Development to Organizational Systems

Leadership development experiences not linked to other aspects of the organization, specifically human resources systems, will likely fall short of having any long term impact on the performance of individuals. This discussion will explore how to better link leadership development activities to organizational culture.

Scott Allen, Antioch University

Co-Creation of a Leaderful Relationship: Trust, Empathy and Collaboration as Essential Components

The idea of a difference between leadership and leaders has begun to spark the interest of scholars. This paper asserts that co-creating a relational model of leadership requires the coupling of trust, empathy and collaboration in a setting that is simultaneously safe, nurturing and supportive of that work.

Carole Hersey Bergeron, Antioch University

Postindustrial Leadership and Transformative Education: Exploring Intersections

The "constructivist" classroom movement parallels and augments postindustrial models of leadership. Both acknowledge processes of knowledge construction, collaboration, and social change. The purpose of this presentation is to examine transformative education in the context of the emergence of new ways of looking at leadership.

Cara Meixner, Rollins College

continued

Concurrent Session 5

Emerging Models of Leadership as a Constructivist, Participatory System of Adaptive Work

continued in Executive

Concepts and practices of leadership are profoundly embedded within a systemic context. Leaders influence people, but also systems. In turn, the underlying assumptions and structures of those systems shape leaders and our understanding of leadership. As a postindustrial age emerges, new forms and expectations of leadership become possible.

Mark Hower, Antioch University Seattle

Commentator: *Leopold Vansina, Professional Development Institute*

Individuals, Trends and Contexts: The Tension Between Explanatory Leadership Analyses (Panel)

Foyer

This panel examines the tensions between the view that leadership arises from individuals and their traits and ethics and the view that societal changes/needs drive the emergence of leadership. It also examines tension between a belief that "good" leadership is transformational and the belief that transformational leadership implies compulsion and disruption.

The Right Time, the Right Place, the Right Leader: A Model of Punctuated Equilibrium and Leadership

Do individuals lead or do leaders simply crystallize inchoate trends? The presenter's research indicates that organizational change tends to function in a fashion that is analogous to the "punctuated equilibrium" of the evolutionary theorists with both trends and individual leaders playing key roles.

Tim Blessing, Alvernia College

Leadership as Symbolism: A Hermeneutic Consideration of the Causation of Human Behavior

The study of leadership depends on understanding the causation of human behavior. One emerging model identifies the symbolic role of leaders, specifically the image people have of them and the meaning they attach to that image. This presentation frames a hermeneutic approach to studying, teaching, and practicing leadership.

Nathan Harter, Purdue University

Joppolo's Ghost: John Hersey and the Path of Leadership

John Hersey states that neither eloquence nor historical figures nor faultless plans can provide guarantees. Referring to the main character in *A Bell for Adano,* Major Joppolo, he notes, "Only men can guarantee…only our Joppolos." This presentation explores the implications that only individuals can provide leadership.

Norman Provizer, Metropolitan State College of Denver

Concurrent Session 5

Gulliver Bound or Unbound? Assessing the Determining Factor in U.S. Foreign Policy Decision Making from 1932 to 2004

Although scholars and practitioners have long identified the factors that decide how foreign policy decision making is made, few attempts have been made to determine empirically which is the determining factor. Thus the role of the individual leader and his or her personality will be assessed along side domestic and international contexts, ideology and philosophy, and structure and process. Data will be drawn from the operation of the U.S. National Security Council from 1932 to 2004.

Mark Walker, American University

Assessing the Six Levels of Organizational Health: Changing the Way We Lead (Panel)

Seasons

This session presents a research-based model that explores the role of leadership mindset in creating healthy organizations. The focus of the model is on the reigning mindset of paternalism in leadership and how this paradigm can be assessed and addressed to allow for development toward greater organizational health and success.

Jim Laub, Palm Beach Atlantic University
Bill Millard, Center for Life Calling & Leadership, Indiana Wesleyan University
Ray Rood, Human Technologies International
Rich Huchin, Optical Physics Company

Leading through Shared Values (Workshop)

St. John's II

Can shared values empower a network of leaders to pursue a common vision? Participants in this interactive workshop will explore the personal values that drive their own decisions. They will also identify contexts appropriate for shared-values leadership and examine the impact of cross-cultural differences in values. The workshop format:

I. The Shared-Values Leadership Model

II. Finding Your Priority Values: Interactive Exercise

III. Small Group Discussions:

A. Contextual Framework for Shared-Values Leadership: Is this leadership model better suited for the private sector, the government sector or the broader context of civic and community life?

B. Implications for Leadership Education: How can students learn to build leadership teams around shared values?

C. Managing Intercultural Differences in Values: How can members of a cross-cultural leadership team reach common ground about their priority values and develop trust?

IV. Reports from small group discussions, responses, and wrap up.

Kathy Whitmire, Burns Academy of Leadership, University of Maryland
Geoffrey R. Tumlin, LBJ School of Public Affairs, University of Texas at Austin
Ndidi Nwuneli, LEAP Africa
Dennis Roberts, Miami University of Ohio
Pauline Povoledo, Marriott International, Inc.
Bernice Ledbetter, Pepperdine University
Cary Kemp, George Mason University

Chair: *Kathy Whitmire, Burns Academy of Leadership, University of Maryland*

Concurrent Session 5

Teaching Ethics and Culture in Leadership Education: Moving Beyond Static Models (Workshop)

Volmer I

Although ethics and culture are integral subjects within leadership education, they pose unique problems—pedagogical and substantive—in the classroom. In this interactive session, the presenters will suggest strategies for moving beyond static models to dynamic methods for teaching ethics and culture in leadership education.

Practical Ethics for Decision-Making and Action in Leadership Ethics Courses

Professors and students alike may be unfamiliar and even uncomfortable with applying moral theory in leadership ethics courses because of limited backgrounds in philosophy. This pedagogical demonstration presents a model for systematic moral analysis that addresses the limitations often encountered with the decision-making model/case approaches that are often chosen in these circumstances.

Stephen Ritch, University of South Florida St. Petersburg

Beyond Context: Teaching Culture in and for Leadership Studies

Battles are waged in the name of culture with little exploration into what constitutes culture. When used as synonymous with people or ideology, culture emerges as a staid context in which leadership occurs. This presentation explores how and why we can teach culture in leadership studies as a dynamic system.

Elizabeth Faier, Zayed University

An Integral Approach to the Teaching of Leadership Studies (Panel)

Volmer II

Using Ken Wilber's "All Quadrants" framework, the presenters describe an integral approach to the development of leadership programs at the undergraduate, masters and doctoral levels.

The Application of an Integral Approach

This presentation will include a brief overview of the application of integral theory to undergraduate, masters and doctoral leadership programs in the School of Leadership and Education Sciences. The presenter will discuss the process used to unify the programs in a common framework of the integral approach.

Cheryl Getz, University of San Diego

Conceptual Framework for a Doctoral Program in Integral Leadership

The conceptual framework for an Integral Leadership doctoral program will be described and discussed. This presentation will highlight unique pedagogical methods used in the study of leadership, and the alignment of this learning with an integral theory of leadership.

