



International Leadership Association

ONE PLANET, MANY WORLDS:
REMAPPING THE PURPOSES OF
LEADERSHIP

13TH ANNUAL ILA GLOBAL CONFERENCE

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International Leadership Association

ILA 13th Annual Global Conference, London

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Thanks to the University of Maryland School of Public Policy for hosting the ILA offices.

Welcome to London!



ou are embarking on an opportunity not only to associate with each other and to further build the global network that constitutes the ILA, but also to associate our collective expertise in leadership with a most pressing and important issue: purpose. Or, as often posed in the ILA, “Leadership for what?”

The conference theme adroitly frames this question in all of its complexity, suggesting we consider *the purposes of leadership*. Of course, any answer must account for the multiplicity of needs, experiences, and mindsets which animate groups, communities, and societies. Furthermore, this theme reminds us that we inhabit just one planet in which many worlds co-exist, more or less, harmoniously. Thus, answers to this fundamental question must acknowledge the multiplicity of human experiences and purposes while concomitantly speaking to our common dependency on the survival of our home planet.

This question represents a formidable challenge. But, perusing the agenda for this conference, I feel inspired to adopt an optimistic outlook of our ability to address this question and the issues embedded in it. We have gathered some of the greatest thinkers and doers in leadership to share new ideas, theories, and tools with which we may equip ourselves. And, in the vanguard, we have selected three inspiring keynote speakers who are exemplars of the ability to achieve answers through action. Stef Kranendijkis, the CEO of Desso, is leading a transformation of his company and an industry, recalibrating the impact of businesses, particularly manufacturers. Polly Higgins, an activist lawyer with expertise in earth jurisprudence, is organizing an international campaign for new laws to protect the Earth against ecocide. Keith Grint, the doyen of leadership scholars in the UK and founder of the International Conference on Studying Leadership, can be relied on to challenge and enthuse us with new ways of approaching our subject.

In addition to the provocative addresses these keynote speakers will deliver and the many valuable sessions which will follow them, ILA 2011 offers other intriguing opportunities to savor and celebrate the diversity of our leadership interests through various special events, receptions, and preconference experiences.

And what a setting in which to enjoy them! In fact, our conference location is in many ways symbolic of our gathering. Just as we begin each day by honoring the trailblazers of our field with Lifetime Legacy Awards and thereafter welcome newcomers in sessions and collegial gatherings, so too does Westminster Bridge serve as a symbolic link between a firm foundation and new, nascent ways of thinking: Houses of Parliament and other historic, iconic buildings associated with governance, business, and public leadership are entrenched on one side of the bridge, while on the other side our conference hotel is perched, overlooking the river to a new frontier.

So, on behalf of myself and the many colleagues in Europe who have contributed to this conference, especially the London Organizing Committee (Jean-Anne Stewart, Anne Murphy, Jackie Bagnall, Ted Baartmans, Caroline van Leenders, Kuldip Reyatt, Samantha Broxton, Ingrid Cox, and Lynne Thurloway) and others who are mentioned elsewhere, welcome to London!

JONATHAN GOSLING Chair, 2011 Conference / Professor of Leadership, University of Exeter

Dear ILA Colleagues,

This has been a transformational year for the ILA. After twelve years of growth and expansion as a program housed at the University of Maryland, the ILA incorporated in March and officially became a 501(c)(3) nonprofit association in May. This historic step allows the ILA to continue to expand its international operations, partnerships, and grant-seeking activities in support of the ILA's mission and vision. The process involved the revision of the operating documents into bylaws, creation of a newly formed Board of Directors, election of four officers, and the addition of a membership meeting at the annual conference to be held this year on Saturday from 12-12:30 in Westminster 3.

We are now embarking on the next iteration of our strategic planning process. ILA vice chair Diane Dixon is leading a Guiding Group to organize the data gathering process. Their first step was to survey current and past members. They then started interviewing colleagues and other leadership organizations around the world. The Guiding Group encourage you to add your voice to the conversation during the Strategic Planning Listening Session on Saturday at 10:45 in Plaza Suite 13. Further, you are invited to share your thoughts and ideas with Board members throughout and after the conference.

Regardless of whether you have 30 minutes or 30 hours to commit, your ideas are vital to the future of the ILA and our collective work to advance effective and ethical leadership. With your on-going participation, the ILA will continue to bring together those sharing a passionate interest in the study, development, and practice of leadership—including scholars, educators, leaders, consultants, coaches, and students—to share research, methods, and resources. Together, we can deepen our own and the public's understanding of leadership as a process to be used for the greater good of individuals and communities worldwide.

We appreciate the efforts of all those who helped organize this wonderful gathering including the Program Committee, the hundreds of peer reviewers, the London Organizing Committee, the Member Communities, and the ILA staff. A special thanks to Josh Tarr, who recently moved on to new opportunities at the Center for Creative Leadership, for his 3 years of contributions to the success of the ILA's conferences. If you know the perfect replacement for Josh, please contact ILA director Shelly Wilsey.

We are excited that you have chosen to spend a few days at this thirteenth conference of the ILA—and our first as ILA, Inc. We believe that this conference will provide you with immeasurable opportunities to learn, develop professionally, and network. Thank you for taking the time to participate and for your work furthering the field of leadership.

Welcome to London!

CYNTHIA CHERREY President

GAMALIEL PERRUCI Chair of the Board

ILA VISION:

TRANSFORMING LEADERSHIP KNOWLEDGE AND PRACTICE WORLDWIDE

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;
Generate and disseminate interdisciplinary research and develop new knowledge and practices.

Strategic Plan

The ILA's 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. From 2007-2011, the Strategic Plan focused on four broad initiatives:

- * **Advance the study and practice of leadership**
- * **Foster interaction within and across ILA's constituencies**
- * **Grow and Nurture ILA Membership**
- * **Build the ILA's capability and capacity thru resource expansion**

The ILA is now embarking on the next phase of the strategic planning process. Information is being gathered that will help ILA to understand the internal and external realities that may impact its future. We would like to hear your ideas and perspectives. Please participate in a Strategic Planning Listening Session on Saturday at 10:45 in Plaza Suite 13 and by sharing your ideas with board members throughout and after the conference.

THANK YOU

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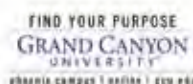
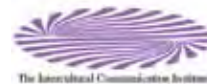
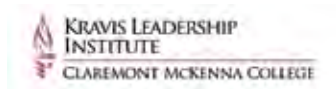
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PROGRAM BOOK DESIGN: GUIDO MENDEZ

AGENDA OVERVIEW

ILA 13TH ANNUAL GLOBAL CONFERENCE, LONDON

TUESDAY / OCTOBER 25

17:00 - 19:00	ILA Registration and Welcome Center	Plaza Level
10:00 - 14:00	The Big Conversation: Showcasing Young Leaders	Manchester

WEDNESDAY / OCTOBER 26

* **About the time:** Times are listed using the 24 hour format. To convert after noon, simply subtract 12.
For example, 17:00 is 5pm (and it's also the time registration closes today!)

08:00 - 17:00	ILA Pre-Conference Registration	Plaza Level
---------------	---------------------------------	-------------

Pre-Conference Sessions (Pre-registration required. Tickets should be picked up at registration well before you need to leave for the session location. See travel times below.) If not printed on the ticket in your badge holder, directions are available at registration.

09:00 - 12:00	Leading the Spiritual: An Event at Westminster Abbey Scaling the Impact of Social Change Work <i>To walk with the group, meet at the Park Plaza Main Entrance Lobby, near conference lifts, by 8:30 (15 minute walk).</i>	Westminster Abbey See page 12
09:00 - 13:00	Network Approaches to Leadership: Scaling the Impact of Social Change Work <i>Organized by the Entheos Group and the Leadership Learning Community</i>	Park Plaza Hotel See page 12
09:00 - 15:00	Completing Your Leadership Program Self-Study Utilizing ILA's Guiding Questions and Best Practices <i>Organized by the ILA Leadership Education MIG</i>	Park Plaza Hotel See page 12
13:00 - 17:00	<i>Leaders in British History: Lessons through the Arts</i> <i>To walk with the group, meet at the Park Plaza Main Entrance Lobby, near conference lifts, by 12:15 (25 minute walk).</i>	National Gallery and National Portrait Gallery (Trafalgar Square) See page 12
13:30 - 17:00	Multiple Perspectives and Methods in Researching Leadership: Towers of Babble or Fruitful Pluralism? <i>To walk with the group, meet at the Park Plaza Main Entrance Lobby, near conference lifts, by 12:45 (20 minute walk). Organized by British Academy of Management Leadership SIG and the ILA Leadership Scholarship MIG</i>	The Work Foundation (St. James Park) See page 12

THURSDAY / OCTOBER 27

* **About the time:** Times are listed using the 24 hour format. To convert after noon, simply subtract 12.
For example, 13:15 is 1:15 (and it's also the time to be back from lunch!)

07:00 – 07:30	Student Case Competition Information Session	Westminster Lobby
07:30 – 08:30	Student Case Competition Poster Showcase <i>Sponsored by the Center for Leadership, Northwestern University</i>	Westminster Lobby See page 13
07:30 – 08:30	Conference Colleagues Introductions	Westminster See page 13
07:30 – 08:30	Leadership Education MIG Breakfast Meeting	Plaza Suites 1-3 See page 20
07:30 – 08:30	Public Leadership MIG Breakfast Meeting	Plaza Suites 4-6 See page 20
08:00 – 17:00	Registration and Welcome Center	Westminster Lobby
09:00 – 10:15	Keynote Session Welcome , Jonathan Gosling, <i>2011 Conference Chair</i> Opening Remarks , Cynthia Cherrey, <i>ILA President</i> Leadership Legacy Award Presentation to John Adair Fredric M. Jablin Doctoral Dissertation Award Presentation Cradle-to-Cradle: Leading Innovative, Responsible Business Practices Stef Kranendijk, <i>CEO, DESSO</i>	Westminster See page 15 See page 26 See page 19
10:15 – 17:00	Leadership Book Fair and Exhibit Hall <i>Sponsored by the School of Leadership and Education Sciences, University of San Diego</i> Hosted by Waterstone's	Westminster 4
10:15 – 10:45	Refreshment Break	Westminster
10:45 – 12:00	Concurrent Session 1	See pages 31-35
12:00 – 13:15	Lunch on Own / Free Time	
12:00 – 13:15	Leadership Education Program Directors, Deans, and Chairs Luncheon <i>Sponsored by Indiana Institute of Technology and Indiana Wesleyan University (Ticketed event)</i>	Westminster 3 See page 13
13:30 – 14:30	Concurrent Session 2	See pages 36-39
14:45 – 16:15	Concurrent Session 3	See pages 43-47
16:15 – 16:45	Refreshment Break	Westminster
16:45 – 18:00	Interactive Roundtable Discussions	Westminster 1 See pages 48-53
16:45 – 18:00	Emerging Scholars Research Consortium <i>Sponsored by Eastern University and University of Exeter Business School</i>	Plaza Suites 1-3 See page 54
18:15 – 20:15	Antioch University PhD in Leadership & Change Reception	Plaza Suites 6-7

THURSDAY'S EVENTS CONTINUED ON NEXT PAGE

18:15 – 20:15	Eastern University PhD in Organizational Leadership and Azusa Pacific PhD in Higher Education & EdD in Higher Education Leadership Joint Reception	Plaza Suites 10-11
18:15 – 20:15	Keynote Listeners Event and Reception (NEW THIS YEAR!) <i>Space is limited; the event is free but pre-registration is required Organized and sponsored by Exeter Business School</i>	Westminster 1 See page 13
18:15 – 20:15	Young Leaders Network Dinner <i>To go with the group, meet at the Park Plaza Main Entrance Lobby, near conference lifts, by 18:15 (30 minute tube ride). (Ticketed event)</i>	Goodenough College See page 13

FRIDAY / OCTOBER 28

* **About the time:** Times are listed using the 24 hour format. To convert after noon, simply subtract 12.
For example, 16:30 is 4:30 (and it's also the time of the reception!)

07:30 – 08:30	Leadership Development MIG Breakfast Meeting	Plaza Suites 1-3 See page 20
07:30 – 08:30	Business Leadership MIG Breakfast Meeting	Plaza Suites 4-6 See page 20
08:00 – 17:00	Registration and Welcome Center	Westminster Lobby
08:00 – 19:00	Leadership Book Fair and Exhibit Hall <i>Sponsored by the School of Leadership and Education Sciences, University of San Diego Hosted by Waterstone's</i>	Westminster 4
09:00 – 10:15	Keynote Session Leadership Legacy Award Presentation to Robert House Kenneth E. Clark Student Research Award Presentation One Planet: Making Ecocide a Crime <i>Polly Higgins, International Environmental Lawyer</i>	Westminster See page 15 See page 61 See page 19
10:15 – 10:45	Refreshment Break	Westminster
10:45 – 12:00	Concurrent Session 4	See pages 63-67
12:00 – 13:15	Lunch on Own / Free Time	
12:00 – 13:15	Women And Leadership Luncheon <i>Organized by Azusa Pacific University, Gustavus College, Kansas State University, Claremont McKenna College, and Utah Valley University (Ticketed event)</i>	Westminster 3 See page 13
13:30 – 14:30	Concurrent Session 5	See pages 68-71
14:45 – 16:15	Concurrent Session 6	See pages 73-77
16:30 – 17:30	Hosted Poster Session Reception	Westminster See pages 78-82
16:30 – 18:00	Leadership Author Book Signing Reception <i>Sponsored by University of Exeter Business School</i>	Westminster 3-4 See pages 84-85
18:00 – 19:30	Student Case Competition Final Presentations Undergraduate Division Plaza Graduate Division <i>Sponsored by the Center for Leadership, Northwestern University</i>	Plaza Suite 12-13 Plaza Suite 9-10 See page 13

SATURDAY / OCTOBER 29

* **About the time:** Times are listed using the 24 hour format. To convert after noon, simply subtract 12.
For example, 15:00 is 3pm (and it's also the time the closing session begins!)

07:30 - 08:30	Leadership Scholarship MIG Breakfast Meeting	Plaza Suites 1-3 See page 20
07:30 - 08:30	Religion, Worldviews, and Philosophy Learning Community Breakfast Meeting	Plaza Suites 4-6 See page 21
08:00 - 15:00	Registration and Welcome Center	Westminster Lobby
08:00 - 15:00	Leadership Book Fair and Exhibit Hall <i>Sponsored by the School of Leadership and Education Sciences, University of San Diego</i> Hosted by Waterstone's	Westminster 4
09:00 - 10:15	Concurrent Session 7	See pages 86-89
10:00 - 10:45	Refreshment Break	Westminster
10:45 - 12:00	Concurrent Session 8	See pages 91-95
12:00 - 13:15	Lunch on Own / Free Time	
12:00 - 12:30	ILA Membership Meeting	Westminster 3
13:30 - 14:30	Concurrent Session 9	See pages 97-99
14:30 - 15:00	Refreshment Break	Westminster
15:00 - 16:15	Keynote Session <i>Leadership: Enemy of the People?</i> <i>Keith Grint, Professor of Public Leadership, Warwick University Business School</i> Student Case Competition Award Presentations Invitation to ILA 2012, Linda Olson, Denver Conference Chair Conference Closing	Westminster See page 19

Thank you for joining us in London. Your feedback is important: please take a moment to complete the evaluation form included in your conference bag or use the online evaluation form at www.ila-net.org/eval. If you provide your name and email, you will be entered into a drawing for a recent leadership book or the grand prize of one free conference registration to the 2012 Annual ILA Global Conference in Denver, USA, October 24-27, 2012!

