ila

International Leadership Association

LEADERSHIP AT THE CROSSROADS

8TH ANNUAL GLOBAL CONFERENCE

www.ila-net.org

NOVEMBER 2 THROUGH 5, 2006

"The ILA's annual conferences are the most exciting and intellectually challenging meetings I have ever attended."
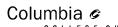
James MacGregor Burns
Leadership Scholar
Pulitzer-prize winning biographer

PALMER HOUSE HILTON HOTEL, CHICAGO, ILLINOIS USA

ILA Conference Partners and Sponsors:

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

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

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; and**

> **Generate and disseminate interdisciplinary research and develop new knowledge and practices.**

Crossroads:

A PLACE WHERE DIFFERENT CULTURES MEET,

A PLACE WHERE WE SEE NEW OPPORTUNITIES,

A PLACE WHERE WE MAKE CONNECTIONS,

A CRUCIAL POINT.

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On behalf of the board of directors of the International Leadership Association, the Chicago host committee, and the conference partners and sponsors, I am honored to welcome you to the ILA's 8th annual global conference, *Leadership at the Crossroads.*

Our theme was chosen to reflect Chicago's history as a geographic and cultural crossroads and to encourage our continuing exploration of leadership from the intersections between theory and practice, the experiences of multiple sectors and cultures, and the roads taken by various disciplines and traditions from the common starting point of leadership. The vision for this conference was developed and created with the participation of committee members from diverse corporate, civic, community and higher education backgrounds. Let me extend special thanks to the dozens of ILA volunteers who worked on organizing this conference.

With compelling keynote plenaries, over 130 concurrent sessions, a huge leadership book fair, and more than 600 participants, this conference offers much food for thought. We invite you to take advantage of this opportunity to pause, inquire, listen, share, explore, and reflect upon the presentations as well as your own work.

As you renew connections with old friends, we hope you will make a special effort to meet new colleagues, especially individuals who are interested in this topic from a discipline or career path different from your own. We encourage you to consider how your work can connect with the work of others to create new leadership theories, methods or outcomes—and we invite you to present a session about it next year!

From Native American trails to intercontinental flights, from corporate visionaries to community activists, from Symphony Hall to City Hall, from skyscrapers to sprawling neighborhoods, Chicago is a crossroads of people, art, culture, and ideas. Please take the opportunity to enjoy Chicago's lakefront, parks, architecture, museums, music, and culture during your visit.

We welcome your ideas and involvement in this global network of all those who practice, study, and teach leadership, and we hope you leave Chicago with a renewed commitment to ILA's mission: to promote a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

Margie Nicholson
2006 Conference Chair
Professor, Arts, Entertainment &
Media Management
Columbia College Chicago

Pictured here are a few of the more than 40 members of the local planning committee who welcome you to Chicago!

Agenda Overview

Author book signings are scheduled throughout the conference (see page 6).

Wednesday, November 1, 2006

12 – 6:30 pm	**ILA Registration and Welcome Center**	*Crystal Room*
	Barnes and Noble Leadership Book Fair	*Salons 4–6*
2 – 6 pm	**Pre-conference Sessions** (registration required; see page 11)	

Thursday, November 2, 2006

8 am – 7 pm	**ILA Registration and Welcome Center**	*Crystal Room*
9 am – 7 pm	**Barnes and Noble Leadership Book Fair**	*Salons 4–6*
9 – 9:50 am	**New Member and First Timer Orientation**	*Grand Ballroom*
10 – 11:15 am	**Conference Opening Plenary**	*Grand Ballroom*

Welcome to Chicago
Margie Nicholson, Conference Chair; Professor, Columbia College Chicago

ILA at the Crossroads
*Cyn Cherrey, President, ILA; Professor and Vice President
for Student Affairs, Tulane University*

**Meeting at the Intersections, Jeffrey Beeson,
ILA Board Member; Principal, Entheos Group**

11:30 am – 1 pm	**Keynote Plenary**	*Grand Ballroom*

**Leadership is Global: Transforming Cultural
Differences into Global Opportunities**
*Thais Corral, Founding Director, Brazil Network for Human Development
Mark Gerzon, Founder and Director, The Global Leadership Network
Walter Link, Co-founder, Social Venture Network Europe
Kimani Njogu, Director, Twaweza Communications*

*Sponsored by The School of Global Leadership
& Entrepreneurship, Regent University*

School of Global Leadership & Entrepreneurship
♕ REGENT UNIVERSITY

1 – 2:15 pm	**Conference Lunch**	*Grand Ballroom*
2:30 – 4 pm	**Concurrent Session 1** (See pages 21–28)	

2:30 – 5 pm	**Learning Lab 1** (See page 15)

Sponsored by the Community Leadership Association, Fanning Institute, University of Georgia

4:15 – 5:30 pm	**Concurrent Session 2** (See pages 31–39)	
6 – 7:30 pm	**Welcome Reception**	*Grand and State Ballrooms*
	Poster Session (See pages 17–19)	
6 – 7 pm	**Leadership Author Book Signing** (see pages 6–7)	

Richard Dunscomb, Chairperson, Music Department and Scott Hall, Director, Jazz Studies present
The Columbia College Chicago Jazz Sextet
Larry Bowen, trumpet
Johanna Mahmud, trombone
Doug Daniels, saxophone
Matt Nelson, piano
Kyle Johnson, bass
Rob Dicke, drums
Sarah Ferguson, vocals

Friday, November 3, 2006

8 am – 6 pm	**ILA Registration and Welcome Center**	*Crystal Room*
9 am – 6 pm	**Barnes and Noble Leadership Book Fair**	*Salons 4 – 6*
8:00 – 9:00 am	**Concurrent Session 3** (See pages 42–47)	
8:00 – 10:15 am	**Learning Lab 2** (See page 15)	
9:15 – 10:15 am	**Concurrent Session 4** (See pages 52–56)	
10:15 – 10:45 am	**Break**	*Salons 4 – 6*

Sponsored by Antioch PhD in Leadership and Change

10:45 am – 12 pm	**Keynote Plenary** (See page 5)

Leadership, Cultural Adaptation, and Biology
Ronald Heifetz, Co-founder, Center for Public Leadership, J.F.K. School of Government, Harvard University

Sponsored by LeaderShape

12:00 – 1:30 pm	**Lunch and free time on your own in the neighborhood**
1:45 – 3:00 pm	**Concurrent Session 5** (See pages 59–65)
1:45 – 4:15 pm	**Learning Lab 3** (See pages 15)
3:15 – 4:15 pm	**Concurrent Session 6** (See pages 66–71)

Friday, November 3, 2006

| 4:30 – 5:30 pm | **Keynote Plenary** | *Grand Ballroom* |

**Daring to Lead: Women's Bold Strategies
for Steering the 21st Century**
Kavita Ramdas, President and CEO, The Global Fund for Women

*Sponsored by Purdue University and
the Indiana University Randall L. Tobias
Center for Leadership Excellence*

Saturday, November 4, 2006

8 am – 6 pm	**ILA Registration and Welcome Center**	*Crystal Room*
9 am – 6 pm	**Barnes and Noble Leadership Book Fair**	*Salons 4 to 6*
8:30 – 9:30 am	**Concurrent Session 7** (See pages 72–75)	
9:45 –11:15 am	**Concurrent Session 8** (See pages 77–85)	

| 11:30 am –
12:30 pm | **Keynote Plenary** | *Grand Ballroom* |

Leadership and Creativity: Convergences and Divergences
*Dean Keith Simonton, Distinguished Professor and Vice Chair,
Department of Psychology, University of California*

Presentation of the 2006 Jablin Dissertation Award to Michael Lindsay,
Rice University for his dissertation, "Faith in the Corridors of Power:
Religious Identity and Public Leadership"

Sponsored by Columbia College Chicago

| 12:30 – 1:45 pm | **Conference Lunch** | *Grand Ballroom* |

*Sponsored by the James MacGregor Burns Academy
of Leadership and the Academy of Leadership Foundation*

| 2 – 3:15 pm | **Concurrent Session 9** (See pages 88–95) |

| 3:30 – 4:15 pm | **Closing Plenary — The Crossroads in the Rear View Mirror** |

*Bruce Payne, ILA Board Member and Executive Director
of the Shelley & Donald Rubin Foundation*

| 4:30 – 5:30 pm | **Member Meetings: Member Interest Groups,
Learning Communities** |

Member Interest Group for Scholarship, PDR 7
Member Interest Group for Business, PDR 5
Member Interest Group for Education, PDR 9
Member Interest Group for Applied, PDR 8
Member Interest Group for Public Service, PDR 6

Keynote Speakers

Leadership is Global: Transforming Cultural Differences into Global Opportunities

Ethnic, religious, political and personal differences can drive people apart. When conflict strikes in your organization or community, how will you pull people together? This international panel will discuss strategies and tools for creating healthier companies, communities, and countries. This panel will include **Thais Corral**, Founding Director of Brazil's Network for Human Development; **Mark Gerzon**, Founder and Director of the Global Leadership Network; **Walter Link**, Co-founder of the Social Venture Network of Europe; and **Kimani Njogu**, Director, Twaweza Communications, Nairobi.

Leadership, Cultural Adaptation, and Biology

Ronald Heifetz is King Hussein bin Talai Lecturer in Public Leadership, and a Co-founder of the Center for Public Leadership at Harvard University's John F. Kennedy School of Government. His research focuses on building adaptive capacity in societies, businesses, and nonprofits. He is the author of *Leadership Without Easy Answer,* which is in its 13th printing, and the coauthor, with Marty Linsky, of the best-selling book, *Staying Alive through the Dangers of Leading.*

Daring to Lead: Women's Bold Strategies for Steering the 21st Century

Kavita N. Ramdas is President and CEO of the Global Fund for Women, an international network of women and men committed to a world of equality and social justice. GFW has granted more than $47 million to 3,000 women's groups in 162 countries since 1987. Ramdas serves on the Board of Trustees of Mount Holyoke College and on the Advisory Council to the Ethical Globalization Initiative, and has won numerous awards for her philanthropic vision.

Leadership and Creativity: Convergences and Divergences

Dean Keith Simonton, Distinguished Professor and Vice Chair, Department of Psychology, University of California, conducts research on genius, creativity, leadership talent, and esthetics. He has written *Why Presidents Succeed: A Political Psychology of Leadership; Origins of Genius: Darwinian Perspectives on Creativity;* and *Creativity in Science: Change, Logic, Genius, and Zeitgeist.*

Book Signing Schedule

Ronald Riggio

*Transformational Leadership, 2nd Edition**
and Other Titles
Note* this book comes with a signed book
plate by co-author Bernard Bass

Thursday Evening Reception 6-7 pm
State Ballroom

Daniel Cherry and **Jeff Spiegel**

*Leadership, Myth, & Metaphor: Finding Common
Ground to Guide Effective School Change*

Barbara Crosby and **John Bryson**

Leadership for the Common Good

Sharon Daloz Parks

*Leadership Can Be Taught:
A Bold Approach for a Complex World*

**Mark Gerzon, Walter Link,
Thais Corral, and Kimani Njogu**

*Leading Through Conflict: How Successful Leaders
Transform Differences into Opportunities;
Leadership is Global: Taking Care of a Small Planet*

Jean Lipman-Blumen

The Allure of Toxic Leaders and Other Titles

Donald N. Levine

*Powers of the Mind: The Reinvention of
Liberal Learning in America* and Other Titles

James MacGregor Burns

Running Alone and Other Titles

Peter Northouse

Leadership: Theory and Practice, 4th Edition

Carol Pearson

*The Hero Within: Six Archetypes We Live By;
The Hero and the Outlaw: Building Extraordinary
Brands through the Power of Archetypes;*
and Other Titles

Ronald Riggio
Transformational Leadership, 2nd Edition*
and Other Titles
Note* this book comes with a signed book
plate by co-author Bernard Bass

Linda Rising and **Mary Lynn Manns**
Fearless Change: Patterns for Introducing New Ideas

Georgia Sorenson
The Quest for a General Theory of Leadership

Ernest Stech
The Transformed Leader

Lois Zachary
*The Mentor's Guide: Facilitating Effective Learning
Relationships; Creating a Mentoring Culture:
The Organization's Guide*

Friday 9:00 – 9:30 am
Salon 4-6

Craig Johnson and **Michael Hackman**
Leadership: A Communication Perspective
and Other Titles

Friday 10:15 – 10:45 am
Salon 4-6

Linda Rising and **Mary Lynn Manns**
Fearless Change: Patterns for Introducing New Ideas

Barbara Crosby and **John Bryson**
Leadership for the Common Good

Friday 3:00 – 3:30 pm
Salon 4-6

Ernest Stech
The Transformed Leader

Dean Keith Simonton
*Genius, Creativity, and Leadership Greatness:
Who Makes History and Why*

Friday 5:30 – 6:00 pm
Salon 4-6

Ron Heifetz
*Leadership Without Easy Answers
Leadership on the Line*

Saturday 9:30 – 10:00 am
Salon 4-6

Sandra Peart and **David Levy**
*The 'Vanity of the Philosopher': From Equality
to Hierarchy in Post-Classical Economics*

Pre-Conference Sessions

Sessions will be held Wednesday, November 1, from 2-6 pm

P1 — Cultivating Excellence in Work and Life: Leveraging the Non-Verbal [Parlor G]

The goal of this pre-conference session is to give participants simple and powerful techniques for adding the non-verbal dimension to what they already know and expanding what they are able to do. Presented by **Stuart Heller**, author of *Retooling on the Run: Real Change for Leaders with No Time,* the session relies on a theoretically sound and well-tested method for turning understanding into skill and skills into results. Participants will walk away from this pre-conference program with new insights, ideas, strategies, and tools for working effectively with the non-verbal component of learning, communication and action.

P2 — Mentoring for Leadership Development: Strategies for Success [PDR 8]

Lois Zachary, president of Leadership Development Services, LLC and a nationally recognized expert in mentoring, will conduct this session on successful mentoring strategies. As mentoring becomes de rigueur for leaders of the 21st Century, leaders must understand the key components of mentoring, how mentoring differs from coaching and other supervisory activities and what they can do to effectively facilitate learning. From this session, participants will understand the purpose and key concepts of mentoring, recognize the four predictable phases in the mentoring cycle, know how to assist mentees in goal setting and increase accountability for achievement of those goals, and learn how to avoid the common obstacles in a mentoring relationship.

P3 — The Leader's Guide to Storytelling, Mastering the Art and Discipline of Business Narrative [PDR 9]

In this workshop, **Steve Denning**—a Senior Fellow at the James MacGregor Burns Academy of Leadership—will guide participants through the exploration of a simple but powerful idea: that very often the best way to lead is through a story. Participants will learn how to use storytelling to deal with the most difficult leadership challenges today by inducing people to want to change the way they act, even if those changes seem disruptive and counter-intuitive. Understanding the differences between the various narrative patterns is key to the effective use of narrative. The workshop draws from Steve Denning's book, *The Leader's Guide to Storytelling* (Jossey-Bass, 2005).

P4 — Creating and Sustaining Learning Communities [Parlor H]

How can we initiate, nurture and sustain communities of learning and practice in our organizations, communities and fields? In this session, participants will experiment with learning community formation, emergent purpose, environment, collective methodologies, knowledge development and dissemination. This fully experiential session will be facilitated by Leadership Learning Community Executive Director **Deborah Meehan** and ILA's Applied Leadership GLC Convenor-Elect **Diane Dixon**.

P5 — Tour of Chicago Leaders in Commerce, Art, and Architecture [meet at Crystal Room at 2 pm]

This 2-hour walking tour will be developed and led by artist, author, and Chicago Greeter Beatriz Badikian Gartler. It will include stories about Chicago leaders, architectural highlights, and examples of public art from Picasso, Chagall and Calder to the work of Anish Kapoor, Jaume Plensa and Frank Gehry in Chicago's new Millennium Park.

Celebrating our 25th Anniversary by renewing our commitment to transforming leadership worldwide!

James MacGregor Burns Academy of Leadership

25 YEARS

The James MacGregor Burns Academy of Leadership — home of the ILA — is proud to sponsor the conference lunch on Saturday to honor our 25th anniversary.

Programs include:

- **Center for the Advanced Study of Leadership (CASL)**
  Director, Dr. James MacGregor Burns
  Distinguished Research Scholar, Dr. Georgia Sorenson

- **Rawlings Center for Public Leadership Legislative Fellowship Program**
  Director, the Honorable Peter Shapiro

- **International Leadership Association**
  President, Dr. Cynthia Cherrey
  Director, Shelly Wilsey

- **Undergraduate Academic Programs**
  Director, Dr. Nina Harris

- **African-American Leadership Institute**
  Director, Dr. Ronald Walters

- **Executive Masters in Public Management**
  Director, Kenneth S. Apfel

- **Executive Programs**
  Director, Thomas Kennedy

- **The Leadership Network**
  A managed network supporting UMD scholars and educators
  Director, Dr. Susan Komives

To find out more, please contact:
Carol S. Pearson
Director, James MacGregor Burns Academy of Leadership
Professor, School of Public Policy
University of Maryland, College Park, MD 20742-7715
301.405.6100 or www.academy.umd.edu

Member Interest Groups

The Member Interest Groups Invite Your Participation!

To better serve members, the ILA board has made a minor change to the ILA structure. The groups formerly called Global Learning Communities will now be known as Member Interest Groups. Newly forming Learning Communities will encourage ILA members to self-organize around specific topics of shared interest, allowing members to benefit from knowledge generated by collective learning that is not accessible through individual reflection alone.

Member Interest Groups, led by a Chair and Chair Elect, promote the common interests of members in specified areas of the leadership field, facilitate learning and relationships among persons with common interests, and provide opportunities for members to participate actively in ILA. These groups advise the conference program team, recruit colleagues to submit session proposals, and organize peer review processes to select conference sessions. Elections for new Chair Elects will be held in December.

The five Member Interest Groups, their conference program symbol, and the Chair/Chair Elects are as follows.

Member Interest Group for Leadership Scholarship: a forum in which scholars and practitioners from all disciplines and fields can interact, mutually further our understanding of leadership, and disseminate the results of leadership scholarship.
Chair: *Al Goethals, Jepson School of Leadership Studies, University of Richmond*
Chair Elect: *Nathan Harter, Purdue University*

Member Interest Group for Public Service Leadership: 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 of those in the public service sectors.
Chair: *Dotti Jones, College of the Mainland*
Chair Elect: *Bob Colvin, Christopher Newport University*

Membership Interest Group for Leadership Education: facilitates the sharing of leadership ideas, methods of teaching and learning, programs, and curricula. The group is composed of members for whom the teaching of leadership is integral or of interest and who are committed to the development of leadership capacity.
Chair: *JoAnn Barbour, Texas Woman's University*
Chair Elect: *Tony Middlebrooks, University of Delaware*

Member Interest Group for Business Leadership: 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 issues in an increasingly global environment.
Chair: *Mary Kenney, Boeing*
Chair Elect: *Richard Brydges, University of Phoenix; ARC Leadership Group*

Member Interest Group 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 omitted to improving leadership thru education and development.
Chair: *Charles Foster, New Vision Consulting; Antioch University*
Chair Elect: *Diane Dixon, D. Dixon and Associates, LLC*

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 by or discussion with an author about their recently published leadership book.

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

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

Paper Presentation
A formal, traditionally academic, presentation of written product(s) documenting research, presenting theories, or arguing a particular point of view. Papers accepted as a Refereed Paper were subject to a 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 often staffed by the creator(s) during the Thursday evening reception.

Presentation
Research, practices, topics, or programs presented by an individual in a more traditional lecture format.

Roundtable
A brief presentation on a particular leadership practice, research topic, or program challenge followed by a facilitated discussion with session attendees. Roundtables generally take place simultaneously with other roundtables in one large room.

Symposium
Multiple presentations organized collectively around a given subject that each offer a different examination of the topic at hand.

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

Learning Laboratories

Learning Lab #1: Leadership Development at the Crossroads
Sponsored by the Community Leadership Association, Fanning Institute, University of Georgia

This is a two-part learning lab. The first half, from 2:30-4:00, will consist of a panel presentation by thought leaders who practice and research leadership development. The primary objective of this session is to provide participants with the opportunity to engage leading practitioners and researchers in a discussion about what they feel are the most pressing issues facing leadership development. The second half of the lab, from 4:00-5:30, will consist of several roundtable dialogues with the panelists. It is a unique opportunity to engage in small group dialogue with leadership development thought leaders. In these roundtable dialogues, you will be able to reflect more deeply on the leadership development challenges that you are currently facing and raise questions about the future.

