

International Leadership Association

11TH ANNUAL
GLOBAL CONFERENCE
11 - 14 NOVEMBER 2009

Leadership for Transformation

Prague, Czech Republic

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Join us to learn more about our Program,
meet students, faculty and alumni!

Thursday, 12 November, 6:45 pm

InterContinental Praha
Belvedere Room

www.icprague.com

email
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website
www.phd.antioch.edu



Vítejte v České republice,
Vítejte v Praze!

Welcome to the Czech Republic, Welcome to Prague!

It is a great pleasure for us to welcome you, on behalf of the ILA board, staff, and ILA European and local conference teams, to the 11th annual conference of the International Leadership Association. It is the first time ILA has come to Central Europe, and the first time in a post-communist country.

The theme of the conference is **LEADERSHIP FOR TRANSFORMATION** and for a good reason: we celebrate 20 years from the fall of the Berlin Wall and the 20th anniversary of the Velvet Revolution—the events that started the journey of transformation for the whole of Central and Eastern Europe.

To commemorate those events we have prepared two Preconferences: Experiential workshops on *Prague's Jewish History* and *The 20th Anniversary of the Velvet Revolution*. The two Preconferences will not only celebrate the leadership from the past but they will also serve as lessons for the leaders of today. In these turbulent times, now more than ever, we need excellent leadership, bold visions, and transforming ideas. We also need pragmatic skills and practices to achieve these visions and ideas. All of these will be present in the keynote and concurrent sessions, roundtables, and panels of the conference.

The conference is held in the heart of Prague, one of the most beautiful cities in the world. We would like to give the participants of the conference the opportunity to enjoy at least a small part of Prague's historic beauty and atmosphere, therefore some of the sessions will be held at venues outside the hotel in the historic buildings now housing the New York University in Prague.

In the last 20 transforming years, Prague has changed from a grey 'real socialism' city into a colorful multinational capital of a thriving democracy and EU member. Praise for different cultures and regard for global perspectives is also more than ever apparent in the ILA. Participants at the 2009 conference come from over 40 countries from all over the world.

The spirit of synergy, transformation, and sharing new visions has been a unique feature present at every ILA conference. We hope that the welcoming environment of Prague, the ancient history, as well as the not-so-remote past will, together with the conference atmosphere of friendliness and inclusion, help each of us find something unique, new, and transforming in ourselves.

Thank you for joining us in Prague and we wish that this conference
is a most fruitful and rewarding experience for you.

IVANA MROZKOVA, 2009 Conference Chair;

MEMBERS OF ILA EUROPE AND THE LOCAL CONFERENCE TEAM

ILAVision:

TRANSFORMING LEADERSHIP KNOWLEDGE AND PRACTICE WORLDWIDE

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

LEAD: TERRY PRICE, tprice@richmond.edu

* FOSTER INTERACTION WITHIN AND ACROSS ILA'S CONSTITUENCIES

LEAD: DIANE DIXON, diane@ddixon.org

* GROW AND NURTURE ILA MEMBERSHIP TO 2010 BY 2010

LEAD: ARTHUR JUE, ajue@sbcglobal.net

* BUILD THE ILA'S CAPABILITY AND CAPACITY THRU RESOURCE EXPANSION

LEAD: KULDIP REYATT, KuldipReyattSVP@aol.com

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International Leadership Association

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ILA 11TH ANNUAL GLOBAL CONFERENCE, PRAGUE

TABLE OF CONTENTS

1	Welcome
4	Agenda Overview
10	Preconference Experiential Sessions and Special Events
11	Keynote Speakers
16	ILA Member Communities
18	Guide to Session Formats
19	Concurrent Session 1
23	Concurrent Session 2
29	Concurrent Session 3
32	Concurrent Session 4
37	Concurrent Session 5
43	Concurrent Session 6
53	Poster Session
56	Interactive Roundtable Discussions (A)
62	Interactive Roundtable Discussions (B)
67	Concurrent Session 7
72	Concurrent Session 8
77	ILA Member Listing
85	Presenter Index
90	Hotel Conference Maps

Agenda Overview

TUESDAY / NOVEMBER 10

10:00 – 14:00 Young Leader's Dialogue Gymnázium Nad Alejí

10:00 – 17:00 World Café Europe: Café Community Hotel Christie

WEDNESDAY / NOVEMBER 11

08:00 – 18:00 ILA Registration and Information Center InterContinental Praha

09:00 – 15:00 Off-site Preconference Session
*Prague's Jewish History: A Journey of Personal
and Cultural Leadership*
Kindly check-in at ILA Registration Desk by 09:00

09:30 – 15:00 Off-site Preconference Session
*Leading Transformation: Sights, Sounds,
and Stories of the Velvet Revolution*
Sponsored by the Jepson School of Leadership Studies, University of Richmond
Kindly check-in at ILA Registration Desk by 09:30

16:30 – 17:45 Conference Opening Congress Hall
Piano Inspirations, Michael Jones
Welcome, Ivana Mrozkova, 2009 Conference Chair
Special Video Welcome, President Václav Havel
Presentation of Distinguished Leader Award
Setting the Stage for Transformation
Cynthia Cherrey, ILA President

17:45 – 18:15 Member Interest Group Information Session Congress Hall

Student Case Competition Poster Showcase Petr / Hubert

18:15 – 19:15 Conference Colleagues Welcome Meeting Congress Hall B
Conference mentor-protégé program,
registration recommended, but not required

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



THURSDAY / NOVEMBER 12

08:00 – 18:00	ILA Registration and Information Center	InterContinental Praha
09:00 – 11:00	<p>Keynote Plenary</p> <p>Piano Inspirations, Michael Jones</p> <p>Transformation Today Shelly Wilsey, ILA Director</p> <p>Exploring Leadership for Transformation Thomas F. Beech, President and CEO, Fetzer Institute Mansour Javidan, Dean of Research and Garvin Distinguished Professor, Thunderbird School of Global Management Prasad Kaipa, Executive Director, Center for Leadership, Innovation and Change, Indian School of Business Éliane Ubalijoro, Adjunct Professor, Practice for Public-Private Sector Partnerships, McGill University</p>	Congress Hall
11:15 – 12:00	<p>Member Interest Group Business Meetings <i>(open to all interested conference attendees)</i></p> <p>Business Leadership MIG</p> <p>Leadership Development MIG</p> <p>Leadership Education MIG</p> <p>Public Leadership MIG</p> <p>Leadership Scholarship MIG</p>	<p>Loreta</p> <p>Klementinum</p> <p>Diana</p> <p>Belvedere</p> <p>Petr/Hubert</p>
12:00 – 13:30	Lunch On Own / Free Time	
13:30 – 14:30	Concurrent Session 1	See pages 19 – 22
15:00 – 16:30	Concurrent Session 2	See pages 23 – 27
16:30 – 17:00	Light Refreshments	InterContinental Praha
17:00 – 18:00	Concurrent Session 3	See pages 29 – 31
17:00 – 20:00	<p>World Café Europe</p> <p>Kindly meet in InterContinental Praha lobby at 16:35 for a guided walk or assistance with tram to venue</p>	Prague Hlahol
18:45 – 19:45	Antioch University Reception <i>(open to all)</i>	Belvedere
18:45 – 20:15	Jepson School of Leadership Studies Reception <i>(private)</i>	Klementinum
19:00 – 21:00	Eastern University Doctoral Student Consortium and Reception <i>(open to all)</i>	Diana

FRIDAY / NOVEMBER 13

08:00 – 18:00	ILA Registration and Information Center	InterContinental Praha
09:00 – 10:15	Keynote Plenary Piano Inspirations , Michael Jones The Leadership of the Powerless: Lessons from a Revolution for Democratic Societies Monika Macdonagh Pajerová, <i>President, ANO pro Evropu</i> Invitation to ILA 2010, Boston, Leadership 2.0: Time for Action Sherry Penney, <i>2010 Conference Chair</i>	Congress Hall
10:45 – 12:00	Concurrent Session 4	See pages 32 – 36
12:00 – 13:30	Lunch On Own / Free Time	
12:00 – 13:30	Luncheon for Leadership Education Program Directors, Deans, & Chairs <i>Sponsored by Antioch University and Marietta College (open to directors, deans, and chairs of leadership education programs at universities and colleges, registered event, please register at ILA Registration Desk by Thursday at 18:00)</i>	Congress Hall A
13:30 – 14:30	Concurrent Session 5	See pages 37 – 41
15:00 – 16:30	Concurrent Session 6	See pages 43 – 52
16:30 – 17:00	Hosted Poster Session	Congress Hall, see pages 53 – 55
	Light Refreshments	InterContinental Praha
17:00 – 18:15	Interactive Roundtable Discussions (A)	Congress Hall, see pages 56 – 60
19:00 – 20:30	Student Case Competition Final Presentations (<i>undergraduate</i>) Student Case Competition Final Presentations (<i>graduate</i>) <i>Sponsored by the Center for Leadership at Northwestern University and Vodafone Czech Republic</i>	Klementinum Diana
20:30 – 21:30	Collaborative Leadership: A Transformative Musical Performance <i>(registered event, purchase ticket at ILA Registration Desk)</i> <i>Kindly meet in the InterContinental Praha Lobby by 19:45 for transportation to Lichtenstein Palace. Walking directions and address available at the ILA Registration Desk any time prior to 18:00 on Friday, November 13.</i>	Lichtenstein Palace

Prague's marionettes—
a popular local crafts tradition



SATURDAY / NOVEMBER 14

08:00 – 17:00	ILA Registration and Information Center	InterContinental Praha
09:00 – 10:15	Interactive Roundtable Discussions (B)	Congress Hall , see pages 62 – 66
10:45 – 12:00	Concurrent Session 7	See pages 67 – 71
12:00 – 13:30	Lunch On Own / Free Time	
13:30 – 14:30	Concurrent Session 8	See pages 72 – 75
14:30 – 15:00	Light Refreshments	InterContinental Praha
15:00 – 16:30	Keynote Plenary	Congress Hall

Piano Inspirations, Michael Jones

Addicted to Command & Allergic to Transformation

Keith Grint, Warwick University

Jablin Dissertation Award Presentation

Student Case Competition Award Presentation

Conference Closing

Prague's Old Town Square



ANNOUNCING FOR 2010-2011

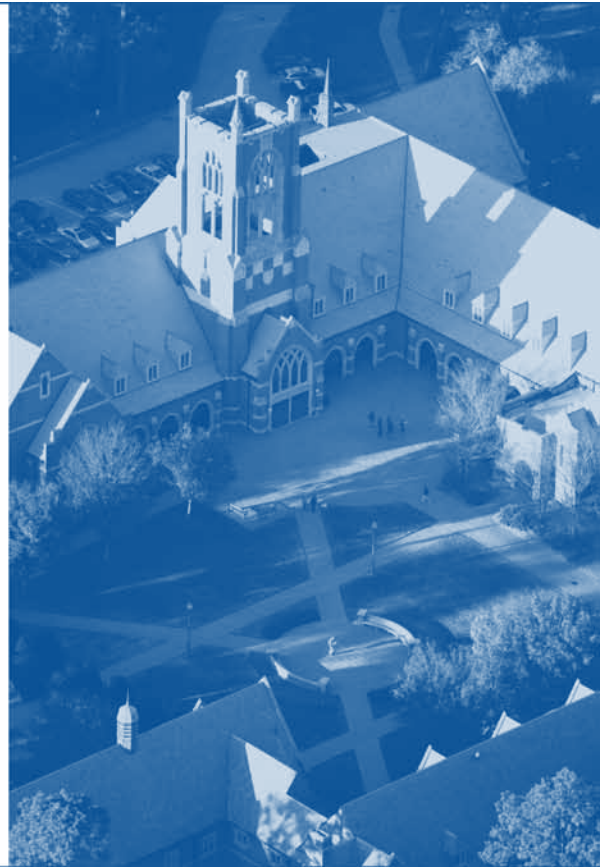
The Zuzana Simoniova Visiting Scholar Program in Leadership and Ethics

The Zuzana Simoniova Visiting Scholar Program in Leadership and Ethics at the Jepson School of Leadership Studies at the University of Richmond will support international scholars who are interested in teaching, writing, researching and developing courses on leadership and ethics for their home countries. Candidates must hold a doctorate in an academic area related to the study of leadership and ethics. Scholars from developing democracies are especially encouraged to apply.

*The program is made possible by a gift from Robert S. Ukrop and is named in honor of his cousin, Zuzana Simoniova from Slovakia, who conducted research at the Jepson School.

CONTACTS:

speart@richmond.edu
804-289-8008
www.jepson.richmond.edu



MORE THAN 350 MEMBERS
HAVE SIGNED UP FOR

ILASpace.

HAVE YOU?

MEMBERS OF ILASPACE CAN

- * Create and join groups organized by geography, topic of interest, ILA community, or working group. There are currently more than 30 groups including UK Members, Leadership Development Member Interest Group, and Leadership and Social Justice.
- * Engage in pre-proposal networking for the 2010 conference in Boston.
- * Participate in discussions within each group, post documents, and use the space in whatever way best supports your leadership conversations and collaborations.
- * Have an opinion on a leadership related headline? Use ILASpace's blogging function to make your voice heard.
- * Post your leadership photos and videos. Popular offerings on ILASpace currently include photos from a member attending the Obama inauguration, conference photos and video, and photos of Prague.
- * Chat with other members who are online when you are.
- * Get the latest leadership news via RSS feeds.

JOIN THE ONLINE COMMUNITY WHERE ILA MEMBERS CONNECT, CONVERSE, AND COLLABORATE.

go to <http://www.ILASpace.org> AND SIGN UP TODAY.

CLAIMING CREATIVITY

ART EDUCATION IN CULTURAL TRANSITION

CHICAGO, USA
21-24 APRIL 2010

THE EUROPEAN LEAGUE OF INSTITUTES OF THE ARTS,
IN PARTNERSHIP WITH COLUMBIA COLLEGE CHICAGO,
PRESENTS A JOINT INTERNATIONAL SYMPOSIUM.

Creativity is a word being employed freely these days, not just in the arts, but in commerce, organizational behavior, leadership theory, and many other areas. And for good reason: The creative industries generate wealth in many forms—economic as well as cultural—and by their very nature have triggered vital discussions about the value and sustainability of education by and for artists. Claiming Creativity is an event designed specifically to place artists, designers, architects, other active 'creators' and those who teach in the creative disciplines squarely at the center of these most important and complicated conversations, along with leaders in industry and commerce who share an interest in the life of the imagination and its value to society.

Columbia
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The symposium Claiming Creativity will take place at Columbia College Chicago. The audience will be composed of practitioners and policymakers from all over the world. Claiming Creativity will offer presenters and other participants a practical forum for the investigation of long-standing and emerging issues in the arts and arts related fields. Through workshops, roundtable discussions and selected presentations from leading experts on creativity in the arts, commerce, science and industry, participants will share research, develop works in progress, and share their findings through a web forum and a symposium "journal," published through one of Columbia College Chicago's academic presses.

We invite you to join us in Chicago next April to engage in a stimulating discussion on Claiming Creativity—and to enjoy the riches our city and our exciting College have to offer.

claimingcreativity.com

Preconference Experiential Sessions and Special Events

PRECONFERENCE EXPERIENTIAL SESSIONS TAKE PLACE WEDNESDAY, NOVEMBER 11.

PC1: Prague's Jewish History: A Journey of Personal and Cultural Leadership

This ILA Preconference will feature Prague native and Holocaust survivor, Helga Hoskova. During the first element of this Preconference, Mrs. Hoskova will share her moving life story, through discussion and the viewing of a documentary film on her inspirational life, *Draw as Long as You Can See*. The film focuses on Mrs. Hoskova's imprisonment at the Theresienstadt concentration camp in Czechoslovakia. During her confinement as a child she created over 100 drawings. Following the film and discussion, attendees will experience the second element of the Preconference by having the great opportunity to view Mrs. Hoskova's drawings at the Robert Guttman Gallery, which will be exhibiting Mrs. Hoskova's work commemorating her 80th birthday. The third and final element of this Preconference is a sightseeing tour of Prague's Jewish Quarter, Josefov. Participants will be guided through historic Josefov, experiencing three of its most important sites: the Old-New Synagogue, the Old Jewish Cemetery, and the Pinkas Synagogue. Join us for this truly special, intimate, and incredible opportunity.

PC2: Leading Transformation: Sights, Sounds, and Stories of the Velvet Revolution

The 11th Annual ILA Conference will be held as Prague celebrates the 20th Anniversary of the Velvet Revolution—a six-week series of demonstrations that overthrew the Communist government at the end of 1989. This ILA Preconference will provide participants with an introspective account of the events of the Velvet Revolution told from the people involved and at the places where the events took place. The Preconference will begin with an incredible panel discussion about the events of 1989. Moderated by acclaimed Czech television journalist Nora Fridrichová, this panel will feature two influential leaders who were a part of the Velvet Revolution, Jan Urban and Simon Panek. The panel will share their experiences of leadership during the Velvet Revolution, the event that transformed the Czech Republic. Participants will then take part in a guided tour of the key locations where the events of the Velvet Revolution took place.

Experience the Velvet Revolution, learning from individuals who took part in the events, walking the same steps that the democratic reformists courageously took, and immersing yourself in true transformational leadership.

SPECIAL EVENTS

World Café Europe: Dialogue with Local Czech Leaders on Corporate Social Responsibility

In partnership with the Czech chapter of the Business Leaders Forum, World Café Europe is providing the opportunity to discuss leadership topics that matter with regional leaders. The Business Leaders Forum has invited 100 members from its network to participate in the conversation. ILA Conference participants can join this unique opportunity to exchange views with Czech leaders. This participatory dialogue session will explore the topic of corporate social responsibility and its meaning for social transformation.

This event will take place on Thursday, November 12, from 17:00 – 20:00. The location of this event is the Prague Hhalol Choir Building. Kindly meet in InterContinental Praha lobby at 16:35 for a guided walk or assistance with tram to venue.

Collaborative Leadership: A Transformative Musical Performance

Join Harvey Seifter and a group of Prague's finest musicians on an extraordinary journey into the collaborative leadership process of chamber music—a process that engages the talent, vision, and creativity of each participant by putting power and responsibility in the hands of the people doing the work; sharing and rotating leadership roles; and settling the inevitable disputes between players without resorting to compromise. This is a rare opportunity to experience the inner workings of a world where individual responsibility, workplace democracy, and high performance teamwork combine to create richly expressive, technically brilliant and joyously harmonious musical performances. The performance location will be the historic and beautiful Lichtenstein Palace. The first large Baroque building in Prague, Lichtenstein Palace was built at the beginning of the 16th century, and is the home of the Academy of Performing Arts.

This event will take place on Friday, November 13, from 20:30 – 21:30. The location of this event is Lichtenstein Palace. Kindly meet in the InterContinental Praha Lobby by 19:45 for transportation to the venue. Walking directions and address available at ILA Registration Desk. Tickets are required for this event.

Young Leaders Dialogue

On Tuesday November 10th, a group of high school age persons met to discuss their views of leadership for transformation. The dialogue was hosted by the Gymnázium Nad Alejí in Prague.

As transformation is about the future, and the future challenges us to make space for young people to lead, this dialogue provided an opportunity for a group of young people to share what they have learned and experienced of leadership in their communities.

Keynote Speakers



[THURSDAY] *Exploring Leadership for Transformation*

THOMAS F. BEECH is President and CEO of the Fetzer Institute in Kalamazoo, Michigan, USA. Tom completed his graduate education at Union Theological Seminary and Columbia University, where he was a member of the International Fellows Program. He joined the Apache Corporation, initially in an urban affairs position and later became the Marketing Manager for that corporation's Oil and Gas Investment Division. He became Associate Director of the Minneapolis Foundation in 1974 and was Executive Director from 1978 to 1984. From 1984 to 2002 he was Executive Vice President and CEO of the Burnett Foundation in Fort Worth, Texas. Tom's work in philanthropy has emphasized the central importance of building solid working relationships based on trust, mutual respect, and integrity.



MANSOUR JAVIDAN is Dean of Research and Garvin Distinguished Professor at Thunderbird School of Global Management. Mansour also is head of the Thunderbird Knowledge Network. This Knowledge Network coordinates the school's multiple knowledge generation and dissemination activities. Mansour is a multiple award-winning executive educator and author whose teaching and research interests span the globe, and was one of the primary editors and writers of the *GLOBE book, Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies* (Sage). Mansour has been designated an Expert Advisor (Global Leadership) by the World Bank and has designed and taught a variety of executive development courses, offered and facilitated workshops, conducted consulting projects, and made presentations in 22 countries around the world.



PRASAD KAIPA splits his time between his role as the Executive Director of the Center for Leadership, Innovation, and Change at the Indian School of Business in Hyderabad, India and Kaipa Group consulting practice in California. CLIC is a center of excellence focusing on the integral approach (marrying lessons from wisdom traditions to traditional management approaches and scientific approaches) to develop innovative global leaders. Prasad has been an advisor and coach focusing on innovation, strategic thinking (outside the box), and leadership since 1990 for over 100 CEO's, executive team members, and board members in Fortune 500 companies like Disney, Adobe, Boeing, and also entrepreneurial / international companies like Aztec, BAE Systems, and Lunar Design. The purpose of Prasad's innovation coaching is to ignite the genius within individuals.



ÉLIANE UBALIJORO is an Adjunct Professor of Practice for Public-Private Sector Partnerships at McGill University's Centre for Developing-Area Studies. She is also Vice President of Science and Strategy for the nonprofit group: The Innovation Partnership (TIP). TIP specializes in the understanding, better use, and management of intellectual property to foster innovation and creativity. Éliane is a co-inventor on 6 patent pending technologies and is a member of the Presidential Advisory Council for Rwandan President Paul Kagame. She is currently drafting a multidisciplinary integrated family planning/rural development program for Rwanda and working on Africa focused innovative peace building and sustainability initiatives.



[FRIDAY] *The Leadership of the Powerless: Lessons from a Revolution for Democratic Societies*

MONIKA MACDONAGH PAJEROVÁ is a native of the Czech Republic and President of ANO pro Evropu (YES for Europe). She led the Student Press and Information Centre in Prague and served as spokesperson for the University Strike Committee during the Velvet Revolution. Monika served as the cultural attaché at the Czech Embassy in Paris from 1990-1994, and then as the Administrator of the Cultural Committee in the Council of Europe. She continued her work in media and public information as the Head of the Press Department and Spokesperson of the Ministry of Foreign Affairs for the Czech Republic. Monika also has produced and moderated a series of discussion programmes on the European Union for Czech Radio 1 titled *Studio Europe*, and *Shall We Get On?*—a 13-part series on the European Union for the Czech Television 1. She holds a Ph.D. in English and Scandinavian studies from Charles University in Prague, and has published multiple times, including *We are in Europe and What Next?* (2005) and *Climbing out of the Page—interviews with Jiri Kolar* (1994), which won the Ministry of Culture's Most Beautiful Book of the Year award.



[SATURDAY] *Addicted to Command & Allergic to Transformation*

KEITH GRINT is a Professor of Public Leadership and Management at Warwick Business School. Previously he was Professor of Defence Leadership at Cranfield University and Professor of Leadership Studies and Director of the Lancaster Leadership Centre at Lancaster University Management School. He remains an Associate Fellow of the Saïd Business School and of Green Templeton College, Oxford, and is also a Visiting Research Professor at Lancaster University and a Fellow of the Windsor Leadership Trust. He is a founding co-editor of the journal *Leadership* published by Sage and founding co-organizer of the International Conference in Leadership Research. His many publications include *Leadership, Management & Command: Rethinking D-Day* (2008), *The Sociology of Work*, 3rd edition (2005), and *Leadership: Limits and Possibilities* (2005).

SPECIAL THANKS TO OUR PIANIST

Michael Jones is a speaker, leadership educator, pianist, composer, writer, and dialogue facilitator. Over the years, he has been widely recognized for his gift in transforming spaces through his music, stories, and facilitation. He is also known for his work as a thought leader in exploring the synergies between artistry, leadership, and collective learning.



— JOHN FITZGERALD KENNEDY

LEADERSHIP AND LEARNING ARE INDISPENSABLE TO EACH OTHER.

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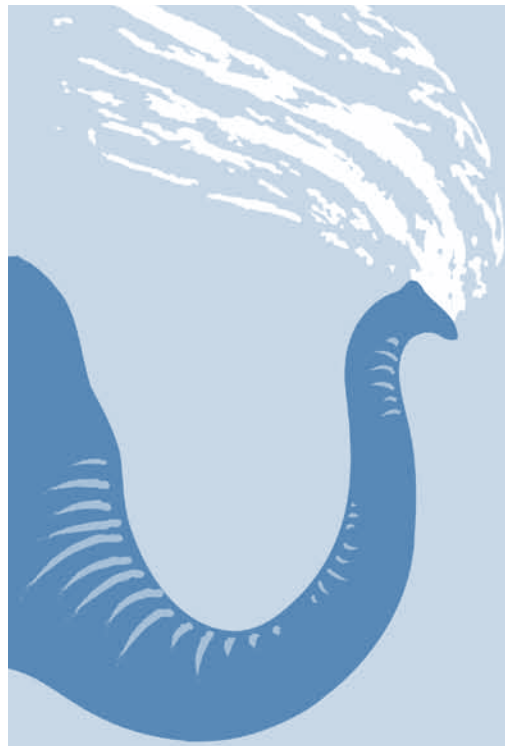
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- * Log in to search for other members using our online member directory
- * Participate in ILASpace, the online community where ILA members connect, converse, and collaborate
- * Join ILA's group on LinkedIn
- * Sign up to receive information from a Member Interest Group
- * Join an ILA Affinity Group

Share your piece of the leadership puzzle

- * Participate in our annual Global Conference
- * Collaborate via an ILA Learning Community
- * Join ILA-Exchange, our discussion listserv
- * Participate in our Leadership Education Program Directory and Syllabi bank



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experiences before
they disappear



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power to you

Fredric M. Jablin

DISSERTATION AWARD



2009 Winner: *Congratulations*
Dr. Kathie Pelletier

*"The Effects of Favored Status and
Identification with Victim on Perceptions
of and Reactions to Leader Toxicity"*



International Leadership Association

Submissions for the 2010 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, 2008 and August 1, 2010. The 2010 recipient(s) will be honored at the annual conference of the International Leadership Association, October 27 – 30, 2010 in Boston, where they will be asked to present their dissertation research. In addition to the award, winners receive a \$1,000 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, 2010. 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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ILA Member Communities

MEMBER INTEREST GROUPS

Member Interest Groups (MIGs) 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, and organize peer review processes to select sessions.

Each MIG will have an information table following the Conference Opening. The MIG business meetings will be held Thursday at 11:15 – 12:00; come learn about the many ways that you can participate and increase your involvement in the ILA. You need not be an affiliated member of a MIG to attend the MIG business meetings—everyone is welcome.

We encourage you to speak with the current MIG Chair and Chair – Elects regarding elections for the position of MIG Chair – Elect (who will serve as the 2011 MIG Chair), and other volunteer opportunities.

As a benefit of ILA membership, you may formally affiliate with up to three MIGs 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 MIG for Business Leadership 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.

2009 CHAIR: Pragnya Seth pragnya_seth@satyam.com

2010 CHAIR: Joanne Barnes joanne.barnes@indwes.edu

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.

2009 CHAIR: Kathryn Gaines kgaines@leadingpace.com

2010 CHAIR: Jan Byars jan@innovativeleadershipsolution.com

Leadership Education Member Interest Group

The MIG for Leadership Education 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.

2009 CHAIR: Sara Thompson sethomps@uiuc.edu

2010 CHAIR: Antonio Marturano antonio.marturano@alice.it

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.

2009 CHAIR: Susan Myers susan.r.myers@us.army.mil

2010 CHAIR: Janet Rechtman jrechtman@fanning.uga.edu

Leadership Scholarship Member Interest Group

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

2009 CHAIR: Rodger Adair rodger.adair@phoenix.edu

2010 CHAIR: Crystal Hoyt choyt@richmond.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. Face-to-face gatherings are supplemented using technology such as WIKIs and ILASpace.

Followership Learning Community

An ongoing community of those interested in research, scholarship, teaching, and practices related to followership. In this community, members discover others who share a passion for some aspect of followership studies and form collaborations for specific projects. An active WIKI promotes and distributes the latest research, scholarship, and information.

CONTACT: Ira Chaleff ibtecca@cs.com / Elisabeth Null enul@starpower.net

Guidelines for Leadership Education Programs Learning Community

Congratulations to the Guidelines for Leadership Education Programs Learning Community for the completion of their project, *Guiding Questions: Guidelines for Leadership Education Programs*. Learn more about this project at the Guidelines Community concurrent session on Friday, November 13, on ILASpace.org, or by contacting Steven Ritch, ritch@spadmin.usf.edu.