Terri Monroe, University of San Diego

Concurrent Session 5

Conducting Integral Research

This presentation describes the role of the position of Director of Research for the Leadership Institute. Through this position, ongoing and systematic research is conducted that unifies and supports further integration of the work in and among the quadrants, and it also sheds light on program impacts and successes.

Steve Gelb, University of San Diego

Nurturing the Potential for Integral Leadership

The undergraduate leadership program combines experiential learning activities with coursework and field experiences to enhance the capacity of undergraduate students to be cognizant of their infinite potential for leadership.

Teresa Van Horn, School of Leadership and Education Sciences, University of San Diego

Personal Transformations through Service Learning

This presentation will explore the ways in which an integral service learning program impacts student's awareness and understanding about leadership development. Reflection in action is key to this integrated approach.

John Loggins, University of San Diego

Commentator: *Michael Shiel, Irish Management Institute (IMI)*

ILA Makes Networking Easier

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

Concurrent Session 5

Leadership Across Differences (Papers)

Volmer III

No leadership challenge is of greater concern than the need for effective leadership in the face of racial, gender, religious, ethnic, and cultural differences. Panelists will describe and discuss research examining how leaders can reduce and prevent social identity-based conflict within organizations.

Investigating Social Identity Conflicts in Organizations: Triangulating Across Methods and Cultures

A unique research framework to examine how leaders can reduce and prevent social identity-based conflict within organizations will be described. The approach emphasizes triangulation of methods and perspectives and relies on extensive collaboration with an international research team to collect data from organizations in twelve countries.

Kelly Hannum, Center for Creative Leadership

Triggers of Social Identity Conflicts

This presentation looks at events that trigger social identity conflicts in organizations around the world and addresses implications of triggers for leaders and leadership processes. Based on data from 30 different conflict events, four types of triggers are discussed: a values clash, favoritism, insulting remarks, and clash of customs.

Marian Ruderman, Center for Creative Leadership

Immigrants & Women in the Land of Latin Lovers: A Case Study in Spain

This paper identifies the main social identity issues causing conflict in the Spanish society and creating tension in the political, social, corporate and economic arenas. The case study format will be used to illustrate organizational and leadership strategies for preventing and/or mitigating diversity related tensions that can trigger organizational conflict.

David Dinwoodie de Aragon, EADA

Leadership Challenges in Dealing with Cultural Identity Conflict in South Africa

Lack of understanding of cultural differences can lead to leadership immobilization, whereby leaders opt for "doing nothing" because they do not know how. This paper highlights the influence of culture on leader-follower-exchanges, and focuses on the leadership challenges in dealing effectively with social identity conflict within a South African context. Specific differences which triggered social identity conflict are illustrated.

Lize Booysen, University of South Africa

About the time:
As is common in Europe, time is listed in a 24 hour clock format. To translate afternoon and evening times, simply subtract 12. For example, 16:00 is 4 p.m.

Concurrent Session 5

Themes Inherent in Diversity Yield Alternative Ways of Leading (Panel)

Warmous

Three qualitative phenomenological studies of 68 ethnically diverse leaders revealed varying, yet interwoven themes at the root of which are self-awareness, competence, and values.

Themes Inherent in Leading Diversity

This qualitative phenomenological study describes the experiences, perspectives, and understandings of 20 ethnically diverse leaders on leading diversity. Themes that emerged were self-esteem, identity, stereotyping, perception, and oppression. The results of this study revealed distinctions among, variations within, and commonalities across ethnicities. The research yielded a new model: Eclectic Leadership.

Vanessa Girard, Gila River Indian Community
Carolyn Salerno, University of Phoenix

Sangam: An Alternate Way of Leading

The presenter recently wrote a book on intercultural leadership which profiles twelve intercultural women leaders across three generations from Europe, Africa, America, Australia and Asia. The author will present an alternate model of leadership which is focused on women and intercultural competence, and describe core competencies that are required for effective intercultural leadership.

Shobhana Chakrabarti, Ishar, Multicultural Centre for Women's Health

Leading Coherently: A Conversation with the Author

The author of *Leading Coherently: Reflections from Leaders Around the World* (Sage, 2005) will share insights from interviews with 36 exemplary leaders and describe a coherent model of leadership formation, performance, and sustainability. The leadership stories reveal prominent themes about how leaders are formed, the role of influencing others toward the achievement of goals, sustainability and adversity.

Nancy Stanford-Blair, Cardinal Stritch University

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Scholarship

Education

Applied Leadership

Public Service

Business

Concurrent Session 6

Leadership in Post-Totalitarian Regimes: Russia (Papers)

Amsterdam

Political Leadership in Post-Totalitarian and Post-Authoritarian Regimes

Douglas McEncroe, Instituto de Liderazgo

Charismatic Leadership in Post Totalitarian Ex-USSR Regimes

Pedro Gioya, Instituto de Liderazgo

Emerging Business Leaders in Russia

Natalia Yutanova, N.Y. Consulting International Inc.

Chair: *Juan Rivera, Instituto de Liderazgo*

Expanding Research on Leadership Models and Taxonomies (Papers)

Dam

Leadership in a Taxonomy of Change

Van de Ven and Poole created an influential taxonomy for understanding change. This presentation describes it and applies it specifically to leadership, suggesting that only one of the four quadrants fits conventional understandings of leadership. In conclusion, this one quadrant resembles American pragmatism in significant ways.

Nathan Harter, Purdue University

Leaders and Doctors: Toward a Medical Model of Political Leadership

The paper seeks to develop a medical model of political leadership with a view to highlighting the problem-solving functions of political leaders which have been seriously neglected in modern political analyses. Medical metaphor and medical theories will be utilized, and some "medical" propositions will be suggested for scientific analyses and evaluations.

Yoon-Jae Chung, The Academy of Korean Studies

Appreciative Inquiry Helps Define *Best-in-Class-Leadership:* An Exciting Philosophy for Discovery and Change (Workshop)

Seasons

The presenter will utilize the Appreciative Inquiry process as part of an interactive workshop that will focus on global leadership strategies necessary for global preeminence. Participants will develop appreciative assumptions from past experiences and then use those assumptions to develop "Best-in-Class" leadership" styles for today's organizations.

Rodney Vandeveer, Purdue University

Concurrent Session 6

Evaluating Leaders: The Perceptual, Demographic, Ideological and Mythological Roots of Presidential Evaluations (Panel)

Foyer

This panel addresses the question of rater bias of those evaluating individual leaders. It is based upon a meta-analysis of 24 years of surveys developed by the Presidential Performance Study encompassing over 1,500 expert raters and four major surveys. It discusses the methodology and demonstrates the potentially large number of subtle sources of bias.

Myths, People and Presidents: The Meta-Analysis of Group Myths as Detected by the Murray-Blessing and Blessing-Skleder Surveys

This paper discusses how myths (and counter-myths) tend to frame our understanding of different presidential actions. It will trace, through the use of the Murray-Blessing and Blessing-Skleder surveys, the myths that dominate the studies of Presidents as leaders and evaluate their impacts.