ILA MEMBER BENEFITS



International Leadership Association

Explore the latest in leadership thought.

ILA members receive access to an expansive (and expanding!) list of resources to keep them at the cutting-edge of leadership thought through complimentary:

- * Online access to premier leadership publications, including *Leadership Quarterly*, *Leadership Excellence*, the *Journal of Leadership Studies*
- * Live or recorded access to the *Leadership Perspectives* webinar series, a monthly series of live, energetic webinars with presenters who offer the latest in leadership research, theory, and tools
- * Print copies of our annual *Building Leadership Bridges* publication and an electronic subscription to the *Member Connector* newsletter, a monthly publication exclusively for members which feature interviews with esteemed authors and downloadable chapters from newly published leadership books

Engage with a thriving, global community of leadership scholars and practitioners.


With thousands of members from over 70 countries, the ILA is a multinational, multidisciplinary, multisector association dedicated to transforming leadership knowledge and practice worldwide. As a member of ILA, you can add your voice to the conversation on leadership when you:

- * Involve yourself with Member Communities
- * Connect to our ILA-Exchange Listserv or LinkedIn group
- * Join ILASpace, the online network exclusively for ILA members
- * Add your program or syllabus to the Directory of Leadership Programs
- * Register at the member rate for the global conference in Denver October 24-27, 2012

It all starts at www.ila-net.org.

Log-in to access your membership benefits and get involved today!

Questions? Contact ILA's Membership Team at membership@ila-net.org or +1.301.405.5218.



*Leaders who provoke the
gods of society . . .*

Flow #2, by John Gierland, digital print, 2007

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PRECONFERENCE EXPERIENTIAL SESSIONS

Meeting places and times for events taking place outside of the hotel are printed on your ticket in your nametag pouch; if not printed on the ticket, directions are available at the ILA Registration and Welcome Center.

THE BIG CONVERSATION: SHOWCASING YOUNG LEADERS TUESDAY, 10:00-14:00

This celebratory daylong event in Manchester will operate as a Knowledge Café by bringing together youth aged 14-25 from different communities and backgrounds to highlight the ways in which young people offer genuine leadership skills in their communities. Adults with an interest in learning more about intergenerational leadership should also consider attending this event.

LEADING THE SPIRITUAL: AN EVENT AT WESTMINSTER ABBEY WEDNESDAY, 09:00-12:00

Westminster Abbey, the final resting place for many monarchs and the setting for coronations since 1066, offers a reflective setting to examine leadership through the lens of a spiritual and values-driven perspective. This event will provide an opportunity for participants to explore wider aspects of their own self-governance and their ability to influence leadership in a broader sense towards a more inclusive, tolerant, and mutually beneficial ethos. After professional tour of the Abbey, focused on its history and significance, a presentation and discussion on the theme will encourage deeper thinking on leadership from a spiritually inclusive perspective.

NETWORK APPROACHES TO LEADERSHIP: SCALING THE IMPACT OF SOCIAL CHANGE WORK WEDNESDAY, 09:00-13:00

World Café Europe and the Leadership Learning Community will host this exploration of how more inclusive, networked, and collective leadership approaches can unleash transformational change. The Pecha Kucha presentation format (20 images presented, each for 20 seconds) will be used to introduce research and case study results about the impact of a network strategies on non-profit leadership. This will provide the basis a participatory dialogue designed in the World Café format to explore specific steps to support leadership development approaches that foster breakthrough ideas and collective action on social purpose issues.

COMPLETING YOUR LEADERSHIP PROGRAM SELF-STUDY REVIEW UTILIZING ILA'S GUIDING QUESTIONS AND BEST PRACTICES WEDNESDAY, 09:00-15:00

ILA's *Guiding Questions: Guidelines for Leadership Education Programs* offers leadership educators a framework for program development, redesign, and evaluation. After a presentation detailing this comprehensive self-study review process, participants will have time to examine their individual (curricular or co-curricular) programs using the five Guiding Constructs. Next, representatives from several programs that have completed self-study reviews utilizing the Guiding Questions will share their experiences, and participants will complete abbreviated Guiding Questions program reviews.

LEADERS IN BRITISH HISTORY: LESSONS THROUGH THE ARTS WEDNESDAY, 13:00-17:00

The session will begin with a brief lecture, given by ILA Member Nicola Jennings, at the National Gallery on the interpretation of leadership in British portraits, which will serve as a primer for the rest of the afternoon. Participants will then explore the National Gallery, and walk next-door to the National Portrait Gallery to take part in a tour specially designed for groups interested in leadership, led by Gallery Director Sandy Nairne, and Deputy Director Pim Baxter. The afternoon will conclude with refreshments and conversation on the rooftop restaurant of the National Portrait Gallery, which offers stunning view of London!

MULTIPLE PERSPECTIVES AND MULTIPLE METHODS IN RESEARCHING LEADERSHIP: TOWERS OF BABBLE OR FRUITFUL PLURALISM? WEDNESDAY, 13:30-17:00

An ever-widening range of theoretical perspectives and research methods are used in researching the phenomenon of leadership. Does leadership research risk fragmentation into Towers of Babble across competing perspectives and interpretations or is there scope to weave a more fruitful pluralism from mixed methods approaches? Chaired by David Beech, University of Sussex, this seminar is designed to share knowledge about mixed methods and critical reflexivity. Four acclaimed leadership researchers Mats Alvesson, Lund University; Steve Kempster, University of Birmingham; Alan Bryman, University of Leicester; and Kevin Kowe, University of North Carolina-Greensboro, will offer experiences and advice, and participants will join a facilitated conversation.

SPECIAL EVENTS

ILA CONFERENCE COLLEAGUES THURSDAY, 7:30-8:30, WESTMINSTER 3

Conference Colleagues is an opportunity for conference attendees to meet others who share common interests. Both first-time and long-time attendees are encouraged to participate. Participants will meet on the first morning of the conference to be introduced to a small group of colleagues with shared interests. This is the only structured part of the program.

5TH ANNUAL STUDENT CASE COMPETITION POSTER SHOWCASE THURSDAY, 8:00-9:00, WESTMINSTER FINAL PRESENTATIONS FRIDAY, 18:00-19:30 PLAZA SUITES 1-3

The Case Competition enables undergraduate and graduate student teams to further their development in the leadership field through a two-round competition. The students represent their universities, engage with conference participants to develop a case analysis, and compete for the sought-after title of "ILA Case Competition Winner," complimentary 1-year ILA memberships, and a \$1,000 prize.

LEADERSHIP EDUCATION PROGRAM DIRECTORS, DEANS, AND CHAIRS LUNCHEON THURSDAY, 12:00-13:15, WESTMINSTER 3

The PDDC Community provides a forum for networking and information sharing among this segment of the ILA membership. The annual conference luncheon will be an opportunity to exchange experiences, opportunities, and challenges specific to Leadership Education Program Directors, Deans, and Chairs. *Tickets are required for this event.*

3RD ANNUAL EMERGING SCHOLARS RESEARCH CONSORTIUM THURSDAY, 16:45-18:00, PLAZA SUITE 3

The Consortium creates a valuable opportunity to engage in meaningful dialogue about the latest scholarship and research being conducted by new contributors to the field of leadership studies. The consortium serves as a venue for junior and senior leadership scholars to interact, foster collaboration, meet potential co-authors, and continue to enrich the field. In addition, universities may identify potential faculty and publishers may recruit future authors.

KEYNOTE LISTENERS EVENT (NEW THIS YEAR!) THURSDAY, 18:15-20:15, WESTMINSTER 1

The energy and conversations surrounding the conference theme will be captured via a host of social media and collated into a series of short clips which will be presented by the Chair of the event, Brad Jackson, in a fast-paced, concise and interactive manner. The Keynote 'Listeners' will respond sharing their insights and expertise. The event is free and open to all conference participants but space is limited so pre-registration is recommended.

YOUNG LEADERS NETWORKING DINNER THURSDAY, 18:15-20:15, LONDON HOUSE AT GOODENOUGH COLLEGE

The Young Leaders Group works to ensure connection between the leaders of today and the leaders of tomorrow. Keynote speaker Tim "Mac" Macartney, founder of Embercombe, will give his thoughts on authentic leadership and the world of the future. This otherwise informal style networking dinner offers a great opportunity to connect with fellow ILA members, young and old, share ideas, and talk about the needs of the world of tomorrow.

2ND ANNUAL WOMEN AND LEADERSHIP NETWORKING LUNCHEON FRIDAY, 12:00-13:15, WESTMINSTER 3

Organized by ILA's Women and Leadership Affinity Group (WLAG), the purpose of this event is to provide information, resources, and networking opportunities for those men and women interested in the topic of women and leadership. In particular, the organizers welcome scholars and practitioners who have conducted research and work related to women in leadership or who are interested in discussing possibilities for future collaboration around this topic. *Tickets are required for this event.*

LEADERSHIP AUTHOR BOOK SIGNING RECEPTION FRIDAY, 16:30-18:00 WESTMINSTER 3

A perennial favorite, this reception provides an opportunity for conference participants to personally meet, talk with, and have books signed by leadership authors attending the conference. Many of their books are available for purchase at the Leadership Book Fair and refreshments will be provided.

HONORING LUMINARIES IN THE FIELD WITH THE ILA LIFETIME ACHIEVEMENT AWARD

Initiated in 2008, the Leadership Legacy program honors individuals who have made a significant contribution to the field of leadership throughout the course of their careers. Each recipient of ILA's Lifetime Achievement Award is recognized and paid tribute to at our global conference as well as after the conference via a virtual Legacy Wall. The ILA thanks Lorraine Matusak for her leadership in creating this project and for her founding sponsorship. We also wish to thank the Randall L. Tobias Center for Leadership Excellence at Indiana University for conducting oral histories with our recipients.

PAST HONOREES

Bernard Bass	Ed Hollander
Warren Bennis	Kets de Vries
James MacGregor Burns	Jean Lipman Blumen
Fred Fiedler	Russ Mawby
Frances Hesselbein	Joseph Rost



1. (L-R) James MacGregor Burns, Manfred Kets de Vries, Frances Hesselbein, and Warren Bennis attend ILA 2008 to accept their Lifetime Achievement Awards. 2. Jean Lipman-Blumen accepts Lifetime Achievement Award from ILA President Cynthia Cherrey at ILA 2010. 3. (L-R) Russel Mawby, Jean Lipman-Blumen, Edwin Hollander, and Fred Fiedler attend ILA 2010 to accept their Lifetime Achievement Awards

2011 HONOREES

John Adair



One of the world's leading authorities on leadership and leadership development. Adair has published more than 48 books on leadership and organizational effectiveness and held the U.K.'s first Chair of Leadership Studies from 1979. More than a million people around the world have taken leadership development courses based on his concept of Action-Centered Leadership.

See page 29 for more information

Mary Parker Follett



An extraordinary thinker and synthesizer of ideas. With a prescient approach to leadership, management, and human relations, 115 years after the publication of her first book, a wide variety of disciplinary lines of inquiry and organizational traditions look to her as a foundational figure. Her ideas, radical at the time, are now widely lauded and accepted.

See page 16 for more information

John Gardner



Gardner's life epitomized the balance between reflection and action required by the complex, wicked problems society faces. The sole Republican to serve in President Johnson's cabinet, as Secretary of Health, Education, and Welfare he launched Medicare and the Corporation for Public Broadcasting. Founder of Common Cause and Independent Sector, he won the Presidential Medal of Freedom in 1964.

See page 17 for more information

Robert House



As the principal investigator, and founder in the early 1990s, of the Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE), House is one of the foremost experts on leadership across cultures. He is best known for his development of the Path-Goal Theory of Leader Effectiveness and a theory of Charismatic Leadership.

See page 55 for more information

Leadership Legacy Honoree

Mary Parker Follett



MARY PARKER FOLLETT (1868-1933) was an extraordinary thinker and synthesizer of ideas. With her prescient approach to leadership, management, and human relations, "she delighted in challenging distinguished academics to stretch beyond disciplinary boundaries."¹ One of the first women to ever be invited to speak at the London School of Economics, she also consulted with the League of Nations and the International Labor Organization. And, while the years between the height of her productivity and the present did not always provide fertile ground for her ideas, today, 115 years after the publication of her first book, a wide variety of disciplinary lines of inquiry and organizational traditions look to her as a foundational figure. As Warren Bennis points out, "Just about everything written today about leadership and organizations comes from Mary Parker Follett's writings and lectures."²

Follett graduated summa cum laude from Radcliffe in 1898 and published her first book, *The Speaker of the House of Representatives*, based on research she had conducted as a student. While several of her contemporaries "chastised her—an inexperienced woman—for daring to speak on contemporary political matters," the book was favorably received by many as a brilliant and insightful analysis.³

Follett's strong desire to "make something of herself" led to her post-graduate work in the Roxbury neighborhood of Boston.⁴ Her passion for the development of citizenship and community organizing matured during her time with immigrant and working class communities and was articulated in her second book, *The New State*. The book, which brings together her personal experiences and her "academic acumen as a student of democratic theory," has since been recognized as "an American classic of participatory democracy."⁵ The appendix to the book is also credited with being one of the earliest pieces of scholarly writing in the U.S. on the importance and value of adult and continuing education.⁶

Beginning in the 1920s, Follett turned her mind to management and leadership. Her last book, *Creative Experience*, was the result of this focus and, in many ways, applied the ideas she had developed with respect to communities to organizations. *Creative Experience* is also where she expressed her, radical at the time, circular theory of power, a theory which emphasizes win-win solutions in the approach to conflict resolution and the importance of getting people to cooperate.

1, 3, 4. Tonn, J. (2003). *Mary P. Follett: Creating Democracy, Transforming Management*. New Haven, CT: Yale U.P. pps. 2, 265, 117.

2. Graham, P. (1995). *Mary Parker Follett: Prophet of Management*. Cambridge, MA: Harvard Business School Press. p. 178.