Ceasar McDowell, Center for Reflective Community Practice, MIT
Ronald Riggio, Kravis Leadership Institute, Claremont McKenna College
David Day, Lee Kong Chian School of Business, Singapore Management University
Ellen van Velsor, Center for Creative Leadership
Diane Dixon, D. Dixon and Associates, LLC; Business of Medicine Program, Johns Hopkins University
Deborah Meehan, Leadership Learning Community
Scott Allen, Center for Leader Development

Learning Lab #2: Guidelines for Leadership Programs: Enlarging the Conversation

Conference participants are encouraged to join study circles designed to identify the questions essential to the development of leadership education programs. Each circle's conclusions will be posted for review and comment by the general assembly. After making revisions based on the advice gathered from this process, these conclusions are intended to become the basis of a guidelines document for consideration for endorsement by the ILA. Participants will learn the study circle process and, as time permits, explore the possibility of forming a community of practice (learning community) to develop the guidelines.

Stephen Ritch, University of South Florida St. Petersburg
Nancy Thomas, Study Circles Resource Center; Paul J. Aicher Foundation

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Learning Lab #3: Leadership Education — Above and Below the Neck
This learning lab explores an extensive spectrum of experiential methods of leadership education and training, from lectures, storytelling, and case-method to the use of the classroom or workshop experience itself as a case-in-point. The session will draw significantly on the insights of the recently published study by Sharon Daloz Parks, Leadership Can Be Taught (Harvard Business School Press, 2005). We hope to produce an experiential sense of these methods as well as analyze their limitations and applications.

Ronald Heifetz, Center for Public Leadership, Harvard University; Cambridge Leadership Associates
Sharon Daloz Parks, Leadership for the New Commons, Whidbey Institute

ILA Makes Networking Easier

Check Out ILA's online Member Directory

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

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

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

Poster Sessions

Posters may be staffed by creators in the Ballrooms during the Thursday evening reception and will be on display throughout the conference in the Book Fair area.

Where Leadership and Communication Intersect: A Review of Current Research and New Trends

Globalization has created the need to improve our understanding of leadership communication and its effectiveness from different perspectives. This poster presents current research and emerging trends on communication in leadership of organizational change, leadership communication and culture, and leadership communication as it relates to gender.

Cindy Ehresman, Western Kentucky University
Julie Childress, Western Kentucky University

Integrated Community Leadership Development Program

This poster will introduce an innovative and collaborative community leadership development program. Components of the Program will be outlined, focusing on a unique model of facilitation and community collaboration.

Liz Fisher Turesky, University of Southern Maine, Lewiston-Auburn College

Crossroads: The Role of Leader Self-Efficacy in Raising the Educational Bar

Education is at a severe crossroads. At the center is the principal as leader who must make the connections for higher student achievement. School districts can use the research from this poster to provide new opportunities for leaders who direct the symphony of learning within their buildings.

Adrian H. Thomason, Creekland Middle School

Crossroads: Faculty and Students Intersecting in the Virtual Mentoring Environment

With the technological advances provided at the crossroads of the traditional and the virtual, mentoring continues to provide guidance to aspiring leaders journeying on unfamiliar roads. Administrators and faculty can use the information gleaned from this research to determine the level of need for mentoring within their online leadership educational programs.

Tera DeLane Simmons, Greenville High School

A Slice or a Whole Pie: Cultural Diversity Influences on Training and Development

Using the rationale of days gone by to justify the culturally diverse era of today is unacceptable. Moving forward will require leaders to consume far more than a "slice" of the diversity management "pie." Leaders will require a "new recipe," produced in a "new culinary environment."

Alexander Erwin, North Carolina A&T University

Assessing Leadership Potential—Tacit or Test Approach?

There is currently a chasm between theory and practice in leadership selection. The presenter will describe her doctoral research in bridging this gap by testing a new assessment instrument for the healthcare industry. She also explores implicit leadership theories and reviews current methods of selection for leaders.

Andrea Zavakos, Brower HR Consulting; Antioch University

Chaos Theory: Its Implications for Leadership during Restructuring

Rural school systems in the Canadian province of Saskatchewan are currently at a leadership crossroads. These systems are undergoing extensive structural changes. Strong leadership during these times of change is an essential component. What advice does Chaos theory present to the leaders of these newly restructured school divisions?

Jackie Kirk, University of Saskatchewan

Learning Leadership—Practical Tools with Real Results

Sample three tools for learning about leadership. Experience the "Reading Circle," the "CEO Group," and "Leadership Journal" and hear how others are learning leadership through these tools.

Ken Hammer, Malaspina University-College

Community & Rotary Leaders—Reflections and Connections

This poster will explore how Community & Rotary leaders came to be leaders, conduct themselves as leaders, and sustain themselves as leaders. Similarities and differences between the two groups will be presented.

Ken Hammer, Malaspina University-College

Crossroads: The Intersection of Mentoring, Culture, and Learning Environment in Contemporary Leadership Education

Presenting a Virtual Cross-Cultural Mentoring Model, these researchers demonstrate and address the challenges of using contemporary virtual learning tools to mediate the actions and connections needed for the traditional role of mentoring in today's cross-cultural and diverse leadership development environment.

Linda D. Grooms, Regent University
Kathaleen Reid-Martinez, Azusa Pacific University

Leaders in the Making: Choosing a Path of Social Responsibility

As educators, how do we challenge students to think about their responsibility for making a difference in society? Many aspects of life are touched by the research and decisions of engineers. Therefore, it is essential for engineering students to establish a sense of social responsibility as a professional and leader.

Amy Radford-Popp, Michigan State University

Creating Leaders Through Service

This interactive project provides a template for researching, and a practical approach for implementing, service learning and leadership activities within youth programs. It looks at issues from a youth-centered approach, examining youth from their cultural, environmental, and social contexts. This approach addresses a population of youth who may not typically become involved in service learning and leadership programs.

Jacklyn Bruce, Pennylvania State University
Nicole Webster, Pennsylvania State University

Living with Illusions: Leadership and Society in Central Asian States

This poster demonstrates the controversial nature of leadership and presidency in Central Asia. Proclaiming democracy as a social and political ideal, presidents and political elites in Central Asian states have manipulated mass media and imposed social illusions of building democratic states. Such illusions help presidents to stay in power in Kazakhstan, Kyrgyzstan and Uzbekistan.

Galina Bityukova, Central Asian Resource Center, BILIM—Central Asia

A User-Friendly Approach to the Modern Study of Leadership

In a recently completed analysis, the authors developed a schema for the 12 elements of leadership. The model categorizes leadership literature into 12 basic groups and provides a context for understanding different facets of leadership theory and practice as they appear in major publications throughout several decades.

Arthur Shriberg, Xavier University; Shriberg & Associates

Open or Shut—Windows of Choice: A Questioning Framework Developed by an International Leadership Collaboration in Northern Sweden

Making wiser choices is the central issue of leadership. Leaders that choose to operate full-time, from a larger framework, know that there is a way to ask and answer straightforward questions, simplify real-time decision-making and increase personal and organizational harmony. Framing choices with powerful questioning, while embracing an attitude of collaboration, makes it possible to open the window of choice. Discover how this works.

Robin Anderson, Joysters International

Posters may be staffed by creators in the Ballrooms during the Thursday evening reception and will be on display throughout the conference in the Book Fair area.

Call for Articles

Deadline May 1, 2007

A volume in the ILA series *Building Leadership Bridges*

Nancy Huber and Michael Harvey, Editors

The International Leadership Association invites you to submit your work for the next volume in the *Building Leadership Bridges* series. *BLB* captures the best contemporary thinking about leadership today from a diverse range of scholars, practitioners, and educators working in the field of leadership around the world. In keeping with the mission of the ILA, each volume of *Building Leadership Bridges* connects different experiences, traditions, and ways of thinking about leadership in the modern world.

The 2007 theme will be announced shortly. The intent of this publication is to explore points at which the crossroad represents a choice, a decision to move in one direction or another, or perhaps a connection among different communities and cultures that enables the exchange of ideas and the sharing of identities. A crossroads is not a home, but a moment in a journey.

Building Leadership Bridges welcomes previously unpublished submissions that explore leadership from diverse perspectives, disciplines, cultures and sectors. Submissions are encouraged that strengthen ties between those who practice and those who study leadership, and that foster effective and ethical leadership.

Submission Guidelines: Submitted articles should be no longer than 5000 words with a cover sheet including the names, affiliations, and contact information of all authors. The APA style and parenthetical, in-text references are preferred. Notes should be kept to a minimum and should come in the form of endnotes. Send electronically to Shelly Wilsey at blb@ila-net.org by **May 1, 2007**.

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Concurrent Session 1

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group 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**

Also during CS 1: Learning Laboratory #1, 2:30 pm – 5:00 pm, Leadership Development at the Crossroads, see page 15.

Exploring the Transferability of the Foxfire Pedagogy to Leadership Development (Workshop)

PDR 1

Since 1965, Foxfire Fund (located in the Appalachian region in Rabun County, Georgia) has been a leader in place-based education, providing training and peer support to teachers who seek to engage in a co-learning experience with their students and communities. In this workshop, participants will explore the transferability of the Foxfire pedagogy to leadership development.

Janet Rechtman, Rechtman Consulting Group

Leading at All Levels: An Educational Odyssey (Panel Presentations)

PDR 4

Leadership development that incorporates theory and practice while spanning multiple boundaries has been shown to be highly effective. Four case studies are described regarding collaborations across institutions, disciplines, and industry sections and show examples of theory put into practice with students ranging from high school to graduate level work.

Leadership Development through Integration of Science and Business Curricula at the Graduate Level

The biotechnology industry requires its leaders to understand both business and science. This is necessary to effectively bring products from the laboratory bench to the consumer. The Johns Hopkins University graduate program, MS.MBA Biotechnology, enables students to become effective leaders in biotechnology-related organizations and is the first program of its kind.

Lynn Johnson Langer, Johns Hopkins University

Integrating Diverse Leadership Programs to Improve Outcomes

Integrating aspects of leadership theories from Greenleaf, Heifetz and Gardner, the Leadership Institute at Wilkes University uses a strong theoretical approach to leadership with an emphasis on serving the needs of others in a constantly changing world.

Mark Allen, Wilkes University

Intra-Mural Leadership Program at North Harris College, Houston, Texas

North Harris College created a leadership program focused on building leadership skills across all boundaries and areas of the college. The program has successfully extended the boundaries of leadership to all individuals and allows them to grow and see the value of leading the self in order to lead others.

Diana Cooley, North Harris College

Panel Presentations continue

Panel Presentations continued

Leadership at the High School Level: Finding Students' Voices

Milken Community High School encourages student voice as well as the ability for students to partici-pate in active dialogue about school and related issues. Grounded in scholarship concerning an authentic, active, and participatory school, Milken seeks to create an ethical and just democratic society.

Roger Fuller, Milken Community High School

Chair: *Lynn Johnson Langer, Johns Hopkins University*

Learning from Failures: A Leader's Most Powerful Tool (Workshop) — PDR 5

Based on doctoral research with 46 leaders, this session reveals why failure is one of the most powerful tools for leadership development. During the interactive portion of the session, we will explore our own learning-from-failure experiences, the experiences of our leaders, and how to learn quickly when we fail.

Kate Mulqueen, Consulting for Human Resources

European Union: Crossroads of Europe (Workshop) — PDR 6

Within 50 years the European Union (EU) has established worldwide a leading position within a multicultural and multiformal context. The EU has developed a working process that makes leadership independent of individual leaders. What leadership lessons can be learned from a crossroads organization like the EU?

Gerda van Dijk, De Galan Group

Chinese Transformative Leadership: Practical Cross-Cultural Perspectives on Global and Local Paradigms (Panel Presentation) — PDR 7

The panelists will share their different leadership training and research experiences from mainland China. They will discuss new trends in business leadership linked to newly globalized cultural paradoxes, present some successful leadership training methods implemented by public leaders, and generate a practical thinking paradigm applied by past and current leaders.

Under the Wheel: Mainland Chinese Business Leaders and the Challenges of New Capitalism

This case study presents the challenges and achievements of mainland China business leaders, who, under great pressure and with great personal risk, are creating a new kind of capitalism and therefore a new model of cultural leadership through economic restructuring. This new culture is both influenced by and powerfully transformative in the new global business world. In my conclusion, I will argue that this new leadership culture, fraught with contradiction, is the seed of a new global paradigm, both practical and visionary.

Carol Burbank, The James MacGregor Burns Academy of Leadership, University of Maryland

Crossroad Reflection: A Case Study of One-Year Leadership Development in a Chinese Governmental Training Institute for Senior Leaders

Cultural differences make Western leadership training models difficult for Chinese leaders to use. A case study in a new Chinese leader training institute shows details of how some Chinese-style training ideas and tools were created and implemented, discusses the problems the institute faces and argues how best to solve them.

Weng Wenyan, Leadership Education Institute, China Executive Leadership Academy Pudong

Combining Innovation: Leadership Method of Self-Denying and Self-Surpassing

In the reforming of society, people have a profound perception of the importance of innovation. How do we achieve innovation? From the options of self-denying, self-surpassing and combining innovation, this article puts forward that the first step of innovation is self-denying. Then, innovation requires combining the reasonable core of actions and beliefs with the new developing essential factors.

Chen Youwen, Shanghai Administration Institute
Zhang Zhihai, Shanghai Administration Institute

Expanding Horizons: Global Leadership Education (Paper Presentations)   *PDR 8*

Creating the Transcultural Lens:
Implications for Global Leadership Development

Drawing on theories of adult learning and development, this session presents a conceptual model describing the effects of cross-cultural experiences on moral reasoning, cultural sensitivity, and competencies for effective leadership in a multicultural world. The transcultural lens, a framework combining moral maturity and cultural insight for growth in leadership, is introduced.

Charles E. Wilson, North Carolina A & T State University

Bringing Global Leadership to the Classroom

Speaking specifically about the U.S., Martha Nussbaum argues that individuals are too narrowly focused on their national identity (2002), resulting in a limited view of the world and our relationship to it. This paper examines how cosmopolitan education can be integrated into leadership courses.

Heather McDougall, Christopher Newport University

The Development of Global Mindset in Undergraduate Leadership Education

Globalization has undoubtedly changed the world, creating the need for leaders with high levels of cultural awareness and sensitivity. In one of the first experimental studies on the topic, researchers tested the impact of international experiences on the global mindset of undergraduate leadership students from three U.S. colleges.

Rebecca Reichard, Claremont McKenna College

Integrated Leadership to End Poverty (Panel Presentation)   *PDR 9*

Poverty hurts everyone, but what are leaders doing today to end poverty? Learn about community action best practices to promote cross-jurisdiction support of poverty programs between federal, state and local entities. This session engages participants in a dialogue on mobilizing all societal sectors to end poverty. Panelists will also present strategies current leaders use to create the next generation of anti-poverty leaders and advocates.

Debra P. Jackson, Community Action Partnership of Riverside County
David Bradley, National Community Action Foundation
Tim F. Reese, California-Nevada Community Action Partnership State Association
Lois J. Carson, Community Action Partnership of Riverside County

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| Scholarship | Education | Applied Leadership | Public Service | Business |

"Crossing Guards" for Leaders at the Crossroads: Leadership Development and Civic Engagement Programs for 50+ Adults (Panel Presentation)

Salon 1

"Leadership at the Crossroads" can describe the potential of leadership and community service programs to improve dramatically the lives and communities of retirement-aged adults. Panelists from diverse university-based and community-based leadership programs for older adults discuss program goals, curriculum, and the individual/community impact of enhancing leadership in later life.

Pathways to Self-Efficacy for Civic Leadership

Universities have a unique role to play expanding baby boomers' life choices. Legacy Leadership Institutes at the University of Maryland foster the knowledge, skills and self-efficacy of retirement age adults by training them in substantive new volunteer leadership roles, developed in partnership with nonprofit and community organizations and subsequently expanding their capacity. Along with increases in civic engagement, over half the volunteers report obtaining program-related employment.

Tracey Manning, University of Maryland

Engaging Senior Leadership for Communities in Transition

Leadership programs for newcomers and longtime residents, including those still employed, can help transform outsiders into culturally-sensitive insiders and change agents. The UNC-Asheville Center for Creative Retirement sponsors Leadership Asheville Seniors, guiding the creativity and expertise of hundreds of residents into community change projects, and Leadership Training for Older Persons, equipping low-income and minority seniors as civic leaders to advocate and to initiate community projects.

Ron Manheimer, North Carolina Center for Creative Retirement

From Senior Executive to Service Leadership: Training Retired Professionals for Pro-Bono Consulting

The Executive Service Corps (ESC) equips people of retirement age to continue their professional lives as volunteer consultants in the nonprofit context. ESC of Chicago offers volunteers leadership and other training to help them shift from a management mindset to a consulting, facilitative mode and to apply their corporate skills, experience, and knowledge to the needs of ESC's clients.

Marcia J. Lipetz, Executive Service Corps of Chicago

Connecting and Re-Skilling Retired Executives to Lead Non-Profit Consulting Projects

What's next after retiring from a full and successful career as a captain of industry? This panelist will share his experiences as a volunteer with the Executive Service Corps. He will give a snapshot of the leadership training process for volunteer consultants and examples of how these are employed in the Legacy Leadership Institute project.

Daniel Wiseman, Wiseman Consulting & Training

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group 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**

Women's Paths to Leadership: Overcoming Challenges and Undermining Stereotypes (Symposium)

Although more women are becoming leaders, they remain under-represented in powerful leadership positions. To address this issue, this symposium considers how stereotypes about women and leaders can create prejudice and affect leader behavior. Also examined are gender-related aspects of intrapsychic, social structural, and interpersonal processes that affect leadership.

The Rise of Women as Leaders: Progress and Continuing Barriers

Substantial social change has given contemporary women more of the human capital needed to advance to executive roles in organizations. However, impediments to women as leaders still exist in terms of stereotypical beliefs that women do not and should not have the agentic attributes ordinarily ascribed to leaders. Organizational barriers also impede women's rise. The panelist will explore the rise of women leaders and the difficulties that still remain in developing women leaders.

Alice Eagly, Northwestern University

Stereotype Reactance in the Leadership Role: The Effects of Leadership Efficacy on Women's Responses to Stereotypes

This empirical research examined leadership efficacy as a moderator of women leaders' responses to negative stereotypes. Results from two laboratory studies indicated that, unlike less confident women, women who are highly confident in their leadership abilities demonstrated resilient, reactance responses to the stereotype (increased performance, domain identification, and well-being).

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

A Model of Gender and Leadership: Integrating Three Perspectives

This presentation describes Korabik and Ayman's model of gender and leadership. It extends our previous work (Ayman, 1993; Korabik, 1999) by integrating types of perspectives (i.e., the intrapsychic, social structural, and interpersonal). These variables are moderated by contextual cues (e.g., the sex-typed nature of tasks; skewed gender ratios in groups).

Karen Korabik, University of Guelph

Gender and Leadership: Evidence for a Multi-Perspective Model

This presentation offers evidence pertaining to Ayman and Korabik's multi-perspective model of gender and leadership. We describe our research program during the past 20 years, which has included the study of men and women leaders in both the public and private sectors using a variety of quantitative and qualitative methodologies.

Roya Ayman, Illinois Institute of Technology

Chair: *Roya Ayman and Alice H. Eagly, Northwestern University*

First-Hand Reports about Learning Leadership—Stories from Students and Alumni from Two Masters Programs (Panel Presentation)

Working adult students and alumni of two different professional masters programs (both with online components) will reflect on their development as leaders by sharing stories that illuminate shifts that happened during or since their studies. A complete description of both leadership development programs, as well as statistically significant highlights of a pre-test/post-test outcomes assessment, will be shared.

Robert Skenes, College of Management & Business, National-Louis University
Patricia Rogers, Delnor Community Hospital
Phillip Norton, Glen Ellyn Police Department
Richard Rons, Argonne National Laboratory
Maura Wolf, Saint Mary's College
Suzanne Van Stralen, Saint Mary's College
Bruce Bowman, Saint Mary's College

Leadership: An Interview with James MacGregor Burns
(Conversation with Author)

James MacGregor Burns altered the course of leadership studies with the 1978 publication of Leadership. In our conversation, we will talk about the context and writing of the book but focus on the remaining, current scholarly challenges of the field. In addition to his views, we will discuss the views of contributors—Alexandre, Heifetz, Hollander, Kellerman, Sorenson, and Wheatley, to mention a few—to the forthcoming book Reflections on Leadership. Like all good conversations, you will be invited to join in.

Richard Couto, PhD Program in Leadership and Change, Antioch University
James MacGregor Burns, The James MacGregor Burns Academy of Leadership,
University of Maryland; Williams College

Leadership Development at the Crossroads (Panel Presentation)

This panel is comprised of thought leaders who practice and research leadership development. The primary objective of this session is to provide the opportunity to engage with leading practitioners and researchers in a discussion about what they feel are the most pressing issues facing leadership development. This session will draw on a diversity of approaches, experiences and perspectives to enrich our knowledge about successful leadership development practices and identify future possibilities for increasing the impact of leadership development efforts across a variety of contexts.