AFFINITY GROUPS

Affinity Groups help members find others with mutual interests for a more sustained conversation and deeper networking.

Leadership Education Program Directors, Chairs, and Deans Affinity Group

Serves the specific needs of the aforementioned constituents by providing a more private forum for networking and information sharing among this segment of the ILA membership.

CHAIR: Sandra Peart speart@richmond.edu

Student Affinity Group

Connects student members with one another and throughout the ILA. This group aims to increase student involvement in the association, submit fresh ideas, and infuse the unique brand of energy that only a group of student members can generate.

CHAIR: Natalie Coers natalie.coers@gmail.com

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 and inviting audience participation.

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 sessions 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

A formal, traditionally academic, presentation of written product(s) documenting research, presenting theories, or arguing a particular point of view. Papers accepted as *Refereed* were subject to a stringent, blind-review process.

POSTER

A visual display of a program, paper, or project that will be staffed by the creator(s) during the Poster Reception Friday, November 13 between 16:30 – 17:00.

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 Groups (MIGs), which is one indicator of the session's focus and approach. Also consider session format: two sessions with similar titles but different formats may appeal to two different learning styles.

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 pose a safety hazard.

Concurrent Session 1

THURSDAY, NOV. 12 / 13:30 – 14:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.

*Charles Bridge,
Europe's oldest bridge*

Varied Locales of Youth Leadership: Stories and Insights from the Pacific, Africa, and Asia

BELVEDERE (InterContinental Praha) / *Session Type:* **PANEL DISCUSSION** / *Accepted by MIG(s):* **PUBLIC**

Youth make up the majority of the populations of developing countries. This fact alone presents considerable challenges and opportunities for leadership within developing contexts. A conversation with these international presenters will explore visionary leadership by Pacific students, creative leadership by Kenyan youth, and leadership development in health among Filipino youth.

The Pacific Leadership Vision Behind the Stories

The newly published book, *Living and Leaving a Legacy of Hope: Stories by New Generation Pacific Leaders* (eds. Sanga & Chu, 2009) is written largely for Pacific Islands audiences. Yet, other readers have found inspiration from the powerful stories and the vision behind its publication. A co-editor will share the stories behind the stories and discuss the book's wider applications.

* Kabini Sanga *Victoria University of Wellington*

Youth Leading Youth: Kenya's Under-30's Transforming Society

Over 80% of Kenyans are under the age of 30 and many are unemployed and disenchanted. This paper documents five Kenyan young leaders who are mobilizing others to make a difference and achieving notable positive results. Common threads among the stories will be discussed, further exploring how youth efforts can bring transformation to the larger society.

* Marta Bennett *Nairobi International School of Theology*

Leadership Development for Reproductive Health among Filipino Youth

The current situation in the Philippines suggests the need to focus on health and development policies, programs, and services for young people. The presenter will share profiles of selected youth leaders and qualitative research focusing on the needs of young people for appropriate, adequate, and timely leadership development programs, that will help them realize their full potentials as leaders.

* Jackylin Robel *Commission on Population*

“Conversations” with Leadership Thought Leaders: Synthesis and Application in Transformation

CONGRESS HALL A (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, DEVELOPMENT**

The presenters will assess four current and classic books on leadership using an engaging point/counterpoint style that encourages audience participation. This open dialogue and spirited discussion will provide a deeper understanding of the conference theme and a basis for practicing, researching, or learning about transformational leadership by exploring: *Organizing Genius: The Secrets of Creative Collaboration* by Warren Bennis; *Presence: An Exploration of Profound Change in People, Organizations and Society* by Senge, Scharmer, Jaworski and Flowers; *The Living Company: Habits for Survival in a Turbulent Business Environment* by Arie de Geus; and *Building a Values-Driven Organization: A Whole System Approach to Cultural Transformation* by Richard Barrett.

- * Steven Stralser *Thunderbird School of Global Management*
- * David Chinsky *David Chinsky & Associates*

Teaching Transformational Leadership: Content, Process, Modeling, and Global Contextualization

DIANA (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The impact of learning about transformational leadership is heightened when the process of teaching is congruent with the content. This workshop will focus on innovative ways to re-think how transformational leadership is taught. It will demonstrate how technology and multi-media can be used to create more dynamic, global learning arenas—while creating a simulation of a learning experience throughout the session.

- * Stan Remple *Trinity Western University*
- * Angie Mays *Trinity Western University*

Transforming Student Leaders through International Experiential Learning: Two Case Studies

LORETA (InterContinental Praha) / Session Type: **CASE STUDY** / Accepted by MIG(s): **EDUCATION, PUBLIC**

This session will present two models of student leadership development programs based on experiential learning within a global context. Presenters will share and compare their curriculum frameworks, program objectives and outcomes, and program management information.

Study Abroad as a Global Leadership Development Experience: The Vira I. Heinz Program for Women in Global Leadership

This program’s strong emphasis on women’s leadership, self-knowledge, and intercultural competency enables women to maximize cultural learning abroad and apply these learnings in a Community Engagement Experience. The case study will highlight program components and learning outcomes of a leadership development program that prepares women to think globally, act locally.

- * Sarah Wagner *University of Pittsburgh*
- * Jean Ferketish *University of Pittsburgh*

Transforming Student Leaders through International Experiential Learning: A Synergistic Collaboration between Non-profits and Academia

The International Collegiate Agricultural Leadership program aims to move beyond the traditional approach to study abroad education. This case study will illustrate how the program takes transformation to another level through experiential learning with collaboration from multiple viewpoints including two non-profit organizations, industry professionals, and a national representation of students from multiple disciplines in academia.

- * Jill Casten *Virginia Tech*
- * Marty Tatman *National FFA Organization*

Exploring Leadership for Transformation: An Additional Conversation

HELENA I/II (InterContinental Praha) / Session Type: **PANEL DISCUSSION**

As a follow-up to the keynote panel Exploring Leadership for Transformation, the panel will host an intimate conversation to more deeply explore both the process and content of shared leadership that is necessary for the future. The dialogue will focus on the question: What is Necessary to Lead for Transformation?

- * Mansour Javidan *Thunderbird School of Global Management*
- * Prasaïd Kaipa *Center for Leadership, Innovation and Change, Indian School of Business; Kaipa Group*
- * Éliane Ubalijoro *Centre for Developing-Area Studies, McGill University*

CHAIR: Thomas F. Beech *Fetzer Institute*

Challenges to Leadership Transformation in Post-Communist Societies

HELENA III (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

Generational Beliefs about Leadership in the Ukraine

A comparative study of beliefs and attitudes about leadership among Ukrainians of two generations: those in their 20's (living under emerging capitalism and democracy) and those in their 50's (who lived under communism). The study will examine changes in world views, and beliefs about hierarchy, innovation, and social change.

- * Boyd Johnson *Indiana Wesleyan University*

Leadership and Failed Transformation in the Post-Soviet Space: Case Study of Belarus

The study deals with political leadership challenges during post-Communist transition in Belarus. The presenter will analyze the failures of transitional democratic leadership in the country, the reasons for the success of authoritarianism, and will propose a model of political-societal change in Belarus based on James Burns' transformational leadership style.

- * Alexander Martynau *Palacky University in Olomouc*

Leadership in Czech Elites

The study offers results of the quantitative analysis of the Czech elites' leadership capital, the kinds of leaders Czechs prefer, and the specific situational context constituted by cultural patterns, deep-rooted notions of authentic leadership in elites and the general public, perceptions of elite leadership style, and accepted leadership traditions reflecting the collective mentalities of leaders and followers.

- * Pavol Fric *Charles University in Prague*

The Vocation and Artistry of Leadership Dialogue #1: Metaphors—the Search for Whole Mind Thinking

KLEMENTINUM (InterContinental Praha) / Session Type: **WORKSHOP**

What is the primary metaphor, story, or image that speaks to the passion and curiosity you hold about your work as a leader? This question points to the notion that the primary work of leadership is not only in what leaders do or how they do it—but by where they lead from—that is, from the sense of their own inner calling or vocation to lead. To be effective communicators, leaders need to appreciate that language is not only a resource for getting things done, but it is also an instrument for creating shifts in consciousness that transform what is heard, seen, and thought. These dialogue sessions are designed to further explore perspectives developed from the Leadership for Transformation Dialogues, a series of retreats over two years organized by the Fetzer Institute, Academy of Leadership, and ILA to explore the theories and practices that support leadership for transformation.

Metaphors are often ambiguous and offer no easy answers. At the same time they invite whole mind thinking by helping leaders locate their place in the universe, invite alternative possibilities, and establish new attractors for action. In this session we will explore how leadership metaphors can contribute to shifting our worldview from a paradigm based upon a preoccupation on deficits and deficiencies to one that is more organic, creative, and whole.

- * Michael Jones *Pianoscapes; Fetzer Institute*
- * Mark Nepo *Fetzer Institute*

Improving Leadership for Transformation in Cross-Cultural Situations through Rapid Assessment

PETR/HUBERT (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

The Rapid Assessment Process is an intensive, team-based, qualitative inquiry using triangulation, iterative data analysis, and additional data collection to quickly develop a preliminary understanding of a situation from the insider's perspective. After a brief introduction to the Rapid Assessment approach, the workshop will include three hands-on experiences. The target audience is participants interested in research tools for transformational leadership in cross-cultural situations within international and multinational organizations.

- * James Beebe *Doctoral Program in Leadership Studies, Gonzaga University*
- * Maria Beebe *International Programs, Washington State University*

Leadership for Transformation through Deep Thinking

PICASSO (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION, DEVELOPMENT**

This session will present two models of student leadership development programs based on experiential learning within a global context. Presenters will share and compare their curriculum frameworks, program objectives and outcomes, and program management information.

Transformation through Reflective, Deep, and Creative Questions

Building on a brief philosophical grounding of Deep Level Thinking, the presenter will distinguish it from other types of cognitive processes. The presenter will discuss the steps or process of critical (deep) thinking, examine the general categories and types of questions that promote deep thinking for transformation, and engage participants in practicing questioning techniques.

- * JoAnn Barbour *Texas Woman's University*

Churning through Emotions to Reach Deep Thinking

When humans have strong negative feelings, they do not think deeply or even rationally—making positive transformation impossible. The presenter will describe a mediation process that uses storytelling, reframing, reverse questioning, and monitored interactions to help disputants ally negative emotions, reach a level of deep thinking, and settle differences.

- * Carolyn Roper *Purdue University North Central*

CHAIR: JoAnn Barbour *Texas Woman's University*

The Leadership Practices of Social Change: Realizing Abundance Amidst Scarcity

VELAZQUEZ I (Hotel President) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, PUBLIC**

The workshop will briefly highlight what has been learned about leadership practices through a seven year research endeavor. Most of the time will be dedicated to small group work and conversation inviting participants to share their own positive and negative experiences with reframing discourse, bridging difference, and unleashing human potential in pursuit of social change. The workshop will use participatory reflective methodologies that generate insight from experience and encourage alternative ways of thinking and knowing—methodologies that emulate the democratic principles that we have seen underpin the work of social change leadership.

- * Amparo Hofmann-Pinilla *Research Center for Leadership in Action*
- * Waad El Hadidy *Research Center for Leadership in Action*

The Power of Followers for Leadership Success

VELAZQUEZ II (Hotel President) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

The two papers draw from existing theories on leadership to highlight the importance of followers for ethical and effective leadership. While the first paper develops a conceptual framework arguing for the transforming powers of followers regarding leadership ("transforming followership"), the second paper shows the importance of follower perceptions of leader trustworthiness for a number of outcomes.

- * Terry Price *Jepson School of Leadership Studies, University of Richmond*
- * Markus Hasel *Aston Business School*

Concurrent Session 2

THURSDAY, NOV. 12 / 15:00 – 16:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.



Detail of statue on
Charles Bridge

CS21THURSDAY
15:00 – 16:30

Lights On! Learning Strategies for a Turbulent Time

BELVEDERE (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Leaders today are faced with challenges that threaten to erode organizations on a global scale. In this highly interactive session you will learn how to transform your leadership skills by dissecting the paths of a fictitious organization that traveled in its destiny to doom.

- * Pragnya Seth *Mahindra Satyam*
- * Priscilla Nelson *Where Leaders Learn, LLC*

The Morality of Leadership: Three Distinct Views

DIANA (InterContinental Praha) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

It is evident today that our daily lives are inundated with news revelations about unethical, amoral behavior by those in leadership positions. Three scholarly papers examine responsibility, authenticity, and ethics in leadership.

Developing Responsible Leaders

Recent developments show the negative effects of irresponsible leadership behavior. But what is responsible leadership? How can the relevant competences be developed? These questions are in the center of this presentation. An interactional dual-process model of moral decision making is introduced and results from an intervention study will be presented.

- * Stefan Seiler *Swiss Military Academy at ETH Zurich (refereed track)*

Spiritual and Authentic Leadership: Transforming the Leader

This paper will involve a discussion of spiritual leadership values and authentic leadership theory, with a view to demonstrate how spiritual values can be useful in the development of authentic leaders. Following Fry and Whittington (2005), the presenter will argue that spiritual values are integral to ethical authentic leadership.

- * Faith Ngunjiri *Eastern University (refereed track)*

Dynamic Followership

This paper on dynamic followership examines how the role of the followers has changed in today's context and explores the two dimensions of followership: responsibility and ethical conscience. The presenter will discuss three processes to enable dynamic followership in organisations.

- * Elijah Wee *Temasek Polytechnic, Singapore (refereed track)*

Great Ideas Share and Teach Forum

CONGRESS HALL A (InterContinental Praha) / Session Type: **LEARNING LAB** / Accepted by MIG(s): **EDUCATION**

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

- * Anthony Middlebrooks *University of Delaware*
- * Paige Haber *University of San Diego*

Transformational Leadership Development in Cross-Sector Community Collaboratives

HELENA III (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

Social problems are ineffectively addressed in silos; they demand collaborative leadership for social change. This session will include explorations of transformational leadership from two cross-sector community collaboratives, both focusing on results-oriented, group engagement approaches.

Collaborative Leadership for Results: A Path towards Transformation

This presentation will analyze the Leadership in Action Program (LAP) to demonstrate the success of this framework. LAP mobilizes leaders from multiple sectors and the community to rapidly accelerate results for children and families. A quantitative and qualitative analysis provides preliminary evidence as to what works and what does not work in supporting transformational leadership at the person, role, and system level in communities. This research highlights both the challenges and rewards of leadership for transformation and argues for a framework focused on purpose and results.

- * Victoria Goddard-Truitt *University of Maryland*
- * Jennifer Littlefield *University of Maryland*

The Chicken is the Egg

Studying New Brunswick, Canada's public engagement process for developing a poverty-reduction plan has the potential to transform relationships between: the public and the process, the government and the university, the students and the professors, and the process and the outcomes. Using these relationships as examples, the presenter will explore how each transformation is resulting in opportunities for individual, institutional, and political leadership.

- * Leah Levac *Renaissance College, University of New Brunswick*

Giving Life to Leadership Outcomes

Without exposure to real-world projects, leadership competence can be limited to experiences in courses and can lack direction and purpose. From the perspective of an undergraduate student, the presenter will examine how interactions with students, professors, and the public, in the context of New Brunswick's poverty-reduction public engagement process, can add to the conception of leadership.

- * Nick Howard *Renaissance College, University of New Brunswick*

CHAIR: Thomas Mengel *Renaissance College, University of New Brunswick*

Leadership and Transformation in a Wiki-World

LORETA (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Web 2.0 and social networking enable new ways of transforming organizations and communities. But leadership is still important, and this workshop will demonstrate an approach called 'Coaching Ourselves' for enabling organizational transformation, with implications for the distribution of power and influence in organizations. Workshop participants will engage with the Coaching Ourselves approach, and discuss the implications of this and similar de-centred modes of leadership and change.

- * Jonathan Gosling *Centre for Leadership Studies, University of Exeter*
- * Pierre Gauthier *SPB Organizational Psychology*

Good Leadership for All: Towards a *Universal Declaration of Leadership Responsibilities*

VELAZQUEZ I (Hotel President) / *Session Type:* **WORKSHOP** / *Accepted by MIG(s):* **PUBLIC**

This workshop will introduce the concept of and need for a Universal Declaration of Leadership Responsibilities (UDLR), and create an opportunity for interested parties to help develop this project. Drawing from the works of Burns, Greenleaf, and other prominent leadership scholars, and combined with consideration of the key global leadership challenges of the 21st century, the presenter will introduce the case for a UDLR sharing examples from the international arena and case studies. Discussants will elaborate upon how a UDLR has to meet a variety of requirements from the various perspectives in the leadership field and the challenges that will need to be navigated on the journey to implementation. Through a facilitated discussion, workshop participants will contribute their observations and ideas about the creation and implementation of a UDLR.

* Kuldip Reyatt *Strategic Visioning Partners*

DISCUSSANTS: Scott Allen *Center for Leader Development*

Georgia Sorenson *University of Maryland School of Law; Academy of Leadership Foundation*

COMMENTATOR: John Jacob Gardiner *Seattle University*

Learning to Lead in Uncertain Times through Arts and Storytelling

PETR/HUBERT (InterContinental Praha) / *Session Type:* **WORKSHOP** / *Accepted by MIG(s):* **EDUCATION, DEVELOPMENT**

Participants will be introduced to approaches for using arts and storytelling as vehicles for the teaching and learning of transformational leadership. An inspiring case study from Guatemala, a country wracked by poverty and civil strife, will be followed by the opportunity to experience one particular approach that involves storytelling and improvisation.

Trajectory to Transformation: The Use of the Arts and Storytelling, A Guatemalan Case Study

Teaching an international course challenged the instructors to wisely create interaction with the tragic history of this country. The desired outcome was to inspire movement toward transformational leadership. This case study will share concrete examples of how the use of different media and interaction elicited leadership committed to transformational change.

* Teresa VanHorn *University of San Diego*

* Elaine Elliott *University of San Diego*

Learning to Lead in Uncertain Times and Messy Situations

Presenters will share a particular approach to leadership for transformation that involves transforming potentially paralyzing perceptions and experiences of the world into a sense of agency and hope. Participants will engage in experiential exercises designed to help them develop the core leadership skills required in this approach to leadership for transformation, namely storytelling and improvisation.

* Ellen Pruyne *Ashridge Business School*

* Dave Bond *Ashridge Business School*

Border Crossings: A Participatory Movement Workshop

KLEMENTINUM (InterContinental Praha) / *Session Type:* **WORKSHOP** / *Accepted by MIG(s):* **DEVELOPMENT**

Participants will experience how place, atmosphere, sounds, and images move us into transformative leadership. The presenters will explore spaces, rhythm, force, flow, and ways of relating—and with participants will occupy, migrate, invade, unite, negotiate, and transform within changing spatial structures. Participants will then reflect upon and discuss the nature of leadership style(s).

* Karen Bradley *University of Maryland*

* Regina Miranda *Centro LABAN Rio*

Leadership for Transformation: The Impact of Worldviews

HELENA I/II (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

This panel draws together members from different worldview perspectives—Christian, Islamic, Buddhist, Sub-Saharan African, Feminine—and from various parts of the world—Canada, Norway, Pakistan, United States, Africa—to explore and dialogue about how particular visions and ways of life impact leadership for transformation of our societies, institutions, and enterprises.

- * John Valk *University of New Brunswick*
- * Lisa Ncube *Purdue University*
- * Ali Mohammad Mir *Population Council*

CHAIR: Nathan Harter *Purdue University*

COMMENTATOR: Jonathan Reams *Norwegian University of Science and Technology*

Women in Leadership: Qualitative, Global, and Theoretical Perspectives

VELAZQUEZ II (Hotel President) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

This panel will present theoretical and empirical research on women in leadership.

Communication Barriers and their Ethical Implications among Black Women Presidents of HBCUs: A Phenomenological Perspective

The purpose of this study is to explore perceived barriers to communication and their ethical implications among black women presidents of Historically Black Colleges and Universities (HBCUs). This study uses in-depth semi-structured interviews, based on a qualitative design in a purposive framework.

- * Renee N. Escoffery-Torres *University of Maryland Eastern Shore*

Female Leaders' Support of Gender Equality in Ecuadorian Organizations

This qualitative study explores how women support gender equality in private and public organizations in Ecuador. In-depth qualitative interviewing and content analysis reveal emergent concepts and patterns. The ultimate goal of this research is to contribute to global leadership theory and to promote transformative governmental policies towards gender equality.

- * Carolina Bown *Salisbury University*

Perceptions of Women Political Leaders: Politics, Power, and Pathologies

The purpose of this research is to examine political systems as a context for women's exercise of leadership, review research on stereotypes of female political leaders, and analyze the leadership style of two very different candidates, Hillary Clinton and Sarah Palin, from two divergent theoretical perspectives.

- * Karin Klenke *University of Maryland Eastern Shore*

Women and the Dark Side of Transformational Leadership

The study used thematic content analysis of biographical and autobiographical materials to examine two female transformational leaders, Margaret Thatcher and Martha Stewart, accomplished women who have achieved success and recognition in their respective spheres of influence yet are also known for their abrasive personalities, destructive effects on followers, and as corporate lawbreakers.

- * Cecelia Martin *University of Maryland Eastern Shore*

CHAIR: Karin Klenke *University of Maryland Eastern Shore*

Barak Obama and the Reinvention of Political Leadership in the United States

PICASSO (Hotel President) / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): SCHOLARSHIP, PUBLIC

Leadership and Identity in the Age of Obama

This paper explores the complexities of leadership in a contemporary context, focusing on salient themes of race, gender, nationality, inclusion, and identity as they relate to the election of Barack Obama to the presidency of the United States, using applications of transforming leadership, social identity, and group relations theory.

- * Ellen Short *Human Development and Leadership, Long Island University*

From Campaigning to Governance: The Perils and Payoffs of Barack Obama's Attempt to Reinvent Political Leadership

This paper examines Obama's efforts to remake electoral politics and establish a multi-racial, diverse political coalition. It addresses three central questions: how Obama employed community organizing tactics in running his campaign; why this approach was successful; and the implications of this approach both for Obama's governance strategy and for long-term prospects of shifting American politics and public policy in a more egalitarian and inclusive direction.

- * Thad Williamson *Jepson School of Leadership Studies, University of Richmond*

Barack Obama as Transformational Leader: Politics and Policy

This paper considers the Obama presidency both in historical context and in light of Obama's own statements that he intends to be a transformational president, paying particular attention to the role of charisma in Obama's leadership style. It draws comparisons to previous presidents such as Franklin Roosevelt and Ronald Reagan who relied heavily on strong communication skills to advance their political objectives.

- * Al Goethals *Jepson School of Leadership Studies, University of Richmond*

Barack Obama and the Moral Complexities of Leadership

This paper examines the moral aspects of the leadership challenges Obama faces. How can presidents act so as to move beyond platitudes about inclusivity and tolerance, to actually change the tenor and content of public debate? This is a critical question for Obama, who has stressed repeatedly the importance of restoring civility and respectful dialogue to American politics, yet also has called for bold challenges to the status quo.

- * Douglas Hicks *Jepson School of Leadership Studies, University of Richmond*

CS2THURSDAY
15:00 – 16:30



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The fourth *Women as Global Leaders* international conference, presented by Zayed University in the United Arab Emirates, is tentatively scheduled as one of the first major events on the new Abu Dhabi campus, now under construction for opening in 2011.



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BSC professor Dr. Vince Gawronski studies presidential elections in El Salvador.

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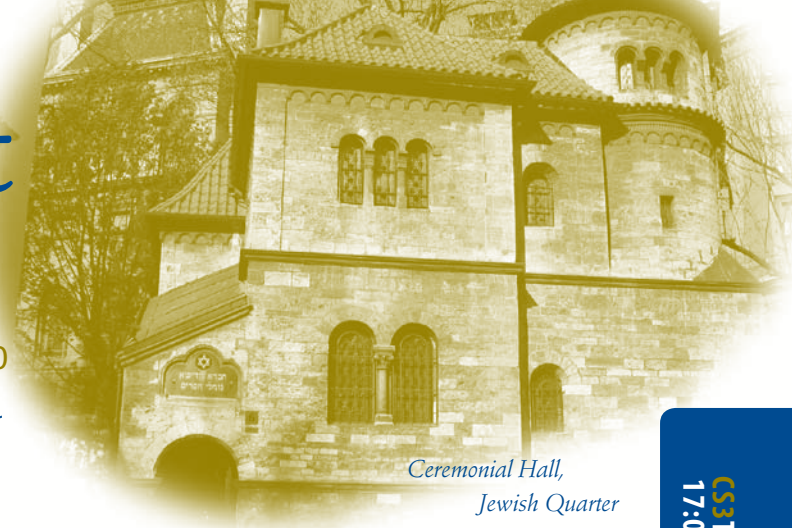
~ Warren Bennis

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Concurrent Session 3

THURSDAY, NOV. 12 / 17:00 – 18:00

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.



Ceremonial Hall,
Jewish Quarter

CS THURSDAY
17:00 – 18:00

Better Leadership through Mental Fitness and Social Awareness

BELVEDERE (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Every intelligent leader depends on continually developing the numerous personality skills that make him or her an admired and successful leader. This series of experiential exercises will train your mind to become stronger and more flexible, to combine logic and intuition in decision making, and to examine the rules of optimism.

- * John Ryder *Sophia 2010 Wisdom at Work*
- * Linda Stillman *Sophia 2010 Wisdom at Work*

Mapping Your Organization's Social Networks: How Leaders Use Organizational Network Analysis to Drive Organizational Transformation

DIANA (InterContinental Praha) / Session Type: **CASE STUDY** / Accepted by MIG(s): **BUSINESS**

This interactive session will present two case studies in which leaders used Organizational Network Analysis to create organizational transformation. Following a brief introduction to the topic and ONA nomenclature, the audience will complete a problem solving exercise. Participants will walk away with basic knowledge of ONA, how it is applied by organizations, and how leaders are using this new tool as a mechanism for analyzing organizational issues and driving lasting change.

- * Philip Willburn *OE Consulting, Center for Creative Leadership*

Leadership Development in the U.S.: Principles and Patterns of Best Practice

HELENA I/II (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, PUBLIC**

As part of a strategy to foster public and civic engagement in Germany, Bertelsmann Stiftung undertook a new leadership initiative. The initiative led to the sponsorship of a portrait of leadership development best practices focused primarily on the United States, which surveyed programs in the private, public, non-profit, and emerging multi-stakeholder sectors. This session will feature a summary of that distinctively comprehensive study.

- * Tina Doerffer *Bertelsmann Stiftung*
- * Stephan Vopel *Bertelsmann Stiftung*
- * Grady MGonagill *McGonagill Associates*

Dissertation Research Workshop

HELENA III (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

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

- * Anthony Middlebrooks *University of Delaware*
- * Robert Colvin *Christopher Newport University*

A Conversation with Jean Lipman-Blumen

KLEMENTINUM (InterContinental Praha) / Session Type: **CONVERSATION WITH AUTHOR** / Accepted by MIG(s): **SCHOLARSHIP**

This session is modeled after several highly successful interviews with pioneers in the field of leadership studies. Rather than focus on a particular book, this session will focus on the evolution and achievements of the career of this original thinker and rigorous interdisciplinary scholar.

- * Jean Lipman-Blumen *Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University*
- * Richard Couto *Union Institute and College*

The Leadership Learning Model: A Strategy for Developing Leaders

LORETA (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Despite the tens of thousands of leadership development programs that exist today, there are very few models of leadership learning. There is a need for models that truly inform how one develops leadership learning capacity. This workshop is an opportunity to dialogue about an experimental model that the presenters have been using in their practice. Participants will experience a fast paced exploration of the four stages of the leadership learning model and six simple leadership approaches while reflecting on how to apply them in real world settings.

- * Scott Allen *John Carroll University*
- * Diane Dixon *D. Dixon & Associates, LLC*

Dimensions of Leadership in Global Transformation

VELAZQUEZ II (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Humanity is facing situations that cannot be resolved by one nation or one organization acting alone; piecemeal responses are inadequate to these challenges, thus leaders must work together in new ways and across traditional silos. Panel members—from diverse perspectives and fields of awareness—will reflect on insights gained through their participation in a multi-year research program under the auspices of UNESCO which brought together scholars, religious leaders, government leaders, and artists from around the world to develop understanding of the issues and forces underlying the transformations of contemporary culture.

The Business Dimension: On Thresholds in Business and Business Ethics

This panelist will focus on understanding the threshold that humanity is crossing and how the transformational pressures are affecting business and redefining business ethics.