Tim Blessing, Alvernia College

Understanding the Minds and Myths of Many: Methods, Implications and Limitations of a Presidential Performance Study Series

This will be a discussion of the social psychological implications of the myths and narratives of presidential leadership as revealed through a meta-analysis of the four Murray-Blessing and Blessing-Skleder surveys. The methodological challenges posed by our most recent survey and such a meta-analysis will also be discussed.

Anne Skleder, Alvernia College

Commentator: *David Day, Pennsylvania State University*

Indigenous Identities, Women, and Leadership (Papers)

Executive

This session focuses on the roles indigenous women and women from developing countries play as leaders and their impact on the local and global economy. Presenters will explore the contributions, challenges, and new forms of leadership that have emerged to create transformative change.

African Women Entrepreneurs and the Challenges of Ethical Leadership: The Case of Zimbabwe

This study explored the development of women entrepreneurs and the challenges of ethical leadership in Zimbabwe, an extremely depressed economy. The study sought to gain an understanding as to why women in Zimbabwe chose self-employment and the challenges, the mechanisms, and processes that women have used to develop skills and acquire work.

Lisa Ncube, Purdue University

Hmong Women Leadership: An Emerging Model of Leadership for Bicultural Women

For the first time in United States and Hmong history, Hmong females are breaking out of their traditional female roles. As leaders, they are forcing both communities to accept a new form of leadership, that which embraces both an indigenous, bicultural heritage and an inclusion of modern, western ideologies.

Mai Moua, Gonzaga University

Chair: *Shobhana Chakrabarti, Ishar, Multicultural Centre for Women's Health*

Concurrent Session 6

Developing Contextual and Theoretical Understanding of Leadership and Leading through Film (Panel)

St. John's II

The scholars and educators on this panel will discuss and share examples of the use of film as a pedagogical tool to help future leaders develop an understanding of various theoretical perspectives and practices that ground the knowledge base of leadership studies.

Leadership in Context: Observation and Analysis of the Film *The Paper*

Leaders must assess their organizations in order to make change. Using the film *The Paper* as a common frame of reference, students assess/analyze using traditional organizational theories and emergent qualitative, political and critical theories. The presenter will discuss rationale, theoretical perspectives, scoring rubric, and student comments.

JoAnn Barbour, Texas Woman's University

Leadership through the Cinematic Lens

Leadership, as an area of study, can benefit greatly from the use of film clips to understand theories and concepts, as students more easily grasp these concepts when they can see how they exist in the "real world," albeit the sometimes unrealistic world of cinema.

Tammy Hall, Troy University

The European Union: Twenty-First Century Lessons for Inclusive and Consensual Leadership (Papers)

Volmer I

This session explores business models that promote greater results and accomplishments for a global environment. The 3i Business Model, inspired by the European Union (EU) structure, and the consensual model used in the EU and industries provide leadership paradigms that empower constituents, leading to increased member satisfaction and inclusion.

Many Flowers Blooming: Grading the European Structure of Mutual Adjustment and Uncentralization

The concept of "Many Flowers Blooming" gives the European Union the power of many voices speaking as one. This session offers a model, the 3i Business Model, inspired by EU structure. Based on collaboration with industry leadership, the uncentralized foundation of the model (like the EU structure) includes the concepts of integration, interdependence, and inclusion.

Beverly Davis, Purdue University (refereed track)

American Women As a Model for EU Leadership: The Durability of Consensus in the 21st Century

Like member nations of the European Union, women leaders in the United States face significant challenges and decisions regarding preserving identity while facilitating larger goals and objectives with self-interested constituencies. Women leaders employ consensual styles of leadership, even at great risk, with the results of significant accomplishments and participant satisfaction.

S. Irene Matz, California State University, Fullerton

Concurrent Session 6

Beyond the West: Prominent Women Leaders in Guatemala and Kenya (Papers)

Volmer II

Women in Leadership: Examining Leadership Behaviors of Guatemalan CEOs through the GLOBE Project, *La Mujer Ejecutiva*

This study is an examination of leadership tendencies among female chief executive officers in the Guatemalan business sector. The data for this study was collected as part of the Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Program (House, et al., 2004).

Almarie Munley, School of Undergraduate Studies, Regent University

Bypassing the Glass Ceiling: Three Kenyan Women Leaders

The glass ceiling effect has limited women from rising through the ranks to top positions. In the African traditional context, the phenomenon is supported by an East African proverb which asks, "Have you ever heard a hen crow?" Despite this, a number of women have risen to prominence in leadership circles of Kenya, catching even international attention. This paper will discuss the lives of: Wangari Maathai, Grace Ogot, and Charity Ngilu.

Marta Bennett, Daystar University

Causal Mapping as a Tool for Collaborative Leaders: Thinking Together about Public Problems (Workshop)

Volmer III

Causal mapping helps collaborative leaders use the thinking capacity of diverse participants in a change process. Mapping illuminates the problem that prompts a change effort, what can be done about the problem, how, and why. Participants will learn about this tool, and map a problem or issue.

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

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Benchmark Leaders from Europe and East Europe (Panel)

Warmous

This panel will showcase examples from profit and not-for-profit organizations from Germany, Hungary and Romania. Short case examples from the panelists and personal stories from profit and not-for-profit executives will recognize indigenous exemplary leadership in Europe.

Gerry Ramey, Eastern Oregon University
Bernice Ledbetter, Pepperdine University

Allowing Leadership to Emerge at All Levels of an Organization (Roundtable)

Grand Ballroom Table 1

Several organizational initiatives combined with qualitative research to help a metropolitan government agency understand the conditions needed to allow leadership to emerge at all levels of their organization.

Lucy Garrick, NorthShore Group

Concurrent Session 6

Exploring Experiences of Participants of the Dependable Strengths Articulation Process (Roundtable)

Grand Ballroom Table 2

Globally, twenty percent of employees working in organizations surveyed by the Gallup Organization "strongly agree" that their strengths are used every day in their jobs. The purpose of this presentation is to share the experiences of participants in the Dependable Strengths Articulation Process for improving self concept and development of strengths-based organizations.

Penny J. Rempfer, Boeing and Seattle University

The Relationship of Transformational Leadership and Conflict Resolution in Multinational Organizations (Roundtable)

Grand Ballroom Table 3

Leaders in multinational organizations must understand how to manage conflicts among culturally diverse employees. This research proposal seeks to determine the relationship between transformational leadership, conflict resolution style and cultural values among business and government leaders from Israel, the West Bank, Jordan, Norway, Sweden and the United States.

Melissa H. McDermott, Regent University

Developing a Culture of Leadership in Higher Education (Roundtable)

Grand Ballroom Table 4

Institutions of higher education are typically structured in a hierarchical format. Leadership is determined by position. This session will explore strategies for creating a leadership culture throughout a post-secondary institution.