Ceasar McDowell, Center for Reflective Community Practice, MIT
Ronald Riggio, Kravis Leadership Institute, Claremont McKenna College
David Day, Lee Kong Chian School of Business, Singapore Management University
Ellen van Velsor, Center for Creative Leadership

Chair: *Diane Dixon, D. Dixon and Associates, LLC; Business of Medicine Program, Johns Hopkins University,*

Commentators: *Deborah Meehan, Leadership Learning Community*
Scott Allen, Center for Leader Development

Meaningful Classroom Activities for Interactive Student Learning Are Where the Rubber Meets the Road at the Crossroads of Leadership Studies (Panel Presentation)

This session is an opportunity for participants to take part in leadership-related activities and exercises offered by the faculty from Purdue University's Department of Organizational Leadership. Each presenter will distribute a handout for participants to take with them for facilitating his/her own leadership activities and exercises.

Exploring the Characteristics of an Effective Leader: The Con Game

In order to facilitate discussion on leadership, this exercise encourages students to explore effective leadership characteristics. This team-based exercise begins by asking groups of students to develop a list of the top four characteristics of effective leadership. Students are asked to reach a consensus, leading to an interesting discussion on leadership.

Michele Summers, Purdue University

The Business Card Exercise: Modeling Leadership and Exploring Leadership Definitions

This activity serves as an icebreaker as well getting the learner into a mindset to explore leadership and leadership definitions. The activity will also encourage the student to begin developing a model of leadership for self-expression and growth.

Rodney Vandeveer, Purdue University

Appreciative Inquiry: An Intervention to Explore Good Teaching and Learning

David Cooperrider, who might be considered the father of AI, would say, "Appreciative Inquiry seeks out the best of what is to help ignite the collective imagination of what might be." The process requires asking specifically designed positive questions to draw out what is good and then building on these strengths to make the organization even better. Participants will learn about the AI process and then use it to build a "Proactive Proposition" relating to good teaching and learning.

Alexander Crispo, Purdue University

The Challenges of an Expanding Intergenerational Workforce: The XYZ of Today's Learners

Leaders are now facing the possibility of having five distinctly different generations in the workforce at the same time. This activity will focus on providing engaging, relevant learning experiences for a student body that spans multiple generations. Special attention will be given to the latest generation of learners, commonly known as Millennials or the Net Generation.

Merwyn Strate, Purdue University

An Experiential Exercise in Communication: When is Communication Communication?

This activity is used to illustrate barriers in communication and help participants understand where communication occurs. It is designed to get participants thinking about their own approach to communication.

Rodney Vandeever, Purdue University

Chair: *Beverly Davis, Purdue University*

Crossroads in Fostering Effective Mentoring Relationships (Panel Presentation)

Salon 8

This panel will discuss crossroads related to organizational/community mentoring initiatives. Crossroads are conceived as points where it is essential that organizations/communities, mentoring programs, and individual stakeholders (organizational leaders, program directors, mentors, and mentees) intersect, and therefore, must work collaboratively toward common goals.

Alignment for Learning: The Crossroads of Mentee Learning Needs and Mentoring Activities

This presentation will discuss a proposed "alignment for learning" model of mentoring, in which mentees are paired with mentors based on their learning needs. The author will present support for the model and address implications that the model holds for efforts to enhance fit between mentor/mentee pairs.

Cary F. Kemp, U.S. Office of Personnel Management; George Mason University

Mentoring Culture: The Crossroads of Organizational Culture and Program Excellence

This presentation will address the pathway of creating mentoring culture—an organizational/community environment that embraces individual and organizational learning. The presenter will discuss the points at which organizational culture intersects with the structure and implementation of mentoring programs, and the implications that alignment at these intersections has for mentoring excellence.

Lois J. Zachary, Leadership Development Services, LLC

Panel Presentations continue

Panel Presentations continued

Role Alignment: The Crossroads of Mentors, Mentees, and Authority Figures

This presentation will discuss best practices for relationships among mentors, mentees, organizational leadership, and program administration discovered in a state internship program for 8000 beginning teachers over a five-year period. A discussion following the presentation will address how the practices presented can be adapted for other settings.

Carolyn D. Roper, Purdue University North Central

Mentoring Followers: The Crossroads of Mentorship and Followership

This presentation will address dynamic followership within the mentoring relationship as a prerequisite for effective leadership. Rather than encouraging leaders to mentor using a "follow me" or passive learning paradigm, leaders may mentor in a way that creates dynamic mentees or followers. The dynamic mentee competencies form a foundation from which mentee initiatives can grow to leader/mentor initiatives more naturally. This approach encourages mentees to develop more fully.

Sean Robinson, Argosy University

Transformational Mentors: The Crossroads of Mentorship and Leadership

Transformational leaders mentor by sharing their vision and goals and empowering follower-mentees to develop personal vision and goals. This presentation will discuss how goal alignment increases mentee motivation and will address the implications that transformational mentorship has for organizational outcomes.

Jean-Robert H. Hunter, Nyenrode Business Universiteit

Chair: *Cary F. Kemp, U.S. Office of Personnel Management; George Mason University*

Community Leadership Development: Business and Regional Intersections, Innovations and Inspirations (Case Study)

Salon 9

Community Leadership Development at a Crossroads

This session will present a case study of a Canadian Province-wide community leadership development program. It will include the research that lead to the development of the program and curriculum, the "pilot" programs and their results, and the next steps of the program.

Ken Hammer, Malaspina University-College

Innovative Leadership Partnerships Among the Business and Academic Communities

Using the Colorado Leadership Alliance (CLA) as a model, this presentation will focus on the challenges and opportunities of creating a partnership between a state-wide alliance of university leadership programs and an organization that administers seven leadership development programs (including Leadership Denver) for the private, independent and government sectors as represented by the Denver Metro Chamber Foundation (DMCF). Opportunities to connect business leaders with students who are filling the workforce pipeline will be discussed.

Maureen McDonald, Denver Metro Chamber Foundation;
Denver Metro Chamber of Commerce

Concurrent Session 2

	Scholarship		Education		Applied Leadership		Public Service		Business

Also during CS 2: The continuation of Learning Laboratory #1, Leadership Development at the Crossroads, see page 15.

The Campus at a Crucial Juncture for Sustainability: A Case Study of the Associated Colleges of the South Campus Environmental Initiative (Roundtable)

State Ballroom T. 1

The presentation will address how college campuses are using environmental sustainability as an educational leadership model to combine theoretical study with practical application. In partnership with the Associated Colleges of the South, Birmingham-Southern College is on the forefront of new directions to address critical global environmental concerns.

Jeanne Jackson, Birmingham-Southern College

Educational Leadership in the Context of Poverty: Principals Leading Teachers to Academic Success (Roundtable)

State Ballroom T. 2

In today's educational climate of increased demands and accountability, many educational leaders are challenged with moving schools forward successfully, especially in urban and rural environments. A great deal of the school's success depends on the teacher's performance in the classroom. This session will provide school leaders with a model of professional development—The Recursive Model of Teacher Leadership—for use with teachers in schools in an attempt to achieve academic success.

Jumanne Sledge, World Class Leadership Academy, LLC
Pamela Morehead, Oakland University

"Leadership Without Borders" for National and International Public Service (Roundtable)

State Ballroom T. 3

It is not unusual in the current global environment that the lack of effective leaders and leadership results from unnecessary political boundaries, multicultural diversity, and economic discrimination. Therefore, 'Leadership Without Borders' is a new concept that needs to be urgently developed and implemented, as discussed in this session.

Arun Jhaveri, U. S. Department of Energy; Seattle University

Character and Conflict Resolution: The Role of Trust in Resolving Cross-Cultural Conflicts (Roundtable)

State Ballroom T. 4

Leadership character is the basis of the trust that can facilitate conflict resolution in cross-cultural work groups. Trust and an understanding of shared values can facilitate transformational dialogue among culturally diverse people. However, the lack of trust across cultures can become a threat to future international relations and effective conflict resolution.

Melissa McDermott, Regent University

Policy Leadership for Grownups: Lessons from Twenty Years of Hosting a Statewide Leadership Forum   (Roundtable)

State Ballroom T. 5

For two decades, state and national leaders have convened for an annual Forum at the State Capitol to discuss and debate current and future issues. The presenter will provide insight and assessment of lessons learned from the perspectives of public policy, leadership, and governance.

Tom Parks, University of Texas, Permian Basin

Nonprofit and Community Leadership: Crossroads and Collisions   (Panel Presentation)

PDR 1

Nonprofit and community leaders do their work in the midst of dynamic tension between the desire to do good and the realities of business life. Managing investments of social and financial capital on behalf of multiple constituencies, benefactors and grantees alike are poised for growth—or for burnout—in today's environment. These presenters will draw from their respective research in the fields of non-profit leadership, community foundation leadership, and philanthropic leadership to depict some of the struggles experienced by people who make a profession of altruistic work.

Social Capital Development as Leadership Development

This presentation is a narrative of interviews conducted with leaders in philanthropy about the emerging trend of social capital development as leadership development.

Deborah Witte, Kettering Foundation

The Community Philanthropy Initiative: Comparing Leadership in Philanthropy in East Africa and East Tennessee

Community foundations are not just for affluent cities. Small communities with limited financial re-sources can build on their own philanthropic traditions to invest in local leadership and create change.

Katharine Pearson Criss, Center for Rural Strategies

Nonprofit Leaders and the Business of Altruism

The panelist will discuss her action research study concerning how altruism and business accountability inform the practices of nonprofit leaders.

Janet Rechtman, Rechtman Consulting Group

Global Leadership: Competencies for a Diverse Business World   (Workshop)

PDR 4

How is global leadership different from leadership in a domestic environment? This session provides new thinking on global leadership competencies that highlight the unique aspects of leadership in a global context. A practical 5-part model is explored and specific strategies for application in the business environment are provided.

Anita Zanchettin, MeridianEaton Global

Countering Corruption: Utilizing the "U"   (Workshop)

PDR 5

Unfortunately, corruption is nothing new. And if there isn't significant change, the cycle of corruption will continue. Why is this the case? The current models of leadership have not provided individuals, organizations, or communities with the tools to understand themselves deeply. Fortunately, the "U" Model of Leadership provides a way to begin asking deeper and critical questions that have the poten-tial to challenge corruption that has become commonplace.

Jonathan Kroll, Carnegie Mellon University
Oscar Aragon, Alianza Americana
Dennis Roberts, Miami University of Ohio

Strategic Leadership: What Is It Really?   (Panel Presentation)

Today's environment requires change management as a component of a leader's repertoire. In the strategy field, the success of strategic leadership underlies the importance of change.

Strategic Leadership: Integrating Business Leadership and Strategy

Building from a leadership-strategy model first introduced at the ILA 2005 meeting in Amsterdam, Strategic Leadership II was developed and implemented in the academic classroom. By introducing the leadership element, students had greater success in understanding the concepts and implementation of strategic management. This discussion outlines this expanded methodology.

Bryan Poulin, Lakehead University

Strategic Leadership: Is It Really About Learning?

Strategic leadership in itself is dependent upon the ability of senior managers to manage other managers, positioning the organization to meet short- and long-range goals. By adding qualities and principles of transformational leadership to strategic leadership, organizations will have leaders who can develop organizational cultures that facilitate the strategic implementation process.

Teresa Gehman, University of Phoenix

Going Cross-Cultural: The Joys, the Pitfalls, and the Learning   (Panel Presentation)

The Leadership Program at Andrews University represents a highly successful, innovative approach to leadership development. In 2006, the program ventured into a cross-cultural partnership with a Peruvian university. This presentation will highlight the joys, the challenges, and the learning associated with this experience.

A New Paradigm in Leadership Development

This presentation will highlight the basic tenets of the leadership program and its theoretical framework. An overview of the Peru initiative will also be offered.

Sylvia Gonzalez, Andrews University

Using Diversity to Build an Effective Learning Community

Making a leadership learning community effective requires commonality of purpose, shared goals and accountability, and personal compatibility. Using a participant perspective, this paper examines a high performing community of PhD candidates that negotiated, compromised, and learned together to achieve individual and group success.

Linda A. Tolan, Rochester Institute of Technology

Developing Faculty Collaborations Across Different Cultures

This session describes some of the theoretical and practical tensions associated with developing a "faculty community" of scholars with different cultural, philosophical and leadership expectations. Learning is reciprocal and expertise emerges—often in surprising ways and places.

Shirley Freed, Andrews University

The Culture Factor in International Leadership Programs

Using Andrews University's Europe and Peru initiatives as case studies in adapting leadership education to international contexts, this presentation looks at what can be learned from dealing with differing cultural expectations concerning the learning situation (e.g. teacher and student roles, learning styles and outcomes) and the conceptualization of leadership (e.g. practices and values of leadership) for future partnership initiatives in international leadership education.

Sylvia Gonzalez, Andrews University
Shirley Freed, Andrews University

Making the Case: Evidence for Societal Change Where Programs Target the Individual   (Panel Presentation)

How do leadership programs that show some developmental or transformational change in individuals make these changes explicit and link them to evidence for societal change? Using two primary case examples of evaluations of the Young Leaders in Sexual and Reproductive Health Program (GOJoven) and the Eisenhower Fellowships, we will discuss the philosophies, merits and appropriate application of pathway mapping and EvaluLEAD, different approaches currently in use for illuminating societal level effects.

The GOJoven Experience: Insights into Personal and Professional Transformation in Youth Leadership and Connections to Organizational and Community Change

This presentation will discuss findings from an ongoing 3-year youth leadership development initiative based in Mesoamerica. It will demonstrate how evocative data collected from questionnaires, focus groups, and personal reflections has been utilized to assess change at an individual level with links to organizational and community level outcomes.

Gwendolyn Smith, International Health Programs; Public Health Institute

Pathways between Personal Transformation and Social Change: The Eisenhower Fellowships Experience

This presentation will discuss findings from a recent evaluation of the Eisenhower Fellowship programs. The presentation will focus on the program's theory of change and on the evidence from survey results and case studies that links individual-level outcomes to organizational-level and societal-level outcomes.

Manuel Gutiérrez, Metis Associates

Relating Leadership Programming for Individuals to Systems Change With EvaluLEAD

This presentation will discuss an evaluation approach for leadership programs, EvaluLEAD, with a focus on how it helps programs that serve individuals illuminate what the program is doing to seed change simultaneously at individual, organizational, and community/societal levels.

Taylor Haas, Population Leadership Program

Chair: *Rebecca Aced-Molina, RAM Consulting*

Authenticity, Servant Leadership, Social Entrepreneurship, and the Process of Transcendence   (Panel Presentation)

This panel explores leaders through the lenses of authenticity, servant leadership, social entrepreneurship, and the process of transcendence.

Social Entrepreneurship and Servant-Leadership: A Lived Practice of Servanthood

Virginia Klamon, Gonzaga University; SVAssociates

Leadership Lessons from Entrepreneurs

Tim McMahon, Gonzaga University

Transcendence and Servant Leadership

Jeff McClellan, Gonzaga University

From Unseen Places: Leadership at the Intersection of Gender, Race, and Class   (Panel Presentation)

This panel will focus on the leadership embodied by groups and individuals who struggle against race, gender, and class injustice. Each panel member will briefly highlight elements of leadership as demonstrated by women, communities of color and/or economically disadvantaged persons in their fight for social justice. The panel discussant will then draw parallels, focus on critical leadership themes, and engage those attending the session in a discussion.

Quest for Equality: Leadership Lessons & African American Perspective

Leading without authority and transforming, charismatic, and servant leadership have been central to addressing social and economic inequities. This paper reviews prominent literature and other disciplinary traditions to reveal the unique characteristics of leaders, leadership traditions, and practices available to communities of color. Among these unique characteristics are leadership experienced as relationship, shared and collective leadership, and indirect and intellectual leadership.

Harry Alston, Jr., Livingstone College; PhD Program in Leadership and Change, Antioch University

Ain't I a Woman: Leadership, Gender and Race Interrogated

The history of black women in America is a narrative of leadership. Black feminist epistemology (Collins 2000) arose from the experience of resisting the impact of slavery and from cultural African artifacts. African-American women's leadership has often been expressed via resistance and empowerment. While it has always been "hidden in plain view" (Franklin 2002) to mainstream leadership scholars, black women scholars and practitioners have been talking and writing about leadership for quite some time. This presentation illuminates the contributions of Black Feminist epistemology to mainstream leadership studies.

Muriel Shockley, Goddard College; Antioch University

Caravan of Music & Freedom Summer: Collective Leadership, the Arts and Social Movements

This ethnographic presentation looks at the Mississippi Caravan of Music and its stories, providing a unique medium to examine the intersection of the arts, social movements and the role of informal and diffused leadership within the larger context of the U.S. civil rights struggle at one of its most intense periods. Mississippi, the south and the 1960's proved to be a place and time where leaders were challenged to bring about substantive social change. The stories shared will illustrate both practical and visionary dimensions of human struggle.

Susie Erenrich, Antioch University

Victory for the Little Guys: Collaborative Grassroots Leadership

While the *Dayton Daily News* newspaper headline read "A victory for all the little guys," the community of Jefferson Township was celebrating. This session will discuss how the community, a relatively powerless and underrepresented group, organized to protect effectively their threatened neighborhood against an environmental hazard. We will also explore the recipe that brought this group together around the issue and helped them succeed in their fight.

Sarah Hippensteel, Antioch University

Commentator: *Philomena Essed, Antioch University*

Towards an Understanding of Leadership and Spirituality   (Paper Presentations)

Empty to Lead: In Search of Kenotic Leadership

The ethical and theological concept of kenosis (voluntary self-emptying) provides leaders with an alternative approach to the power games of contemporary corporate leadership. A kenotic approach to leadership requires a resolute divesting of prestige and power, and in doing so, enables the leader and follower to enter into a new relationship marked by radical equality and self-sacrificial service.

Cornelius (Corné) J. Bekker, School of Global Leadership and
Entrepreneurship, Regent University

Spirituality & Leadership: From Burnout to Well-Being

Work overload is a casualty of the modern workplace, with leadership burnout being an unfortunate result. This presentation explores how spirituality contributes to both resilience and well-being and also impacts burnout within one group of working professionals.

Diane Chandler, School of Divinity, Regent University

Leadership and Emotional Labor: Weighing the Cost of Effectiveness

Considerable research has suggested sustainable improvement in individual and organizational performance results from leaders connecting with followers at a deeper spiritual and emotional level. This paper considers the risk this emotional labor represents to long-term effectiveness of leaders whose leadership style is marked by a deep emotional investment in followers.

Michael Hartsfield, School of Global Leadership and Entrepreneurship, Regent University

Rivers in the Life Stream: Integrating Leadership Development and Spiritual Development

A theoretical model that integrates leadership and spiritual development is presented since presently no unified theory exists that weaves these two very complex areas of development into a comprehensive framework. The model draws from authentic, spiritual, self-sacrificial leadership and the life stream model. The paper concludes with recommendations for empirical research.

Karin Klenke, School of Global Leadership and Entrepreneurship, Regent University

Chair: *Cornelius (Corné) J. Bekker, School of Global Leadership and Entrepreneurship, Regent University*
Commentator: *Bruce E. Winston, School of Global Leadership and Entrepreneurship, Regent University*

Forests and Trees: Clearing a Path for Leadership Studies   (Panel Presentation)

Three scholars will discuss the significance and success of Nathan Harter's 2006 book on leadership titled *Clearings in the Forest: Methods for Studying Leadership* (Purdue University Press). The author will then be given an opportunity to respond.

Perennial Issues in Leadership: Antecedents to Current Leadership Theories

Nathan Harter's work is designed to remind us of the knowledge that has gone before and how we can apply it in contemporary leadership education, leadership development, and behavioral and public policy.

Barbara H. Ascher, Kravis Leadership Institute, Claremont McKenna College

Seeing the Forest and the Trees

Harter's book surveys the rich interdisciplinary terrain of past and present approaches to leadership. Can we use Harter's thoughtful survey to build a useful conceptual framework for the study of what leadership does? This paper will propose one such framework emphasizing leadership functions.

Michael Harvey, Department of Business Management, Washington College

Leadership in the Forest: Did We Leave a Trail of Bread Crumbs to Find Our Way Back Into the Forest?

In his study, Harter purports to explore the depth of the forest that is called leadership studies. He has painstakingly and logically positioned leadership studies in a much larger context of human life. He has as much to say about the dialectical tension of human life as about leadership. This paper will first address the implicit and explicit models of leadership that grow out of his work. Second, the paper will address how this work informs our understanding of leaders as they exist in life.

David Frantz, Department of Management, Indiana University East

Chair: *Michael Harvey, Department of Business Management, Washington College*
Commentator: *Nathan Harter, Purdue University*

Multi-Institutional Study of Leadership   (Paper Presentation)

Salon 12

The Multi-institutional Study of Leadership examined college student leadership outcomes for 49,078 students from 54 diverse college campuses. Using the theoretical frame of the Social Change Model of Leadership, the study was designed using Astin's college impact model (inputs-environment-outcomes) controlling for pre-college factors. Key findings will be presented.

