

International Leadership Association

GLOBAL *Leadership:*

*Portraits of the Past,
Visions for the Future*



Los Angeles, CA

NOVEMBER 12-15, 2008

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*ILA 10th Anniversary
Global Conference*



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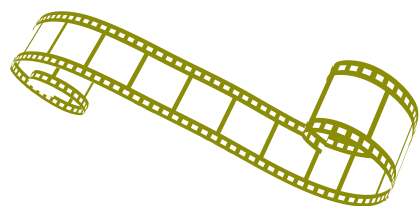
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ON BEHALF OF THE ILA BOARD OF DIRECTORS,
THE LOCAL PLANNING COMMITTEE, AND THE ILA STAFF,

Welcome to Los Angeles and the ILA 10th Anniversary Global Conference



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California State University, Fullerton

CAROL SAWYER

University of LaVerne

It is only fitting that we have this conference in Los Angeles because ten years ago a group of leadership scholars and practitioners at a meeting in Los Angeles envisioned a way to perpetuate the cross fertilization of leadership knowledge and practices. Hence, the ILA was born. This vision has now grown into an association that is nearly 1,700 members strong around the world.

Los Angeles—the gateway to the Pacific Rim—has always attracted visionaries. It is the recognized media and entertainment capital of the world (in fact, our hotel sits on a former movie studio lot). Additionally, the region has also played an important role in a variety of fields including computer technology, aerospace, and higher education, having the largest higher education system in the US. We are proud of LA—its diversity and history—and we invite you to enjoy the historical tidbits about the region and the state throughout the conference program.

The conference theme, *Global Leadership: Portraits of the Past, Visions for the Future*, presents both the spirit of our location and our association. It suggests that we will reflect on the founding and growth of our organization, and celebrate accomplishments while staying focused on the future and the potential of an organization with a mission of transforming leadership knowledge and practice worldwide.

We will visit the past with awards ceremonies honoring charter inductees to the ILA's new Leadership Legacy Program. Before plenary sessions you can enjoy historic photos of past conferences, and you can review and add your memories and visions to the ILA ten year timeline at the Connection Café. Throughout the conference, three keynote speakers, 119 concurrent sessions, 57 interactive roundtable discussions, and a wealth of special events will help inspire future programs, research, and collaborative work.

In celebrating the diversity and dynamism of ILA, we place great emphasis on living our organizational values: inclusion, intent, interconnections, international perspectives, and integrity. Keeping this in mind, we hope that you will help us continue one of our most important traditions—friendliness—by introducing yourself to everyone you haven't yet met. We look forward to continuing this journey together into the second decade of the International Leadership Association.

Thank you for coming,

Ron Riggio,
On behalf of the ILA Board of Directors,
The Local Planning Committee,
and the ILA staff

ILA Board of Directors, Executive Committee, and Staff

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ILA Vision:

*Transforming Leadership Knowledge
and Practice Worldwide*



International Leadership Association

OUR MISSION

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

OUR COMMITMENT

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

OUR VALUES

INCLUSION: Nurtures and promotes broad and diverse membership engagement.

INTENT: Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.

INTERCONNECTION: Builds upon the shared interests and complementary talents of members to support individual and collective goals.

INTERNATIONAL PERSPECTIVES: Respects cultural contexts and facilitates learning and networking across national boundaries.

INTEGRITY: Insists upon effective and ethical leadership practices and sound scholarship.

ILA STRIVES TO:

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

STRATEGIC PLAN

The ILA Strategic Plan guides the ILA's growth while maintaining a high degree of flexibility to leverage emerging opportunities and the experience and talents of the ILA membership. To invite widespread participation and focus our collective efforts, the ILA Strategic Plan and the companion Strategic Priorities are purposefully broad yet concise. Please join our efforts to:

- > *Advance the study and practice of leadership*
Contact: **Terry Price**, tprice@richmond.edu
- > *Foster interaction within and across ILA's constituencies*
Contact: **Diane Dixon**, diane@ddixon.org
- > *Grow and Nurture ILA Membership to 2010 by 2010*
Contact: **Gama Perruci**, perrucig@marietta.edu
- > *Build the ILA's capability and capacity thru resource expansion*
Contact: **Maarten van Beek**, maarten-van.beek@unilever.com

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Agenda Overview

ILA 10TH ANNUAL GLOBAL CONFERENCE LOS ANGELES



Wednesday, November 12

9:00 AM – 6:00 PM	ILA Registration and Information	<i>California Lounge</i>
8:00 AM – 10:00 AM	Guidelines for Leadership Education Programs Learning Community breakfast meeting <i>Sponsored by Bishop Center for Ethical Leadership, USF St. Petersburg</i>	
10:15 AM – 3:30 PM	Off-site Preconference Sessions <i>(advanced registration required)</i> <i>Kindly check in at ILA Registration by 10:15. Groups depart promptly at 10:30 for the Museum of Tolerance and the J. Paul Getty Museum</i>	
1:00 PM – 4:00 PM	Leadership Book Fair Preview	<i>Beverly Hills Room</i>
2:00 PM – 3:30 PM	Preconference Panel <i>(open to all)</i> The 2008 U.S. Presidential Election and the New Administration: Prospects, Problems and Possibilities Michael Genovese <i>Loyola Marymount University</i> Barbara Kellerman <i>Harvard University</i> Fernando Guerra <i>Loyola Marymount University</i> Tom Cronin <i>Colorado College</i>	<i>Los Angeles Ballroom</i>
4:00 PM – 5:30 PM	Conference Opening Piano Inspirations, Michael Jones Welcome, Ronald Riggio <i>2008 Conference Co-Chair</i> Celebrations and Legacies, Cynthia Cherrey <i>ILA President</i> Induction of Bernard Bass and Joseph Rost as lifetime achievement award recipients Mariachi Serrano de Claremont <i>Sponsored by the Kravis Leadership Institute</i>	<i>Los Angeles Room</i>
5:30 PM – 6:30 PM	Welcome Reception <i>Sponsored by Azusa Pacific University and the Hyatt Regency Century Plaza</i>	<i>Green Circle Terrace, behind lobby bar</i>
7:30 PM – 9:00 PM	Marietta College Alumni Reception <i>(By invitation only)</i>	<i>Sherman Oaks Room</i>
7:30 PM – 8:30 PM	Student Case Competition Orientation <i>Sponsored by the McDonough Center for Leadership and Business and the Jepson School of Leadership Studies</i>	<i>Westwood Room</i>

Thursday, November 13

6:15 AM – 7:15 AM	Integral Yoga and Meditation	<i>Park Room</i>
7:00 AM – 5:30 PM	ILA Registration and Information	<i>California Lounge</i>
7:30 AM – 8:45 AM	Leadership Legacy Induction of Manfred Kets de Vries	<i>LA Ballroom Orchestra Section</i>
	Breakfast ceremony Honoring Manfred Kets de Vries with the ILA Lifetime Achievement Award <i>(Ticket required)</i>	
	<i>Sponsored by Oracle</i>	
8:30 AM – 5:30 PM	Leadership Book Fair and Connection Café	<i>Beverly Hills Room</i>
9:00 AM – 10:15 AM	Concurrent Session 1	<i>See pages 23 – 27</i>
10:15 AM – 10:30 AM	Light Refreshments	
10:30 AM – 11:45 AM	Keynote Plenary	<i>LA Ballroom</i>
	Creating Community, Shelly Wilsey <i>ILA Director</i>	
	Global Leadership: Perspectives from Asia's Rise	
	Keynote Speaker, Christine Loh <i>Co-Founder and CEO, Civic Exchange</i>	
11:45 AM – 1:00 PM	Conference Networking Lunches	
	<i>It can be a bit challenging to meet colleagues at a conference this size so we've organized this lunch to facilitate your networking opportunities. You need not be a member of a Member Interest Group (MIG) to attend a MIG lunch.</i>	
	General Networking	<i>California Showroom E</i>
	Public Leadership MIG	<i>California Showroom D</i>
	Leadership Scholarship MIG	<i>California Showroom C</i>
	Leadership Education MIG	<i>California Showroom B</i>
	Leadership Development MIG	<i>California Showroom A</i>
	Affinity Group Meeting for Deans & Exec. Directors of Leadership Education Centers, Programs and Schools <i>(closed meeting)</i>	<i>Directors 1 (upstairs buffet)</i>
	Business Leadership MIG	<i>Pacific</i>
	Luncheon Speaker, Kathy Kolbe <i>Founder and Chairman of the Board, Kolbe Corporation</i>	
1:00 PM – 1:45 PM	Dessert Buffet and Cross-Sector Networking	<i>Beverly Hills Room</i>
2:00 PM – 3:00 PM	Concurrent Sessions 2	<i>See pages 29 – 32</i>
3:15 PM – 4:45 PM	Concurrent Sessions 3	<i>See pages 33 – 39</i>
5:15 PM – 6:15 PM	Business Meetings <i>(open to all interested parties)</i>	
	Leadership Scholarship MIG	<i>Palisades</i>
	Public Leadership MIG	<i>Sherman Oaks</i>
	Leadership Education MIG	<i>Pacific</i>
	Leadership Development MIG	<i>Westwood</i>
	Business Leadership MIG	<i>Brentwood</i>
	Followership Learning Community	<i>Encino</i>

Thursday, continued

6:30 PM – 8:30 PM	Joseph C. Rost Memorial Graduate Student Reception: Forming a Leadership Studies Doctoral Student Consortium	Park Room
	<i>Sponsored by the University of San Diego</i>	
6:30 PM – 8:30 PM	Azusa Pacific University Alumni and Friends (private)	Senators 2
6:30 PM – 9:30 PM	Global Mindset Inventory (Pre-registration required) Mansour Javidan Dean of Research, Thunderbird School of Global Management	Pacific
	<i>Sponsored by Thunderbird School of Global Management</i>	
7:00 PM – 9:30 PM	Connecting for Change Dialogue (Pre-registration required)	LA Ballroom Orchestra Section
	<i>Sponsored by the Dalai Lama Center for Peace and Education and the ILA Business Leadership MIG</i>	

Friday, November 14

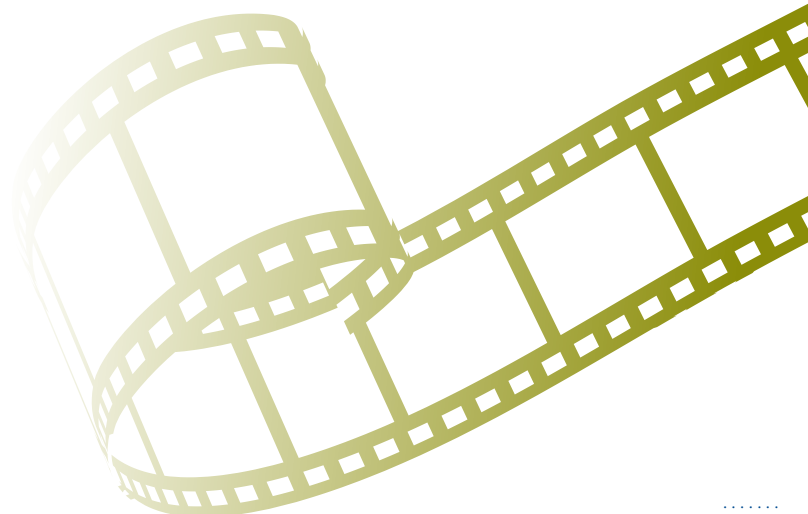
6:15 AM – 7:15 AM	Integral Yoga and Meditation	Park Room
7:00 AM – 5:30 PM	ILA Registration and Information	California Lounge
7:30 AM – 8:45 AM	Leadership Legacy Induction of James MacGregor Burns	LA Ballroom Orchestra Section
	Breakfast Honoring James MacGregor Burns with the ILA Lifetime Achievement Award (Ticket required)	
	<i>Sponsored by the Jepson School of Leadership and the James MacGregor Burns Academy of Leadership</i>	
8:30 AM – 8:30 PM	Leadership Book Fair and Connection Café	Beverly Hills Room
9:00 AM – 10:15 AM	Concurrent Sessions 4	See pages 41 – 47
10:15 AM – 10:30 AM	Refreshments	California Showroom
10:30 AM – 12:00 PM	Interactive Roundtable Discussions (Three 30 minute rotations)	California Showroom See pages 49 – 59
12:00 PM – 1:15 PM	Leadership Legacy Induction of Warren Bennis	LA Ballroom Orchestra Section
	Lunch ceremony Honoring Warren Bennis with the ILA Lifetime Achievement Award (Ticket required)	
	<i>Sponsored by the Marshall School of Business, University of Southern California</i>	
1:30 PM – 3:00 PM	Concurrent Sessions 5	See pages 61 – 69
3:15 PM – 4:15 PM	Concurrent Sessions 6	See pages 71 – 74
4:15 PM – 4:45 PM	Refreshments	Beverly Hills Ballroom
	<i>Sponsored by the Antioch PhD in Leadership & Change Program</i>	
4:45 PM – 6:00 PM	Keynote Plenary	LA Ballroom
	Portraits of a Changing Community: Lessons from the Past, Visions for the Future Keynote Speaker, Connie Rice Co-Director, Advancement Project Los Angeles	
	Invitation to ILA Prague, Leadership for Transformation Ivana Mrozkova 2009 conference chair	

Friday, continued

6:00 PM – 8:00 PM	Conference Reception and Author Book Signing <i>Sponsored by Regent University</i>	<i>Beverly Hills Ballroom</i>
7:00 PM – 8:00 PM	Regent University Alumni Reception <i>(private)</i>	<i>Encino</i>
7:00 PM – 10:00 PM	Student Case Competition Presentations <i>Sponsored by the Jepson School of Leadership Studies and the McDonough Center for Leadership and Business</i>	<i>Westwood Room</i>

Saturday, November 15

7:00 AM – 12:00 PM	ILA Registration and Welcome Center	<i>California Lounge</i>
7:30 AM – 8:45 AM	Leadership Legacy Induction of Frances Hesselbein <i>(Ticket required)</i> Breakfast Honoring Frances Hesselbein with the ILA Lifetime Achievement Award <i>Sponsored by Cardinal Stritch University</i>	<i>LA Ballroom Orchestra Section</i>
8:30 AM – 3:00 PM	Leadership Book Fair and Connection Café	<i>Beverly Hills Room</i>
9:00 AM – 10:00 AM	Concurrent Sessions 7	<i>See pages 75 – 77</i>
10:15 AM – 11:30 AM	Concurrent Sessions 8	<i>See pages 79 – 81</i>
11:30 AM – 12:15 PM	Hosted Poster Sessions & Refreshments <i>Sponsored by Jossey Bass</i>	<i>California Lounge See pages 83 – 86</i>
12:15 PM – 2:00 PM	Keynote Plenary Leadership in the Boardroom: Time to Reset Expectations Keynote Speaker, Jay Conger <i>Kravis Research Chair of Leadership Studies, Claremont McKenna College</i> Jablin Dissertation Award Presentation Student Case Competition Award Presentation Facing the Future, Leland Russell <i>CEO & Founder, GEO Group Strategic Services, Inc.</i> Conference Closing	<i>LA Ballroom</i>
3:00 PM – 4:00 PM	2009 Prague Conference Committee Meeting <i>(open to all)</i>	<i>Brentwood Room</i>



What is the Connection Café?

ILA members have told us that making connections between people and ideas are among the top benefits of attending the ILA Conference. The Leadership Development MIG is delighted offer a hospitable place of respite, reflection, and networking, located in the Beverly Hills ballroom.

Please stop by often and:

- › Contribute to the timeline of ILA's first ten years
- › Share your reflections on the conference
- › Meet up with friends and colleagues
- › Find out where to eat or join a group for dinner
- › Learn more about Member Interest Groups
- › Grab a table or sofa for an informal conversation
- › Relax and put your feet up

Please note that wireless internet connections are not available at the Connection Café. Free wireless is available in the hotel lobby.



A daunting era of social and political change lies ahead for the people of our land - and of other nations. Learning from the citizens of the world, and working with them to understand and master these forces through creative, principled, uplifting leadership - that is our vision. James MacGregor Burns

Proud home of the International Leadership Association:

**The James MacGregor Burns
ACADEMY OF LEADERSHIP**

The Transformational Leadership Project
Co-Sponsoring the 2009 ILA Conference in Prague
Dialogues that further our understanding of theories and practices that support leadership for transformation
Daily, 9:00am -- Park

The Public Leadership Curriculum Project
An online resource for schools, scholars, and students
Thursday, 3:15pm -- Senators 1

The Center for Leadership and Organizational Excellence
Training and consulting services for both public and private sectors

Leadership Legacy Induction of James MacGregor Burns
Breakfast to be served - \$15 registration required
Friday, 7:30am to 8:45am -- LA Ballroom

To join any of these collaborations, e-mail:
npool@academy.umd.edu

www.academy.umd.edu



ILA 2008 Keynote Speakers



Christine Loh is the co-founder and Chief Executive Officer of the independent, non-profit public policy think tank, Civic Exchange. In 2003, she was named 'Entrepreneur of the Year' for Civic Exchange's success. She had a 14-year career in the private commercial sector and had a highly successful career in politics after being appointed to the Hong Kong Legislative Council in 1992, and then re-elected in 1995 and 1998. Loh is a frequent speaker at home and abroad, and has written, co-authored and edited many books about politics, economics, urban planning, air quality and climate change. She was twice recognized by *Business Week* as one of 'The Stars of Asia' and was named 'Woman of the Year' by *Hong Kong Business* for 2006.



Connie Rice is the co-founder and co-director of the Advancement Project in Los Angeles. Rice has received more than 50 major awards for her leadership of diverse coalitions, and her non-traditional approaches to litigating major cases. Rice serves on the boards of the Public Policy Institute of California and public radio station KPCC. She is a graduate of the New York University School of Law. In her legal work, Rice has led multi-racial coalitions of lawyers and clients to win more than \$10 billion in damages and policy changes. She has been named one of the 100 most powerful people in Southern California by the *Los Angeles Times West Magazine*; she has twice been named as one of the top 10 most influential lawyers in California by *California Law Business*; and she was first in a listing of the most powerful women in the *Pasadena Weekly*.



Jay Conger offers a breadth of experience on management and leadership development. He has been ranked as one of the world's top ten management educators and the best business school professor to teach leadership to executives by *BusinessWeek* magazine. He has written or co-written more than 90 articles and 12 books and shares his depth of knowledge and insight, which partly extends from consultations with a worldwide list of private corporations and nonprofit organizations. Conger is the Senior Research Scientist at the Center for Effective Organizations at the University of Southern California in Los Angeles, the Kravis Research Chair of Leadership Studies at Claremont McKenna College, and the visiting Professor of Organizational Behavior at the London Business School.

The Leadership Legacy Project: *Honoring Six Luminaries in the Field*

At this year's global conference, the ILA will induct six individuals from the field of leadership studies into the newly-created Leadership Legacy Project by presenting each of them with a Lifetime Achievement Award. The honorees have all made significant and diverse contributions to the field of leadership, and their portraits will be displayed at the ILA's offices on a Legacy Wall at the James MacGregor Burns Academy of Leadership. The ILA thanks Lorraine Matusak for her leadership in creating this project and the W.K. Kellogg Foundation for its generous sponsorship.



International Leadership Association



Bernard Bass was a graduate of Ohio State University where he received his B.A. and M.A. degrees and a Ph.D. degree in Industrial Psychology. In 1994 he was honored by the Society for Industrial and Organizational Psychology with its Distinguished Scientific Contributions Award and in 1997 received the Society of Psychologists in Management award for Distinguished Practice in Psychology. Dr. Bass was a founding editor of *Leadership Quarterly* and served as a senior scientist for Gallup. He was a Ford Faculty Fellow and a Fellow of both the Society of Industrial and Organizational Psychology and the Academy of Management. Bernie is perhaps best known for his role as a “founding father” of transformational leadership, inspiring a new generation of leadership scholars, practitioners, and students. He is the author of *Transformational Leadership* (with Ron Riggio), Bass & Stogdill’s *Handbook of Leadership, Improving Organizational Effectiveness through Transformational Leadership* (with Bruce Avolio), *Handbook of Leadership: Theory, Research, and Application, Fourth Edition* (with Ruth Bass), and numerous other titles. Bass’ award will be presented to his wife during the conference opening.



Warren Bennis is University Professor and Distinguished Professor of Business Administration at the Marshall School and Founding Chairman of the Leadership Institute at the University of Southern California. He is also Visiting Professor of Leadership at the University of Exeter and a Fellow of the Royal Society of the Arts (UK). He has written 27 books, including the best-selling *Leaders* and *On Becoming a Leader* both translated into 21 languages. *The Financial Times* recently names *Leaders* as one of the top 50 business books of all time. In 1993 Addison-Wesley published a book of his essays, *An Invented Life: Reflections on Leadership and Change*, which was nominated for a Pulitzer Prize, and Jossey-Bass just republished an updated version of his 1968 path-breaking book, *The Temporary Society*, co-authored with Phil Slater. He has served on the boards of The American Chamber of Commerce, Claremont University Center and currently serves on the board of the Salk Institute. Bennis has consulted for many Fortune 500 companies and has advised four U.S. presidents. Bennis will be honored during a lunch on Friday, November 14. The lunch will include presentation of the award and remarks by Bennis.



James MacGregor Burns is a Pulitzer Prize-winning Presidential biographer and has devoted his professional life to the study of leadership in American life. His most recent book is *Running Alone: Presidential Leadership from JFK to Bush II — Why It Has Failed and How We Can Fix It* (Basic Books, 2007). Burns is co-editor (with George Goethals and Georgia Sorenson) of the 4 volume award-winning *Encyclopedia of Leadership* (SAGE, 2004). In 1971, Burns won the Pulitzer Prize and the National Book Award for his biography, *Roosevelt: Soldier of Freedom* (1970). His book, *Leadership*, published in 1978, is still considered the seminal work in the field of leadership studies. Burns received his doctorate in political science from Harvard, attended the London School of Economics, and taught at Williams College. Burns is a former president of the American Political Science Association, former president of the International Society of Political Psychology, and former chair of the Berkshire County Commission Against Discrimination. Dr. Burns is a member of the prestigious American Academy of Arts & Sciences and serves as Distinguished Leadership Scholar at the Academy of Leadership which bears his name at the School of Public Policy at the University of Maryland. Burns will accept his award and give remarks during a breakfast ceremony on Friday.



Frances Hesselbein is the Chairman of the Board of Governors of the Leader to Leader Institute (formerly the Peter F. Drucker Foundation for Nonprofit Management) and served as its founding President. She was awarded the Presidential Medal of Freedom, the United States of America's highest civilian honor, in 1998. The award recognized her leadership as CEO of Girl Scouts of the U.S.A., her role as the founding President of the Drucker Foundation, and her service as "a pioneer for women, diversity, and inclusion." She was the Chairman of the National Board of Directors for the Volunteers of America from 2002-2006 and is the recipient of twenty honorary doctoral degrees. Hesselbein is Editor-in-Chief of the journal *Leader to Leader*, and a co-editor of a book of the same name. She is the co-editor of 24 books in 28 languages including, with Dr. Marshall Goldsmith, *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*, published in 2006. She is the author of *Hesselbein on Leadership* and *Be, Know, Do: Leadership the Army Way*, introduced by General Eric K. Shinseki. Hesselbein will accept her award and give remarks during a breakfast ceremony on Saturday.



Manfred Kets de Vries is a Clinical Professor of Leadership Development who holds the Raoul de Vitry d'Avaucourt Chair of Leadership Development at INSEAD in Fontainebleau. He is the Director of INSEAD's Global Leadership Centre (IGLC) and the Program Director of INSEAD's top management seminar 'The Challenge of Leadership: Creating Reflective Leaders'. Kets de Vries has also held professorships at McGill University's Ecole des Hautes Etudes Commerciales in Montreal and the Harvard Business School and has lectured at management institutions around the world. He is a founding member of the International Society for the Psychoanalytic Study of Organizations. *The Financial Times*, *Le Capital*, *Wirtschaftswoche*, and *The Economist* have judged Manfred Kets de Vries one of world's leading thinkers on leadership. He is the author, co-author, or editor of more than twenty-four books and has published over 250 scientific papers as chapters in books, or as articles. His unique views on the nature of individual and organizational change have made him one of today's most sought-after business speakers for keynote addresses around the world. Kets de Vries will be honored during a breakfast ceremony on Thursday, during which he will receive the award and offer remarks.



Joseph C. Rost, distinguished scholar in leadership studies, was most noted for his conception of followership. Rost was a professor emeritus of leadership studies at the University of San Diego (USD) in San Diego, CA where he was a professor of leadership from 1976 to 1996. He received his Ph.D. from the University of Wisconsin-Madison where he specialized in the politics of education. In his early career, Rost was a Christian Brother in the St. Louis, Missouri Province for twenty-one years, and he served as a teacher and administrator of several schools in the Midwest. After his retirement in 1996, Rost collaborated with graduates and doctoral students in leadership studies at USD to inaugurate the Institute for the Advancement of Leadership. Rost's *Leadership for the Twenty-First Century* (Praeger 1991) is one of the most quoted books about leadership in print. In this book, Rost emphasized the shift in leadership/management to a more collaborative form. His work is still used extensively in leadership courses today. Rost's award will be accepted on his behalf by his niece during the conference opening on Wednesday evening.



Book Signing Schedule

*Meet the authors of your favorite new leadership titles!
All author book signings will take place in the Beverly Hills Room—
also the location of the book fair.*

THURSDAY 4:50 – 5:20 PM

BARBARA KELLERMAN

*Followership
Women and Leadership* And other titles

FRIDAY 6:00 – 8:00 PM *Author Book Signing Reception*

SCOTT ALLEN

*Emotionally Intelligent Leadership:
A Guide for College Students*

WARREN BENNIS

*Reinventing Leadership
On Becoming A Leader* And other titles

JOAN BRAGAR MANSOUR

*Managers Who Lead, A Handbook
for Improving Health Services*

JUDY BROWN

A Leader's Guide to Reflective Practice

IRA CHALEFF

*The Courageous Follower
The Art of Followership*

STEVE DENNING

*The Secret Language of Leadership
The Leader's Guide to Storytelling* And other titles

DON DUNOON

*In the Leadership Mode:
Concepts, Practices, and Tools for
a Different Leadership*

MICHAEL GENOVESE

*Memo to a New President: The Art and Science
of Presidential Leadership
The Paradoxes of the American Presidency* And other titles

NATHAN HARTER

Clearings in the Forest

LILLAS HATALA

*Integrative Leadership: Building a
Foundation for Personal, Interpersonal
and Organizational Success
Integrative Leadership Study Guide:
Let Spirit Be the Lead of Your Life*

DOUG HICKS

*Global Neighbors: Christian Faith and
Moral Obligation in Today's Economy
Religion and the Workplace: Pluralism,
Spirituality, Leadership*

FRANCES HESSELBEIN

*Hesselbein On Leadership
The Leader of the Future* And other titles

EDWIN HOLLANDER

*Inclusive Leadership: The Essential
Leader-Follower Relationship
Leadership Dynamics: A Practical Guide
to Effective Relationships*

PEGGY HOUGHTON

*APA: The Easy Way!
MLA: The Easy Way!* And other titles

JON HOWELL

*Understanding Behaviors for Effective
Leadership (second edition)*

BRAD JACKSON

*A Very Short, Fairly Interesting and
Reasonably Cheap Book about
Studying Leadership*

CRAIG JOHNSON and MICHAEL HACKMAN

Leadership: A Communication Perspective (fifth edition)
Meeting the Ethical Challenges of Leadership
(Craig Johnson only)

**ARTHUR JUE, PETER AMATO, RICK BRYDGES,
and CAROLYN SALERNO**

*Leadership Moments: Turning Points that
Changed Lives and Organizations*
*Scholarship Pursuit: The Student's Guide to Winning
College Scholarships (Arthur Jue only)*

MANFRED KETS DE VRIES

Lessons on Leadership by Terror
*Coach and Couch: The Psychology
of Making Better Leaders* And other titles

SUSAN KOMIVES

*Exploring Leadership: For College Students
Who Want to Make a Difference*

JEAN LIPMAN-BLUMEN

The Art of Followership
The Allure of Toxic Leaders And other titles

JAMES MACGREGOR BURNS

Transforming Leadership
*Running Alone: Presidential Leadership from JFK
to Bush II* And other titles

DAVID MCINTIRE

Teamwork: Making the Dream Work

VINCE MOLINARO and LIANE DAVEY

*Leadership Solutions — The Pathway to
Bridge the Leadership Gap*

PETER NORTHOUSE

Leadership: Theory and Practice, 4th ed.
Introduction to Leadership: Concepts and Practice

CAROL PEARSON

*Awakening the Heroes Within:
Twelve Archetypes to Help Us Find Ourselves
and Transform Our World*
*The Hero and the Outlaw: Building Extraordinary
Brands through the Power of Archetypes* And other titles

TERRY PRICE

Leadership Ethics: An Introduction
Understanding Ethical Failures of Leadership

RON RIGGIO

*The Practice of Leadership: Developing the
Next Generation of Leaders*
The Art of Followership And other titles

DENNIS ROBERTS

Deeper Learning in Leadership

MARSHALL SASHKIN

Leadership that Matters

GEORGIA SORENSON

The Quest for a General Theory of Leadership

YONGMING TANG

*Synergic Inquiry:
A Collaborative Action Methodology*

E.S. WIBBEKE

Global Business Leadership

IVA WILSON and JOANNE O'BRIEN LEVIN

*The Power of Collaborative Leadership:
Lessons for the Learning Organization*

SATURDAY 2:00 – 2:30 PM

JAY CONGER

*The Practice of Leadership: Developing the
Next Generation of Leaders* And other titles

2008 Annual Meeting Exhibitors

*Please visit the tables of this year's exhibitors
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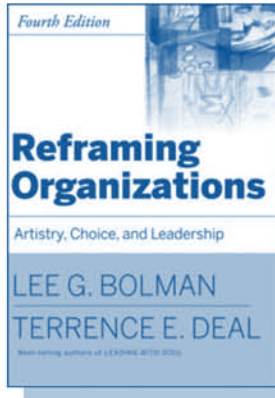
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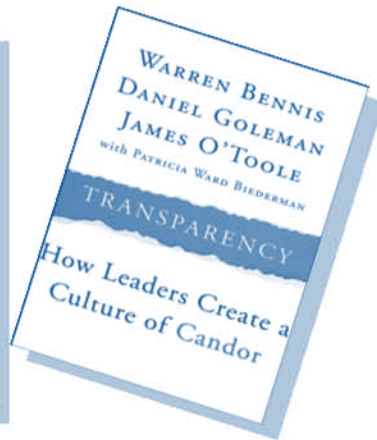
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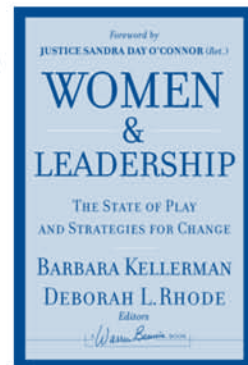
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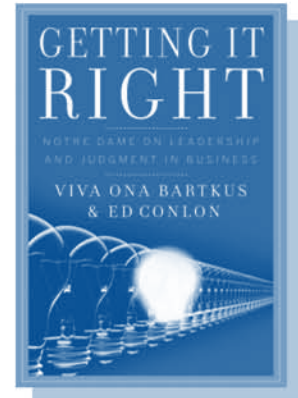
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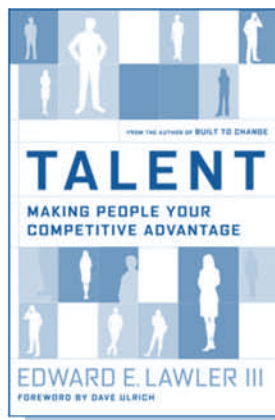
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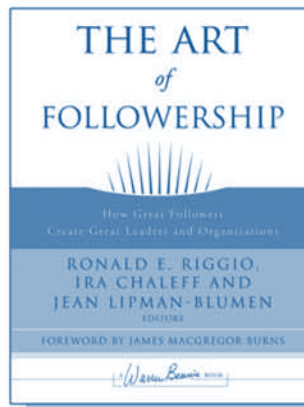
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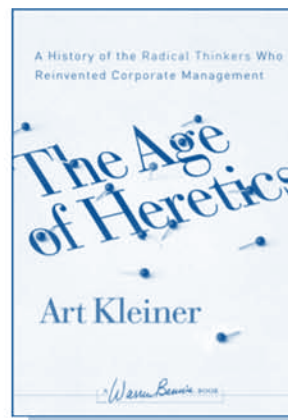
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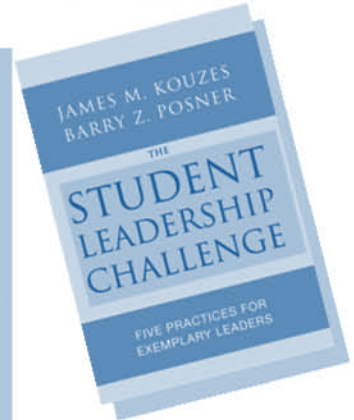
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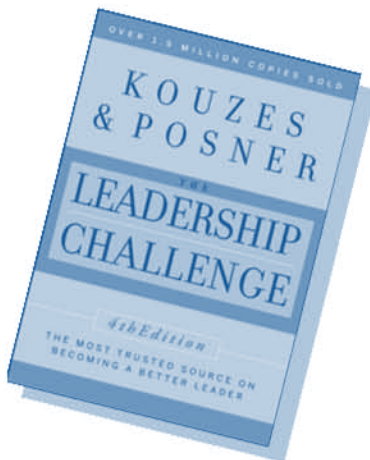
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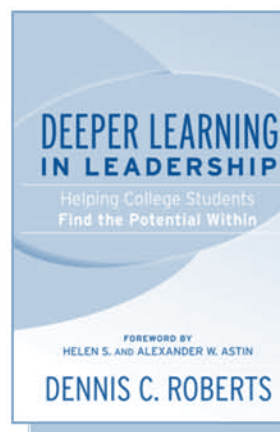
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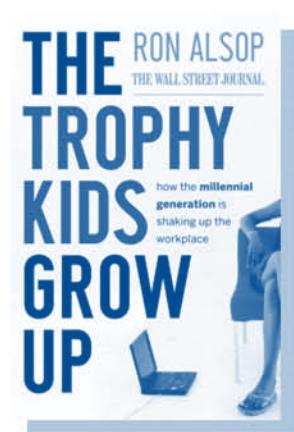
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THE ART of FOLLOWERSHIP

How Great Followers Create Great Leaders and Organizations RONALD E. RIGGIO, IRA CHAIKOFF AND JEAN LIPMAN-BLUMEN

ISBN: 978-0-7879-9665-9 This book begins to assemble the necessary pieces to develop a larger, more accurate, and useful picture of the leader-follower dynamic. Placing followers in the foreground allows the reader to examine their multiple roles.