Ken Hammer, Malaspina University-College

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Concurrent Session 7

Best Practices from Around the Globe: Leadership Exercises and Activities for Classroom and Training Settings (Workshop)

Amsterdam

Leadership scholars and practitioners will offer sample exercises and activities for use in classroom and training sessions. Each presenter will share an exercise or activity and distribute handouts suitable for use in university courses or professional development programs.

Creating a Personal Vision Statement as a Means for Understanding Team and Organizational Vision

This presentation details an activity for understanding the concept of organizational vision by exploring the relationship between values and vision in the creation of a personal vision statement.

Michael Hackman, University of Colorado-Colorado Springs

Followership Exercise

This part of the workshop discusses a role play scenario based on Kelley's Followership taxonomy (e.g. star, alienated, sheep followers, etc.) that can be used with a variety of audiences (e.g. students, professionals, civic groups).

Geoffrey R. Tumlin, LBJ School of Public Affairs, University of Texas at Austin

Leadership Training Goes Outdoors

The Orienteering Challenge, usually performed in the woods, is a complex sequence of activities to develop different leadership and followership skills. The presenter will focus on the importance of assessment and debriefing.

Ivana Mrozkova, Palacky University

And Now for Something Completely Different: Introducing Taoist Leadership Principles in the Educational Context

This activity introduces a non-western approach to leadership based on the principles of the Tao te Ching. Taoist leadership principles are drawn from nature and paint a very different picture of the ideal leader by emphasizing simplicity, service, flexibility and soft influence strategies.

Craig Johnson, George Fox University

Taking the Lead: The First Impression

This exercise will demonstrate how to incorporate presentation activities into programs that will help analyze the first impression leaders make and increase awareness of non-verbal signals.

Rick Koster, De Presentatie Groep

Concurrent Session 7

Leadership Perspectives of College and University Administrators: From Theory to Practice (Papers)

Dam

This session will look at both recent research findings and theoretical perspectives relating to university and community college administrators. Presenters will discuss the relevance of higher education leadership theories, research results on the personal and professional journeys of vice-chancellors, perspectives on presidential leadership teams and the emerging crisis in community college leadership. The session will inform participants on some of the complex leadership issues facing administrators today.

The Impending Leadership Crisis in American Community Colleges

The American community college system is facing a leadership crisis. It is anticipated that by 2007 over 700 community college presidents and campus heads will be retiring. The result will create opportunities for leaders who have been prepared outside the usual higher education leadership programs.

Donald Dellow, University of South Florida

Vice-Chancellor Leadership in the New Economy

This paper provides a synopsis of the personal and professional journeys of 30 vice-chancellors (university presidents from Canada, the United Kingdom and the United States). The analysis of interviews was aimed at learning from the narratives of chief executives' responses to new economy circumstances and the transformation of global high education.

Keith Walker, University of Saskatchewan

Building Leadership Teams: A Comparative Study of America's College and University Presidents, 1988-2003

The study replicates a comprehensive study of college and university presidents conducted by the principal investigator 15 years ago and reported in *Leaders for a New Era,* published by ACE/MacMillan in 1988. Changes in presidential leadership team processes and strategies are described.

John Jacob Gardiner, Seattle University

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Concurrent Session 7

Leadership Lessons from the Women's Rights Movement and an Emerging Model for Social Justice Leadership (Panel)

Executive

The first two presentations will describe the organized women's rights movement in the U.S. from its inception in 1848 and analyze its successes and failures in terms of modern theories and models of leadership. The third presentation will discuss a general model for social justice leadership.

What Can the First Feminists Teach Us About Leadership?

The first organized women's rights movement in the U.S. depended on women who practiced collaborative leadership and wide networking, including contacts with feminists in Europe, France, and the German states. The leadership skills of three of the pioneer women of Seneca Falls: Lucretia Mott, Elizabeth Cady Stanton, and Martha Coffin Wright, and their influence on subsequent leaders in the women's movement will be explored.

James Livingston, Massachusetts Institute of Technology

Leadership Lessons from History

The successes and failures of the women's rights movement have important lessons for leadership studies today. The panelist will focus on the women leaders, the "crucible experiences" that led them into leadership positions, their collaborative efforts, their conflicts and how they dealt with them in terms of modern models of leadership.

Sherry Penney, University of Massachusetts Boston

An Emerging Model for Understanding and Practicing Social Justice Leadership

The study of leadership over the last several decades has made important theoretical and applied contributions to the field of leadership. However, little attention has been given to the area of social justice work. This paper provides a conceptualization and a new model for social justice leadership.

Ken Williams, School for International Training

Leading Globally through Applied Theory (Workshop)

Foyer

How do you build leadership theorist Henry Mintzberg's bridge between theory and practice? Presenters will share their experiences of building theory/practice bridges in their public service careers using James Kouzes and Barry Posner's Five Practices of Exemplary Leadership®. This active learning workshop will give participants a toolkit of practical applications they can easily replicate in their own workplace.

Debra Price Jackson, Community Action Partnership Riverside County; California/Nevada Community Action Partnership; University of La Verne
Carmelle Marshall, Housing Authority of the County of Riverside; University of La Verne
Greg Siples, Patton State Hospital
Cynthia Siples, Patton State Hospital; University of La Verne
Ronald Walls, San Bernardino County Fire Department; University of La Verne

Commentator: *Shawn Marshall, Norte Vista High School; School of Education, National University of San Bernardino*

Concurrent Session 7

Reflection and Meditation: Living the Purpose of the ILA Conference (Workshop)

Seasons

The conference membership will participate by focusing on mind and brain for the purpose of personal contemplation and conference reflection. This workshop may open up some different ways to use self-knowledge as well as offer opportunities to connect to the living purpose of the ILA conference as a whole.

Henry Pugh, University of San Diego
Steve Gelb, University of San Diego
Terri Monroe, University of San Diego

Bullies and Toxic Leadership from the School Yard to the Corporate Suite: Researchers' and Practitioners' Perspectives (Panel)

St. John's II

This panel focuses on the relationship between bullies and other types of toxic leaders, young and older. The panelists will present new findings and best practices, and exchange ideas about similarities and differences between bullies and other forms of toxic leaders and their targets.

Bullies and Other Toxic Leaders

Using the conceptual framework of toxic leadership, the presenter will set the stage for the panel's exploration of bullying. Bullying, both in the school yard and the workplace, is a phenomenon garnering increasing attention among educators and management experts.

Jean Lipman-Blumen, Claremont Graduate University

Why Bullying in the Workplace Is Even More Insidious than in Schools

Bullying in schools and the workplace will be contrasted along several dimensions that relate to the mitigation and the prevention of bullying.

Franklin Rubenstein, Franklin Learning Systems

Bullying as a Toxic Phenomenon

Various aspects of workplace bullying can be seen as toxic. In addition, some targets become drawn into an escalating cycle of recrimination and negative behavior so that, in the end, both parties feel bullied by the other. Toxicity can be useful in understanding mechanisms of how negative behavior spreads and also the challenge of curing it.