Susan R. Komives, University of Maryland
John Dugan, University of Maryland

Finding (or Making) the Leaders We Need   (Panel Presentation)

Salon 2

Panelists will discuss their experiences in or observations of leading in higher education and their resulting insights into some of the principles of effective, or ineffective, higher education leadership.

Richard Morrill, University of Richmond
Sherry Penney, College of Management, University of Massachusetts Boston
Donald N. Levine, Department of Sociology, University of Chicago

Chair: *George Goethals, Jepson School of Leadership Studies, University of Richmond*

The Power of Shared Values for Communities of Learning in Leadership Development   (Workshop)

Salon 7

Programs of leadership development in communities, business, and academic settings create a community of learners. This workshop provides an opportunity to explore deeply held values for life, for work, for leadership—foundational to community—using concepts in Gardner, Csikszentmihalyi and Damon's book, *Good Work: When Excellence and Ethics Meet.*

Carol Sawyer, University of La Verne
Joseph Gully, Los Angeles County Sanitation Districts;
        College of Business and Public Management, University of La Verne
Kathy Duncan, University of La Verne

Leadership Development at the Crossroads: Small-Group Dialogues   (Roundtable)

Salon 3

This is an opportunity to engage in small group dialogue with leadership development thought leaders. In these roundtable dialogues, you will be able to reflect more deeply on the leader-ship development challenges that you are currently facing and raise questions about the future. These dynamic questions may include: What has to change in our current thinking about leadership development in order to break new ground? What are the greatest challenges facing leaders and leadership development? What new and innovative learning interventions have you been thinking about? You will be able to interact with colleagues and share ideas about practices and approaches. The roundtable dialogues may be a springboard for the development of learning communities and further networking.

Transformational Leadership Development   Table 1

Utilizing his research on transformational leadership, charismatic leadership, organizational psychology, and nonverbal communication, Ron Riggio will facilitate a roundtable discussion of leadership theories and development.

Ronald Riggio, The Kravis Leadership Institute, Claremont McKenna College

Global Perspectives on Leadership Development   Table 2

David Day will bring his expertise on leadership development, global influences on developing leaders, and integrative theories of leadership to a roundtable dialogue on global perspectives on leadership development.

David Day, Lee Kong Chian School of Business, Singapore Management University

Exploring Leadership Development Processes and Practices   Table 3

For her discussion of leadership development processes and practices, Ellen van Velsor will draw from her research on gender differences in leader development, sustainability and social responsibility strategies, and Europe and Asian leaders.

Ellen van Velsor, Center for Creative Leadership

Leadership Development and Community Practice   Table 4

Ceasar McDowell will engage participants in a roundtable conversation on developing community leaders. He will provide insight from his expertise in peacemaking and conflict resolution, public engagement, and the principals of reflective practice.

Ceasar L. McDowell, Center for Reflective Community Practice, MIT

Chair: *Scott J. Allen, Center for Leader Development*
Commentators: *Deborah Meehan, Leadership Learning Community*

Mentoring Excellence: Leadership Practices That Make a Difference   (Conversation with Author)

Salon 8

The author of *Creating a Mentoring Culture* (2005, Jossey-Bass) and the best selling book *The Mentor's Guide* (2000, Jossey-Bass) will discuss mentoring excellence and the critical role that leaders play in promoting individual and organizational mentoring best practices and creating sustainable organizational mentoring cultures.

Lois Zachary, Leadership Development Services, LLC

Strategic Leadership Education in the American Military: Education, Ethics, and Efficacy   (Paper Presentations)

Salon 9

This session will provide an insider's look at the oldest leadership education system in the U.S.: military leadership. Both its strengths and weaknesses will be candidly discussed.

Guardians of the Dream: Towards a New Story of Senior Leadership Development—Lessons from the War Colleges

Examining the curriculum at the Army and Air Force War Colleges, the author presents a new way of thinking about senior leadership education. This comprehensive reframing is predicated upon constructing a "sacred story" based on the principle metaphors, archetypes, and myths found in stories about the role of the citizen soldier in American life. The author suggests that such a story can infuse new life into organizations and may offer employees a way to bring "spiritual meaning" to their work lives.

Mark R. Grandstaff, Brigham Young University; The James MacGregor Burns
Academy of Leadership, University of Maryland

Strategic Leader Cognitive Development through Distance Education

Distance education informational and communications networks are significantly contributing to the cognitive development of strategic level leaders. This study investigates the effects of graduate level distance education on the cognitive development of strategic leaders to contend with increasingly complex issues such as global security strategy and interagency communications.

Susan Myers, U.S. Army War College

Military Code & Business Ethics: A Crossroad of Cultures

This presentation addresses the moral, ethical, and cultural challenges facing military leaders who have decided to leave the service and join corporate America. Results from case studies and interviews with active and retired military personnel serve as the basis for this presentation.

William Joyce, Webster University; Campbell University

Strategic Leadership as the Military's Brand: A Brief History and Analysis

This presentation suggests a novel conceptualization of Strategic Leadership as a "brand" imbued with the symbolic attributes of the military's historical mission, values, and service as the product. The analysis focuses primarily on events during the Global War on Terrorism and discusses the effect of these events on the U.S. military's brand credibility and equity. The application of the marketing metaphor invites discussion of the implications for brand management in the current external environment.

Heidi L. Connole, University of Idaho

Chair: *Georgia Sorenson, The James MacGregor Burns Academy of Leadership, University of Maryland*

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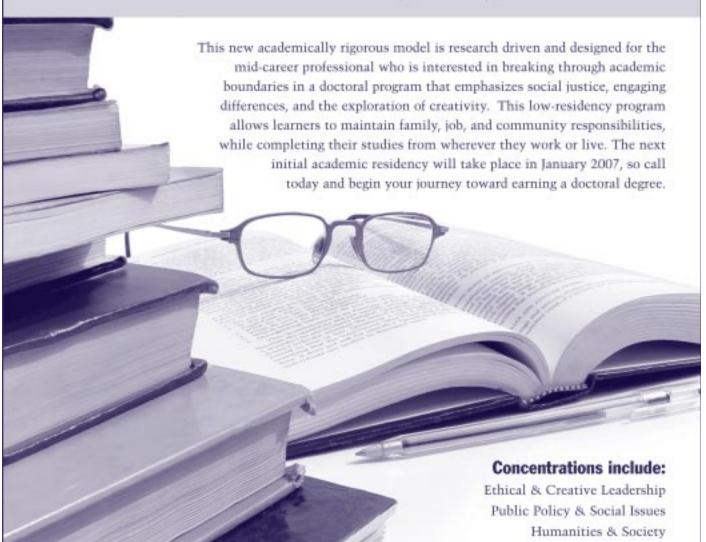**Scholarship**   **Education**   **Applied Leadership**   **Public Service**   **Business**

Concurrent Session 3

Scholarship	Education	Applied Leadership	Public Service	Business

Also during CS 3: Learning Laboratory #2, 8 am – 10:15 am, Guidelines for Leadership Programs: Enlarging the Conversation, see page 15.

Empowerment, Social Justice, Servant Leadership and Volunteering   (Paper Presentations)

PDR 4

The authors will describe two perspectives on the role of outsiders in empowering local activists. The accompaniment movement, as exemplified by initiatives such as Witness for Peace and Christian Peacemaker Teams, explicitly aims to place outsiders in the role of walking with those who suffer systemic violence and oppression in the hopes of empowering local leaders. The other paper describes how the role of volunteer is often marginalized, creating an outsider dynamic within the structure of a community organization. The authors both explore how the outsider dynamic can be overcome to achieve empowerment and social justice.

Accompaniment: Servant Leadership to Reconfigure Power to Local Communities

This paper will document the accompaniment movement and its role in the Witness for Peace and Christian Peacemaker Teams in creating space and opportunities for local leaders to emerge in situations of conflict.

Stephen Gasteyer, Department of Human and Community Development,
University of Illinois at Urbana-Champaign

Positioning Volunteers for Leadership

This paper argues that while experts have discussed the marginalization of volunteering, they have been less vocal about positioning volunteers for community leadership. The paper identifies three areas that are important to enhancing the image of volunteers as leaders: community empowerment, civic competencies, and social activism.

Brenda Lloyd-Jones, The Department of Human Relations, University of Oklahoma-Tulsa

Leadership Development: Does Gender Matter? (Panel Presentation)

PDR 6

Do leadership training programs, intended to be gender neutral, affect men and women participants differently? The presenters have designed a general leadership training program with both men and women participants. They will discuss whether the experiences and the benefits in the program are the same regardless of gender.

Patricia Neilson, University of Massachusetts-Boston
Sherry Penney, University of Massachusetts-Boston

Chair: *Bob Colvin, Christopher Newport University*

Variables in Leadership Emergence   (Paper Presentations)

These two papers present qualitative research initiatives and uncover compelling themes of leadership emergence, which include formational life circumstances, interpersonal relationships, seminal events, and cultural context.

The Impact of Social Modeling, Cultural Values, and Support Systems on the Leadership Development of Emerging Global Women Leaders

This qualitative study focused on the leadership development of six emerging global women leaders. The impact of personal role models, cultural values, and support systems on leadership development was explored through structured interviews. Theoretical foundations for this research included (a) social cognitive theory, (b) implicit leadership theory, and (c) self-leadership.

Diane Chandler, Regent University

Adversity and Obstacle in the Shaping of Prominent Leaders

This paper is based on the presenter's doctoral dissertation in Leadership Studies research findings. The qualitative study investigated the possible relationship or affects that adversity, obstacles, and a challenge had on the shaping and development of prominent leaders, and it was peer debriefed by Blanchard, Kotter, Kouzes, Stoltz and Wheatley.

Howard Haller, The Leadership Success Institute

Archetypes and Role Models   (Paper Presentations)

We decide how to lead based in part on how we imagine a leader would behave in a given situation. The first presenter explores the psychological principles behind this way of imagining, and the second gives an historical example that illustrates inclusive leadership. By enriching the imagination, we teach new ways to lead.

In Fields of Image: Archetypal Psychology for Leadership

This paper introduces what is known as archetypal psychology, commonly associated with Carl Jung and popularized recently by James Hillman. It shows how archetypal psychology, grounded in unconscious images of persons, processes, and relationships, contributes to the study of leadership as we work to make these images conscious.

Nathan Harter, Purdue University

Inclusive Leadership: Insightful Learning from Ashoka, the Great

India provides one of the most inspirational role models for inclusive leadership in an ancient Indian king, namely, Ashoka the Great (299-234 BC) who adopted innovative approaches to build bridges across ethnic, racial, cultural and religious groups besides promoting social welfare and economic development. This paper focuses on the vision, mission and action on which his leadership was based.

Panduranga Bhatta, Indian Institute of Management, Calcutta

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Scholarship   Education   Applied Leadership   Public Service   Business

Learning Together: Connecting Campus, Community, and Cultures   (Panel Presentation)

The theories of Heifetz, Linsky, Nienow, and the Astins are used in leadership courses at the University of San Diego (USD). Offered for undergraduates, this collaboration between leadership and service learning provides experiential learning. The panel will discuss the intersection of theory and application as well as the connection between campus and the community.

Collaboration Across Campus

The undergraduate leadership program collaborates with service learning through experiential learning and coursework to enhance student leadership potential.

Teresa VanHorn, University of San Diego

Connecting Theory and Practice

Complex interactions in service learning provide a living laboratory for leadership development. A course linking theory and practice creates space for reflection.

Elaine Elliott, University of San Diego

Personal Transformation through Service Learning

This presentation will provide a reflection regarding taking a leadership in service learning course and explore the impact of the experience on personal growth.

Jose Miguel Valdez, University of San Diego

Responding to Recurring Issues in the Leadership Classroom   (Panel Presentation)

The question of whether Hitler was an effective leader, whether leaders are made or born, how to distinguish between "good" and "bad" leaders, if leaders should always be authentic, and other issues routinely arise when teaching leadership. In this interactive panel, experienced leadership instructors will introduce pedagogical strategies for responding to recurring issues. Audience members will be invited to contribute to the discussion.

The Ethics of Impression Management

Craig Johnson, School of Management, George Fox University

The Challenge of Defining Leadership: Cataloging the Good, the Bad, and the Ugly

Michael Hackman, Department of Communication, University of Colorado-Colorado Springs

Should We Teach Students WHY to Lead?

Bob Colvin, Department of Leadership and American Studies, Christopher Newport University

Is Leadership a Trait or Skill?

Peter Northouse, Department of Communication, Western Michigan University

The Crossroads of Leadership in Eastern Europe: Insights from Lithuania, Russia, and Bulgaria (Panel Presentations)

Salon 11

While the GLOBE study provided new insights into the practices and values of Eastern European cultures, preferences for leadership approaches may be changing in these countries. The objective of this panel presentation is to present and discuss the ongoing research and experience of educators involved in the study and development of leadership in these countries.

Insights from Development of a Lithuanian Educational Institution

The session will discuss leadership approaches that influenced development of organizational trust in a multicultural university during the post-Soviet transition in Lithuania. This example indicates that effective leadership during Lithuania's transition from the Soviet Union to the European Union was based on the critical components of integrity, compelling vision, inspiration, and the ability to capitalize on opportunities afforded by a turbulent environment.

Bonnie Straight, Lithuania Christian College

Evolution of Perception: What Makes an Effective Leader in Russia?

The changing conditions of doing business in Russia since the collapse of Communism in 1991 have re-shaped the profiles of effective organizational leaders. While GLOBE results collected in the 1990s display a generic culture-specific profile, the latest developments in the 2000s add to the changing societal perception of effective leaders in Russia.

Andrei Akopian, National Center for Human Reproduction and Family Planning

Bulgarian Students' Perceptions of Servant Leadership

This presentation reviews a study examining Patterson's (2002) servant leadership theory within the Bulgarian context. The study pioneers leadership research in Bulgaria, a country experiencing an uneasy transition to democracy and a market economy after the collapse of communism.

Marina Dimitrova & Mihai C. Bocarnea, School of Global Leadership and Entrepreneurship, Regent University
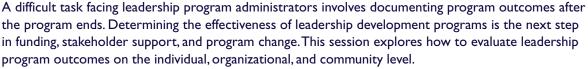
Chair: *Dail Fields, School of Global Leadership and Entrepreneurship, Regent University; Lithuania Christian College*
Commentator: *Mihai C. Bocarnea, School of Global Leadership and Entrepreneurship, Regent University*

The Good, the Bad and the Ugly: Documenting the Effectiveness of Leadership Development Programs (Paper Presentation)

Salon 12

A difficult task facing leadership program administrators involves documenting program outcomes after the program ends. Determining the effectiveness of leadership development programs is the next step in funding, stakeholder support, and program change. This session explores how to evaluate leadership program outcomes on the individual, organizational, and community level.

Alice Black, Ohio LEAD Program — Ohio State University (refereed track)
Garee W. Earnest, OSU Leadership Center (refereed track)

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Scholarship   Education   Applied Leadership   Public Service   Business

Running Alone: Presidential Leadership from JFK to Bush II (Conversation with Author)

Political scientist James MacGregor Burns will discuss his new book, *Running Alone: Presidential Leadership from JFK to Bush II* (Basic Books, 2006). He argues that John F. Kennedy kept his distance from the Democratic Party when he ran for president in 1960, relying more on his personal charisma and family wealth to win the election. Furthermore, Kennedy often bypassed the Party in governing and redefined the ways presidents relate to their party and the way they lead. In light of the changes initiated by Kennedy, Burns will discuss his influence on later presidents, especially Bush II.

James MacGregor Burns, The James MacGregor Burns Academy of Leadership,
University of Maryland; Williams College

Latin American Leadership Research at the Crossroads (Panel Presentation)

Most of the leadership research conducted in Latin America has historically been part of larger international research efforts or for testing foreign models of leadership. This is a time for Latin American researchers to make a decision regarding whether they will continue that tradition or develop their own research models and theories.

Leadership Prototype in a Mexican Manufacturing Plant

Based on the human information processor theory, this study profiled the leadership prototype of Mexican employees in a manufacturing plant. Leadership prototype, defined as a collection of attributes or traits characteristic of a leader, was assessed using the Leadership Practices Inventory, which was adapted to describe an ideal leader.

Sergio Matviuk, School of Global Leadership and Entrepreneurship, Regent University

Sport Celebrities as Public Opinion Leaders in Argentina: The Case of Diego Maradona

This study analyzed how parasocial interaction and identification with soccer celebrity Diego Maradona affected the Argentinean public's opinion of, concern with, and perceptions about drug use after Maradona's drug-related health crisis in 2004. Findings suggest that sports celebrities have an important role as public opinion leaders.

Marcela Chavan-Matviuk, Office of Academic Affairs, Regent University

Influence of CEOs on Organizational Performance: A Study of Guatemalan Organizations
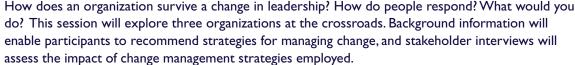
This study evaluated the degree to which CEO leadership behaviors have an effect on top management teams (TMT) and overall organizational performance. Through surveying various organizations, this study attempts to determine the degree to which CEO leader behaviors and TMT effectiveness are predictive of organizational performance.

Almarie Munley, School of Undergraduate Studies, Regent University

Three Organizations at the Crossroads (Case Study)

How does an organization survive a change in leadership? How do people respond? What would you do? This session will explore three organizations at the crossroads. Background information will enable participants to recommend strategies for managing change, and stakeholder interviews will assess the impact of change management strategies employed.

Alice Murray, University of South Florida Lakeland
Laurie Woodward, Minnesota State University, Mankato

Student Perceptions of Leadership (Paper Presentations) *Salon 8*

This session will focus on results from two projects eliciting student perceptions of leadership — both their own leadership development and the leadership they admire in others. The first paper will highlight self-perceived leadership development of college students after taking a leadership course and the second will share responses of students from four continents concerning the characteristics and leadership qualities of leaders they admire.

Leaders We Admire: An International Student Survey

The people at the crossroads today bring differing expectations of leaders. Over 700 students from four continents responded to a survey asking them to identify and describe a leader they admire. This paper discusses the differences in gender, role and styles of these respected leaders.

Bonnie Pribush, Franklin College

Understanding Leadership Course Impact on Students' Self-Perceptions of Their Leadership Development

This study highlights self-reported perceptions of growth in the areas of leadership knowledge, attitude, and skills by college students after taking an introductory leadership course. Interesting findings regarding gender emerged within the data set that may shed light on the intersection of gender and the curriculum.

Corey Seemiller, University of Arizona
Rich Whitney, University of Nevada, Reno

Marietta College

McDONOUGH CENTER
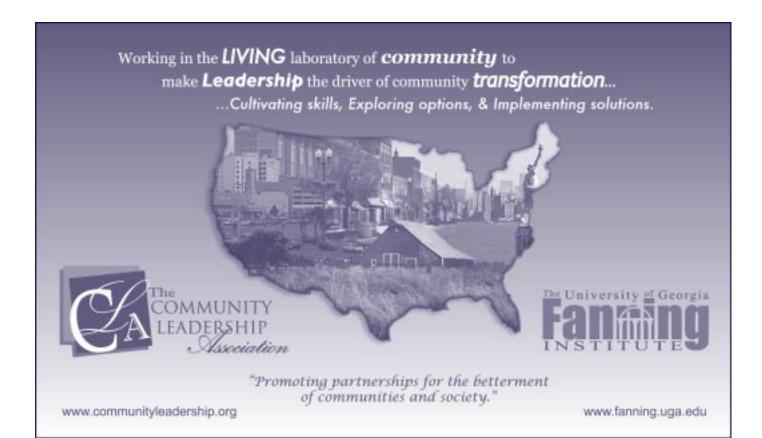FOR LEADERSHIP AND BUSINESS

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Concurrent Session 4

Also during CS 4: The continuation of Learning Laboratory #2, Guidelines for Leadership Programs: Enlarging the Conversation, see page 15.

Needs-Based Negotiation for School Collaboration: Making Communication Work (Roundtable)

State Ballroom T. 1

The advent of inclusion, pre-referral intervention, accountability and parent involvement has changed the landscape for the professional leader and educator. The discussion will focus on utilizing methodologies from other disciplines, e.g. business, politics, international diplomacy, etc., in the school or classroom to foster collaboration.

Patricia Ann Marcellino, Adelphi University
William J. Niles, Adelphi University

Leaders Communicate and Communicators Lead: The Challenge of Communicating Change to Adjunct Faculty (Roundtable)

State Ballroom T. 2

In this session, participants will talk about how one academic program leader navigated through—and got adjunct acceptance of—raising the standards for learning outcomes in the classroom. The process is as simple, or as complex, as you + me = we, especially when change is considered a four-letter word. The roundtable will share experiences in successfully communicating change within an academic institution.

Sandra Allen, Columbia College Chicago

Finding Clues of Effective Leadership in Obituaries (Roundtable)

State Ballroom T. 3

This study, based on an interpretive study of written obituaries in grounded theory tradition, discovers and presents seven patterns that explain effective leadership.