5. Barber, Benjamin R. (1998) "Mary Parker Follett as Democratic Hero." In Follett, *The New State*. University Park, PA: Pennsylvania State University. p. xv

6. Stewart, D. W. (1987) *Adult Learning in America: Eduard Lindeman and His Agenda for Lifelong Education*, Malabar, FL: Robert E. Krieger.

Leadership Legacy Honoree

John W. Gardner



JOHN W. GARDNER (1912-2002) has been described as a “quintessential American hero,”¹ “a beloved public figure,”² and “an eloquent voice for citizen participation.”³

Gardner’s life epitomized the balance between reflection and action required by the complex, wicked problems society faces. His reflective practices extended to examinations of his own life and action based on the self-knowledge he gleaned. He returned to college a year and a half after dropping out to attempt his hand at novel writing having realized he did not know enough about people to be an excellent writer—a realization that impacted his choice of academic study, psychology, at Stanford and UC-Berkeley, where he received his PhD. He turned down Bobby Kennedy’s vacant senate seat and calls for a presidential run, believing that he was too old for politics and that what the country needed was more citizen involvement and accountability—a turn that led to his foundation of Common Cause and, later, Independent Sector. And, after speaking on the topic of leadership for several years from the perspective of an observer and practitioner, he devoted five years of study to the topic and published the classic *On Leadership* after returning to Stanford as the Haas Centennial Professor of Public Service.

In addition to the inspiration many find from his books, (*Excellence, Self-Renewal, On Leadership*, etc.), not a day goes by that lives are not in some ways touched by his legacy. As President of the Carnegie Corporation, he proposed the White House Fellows program and, earlier in his career there, helped start the Model United Nations. As the Secretary of Health, Education, and Welfare under President Johnson, he was an integral part of Johnson’s “Great Society,” leading the agency in its launch of Medicare, the creation of the Corporation for Public Broadcasting, and a substantial investment in secondary education—feats even more notable when you consider that he was the sole Republican in Johnson’s cabinet. He is even credited with coining the phrase, “the pursuit of excellence.”

An eternal optimist, throughout his life he remained devoted to the “American Experiment.” The recipient of numerous awards, he was presented with the Presidential Medal of Freedom in 1964, the highest civilian honor given in the U.S.

1. PBS. John Gardner: Uncommon American. Retrieved from www.pbs.org/johngardner/index.html
2. Stanford University, Haas Center for Public Service. Biography of John Gardner. Retrieved from studentaffairs.stanford.edu/haas/professorship/johngardner
3. McFadden, Robert. (2002, February 18). John W. Gardner, 89, Founder of Common Cause and Adviser to Presidents, Dies. *New York Times*, Retrieved from www.nytimes.com/2002/02/18/us/john-w-gardner-89-founder-of-common-cause-and-adviser-to-presidents-dies.html?src=pm

Fredric M. Jablin

DISSERTATION AWARD

2011 WINNER:

CONGRATULATIONS

Dr. Mark A. Menaldo

Texas A&M International University
Department of Social Sciences;
PhD Michigan State University,
Department of Political Science

*Pericles' Transformative Ambition:
Democratic Imperialism and
the Peloponnesian War*

Award Ceremony:

Thursday Morning Plenary, Oct. 27, 9:00 - 10:15

Paper Presentation:

Oct. 27, 13:30 - 14:30 Plaza Suite 7

Submissions for the 2012 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, 2010 and August 1, 2012. The 2012 recipient(s) will be honored at the annual conference of the International Leadership Association, October 24-27 in Denver, where they will be asked to present their dissertation research. In addition to the award, winners receive a \$1000 cash prize from the Jepson School of Leadership Studies, travel expenses to and registration for the ILA conference, and a one year membership to the ILA. All submissions must be received by August 1, 2012. 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 (e.g., a letter from the dissertation advisor). 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 www.ila-net.org/awards for more information.

ILA 13TH ANNUAL
GLOBAL CONFERENCE,
LONDON

KEYNOTE SPEAKERS



THURSDAY, **27 OCTOBER** / **09:00-10:15**

STEF KRANENDIJK CEO, DESSO

A successful international business leader and currently CEO of Desso, Kranendijk is proving that manufacturing companies can have a positive environmental impact. In addition to using the Cradle-to-Cradle approach to inspire creative and cost-effective solutions within Desso, he encourages others to adopt ecologically intelligent business approaches.

[Read more about Stef Kranendijk on page 28](#)



FRIDAY, **28 OCTOBER** / **09:00-10:15**

POLLY HIGGINS INTERNATIONAL ENVIRONMENTAL LAWYER AND ACTIVIST

A recognized expert in the emergent field of Earth Law, Higgins combines 21st century activism with jurisprudence to fight for laws to prevent Ecocide. Her first book won the 2011 People's Book Prize. She recently completed a speaking tour in Oceania as part of a global campaign to gain UN recognition of Ecocide as the fifth crime against peace.

[Read more about Polly Higgins on page 56](#)



SATURDAY, **29 OCTOBER** / **15:00-16:15**

KEITH GRINT PROFESSOR OF PUBLIC LEADERSHIP, WARWICK BUSINESS SCHOOL, WARWICK UNIVERSITY

An acclaimed leadership scholar, Grint thinks, hypothesizes, speaks, and writes from a multi-disciplinary, multi-sector, approach to leadership. Co-founder and co-editor of the Sage journal *Leadership*, his own research and scholarship provide useful insight to leaders, educators, and scholars working in a wide range of fields including public leadership, business, the military, and community leadership, among others.

[Read more about Keith Grint on page 100](#)

ILA MEMBER COMMUNITIES

The principal means by which ILA's mission is accomplished is through the synergy that occurs by bringing together people from many different nations, cultures, sectors, industries, etc. You can achieve this synergy by participating in Member Communities that match your particular orientation to leadership or that focus on a particular theme, question, or interest area. There are three types of Member Communities: Member Interest Groups, Learning Communities, and Affinity Groups.

MEMBER INTEREST GROUPS

Member Interest Groups (MIGs) are organized broadly around field or orientation to leadership. They facilitate learning and networking among their members and provide opportunities to actively participate in the ILA. Furthermore, MIGs: promote the interests of their members; advise the staff, board, and conference program team; recruit colleagues to submit session proposals; and organize the peer review process to select sessions for each conference.

As a benefit of ILA membership, you may formally affiliate with up to three Member Interest Groups. MIG members are eligible to participate in the conference proposal review, vote in the annual election, join MIG committees and work teams, and receive updates from the MIG chair. 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 2013 MIG Chair), as well as other volunteer opportunities.

Each MIG will have an information table at the reception on Friday. The MIG business meetings will be held each morning (please consult the program agenda for specific times and locations). Everyone is welcome to come learn about the many ways that you can participate and increase your involvement in the ILA.

Business Leadership MIG

A forum for those who direct, consult on, or study leadership development and effectiveness in corporate settings to create opportunities to share ideas, challenges, trends, and experiences related to a wide variety of sector-specific interests concerning leadership.

2011 CHAIR: Joanne Barnes
joanne.barnes@indwes.edu

2012 CHAIR: Lize Booysen
abooyesen@antioch.edu

Leadership Development MIG

A community for leadership development consultants, trainers, program directors, coaches, practicing leaders, and other professionals who are reflective practitioners committed to improving leadership and leadership development.

2011 CHAIR: Laura Santana
santanal@ccl.org

2012 CHAIR: Tom Sechrest
thomasls@stedwards.edu

Leadership Education MIG

Brings together those for whom the teaching of leadership is integral or of interest, and who are committed to the development of leadership capacity at educational institutions and organizations to share methods of teaching and learning, programs, and curricula.

2011 CHAIR: Brent Goertzen
bgoertze@fhsu.edu

2012 CHAIR: Matthew Sowcik
matthew.sowcik@wilkes.edu

Public Leadership MIG

A forum for those who help lead, work for, or study non-profit, social, civic, political, and governmental institutions, to address the challenges posed in the public arena and examine leadership strategies and solutions.

2011 CHAIR: Will Salyards
willsalyards@restory.org

2012 CHAIR: Simon Vroonhof
simon.vroonhof@denhaag.nl

Leadership Scholarship MIG

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.

2011 CHAIR: David Greenhalgh
dgreenha@eastern.edu

2012 CHAIR: Susan Murphy
murph2se@jmu.edu

LEARNING COMMUNITIES

Learning communities are organized by members around specific questions, themes, or areas of passion. Learning community affiliation ensures you receive communication relevant to that community and affords you the opportunity to participate in conversations (face-to-face or virtual), online discussions (via ILASpace, ILA's online community), or contribute to wikis or other forums.

Ethics Forum Learning Community

There are many ways to approach ethical leadership: research, practice, frameworks and theories, development, education, or cultural and organizational context. This community is an ongoing practical forum for discussions about and explorations of ethics and leadership.

CONTACT: Jan Byars
jan@innovativeleadershipsolution.com

Followership Learning Community

A community of those interested in research, scholarship, teaching, and practices related to followership that helps members 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

Philosophy, Religion, and Worldviews Learning Community

The purpose of this newest LC is to promote a healthy understanding of the nexuses between philosophy, religion, worldviews, and leadership consistent with the ILA's mission statement.

CONTACT:
ILAWorldViews@ila-net.org

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 Leadership Education Program Directors, Chairs, and Deans by providing a forum for networking and information sharing among this segment of the ILA membership.

CHAIR: Sandra Peart speart@richmond.edu

Young Leaders Affinity Group

This group aims to connect student members with one another, 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: Yori Kamphuis yori@yori.info

Women and Leadership Affinity Group

A network of leadership scholars and practitioners who want to enhance their knowledge, expertise, and research in the area of women and leadership and to advance the standing of women in leadership.

CHAIR: Susan Madsen madsensu@uvu.edu

WANT TO LEARN MORE?

- **Attend the community meetings and concurrent sessions in London.**
- **Ask anyone with a "Community Leader" or "Board Member" ribbon.**
- **Visit: WWW.ILA-NET.ORG/COMMUNITIES to officially affiliate.**

READY TO LEAD?

Consider running for the position of MIG chair elect! Complete information and the Chair Elect Interest Form are available at www.ila-net.org. Complete forms are due November 12 and elections are scheduled for the first two weeks of December. Terms begin January 1.

THANK YOU

TO THE 2011 ILA CONFERENCE PROPOSAL REVIEWERS

Gloria Abe, *Abe Consulting Group*
Angel Acosta, *College for Every Student*
Janice Adams, *General Motors Company*
Amelia Adams, *University of Oklahoma*
Isolde Anderson, *Hope College*
Alison Antes, *Northern Kentucky University*
Trond Asdam, *Asdam As*
Karen Asenavage, *University of Delaware*
Ayesha Aziz, *Aga Khan University*
Janis Balda, *Max De Pree Center for Leadership*
Doug Banner, *Flow Project*
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David Beech, *University of Sussex*
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Paul Hayes, *United States Air force*
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Darci Jones, *Mercyhurst College*
Elizabeth Jones, *Loyola University Maryland*
Meegan Jones
William Joyce, *Campbell University*
Jerrid Kalakay, *Rollins College*
Samantha Kanta, *Keynetics Inc.*
Ariel Kaufman, *UW Madison*
Eric Kaufman, *Virginia Tech*
Patricia Keenan, *Human Resources Research Organization*
Cary Kemp, *National Science Foundation*
Kathy Kennedy, *RIHEL*
Melvinia King, *Morehouse College*
Casey Kleeman
Karin Klenke, *Leadership Development Institute Intl.*
Linda Klonsky, *Union Institute & University*
Paul Kolenick, *University of Regina*
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Almarie Munley, *Regent University*
Robin Murphey, *Bellarmino University*
Theresa Murray, *Aloha Paniolo Freelance*
Sharon Naquin
Oliver Ngodo, *One Sky*
Donnette Noble, *Roosevelt University*
Cynthia J. Norris, *Lincoln Memorial University*
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Fabienne Redondi, *Objektif SA*
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Ron Riggio, *Kravis Leadership Institute, CMC*
Shelley Robbins, *Capella University*
Sarah Robinson, *McMaster University*
Vanetta Rodgers, *Airport Services (Antigua) Ltd*
Catie Rohloff, *University of Northern Colorado*
Launa Rohrer, *Goshen College*
Carolyn Roper, *Purdue University North Central*
Cheryl Rude, *Southwestern College*
Judith Russell, *Children's Hospital of WI*
Kabini Sanga, *Victoria University of Wellington*
Rian Satterwhite, *Kennesaw State University*
Carol Sawyer, *University of LaVerne*
Anurag Saxena, *University of Saskatchewan*
William Schafer, *Georgia Tech*
Priscila Scripnic, *Mirror Leadership*
Lisa Shaw, *SAGE Publications*
Jeremiah Shinn, *Boise State University*
S. Lynn Shollen, *Christopher Newport University*
Art Shriberg, *Xavier University*
Yusuf Sidani, *AUB*
Blanca Siebels, *Genysys Group*
Andrew Simon, *Yellow Edge Pty Ltd*
Pearl Sims, *Vanderbilt University*
William Smith, *ODII*
Judy Smith, *Milton Hershey School*
Kat Smithhammer, *NOLS*
Jan Spencer, *Grand Canyon University*
Shane Spiller, *Western Kentucky University*
Seema Srivastava, *Global Education and Leadership Foundation*
Joanna Stanberry, *Max De Pree Center for Leadership*
Clinton Stephens
Lauren Stephenson, *Zayed University*
Jeff Stevens, *Brandman University*
Heather Stewart, *University of Nebraska - Lincoln*
Padmaja Surendranath
Ian Sutherland, *IEDC Bled School of Management*
Kurt Takamine, *Brandman University*
Sherylle Tan, *Kravis Leadership Institute, CMC*
Wei Ling Tchong, *Fu Jen Catholic University*
Ajay Tejasvi, *World Bank*
Biniam Tesfamariam, *NMSU*
Bill Tholl, *Canadian Health Leadership Network*
Qingyan Tian, *Ocean University of China*
Mary Tolar, *Kansas State University*
Lazarina Topuzova, *Gonzaga University*
Carol Traut, *Univ. of TX-Permian Basin*
Elizabeth Turesky, *University of Southern Maine*
John Valk, *University of New Brunswick*
Suzanne Van Stralen, *Saint Mary's College of California*
Ellen Van Velsor, *Center for Creative Leadership*
Elisebeth VanderWeil, *Mountain State University*
Kathy Vaughan
Russ Volckmann, *Integral Leadership Review*
Iva Vurdelja, *Antioch University*
Elizabeth Walker, *Cornucopia Project Inc.*
Elizabeth Wallace, *Azusa Pacific University*
Ronald Wastyn, *St. Ambrose University*
Graham Watson, *Positive Leadership Limited*
Moran Wayne, *Antioch University*
Andrew Wefald, *Kansas State University*
Carol Wheeler, *Texas A&M University*
Javaid William, *FACES Pakistan*
Rob Williams, *Fanning Institute, University of Georgia*
Iva Wilson, *Coaching Collaborative*
Randy Wolff, *Trinity Western University*
Laurie Woodward, *Minnesota State University*
Lisa Wright, *SNHU School of Business*
Jeffrey Yergler, *Olympic College*
Jeffrey Zacko-Smith, *State University of New York College at Buffalo*
Carmen Zafft, *University of Nebraska-Lincoln*
Diane Zemke

ILA 2011 Global Conference

Proposal Review Process

The concurrent sessions were selected from amongst 550 submissions through a three-phase, rigorous review process. Over the course of a two-month period, each proposal was reviewed by at least five and as many as sixteen individuals. Each of the five Member Interest Groups coordinated a Presentation Track; a theme Presentation Track, coordinated by members of the London local planning team, was added this year.