Charlotte Rayner, Portsmouth Business School, University of Portsmouth

The Paradox of Leadership By Bystanders

The real power to change the face of school & workplace bullying rests in the hands of the oft-ignored bystanders.

Lorna Blumen, Parent Education Network

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

Concurrent Session 7

Does Leadership Education Matter? Exploring Multiple Models (Panel)

Volmer I

The panelists will first share perspectives on the complexities and success of leadership education at their institutions. This will be followed by a panel discussion of the title question and others. The audience will then be asked for their perspectives, comments and questions.

Achieving Learning Outcomes in Graduate Leadership Courses

This research based presentation examines different approaches to "teaching" leadership in graduate level courses, online and in the classroom, and the extent to which the intended outcomes are achieved.

Peter Bemski, Regis University
Steve Berkshire, Regis University

An Alternative Approach to Leadership Education: A Transdisciplinary Model

This presentation will explore different transdisciplinary models of instruction currently being used in higher education, specifically focusing on National University's new doctoral program in professional leadership, which draws upon the expertise of faculty from different departments as well as from the practical worlds of business, education, and non-profit community organizations.

Gary Hoban, National University

Points of Departure: Graduate Students and Faculty Co-Creating Meaningful Learning

The presenters will share the story of nine scholarly practitioners —graduate students with significant professional leadership and managerial responsibilities—who co-created with faculty an experimental course: Living as Learning Leaders. "Space and freedom" characterized the approach.

Carol Sawyer, University of La Verne
Pamela Jordan, McKinley Children's Center; University of La Verne
Michael Villaire, Institute for Healthcare Advancement; University of La Verne

Concurrent Session 7

Developing Everyday Leaders through Comprehensive Academic and Co-curricular Leadership Programs (Panel)

Volmer II

Panelists will discuss the approaches three universities have taken to provide leadership development opportunities for students. James Madison University has recently initiated a Leadership Studies program that includes certificate, minor, major, masters and doctoral academic programs. The State University at Geneseo and The Rochester Institute of Technology will discuss their co-curricular leadership and civic engagement certificate programs, sharing their best practices, successes and challenges.

Developing Everyday Leaders through a Comprehensive Leadership Studies Program

This presentation will address how to initiate a Leadership Studies program that includes certificate, minor, major, masters, and doctoral academic programs in addition to leadership development and international leadership initiatives according to the format used by James Madison University.

William Evans, James Madison University
Josh Tarr, James Madison University
Jessica Vogt, James Madison University

Leadership Certificate Programs for Undergraduates

This program will discuss two distinct but very successful leadership certificate programs, The GOLD Program at SUNY Geneseo and The LEAD Program at The Rochester Institute of Technology. Each university will share their best practices of developing leadership and civic engagement certificate programs, focusing on curriculum development, assessment and marketing strategies.

Molly McGowan, The Rochester Institute of Technology
Tom Matthews, SUNY Geneseo

University Initiatives: Tailoring Leadership Development for Local, Regional and International Communities (Panel)

Volmer III

Universities have the potential to bring significant educational resources to partnerships that customize leadership development programs to meet the needs of many types of organizations. Three successful partnerships will be described, each involving a university with an international business, several governmental and economic development groups, or Rotary International.

Partnerships in Leadership Education: Developing International Business Leaders for the 21st Century

This session presents a model of international business leadership development that involves a partnership between the private sector and higher education. The session discusses a project implemented by Marietta College's McDonough Center for Leadership and Business.

Gamaliel Perruci, Marietta College
Henry Jelinek, Jr., Jelinek Cork Group
Jamie Gougarty , McDonough Center for Leadership and Business, Marietta College

Concurrent Session 7

From Campus to Community...Leadership Driving the Economic Development Engine

Imagine the transformation...From economic disaster, to industrial/manufacturing employment, to a leading role in the economic growth of the state. Offering tailor made leadership development programs for a variety of commercial and industrial entities, the University of South Florida Lakeland Campus has truly begun to institutionalize transformational leadership.

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

Can a Partnership with Rotary International Fund a College Leadership Development Laboratory?

A report on the benefits, challenges and prospects for replication of a partnership model between college-based leadership development programs and Rotary service clubs. The resulting annual "leadership camp" benefits the colleges, the high school delegates and their communities, and Rotary clubs underwrite a significant portion of the cost.

Gary Forbach, Washburn University
Cheryl Rude, Leadership Southwestern, Southwestern College

Social Constructivism: Developing Effective Leadership within the Corporation (Case Study)

Warmous

Using the case study method, social responsibility is examined comparing North American and South African experiences. Nucor Corporation avoided almost certain bankruptcy by implementing a unique variation of capitalism to achieve financial success. Consistently failing using Euro-centric management models, a South African corporation introduced long-forgotten African indigenous knowledge to create the impetus for an extraordinary turn-around.

'Hallo Europe!' Integrated African Leading-ship: Voices from the Colonies

An interactive presentation in African story-telling format to explore ongoing practitioner-enquiry work in social constructionism of integrated African 'leading-ship'. The session is based on a very tough business case that was unlocked through African indigenous knowledge, forming new, cutting-edge and integrated leading-ship. Practitioners, researchers and academics will be invited into a real-time research opportunity beyond the conference.

Kobus Prinsloo, Siyavuma Empowerment; Nelson Mandela Metropolitan University; The Gordon Institute of Business Science

Setting a Standard: The Experience of Corporate Leadership

This paper examines the leadership experience at Nucor Corporation, one of the two highest performing Fortune 500 companies over the 30 year period from 1965 to 1995. The intention of the CEO Iverson-CFO Siegel top management team to set a standard for corporate behavior has important implications for the study and practice of leadership and other related areas.

Teresa E. Gehman, University of Phoenix; Teresa Gehman Consulting

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Concurrent Session 7

Tools, Guidelines and Outcomes for Leadership Studies Programs (Roundtable)

Grand Ballroom Table 1

Part of the "Standards and Guidelines" discussion, this roundtable provides an array of program guidelines, development tools, and outcomes from existing programs. Participants are encouraged to bring their own program guidelines or outcomes as well as experiences with their use. Information gathered will be cataloged for developing programs to access in the future.

Betty Robinson, University of Southern Maine

Transferring Leadership Knowledge to SMEs (Roundtable)

Grand Ballroom Table 2

This short article considers if there are some leadership skills and knowledge that can be transferred to SMEs (Small to Medium sized Enterprises). It points out some of the fundamental difficulties at the most basic level, our understanding of leadership and the contextual importance, and suggests ways in which academic engagement with SMEs may be achieved.

John Brinkman, Liverpool Hope University

Emerging Pedagogies Used to Teach and Develop Organizational Leaders (Roundtable)

Grand Ballroom Table 3

Moving from the traditional lecture method of teaching to emerging modern and postmodern pedagogies provides opportunities and challenges for teachers of future leaders. The presenter will discuss findings from an analysis of data relating to learning and leadership styles of our students, and make suggestions for classroom pedagogies that work within constructivist, critical postmodern frameworks to help students develop as leaders.