THE PRACTICE of LEADERSHIP

developing the next generation of leaders JAY A. CONGER AND RONALD E. RIGGIO

ISBN: 0-7879-8305-5 This collection by top scholars outlines the best leadership practices for the benefit of the practicing leader. Each chapter focuses on a specific area of leadership practice and ends with a set of "take away" best practices in each area - an executive summary in reverse - that will serve as a quick reference for those who might want to peruse chapters, but still extract the best practices, as well as a summary for those who thoroughly read each chapter.

Transformational Leadership



ISBN: 0805847618 Transformational Leadership, Second Edition summarizes the research and development about transformational leadership. It can be used primary text in a course or seminar focusing on transformational leadership. www.erlbaum.com

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The Member Interest Groups invite your participation!

Member Interest Groups promote the common interests of members in specific areas of the leadership field, facilitate learning and relationships among persons with common interests, and provide opportunities for members to participate actively in the ILA. The groups advise the conference program team, recruit colleagues to submit session proposals, organize peer review processes to select sessions, and sponsor special conference events. You need not be an affiliated member of a MIG to attend the two scheduled MIG gatherings, lunch from 11:45-1:15 on Thursday and a business meeting Thursday at 5:15-6:15—everyone is welcome. Elections for the position of Chair elect (who will serve as the 2010 chairs) will be held in December; please talk to one of the individuals below for more information about these and other volunteer opportunities. As a benefit of ILA membership, you may formally affiliate with up to three different interest groups, designating one as the primary, secondary, and tertiary affiliation. Affiliate by logging into the Member Area of the ILA Web site and following the link to “update your online profile.” MIG members are eligible to participate in the leadership of that group, vote in the annual election, and receive updates from the MIG chair.

Business Leadership Member Interest Group

The Business MIG allows individuals involved in leadership initiatives, research, and practice related to the business sector to share ideas, challenges, trends, questions, and/or experiences in this forum. Interest areas include, but are not limited to: international/global issues; talent development; ethics/social responsibility; spirituality; corporate culture/diversity; organizational effectiveness; strategy; virtual/team dynamics; corporate governance; entrepreneurship; industry-specific insights; transformational change; and/or, other emerging inter-disciplinary perspectives on business leadership.

2008 CHAIR: **Arthur Jue**, ajue@sbcglobal.net 2009 CHAIR: **Pragnya Seth**, Pragnya_Seth@satyam.com

Leadership Development Member Interest Group

The MIG for Leadership Development is a forum for discussion and dialogue about best practices, new ideas, and the integration and application of leadership theory and practice focused on leadership development in the public and private sectors. Members include leadership development consultants, trainers, program directors, coaches, practicing leaders, and other professionals who are reflective practitioners committed to improving leadership and leadership development.

2008 CHAIR: **Scott Allen**, scott@cldmail.com 2009 CHAIR: **Kathryn Gaines**, kgaines@leadingpace.com

Leadership Education Member Interest Group

The Leadership Education Membership Interest Group facilitates the sharing of leadership ideas, methods of teaching and learning, programs, and curricula. The Leadership Education MIG comprises members for whom the teaching of leadership is integral or of interest, and are committed to the development of leadership capacity at educational institutions and organizations.

2008 CHAIR: **David Soleil**, davidsoleil@gmail.com 2009 CHAIR: **Sara Thompson**, sethomp@uiuc.edu

Public Leadership Member Interest Group

The MIG for Public Leadership provides a forum for those who study or help lead non-profit, social, civic, political, and governmental institutions. These institutions are typically characterized by their primary emphasis on serving the greater good rather than economic gain. The dialogue sponsored by the Public Leadership MIG confronts the challenges posed in the public arena and examines potential leadership strategies and solutions.

2008 CHAIR: **Vern Ludden**, vern.ludden@indwes.edu 2009 CHAIR: **Susan Myers**, susan.r.myers@us.army.mil

Leadership Scholarship Member Interest Group

The MIG for Scholarship provides a forum for scholars and practitioners from all disciplines and fields to interact and mutually further our understanding of leadership, and to disseminate the results of leadership scholarship. The scholarship MIG creates professional development opportunities at ILA conferences.

2008 CHAIR: **Michael Harvey**, mharvey2@washcoll.edu 2009 CHAIR: **Rodger Adair**, rodger.adair@apollogrp.edu

Learning Communities Learning communities are groups of members who organize around areas of passion, and around questions that are most critical to our work in the field of leadership. These communities are temporary, forming when needed and dissolving when the work has been completed. Current ILA Learning Communities include: the Guidelines for Leadership Education Learning Community; the Followership Learning Community; and the newest, the Learning Community on Respect-Worthy Leadership. Each Learning Community has a WIKI to support collaborative learning and here in Los Angeles you may attend meetings, panels and other activities. If you are interested in starting a new learning community, you can find more information online or you may ask a MIG chair, board member, or staff person for additional information.



Guide to Session Formats

Case Study —

The presentation of detailed information about a specific, actual, leadership challenge or problem. Individuals analyze the situation from different perspectives, presenting their opinions on how best to solve the problem.

Conversation with Author —

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

Interactive Roundtable Discussions—

These roundtables are designed to facilitate high levels of interaction and engagement by utilizing dialogue between the roundtable discussant(s) and attendees. Attendees may visit several roundtables during the conference session devoted to roundtables.

Panel Discussion —

Presentations and/or discussions by two or more people with contrasting or complementary points of view; generally audience participation is encouraged.

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 staffed by the creator(s) during the Poster Reception Saturday between 11:30 AM – 12:15 PM.

Presentation—

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

Workshop —

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

Hints about Choosing Sessions

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

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Concurrent Session 1

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

Conversation with Edwin P. Hollander about *Inclusive Leadership*

Bel-Air Room

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Scholarship*

Inclusive Leadership, the author's new book, is about active followership. Its theme, "Doing things with people, not to people", emphasizes two-way influence, needs and expectations of followers, and their perceptions of leaders. The book's theoretical and empirical implications are presented in the author's many key papers, updated in chapters with new reflective commentary, including *Interdependence of Leadership and Followership*, *Women and Leadership*, *Power and Leadership*, *Legitimacy*, *Ethical Challenges*, *Idiosyncrasy Credit*, and *Independence and Civil Liberties*. Six new chapters include *Applications*, *Presidential Leadership*, *College and University Leadership*, *Lessons from Experience*, and an autobiographical *Afterword*.

EDWIN P. HOLLANDER *I/O Psychology Programs, Baruch College and the Graduate Center, CUNY*

Transformational and Charismatic Leader Development Using the Multifactor Leadership Questionnaire (MLQ) and Social Skills Inventory (SSI)

Brentwood Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development, Business*

This workshop focuses on using two well-validated instruments as tools for leader development. Participants will learn about the two models, how to administer and score the instruments, and how to use them for leader developmental feedback enhancing transformational leadership qualities and the critical emotional and social skills of highly-effective transformational leaders.

RONALD RIGGIO *Kravis Leadership Institute*

ROBERT MOST *Mind Garden, Inc.*

Free your Mind!

Directors 1

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development*

An interesting metaphor for leadership is the mindset of a hostage. Leaders tend to be captured in their own expectations, desires, ambitions and those of other people. This hostage mindset causes powerlessness, frustration, and a lack of impact. Start to explore your mindset and free your mind.

ANNEMARIE DE JONG *Baak Change, a division of de Baak Leadership Institute, the Netherlands*

CAROLINE VAN FRANKENHUYZEN *de Baak Leadership Institute, the Netherlands*

Leading in FastTime®: New Challenges in the New Normal

Directors 2

SESSION TYPE: *Presentation*

ACCEPTED BY MIG(S): *Business, Development*

When CEOs from 40 countries rated their greatest concerns, "Excellence in Execution" was rated #1. A wide range of other research helps explain why CEOs are so concerned: 80-90% of organizations fail to execute effectively. The problem is compounded by the realities of the New Normal environment—rapid change and increasing complexity. Since results are the ultimate measure of a leader's effectiveness, every leader at every level needs to master the art of Effective Execution. This begins with an understanding of the three overarching challenges of the New Normal environment and how to meet them. This interactive session will explore successful approaches of top leaders in global organizations.

LELAND RUSSELL *GEO Group Strategic Services, Inc.*

Six Billion Paths: Helping College Students Discern their Purpose

Encino Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Education*

This highly interactive workshop will lead participants through a series of reflection activities that inspire clarity about values, current areas of conflict, and ways of acting and being that cultivate a peaceful state. Art, movement, writing, and small group dialogue will be included.

MAURA WOLF *Shinnyo-en Foundation*

MEGAN VOORHEES *Cal Corps Center for Public Leadership*

Lessons from a Sudanese Leadership and Management Pilot Training Program

Governors 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development*

University of Washington Population Leadership Program faculty, students, and staff, in partnership with Sudan Federal Ministry of Health (MOH), Blue Nile State MOH, Health Alliance International (HAI), and the Multi-Donor Trust Fund (MDTF), report on the evaluation efforts of a three-part pilot training in leadership/management in Blue Nile State, Sudan.

ANITA CROFTS *Population Leadership Program, University of Washington*

ELISABETH MITCHELL *Population Leadership Program, University of Washington*

NANCY CAMPBELL *Evans School of Public Affairs, University of Washington*

CHAIR: FATIMA AHMED *Population Leadership Program, University of Washington*

European Union Leadership Model: Signs of the Future?

Governors 2

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Public*

The European Union (EU)—27 member states, 500 million inhabitants—is the largest economic power in the world. It has developed a working process of functional leadership not dependent on individual leaders but on the process itself. What can be learned from the EU with regards to global and future leadership?

GERDA VAN DIJK *TiasNimbas Business School, University of Tilburg*

West Meets East: Integrating Global Models of Leadership

Malibu Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Business, Development*

A game show format provides the opportunity for participants to access leadership lessons from across the time continuum of cultures. Exploring the well-documented repository of lessons provided by leaders throughout history, participants will reflect on their own development plan and the subsequent development plans of those leaders who report to them. Participants will learn new design strategies enabling them to become a catalyst for change and leave with resources to advocate for and benchmark new leadership development approaches within their own work life.

PRAGNYA SETH *Satyam School of Leadership, Satyam Computer Services, Ltd.*

PRISCILLA NELSON *Satyam School of Leadership, Satyam Computer Services, Ltd.*

Developing Cultured Understandings of Leadership in a Global Context

Pacific Room

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship*

> Indigenous Intergroup Leadership: How the Hui Taumata Brought Maori Together in a Globalized World

This paper provides an account of a distinctive yet highly instructive form of contemporary inter-group leadership within a remarkable cultural community, the Maori (the indigenous people of New Zealand Aotearoa). Four lessons regarding intergroup leadership processes and practices are discussed, with applicability to indigenous and exogenous leaders.

DALE PFEIFER *EastWest Institute*

BRAD JACKSON *University of Auckland Business School*

> The Predictive Power of Cultural Intelligence in Global Leadership Development

This research presents a conceptual model of cultural intelligence (CI) that identifies antecedents of CI and links them to global leadership development outcomes. The model draws from theories of intercultural competence and global literacies as well as current empirical research on CI, discusses how CI is has been operationalized, and outlines directions for future research.

KARIN KLENKE *University of Maryland Eastern Shore*

> **Culture and Leadership in Transition: Comparing Perceptions of Cultural Values, Cultural Practices, and Leadership Preferences across Generations**

This paper discusses the results of intergenerational differences in leadership preferences, cultural values, and cultural practices that were found among emerging professionals in Israel, South Africa, and the United States using the GLOBE culture and leadership scales. These changes may be a result of age differences or social, political, and economic changes within each of these nations that have occurred during the past 10 years since the GLOBE data were first collected among middle managers.

MELISSA MCDERMOTT *Regent University*

Leadership Development: Emerging Possibilities from Rich Traditions

Palisades Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development*

This interactive panel discussion examines leadership development through four theoretical lenses—communicative practice, quantum holographic theory, participatory action, and integral theory. The application of emerging concepts and tools grounded in theory and research from each tradition is presented, followed by dialogue between panelists and participants.

> **Developing the Organizational Capacity for the Communicative Practice of Leadership**

Premised on leadership as a communicative practice, this presentation will explore the development of leadership as an organizational resource, as well as an individual capability. Since the context and culture shape the selection, use, and effectiveness of leadership practices, the presenter will examine scenarios and implications for strengthening organizations' cultural capacity for leadership.

KATHRYN GAINES *Leading Pace, LLC*

> **Holographic Leadership: Leading as a Way of Being**

Based on the field of leadership as an energetic, interconnected holding environment, this presentation explores the development of the leader her/himself. We will explore not only our own physiological and psychological states as the conditions for leadership but also how we can hold steady in the fragmentation of our world today.

JANET BYARS *Innovative Leadership Solutions, LLC*

> **Leadership Development through Participatory Action**

This segment presents an actionable, social justice framework for motivating, inspiring, and engaging college youth as responsible leaders and global citizens. The presentation draws from critical theory and scholarship on participatory action research to frame leadership development approaches undertaken with undergraduate college students at a small, private liberal arts institution.

CARA MEIXNER *Rollins College*

> **An Integral Lens on Leadership Development**

The panelist will review several leadership development initiatives with an integral approach to leadership development, as well as discuss the challenges. From an integral theory lens, any initiatives that promote leader(ship) development will be most comprehensive if they include interior and exterior of individuals and collectives.

LAURA SANTANA *Center for Creative Leadership*

CHAIR: RUSS VOLCKMANN *Integral Leadership Review and Leading Digest*

L.A. facts

"THE HOLLYWOOD SIGN" The sign was originally constructed in 1923 to promote a subdivision at the top of Beachwood Canyon called Hollywoodland. Until 1939 the sign was maintained by a caretaker who lived in a cabin behind the first "L". When the area was deeded to the city in 1945 the last part of the word was eliminated. The letters are of sheet metal, are fifty feet tall, and the length of the sign is 450 feet. In 1973 the sign was designated an historical cultural monument. It was rebuilt entirely in 1978.

Leadership for Transformation: The Fetzer Dialogues Session #1

Park SESSION TYPE: *Workshop* ACCEPTED BY MIG(S): *Development*

A multi-year partnership between the Academy of Leadership, ILA, and the Fetzer Institute has been created to explore the nature and dynamics of leadership for transformation. The goal is to support and amplify what's working in the world of leadership for transformation, focusing on the inner dimensions of leadership for transformation as well as the visible actions in the world. These sessions will provide opportunities for reflection, engagement, and rich learning. You are invited to all three or you are welcome to select among the dialogues. Please join us for these morning dialogues in the Park Room, each focusing on one of the topics below.

- 1) Who are leaders, teams, or communities/collectives who are actually leading/creating transformative change at a variety of scales and what can be learned from them?
- 2) What are practices or disciplines that leaders use that appear to contribute to transformative change? How might those be shared more broadly?
- 3) What are theories or frameworks, well known or emergent, that can help us better understand and work with, the dynamics of transformative change? Who is doing break-through work on frameworks?

MICHAEL JONES *James MacGregor Burns Academy of Leadership, University of Maryland*

JUDY BROWN *James MacGregor Burns Academy of Leadership, University of Maryland*

MARK NEPO *Fetzer Institute*

Leadership Lessons from Nonprofit and Community Leaders

Regents SESSION TYPE: *Paper Presentations* ACCEPTED BY MIG(S): *Public*

> On Being a Nonprofit Executive Director

This session highlights findings from doctoral research into how Executive Directors (EDs) of nonprofit organizations influence and are influenced by the ever changing nonprofit field.

JANET RECHTMAN *Fanning Institute, University of Georgia*

> Preparing Local Leaders for Global Impact

Some community-based leadership programs are refocusing efforts to prepare participants to not only be effective leaders in their local context but be equipped to position their communities in the global sphere. Focus group results from U.S. rural community leaders reveal strategies and programs implemented by some such innovators.

PATRICIA DYK *Center for Leadership Development, University of Kentucky*

> Global Leadership in Rotary

Governors of Rotary International who led districts that were in the top 1% (5 of 529 districts worldwide) from 1997 to 2005 were asked to complete a survey regarding their district's exceptional performance in membership growth and/or growth in giving to the Rotary Foundation. Structures and strategies for success were identified and analyzed.

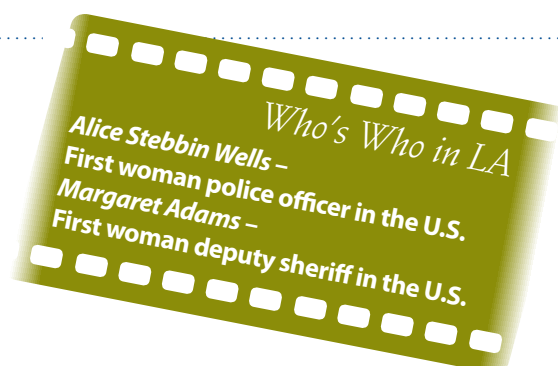
JOHN JACOB GARDINER *Seattle University*

Conversation with Manfred Kets de Vries

Sherman Oaks Room SESSION TYPE: *Conversation with Author*

A Leadership Legacy Program honoree and founder of the INSEAD Global Leadership Centre in 2003, the presenter will share his perspectives on the conference theme—Global Leadership: Portraits of the Past, Visions for the Future—from his various roles as a professor, scholar, leadership education program director, author, and leadership development consultant.

MANFRED KETS DE VRIES *INSEAD*



Future Generation Greater Manchester

Senators 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public, Development*

One of the most pressing contemporary leadership tasks is generating optimistic futures in challenged communities. A network in Greater Manchester recognized that young people are the leaders who will make the difference. This session will begin with a description of the problem by the young people themselves. A multi-generational panel will then explore the issues from the perspectives of leadership, learning, and making space. A short Communities Foundation video will illustrate the work done by a voluntary network to create the conditions where people of all ages, backgrounds, and professions can work together to build different futures for their communities.

ANNE MURPHY *Reflective Learning*

MARILYN ECCLES *Centre for Urban Education, Manchester Metropolitan University*

SAMANTHA BROXTON *Rivington and Blackrod High School*

NAEEM MOOSA *Turton Sixth Form College*

COMMENTATOR: JOHN ROBINSON *Centre for Urban Education, Manchester Metropolitan University*

Facilitating Leadership: A Discussion of Effective Educational Tools and Tactics that Develop 21st Century Leaders

Senators 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

Most business schools promote the development of leaders sufficient to address the pressing contemporary issues. However, not all leadership development activities are effective. This panel discussion focuses on ethnographic case samples from classroom and field exercises that have proven effective as determined by the instructors and the students.

TIM RAHSCHULTE *George Fox University*

LINDA OLSON *University of Denver*

GAIL LONGBOTHAM *Regent University*

ALINA LEHNERT *Evangel University*

Who Puts the “Global” in Global Leadership: Do Leadership Theories Translate across Cultures?

Westwood Room

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship*

These papers explore new and evolving models of Global Leadership in the world economy. Of special interest in this session is the growing awareness that cultural dimensions and their impact on global leadership perspectives in organizational effectiveness is of special importance. Each paper offers an alternative viewpoint on the complex and multidimensional construct of Global Leadership today.

> Mirror, Mirror on the Wall: Who Has the Global Leadership Mindset (GLM) of Them All?

Both global mindset and leadership are considered to be relevant for today’s organizations yet little research has focused on the intersection of these concepts. This paper offers a new conceptual model of the Global Leadership Mindset (GLM), and argues that it is a critical development within leadership and strategic management fields.

ELIZABETH DAVIS *George Washington University*

> What Wows ‘Em in Washington Bombs in Beijing: Enacting Leadership in the Global Theater

This paper challenges the appropriateness of applying leadership universals derived from U.S.-based settings to non-U.S. settings. It concludes by considering the role of international organizations with participants from different countries and cultures as leadership entrepots, where participants from different countries and cultures have the opportunity to learn and appropriate useful elements of each other’s leadership theory and practice.

MARK BAGSHAW *Marietta College*

> How Interculturally Competent is ILA?

The International Leadership Association seeks to explore theories of leadership from an international perspective. The question is: how interculturally competent are ILA members? Using results from the Intercultural Development Indicator, this paper assesses where ILA members score on the assessment and what this means for the field of leadership.

HEATHER MCDUGALL *Christopher Newport University*

ANTJE SCHWENNICKE *Indiana University*

Fredric M. Jablin

DISSERTATION AWARD



2008 Winner: *Congratulations*
Dr. Rita Palrecha

"The Transformational Leader Model, the Nurturant-Task Leader Model, and the Unique Local Leadership Model: A Quantitative and Qualitative Competitive Test of Three Leadership Models in India."



International Leadership Association

Submissions for the 2009 Fredric M. Jablin Dissertation Award may be on any topic and from any discipline as long as they make a substantial and direct contribution to the study of leadership. The dissertation must be completed between August 1, 2007 and August 1, 2009. The 2009 recipient(s) will be honored at the annual conference of the International Leadership Association, November 11-14, 2009 in Prague, where they will be asked to present their dissertation research. In addition to the award, winners receive a \$1000 cash prize from the Jepson School of Leadership Studies, travel expenses to and registration for the ILA conference, and a one year membership to the ILA. All submissions must be received by August 15, 2009. Applicants must submit a letter of interest, a 3-5 page abstract of a substantive dissertation chapter (specifically, the chapter that best represents the dissertation), a brief biography, and verification of the dissertation defense date. Candidates should e-mail submissions as attachments to jepsonaward@richmond.edu. Please do NOT send the dissertation. The award committee will contact semi-finalists to request a full dissertation chapter. Please visit jepson.richmond.edu for more information about the award.



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Concurrent Session 2

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

Igniting Leadership Activity: Student Involvement in the ILA

Bel-Air Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

How can student ILA members become more active? This interactive session will explore both existing and potential areas of involvement for student members. Results from a Spring 2008 student survey will also be discussed as we collaborate to determine how to ignite leadership activity within the student membership of the ILA.

NATALIE COERS *University of Georgia*

TONY MIDLEBROOKS *University of Delaware*

The Nexus between Leadership Development and Leadership Research

Brentwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development*

This session will contemplate the complexities of being engaged in both leadership development and leadership research. It seeks to raise and explore core issues and questions relevant at an Institute level that positions itself at the nexus between leadership development and leadership research, including: being theory or data driven; requirements and expectations around intervention or evaluation; the balance between content processes and open enquiry; and overall tensions between practicing and understanding leadership. Executives, administrators, practitioners, development experts, and researchers are invited to participate in this dialogue.

BRIGID CARROLL *University of Auckland*

LESTER LEVY *University of Auckland*

JOLINE FRANCOEUR *University of Auckland*

Servant-Leadership as a Natural Model for Leadership Development in Public Administration

Directors 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public, Education*

This panel features perspectives on the utility and fit of the servant-leadership model with public sector leadership development efforts, from the local, regional, and national levels. Panelists will speak to the imperative of those engaged in academic leadership education to participate in leadership development beyond the boundaries of the classroom.

COLLEENE PRECIADO *Orange County, CA*

MATHEW FERRERO *Internal Revenue Service*

LORI CARNEY *City of Palm Desert*

NEAL KELLEY *Orange County, CA*

CHAIR: MARK MAIER *Chapman University*

COMMENTATOR: LORI ZUCCHINO *Leadership Development Associates*

Social Movement Leadership: Al Gore, Helen Caldicott, and the German Green Party

Directors 1

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship, Public*

This session profiles prominent social movement leaders who have had a global impact on important social, environmental, and political issues.

> Physicians to a Dying Planet: Helen Caldicott, Randall Forsberg, and the Struggle against Nuclear Weapons in the Early 1980s

This paper profiles the leadership of Helen Caldicott and Randall Forsberg during the Nuclear Freeze Campaign. It analyzes the different but complementary leadership styles and behaviors of these two women (Caldicott more emotional and charismatic, Forsberg more analytical and visionary), considers the utility of fear arousal, and explores the gender dynamics at play, particularly in Caldicott's role as President of Physicians for Social Responsibility.

BENJAMIN REDEKOP *Christopher Newport University*

> A Rhetorical Balancing Act: Al Gore's Global Warming Communication Strategy

This paper analyzes Gore's use of ethos, pathos, and logos in written and visual texts. Comparing his use of Aristotle's rhetorical appeals with their use by other leaders confronting global warming suggests why Gore's rhetorical strategy has been successful in bringing the notion of climate change to the American public.

DENISE STODOLA *Kettering University*

> From Citizen Leaders to Political Powerhouse: The Case of the German Green Party

Utilizing interviews with key Green Party leaders, the paper uses a grounded theory method to uncover the leadership style and tactics of the movement. It suggests the Greens exemplify the successful crossover from citizen leadership into formal political leadership, allowing the group to move from outsider with limited political impact to insider with national legislative authority.

HEATHER MCDUGALL *Christopher Newport University*

Succession Planning: Developing Leaders for the Future

Encino Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Business*

For an organization to maintain a dynamic and viable workforce it must have a strategic plan for the future that includes succession planning. This interactive session will examine succession planning by utilizing a strategic planning paradigm. Panel members will offer a rationale for succession planning and specific solutions that are designed to improve retention of highly competent professionals who have demonstrated leadership potential as well as personal and professional developmental strategies that can improve overall organizational productivity.

PEGGY HUNKER *Azusa Pacific University*

GARY LEMASTER *Azusa Pacific University*

RAY ROOD *Azusa Pacific University*

KATHALEEN REID-MARTINEZ *Azusa Pacific University*

CHAIR: DAVE MCINTIRE *Azusa Pacific University*

IntraHealth International's Journey to Becoming a Global Conscious Open Space Organization (COSO)

Governors 1

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Public*

How can an organization enjoying a steep and exciting trajectory of growth in size, funding, scope, and breadth of services, support alignment and collaboration across projects and offices? IntraHealth International, now with over 35 programs, offices in 18 countries, and approximately 500 staff is managing this transformational process by seeking to become a highly effective Conscious Open Space Organization (COSO) that values personal leadership and accountability and highly participatory processes as a means toward becoming a global leader that consistently delivers. The case study will focus on the opportunities and challenges of building alignment of vision and shared leadership within a rapidly growing global organization.