This process included three phases:

PHASE 1 DOUBLE BLIND PEER REVIEW

In February, over 350 ILA members responded to a call for reviewers. Each volunteered for one of the six presentation tracks and provided detailed information about their expertise. This information was used to match three to four reviewers to each submission. Reviewers were not assigned their own or a colleague's submission, and they could not see presenter names and affiliations. The scoring rubric published on the ILA submission website was used to assess the quality and usefulness of each submission. Papers submitted to the Leadership Scholarship Refereed Paper Track were evaluated upon an additional scoring rubric.

PHASE 2 PRESENTATION TRACK TEAM EVALUATION

The chairs for each track confirmed all Phase 1 scoring to ensure nothing was overlooked. The Program Committee convened for three days in April to read those proposals that received above average scores. The presentation track teams, listed below, discussed and evaluated hundreds of proposals in order to create a high quality program to serve the diverse needs of the ILA community.

PHASE 3 ILA PROGRAM TEAM

The Program Team confirmed that all requirements and guidelines were met. In May, the ILA office issued email notifications of acceptance or non-acceptance to all individuals who submitted proposals to the conference. Over the summer, the team assigned time slots and worked with presenters to ensure the accuracy of the program book descriptions and session formats.

ILA PROGRAM COMMITTEE

Theme Track

Caroline Van Leenders
Jacqueline Bagnall
Anne Murphy

Public Leadership

Will Salyards
Simon Vroonhof
Alicia Crumpton

Leadership Education

Brent Goertzen
Matt Sowcik
Robert McManus

Business Leadership

Joanne Barnes
Liza Booysen
Phil Willburn

Leadership Development

Laura Santana
Tom Sechrest
Kathryn Gaines

Leadership Scholarship

David Greenhalgh
Susan Murphy
Tiffany Hansbrough

Program Team

Josh Tarr
Shelly Wilsey

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THE UNIVERSITY OF SAN DIEGO'S
Department of Leadership Studies
CONGRATULATES



Nitin Nohria and Rakesh Khurana

EDITORS OF THE
HANDBOOK OF LEADERSHIP THEORY
AND PRACTICE
WINNER OF THE
2010 UNIVERSITY OF SAN DIEGO'S
OUTSTANDING BOOK ON LEADERSHIP AWARD

"This book is surprisingly coherent for an edited book, thanks to the work of the two editors who do a good job of connecting seemingly diverse perspectives on leadership....The book, in essence, articulates a research agenda for a field that often has relied on armchair theorizing rather than systematic inquiry and analysis." *Excerpt from the Selection Committee's letter announcing the award.*

2011 AWARD NOMINATION INFORMATION

Look for us at the book fair to fill out a nomination form for the 2011 University of San Diego Leadership Book Award. Electronic nominations also will be accepted for the 2011 award online through February 15, 2012 at www.sandiego.edu/soles/forms/outstanding_book_award.php

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Stef Kranendijk



STEF KRANENDIJK is CEO of Desso, a Netherlands-based manufacturer of carpets for home and commercial use and artificial grass for sports. Desso is the first carpet manufacturer in the Environmental Protection Encouragement Agency to adopt a Cradle-to-Cradle approach to its products. Kranendijk's leadership of Desso over the last four years, and his enthusiastic adoption of a Cradle-to-Cradle approach exemplifies the theme of this year's conference, **One Planet, Many Worlds: Remapping the Purposes of Leadership**. His experiences at Desso speak to one of the central questions of the conference, "How are business leaders responding to the challenges of 'one planet' living?"

The Cradle to Cradle design concept was introduced ten years ago by William McDonough and Michael Braungart in their book: *Cradle-to-Cradle: Remaking the Way We Make Things*. This revolutionary post industrial model encourages manufacturers (and regions) to adopt ecologically intelligent design approaches that go beyond sustainability to instead actually enrich the earth. Kranendijk will describe Desso's innovative efforts to create profitable and ethical manufacturing processes and corporate practices.

In addition to inspiring creative and cost-effective solutions within his own company, Kranendijk addresses audiences around the world to encourage rejection of planned obsolescence in favor of industrial development focused on eco-efficiency and full-circle processes.

Kranendijk began his tenure at Desso in April 2007 after many years of experience in investing and running a variety of companies. He is also co-owner and partner of Sares Invest BV (since 2004), a growing asset management firm, and has served on the board of several companies including Sterling Strategic Value Ltd. a reputed investment firm taking positions in public companies. He served in senior leadership positions at Procter & Gamble for 19 years, including: regional Vice President P&G Central & Eastern Europe (1997-1998); Vice President & General Manager P&G Germany (1994-1997); and General Manager P&G Netherlands (1991-1994). Prior to his independent entrepreneurship, Kranendijk was President- Europe, Middle East & Africa of Stanley Works, a U.S. based S&P 500 company (1998-2000), Vice President and General Manager—Laundry, Cleaning and Paper Products in Germany; General Manager, the Netherlands; and Marketing Director, Turkey. He also held marketing, brand management, and strategic planning assignments in Italy, the U.K. and the Netherlands.

He holds a B.S. in Economics from the University of Groningen, Netherlands, and a Doctorandus Business Administration from Erasmus University, Rotterdam.

Leadership Legacy Honoree
John Adair



JOHN ADAIR is one of the world's leading authorities on leadership and leadership development.

A prolific writer, Adair has published more than 48 books on leadership and organizational effectiveness, including several books on military history. His books are frequently among the most popular leadership titles on Amazon and several, like *Great Leaders* (1989) and *Effective Strategic Leadership* (2002), are considered classics in the field. His most recent publications include the series *John Adair's 100 Greatest Ideas for...* (2011) and *The Leadership of Muhammad* (2010).

Adair is extremely adept at crossing the boundaries between scholarship and practice. While his books are written for leaders, as opposed to leadership scholars, they are based on careful analysis and, as Jonathan Gosling writes, repeatedly demonstrate "a keen appreciation for the systemic complexity of the contexts in which an individual struggles to fulfill a leadership role."¹ Adair himself believes that the future of Leadership Studies lies in the development of scholar-practitioners, "[Y]ou cannot do Leadership Studies... if you are interested only in theory and not at all in practice. It would be like trying to study pharmacology... but leaving out any knowledge to whether or not the drugs worked..."²

Adair's contribution to the field of leadership studies is immeasurable, extending far beyond his writing. In addition to holding the U.K.'s first Chair of Leadership Studies from 1979 at the University of Surrey, more than a million people around the world have taken leadership development courses based on his concept of Action-Centered Leadership, which he developed in the 1960s and 70s while lecturing at Sandhurst. Adair is also credited with having helped change the perception that leadership and management are one and the same. He was also among the first to demonstrate that leadership can be developed; it is not exclusively the domain of inborn traits.

A successful public speaker and consultant to both the public and private sectors—most famously he introduced a leadership development strategy that turned around Imperial Chemical Industries, making them the most profitable company in Britain—he is frequently mentioned in lists of the top thinkers, worldwide, on management.

Adair is currently the Chair of Strategic Leadership at the United Nations Staff College in Turin, and also Honorary Professor of Leadership at the China Executive Leadership Academy in Shanghai.

1. Gosling, J. & Witzel, M. & Case, P. (2007). *John Adair: Fundamentals of Leadership*. New York: NY: Palgrave. p. 1

2. Adair, J. (2007). The Forward View. In *John Adair: Fundamentals of Leadership*. p. 214.

The Lifetime Achievement Award will be bestowed upon John Adair at the Keynote Session on Thursday. He will present on Thursday at 10:45 in Plaza Suite 11.

Guide to Session Formats

Hints about Choosing Sessions

Many participants tell us that the number of concurrent session choices can be a bit overwhelming! This guide is meant to draw attention to several helpful pieces of information—beyond the session’s title and description—to help you understand more about each session’s focus, approach, and target audience.

Please feel free to stretch yourself by attending 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.

One indicator of the session’s focus and target audience is the **track**. Each submission was reviewed and accepted by one or more presentation tracks. These include: Conference Theme, Leadership Scholarship, Public Leadership, Leadership Education, Leadership Development, and Business Leadership. (See pages [tba – mig pages] for additional information.)

If you are interested in attending a session by a particular person, please refer to the **presenter** index at the end of this program book.

In addition to the concurrent session types listed in the next column, two formats include:

INTERACTIVE ROUNDTABLE DISCUSSION

A brief presentation followed by a facilitated small group discussion at roundtables in the ballroom on Thursday between 16:45-18:00. A bell will ring at the midpoint so participants may move to a second table.

POSTER

A visual display of a program, paper, or project. Please refer to the poster descriptions on pages [] and stop by to talk with the poster presenter during the reception on Friday between 16:30-17:30.

Concurrent sessions are also differentiated by their **session type**:

WORKSHOP

An interactive demonstration or set of exercises rooted in audience participation and active learning focused on the development of leadership skills and proficiencies.

PRESENTATION

Research, practices, topics, or programs usually presented in a more traditional lecture format.

PAPER

A formal, traditionally-academic presentation that documents research, presents theories, or argues a particular point of view. Papers accepted as a Refereed were subject to a more stringent review process.

PANEL

Presentations and/or discussions by two or more people with differing perspectives and viewpoints; generally time is reserved for discussion.

CASE STUDY

The presentation of detailed information about a leadership program or challenge—particularly those that may serve as models for others.

THURSDAY,
OCT. 27 — 10:45–12:00

CONCURRENT SESSION

CS1 THURSDAY
10:45 – 12:00

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.

Having a hard time choosing which session to attend? See page 30 for Hints about choosing sessions.

Tweeting about your conference experience? Please use hashtag #ila2011

How Leaders Build and Maintain Trust: Implications for Practitioners, Educators, and Researchers

* Plaza Suite 1 * Session Type: Panel * Track: Development

Trust is an essential element of leadership success. This panel will explore how leaders build and maintain trust. Implications will be explored from the perspective of practitioners, leadership educators, and researchers to provide a comprehensive overview and models of how leaders can enhance trust levels.

Perspectives on Leader Trust

This presentation will provide an overview of models by Reina and Reina and Shockley-Zalabak, Morreale, and Hackman for building and maintaining trust as a leader and enhancing follower and overall organizational trust.

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

Everything Leaders Want to Know About Building Trust but are Afraid to Ask

A solid and sustainable relationship between people is built on trust. The best leaders know how to build a relationship on trust. The presenter will share nine steps shown to create and sustain trust in relationships.

* **Ted Baartmans** Presentation Group

Understanding Leader Trust in the Global Context

This presentation will explore how leader trust is built and maintained across cultures with an emphasis on exploring tactics that can be used to incorporate the concept of leader trust in the global classroom.

* **Jane Hackman** University of San Francisco

Trust and Leader Ethics

The presenter will report the initial findings of a research study examining the relationship between ethical leadership and organizational trust. This project was the first to use the Ethical Leadership Scale to evaluate top-level managers as well as direct supervisors and to examine the relationship between ethical leader behavior and collective perceptions of trust. Implications for the study and practice of leadership will be discussed.

* **Craig Johnson** George Fox University

* **Coauthors: Gail Longbotham** Grand Canyon University; **Laura Yates** Eastern Oregon University; **Paul Shelton** George Fox University

Leadership for Inclusion Within and Across Countries

* **Plaza Suite 10** * Session Type: **Papers** * Track: **Public**

Certainly, the idea of *One Planet, Many Worlds* argues for the inclusion of all nations in global entities such as the Olympics or the United Nations. At the same time, many nations have autocratic or exclusionary governmental systems. In this session, scholars will share two contrasting papers that consider both how to foster democratic processes that can include all of a society's groups in policymaking, as well as how to include a wide range of countries in the community of nations.

Leadership and the Design of Civic Engagement Processes: A Literature Review and Set of Propositions

Elected and appointed officials who seek to lead effectively and foster democratic action in today's shared-power world must be able to design processes to reveal and accomplish group goals. This paper synthesizes several literatures, and proposes a framework illustrated via selected case studies of successful and unsuccessful civic engagement. The authors will discuss their thesis that public officials should think wisely and strategically about engagement processes so that engagement is more likely to create public value and advance the common good.

- * **John Bryson** Humphrey School of Public Affairs, University of Minnesota
- * *Coauthors:* **Barbara Crosby** Humphrey School of Public Affairs, University of Minnesota; **Kathryn Quick** Humphrey School of Public Affairs, University of Minnesota

Mega Events: Opportunities for Strategic Global Leadership or Vehicles of Domestic Political Legitimacy?

Leaders of global sporting bodies are awarding major sporting events on an agenda of inclusion, social and economic development, and emotion. Drawing on research in international and national events policy within a range of governance arrangements, the paper asserts that major events are now a public policy tool. The presenters will assert that as event owners consider awarding events more widely, sporting and cultural events need to be re-evaluated as a force for good—whereby event owners can now contribute positively to a growing global consciousness.

- * **David McGillivray** University of the West of Scotland
- * **Gayle McPherson** School of Creative and Cultural Industries, University of the West of Scotland

CHAIR: BARBARA CROSBY Humphrey School of Public Affairs, University of Minnesota

Leadership and Leadership Development: The Global Body of Knowledge (Lifetime Legacy Session)

* **Plaza Suite 11** * Session Type: **Presentation**

The discovery of the generic role of leader made possible the pulling together of the world's different traditions concerning leadership and leadership development into a body of knowledge. It was the application of the generic role of leader to the practical business of leadership selection and training over more than fifty years that finally turned it from being a particular general theory into a piece of universal truth. How can we now apply that knowledge to help meet the world's growing demand for better leaders in all fields and at all levels of leadership responsibility, including leadership in government? John Adair, the United Nations Chair of Strategic Leadership and an ILA Lifetime Achievement Award winner, will first introduce and outline the global body of knowledge for about twenty minutes, and then respond to questions. He will conclude with a summary at the end the session.

- * **John Adair**

Leading the Transition from the Comfort Zone of Traditional Education to the Risky Zone of Technology Enhanced Learning

* **Plaza Suite 12** * Session Type: **Panel** * Track: **Education**

The members of the panel have diverse backgrounds, but share extensive practical and scholarly experience in the field of technology and education. The panelists will discuss the merits and challenges of teaching and learning with technology, with a specific focus on the use of videoconferencing, social networks, and learning management systems in blended collaborative learning environments for leadership education.