- * Peter Seele *Center for Religion, Economics and Politics, University of Basel*

The Human Dimension: Resolving Conflict through Embracing Diversity

This panelist will explore the ontology of identity and the need to embrace cultural diversity as the true wealth of humanity.

- * Erich Schellhammer *Royal Roads University, School of Peace and Conflict Management*

The Cultural Dimension: Leading at the Margin

By focusing on the importance of margin and border crossing, the presenter will draw on foundational texts from East and West to show how literature and philosophy intersect with science to provide a model for transformation.

- * Kam-ming Wong *University of Georgia*

The Philosophical Dimension: Reflections on the Nature of Leadership

This panelist will reflect on the metaphysical, transcendental, and existential dimensions of leadership and focus on self leadership as the main essence of any other kind of leadership.

- * Liubava Moreva *St. Petersburg Branch of the Russian Institute for Cultural Research*

CHAIR: Skye Burn *The Flow Project*

Graduate Leadership Program Explorations of 360 Degree Feedback Methods

PICASSO (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Thousands of miles apart, two graduate programs are exploring ways that two 360 feedback methods, the Leadership Circle Profile instrument and the Leadership Practices Inventory online tool, can strengthen their leadership education programs by increasing their relevance and impact.

Transformative Tools and Methods for Leadership Development

Beyond questions of how to help leaders make sense and use of theory in the field, the presenters are particularly interested in how the use of a 360 degree feedback tool and a method for uncovering limiting assumptions can contribute to leaders' learning. This presentation will report on research aimed at contributing to an understanding of this question.

- * Jonathan Reams *Norwegian University of Science and Technology*
- * Camilla Fikse *Norwegian University of Science and Technology*

Transformation that Ensures Relevance in Graduate Leadership Programs: Connecting with the Greater Communities in which Students Lead

Dynamic changes call for flexibility in graduate leadership and management programs. The session will introduce the story of one university's experiences using data collected through the Leadership Practices Inventory (LPI) to guide curriculum emphasis and transformation, in order to ensure that courses and assignments are relevant to the shifting nature of today's workplaces.

- * Carol Sawyer *University of La Verne*

Leadership Development Group Coaching: The INSEAD Global Leadership Centre Approach

VELAZQUEZ I (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, BUSINESS**

The INSEAD Global Leadership Centre (IGLC) has developed a core competency in leadership development group coaching. This session will present IGLC's integrated approach to leadership development, from the design of IGLC leadership modules and our 360° feedback instruments, through the 360° feedback group coaching day, to action planning and follow up sessions.

- * Agata Halczyewska-Figuat *INSEAD Global Leadership Centre*
- * Elizabeth Florent-Treacy *INSEAD Global Leadership Centre*
- * Andreas Bernhardt *Center for Leadership Development Research, European School of Management and Technology*

The Transformational Nature of Virtues in Leadership

PETR/HUBERT (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

This panel addresses the transformative nature of virtues in a leadership context, with the careful observation from a cross-cultural context. As pressures for transformation abound, the power of virtues is applicable to individuals, groups, corporations, communities, nations, and societies. Each presenter will address a different virtue and its importance to leader(ship) character in times of transformation.

The Power of Love and Humility to Transform in Leadership

- * Kathleen Patterson *Regent University*

Creating Virtuous Leaders

- * Brock Brown *Integrity Consulting*

CHAIR: Kathleen Patterson *Regent University*

Concurrent Session 4

FRIDAY, NOV. 13 / 10:45 – 12:00

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.

Goltz-Kinsky Palace

CS4FRIDAY
10:45 – 12:00

Being Led by Art—The Creation of Significant Things

BELVEDERE (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, PUBLIC**

Leadership, like art, is about creation. Both are deeply personal experiences, emanating from within but shaped by relationships, context, and the environment. This workshop will utilize an interactive art experience to encourage a process of reflective self awareness that is at the heart of transformational leadership.

- * John Robinson *John Robinson Consulting Services*
- * Trish Bergin *Trish Bergin Consulting*
- * David Sequeira *Art Business*

Leadership Development Strategies from Organizational, Cultural, and Personal Perspectives

HELENA III (InterContinental Praha) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

Developing Leadership in a Strategic Way: A Conceptual Framework for Strategic Leadership

This is a conceptual article based on a study about the relations established between the leadership and the strategy at different levels of the organization. The presenter will share a framework of the relation that exists between the leadership and the strategy at corporate and business level of the firm.

- * Pedro Nevado *ISEG-UTL (refereed track)*

Inertia of Leadership Behavior in the Case of the Czech Republic

Although there was a dramatic change in the societal and economic environment in the Czech Republic, the results of this longitudinal analysis show no change in leadership behavior after the Velvet Revolution. Using data from other countries, the authors will show that different learning strategies can overcome cultural inertia and can bring about change in behavior.

- * Werner Auer-Rizzi *Johannes Kepler University Linz (refereed track)*
- * Gerhard Reber *Johannes Kepler University Linz (refereed track)*

Global Leadership Development Strategies: Perspectives from Brazil, India, and Nigeria

This paper presents the findings from grounded theory research on global leadership development strategies based on perspectives from three developing countries, focusing on the challenges, needed skills, perceived differences, and development strategies. Some unusual findings and a new integrated global leadership development model will be presented.

- * Karen J. Lokkesmoe *Augsburg College (refereed track)*

Transformational Leadership and the Brain: Applications for Thinking and Behavior Preferences in Groups

DIANA (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION, DEVELOPMENT**

This session will help participants understand the brain's thinking and behavior preferences, as well as present group applications and uses. Understanding a leader's thinking and behavior preferences assists self-awareness and efficacy. Neuroscience and brain research contribute to our knowledge of leaders' emerging experience based on their genetics and characteristics.

* Rich Whitney *DePaul University*

Leadership on Demand: Transforming Leaders through Technology Use

HEYROVSKY (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Leaders today are much different from those in years past in terms of the technology available. The implications for leadership has allowed for an expansion of learning beyond traditional content delivery. This interactive session focuses on the use of technologies such as wikis, blogs, Facebook, and iPods to transform leaders.

Facebook, Blogs, YouTube, and Delicious: How Do They Work in Leadership?

Leadership educators are challenged to come up with creative ways of incorporating the tools of technology into leadership courses and programs. Following a brief overview of the selected technologies, the presenters will share examples of how technologies can be used to support leadership education and development programs.

* Holly Kasperbauer *Virginia Tech*

* Jill Casten *Virginia Tech*

Wiki Leadership: Making Technology Work for You

The word "wiki" means "quick" in Hawaiian, and that definition gives us insight into how we can use wiki technology in leadership education and development. This presentation will include a brief overview of wiki technology and highlight applications in business, education, and community settings.

* Eric Kaufman *Virginia Tech*

Transforming Leadership Development On the Go

Mobile technology offers educators in adult leadership programs a dynamic and cost-effective tool that can be incorporated into the curriculum. This presentation will discuss the process of incorporating mobile technology into a leadership education program, and the lessons learned through the experience.

* Lisa Hightower *Virginia Tech*

CHAIR: Hannah Carter *University of Florida*

COMMENTATOR: Natalie Coers *University of Georgia*

Leadership for Transformation: An Autoethnographic Approach

KLEMENTINUM (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Do you love reading biography and autobiography? Do you use journaling, essays, poetry, creative writing, or memoir as tools for self discovery? Have you ever been transformed by the reading and writing experience? If you believe that such transformation is vital to leadership development, this workshop is for you. You will participate in a variety of hands-on activities and a systematic analysis, called autoethnography, to gain in-depth understanding of self and others in multicultural contexts.

* Heewon Chang *Eastern University; International Journal of Multicultural Education*

* Faith Ngunjiri *Eastern University*

* Shirley H. Showalter *Fetzer Institute*

* Kathy-ann Hernandez *Eastern University*



Library at
Strahov Monastery

CS4FRIDAY
10:45 – 12:00

Public Leadership Studies in Schools of Public Policy and Public Administration: International Opportunities and Challenges

LORETA (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

This panel brings together academics and practitioners primarily from schools of public policy and administration to showcase the contributions that public leadership education makes worldwide to government organizations.

- * Kenneth Apfel *Management, Finance and Leadership Program, School of Public Policy, University of Maryland*
- * Howard Prince *Center for Ethical Leadership, LBJ School of Public Affairs*
- * Nikol Hopman *ROI Centre for Public Leadership*
- * Yizhi Xiong *School of Public Policy and Management, Tsinghua University*

CHAIR: Carol Pearson *Pacifica Graduate Institute*

Leader Selection in Chinese Enterprises & Assessment of International Women Leaders

TOYEN (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, PUBLIC**

This session will provide an engaging look at the selection and assessment of leaders in the context of Chinese culture and international assignments from both native Chinese and international perspectives to provide new tools to use in these critical processes of global leadership.

Developing American Women Leaders for International Assignments with Multinational Corporations (MNCs) in China

MNCs are increasingly utilizing women for international assignments, thus those going to China should understand general adaptations needed for expatriates as well as the changing culture with respect to Chinese women. Recommendations for developing women leaders for assignments in China will be discussed.

- * Sharon Drury *Indiana Wesleyan University*

Successful Evaluation of Chinese Women Leaders in MNCs in China: Why Understanding Culture is an Important Variable in the Assessment Process

This study examined the movement of Chinese women into leadership positions in China. The presentation will examine how executives of MNCs perceived the leadership styles of Chinese women working in their organizations as leaders. Business leaders will learn how to effectively evaluate Chinese women and understand how culture impacts their leadership style.

- * Joanne Barnes *Indiana Wesleyan University*

Review of Open Selection of Top Executives in Chinese Central SOEs

What improvement has the mode of open selection, as part of State Owned Enterprises (SOEs) reformation, brought to SOEs? Are there significant differences in qualifications between the executives selected openly and their counterparts selected by administrative assignment? The presenters will discuss their research on the comparative effectiveness of top executives from 2003 to 2009 and offer suggestions on further reformation.

- * Yu Yongda *China Center for Public Leadership, School of Public Policy & Management, Tsinghua University*
- * Song Weiwei *China Center for Public Leadership, School of Public Policy & Management, Tsinghua University*

Building Leadership Programs that Transform Education, Faculty, and Students

PETR/HUBERT (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Leadership programs abound but few of them transform. The focus of this panel will be on program aspects—such as innovative curricular design, unique hybrid delivery models, diverse and non-traditional student populations, and assessment and evaluation measures—that offer lessons for those who are involved in planning and building leadership programs that transform.

- * Laura Santana *Center for Creative Leadership*
- * Philomena Essed *Ph.D in Leadership and Change Program, Antioch University*
- * Lize Booyesen *Ph.D in Leadership and Change Program, Antioch University*

Transforming College Student Leadership Development Globally: The Cultural Transferability of Socially Responsible Leadership

PICASSO (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This session will explore global considerations for the development of college students' leadership capacities using data from the *Multi-Institutional Study of Leadership*. Using data from the United States, Canada, Mexico, and Lithuania, panelists will discuss the cultural transferability of socially responsible leadership as well as similarities and differences in capacity building.

- * John Dugan *Loyola University Chicago*
- * Monica Pugh *Universidad de Monterrey*
- * Melanie Humphreys *LCC International University*

Issues in Leaderships: Culture, Crises, and Communication

TRIDA MASARYK (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, PUBLIC**

The panelists will explore key challenges faced by leaders—dealing with culture, crisis, and communication—from a variety of perspectives by focusing on trust, global and corporate cultures, and communication through mediated contexts. Recommendations for improving leadership effectiveness will be offered.

Trust in Leaders: A Cross-Cultural Analysis

This presenter will discuss a model developed at the University of Colorado-Colorado Springs, including five key drivers of organizational trust and how they are valued in assessing trust in both organizations and corporate leaders within five countries: Germany, Italy, the Netherlands, the United Kingdom, and the United States.

- * Michael Hackman *University of Colorado-Colorado Springs*

Ethics, Trust, and Leadership Communication in the Hard Times: The Case of the Czech Republic

Czech political leaders are facing today's challenges not only as the representatives of the Czech people, but also as the representatives of the European Union as the Czech Republic chaired the EU in the first half of 2009. This presentation will explore how the leaders deal with current important issues including the economic crisis, its possible solutions, and growing social tensions and anxieties.

- * Ivana Mrozkova *Palacky University in Olomouc*

How Do Leaders Restore Trust and Confidence in the Midst of a Global Crisis?

The current global economic crisis is perceived as an ongoing and uncontrollable process. At its core, the crisis was created by bad leadership. If the problem was caused by poor leadership, then it should be restored by good leadership. This presenter will share global examples from different cultures to explore methods that leaders have used to restore trust.

- * Ted Baartmans *The Presentation Group*

Adapting Adaptive Work: Perspectives on the Work of Ronald Heifetz

VELAZQUEZ I (Hotel President) / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): SCHOLARSHIP, EDUCATION

This session will probe Ronald Heifetz's concept of adaptive work from several distinct disciplinary perspectives. It will add dimensions to the concept and explore its neglected elements. Each paper integrates new theoretical insights into the nature of adaptive work, particularly in relationship to the conference theme.

A Theory of Type IV Leadership

Heifetz explains the pressure to convert adaptive work into technical work but leaves Type IV without complete attention. This paper begins to examine the leadership scenario in which decision makers choose a certain solution to an unclear problem and the factors that contribute to this avoidance of adaptive challenges by ignoring them.

* Richard Couto *Union Institute and University*

Discussing Undiscussables: Exercising Adaptive Leadership with Wisdom and Courage

This paper explores the expansion of Heifetz's notion of adaptive leadership adding the underlying elements of wisdom and courage, missing from his framework, and places it in the context of managing undiscussables in the workplace. Undiscussables are open secrets, prevalent in most organizations, which play havoc with workplace effectiveness.

* Linda Klonsky *Fielding Graduate University*

Engendering Adaptive Work

This paper discusses Engendering Adaptive Work, highlighting feminist perspectives in two key areas, 1) the gendered values women leaders bring to the enterprise of adaptive work, and 2) the dual challenge of adaptive work for women leaders, leadership legitimation, and simultaneous attention to complex adaptive challenges facing the organization.

* Bernice Ledbetter *Pepperdine University*

A Theology of Adaptive Work

Starting with Heifetz's idea that leadership at its core is about a relationship of shared values moving an organization towards behavioral and attitudinal change, the paper argues for a theory of pastoral leadership and change firmly rooted in the theology of the church.

* Rupert Loyd, Jr. *Mayfair/Plymouth Church; Union Institute and University*

CHAIR: Richard Couto *Union Institute and University*

We Think We Are Doing a Good Job. Probably?: Assessment Practices of Diverse Programs of Leadership

VELAZQUEZ II (Hotel President) / Session Type: PANEL DISCUSSION / Accepted by MIG(s): EDUCATION

Leadership programs in higher education continue to be pressed for transparency and accountability. To meet these challenges, our respective leadership programs must transform to include a culture of assessment. This panel presentation will explore challenges and best assessment practices from different perspectives of leadership education within the academy.

* Brent Goertzen *Fort Hays State University*

* Anthony Middlebrooks *University of Delaware*

* Kristine LaLonde *Belmont University*

* David Rosch *University of Illinois at Urbana-Champaign*

* Douglas Lindsay *United States Air Force*

Bell towers of the
Church of Our Lady of Tyn

Concurrent Session 5

FRIDAY, NOV. 13 / 13:30 – 14:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.

The Impact of Shifting Cultural Policy on Arts Leadership

BELVEDERE (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

Leadership in the arts has experienced tremendous change in recent decades—a transformation of policy, philosophy, and practice. This multi-country examination of leadership in the arts, including a focus on post-Soviet arts leadership and a comparison between arts leadership in the United States and Europe, will lead to an exciting exploration of the art leader's status and transformation.

- * Dennis Rich *Columbia College Chicago*
- * Ekaterina Shekova *St. Petersburg State University*

Mission Impossible? Learning to Work, Think, and Play Like Tomorrow's Generation of Leaders

CONGRESS HALL B (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, BUSINESS**

Building on cutting edge research conducted with Gen Y leaders, this session will explore how the new generations think, work, and learn, how they view leadership, and more. In this workshop, you will jump into the agent seat with a series of experiential team missions and theatre sports to uncover the truth about our emerging leaders and the implications for leadership development in the years to come. Mission impossible? Consider it done!

- * Mazzy Cameron *Amstelbridge*
- * Araz Najarian *Executive Learning Partnership*

Upward Leadership: Who is the Boss?

DIANA (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Research indicates that leaders often feel powerless to influence and lead their superior. In this highly interactive workshop, participants will work on their own leadership situation to discover the possibilities of upward leadership. Participants will leave with effective communication techniques and a powerful mindset to lead in all directions.

- * Rick Koster *The Presentation Group*
- * Annemarie de Jong *Baak Change*

CS
FRIDAY
13:30 – 14:30

Best Practices for Building a Student Leadership Development Program

HELENA I/II (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Are you interested in learning how to develop or strengthen a student leadership development program on your campus? Presenters will share lessons learned from innovative, successful academic, and co-curricular programs on how to choose theoretical frameworks, build successful collaborations, and engage administration.

Leading Transformative Change: Promoting Student Leadership Education as a Mechanism for Campus and Community Transformation

Through the example of the IGNITE leadership program offered by the Illinois Leadership® Center, participants will engage in discussion about leading transformational change within the context of innovative educational programming. This presentation will identify strategies to engage students in leading change, while involving campus and community stakeholders in transformational efforts.

- * Sara Thompson *University of Illinois at Urbana-Champaign*
- * Kirstin Phelps *University of Illinois at Urbana-Champaign*

Partnerships for a Transformative Leadership Experience

Elon University integrates learning across the disciplines and puts knowledge into practice, thus preparing students to be global citizens and informed leaders motivated by concern for the common good. This model fosters respect for human differences, passion for a life of learning, personal integrity, and an ethic of work and service.

- * Rexford Waters *Elon University*

Developing Generations of Leaders the World Needs Most: A Campus Based Approach

This case study presents a method used to implement an undergraduate student leadership development program. A concise leadership definition and model will be introduced, along with internationally applicable processes and tools used to facilitate four integrated approaches to campus leader development.

- * Allen Patty *Gonzaga University*

Comparing Two Programs: Developing Transformational Student Leaders In Different Environments

Out of the hundreds of leadership definitions used daily in our world, how does a leadership program provide opportunities for comprehensive leadership education? This session will explore two established leadership programs and how they use specific attributes, skills, and values to focus their work in creating transformational student leaders.

- * Kathy Guthrie *Florida State University*
- * Laura Osteen *Florida State University*
- * David Rosch *University of Illinois at Urbana-Champaign*

Collaborative Policy Initiatives to Promote New Approaches to Educational Leadership

PETR/HUBERT (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION, PUBLIC**

This session will highlight the findings of a study of school leadership practices, challenges, and needs in 22 member countries conducted by OECD from 2006 to 2009. The final report recommended four policy levers for improvement around transformed leadership roles and responsibilities. A follow-up survey is assessing project impact and country progress. The experience of one participating country, Hungary, and its role in a subsequent five-country project in Central Europe to improve student learning through improved school leadership, will provide additional perspective on national leadership policy and reform.

- * Hunter Moorman *Organization for Economic Cooperation and Development (OECD)*
- * Zoltán Loboda *Hungarian Ministry of Education and Culture*

COMMENTATOR: Gerda van Dijk *Tilburg University*



*A view from the
Old Town Hall Clock Tower*

The Case for Latin America's Future: From Narratives to Leadership Transformation

HEYROVSKY (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, BUSINESS**

This panel will present a series of compelling cases, experiences, and narratives about transforming various sectors of society in the Latin American culture. Rather than relying on standardized surveys for measuring cultural attributes to promote transformation, the discussion will reflect on the impact that leadership processes have on organizations, communities, and nations, the discussion will provide inspiring accounts of the experiences of leaders from Venezuela, Guatemala, and Brazil.

Leaders Painting Better Futures: The Role of Narratives of Hope in Latin America's Transformation

The panelist will explore the role of the leader in inspiring personal, organizational, and/or national transformations through the use of narratives of hope. The discussion will refer to the conception of leadership development sparked by a dynamic communication process which unlocks follower's talent and passion towards visionary and redemptive pursuits within their spectrum of influence.

* Jesus Sampedro *Global Leadership Consulting*

From Innovation to Transformation: Leading with New Ideas

The case of the Guatemalan business sector is discussed. In particular, the innovative ideas of a group of entrepreneurs who transformed various industries are discussed. In some cases, these ideas have been exported and applied worldwide. In particular, a review of accounts and narratives on inspiring leadership initiatives will be examined.

* Almarie Munley *School of Undergraduate Studies, Regent University*

The Reality in Leading and Transforming Culture: Reflecting on Experiences in Brazil

The presenter will unveil relevant issues promoting leadership transformation while founding a leadership institute in Brazil—the ILB (Instituto de Lideranca do Brasil). In the various accounts, the vision is presented and projects discussed highlighting the mentoring that occurred in managing projects for the private and public sectors. As the narrative unfolds, inspiring events reveal the power of promoting transformation.

* Odir Pereira *ILB Leadership Institute of Brazil*

Rethinking Modern Leadership for Transformation Using a Tao Model

KLEMENTINUM (InterContinental Praha) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, PUBLIC**

This workshop will demonstrate a process for supporting transformation using a Tao model of leadership to highlight characteristic challenges to leadership. Participants will form small groups to practice using the model to decipher a personal leadership experience that will deepen their understanding of leadership for transformation in today's world climate.

* P. Caroline Fu *Doctoral Program in Leadership Studies, Gonzaga University*

* Richard A. Bergeon *Bergeon, Fu and Associates*

Leadership Matters: Breaking the Rules of the Market

LORETA (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS**

Vodafone CR (originally Oskar) is known for a leadership approach that transforms the market in the areas of customer relationships, employee enhancement, and corporate social responsibility. Vodafone CR continues to find innovative and often unique ways to lead, which are often then followed by competitors and other companies. This presentation will describe several concrete examples of Vodafone CR's innovative leadership strategy, and illustrate how even the No.3 in the market can break the rules and cause transformation.

* Muriel Anton *Vodafone Czech Republic*

* Monika Čížková *Vodafone Czech Republic*

Engaging Society to Find Solutions to the Financial Crisis

TOYEN (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

One of the biggest challenges in the world today is how to lead through the global financial crisis. So what happens when a state government turns to civic participation to find a solution? Innobasque, an agency of the Basque regional government in Spain, did just that. In the summer of 2009, 116 organizations and over 5,000 individuals took part in this landmark event and produced significant recommendations to overcome the financial crisis.

- * Iker Atxa *Innobasque*
- * Jeffrey Beeson *Entheos Group; World Café Europe*

Getting Results from Servant Leadership: Public/Private Applications

TRIDA MASARYK (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

The panel will begin by describing the basic tenants of Servant Leadership. Three case studies will be used to illustrate how Servant Leadership can produce significant positive results. They are: the success of TD Industries and its application in the private sectors; Parkland Health & Hospital System successes with Servant Leadership in the public sector; and successes and failures with the Dallas Independent School District.

- * Sue Pickens *Parkland Health & Hospital System*
- * Paul Boumbulian *National Center for Primary Care, Morehouse School of Medicine*
- * Jack Lowe Jr. *TD Industries; Dallas Independent School District*

Learning about Leadership: Experiencing, Knowing, and Doing

VELAZQUEZ II (Hotel President) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **EDUCATION**

The papers present three complementary perspectives on leadership education. All are derived from a belief in the critical roles of inquiry, experience, practice, and reflection in developing dynamic ways of learning that allow the emergence of effective leadership.

Learning at the Edge of Chaos: Why Leadership Teaching Needs to Cause a Stir

To create an impact in the teaching of leadership, we need to question the hierarchical relationship of teacher and student. Using ideas from complexity theory and insights drawn from the study of community regeneration, this paper places the creation of a receptive context at the heart of effective leadership education.

- * Jackie Bagnall *University of Exeter*

Experiential Learning at the Undergraduate Level

Experiential learning is an important component of the undergraduate leadership program at the Centre for Leadership Studies and faculty there have designed a number of modules that combine a deep critical analysis of theoretical approaches together with intense experiential learning. The presenter will describe and share outcome of two undergraduate modules: "Leadership and Teams (first year module)" and "Leadership in Action (second year module)".

- * Inmaculada Adarves-Yorno *Centre for Leadership Studies, University of Exeter*

Learning about Leadership: The Role of Inquiry

This paper describes learning through inquiry by final-year undergraduates in leadership studies. Using the inquiry process in action learning sets, students explored leadership challenges posed by an organizational case. By engaging in this process, students developed inquiry skills, and identified links between the theory, research, and practice of leadership.

- * Anne O'Brien *Centre for Leadership Studies, University of Exeter*

CHAIR: Anne O'Brien *Centre for Leadership Studies, University of Exeter*

Crossing Boundaries to Make the Good More Common: Lessons from the Center for Integrative Leadership

PIACASSO (Hotel President) / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): PUBLIC, BUSINESS

Leadership for transformation at the community or societal level requires a host of leaders and committed followers who can bring together different sectors, cultures, and nationalities to tackle shared challenges such as climate change and the global economic downturn. This session will examine the state of knowledge about this cross-boundary leadership.

- * Barbara Crosby *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota*
- * John Bryson *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota*

Leadership and Sustainability: DNA for Global Change

HELENA III (InterContinental Praha) / Session Type: PANEL DISCUSSION / Accepted by MIG(s): BUSINESS

The globalization of markets has resulted in an unprecedented flow of capital, labor, talent, and ideas between regions and countries around the world. This panel will map integrative theories with global dimensions related to strategic planning, economic results, social demands and relationships, ethical values, and accountability.

The Practice of Systems Thinking and Social Responsibility

This presentation will explore leadership theory and the practice of systems thinking as they relate to organizational change and social responsibility in global business, with an emphasis on harnessing current forces to influence actions and achieve goals.

- * Carolyn Salerno *Arc Leadership*

Global Business, Sustainability, and Strategic Leadership

This panelist will present an overview of the best practices and techniques for measuring business sustainability. The presentation will focus on strategic planning that will ensure that the business decision maker is able to develop, manage, and support a business case for sustainability strategies essential for corporate survival and the long term health of communities.

- * Richard Brydges *Northcentral University*

Global Differences in Values, Natural Systems, and Worldviews

The new generation of global business professionals will be required to have a holistic and historic understanding of the larger political, social, cultural, economic, and technological forces at work, and the impact these understandings have on natural systems. This presentation will explore the significance of leveraging global differences in values, based on culture and worldviews.

- * Arthur Jue *Oracle Corporation*

Sustainability, Corporate Social Responsibility, and Ethics

This panelist will discuss the role of corporate governance systems in the achievement of effective management control, corporate accountability, social responsibility and credibility, and ultimately superior performance of modern organizations.

- * Prasad Kaipa *Center for Leadership, Innovation and Change, Indian School of Business (ISB); Kaipa Group*

With God on All Sides: Leadership in a Devout and Diverse America (Oxford University Press, 2009)

VELAZQUEZ I (Hotel President) / Session Type: CONVERSATION WITH AUTHOR / Accepted by MIG(s): SCHOLARSHIP

For elected officials, school principals, corporate leaders, and many others, religious diversity poses unique challenges. In this session, the author will present his framework for how leaders can help create religious crossroads and connectors, and will explore the challenges and pitfalls, successes, and setbacks of the Obama administration thus far. A prominent Czech public intellectual will make further comments on the book and consider its implications for understanding of civic and political leadership in the U.S. and other nations.

- * Douglas Hicks *Jepson School of Leadership Studies, University of Richmond*

COMMENTATOR: Tomáš Halík *Charles University in Prague*

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Concurrent Session 6

FRIDAY, NOV. 13 / 15:00 – 16:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.

Transformational Leadership in the U.S. Army

BELVEDERE (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC, DEVELOPMENT**

This panel offers insights about transformational leadership theory and practice in the U.S. Army and the global impacts for the 21st century environment.

Transformational Leadership: General Petraeus in Iraq

This presentation will revolve around how General Petraeus used the Battle Command methodology as his leadership guide for transformative change in Mosul, Iraq, in the spring of 2003 and, more importantly, how to adapt this framework to meet the needs of transformative leaders of the 21st century.

- * Ted Thomas *Command and General Staff College*
- * Charles Heller *Department of Command and Leadership*
- * Carey Walker *Department of Command and Leadership*

Creating a Culture of Leader Development: Lessons from the U.S. Army

The U.S. Army has been remarkably successful in obtaining consistently high levels of motivation, alignment, and commitment from young men and women. This presentation identifies organizational beliefs, systems, and processes that result in a successful focus on leadership development. Some processes can be emulated to good effect by other organizations.