PAPE GAYE *IntraHealth International, Inc.*

REBECCA KOHLER *IntraHealth International, Inc.*

MANJU SHUKLA *IntraHealth International, Inc.*

Bravo! An Inquiry into Leadership Factors in Tony Award-Winning American Regional Theatres

Governors 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Business, Scholarship*

The Antoinette Perry Awards are the Oscars of the American theatre. For decades the Tony has been conferred annually upon one nonprofit theatre in America demonstrating best practices. This panel examines three theatres, exploring visionary leadership, community engagement, and board dimensions relating to the coveted award. Excellence in these factors puts an organization on the path to industry leadership. Two institutions, San Diego's Old Globe Theatre and Los Angeles' Center Theatre Group, have already won the Tony. The third theatre considered is the aspiring Pasadena Playhouse.

PATRICK MCDONOUGH *California State University Long Beach*

KENNETH NOVICE *The Pasadena Playhouse*

Reappraising Leadership—and its Relationship with Management—from a Learning Perspective

Malibu Room

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Scholarship*

In his forthcoming book, *In the Leadership Mode*, the presenter puts conventional ideas about leaders, authority, and influence on hold, and looks at leadership as grounded in learning processes and as distinct from management processes. The book proposes a view of leadership emphasizing specific interventions, made in real time, towards change. These leadership-mode interventions are distinguished from others in the management mode. The proposition is that a learning-based approach to leadership offers benefits in dealing with contentious problems. In this interactive session, the author reviews the concepts and reopens consideration of the leadership-management relationship.

DON DUNOON *New Futures Pty Ltd*

Voices of Global Leadership

Pacific Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public*

What does global leadership in action look like? How are organizations supporting global leadership development at the grassroots level? Has a cross-sector focus helped or hindered effectiveness? Hear from a tapestry of voices from around the world working with people leading grassroots organizations from Africa, Asia, South America, and the Middle East. Find out what they share as leaders and how they differ.

LINDA ALEPIN *Global Women's Leadership Network*

MICHELE EHLERS *Transformational Global Leadership Network*

SEMA BASOL *Global Women's Leadership Network*

2008 Jablin Dissertation Award Winner

Palisades Room

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship*

> Leadership—Universal or Culturally Contingent: A Multiple Methods Multiple Theories Research Design and Test in India

One of the key question in cross-cultural leadership research is about the nature of leadership, i.e. whether leadership is universal or culturally contingent. Four issues in the cross-cultural leadership literature related to the test of nature of leadership are identified and addressed in this dissertation. A multiple methods and multiple theories research design is proposed and empirically tested in a not-for profit organization in India. A competitive test of three leadership models, representing universal model, culturally contingent and unique local leadership model is administered. The results indicate strong support for the unique local leadership model, some support for the culturally contingent leadership model, and minimal support for the universal model of leadership.

RITA PALRECHA *State University of New York at Binghamton*

COMMENTATORS: RONALD RIGGIO *Kravis Leadership Institute, Claremont McKenna college Azusa Pacific University*

CRYSTAL HOYT *Jepson School of Leadership Studies, University of Richmond*

Leadership on the Brain: How to Tap into the Thinking and Behavior Preferences of Yourself and Others

Regents

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education, Development*

Understanding a leader's thinking and behavior preferences assists self-awareness and efficacy. Neuroscience and brain research contribute to the knowledge of leaders' emerging experience based on their genetics and characteristics. This interactive session provides an overview to help participants understand the brain's four quadrants as related to the leader and teamwork.

RICH WHITNEY *DePaul University*

ERIK KIESER *Erik Kieser Group*

Leadership Solutions: The Pathway to Bridge the Leadership Gap

Senators 2

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Development*

Many organizations struggle to build the leadership they will need to succeed. This session will provide concrete and precise strategies to close your organization's leadership gap. The author will explain how organizations need to think about leadership for the future and describe the leadership solutions pathway.

VINCE MOLINARO *Knightsbridge Human Capital Solutions*

LIANE DAVEY *Knightsbridge Human Capital Solutions*

A Space for Leadership

Senators 1

SESSION TYPE: *Paper Presentation*

ACCEPTED BY MIG(S): *Scholarship*

The paper outlines a recent debate about the relation between economic theory and business pedagogy. It relates this debate to (1) efforts to revise homo economicus in economic theory and (2) sociological arguments regarding the performativeness of economic doctrine. The presenter will then show how this debate may be resolved, leading to implications for leadership theory and research in the substantive area of strategic management of businesses.

RODERICK MACDONALD *Université du Québec à Montréal*

A Case Study in Innovative Leadership Development in a Global Organization

Sherman Oaks Room

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Development, Business*

If your business leaders or clients have ever exclaimed, "We need a Leadership Development program!", this is the session for you. Examine a case from one of Microsoft's global business units, evaluate how you would provide new leadership experiences beyond developing a training program, and see how the business is responding to the solution.

KATHLEEN HOLMES *Microsoft*

Leadership Ethics: An Introduction

Westwood Room

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Education, Scholarship*

Leadership Ethics uses moral theory, as well as empirical research in psychology, to evaluate the reasons everyday leaders give to justify breaking the rules. Written for academics, practitioners, and students without a background in philosophy, it introduces readers to the moral theories that are relevant to leadership ethics: relativism, amoralism, Kantianism, egoism, virtue ethics, social contract theory, situation ethics, communitarianism, and cosmopolitan theories such as utilitarianism and transformational leadership.

TERRY PRICE *Jepson School of Leadership Studies, University of Richmond*

COMMENTATOR: NATHAN HARTER *Purdue University*

Did you know?
Four flags have flown over
California. Russia, Spain, Mexico,
and the United States!

Concurrent Session 3

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

Great Ideas Share and Teach Forum

Bel-Air Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Education*

Back by popular demand, this highly interactive forum is for those interested in expanding teaching practices and their pedagogical toolboxes. Sponsored by the Leadership Education Member Interest Group (MIG), participants will give, receive, discuss, and see in action great ideas for teaching leadership. Share your great idea, and leave with many more!

PAIGE HABER *University of San Diego*

TONY MIDDLEBROOKS *University of Delaware*

Redefining Followership: The Challenges and the Pitfalls

Brentwood Room

SESSION TYPE: *Discussion*

ACCEPTED BY MIG(S): *Scholarship*

After years of neglect, the field of followership has begun to receive new critical attention from scholars and practitioners, alike. This session, drawing on two new works, *The Art of Followership*, and *Followership: How Followers are Creating Change and Changing Leaders*, will explore new perspectives on followership including the ways in which followers can strengthen or undermine leaders and vice versa. This panel, composed of noted scholars, examines the complexities and challenges of effective followership in its various configurations.

> Followership: How Followers are Creating Change and Changing Leaders

The author of *Followership: How Followers are Creating Change and Changing Leaders*, will discuss her most recent book focusing on three aspects: the current state of Leadership Studies regarding the inclusion of followership; the distinctions among followers and the implications thereof for leadership and management; and the changes taking place worldwide that explain why power and influence are shifting away from leaders and toward followers.

BARBARA KELLERMAN *Center for Public Leadership, Harvard University*

> The Rise of Authentic Followership

Building on the premise that leadership is an interactive process between leaders and followers, this presenter will examine how developing a sense of psychological ownership, trust through vulnerability, and transparency contributes to enhancing follower potential as well as the leader-follower dynamic.

REBECCA J. REICHARD *School of Leadership Studies, Kansas State University*

> Three Perspectives on Followership

Three perspectives on followership will be presented, each reflecting a different role orientation by the follower. An individual's role orientation refers to how the follower conceptualizes his/her duties and responsibilities in their organizational position. Interactive, independent and shifting role orientations are discussed as well as likely antecedents and consequences of each.

JON P. HOWELL *New Mexico State University*

MARÍA MÉNDEZ *Indiana University*

> Social Identity Processes and the Empowerment of Followers

Because almost all groups have leaders, and people derive a sense of who they are, their (social) identity, from the groups to which they belong, people look to their leaders to define and manage their social identity. Effective leadership is thus significantly influenced by followers' quest for social identity – a quest that empowers followers to influence and configure the behavior of their leaders. This panelist describes the social identity theory of leadership and draws out its implications for ways in which followers' expectations of their leaders facilitate innovation within identity-limits imposed by followers.

MICHAEL HOGG *School of Behavioral and Organizational Sciences, Claremont Graduate University (refereed track)*

CHAIR: JEAN LIPMAN-BLUMEN *Peter F. Druker Graduate School of Management, Claremont Graduate University*

Simulative Learning and Transformative Technologies in Strategic Leadership

Directors 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development*

Strategic leadership entails strategic visioning and the encountering of unique and high risk situations. Learning is vital, but difficult to achieve in the flow of strategic leadership practice. This panel will share simulative learning practices in a variety of organizations, situations, sectors, and international contexts. The advantages/disadvantages of transformative technologies and the ethics of applying simulations in strategic leadership practice and development will be discussed.

> No Time to Lose: Using Realistic Simulations to Develop Leadership Capacity in Organizations

This presenter will contrast learnable models of leadership against those that simply are not teachable or learnable. Second, the use and results of developing and implementing realistic simulations to deal with complex issues will be described.

JOHN DENTICO *LeadSimm—Learn Leadership By Doing Leadership*

> Simulative Learning in the Leadership Education of China

CELAP is a pioneer in the reform of leadership education in China. CELAP's unique mission is to establish a training innovation center for developing new courses and to study/experiment with new ways of training. The panelist will detail how Simulative Learning has proven to be the most effective, successful, and innovative practice for over 8000 senior leaders.

SHIQUAN WANG *Leadership Studies College, China Executive Leadership Academy Pudong*

> Transforming Strategic Leadership Practice and Development with Emerging Technologies

For Strategic Leadership practitioners, emergent technologies provide a romantic interlude full of unbounded possibilities, which will remain mostly unrealized. The presenter demonstrates some emerging technologies that radically transform strategic visioning, simulative learning, and transforming processes and discusses potential future directions.

KULDIP REYATT *Strategic Visioning Partners*

The Future of Leadership Research in Latin America

Governors 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship*

This panel will discuss critical theoretical and practical insights for fostering culturally sensitive leadership research in Latin America. The panel will share challenges for conceptual and empirical research, the contributions of native authors to the leadership studies field, and relevant research agenda items.

> Theoretical, Technical and Practical Aspects for Fostering Leadership Research

This panelist will consider aspects for fostering leadership research in Latin America, such as the development of culturally sensitive leadership theories and models, contributions of native Latin American authors, the use of research methods that consider cultural factors, technical issues regarding the translation, and validation of data collection instruments.

SERGIO MATVIUK *School of Global Leadership and Entrepreneurship, Regent University*

> Paulo Freire's Contribution to Leadership Communication Research

This presentation discusses Kouzes and Posner's "Exemplary Leadership Behaviors" when applied to the region and introduces Paulo Freire's dialogic communication theoretical approach as a more cultural sensitive model of leadership communication for Latin America and its implications at social and organizational levels.

MARCELA CHAVAN-MATVIUK *School of Global Leadership and Entrepreneurship, Regent University*

> Execution as a Missing Factor

This panelist will focus on one issue that needs inclusion in the Latin American leadership research agenda: execution. He will argue that execution is the missing factor in the relationship between strategy and organizational structure in Latin American organizations and requires research as a culturally sensitive aspect of Latin American leadership.

JESUS SAMPEDRO HIDALGO *Global Leadership Consulting*

> A Forgotten Item: Research on Talent Management

Historically, talent management has not been a researched topic in Latin America, despite of its cultural and organizational importance. Preliminary results of leadership research on this topic in Guatemala among young human resource practitioners will be discussed.

ALMARIE MUNLEY *School of Undergraduate Studies, Regent University*

Tonga in Transition: The Impact of Emerging Leadership Paradigms in a Developing Nation

Directors 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Business*

The Kingdom of Tonga is at the crossroad of significant socio-political and economic change. Participants will examine leadership interventions conducted recently among business leaders, secondary school educators, and community activists in this South Pacific constitutional monarchy, highlighting the influence of leadership education on transforming the future sustainability of developing nations.

> Educating Emerging Leaders through Personal-Centered Leadership

The freedom to learn is vital for individuals who have been denied the necessities of life, but who have with every generation continued the quest for knowledge through education. This panelist introduces the personal-centered leadership program as a bridge to the future for Tonga's emerging leaders through collaborative learning and creative expression.

CAROLYN SALERNO *Northcentral University; ARC Leadership Group*

> Dare to Dream: Post-heroic Leadership at the Crossroads of Change

A module within the personal-centered leadership framework concerned with post-heroic leadership (Huey, 1994) as embodied and expressed in the dare to dream motif will be presented. An outline of how this concept of shared influence was integrated into the week-long leadership curriculum implemented in Tonga will also be examined and discussed.

FREDA TURNER *Northcentral University*

> Barriers to National and Social Development

A premise of this presentation is that under-valued nations may create strategies that attract wealth and create economic parity through leadership development born of effective education. The country's socio-economic travails and conflicts will be analyzed in the context of corresponding theories for creating knowledge-based competitiveness on the global stage of world affairs.

ARTHUR TYLER *Houston Community College System*

> The Role of Affect and Spirituality in Tongan Leadership Development

This presentation will explore the significance of leveraging intrinsic motivators in the development of talent and leadership potential among Tonga's citizenry. A sampling of Tongan MBTI types will be analyzed and related to spiritual dimensions of the over-arching personal-centered leadership pedagogy.

ARTHUR JUE *Oracle Corporation; University of Phoenix*

CHAIR: RICHARD BRYDGES *ARC Leadership Group*

COMMENTATOR: MELE LAVINIA UATA-FRANGUPO *MLUF Leadership Center/Academy*

It Takes Two to Tango: The Art of Balanced Leadership

Encino Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Business*

Connecting oneself and team members to their best future possibilities while maintaining balance in the surrounding system requires the capability to connect to one's inner field of balance and to sense the full potential of oneself, the team, and the task. This workshop will use a combination of kinesthetic activities, self-awareness exercises, and conceptual approaches to strengthen business as well as personal leadership skills, confidence, creative collaboration, and communication. No dance experience, physical fitness or partner required!

ERIKA JACOBI *LC GLOBAL*

Leading by Instinct in Navigating Change: Rediscovering the Power of Conation

Regents

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Business*

This interactive workshop draws on extensive research and assessment tools to highlight the critical influence of instinct on transformational leadership and organizational effectiveness. Participants in this session will learn how effective leaders enable followers to navigate change by leveraging innate problem-solving instincts (conation) in a world of increasing complexity.

DAVID KOLBE *Kolbe Corp*

Leadership in Transitioning Countries: Past and Present

Governors 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship*

This panel will examine past leadership approaches in Eastern European and African transitioning countries and the needs for change in prevailing leadership approaches presented by new contexts and new followers.

> Leadership Challenges and Needs in Lithuania

The creation of a market economy in Lithuania led to a radical transformation of the values entrenched in the socialist economy. Recent studies of employees in Lithuanian organizations show that the organizational commitment and loyalty of employees in Lithuania may depend on the use of leadership approaches that assure employees of just treatment and active concern for employee welfare and development.

DAIL FIELDS *Regent University*

> The Hero Who Cannot Save Us Anymore

This research explores the dissolution of charisma in organizational leaders in post-Communist Romania. This presenter will describe under what conditions followers move from idealized, one-sided relationships with their leaders to mutual, participative relationships with them.

MIHAI BOCARNEA *Regent University*

> Towards an Indigenous, Values-based Leadership Approach in Southern Africa

Recent studies have highlighted the desperate need for indigenous, innovative, values-based leadership approaches in Southern Africa. This emerging, post-industrial paradigm of leadership has helped South Africans to start thinking of leadership as something that is done in community instead of the actions—and responsibility—of one privileged individual.

CORNE BEKKER *Regent University*

> Which Way Africa? Nigeria: Charting a Forward Leadership Course

A renewed study of African leadership is vital to developing an understanding of the global implications of changes occurring there. How do the particularities of a dynamic culture influence emergent leadership models? This calls for a revamped concept of leadership that embraces the particularities of a society in transition.

BRAMWELL OSULA *Regent University*

Tools for Learning-based Leadership Interventions

Malibu Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development*

Don Dunoon's forthcoming book, *In the Leadership Mode*, presents a framework of practices and tools for better handling contentious problems. ARIES—Attending, Reflecting, Inquiring, Expressing and Synthesizing—is a leadership framework based in learning rather than influence which supports specific, in-the-moment, Leadership-Mode interventions. The framework can also be used to help clarify current realities with a contentious problem. The presenters outline the framework and apply it, interactively, to shed light on a case from a particular experience.

DON DUNOON *New Futures Pty Ltd*

IVA WILSON *The Coaching Collaborative*

JOANNE O'BRIEN-LEVIN *Coaching to Wisdom*

Leading the Global Village: Women's Experience in Globally Distributed Corporate Leadership

Palisades Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship, Business*

This panel brings together female practitioners and scholars from Asia, Australia, Eastern Europe, and the U.S. to discuss research and leadership experiences with globally distributed teams. Panelists will share views of future collective practices that span hierarchy, organization, and national boundaries. The discussion will be grounded in the qualitative research of varied business-to-business service engagements.

GERALDINE GUERRERO *IBM*

CATHY GRAPE *IBM*

IVANA MEDVEDOVA *IBM*

CHAIR: LISA KREEGER *IBM; Antioch University*

On the Brink of New Promise: Philanthropic Leadership for Community Transformation

Pacific Room

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Public*

Two prominent leaders in the field of philanthropy—one, a Senior Program Officer of the Ford Foundation and the other, the President of the Community Foundation of Greater South Wood County—have collaborated and created a model program in which leadership, civic engagement, culture change, economic development, and social justice have converged to transform a region. This session will explain how this community transformation was achieved to bring about substantive and sustainable change. Learn how this collaboration applied its resources to help the community recognize its collective aspirations, engage its toughest challenges, and embrace its most inspiring opportunities for the benefit of the common good. This is adaptive leadership at its best!

KATHERINE TYLER SCOTT *Ki ThoughtBridge, LLC*

LINETTA GILBERT *Ford Foundation*

KELLY LUCAS *Community Foundation of Greater South Wood County*

Beyond Leader Development: Exploring the Use of Co-inquiry Methodologies for Leadership Development

Park

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development*

Emerging theory is shifting attention from leader to leadership development, and practitioners are exploring new approaches to support development on both fronts. This experiential session invites participants to explore the use of co-inquiry methodologies as leadership development tools based on three programs at the Research Center for Leadership in Action.

BETHANY GODSOE *Research Center for Leadership in Action*

SANDRA HAYES *Teachers College*

ANGELA HENDRIX TERRY *AHT Consulting*

Perspectives on Emerging Leadership Models in China

Senators 2

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship*

This session offers a multifaceted picture of Chinese leadership from the wisdom of traditional Confucianism to the experiences of contemporary leaders both in government and academic sectors, from the career transformation of the provincial leaders to the process of the leaders' crisis decision-making, from the theory model developing to empirical analysis and case study.

> Confucian Global Leadership in Chinese Tradition: Classical and Contemporary

This paper reviews traditional classical and contemporary models of Confucian global leadership. Building on the traditional, a global leadership model under the New Confucian model is still a matter of ethical development of man-writ, but it has been playing a more important role during this open world which is independent and interactive.

ZHONGYING CHENG *University of Hawaii at Manoa*

> Higher Education Presidency: Yesterday, Today, and Tomorrow

The presentation is based on the author's comparative textual analysis of the found literature on academic presidency. She argues that the academic leadership study should move beyond one nation's boundary. It's time to think about a hybrid leadership model in which East and West might possibly meet.

QINGYAN TIAN *Ocean University of China; University of Illinois-UC*

> The Career Dynamics of Chinese Provincial Party Secretaries in 1977-2008: A Principal Component Analysis

This article examines the career transformation of Chinese provincial party secretaries since 1977. Using the method of principal component analysis, it develops a credential-structure-based framework to measure the transformation and finds the change pattern and its connection with the change of national development strategy.

YIZHI XIONG *China Center for Public Leadership, School of Public Policy and Management, Tsinghua University*

CHAIR: FREDRICK PETERSON *Washington State University*

Creating Curriculum Links to Leadership Competencies

Senators 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public Service*

This session will present research on leadership competencies and explore changes to the liberal arts and public policy curricula, and their alignment to support effective leadership development.

> Preparing Public Leaders for 21st Century Challenges

What do leaders say they and their successors will need to exercise leadership effectively? The presenters will offer ideas drawn from 10,000 senior executive officers of federal agencies and research to compare these competencies with other empirical studies on leadership competencies required for the future. The James Burns Academy is working with other schools of leadership and public policy to examine the alignment of curricula with competencies. Thus, this session will examine the competencies for effective public purpose leadership and curricula content and pedagogy to achieve them.

RICHARD COUTO *James MacGregor Burns Academy of Leaderships, University of Maryland; Antioch University*

> Integrating the Liberal Arts with Leadership Studies

How can topics of responsible leadership be integrated across liberal arts disciplines? This was the focus of a multi-year collaboration between Claremont McKenna College, Loyola Marymount College, and the University of Richmond with generous support from the W. M. Keck Foundation. The presenter will detail the fruits of this collaboration, including the development of Interdisciplinary team-taught courses, undergraduate student research, workshops for other colleges interested in shifting their curriculum and a Jepson conference to showcase recent scholarship on leadership and the Liberal Arts.

SANDRA PEART *Jepson School of Leadership Studies, University of Richmond*

> Critical Events and Lessons of Public Sector Leaders in Singapore

How can we develop leaders for public service? What can business leaders learn from the experiences of public sector leaders? In-depth career interviews were conducted with 37 senior public sector leaders in Singapore representing 28 government agencies. A team of researchers from the Center for Creative Leadership and the Singapore Civil Service College analyzed the interviews, identified themes, and developed a taxonomy of critical events and lessons. The findings were compared with data on business leaders in Singapore. The implications of the findings and the broader question of how leadership development and effective leadership might differ across sectors will be discussed.

JEFFREY YIP *Center for Creative Leadership*

CHAIR: RICHARD COUTO *James MacGregor Burns Academy of Leaderships, University of Maryland; Antioch University*

Global Survey of Integral Leadership Development Programs Meeting New Societal Needs

Sherman Oaks Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development, Education*

The presenters will discuss the key findings of a global study of vanguard leadership development programs for emerging and senior leaders in civil society, the business world, and the public sector. These programs effectively integrate inner, interpersonal, organizational, and systemic dimensions of change toward personal, organizational, social, and environmental sustainability. The panelists will dialogue with the participants on how to address questions and unmet needs in this emerging field.

ALAIN GAUTHIER *Core Leadership Development; Global Leadership Network*

WALTER LINK *Global Leadership Network; Leadership is Global*

Connecting Actions and Outcomes: Examining the Design and Delivery of Collegiate Leadership Development Programs

Westwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

This session presents results from a mixed method study that connected insights from leadership experts on 52 campuses to national student leadership outcomes data. Issues related to institutional factors, leadership program characteristics, and student outcomes of leadership for social change will be discussed.

JULIE OWEN *New Century College, George Mason University*

WENDY WAGNER *University of Maryland College Park*

LAURA OSTEEN *Florida State University*

DAVE ROSCH *University of Illinois at Urbana-Champaign*

COMMENTATOR: SUSAN KOMIVES *University of Maryland College Park*

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ILAMLK

Concurrent Session 4

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

CS4 FRIDAY 9:00 AM – 10:15 AM

From Margin to Center: Moving away from Privileged Models of Leadership and Towards Multiple Ways of Knowing

Bel-Air Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Education*

Recognizing alternative forms of leadership is critical to understanding of the past and creating efforts to transform current leadership practices. This interactive workshop provides the opportunity and space to explore privileged leadership, discover egalitarian, group-centered forms of leadership, and develop strategies to integrate them into personal and organizational systems.

ROBIN SELZER *Union Institute & University*

MAI MOUA *Leadership Paradigms Inc.*

JAMES M. MOHR *Leadership Studies, Gonzaga University*

CHARLES MONTGOMERY *New Salem Missionary Baptist Church*

New Work on Leadership and the Humanities, Politics, and Psychology

Brentwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship*

In this session editors and select contributors will talk about the newly published three-volume set of books called, *Leadership at the Crossroads* (Praeger, 2008). Each volumes consist of original full length essays on topics that have not been explored in traditional leadership literature and, in some cases, by scholars from disciplines that do not usually focus on leadership. The session will consist of an overview of each volume and a few short presentations by some of the authors.

> *Leadership and the Humanities*

JOANNE CIULLA *Jepson School of Leadership Studies, University of Richmond*

> *Of Gods and Commodores: Leadership in Melville's Moby-Dick*

NICHOLAS WARNER *Claremont McKenna College*

> *Leadership and Politics*

MICHAEL GENOVESE *Institute for Leadership Studies, Loyola Marymount University*

> *Psychology and Leadership*

CRYSTAL HOYT *Jepson School of Leadership Studies, University of Richmond*

GEORGE GOETHALS *Jepson School of Leadership Studies, University of Richmond*

> *The Relevance of Don Quixote to Leadership Studies: Nostalgia, Cynicism, and Ambivalence*

AURORA HERMIDA-RUIZ *Jepson School of Leadership Studies, University of Richmond*

The Future of Board Leadership in the Global Economy

Directors 1

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Business, Development

Board leadership—leadership of the board and the leadership that the board provides to the corporation—is of serious concern around the world. This panel will explore effectiveness and ethical dimensions of board leadership, alternative methods for developing future board leaders, and emergence of a global model of board leadership.

> Transcendent Leadership: A Pathway to More Effective and Ethical Board Governance

Grounded in consciousness of wholeness, Transcendent Leadership (TL) offers a new metaphor for considering board governance. Six characteristics of shared governance are most effectively and ethically met in TL. Moving decision-making from one powerful leader to a collaborative leadership circle creates a pathway to more effective and ethical board governance.

JOHN JACOB GARDINER *Seattle University*

> Boards of the Future: How Do We Get from Here to There?

The presenter will discuss the overall composition of current boards in the U.S. and make the case that a different board structure and composition is required for the future. A model process developed in Boston will be shared as a framework to explore strategies to create more inclusive and effective board structures.

SHERRY PENNEY *College of Management*

> Global Learning for a New Model of Excellence in Board Leadership

There are persistent calls for a global model of corporate governance. Highlighting the key board leadership challenges, the presenter will outline what Excellence in Board Leadership means in the global economy and offer strategies that facilitate navigation towards a future where excellence in board leadership is not the exception but the global norm.

KULDIP REYATT *Strategic Visioning Partners*

Examinations of Public Leadership in China

Directors 2

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Public

> Public Leadership in China: Progress and Prospects

The panelist will share China's rich traditional wisdom and culture on leadership and how, in the last three decades, public leadership in China has made great progress in the areas of practice, academic research, education, and training.

YOUQIANG WANG *China Center for Public Leadership of School of Public Policy and Management, Tsinghua University*

DING ZI *China Center for Public Leadership of School of Public Policy and Management, Tsinghua University*

> Building a Leadership Evaluation Index System in Chinese Government

This presentation will discuss the creation of a leadership evaluation index system. Based on a competency tank of Chinese Government leaders, a questionnaire survey was conducted, including four facets (moral character, working ability, knowledge and attitude) and 31 detailed indexes. After gathering 508 samples from government leaders from divisions and bureaus, factor analysis method was used to build the evaluation index system.

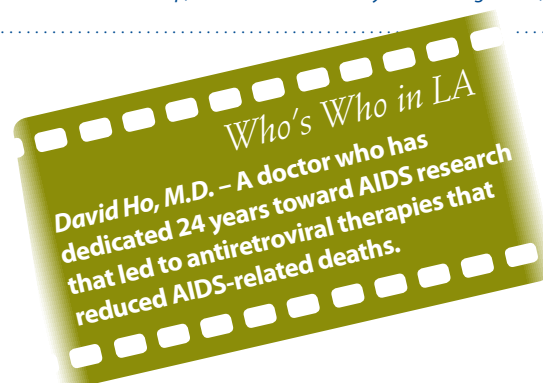
YONGDA YU *China Center for Public Leadership, School of Public Policy and Management, Tsinghua University*

WEIPING ZHAN *China Center for Public Leadership, School of Public Policy and Management, Tsinghua University*

> Public Leadership in Crisis Management: A Case Study with Chinese Characteristics

A small local government postponed the national college entrance examination in 2006 because of a natural disaster. Such a postponement had never happened in the history of China. The panelist focuses on the resulting leadership with Chinese characteristics and the interaction between the leader the followers in this unique situation.

LING MU *China Center for Public Leadership, School of Public Policy and Management, Tsinghua University*



Designing and Evaluating Leadership Development with the Greater Good in Mind

Pacific Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development, Public*

An expert panel will share two frameworks that can be used to design and evaluate leadership development efforts that include a desire to improve societal conditions resulting in the greater good. Panelists will provide overviews of the two approaches and share their experiences with them in an interactive dialogue with participants.

KELLY HANNUM *Center for Creative Leadership*

CLAIRE REINELT *Leadership Learning Community*

REBECCA ACED-MOLINA *RAM Consulting*

Technology as a Tool for Transformation When Dealing with Public Problems

Governors 1

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Development*

Real world problems need cross-sector leadership. This session will explain how technology supported the emergence of leadership and heightened community voices in two cases.

> Who is at the Table?

What might be considered low-tech counts as meaningful technology in many communities. At the South Madison Community Team program, a university-community collaboration, the aim is to heighten resident voices in public participation processes and create shared vision by new knowledge creation. The presenter will illustrate the use of technologies to communicate patterns and themes across interview stories.

ARIEL L. KAUFMAN *Chancellor's Office and Educational Leadership and Policy Analysis Dept., University of Wisconsin- Madison*

> Going Beyond Disparities to Shared Solutions

HealthyCity staff will provide practical examples of how technology developed leadership by the sharing and co-creation of knowledge, skills building, and envisioning a different future. Perhaps most important, the mapping and data analysis tools help diverse and often conflicted groups of stakeholders (such as grassroots community residents and leaders of elite institutions—public agencies, foundations, elected officials) arrive at a common understanding of a problem, an indispensable first step to developing shared solutions.

JOHN KIM *Advancement Project*

PETER MANZO *Advancement Project; UCLA Center for Civil Society*

Conversation with Frances Hesselbein

Encino Room

SESSION TYPE: *Conversation with Author*

This informal interview format will explore trends facing today's leaders and strategies for leadership success in the 21st century. In addition to sharing her own wisdom, Leadership Legacy Program honoree Frances Hesselbein will discuss two of her co-edited works, *The Leader of the Future* and *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*, collections of essays by dozens of leadership thought leaders written ten years apart.