- * **Nellie Deutsch** University of Phoenix
- * **Hank Radda** Grand Canyon University
- * **James Gritton** University of Greenwich
- * **Amy Tucker** Thompson Rivers University
- * **Maggie McPherson** University of Leeds
- * **Jason West** Language Out There School

CHAIR: **NELLIE DEUTSCH** University of Phoenix

Effectively Working and Collaborating Across the Globe

* **Plaza Suite 13** * Session Type: **Workshop** * Track: **Development**

Globalization has brought interdependence and collaboration to the forefront as our colleagues, clients, and suppliers are multicultural and increasingly geo-dispersed. This interactive workshop will provide an opportunity for participants to practice a model using a real-life case between global leaders in the U.S. and Turkey as they related to challenges experienced by global directors of a school in rural Kenya.

- * **Maureen Rabotin** *Effective Global Leadership*
- * **Anne Stenbom** *Effective Global Leadership*

One Planet, Many Worlds: The Power of Leadership Artistry

* **Plaza Suite 2** * Session Type: **Workshop** * Track: **Development, Conference Theme**

The focus of this year's Fetzer Dialogues will be on leadership practices that support an awareness of planet Earth. Inviting and integrating the contributions of many voices and perspectives, each dialogue will explore leadership experiences and questions that touch the world of artistry and, through the creative process, bridge many cultures and countless perspectives. The inquiry will explore how to foster necessary collaboration across old divides to solve seemingly impossible challenges. All three dialogues will follow a similar format: 1) comments and observations by the presenters, 2) reflections and conversation among small groups of participants about their knowledge/experience/reflections on the theme, 3) full room dialogue.

Dialogue #1: Leadership and the Power of Imagery

This first interactive dialogue will explore the role of imagery in the work of leadership. The capacity of people to remain centered and steady in the midst of uncertainty, surprise, and new possibilities often rides on the power of the images that they carry about the circumstances in which they find themselves. Often imagery that speaks powerfully to a leader can help draw out the insights of others, foster connection across dimensions of difference, encourage hope for the future, and catalyze action for positive change.

- * **Michael Jones** Pianoscapes; Fetzer Institute
- * **Judy Sorum Brown** University of Maryland; Fetzer Institute

Do We Need to Remap the Ways We Teach Leadership Theory to Undergraduates?

* **Plaza Suite 3** * Session Type: **Panel** * Track: **Education**

Do our undergraduate students know the difference between a leadership theory and a leadership model? Can they identify how the theories covered have been evaluated? As educators, how do we decide what should be covered in courses on leadership theory and practice? The presenters will summarize many current popular theories and models, explain the empirical foundation behind each of them, and invite participants to join in a discussion about classroom experiences.

- * **Sara Thompson** Illinois Leadership Center, University of Illinois at Urbana-Champaign
- * **Dave Rosch** Illinois Leadership Center, University of Illinois at Urbana-Champaign
- * **Peter Northouse** School of Communication, Western Michigan University

Leadership in Emerging Political Movements Around the World

* **Plaza Suite 6** * Session Type: **Panel** * Track: **Conference Theme**

The end of the first and the beginning of the second decade of the new millennium brought new issues in public leadership. They are connected with the rise of new emerging movements, coalitions, and alignments such as Tea Party Movement in the U.S., the new coalition of the Liberal Democrats and the Conservatives in the U.K., the Public Affairs Party in the Czech Republic, the Progressive Party Realignment Movement in South Korea, and emergent movements in Arab countries. Who are the leaders and followers of these movements and coalitions? How effective are the leaders in communicating their values? How do they communicate with and attract their followers? What is the impact of new forms of media? How did these movements become influential so soon? Panelists will address these questions using examples from their respective countries.

- * **Ivana Mrozkova** Palacky University
- * **Kisuk Cho** Ewha Womans University
- * **John Rayment** Ashcroft International Business School, Anglia Ruskin University

Self Mechanisms in the Development of Leadership: The Role of Developmental Readiness, Self-Efficacy, and Leader Identity

* **Plaza Suite 4** * Session Type: **Papers** * Track: **Scholarship**

Developmental Readiness: Its Moderating Role in Leadership Development, and a Look at its Precursors

This empirical study builds on the concept of developmental readiness recently introduced in the literature. It is conceptualized somewhat differently than originally introduced by other researchers, encompassing self-awareness, self-regulation, and self-motivation. Its role in the developmental process will be discussed as well as a look at personality and values as precursors.

- * **Mariam Shebaya** Aston University

Inspirational or Self-deflating: The Role of Status and Self-efficacy in Leadership Role Model Effectiveness

The panelist will present three studies in a line of research that merges both intrapersonal and interpersonal perspectives to individual success by examining the role of social comparison processes and self-efficacy in moderating responses to role models. The studies suggest a potential dark side of elite female leaders as role models and identify the importance of self-efficacy in determining responses to leadership role models.

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

Identity and Perceived Leadership in Virtual Groups

This paper details a study designed to determine the relationship between physical identity and perceptions of leader emergence within the context of virtual environments. The primary research question follows: What effects do the physical characteristics of an individual have on other people's perceptions of that individual as an emerging leader? Implications for organizations using virtual contexts to operate globally will be discussed.

- * **S. Lynn Shollen** Department of Leadership and American Studies, Christopher Newport University

Powerful Followers: Trust, EQ, & Influence Strategies

* Plaza Suite 5 * Session Type: **Papers** * Track: **Scholarship**

How Far Can I Trust You? The Impact of Distance and Cultural Values on Leaders' Trustworthiness

Followers' trust in leaders has long been deemed an important key to successful organizational dynamics. Utilizing survey data from the U.S. and Singapore, this paper analyzes the relationships between individualism/collectivism, perceptions of leader-follower distance, and levels of trust between one's immediate leader and the organization's top leadership.

* **Michelle Bligh** Claremont Graduate University (refereed track)

* *Coauthors:* **Alejandro Torres** Claremont Graduate University

Emotional Intelligence Compatibility and Leader-Member Exchange

Drawing upon role theory, social exchange theory, and the attraction paradigm, researchers hypothesized that the compatibility of emotional intelligence between supervisors and subordinates predicts the quality of leader-member exchange (LMX). This study collected and analyzed data from 135 employees and their supervisors working in business organizations located in northern Malaysia. The presenter will discuss implications of the findings for those in managerial roles and suggest directions for future research.

* **Mahfooz Ansari** University of Lethbridge (refereed track)

* *Coauthors:* **Azura A. Effendi** University Science Malaysia

Avoiding the Perception and Reality of Powerlessness Between Followers and Leaders at Distant Points of the Hierarchy

In large government agencies and multinational corporations programs are sent down to followers from four or more levels up the hierarchy. Often it is unrealistic for those many levels down the hierarchy to form close relationships with senior formal leaders. Drawing on material from the 3rd edition of *The Courageous Follower: Standing Up To and For Our Leaders*, the presenter will discuss implications of this increased distance, and share strategies that followers have used to influence leaders stationed far up the hierarchy, as well as strategies used by leaders to support the flow of information up from the front lines.

* **Ira Chaleff** Executive Coaching & Consulting Associates

Minding the Gap: A Dialogue on the Development of Leadership Practices Essential in Tomorrow's Workplace and Community

* Plaza Suite 7 * Session Type: **Panel** * Track: **Development**

How does one remap leadership development for jobs that do not yet exist, for community challenges that are yet unknown, and for global realities that change daily? This interdisciplinary panel and guided discussion will explore leadership competencies required by global workplaces and local communities, and identify ways to prepare students and adults for changing leadership roles and expectations. Current survey research and case studies will be used to stimulate dialogue.

* **Doe Hentschel** Leadership Greater Hartford

* **Paul Kosempel** University of Denver

* **Linda Olson** University of Denver

* **Lori Nocito** Leadership Wilkes-Barre; Association of Leadership Professionals

Archetypal Journeys of Successful Leaders

* Plaza Suite 9 * Session Type: **Workshop** * Track: **Business**

Twenty-first century leadership requires ease with a globally interdependent world and new leadership behaviors. This workshop will describe requisite archetypal patterns of leadership, provide exercises for participants to explore their own leadership journeys and those of teams of which they are a part, and offer opportunities for peer sharing and dialogue. The session will conclude with a dialogue process designed to foster individual and group learning about the needs of our time, the archetypal energies active in the group, and the unique way that each participant can be a force for good in today's world.

* **Carol Pearson** Pacifica Graduate Institute

* **Barbara Mossberg** California State University Monterey Bay

* **Karin Jironet** De Baak

THURSDAY,
OCT. 27 — 13:30–14:30

CONCURRENT SESSION

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.

Having a hard time choosing which session to attend?
See page 30 for Hints about choosing sessions.

Tweeting about your conference experience?
Please use hashtag #ila2011

Creating Transformative Learning Environments within Leadership Education

* Plaza Suite 1 * Session Type: Panel * Track: Education

Igniting the passion and skills of global leaders lies in actualizing transformative learning environments within leadership education. This session will explore transformative learning theory as pedagogy for teaching leadership. The application of this theory deepens students' capacities for critical thinking, reflective discourse, and action. This interactive case-in-point experience will use diverse individual and cross-campus initiatives to explore critical thinking in relation to social issues.

* Laura Osteen Florida State University

* Craig Slack University of Maryland

* Deborah Hackney Duke University

CHAIR: DEBORAH HACKNEY Duke University

The Multifocal Organizational Leadership Model and its Application to Leadership Development

* Plaza Suite 5 * Session Type: Presentation * Track: Public

A new organizational leadership model was developed that focuses on wisdom, stewardship, followership, and spirituality. Developed by faculty in Graduate Studies in Leadership at Indiana Wesleyan University, the model offers an innovative and creative approach to understanding leadership within an organizational context. This session will explain the model and its application in leadership development by nonprofit, government, and business organizations.

* Vern Ludden Indiana Wesleyan University

* Boyd Johnson Indiana Wesleyan University

* Sharon Drury College of Adult & Professional Studies, Indiana Wesleyan University

* Tim Beuthin Indiana Wesleyan University

CHAIR: JIM FREEMYER Indiana Wesleyan University

Leading with Impact: Design and Pilot Implementation of a Global Corporate Leadership Development Program

* Plaza Suite 11 * Session Type: Panel * Track: Development

How can university-based leadership education offer relevant applications for corporations? This session will illuminate the evolution and outcomes of a corporate / academic partnership that adapted an academic leadership program to a corporate setting. This lively dialogue will share the inspiration behind this experimental collaboration, challenges and benefits of working together, and advice for others about to walk this path.

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

* **Bjarte Johannessen** Aker Solutions ASA

Teaching Student Leaders and Leadership Studies Students

* Plaza Suite 12 * Session Type: Panel * Track: Education

What types of literature, experiences, and student growth can or should be a part of diverse approaches to teaching leadership? This panel will present three basic approaches to teaching student leaders and students in leadership studies programs: through the liberal arts, through student life, and through business/professional programs. Presentations will be structured around ILA's Guiding Questions for Leadership Programs and will highlight the way these three programs have sought to use these guiding questions.

* **Richard Bolden** University of Exeter

* **Cynthia Martinez** University of Southern California

* **Robert McManus** McDonough Center for Leadership and Business, Marietta College

CHAIR: NICK LENNON George Mason University

Tips for Clever Leaders: Exploring the Conference Theme Together

* Plaza Suite 13 * Session Type: Workshop * Track: Conference Theme

This interactive workshop provides participants with an opportunity to consider the conference theme as it relates to their own experience of taking leadership for sustainability. Those working on change know that success almost always requires system innovations and collaboration across sectors. Building on concepts from quantum sociology and transition management, the booklet *Ten Tips for Clever Change* was developed for those leading sustainable transitions. After a snappy 15 minute presentation, participants will join small groups and discuss their change management dilemmas. The session will conclude with an energetic large group exploration of solutions to the most interesting challenges.

* **Caroline van Leenders** Agency NL; Ministry of Economics, Agriculture, and Innovation

* **Anne Murphy** Leiden Leadership Centre

* **Jackie Bagnall** University of Exeter

Leadership for Creativity and Innovation

* Plaza Suite 3 * Session Type: Panel * Track: Scholarship

This session brings together two scholars who have been examining issues of leadership for innovation with respect to team/collective creativity processes. Leadership for creativity and innovation will be addressed from two lenses: team creative processes and complexity leadership theory. Although these approaches adopt different ontological and epistemological assumptions, their findings are surprisingly complementary. Therefore, after initial presentations describing the research programs and findings, discussion will focus on how they can inform one another, with specific attention to areas of overlap and potential differences in findings. Moreover, emphasis will be given to implications for practice, and pressing areas for future research.

* **Mary Uhl-Bien** Institute for Innovative Leadership, University of Nebraska

* **Lucy Gilson** University of Connecticut

Remapping Latin American Leadership: One Region with a World of Transformative Opportunities

* **Plaza Suite 2** * Session Type: **Panel** * Track: **Development**

Three researchers/practitioners from Latin America will examine culturally wrapped challenges to leadership development from across this diverse and emergent region. Built upon three years of ILA conversations about leadership in Latin America and decades of hands-on experience from the field, this panel will offer insights for, and facilitate a discussion about, culturally relevant leadership development practices aimed at creating transformative organizational spaces, developing capacities, and redefining leadership.

Identifying and Overcoming Challenges Facing Latin American Leaders

The ILA 2010 roundtable discussion outcomes, combined with research of 95 Latin American executives in the private sector, indicate the presence of complex challenges. This presentation will examine themes, patterns, and differences across Latin America and highlight effective practices used in a multi-year leadership development program to address these challenges.

* **Laura Santana** Center for Creative Leadership

Dealing with Challenges of Leadership Development from a Cultural Perspective: Personal Experiences in Brazil

The presenter will unveil sensitive issues and personal challenges experienced while promoting leadership development in various sectors of the Brazilian culture. This narrative will reflect years of experience in founding a leadership institute in Brazil and working in other professional endeavors.

* **Odir Pereira** ILB- Leadership Institute of Brazil

Creating Organizational Spaces for Transformative Leadership Reflections

This panelist will explore how Latin American leaders can foster leadership awareness by creating transformative organizational cultures through collective coaching, effective use of emerging (social media) technologies, and intentional cross functional/sector/generational collaboration.

* **Jesus Sampedro** Global Leadership Consulting

An Exploration of Leadership and Community Organising in the U.K.

* **Plaza Suite 6** * Session Type: **Case Study** * Track: **Conference Theme**

Citizens UK is a diverse alliance of over 160 member institutions representing faith institutions, universities and schools, trade unions, and community groups. This case study will explore how community organising was able to develop economic and political initiatives, including a living wage campaign, during the recession in the U.K. It will provide community organising perspectives on leadership development, the importance of intermediate institutions in civil society, and the achievement of lasting change.