- * George Reed *University of San Diego*

Public Leadership Role in Transformation of Security Strategy

Senior leadership contends with transformation in security strategy because of the dynamic global environment that is changing with new technology, organizational structure, and informational networks. Strategic leadership theory, practice, and case studies serve as tools in evaluating and assessing leadership transformation in current and future security strategic contingencies.

- * Susan Myers *U.S. Army War College*

CS6
FRIDAY
15:00 – 16:30

Individual Transformation: Investigating the Characteristics of Leaders

HELENA III (InterContinental Praha) / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): SCHOLARSHIP

The Fourth “I”, Individualized Consideration

What do we know about “individualized consideration” as one of the four dimensions of leadership that move organizations from effectiveness to transformation? How has it been defined and measured? What is the larger context for this dimension? What new insights have emerged? These questions and more will be discussed within this presentation.

* David Greenhalgh *Eastern University (refereed track)*

Does the Personality Profile Typical in Accounting Professionals Allow for Transformational Leadership?

In times of economic crisis, organizations, especially non-profits, rely heavily on the effectiveness of accounting professionals. What is known about the personality profile of accounting professionals as leaders that may help move organizations from transactional effectiveness to transformational effectiveness during times of crisis?

* Stephanie Povlosky *Pew Charitable Trust (refereed track)*

Store Performance linked to Managers' Emotional Intelligence, through Climate: Within a Large Retail Organization in South Korea

This study attempts to add to the understanding of leadership by concentrating not just on what leaders do, but rather by a consideration of the capabilities an individual must have in order to perform effectively in a formal leadership role.

* YoungHee (Sylvia) Hur *University of Twente (refereed track)*

* Celeste Wilderom *University of Twente (refereed track)*

Diversity and Leadership in the 21st Century: New Directions in Research and Teaching

HEYROVSKY (NYU-Prague) / Session Type: PANEL DISCUSSION / Accepted by MIG(s): SCHOLARSHIP, EDUCATION

A panel of social scientists and political theorists will discuss the impact that issues of diversity—both among members of groups and as represented by leaders themselves—have on the challenges and practices of political and organizational leadership in the 21st century. The panelists will spend time discussing the implications their research has for both the teaching of leadership and its practice.

Women and Leadership in the AIDS Epidemic: Exploring the South African Experience

This paper offers insight into strategies that may be effective at advancing women's leadership and health in the context of the AIDS epidemic. It explores the rhetoric and strategies adopted by the Mothers to Mothers-to-Be program in South Africa to shed light on promising strategies.

* Karen Zivi *Jepson School of Leadership Studies, University of Richmond*

Stigmatized Leaders: Examining the Impact of Social Stigma on Leaders' Attributions, Self-Perceptions, and Well-Being

Leaders belonging to socially devalued groups, such as women and ethnic minorities, are acutely aware that others might be responding to them on the basis of their group membership. The presenter will share research demonstrating the extent to which this awareness can have both positive and negative impacts on the attributions they make as well as their self-perceptions and well-being.

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

Leadership in Unexpected Places: Governmentality, the Abject, and Missed Opportunities

This paper analyzes several recent studies in sociology that are not about leaders per se, but are ineluctably about leadership. The presenter will offer a case for the importance of looking for leadership in unexpected places to craft better sociological understandings of leadership and followership, and underscores practical lessons in the quest for useful scholarly discoveries about leadership.

* Ryan Centner *Tufts University*

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

CONTINUED ON PAGE 49

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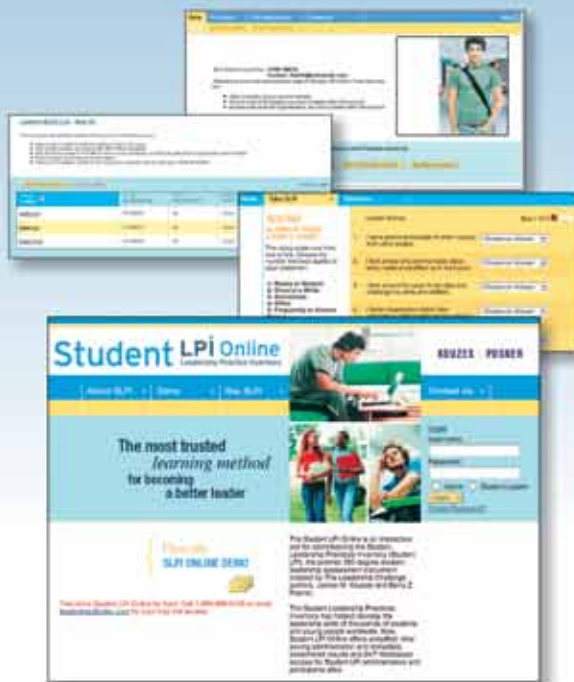
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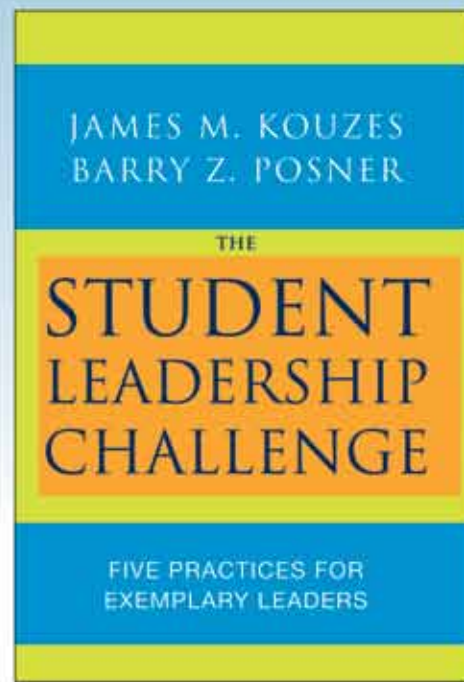
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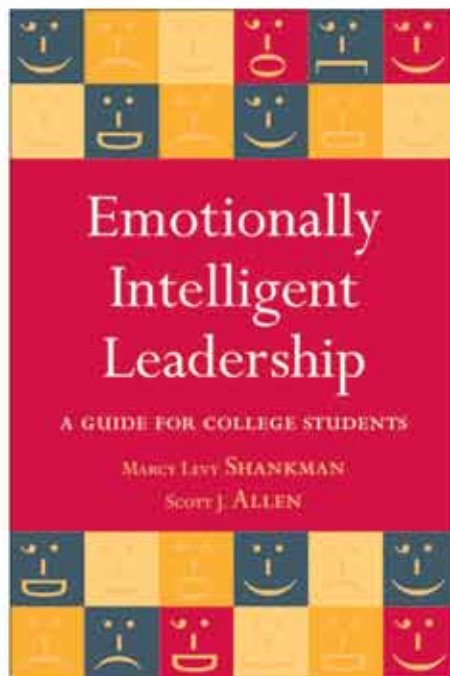
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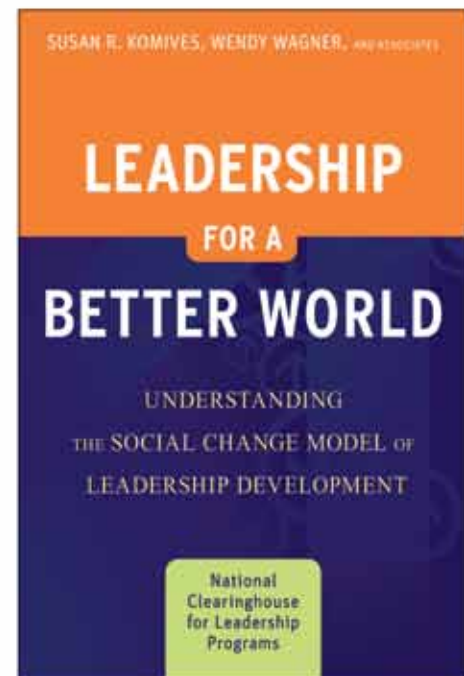
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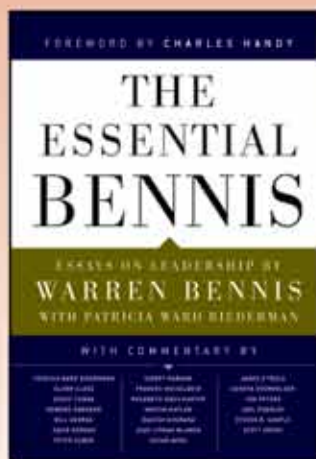


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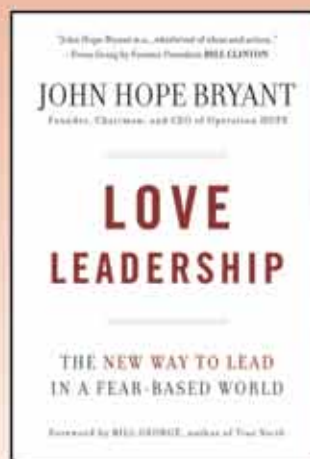


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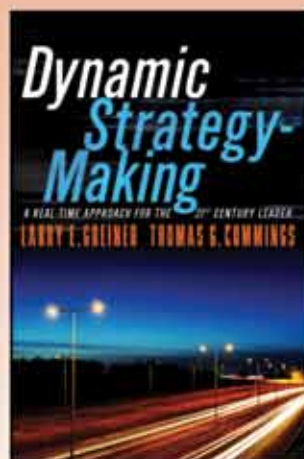
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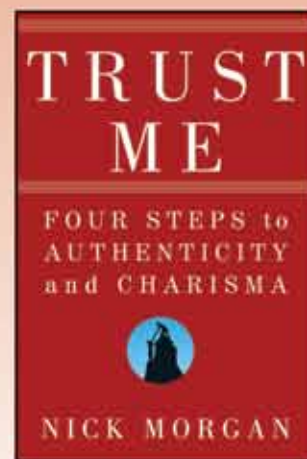
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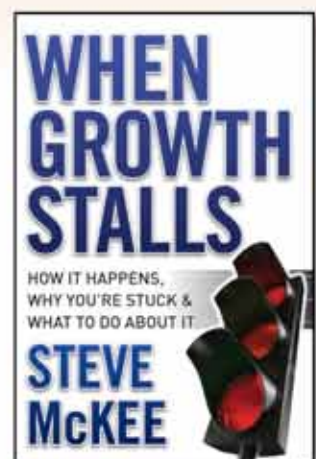
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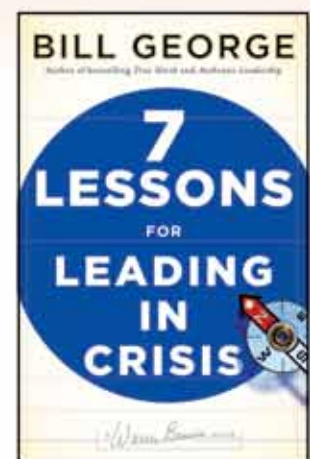
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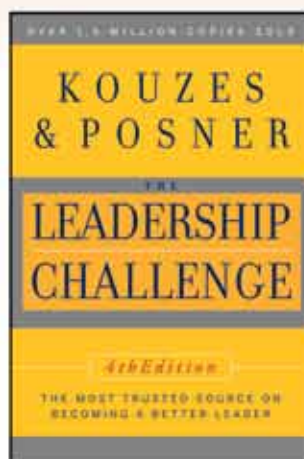
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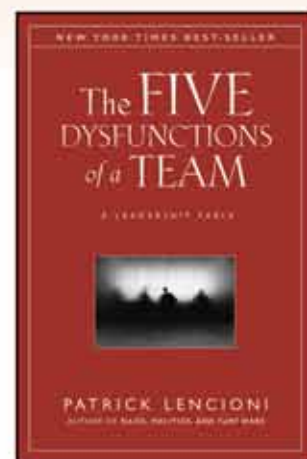
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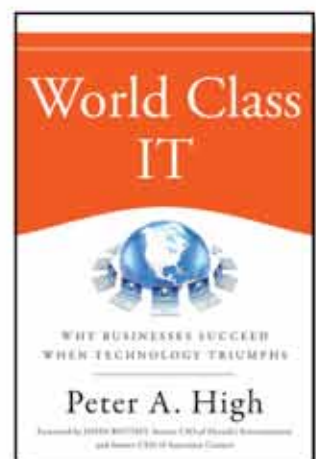
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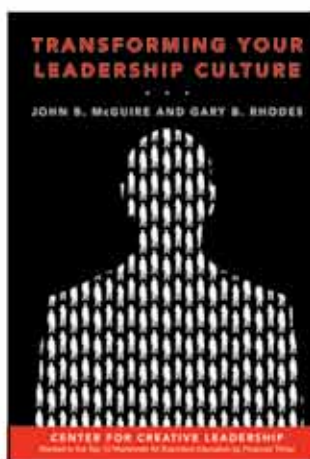
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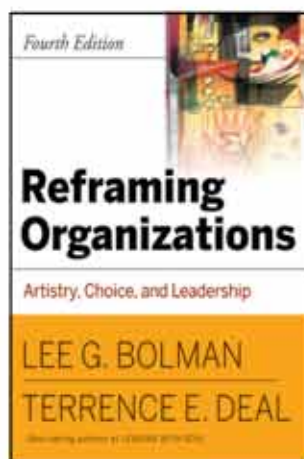
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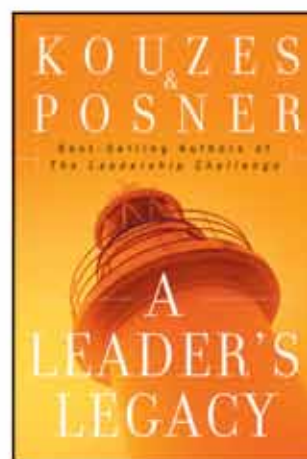
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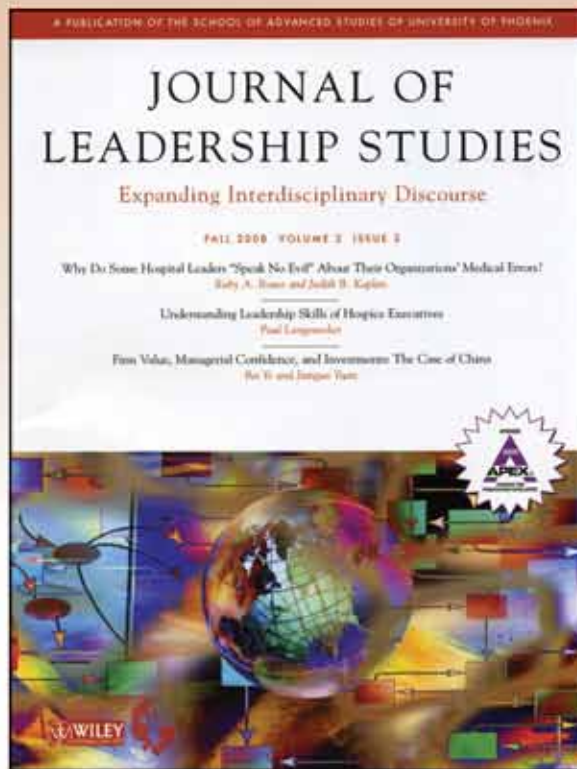
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The Vocation and Artistry of Leadership Dialogue #2: Stories—the Search for Belonging

KLEMENTINUM (InterContinental Praha) / *Session Type:* WORKSHOP

What is the primary metaphor, story, or image that speaks to the passion and curiosity you hold about your work as a leader? This question points to the notion that the primary work of leadership is not only in what leaders do or how they do it—but by where they lead from—that is, from the sense of their own inner calling or vocation to lead. To be effective communicators, leaders need to appreciate that language is not only a resource for getting things done, but it is also an instrument for creating shifts in consciousness that transform what is heard, seen, and thought. These dialogue sessions are designed to further explore perspectives developed from the Leadership for Transformation Dialogues, a series of retreats over two years organized by the Fetzer Institute, Academy of Leadership, and ILA to explore the theories and practices that support leadership for transformation.

This session will explore how story-telling and story listening help leaders think and see in new and more complex ways. It will demonstrate how the language of story helps us connect the intelligence of the mind with the longings of the heart and create new neural pathways helping us remember who we are, where we come from, and that to which we most deeply belong.

- * Judy Brown *School of Public Policy, University of Maryland; Fetzer Institute*
- * Michael Jones *Pianoscaples; Fetzer Institute*
- * Mark Nepo *Fetzer Institute*

Transformation of Board Leadership

LORETA (InterContinental Praha) / *Session Type:* PANEL DISCUSSION / *Accepted by MIG(s):* BUSINESS

Effective board leadership, which includes leadership of the board as well as the leadership that the board provides to the corporation/organization, is of serious concern around the world. The purpose of this session is to elicit learning from a number of global contexts and to propose transformational models of board leadership that may be applied worldwide.

Transcendent Leadership: Board Metrics for Profits, People, and Planet

Higher levels of trust and collaboration by board members are essential for future growth and development of global corporations. Transcendent leadership—with its triple bottom lines of profits, people, and planet—offers a new metaphor for considering board governance. Metrics for operationalizing transcendent leadership by board members will be offered.

- * John Jacob Gardiner *Seattle University*

Transforming Board Leadership for Integrated and Sustainable Transformation

Transforming board leadership is increasingly recognised as necessary for integrated and sustainable transformation. Around the world, legislators, regulators, and professional associations are seriously considering what ‘good’ board leadership means. Cases of transforming board leadership and tools, techniques, and technologies that transform board leadership for the globalised 21st century will be presented.

- * Kuldip Reyatt *Strategic Visioning Partners*

Transforming Board Leadership through an Enlightened Ownership?

Essential elements of any leadership equation include a sense of ownership of and engagement with a purpose together with the support of followership. So how might we bring these elements together effectively in contemporary organizational contexts? This panelist will draw on empirical cases to propose that shared leadership and enlightened ownership may offer some valuable and potentially transformative lessons.

- * Annie Pye *University of Exeter Business School*

Transforming Board Leadership: The Challenge and Opportunity of Inclusion

It has been well documented that diversity and inclusion are important factors for organizational performance. Yet, C-suite and board leadership all too often do not represent the racial, ethnic, and gender mix of the consumers and people that they serve. This presentation will describe challenges and opportunities associated with developing diverse and inclusive board leadership across multiple sectors.

- * Diane Dixon *D. Dixon & Associates LLC*

CHAIR: John Jacob Gardiner *Seattle University*

New Voices, New Directions: A Model for Social Justice Leadership through Higher Education

PETR/HUBERT (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC, SCHOLARSHIP**

This panel will focus on the intersection of higher education, social justice, and leadership. Presenters will analyze a powerful global initiative in international education, arguing that expanding opportunities for postgraduate study to talented, socially committed people has transformative potential for individual beneficiaries and societies at large.

Learning, Leadership, Commitment: Solving the Puzzle of Equity versus Excellence

Using a global and comparative view, the presentation will demonstrate how the International Fellowships Program's experience challenges traditional frameworks for assessing academic capacity and social leadership skills.

* Joan Dassin *Ford Foundation International Fellowships Program*

Leadership, Ethnic Minorities, and Affirmative Action Policies in Contemporary Brazil

This presentation will highlight the ways in which the International Fellowships Program has positioned itself in relation to politically sensitive affirmative action debates unfolding in Brazil.

* Fulvia Rosemberg *Carlos Chagas Foundation*

Leadership in Russia: Educational Opportunity and Social Mobility in a Transitional Society

The presentation will focus on how the International Fellowships Program has been influential in generating new forms of civic leadership within the dynamics of Russia's transitional society.

* Oksana Oracheva *Institute of International Education – Russia*

Sowing the Seeds, Leveling the Field: Opportunities for Nurturing Community-Based Leadership in India

This session will illustrate the International Fellowships Program's results in supporting community-based leadership in India's setting of multi-layered and persistent exclusion.

* Vivek Mansukhani *Ford Foundation International Fellowships Program*

CHAIR: Mary Zurbuchen *Ford Foundation International Fellowships Program*

Transformational Mentorship: Strategies for Having a Positive Impact as a Mentor or Protégé

PICASSO (Hotel President) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, BUSINESS**

This workshop will promote experiential learning and best practices in leadership development by engaging participants in exercises designed to (1) enhance mentors' ability to transform protégé skills and abilities and (2) empower protégés to drive their mentoring relationship effectively and appropriately. The workshop is designed for leadership development educators as well as individuals seeking to get more from mentorship.

* Cary Kemp *National Science Foundation*

Innovative Reflection Tools for Developing Leadership for Transformation

TOYEN (NYU-Prague) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Reflection is a critical element used to transform individuals into leaders. The purpose of this engaging workshop is to offer a variety of innovative reflection tools that can be used by leadership academics and practitioners in various settings. Each tool presented will be taught, practiced, and shared.

* Susan Madsen *Utah Valley University*

* Katherine Tunheim *Gustavus Adolphus College*

Promising Results: Using Guiding Questions to Design or Review Leadership Education Programs

TRIDA MASARYK (NYU-Prague) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Appropriate design and redesign of programs, responses to accreditation agencies, and academic legitimacy concerns are critical challenges faced by leadership education programs. Learn how to use *Guiding Questions: Guidelines for Leadership Education Programs*, a member initiated ILA project, to address these challenges. Presenters will focus on field test results, related questions, and discussion with the audience of ideas for further uses.

- * Thomas Mengel *Renaissance College, University of New Brunswick*
- * Kathleen Patterson *School of Global Leadership and Entrepreneurship, Regent University*
- * Lisa Ncube *Purdue University*
- * Laura Osteen *Florida State University*

CHAIR: Stephen Ritch *University of South Florida St. Petersburg*

Philosophy as Leadership

DIANA (InterContinental Praha) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

Many social movements use philosophy as a touchstone. Their philosophers provoke and guide the activities that change communities. This panel presents four philosophers from central Europe, whose speeches and writings promise to enrich current deliberations about leadership and the range of possible responses to perceived crisis, offering lessons to leadership scholars, educators, and practitioners.

The Role of the Philosopher in Times of Transformation: Pneumopathology and the Czech Philosopher Jan Patočka

A leader of Charter 77 was a philosopher named of Jan Patočka whose example demonstrates a role for philosophers repudiating an intolerable regime. Through his efforts, both secretly and then publicly in defiance, Patočka taught as much by example as through his words. This paper details his heroic story and suggests what it means for leadership.

- * Nathan Harter *Purdue University*

Transformation of Leadership = Annihilation of Leadership: A Nietzschean Perspective

Leadership studies emphasizes that the leader brings order out of chaos. Is it that simple? Studying Friedrich Nietzsche suggests a new path: leadership must die or be annihilated. The paper asserts that the annihilation of leadership allows cultures to develop new values and sense of morality, which allows for a successful transformation.

- * Jean Robert Hunter Deuling *RopeMedia*

Towards Living in the Truth: Transforming the Human Condition as Explored in the Words and Leadership of Václav Havel

Václav Havel, former Czech Republic president, defined "living in the truth" as an attempt to regain control and affirm our human identity, speaking in terms of an authentic self and moral responsibility. This presenter will explore what can be learned about authentic leadership, the human condition, and transformation within Havel's example.

- * Alicia Crumpton *2 Cats Consulting LLC*

Nativity as Leadership for Transformation: Orienting the Influence for Change

Arendt's concept of natality, where by virtue of having been born we inherently desire newness and surprise, is the foundation for leading transformation now. Not a means to an end, natality as leadership for transformation interrupts the status quo with expectancy and novelty. This paper examines how natality influences change.

- * Gilda Warden *Child Study and Treatment Center*

CHAIR: Nathan Harter *Purdue University*

COMMENTATOR: Corné Bekker *Regent University*

A Primer for Leadership Studies Educators: Key Issues in Teaching and Researching Leadership

VELAZQUEZ II (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This session will introduce strategies and tactics for understanding and improving leadership pedagogy and research. Key issues will be discussed as they apply to both the United States and Europe.

Principles and Practices for Teaching Leadership

This presentation will offer suggestions for the design and instruction of a successful leadership course, including: the basics of leadership education, suggested teaching strategies, activities and assignments, and resources for further development.

- * Michael Hackman *University of Colorado-Colorado Springs*

Leadership Studies in the United States: Emerging Trends

As the field of leadership studies in the United States continues to expand, several important new trends are emerging. This presentation will survey developments, including authentic leadership, followership, spirituality, and leadership ethics.

- * Craig Johnson *George Fox University*

Leadership Studies in Europe: In Search of European Leadership

The panelist will explore two issues: how difference is a key aspect of European leadership, and how diversity and concurrent accommodation have resulted in seven key areas in which leadership in Europe differs markedly from elsewhere in the world, not just the United States, but Africa and Asia, too.

- * Gerda van Dijk *Tilburg University*

Adaptive Leadership in the Arabian Gulf

VELAZQUEZ I (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION, PUBLIC**

The Emir of Qatar committed vast resources to transform this Arabian Gulf country into a knowledge-based society when he formed the Qatar Foundation in 1995. What has unfolded since then is one of the great experiments of the world—Education City—a place where K-12 and higher education intersect with the Qatar Science and Technology Park, the Qatar National Convention Center, Qatar Debates, Qatar Philharmonic Orchestra, and more. In order to understand the complexity of the Qatar Foundation and to demonstrate the power of Adaptive Leadership, Ron Heifetz will interview leaders of the Qatar Foundation who encounter the challenges of leadership that emerge when leadership is exercised in a setting where numerous cultural perspectives have to be considered daily.

- * Abdulla Bin Ali Al-Thani *Qatar Foundation*
- * Ronald Heifetz *Harvard University; Cambridge Leadership Associates*
- * Dennis Roberts *Qatar Foundation*

*Jan Hus Memorial
in Prague's Old Town Square*





*Rooftops of Staré Město
from the Old Town Hall Tower*

Poster Session

FRIDAY, NOV. 13 / 16:30 – 17:00 /
CONGRESS HALL, (INTERCONTINENTAL PRAHA)

The Impact of Follower Gender on How Leaders Lead—A Quantitative Study

Although several studies have found women leaders to be more transformational than men, these studies did not account for the potentially spurious variable of the gender composition of the followers. This study asked whether women who lead in a male or female dominated area lead differently than men who lead in a male or female dominated area.

* Malcolm Ree *Our Lady of the Lake University*

Creating Developmental Relationships in Business Schools: A Review of Formal Programs

Developmental relationships are a vital element in providing information, support and challenge for the enhancement of skills, and abilities for leadership roles. This poster reviews findings of a survey that examines frequency, characteristics, and effectiveness of formal developmental relationship initiatives in undergraduate and graduate business school programs.

* Lisa Rosh *Yeshiva University*

Kolb's Learning Cycle Applied to Transformational Leadership: The Andrews University Leadership Program Experiment

The Leadership Doctoral Program at Andrews University has developed an innovative teaching methodology that aims to develop leadership for transformation by applying Kolb's Experiential Learning Cycle. The program is based on five basic tenets: (1) Kolb's Experiential Learning Theory, (2) job-embedded style, (3) cooperative learning, (4) Servant Leadership, and (5) competency-based structure.

* Robson Marinho *Andrews University*

* Sylvia Gonzalez *Andrews University*

Socially Responsible Leadership: Lifting Humanity to Positively Transform the World

This poster details an emerging theory and model of Socially Responsible (Servant) Leadership and presents examples of how Socially Responsible Leadership can positively transform lives on a personal, local, and global scale.

* Jim 'Gus' Gustafson *Center for Values-Driven Leadership, Benedictine University*

PS FRIDAY
16:30 – 17:00

Leadership in Art: How the Elements Work with Emotional Intelligence

The capacity to which art and design affect human emotion is immeasurable, yet the degree to which it demonstrates leadership is not often considered. This presentation illustrates how the elements of art are connected to Daniel Goleman's theory of Emotional Intelligence, and how artists lead through their work.

* Lauren Yanko *McDonough Center for Leadership and Business, Marietta College*

Defining Ethics as Related to Change and Leadership

This poster will present recent perspectives on organizational change and visioning, and proposes that both be examined through a particular lens; that of ethics in organizations. The presentation not only emphasizes the importance of giving ethics the place of prominence it deserves, but also examines this methodology as an approach to learning.

* Steven Berkshire *Central Michigan University*

* Peter Bemski *Regis University*

Joining the Leadership Conversation: An Integration of Self, Theory, and Context

In 2001 James MacGregor Burns challenged an interdisciplinary group of leadership scholars to create a unified theory of leadership. Not surprising, the initial conversation took the form of an exchange of papers. Preparing to join the conversation about leadership requires us to integrate self awareness, extant theories about knowledge and leadership, and contexts. This poster session provides a forum for new scholars to discuss their approaches to joining the academic leadership conversation.