FRANCES HESSELBEIN *Leader to Leader Institute*

INTERVIEWER: RICHARD COUTO *James MacGregor Burns Academy of Leadership; Antioch University*

Leadership Formation: Developing the Emotional and Spiritual Capacities of School Leaders

Malibu Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Education, Development*

Leaders capable of confronting injustices in education must deeply understand the relationship between courageous leadership and their own interior condition. Some programs may treat justice as a cognitive exercise. This forum presents the innovative practices of one educational leadership preparation program dedicated to developing the internal capacities for social justice.

MICHAEL POUTIATINE *Gonzaga University*

HANK RUBIN *George Mason University*

ANN UNTERREINER *University of Redlands*

Leadership in the Global Religions: Meaning-Making through Exemplars and Their Ideas

Governors 2

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship*

In the wake of Huntington's "Clash of Civilizations" (1996), the world waits expectantly for leaders who can bridge chasms of confusion. The great need is to make meaning and identify goodness amidst cultural diversity. Can the great religions, their founders, and their modern spokespersons provide this kind of leadership?

> The Worldview of Jesus and Implications for Good Leadership

Jesus is the source of much theological dialogue and in the leadership literature he occasionally illustrates servant leadership. Through the years, his diverse spiritual progeny have convoluted his leadership legacy. This presentation integrates a philosophical and social science perspective to provide an introduction to how Jesus' worldview informed his embodiment and endorsement of good leadership.

PAUL KAAK *Azusa Pacific University*

> Beauty for Ashes: A Content Analysis of How Spiritual Leaders Engaged in Sense Making in the Wake of the 9/11 Event

This research is an exploratory analysis of the differences in sense making by religious leaders representing the three major monotheistic religions of the worlds. Baumeister's (1991) four dimensions of personal meaning as derived from purpose, self-worth, value, and efficacy are used to evaluate differences between each sample's meaning making processes.

FRANK MARKOW *Life Pacific University*

> Soulful Leadership: The Leadership of Spiritual Leaders Contributing to Increased Meaning

In times of great chaos and turbulence, such as today's business environment, many people turn to spiritual traditions to help find meaning. This grounded theory study explores the interrelationship of leadership and spirituality as defined by the commonalities of the leadership approaches of seven globally significant spiritual leaders.

KATHLEEN FLEMING *WILLCOR, Inc.; Florida Institute of Technology*

> Tibetan Buddhism and Integrative Leadership Theory

Using a model of integrative leadership theory, this paper examines the relationships of those theoretical constructs to the basic principles of Tibetan Buddhism. An example of His Holiness the Dalai Lama will illustrate the application of Tibetan Buddhist principles to integrative leadership theory.

DEAN PIELSTICK *Northern Arizona University—Tucson*

Boundary-Spanners and Connectors: Leadership for Effective Cross-sector Partnerships

Palisades Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public*

> Sector Spanners and Connectors: Leadership for Effective Nonprofit-Government Service Partnerships

Non-profit and government organizations have become more intertwined, making effective leadership connecting and spanning those sectors increasingly valuable and necessary. This presentation shares research findings from the field that examine the roles and capacities of leaders who effectively bridge these sectors, including the milieu that facilitates or inhibits their success.

ANTHONY MIDDLEBROOKS *University of Delaware*

DEBORAH AUGER *University of Delaware*

JULIE SADLER *University of Delaware*

> The Challenge and Practice of Boundary Spanning Leadership

Boundary spanning leadership bridges identity boundaries between groups in service of a broader vision or goal. Drawing on a study of boundary spanning leadership in 11 countries, the presenter will first discuss tactics to bridge the boundaries that keep groups of people apart. A facilitated discussion on action inquiry model aimed at learning from boundary spanning leaders across regions and sectors.

JEFFREY YIP *Center for Creative Leadership*

CHAIR: ANTHONY MIDDLEBROOKS *University of Delaware*

Leadership For Transformation: The Fetzer Dialogues Session #2

Park SESSION TYPE: *Workshop* ACCEPTED BY MIG(S): *Development*

A multi-year partnership between the Academy of Leadership, ILA, and the Fetzer Institute has been created to explore the nature and dynamics of leadership for transformation. The goal is to support and amplify what's working in the world of leadership for transformation, focusing on the inner dimensions of leadership for transformation as well as the visible actions in the world. These sessions will provide opportunities for reflection, engagement, and rich learning. You are invited to all three or you are welcome to select among the dialogues. Please join us for these morning dialogues in the Park Room, each focusing on one of the topics below.

- 1) Who are leaders, teams, or communities/collectives who are actually leading/creating transformative change at a variety of scales and what can be learned from them?
- 2) What are practices or disciplines that leaders use that appear to contribute to transformative change? How might those be shared more broadly?
- 3) What are theories or frameworks, well known or emergent, that can help us better understand and work with, the dynamics of transformative change? Who is doing break-through work on frameworks?

MICHAEL JONES *James MacGregor Burns Academy of Leadership, University of Maryland*

JUDY BROWN *James MacGregor Burns Academy of Leadership, University of Maryland*

MARK NEPO *Fetzer Institute*

Assessing Leadership Practices in Military Contexts

Regents SESSION TYPE: *Panel Discussion* ACCEPTED BY MIG(S): *Public*

> A Comprehensive Leadership Theory for a Complex Future

This panelist will introduce a dynamic five-factor-model of leadership behavior, based on a holistic approach towards leadership. Implications of the dynamic five-factor-model on leadership development programs will be discussed, and preliminary results of an empirical testing of the model will be presented.

STEFAN SEILER *Swiss Military Academy at ETH Zurich*

> Toxic Leadership and Senior Military Officers

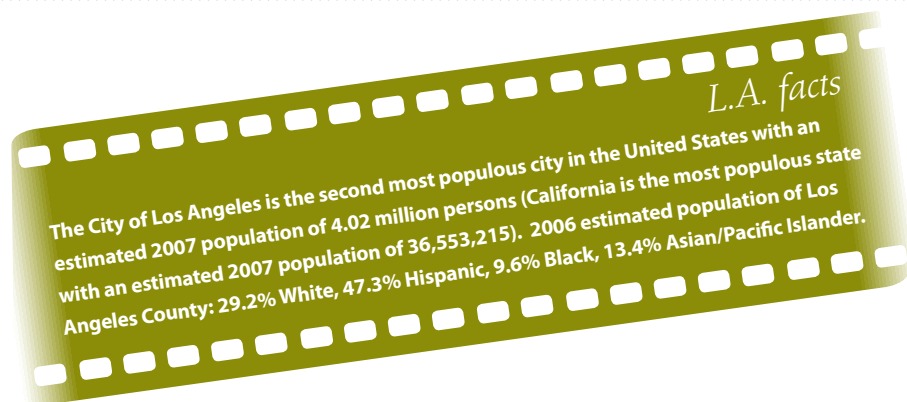
The presenter will examine a preliminary report on military leadership style based on a survey of US Army Lieutenant Colonels and Colonels attending the US Army War College. The survey used the Petty Tyranny in Organizations scale to assess the leadership behaviors experienced by an important group of strategic leaders.

GEORGE REED *University of San Diego*

> Global Military Leadership: Portraits of the Past, Visions of the Future

Military leaders foster international coalitions through diplomatic, informational, military, and economic (DIME) elements of power. The presenter will discuss how America's General Eisenhower, Pakistan's President Musharraf, and China's General Boxiong have used elements of power to pursue international security interests. Future global leaders may use elements of power differently to contend with complex security environments.

SUSAN MYERS *U.S. Army War College*



Evolving Models of Leadership Development: Learning from Experiences in Developing Countries

Senators 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development*

For over seven years the David and Lucile Packard Foundation has been funding leadership development programs to improve the delivery of reproductive health care in Ethiopia, India, Nigeria, Pakistan, and the Philippines. Program participants have been exposed to a variety of leadership activities to help them exercise leadership in complex social, cultural, and political environments. Translating western models of individual leadership development to cultures that are either collectivist in nature or have a much more hierarchical model of leadership has been an area of continued learning for the program. Additionally, the program has nurtured the development of active networks of leaders who can engage in ongoing learning and collaboration to take action around specific reproductive health related issues. It has also sought to work with local institutions to design and deliver programs that can be sustained for years to come. Over the years, the Foundation and its partners have cultivated lessons from experience and continue to adapt the program to improve its effectiveness. In this session, presenters will examine lessons from three key program areas across the five countries. We will focus on questions such as: What are the different styles and models of networking? What are the lessons from building partnerships with local institutions for leadership development? And, how do we adapt our models developing leaders to respond to the unique cultural milieu?

ZOSIMO LEE *University of the Philippines*

EUGENE KIM *Blue Oxen Associates*

CHERYL FRANCISCONI *Institute of International Education-Ethiopia*

CHAIR: SANJAY PANDEY *Institute of International Education - India*

Leadership Development: Awakening the New Generation of Transformational Leaders

Senators 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

Creating a leadership development program that is transformational and able to reach 100% of undergraduate students is both daunting and desirable. Universidad de Monterrey has initiated such a program, focusing on coursework and experiential education using the outdoors, arts, social justice settings, and civic engagement to create transformational leadership development programs for undergraduates. The operational model and lessons from its design and implementation will be shared during the session as well as the opportunity to experience and understand this model.

ALMA RAMIREZ *Universidad de Monterrey*

MONICA PUGH *Universidad de Monterrey*

ALICIA CANTÓN *Universidad de Monterrey*

JORGE SALCEDO *Universidad de Monterrey*

Using Music and Poetry for Leadership Education and Development

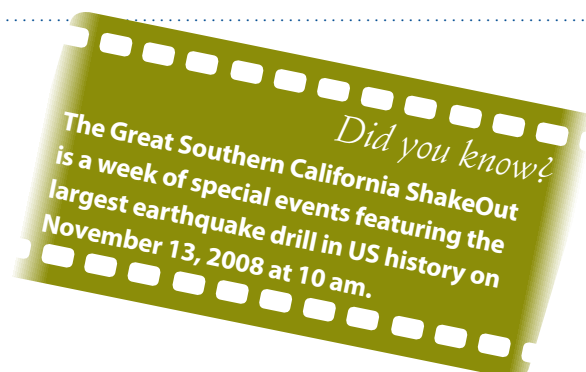
Westwood Room

SESSION TYPE: *Presentation*

ACCEPTED BY MIG(S): *Development, Education*

This session will explore a set of exercises that use musical improvisation and poetry to develop the following five leadership abilities: managing a holding environment, improvisational and collaborative creativity, listening “to the song beneath the words,” and inspiration. If possible, participants are asked to bring with them to the session a poem or paragraph of prose that has significant meaning to them. We will use an alternative exercise for the same purposes for those who attend without bringing a poem or piece of prose. These exercises are described in Sharon Daloz Parks, *Leadership Can be Taught* (Harvard Business School Press, 2005).

RON HEIFETZ *Center for Public Leadership, Harvard University*



Leading Near and Far: Does Distance Make a Difference?

Sherman Oaks Room

SESSION TYPE: Paper Presentations

ACCEPTED BY MIG(S): Scholarship

These papers explore leader-follower distance, the impact of international service experiences, and how leaders can be closer to followers in on-line environments.

> Leader-Follower Distance in Professional Relationships

How can leaders best determine how to lead others? People decide how they want to be lead, however they rarely verbalize this. This paper and presentation will discuss the value of recognizing which employees desire relationship, and which employees desire extra space in the workplace.

RODGER ADAIR *Apollo Corporate University*

> A Passport for Global Leadership: International Service Experience as Catalyst for Leader Development

This paper investigates the impact of international service experiences on the development of moral reasoning and cultural intelligence. Quantitative research findings from data collected from service projects in China and Africa are presented. Implications for future research, as well as design and assessment of leader training programs are discussed.

CHARLES WILSON *North Carolina A&T State University*

> Social Connectivity and Leadership Effects: The Moderating Effects of Technical Connectivity

An intensive on-line leadership development environment was matched with intensive face-to-face residential sessions over an 18-month period for cohorts ranging from 17-year olds to senior corporate executives. Data from 75 participants suggest that a requisite (threshold) amount of on-line communication is related to perceptions of closeness of peers and to leadership effectiveness.

DARL KOLB *University of Auckland, New Zealand*

GREG PRUSSIA *Seattle University*

JOLINE FRANCOEUR *New Zealand Leadership Institute*

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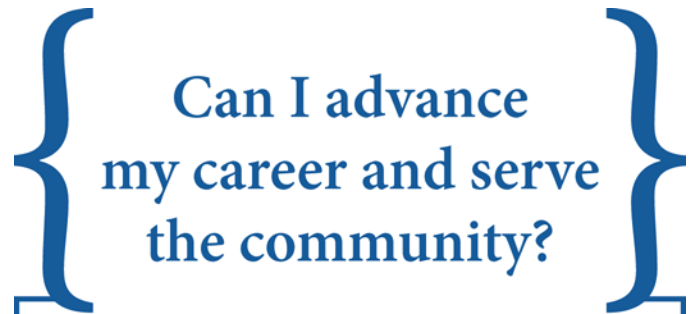
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Interactive Roundtable Discussions

The Interactive Roundtable Discussions are designed to facilitate high levels of interaction and engagement by utilizing dialogue between the discussant(s) and attendees. There will be three discussion rounds, and a bell will sound approximately every 30 minutes to signal that it is time to move to another table. Of course, you may opt to stay longer.

A Scholar Gets Schooled: Twelve Lessons from the Executive Suite

California Showroom, Table 1

What happens when scholarship and the practical realities of everyday leadership collide? This session offers scholars and other educators thought-provoking lessons from the executive suite, a world that is closed to most of us much of the time. For the past 8 years, the host has been a partner in a consulting firm whose clients include international companies, non-profit organizations, universities, and government agencies. His work as an executive coach and with boards of directors, CEO's and others confirmed many of the assumptions scholars and educators hold about effective leadership. It also offered a number of lessons that confound some accepted wisdom about people, leadership, culture, and power.

ADAM GOODMAN *Northwestern University*

Wanted: A Leader of the World! A Discussion about Ideal Types and Virtues of Global Leadership

California Showroom, Table 2

This roundtable uses the stories of UN General Secretaries as a starting point for discussing world leadership. Can the world gather around one leader? Do we want to? What would this leader be like? What kind of rhetoric creates trust in leadership? Global conceptions of leaders, the superhero ideal type of leaders, the leader as a symbol, and charismatic vs. constitutive theories of leadership are some of the areas that will be discussed.

LENA ANDERSSON *Stockholm School of Economics, Sweden*

Current and Future Research in Intuitive Decision-making

California Showroom, Table 3

This roundtable will promote self-reflection and sharing on the topic of intuitive decision-making (iDM). We will provide an overview of iDM, then discuss why iDM is effective for responding to today's leadership challenges. The hosts will discuss individual differences, research, training, and next steps for researchers and practitioners.

GABRIELLE WOOD *Christopher Newport University*

CARY KEMP *U.S. Office of Personnel Management*

Global Leadership in a Volatile World: Leadership Response to Natural and Violent Crises

California Showroom, Table 4

This roundtable invites participants interested in discussing national and international leaders and their response to crises. From natural disasters to terrorism, leaders in business, education, and government are often thrust into the international spotlight. We are interested in participants who would like to possibly contribute on this topic to an edited book that is currently being developed by Reid-Martinez and Grooms.

> Sustaining Public Leadership in Crises while on the World Stage

LINDA D. GROOMS *Regent University School of Education*

> Crisis Leadership in Higher Education with International Ramifications

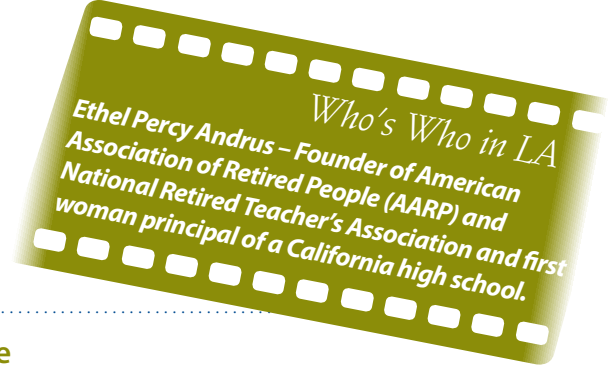
KATHALEEN REID-MARTINEZ *Azusa Pacific University*

> Understanding Crisis Leadership in K-12 Schools

TERA DELANE SIMMONS *Greenville Elementary School*

> Communication in the Midst of Crisis Leadership in the Global Environment

MIHAI C. BOCARNEA *School of Global Leadership and Entrepreneurship, Regent University*



Leadership Assessment in Research and Practice

California Showroom, Table 5

This roundtable explores the opportunities and potential pitfalls in the use of alternative tools available for describing and assessing behaviors and approaches of a leader. The session will first present summary information about widely used measures of alternative leadership models, and strategies for presenting and utilizing assessment data will be reviewed and explored. Limitations and cautions in the application of leadership assessment tools will also be discussed. The session will provide insights and useful guidance for both researchers and practitioners in the use development and use of leadership assessment tools.

DAIL FIELDS *Regent University*

LOUIS FRY *Tarleton State University – Central Texas*

Learning How to Look: Leadership Models in Education, Business, and the Visual Arts

California Showroom, Table 6

Compared to verbal, analytical, and logic-based education, teaching the skill of observation and perception has been widely overlooked in the preparation of American students. This roundtable will explore strategies that are used successfully in the visual arts to tackle leadership dilemmas in the education and business fields, so as to further enhance leadership potential in our present and future leaders.

ANU MITRA *Union Institute & University*

ARLENE SACKS *Union Institute & University*

CONSTANCE BEUTEL *Union Institute & University*

JAMES (JIM) HENDERSON *Duquesne University; Union Institute & University*

Exploring Leadership and the Self-as-Leader through Collage

California Showroom, Table 7

One method for studying and teaching leadership that has not been sufficiently explored is collage. In this roundtable, participants will be invited to explore their own understanding of leadership through collage. They will also learn and discuss other ways whereby collage might be used relative to leadership studies and development.

JEFFREY MCCLELLAN *Frostburg State University*

Ragtime Musician Scott Joplin: Lessons on Leadership

California Showroom, Table 8

Organizational challenges of the present day require more creativity than ever before. Creative expression characteristic of the arts offer new paradigms that shed light on current realities. Increasingly, organizational leaders are turning to artists and artistic processes to guide thinking and action. An example of creative process for leadership is explored in the artistic expression ragtime musician Scott Joplin.

BERNICE LEDBETTER *Union Institute & University*

Narrative as a Methodology for Leadership Development: Creating a Transformative Classroom Space

California Showroom, Table 9

Based on an innovative course called Leadership and Storytelling, this interactive roundtable explores the convergence of narrative, identity, and leadership and investigates what this convergence means for leadership development. Discover what it is about narrative that makes it such a powerful tool in developing authentic leaders.

JOE ALBERT *Department of Organizational Leadership, Gonzaga University*

KAITLIN VADLA *Gonzaga University*

Discovering the Power of the Intercultural Developmental Inventory (IDI) as a Global Leadership Development Tool

California Showroom, Table 10

IDI-based leadership development lies at the intersection of leadership development and intercultural competence training, drawing on the strengths of both fields. Come discover how this powerful assessment tool and IDI-based training can be used to assess intercultural competence, identify areas for growth, and design targeted training to enhance global leadership capacities and meet individual and organizational goals. Participants will be encouraged to share their own experiences and/or to explore ways in which the IDI could be used to enhance their own global leadership development strategies.

KAREN J. LOKKESMOE *University of Minnesota; Consultant*

Virtual Communication and Transformational Leadership

California Showroom, Table 11

It is important to understand that virtual leadership is based around the leader defining his or her team. Based on the fact that traditional supervision is not common in virtual teams, leaders must be able to build teams that of people that they can trust will work independently. In this round table discussion, we will discuss practical technical applications such as e-mail, web applications, and chat functions and wireless technology. We will discuss how the use of these technologies enables leaders to build organizations that are able to compete in today's global community.

PHYLLIS DUNCAN *Our Lady of the Lake University*

MARK GREEN *Our Lady of the Lake University*

JEFFREY SHEPARD *Union Institute and University*

ART SHRIBERG *Xavier University*

Transformational Leadership: Exhausted or Still Robust

California Showroom, Table 12

For thirty-five years transformational leadership has been the focus of leadership research. Northouse reports that 34% of all articles in LQ have been devoted to Transformational Leadership and over 200 theses have been generated around its themes. Is there any more territory to explore? Are there refinements to be made? Join a professor and several PhD students for a rousing discussion.

DAVID GREENHALGH *Eastern University*

SEAMUS CLUNE *Perkiomen Valley Middle School*

KAREN KISPERT *Indian Valley Housing Corporation*

STEPHANIE POVLOSKY *Pew Charitable Trusts*

The Future of Collaborative Leadership

California Showroom, Table 13

Collaborative leadership is dynamic, and we must continuously expand our thinking, habits and practices to effectively keep pace with changing world conditions. Our round-table conversation offers an inquiry into the nexus of collaborative leadership as we explore what works, what doesn't, and the future role of collaborative leadership in our organizations and communities. We will explore current practices and future directions.

SUZANNE VAN STRALEN *St. Mary's College of California*

THERESA LALLY *San Diego University*



Transforming Fallen Leaders: Possibility or Fantasy?

California Showroom, Table 14

Talented leaders can make errors of judgment leading to catastrophic job loss and the deterioration of personal credibility. The media regularly features the stories of leaders shattered by ethical scandals. No profession is immune. Numerous books and articles narrate leaders' corruption, their disgrace, and in many cases, the ruin of their companies. Many of these fallen leaders are paralyzed by past failures and never recover. Some manage to make their way through failure to transformation by participating in communities of resilience. This roundtable discusses the notion of self-defeating leaders' behaviors and the critical components of a community of resilience for leaders who seek to confront, embrace and be transformed by their own failure.

JEFFREY D. YERGLER *Gonzaga University*

S. IRENE MATZ *California State University, Fullerton*

Exploring the Leadership of Prominent Leaders

California Showroom, Table 15

> The Importance of Mentors and Servant Leadership in the Shaping of Prominent Leaders

HOWARD HALLER *The Leadership Success Institute; Gonzaga University Doctoral Program*

> Huey Newton & the Black Panthers: A Leadership Case Study

AMELIA ADAMS *University of Oklahoma*

> Past Great Leaders Who Inspire Us to Pursue Future Effective Leadership

ARUN JHAVERI *Educational Leadership, Argosy University*

How Does Empowerment and Hope Translate into Effective Leadership for Addressing Future Change?

California Showroom, Table 16

The meteoric rise in popularity of Barack Obama in the democratic presidential race is largely based on his message of hope. Barack also talks about empowering everyday people and the cause of change. The roundtable host will take a look at how empowerment, hope, and change translate into effective leadership. We will look at Barack Obama's publications and speeches for both his campaigns, the U.S. Senate and the Presidency, as a framework for this discussion.

WAYNE CURTIS *PhD in Leadership and Change Program, Antioch University; Curtis Concepts, LLC*

Global Women Leaders: From Emergence to Prominence

California Showroom, Table 17

Women are increasingly emerging as global leaders and formidable change agents within the spheres of government, politics, business, and non-profits and within cultures that previously have been resistant to gender egalitarianism. This roundtable explores two such global women leaders: (1) Benizar Bhutto, former and now deceased president of Pakistan, and (2) Dr. Hanan Ashrawi, former spokesperson and activist for the Palestinian Liberation Organization. We discuss the impact of family and educational background, marital relationship, and cultural milieu upon leadership emergence.

DIANE CHANDLER *Regent University*

Comparison between the Viewpoints of Talented Leader of China and Western Countries

California Showroom, Table 18

What are the elements of the outstanding talented leader? What are the differences between talented leaders and other talented people? From ancient time until now, the answer is widely divided. Make a comparison between the viewpoint of elements of talented leader with China and western countries, that are converged in the trans-regional, cross cultural and global circumstance. It will also promote the development and integration of human being's civilization.

SHICE Y. ZHENG *Leadership Behavior Research Center of Fujian P.R.C.*

Visions for the Future Development of Rural Leaders and Communities

California Showroom, Table 19

Rural communities are increasingly complex, embedded in a larger society and global economy. In the wake of such changes, those concerned about the future of rural communities must first consider the past and present approaches to leadership and leadership development. This roundtable will explore the development of leaders and community capacity building within a rural context.

ALICIA CRUMPTON *2 Cats Consulting LLC*

JANET RECHTMAN *Fanning Institute*

Pacific Leadership Development: Carrying on the Traditions from the Past

California Showroom, Table 20

The hosts will provide an explorative, inter-connected discussion of how current Pacific leadership development has been made forward-thinking with the both the carrying on and resurgence of traditional values, beliefs and principles of the past.

CHERIE CHU *Victoria University, Wellington*

KABINI SANGA *Victoria University of Wellington*

Hitting their Stride: Involving Student Athletes in Leadership Development Programs

California Showroom, Table 21

College student athletes have natural laboratories from which to learn, practice, and reflect on leadership. The session will focus on purposeful curricular and co-curricular leadership education and training for athletes and athletic teams. Research on student athletes and leadership development will be shared along with presenter insights and experiences.

DANIEL TILLAPPAUGH *University of California, San Diego*

PAIGE HABER *University San Diego*

LORRI SULPIZIO *University of San Diego*

CARA MILLER *University of San Diego*

Integrated Lives, Integrated Leadership: Academia, Organizations, and the Family

California Showroom, Table 22

This roundtable discussion will bring together scholar-practitioners in the field of leadership and leaders in organizations who are committed to the principles of integrated leadership, believing that family, vocation, personal values and commitment to the academy or workplace are not mutually exclusive domains. Rather, with a clear sense of purpose, these expressions of life can inform and enrich each other.

KAREN KRAMER HORNING *University of San Diego; NextLevel HR Consulting*

JEFF BOLSTER *University of San Diego; Point Loma Nazarene University*

LEA HUBBARD *University of San Diego*

MAURA WOLF *Shinnyo-en Foundation*

The Inner Landscape of Leadership: Towards Authentic Leadership Presence

California Showroom, Table 23

To integrate the past and future with the present in leadership requires leaders who are themselves integrated. This interactive roundtable will explore the inner landscape of leadership and how renewing the “inner leader” can develop the authenticity of the “outer leader.”

MICHAEL POUTIATINE *Gonzaga University*

DENNIS CONNERS *Gonzaga University*

ANN UNTERREINER *University of Redlands*



The Leadership Journey: Forward Introspections

California Showroom, Table 24

This roundtable will explore the myriad influences of history, biography, personality, philosophy, psychology, culture, and identity on leadership development. It will do so by entering into the narrative journey that accompanies every leader, by taking a historical look at virtues in leadership, and by examining how looking backward and inward becomes essential to leadership effectiveness.

DORIS GOMEZ *School of Global Leadership & Entrepreneurship, Regent University*

BRAMWELL OSULA *School of Global Leadership & Entrepreneurship, Regent University*

KATHLEEN PATTERSON *School of Global Leadership & Entrepreneurship, Regent University*

MICHAEL HARTSFIELD *School of Global Leadership & Entrepreneurship, Regent University*

Making a Difference: Factors that Contribute to Women's Success in Careers and Leadership

California Showroom, Table 25

> Equipping Women for Leadership: The Impact of PsyCap and Strengths-Based Leadership Development

KAREN LONGMAN *Azusa Pacific University*

KRISTY PAREDES COLLINS *Pepperdine University*

> Women's Leadership Development: A Study of Defining Moments

JOLYN DAHLVIG *Calvin College*

> Leader Mentorship and Breaking the Glass Ceiling

DIANA GARZA-ORTIZ *Our Lady of the Lake University*

Heads Up! Portraits of Academic Leadership Development and Visions of Departmental Leadership Contributions to Resilience

California Showroom, Table 26

Department Heads play a key role in the life of the University. Come explore programs designed to enhance leadership capacity of academic unit heads and discuss the extent to which this is a key factor in creating resilient college campuses in times of presidential turnover and the subsequent turmoil.

LILLAS HATALA *Integrative Leadership International*

PATRICK JEFFERSON *Los Angeles Southwest College*

Leadership Studies Undergraduate, Masters, and Doctoral Curriculum: Working toward an Integrated Framework and Finding Legitimacy, Rigor, and Veracity

California Showroom, Table 27

This roundtable will discuss the development of an interdisciplinary framework connecting and integrating leadership studies at the undergraduate, masters, and doctoral levels. The framework encompasses pedagogy, content, and application appropriate to undergraduate and graduate psychological and experiential criteria as well as an explicit commitment to ontological, normative, and ethical precepts.

CHRIS FRANCOVICH *Gonzaga University*

JOSH ARMSTRONG *Gonzaga University*

HEATHER CRANDALL *Gonzaga University*

Developing Your Leadership Course: Sharing Perspectives

California Showroom, Table 28

Need to design a leadership course? Want to enhance your current leadership course with new ideas? A leadership educator currently teaching a small, discussion based 3-credit undergraduate leadership course will facilitate a discussion about syllabi, texts, assignments, and interactive activities. Bring your syllabus or just come get new ideas.

NICHOLAS LENNON *University of Maryland, Baltimore County (UMBC)*

Meeting the Challenge of Integrating Leadership Education that Drives Organizational Performance and Operational Excellence

California Showroom, Table 29

Using Popular Education principles, the roundtable forum provides the opportunity for a candid discussion of educational goals in creating an integrated curriculum or subject matter offering that addresses the business needs of today's economy and working environment.

> Meeting the Challenge of Integrating Leadership Education

HEIDI CONNOLE *College of Business & Economics, University of Idaho*

> The Effectiveness of Executive Leadership Education Programs

W. MICHAEL JOYCE *NC State University*

Leadership Programming Founded in Adult Learning Principles

California Showroom, Table 30

The principles of adult learning are foundational when planning leadership education programs for adults. One program for local volunteer leaders credits its success to its seven step approach, based on the Andragogy in Practice Model. The hosts will discuss this model and outline the process from the point of needs assessment through program evaluation.

ERIC KAUFMAN *Virginia Tech*

HANNAH CARTER *Wedgworth Leadership Institute for Agriculture and Natural Resources*

RICK RUDD *Virginia Tech*

The Jepson School Summer Institute for Leadership and the Liberal Arts: Next Steps?