* **Neil Jameson** Citizens UK

* **Matthew Bolton** London Citizens

CHAIR: PAUL REGAN Citizens UK

Conscious Capitalism: Leaders and Businesses with a Worldview

* **Plaza Suite 10** * Session Type: **Presentation** * Track: **Business**

Conscious capitalism is an emerging philosophy based on the belief that businesses can enhance corporate performance while simultaneously improving the quality of life of all stakeholders. This session will explore the two elements that ultimately create conscious capitalism – conscious leadership and conscious business. Findings from a recent study connecting leaders' development to ethical and conscious leaders will be explored. In addition, stories will be presented of CEOs who are concerned for the capitalist system as a whole and the society in which they operate.

* **Marie Legault** L&A Leadership Development Inc.

Leadership Lessons from the Financial Sector

* Plaza Suite 4 * Session Type: **Papers** * Track: **Scholarship**

Leadership in a Recession: A Review of Lessons Learned from *FinancialTimes.com*

The aim of this paper is to contribute to the understanding of leadership in a financial context through a meta-review of the leadership issues discussed between 2008 and 2010 in the *Financial Times*, a key financial publication. The presentation will summarize leadership issues by subject, type, and date of entry; describe what was reported about financial leadership at the strategic, operational, and tactical levels; and, suggest future directions for the leadership debate and associated research.

* **Brian Howieson** Stirling Management School, University of Stirling

Metaphors of Failure: A Critical Study of Metaphors in Bankers' Explanations of the Economic Crisis

This research examines explanations by banking CEOs for the economic crisis, given during testimony to MPs in London in February 2009. Utilizing a critical and interpretive approach, the paper suggests that their main intent seems to be to frame public discussion of the crisis in terms that minimize their personal responsibility, and argues that the success of the bankers in framing public debate was limited, while the metaphors they employed have the potential to minimize learning from failure.

* **Dennis Tourish** Royal Holloway, University of London

Pericles' Transformative Ambition: Democratic Imperialism and the Peloponnesian War (Fredric M. Jablin Doctoral Dissertation Award Winner)

* Plaza Suite 7 * Session Type: **Paper** * Track: **Scholarship**

This paper argues that Pericles' of Athens statesmanship is an example of a rarer kind of ambition and statecraft that is not reducible to prevailing realist and constructivist theories in international relations, which abstract too much from the experience of leaders. It defines Pericles' ambition as transformative, which was expressed in his desire to achieve Athenian glory. His goals were visionary and their implementation required deft statecraft at the domestic and the international level. Pericles' influence was unmatched in Athens. As a rare and gifted politician, he channeled his ambition beyond office-seeking. Although he maintained popular appeal by satisfying public demands and expectations, Pericles effectively modified public opinion and the city-state's political understanding. He made the Athenians agree to policies that did violence against their ingrained political habits. Contrary to extant theories of foreign policy, Pericles shaped and changed citizens' preferences, rather than mechanically respond to them..

* **Mark Antonio Menaldo** Texas A&M International University (refereed track)

CHAIR: **GARY MCDOWELL** Jepson School of Leadership Studies, University of Richmond

COMMENTATOR: **THAD WILLIAMSON** Jepson School of Leadership Studies, University of Richmond

Global Contextual Challenges and Public Leadership Implications: A Perspective from South Africa and the Netherlands

* Plaza Suite 9 * Session Type: **Panel** * Track: **Public**

There are a number of serious and powerful global trends—such as inequality, scarcity, sustainability, access, and citizen expectations—that challenge public leaders globally, nationally, and locally. These trends impact severally and jointly in systems to create complex or wicked challenges for which there are no easy leadership answers, and where solutions all too often create new, unanticipated problems. Panelists will identify similarities and differences in the trends and challenges, and discuss leadership implications and change management strategies from a comparative perspective, with examples from the Netherlands and South Africa.

* **Nikol Hopman** University of Leiden Campus Den Haag

* **Erwin Schwella** University of Stellenbosch

* **Rob van Eijbergen** University of Groningen

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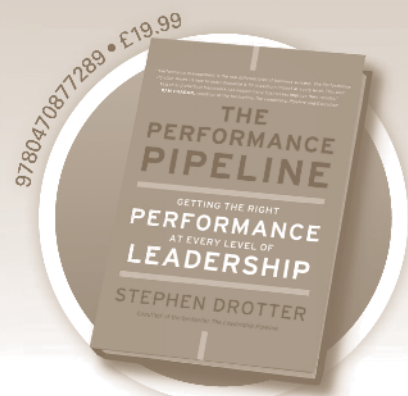
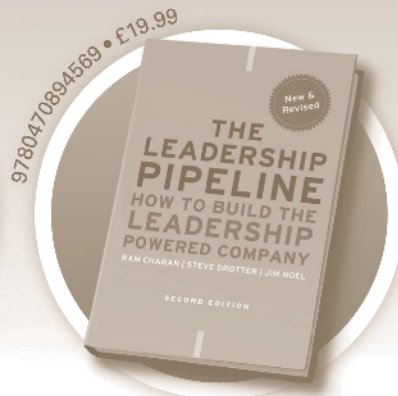
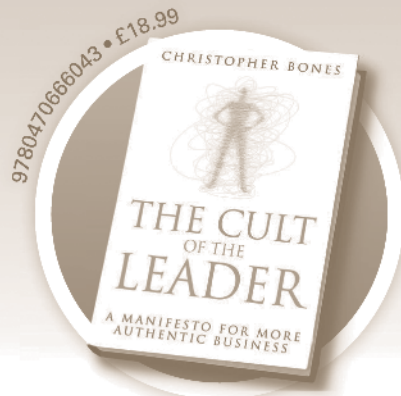
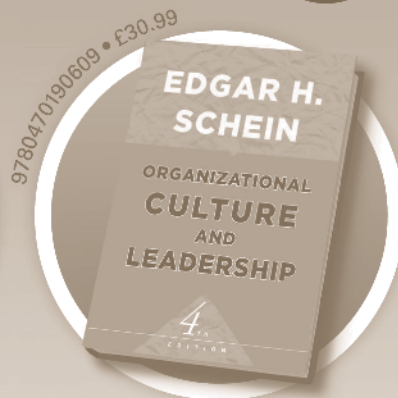
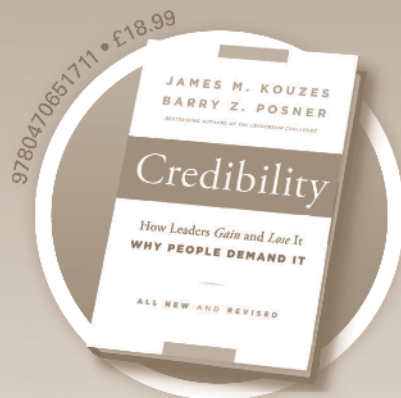
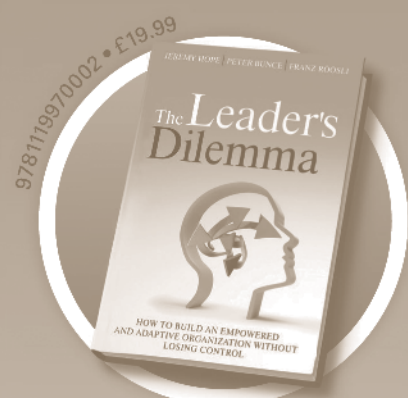
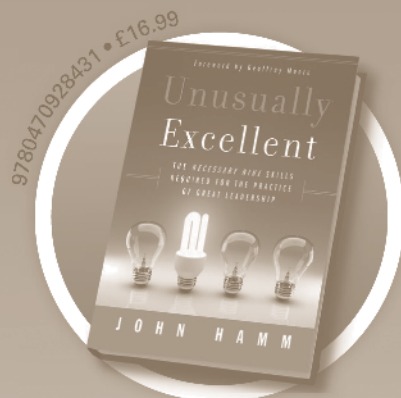


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THURSDAY,
OCT. 27 — 14:45–16:15

CONCURRENT SESSION

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See page 30 for Hints about choosing sessions.

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CS3 THURSDAY
14:45 - 16:15

New Research on Ethics: The Roles of Logic, Intuition, Care, and Character

* Plaza Suite 1 * Session Type: **Papers** * Track: **Scholarship**

How Leaders Make Ethical Decisions: Logic or Intuition?

New developments in psychology and brain research cast doubt on traditional cognitive models of ethical decision-making. Instead of reasoning their way to ethical conclusions, leaders and other decision makers may make immediate judgments based on intuition and then employ logic to justify their choices. This paper summarizes these alternative approaches to moral decision-making and describes their implications for leaders as well as for instructors, student life professionals, trainers and others engaged in ethical leadership development.

* **Craig Johnson** George Fox University

Character vs. Situational Imperatives as the Driver of Unethical Conduct

Anyone who has attempted to lead an organization from an authoritative position has been confronted with the bewildering problem of the noncompliant and the unethical. This paper suggests that there are two great and rarely intersecting intellectual currents on the topic of the causes of ethical transgression. The centrality of ethics to the study of leadership, implications for the practice of leadership, and recommendations to bridge the divergent perspectives will be discussed.

* **George Reed** School of Leadership and Education Sciences, University of San Diego

Undoing Identities: The Tension Between Care and Criticality in Leadership Development

This paper offers a novel conceptualisation, un-doing, of how identity work is experienced in leadership development programmes as participants explore questions about who they are and who they want to become as a leader. The presence and process of undoing teeters on a fine line between productive forms of shaking up one's identity, and the possibility that this may become destructive. A series of propositions for leadership development facilitators, participants, and researchers regarding holding an ethic of care with an ethic of criticism will be presented.

* **Helen Nicholson** University of Auckland

CHAIR: TERRY PRICE Jepson School of Leadership Studies, University of Richmond

Global Gender, Diversity, and Inclusion Best Practices: Think Global, Act Local

* **Plaza Suite 10** * Session Type: **Panel** * Track: **Business**

Globalisation has required managers to become fluent in the cultures and languages of the Russians, the Chinese, the Indians, and the Brazilians—among others. This creates interesting issues for leadership and talent management teams, namely: should leaders be the same worldwide or should they have distinctive talents and characteristics based on their location? Is there one leadership brand for a company, or many? How do we respect unique cultural identities and also align and implement a corporate diversity and inclusion mission and strategy around the world? This session will include the perspectives of consultants, researchers, educators, and directors with operational experience and responsibility for global gender, diversity and inclusion programs.

* **Fleur Bothwick** Ernst and Young

* **Charlotte Sweeney** Noumara International PLC

* **Nikki Walker** Cisco International Limited

CHAIR: LYNDA L. MOORE Simmons School of Management

COMMENTATOR: SUSAN VINNICOMBE Cranfield School of Management

Present vs. Possible: Collective Courage to Lead into the Future

* **Plaza Suite 11** * Session Type: **Workshop** * Track: **Development**

Why do some groups thrive during times of difficulty while others decline? Based on the theory that a key variable is a group's collective vision of the future, this workshop will share a framework to help individuals and groups identify current and desired orientations to the future, and provide tools that support vision-based leadership processes. Attendees will participate in pre- and post-tests coupled with a condensed version of the Strategic Futuring™ process to generate discussion, introspection, and group feedback.

* **Drew Drummond** Drummond International

* **Priscilla Goodman** Genysys Group

* **Jason Eagar** Texas Christian University

Microsoft Front Lines: Leadership Development for a Changing Business World

* **Plaza Suite 13** * Session Type: **Case Study** * Track: **Development**

Rapidly growing emerging markets, changing competition, and global economic turbulence create significant challenges that call for leaders ready to respond quickly and appropriately to uncertain conditions. This session will provide an overview of a program, Front Lines, that combines leadership development with Corporate Social Responsibility (CSR) and new business development to achieve a three-way win: for participants, the partner organizations, and the wider organization. This award-winning action-learning experience, held in Kenya (2010) and Peru (2011), links leadership learning directly to business results through work with local partners.

* **Shannon Banks** Microsoft

* **Matthew Farmer** Adopt a Business

Mapping the Way to Global Leadership Competency: From Assessment to Coaching, Successful Models and Practices

* **Plaza Suite 9** * Session Type: **Workshop** * Track: **Development**

This workshop will introduce participants to a well-researched set of competencies shown to be essential for global leadership. The presenters, senior leadership development practitioners, will use three modalities: a brief lecturette on assessing global competencies; an exercise demonstrating how to train for global competencies using dialog as a method; and a case-study introducing options for coaching others toward global leadership competency.

* **Allan Bird** Northeastern University

* **Alastair MacFarlane** Performance Systems International (PSi)

Margins and Mainstreams: PhD Leadership Studies Programs in Higher Education

* **Plaza Suite 12** * Session Type: **Panel** * Track: **Education**

This panel of deans and directors from a variety of PhD programs will examine common issues facing doctoral programs of leadership studies. Exemplifying reflective practice, they will discuss questions including: (1) What are the necessary pedagogical innovations in the field? (2) What are the technological innovations involved in doctoral leadership studies? (3) Do our programs teach about leadership or in addition, do they prepare people for leadership roles in social change? (4) What is the credibility of PhD leadership programs with accrediting committees and colleagues? (5) What are the revenue streams and possibilities for program sustainability?

* **David Collinson** Lancaster University

* **Cheryl Getz** University of San Diego

* **Larry Preston** Union Institute & University

* **David Greenhalgh** Eastern University

COMMENTATOR: RICHARD COUTO Union Institute and University

The Impact of Worldviews on Women in Leadership

* **Plaza Suite 3** * Session Type: **Papers** * Track: **Scholarship**

The purpose of this session is to present findings from four recent studies focused on the impact of worldviews on women in leadership. In recognizing the limitations under each worldview—particularly the treatment of the “other”—the panelists will encourage a dialogue that creates broader understanding about other belief systems and interpretative lenses.

Mormon Women and Leadership: The Influence of their Religious Worldview

This paper explores the impact of the Latter-Day Saints’ (Mormon) worldview on women and leadership. The presentation will focus on four areas: (1) why examine the LDS worldview, (2) the LDS worldview concerning mortal progression, (3) the LDS culture, and (4) leadership development for LDS women.

* **Susan Madsen** Woodburn School of Business, Utah Valley University

* *Coauthors:* **Valerie M. Hudson** Brigham Young University

Women’s Leadership in an Evangelical Christian Context: Gendered Realities

Certain “gendered realities” are experienced by women working in an evangelical Christian context. The research base for this presentation is drawn from a decade-long initiative to identify and equip more women for senior administrative leadership in the Council for Christian Colleges & Universities. The presenter will discuss how an evangelical worldview adds complexities on both individuals and organizational culture as women navigate the labyrinth of leadership.