* Lori Sipe *University of San Diego*

Community Leaders of Tomorrow? Providing a Unique Frame for International Student Leadership Development

This conceptual framework provides structure to and introduces a unique perspective on the components salient to international student leadership development. Global leadership, community development, and student cognitive/emotional development are integrated into the framework to more clearly illustrate the relationship between leadership development and student identity, empathy, and international citizenship.

* Kristina Ricketts *University of Kentucky*

Potentiating Love Potentiating Leadership™

Exploring the interactional phenomena underlying love and developing leadership encouraged the emergence of Potentiating Love as conceptual theory. This evolved into Potentiating Love Potentiating Leadership™, an educational consortium devoted to discovering real-life applications for potentiating love in ethical and empathetically positive leadership development and as a way of leadership.

* Lorrie Berkshire Brown *The United States Army Band, 'Pershing's Own'; George Mason University*

Leadership Excellence at George Mason University: Using AI to Create a Culture of Campus Leadership

Leadership educators and scholars from across George Mason University have been working together on a campus wide effort to identify positive stories of leadership using the principles of Appreciative Inquiry (AI). AI, an approach based on social constructivism and power of image, employs positive inquiry in support of transformation change.

* Debra Graul *George Mason University*

Reforms of the Health Care System in the Czech Republic (1989 – 2009)

The poster presents the political, economic, and legislative changes in the Czech Republic's health care system over the last 20 years. Attention is paid to the effects of system changes to the management of medical institutions, especially hospitals.

* Tomas Latal *Palacky University in Olomouc*

Paddle for Life and Bell Boating Regattas: Adventure Learning in Leadership Education for Communicating and Mitigating Climate Change

The science of global warming has been clear since the 1950s. Why has society been so slow to combat the problem? How do we move beyond merely delivering messages on climate change to engaging public action? This poster suggests an answer: build a brand to inspire transformational leadership for communicating and mitigating climate change.

* Cynthia Tomovic *Old Dominion University*

Studies on Leader and Followers: Reform Initiative in Chinese Public Sectors

Successful reform on public sector depends not only on the macro institution, but on the cognition of leaders. Linking the reform demand to leadership, factors which can impact leaders' demand and decision on reform are studied. Comparative study is conducted to find different patterns of reform in different developing areas.

* Yongda Yu *Tsinghua University*

Typical, Maximal, and Ideal Contingent Reward Leadership Performance

This poster explores contingent reward leadership at three data collection levels, adding precision and diversification to assessment of respondents contingent reward leadership performance. The construct of contingent reward leadership is blended with ideal performance, maximal performance, and typical performance for exploring respondents' ideal contingent reward leadership performance.

* Imran Sarwar *CESTL*

Filming, Coding, and Surveying the Behaviors of Dutch Primary School Leaders: How Transformational Are Effective School Leaders?

The overall question for this line of study is: what is the pattern of leadership behavior of effective school leaders? The research group filmed 21 primary school leaders of a Dutch city school system during regular meetings with their teachers. The study hypothesized—and confirmed only in part—that effective school leaders would display more transformational leadership behavior than their less effective counterparts.

* Celeste P.M. Wilderom *University of Twente*

Transforming Multi-cultural Leaders: An Innovative Competency Portfolio Model at Andrews University

The Leadership Program at Andrews University is a 15-year experiment in graduate leadership education. It allows participants to create their own individualized course of studies to develop and demonstrate competency in specific areas associated with leadership. Undergirded by a philosophy that favors holistic learning by experience, the program embraces the paradoxical unity of theory and practice. How these tenets have been integrated into an academic graduate program that attracts and serves well qualified and experienced leadership professionals is the focus of this poster.

* Silas Oliveira *Andrews University*

* Erich Baumgartner *Andrews University*

Petrín Tower

Interactive Roundtable Discussions (A)

FRIDAY, NOV. 13 / 17:00 – 18:15 /
CONGRESS HALL, (INTERCONTINENTAL PRAHA)

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 two discussion rounds, and a bell will sound approximately 35 minutes into the session to signal that it is time to move to another table if you wish. Of course, you may opt to leave sooner or stay longer.

Developing Youth Leadership

CONGRESS HALL (TABLE 1) / *Session Type:* ROUNDTABLE / *Accepted by MIG(s):* DEVELOPMENT

Leadership development can happen at all stages of life. Explore two unique programs, "La voz interior" in Venezuela and the Alamance Youth Leadership Program in the USA, both which are specifically designed to enhance and inspire young leaders.

- * Emily Cartaya *C-líder*
- * Marinelda Cartaya *C-líder*
- * Rexford Waters *Elon University*
- * Bradley Waters *UNC Chapel Hill*

The Ultimate Leadership Challenge: Facing Racism

CONGRESS HALL (TABLE 2) / *Session Type:* ROUNDTABLE / *Accepted by MIG(s):* SCHOLARSHIP

Most leaders are afraid to touch the issue of racism. This roundtable will explore how research and teaching about oppression can transform individuals, institutions, and society; and what some surprising outcomes can be for the researcher, the academic community, policymakers, and organizational leaders. Participants will be encouraged to tell their own stories and learn from others.

- * Philomena Essed *Ph.D in Leadership and Change Program, Antioch University*
- * Karen Geiger *McCull School of Business*

Transformational Leadership through Service Learning

CONGRESS HALL (TABLE 3) / *Session Type:* ROUNDTABLE / *Accepted by MIG(s):* EDUCATION

This session will engage participants in dialogue about meaningful leadership development through the lens of service learning. Transformation through individual, community, and global leadership addresses cultural competence and civic engagement is demonstrated through a university service learning/leadership model and an innovative arts and enrichment university-community program for homeless youth.

- * Jerri Shepard *Gonzaga University*
- * Deborah Booth *Gonzaga University*
- * Bonnie Pribush *Franklin College*
- * Doug Grant *Franklin College*

To Serve or be Served? A Critical Question for All Leaders

CONGRESS HALL (TABLE 4) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **DEVELOPMENT**

Many of our organizations and communities have experienced the devastating impact of self-serving leaders. Therefore, the quest to discover and uncover the core of leader service is an urgent one. This session will examine transforming altruistic leadership through service, followership, and sacrifice.

- * William Evans *James Madison University*
- * Mark Warner *James Madison University*
- * Jeanine Parolini *Trinity Western University; Jeanine Parolini Consulting*

International Education and Exchange: Distinct Opportunities to Transform the World One Student at a Time

CONGRESS HALL (TABLE 5) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

Whether learned in or out of the classroom, intercultural competencies are one key to success in today's economy. Come and participate in the discussion of two distinct opportunities, one educational and one experiential, that focus on expanding students' views of the world and their roles as global citizens.

- * Allison Dunn *Virginia Tech*
- * Kimberly Timpany *Virginia Tech*
- * K. Kathleen O'Neill *Zayed University*

Follower Perceptions of Effective Leadership Styles

CONGRESS HALL (TABLE 6) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **SCHOLARSHIP**

Two studies of junior military leaders identified leader characteristics that engender in followers a sense of self-confidence and trust in the leader. The studies suggest that perception of a leader's effectiveness depends on the eye of the beholder, and that followers' self-confidence and trust in the leader are linked to their perception of specific leader characteristics. These findings and their implications for leadership feedback and development, and multi-level research will be discussed.

- * Thomas Meriwether *Virginia Military Institute*
- * Star Soh *Nanyang Business School, Nanyang Technological University - Singapore*

It's Business: Of Course It's Personal! Cultivating Rich Self-Awareness in Business Students

CONGRESS HALL (TABLE 7) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

In *On Leadership* (1990), Gardner made an impassioned plea for a society that values leadership development for its youth. This discussion will approach leadership development—particularly youth leadership development—through self-development. Topics will include research on business preferences, self-savvy competencies, multi-sector collaborations, and the nature of self-determined work motivation.

- * David Facer *Activate Potential*
- * Lori Sipe *San Diego State University*

An Integrated Model for Designing Effective Leadership Program: Dubai Perspective

CONGRESS HALL (TABLE 8) / Session Type: ROUNDTABLE / Accepted by MIG(s): DEVELOPMENT

The goal of the Dubai leadership model is to develop transformational leaders capable of initiating, driving, and implementing change based on the strategic dimensions of Dubai Strategic Plan 2015. The main objective of this presentation is to share and discuss the elements of this leadership development program, with a specific focus on the design approach, new business paradigms, and leadership competencies.

* Gamal Elkhazindar *Management Integrated Solutions*

Developing Leadership in Academia: The Next Generation

CONGRESS HALL (TABLE 9) / Session Type: ROUNDTABLE / Accepted by MIG(s): DEVELOPMENT

Academia is facing a serious challenge: Over the course of the next few years many of those in administration will retire with few prepared to replace them. The purpose of this program is to outline an initiative to nurture in-house talent. The program and its products will be presented.

* Elisabeth Sherwin *University of Arkansas at Little Rock*

* Sarah Beth Estes *University of Arkansas at Little Rock*

Where Does Transformational Leadership Go in Times of Crises?

CONGRESS HALL (TABLE 10) / Session Type: ROUNDTABLE / Accepted by MIG(s): BUSINESS, PUBLIC

This interactive roundtable invites participants interested in discussing national and international organizational leaders, especially transformational leaders, and their responses to the current economic crisis gripping the globe. We welcome multiple national perspectives to engage in a discussion on the merits and failures of organizational leadership over the past year.

* Kathaleen Reid-Martinez *Azusa Pacific University*

* Linda D. Grooms *Regent University*

Catalyzing Creativity in Leadership: New Paradigms and Practices

CONGRESS HALL (TABLE 11) / Session Type: ROUNDTABLE / Accepted by MIG(s): DEVELOPMENT

This roundtable discussion will focus on the interconnections between creativity and leadership, specifically engaging three unique perspectives and practices that foster creative thinking and creative problem solving.

The Open Mind to Leadership Communication: The Power of Creativity, Changing Perspectives, and Unprejudiced Thinking

* Arjan Doevendans *The Presentation Group; University of Amsterdam*

* Devon Martin *West Virginia University*

Creativity: A Core Leadership Competency

* Jeffrey D. Zacko-Smith *State University of New York College at Buffalo*

Design Thinking for Developing Leaders

* Anthony Middlebrooks *University of Delaware*

* Jules Bruck *University of Delaware*

* Janet Hethorn *University of Delaware*

Catalyzing Leadership Praxis in Developing Countries: History, Learning, and the New Community

CONGRESS HALL (TABLE 12) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **DEVELOPMENT**

What strategies, theories, and practices address a fundamental pressure in developing countries: diffusing widespread transformation of reluctant and unacknowledged followers into effective leaders? This roundtable explores factors that hinder the emergence of locally contextualized and community-accountable leaders/managers through stories from Brazil, Bolivia, and Grenada, and details two critical practices of successful efforts.

- * Janis Balda *St. George's University*
- * Wendy Harman *Central Washington University*
- * Joanna Balda *Eastern University*

An Upper-Level Executive's Perspective on Change Initiatives in the Department of Agriculture

CONGRESS HALL (TABLE 13) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION, PUBLIC**

This presentation presents an insider's perspective on the Contract with America, Al Gore's Reinventing Government, and other change initiatives in the US Department of Agriculture.

- * Gail Longbotham *Process Performance Management*

Transforming Institutions of Higher Education to Graduate Global Citizens

CONGRESS HALL (TABLE 14) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

Faculty and administrators will discuss initiatives at their respective institutions for transforming campus culture to prepare exceptional global citizens, including intentionally developed learning communities, and linking co-curricular activities to the curriculum, among others.

- * Chad Hyson *University of British Columbia*
- * Kim Kiloh *University of British Columbia*
- * Donald Stenta *John Glenn School of Public Affairs, Ohio State University*
- * Kenny Byler *Baylor University*
- * Emily Rodgers *Baylor University*

Transcultural, Transformational, and Transitional Leadership Development: Collaborating and Changing in Response to Global Realities

CONGRESS HALL (TABLE 15) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

Established cross-cultural education needs careful evaluation and modifications to ensure praxis-focused inculturation, especially when teaching transformational leadership. This session will report on the recent assessment of a 35-year cross-cultural master's degree program, reframe transformational leadership education, and describe the transitions into a new era for cross-cultural leadership programming.

- * Anita Fitzgerald Henck *Azusa Pacific University*
- * Petros Malakyan *Azusa Pacific University*
- * Gary Lemaster *Azusa Pacific University*

Student Leadership Development: Putting Education into Action

CONGRESS HALL (TABLE 16) / Session Type: ROUNDTABLE / Accepted by MIG(s): EDUCATION

The purpose of this roundtable is to examine how leadership programs can expand from a traditional educational setting to include more applied approaches in order to facilitate individual student leader development. Three different programs will be examined.

- * Rose Cole *West Virginia University*
- * Lisa DeFrank-Cole *West Virginia University*
- * Douglas Lindsay *United States Air Force Academy*
- * Lindsay Conrad *Christopher Newport University President's Leadership Program*
- * Lindsey Simmons *Christopher Newport University President's Leadership Program*
- * Shannon Augustine *Christopher Newport University President's Leadership Program*
- * Kelly Dowd *Christopher Newport University President's Leadership Program*

The Journal of Leadership Studies: Research for an Interdisciplinary, International Readership of Scholars and Practitioners

CONGRESS HALL (TABLE 17) / Session Type: ROUNDTABLE / Accepted by MIG(s): SCHOLARSHIP

The Journal of Leadership Studies is an interdisciplinary journal published quarterly by Jossey Bass, both in print and online, by the School of Advanced Studies at University of Phoenix. It features peer-reviewed research articles, a symposium, and media reviews. Discussion will include publishing opportunities, manuscript guidelines, and suggestions for interested authors.

- * Jeremy Moreland *University of Phoenix*

Leadership: Between Demographic Diversity and Employee Fit in Organizations

CONGRESS HALL (TABLE 18) / Session Type: ROUNDTABLE / Accepted by MIG(s): BUSINESS

This roundtable has a double aim: first, to tackle the influence of demographic diversity—as reflected in age—on the leadership styles and on the quality of relationships between leaders and their subordinates in organizations; and second, to address how the interactions among leaders, followers, and organizational lifecycle may realize a best position fit for employees.

- * Danut Casoinic *Pierre Mendès-France University*
- * David Brewer *Eastern University*

Leadership Research and E-Leadership Across Sport, Education, and Health

CONGRESS HALL (TABLE 19) / Session Type: ROUNDTABLE / Accepted by MIG(s): BUSINESS

Come discuss how individuals from a diverse range of organisations at a national level within the recreation, sport, or wellness sector activate high-potential leaders, and how new technology collaboratives can have great impact on leadership development across the sport, health, and education sectors.

- * Keith Kennett *Life 'Bein It' Education Pty Ltd.*
- * Robert Quimby *CWRD International; International College of Leadership*

Indigenous Peoples and Leadership: Lessons, Challenges, and Dialogue

CONGRESS HALL (TABLE 20) / Session Type: ROUNDTABLE / Accepted by MIG(s): DEVELOPMENT

Come join a dialogue exploring indigenous leadership. Examples will be drawn from the Pacific Northwest of North America focusing on a unique tribal college and natural resources management in the largest single salmon producing river in the world. What are the new models of leadership emerging from a fusion of the traditional with modernity? Bring your examples from 4th World peoples elsewhere and lets explore.

- * Paul Kariya *Trinity Western University*
- * Shana Hormann *Antioch University Seattle*
- * Jessica Porter *Antioch University Seattle*

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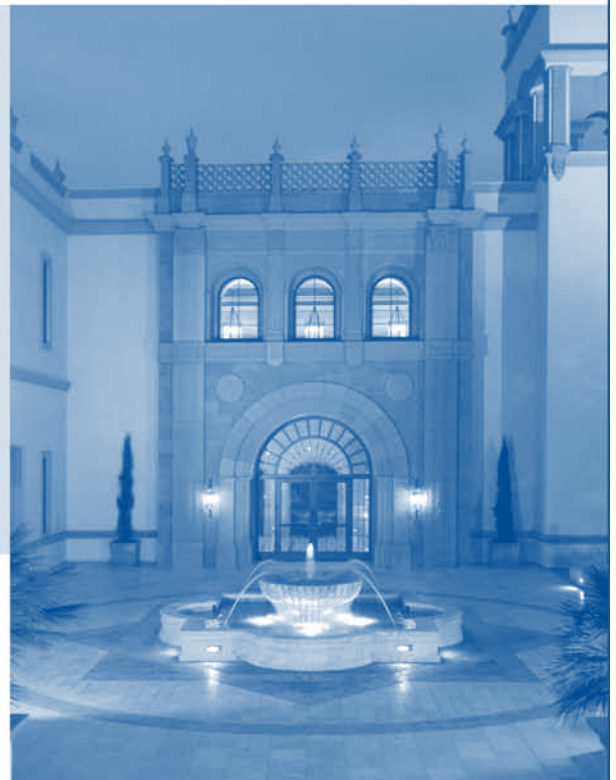
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Interactive Roundtable Discussions (B)

SATURDAY, NOV. 14 / 09:00 – 10:15 /
CONGRESS HALL, (INTERCONTINENTAL PRAHA)

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 two discussion rounds, and a bell will sound approximately 35 minutes into the session to signal that it is time to move to another table if you wish. Of course, you may opt to leave sooner or stay longer.



Dancing House

Women Leaders in Higher Education

CONGRESS HALL (TABLE 1) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

A unique discussion of three research studies about women and gender in higher education. The journey that women leaders take within higher education through studies of leadership styles, perceptions, and application of models.

- * Karen Longman *Azusa Pacific University*
- * Shawna Lafreniere *Noel Academy for Strengths-Based Leadership and Education*
- * Katy Tangenberg *Azusa Pacific University*

Wisdom in the Wound: Leadership Emerging from Transformative Disasters

CONGRESS HALL (TABLE 2) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **PUBLIC, DEVELOPMENT**

Using case studies of Hurricane Katrina and an Indiana flood, this roundtable discussion will explore issues of disaster and recovery thru the lens of leadership and public policy, with a particular focus on race, class, and community cohesion.

- * Karyn Trader-Leigh *University of Phoenix*
- * Amanda Wray *Franklin College*
- * Rachel Friedman *Franklin College*
- * Megan Mattingly *Franklin College*
- * Elizabeth Lena Walker *College of Education, Seattle University; The Cornucopia Project Inc.*

Transforming Teams through Healthy Collaboration and Collective Leadership

CONGRESS HALL (TABLE 3) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **BUSINESS**

The changing nature of work calls for new models of team structure and collaboration. Drawing from the presenters' research and practical experiences, this examination of collaboration and collective leadership will highlight antecedents, contingency factors, outcomes, examples, and practical strategies for implementing this new form of leadership.

- * Jonathan Ziegert *LeBow College of Business at Drexel University*
- * Anita Henck *Azusa Pacific University*

Women's Leadership in Transitioning Cultures: Challenges and Insights

CONGRESS HALL (TABLE 4) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **PUBLIC**

The presenters will describe the role of women leaders in the societies of rural Northern Ireland, post-Soviet South Caucasus, and Central Asia. The development and acquisition of leadership skills and the impact of women leaders in these societies will be discussed.

- * Lori Ann McVay *Queen's University, Belfast*
- * Galina Petriashvili *GenderMediaCaucasus Journalists' Association*

The Interdisciplinary Leadership Minor as a Model for Transformative Change

CONGRESS HALL (TABLE 5) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

Interdisciplinary leadership minors are breaking down the silos of higher education; however, there are benefits and challenges to such adaptive work. This session will explore how two separate leadership minors (graduate and undergraduate) worked to meet the challenges presented in using interdisciplinary programs for creating transformative change in higher education.

- * Barbara Crosby *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota*
- * Jay Kiedrowski *Center for Integrative Leadership, University of Minnesota*
- * Linnette Werner *University of Minnesota*

Leadership, Harmony, and Progress: Review of CELAP's 3rd Leadership Forum

CONGRESS HALL (TABLE 6) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **BUSINESS**

Description: What does the theme of Leadership, Harmony, and Progress bring to mind? Find out how this topic was addressed by leadership scholars, educators, and leaders at the recent conference held in Shanghai by the Chinese Executive Leadership Program (CELAP) in partnership with the ILA.

- * Cao Renhe *China Executive Leadership Academy Pudong (CELAP)*
- * Zhou Ying *China Executive Leadership Academy Pudong (CELAP)*

Values-Based Leadership: From Personal Congruence to Significant Transformations

CONGRESS HALL (TABLE 7) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **DEVELOPMENT**

This session addresses Values-Based Leadership as a process that first seeks awareness and congruence at the personal level and then sparks transformations at the corporate levels. Research, examples, and several tools to help leaders identify core values will be shared.

- * Jesus Sampedro *Global Leadership Consulting*
- * Brock Brown *Integrity Consulting Services Ltd*

Ancient Wisdom Inspires Transformational Leadership

CONGRESS HALL (TABLE 8) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **DEVELOPMENT**

Ancient Peoples and concepts continue to thrive and can provide leaders with wisdom to lead for transformation. Discuss with the presenters inspirational concepts that can inspire leadership and professional development such as Tapu (sacredness), India scriptures (ignorance to enlightenment), and Mayan interconnectedness.

- * Kabini Sanga *Victoria University of Wellington*
- * Richanne C. Mankey *Daemen College*

Qualitative Research Methods in the Study of Leadership

CONGRESS HALL (TABLE 9) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **SCHOLARSHIP**

A discussion of the role and utilization of qualitative research methods with the author of *Qualitative Research Methods in the Study of Leadership* (2008). Qualitative methods included in the discussion include a variety of research designs ranging from content analysis to image-based techniques.

- * Karin Klenke *University of Maryland Eastern Shore*

Developing Transformation Leaders—A Case Study about the Young Leaders for Sustainability Program

CONGRESS HALL (TABLE 10) / Session Type: ROUNDTABLE / Accepted by MIG(s): DEVELOPMENT

Transformation towards corporate sustainability requires new leadership competencies. Interdisciplinary exchange, knowledge on globalisation, and practical experiences are combined in the Young Leaders for Sustainability program, an innovative qualification approach directed at future leaders with personal mastery, knowledge development, and exposure at its core.

* Petra Kuenkel *Collective Leadership Institute*

Leadership, Women, and Cultural Challenges

CONGRESS HALL (TABLE 11) / Session Type: ROUNDTABLE / Accepted by MIG(s): PUBLIC, SCHOLARSHIP

Participants will explore a variety of current leadership challenges encountered by women in diverse cultural contexts including: challenges faced by women leaders in the health sector in Pakistan; women's autonomy as a component of a global view on transformational leadership; and cultural differences and similarities of women leaders' self perceptions.

Women in Pakistan: Their Leadership Role & Contributions in the Health Sector

* Qudsia Mehmood *Population Council-Pakistan*

Globalization, Higher Education, and Women's Autonomy: Transformational Leadership and Developmental Ethics

* Bindu Madhok *Albion College*

Women and Transformative Leadership Perceptions

* Elizabeth Turesky *University of Southern Maine*

Epic Truths, Mythic Strategies, and Dramatic Lessons from Literature: Must-Haves for the Leader's Toolkit

CONGRESS HALL (TABLE 12) / Session Type: ROUNDTABLE / Accepted by MIG(s): SCHOLARSHIP

Whether scratched in clay, chanted around a campfire, performed for the king, or penned in a lonely garret, leadership is the topic of analysis, critique, and reflection in the world's greatest literature. This roundtable will provide a framework integrating your favorite tales into a common understanding of their powerful lessons for today's leaders.

Leadership Literacy: Lessons from Professor Sphinx

* Barbara Mossberg *California State University Monterey Bay*

King Arthur: A Literary Case Study in Authentic, Charismatic, Transformational Leadership

* Alexis Pettigrew *Christopher Newport University*

Leadership Education in Action: Inquiry-Based Learning in Graduate and Undergraduate Leadership Courses

CONGRESS HALL (TABLE 13) / Session Type: ROUNDTABLE / Accepted by MIG(s): EDUCATION

Though academic resources can effectively convey the knowledge base of leadership studies, few help students to simultaneously unite teaching, learning, and practicing leadership in a way that is also transformative to the individual, group, and organization. This roundtable will explore several inquiry-based approaches to empowering leadership education from the perspectives of both faculty and students.

* Tracey Manning *University of Maryland*

* Paige Haber *University of San Diego*

* Cheryl Getz *University of San Diego*

* Cara Miller *University of San Diego*

* John Loggins *University of San Diego*

A Cross-Cultural Rhetorical Analysis of Political Leaders in the Czech Republic and the United States

CONGRESS HALL (TABLE 14) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

This roundtable will examine the rhetoric of political leaders in the Czech Republic and the United States from a cross-cultural perspective as part of a joint project with a university in the Czech Republic and a university in the United States.

- * Robert McManus *McDonough Center for Leadership and Business at Marietta College*
- * Ivana Mrozkova *Palacky University in Olomouc*
- * Sarah Griffin *Marietta College*
- * Sarah Waitz *Marietta College*
- * Laura Aldrich *Marietta College*
- * Emily McGinty *Marietta College*
- * Petra Kabelacova *Palacky University in Olomouc*
- * Pavla Kabelacova *Palacky University in Olomouc*
- * Stepan Krajca *Palacky University in Olomouc*

In the Beginning: The Value of Initial Leadership Education

CONGRESS HALL (TABLE 15) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

The prevalence of leadership education/development programs has increased substantially over the last decade. However, many of these programs focus on individuals already established in their careers or leadership positions. The purpose of this roundtable is to discuss the benefits of leadership education at the beginning of an individual's leadership development.

- * Craig Foster *United States Air Force Academy*
- * Douglas Lindsay *United States Air Force Academy*

System-Wide Leadership Development in Higher Education

CONGRESS HALL (TABLE 16) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **EDUCATION**

The discussion focuses on system-wide leadership development in Higher Education, and investigates how impact can be made across large educational systems to positively impact administration, faculty, staff, and students.

The Bliss and Blisters of Developing a University Culture of Leadership Development

- * Keith Walker *University of Saskatchewan*

Leadership Development for the State University of New York (SUNY)

- * Clint Sidle *Johnson School, Cornell University*
- * Chester Warzynski *School of Industrial and Labor Relations, Cornell University*

How about the Arts as a Transformational Leadership Catalyst?

CONGRESS HALL (TABLE 17) / Session Type: **ROUNDTABLE** / Accepted by MIG(s): **PUBLIC**

This presentation will share the results of a study examining the arts as a positive change agent for community development. The perspectives of artists, community developers, sponsors, and beneficiaries provide insights on how the arts can inspire transformational leadership.

- * Amy Carrington *Georgetown College*
- * Patricia Dyk *University of Kentucky*

Perspectives on Servant Leadership

CONGRESS HALL (TABLE 18) / Session Type: ROUNDTABLE / Accepted by MIG(s): SCHOLARSHIP, PUBLIC

This roundtable will explore the history of Servant Leadership and practice in communities around the world, including its role in transformation and forgiveness. This intriguing conversation will examine the development of *The International Journal of Service Leadership*, investigate the historical development of Servant Leadership theory, and explore three different models of Servant Leadership.

- * Shann Ferch *Gonzaga University*
- * Marleen Ramsey *Walla Walla Community College*
- * Kathleen Patterson *School of Global Leadership and Entrepreneurship, Regent University*
- * Come Bekker *School of Global Leadership and Entrepreneurship, Regent University*

Coaching for Personal and Professional Transformation

CONGRESS HALL (TABLE 19) / Session Type: ROUNDTABLE / Accepted by MIG(s): DEVELOPMENT, BUSINESS

The coaching process brings awareness to and challenges behaviors that are not aligned with the achievement of an individual's personal and professional best. What processes are involved in this personal and professional development? Participants will discuss, share innovative coaching strategies, and leave with ideas they can apply immediately.

- * Kerry Priest *Virginia Tech*
- * Ann Dinan *The Personal Leadership Institute*

Learn.

The desire to learn is something that all people have in common. With this in mind, Qatar Foundation established Education City, a world-class center of educational leadership. It has since become a renowned knowledge institution comprised of several prestigious universities, research facilities and groundbreaking international partnerships. One of its primary goals is to ensure that Qatar's current and future generations are prepared to be leaders in a variety of professions. From pre-school classes to post-graduate programs, and from local initiatives to global collaborations – Qatar Foundation is setting a higher standard of education for the people of Qatar, the region and the world. And we're doing that by supporting a unique environment where teaching, cooperation and human ingenuity are inspiring people to learn how to unlock their potential.