JoAnn Barbour, Texas Woman's University

Participatory Leadership: An Emerging Model of Women's Intercultural Leadership for the 21st Century (Roundtable)

Grand Ballroom Table 4

The Participatory Leadership Model is being developed from the work of the Center for Women's InterCultural Leadership at Saint Mary's College. The model's elements address critical issues such as diversity and community building, weaving theory and practice into an empowerment model for women.

Joy Evans, Center for Women's InterCultural Leadership
Bonnie Bazata, Center for Women's InterCultural Leadership

The Spirit to Serve—Learning, Leading and Serving through Shared Values: How to Build the Triple-Bottom Line in the Hospitality Industry (Roundtable)

Grand Ballroom Table 5

The roundtable will discuss a paper on the themes of learning, serving and leadership as integral to creating a corporate culture based on core values, attributes and practices that help create values-based leadership and service culture as a competitive advantage.

Michael Cox, University of Guelph
Pauline Povoledo, Marriot International, Inc.

Concurrent Session 8

Enhancing Leadership Development by Using Assessment Instruments and Strategies (Panel)

Foyer

How can we know if students are learning the necessary knowledge and skills to be effective leaders? How can we ensure they are applying the knowledge and skills for effective leadership? This presentation posits that instructors and students should and could engage in a continuous process of assessing outcomes of leadership programs as well as measuring growth in student leaders.

Using Emotional Competency Inventory–University Edition (ECI-U) Student Data to Guide Program Development

This session reviews the data on 800 University of Illinois undergraduate students who completed the ECI-U. Relative strengths and weaknesses of the students perceived competencies as well as the perceptions of others are examined. How student data has guided modifications to leadership workshops, programs and courses will be discussed.

Ray Price, University of Illinois
Bill Tredwell, The HayGroup

Engaging Students in Developing Emotional Intelligence Competencies

This component will provide and overview of how the ECI-U is infused into leadership workshops, courses, and a multi-semester certificate program.

Sara Thompson, University of Illinois, Illinois Leadership Center

Influences of the ECI-U on Student Leadership Development

This component will share the initial findings of focus group data highlighting the impact that the ECI-U assessment has had on students in their personal leadership development.

Tom Grayson, University of Illinois

Strategies for Learner-Centered Assessment

Presents strategies instructors could use to engage themselves and their students in a continuous process of assessing learning occurring in leadership classes: formulating intended learning outcomes; developing rubrics to provide learning feedback; and using student feedback effectively. Examples of learning-centered assessment ideas/strategies will be offered.

Karen Stein, University of Delaware

Leading and/or Learning? Assessing Student Leadership Programs

This presentation will focus on assessing student learning and development, identifying and operationalizing student learning outcomes, and the role of assessment in program review and improvement. The design, implementation, and resulting data of Florida State University's LEAD initiative and comprehensive assessment plan will be shared.

Laura Osteen, Florida State University

Concurrent Session 8

leadership (little l): Power and Resistance in the Interstices (Panel)

St. John's II

Leadership studies has escaped the "oppositional gaze" and discursive analysis offered by cultural studies, and critical, feminist and queer theories. European and American scholar–activists will facilitate a dialogue that interrogates the current discourse and illuminates differential models of leadership grounded in the global movement for justice and peace.

Revolutionary Leadership/Leadership Revolution

Chris Hables Gray, The Union Institute and University; Goddard College

Emotional Work and Management: Resistance, Technology, and New Forms of Leadership

Angel Juan Gordo Lopez, Universidad Complutense de Madrid
Juan Pujol Tarres, Department de Psicologia, Universidad de Barcelona

Guides, Card Players, and Jazz: A Linguistic Map of Leadership

Steven Daniel Mentor, Evergreen Valley College

Chair: *Muriel E. Shockley, Goddard College; Antioch University*

Mental Models of Leadership: How Culture, Gender, and Cohort Influence who is Admired, Developed, or Disciplined (Panel)

Volmer I

Mental models of leadership, influenced by culture, gender and cohort, affect leadership evaluation, self-perception, development and behavior. These papers present relevant research on gender influences on managerial disciplinary actions, and U.K. and U.S. teachers' and students' assumptions about leadership and leadership development.

Severity Levels Of Disciplinary Action: Do Female and Male Supervisors Differ?

Do female and male supervisors tend to differ in the severity of disciplinary action taken to address policy violations? Some research suggests females are perceived less effective than males in their disciplinary duties. This research, however, examines whether female and male supervisors differ in the severity of disciplinary action they elect to administer.

Robert Colvin, Christopher Newport University

How Do Youth and Teachers View Youth Leadership?

Do youth and their teachers agree on youth leadership, i.e. on who is a leader, and on characteristics associated with leadership? Results of a study of 350 diverse U.S. teenagers suggest that youth and teachers use similar criteria to identify youth leaders, and that youth so identified see themselves as having leadership qualities.

Tracey Manning, University of Maryland

Concurrent Session 8

Engaging Youth and Teachers in a Dialogue about Leadership

In an exploratory study in 25 schools in England and Wales, teachers and students described youth as leaders. Teachers viewed youth leadership as more hierarchical, while secondary school pupils, particularly girls, tended not to see themselves as leaders, because they were not bossy or confident. Girls were less likely to claim leadership than boys.

Hilarie Owen, Institute of Leadership

Leadership: Place and Purpose (Panel)

Volmer II

This session will examine three significant leadership programs that utilize a similar method of collaboration between organizations.

Collaborative Leadership for Scotland: Development with a Sense of Place and Purpose

The presenters will share both the theoretical and practical issues which led them to develop the Collaborative Leadership for Scotland Programme; some key issues and learning that they have gained from their work to date; and the model of region-to-region learning they see emerging from it.

Anne Murphy, Lancaster University Management School
Zoe van Zvanenberg, Scottish Leadership Foundation

The Community Leadership Collaborative: A New Model of Collaborative Leadership Development

This session will explore the formation of a new collaborative leadership project that brings together over 130 different community leadership development programs, from the high school level to programs that cater to senior level management, to build a common ground in developing our future community trustees.

Matt Smith, Community Leadership Institute at Johnson & Wales University

Leadership and Public Deliberation: A Public Decision-Making Model for the Global Communities

The presentation describes a study to determine the capacity of Oklahoma, U.S. organizations to support citizen engagement through public deliberation and the resulting formation of the Oklahoma Partnership for Public Deliberation, including its impact on similar organizations in the U.S. and Nigeria.

Renée Daugherty, Oklahoma State University
Sue Williams, Oklahoma State University

Scholarship
Education
Applied Leadership
Public Service
Business

Concurrent Session 8

The Five Propulsions of Leadership Development (Workshop)

Volmer III

The workshop will feature the five propulsions of leadership development and the insights and know-how that are needed for the five propulsions to work at maximum efficacy towards creating a balanced, encompassing and effective approach to leadership in a 21st century organization.