* **Karen Longman** Asuka Pacific University

* *Coauthors:* **Candy M. O’Connor** Asuka Pacific University; **Richard J. Wikkerink** Redeemer University College

The Impact of a Lutheran Worldview on Women in Leadership

The purpose of this presentation is to summarize findings from a qualitative study of 25 women in leadership who hold a Lutheran worldview. The panelist will share themes and findings, including that women are commonly treated as equals in leadership roles, and will provide recommendations for further research.

* **Katherine Tunheim** Economics and Management Department, Gustavus Adolphus College

Women’s Leadership in an African Context: Explicating Ubuntu Worldview

This presentation will explore women’s leadership in the context of an Ubuntu African worldview, including the principles of interdependence, spirituality, community, unity, and compassion as enacted by African women leaders. It will provide lessons on relational leadership, drawing implications for leadership theory and praxis by expounding on a non-western perspective.

* **Faith Ngunjiri** Campolo College of Graduate and Professional Studies, Eastern University

CHAIR: ROBBIE HERTNEKY Organizational and Environmental Sustainability Program, Antioch University

Political Leadership in the U.S. and the U.K.

* **Plaza Suite 6** * Session Type: **Panel** * Track: **Public**

The United States and the United Kingdom are often viewed as the two leading models of political democracy in the world. Yet, these two systems practice very different forms of political democracy, with the U.S. employing a separation-of-powers model while the U.K. employs a fusion-of-powers model. In this panel discussion, three distinguished scholars and a member of the British Parliament will explore the worlds of political leadership in separation versus fusion of power systems.

* **Angus Hawkins** Kellogg College, University of Oxford

* **Iwan Morgan** Institute for the Study of the Americas, University of London

* **Michael Genovese** Loyola Marymount University

CHAIR: MICHAEL GENOVESE Loyola Marymount University

Cultivating the Flame of Idealism: The City Year Leadership Development Experience

* **Plaza Suite 5** * Session Type: **Case Study** * Track: **Conference Theme**

City Year unites young adults, ages 17-24, for a year of full time service, giving them the skills and opportunities to change themselves while changing the world. This leadership development model, The Flame of Idealism, distills more than two decades of innovation developing idealistic leaders willing and able to work for social change. Presenters will share: the conceptual framework for developing idealistic civic leaders, leadership development tools and exercises, and reports from the field—including the London office.

* **Max Klau** City Year

* **Charlie Rose** City Year

Leadership in a Global Community: Inclusion of Multiple Viewpoints and Voices

* **Plaza Suite 7** * Session Type: **Panel** * Track: **Development**

Increasing complexity in 21st century leadership requires multiple voices, moving leadership practice away from individual solutions imposed by formal leaders. This panel discussion will: explore provocative questions about inclusive leadership; invite attendees to add their own questions; and address how inclusive leadership can be generated and what practices support others to engage in inclusive leadership.

Building Working Relationships Across Social Identity Differences

The context of leadership has evolved to incorporate greater social identity differences. The presenter will discuss a model and typology of tools developed from a study exploring the processes by which Black African American and White European American women enact leadership by creating and sustaining positive cross-race work relationships.

* **Karen Geiger** McColl School of Business, Queens University of Charlotte

Creating and Sustaining Inclusive Workplaces

Panelists will shed light on boundary spanning practices and bridging strategies that can be used by leaders and collectives to lead in more inclusive ways. Practical examples of creating conditions for positive contact across different groups, reinforcing informal norms of valuing differences, and holding multiple realities will be used to illustrate these practices and strategies.

* **Lize Booyen** PhD in Leadership and Change Program, Antioch University

* **Philomena Essed** PhD in Leadership and Change Program, Antioch University

Attachment Theory: Implications of New Developments for Leadership, Followership, and Organizational Change

* Plaza Suite 4 * Session Type: **Panel** * Track: **Development**

Do people bring their families of origin to work? In many ways, yes! Attachment security, relatively stable internal “working models of relationships” derived from early childhood, has significant yet under-recognized influences on leadership, followership, and many other work-related variables. This panel will bring together complementary perspectives on attachment from practitioners and academics from the U.S., U.K., and continental Europe.

How Attachment Security Influences Leadership and Followership: Implications for Leadership and Leadership Development

Leadership and followership are dynamic relationships affected by attachment security, i.e. individuals’ relationship assumptions. These assumptions underlie implicit leadership theories, leadership style, and work relationships. Recent research on leaders’ insecure attachment shows negative, even destructive, impacts on insecure and secure constituents in crisis times. This presenter will explore how leadership development can mitigate this issue.

* **Tracey Manning** University of Maryland

Forms of Attachment: New Insights for Leaders and Followers

Attachment theory usually applies attachment to people. This presentation will introduce the complementary concept of attachment to non-personal concepts such as professional identity. Evidence from several sectors worldwide demonstrates how individuals find security on a spectrum between people and professional identity. The implications for understanding between leaders and followers will be examined.

* **Peter Robertson** Human Insight Ltd

Exploring from a Secure Base: Implications for Leading Change

People vary in attachment security and preferences for exploration or stability. Building on theory and research on secure attachment to people or professional identity, this presentation will examine organizational attachment and other work-related attachment based on cases from business and popular culture. Implications for team composition and leading change will also be explored.

* **Tim Harle** Working Through Change

Undergraduate Leadership Education: Program Development and Evaluation

* Plaza Suite 2 * Session Type: **Panel** * Track: **Education**

While the number of undergraduate leadership education (ULE) programs is growing at a seemingly exponential rate, research and evaluation needed to inform best practices is lagging behind. In this panel, ULE practitioners, scholars, and funders across three top ULE programs will provide exemplars, common challenges, and recommendations for improvement. Themes will include original impetus for program initiation, pitfalls and strategies for program development, and integration and implementation of program evaluation.

* **Mary Tolar** School of Leadership Studies, Kansas State University

* **Ron Riggio** Kravis Leadership Institute, Claremont McKenna College

* **Sherylle Tan** Kravis Leadership Institute, Claremont McKenna College

CHAIR: **REBECCA REICHARD** School of Behavioral and Organizational Sciences, Claremont Graduate University

COMMENTATOR: **DEB RICHARD** Soaring with Eagles Foundation

THURSDAY,
OCT. 27 — 16:45-18:00

INTERACTIVE ROUNDTABLE SESSIONS

IRD THURSDAY
16:45 - 18:00

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.

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Two Generations: How the Boomers and Millennials Will Work Together to Help Transform the World

* **Table 17** * Session Type: **Roundtable** * Track: **Conference Theme**

The Millennials, positioning themselves as the 21st century's "Greatest Generation" will be looking to the elder Boomers as their guides and mentors as they move into positions of leadership in the coming years. The intent of this roundtable is to create a dialogue between individual Boomers and Millennials about how each generation's strengths and unique characteristics might work together to foster transformational change in the world.

* **Stephan Belding** Marylhurst University; University of Phoenix

A Question of Purpose: Leadership for Building Shared Meaning for Change with Contentious Problems

* **Table 16** * Session Type: **Roundtable** * Track: **Conference Theme**

What do we need leadership for? The primary aim of the roundtable is to consider one critical purpose of leadership: developing shared meaning for enabling change addressing contentious problems. Discussion will range over implications for practice, for development of leadership theory, and for research.

* **Don Dunoon** New Futures Pty Ltd.

Leading Outside the Box: Developing Self-Directed Leaders

* **Table 22** * Session Type: **Roundtable** * Track: **Education**

This roundtable discussion focuses on developing leaders. The discussion will first focus on active learning and how it can be applied to promote leadership development in and outside of the classroom. The conversation will then shift to the Montessori method's background and how Montessori can be used with adults to allow for the development of leadership.

* **Isolde Anderson** Hope College

* **Wendy Cook** Central Washington University

Crossing Public/Private Boundaries: Student Philanthropy Boards in Leadership Classes

* **Table 21** * Session Type: **Roundtable** * Track: **Education**

Grounding the courses in the complex and ever-changing real work of leaders, this presentation will offer an overview of the planning, facilitation, and assessment of the Lead, Learn, Serve program. In the program, students in 40 student philanthropy boards in academic courses award \$5,000 each to non-profit organizations in the community.

* **Jill McCracken** University of South Florida St. Petersburg

* **Matt Morrin** University of South Florida St. Petersburg

Purposeful Collaboration for Leadership Education Between Academic and Student Affairs

* **Table 26** * Session Type: **Roundtable** * Track: **Education**

The presenter will begin the conversation by providing information about successful for-credit academic experiences that purposefully integrate student affairs experiential opportunities. Participants will be asked to share their success stories and challenges. The goal is for everyone to leave with at least one new idea for implementation on their campus.

* **William Smedick** Johns Hopkins University

What is Environmental Leadership and How do You Know it When You See it?

* **Table 18** * Session Type: **Roundtable** * Track: **Conference Theme**

This session will provide an opportunity for leadership scholars and practitioners to consider the characteristics of environmental leaders and the tactics they must use to address intractable problems such as climate change, environmental injustice, and resource depletion.

* **Deborah Gallagher** Environmental Leadership Program, Duke University

The Experiencing Civic Engagement and Leadership (EXCEL) Model: Building the Next Generation of Leadership Scholars

* **Table 23** * Session Type: **Roundtable** * Track: **Education**

This session will discuss a five-day leadership development experience (Experiencing Civic Engagement and Leadership, or EXCEL workshop) for incoming freshman, designed by upperclassmen, to assist incoming students to bond as a cohort as they begin their journey in defining leadership.

* **Tanya Judd Pucella** McDonough Center for Leadership and Business, Marietta College

* **Drew Schulte** McDonough Center for Leadership and Business, Marietta College

* **Rachel Baughman** McDonough Center for Leadership and Business, Marietta College

* **Ashley Wollam** International Leadership Association

Social Interaction and Crowd Engagement in Emergent Leadership Around the World

* **Table 15** * Session Type: **Roundtable** * Track: **Conference Theme**

Communication and information technology has been used to create new pathways to social and political activism among younger generations. This roundtable will discuss some of the characteristics of these generations around the globe and how they employ the technology-based tools of social interaction and crowd engagement leading to new forms of digital activism, collective intelligence, and participatory leadership.

* **Fernando Mora** St. George's University

Public Sector Environmental Sustainability Practices: An Eco-Centric Approach to Cultivating Change

* **Table 14** * Session Type: **Roundtable** * Track: **Public Service**

The discussion will be based on research that examines public sector environmental sustainability approaches that accomplish and sustain economic development, while following environmental policies and regulatory mandates. A goal is to identify recommendations for municipal governments that operate across jurisdictional boundaries.

* **Teresa Martinelli-Lee** University of La Verne

View from the Holler: How a Rural Community Prepares for a Game Changing Event

* **Table 25** * Session Type: **Roundtable** * Track: **Public Service**

This action research case study around human capacity building for leadership focuses on the New River Gorge Regional Development Authority as it works to prepare for a massive influx of visitors and potential residents in rural West Virginia. The roundtable discussion will be an opportunity to participate in assessment of the study.

* **Elisebeth VanderWeil** Mountain State University

Public Leadership in the Era of Austerity: Challenges and Opportunities in the English NHS Emergency Ambulance Services

* **Table 13** * Session Type: **Roundtable** * Track: **Public Service**

The relationship between public leadership and organisational effectiveness is currently at the top of the health policy agenda in the UK. Based upon a qualitative study, this presentation and discussion will explore the challenges and opportunities within the health sector and elsewhere by examining the leadership situation in the emergency ambulance services, highlighting practical and theoretical implications.

* **Paresh Wankhade** Liverpool Hope University

* **John Brinkman** Liverpool Hope University

Increasing Participation in Community Leadership Activities Through Value-Based Personal Action Planning

* **Table 12** * Session Type: **Roundtable** * Track: **Public Service**

This discussion will focus on understanding how personal value satisfaction can be integrated into individual action planning to increase involvement in community leadership activities. Final notes will be made available to all participants to incorporate into their personal action planning.

* **Ilene Ringler** University of Phoenix; Kaplan University

Distal Teams: Understanding the Role of Cultural Intelligence in Leading International, Cross-Cultural, Virtual Teams

* **Table 1** * Session Type: **Roundtable** * Track: **Business**

Researchers conducted a study examining the relationship between a distal leader's cultural intelligence, using the Cultural Intelligence Scale, and virtual team goal achievement. The results of the study will be discussed, as will practical implications for organizations and leaders of global teams to successfully achieve outcomes across diverse cultures.

- * **Amy McComas** Indiana Applied Behavior Analysis Institute
- * **Brad Grubb** Indiana Wesleyan University
- * **Mindi Townsend** Broome Community College, State University of New York
- * **George Trumbull** Indiana Wesleyan University

Green Leadership: Constructing a Model

* **Table 2** * Session Type: **Roundtable** * Track: **Business**

Almost every major corporation and global organization has become concerned with organizational practices that emphasize sustainability. While many understand the characteristics of green organizations, few have explored sustainable leadership itself. Presenters will outline a conceptual model and facilitate a discussion exploring Green Leadership.

- * **David Frantz** School of Business and Economics, Indiana University East
- * **Fredricka Joyner** School of Business and Economics, Indiana University East

Leadership Impact: The Effect of Leader Behaviors on Employee Psychological Attachment to the Organization

* **Table 4** * Session Type: **Roundtable** * Track: **Scholarship**

The purpose of this study is to investigate the influence that leader behaviors have on the organizational attachment of their follower employees. It contributes to the organizational leadership literature by demonstrating the magnitude of the impact of specific leader behaviors on employee psychological attachment to the organization, specifically on internalization of company values and identification with company image.

- * **Angela Spranger** Regent University

Leader Development or Leadership Development? An Integrated OD Approach for Bottom-Line Impact

* **Table 8** * Session Type: **Roundtable** * Track: **Development**

Organisations globally invest millions in leadership initiatives. However, many are caught in the trap of individual leader development rather than leadership development. As a result, this investment fails to deliver on strategic organisational development imperatives. This session will explore an approach and case study that activates collective leadership for true return on investment.

- * **Eugene Smit** WorldsView Consulting

Developing Women Leaders: Issues and Implications

* **Table 11** * Session Type: **Roundtable** * Track: **Development**

This interactive roundtable will stimulate discussion about the development of women leaders. More specifically, this roundtable will invite discussion on how women's experiences differ and the implications this has for developing leadership.

- * **Valerie Stead** Management School, Lancaster University
- * **Carole Elliott** Business School, Hull University
- * **Bonita Betters-Read** School of Management, Simmons College
- * **Lynda Moore** School of Management, Simmons College

Leading Social Change Efforts: The Effects of National Culture on Social Change Work

* **Table 9** * Session Type: **Roundtable** * Track: **Development**

Leaders of minority cultures who lead social change efforts must consider cultural values as a determining factor for the success or failure of social movements in their communities and organizations. This session will evaluate and discuss case studies of four organizations and leaders.