California Showroom, Table 31

How can leadership studies make good on the promise of the liberal arts? This and other questions were explored during the Jepson School's Summer Institute for Leadership and the Liberal Arts. It brought together scholars to examine problems in leadership from multiple perspectives. The Institute grew from a prior workshop at Claremont McKenna College titled "Leadership Across the Liberal Arts Curriculum". Its success has generated enthusiasm and a desire to continue the momentum. This discussion focuses on what emerged from the conference and the creation of similar opportunities for enhanced professional development and networking.

TAMARA BURK *Columbia College*

SANDRA PEART *University of Richmond*

RONALD RIGGIO *Claremont MacKenna College*

TODD A. WELLS *School of Leadership Studies, Kansas State University*

Pathways to Global Leadership: Educating Leaders in an Interdependent World

California Showroom, Table 32

Successful leadership in international and global contexts requires the development of self-awareness, complex systems thinking, and collaborative and synergic inquiry and action. Two global leadership development programs and the Global Synergy Network in Beijing will present an educational pathway for developing effective global leadership. Our primary intention is to share ideas and engender discussion on how to enable leaders to flourish in global contexts and to expand our knowledge about education in a global and cross-cultural context.

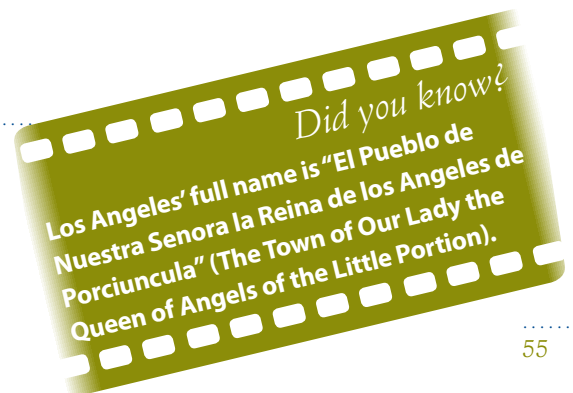
KEN OTTER *M.A. in Leadership Program, Saint Mary's College of California*

YONGMING TANG *Global Synergy Network, Beijing*

DEAN ELIAS *Saint Mary's College of California*

SUSAN W. HERRERA *Leadership Development Institute, University of Florida*

RONALD KIRSCH *Leadership Development Institute, University of Florida*



A Business School Perspective: Educating Leaders for a Just and Humane World

California Showroom, Table 33

This roundtable will provide information and discussion on leadership education in business schools. Participants will be invited to engage in conversation about educating business students to become global leaders for a more just and humane society. The programs and curriculum of the Leavey School of Business at Santa Clara University will provide the starting point for this dialogue.

JO-ANNE SHIBLES *Santa Clara University*

BRENDA VERSTEEG *Santa Clara University*

TONJA BROWN *Santa Clara University*

Leadership Studies: No Longer Mirroring the American Experience

California Showroom, Table 34

While Harvard professor Barbara Kellerman in *Bad Leadership* notes that “the leadership industry is an American product... which mirrors the American experience,” limiting the study of leadership to American models is obviously inadequate. The hosts will discuss three new approaches to “internationalizing” Birmingham-Southern College’s fourteen-year-old Leadership Studies curriculum.

JEANNE JACKSON *Birmingham-Southern College*

BEN MILLER *Birmingham-Southern College*

Bringing Leadership Education into the Global Age

California Showroom, Table 35

The field of leadership education has developed rapidly; however, certain areas need greater emphasis to prepare students for the issues of modern society. This roundtable provides student insights as to where the future of the field needs to go. Specific topics will include: cross-cultural studies, ethics, and applied leadership.

CAMILLA SHELTON *Christopher Newport University*

STUART FARRAND *Christopher Newport University*

Readying Today’s College Students for Tomorrow’s Global Leadership Challenges

California Showroom, Table 36

Professionals from a large public university and a small private college discuss the co-curricular programs that they have and are continuing to develop and which engage students in meaningful national and international leadership experiences. Program details from the institutions will be shared at this session, and participants will be invited to engage in a conversation that is targeted at improving student learning within and across educational institutions.

> Building Global Knowledge through Multiple and Collaborative Global Leadership Experiences

JOHN LEIPZIG *Center for Responsible Leadership, Alma College*

MURRAY BORELLO *Center for Responsible Leadership, Alma College*

MICHAEL VICKERY *Center for Responsible Leadership, Alma College*

SALLIE SCHEIDE *Center for Responsible Leadership, Alma College*

> Tomorrow’s Global Leaders, Today’s College Students: How Do We Prepare Students for the Road Ahead?

ALLISON DUNN *Department of Student Activities – Virginia Tech*

Revitalizing University Faculty through International Teaching and Learning Experiences

California Showroom, Table 37

When faculty teach in an international environment they rarely return the same. Their worldview, teaching pedagogy, and views on teaching and learning are frequently turned upside down. This interactive session will describe a unique faculty development program of transforming faculty by sending them to teach around the world.

DAVE MCINTIRE *Azusa Pacific University*

JIM ADAMS *Azusa Pacific University*

DAVID COLACHICO *Azusa Pacific University*

Stereoscopic Vision, Uniting On Purpose: Strategies for Enhancing Academic/Co-curricular Partnerships for Leadership Development in Higher Education

California Showroom, Table 38

Students, especially when it comes to leadership development, learn much both in and out of the classroom. This roundtable will briefly report on a successful collaboration linking academic and co-curricular programs in the design of a travel course Leadership Laboratory, analyzing the leadership failures before, during, and after Hurricane Katrina. Faculty, staff, and student perspectives are will be included in discussion of this and similar programs.

KIM PADULO *Chapman University*

CHRIS HUTCHISON *Chapman University*

SETH REDER *Chapman University*

Cultural and Global Lessons in Leadership

California Showroom, Table 39

Increased cross-cultural contact and global interdependence are changing the face of leadership and how we theorize it. This roundtable explores implications of globalization for leader development and theorizing in the areas of cross-cultural competence and a global ethic of care. Students—learning about culture and leadership through study abroad experiences, servant leadership, and traditional coursework—and their faculty mentors will share their reflections and look for patterns that may inform the knowledge base on learning to lead in a global context. Experiences with programs in Malawi, Prague, Dubai, London, India, Virginia, and North Carolina will be shared.

ELIZABETH BARBER *North Carolina Agricultural & Technical State University*

BRIAN MOSELEY *North Carolina Agricultural & Technical State University*

APRIL LE *Christopher Newport University*

BONNIE BROWN *Christopher Newport University*

CHRISTOPHER OJEDA *Christopher Newport University*

Crossing Borders: Global Leadership Learning through Internships and Study Abroad

California Showroom, Table 40

This interactive roundtable will discuss a model of global leadership education that combines leadership courses, internships, and study abroad. The panelist from the University of Maryland and Palacký University in the Czech Republic will discuss the challenges of forming international and intra-institutional partnerships and lessons learned for the future.

CRAIG SLACK *University of Maryland*

IVANA MROZKOVA *Palacky University*

MARK KENYON *University of Maryland*

ELIZABETH NIEHAUS *University of Maryland*

Passport to Leadership: Transformation Leadership Project and Global Study

California Showroom, Table 41

This roundtable will discuss two international leadership education projects. The first consists of community service activities within the Maasai or Luo tribes for a two-month period during the summer. The second is an overview of short-term Global Study courses in Guatemala, Mondragon, Spain, and South Africa that enhance global leadership development.

> Transformational Leadership Project in Africa

TERESA BORTONI *UDEM*

> Building Globally Competent Leaders: Leadership Education through Global Study

CHERYL GETZ *University of San Diego*

WHITNEY MCINTYRE MILLER *University of San Diego*

TERESA VAN HORN *University of San Diego*

Creating a Leadership Network: Leadership Programs across Campus Boundaries

California Showroom, Table 42

What if student leadership programs transcended campus boundaries and students from one campus could participate in leadership initiatives sponsored by another campus? This roundtable brings together leadership educators to discuss a network that could connect leadership programs from various campuses to develop trans-campus leadership opportunities for students.

COREY SEEMILLER *University of Arizona*

TINA NEIL *University of Arizona*

TOM MURRAY *University of Arizona*

Shaping Future Leadership Programs: The Scholar-Practitioner Approach and the Power of Community to Completing a Dissertation and Obtaining a PhD

California Showroom, Table 43

Doctoral students in Leadership Studies face complex dynamics in balancing the scholar-practitioner applications of leadership. Students are challenged between ‘knowing’ about theories and models, and ‘practicing’ leadership effectively. This research examines what theories and supports get put into practice when students use the power of community to complete their dissertations.

LORRI SULPIZIO *University of San Diego*

ROBIN MCCOY *University of San Diego*

JULIA BUCHANAN *National University*

JAN MORRIS *University of San Diego*

Dissertation Research Support

California Showroom, Table 44

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

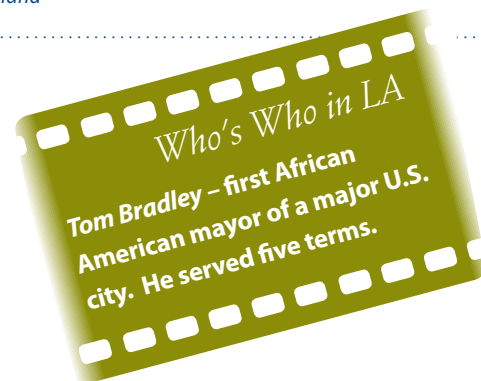
ANTHONY MIDDLEBROOKS *University of Delaware*

African Leadership: The Pain of Abuse of Office

California Showroom, Table 45

This discussion will critically look into the leadership styles in most African countries generally and specifically Nigeria as the primary case study. The basis for this presentation is to weigh and analyse the extent that the behaviour of African leaders has impoverished their subjects and the African land with particular attention to corruption, human rights and crime.

AYODELE OLABODE AYENI *Napier University, Edinburgh-Scotland*



Cultivating Scholarship Roundtables The Leadership Scholarship MIG organized these roundtables hosted by senior scholars with expertise on the area of research listed. Bring questions about research, publishing, teaching innovations, establishing networks, grant possibilities, and so on—all the kinds of things that young faculty in every discipline wonder about but that the folks in the interdisciplinary field of Leadership Studies may not easily find out about on their own.

Cultivating Scholarship on Inclusive Leadership

California Showroom, Table 46

EDWIN HOLLANDER *I/O Psychology Programs, Baruch College and the Graduate Center, CUNY*

Cultivating Scholarship on Board Governance

California Showroom, Table 47

SHERRY PENNEY *College of Management, UMass Boston*

Cultivating Scholarship of Followership

California Showroom, Table 48

BARBARA KELLERMAN *Center for Public Leadership, Harvard University*

Cultivating Scholarship on Leadership Models and Measurement Issues

California Showroom, Table 49

PETER NORTHOUSE *Western Michigan University*

Cultivating Scholarship on Leadership Character, Behavior, and Performance

California Showroom, Table 50

MARSHALL SASHKIN *Graduate School of Education and Human Development, George Washington University*

Cultivating Scholarship on Political Leadership

California Showroom, Table 51

MICHAEL GENOVESE *Institute for Leadership Studies, Loyola Marymount University*

Cultivating Scholarship on Integrity in Business and Management Practice

California Showroom, Table 52

RODERICK MACDONALD *Université du Québec à Montréal*

Cultivating Scholarship on Leading Change in a Global Context

California Showroom, Table 53

GILL HICKMAN *Jepson School of Leadership Studies, University of Richmond*

Cultivating Scholarship on Adaptive Leadership

California Showroom, Table 54

RON HEIFETZ *Harvard University*

Cultivating Scholarship on Ethics and Leadership

California Showroom, Table 55

JOANNE B. CIULLA *Jepson School of Leadership Studies, University of Richmond*

Cultivating Scholarship on Connective Leadership for a Diverse and Interdependent World

California Showroom, Table 56

JEAN LIPMAN-BLUMEN *Peter F. Drucker Graduate School of Management, Claremont Graduate University*

Unilever congratulates the ILA on its 10th anniversary



Unilever

and honours the lifetime contributions of:

Manfred Kets de Vries
Warren Bennis
Frances Hesselbein
James MacGregor Burns
Bernard Bass
Joseph C. Rost

Concurrent Session 5

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

Tools for Cultivating Effective Mentoring Relationships

Regent SESSION TYPE: *Workshop* ACCEPTED BY MIG(S): *Business*

Prior to engaging in developmental activities, mentor-mentee pairs must cultivate effective relationships. This workshop addresses three essential aspects of relationship-building: authenticity, trust, and expectations. Short presentations on each factor will be followed by exercises through which participants gain tools to promote authenticity, develop trust, and define expectations in mentoring relationships.

CARY F. KEMP *U.S. Office of Personnel Management*

A Conscious and Contemplative Classroom: Teaching Consciousness for Leadership Development

Bel-Air Room SESSION TYPE: *Panel Discussion* ACCEPTED BY MIG(S): *Education, Development*

Gandhi once said: "there comes a time when an individual becomes irresistible and his action becomes expansively powerful in its effect. This comes when he has learned to reduce himself to zero." To teach in a manner that could enable students to learn the truth of Gandhi's formulation deeply and experientially, rather than conceptually, is not easy. This session will engage the audience in the exploration of emergent mindfulness as a teaching practice.

> Leadership Education toward Deep Purpose

Learning to exercise leadership or to be a trustworthy public authority is a lifetime's undertaking akin to learning a new language thoroughly. The panelist will describe some of the personal transformations that have led to her current stance toward leadership education. She will also lead participants in an activity that inquires into collective emergent experience.

THERESA MONROE *University of San Diego*

> Intuition as the Ultimate G.P.S.

This presentation engages participants in making meaning of complex group phenomenon through the creation of rhythms using percussion instruments.

JACK LAMPL III *National Conflict Resolution Center*

> The Emergence of Meaning through Mindful Practice

The panelist describes six years of action inquiry into mindful teaching and learning. The experiences have been conscious, unconscious, and without consciousness, including the sacred space between consciousness and unconsciousness. This is the stillness where insight exists and becomes discernible without dialogue or discussion.

CHERYL GETZ *University of San Diego*

> Reflection-in-Action: Preparing Family Therapists for the 21st Century

This panelist reports on the documented experiences of 20 family therapy trainees who attended a weekend experiential course aimed at teaching consciousness, spirituality, and group dynamics, and which exposed students to indigenous forms of healing.

ANA ESTRADA *University of San Diego*

CHAIR: STEVEN GELB *University of San Diego*

Effective Followership: Current and Future Practice

Brentwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship*

There are an increasing number of academics and practitioners who are focusing on, or incorporating followership studies and development into their work. These panelists, hailing from three countries, will briefly review their current work with followership and then engage each other and the audience in a searching discussion of the future direction of the nascent field of followership. Strategies to weave it more deeply into our respective cultures in ways that produce healthier follower-leader relationships and better organizational and political processes and outcomes will be discussed.

> Developing Great Leaders, One Follower at a Time

Only within the last few decades have researchers and scholars started to focus seriously on the enigmatic majority (followers) in organizations. The presenter will describe the 4-D Followership Model, developed to help leaders understand how each follower fits into groups, establishing a firm foundation of followership and developing great leaders, one follower at a time.

RODGER ADAIR *Apollo Corporate University*

> Lead, Follow, and Get out of the Way: Involving Employees in the Visioning Process

Researchers and practitioners alike agree that vision creation is a challenging endeavor requiring foresight and creativity. This part of the presentation will outline recommendations for how leaders and followers can partner in their efforts to promote vision awareness and understanding and diffuse perceptions that visioning is solely the job of top management.

MICHELLE BLIGH *Claremont Graduate University*

> Bystanders to Children's Bullying: The Importance of Leadership by Innocent Bystanders

The seeds of great followership – and leadership – are planted early. Children's bullying provides a laboratory where kids and adults can learn to handle situations that are uncomfortable – ethically, emotionally, sometimes even physically. We can teach our kids how to withhold support from bullies and to stand together, as supportive followers of children and adults who have the courage to stand up to bullies.

LORNA BLUMEN *Parent Education Network; CCI Design*

> A Post-Structuralist Approach to Identity and Workplace Followership

Followers are frequently more knowledgeable and oppositional than has often been acknowledged in leadership studies. Drawing on various empirical studies, this presentation will examine a wider repertoire of follower selves, exploring, in particular, the workplace enactment of conformist, resistant and disguised identities. It concludes that studies of leadership need to develop deeper understandings of identity practices and the ways that these can interact in dialectical ways within asymmetric organizational processes.

DAVID COLLINSON *University of Lancaster Management School*

> Followers Forward

A brief look at current follower research and other related writings. With increasing recognition of the follower component of leadership, recent trends and progress in follower research will be reviewed.

GENE DIXON *East Carolina University*

CHAIR: IRA CHALEFF *Executive Coaching and Consulting Associates*

Developing Co-Leadership Capacity for Effective and Sustainable Multi-Sector Partnerships

Encino Room

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development*

Collective leadership (or co-leadership, for short) is, simply stated, leading together as partners. Multi-sector partnerships are promoted as the new development paradigm, yet there are still relatively few cases of successful and sustainable partnerships across the public, private, and civil society sectors. The facilitator will share lessons learned from work with a global foundation and UN agencies, as well as from a recent global survey of integral leadership development programs which focus on cross-sector approaches to societal transformation. The exchange of experience among participants will be structured by a few key questions, particularly on the design and facilitation of such programs. The session will end with a discussion of a few next steps to prolong the inquiry among interested participants.

ALAIN GAUTHIER *Core Leadership Development; Global Leadership Network*

New Scholarship on Leadership

Directors 1

SESSION TYPE: Paper Presentations

ACCEPTED BY MIG(S): Scholarship

> Transfiliation: An Approach to Leadership for the Postindustrial Worklife

This paper suggests transfiliation as a new relational approach to leadership for the postindustrial worklife. Aesthetic theory and interest alignment are used for exploring transfiliative leadership.

ALEXANDER MADSEN SANDVIK *Norwegian School of Economics and Business Administration*

> Don't Take the Lead—Share the Lead

This paper describes a model of a particular form of leadership—shared leadership—to report some recent research evidence on shared leadership, to describe some of the limits and liabilities of shared leadership, and to identify the challenges of implementing shared leadership in the global context.

CRAIG PEARCE *Peter F. Drucker & Masatoshi Ito School of Management (refereed track)*

> Uncovering How Leadership Works to Produce Performance Results

This research shows how leaders' character drives leadership behavior which then affects performance results. It finds that trust, developed by leaders' consistent and credible actions, is particularly important. The authors conclude that leaders' culture-building actions affect performance through the organizational culture and that trust affects performance directly rather than through culture.

AYMAN EL TARABISHY *George Washington University (refereed track)*

MARSHALL SASHKIN *George Washington University (refereed track)*

> Developmental Leadership: An Exploration of How Leaders Can Foster Voluntary Participation in a Labor Union Context

This study examines the complex relationship between local union leadership and multiple forms of voluntary union participation. More specifically, this study investigates the relationship between members' perception of two union officials' developmental leadership characteristics, interaction frequency with the union officials, union commitment, union instrumentality, and multiple measures of union participation.

JULIE SADLER *University of Delaware (refereed track)*

Film as a Portrait of the Past and a Catalyst for Future Change

Directors 2

SESSION TYPE: Workshop

ACCEPTED BY MIG(S): Education

Wheatley wrote “the more I contemplate these times...the more I realize that our culture is presently journeying through chaos.” We will come traverse the complexities of chaos by exploring the integration of film into facets of the leadership learning process. This workshop highlights the impact, transferability, and sustainability of this integration.

CARA MEIXNER *Rollins College*

BECCA HICKAM *Full Sail University*

L.A. LANDMARK: THE HOLLYWOOD WALK OF FAME

is one of the area's most visited landmarks. It was introduced in 1958 to add a little glitz to the neighborhood. Since then the number of stars has grown to over 2300 and new ones are added regularly. Walk of Fame ceremonies are open to the public. You can find out when they are scheduled at www.hollywoodchamber.net. Stars are given in five categories, indicated with different bronze symbols:

MOTION PICTURE CAMERA – for contribution to the film industry;

TELEVISION SET – for contribution to broadcast television;

PHONOGRAPH RECORD – for contribution to the recording industry;

RADIO MICROPHONE – for contribution to the broadcast radio industry;

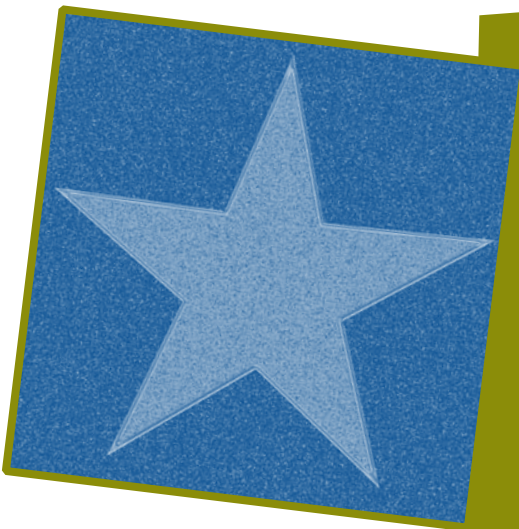
TWIN COMEDY/TRAGEDY MASKS – for contribution to live theatre. Gene Autry is the only performer to receive stars in all five categories. Fictional characters who have been

honored with stars on the Walk of Fame include Bugs Bunny, Mickey Mouse, Godzilla, Kermit the Frog, The Rugrats, Big Bird, Snow White, Winnie the Pooh and The Simpsons.

Three dogs—Lassie, Rin-Tin-Tin and Strongheart also have stars. The Walk of Fame

runs east to west on Hollywood Boulevard from Gower Street to La Brea Avenue and

North South on Vine Street from Yucca Street to Sunset Boulevard.



Non-Traditional Leadership: A Path to Community Enhancement

Governors 1

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Development

"Before you embark on any path ask the question: 'Does this path have a heart?' If it does, the path is good. ... There is only the traveling on the paths that have a heart, on any path that may have a heart." (Don Juan, *Path of the Warrior*)

This session will present a multidimensional and multicultural framework for Leadership and Community Enhancement. The presenters will highlight how the critical roles of Non-Traditional Leadership formations "below the grassroots" impacts the social and civic tapestry in South Los Angeles.

JOHNNY C. RAMIREZ Graduate Student California State University at Northridge (CSUN)

JAH'SHAMS ABDUL-MUMIN Success "A New Beginning," Inc. (SANBI)

GARFIELD BRIGHT Hip Hop Think Tank California State University at Northridge (CSUN)

VIJI THULSIRAJ Non-Traditional Leadership Institute; California State University at Northridge (CSUN)

MAMTA PATEL Non-Traditional Leadership Institute; University of California at Los Angeles (UCLA)

ALAN RICHARDS Non-Traditional Leadership Institute; Los Angeles Trade Technical College (LATTC)

MARYANNE GALINDO Non-Traditional Leadership Institute (NO-LI)

Transformational Trends in Law and Justice

Governors 2

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Public

Transformational leaders in the field of law and justice in the U.S. and other countries are pioneering a new vision that promotes social healing over winning and retribution. This session highlights several such trends, and identifies the challenges and opportunities that leaders face in implementing counter-cultural approaches to law and justice. Panelists also will discuss specific venues where this new vision and practice are surfacing, including the legal academy, law firms, courts, and private law firms.

BONNIE ALLEN Center for Law & Renewal

ANGELA OH Western Justice Center Foundation

JUDY SORUM BROWN University of Maryland

Leadership Development: Virtual and Face-to-Face Approaches that Achieve Results in Health

Malibu Room

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Development

Leadership at all levels is a key ingredient to addressing the global health care crisis. In order to achieve health results, virtual and face-to-face programs have been developed that move participants from resignation to a place of hope, confidence, and inspired action. Both the Virtual Leadership Development Program (VLDP) and the Leadership Development Program (LDP) enable teams to face challenges and achieve results.

> Using Proven Business Leadership Practices to Reduce Maternal Mortality in the Developing World

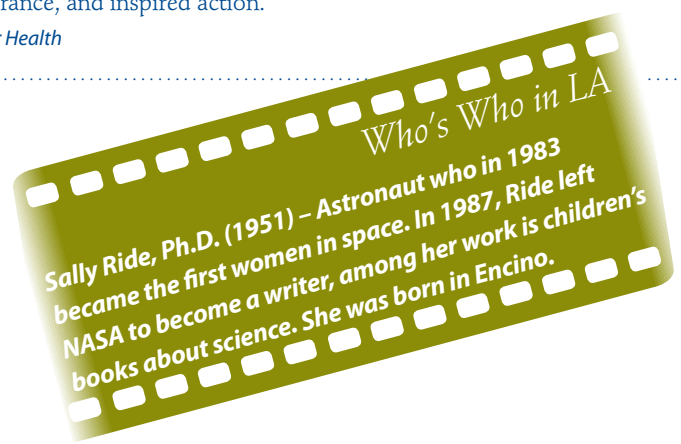
How can proven approaches for developing business leaders be applied to reducing maternal and infant mortality—using local resources? Presentation includes video with voices of health workers who applied leadership practices, a discussion of the approach's principles, and an introduction to tools that empowered health workers to produce results.

JOAN BRAGAR MANSOUR Management Sciences for Health

> Virtual Leadership Development in Troubled Places: Surprises from Africa, Haiti, and Iraq

The VLDP is a blended-learning program where teams tackle challenges to save lives. The VLDP has made an impact even with resource constraints and limited Internet access. Most importantly, VLDP participants have moved out of cynicism to a place of hope, confidence, perseverance, and inspired action.

LOURDES DE LA PEZA Management Sciences for Health



Teaching and Learning: The Art and Craft of Portraits to Visions

Pacific Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

Using guiding questions as a framework, the purpose of this workshop is to provide an opportunity for conversations regarding the Teaching and Learning Section of the ILA Guidelines Initiative wiki. Guidelines collaborators will share research and encourage audience participation in leadership teaching and learning.

- > **Why did we decide to use the Leadership Identity Development (LID) model as the framework from which to discuss issues of teaching and learning? What is the overview of stages of leadership development?**

SUSAN R. KOMIVES *University of Maryland*

- > **What is the role of the instructor, the teaching methodology, and approaches to teaching at each LID stage?**

CAROLYN ROPER *Purdue University North Central*

- > **What are the concerns and issues of teaching and learning at each LID stage? What are the expected learning outcomes at each LID stage?**

JULIE OWEN *New Century College, George Mason University*

- > **What are the roles and responsibilities of the learners at each LID stage?**

DANIEL TILLAPPAUGH *University of California, San Diego*

- > **What are possible learning activities, projects, and/or experiences appropriate for each LID stage?**

JOHN BAKER *Western Kentucky University*

THOMAS (TOM) MATTHEWS *SUNY Geneseo*

- > **Who are the students we will be teaching? What are the key philosophical and/or theoretical concepts and/or beliefs that provide support and grounding in each LID stage?**

JOANN DANELO BARBOUR *Texas Woman's University*

CHAIR: JOANN DANELO BARBOUR *Texas Woman's University*

The Impact of History and Culture on Global Leadership: Spain, Turkey, and the United States

Park

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship*

Exploring leadership on a global scale requires an in-depth understanding of history, tradition, and culture at the local level. These three presenters will explore how Spain, Turkey, and the United States have in the past and continue today to navigate global leadership around issues including immigration, foreign policy, and pluralism.

- > **The Complexity of Diversity in Leadership: Exploring the American Past and Present**

As the United States navigates an increasingly connected and global world, lessons from the past can help to explain how issues of diversity and inclusion are approached in the 21st Century.

JONATHAN ZUR *Virginia Center for Inclusive Communities*

- > **Globalizing Spain: Islam, Immigration, and Convivencia**

This paper explores Spanish political leadership amidst increasing religious diversity in Spain, particularly in light of recent immigration of Muslims and the tensions created by the 2004 Madrid bombings.

DOUGLAS HICKS *Jepson School of Leadership Studies, University of Richmond*

- > **Globalizing Turkey's Imperial Past**

The majority of analysis and writing on contemporary Turkey neglects or superficially treats the impact that the 600-year reign as the head of the Ottoman Empire had on the Turks. This research project seeks to lay out a theoretical framework that argues for the existence of an imperial legacy that can be used to help explain the particular paths of modernization and the type of identity chosen by the resulting imperial successor state.

JOSHUA WALKER *Princeton University*

The Connection Craze: Exploring the Influence of Social Networking on Leadership and Organizational Effectiveness

Palisades Room

SESSION TYPE: Workshop

ACCEPTED BY MIG(S): Business, Development

Participants will explore the role of social networking in the exercise of effective leadership within complex adaptive systems, particularly in business contexts. This session will specifically highlight the influence of social networking on leadership development and organizational effectiveness in an increasingly interconnected global society.

> Social Networking Technology and Implications for Leaders

This portion introduces emerging technologies and social networking concepts. Participants will explore the nature of improvisational leadership and social networking as a method of renewing the spiritual soul of organizations.

ARTHUR JUE Oracle Corporation; University of Phoenix

> Social Networking, Culture, and Talent Management

This presenter will explore implications of social networking in enhancing talent management and human capital development. Participants will explore how leaders can improve cultural climates, employee engagement, and leadership influence, particularly in global, transnational organizations.

JACKIE ALCALDE-MARR Oracle Corporation; University of San Francisco

> Social Networks and Organizational Effectiveness

The presenter will highlight applied insights and practical advice that can help leaders leverage social networking to improve business results. The focus in this portion will be on the diffusion of innovation, linkages with strategic execution, analyzing case studies, and engaging in dialogue that may yield new insights on best practices.

MARY-ELLEN KASSOTAKIS Oracle Corporation

> Complexity Theory, Social Networking, and Improvisational Leadership

This presentation will focus on how social networking can be utilized in self-organizing open systems to enhance leadership amid global complexity. The session will focus on the use of social networking in learning organizations for more effective knowledge and change management.

KIRSTEN HANSON Oracle Corporation



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Transformative Leadership: Theory, Practice, and Performance

Senators 1

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Education*

Transformative Leadership promotes the concept of effective leadership within a values driven construct that results in the leader and follower reaching a higher moral plane. The difficulty in this theory lies in its application. This panel will address that issue through models and methods that convert theory into measurable behavioral outcomes.

> Transformative Leadership: A Problem Solving Model

The Transformative Leadership Problem Solving Model provides a theoretical framework for individuals and organizations to create value-centered change based on emancipatory learning methodology. The model requires critical reflection, analysis, projection, and action in a collaborative cyclical process that leads organizational decision-making toward ethical resolutions.