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Unlocking human potential.

Concurrent Session 7

SATURDAY, NOV. 14 / 10:45 – 12:00

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.

*A panorama of Prague,
featuring the Castle*

The Ethics of Leadership—A Discussion

DIANA (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT**

This session is initiated as a starting point by the Leadership Development MIG in an effort to collaborate across ILA Communities on the topic of leadership ethics. This forum will offer an interactive discussion led by the panel. The intention is to create a living space for leadership ethics, a place to discuss ethical dilemmas, and an ongoing practical forum for discussion available to all ILA members.

- * Tom Sechrest *School of Management and Business, St. Edward's University*
- * Terry Price *Jepson School of Leadership Studies, University of Richmond*
- * Janet Byars *Innovative Leadership Solutions, LLC*
- * Nadeen Spence *University of the West Indies*

CHAIR: Ted Thomas *Command and General Staff College*

University as a Place of Interconnectivity among Different Stakeholders to Foster a Transformative and Cosmopolitan Citizenship

HELENA III (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

The goal of this panel is to reflect on the different spaces and possibilities the university offers to foster a transformative cosmopolitan citizenship. It will begin with a theoretical discussion and then analyze three experiences developed in Spain and U.S. carried out by academics and practitioners.

Emancipatory Cosmopolitanism and University

This presentation will review the principal characteristics of a transformative and cosmopolitan citizenship and their possibilities and barriers in university institutions.

- * Alejandra Boni *Technical University of Valencia*

Cooperative Inquiry Process between University and Civil Society Stakeholders

This presentation will focus on a cooperative inquiry research process developed by the Research Center for Leadership in Action at the R. Wagner School of Public Service and efforts to integrate Cooperative Inquiry within a research agenda about the leadership practices of social change leaders and their organizations in the United States.

- * Amparo Hofmann-Pinilla *Research Center for Leadership in Action*

Non-Governmental Organizations as Spaces of Creation of a Global and Transformative Ethos

This presentation will focus on the experience of Engineering Without Borders Valencia (ISFV). The aims of this presentation are to explore some of the characteristics and processes developed inside ISFV under the light of the emancipatory cosmopolitan ideal.

- * Juan Manuel Rodilla *Technical University of Valencia*

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SATURDAY
10:45 – 12:00

Economists as Leaders

HUBERT (InterContinental Praha) / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): SCHOLARSHIP

Where we see economic transitions, we find economists. The question which naturally arises is whether the economists are really leaders or simply rationalizers of a process which would have gone on without them. These papers consider four important cases of economists in positions of leadership.

F. A. Hayek and the Leadership of the Mont Pelerin Society: Transition to a New Liberalism

This paper examines F. A. Hayek's leadership role in the Mont Pelerin Society, specifically focusing on the role of Hayek and the Society itself in transforming a conservative movement into one that was cosmopolitan, egalitarian, and liberal.

- * David Levy *George Mason University*
- * Sandra Peart *Jepson School of Leadership Studies, University of Richmond*

The Indispensable Walter Eucken and the Freiberg School: From Resistance to Hitler to German Social Market Economy

The transition from the wartime regime to an economic system based on markets and free contracts was an extraordinary success story in the twentieth century. Walter Eucken was the one Germany economist present at the first meeting of the Mont Pelerin Society. This paper explores his leadership role in the creation of the post war German economic order.

- * Ekkehard Koehler *Walter Eucken Institut*

Economists in Post-Communist Transitions

Throughout 1990s, there was a considerable divergence in ways in which countries of the former Soviet bloc approached their transitions to democracies and market economies. This paper investigates the extent these divergent trajectories arose from underlying institutional and cultural differences and to which extent they were influenced by variation in political leadership. It explores how and if economic policies affect economic outcomes.

- * Dalibor Roháč *University of Oxford*
- * Pavol Hardos *Central European University in Budapest*

Economists and Pinochet: The Role of Leadership and Mentorship

This paper analyzes the role that economists had in planning and justifying Pinochet's Chilean coup in the early 1970s, specifically examining the influence of an academic economist, Arnold Harberger, on the lives of his students who became the principal economic advisers during the planning and establishment of a military coup.

- * Eric Schliesser *Leiden University*

CHAIR: Sandra Peart *Jepson School of Leadership Studies, University of Richmond*

Two-way Transformation: Developing Transformative Leaders and Transforming Leadership Development Programs in Non-Western Contexts

PETR (InterContinental Praha) / Session Type: PANEL DISCUSSION / Accepted by MIG(s): PUBLIC

How do transformative leaders exercise leadership on controversial issues in conservative contexts? Panelists from the Institute of International Education's Reproductive Health Leadership Program in Ethiopia, India, Nigeria, Pakistan, and the Philippines will explore the interplay between western designed leadership programs and leaders themselves, and their challenges in exercising transformational leadership.

- * Judith-Ann Walker *Development Research Projects Centre*
 - * Kamyla Marvi Tapal *Institute of International Education LDM Program*
 - * Haddis Mulugeta *Institute of International Education LDM Program*
 - * Magdalena Lopez *Institute of International Education LDM Program*
 - * Namrata Jha *Institute of International Education*
-

The Vocation and Artistry of Leadership Dialogue #3: Poetry—the Search for Authenticity

KLEMENTINUM (InterContinental Praha) / Session Type: **WORKSHOP**

What is the primary metaphor, story, or image that speaks to the passion and curiosity you hold about your work as a leader? This question points to the notion that the primary work of leadership is not only in what leaders do or how they do it—but by where they lead from—that is, from the sense of their own inner calling or vocation to lead. To be effective communicators, leaders need to appreciate that language is not only a resource for getting things done, but it is also an instrument for creating shifts in consciousness that transform what is heard, seen, and thought. These dialogue sessions are designed to further explore perspectives developed from the Leadership for Transformation Dialogues, a series of retreats over two years organized by the Fetzer Institute, Academy of Leadership, and ILA to explore the theories and practices that support leadership for transformation.

Poetry is an instruction in the subtle language of timing, rhythm, pacing, energy, flow, and tempo, creating a holding space for deeper insights to emerge. We will inquire into how poems can help leaders slow their thinking, invite reflection, and awaken a more subtle way of thinking and seeing. We will also explore how this prepares them for leaps in learning that can happen in any moment in order to navigate a larger unknown.

- * Judy Brown *School of Public Policy, University of Maryland; Fetzer Institute*
- * Michael Jones *Pianoscaples; Fetzer Institute*
- * Mark Nepo *Fetzer Institute*

Women and Leadership

PICASSO (Hotel President) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP, BUSINESS**

The purpose of this session is to present research findings from four recent qualitative studies focused on women and leadership. The studies presented in this session will provide insights into unique populations and perspectives that will be helpful for educators, scholars, and practitioners who design leadership programs for women in educational and non-educational settings.

The Experiences of Arab Women Leaders in Learning to Lead

To consider designing and developing leadership programs for women in the United Arab Emirates (UAE), it is important to understand how current leaders have learned to lead throughout their lives. In-depth, qualitative interviews were conducted with Arab women leaders (government and business) to investigate their lifetime experiences in developing leadership.

- * Susan Madsen *Utah Valley University*

Exploring the Paradoxes of Women and Leadership

Women encounter a number of paradoxes during their careers that can affect their ability to assume and prosper in leadership roles. This presentation will summarize findings from an exploratory study of 30 women leaders designed to understand how women react to these paradoxes and the outcomes associated with their responses.

- * Stacie Furst *Center for Organizational Leadership, University of Cincinnati*

Female Leaders' Experience: Barriers and Biases

Female members on traditionally male-dominated boards are becoming more common. However, these women may face gender bias and other barriers which prevent them from feeling successful and ultimately being successful. This qualitative study focused on the experiences of women who participated in a grassroots organization's leadership training program.

- * Eric Kaufman *Virginia Tech*

Women and Leadership: Exploring the Role of the College Presidential Spouse

The spouses of college presidents are predominantly female. Boards have not typically paid these high-profile volunteers who serve as influential and informal leaders to the college. This phenomenological study describes experiences of male former college presidents who report the criticality of their spouse's leadership to their overall presidential effectiveness.

- * Katherine Tunheim *Gustavus Adolphus College*

CHAIR: Susan Madsen *Utah Valley University*

Great Ideas Share and Teach: Spotlight on Great Ideas

VELAZQUEZ II (Hotel President) / Session Type: **LEARNING LAB** / Accepted by MIG(s): **EDUCATION**

This interactive panel spotlights four great ideas for teaching leadership. Presenters share applications across disciplines and highlight the social nature of leadership development. New pedagogical approaches include learning journals to facilitate reflective thinking, the leadership development potential of multi-player on-line gaming, enhancing leadership through civility training, and integrating classroom learning and learning through others.

Learning Journals in Engineering Students' Leadership Development

The Project Management in Practice course at the University of Rovira i Virgili (Tarragona, Spain) aims to enhance and develop fourth year engineering students' leadership competence. Learning journals are used as a means to facilitate leader students' reflective thinking process by encouraging them to reflect on their behaviour as a leader.

- * Sibel Özgen *Universitat Rovira i Virgili, Dep. d'Enginyeria Química*
- * Joan Ramon Alabart *Universitat Rovira i Virgili*

Online Gaming as a Developmental Tool in Transformational Leadership

The use of games, role-plays, and simulations as educational tools has been used in leadership development for years; however, what about the use of online role playing games? This session will provide preliminary findings on a research study exploring how leadership development occurs with massively multi-player online role playing games (MMORPGs).

- * Kathy Guthrie *Florida State University*
- * Kirstin Phelps *University of Illinois at Urbana-Champaign*

Transforming the World One Student At a Time—The Enough is Enough Campaign as a Case Study for Bringing Civility and Leadership Education Together

Civility and leadership: two key competencies needed to transform the world effectively. Come and walk through the central components of a civility training programming: Enough is Enough. This campaign actively works to help college students, faculty, staff, and administrators bring the topic of civility into the classroom, project, or program.

- * Allison Dunn *Virginia Tech*
- * Kimberly Timpany *Virginia Tech*
- * Kristin Eicholtz *Virginia Tech*

Lessons in Leadership: Learning the Craft of Leadership through Others

Lessons in Leadership is a unique class, offered through the Center for Organizational Leadership at the University of Cincinnati, designed to boost students' leadership development by integrating classroom learning and learning through others. In this presentation, the structure and learning objectives of this course will be discussed.

- * Stacie Furst *Center for Organizational Leadership, University of Cincinnati*



*Feeding time
at Zoo Praha*

From Theory to Practice: Building Connections between Practitioners and a Leadership Studies Curriculum

BELVEDERE (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, EDUCATION**

The McDonough Center at Marietta College (Ohio, U.S.A.) has developed a dynamic Executive-in-Residence Program as a way to connect experienced leaders with the academic curriculum in the McDonough Leadership Program. This session brings together past Executives-in-Residence to reflect on their interactions with undergraduate leadership students. Through this session, members of the audience will be able to assess the challenges and opportunities of developing similar programs in their own institutions.

- * Henry Jelinek *Jelinek Cork Group*
- * Robert Peterson *Wickaboag Consulting Group*
- * Barbara Fitzgerald *PetSmart (Retired)*

CHAIR: Gama Perruci *Marietta College*

Leading from Within: Insight, Integration, Adaptation

VELAZQUEZ I (Hotel President) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Without meaningful self-revealing intrapersonal and interpersonal work, potential leaders are sorely and fundamentally disadvantaged. This panel will explore the many ways in which this insight-building work is put into practice to stimulate adaptive leadership in both public and private sectors—effectively creating a clinical approach to leadership development.

- * Jill Hufnagel *Batten Leadership Institute*
- * James Clawson *Darden Graduate School of Business*
- * Konstantin Korotov *European School of Management & Technology*
- * Abrina Schnurman-Crook *Batten Leadership Institute*

COMMENTATOR: Ronald Heifetz *Harvard University; Cambridge Leadership Associates*

Invisible Dimensions of Leadership

LORETA (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, BUSINESS**

This panel will demonstrate that leadership competences and visible leadership behaviors are manifestations of deeper capabilities, specifically invisible dimensions of adult development over the human life time. A conceptual framework within which these capabilities can be identified, measured, and given feedback on will be presented with practical application in the areas of leadership selection and development.

The Cultural Challenge to Leadership in Global Multicultural Organizations

One of the great challenges to leadership today in global companies with multicultural work forces is to monitor and manage the culture of the organization. The panelist will describe how the process can be greatly assisted through the developmental assessment of the leadership team with follow-up process consultation by experts trained in the Constructive Developmental Framework (CDF).

- * Douglas Stuart *IOR Global Services; Interdevelopmental Institute*

Leaders as Sponsors of Organizational Change

Sponsorship capability is one of the most important variables in implementing organizational change. This presentation will explore limitations of behaviorally-based leadership assessments in predicting sponsors' performance, and illustrate how the CDF methodology can be used as a practical tool for selection, development, and ongoing support of leaders as sponsors of change.

- * Iva Vurdelja *Ph.D. in Leadership and Change Program, Antioch University; Interdevelopmental Institute*

The Impact of a Developmental Perspective in Executive Coaching

The Constructive Developmental Framework (CDF) deals with the what and how of human potential in a unique way by facilitating deep understanding of an individual's frame of reference. This presentation will focus on how the CDF reveals fuller insights into person's current and potential ability to make meaning of self and others, and to make sense of the world.

- * Dina Zavrski-Makaric *Challenging Directions; Interdevelopmental Institute*

CHAIR: Douglas Stuart *IOR Global Services; Interdevelopmental Institute*



Wenceslas Square

Concurrent Session 8

SATURDAY, NOV. 14 / 13:30 – 14:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which is one indicator of the session's focus and approach. All sessions are open to all interested parties; however, if the room is full please attend another session.

Distance Education and Online Instruction in Leadership Education

DIANA (InterContinental Praha) / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

During this session the presenters will discuss emerging paradigms of leadership education that use online and other technologies, and the resulting challenges and opportunities. The discussions will combine practitioner and field research from several diverse perspectives and experiences.

Transforming Leadership Education: Emerging Paradigms

Faculty members and graduate students will discuss emerging models of graduate and doctoral leadership education. Issues to be discussed include online programs, accessibility and flexibility, rigor and credibility, assessment and accreditation. The panelists will share their experiences in emerging paradigms, and make recommendations for quality assurance.

- * Kristina Bowman *Chancellor University*
- * Beth Birmingham *Eastern University*
- * Lillian Schumacher *Indiana Institute of Technology (Indiana Tech)*

Transforming Triggering Factors into Pedagogic Communication: Establishing Trust, Respect, and Harmony through Emotional Awareness in Distance Learning

The faceless interaction that occurs in Distance Learning Programs is bound to provoke animosities and differences especially when dealing with topics related to social politics and diversity. By building a sense of awareness, faculty and learners can achieve better methods of communication conducive to constructive and meaningful ways of interfacing.

- * Hadassah Weiner Friedman *Dade County Public Schools*

Gendered Spaces: Engendering Transformational Leadership to Impact the Negative Stereotype of Cultural and Gender Bias within the Distance Education Classroom

Dr. Cornel West, a leading critic/theorist states "a fully functional multiracial society cannot be achieved without a sense of history and open, honest dialogue." Women are emerging as transformational leaders removing the negative stereotypes of race, gender, and culture through honest dialogue, engendering a positive experience in distance learning.

- * Gwendolyn Dees Austin *Miles College*

CHAIR: Faith Ngunjiri *Eastern University*

Leadership and Communications: Transformation of the Organizations in South Korea

HUBERT (InterContinental Praha) / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): SCHOLARSHIP, BUSINESS

South Korea is one of the fastest changing societies in the world. This session will explore the role of leadership and communications in South Korea, focusing on the mediating effect of trust on the transformation of the organizations.

Authentic Leadership and Organizational Outcomes: The Mediating Effect of Trust

Leaders' ethical behavior involves two distinctive but closely related leadership styles: ethical and authentic leadership. This paper uses the model developed by Walumbwa et al. (2008) to examine how ethical and authentic leadership lead to positive organizational outcomes in Korean companies, by adding trust as a mediating variable between leadership and the outcomes.

- * Jisook Hong *Hanyang University*
- * Hyeyun Park *Ewha Womans University*

A Study of Leaderless Leadership among Korean Cyberspace Activists

This paper analyzes a recent phenomenon, so called leaderless leadership among Korean cyber activists. It attempts to develop a model to explain how cyber activists mobilize an off-line demonstration by overcoming collective action problems without a designated leader.

- * Hyungshin Roh *Sogang University*

An Empirical Analysis of Ethical Decisions in South Korean Companies

This paper empirically analyzes factors affecting employee's ethical decision making in South Korean companies. The independent variables of the model include individual factors (personal attributes, gender, age, education, and years of employment), situational factors (top management influence, and rewards and sanctions), organizational factors (size and climate), and industry type.

- * Kisuk Cho *Ewha Womans University*

Diagnosing Internal Communications of Korean Companies

The Diagnostic Model of Employee Communication consists of three dimensions: shared values, clarity in work communication, and internal communication campaign. This study analyzes and discusses employee communication at Korean companies and multi-national companies in Korea.

- * Hochang Shin *Sogang University*

Leadership in a (Permanent) Crisis

VELAZQUEZ I (Hotel President) / Session Type: PANEL DISCUSSION / Accepted by MIG(s): CONVERSATION WITH AUTHORS

It would be profoundly reassuring to view the current economic crisis as simply another rough spell that we need to get through. Unfortunately, though, today's mix of urgency, high stakes, and uncertainty will continue as the norm even after the recession ends. Two of the co-authors of *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World* (Harvard Press, 2009) will discuss cases, strategies, and tools that can help organizations and people thrive in challenging times.

- * Alexander Grashow *Cambridge Leadership Associates*
 - * Ron Heifitz *Harvard University; Cambridge Leadership Associates*
-

2009 Jablin Dissertation Award Winner: The Effects of Favored Status and Identification with Victim on Perceptions of and Reactions to Leader Toxicity

HELENA III (InterContinental Praha) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

This dissertation examined the roles of leader member exchange (LMX) relationships and social identity on perceptions of leader toxicity and intentions to challenge a leader who exhibits toxic behavior. Participants (n = 298) were assigned to a favored or LMX out-group observer condition. LMX status influenced perceptions and intentions to challenge. LMX out-group participants perceived the leader as toxic more so than participants with favored status and were more likely to challenge the leader. Participants perceived the leader to be toxic to a greater extent when they identified with the victim. Target salience was not a significant factor in observers' willingness to challenge. Organizational implications are discussed.

* Kathie Pelletier *College of Business & Public Administration California State University, San Bernardino*

COMMENTATOR: Al Goethals *Jepson School of Leadership Studies, University of Richmond*

Motivate Like a CEO: How Today's Forward Thinking Leaders Inspire People to Act

BELVEDERE (InterContinental Praha) / Session Type: **CASE STUDY** / Accepted by MIG(s): **BUSINESS**

Even a well-positioned, strategically sound company or organization will fail if its messages and focus are not clear. Successful leaders must be able to move the strategic plan from words on paper into the hearts and minds of the people who make it happen. The presenter will share real-world stories of leaders who have transformed their organizations by generating excitement all the way down the line. She will present strategies for communicating a vision in a way that inspires people to act on it and move the goals of an organization forward.

* Suzanne Bates *Bates Communications, Inc.*

Beyond Ourselves Leadership

KLEMENTINUM (InterContinental Praha) / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **PUBLIC**

Beyond Ourselves Leadership serves a cause that brings beneficial transformation to the holistic well being of people, embodies the cause, articulates and substantiates the cause and in so doing persuades others to join the service of the cause. This service of the cause brings about transformation in the leaders, followers, and the context of leadership.

* Doug Berg *Mennonite Brethren Biblical Seminary*

* Keith Walker *University of Saskatchewan*

Leadership in Regions Transitioning from Conflict to Post-Conflict

PETR (InterContinental Praha) / Session Type: **CASE STUDY** / Accepted by MIG(s): **PUBLIC**

A case study format is used to present findings from 2008 research in Uganda. The presentation will include a model that emerged from interviews with 375 leaders in Uganda, including a potential curriculum to help leaders prepare for leading in the transition from conflict to post-conflict. This presentation will be followed with a brief overview of current efforts in Rwanda to inform leadership through its Presidential Advisory Council before opening up the discussion with the audience.

* John Bryan *Alliance for African Assistance*

COMMENTATOR: Éliane Ubalijoro *Centre for Developing-Area Studies, McGill University*

Reel Leaders: Coaching for Transformation

PICASSO (Hotel President) / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

How can sequences from Hollywood movies and documentaries be used to support coaching, personal transformation, and mentoring? Participants will receive a list of films—such as *Dalai Lama Renaissance*, *Taking Root: The Vision of Wangari Maathai*, *The Matrix*, *The Legend of Bagger Vance*, and *Emmanuel's Gift*—and discuss how they can be used to deepen inquiry into leadership for transformation, and stimulate learning across social, cultural, economic, and geographic borders. Special attention will be given to: setting the context, using the sequence, and provoking discussion about leadership themes.

* Margie Nicholson *Columbia College Chicago*

* Prasad Kaipa *Center for Leadership, Innovation and Change, Indian School of Business; Kaipa Group*

Storytelling and Allegory: The Place of Greek Gods and Goddesses in 21st Century Leadership Development

VELAZQUEZ II (Hotel President) / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION, DEVELOPMENT**

This workshop will introduce and demonstrate a leadership development technique that uses storytelling and the allegory of Greek Gods and Goddesses to encourage participants to explore three ways of making sense of leadership for transformation: retrospective; in the here-and-now; and prospective. A debrief and summary will use the outcomes of an evaluation of the usefulness of this technique as experienced with and by three groups to provide new insights into this contemporary area in the leadership literature and how it can be applied to practice.

* Carol Jarvis *University of the West of England, Bristol*

* Janice MacInnes *University of the West of England*



One view of the River Vltava

Leadership *for* Transformation

A VOLUME IN THE
ILA BUILDING LEADERSHIP BRIDGES
(BLB) SERIES

CALL FOR SUBMISSIONS (Deadline December 1, 2009 Firm)
JOANN BARBOUR AND GILL HICKMAN, EDITORS

The International Leadership Association invites you to submit your work on the theme, *Leadership for Transformation* for our annual volume in the *Building Leadership Bridges* series. The book captures the best contemporary thinking about leadership today from a diverse range of scholars, practitioners, and educators working in the field of leadership studies. In keeping with the mission of the ILA, the book series connects ways of studying, imagining, and experiencing leadership across cultures, over time, and around the world. The book will be published by Jossey-Bass/Wiley with an expected publication date of November 2010.

The theme *Leadership for Transformation* encompasses transformation at all levels whether individual, institutional, organizational, disciplinary, cultural, governmental, or global. Transformation is the result of many acts, both large and small, carried out by various groups and individuals in classrooms or boardrooms, town halls or the halls of government, the factory floor or the office cubicle, the street or the home. This volume is an opportunity to share and learn about new research, effective leadership practices, proven teaching methods, and creative works that support any of the many faces of transformation. The theme of this volume builds on that of our 2009 annual conference.



International Leadership Association

Please visit our website to read the guiding questions for this volume, areas of submission—including 2009 conference highlights—and submission guidelines.

<http://www.ila-net.org/Publications/BLB/CallforSubmissions.htm>

Send submissions electronically to Debra DeRuyver at dderuyver@ila-net.org by December 1, 2009. Questions should be sent to the same address.

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Nollaig Heffernan	Nancy Horn	Lorne Jeal	Heidi Keller-Glaze	Olugbenga Lasisi
Tunde Hegedus	Cynthia Hornberger	Emmanuel Jean Francois	Mark Kelly	Jim Laub
Audrey Helfman	Fiona Hoshing	Debbie Jeannett	Cary Kemp	Robert Lauridsen
Charles Heller	Anke Houben	Steven Jeantet	Crystal Kenefic	Shonnie Lavender
	Peggy Houghton	Patrick Jefferson		Debra Lawler
				Stacey Lazenby Malaret

Kyela Leakey	Mariam MacGregor	Lucretia McCulley	Elisabeth Mitchell	Maria Nathan
Brian Leander	Janice MacInnes	Anne McCulloch	Glen Mitchell	Lisa Ncube
Kathy Lease	Laura Mack	Danielle McDonald	Jon Mitchell	Priscilla Ndlovu
Bernice Ledbetter	Mary Lou Mackie	Mary McDonald	Kirk Mitchell	Ted Needham
Anne Lee	James Macklin	Heather McDougall	Anu Mitra	Christina Neil
Martha Lee	Bindu Madhok	Gary McDowell	Charlotte Moats- Gallagher	Patricia Neilson
Phil Lee	Maggie Madimbo	Claudette McFadden	Joe Modica	Michael Neiman
Torin Lee	Carol Madison	Gail McFadden-Roberts	James Mohr	Priscilla Nelson
Zosimo Lee	Susan Madsen	Molly McGowan	Theresa Monroe	Liron Nemanim
Hsiu Yeh Lee Shau	Melissa Mahan	Rosemary McGowan	Patrick Monrone	Mark Nepo
Marie Legault	Robert Mahony	John McGroary	Alfonso Montuori	Pedro Nevado
Kimberly Lehman	Mark Maier	Kelly McInnes	Karl Moore	Margrette Newhouse
Zhike Lei	Felicia Mainella	Dave McIntire	Lynda Moore	Erone Newman
Gary Lemaster	Petros Malakyan	Susan McIntyre	R. Bruce Moore	Oliver Ngodo
Sam Lemon	Trust Mallory	Whitney McIntyre Miller	Sadie Moore	Faith Ngunjiri
Nicholas Lennon	Thomas Maloney	Shane McKee	Renee Moorefield	Margie Nicholson
Drew Lent	Elaine Mancini	Robert Mckennett	Hunter Moorman	Donnette Noble
Maxine Lentz	Richanne Mankey	Linda McInain	Naeem Moosa	Lori Nocito
Dan Leonard	Tracey Manning	Timothy McMahan	Jeremy Moreland	Jean Claude Noel
Deanna Leone	Jessica Manno	Joe-Joe McManus	Gary Morgan	Peter Northouse
Leah Levac	Benard Manyibe	Robert McManus	Deb Moriarty	Kim Northup
David Levy	Joseph Marchetti	Michael McMorrow	Jan Taylor Morris	Karen Norum
Lester Levy	Robson Marinho	Kelly McPike	Shelly Morris Mumma	Elisabeth Null
Jean Henri Lhuillier	Tom Marion	Lori McVay	James Morrison	Kay Nussbaum
Susan Lieberman	Peggy Mark	Erik Meader	Terry Morrow	Kelly Nwosu
James Light	Marilyn Marklevitz	Mike Medas	Barbara Mossberg	Joseph Nye
Mark Light	Mary Markward	Deborah Meehan	Jeff Mott	Anne O'Brien
Robin Lindbeck	Anita Maroun	Stephen Meek	Mai Moua	Anice O'Connor
Rob Lindemann	Teresa Marquez-	Qudsia Mehmood	Ezzhora Moufid	Irma O'Dell
Stephen Linenberger	Weishaar	Axel Meierhoefer	Craig Mousin	Kate O'Neill
Michael Linville	Cecelia Martin	Junice Melgar	Michael Moyer	Maureen O'Shea
Jean Lipman-Blumen	Devon Martin	Amanuel Melles	Ivana Mrozkova	David Ober
Britt Lippard	Suzanne Martin	Steven Meneses	Ling Mu	William Oberman
Alon Lisak	Teresa Martinelli-Lee	Qingguo Meng	Jan Mulder	Jerome Offord Jr
Stacey Little	Cynthia Martinez	Thomas Mengel	Zubin Mulla	Steven Okurut
Shaozhong Liu	Jesus Martinez	Doug Menikheim	Brian Mullinax	Alfred Oladapo
Connson Locke	Antonio Marturano	Louise Mennen	Haddis Mulugeta	Modupe Oladapo-
Jeff Logan	Shittu Mary	Madhuri Menon	Almarie Munley	Adekalu
Karen Lokkesmoe	Susan Masse	Thomas Meriwether	Jacob Murdock	Rand Oliver
Karen Longman	Linda Massey	Lynette Merriman	Jennifer Murnane	Ceridwen Oliver-Evans
Frederick Loomis	Mark Mastalski	Carol Metz	Anne Murphy	Andrea Olney
Magdalena Lopez	Raymond Mata	Ketan Mhatre	Susan Murphy	Deborah Olson
Marianne Lorensen	Linda Mather	Eric Michel	Todd Murphy	Kathy Olson
Marilyn Lott	Tom Matthews	Hartence Mickey	J. Dennis Murray	Steven Olson
Louise Love	Megan Mattingly	Anthony Middlebrooks	Tamsen Murray	Odutayo Oluniti
Philip Lowry	Lorraine Matusak	Miriam Mikol	Theresa Murray	Marius Opincariu
Yung-Pin Lu	S. Irene Matz	Shari Miles-Cohen	Thomas Murray	Curtis Orr
Susanne Lubbers	Tim Mau	Bill Millard	Valon Murtezaj	Debra Orr
Frances Lucas	Margery Mayer	Cara Miller	Carol Muschette-Kirk	Robin Orr
Denise Lucy	Angie Mays	Daniel Miller	Ashleigh Musyt	Sarah Orr
Vern Ludden	Lisa Mazzei	Liz Miller	Susan Myers	Jose Ortiz
Adam Luecking	Carol McBryde	Marilyn Miller	Jerry Nagel	Sonia Ospina
Monique Lugli	Grace McCarthy	Rick Miller	Sarah Nagy	Laura Osteen
Crislyn Lumia	Patrice McClellan	Don Mills	Afsaneh Nahavandi	Daniel Ostick
Steve Lutes	Michael McCleve	Steve Mills	Araz Najarian	Gary Ostwald
Richard Lutz	Lindell McConnell	Kandy Mink Salas	Odelet Nance	Ken Otter
Anne-Marie Lynch-Hall	Rick McCorkindale	Ali Mir	Deborah Nanschild	Jacqueline Ottmann
Beth Mabry	Robin McCoy	Regina Miranda	Sharon Naquin	Julie Owen
Christine Mabry	Randy McCrillis	Martha Miser	Adrienne Nash	Joseph Owens
Richard Mac Intyre	Stacey McCroskey	Jessica Misner		Thomas Padron