Hamid Akbari, Northeastern Illinois University

Crossroads for Leadership in the Disabilities Field: Preparing the Next Generation of Leaders for the 21st Century (Roundtable)

State Ballroom T. 4

This paper presentation will inform participants about the strengths, challenges, and concerns of new and emerging leaders in the disabilities field. In addition, it will provide suggestions for educational programs, mentoring relationships, and applied experiences that will prepare young leaders to serve individuals with disabilities in the 21st century.

Laura Thompson Brady, University of Delaware
Steven Eidelman, University of Delaware

American-Educated National Political and Business Leaders of the World (Roundtable)

State Ballroom T. 5

This is a preliminary project that aims to compile a database on American-educated national political and business leaders of the world, which hopefully will lead to understanding the influence such leaders have.

Joseph S. Bayana, History Department, University of Asia and the Pacific

Leadership in Public Service—
Private Sector Connections (Roundtable)

Privatization ventures between the public and private sectors require shared leadership for endeavors ranging from payroll, towing, or recruiting functions to providing utilities for developing countries or managing schools or prisons. This roundtable explores privatization leadership regarding authority, continuity, and formality. Attendees will be invited to cooperate in joint research.

Carolyn Roper, Purdue University North Central

Servant Leadership: A Global Perspective
and Discussion of Its Emergence (Panel Presentation)

Servant Leadership: A Viable Model for the Latin American Context?

The presenter will discuss Patterson's (2003) theory of servant leadership as it examined the viability and acceptance of the theory's constructs (love, humility, altruism, vision, trust, empowerment, and service) in the Latin American, specifically Panamanian, context. Five high profile leaders of different sectors of Panamanian society were queried to explore their views on the constructs of Patterson's theory and to find out if those constructs were conceptually acceptable and practically applied within the culture.

Magda Serrano, Ciudad Santa Fe, Real Estate

Servant Leadership and Altruism: Is the Moral Consciousness of the Servant Leader What America Needs?

Greenleaf explains that servant leaders make the choice to serve first and then lead. What is involved in a servant leader's conscious choice to serve? This presentation investigates the importance of leader consciousness and high moral reasoning in the servant leader's altruistic choice to serve.

Jeanine Parolini, Jeanine Parolini Consulting; North Heights Lutheran Church

Exploring the Effectiveness of Servant Leadership in Ghana and the U.S.

This presentation addresses research that explores differences in the relationship between servant leadership behaviors and leadership effectiveness in Ghana and the U.S. with a hypothesis that followers in Ghana would experience servant leadership behaviors less frequently than U.S. followers do. A second hypothesis is that followers in Ghana will perceive a weaker relationship between leaders' servant leadership behaviors and leadership effectiveness.

Jeffrey Hale, Bible League

Chair: *Kathleen Patterson, School of Global Leadership and Entrepreneurship, Regent University*

Learning to Lead: Preparing Tomorrow's
Educational School Leaders Today (Panel Presentation)

The purpose of this panel will be to address the manner in which educational leadership programs are preparing tomorrow's school leaders to navigate the educational institutional "crossroads" of a new leadership position. The panel will explore complementary and supporting viewpoints from the panelists as well as an exchange of ideas from the audience.

Lynn Bush, Department of Educational Leadership and Development,
Northeastern Illinois University
Terry Stirling, Department of Educational Leadership and Development,
Northeastern Illinois University
Diane Ehrlich, Department of Educational Leadership and Development,
Northeastern Illinois University
Nicole Holland, Department of Educational Leadership and Development,
Northeastern Illinois University

The Crossroads of Middle Eastern Leadership Development (Paper Presentation)

PDR 6

"Leadership at the crossroads." No place in the world exemplifies this theme like the Middle East. The need for leadership development is clear. However, it is not taking place. Why? Many Middle Eastern leaders see what comes from the West as irrelevant. Although the need for leadership development looks familiar, it needs to take into consideration the nuances specific to the culture.

Tommy Weir, Encore Consulting

Using Interpretive Frameworks to Teach Leadership (Case Study)

PDR 7

The presenters suggest leadership educators can effectively use interpretive frameworks embedded in assessment rubrics to teach leaders how to articulate "what is going on here" and how to frame "what needs to happen next." They share their experience having students respond to leadership vignettes in graduate courses at Duquesne University.

Jim Wolford-Ulrich, Duquesne University
Eileen Eckhart-Strauch, Duquesne University

Fearless Change: Patterns for Introducing New Ideas (Conversation with Author)

PDR 8

Change is difficult, but leaders cannot avoid it. The book *Fearless Change: Patterns for Introducing New Ideas* is a collection of successful strategies for leading change, based on experiences from change agents in organizations throughout the world as well as research from publications on the topics of change and influence.

MaryLynn Manns, University of North Carolina at Asheville
Linda Rising, Independent Consultant

Kaleidoscope—A Workshop on Global Cultures and Leadership (Workshop)

PDR 9

The aim of the workshop is to share the core leadership principles and the innovative strategies that are practiced while working with different cultural groups at the grass roots level and to highlight the importance of collaborative formal partnerships between the government, community service providers, and academics to provide an integrated service.

Graciela Patron, Ishar Multicultural Centre for Women's Health
Jan Ryan, Ishar Multicultural Centre for Women's Health
Andrea Creado, Ishar Multicultural Centre for Women's Health

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

Two Perspectives on Crisis Leadership   (Case Study)   *Salon 1*

**A Crisis Leadership Analysis of
FEMA's Response to Hurricane Katrina**
This presentation will apply a crisis leadership analysis to the failures of the Federal Emergency
Management Administration (FEMA) during Hurricane Katrina in order to outline some
alternative approaches.

Phillip Thompson, Georgia Institute of Technology

Leadership at the Crossroads: Responding to a Community Crisis
This study investigates the means by which chief influence agents (CIA) as leaders influence the
process of making sense of events and experiences, relate with constituents, and influence others
to cope with and survive a potential community crisis.

Carolyn K. Lee, The University of Southern Mississippi

**Best Practices in Leadership Training:
What Has LeaderShape Learned In Twenty Years?**   (Workshop)   *Salon 10*
Is it the curriculum or the facilitation? Is it the students or is it the facility? Is it the length of training
or is it repetition? What makes leadership training successful over time? What are the challenges and
opportunities for quality control?

*Michael McRee, LeaderShape
Denny Roberts, Miami University
Laura Osteen, Florida State University*

**Global Leadership: Eight Tools
for Leading Beyond Borders**   (Workshop)   *Salon 11*
This experiential workshop will explore the question of how to enable leaders to develop their
capacity for crossing the "borders" that divide human beings from each other. We will explore a set
of tools that have been used by leaders throughout the world to build bridges that connect conflict-
ing groups (racial, economic, religious, political, etc.).

Mark Gerzon, Global Leadership Network

Innovations in Leadership Education: The Keck   *Salon 12*
Initiative on Leadership and the Liberal Arts   (Panel Presentation)
Three academic institutions collaborate on the development of interdisciplinary, team-taught courses
that integrate leadership themes with arts-and-sciences disciplines. Learn how professors from a
range of liberal arts disciplines work to design and teach multi-disciplinary courses that ground
students in real-world issues of leadership.

*Joanne B. Ciulla, Jepson School of Leadership Studies, University of Richmond
Michael Genovese, Loyola Marymount University
Ronald Riggio, Kravis Leadership Institute, Claremont McKenna College*

The Search for Humanistic Leadership   (Paper Presentation)   *Salon 2*

In this session, the presenter invites the study of a more humanistic view of leadership based on the fundamental decency and the reserve of capabilities to be found in many ordinary persons.

Jean Bethke Elshtain, University of Chicago

Shared Leadership and Servant Leadership: Pathways to Team Effectiveness   (Paper Presentations)   *Salon 7*

While leadership at the top of an organization continues to play a key role in organizational survival and effectiveness, there is a trend toward a broader view of leadership to include roles throughout the organization. The papers in this session report the results of empirical studies that investigated leadership specifically in the context of teams and team effectiveness.

Shared Leadership in Teams: Measurement, Antecedents and Outcomes

Shared leadership describes a process of shared influence within group settings where more than one person participates in leadership roles and responsibilities. This study examined the measurement of shared leadership in teams, including potential antecedents (cognitive ability, emotional intelligence, and team size) and outcomes (team effectiveness, creativity and performance).

Noelle F. Scuderi, Department of Organizational Sciences,
The George Washington University (refereed track)

Examining the Impact of Servant Leadership on Team Effectiveness: Findings and Implications for Those at the Crossroads of Leadership Scholarship and Practice

As evidenced by the work of LaFasto and Larson (2001), team based-structures continue to permeate organizational life. In light of this, understanding leadership predictors of team effectiveness is essential. Data combined from two studies are used to present servant leadership predictors of team effectiveness.

Gail Longbotham, School of Leadership Studies, Regent University

What Students Know About How to Teach Leadership . . . and Why We Should Listen to Them!   (Panel Presentation)   *Salon 8*

As faculty educators and student program personnel, the development of leadership capacity is at the heart of our work. Yet we sometimes go about this without deep enough consideration of the students standing at the crossroads of our professions. This panel presentation will focus on leadership education from the student perspective.

Nancy S. Huber, University of Arizona
Jessica Samoy, University of Arizona
Lynn Hertrick Leavitt, George Mason University
Rachel Muth, George Mason University

Commentator: *Corey Seemiller, University of Arizona*

Strategy Mapping as a Visionary Leadership Tool   (Workshop)   *Salon 9*

This workshop will help participants understand how to use strategy mapping to create, communicate, and implement a shared vision. The presenters will draw on the experience of a large community health and wellness center in a low-income urban neighborhood.

Barbara Crosby, Public and Nonprofit Leadership Center,
Humphrey Institute of Public Affairs, University of Minnesota
John Bryson, Public and Nonprofit Leadership Center,
Humphrey Institute of Public Affairs, University of Minnesota

Concurrent Session 5

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group 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

Also during CS 5: Learning Laboratory #3, 1:45 pm - 4:15 pm, Leadership Education—Above and Below the Neck, see page 15.

Leadership and the New Mindset: The Essence of Leadership Comes From Within (Workshop)

PDR 4

Becoming a great and trusted leader requires searching within to find the genuine leader inside. The connections between genuineness, organizational trust, and performance will be explored, as well as the practical side of searching within. The presenters will also consider competencies and reflective leadership practices to help individuals find their inner leader.

Ellen Leader, Authenticity
Daniel Dangler, Authenticity

Leadership Models That Can Change Societies and Improve Lives (Paper Presentations)

PDR 5

Leadership and Cross-Cultural Practical Moral Discourse on Human Rights for Women

Based on recent field research, our paper will investigate the conceptual framework, methodologies, and specific strategies of leadership adopted by Swayam, a non-profit urban women's organization committed to fighting violence against women and children in Calcutta, India. It will also highlight the praxis side of leadership and moral discourse.

Bindu Madhok, Albion College
Selva J. Raj, Albion College

The Partnership Approach Model of Leadership and Community Change

Partnership Leaders can promote community change. The speaker will explore the qualities inherent in the partnership approach, illustrating how the model can be replicated.

Thais Corral, Global Leadership Network; Brazil Network for Human Development

Passing the Baton: Strategies in Shifts for Generational Leadership   (Workshop)

One of the most critical issues facing organizations is the challenge that surrounds the transfer of leadership from aging Baby Boomers to younger generations. In the next five years, the first wave of the Baby Boomers will begin to retire, leaving in their wake a large experience and knowledge vacuum in all ranks of our organizations at a time when many organizations face the biggest and hardest challenges in their history. New skills and strategies will be critical for the future success and growth of all organizations. In addition, there is a need for new models for multi-generational leadership transition learning and partnership. During this interactive session, participants will explore the challenges, concerns, and opportunities inherent in the generational crisis facing organizations today.

Corey L. Jamison, The Kaleel Jamison Consulting Group, Inc.
Frederick A. Miller, The Kaleel Jamison Consulting Group, Inc.

The Leader as Communicator: Effective Models of Communication   (Panel Presentation)

Leadership and Communication, or 'Say the Magic Word'

Communication is a key aspect of enhancing leadership. However, too many individuals assume that communication simply means sending one more email. This presentation focuses on the research behind leadership and communication, defines strong communication, and provides practical (and humorous) examples for improving culture, communication, and social capital.

Peter Jonas, Cardinal Stritch University

Leadership Communication: Language of Power, Language of Empowerment

How do leaders communicate? Is leadership communication different from other types of communication? What are leadership communication styles? Are there any gender differences in leadership communication? Is leadership communication culturally bound? These questions will be addressed in the presentation using theories supported by practical examples of leadership communication.

Ivana Mrozkova, Palacky University, Olomouc

Leadership Communication: Putting Words into Action

To prepare students in their leadership development, methods of corporate coaching can be used. Small group and individual training and consulting are very useful and highly effective. In addition, there are many positive benefits of one-on-one coaching. A business student in his fifth and final year noted, "I have learned more in this one-day-session about myself and leadership than I have in my entire career at this University!" In this presentation, an overview of the corporate coaching model will be provided along with examples of how this type of coaching has been implemented at universities in the U.S. and in The Netherlands.

Ted Baartmans, The Presentation Group

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Scholarship   Education   Applied Leadership   Public Service   Business

Roadmap for Success: Key Factors in Building a University-Level Leadership Development Program (Panel Presentation)

This panel examines some key factors involved in building a successful university-level leadership development program. Issues considered include: how to deal with academic, administrative, and financial challenges; utilizing the knowledge and energy of a board of community leaders to enable leadership programs to become more connected to the surrounding community, provide real world leadership experiences for students, and assist in increasing program resources; incorporating meaningful service opportunities in leadership programming; and integrating the study of ethics in the university-level leadership development program.

Key Issues in Establishing a University-Level Leadership Development Program: Dealing with Academic, Administrative, and Financial Barriers

Michael Hackman, University of Colorado-Colorado Springs

The Value of Working Community Boards and Clear Vision Documents

Amy Kirlin, University of Colorado-Colorado Springs

Incorporating Meaningful Service Opportunities in Leadership Programming

Brent Turner, University of Wisconsin-River Falls

Integrating the Study of Ethics in the University-Level Leadership Development Program

Geoffrey Tumlin, University of Texas-Austin

Developing the Whole Person Leader (Panel Presentation)

Developing the whole person leader, as a strategy, is increasingly accepted in industry, academia, and government agencies. There are different versions of the whole person leader. The members of this panel, representing corporate, academic, and government worlds, will present their efforts to implement whole person leadership development programs.

Being a Leader

Leading is more than a set of behaviors or skills. Human beings bring to a leadership situation a whole array of feelings, values, beliefs, and ways of thinking. Creating a whole person leader requires the development of awareness and insight into that person's inner nature, true essence, or real self.

Ernie Stech, Chief Mountain Consulting

For the Sake of Our Future: Nurturing and Sustaining a Leadership Culture

NASA Goddard Space Flight Center's Leadership Alchemy Program is a resounding success. Graduate leaders' "way of being" coupled with their "way of doing" models the behaviors needed for a healthy culture that attracts and retains the best and the brightest employees and unleashes their creative energy and passion.

Gail S. Williams, NASA Goddard Space Flight Center

Investigating the Whole Person as Leader

College programs in leadership studies focus on theory and competencies, often neglecting the importance of leader self-awareness and life experiences to the leadership process. This presentation will examine an introductory leadership studies course at Christopher Newport University designed for students to investigate the whole person as leader.

Anne Perkins, Christopher Newport University

Developing a Whole-Person Leadership Practice

PDR 9

Learning to lead is about learning to learn. This presentation explores the crossroads between the leader as learner and the practices that enable leadership to emerge at any level in any context.

Lucy E. Garrick, NorthShore Group

Crossroads for Whole Person Leadership

Due to Globalization and the need to operate in a more open holistic society, we are at the crossroads for changing the way we look at leadership and how we function as whole person leaders. In this new way of being, we must determine a better way of balancing and integrating our work-life with our personal-life.

Mary Kenney, The Boeing Company

Leadership at a Crossroads: Disciplinary Intersections and New Directions   (Panel Presentation)

Salon 1

In the multidisciplinary study of leadership, some disciplines are more equal than others. This panel will examine leadership through the lens of disciplines that do not traditionally inform our understanding of leadership, including linguistics, philosophy of language, political science, and the arts.

Leadership in Political Science

Until the modern era, politics provided the context for considerations of leadership. In the 20th century, leadership faded into the background of political science as groups, institutions, and behaviorialism g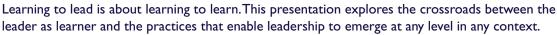ained prominence. This paper explores leadership through the lens of political leadership and political science. It incorporates the work of Barbara Kellerman, Gerald Paige, Robert Tucker, James Scott, Erwin Hargrove, Ronald Walters, and other political scientists who not only offered insight on leadership but also expanded our understanding of politics.

Richard Couto, PhD Program in Leadership and Change, Antioch University

Toward a Communicative Theory of Leadership: A Pragmatic Analysis of Core Practices

This presentation integrates linguistic pragmatics and philosophy of language into an account of core communicative practices for initiating and engaging in the process of leadership.

Kathryn Gaines, Leading Pace, LLC

The Leadership of the Arts

Leadership studies often neglect social change efforts and social change efforts often neglect scholarly attention to the role of the arts in them. The arts, however, may express informed, diffused, collective, and transforming leadership for social justice.

Susie Erenrich, Cultural Center for Social Change

Developments in African Leadership: A Renaissance of Values-Based Leadership Approaches   (Panel Presentation)

Salon 10

Ubuntu and Mutuality in Post-Apartheid South African Leadership

The African practice of affective community and fundamental humanity in the African social philosophy of ubuntu allows for the construction of a value-based approach of leadership in post-apartheid South Africa, where leader and follower attain full humanity through a liberating, empowering relationship of mutuality.

Cornelius (Corné) J. Bekker, School of Global Leadership and Entrepreneurship

A Conceptual Model for Cross-Cultural Leadership in West Africa

This presentation proposes a theoretical model of cross-cultural leadership in West Africa. It is not a model of African leadership. Rather, it describes a model that a person from a non-African cultural perspective can use to interface appropriately within the African culture to exert spiritual, cognitive, and behavioral influence.

Jeffrey R. Hale, Bible League

Harambee and Servant Leadership in Kenyan Approaches to Leadership

This presentation is a research report on servant leadership, specifically considering servant leadership theory in a Kenyan context with a focus on the Swahili concept of Harambee—meaning pulling together—and embodies and reflects the value of mutual assistance, joint effort, mutual social responsibility, and community self-reliance.

Kathleen Patterson, School of Global Leadership and Entrepreneurship, Regent University

Different Leadership Styles for Different Organizational Levels: A Phenomenological Case Study of the Use of Clan/Paternalistic, Transactional, and Transformational Leadership Styles in a South African Retail Food Store Chain

This case study explores the deliberate use of paternalistic/clan leadership style at the store level, a transactional leadership style at the store manager to regional manager level, and a transformational leadership style between the CEO and his direct reports at the head offices.

Bruce E. Winston, School of Global Leadership and Entrepreneurship, Regent University
Chair: Cornelius (Corné) J. Bekker, School of Global Leadership and Entrepreneurship, Regent University

Commentator: *Bramwell Osula, School of Global Leadership and Entrepreneurship, Regent University*

Key Leader—A Global Approach to Service Leadership for Teens   (Workshop)

Salon 12

Key Leader is the new global service leadership program for teens sponsored by Kiwanis International. During the workshop, you will experience some of the activities participants complete. We will also discuss how to bring this program to your neighborhood. You will have fun and learn about Service Leadership—Key Leader style!

Lanton Lee, Kiwanis International
Carol Clyde, Leadership and Community Involvement, Southern Methodist University

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Leadership in Complexity—Part I   (Paper Presentations)

Salon 2

Leaders operate in complex environments. Streamlining leadership to simple principles and practices appears counterintuitive, if not misguided. This session explores the rules and patterns governing complex systems that, when properly understood and applied, will result in more effective leadership than what is offered by traditional leadership models.

Complexity Science and Leadership: Principles for Herding Butterflies

This paper demonstrates how complexity science interprets and normalizes the 'chaos' leaders experience as evidence of a healthy and dynamic institution and provides practical principles and skills for leaders to manage such chaos.

John Shoup, California Baptist University

Leadership as the Promise of Simplification

Systems thinking has entered leadership studies through Peter Senge and Margaret Wheatley. By now, many scholars and educators have contemplated the importance of complexity as a condition within which leadership takes place. This paper will treat leadership as a response to complexity and as an attempt to resolve complexity.

Nathan Harter, Purdue University

Systemic Consciousness and Leadership

The practice of leadership in the 21st century requires both a consciousness that is systemic and a recognition that we are part of a larger social and ecological context. Systems thinking draws on the concepts and metaphors about the living world and helps one view the world as relational, dynamic and interdependent. This presentation introduces five characteristics of living systems and their implications in the practice of leadership.