SHARON PIETY-NOWELL *Bethune-Cookman University*

> Inspired by Charles Curran's Relationality-Responsibility Model, an Ethics for Transformative Leadership

This paper elaborates an ethics of Transformative Leadership built upon the relationality-responsibility model of Charles Curran and the ethics of solidarity model by Jodi Dean. The emancipatory character of the ethics of Transformative Leadership attempts to find an answer to the failings of deontological or teleological models.

MICHAEL HUMPHREYS *Bethune-Cookman University*

> Effective Oral and Written Communication Behaviors for Transformative Leaders

As millennial role models, transformative leaders are uniquely aware of the power of communication. It is the transformative leader who is consistently cognizant that his/her verbal and nonverbal communication must be thoughtfully and deliberately fashioned in ways that allow a continual search for innovative solutions to problems.

CLAUDETTE MCFADDEN *Bethune-Cookman University*

> Six Sigma as a Method of Transformative Leadership

This study investigates the use of Total Quality Management and Six Sigma implementation tools as a means of creating a transformative leadership process, to improve productivity in services within a university financial aid department. The research is the product of the author's master's thesis.

ASHLEY JOHNSON *Bethune-Cookman University*

CHAIR: ANNE MCCULLOCH *Bethune-Cookman University*

COMMENTATOR: META HARRIS *Bethune-Cookman University*

Leadership, Conflict, and Memory: Considerations of Post-conflict Society in Cambodia, Sierra Leone, and Uganda

Senators 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public*

> Leadership and Social Genocide

This presentation will summarize results from ongoing qualitative research in Cambodia. Digital video interviews with Cambodians, who survived the 1975-1979 events known as "The Killing Fields," provided data about the phenomenon of leadership during social genocide. Participants view interviews and discuss and critique the presenter's initial interpretations.

DANIEL HUCK *Berea College*

> Learning from Uganda's Past: Lessons for Future Leadership

In keeping with the conference theme, what can be learned from a study of Uganda's past to guide Uganda's leadership after more than 22 years of conflict? What are some possible implications for other colonies, former colonies, and regions transitioning from conflict? The panelist will offer a presentation and discussion around these questions.

JOHN BRYAN *University of Phoenix*

> Leadership for Community Rebuilding in Post-Conflict Sierra Leone

This presenter will discuss how communities in Sierra Leone are reemerging from an eleven-year conflict and the role that leadership plays in the rebuilding process. As communities begin to restore their vibrancy, leadership is needed to restore a sense of safety and security and allow for future development.

WHITNEY MCINTYRE MILLER *University of San Diego*

Global Perspectives on Trust and Leadership: Measuring and Understanding the Impact of Trust

Sherman Oaks Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Business, Public*

Researchers and practitioners from around the globe will discuss the measurement, application, and importance of building trust as a leader. Practical examples will illustrate how trust is built and breached by leaders. Each presenter will deliver a short (7-10 minute) overview with the final 30 minutes designated for discussion.

> Assessing the Impact of Trust at the Organizational, Leader, and Peer Levels

The presenter will introduce the Organizational Trust Profile, a comprehensive instrument to measure five dimensions of organizational trust (competency, openness/honesty, concern for employees, reliability, and identification) in four contexts: the organization, top management, immediate supervisor, and work group.

MICHAEL HACKMAN *University of Colorado-Colorado Springs*

PAM SHOCKLEY-ZALABAK *University of Colorado-Colorado Springs*

> Leading across Time and Space: Communication and Trust in Shared Leadership Contexts

Given the prevalence of distributed teams across industries and sectors, researchers have begun to explore various aspects of leadership in these contexts. This dialogue will ascertain the influence of geographic distribution on leadership and the development of team trust; and explore the development of shared leadership among members of temporary distributed project teams.

STACEY CONNAUGHTON *Purdue University*

> Trust and the Practice of Ethical Leadership

Ethical leaders function as moral persons, behaving morally in their leadership roles, and as moral managers who promote ethical conduct in followers. This presentation explores the critical role that trust plays in both of these functions. Ethical leaders demonstrate their trustworthiness through honesty, consistency and compassion. The end result is an organization that is not only ethical but also more productive.

CRAIG JOHNSON *George Fox University*

> Generational Differences in Perceptions of Trust in Authority Figures and Institutions

Perceptions of trust in authority figures and institutions are partially influenced by generational cohort and corresponding significant historical events. This presentation will focus on trust vis-a-vis authority figures and institutions along generational lines and seek to explain the role of significant historical events in shaping generational expectations of institutions and authority figures.

GEOFFREY TUMLIN *University of Texas-Austin*

> Ethical Leadership in Post-Communist Countries: Case Study of Czech Leaders

Czech leaders have been rediscovering ethical principles of leadership and ways to communicate these principles. From Havel's "truth and love shall win over lies and hatred," through wild economic and political transformation of the 90's, to today's pragmatic leadership of everyday politics, this presenter will explore what ethics and ethical leadership means to Czech leaders.

IVANA MROZKOVA *Palacky University*

> Investing in Confidence is the Art of Building Trust

Knowing the verbal and non-verbal communication patterns that underlie the mechanisms of gaining trust is a key to better leadership. The first step of building trust is your first impression. This presentation will identify how trust is built on self confidence and will offer insight about personal communication strategies using examples of European leaders.

TED BAARTMANS *The Presentation Group*

Defining and Legitimizing the Field of Leadership Studies after the Quest

Westwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship, Education*

This session looks back at the project known as the quest for a General Theory of Leadership (GTOL). It also articulates new visions of what can and should be done to define and legitimate the Leadership Studies field now that it is clear that the GTOL project did not succeed in achieving consensus on a general theory of leadership.

> **Hindsight is Golden: Lessons Learned from Participating in the Quest**

The presenter will share insights that his co-authored chapter produced, including the value of an integral systems approach and the importance of stressing leadership as the action of interrelated individuals. The presentation is designed to complement rather than duplicate the more formal accounts of the projects processes and outcomes chronicled in The General Theory of Leadership edited by Goethals and Sorenson.

RICHARD COUTO *Antioch University; James MacGregor Burns Academy of Leadership, University of Maryland*

> **Passing the Gauntlet: The Quest for a GTOL Continues**

One of the leaders of the GTOL Project, and a Leadership Studies doctoral student studying the GTOL, argue that although the GTOL project failed to endorse a general theory of leadership, such a theory will eventually be produced and accepted. The authors look to other professional fields for possible strategies.

GEORGIA SORENSON *James MacGregor Burns Academy of Leadership, University of Maryland*

PAIGE HABER *University of San Diego*

> **The Quest for a GTOL and the Process of Developing Professional Knowledge**

This presentation makes sense of the General Theory of Leadership (GTOL) effort by considering the process by which professions develop and modify abstract knowledge. The author employs Kolb's stage theory of professional knowledge development to analyze the GTOL initiative and to consider what should and should not be done now.

GEORGE REED *University of San Diego*

> **Rethinking the Wisdom of Characterizing Leadership Studies as an Academic Discipline**

The GTOL Project was partially motivated by traditional thinking that assumes that Leadership Studies is or should be an academic discipline. This presenter uses descriptions of the nature of disciplines to challenge this traditional thinking and consider alternative ways to define and legitimate Leadership Studies.

ROBERT DONMOYER *University of San Diego*

CHAIR: ROBERT DONMOYER *University of San Diego*

COMMENTATOR: JAMES MACGREGOR BURNS *Williams College, The James MacGregor Burns Academy of Leadership, University of Maryland*

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Salutes Our Own*

*Warren Bennis,
Distinguished Professor of Business Administration
&
Leadership Studies Pioneer*

*On Receiving the
International Leadership Association
Lifetime Achievement Award*

Fight On!



Concurrent Session 6

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

Leadership for Maturing the American Dream

Bel-Air Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public*

In 1999, the Fetzer Institute began a Deepening the American Dream project to explore the relationship between the inner life of spirit and the outer life of service in the life of the U.S. Through commissioned essays and dialogue with such writers as Huston Smith, Betty Sue Flowers, Elaine Pagels, Parker Palmer and others, the project is sowing the seeds of a national conversation. In this session, the editor of the Deepening the American Dream Series, is joined by an author of a pamphlet in the series entitled "Maturing the American Dream," to explore the maturation challenges facing the U.S. and the kinds of leadership required to meet these challenges.

MARK NEPO *Fetzer Institute*

CAROL PEARSON *James MacGregor Burns Academy of Leadership, University of Maryland*

Indigenous Leadership and Higher Education

Directors 1

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

> Institutional Leadership Paradigm Project: Transforming Practices, Structures, and Conditions in Indigenous Higher Education

Indigenous and non-Indigenous academics from eight universities have collaborated to explore institutional leadership from Indigenous perspectives. The project aims to strengthen institutional leadership capacity to enable participant institutions to develop and deliver culturally appropriate and relevant Indigenous teaching and learning programs.

JACQUELINE OTTMANN *University of Calgary*

> A Partnership for Leadership Development: Universities and Indigenous Tribes Collaboratively Offering Leadership Education

Central Michigan University (CMU) is fortunate to have an established, symbiotic partnership with the Saginaw Chippewa Indians. Close proximity to the reservation has afforded an opportunity to engage in numerous leadership endeavors. See how CMU has employed lessons from indigenous peoples into leadership studies courses and offered leadership programming for tribal youth.

DANIEL GAKEN *Central Michigan University*

JENELL BARNARD-KELLER *Central Michigan University*

NATHAN TALLMAN *Central Michigan University*

Global Business Leadership: How Cultural Competency and Geoleadership Merge

Directors 2

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Business*

The greatest challenge facing leaders in this era of globalization is working effectively through cultural barriers to achieve business goals and objectives. *Global Business Leadership* was written to provide U.S. business leaders with a cultural roadmap to navigate these vast oceans of cultural differences through leadership styles. The author will discuss its content and strategies, including the Geoleadership Model, useful to leaders in all business professions as well as students of international commerce.

E.S. WIBBEKE *Geoleadership Group, Inc.*

Bienvenido to “The City of Our Lady Queen of the Angeles”

Palisades Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public*

Los Angeles (LA) is home to 10 million people—and did you know that over 47% of these are Latinos? The ILA conference is being held in the most multicultural, international, bilingual city in America. LA is steeped in the Hispanic flavor and culture of its past. But Hispanics are also LA's future. Hispanic organizations are forging a new multicultural landscape. Latino leadership emerged out of the Civil Rights movement and is collective, people centered, and action oriented. Key is developing a critical mass of leaders that can move a socially responsible agenda forward. Three outstanding Latino leaders will demonstrate how to do this by putting leadership theory and concepts into action.

> Building Political Empowerment of Latinos

Latinos are on the move politically and are the only group in America that are increasing registered voters. Latinos take a comprehensive view of political empowerment including - sustainable development, leadership preparation, access to education, immigration reform, civic participation, and inspired public service. National Association of Latino Elected and Appointed Officials (NALEO) has been at the forefront of Latino political empowerment for over 30 years. Leadership in Latino communities must take into foster full participation. It is leadership for the many—at every level of society.

ERICA BERNAL *National Association of Latino Appointed and Elected Officials*

> The Power of Latina Leadership

The executive director of HOPE (Hispanas Organized for Political Equality) will share insights about how taps into the power of Latina women and brings them together for political advocacy and social change work. HOPE operates a state-wide Latina Leadership Institute, sponsors two state-wide leadership conferences, and runs a youth leadership program. HOPE has been recognized as premiere organization in the state of California that weaves leadership, education, and advocacy into production social action.

HELEN IRIS TORRES, *HOPE (Hispanas Organized for Political Equality)*

> MALDEF—the Mexican American Legal Defense Fund

Mainstream leaders don't often think of class action suits and legal advocacy as leadership. In communities were discrimination and inequities present barriers to equal participation, organizations such as MALDEF have for generations provided leadership, education, and access to Latinos across America.

GLADYS LIMON *Mexican American Legal Defence Fund*

CHAIR: JUANA BORDAS *Mestiza Leadership International*

Resilient Leadership: The Role of Skilled Optimists in Leading Change in Schools and their Communities

Governors 1

SESSION TYPE: *Paper Presentation*

ACCEPTED BY MIG(S): *Scholarship*

In this paper the authors explore learned optimism as a key leadership attribute. Optimism, they argue, tends to be widely distributed in organizations and communities, and it is an orientation that can be taught and encouraged: thus it is a useful tool for moving beyond old leader/follower dualisms, and for building more effective schools and other kinds of organizations. In particular, learned optimism enhances leaders' and organizations' resilience, which the authors argue is the foundation of effective leadership.

ANNE MURPHY *Reflective Learning*

JOHN ROBINSON *Centre for Urban Education, Manchester Metropolitan University*

MARILYN ECCLES *Centre for Urban Education*

Certified Community Action Professional: Grooming Future Anti-Poverty Leaders

Governors 2

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Public*

Are our leaders skilled in addressing poverty-related issues? The Certified Community Action Professional Program is a replicable national model designed to groom current and emerging leaders in the anti-poverty field. Panelists will share leadership development, coaching, and testing strategies used to create the next generation of anti-poverty leaders and advocates.

DEBRA PRICE JACKSON *Community Action Partnership of Riverside County*

MARIA Y. JUAREZ *Community Action Partnership of Riverside County*

TIMOTHY F. REESE *California - Nevada Community Action Partnership, State Association*

JAMES I. MASTERS *Center for Community Futures*

Integrative Leadership: Building a Foundation for Personal, Interpersonal, and Organizational Success

Malibu Room

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Business*

Building on the presenter's two co-authored books, *Integrative Leadership: Building a foundation for personal, interpersonal and organizational success* (2005) and *The Integrative Leadership Self Study Guide* (2008), this session will inform about the latest developments in 21st century leadership, by looking at leadership development over the past 100 years, its current state, and future directions. The seven elements of becoming an Integrative Leader and two keys to performance will be explored, with a focus on Integrative Leaders (the people) who are competent, compassionate and conscious and Integrative Leadership (the process) which is principles, purpose, passion and performance driven.

LILLAS HATALA *Integrative Leadership International*

Qatar's Education City: Changing Context, Models, and Leadership for the Future

Pacific Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education*

A nation's greatest resource is its people, and investing in them is the only way to obtain true prosperity and fulfillment. This philosophy fuels Qatar Foundation's ground-breaking Education City in the Arabian Gulf. Participants will learn about the project's three key challenges: 1) regional and cultural context, 2) leadership philosophies in use, and 3) educational and administrative practices.

DENNIS ROBERTS *Qatar Foundation*

GLORIA AOUN KHOURY *Carnegie Mellon University in Qatar*

DAVE STANFIELD *Carnegie Mellon University in Qatar*

Business as an Agent of World Benefit

Encino Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Business*

This session will describe a Global Forum on how business can be an agent of positive social change and a leadership model which includes the formation of action groups and the development of a community of leaders.

DAVID COOPERIDER *Center for Business as an Agent of World Benefit*

ANTE GLAVAS *Center for Business as an Agent of World Benefit*

DAVID SLUYTER *Fetzer Institute*

GUILLERMINA HERNANDEZ-GALLEGOS *Fetzer Institute*

A Clash of Cultures: Educating Scholar Warriors for an Age of Persistent Conflict

Park

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Development*

This session presents a case study on the leadership required to change the dominant U.S. Army culture and its impact on the service's mid-career officer course by transforming the faculty from primarily military and non-academic to mostly civilian and academic, and the leadership curriculum from conventional warfare to intellectual development required for non-traditional warfare.

TED THOMAS *Department of Command and Leadership, U.S. Army Command and General Staff College*

CHARLES HELLER *Department of Command and Leadership, U.S. Army Command and General Staff College*

KEVIN SHEA *Department of Command and Leadership, U.S. Army Command and General Staff College*

Bhagavad Gita on Effective Leadership

Regents

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Business, Scholarship*

The Bhagavad Gita, composed in the ancient India more than five thousand years ago, is one of the world's most ancient and influential explorations of leadership. Beginning dramatically with the doubts of a prince leading his soldiers on the battlefield, the text explores the duties, difficulties, and ideals of leadership. Both philosophical and practical, the Bhagavad Gita presents a distinct approach to thinking about leadership and its impact on the world. In this presentation, the author of the book *Bhagavad Gita on Effective Leadership*, explores some of its most significant and enduring questions and lessons.

PUJAN ROKA

Leading Innovation

Senators 1

SESSION TYPE: *Presentation*

ACCEPTED BY MIG(S): *Development, Business*

Leading radical innovation is the rarest capability in most organizations. This session will present research on serial innovators and examine the profiles of these innovators, the processes they use to create new product breakthroughs, and the organizational politics in which they engage. The presenter will offer unique insights into some of the management and leadership challenges associated with radical innovation, and the types of leadership and management that can identify, engage with, and manage serial innovators and innovation that transforms an organization.

RAYMOND L. PRICE *University of Illinois at Urbana-Champaign*

Approaching Leadership through Film: Integrating Film into Courses on Leadership

Senators 2

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Education, Scholarship*

With their vivid portrayals of human beings in a variety of situations, films provide a lens with which to examine the leader-follower dynamic. This workshop focuses on utilizing films as a leadership teaching tool. Participants are urged to bring their own ideas and examples of using film in teaching leadership.

NICHOLAS WARNER *Claremont McKenna College*

Nonlinear Approaches to Find the Leader Within

Sherman Oaks Room

SESSION TYPE: *Presentation*

ACCEPTED BY MIG(S): *Business*

Most approaches to leadership involve linear cognitive models of leader behavior that are based on positivistic social sciences approaches. This session will discuss the limitations of such positivistic approaches. It will then present and demonstrate several non-linear approaches that a leader can use to access her or his inner wisdom regarding how to lead.

JERRY BIBERMAN *University of Scranton*

Psychological Perspectives on Ethical Leadership

Westwood Room

SESSION TYPE: *Paper Presentation*

ACCEPTED BY MIG(S): *Scholarship*

> The Psychology of Leadership Ethics

This session presents new research at the intersection of the discipline of psychology and the field of ethics. Presenters test the more-justified-than-average effect on leaders and the connection between this effect and tendency of leaders to see their group goals as being more important than average.

TERRY PRICE *Jepson School of Leadership Studies, University of Richmond*

CRYSTAL HOYT *Jepson School of Leadership Studies, University of Richmond*

> The Effect of Ethical Leadership on Follower Moral Identity: The Mediating Role of Psychological Empowerment

This study examined psychological empowerment as an underlying influence mechanism through which ethical leadership affects moral identity. Based on the data from 335 organizational employees over 13 various industries, we found that psychological empowerment mediated the effect of ethical leadership on follower moral identity. Theoretical and practical implications are discussed.

WEICHUN ZHU *Claremont McKenna College*

TAOXIONG LIU *Tsinghua University*

Conversation with Warren Bennis

Brentwood

SESSION TYPE: *Conversation with Author*

This Leadership Legacy Program honoree has a history of boundary-crossing: Army lieutenant, student, scholar, university provost and president, advisor to U.S. presidents and Fortune 500 companies, professor and board member. The interview will touch upon how these experiences have informed his life's work, and how this esteemed scholar-practitioner has stretched the horizons of the field.

WARREN BENNIS *Marshall School of Business and the Leadership Institute, University of Southern California*

INTERVIEWER: RICHARD COUTO *James MacGregor Burns Academy of Leadership; Antioch University*

Concurrent Session 7

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title. Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Another indicator is the session type. As you might imagine, two sessions with similar titles but different MIGs and types are not necessarily as alike as their titles may imply. We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms tend to become uncomfortably warm.

CS7 SATURDAY 9:00 AM – 10:00 AM

Cultivating Civic Leadership: Lessons from a First-of-its-kind Leadership Center

Bel-Air Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Development*

With a statewide scope, focus on civic leadership, and resource base of \$30 million from a private funding source, the Kansas Leadership Center is unique in the field of leadership development. This session will explore key findings and lessons learned from the Center's early development.

MATT JORDAN *Kansas Leadership Center*

ED O'MALLEY *Kansas Leadership Center*

Conversation with Peter Northouse about *Introduction to Leadership: Concepts and Practice*

Brentwood Room

SESSION TYPE: *Conversation with Author*

ACCEPTED BY MIG(S): *Education, Scholarship*

The author of the widely used *Leadership: Theory and Practice*, 4th ed., will discuss with the audience his new book, *Introduction to Leadership: Concepts and Practice*. The conversation will include a summary of the new book and its notable features.

PETER NORTHOUSE *Western Michigan University*

Global Leadership: Transforming a European Corporation into a Global Synergic Organization in China

Directors 1

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Business, Development*

The presentation describes a large, on-going organizational transformative project for a Swedish corporation operating in China. The scope of the project includes leadership development, corporate culture transformation, performance system change, human resource system redesign, and organizational restructuring. The presentation will cover the context, processes, methods, and outcomes of the project to date.

YONGMING TANG *Global Synergy Network*

DEAN ELIAS *Saint Mary's College*

JEAN-CLAUDE PIERRE *Becker Industrial Coatings (BIC), Guangzhou*

ADA LU *Becker Industrial Coatings (BIC), Guangzhou*

Measuring the Impact of a Leadership Development Initiative

Directors 2

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Development, Business*

Have you ever thought that you should institute a leadership development program specific to your organization's goals and objectives, but didn't know operationally what to base the development on or if you would receive a return on your investment? This presentation will describe an ongoing leader development project at a global pharmaceutical company involving a training program for business leaders. The case study documents how measuring individual and team growth in emotional intelligence is linked to improved business outcomes for both task efficiency and relationship effectiveness.

SCOTT LIVINGSTON *IntegratEI*

History of a Discipline: Leadership Theory and Practice

Encino Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education, Public*

As a discipline, leadership studies is a relatively new field. This panel will include authors of a new collaborative text, *Leadership and Service: An Introduction* (Kendall/Hunt 2008), who will explore the emergence of leadership studies and the relevance of this history to undergraduate leadership courses. They panelists will discuss various methods employed in the creation of an introductory leadership course and how leadership studies can benefit students in any discipline.

DANIEL GAKEN *Central Michigan University*

DONALD SIMMONS *Dakota Wesleyan University*

RAYMOND SCREWS *University of Arkansas at Little Rock*

JOHN S. (JACK) BURNS *Whitworth University*

CHAIR: DANIEL GAKEN *Central Michigan University*

Leadership for Transformation: The Fetzer Dialogues Session #3

Park

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development*

A multi-year partnership between the Academy of Leadership, ILA, and the Fetzer Institute has been created to explore the nature and dynamics of leadership for transformation. The goal is to support and amplify what's working in the world of leadership for transformation, focusing on the inner dimensions of leadership for transformation as well as the visible actions in the world. These sessions will provide opportunities for reflection, engagement, and rich learning. You are invited to all three or you are welcome to select among the dialogues. Please join us for these morning dialogues in the Park Room, each focusing on one of the topics below.

- 1) Who are leaders, teams, or communities/collectives who are actually leading/creating transformative change at a variety of scales and what can be learned from them?
- 2) What are practices or disciplines that leaders use that appear to contribute to transformative change? How might those be shared more broadly?
- 3) What are theories or frameworks, well known or emergent, that can help us better understand and work with, the dynamics of transformative change? Who is doing break-through work on frameworks?

MICHAEL JONES *James MacGregor Burns Academy of Leadership, University of Maryland*

JUDY BROWN *James MacGregor Burns Academy of Leadership, University of Maryland*

MARK NEPO *Fetzer Institute*

Integrative Leadership: Cross Sector Efforts to Solve Critical Community Problems

Senators 1

SESSION TYPE: *Case Study*

ACCEPTED BY MIG(S): *Public*

This session will use written case examples of pioneering collaborative efforts to train people to work in the health care industry and to transform urban transportation systems to address the characteristics of integrative leadership. Integrative leadership is defined as leadership that “fosters collective action across boundaries of individuals, groups, organizations, sectors, and nations to advance the common good.” The cases will show how leaders interact with each other, with policy systems, and with information and communications technology to radically alter social practices.

> Health Careers Institute: A Teaching Case Study

This award-winning teaching case study of hospitals in the Minneapolis-St. Paul metropolitan area that faced a chronic and increasing shortage of skilled and diverse workers beginning in 1998. Neither the local hospitals, local government, nonprofits, nor local educational institutions could address this challenge alone; it required cooperative, cost- and benefit-sharing integrative leadership.

P. JAY KIEDROWSKI *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota–Twin Cities*

> Leading across Transportation Frontiers: A Case in Integrative Leadership in Transportation

Using the example of a pioneering collaborative effort to transform urban transportation systems, this case study is a preliminary investigation of the ways in which leaders interact with each other, with policy systems, and with information and communications technology to radically alter social practices.

JOHN BRYSON *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota–Twin Cities*

BARBARA CROSBY *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota–Twin Cities*

Leadership and the Afghanistan Civil Service: Addressing the Problems Left by 30 Years of War

Senators 2 SESSION TYPE: *Panel Discussion* ACCEPTED BY MIG(S): *Public*

A professional, trained and committed civil service is critical for transforming the fractured state that Afghanistan has become after 30 years of war. Leadership competencies required of senior civil servants include the ability to address infrastructure and management competencies and dealing successfully with sensitive local and international cultural and political issues. This panel brings together several Afghans and Americans who are working on these issues to share their experiences working across sectors and national boundaries for transformation.

- MARIA BEEBE** *Afghan eQuality Alliances*
- WALI HAMIDZADA** *Civil Service Management Department*
- FARZANA KABIR** *Civil Service Management Department*
- JAMES BEEBE** *Gonzaga University*

Global Business Leadership: The Need for Emotional and Cultural Intelligence

Sherman Oaks Room SESSION TYPE: *Paper Presentations* ACCEPTED BY MIG(S): *Scholarship, Business*

Globalization has reduced the physical distances between nations; however, regional and geographical distinctions have grown in importance. The papers argue for the need for both emotional and cultural intelligence as part of the repertoire of skills necessary for globally literate business leaders.

> Cultural Competency for the Global Leader

This part of the presentation will focus on the need for cultural competency or cultural intelligence in global leadership. This includes organizational cultural competency as well as national/regional/ethnic cultural intelligence that enables global leaders to enact appropriate leadership behaviors in context.

FAITH NGUNJIRI *Eastern University*

> Emotional Intelligence for the Global Leader

The presenter will speak both as a researcher on emotional intelligence as well as an executive coach and leadership consultant who has employed various EI tools to enhance the capacities of leaders. The paper will also offer the perspective of a graduate student as a platform for ensuing discussion.

LILIAN SCHUMACHER *University of Saint Francis*

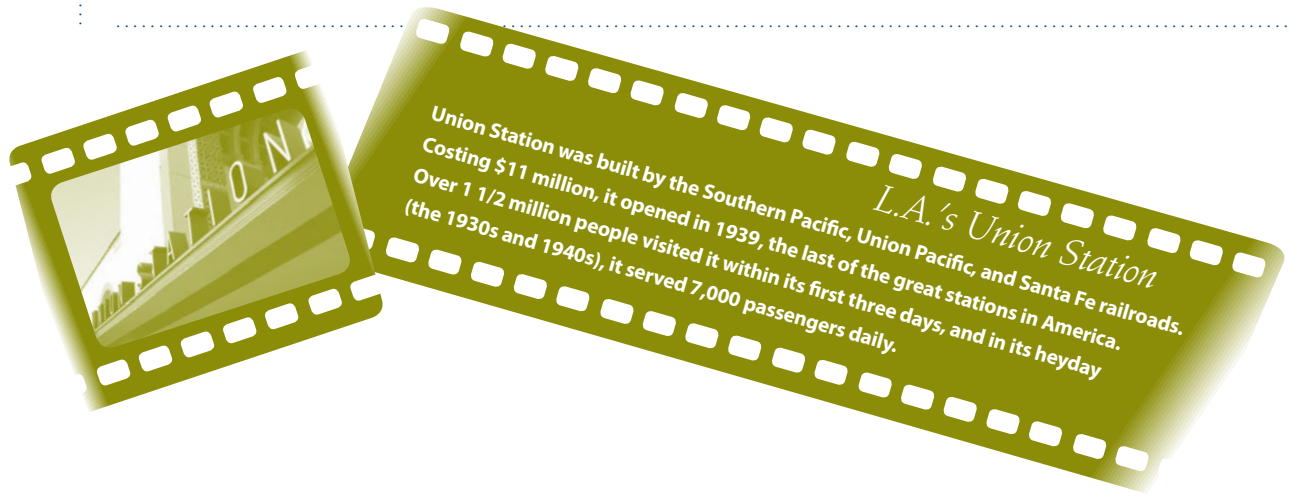
CHAIR: KRISTINA BOWMAN *University of Saint Francis*

Leadership and Sacred Texts: Toward a Theology of Authority and Leadership

Westwood Room SESSION TYPE: *Presentation* ACCEPTED BY MIG(S): *Scholarship, Development*

This session will discuss Genesis 18 and Exodus 32 to explore images of authority derived from Biblical texts and to ask: To what extent do our default assumptions on the nature of divine authority limit the latitude of people in high positions of worldly authority to address effectively new and challenging situations? For example, how might our views of organizational and political authority change if we entertained theologically the possibility that God learns?

RON HEIFETZ *Center for Public Leadership, Harvard University*



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“Leadership is the capacity to translate vision into reality.”

– Warren G. Bennis

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Concurrent Session 8

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Meaningful Leadership Education: Past Portraits, Current Frameworks, Future Visions

Brentwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Education, Scholarship*

This session will link leadership models, worldviews, structured design, and meaningful action by examining leadership legacies, worldview types and frameworks, key parameters in leadership education, and meaningful educational projects derived from leadership theory.

> Man's Search for Meaning—Viktor E. Frankl's Legacy for Leadership Education

Exploring the reception of Frankl's motivational theory in the leadership field, this presentation will present findings of current research on meaningful work environments and discuss the presenter's experiences introducing Frankl's approach to undergraduate leadership students.

THOMAS MENGEL *University of New Brunswick*

> Model Leaders and Leadership Models: Worldview Types and Worldview Frameworks

Leadership is fundamentally about beliefs, values, and principles. But which of these worldviews impact leaders and leadership education? This presentation will explore four worldview types, four worldview frameworks, and exemplary leaders to better understand the interplay between one's worldview, the workplace, and the marketplace.

JOHN VALK *University of New Brunswick*

> Structured Design in Leadership Education: Congruity and Explicitness as Key Parameters in Successful Leadership Education

This session explicitly considers conceptual frameworks of leadership education and combines these with the knowledge of students and the educational context to create a congruous mix of learning and teaching approaches. These considerations are exemplified through the specific case study of Renaissance College at the University of New Brunswick.