David Gomme, Capable Dynamics Executive Coaching and Leadership Development

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Vision to Action: The Power of Collaborative Leadership (Roundtable)

Grand Ballroom Table 1

Responding effectively to rapid change requires a dramatically new leadership model. Leaders relying on command and control methods cannot respond quickly enough to global pressures. But flexible and collaborative leadership techniques produce extraordinary results in the immediate and long-term. This roundtable demonstrates practical strategies for becoming a truly collaborative leader.

Pollyanna Pixton, Evolutionary Systems

Alternative Leadership Strategies Based on Earth-centered Principles (Roundtable)

Grand Ballroom Table 2

What models and strategies of global leadership emerge based on Earth-centered principles? We live in a different world, which requires an alternative kind of leadership. This presentation will share research findings exploring Earth-centered principles and leadership.

Janet Brakebill, Seattle University

Teaching Artists as Civic Leaders: Empowering the Underserved (Roundtable)

Grand Ballroom Table 3

A discussion on arts oriented community-based and after-school programs, designed through college, school, and community organization partnerships, which provide skills building for underserved populations. A Columbia College Chicago Outreach Programs Coordinator and teaching artist will discuss the development and implementation of two successful programs, their challenges, and the professional growth the experience provides.

Alexis Pride, Columbia College Chicago

Special Note:

The Global Learning Communities are also meeting during Concurrent Session 8. See pages x and x for more information.

Concurrent Session 9

Emerging Models of Leadership—Lessons Learned About NGO Leadership and Civil Society (Panel)

Amsterdam

This session will explain the emerging model of nongovernmental organizational leadership in civil society and the formation and investment of social capital using European and U.S. examples.

The *YES* Campaign and the Redemptive Political Leadership Role of NGOs

The *YES* Campaign during the referendum on the Peace Accord in Northern Ireland provides the opportunity to apply the principles of political leadership of redemptive organizations—one transforming set of NGOs. *YES* offers instances of the principles of emerging models of leadership taken from SNCC and the U.S. civil rights movement.

Richard Couto, Antioch University

The Social Economy of Emerging Leaders and Civil Society

To what extent is social capital a factor in leader emergence and effectiveness? The prevailing methods of valuing social capital focus on links to financial capital. This privileges enterprises that excel in financial measures and leaders who come from wealthy backgrounds. The presenter will share a view of the role of social capital in the social economy in terms of mission-focused collaboration rather than financial competition.

Janet Rechtman, Rechtman Consulting Group

Commentator: *Philomena Essad, Equal Treatment Commission, Utrecht; Amsterdam Institute for Metropolitan and International Development Studies, University of Amsterdam*

Improving the Abilities of Both Leaders and Followers to Meet Challenges: Qualities and Models of Holding Environments (Panel)

Dam

As organizations innovate and change, stress and anxiety are natural byproducts. An "adequate holding environment" is one way of successfully dealing with stress for leaders and followers while maintaining the change process. This presentation starts with a brief overview of the foundational theory and continues with models and descriptions of the holding environment, and will focus on the practical implications for leaders.

Charles Foster, New Vision Consulting; Antioch
Dee Giffin Flaherty, Antioch

Commentator: *Gill Robinson Hickman, Jepson School of Leadership Studies, University of Richmond*

Concurrent Session 9

Actor-Network Theory: New Directions for Leadership (Panel)

Executive

Leaders can have a greater impact in shaping social reality if they understand the content and configuration of the physical, social and technological networks in which they reside and how to influence these networks. This panel discussion highlights key concepts, applications and ethics of Actor-Network Theory (ANT) as a new direction for understanding leadership in the 21st Century.

Actor-Network Theory of Leadership—Research and Practice

This panelist will explore the Actor-Network Theory (ANT) as an explanatory lens for better understanding leadership by discussing the fundamental tenets of ANT, reporting the findings of ANT research studies, and outlining the implications for leadership practice.

Chester Warzynski, Cornell University

Application of Actor-Network Theory in a Controlled Environment

A report on a research effort conducted in a medium security prison in the southwestern United States which shows how the fundamental tenets of ANT can be applied in a field setting and illustrates how ANT provides a useful lens for exploring the process of leadership.

Geoffrey Tumlin, LBJ School of Public Affairs, University of Texas at Austin

The Development of a Leadership Program: An Application of Actor-Network Theory

The Roy H. Park Leadership Fellows Program in the Johnson School at Cornell University offers a good example of how actor networks worked in the creation and growth of the program, and of how a leadership development program can foster actor-network leadership competencies.

Clint Sidle, Johnson Graduate School of Management, Cornell University

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Learning as an Intrinsic Part of the Leadership Process (Workshop)

Foyer

What is it about the leadership process that is so intrinsically tied to the process of learning? Evidence suggests that leadership practices substantially constitute an experiential learning process aimed at developing shared meanings and action. Like leadership itself, learning must take place in an environment that rests on truth and authenticity.

Katherine A. Harris, Let Me Learn
Jay Chaskes, Rowan University

About the time:
As is common in Europe, time is listed in a 24 hour clock format. To translate afternoon and evening times, simply subtract 12. For example, 16:00 is 4 p.m.

Concurrent Session 9

What Kind of Leader Does it Take to Lead a Hot Group? (Panel)

Seasons

The importance of conductors, patrons and keepers of the flame as leaders of hot groups (high performance, task oriented groups) will be discussed, along with what it is like to be a member of a hot group, benefits for organizations that encourage their presence, and how these groups accomplish ambitious goals.

Michelle Jones, Providence College
Jean Lipman-Blumen, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University

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Leadership Cartography: A New Look at the Landscape of Leadership (Panel)

St. John's II

Three panelists introduce leadership cartography as a creative and innovative methodology that allows leadership scholars to incorporate the skills of cartographers to map the historical and contemporary landscape of leadership and build on cartography constructs by combining them with cognitive mapping strategies to arrive at new constructs and theories.

Mapping Leadership Constructs Geographically and Cognitively

In this presentation, leadership cartography (LC) is defined as the confluence of leadership studies, cartography, cognitive and causal mapping. LC is introduced as a paradigm where ontology, epistemology, and methodology converge. It represents an innovative mixed methods approach that encourages leadership scholars to ask new research questions and refurbish existing models and theories.

Karin Klenke, Regent University

Kemal Atatürk as a Model for Change in Organizations: A Study of Leadership Cartography

This presenter applies LC concepts and principles to an analysis of the leadership of Atatürk, the father of modern Turkey. The author's research chronicles the rise of this leader, his expansive social reforms ranging from the introduction of western law and culture to legal rights for women. It shows the relationship between Turkey's geography and the key elements of Atatürk's leadership.

Frank Wiggin, Regent University

Akhenaten's Reign as a Model of Leadership Cartography

The presenter takes the audience back to the 9th pharaoh of the 18th dynasty of ancient Egypt, Akhenaten, to examine how this Egyptian leader applied LC for the purpose of constructing causal maps of his leadership processes.