Ken Otter, Saint Mary's College of California

Chair: *Nathan Harter, Purdue University*

Undergraduate Perspectives: Leading the College Organization   (Panel Presentation)

Salon 3

Undergraduate students, please join us for a fun and interactive discussion of the challenges and triumphs of leading college organizations. Facilitated by undergraduate students, we will also explore how these experiences might facilitate our future career and life endeavors. This session will be a great opportunity to network with peers from around the world.

Tony Middlebrooks, University of Delaware
Stacie Colburn, University of Delaware
Liz Huegelmeyer, University of Delaware
Patrick Duggan, Providence College
Ashley Niven, Providence College
Michelle D. Jones, Providence College

Emotional Intelligence at the Crossroads Between Hype and Theory: Leadership Implications   (Panel Presentation)

Salon 7

Investigating the Relationship between Emotional Intelligence and Ethics

Little attention has been paid to date to pursuing a possible relationship between emotional intelligence and ethics or moral reasoning. This presentation investigates the relationship between emotional intelligence and the leader's social ethics in an effort to uncover how each one influences the other.

Jeanine Parolini, Jeanine Parolini Consulting; North Heights Lutheran Church

The Relationship between Occupational Burnout and Emotional Intelligence among Clergy or Professional Ministry Workers

Occupational clergy experience burnout. Previous studies have shown the potential for correlating emotional intelligence with burnout among spiritual leadership. Could such a correlation signal the opportunity for emotional development or the timing of sabbaticals? To answer this question, this presentation examines the results of a canonical correlation analysis between burnout and a cognitive model of emotional intelligence.

S. Joel Palser, Christian Broadcasting Network

Relating Emotional Intelligence and Spiritual Intelligence to Leadership Effectiveness

This presentation provides a review of literature examining the relationships between emotional and spiritual intelligence and leadership effectiveness. Extant literature is presented within a context of multiple intelligences. From this review, an exploratory model has been developed which treats emotional and spiritual intelligence as predictors of leadership effectiveness.

Catherine Self, School of Global Leadership and Entrepreneurship, Regent University

EQ and Relational Management in Leadership

This presentation explores leaders' ability to create an environment of candor, trust, and psychological safety through emotional intelligence. The study argues that the three keys to creating resonant and productive culture in the organizations are discovering the emotional reality, visualizing the ideal, and sustaining emotional intelligence.

Bryan Sims, School of Global Leadership and Entrepreneurship, Regent University

Chair: *Mihai C. Bocarnea, School of Global Leadership and Entrepreneurship, Regent University*
Commentator: *Philip V. Palser, Chippewa Valley Technical College*

Students' Leadership Development at the Crossroads Between Academic Affairs and Student Affairs   (Panel Presentation)

Salon 8

This panel will discuss efforts made by leadership professionals at two institutions to overcome traditional barriers between academic affairs and student affairs. Both Western Kentucky University and Saint Mary's College are working on campus-wide initiatives to establish a leadership focus for student development and changing institutional culture toward leadership development.

Crossroads Indigenous to the University Setting: Efforts to Overcome Traditional Barriers

Leadership professionals from academic affairs and student affairs are working together to establish a leadership focus for Western Kentucky University. This collaboration includes leading a change in the culture to overcome the typical silo effects, which may isolate leadership programs and their participants.

Cecile Garmon, Western Kentucky University
Scott Taylor, Western Kentucky University
Cindy Ehresman, Western Kentucky University
Amanda Phillips, Western Kentucky University

Promoting Students' Leadership at the Crossroads: Portfolio-Based Certificate in Women's Intercultural Leadership

This presentation will describe the Center for Women's Intercultural Leadership's innovative new certificate program in women's intercultural leadership. Educating at the intersection of diversity and leadership, the certificate integrates theory with practice, action with reflection, and knowledge of self and others by organizing curricular and co-curricular learning opportunities across campus.

Bonnie Bazata, Saint Mary's College

Personal and Situational Factors Predicting Greatness Ratings of U.S. Presidents   (Presentation)

Salon 9

A presentation and discussion of Keynote Speaker Dean Keith Simonton's decades-long research program on presidential success. Simonton will discuss both situational and personal factors relating to ratings of presidential greatness, with emphasis on his recent publication on IQ and presidential performance.

Dean Keith Simonton, Department of Psychology, University of California, Davis

Concurrent Session 6

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group 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**

Also during CS 6: The continuation of Learning Laboratory #3, Leadership Education—Above and Below the Neck, see page 15.

Transformational Entrepreneur's Role in Performance and Commitment of SME Employees (Roundtable)

State Ballroom T. 1

Entrepreneurs' leadership behavior will have a positive impact on employee performance. However, a study revealed that there is no positive relationship between leadership behavior and affective commitment.

Ramakrishna Yelamanchili, Department of Business Management, Aristotle PG College, Hyderabad

Transformational Leadership for Educators: Evaluation of a Leadership Development Program (Roundtable)

State Ballroom T. 2

This paper presents findings of a study that examined the outcomes of the Leadership Development Program for Special Needs. The LDP seminar is a yearlong program designed to help educators develop their leadership skills. The Leadership Development Program assists educators in developing their understanding of the concepts and complexities associated with leadership.

Lisa Ncube, Purdue University

True Visioning at the Intersections of the Transforming Leadership Journey (Roundtable)

State Ballroom T. 3

Transforming leadership that takes people beyond existing challenges by creating new realities is essential around the world. Fundamentally, this requires new transforming visions at many societal, business and organizational levels. However, the myriad eadership theories, with vision at the core, often confuse practitioners. This session will discuss research-based propositions, an emergent taxonomy of visioning processes and principles of true leadership visioning that assist leadership practitioners.

Kuldip Reyatt, Strategic Visioning Partners

Reforming the Culture of Large Inner City High Schools by Decentralizing through Small Learning Communities (SLCs)   (Roundtable)

State Ballroom T. 4

Large inner-city high school cultures resist change. This constructivist change strategy, headed by a representative task force, uncovered issues/concerns, synthesized underlying themes, and implemented all eight resultant lines of action, including developing a positive culture, a ninth grade and four additional SLCs, and improved student/teacher relationships.

Arthur Shapiro, University of South Florida

Service, Leadership, and Local Government as Vehicles to Create Flourishing Communities   (Roundtable)

PDR 1

Creating and supporting leaders who are engaged in their communities is a current challenge in our society. Baxter Magolda's (2004) learning partnership model provides an appropriate structure to educate students in supporting community development. Participants will examine the challenge of engaging students in community development and how to use the learning partnership model to discuss service, leadership, and local government with students to address this problem.

Sara Thompson, University of Illinois at Urbana-Champaign
Kathy Guthrie, University of Illinois at Springfield
Tia Schoth, University of Illinois at Urbana-Champaign

The Creative Process as a Leadership Practice   (Workshop)

PDR 4

Leaders in an increasingly complex world need to move nimbly through unceasing change and ambiguity. This highly interactive workshop will explore the creative process as a way to build leadership capacity. Despite common beliefs, the creative individual is not defined by output, but by an approach. Creativity as an approach evokes the learner in us and encourages us to see in new ways.

Michele Vitti, Sunata Consulting

Scholar-Business Forum   (Roundtable)

PDR 5

This session is a meeting place for business leaders and scholars to explore mutual areas of interest and benefits. This format was first introduced last year at the Amsterdam conference where many great ideas for interaction emerged. The conversation continues in Chicago.

Richard Brydges, ARC Leadership Group
Mary Kenney, The Boeing Company
Nathan Harter, Purdue University
Al Goethals, Jepson School of Leadership Studies, University of Richmond
Jeffrey Beeson, Entheos Group

Women and Leadership at a Crossroad: Female Leaders Reflect on Past Influences, Present Practices   (Paper Presentation)

PDR 6

This panel presentation explores multiple research studies focusing on gender and leadership. Reflections are drawn from two qualitative research studies that examine the early childhood influences of women leaders and their current leadership practices. In this way, we explicate what factors influenced women to assume leadership roles and how those women lead and organize their workplace later in life.

Mary Breckenridge, Mercyhurst College
Melissa Gibson Hancox, Edinboro University

Developing Leadership Outcomes in Early To Late Adolescence: The Role of Authoritative Parenting Practices, and the Mediating Effects of Psychological Autonomy and Achievement Goal Orientation (Paper Presentation)

PDR 7

While researchers have generated much in terms of understanding the effects of leadership, relatively little is known about its psychological and social development especially during the early developmental stages of adolescence. This paper explores whether leadership can be developed in adolescents, and, if so, how this occurs.

Franklin T. Kudo, University of Hawaii—West Oahu (refereed track)

The Development of Nurse Leaders (Panel Presentation)

PDR 8

Already a global phenomenon, nursing shortages will become more acute in the next 10 years as many nurses reach retirement age. Developing nurse leaders is becoming a priority in many healthcare agencies. This session presents research capturing the necessary leadership qualities of nurse managers as well as research implementing a leadership development curriculum for nurse teams.

Not a Dead End Job: Developing Nurses as Leaders in Healthcare

Healthcare organizations focus on patient centered care models using business management principles without a focus on leadership skill development. Using the RNAO Best Practices as a guideline, a large teaching hospital initiated a pilot project to transform the environment and develop nursing leaders. The project targets clinical staff and new nurse leaders.

Susan Pilatzke, Regional Cancer Program, Thunder Bay Regional Health Sciences Center

Intersecting Crossroads in Nursing: A Caring Tradition, Autonomy and Relational Leadership

As the population ages and residential options for adults who require personal assistance and healthcare management proliferate, there will be an increased need for leadership in these areas. Nurses bring a caring tradition that fits well with these settings, but their leadership skills and autonomous practice patterns require adjustment in order to make the journey more exciting.

Carole Bergeron, PhD Program in Leadership and Change, Antioch University

Chair: *Teresa E. Gehman, University of Phoenix*

Murder, Madness and Methodology: A Case Study in Leadership and Collaboration (Panel Presentation)

PDR 9

An innocent child is abducted and murdered in a small, working-class city. Communication and collaboration, under a California sheriff's leadership, connected two counties, the FBI, and a community in the investigation and suspect's swift arrest. Their methodology provides a paradigm for teamwork even to non-law enforcement entities.

S. Irene Matz, California State University, Fullerton
Michael S. Carona, Orange County Sheriff-Coroner Department
Christine Murray, Orange County Sheriff's Department

Undergraduate Perspectives
on Leadership Studies   (Panel Presentation)

How do undergraduate students view leadership studies, and what are their ideas for improving leadership education? How can professors get students inspired to learn about leadership? What are effective ways to structure the undergraduate curriculum? Four undergraduate leadership students will present their views and engage attendees in an interactive discussion.

Getting Rid of the Glazed Looks: Emphasis on
the Relevance of Leadership Studies

Glazed looks in the classroom may occur because some or many students are not sufficiently aware of the potential leadership studies may offer them. How can educators emphasize the relevance of leadership studies to each student's individual life and enhance the student's motivation to learn about leadership?

Jennifer Dierberger, Christopher Newport University

Tunnel Vision: Getting Leadership outside the Box of Formal Organizations

There appears to be an extensive focus in leadership texts on interactions between superiors and subordinates in formal organizations. Does leadership study need to prepare students for more than entering the workforce?

Brandon C. Bowman, Christopher Newport University

Where in the World is Leadership?

This presentation laments the predominant, American-ethnocentric view of leadership. The world is becoming figuratively smaller in the age of media and advanced technology, and this requires greater intercultural facility with leadership approaches.

Rachel Snively, Christopher Newport University

Quantitative Research, Values, and Leadership Studies

This presentation touts the importance of a values-based, philosophical analysis of leadership rather than the social science tendency to attempt to quantify leadership phenomena.

Justin Pritchett, Christopher Newport University

Chair: *Bob Colvin, Christopher Newport University*

The Leadership 50: Practical Dos & Don'ts for Success   (Workshop)   *Salon 10*

This fun, interactive workshop will explore a practical tool for everyday leadership. Using self-assessment, participants will learn what type of leader they are and where they might have room for improvement. Participants will also recognize which 'DO' to choose and which 'DON'T' to eliminate when they experience a leadership crossroad.

David Wheatley, Humanergy, Inc.
Lynn Townsend, Humanergy, Inc.

	Scholarship		Education		Applied Leadership		Public Service		Business

Translating Social Justice from Classroom to Community: *Salon 12*
The Development of Leaders through High School and Beyond
The Institute for Social Justice and Change (ISJC) represents a collaborative effort between high school and college faculty aimed at developing future leaders to serve as agents for social change. This session will introduce the Institute's curriculum, philosophy, and approach, providing pedagogical tools to assist participants in similar endeavors.

Tova Olson-Sanders, Department of Human and Organizational Learning, The George Washington University; Leading Opportunity, LLC
Gideon Sanders, James Madison High School

Get Published Now: A How-To Session (Panel Presentation) *Salon 2*
The path to publication can be daunting, for both seasoned scholars and new writers alike. Two presenters with significant experience in various publications will explore the tricks of the trade and offer their own suggestions on finding ways to publish leadership research.

Mike Mumford, The Leadership Quarterly
Joanne B. Ciulla, Jepson School of Leadership Studies, University of Richmond

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Teaching Leadership: The Possibilities *Salon 7*
for Authentic Learning and Real Change (Panel Presentation)
The University of San Diego School of Leadership and Education Sciences Leadership Studies Program employs a teaching method that is referred to as "case-in-point" teaching. It treats the classroom as a temporary educational institution that is itself available for study. This session will describe the conceptual framework and students will provide examples of specific applications and their learning from courses.

Conceptual Framework and Analytic Tools
for Teaching and Learning about Leadership
This session describes the "case-in-point" teaching method that is based on three basic assumptions about the learning process. First, people learn best by experience because the evidence generated by personal experience is so compelling. Second, learning about leadership requires a partnership of intellect and emotions. Finally, learning is self-generated and consists largely of surfacing tacit assumptions and testing them against actual situations.

Terri Monroe, University of San Diego

Variations on the Group Relations Model for Use with Undergraduates
This experiential model has been used primarily with graduate students and adults. Undergraduates (young adults) are at a critical stage in their development, and learning about leadership and authority must be situated for them in a particular context that they understand. Our experiential courses using this model are adjusted to meet the unique needs of this population.

Cheryl Getz, University of San Diego

Applications of the Group Relations Model in K-12 Educational Settings
Multiple models of educational reform have been introduced in K-12 schools around the nation. However, without a change in perception and consequent practice by those in positions of leadership in the schools, the reform proposals are simply a band-aid to the real problem.

Heather Dierolf, Springall Academy

Using Learning about Leadership and Authority in Undergraduate Groups and Teams

Undergraduate students do not often see the utility of some of their academic experiences and requirements. They often feel that their coursework is disconnected from their lives and the other experiences they have while in college. In this session, students who participated in a (3-unit) weekend group relations leadership course describe their experiences. They will discuss how they continue to apply the leadership concepts they learned in the course to academic, extra-curricular, and social settings.

Michael Isaac Chavez Booth, University of San Diego

The Application of Group Relations Techniques to Training and Development

Many graduate students in the Leadership Studies program work in training and development, as consultants, or in other management positions. This presentation will describe the application of leadership concepts learned through case-in-point methodology and group relations conferences to practices used in training and development.

Laura Yu, University of San Diego, Ken Blanchard Companies

Collaboration Works: The Leadership Intersection Between Academic and Student Affairs (Panel Presentation)

Salon 8

Three leadership educators will share perspectives and stories regarding their experience creating and developing leadership programs that blend the curricular and co-curricular into effective leadership programs. Learn how The John Hopkins University, the University of Maryland, and SUNY Geneseo make it happen.

Tom Matthews, SUNY Geneseo
William Smedick, The John Hopkins University
Craig Slack, University of Maryland

You Can't Lead the Dance If You Can't Hear the Music (Workshop)

Salon 9

Leadership does not have to be as difficult as it often is if leaders are able to decode the unwritten rules governing how and why things are done in organizations. This workshop provides practical tools to help leaders dance with, not against, the unheard music of an organization's culture.

Carol Pearson, The James MacGregor Burns Academy of Leadership, University of Maryland

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Scholarship   Education   Applied Leadership   Public Service   Business

Writing for Visionary Leaders   (Roundtable)

Grand Ballroom T. 1

A leader's vision projects an organization's future and inspirational ways to reach it. Because the words we say create images we see, a leader must describe carefully the contagious declaration that moves a company towards a visual goal. This roundtable assesses the importance of authentic vision and ways to write it.

Timothy Pies, Concordia University

Increasing the Efficacy of an Online Organizational Leadership Program   (Roundtable)

Grand Ballroom T. 2

The purpose of this session is to describe and explain a formative evaluation study of an online leadership program at Gonzaga University. The session will describe a mixed-methods longitudinal design used to evaluate the efficacy of its programmatic approach in developing leaders and to offer continuous feedback to leadership education.

Adrian B. Popa, Gonzaga University
Mai Moua, Gonzaga University

Mindful Leadership: Its Impact on School Climate and Student Learning in an International School in Latin America   (Roundtable)

Grand Ballroom T. 3

This paper provides an overview of how a change of leadership affected the evolution of an international school in Latin America from a strongly hierarchical paradigm to a collaborative culture of empowerment, shared vision and decision-making. The paper provides evidence of the sustained positive impact this had on student learning in the International Baccalaureate Program.

John Hardman, Florida Atlantic University

Teacher Leaders and Principals: Power Relationships in a Selected Urban School in Texas   (Roundtable)

Grand Ballroom T. 4

Styles of leadership that encourage leaders to share responsibilities and authority have been the subject of much recent interest. As teachers are urged to assume new roles, a better understanding of the nature of teacher leadership and the power relationship between head teachers and principals is, therefore, important. The purpose of the study is to explore the nature of the power relationship between teacher leaders and the principal from a distributed leadership perspective and to examine how the principal and teacher leaders define, construct and develop the power relationship.

Yi-Hsuan Chen, Texas A&M University

Teaching Diversity at the Theory/Practice Crossroad through Interactive Exercises (Workshop)

The workshop explores exercises that teach diversity theory for workplace situations. A role-play based exercise will be presented to illustrate invisible social identities. Participants can contribute exercises that they have used to teach diversity in academic or organizational settings.

Kathy Duncan, University of La Verne

2006 Jablin Dissertation Award — Faith in the Corridors of Power: Religious Identity and Public Leadership (Paper Presentation)

In this session, the winner of the 2006 Jablin Dissertation Award will present his work and receive the award. This dissertation is one of the largest studies of faith in the lives of public leaders, emerging from interviews with 360 leaders. The project both explores personal dimensions involved with public leadership as well as traces the process by which religion has become part of the public landscape between 1976 and 2006.

Michael Lindsay, Rice University

Chair: *Joanne Ciulla, Jepson School of Leadership Studies, University of Richmond*

Leadership in Higher Education: Global and Micro Patterns of Perspectives (Paper Presentations)

Constructing Global Leadership Strategies by College/University Presidents around the World

A recent global study surveyed seven college/university presidents in order to measure how higher education administrators develop and employ innovative strategic planning and leadership. It was found that strategies used are dissimilar to those found in traditional strategic models, instead relying upon a culture of positionality.

Rebecca S. Lake, DePaul University Chicago

Women Deans: The 'Gift' of Leadership

In this study, I interviewed ten women deans from a southeastern university to deconstruct the term "leadership" using a feminist post-structural perspective. There is a tension between the deans' "gift" of delegation and their deliberate distribution of power.

Carol Isaac, University of Florida

Valuing and Building Youth-Adult Partnerships to Advance Just Communities (Panel Presentation)

This workshop will present lessons, results and implications from "Kellogg Leadership for Community Change," a national initiative that unleashes the potential of youth and their communities to shape the future for the common good through youth-adult partnerships. The program results in shared decision-making and youth serving and leading as social change agents.

Wendy Wheeler, Innovation Center for Community and Youth Development
Dale Nienow, Center for Ethical Leadership

Developing Leadership Program Guidelines: A Working Session (Workshop)

This workshop will be a follow-up session to Friday's Learning Lab, Guidelines for Leadership Programs: Enlarging the Conversation. The study circles' thoughts and conclusions will discussed and next steps planned.

Steve Ritch, University of South Florida St. Petersburg

Need to Stop for Directions? Navigating the Crossroads of Women's Intercultural Leadership Theory and Practice   (Workshop)

PDR 9

How can intercultural leadership programs navigate the intersections of theory and practice? This workshop will experientially explore a model for Women's Intercultural Leadership and look at a coherent and complex expression of this model, the Catalyst Trip. Both the model and program have created a roadmap for increasing women's agency.