PIERRE ZUNDEL *University of New Brunswick*

> Capstone Projects in Leadership Education: Meaningful Action from Leadership Talk

This presentation will explore a capstone project undertaken by graduate students in Educational Leadership. The presenter will provide examples of student projects, lessons learned from several years of meaningful project development in a university setting, pitfalls and how to overcome them, and the theoretical grounding that will support such work.

JOANN BARBOUR *Texas Woman's University*

CHAIR: THOMAS MENGEL *University of New Brunswick*

Immunity to Change: A Groundbreaking Workshop for Leader Development

Senators 2

SESSION TYPE: *Workshop*

ACCEPTED BY MIG(S): *Development*

Practitioners in the business of developing leaders, know that self-awareness is one cornerstone of any development process. The Immunity to Change workshop is based on the groundbreaking work of Kegan & Lahey. It identifies why personal development is so difficult and how to identify and overcome the natural barriers therein.

SCOTT ALLEN *John Carroll University*

Leadership Centers in Schools of Public Policy and Public Administration: Responsibilities, Opportunities and Challenges

Directors 1

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Public

This panel brings together administrators and scholars from schools of public policy and public administration with centers of public leadership to showcase the contributions that cutting-edge leadership centers can make within schools of public policy, administration, and to the field of public leadership.

KENNETH APFEL School of Public Policy, University of Maryland

BETHANY GODSOE Research Center for Leadership in Action, Wagner School, New York University

HOWARD PRINCE Center for Ethical Leadership, LBJ School of Public Affairs, University of Texas at Austin

BARBARA C. CROSBY Public and Non-Profit Leadership Center, Hubert Humphrey Institute of Public Affairs, University of Minnesota

CAROL S. PEARSON James MacGregor Burns Academy of Leadership, University of Maryland

Bridging the Past to the Future through Relationships

Directors 2

SESSION TYPE: Workshop

ACCEPTED BY MIG(S): Development, Business

Across a broad spectrum of leadership theory there is a common variable: relationships. The successful 21st Century leader must create bridges to positive relationships with others, communities, and organizations. So, how do we guide emerging successful leaders toward developing successful relationships? Esteemed leadership theorist Margaret Wheatley tells us that, 'In the past we have had leaders (command and control) who have only heard the 'wisdom of their own voice.' The future leader hears the voices of all community members.' This workshop engages participants in action and dialogue through interactive exercises and videos to carry forward the best practices of the past to forge more effective, positive relationships.

DEBRA PRICE JACKSON Teaching Others to Lead Institute; Community Action Partnership of Riverside County

KATHRINE LATTA Teaching Others to Lead Institute; Community Action Partnership of Riverside County

CYNTHIA SIPLES Teaching Others to Lead Institute; Patton State Hospital

RONALD WALLS Teaching Others to Lead Institute; San Bernardino County Fire Department

CPR For Leadership Training: Theatre Techniques to Develop Competency, Playful Flexibility and Right Relationships

Encino Room

SESSION TYPE: Workshop

ACCEPTED BY MIG(S): Development

This workshop will explore two theatrical techniques to support a more engaging and in-depth leadership training program. These meaningful, focused facilitation techniques will support competency-development, build flexibility and self-discipline through playfulness, and forge lasting relationships between participants. Participants will receive supporting materials and explore these techniques in a simulated leadership training situation.

CAROL BURBANK Birds of Change; James MacGregor Burns Academy of Leadership, University of Maryland

LOIS RUSKAI MELINA Gonzaga University

From Global to Local: Adaptation and Accommodation of Leadership Models in Health In an Islamic Country Context

Senators 1

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Development

Since 2000, the David and Lucile Packard Foundation has funded leadership development programs to improve the delivery of reproductive health care in five developing countries. In Nigeria and Pakistan, two countries where the program currently operates, over 250 individuals have participated in various leadership development activities. Often, leadership program participants are exposed to western and other global ideas and must, in practice, translate these ideas to their local contexts and cultures in order to lead social change. Panelists will reflect upon how they are exercising health leadership in these diverse Muslim contexts, from Islamic scholars providing family planning guidance to their faithful to practitioners delivering reproductive health services which are sometimes considered controversial from an Islamic point of view.

YAHAYA HASHIM Development Research and Projects Centre – Nigeria

ALI M. MIR Population Council – Pakistan

RAANA ZAHID Public Health Practitioner – Pakistan

SHEHU USMAN MUHAMMAD College of Health Sciences & Technology; African Forum of Faith Based Organizations on Sexual and Reproductive Health and HIV/AIDS

CHAIR: YAHAYA HASHIM Development Research and Projects Centre – Nigeria

Executive Coaching: Best Practices for Leaders and Organizations

Palisades Room

SESSION TYPE: Panel Discussion

ACCEPTED BY MIG(S): Business, Development

Experts from industry and academia converge to discuss the current field of executive coaching, including best practices, strategies, research, issues, challenges, and opportunities. Applications for improving leadership and enhancing talent development will be addressed as well as the nature, role, and influence of executive coaching in organizational effectiveness. Join our global panel of corporate representatives, thought leaders, and practitioners in interactively exploring the state of the field, along with future trends and directions. Learn new hints and tips—and bring some of your own to share.

PRISCILA D. NELSON *Satyam School of Leadership*

JOHN H. ZENGER *Zenger-Folkman*

GINA HERNEZ-BROOME *Center for Creative Leadership*

DAVID B. PETERSON *Personnel Decisions International*

CHAIR: MARY-ELLEN KASSOTAKIS *Oracle Corporation*

COMMENTATOR: JAY CONGER *Claremont McKenna College*

The Inner Harmony Approach to Extraordinary Leadership: Cultivating Peace Through Wisdom and Change

Bel-Air Room

SESSION TYPE: Workshop

ACCEPTED BY MIG(S): Business

Three primary learning objectives are intended: 1) To understand the meaning and role of human consciousness in global leadership. 2) To experience the Inner Harmony Approach as a tool for transitioning and transforming the future leader. 3) To observe and discuss the impact leaders have on global change. The facilitator will conduct experiential exercises in educating participants toward a more global understanding of universal truth, principles, and authenticity in broadening one's perspective towards people, health and well-being, and the advancement of mankind. Generating new options depends both on the inner development of individuals and on the collective processes in which they mutually enact the field of the emergent future. The Inner Harmony Approach serves as a personal and collective compass to guide global leaders into this fertile new land.

PETER AMATO *Inner Harmony Group*

The Secret Language of Leadership

Pacific Room

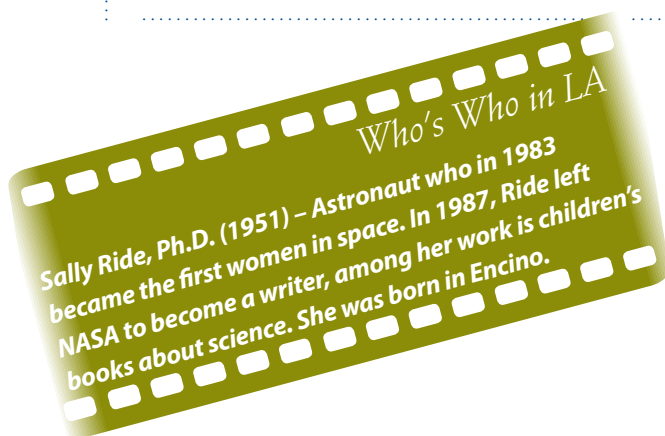
SESSION TYPE: Conversation with Author

ACCEPTED BY MIG(S): Education, Development

How do you persuade people to want to adopt something new and different, even strange? How do you spark enduring enthusiasm for a cause, even in difficult, cynical, skeptical audiences? These are principal challenges facing leaders today. The author of *The Secret Language of Leadership* will show what's involved using stories to engage anyone quickly and compellingly, and spark action. Participants will learn why traditional approaches to communication don't work, how to make a complex idea sound simple and intelligible, and how to reinforce the desire for taking action.

STEPHEN DENNING *James MacGregor Burns Academy of Leadership, University of Maryland*

CS 8 continues on next page



Hollywood and Beyond: Leadership, the Arts, and the World of Entertainment

Sherman Oaks Room

SESSION TYPE: *Paper Presentations*

ACCEPTED BY MIG(S): *Scholarship, Education*

The arts and the world of entertainment provide fertile soil for exploring many of the fundamental questions connected to leadership involving both its practice and its purpose. This panel examines several layers of that soil covering film, music, and literature.

> Rediscovering a Forgotten Tale: On the Trail of Hadji Murad

One-tenth the size of *War and Peace*, Leo Tolstoy's novel *Hadji Murad* is considered by some to be the Russian novelist's most perfect story. Yet, few of heard of this slender book by Tolstoy published after his death. This paper revisits that novel from the perspectives of what it tells us about leadership and what leadership tells us about it.

NORMAN PROVIZER *Metropolitan State College of Denver*

> How Hollywood Does Politics and Political Leadership

Hollywood both reflects and influences culture in many ways. Over the years, it has offered a variety of images and depictions of politics and politicians—including satire, celebration, propaganda, patriotism, and civic education. Other images even go so far as to demean the profession. This paper explores those images and depictions.

TOM CRONIN *Colorado College*

> In the Mood for Leadership: Glenn Miller, Leadership, Arts, and Culture

Research in Leadership Studies has paid scant attention to the leaders of popular culture. This presentation will present a preliminary exploration of the leadership of popular culture using Glenn Miller as a case study. It suggests a model for analyzing cultural leaders and attempts to explain how leaders of popular culture sustain their influence on, and recognition by, the larger culture.

TIM BLESSING *Alvernia College*

Spiritual Leadership: Past, Present, and Future

Westwood Room

SESSION TYPE: *Panel Discussion*

ACCEPTED BY MIG(S): *Scholarship*

> The Turn to Spirituality and Historic Understandings of Spiritual Leadership

The presenter will use Waaijman's (2006) matrix for defining spirituality to explore and discuss examples of spiritualities that include leadership as part of their inner values. Two established schools of spirituality, as they relate to spiritual leadership, will be discussed: the asceticism of early Egyptian monasticism and the kenotic mysticism of St. Francis of Assisi.

CORNE BEKKER *School of Global Leadership and Entrepreneurship, Regent University*

> Contemporary Theories of Spiritual Leadership

The panelist examines the state-of-the art of the spiritual leadership theory as it relates to implementing workplace spirituality to enhance individual and organizational outcomes.

LOUIS W. FRY *Department of Management, Tarleton State University*

> The Pyramid of Moses

The Old Testament story of Moses poses interesting lessons—and questions—about leadership. This paper explores how the story of Moses in the Old Testament can help us explore the intersection of spirit and earthly power in religious leadership, and it suggests why Moses endures as a fundamental figure for the field of leadership studies.

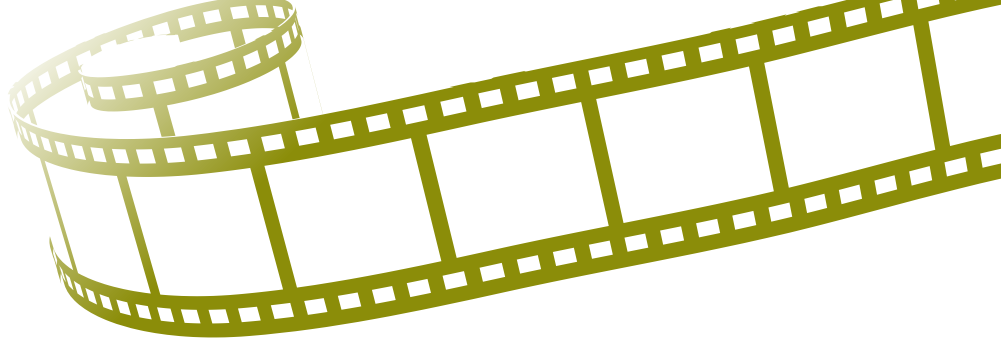
MICHAEL HARVEY *Washington College*

> Assessing Wilber's Model of Integral Leadership

This presentation will assess the contribution of Ken Wilber's 'integral theory of consciousness' to leadership practice. Wilber's all levels-all quadrants model will be used as a framework to weight the evolution of management and leadership theory, and corollaries among leadership and organizational research will be noted.

JAY GARY *School of Global Leadership and Entrepreneurship, Regent University*

COMMENTATOR: DAIL FIELDS *School of Global Leadership and Entrepreneurship, Regent University*



Poster Sessions

A poster is a visual exhibit of a program, paper, or project set up for display in the California Lounge throughout the conference. They will be hosted by their creator on Saturday from 11:30-12:15 during the poster session reception. Please stop by and visit with your questions and comments.

Total Health Management: Emerging Leadership Models from the Developing World

This poster introduces Total Health Management as a mental model [Senge] and as an organizational capacity concept. “Leaderless leadership” is an emerging theory, possibly embedded in a framework described by THM, which was observed during a field study in Bolivia funded by the Kravis Leadership Institute.

JOANNA BALDA *Eastern University*

Definition of Character in Leadership: An Integrative Inquiry

We began our query with a search for the definition of character that could identify the commonalities and congruencies within the field of leadership. A search of the Academic One File for academic articles about character returned over 24,000 articles. Next, we searched for defining character.

SANDRA BRYANT *School of Undergraduate Studies, Regent University*

Echoes of Leadership Icons: Resounding Profiles of the Future

From motivators to visionaries, each profile of historical leaders reveals specific styles of achievements and successes. The stories of extraordinary men and woman portray principles that crystallize them into essential models of influence, power, and success. This poster will seek to display the role of historical leaders as influential sages for current leaders.

TERESA MARTINELLI-LEE *American Recovery Center*

Building Our Leadership Mission in Stone

From offering 1500+ leadership related minors to becoming a School of Leadership Studies, K-State is building on our leadership mission. Now we’re building it in stone. Students- involved with donors, design, and decision-making – present this building of mission.

LORI WADELL *Kansas State University*

Re-Conceptualizing Leadership for an Era of Complexity and Uncertainty

This doctoral dissertation focused on the nature of leadership in a complex adaptive system. Insights from complexity theory were used to understand leadership in this evolving context. Empirical conclusions about leadership philosophy, actions and properties will be shared and implications for theory and practice examined.

NANETTE BLANDIN *The Nexus Institute*

Infusing Technology into Leadership Curriculum

The mission of Florida State University’s Center for Leadership and Civic Engagement is to enhance the education of students for responsible citizenship and effective leadership. Technology has proven to be a valuable tool for facilitating this education. This display will highlight how technology has been successfully infused into leadership curriculum.

KATHY GUTHRIE *Florida State University*

Operationalizing Servant-Leadership in a Dynamic Organization

This session will focus on a telecommunication company's ongoing journey towards creating a generative teaching and learning culture of Servant-Leadership. Learn how the principles and practices of Servant-Leadership are integral to the organization's chosen business model and are foundational to how U.S. Cellular develops leaders.

JIM 'GUS' GUSTAFSON *U.S. Cellular*

Strategic Leadership Investments for Reaching Your Mission: New Pilot Provides an Integrated Approach

The new pilot program from the Research Center for Leadership in Action helps nonprofits integrate leadership development tools into a system that supports their organizational mission and ensures long-term sustainability.

BETHANY GODSOE *Research Center for Leadership in Action, NYU*

Building Individual and Collective Efficacy for Environmental Activism

Legacy Leadership Institute for the Environment significantly strengthened leadership self-efficacy and field placement self-efficacy for participants. However, even without leadership self-efficacy, Legacy Leaders demonstrated high collective self-efficacy. Thus the environmental organizations they serve have expanded capacity and gain motivated and skilled new volunteers through the Legacy Leader-run Legacy Leadership Institute.

TRACEY MANNING *University of Maryland*

Co-producing knowledge with Social Change Leaders: Outcomes of a five-year research project

Since 2001, the Leadership for a Changing World Research & Documentation team at NYU Wagner has been studying how under-resourced social change organizations bring about positive change in communities. This multi-year, national research project strove to address: "In what ways do communities doing social change engage in the work of leadership?"

AILUN KU *Research Center for Leadership in Action, NYU*

Promoting Information Literacy in Leadership Studies: Challenges and Solutions

This session addresses challenges in helping students learn to find, evaluate, understand and produce information in a higher education leadership studies context. Instructional strategies used to promote leadership information literacy, including the use of technology, are shared. Results from a student survey following an information literacy webinar series, are also shared.

JIM WOLFORD-ULRICH *Duquesne University*

Women in Leadership: "Rising Above Cultural Expectations"

The presenter identifies the issues and concerns faced by women in leadership roles and goes on to explore why these issues matter, and what women can do to change them.

ETHEL WHITE *Regent University*

Women Leaders in China: The Impact of Culture

This poster session will provide data on how culture impacts American, Chinese-American and Chinese women expatriates working in leadership positions in China in the automotive industry.

JOANNE BARNES *Indiana Wesleyan University*

Grassroots Leadership: No Pun Intended

Agricultural communities generally take a grassroots approach to leadership. When planning an agricultural leadership program, a needs assessment at the grassroots level should be the first step. This study used focus groups to identify leadership interests and the needs of agricultural groups throughout Virginia. The findings have important implications for programming.

ERIC KAUFMAN, RICHARD J. RATEAU and KEYANA C. ELLIS *Virginia Tech*

Servant Leadership: An Oxymoron for Turkish Business Contexts?

This quantitative research, a pioneer study investigating the concept of servant leadership in the context of Turkish business, has theoretical implications in the conceptualization of servant leadership. It will clarify the distinction between servant and paternalistic leadership as it is perceived and practiced within the cultural context of Turkey.

ZEYNEP HALE ONER-KEIFER *Organizational Leadership & Supervision, Purdue University*

Standing-by Leadership: A Grounded Theory of Social Service Leaders

Standing-by Leadership is the core variable that emerged from a grounded theory research on administrators of social services. Standing-by leaders utilizes the role of mobile hub to lead the organizations. To become a standing-by leader, leaders were given an opportunity to create systems under resettable tryout, where they gain strong faith (a core quality of standing-by leadership).

KENICHI SHIMURA *Seirei Christopher University*

The Theory of Learned Change: A Critical Dimension of Leading Organizational Transformation

This paper introduces the Theory of Learned Change. Successful organizational transformation often requires that leaders move mountains. Based on a comprehensive review of the literature and empirical research, the creators suggest that it may require moving one boulder at a time.

L. HYATT *University of La Verne* and **MD HAQUE** *West L.A. College*

Portraits of Women with Visions of Leadership: South Carolina Women Icons

This poster will showcase one student's academic and artistic interpretation of a philosophical leadership framework by showcasing her project designed to connect, inspire, and empower women and girls through featuring photographic and biographical sketches of twelve women who have displayed leadership perseverance in their South Carolina communities.

KRISTIN BOWMAN *Columbia College (South Carolina)*

Building Global Leaders

Based on the demand for globally minded leaders, we are conducting a longitudinal study to uncover the triggers of developing global mindset, which is a world view that enables understanding and appreciation of varying viewpoints on global and cultural issues. We have found that participants report significant development after an international experience.

GREGORY HALL *Kravis Leadership Institute* and **REBECCA REICHARD** *School of Leadership Studies, Kansas State University*

Learning to be a Good Leader: Authenticity and the Self in the New Economy

We will discuss the results of ethnographic fieldwork with members of a leadership course that revealed an idealized model for becoming an authentic self and leader. Members' desires to identify their inner selves and create stable relationships with followers may be a reaction to the risks and individualization inherent in the New Economy.

SADIE MOORE *University of Southern California*

Santa Clara University Leadership Education: A Jesuit Leadership Perspective

This poster presentation will detail the components of the Santa Clara University leadership education portfolio with particular emphasis on the Leavey School of Business. These components include leadership courses, leadership development programs, a leadership lecture series, global leadership experiences, peer mentoring, advising programs, and more.

TONJA BROWN, JO-ANNE SHIBLES and **BRENDA VERSTEEG** *Santa Clara University*

Looking to the Academy: Why University Presidents are Better Leaders than CEO's

After surveying the unique structural contrasts that distinguish corporate and academic governance, this paper analyzes popular leadership benchmarks by exploring their development in both corporate and academic contexts. The findings indicate that the university president's office provides superior incentives and structural imperatives that guide university presidents towards leadership excellence.

JUSTIN HANSFORD

An Evaluation Approach to Demonstrating the Impact of Leadership Training in a Public Health Setting

Leadership training possesses intangible benefits, but often tangible outcomes must be demonstrated in outcomes research. This project describes an evaluation approach to demonstrating training impact through logic models. Impact should be tied to specific program activities; key components include situational input, core activities, program output, short-term outcomes, and long-term outcomes.

SUZANNE HAWLEY *University of Kansas School of Medicine-Wichita*

The Defining Moments of the Leader Identity Process

This poster will present a theoretical leader identity model as supported by research of how business leaders describe their leadership experience. It will bring identity literature together with the leadership literature to explain a non-linear process. The shape of the model is also discussed as a function of chaos theory.

RICH WHITNEY *DePaul University*

Women Leaders and Gender-specific Emotional Intelligence

The purpose of this quantitative study devoted to researching women executives was to take Goleman's EQ leadership theory (1998, 2004) and Bar-On's (1999) gender-related emotional intelligence research to another level by focusing on the possible relationships between women in positions of leadership and gender-specific emotional intelligence leadership strengths and weaknesses.

PHYLLIS DUNCAN and MALCOLM REE *Our Lady of the Lake University*

Building C.O.R.E.: Translating Psychological Capital into Programs

Confidence. Optimism. Resilience. Engagement. Four foundational elements of psychological capital and a critical learning disposition provide foundation for leadership capacity. This session describes a leadership abroad experience translating PsyCap into program curriculum and pedagogy. Participants examine theoretical underpinnings and activities designed to develop capacities, and the poster will suggest applications to other programs.

ANTHONY MIDDLEBROOKS, PAIGE ALDERSON, ALEXANDRA SCHNABEL and MAXWELL KURSH *University of Delaware*

The Leader Label: A Paradigm for the Future

Drawing on dissertation work and on previous ILA Conference presentations, this poster seeks to help define a new paradigm for leadership based on a deconstruction of the past, a social constructionist rendering of the future, and a practical tool for action that is referred to as a "Leadership Action Paradigm."

JEFFREY ZACKO-SMITH *Seattle University; Buffalo State College (SUNY)*

Spiritual Leadership and St. Francis: Integrating Ancient Insights with Contemporary Practice for Greater Productivity

Spirituality in the workplace is integrated with an historical and practical view of the life of St. Francis of Assisi, in order to provide specific examples of how leaders lead an organization that ascribes to Fry's spiritual leadership theory and model.

JAN SPENCER *School of Global Leadership and Entrepreneurship, Regent University*

The University of Maryland Leadership Development Program

This poster presentation will detail all the elements of the University of Maryland's comprehensive leadership development portfolio within the Adele H. Stamp Student Union Center for Campus Life. This includes leadership courses, peer leadership networks, multicultural leadership conferences, and much more.

DANIEL OSTICK *University of Maryland*

Leadership for All Whenever Possible

Leadership is foreboding to even the most capable. As a result, individuals with disabilities often preclude themselves from leadership roles. Leaders with disabilities were interviewed to ascertain principles for individuals with disabilities to find and thrive in leadership roles and expand the traditional views of leadership to be more inclusive.

JOHN SHOUP *California Baptist University*

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Submissions for the 2009 Fredric M. Jablin Dissertation Award may be on any topic and from any discipline as long as they make a substantial and direct contribution to the study of leadership. The dissertation must be completed between August 1, 2007 and August 1, 2009. The 2009 recipient(s) will be honored at the annual conference of the International Leadership Association, November 11-14, 2009 in Prague, where they will be asked to present their dissertation research. In addition to the award, winners receive a \$1000 cash prize from the Jepson School of Leadership Studies, travel expenses to and registration for the ILA conference, and a one year membership to the ILA. All submissions must be received by August 15, 2009. Applicants must submit a letter of interest, a 3-5 page abstract of a substantive dissertation chapter (specifically, the chapter that best represents the dissertation), a brief biography, and verification of the dissertation defense date. Candidates should e-mail submissions as attachments to jepsonaward@richmond.edu. Please do NOT send the dissertation. The award committee will contact semi-finalists to request a full dissertation chapter. Please visit jepson.richmond.edu for more information about the award.



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James Beebe	Juana Bordas	Cari Caldwell	Ed Cohen	Benjamin Dean
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David Beech	Murray Borrello	Mary Callan	Adrienne Coleman	Glenn DeGuzman
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Charles Beitz	Nicole Bossard	Louis Camera	Heidi Connole	William DeMarco
Badeg Bekele	Runa Bouius	Charles Campbell	Christopher Conzen	Janet Denhardt
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Daniel Huck	Paul Kaak	Mohammed Lahkim	Adam Luecking	Claudette McFadden
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Michael Humphreys	Ed Katz	Jim Laub	Gilian MacPherson	Dave McIntire
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Women as Global Leaders *Conference 2010*



Zayed University in the United Arab Emirates hosts *Women as Global Leaders conference*

The Women as Global Leaders Conference 2010, which focuses on the emerging role of young women as the next generation of leaders, will feature speeches, academic papers, workshops and roundtable discussions exploring emerging and current leadership roles across the globe.

The first Women as Global Leaders conference was organized by Zayed University in March 2005, and was the first student leadership conference in the U.A.E and the Gulf region.

Subsequent conferences were held in 2006 and 2008, each attracting more than 1,000 participants from 84 countries around the world. Previous keynote speakers include Her Majesty Queen Rania Al-Abdullah, The Hon. Mary Robinson, Carol Bellamy, Cherie Booth, Sheikha Lubna Al Qasimi, Jane Fonda, and Helen Thomas.



W o m e n a s
GlobalLeaders



For further information, visit:

www.zu.ac.ae/leadership2008

Details of the 2010 WAGL conference will be made available by Zayed University in 2009

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Blandin, Nanette **SA** 11:30 AM
Blessing, Tim **SA** 10:15 AM
Bligh, Michelle **FR** 1:30 PM
Blumen, Lorna **FR** 1:30 PM
Bocarnea, Mihai **TH** 3:15 PM
Bocarnea, Mihai **FR** 10:30 AM
Bolster, Jeff **FR** 10:30 AM
Bordas, Juana **FR** 3:15 PM
Borello, Murray **FR** 10:30 AM
Bortoni, Teresa **FR** 10:30 AM
Bowman, Kristin **FR** 10:30 AM
Bowman, Kristin **SA** 11:30 AM
Bowman, Kristina **SA** 9:00 AM
Bragar Mansour, Joan **FR** 1:30 PM
Bright, Garfield **FR** 1:30 PM
Brown, Bonnie **FR** 10:30 AM
Brown, Judy **TH** 9:00 AM
Brown, Judy **FR** 9:00 AM
Brown, Judy **FR** 1:30 PM

Brown, Judy **SA** 9:00 AM
Brown, Tonja **FR** 10:30 AM
Brown, Tonja **SA** 11:30 AM
Broxton, Samantha **TH** 9:00 AM
Bryan, John **FR** 1:30 PM
Bryant, Sandra **SA** 11:30 AM
Brydges, Richard **TH** 3:15 PM
Bryson, John **SA** 9:00 AM
Buchanan, Julia **FR** 10:30 AM
Burbank, Carol **SA** 10:15 AM
Burk, Tamara **FR** 10:30 AM
Burns, John **SA** 9:00 AM
Byars, Janet **TH** 9:00 AM
Campbell, Nancy **TH** 9:00 AM
Cantón, Alicia **FR** 9:00 AM
Carney, Lori **TH** 2:00 PM
Carroll, Brigid **TH** 2:00 PM
Chaleff, Ira **FR** 1:30 PM
Chandler, Diane **FR** 10:30 AM
Chavan-Matviuk, Marcela **TH** 3:15 PM
Cheng, Zhongying **TH** 3:15 PM
Chu, Cherie **FR** 10:30 AM
Ciulla, Joanne **FR** 9:00 AM
Ciulla, Joanne **FR** 10:30 AM
Clune, Seamus **FR** 10:30 AM
Coers, Natalie **TH** 2:00 PM
Colachico, David **FR** 10:30 AM
Collinson, David **FR** 1:30 PM
Conger, Jay **SA** 10:15 AM
Connaughton, Stacey **FR** 1:30 PM
Connors, Dennis **FR** 10:30 AM
Connole, Heidi **FR** 10:30 AM
Cooperider, David **FR** 3:15 PM
Couto, Richard **TH** 3:15 PM
Couto, Richard **FR** 9:00 AM
Couto, Richard **FR** 1:30 PM
Couto, Richard **FR** 3:15 PM
Crandall, Heather **FR** 10:30 AM
Crofts, Anita **TH** 9:00 AM
Cronin, Tom **SA** 10:15 AM
Crosby, Barbara **SA** 9:00 AM
Crosby, Barbara **SA** 10:15 AM
Crumpton, Alicia **FR** 10:30 AM
Curtis, Wayne **FR** 10:30 AM
Dahlvig, Jolyn **FR** 10:30 AM
Davey, Liane **TH** 2:00 PM
Davis, Elizabeth **TH** 9:00 AM
de Jong, Annemarie **TH** 9:00 AM
de la Peza, Lourdes **FR** 1:30 PM
Denning, Stephen **SA** 10:15 AM
Dentico, John **TH** 3:15 PM
Dixon, Gene **FR** 1:30 PM
Donmoyer, Robert **FR** 1:30 PM
Duncan, Phyllis **FR** 10:30 AM
Duncan, Phyllis **SA** 11:30 AM