Kim Padulo	Randy Poon	Michael Reyka	Carolyn Salerno	Gordon Seymour
Kimberly Pagano	Shelly Pope	Nancy Reynolds	Charles Salter	Roger Shaff
Don Page	Lewis Porch	J. Dennis Rich	William Salyards	Babar Shaikh
Carina Paine-Schofield	Jessica Porter	Cherine Richards	Neelofar Sami	Amira Shalaby
Kendra Paisley	Shauna Porter	Randy Richards	Jesus Sampedro	Leigh Shamblin
Scott Papp	Joe Potts	Stephani Richards-	Jay Sample	Mark Shanley
Hye Yun Park	Michael Poutiatine	Wilson	Pamela Sampson	Wayne Shaw
Jeanine Parolini	Stephanie Povlosky	Virginia Richardson	Roger Sandberg	Camilla Shelton
Alan Parsons	Larry Preston	Robert Richie	Kabini Sanga	James Shemwell
Eboo Patel	Karen Pretzer	Rusty Ricketson Sr.	Laura Santana	Jerri Shepard
James Patten	Bonnie Pribush	Kristina Ricketts	Joseph Santora	Scott Sherman
Allen Patty	Raymond Price	Boris Ricks	Imran Sarwar	Elisabeth Sherwin
Doug Paxton	Terry Price	CeCe Ridder	Marshall Sashkin	Kenichi Shimura
Bruce Payne	Kerry Priest	Wesley Riddle	Handoko Sasmito	S. Lynn Shollen
Debbie Payne	Ann Prime-Monaghan	Ronald Riggio	Rian Satterwhite	Michael Shoop
Erin Payseur	Terry Primm	Glenda Riley	Mary Saunders	John Shoup
Saúl Peña	Bruce Primrose	Stephen Ritch	Carol Sawyer	Shirley Showalter
Craig Pearce	Howard Prince II	Orlando Rivera	Michelle Sayovitz	Brian Shuffield
Carol Pearson	Phyllis Proctor	Shelley Robbins	Ulf Schaefer	Yusuf Sidani
Sandra Peart	Stephen Prosser	Jackylin Robel	William Schafer	Michael Silver
Kathie Pelletier	Ellen Pruyne	Darbi Roberts	James Schaffer	Lindsey Simmons
Roberto Pena	Daniel Pugh	Dennis Roberts	Constance Scharff	Andrew Simon
Dayangku Pengiran	Monica Pugh	William Roberts	Timothy Scheid Sr.	Shoshana Simons
Shahminan	Veronica Pugin	Betty Robinson	Sallie Scheide	Richard Simpson
Nancy Pennebaker	Tracy Purinton	Cynthia Robinson	Martin Schepers	Lilly Sing
Sherry Penney	Pamela Puryear	Jill Robinson	Kelly Schlenz	Tripti Singh
(Livingston)	Annie Pye	Joanne Robinson	Billy Schmidt	Manish Singhal
Penny Pennington	Philip Quaglieri	John Robinson	Michelle Schmidt	Lori Sipe
Weeks	JaNay Queen	Emily Rodgers	Sue Schmitt	Lori Sipe
Greg Pepping	Matt Quick	Judith Rogers	Carol Geary Schneider	Laura Skaife
Odir Pereira	Robert Quimby	Launa Rohrer	Abrina Schnurman-	Craig Slack
Patricia Perillo	Karl Radnitzer	John Rolf	Crook	Wojciech Sledzinski
Anne Perkins	TZiPi Radonsky	Julie Rood-Briepauht	Ryan Schoenbeck	Emmanuel Small
Emily Perl	Lev Raffi	Carolyn Roper	Laurie Schreiner	William Smedick
Athena Perrakis	Tim Rahschulte	Alexandre Rosaneli	Reinhardt Schuerger	Adrian Smith
Gerri Perreault	Sreenivasan Ramasamy	David Rosch	Kirsti Schuiling	Anderson Smith
Gamaliel Perruci	Gerald Ramey	Kantrice Rose	Regina Schulte-Ladbeck	Gary Smith
Barbara Perry	Bonita Ramocan	Olivia Rose	Dave Schultz	Steven Smith
Emmett Perry	Daniel Ramos	Rachel Rose	Lillian Schumacher	William Smith
Mary Persico	Heather Ramsey	Stefani Rose	Ron Schumacher	Zachary Smith
Whitney Rae Peters	Marleen Ramsey	Lisa Rosh	Idit Schuman-Adatto	Zephaniah Smith
Dustin Peterson	Nancy Ras	Wendy Rowe	Pamela Schwalb	Taylor Snyder
Fredrick Peterson	Sergio Raspo	Leon Rowland	Leslie Schwartz	Kerstin Soderlund
Ross Peterson-Veatch	Ken Rauch	Mary Royce-Lookabill	Antje Schwennicke	Star Soh
Georgy Petrov	Leslie Raymer	Lucas Rucks	Joe Sclafani	David Soleil
Alexis Pettigrew	John Raymond	Cheryl Rude	Joel Scott	Eli Sopow
Deborah Pettry	Jonathan Reams	Marian Ruderman	Regina Scott	Georgia Sorenson
Dale Pfeifer	Janet Rechtman	Sharon Rudy	Susan Scott	Matthew Sowcik
Andres Pfister	Jairam Reddy	Andrea Russell Cote	Priscila Scripnic	Tommy Spaulding
LyHuong Pham	Benjamin Redekop	Kimberly Ryan	Lori Scroggs	Jonathan Spence
John Phelan	Seth Reeder	John Ryder	Noelle Scuderi	Nadeen Spence
Kirstin Phelps	George Reed	Shana Sabbath	Travis Searle	Barbara Spraker
Frank Piepers	Kathaleen Reid-Martinez	Dave Guarin Saceda	Tom Sechrest	Laura Sprengers
Carol Pietrasz	Johan Reinhoudt	Arlene Sacks	Harvey Seifter	Jeroen Spruit
Sharon Piety-Nowell	Penny Rempfer	Caron Sada	Stefan Seiler	David Spungin
Jolie Bain Pillsbury	Stan Remple	Madhulika Sagaram	Catherine Senseig	Seema Srivastava
David Pitcher	Geraldine Remy	Linda Salane	Laura Seplaki	Buffy St-Amand
David Pittman	Richard Resurreccion	Robert Saldarini	David Sequeira	Heather St. Peters
Martine Poel	Kuldip Reyatt	Alicia Saldivar	Pragnya Seth	Susan Stacey
Lissa Pohl	Daniel Reyes-Guerra	Sarah Saleem	Marc Setterlund	William Stackman

Christine Stamm	Ted Thomas	Maureen Vanterpool	Todd Wells	Brian Wooten
Rhetta Standifer	Barry Thompson	Axel VanWilligenburg	Jenny Welnick	Sunshine Workman
David Stanfield	Jamie Thompson	David Vardaman	Cassie Werner	Glenn Worthington
Nancy Stanford-Blair	Phillip Thompson	Rudy Vargas IV	Deborah Werner	Charmaine Worthy
Elizabeth Stanley	Sara Thompson	Monica Rocio Velarde	Linnette Werner	Iris Woulard
Matt Starcke	Thorstur Thordarson	Lazarte	Tara Wernsing	Kathleen Woytowich
Ernie Stech	Trish Tierney	Steve Veldkamp	G.R. Bud West	Amanda Wray
Greg Stegeman	Daniel Tillapaugh	Cindy Verduce	Simon Western	J. Wren
Karen Stein	Kimberly Timpany	Harsh Verma	Jos Westerveld	Cynthia Wright
Kevin Steinhilber	Mireya Tintore	Satish Verma	Kevin Wetzel	Hsueh-Yun Wu
Lauren Stephenson	Aqeel Tirmizi	Brenda Versteeg	John Whetstone	Yizhi Xiong
Julie Sterrett	Ineke Titulaer-	Rachelle Vettern	Rachel White	Leslie Yamagata
Therese Stewart	Phlippeau	Michael Vickery	William White	Gayle Yamauchi-
Linda Stillman	Ali Tocker	Emma Vierheller	David Whitfield	Gleason
Matthew Stimson	Mary Todd	Gerald Vigna	Mark Whiting	Lauren Yanko
Dustin Stiver	Cheryl Tokke	Cami Vignoe	Dean Whitlock	Nihinlola Yaqub
Spencer Stober	Mary Tolar	Mary Jean Vignone	Kathryn Whitmire	J. Yarborough
Tyler Stockstill	Cynthia Tomovic	Karla Vineyard	Rich Whitney	Yi-Wen Yeh
Alden Stoner	Forrest Toms	Alvin Vink	E Wibbeke	Yu-Hsiu Yeh
Jonathan Stoops	Kathleen Toner	Kimberly Vitolo	Jason Widen	Jeffrey Yergler
Jeroen Stouten	John Toye	Russ Volckmann	Andrea Wight	Sung-Kyun Yim
Robert Stoyan	Susan Trabucchi	Michelle Vondey	Cindy Wilcox	Yu Yong da
Bonnie Straight	Karyn Trader-Leigh	Jochem Vos	Celeste Wilderom	Wang You qiang
A.J. Stramaski	Carol Traut	Eva Vrbova	Gregory Wilkins	Ryan Yunkers
Paula Strasser	Thomas Tresser	Simon Vroonhof	Torrey Wilkinson	Jeffrey Zacko-Smith
Merwyn Strate	Geralt Trinks	Iva Vurdelja	Philip Willburn	Raana Zahid
Jill Stratton	Denise Trudeau	Pamela Wade	Javaid William	Abdullah Zarabi
Douglas Stuart	Joseph Truncale	F. Waggoner	Gail Williams	Dina Zavrski-Makaric
Marta Elva Stuart	Huey-Chin Tsai	Sarah Wagner	Jeffrey Williams	Ron Zee
Kathryn Sturtevant	Mei-Hsiang Tsai	Greg Wain	Joe Williams	Cheng Zhong ying
Ling-Chin Su	Jessica Tuan	Leah Waks	Kenneth Williams	Karen Zivi
Roger Sublett	Carrie Tucker	Frederic Waldstein	Roosevelt Williams	Laurie Zoloth
Denzil Suite	Ashley Tull	Elizabeth Lena Walker	Simone Williams	Peng Zong chao
Lindsay Sukornyk	Thomas Tumblin	Florence Walker	Thurmond Williams	Oula Zouhbi
Brian Sullivan	Geoffrey Tumlin	Keith Walker	Victor Williams	Jon Zurfluh
Stefan Sveningssson	Elizabeth Turesky	Stephen Walker	Robin Williamson	
Richard Swindell	Sharon Turnbull	James Wallace	Thad Williamson	
Steven Szydlowski	Amber Turner	Wendell Walls	Stefan Wills	
Tish Szymurski	R. Anthony Turner	Cyndi Walsh	Laura Wilmarth Tyna	
Marilyn Tabor	William Turtzer II	David Wanless	Shelly Wilsey	
James Taggart	Kathleen Tweeten	Stanley Ward	Amy Wilson	
Kurt Takamine	Katherine Tyler Scott	Gilda Warden	Iva Wilson	
Jamesena Talbott	Mary Uhl-Bien	Richard Warm	Randolph Wilt	
Terri Tallon-Hammill	Anita Underwood	John Warner	Gaynelle Winograd	
Yongming Tang	Ewald Unruh	Mark Warner	Ann Winstead	
Kathleen Tangenberg	Don Valeri	Nicholas Warner	Tonya Wirchenko	
Kamyla Tapal	John Valk	Margaret Warton-	Arnaud Wirschell	
Josh Tarr	Maarten Van Beek	Woods	Patricia Witherspoon	
Marty Tatman	Hans van den Heuvel	Ronald Wastyn	Evan Witt	
Peter Tavolato	Marc van den	Bradley Waters	Deborah Witte	
Lydotta Taylor	Muyzenberg	Rexford Waters	Leo Witvliet	
Marilyn Taylor	Hans van der Woude	Graham Watson	Sarah Woiteshek	
Wei-Ling Tchung	Gerda Van Dijk	Kenneth Weaver	David Wolf	
Hanneke te Biesebeek	Caroline van	Kerry Webb	Jim Wolford-Ulrich	
Chuck Terzian	Frankenhuyzen	Hadassah Weiner-	Ashley Wollam	
Amanda Theis	Suzanne Van Stralen	Friedman	Dawn Womack	
Clifford Thermer	Ellen Van Velsor	Tommy Weir	Kam Wong	
D Theunissen	Tim Vanderpyl	Sara Weiser	Gabrielle Wood	
Sam (Ajit) Thiara	Bao Vang	Song Weiwei	Shane Wood	
Rachel Thomas	Teresa VanHorn	Marguerite Welch	Laurie Woodward	

Presenter Index

Please note the format as follows: Last Name, First Name, Day, Start Time of Session, Room, Venue.

For more information, turn to the appropriate section of the program book.

People presenting in multiple sessions are listed individually for each session.

- Adarves-Yorno, Inmaculada **FR** 13:30 Velazquez II (*Hotel President*)
Alabart, Joan Ramon **SA** 10:45 Velazquez II (*Hotel President*)
Aldrich, Laura **SA** 9:00 Congress Hall (*InterContinental Praha*)
Allen, Scott **TH** 15:00 Velazquez I (*Hotel President*)
Allen, Scott **TH** 17:00 Loreta (*InterContinental Praha*)
Apfel, Kenneth **FR** 10:45 Loreta (*InterContinental Praha*)
Atxa, Iker **SA** 13:30 Klementinum (*InterContinental Praha*)
Auer-Rizzi, Werner **FR** 10:45 Helena III (*InterContinental Praha*)
Augustine, Shannon **FR** 17:00 Congress Hall (*InterContinental Praha*)
Austin, Gwendolyn Dees **SA** 13:30 Diana (*InterContinental Praha*)
Baartmans, Ted **FR** 10:45 Trida Masaryk (*NYU-Prague*)
Bagnall, Jackie **FR** 13:30 Velazquez II (*Hotel President*)
Balda, Janis **FR** 17:00 Congress Hall (*InterContinental Praha*)
Balda, Joanna **FR** 17:00 Congress Hall (*InterContinental Praha*)
Barbour, JoAnn **TH** 13:30 Picasso (*Hotel President*)
Barnes, Joanne **FR** 10:45 Toyen (*NYU-Prague*)
Bates, Suzanne **SA** 13:30 Belvedere (*InterContinental Praha*)
Baumgartner, Erich **FR** 16:30 Congress Hall (*InterContinental Praha*)
Beebe, James **TH** 13:30 Petr/Hubert (*InterContinental Praha*)
Beebe, Maria **TH** 13:30 Petr/Hubert (*InterContinental Praha*)
Beech, Thomas **TH** 13:30 Helena I/II (*InterContinental Praha*)
Beeson, Jeffrey **SA** 13:30 Klementinum (*InterContinental Praha*)
Bekker, Corné **FR** 15:00 Diana (*InterContinental Praha*)
Bekker, Corné **SA** 9:00 Congress Hall (*InterContinental Praha*)
Bemski, Peter **FR** 16:30 Congress Hall (*InterContinental Praha*)
Bennett, Marta **TH** 13:30 Belvedere (*InterContinental Praha*)
Berg, Doug **FR** 13:30 Toyen (*NYU-Prague*)
Bergeon, Richard A. **FR** 13:30 Klementinum (*InterContinental Praha*)
Bergin, Trish **FR** 10:45 Belvedere (*InterContinental Praha*)
Berkshire, Steven **FR** 16:30 Congress Hall (*InterContinental Praha*)
Berkshire Brown, Lorrie **FR** 16:30 Congress Hall (*InterContinental Praha*)
Bernhardt, Andreas **TH** 17:00 Velazquez I (*Hotel President*)
Bin Ali Al-Thani, Abdulla **FR** 15:00 Velazquez I (*Hotel President*)
Birmingham, Beth **SA** 13:30 Diana (*InterContinental Praha*)
Bond, Dave **TH** 15:00 Petr/Hubert (*InterContinental Praha*)
Boni, Alejandra **SA** 10:45 Helena III (*InterContinental Praha*)
Booth, Deborah **FR** 17:00 Congress Hall (*InterContinental Praha*)
Booyesen, Lize **FR** 10:45 Petr/Hubert (*InterContinental Praha*)
Boumbulian, Paul **FR** 13:30 Trida Masaryk (*NYU-Prague*)
Bowman, Kristina **SA** 13:30 Diana (*InterContinental Praha*)
Bown, Carolina **TH** 15:00 Velazquez II (*Hotel President*)
Bradley, Karen **TH** 15:00 Klementinum (*InterContinental Praha*)
Brewer, David **FR** 17:00 Congress Hall (*InterContinental Praha*)
Brown, Brock **TH** 17:00 Velazquez II (*Hotel President*)
Brown, Brock **SA** 9:00 Congress Hall (*InterContinental Praha*)
Brown, Judy **FR** 15:00 Klementinum (*InterContinental Praha*)
Brown, Judy **SA** 10:45 Klementinum (*InterContinental Praha*)
Bruck, Jules **FR** 17:00 Congress Hall (*InterContinental Praha*)
Bryan, John **SA** 13:30 Petr (*InterContinental Praha*)
Brydges, Richard **FR** 13:30 Helena III (*InterContinental Praha*)
Bryson, John **FR** 13:30 Picasso (*Hotel President*)
Burn, Skye **TH** 17:00 Petr/Hubert (*InterContinental Praha*)
Byars, Janet **SA** 10:45 Diana (*InterContinental Praha*)
Byler, Kenny **FR** 17:00 Congress Hall (*InterContinental Praha*)
Cameron, Mazzy **FR** 13:30 Congress Hall B (*InterContinental Praha*)
Carrington, Amy **SA** 9:00 Congress Hall (*InterContinental Praha*)
Cartaya, Emily **FR** 17:00 Congress Hall (*InterContinental Praha*)
Cartaya, Marinelda **FR** 17:00 Congress Hall (*InterContinental Praha*)
Carter, Hannah **FR** 10:45 Heyrovsky (*NYU-Prague*)
Casoinic, Danut **FR** 17:00 Congress Hall (*InterContinental Praha*)
Casten, Jill **TH** 13:30 Loreta (*InterContinental Praha*)
Casten, Jill **FR** 10:45 Heyrovsky (*NYU-Prague*)
Centner, Ryan **FR** 15:00 Heyrovsky (*NYU-Prague*)
Chang, Heewon **FR** 10:45 Klementinum (*InterContinental Praha*)
Chinsky, David **TH** 13:30 Congress Hall A (*InterContinental Praha*)
Cho, Kisuk **SA** 13:30 Hubert (*InterContinental Praha*)
Clawson, James **SA** 10:45 Velazquez I (*Hotel President*)
Coers, Natalie **FR** 10:45 Heyrovsky (*NYU-Prague*)
Cole, Rose **FR** 17:00 Congress Hall (*InterContinental Praha*)
Colvin, Robert **TH** 17:00 Helena III (*InterContinental Praha*)
Conrad, Lindsay **FR** 17:00 Congress Hall (*InterContinental Praha*)
Couto, Richard **TH** 17:00 Klementinum (*InterContinental Praha*)
Couto, Richard **FR** 10:45 Velazquez I (*Hotel President*)
Crosby, Barbara **FR** 13:30 Picasso (*Hotel President*)
Crosby, Barbara **SA** 9:00 Congress Hall (*InterContinental Praha*)
Crumpton, Alicia **FR** 15:00 Diana (*InterContinental Praha*)
Dassin, Joan **FR** 15:00 Petr/Hubert (*InterContinental Praha*)
deJong, Annemarie **FR** 13:30 Diana (*InterContinental Praha*)
DeFrank-Cole, Lisa **FR** 17:00 Congress Hall (*InterContinental Praha*)
Dinan, Ann **SA** 9:00 Congress Hall (*InterContinental Praha*)
Dixon, Diane **TH** 17:00 Loreta (*InterContinental Praha*)
Dixon, Diane **FR** 15:00 Loreta (*InterContinental Praha*)

Doerffer, Tina **TH** 17:00 Helena I/II (*InterContinental Praha*)
Doevendans, Arjan **FR** 17:00 Congress Hall (*InterContinental Praha*)
Dowd, Kelly **FR** 17:00 Congress Hall (*InterContinental Praha*)
Drury, Sharon **FR** 10:45 Toyen (*NYU-Prague*)
Dugan, John **FR** 10:45 Picasso (*Hotel President*)
Dunn, Allison **SA** 10:45 Velazquez II (*Hotel President*)
Dunn, Allison **FR** 17:00 Congress Hall (*InterContinental Praha*)
Dyk, Patricia **SA** 9:00 Congress Hall (*InterContinental Praha*)
Eicholtz, Kristin **SA** 10:45 Velazquez II (*Hotel President*)
Ěižková, Monika **FR** 13:30 Loreta (*InterContinental Praha*)
El Hadidy, Waad **TH** 13:30 Velazquez I (*Hotel President*)
Elkhazindar, Gamal **FR** 17:00 Congress Hall (*InterContinental Praha*)
Elliott, Elaine **TH** 15:00 Petr/Hubert (*InterContinental Praha*)
Escoffery-Torres, Renee **N. TH** 15:00 Velazquez II (*Hotel President*)
Essed, Philomena **FR** 10:45 Petr/Hubert (*InterContinental Praha*)
Essed, Philomena **FR** 17:00 Congress Hall (*InterContinental Praha*)
Estes, Sarah Beth **FR** 17:00 Congress Hall (*InterContinental Praha*)
Evans, William **FR** 17:00 Congress Hall (*InterContinental Praha*)
Facer, David **FR** 17:00 Congress Hall (*InterContinental Praha*)
Ferch, Shann **SA** 9:00 Congress Hall (*InterContinental Praha*)
Ferketish, Jean **TH** 13:30 Loreta (*InterContinental Praha*)
Fikse, Camilla **TH** 17:00 Picasso (*Hotel President*)
Fitzgerald, Barbara **SA** 10:45 Belvedere (*InterContinental Praha*)
Florent-Treacy, Elizabeth **TH** 17:00 Velazquez I (*Hotel President*)
Foster, Craig **SA** 9:00 Congress Hall (*InterContinental Praha*)
Fric, Pavol **TH** 13:30 Helena III (*InterContinental Praha*)
Friedman, Rachel **SA** 9:00 Congress Hall (*InterContinental Praha*)
Fu, P. Caroline **FR** 13:30 Klementinum (*InterContinental Praha*)
Furst, Stacie **SA** 10:45 Picasso (*Hotel President*)
Furst, Stacie **SA** 10:45 Velazquez II (*Hotel President*)
Gardiner, John **TH** 15:00 Velazquez I (*Hotel President*)
Gardiner, John Jacob Zucker **FR** 15:00 Loreta (*InterContinental Praha*)
Gauthier, Pierre **TH** 15:00 Loreta (*InterContinental Praha*)
Geiger, Karen **FR** 17:00 Congress Hall (*InterContinental Praha*)
Getz, Cheryl **SA** 9:00 Congress Hall (*InterContinental Praha*)
Goddard-Truitt, Victoria **TH** 15:00 Helena III (*InterContinental Praha*)
Goertzen, Brent **FR** 10:45 Velazquez II (*Hotel President*)
Goethals, Al **TH** 15:00 Picasso (*Hotel President*)
Goethals, Al **SA** 13:30 Helena III (*InterContinental Praha*)
Gonzalez, Sylvia **FR** 16:30 Congress Hall (*InterContinental Praha*)
Gosling, Jonathan **TH** 15:00 Loreta (*InterContinental Praha*)
Grant, Doug **FR** 17:00 Congress Hall (*InterContinental Praha*)
Grashow, Alexander **SA** 13:30 Velazquez I (*Hotel President*)
Graul, Debra **FR** 16:30 Congress Hall (*InterContinental Praha*)
Greenhalgh, David **FR** 15:00 Helena III (*InterContinental Praha*)
Griffin, Sarah **SA** 9:00 Congress Hall (*InterContinental Praha*)
Grooms, Linda D. **FR** 17:00 Congress Hall (*InterContinental Praha*)
Gustafson, Jim 'Gus' **FR** 16:30 Congress Hall (*InterContinental Praha*)
Guthrie, Kathy **FR** 13:30 Helena I/II (*InterContinental Praha*)
Guthrie, Kathy **SA** 10:45 Velazquez II (*Hotel President*)
Haber, Paige **TH** 15:00 Congress Hall A (*InterContinental Praha*)
Haber, Paige **SA** 9:00 Congress Hall (*InterContinental Praha*)
Hackman, Michael **FR** 10:45 Trida Masaryk (*NYU-Prague*)
Hackman, Michael **FR** 15:00 Velazquez II (*Hotel President*)
Halczewska-Figuet, Agata **TH** 17:00 Velazquez I (*Hotel President*)
Halik, Tomas **FR** 13:30 Velazquez I (*Hotel President*)
Hardos, Pavol **SA** 10:45 Hubert (*InterContinental Praha*)
Harman, Wendy **FR** 17:00 Congress Hall (*InterContinental Praha*)
Harter, Nathan **TH** 15:00 Helena I/II (*InterContinental Praha*)
Harter, Nathan **FR** 15:00 Diana (*InterContinental Praha*)
Hasel, Markus **TH** 13:30 Velazquez II (*Hotel President*)
Heifetz, Ron **FR** 15:00 Velazquez I (*Hotel President*)
Heifetz, Ron **SA** 10:45 Velazquez I (*Hotel President*)
Heifetz, Ron **SA** 13:30 Velazquez I (*Hotel President*)
Heller, Charles **FR** 15:00 Belvedere (*InterContinental Praha*)
Henck, Anita **FR** 17:00 Congress Hall (*InterContinental Praha*)
Henck, Anita **SA** 9:00 Congress Hall (*InterContinental Praha*)
Hernandez, Kathy-Ann **FR** 10:45 Klementinum (*InterContinental Praha*)
Hethorn, Janet **FR** 17:00 Congress Hall (*InterContinental Praha*)
Hickman, Gill **FR** 15:00 Heyrovsky (*NYU-Prague*)
Hicks, Douglas **TH** 15:00 Picasso (*Hotel President*)
Hicks, Douglas **FR** 13:30 Velazquez I (*Hotel President*)
Hightower, Lisa **FR** 10:45 Heyrovsky (*NYU-Prague*)
Hofmann-Pinilla, Amparo **TH** 13:30 Velazquez I (*Hotel President*)
Hofmann-Pinilla, Amparo **SA** 10:45 Helena III (*InterContinental Praha*)
Hong, Jisook **SA** 13:30 Hubert (*InterContinental Praha*)
Hopman, Nikol **FR** 10:45 Loreta (*InterContinental Praha*)
Hormann, Shana **FR** 17:00 Congress Hall (*InterContinental Praha*)
Howard, Nick **TH** 15:00 Helena III (*InterContinental Praha*)
Hoyt, Crystal **FR** 15:00 Heyrovsky (*NYU-Prague*)
Hufnagel, Jill **SA** 10:45 Velazquez I (*Hotel President*)
Humphreys, Melanie **FR** 10:45 Picasso (*Hotel President*)
Hunter Deuling, Jean Robert **FR** 15:00 Diana (*InterContinental Praha*)
Hur, YoungHee (Sylvia) **FR** 15:00 Helena III (*InterContinental Praha*)
Hyson, Chad **FR** 17:00 Congress Hall (*InterContinental Praha*)
Jarvis, Carol **SA** 13:30 Velazquez II (*Hotel President*)
Javidan, Mansour **TH** 13:30 Helena I/II (*InterContinental Praha*)
Jelinek, Henry **SA** 10:45 Belvedere (*InterContinental Praha*)
Jha, Namrata **SA** 10:45 Petr (*InterContinental Praha*)
Johnson, Boyd **TH** 13:30 Helena III (*InterContinental Praha*)
Johnson, Craig **FR** 15:00 Velazquez II (*Hotel President*)
Jones, Michael **TH** 13:30 Klementinum (*InterContinental Praha*)
Jones, Michael **FR** 15:00 Klementinum (*InterContinental Praha*)
Jones, Michael **SA** 10:45 Klementinum (*InterContinental Praha*)
Jue, Arthur **FR** 13:30 Helena III (*InterContinental Praha*)
Kabelacova, Pavla **SA** 9:00 Congress Hall (*InterContinental Praha*)
Kabelacova, Petra **SA** 9:00 Congress Hall (*InterContinental Praha*)
Kaipa, Prasad **TH** 13:30 Helena I/II (*InterContinental Praha*)
Kaipa, Prasad **FR** 13:30 Helena III (*InterContinental Praha*)
Kaipa, Prasad **SA** 13:30 Picasso (*Hotel President*)
Kariya, Paul **FR** 17:00 Congress Hall (*InterContinental Praha*)
Kasperbauer, Holly **FR** 10:45 Heyrovsky (*NYU-Prague*)
Kaufman, Eric **FR** 10:45 Heyrovsky (*NYU-Prague*)
Kaufman, Eric **SA** 10:45 Picasso (*Hotel President*)
Kemp, Cary **FR** 15:00 Picasso (*Hotel President*)
Kennett, Keith **FR** 17:00 Congress Hall (*InterContinental Praha*)
Kiedrowski, Jay **SA** 9:00 Congress Hall (*InterContinental Praha*)
Kiloh, Kim **FR** 17:00 Congress Hall (*InterContinental Praha*)
Klenke, Karin **TH** 15:00 Velazquez II (*Hotel President*)
Klenke, Karin **SA** 9:00 Congress Hall (*InterContinental Praha*)
Klonsky, Linda **FR** 10:45 Velazquez I (*Hotel President*)
Koehler, Ekkehard **SA** 10:45 Hubert (*InterContinental Praha*)