Bonnie Bazata, Center for Women's InterCultural Leadership
Erin Crawford Cressy, Saint Mary's College

Leadership and Complexity: Exploring the Social Dynamics of Leadership and Organizing   (Presentation)

Salon 10

Complexity Leadership Theory represents an emerging area of leadership research that moves away from bureaucratic assumptions, grounded in hierarchy and authority, to a view of leadership as an emergent, interactive dynamic. It allows us to see leadership as distributed throughout the organization, not just in actions of individuals in formal positions or hierarchical roles. This session will provide an overview of the Complexity Leadership approach and engage a discussion of what a new paradigm based on complexity has to offer leadership research and practice.

Mary Uhl-Bien, Gallup Leadership Institute and Department of Management,
University of Nebraska-Lincoln

Are We There Yet? 21st Century Leadership in a Time of Transition   (Paper Presentation)

Salon 12

This two-part session includes a paper presentation followed by a more interactive experience, both dealing with the necessary transition of the workplace to the 21st Century paradigm of leadership.

The Realistic Application of Transformational or Authentic Leadership Theories To Your Workplace Situation

The main challenge addressed is how to add meaning, moral purpose, creativity, and empowerment to the working life of individuals in organizations when the superior does not practice transformational leadership and, indeed, may be indifferent or antagonistic toward these aspirations.

Barbara Ascher, Kravis Leadership Institute, Claremont McKenna College

When Paradigms Clash: Practicing 21st Century Leadership in a Time of Transition

Joseph Rost's leadership definition has garnered a lot of attention since the publication of his book in 1991. Yet there is little in the literature to help practitioners in its application. This paper discusses key findings from research that examines the experience of practitioners enacting a Rost-based model of leadership in both the public and private sector.

Ken Otter, Master of Arts in Leadership Program, Saint Mary's College of California

The Secret of the Seven Seeds: A Parable of Leadership and Life   (Workshop)

Salon 9

This workshop presents lessons of the book The Secret of the Seven Seeds in a fun, experiential and dynamic way. The book tells the story of an unbalanced and egocentric executive who becomes a happier human being with the help of a Master who provides him with ancestral oriental wisdom. The workshop will present an inner leadership path.

David Fischman, University of Applied Sciences

Crisis in the Trenches: The Impact of Leadership Style on Follower's Affect, Cognition, Resilience, and Performance (Paper Presentation)

Salon 2

This paper presents a theoretical analysis of how the scores of leaders within the organization who must deal with crises in the trenches can do so effectively and mobilize others to do the same. We develop propositions about how leaders influence followers' affect (i.e., mood and emotion), cognition, and responses during organizational crisis.

Amy Sommer, Ivey Business School, The University of Western Ontario

Using World Cafés in Leadership Courses and Programs (Workshop)

Salon 3

World Cafés can be powerful tools to engage individuals in conversations about leadership and introduce elements of fun and collaborative learning into any environment. This workshop will demonstrate a World Café session and will conclude with a brainstorming session about how this format can be used in various settings.

Michelle Jones, Providence College

Electing a Leader with Integrity— Ethics and Choice of the Leader (Paper Presentation)

Salon 7

This session explores how we might explain voting behavior that apparently departs from "issues" and picks instead a candidate who is less close to another on the issue. By making explicit the hidden normative dimension (integrity) of leadership, we explore the foundations of democratic decision-making.

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

Leadership at the Crossroads of Cultural Diversity (Paper Presentations)

Salon 8

This session examines constructs of leadership within the context of domestic and international diversity. Both papers explore the cultural aspects of leadership and address the need and reluctance to embrace cultural differences. In addition, the papers suggest ways to reframe our leadership models in ways that can remain familiar without excluding difference.

Longitudinal Research: College Student Leadership in Multiracial, Multiethnic Environments

As university alumni reflect on their leadership experiences in multiracial, multiethnic environments over a 10 year period, many are at a crossroads on their progress and the degree to which they are fulfilling their dreams. This paper presents results of a longitudinal study based on a dissertation completed by the researcher.

Cynthia Wolf Johnson, The University of North Carolina at Charlotte

The Intersection of Intercultural Training and Global Leadership Development

This paper examines the crossroads of leadership development training and intercultural training. The sets of skills and capacities described in both fields have much in common. In addition to distinguishing global leadership from leadership done globally, the paper offers insight into how intercultural training techniques can be used to develop global leadership skills.

Karen J. Lokkesmoe, Humphrey Institute of Public Affairs

Women as

GlobalLeaders

Learning Leadership

March 10-12, 2008

Madinat Jumeirah
Dubai, United Arab Emirates

Zayed University announces its third international student leadership conference, to be held March 10-12, 2008, in Dubai, United Arab Emirates. The 2008 theme of the Women as Global Leaders conference is "Learning Leadership." We welcome female students, faculty mentors and leadership professionals of both genders from throughout the world.

Founded in 1998, Zayed University offers an international style education to the women of the United Arab Emirates. With campuses in both Abu Dhabi and Dubai, the University's educational program has become a model for higher education in the region.

Throughout their tenure at Zayed University, students are challenged to develop into visionary and accomplished leaders. Leadership education and programming provide students with foundational exposure to leadership, as well as opportunities for further advancement. Graduates from Zayed University serve in leadership roles in their families, the country and the region, thereby shaping the future of the Middle East and its relationship to the rest of the world.

The primary objective of the Women as Global Leaders conference is to create continuing friendships that will transcend geographical, cultural, political and religious differences, and catalyze improved global understanding beginning with tomorrow's leaders. In 2006, Women as Global Leaders attracted more than 1200 participants from 84 countries. We hope that you and your students will be able to join us in March 2008 for an unforgettable event.

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Concurrent Session 8

Dissertation Research Workshop   (Workshop)   *PDR 1*

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

Tony Middlebrooks, University of Delaware

Inspired Pragmatism—Leading from Presence   (Workshop)   *PDR 3*

Presence is a new buzzword in leadership circles. But are we present this moment? How is being present related to Presence? How can we develop an ongoing practice to integrate Presence so that it becomes who we are and what we act from — not a concept but the living Presence of intelligence and creativity, love and courage, power and compassion? Integrating 20 years of teaching Presence-based wisdom traditions as well as serving globally in senior leadership positions, the presenter offers a Presence-based leadership approach, supporting leaders in the integration of their inner and outer work. This experiential workshop focuses on deep listening as well as on Presence oriented dialogue, both of which are practices directly applicable to various forms of leadership work.

Walter Link, Global Leadership Network, Global Academy

Developing International Leadership at the Crossroads: *PDR 4*
An Examination of the David and Lucile Packard Foundation's
Multiple Investments to Build Leadership Capacity in Family
Planning and Reproductive Health   (Panel Presentation)

This session will explore how the Packard Foundation is integrating evaluation and assessment findings and lessons learned to leverage investments in family planning and reproductive health (FP/RH) leadership. With India as a case study, but drawing on multiple country experiences, panelists will discuss how the Foundation has drawn on evaluation and research findings and six years of grant making experience in Africa and Asia to maximize its leadership investments. As the Foundation and its partners look to the future, they face the challenge of sustaining and accelerating the impact of these investments. The format will be interactive and will include perspectives from the Foundation, in-country partners, grantees and evaluators.

Lester Coutinho, The David and Lucile Packard Foundation
Kathy Toner, The David and Lucile Packard Foundation
Pape Gaye, IntraHealth International, Inc.

Chair: *Deborah Meehan, Leadership Learning Community*

Personal Leadership: Making a World of Difference   (Workshop)

How do we stay connected to inspiration when we are confronted by the new and unfamiliar or when our deeply held values are affronted by cultural difference? Personal Leadership, a methodology of two principles and six practices, responds to this question from the theory-into-action crossroads of leadership, intercultural communication, and whole-person self-development.

Barbara Schaetti, Personal Leadership Seminars LLC

Leadership Theory at the Crossroads: Going Back to Follett for a Directional Breakthrough   (Panel Presentation)

Three distinct yet complementary studies show how Follett's ideas are not only foundational to contemporary leadership theory, but also offer crucial direction for practitioners and scholars beyond the crossroads to a comprehensive theory of leadership. Follett's work is presented from a legacy leadership perspective, a postmodern analysis of her constructs in the workplace, and a qualitative content analysis of her major published texts using a grounded theory approach.

Prophet, Mother or Both? Mary Parker Follett: Challenging Paradigms and Birthing New Ideas

The presenter will share the results of a qualitative content analysis of Mary Parker Follett's (1868-1933) major texts. Leadership emerged as the unifying thread of Follett's body of work. The presenter will illustrate how Follett was a trailblazer whose ideas expressed or anticipated many contemporary leadership constructs and argue that she was not only the prophet of management (Drucker, 1995) but also the mother of contemporary leadership theory.

Suzanne Martin, Samford University; Leading Edge Institute

In the Footsteps of Mary Parker Follett: At the Crossroads of Past and Future

The presenter approaches Follett's work from a legacy leadership perspective and traces her influence on contemporary leadership in areas such as conflict resolution, empowerment, followership, teams, self-leadership and contingency theory. The result of this research is a genealogy of leadership constructs linking Follett's ideas to contemporary theories.

Karin Klenke, School of Global Leadership and Entrepreneurship, Regent University

Practical, Passionate, and Post-Modern: The Applicability of Follet's Principles for Contemporary Leaders

The presenter explores the leadership principles elaborated by Follett and examines their relevance in the contemporary workplace. The thrust of this paper is that Follett's concepts bear close resemblance to post-modern notions of organizing and leading.

Helen Armstrong, Faculty of Education, Brandon University

Chair: *Suzanne Martin, Samford University; Leading Edge Institute*

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group 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**

Professional Coaching for Leaders   (Workshop)   *PDR 7*

Professional Coaching for Leaders builds capacity at the individual, team and systems levels. Workshop participants will learn to use five research-based leadership lenses to inform the coaching process and practice five key coaching skills applicable to everyday leadership practice. This interactive session targets knowledge, skills and dispositions needed for effective leadership coaching.

> *Nancy Stanford-Blair, Cardinal Stritch University*
> *Donna Recht, Cardinal Stritch University*
> *Nancy Marsho, Cardinal Stritch University*
> *Theresa (T.C.) Motzkus, West Bend School District*
> *Jeanette Mitchell, Cardinal Stritch University*

Holistic Leadership Education and Development   (Paper Presentations)   *PDR 8*

How do we know what we know, and what are the implications for leadership education? This panel explores a holistic approach to leadership education that embraces educating the whole person. By asking how people change, we strive to understand personal transformation approaches and their implications for leadership education.

Making Meaning of the Varied Perspectives of Personal Transformation Including Implications for Leadership Development and Education

> *Alicia Crumpton, Gonzaga University*

Building Authentic Leaders: How the Jesuit Tradition Informs Leadership Development

> *Joshua Tabor, Gonzaga University*

The Role of Fear in Transformational Adult Learning

> *Elisebeth (E.V.) VanderWeil, Gonzaga University*

Alternative Ways of Knowing in Knowledge Construction and Implications for Leadership Development

> *Mai Moua, Gonzaga University*

Leaders and Followers—It's All About the Relationship   (Workshop)   *PDR 9*

At the intersection of leadership theories, styles, and practices there exists a global variable: the interpersonal relationship. The zenith of this workshop will feature videotaped scenarios to stimulate dialogue on how a leader's relationship with his or her followers and the use of individualized consideration can achieve desirable outcomes.

> *Debra P. Jackson, Community Action Partnership of Riverside County*
> *Cynthia Siples, Patton State Hospital*
> *Ronald Walls, San Bernardino County Fire Department*
> *Carmelle Marshall, New York Life Insurance Company*

Once Upon a Leader—Narrative
Method and the Study of Leadership   (Panel Presentation)

Narrative, by any other name, plays a major part in communication, and communication lies at the core of the shared and relational nature of leadership. This panel presentation offers three views of narrative: the nature of narrative as story telling; the narrative of good leadership; and the impact of narrative in leadership.

Leadership, Storytelling, and Metaphor

In leadership settings from education to international politics, the teller's intentional and aesthetic choice of metaphors and language can shape and direct thinking, inspire action, motivate, and initiate social change. Metaphor and storytelling penetratingly touch the emotions of listeners, offering an indirect and persuasive way to communicate ideas.

Heather Forest, Story Arts, Inc.

Leadership for Good

He is underpaid and overworked; his organization lives payroll to payroll. He is dedicated to his mission, but frustrated by dreams not realized. He often wonders whether his sacrifice is worth it. He is George Bailey, the central character in Frank Capra's "It's a Wonderful Life," and he practices Leadership for Good.

Mark Light, First Light Group

We Take From It What We Need: A Portraiture Approach to Understanding a Social Movement through the Power of Story and Storytelling Leadership

Storytelling leadership, with qualities of both servant and charismatic leadership, is a process that takes the power of storytelling combined with voice, knowledge, multiple intelligences, and experience of the storyteller leader to unite a group of people with a common ideology towards a shared purpose.

Karen L. Gilliam, Gilliam Consulting

Chair: *Richard Couto, PhD Program in Leadership and Change, Antioch University*

The General Theory of Leadership:
Conclusion and Future Challenges   (Panel Presentation)

Over the last few years, a group of senior leadership scholars from diverse disciplines undertook an intellectual quest to find a general theory of leadership — much like other well-known efforts to find a general theory of relativity, physics, and economics. The panel will offer commentary on the project and their book, *The Quest for a General Theory of Leadership* (Elgar, 2006), which lays out the journey, the emerging framework of a general theory, the disciplinary disagreements and (in some cases) resolutions. Members of the general theory group will engage in a discussion with attendees on the potential, problems, and prospects inherent in the continuing quest for a general theory and invite future participation in the quest.

*Georgia Sorenson, The James MacGregor Burns Academy of Leadership,
University of Maryland*
*James MacGregor Burns, The James MacGregor Burns Academy of Leadership,
University of Maryland; Williams College*
George Goethals, Jepson School of Leadership Studies, University of Richmond
Michael Harvey, Washington College
J. Thomas Wren, Jepson School of Leadership Studies, University of Richmond
Joanne Ciulla, Jepson School of Leadership Studies, University of Richmond
Gill Hickman, Jepson School of Leadership Studies, University of Richmond

Chair: *Georgia Sorenson, The James MacGregor Burns Academy of Leadership, University of Maryland*

Leadership and Language: The Assumptions and Consequences of Discourse and Metaphor in Leading (Paper Presentations)

This session explores the role language plays in facilitating leadership practices. Discourse and metaphors used by leaders reveal assumptions about leadership that are directly related to leadership core values, expectations and outcomes. Panelists will present how metaphors and discourse effectively create vision and organizational culture and change best practices.

Meta-Metaphors and the Essence of Leadership

This paper evaluates the metaphors on leadership that university presidents and CEOs use to guide their practice in conjunction with the list of metaphors for leadership collected from business, educational, military, political and religious experts in the U.S. Meta-metaphors were developed from the themes of the collected metaphors that reflect the essential facets and practices of leadership. The paper is designed to enhance leadership dispositions and practices through the adoption of appropriate meta-metaphors. The results enable leaders to construct desirable social realities consistent with good leadership.

> *John Shoup, California Baptist University*
> *Gail Reeder, Azusa Pacific University*

Transcendent Leadership: Theory and Practice of an Emergent Metaphor

This presentation explores research on the theory and practice of transcendent leadership. The paper's focus is on establishing the theoretical framework and global utility of this cogent, emergent leadership metaphor. The analysis is grounded in the lives of several individuals who have embodied or do embody this new way of leading.

> *John Jacob Gardiner, Seattle University*
> *Elizabeth Lena Walker, Seattle University*

The Leader Label: Using Metaphor-Based Story to Alter Leadership Perceptions

The presenter will discuss how metaphor and narrative (known here as "metaphorical story-making") can be used as tools to influence the leadership perceptions of individuals when leaders are viewed as social constructions. A theoretical linkage will be established, followed by discussion of a research plan and anticipated results.

> *Jeffrey D. Zacko-Smith, Seattle University*

Leadership, Myth, and Metaphor: Finding Common Ground to Guide Effective School Change

The authors of *Leadership, Myth and Metaphor: Finding Common Ground to Guide Effective School Change* (2006) will report their findings from a Gates Foundation-funded study of over 250 superintendents and principals.

> *Daniel Cherry, Concord School District, New Hampshire*
> *Jeff Spiegel, School Administrative Unit #43*

Chair: *John Shoup, California Baptist University*

Innovations in Leadership Education: A Program Round-Up   (Roundtables)

This exciting roundtable session will enable participants to explore numerous leadership education programs, learn new methods of teaching leadership, and engage presenters in discussions relating to their own experiences in leadership education. Participants will have a unique chance to learn about several leadership programs from around the world by browsing the individual roundtables set up by each program. Don't miss this chance to discover new ways of approaching leadership education.

Crossing the Tracks by Looking Back: Learning from Reflection   Table 1

This session examines the reflective components of a four-year developmental leadership program that prepares undergraduate students to be socially responsible leaders. The examination addresses the following questions: (1) what do students' reflections reveal about their development over time? and (2) What reflective activities advance the developmental goals of leadership programs?

Angela Passarelli, Elon University

ENLACE: Preparing Leaders in Higher Education for a Global Society   Table 2

This session will describe the ENLACE program, a Master's degree program in Higher Education Leadership invested in the preparation and representation of a new generation of Latino leadership in higher education designed to create transformative change responsive to the educational challenges of an increasing U.S. Latino community.

Diane Ehrlich, Northeastern Illinois University
Santos Rivera, Northeastern Illinois University

Preparing Students for Public Life and Active Citizenship: Creating Meaning in the Context of Democracy and Social Change   Table 3

The Social Change Model of Leadership Development is the theoretical foundation for the Leadership Minor at the University of Minnesota. Efforts are underway to enhance this foundation to explicitly prepare students for public life and active citizenship. Roundtable participants will learn how integration of the Public Achievement model guides students through leadership experiences in the context of democracy and social change.

Linnette Werner, University of Minnesota
June Nobbe, Office of Student Affairs, University of Minnesota

Institutional Milestones: Creating an Interdisciplinary Leadership Minor   Table 4

Participants will learn of the institutional initiatives that led to the development of an interdisciplinary leadership minor. These Elon initiatives include revision to its general studies program, an experiential learning requirement, a four credit-hour system, and collaborative relationships between academic and student affairs that provide for a seamless student experience.

Rexford Waters, Elon University

BASE Leadership Program: Our Response to the Need for Leaders of Latin America   Table 5

The BASE Latin American Leadership Program is a course with a model that allows our students to make conscience decisions about their leadership practices. The program enables students to identify their strengths and weaknesses and develop their leadership abilities.

Alma Ramirez, Universidad de Monterrey

Values-Based Leadership as a Social Change Agent   Table 6

DePaul University distinguishes itself as a mission-driven institution dedicated to providing an education that is values-driven, supportive of diversity and connected to the community. Central to DePaul's new strategic plan is the preparation of students to be at the forefront of their chosen fields as ethical and socially engaged leaders. Learn how DePaul University examines and integrates values and service-based leadership concepts and practices into curricular and co-curricular programs.

Mary McGuinness, The de Paul Leadership Project, Management
of Public Services Graduate Program, DePaul University
Lynn Copp, University Internship and Cooperative Education Program, DePaul University

The Impact of Innovation: Outcomes of an Experientially   Table 7
Based Leader Development MBA Course

The intersection of leadership theory and practice is encountered at WSU SBA in an innovative leader development MBA course that combines experiential learning with learning communities. Through various assessments and exercises, emergent leaders determine their own strategy for development. This paper will discuss the design and evaluate the outcomes for participants.

Marcy Novak, Wayne State University
Patricia Adams, Trinity Health
Paul Reagan, Wayne State University

Teaching and Learning at the Crossroads—
Renaissance College's (UNB) Undergraduate
Degree Program in Interdisciplinary Leadership Studies   Table 8

Learn about a unique leadership degree program, which has successfully integrated students and faculty from diverse backgrounds to form a learning place where interdisciplinary, problem-based, outcomes orientated, experiential, and cross-cultural learning intersect and offer new paths for understanding and exemplifying leadership. Hear about a problem-based research project on health using participatory action research methodology; the program's outcome and objectives its integration in the College's program, its importance for international internships, and its impact on student learning; and how these activities and lessons intersect to form leadership at the crossroads.

Victoria Moon Joyce, Renaissance College, University of New Brunswick
John Valk, Renaissance College, University of New Brunswick
Thomas Mengel, Renaissance College, University of New Brunswick

Leadership in Complexity—Part II (Paper Presentations) *Salon 7*

This will build on an earlier session. Leaders operate in complex environments, and streamlining leadership to simple principles and practices appears counterintuitive. This session explores the rules and patterns that govern complex systems that, when properly understood and applied, will result in more effective leadership than what is offered by traditional leadership models.

Developing the Capacity for Leadership Using New Science

An exploration of one intersection between leadership theory and practice, we explore the applicability of several new science concepts including chaos theory, quantum mechanics, and complexity theory for leadership capacity building in a Unitarian-Universalist congregation. Discussion includes a description of key experiential and transformative aspects of the program and poses possible next steps that can be derived from a complexity science approach.