Leon Roland, Banner Cross

Chair: *Karin Klenke, Regent University*

Concurrent Session 9

The Formation of Magis Leadership and its Transforming Nature (Papers)

Volmer I

Magis Leadership, an emergent model of leadership, integrates leadership principles and values such as self-awareness, ingenuity, and love. This panel presentation describes Magis, based on Ignatian spirituality, discusses how Magis Leadership is formed through transformative learning, and provides a case study of Magis Leadership among United States Military Academy, West Point graduates.

Magis as Desire, Dialogue, and Discernment: The Elements of Ignatian Leadership

This paper asks how this spirit and tradition can be useful to current issues and concerns of leadership. To what challenges of leadership can Magis and Ignatian spirituality be of relevance? Three dimensions of Magis—and Ignatian leadership—will be explored: desire and commitment; dialogue and conversation; and discernment and contemplation.

Karel San Juan, Doctoral Program in Leadership Studies, Gonzaga University

Teleological Clarity: Exploring the Critical Link Between the Work of the "More" and the Work of the "End"

This paper presents the conviction that Magis-driven leadership is only possible when one has developed a personally sustaining teleological foundation. It will explore teleology as vital to Magis-driven leadership in three ways: as a precursor, as fuel, and as passion.

Jeffrey D. Yergler, Doctoral Program in Leadership Studies, Gonzaga University

Forming Magis Leadership through Transformational Learning

Magis leadership is derived from a process of leadership development representative of transformative learning. This paper presents an overview of transformative learning theory, conditions, and techniques for fostering transformative learning leading to Magis leadership.

Alicia D. Crumpton, Doctoral Program in Leadership Studies, Gonzaga University

Magis Leadership in the Military: A Case Study

Magis leadership moves leaders to creatively discover options that enhance the lives of those around them. This paper is a brief case study that provides a look at five graduates of the United States Military Academy, West Point, modeling Magis-driven leadership during Operation Iraqi Freedom.

Charlotte Lamp, Doctoral Program in Leadership Studies, Gonzaga University

Chair: *Karen Norum, Doctoral Program in Leadership Studies, Gonzaga University*

Concurrent Session 9

Education for Leadership and Democracy through Service-Learning (Panel)

Volmer II

The session will describe how leadership education can be integrated into the growing field of service-learning pedagogy—the uniting of academic study and volunteer community service—now being used at the undergraduate and graduate levels in colleges and universities worldwide.

Rethinking International Leadership Education: An Overview

The presenter will discuss why a different kind of international leadership is needed to foster both human development in a democratic context and a more effective set of relationships between nations and cultures, and why service-learning is a key educational strategy to create such leaders.

Thad Williamson, Jepson School of Leadership Studies

Service-Learning and Leadership Education: A View from the Ground Up

The presenter will describe and reflect upon her recent research on the impact that service-learning students have on the communities in which they serve, and how service-learning supports the development of leadership skills. The International Partnership's Scotland program and a proposed master's degree program in international leadership will be briefly described.

Susan Deeley, University of Glasgow

Leadership and Listening: Skills Created through Service-Learning

The presenter will explore how service-learning pedagogies develop leadership skills that enable new leaders to be effective in listening and understand the life stories and experiences of persons and communities from very different backgrounds—thus helping create leaders who are more effective in creating "win-win" policies and solutions in multi-cultural and multi-national contexts.

Linda Chisholm, International Partnership for Service-Learning and Leadership

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

Values-Based Leadership: A Synthesis and Future Agenda (Panel)

Volmer III

Values-based leadership (VBL) continues to transform and serve humanity beyond expectations. A number of leadership theories of recent years articulate the concepts and practice of VBL. However, no systematic attempts have been made to integrate these findings. This panel will provide a synthesis of ideas and learnings from the various VBL frameworks and establish some future directions.

Ken Williams, School for International Training
Aqeel Tirmizi, School for International Training

Building the Bridges to Achieve Executive Leadership's Vision and Mission (Workshop)

Warmous

The explosion of cross-border organizations, dramatic geopolitical shifts, and regional integration require new forms of leadership. The presenter will review those organizational theorists and discuss strategies that bridge the gap between executive and educational leaders to expand creative thinking toward improving leadership in educational organizations.

Frederick Ricci, Nova Southeastern University

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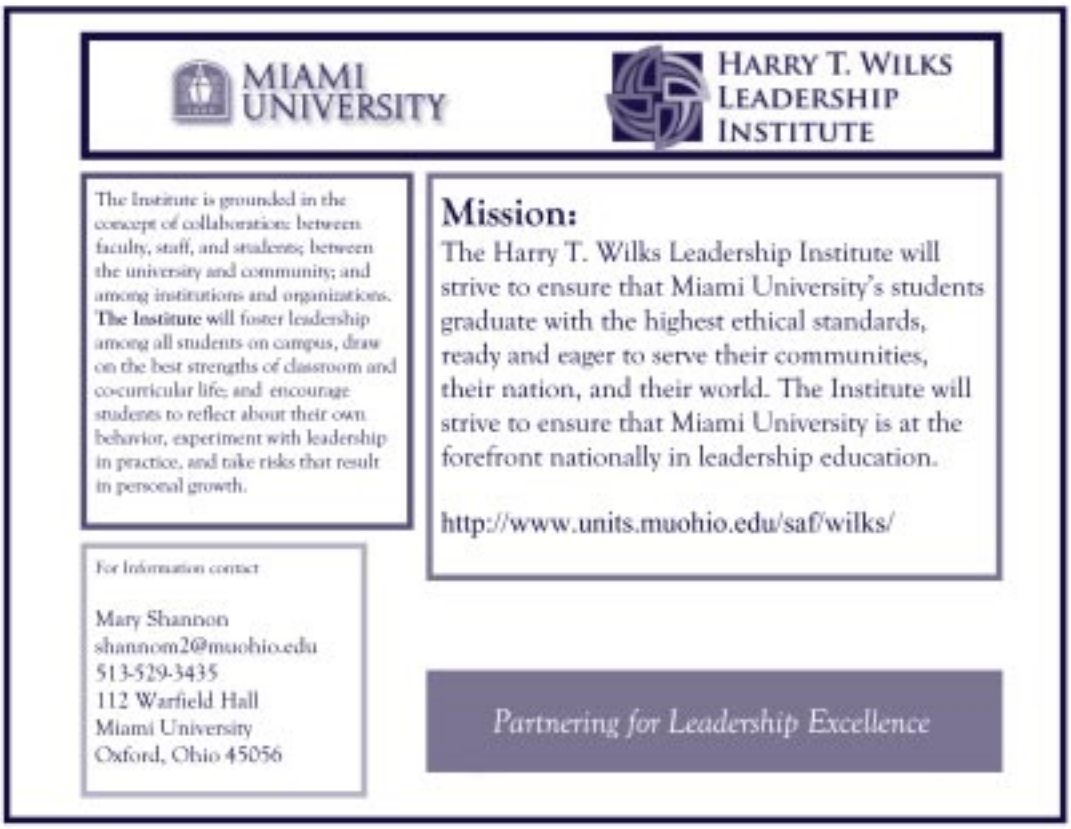
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