Korotov, Konstantin **SA** 10:45 Velazquez I (Hotel President)

Koster, Rick **FR** 13:30 Diana (InterContinental Praha)

Krajca, Stepan **SA** 9:00 Congress Hall (InterContinental Praha)

Kuenkel, Petra **SA** 9:00 Congress Hall (InterContinental Praha)

Lafreniere, Shawna **SA** 9:00 Congress Hall (InterContinental Praha)

LaLonde, Kristine **FR** 10:45 Velazquez II (Hotel President)

Latal, Tomas **FR** 16:30 Congress Hall (InterContinental Praha)

Ledbetter, Bernice **FR** 10:45 Velazquez I (Hotel President)

Lemaster, Gary **FR** 17:00 Congress Hall (InterContinental Praha)

Levac, Leah **TH** 15:00 Helena III (InterContinental Praha)

Levy, David **SA** 10:45 Hubert (InterContinental Praha)

Lindsay, Douglas **FR** 10:45 Velazquez II (Hotel President)

Lindsay, Douglas **FR** 17:00 Congress Hall (InterContinental Praha)

Lindsay, Douglas **SA** 9:00 Congress Hall (InterContinental Praha)

Lipman-Blumen, Jean **TH** 17:00 Klementinum (InterContinental Praha)

Littlefield, Jennifer **TH** 15:00 Helena III (InterContinental Praha)

Loboda, Zoltán **FR** 13:30 Petr/Hubert (InterContinental Praha)

Loggins, John **SA** 9:00 Congress Hall (InterContinental Praha)

Lokkesmoe, Karen J. **FR** 10:45 Helena III (InterContinental Praha)

Longbotham, Gail **FR** 17:00 Congress Hall (InterContinental Praha)

Longman, Karen **SA** 9:00 Congress Hall (InterContinental Praha)

Lopez, Magdalena **SA** 10:45 Petr (InterContinental Praha)

Lowe Jr., Jack **FR** 13:30 Trida Masaryk (NYU-Prague)

Loyd, Jr., Rupert **FR** 10:45 Velazquez I (Hotel President)

MacInnes, Janice **SA** 13:30 Velazquez II (Hotel President)

Madhok, Bindu **SA** 9:00 Congress Hall (InterContinental Praha)

Madsen, Susan **FR** 15:00 Toyen (NYU-Prague)

Madsen, Susan **SA** 10:45 Picasso (Hotel President)

Malakyan, Petros **FR** 17:00 Congress Hall (InterContinental Praha)

Mankey, Richanne C. **SA** 9:00 Congress Hall (InterContinental Praha)

Manning, Tracey **SA** 9:00 Congress Hall (InterContinental Praha)

Mansukhani, Vivek **FR** 15:00 Petr/Hubert (InterContinental Praha)

Marinho, Robson **FR** 16:30 Congress Hall (InterContinental Praha)

Martin, Cecelia **TH** 15:00 Velazquez II (Hotel President)

Martin, Devon **FR** 17:00 Congress Hall (InterContinental Praha)

Martynau, Alexander **TH** 13:30 Helena III (InterContinental Praha)

MarviTapal, Kamyla **SA** 10:45 Petr (InterContinental Praha)

Mattingly, Megan **SA** 9:00 Congress Hall (InterContinental Praha)

Mays, Angie **TH** 13:30 Diana (InterContinental Praha)

McGinty, Emily **SA** 9:00 Congress Hall (InterContinental Praha)

McManus, Robert **SA** 9:00 Congress Hall (InterContinental Praha)

McVay, Lori Ann **SA** 9:00 Congress Hall (InterContinental Praha)

Mehmood, Qudsia **SA** 9:00 Congress Hall (InterContinental Praha)

Mengel, Thomas **TH** 15:00 Helena III (InterContinental Praha)

Mengel, Thomas **FR** 15:00 Trida Masaryk (NYU-Prague)

Meriwether, Thomas **FR** 17:00 Congress Hall (InterContinental Praha)

MGonagill, Grady **TH** 17:00 Helena I/II (InterContinental Praha)

Middlebrooks, Anthony **TH** 15:00 Congress Hall A (InterContinental Praha)

Middlebrooks, Anthony **TH** 17:00 Helena III (InterContinental Praha)

Middlebrooks, Anthony **FR** 10:45 Velazquez II (Hotel President)

Middlebrooks, Anthony **FR** 17:00 Congress Hall (InterContinental Praha)

Miller, Cara **SA** 9:00 Congress Hall (InterContinental Praha)

Mir, Ali Mohammad **TH** 15:00 Helena I/II (InterContinental Praha)

Miranda, Regina **TH** 15:00 Klementinum (InterContinental Praha)

Moorman, Hunter **FR** 13:30 Petr/Hubert (InterContinental Praha)

Moreland, Jeremy **FR** 17:00 Congress Hall (InterContinental Praha)

Moreva, Liubava **TH** 17:00 Petr/Hubert (InterContinental Praha)

Mossberg, Barbara **SA** 9:00 Congress Hall (InterContinental Praha)

Mrozkova, Ivana **FR** 10:45 Trida Masaryk (NYU-Prague)

Mrozkova, Ivana **SA** 9:00 Congress Hall (InterContinental Praha)

Mulugeta, Haddis **SA** 10:45 Petr (InterContinental Praha)

Munley, Almarie **FR** 13:30 Heyrovsky (NYU-Prague)

Myers, Susan **FR** 15:00 Belvedere (InterContinental Praha)

Najarian, Araz **FR** 13:30 Congress Hall B (InterContinental Praha)

Ncube, Lisa **TH** 15:00 Helena I/II (InterContinental Praha)

Ncube, Lisa **FR** 15:00 Trida Masaryk (NYU-Prague)

Nelson, Priscilla **TH** 15:00 Belvedere (InterContinental Praha)

Nepo, Mark **TH** 13:30 Klementinum (InterContinental Praha)

Nepo, Mark **FR** 15:00 Klementinum (InterContinental Praha)

Nepo, Mark **SA** 10:45 Klementinum (InterContinental Praha)

Nevado, Pedro **FR** 10:45 Helena III (InterContinental Praha)

Ngunjiri, Faith **TH** 15:00 Diana (InterContinental Praha)

Ngunjiri, Faith **FR** 10:45 Klementinum (InterContinental Praha)

Ngunjiri, Faith **SA** 13:30 Diana (InterContinental Praha)

Nicholson, Margie **SA** 13:30 Picasso (Hotel President)

O'Brien, Anne **FR** 13:30 Velazquez II (Hotel President)

O'Neill, K. Kathleen **FR** 17:00 Congress Hall (InterContinental Praha)

Oliveira, Silas **FR** 16:30 Congress Hall (InterContinental Praha)

Oracheva, Oksana **FR** 15:00 Petr/Hubert (InterContinental Praha)

Osteen, Laura **FR** 13:30 Helena I/II (InterContinental Praha)

Osteen, Laura **FR** 15:00 Trida Masaryk (NYU-Prague)

Özgen, Sibel **SA** 10:45 Velazquez II (Hotel President)

Park, HyeYun **SA** 13:30 Hubert (InterContinental Praha)

Parolini, Jeanine **FR** 17:00 Congress Hall (InterContinental Praha)

Patterson, Kathleen **TH** 17:00 Velazquez II (Hotel President)

Patterson, Kathleen **FR** 15:00 Trida Masaryk (NYU-Prague)

Patterson, Kathleen **SA** 9:00 Congress Hall (InterContinental Praha)

Patty, Allen **FR** 13:30 Helena I/II (InterContinental Praha)

Pearson, Carol **FR** 10:45 Loreta (InterContinental Praha)

Peart, Sandra **SA** 10:45 Hubert (InterContinental Praha)

Pelletier, Kathie **SA** 13:30 Helena III (InterContinental Praha)

Perruci, Gama **SA** 10:45 Belvedere (InterContinental Praha)

Peterson, Robert **SA** 10:45 Belvedere (InterContinental Praha)

Petriashvili, Galina **SA** 9:00 Congress Hall (InterContinental Praha)

Pettigrew, Alexis **SA** 9:00 Congress Hall (InterContinental Praha)

Phelps, Kirstin **FR** 13:30 Helena I/II (InterContinental Praha)

Phelps, Kirstin **SA** 10:45 Velazquez II (Hotel President)

Pickens, Sue **FR** 13:30 Trida Masaryk (NYU-Prague)

Porter, Jessica **FR** 17:00 Congress Hall (InterContinental Praha)

Povlosky, Stephanie **FR** 15:00 Helena III (InterContinental Praha)

Pribush, Bonnie **FR** 17:00 Congress Hall (InterContinental Praha)

Price, Terry **TH** 13:30 Velazquez II (Hotel President)

Price, Terry **SA** 10:45 Diana (InterContinental Praha)

Priest, Kerry **SA** 9:00 Congress Hall (InterContinental Praha)

Prince, Howard **FR** 10:45 Loreta (InterContinental Praha)

Pruyne, Ellen **TH** 15:00 Petr/Hubert (InterContinental Praha)

Pugh, Monica **FR** 10:45 Picasso (Hotel President)

Pye, Annie **FR** 15:00 Loreta (InterContinental Praha)

Quimby, Robert **FR** 17:00 Congress Hall (InterContinental Praha)

Ramsey, Marleen **SA** 9:00 Congress Hall (InterContinental Praha)

Reams, Jonathan **TH** 15:00 Helena I/II (InterContinental Praha)

Reams, Jonathan **TH** 17:00 Picasso (Hotel President)

Reber, Gerhard **FR** 10:45 Helena III (*InterContinental Praha*)
 Ree, Malcolm **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Reed, George **FR** 15:00 Belvedere (*InterContinental Praha*)
 Reid-Martinez, Kathaleen **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Remple, Stan **TH** 13:30 Diana (*InterContinental Praha*)
 Renhe, Cao **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Reyatt, Kuldip **TH** 15:00 Velazquez I (*Hotel President*)
 Reyatt, Kuldip **FR** 15:00 Loreta (*InterContinental Praha*)
 Rich, Dennis **FR** 13:30 Belvedere (*InterContinental Praha*)
 Ricketts, Kristina **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Ritch, Stephen **FR** 15:00 Trida Masaryk (*NYU-Prague*)
 Robel, Jackylin **TH** 13:30 Belvedere (*InterContinental Praha*)
 Roberts, Dennis **FR** 15:00 Velazquez I (*Hotel President*)
 Robinson, John **FR** 10:45 Belvedere (*InterContinental Praha*)
 Rodgers, Emily **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Rodilla, Juan Manuel **SA** 10:45 Helena III (*InterContinental Praha*)
 Roh, Hyungshin **SA** 13:30 Hubert (*InterContinental Praha*)
 Roh  , Dalibor **SA** 10:45 Hubert (*InterContinental Praha*)
 Roper, Carolyn **TH** 13:30 Picasso (*Hotel President*)
 Rosch, David **FR** 10:45 Velazquez II (*Hotel President*)
 Rosch, David **FR** 13:30 Helena I/II (*InterContinental Praha*)
 Rosemberg, Fulvia **FR** 15:00 Petr/Hubert (*InterContinental Praha*)
 Rosh, Lisa **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Ryder, John **TH** 17:00 Belvedere (*InterContinental Praha*)
 Salerno, Carolyn **FR** 13:30 Helena III (*InterContinental Praha*)
 Sampedro, Jesus **FR** 13:30 Heyrovsky (*NYU-Prague*)
 Sampedro, Jesus **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Sanga, Kabini **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Sanga, Kabini **TH** 13:30 Belvedere (*InterContinental Praha*)
 Santana, Laura **FR** 10:45 Petr/Hubert (*InterContinental Praha*)
 Sarwar, Imran **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Sawyer, Carol **TH** 17:00 Picasso (*Hotel President*)
 Schellhammer, Erich **TH** 17:00 Petr/Hubert (*InterContinental Praha*)
 Schliesser, Eric **SA** 10:45 Hubert (*InterContinental Praha*)
 Schnurman-Crook, Abrina **SA** 10:45 Velazquez I (*Hotel President*)
 Schumacher, Lillian **SA** 13:30 Diana (*InterContinental Praha*)
 Sechrest, Tom **SA** 10:45 Diana (*InterContinental Praha*)
 Seele, Peter **TH** 17:00 Petr/Hubert (*InterContinental Praha*)
 Seiler, Stefan **TH** 15:00 Diana (*InterContinental Praha*)
 Sequeira, David **FR** 10:45 Belvedere (*InterContinental Praha*)
 Seth, Pragnya **TH** 15:00 Belvedere (*InterContinental Praha*)
 Shekova, Ekaterina **FR** 13:30 Belvedere (*InterContinental Praha*)
 Shepard, Jerri **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Sherwin, Elisabeth **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Shin, Hochang **SA** 13:30 Hubert (*InterContinental Praha*)
 Short, Ellen **TH** 15:00 Picasso (*Hotel President*)
 Showalter, Shirley **FR** 10:45 Klementinum (*InterContinental Praha*)
 Sidle, Clint **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Simmons, Lindsey **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Sipe, Lori **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Sipe, Lori **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Soh, Star **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Sorenson, Georgia **TH** 15:00 Velazquez I (*Hotel President*)
 Spence, Nadeen **SA** 10:45 Diana (*InterContinental Praha*)
 Stenta, Donald **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Stillman, Linda **TH** 17:00 Belvedere (*InterContinental Praha*)
 Stralser, Steven **TH** 13:30 Congress Hall (*InterContinental Praha*)
 Stuart, Douglas **SA** 10:45 Loreta (*InterContinental Praha*)
 Tangenberg, Katy **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Tatman, Marty **TH** 13:30 Loreta (*InterContinental Praha*)
 Thomas, Ted **FR** 15:00 Belvedere (*InterContinental Praha*)
 Thomas, Ted **SA** 10:45 Diana (*InterContinental Praha*)
 Thompson, Sara **FR** 13:30 Helena I/II (*InterContinental Praha*)
 Timpany, Kimberly **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Timpany, Kimberly **SA** 10:45 Velazquez II (*Hotel President*)
 Tomovic, Cynthia **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Trader-Leigh, Karyn **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Tunheim, Katherine **FR** 15:00 Toyen (*NYU-Prague*)
 Tunheim, Katherine **SA** 10:45 Picasso (*Hotel President*)
 Turesky, Elizabeth **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Ubalijoro,   liane **TH** 13:30 Helena I/II (*InterContinental Praha*)
 Ubalijoro,   liane **SA** 13:30 Petr (*InterContinental Praha*)
 Valk, John **TH** 15:00 Helena I/II (*InterContinental Praha*)
 vanDijk, Gerda **FR** 13:30 Petr/Hubert (*InterContinental Praha*)
 vanDijk, Gerda **FR** 15:00 Velazquez II (*Hotel President*)
 VanHorn, Teresa **TH** 15:00 Petr/Hubert (*InterContinental Praha*)
 Vopel, Stephan **TH** 17:00 Helena I/II (*InterContinental Praha*)
 Vurdelja, Iva **SA** 10:45 Loreta (*InterContinental Praha*)
 Wagner, Sarah **TH** 13:30 Loreta (*InterContinental Praha*)
 Waitz, Sarah **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Walker, Carey **FR** 15:00 Belvedere (*InterContinental Praha*)
 Walker, Elizabeth Lena **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Walker, Judith-Ann **SA** 10:45 Petr (*InterContinental Praha*)
 Walker, Keith **FR** 13:30 Toyen (*NYU-Prague*)
 Walker, Keith **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Warden, Gilda **FR** 15:00 Diana (*InterContinental Praha*)
 Warner, Mark **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Warzynski, Chester **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Waters, Bradley **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Waters, Rexford **FR** 13:30 Helena I/II (*InterContinental Praha*)
 Waters, Rexford **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Wee, Elijah **TH** 15:00 Diana (*InterContinental Praha*)
 Weiner Friedman, Hadassah **SA** 13:30 Diana (*InterContinental Praha*)
 Weiwei, Song **FR** 10:45 Toyen (*NYU-Prague*)
 Werner, Linnette **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Whitney, Rich **FR** 10:45 Diana (*InterContinental Praha*)
 Wilderom, Celeste **FR** 15:00 Helena III (*InterContinental Praha*)
 Wilderom, Celeste **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Willburn, Philip **TH** 17:00 Diana (*InterContinental Praha*)
 Williamson, Thad **TH** 15:00 Picasso (*Hotel President*)
 Wong, Kam-ming **TH** 17:00 Petr/Hubert (*InterContinental Praha*)
 Wray, Amanda **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Xiong, Yizhi **FR** 10:45 Loreta (*InterContinental Praha*)
 Yanko, Lauren **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Ying, Zhou **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Yongda, Yu **FR** 10:45 Toyen (*NYU-Prague*)
 Yongda, Yu **FR** 16:30 Congress Hall (*InterContinental Praha*)
 Zacko-Smith, Jeffrey **FR** 17:00 Congress Hall (*InterContinental Praha*)
 Zavrski-Makaric, Dina **SA** 10:45 Loreta (*InterContinental Praha*)
 Ziegert, Jonathan **SA** 9:00 Congress Hall (*InterContinental Praha*)
 Zivi, Karen **FR** 15:00 Heyrovsky (*NYU-Prague*)
 Zurbuchen, Mary **FR** 15:00 Petr/Hubert (*InterContinental Praha*)



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Hotel Maps

Prague *Hotels by Proximity* (not to scale)

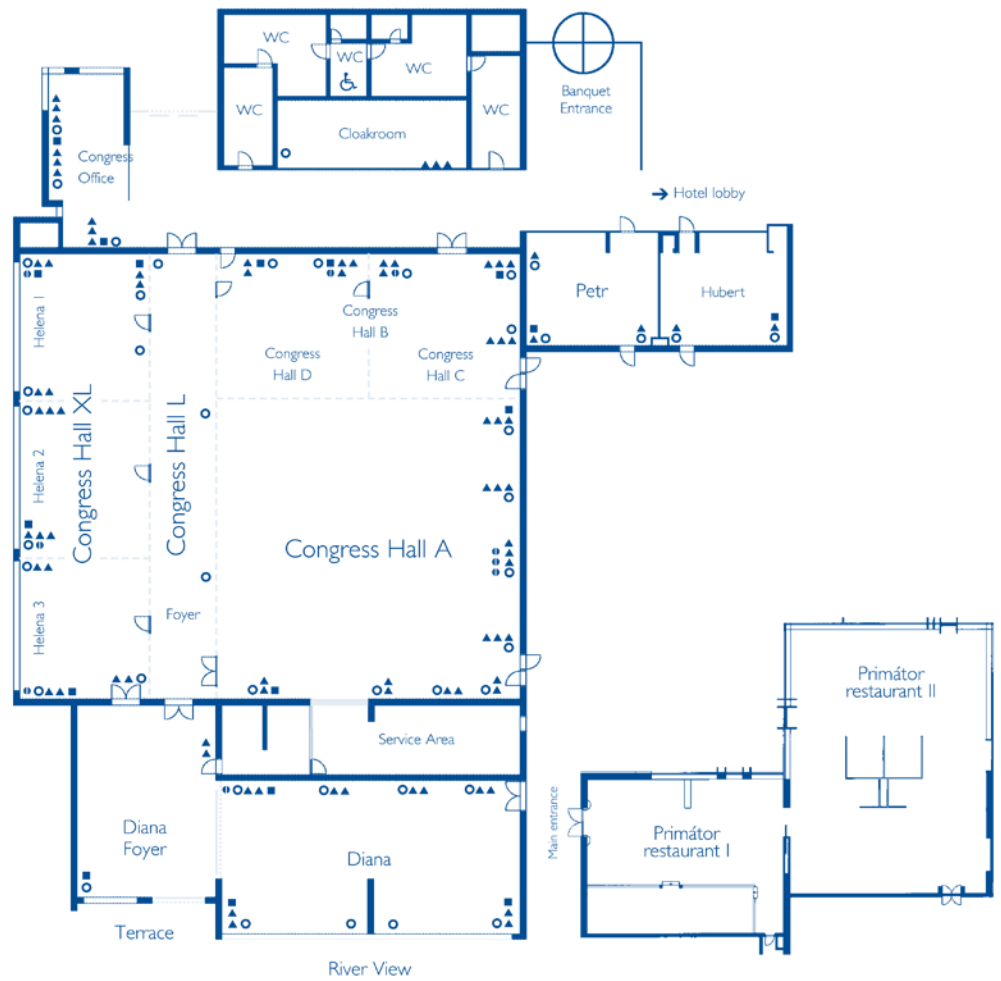
Travel time between InterContinental Praha and NYU-Prague is approximately 10 minutes. Volunteers are available to assist you to sessions at NYU – Prague prior to all concurrent sessions on Friday, November 13.



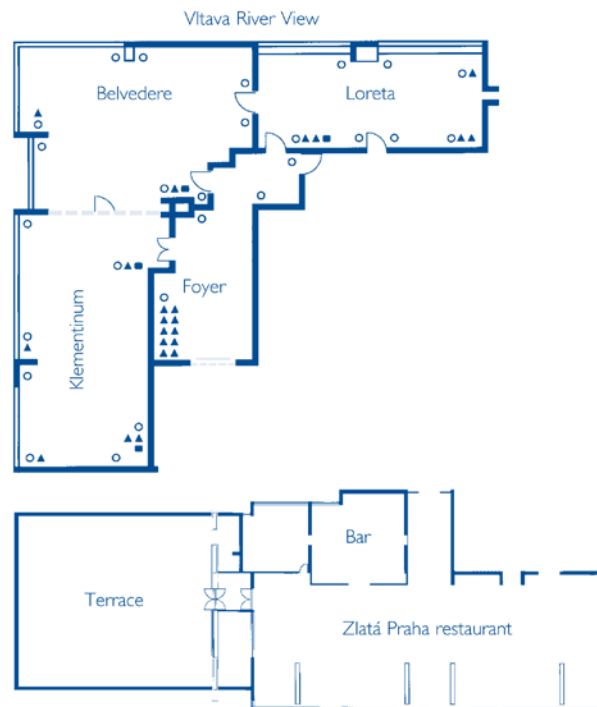
- A INTERCONTINENTAL PRAHA**
- B HOTEL PRESIDENT**
- C NYU-PRAGUE**

InterContinental Praha

Ground Floor

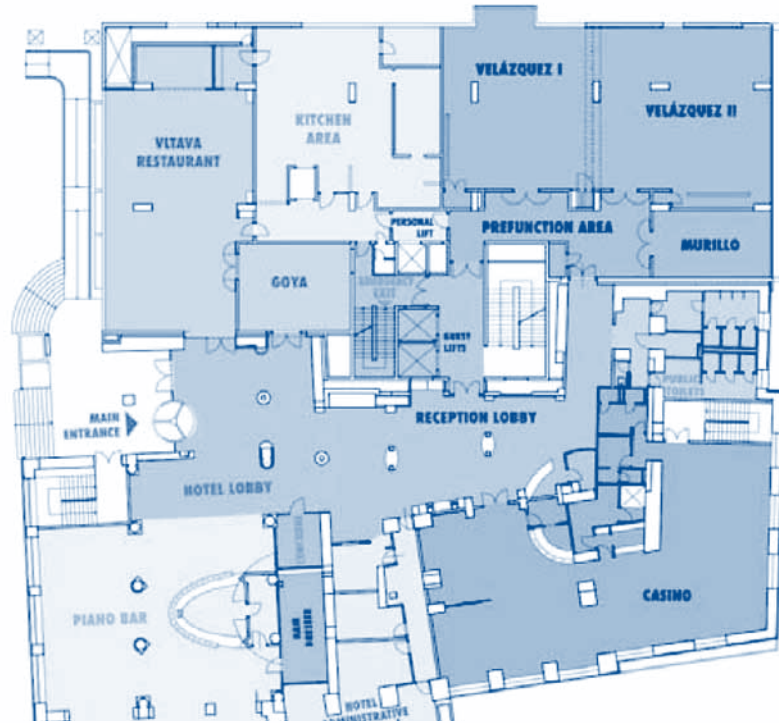


9th Floor

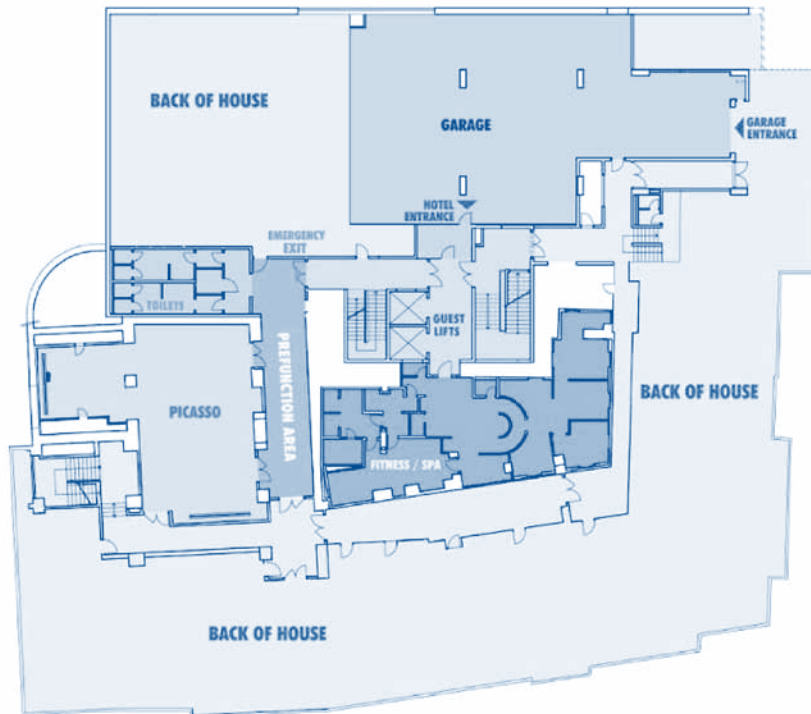


Hotel President

1st Floor



-1 Floor



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