PJ Mears, University of Southern Maine, L-A
Betty Robinson, University of Southern Maine, L-A

Decision-Making in the Face of Complexity: A Role for Mindfulness

Effective leadership requires effective decision-making. Complexity and chaos are often viewed as hindrances to the decision-making process. However, mindfulness may provide a tool for the assessment of complex or chaotic conditions. This presentation explores how mindfulness relates to transformational leadership and utilizes complexity to help leaders make effective decisions.

Joseph R. Gully, Los Angeles County Sanitation Districts;
College of Business and Public Management, University of La Verne

Leadership and Organizational Development
Framework for Creating a Living System

From a living systems perspective, transformational leaders develop organizational cultures based on a philosophy of empowerment. As part of the organization's culture, empowerment develops a strong customer focus and builds the intellectual and leadership capacity to respond to customer needs. Complexity comes from the ever-changing attributes that surround the leader/follower/organization relationship. And as with any living system, the interactions are very complex and delicate. The slightest imbalance can cause catastrophic consequences for the complete organization/community.

Jean-Robert Hale Hunter, Nyenrode Business Universiteit

Chair: *Nathan Harter, Purdue University*

Dynamic Models of Change: Applications *Salon 8*
of Ken Wilber's Four-Quadrant Model of
Development in Leadership Theory and Practice (Panel Presentation)

This presentation examines Transformational Mentoring, the development of Communities of Practice, and emerging theoretical work examining the nature of consciousness through the lens of Ken Wilber's Four Quadrant Model of human development. Wilber's model highlights the depth of theoretical orientation and practice required for effective implementation of change activities directed towards individuals and groups, and offers insights into how such activities can best be managed in a wide variety of settings.

Michael Shoop, Diamond Management Consulting, Inc.;
PhD Program in Leadership and Change, Antioch University
Elizabeth Holloway, Antioch University
Mark Moir, Antioch University

Chair: *Amrit Daryanani, Wakefield School; Antioch University*

The Social Psychology of Leadership: New Directions (Panel Presentation)

Leadership can be viewed from a number of perspectives—such as historical, biographical political, or anthropological—but the field of social psychology offers a unique perspective on leadership. It recognizes but does not overemphasize individual qualities of the leader, such as traits, sensations, memories, or emotions. It recognizes but does not overemphasize situational forces, such as reinforcements, punishments, or other situational stimuli. It relentlessly strives to integrate person factors and situation factors in a total analysis of the people interacting. This session provides examples of empirical programs of research that examine the personal and interpersonal foundations of leadership.

The Effect of Physical Attractiveness on Voters' Evaluation of a Political Leader: Assimilation and Contrast

William Hart, Department of Psychology, University of Florida
Victor Ottati, Department of Psychology, Loyola University of Chicago

Making Decisions Collaboratively: The Role of Leaders in Social Sharedness

R. Scott Tindale, Department of Psychology, Loyola University of Chicago
Wendy van Ginkel, Department of Psychology, Erasmus University

Why is Leadership So Hard? Reactive Egocentrism in Groups

Nicholas Epley, Graduate School of Business, University of Chicago

Commentator: *Donelson R. Forsyth, Jepson School of Leadership Studies, University of Richmond*

"Praxis" in Leadership Selection and Development (Panel Presentation)

This interactive, high-energy session explores the gap between scholars and practitioners in leadership selection and development. The session will begin with two brief presentations on the recent doctoral work of Scott Allen and Andrea Zavakos followed by 5-minute presentations by the other panel members regarding their practical experience. The full panel, rich in experience in both theoretical and practical arenas, will then have a lively conversation with the session participants about the obstacles, common ground, and ways to reconcile differences between theory and practice. Participants will leave this session with a better understanding of the required steps for "praxis."

Andrea Zavakos, Brower HR Consulting; Antioch University
Marc Wenzel, Wenzel Consulting
Scott J. Allen, Center for Leader Development
Carole Bergeron, PhD Program in Leadership and Change, Antioch University

Chair: *Jon Wergin, Antioch University*

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Scholarship   Education   Applied Leadership   Public Service   Business

The Idols Formula According to the de Baak Approach: 'See me, feel me, touch me, heal me' (The Who)   (Workshop)

PDR 4

This workshop will utilize the de Baak approach to leadership training, focusing on an individual's strengths as a leader as well as the leader's self-awareness. The session is grounded in cultivating leadership development by asking participants the question, "Why should anyone be led by you?"

Annemarie de Jong, Executive Development Center, de Baak
Caroline van Frankenhuyzen, Executive Development Center, de Baak

Developing Leadership for University– Community Partnerships   (Paper Presentations)

PDR 5

This session will examine two leadership initiatives between community organizations, community residents, and university partners (faculty, staff, and students). One initiative occurred at thirteen rural sites and one in a few urban neighborhoods. Presenters will share reflections and analyze these practical applications to develop community leadership and instill shared leadership.

Rural Communities at a Crossroads: Connecting Leadership and Economic Development on a Progressive Path

Rural communities are at a crossroads, facing challenges including struggling economies, inadequate infrastructure, and a short supply of community leaders prepared to meet these challenges. This presentation describes a leadership curriculum and the impact of a program at thirteen sites in rural Oklahoma connecting leadership and economic development.

Renee A. Daugherty, Oklahoma State University; Oklahoma Cooperative Extension Service
Sue E. Williams, Oklahoma State University; Oklahoma Cooperative Extension Service

Making Shared Leadership Explicit for a University– Community Partnership Program

This paper addresses the intersection between theory and practice of shared or collaborative leadership and discusses how a university-community partnership in Wisconsin, ripe for establishing shared leadership, still faced challenges to fully implementing this leadership style. Lessons learned point to benefits for more explicit shared leadership.

Ariel Kaufman, Campus Community Partnerships, University of Wisconsin-Madison; Department of Educational Leadership and Policy Analysis, UW-Madison

Challenges of Conducting Research in
Experientially Based Leadership Education   (Panel Presentation)

The panel describes the learning that occurred when a research team of faculty and doctoral students was embedded in an experiential conference for leadership development. They analyze the challenges inherent in taking up the research role from different positions and present findings on how participant conceptions of leadership were changed through the conference.

Measuring Changes in Conceptions of Leadership via Q-Methodology

Q-methodology is a tool that allows researchers to bring quantitative rigor to the study of human subjectivity. This presentation describes how the research team used Q-methodology to measure changes in conference participants' conceptions of leadership.

Steven Gelb, University of San Diego

Chaos and Complexity: An Experiential Model
of Training in Leadership for Change

This presentation describes the challenges inherent in studying the intensive, experiential model of leadership training at the University of San Diego. The model's teaching strengths, including emphasis on learning in-the-moment, system dynamics, and unconscious assumptions, pose unique difficulties for researchers.

Cheryl Getz, University of San Diego

Narratives of Leadership: Critical Incidents in the Life
of a Research Team in a Group Relations Conference

The presentation describes, from the conference director's perspective, how perceived ambiguity in the task and role of the research team became a container for staff anxiety and fantasies about hidden dimensions of leadership and authority relations.

Theresa Monroe, University of San Diego

Doctoral Students on a Leadership Research Team:
The Challenge of Holding Multiple Roles

The presenters describe the complexity involved in working with faculty on a common research task in an experiential learning context. They explore the paradox of the teacher/student dyad that is aimed at developing student autonomy, but nonetheless requires dependency in order for learning and development to occur.

Heather Dierolf, Springall Academy
John McCloskey, University of San Diego

The Intersection(s) of Leadership Development
and Participatory Action Research   (Panel Presentation)

Three reflective scholar-practitioners explore distinct contexts for leadership development and participatory action research (PAR): campus-community partnership, community activism, and under-graduate leadership education.

Developing Campus-Community Partner Leadership Through PAR

PAR permits an inclusive approach to research: the inquiry is done by or with the community (Anderson and Herr, 2005). This presentation discusses how a PAR dissertation study supported leadership development among community partners of higher education — developing voice, encouraging reflective practice, and producing applied knowledge grounded in local realities — while also developing higher education leaders as a deliberate outcome of the process.

Sean Creighton, Southwestern Ohio Council for Higher Education

Panel Presentations continue

Panel Presentations continued

Post-Industrial Leadership and Transformative Education: Exploring Intersections

Philosophically and pragmatically, interpretive participatory action research parallels the tenets of postindustrial models of leadership development. Grounded in critical theory, it gives voice to its participants, allowing for the co-construction of cognitive, behavioral, and affective outcomes. This session explores the application of PAR—"learning by doing"— to the evolution and institutionalization of leadership and service learning at a small liberal arts college.

Cara Meixner, Rollins College

Taking the Road Less Traveled: Using PAR to Build Community-Based Organizations and Develop Leadership

PAR has emerged as an effective methodology that can create positive social change and contribute to social science. It involves all members of a group or community in actively examining together current action, identifying an issue of concern or problem, collecting and analyzing information, and acting upon the problem in order to find solutions (Selener, 1997). This panelist discusses how a community-based organization was involved in the research process so that their issues of concern were identified and addressed.

Sarah Hippensteel, The Miami Conservancy District

Leadership at the Crossroad: Innovation, Globalization, and the Confluence of Mind and Soul   (Workshop)

PDR 8

This workshop is experiential. It will challenge ways of seeing the world by introducing both a new framework about what is possible and a new operating system by which to lead. What does it mean to change the environment for business, the innovation age, even the importance of connecting globally?

Axel Meierhoefer, Innovative Leadership Solutions
Janet Byars, Innovative Leadership Solutions

Venturing From the Crossroads: Which Way to Purpose-Focused, Values-Based Leadership?   (Workshop)

PDR 9

Organizations seeking to engage their people in productive personal and business purposes are increasingly turning to the servant leadership model to reinforce the integrity and excellence that leads to great results. In this session, participants will hear strategies, leadership development approaches, successes, challenges, and practical advice from those who are putting the principles of servant-leadership to work. Through reflection and group interaction, these stories will come alive.

Heather Hyde Jennings, ThirdRiver Partners, LLC
Jim Gustafson, U.S. Cellular
Ken Jennings, ThirdRiver Partners, LLC

From Theory to Practice:
Leadership Beyond the Classroom   (Case Study)

How Does an Intentional American Graduate Program Impact an Emerging Country: A Case Study of Ethiopia's Leadership Transformation

This is a case study of a master's degree program in organizational leadership that is affecting Ethiopia, changing the way it interacts internally and externally. The case study will analyze how over 400 graduate students are influencing governmental actions and policies, non-profit organizations, women in leadership, and the economy.

> *Jim Bryan, Azusa Pacific University*
> *David McIntire, Azusa Pacific University*
> *Badeg Bekele, International Leadership Institute*
> *Jim Adams, Azusa Pacific University*

Global Leadership: From Kokomo to Kiev

Indiana Wesleyan University's doctoral program is initiating a global leadership practicum that connects students from America's heartland with leaders from Eastern Europe's heartland. Students will work with leaders from Kiev, Ukraine during the academic year, culminating with a trip to Kiev to facilitate workshops for leaders from nonprofit, government and business sectors.

> *Boyd Johnson, Indiana Wesleyan University*
> *Vern Ludden, Indiana Wesleyan University*

The Psychology of Leadership Ethics   (Panel Presentation)

This session focuses on moral judgment and presents new research at the intersection of the discipline of psychology and the field of ethics. The first presentation considers whether the "better than average affect" applies to leaders' beliefs about the importance of their goals and whether this phenomenon influences leaders' judgments that they have justification for the exceptions they make of themselves. The second presentation examines the relationship between two dimensions of moral thought—idealism and relativism—as well as the implications that these personality differences have for formulating moral judgments.

> *Terry Price, Jepson School of Leadership Studies, University of Richmond*
> *Crystal Hoyt, Jepson School of Leadership Studies, University of Richmond*
> *Don Forsyth, Jepson School of Leadership Studies, University of Richmond*

Chair: *George Goethals, Jepson School of Leadership Studies, University of Richmond*

China at the Crossroads: Changing Styles of Business Leadership in the New Economy   (Panel Presentation)

Emerging Trends in Chinese Business Leadership

The opening-up of the Chinese economy has resulted in a growing number of companies that are privately owned. This presentation looks at the impact the emerging economy has had on business leadership. Changes to traditional leadership styles and their link to success in the new economy are also discussed.

> *Brian Earn, University of Guelph*

Panel Presentations continue

Influence of Tradition on Chinese Leadership Styles

Current business practices in China are simultaneously driven by global market demands and historical culture. In China's push-pull, post-Mao business world, tensions between market demands and cultural traditions present business leaders with great personal and organizational challenges. This presentation will examine how Chinese cultural traditions have influenced its leadership styles.

William DeMarco, University of Guelph

Women Leaders in the People's Republic of China: Changes during the Past Twenty Years

This presentation reviews how the changes that have taken part in the Chinese economy and Chinese industries over the past 20 years have affected the status of women leaders. It will discuss how changing family structures and the switch to a market economy have affected women's career advancement.

Karen Korabik, University of Guelph

Leadership in Chinese Knowledge-Based Companies

The rapid growth of knowledge-based companies presents an opportunity to study evolving leadership requirements of Chinese business. Leadership challenges facing knowledge-based companies operating in highly competitive environments are examined. The presentation discusses how traditional leadership styles must change to be successful and contrasts these with changes that have already occurred.

Li Zhang, Harbin Institute of Technology

Chair: *Michael Cox, University of Guelph*

Heroism and Leadership from the Perspective of Post-Freudian Psychodynamic Leadership Theory   (Panel Presentation)

Salon 12

This session connects the thinking of post-Freudian psychologists C. G. Jung and Otto Rank with the idea that leadership at its best is a heroic endeavor, one that fosters the full potential of the individuals involved and promotes the good of the social systems in which they are a part. In doing so, it provides theory for how everyday people, as individuals and as teams, can utilize psychological knowledge to become the kind of leaders who are creative and wise as well as able.

Why So Little Leadership? Otto Rank on the Meaning of Heroism and Leadership

Why so little leadership in our industries, schools, governments and religious institutions? The thoughts of psychologist Otto Rank may help us grasp why we choose to escape from leadership — escape, as it were, from the adaptive challenges of life itself. This session explores Rank's insights on heroism and leadership.

Robert Kramer, American University

The Hero's/Heroine's Journey as a Model

Universal stories about heroes and heroines teach us how to develop leadership attributes and an attitude of service of the common good. Based on the psychology of C. G. Jung, this talk explores the archetypal stories budding leaders often live, stories that help them meet the challenges of leadership in today's world.

Carol Pearson, The James MacGregor Burns Academy of Leadership, University of Maryland

Deeper Learning in Leadership (Panel Presentation)

Salon 2

Leadership learning has emerged over the latter part of the 20th Century as one of the primary challenges and opportunities that higher education can address. Yet with burgeoning programs and student participants throughout U.S. and some international campuses, the question remains: to what end and what purposes do we advocate leadership learning? The forthcoming book, *Deeper Learning in Leadership,* proposes how to enhance college students' leadership through deeper learning made possible through broad partnerships on campus. The author will interact with alumni and session attendees to test the relevance and impact of their leadership experiences in relation to the deeper leadership model.

Dennis Roberts, Miami University
John N. Newell, Marsh USA Inc
Molly Painter, Janssen CNS

Sharing Great Ideas for Teaching Leadership (Workshop)

Salon 3

This highly interactive forum brings together anyone interested in expanding their pedagogical toolbox. Participants will give, receive, and discuss great ideas for teaching leadership and developing leaders. Share your great idea, and leave with so many more!

Tony Middlebrooks, University of Delaware
JoAnn Barbour, Texas Woman's University

Leading with Awareness: Reflective Practice Through the Practice of Reflection (Workshop)

Salon 7

Effective leadership begins with knowing who we are. This reflective process is a spiritual one. It will explore the connection between spirituality and leadership. The workshop will introduce participants to the intentional practice of silence, inquiry and dialogue, and reflective writing as avenues to deeper ways of knowing.

Nicole Bossard, PhD Program in Leadership and Change, Antioch University
Kathleen Roberts, University of Southern Maine
Renee Ahern, Mount Carmel Hospice
Lucy Barbera, PhD Program in Leadership and Change, Antioch University

Practicing Spirit-Centered Leadership at the Crossroads of Change: Applied Perspectives (Panel Presentations)

Salon 8

Practitioners and scholars will share knowledge and personal experiences about managing change within organizations through spirit-centered leadership. Participants in this session will explore insights, strategies, and collective learning that can enable managers to increase spiritual awareness, maintain integrity, trust their experiences, follow intuition, and exude greater purpose when inspiring followers. Applied affective, conative, and reflective dimensions of spirit-centered leadership will be highlighted via "pracademic" dialogue and case studies.

Spiritual Entrepreneurship: Lessons from a Corporate Layoff

This panelist will provide a framework for introducing spirit-centered leadership into organizations based on personal experiences in raising morale during IBM's first corporate layoffs. Taxonomy will also be introduced that creates a foundation for building common language around spirit-centered leadership based on phenomenological research involving entrepreneurial leaders.

Arthur Jue, Hyperion Solutions, Inc.

Rebuilding After Tragedy: How One Company Survived 9/11

The presenter will explore spiritually relevant principles of emotional intelligence and affective leadership techniques utilized within a global manufacturing company during and after 9/11. These principles enabled the company to survive a 30% decline in volumes because of the volatility in the hotel and travel sector.

Ronald Lesniak, Teledex Corporation

Transforming Educational Systems: The Power Corporate-Community Partnership

This panelist shares theoretical and applied strategies for fostering change in transforming underperforming or disadvantaged educational institutions via corporate-community partnerships. In the process, the presenter will share her experiences in learning about how passionate involvement and commitment, as dimensions of spirit-centered leadership, helped her to turn around an at-risk K-12 school in San Diego, California.

Carolyn Salerno, ARC Leadership Group

Aikido and Self-Awareness: Enhancing Leadership Communication in High-Growth Firms

The presenter will offer somatic methods for empowering employees to develop greater spiritual awareness in the management of complex communications within rapidly growing enterprises. These methods are based on research and observations regarding the intersections between leadership awareness, virtual communication, and spiritual principles of Aikido.

Kay Rudisill, Hyperion Solutions, Inc.

Leadership under the Gun: Courage and Compassion in the Security Industry

This presentation addresses ways to overcome organizational inertia in providing compassionate leadership while implementing socially responsible corporate initiatives. The presenter will draw upon personal experiences in providing security for a presidential humanitarian aid mission to Armenia in response to a devastating earthquake.

Martin Boyle, International Protection & Investigation Agency

Chair: *Arthur Jue, Hyperion Solutions*
Commentator: *Richard Brydges, ARC Leadership Group*

Effects of Coaching, Vision, and Turnaround Leader Self-Efficacy on Leader Behaviors   (Paper Presentations)

Salon 9

Four quantitative researchers represent recent findings from their respective research programs by examining the effects of coaching, vision and "turnaround" leader self-efficacy on leader behaviors. A variety of instruments was used to operationalize the variables of interests along with a variety of analytic techniques ranging from correlations to structural equation modeling.

The Effects of Group Coaching on Executive Health and Team Effectiveness: A Quasi-Experimental Field Study

This quasi-experimental field study examines group coaching, a leadership development activity that has emerged out of the executive coaching movement. Two hypotheses and data are reported related to the effects of group coaching on the inner world (executive health) and outer world (team effectiveness) of the executive participants.

Paul T. Barrett, Barrett & Company, LLC

Taking the Measure of Executive Coaching
on Self-Related and Job-Related Attitudes

Survey data was collected from 92 coached executives working in different organizations investigating the effects of coaching on self-efficacy and job-related attitudes. The results indicated that the coaching related positively to job satisfaction, while the quality of the coaching relationship related negatively to job satisfaction and positively to self-efficacy.

Myra E. Dingman, Regent University

Toward an Integrated Model of Visionary Leadership:
A Multi-Organizational-Level Study Examining Individual
Differences as Predictors of Visionary Leadership Behavior

Individual difference variables as predictors of visionary leadership behavior were examined in a multi-organizational-level context. Structural Equation Modeling (SEM) was applied to test a model across leaders' cognitive, affective, conative and spiritual dimensions. Conclusions extend knowledge of the new leadership theories and demonstrate effective application of rigorous quantitative analytical techniques.

Peter Martini, Regent University

Leadership Development and Profitability Velocity:
A Manufacturing Turnaround Paradox

Mergers and acquisitions create stressful pressures to improve profitability. Data using the Multifactor Leadership Questionnaire (MLQ), organizational culture (OCAI), leader reputation and a "turnaround" self-efficacy instrument were collected to provide data to test the relationships between the independent, mediating, and dependent variables in a multinational manufacturing organization.

Robert Nida, Accuride Corporation

Chair: *Karin E. Klenke, Regent University*
Commentator: *Mihai C. Bocarnea, School of Global Leadership and Entrepreneurship, Regent University*

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