Dunn, Allison **FR** 10:30 AM
Dunoon, Don **TH** 2:00 PM
Dunoon, Don **TH** 3:15 PM
Dyk, Patricia **TH** 9:00 AM
Eccles, Marilyn **TH** 9:00 AM
Eccles, Marilyn **FR** 3:15 PM
Ehlers, Michele **TH** 2:00 PM
El Tarabishy, Ayman **FR** 1:30 PM
Elias, Dean **FR** 10:30 AM
Elias, Dean **SA** 9:00 AM
Ellis, Keyana **SA** 11:30 AM
Estrada, Ana **FR** 1:30 PM
Farrand, Stuart **FR** 10:30 AM
Ferrero, Mathew **TH** 2:00 PM
Fields, Dail **TH** 3:15 PM
Fields, Dail **FR** 10:30 AM
Fields, Dail **SA** 10:15 AM
Fleming, Kathleen **FR** 9:00 AM
Francisconi, Cheryl **FR** 9:00 AM
Francoeur, Joline **TH** 2:00 PM
Francoeur, Joline **FR** 9:00 AM
Francovich, Chris **FR** 10:30 AM
Fry, Louis **FR** 10:30 AM
Fry, Louis W. **SA** 10:15 AM
Gaines, Kathryn **TH** 9:00 AM
Gaken, Daniel **FR** 3:15 PM
Gaken, Daniel **SA** 9:00 AM
Galindo, Maryanne **FR** 1:30 PM
Gardiner, John Jacob **TH** 9:00 AM
Gardiner, John Jacob **FR** 9:00 AM
Gary, Jay **SA** 10:15 AM
Garza-Ortiz, Diana **FR** 10:30 AM
Gauthier, Alain **TH** 3:15 PM
Gauthier, Alain **FR** 1:30 PM
Gaye, Pape **TH** 2:00 PM
Gelb, Steven **FR** 1:30 PM
Genovese, Michael **FR** 9:00 AM
Genovese, Michael **FR** 10:30 AM
Getz, Cheryl **FR** 10:30 AM
Getz, Cheryl **FR** 1:30 PM
Gilbert, Linetta **TH** 3:15 PM
Glavas, Ante **FR** 3:15 PM
Godsoe, Bethany **TH** 3:15 PM
Godsoe, Bethany **SA** 10:15 AM
Godsoe, Bethany **SA** 11:30 AM
Goethals, George **FR** 9:00 AM
Gomez, Doris **FR** 10:30 AM
Goodman, Adam **FR** 10:30 AM
Grape, Cathy **TH** 3:15 PM
Greenhalgh, David **FR** 10:30 AM
Grooms, Linda **FR** 10:30 AM
Guerrero, Geraldine **TH** 3:15 PM
Gustafson, Jim 'Gus' **SA** 11:30 AM
Guthrie, Kathy **SA** 11:30 AM
Haber, Paige **TH** 3:15 PM

Haber, Paige **FR** 10:30 AM
Haber, Paige **FR** 1:30 PM
Hackman, Michael **FR** 1:30 PM
Hall, Gregory **SA** 11:30 AM
Haller, Howard **FR** 10:30 AM
Hamidzada, Wali **SA** 9:00 AM
Hannum, Kelly **FR** 9:00 AM
Hansford, Justin **SA** 11:30 AM
Hanson, Kirsten **FR** 1:30 PM
Haque, MD **SA** 11:30 AM
Harris, Meta **FR** 1:30 PM
Harter, Nathan **TH** 2:00 PM
Hartsfield, Michael **FR** 10:30 AM
Harvey, Michael **SA** 10:15 AM
Hashim, Yamaha **SA** 10:15 AM
Hatala, Lillas **FR** 10:30 AM
Hatala, Lillas **FR** 3:15 PM
Hawley, Suzanne **SA** 11:30 AM
Hayes, Sandra **TH** 3:15 PM
Heifetz, Ron **FR** 9:00 AM
Heifetz, Ron **FR** 10:30 AM
Heifetz, Ron **SA** 9:00 AM
Heller, Charles **FR** 3:15 PM
Hendrix Terry, Angela **TH** 3:15 PM
Hermida-Ruiz, Aurora **FR** 9:00 AM
Hernandez-Gallegos, Guillermo **FR** 3:15 PM
Hernez-Broome, Gina **SA** 10:15 AM
Herrera, Susan **FR** 10:30 AM
Hesselbein, Frances **FR** 9:00 AM
Hickam, Becca **FR** 1:30 PM
Hickman, Gill **FR** 10:30 AM
Hicks, Douglas **FR** 1:30 PM
Hogg, Michael **TH** 3:15 PM
Hollander, Edwin **TH** 9:00 AM
Hollander, Edwin **FR** 10:30 AM
Holmes, Kathleen **TH** 2:00 PM
Howell, Jon P. **TH** 3:15 PM
Hoyt, Crystal **TH** 2:00 PM
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Hoyt, Crystal **FR** 3:15 PM
Hubbard, Lea **FR** 10:30 AM
Huck, Daniel **FR** 1:30 PM
Humphreys, Michael **FR** 1:30 PM
Hunker, Peggy **TH** 2:00 PM
Hutchison, Chris **FR** 10:30 AM
Hyatt, L. **SA** 11:30 AM
Jackson, Brad **TH** 9:00 AM
Jackson, Jeanne **FR** 10:30 AM
Jacobi, Erika **TH** 3:15 PM
Jefferson, Patrick **FR** 10:30 AM
Jhaveri, Arun **FR** 10:30 AM
Johnson, Ashley **FR** 1:30 PM
Johnson, Craig **FR** 1:30 PM
Jones, Michael **TH** 9:00 AM
Jones, Michael **FR** 9:00 AM
Jones, Michael **SA** 9:00 AM
Jordan, Matt **SA** 9:00 AM
Joyce, W. Michael **FR** 10:30 AM
Juarez, Maria Y. **FR** 3:15 PM
Jue, Arthur **TH** 3:15 PM
Jue, Arthur **FR** 1:30 PM

Kaak, Paul **FR** 9:00 AM
Kabir, Farzana **SA** 9:00 AM
Kassotakis, Mary-Ellen **FR** 1:30 PM
Kassotakis, Mary-Ellen **SA** 10:15 AM
Kaufman, Ariel **FR** 9:00 AM
Kaufman, Eric **FR** 10:30 AM
Kaufman, Eric **SA** 11:30 AM
Kellerman, Barbara **TH** 3:15 PM
Kellerman, Barbara **FR** 10:30 AM
Kelley, Neal **TH** 2:00 PM
Kemp, Cary **FR** 9:00 AM
Kemp, Cary **FR** 1:30 AM
Kenyon, Mark **FR** 10:30 AM
Kets de Vries, Manfred **TH** 9:00 AM
Kiedrowski, P. Jay **SA** 9:00 AM
Kieser, Erik **TH** 2:00 PM
Kim, Eugene **FR** 9:00 AM
Kim, John **FR** 9:00 AM
Kirsch, Ronald **FR** 10:30 AM
Kispert, Karen **FR** 10:30 AM
Klenke, Karin **TH** 9:00 AM
Kohler, Rebecca **TH** 2:00 PM
Kolb, Darl **FR** 9:00 AM
Kolbe, David **TH** 3:15 PM
Komives, Susan **TH** 3:15 PM
Komives, Susan **FR** 1:30 PM
Kramer Horning, Karen **FR** 10:30 AM
Kreeger, Lisa **TH** 3:15 PM
Ku, AiLun **SA** 11:30 AM
Kursh, Maxwell **SA** 11:30 AM
Lally, Theresa **FR** 10:30 AM
Lampl III, Jack **FR** 1:30 PM
Latta, Kathrine **SA** 10:15 AM
Le, April **FR** 10:30 AM
Ledbetter, Bernice **FR** 10:30 AM
Lehnert, Alina **TH** 9:00 AM
Lee, Zosimo **FR** 9:00 AM
Leipzig, John **FR** 10:30 AM
Lemaster, Gary **TH** 2:00 PM
Lennon, Nicholas **FR** 10:30 AM
Levy, Lester **TH** 2:00 PM
Limon, Gladys **FR** 3:15 PM
Link, Walter **TH** 3:15 PM
Lipman-Blumen, Jean **TH** 3:15 PM
Lipman-Blumen, Jean **FR** 10:30 AM
Liu, Taoxiong **FR** 3:15 PM
Livingston, Scott **SA** 9:00 AM
Lokkesmoe, Karen **FR** 10:30 AM
Longbotham, Gail **TH** 9:00 AM
Longman, Karen **FR** 10:30 AM
Lu, Ada **SA** 9:00 AM
Lucas, Kelly **TH** 3:15 PM
Macdonald, Roderick **TH** 2:00 PM
Macdonald, Roderick **FR** 10:30 AM
MacGregor Burns, James **FR** 1:30 PM
Maier, Mark **TH** 2:00 PM
Manning, Tracey **SA** 11:30 AM
Manzo, Peter **FR** 9:00 AM
Markow, Frank **FR** 9:00 AM
Martinelli-Lee, Teresa **SA** 11:30 AM
Masters, James I. **FR** 3:15 PM

Matthews, Thomas **FR** 1:30 PM
Matviuk, Sergio **TH** 3:15 PM
Matz, S. Irene **FR** 10:30 AM
Mc Intyre Miller, Whitney **FR** 10:30 AM
McClellan, Jeffrey **FR** 10:30 AM
McCoy, Robin **FR** 10:30 AM
McCulloch, Anne **FR** 1:30 PM
McDermott, Melissa **TH** 9:00 AM
McDonough, Patrick **TH** 2:00 PM
McDougall, Heather **TH** 9:00 AM
McDougall, Heather **TH** 2:00 PM
McFadden, Claudette **FR** 1:30 PM
McIntire, Dave **TH** 2:00 PM
McIntire, Dave **FR** 10:30 AM
Medvedova, Ivana **TH** 3:15 PM
Meixner, Cara **TH** 9:00 AM
Meixner, Cara **FR** 1:30 PM
Méndez, María **TH** 3:15 PM
Mengel, Thomas **SA** 10:15 AM
Middlebrooks, Anthony **TH** 2:00 PM
Middlebrooks, Anthony **TH** 3:15 PM
Middlebrooks, Anthony **FR** 10:30 AM
Middlebrooks, Anthony **SA** 11:30 AM
Miller, Ben **FR** 10:30 AM
Miller, Cara **FR** 10:30 AM
Miller, Whitney McIntyre **FR** 1:30 PM
Mills, Steve **SA** 11:30 AM
Mir, Ali **SA** 10:15 AM
Mitchell, Elisabeth **TH** 9:00 AM
Mitra, Anu **FR** 10:30 AM
Mohr, James **FR** 9:00 AM
Molinaro, Vince **TH** 2:00 PM
Monroe, Theresa **FR** 1:30 PM
Montgomery, Charles **FR** 9:00 AM
Moore, Sadie **SA** 11:30 AM
Moosa, Naeem **TH** 9:00 AM
Morris, Jan **FR** 10:30 AM
Moseley, Brian **FR** 10:30 AM
Most, Robert **TH** 9:00 AM
Moua, Mai **FR** 9:00 AM
Mrozková, Ivana **FR** 10:30 AM
Mrozkova, Ivana **FR** 1:30 PM
Mu, Ling **FR** 9:00 AM
Muhammad, Shehu Usman **SA** 10:15 AM
Munley, Almarie **TH** 3:15 PM
Murphy, Anne **TH** 9:00 AM
Murphy, Anne **FR** 3:15 PM
Murray, Tom **FR** 10:30 AM
Myers, Susan **FR** 9:00 AM
Neil, Tina **FR** 10:30 AM
Nelson, Priscilla **TH** 9:00 AM
Nelson, Priscilla **SA** 10:15 AM
Nepo, Mark **TH** 9:00 AM
Nepo, Mark **FR** 9:00 AM
Nepo, Mark **FR** 3:15 PM
Nepo, Mark **SA** 9:00 AM
Ngunjiri, Faith **SA** 9:00 AM
Niehaus, Elizabeth **FR** 10:30 AM
Northouse, Peter **FR** 10:30 AM
Northouse, Peter **SA** 9:00 AM
Novice, Kenneth **TH** 2:00 PM

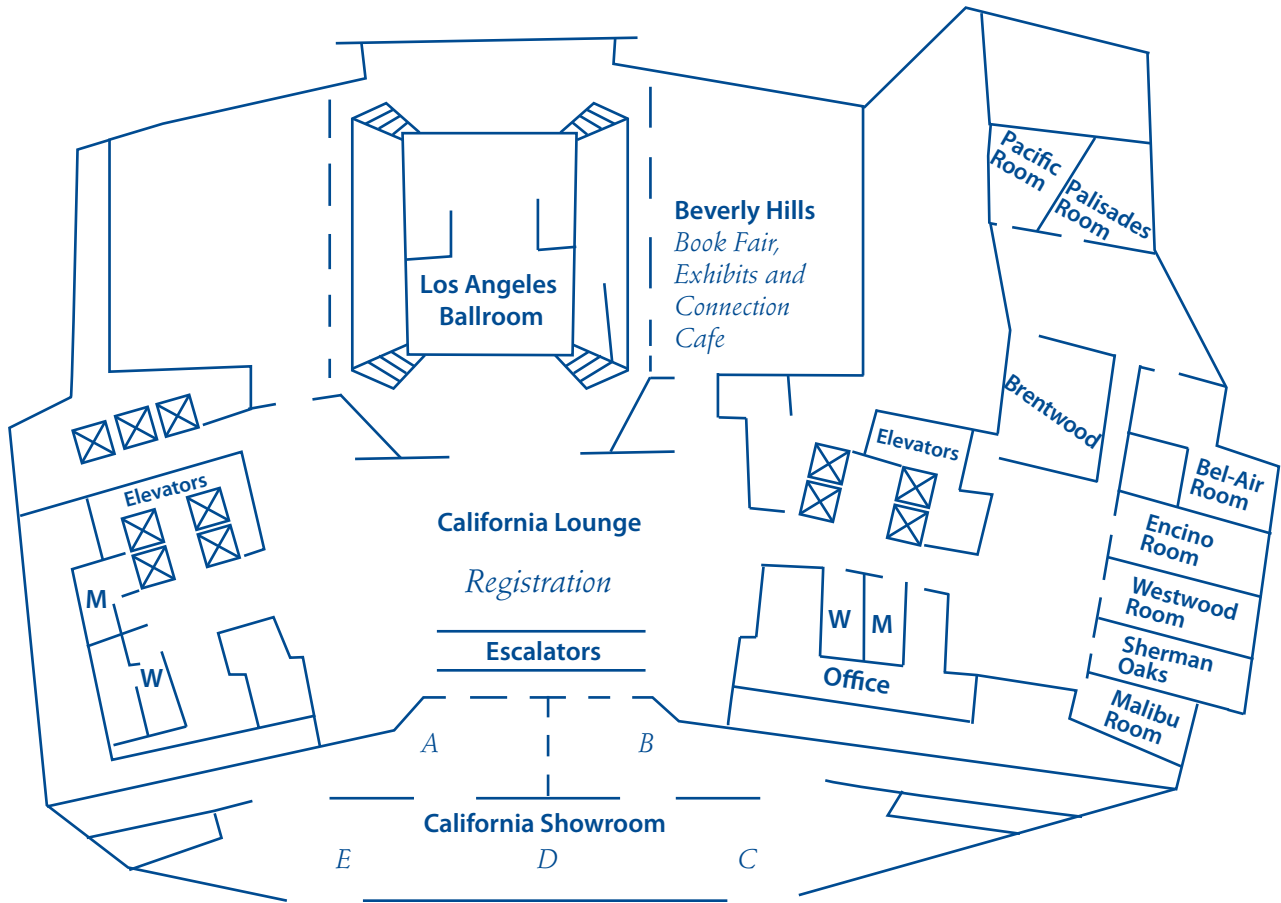
O'Brien-Levin, JoAnne **TH** 3:15 PM
Oh, Angela **FR** 1:30 PM
Ojeda, Christopher **FR** 10:30 AM
Olson, Linda **TH** 9:00 AM
O'Malley, Ed **SA** 9:00 AM
Oner-Keifer, Zeynep Hale **SA** 11:30 AM
Osteen, Laura **TH** 3:15 PM
Osteen, Laura **SA** 11:30 AM
Ostick, Daniel **SA** 11:30 AM
Osula, Bramwell **TH** 3:15 PM
Osula, Bramwell **FR** 10:30 AM
Otter, Ken **FR** 10:30 AM
Ottmann, Jacqueline **FR** 3:15 PM
Owen, Julie **TH** 3:15 PM
Owen, Julie **FR** 1:30 PM
Padulo, Kim **FR** 10:30 AM
Palrecha, Rita **TH** 2:00 PM
Pandey, Sanjay **FR** 9:00 AM
Paredes Collins, Kristy **FR** 10:30 AM
Patel, Mamta **FR** 1:30 PM
Patterson, Kathleen **FR** 10:30 AM
Pearce, Craig **FR** 1:30 PM
Pearson, Carol **FR** 3:15 PM
Pearson, Carol **SA** 10:15 AM
Peart, Sandra **TH** 3:15 PM
Peart, Sandra **FR** 10:30 AM
Penney, Sherry **FR** 9:00 AM
Penney, Sherry **FR** 10:30 AM
Peterson, David **SA** 10:15 AM
Peterson, Fredrick **TH** 3:15 PM
Pfeifer, Dale **TH** 9:00 AM
Pielstick, Dean **FR** 9:00 AM
Pierre, Jean-Claude **SA** 9:00 AM
Piety-Nowell, Sharon **FR** 1:30 PM
Poutiatine, Michael **FR** 9:00 AM
Poutiatine, Michael **FR** 10:30 AM
Povlosky, Stephanie **FR** 10:30 AM
Preciado, Colleen **TH** 2:00 PM
Price, Raymond L. **FR** 3:15 PM
Price, Terry **TH** 2:00 PM
Price, Terry **FR** 3:15 PM
Price Jackson, Debra **FR** 3:15 PM
Price Jackson, Debra **SA** 10:15 AM
Prince, Howard **SA** 10:15 AM
Provizer, Norman **SA** 10:15 AM
Prussia, Greg **FR** 9:00 AM
Pugh, Monica **FR** 9:00 AM
Rahschulte, Tim **TH** 9:00 AM
Ramirez, Alma **FR** 9:00 AM
Ramirez, Johnny C. **FR** 1:30 PM
Rateau, Richard J. **SA** 11:30 AM
Rechtman, Janet **TH** 9:00 AM
Rechtman, Janet **FR** 10:30 AM
Redekop, Benjamin **TH** 2:00 PM
Reder, Seth **FR** 10:30 AM
Ree, Malcom **FR** 10:30 AM
Ree, Malcolm **SA** 11:30 AM
Reed, George **FR** 9:00 AM
Reed, George **FR** 1:30 PM
Reese, Timothy F. **FR** 3:15 PM
Reichard, Rebecca **TH** 3:15 PM

Reichard, Rebecca **SA** 11:30 AM
Reid-Martinez, Kathaleen **TH** 2:00 PM
Reid-Martinez, Kathaleen **FR** 10:30 AM
Reinelt, Claire **FR** 9:00 AM
Reyatt, Kuldip **TH** 3:15 PM
Reyatt, Kuldip **FR** 9:00 AM
Richards, Alan **FR** 1:30 PM
Riggio, Ronald **TH** 9:00 AM
Riggio, Ronald **TH** 2:00 PM
Riggio, Ronald **FR** 10:30 AM
Roberts, Dennis **FR** 3:15 PM
Robinson, John **TH** 9:00 AM
Robinson, John **FR** 3:15 PM
Roka, Pujan **FR** 3:15 PM
Rood, Ray **TH** 2:00 PM
Roper, Carolyn **FR** 1:30 PM
Rosch, Dave **TH** 3:15 PM
Rubin, Hank **FR** 9:00 AM
Ruskai Melina, Lois **SA** 10:15 AM
Russell, Leland **TH** 9:00 AM
Sacks, Arlene **FR** 10:30 AM
Sadler, Julie **FR** 9:00 AM
Sadler, Julie **FR** 1:30 PM
Salcedo, Jorge **FR** 9:00 AM
Salerno, Carolyn **TH** 3:15 PM
Sampedro Hidalgo, Jesus **TH** 3:15 PM
Sandvik, Alexander Madsen **FR** 1:30 PM
Sanga, Kabini **FR** 10:30 AM
Santana, Laura **TH** 9:00 AM
Sashkin, Marshall **FR** 10:30 AM
Sashkin, Marshall **FR** 1:30 PM
Scheide, Sallie **FR** 10:30 AM
Schnabel, Alexandra **SA** 11:30 AM
Schumacher, Lilian **SA** 9:00 AM
Schwennicke, Antje **TH** 9:00 AM
Screws, Raymond **SA** 9:00 AM
Seemiller, Corey **FR** 10:30 AM
Seiler, Stefan **FR** 9:00 AM
Selzer, Robin **FR** 9:00 AM
Seth, Pragnya **TH** 9:00 AM
Shea, Kevin **FR** 3:15 PM
Shelton, Camilla **FR** 10:30 AM
Shepard, Jeffrey **FR** 10:30 AM
Shibles, Jo-Anne **FR** 10:30 AM
Shibles, Jo-Anne **SA** 11:30 AM
Shimura, Kenichi **SA** 11:30 AM
Shockley-Zalabak, Pam **FR** 1:30 PM
Shoup, John **SA** 11:30 AM
Shriberg, Art **FR** 10:30 AM
Shukla, Manju **TH** 2:00 PM
Simmons, Donald **SA** 9:00 AM
Simmons, Tera DeLane **FR** 10:30 AM
Siples, Cynthia **SA** 10:15 AM
Slack, Craig **FR** 10:30 AM
Sluyter, David **FR** 3:15 PM
Sorenson, Georgia **FR** 1:30 PM
Spencer, Jan **SA** 11:30 AM
Stanfield, Dave **FR** 3:15 PM
Stodola, Denise **TH** 2:00 PM
Sulpizio, Lorri **FR** 10:30 AM
Tallman, Nathan **FR** 3:15 PM

Tang, Yongming **FR** 10:30 AM
Tang, Yongming **SA** 9:00 AM
Thomas, Ted **FR** 3:15 PM
Thulsiraj, Viji **FR** 1:30 PM
Tian, Qingyan **TH** 3:15 PM
Tillapaugh, Daniel **FR** 10:30 AM
Tillapaugh, Daniel **FR** 1:30 PM
Torres, Helen Iris **FR** 3:15 PM
Tumlin, Geoffrey **FR** 1:30 PM
Turner, Freda **TH** 3:15 PM
Tyler, Arthur **TH** 3:15 PM
Tyler Scott, Katherine **TH** 3:15 PM
Uata-Frangupo, Mele Lavinia **TH** 3:15 PM
Unterreiner, Ann **FR** 9:00 AM
Unterreiner, Ann **FR** 10:30 AM
Vadla, Kaitlin **FR** 10:30 AM
Valk, John **SA** 10:15 AM
van Dijk, Gerda **TH** 9:00 AM
van Frankenhuyzen, Caroline **TH** 9:00 AM
Van Horn, Teresa **FR** 10:30 AM
Van Stralen, Suzanne **FR** 10:30 AM
Versteeg, Brenda **FR** 10:30 AM
Versteeg, Brenda **SA** 11:30 AM
Vickery, Michael **FR** 10:30 AM
Volckmann, Russ **TH** 9:00 AM
Voorhees, Megan **TH** 9:00 AM
Wadell, Lori **SA** 11:30 AM
Wagner, Wendy **TH** 3:15 PM
Walker, Joshua **FR** 1:30 PM
Walls, Ronald **SA** 10:15 AM
Wang, Shiquan **TH** 3:15 PM
Wang, Youqiang **FR** 9:00 AM
Warner, Nicholas **FR** 9:00 AM
Warner, Nicholas **FR** 3:15 PM
Weiping, Zhan **FR** 9:00 AM
Wells, Todd **FR** 10:30 AM
White, Ethel **SA** 11:30 AM
Whitney, Rich **TH** 2:00 PM
Whitney, Rich **SA** 11:30 AM
Wibbeke, Eileen **FR** 3:15 PM
Wilson, Charles **FR** 9:00 AM
Wilson, Iva **TH** 3:15 PM
Wolf, Maura **TH** 9:00 AM
Wolf, Maura **FR** 10:30 AM
Wolford-Ulrich, Jim **SA** 11:30 AM
Wood, Gabrielle **FR** 10:30 AM
Xiong, Yizhi **TH** 3:15 PM
Yergler, Jeffrey **FR** 10:30 AM
Yip, Jeffrey **TH** 3:15 PM
Yip, Jeffrey **FR** 9:00 AM
Yu, Yongda **FR** 9:00 AM
Zacko-Smith, Jeffrey **SA** 11:30 AM
Zahid, Raana **SA** 10:15 AM
Zenger, John H. **SA** 10:15 AM
Zheng, Shice **FR** 10:30 AM
Zhu, Weichun **FR** 3:15 PM
Zi, Ding **FR** 9:00 AM
Zucchino, Lori **TH** 2:00 PM
Zundel, Pierre **SA** 10:15 AM
Zur, Jonathan **FR** 1:30 PM

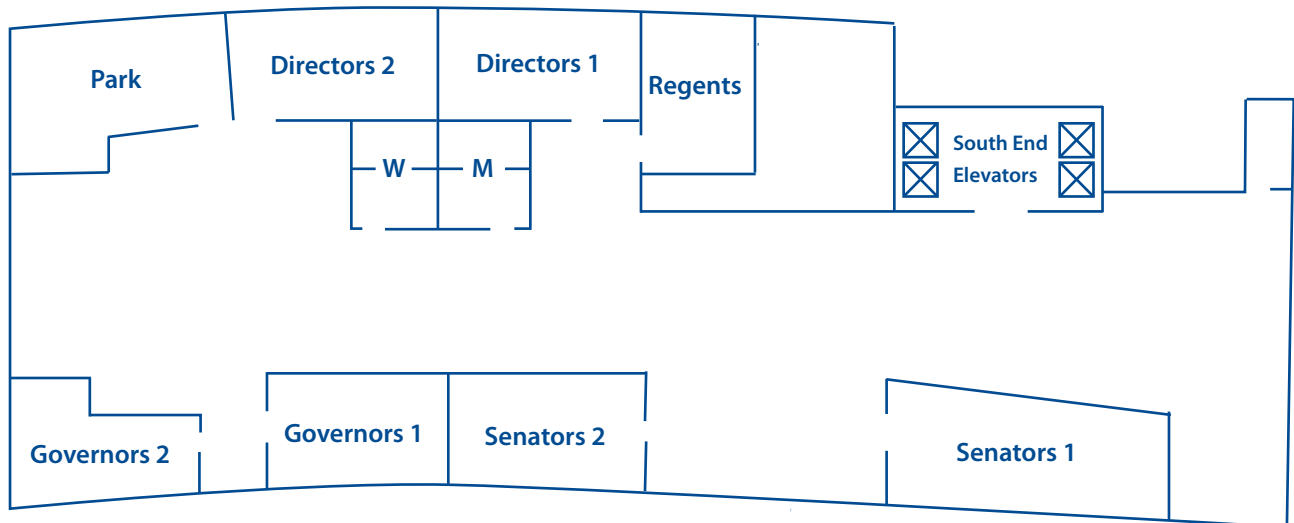
Hotel Map *of ILA conference space* (not to scale)

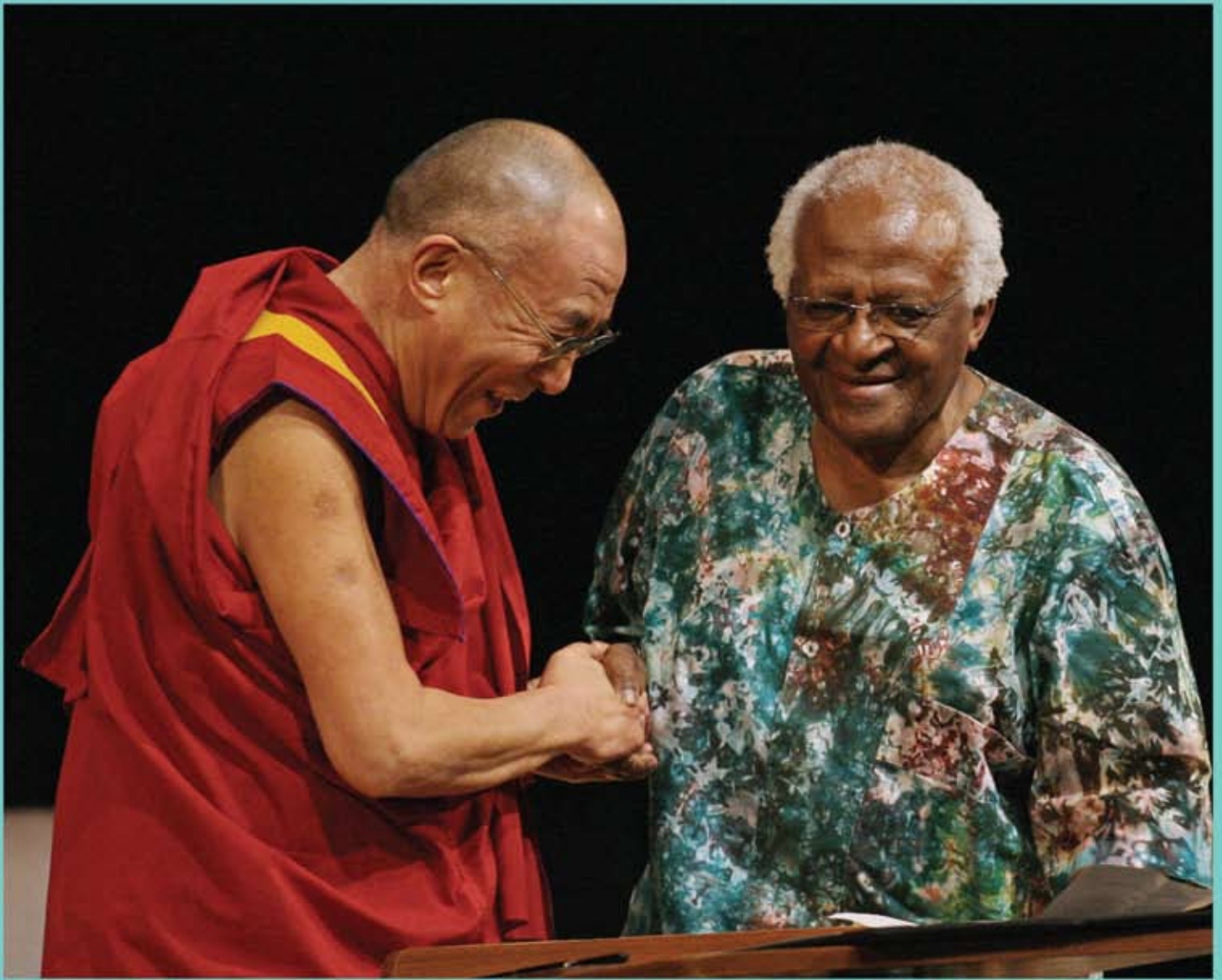
California Level



South Mezzanine Level

Kindly catch the south end elevator to reach the South Mezzanine Level or take the escalator to the lobby and then the south end elevator to reach the South Mezzanine Level





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