- * **Mai Moua** Leadership Paradigms

Exploring Alternative Methodologies for Studying Leadership

* **Table 6** * Session Type: **Roundtable** * Track: **Scholarship**

As notions about leadership are changing to more lateral, informal, participatory, and inclusive models focusing on ethical and sustainable leadership, traditional methodologies of studying leadership also need to change. This roundtable session considers promising research methodologies that are both pragmatic and generalizable, and which honor emerging leadership paradigms as well.

- * **Lize Booyesen** PhD in Leadership and Change Program, Antioch University
- * **Jon F Wergin** PhD in Leadership and Change Program, Antioch University

The Kaleadescape® Process: Formation, Meeting Management, and Decision-Making Tools For High-Performing Teams

* **Table 3** * Session Type: **Roundtable** * Track: **Business**

This roundtable will provide guidelines and simple, practical methods for managing teams and engaging leaders in group processes that produce optimal results, as well as high-level organizational commitment and performance. The methods are synthesized from systems and process models proven effective for maximizing individual and group performance.

- * **Patricia O'Connell** Lourdes College

The Impact of Personality Characteristics on International Leaders

* **Table 24** * Session Type: **Roundtable** * Track: **Public Service**

This monograph argues that researching and building a leadership theory that merges existing international theoretical constructs with identifiable personality traits and attributes assists in understanding the influence that leaders' interactions have on the international stage to resolve conflict among nations.

- * **Andrew Campbell** Andrew Campbell

A Model for Global Leadership Development

* **Table 10** * Session Type: **Roundtable** * Track: **Development**

What model of leadership development should be utilised in a developing country and continent which has little or no tradition of leadership education, training, and development? The presenter will share information about a proposed Leadership Institute and participants will be asked to contribute expertise, feedback, questions, and ideas.

* **Jairam Reddy** Durban University of Technology

The Journal of Leadership Studies: Scholarship in the Contemporary Ecology of Leadership

* **Table 5** * Session Type: **Roundtable** * Track: **Scholarship**

The Journal of Leadership Studies is an interdisciplinary journal that integrates peer-reviewed research, interoccupational symposia, and media reviews into a larger conversation regarding leadership in academic and practical contexts. The chief editor will provide information for potential authors, contributors, and reviewers. Concepts will be developed for possible features, symposia, or media reviews.

* **Jeremy Moreland** School of Advanced Studies at University of Phoenix

Practical Intercultural/Interpersonal Leadership Development: A Knowledge Harvest Experience

* **Table 7** * Session Type: **Roundtable** * Track: **Development**

This roundtable discussion will distill current cross-cultural knowledge, participant experience, and the collective practical wisdom of participants into a shared resource of the most effective current practices and ideas for future research regarding intercultural leadership.

* **John Nirenberg** Walden University

IRD THURSDAY
16:45 - 18:00

Leadership Perspectives

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PLAZA SUITE 3

The Consortium creates a valuable opportunity to engage in meaningful dialogue about the latest scholarship and research being conducting by new contributors to the field of leadership studies. The consortium serves as a venue for doctoral students and junior scholars to interact with senior leadership scholars. A senior scholar will be assigned to review a specific poster with the junior scholar who prepared it. The goal is to provide constructive feedback to clarify and sharpen this emerging research. All are welcome to listen-in on these important conversations.

CONSORTIUM PARTICIPANTS AS OF SEPTEMBER 1:

Does God Think I'm Crazy? Partnerships Between Mental Health Treatment Organizations and Communities of Faith

Charles Campbell, Eastern University

Followership Styles as the Boundary Conditions of the Linkage between Transformational Leadership and Follower Performance

Ming-te Cho, Chung Yuan Christian University

Responsible Leadership and Corporate Sustainability in China

Wenjin Dai, University of Exeter

Followership, Sacrificial Leadership and Charisma: A Focus Group Study of Survivors from the Jonestown Massacre

Wendy Edmonds, RTED Group

Leadership Development, Identity and Change: A Case Study

Parisa Gilani, University of Exeter

Exploring Relational Tensions in Mentoring

Paul Kosempel, University of Denver

Transformational Leadership in Higher Education: Developing a Measure

Lauren Mawn, Bangor

Promoting Sustainable Development in Rural Haitian Communities

Jacques Pape, Morehouse College

Uncovering the Undergraduate Student Leadership Experience through Organizational Leadership Activities

Bryan Patterson, University of Tennessee - Knoxville

Learning Leadership: Constructing Identities through Social Practice

Kelly Priest, Virginia Tech University

Exploring the Role of Authenticity and Identity on Workplace Well-Being and Work Engagement: Perspectives from Leaders and Subordinates

Caroline Rook, University of Exeter Business School

Toxic Followership: The Relationship Between Psychosocial Motivation and Organizational Commitment Among Followers of Toxic Leaders in Megachurches

Kantrice Rose, University of Maryland Eastern Shore

The Preemptive Effects of Character Education Programs on Bullying in School Milieus

Gabriel Saintus, Morehouse College

THANK YOU TO OUR EVENT SPONSORS:



The Lifetime Achievement Award will be bestowed upon Robert J. House at the Keynote Session on Friday. He will present on Friday at 10:45 in Plaza Suite 5.

Leadership Legacy Honoree Robert J. House



Trained in that great tradition of leadership studies at the Ohio State University, where he received his Ph.D. in management in 1960, **ROBERT J. HOUSE** is one of the foremost experts on leadership across cultures. The principal investigator, and founder in the early 1990s, of the Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE), he has visited close to 40 countries during the course of the investigation. The GLOBE project, divided into four phases, has published two tomes—one examining leadership in 62 societies and the second taking a more in-depth look at 25 of those societies. The project has succeeded at providing a valuable resource for managers doing business in other countries and serves as a rich source of information for anyone interested in understanding how leadership grows in different cultural grounds.

In addition to his work developing GLOBE, House is best known for his creation of the Path-Goal Theory of Leader Effectiveness, which he developed in 1971 and revised in 1996. House describes the essence of the theory as "the meta proposition that leaders, to be effective, engage in behaviors that complement subordinates' environments and abilities in a manner that compensates for deficiencies and is instrumental to subordinate satisfaction and individual and work unit performance."¹ The theory, which has been widely studied, also led House to the development, in 1976, of his well-known theory of Charismatic Leadership.

House's refreshing ability to analyze and revise his own work twenty-five years later, is illustrative of his overall philosophy. He quotes D.O. Hebb's maxim that "a good theory is one that holds together long enough to get you to a better theory," then continues to reflect that, "the virtue of internalizing the spirit of these assertions is that if one does so one will never be compelled to defend one's own theory, which inevitably will be shown to be false."²

A prolific writer, House has authored more than 130 journal articles, which have been reprinted in numerous anthologies. He is a cofounder of the premier leadership journal, *Leadership Quarterly*, where he also served as executive editor, and has received numerous awards throughout his career. He is a Fellow in the Academy of Management, the American Psychological Association, and the Society for Industrial/Organizational Psychology.

1. House, R. (1996). Path-Goal Theory of Leadership: Lessons, Legacy, and a Reformulated Theory. *Leadership Quarterly*, 7(3), 323-352.
2. Ibid, p. 349, quoting Hebb, D.O. (1969) Hebb on Hocus-Pocus: A Conversation with Elizabeth Hall. *Psychology Today*. 3(6), p. 21

Polly Higgins



POLLY HIGGINS is a barrister, international environmental lawyer, and activist. A vocal spokesperson on Earth Law, she is a recognized expert in the field. She advises on EU and international environmental law, with particular expertise in earth jurisprudence. Her book, *Eradicating Ecocide: Laws and Governance to Prevent the Destruction of Our Planet* (Shepherd-Walwyn, 2010) won the People's Book Prize and was a finalist for the Book of the Year Award.

Higgins recently mounted a global campaign to have Ecocide recognised by the UN as the fifth crime against peace, to sit alongside genocide, crimes against humanity, war crimes, and crimes of aggression. She defines Ecocide as the 'extensive damage, destruction to or loss of ecosystems of a given territory, whether by human agency or by other causes, to such an extent that peaceful enjoyment by the inhabitants of that territory has been severely diminished.'

Voted by the Ecologist as one of the "World's Top 10 Visionary Thinkers," Higgins has been named "The Planet's Lawyer" by the 2010 Performance Awards. She was identified as one of the top "unreasonable people" in the world by the cult U.S. online magazine Planet Green for refusing to accept the norm and hailed by *The Guardian* as one of their Green Heroes working for the right kind of environmental change.

Higgins has been a UK Associate of EnAct International, a consultancy that specialises in developing and strengthening governance systems that promote ecologically sustainable societies. She has also worked closely with TREC-UK, a network of scientists and engineers, to advance the concept of building solar power plants in the desert to provide the world with clean electricity. Higgins is the founder of Women in Sustainability and the Environment (WISE Women)— an international network that brings together women who are working on sustainability issues and the environment.

Higgins was born in 1968 and spent her childhood in the west of Scotland, in Stirlingshire and the Highlands. During her time as a student she met the Austrian artist and ecologist Hundertwasser who believed nature to be a community of living beings. This was to be the beginning of her examination of her world in a different context from that which viewed the world as a thing, to be traded and sold. Her years as a barrister in London courts, where she represented both individuals and corporations on discrimination cases and corporate law, led her to the conclusions that the Earth in need of a good lawyer and that adequate laws to protect the Earth do not exist.

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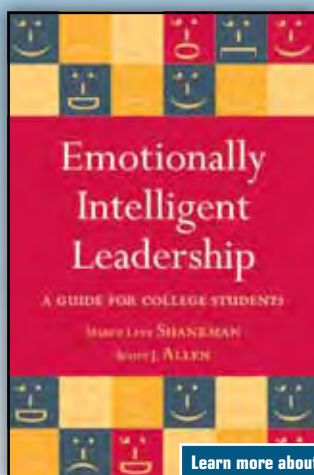
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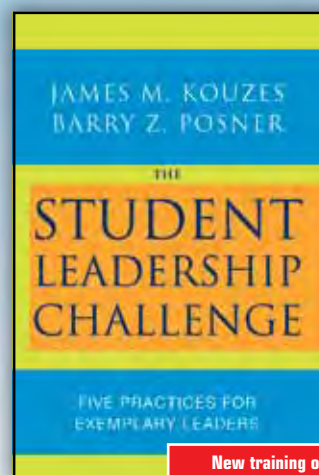
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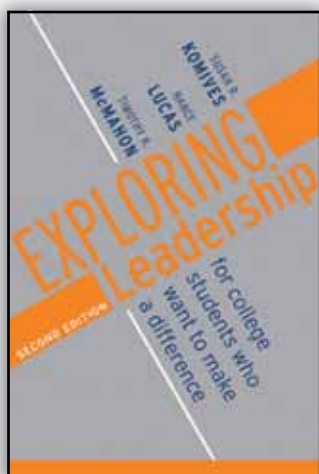
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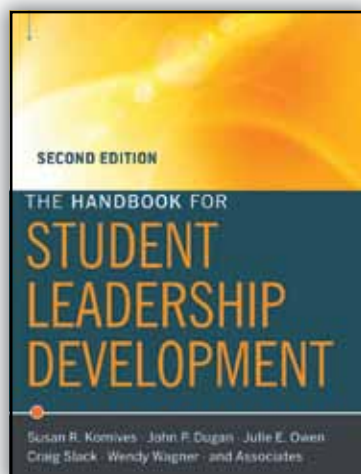
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Thoroughly revised and updated, this book is designed to help college students understand that they are capable of being effective leaders and to guide them in developing their leadership potential. It contains expanded and new chapters and also includes the relational leadership model, uses a more global context and examples that relate to a wide variety of disciplines, contains a new section which emphasizes ways to work to accomplish change, and concludes with concrete strategies for activism.



978-0-470-53107-5 • \$55.00

This comprehensive handbook provides essential research, theoretical framing, and practical guidance to help higher education practitioners develop, advance, and sustain a student leadership program. Thoroughly revised, it introduces a model for designing and executing any student leadership program, which will serve as a framing device for the book. This model covers: Foundations of Leadership Education, Program Design, Program Context, and Program Delivery.



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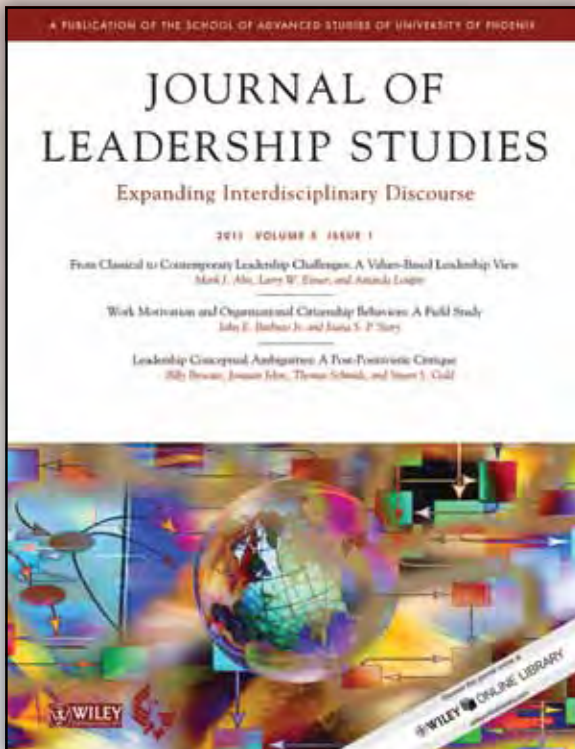
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Anthony Middlebrooks, Lauren Miltenberger, James Tweedy, Grant Newman and Joanna Follman
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Friday Morning Plenary, Oct. 28, 9:00 - 10:15

Paper Presentation:

Oct. 28, 13:30 - 14:30 Plaza Suite 9

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FRIDAY,
OCT. 28 — 10:45–12:00

CONCURRENT SESSION

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.

Having a hard time choosing which session to attend?
See page 30 for Hints about choosing sessions.

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CS4 FRIDAY
10:45 – 12:00

When Coaching Leaders Becomes Tricky: Learning from Difficult Cases

* Plaza Suite 10 * Session Type: **Workshop** * Track: **Development**

Organized around real cases encountered by coaches and business school faculty, the session will focus on issues that executives bring into coaching sessions, challenges associated with exploring those issues, and potential risks inherent in the context of executive coaching. This hands-on workshop will engage participants in an exploration of approaches to handling difficult leadership coaching situations and presenters will share expert opinions on the cases and the actual outcomes. Post-workshop recommended readings will provide additional information and resources for the participants.

- * **Elizabeth Florent-Treacy** Global Leadership Center, INSEAD
- * **Andreas Bernhardt** European School of Management and Technology
- * **Manfred Kets de Vries** Global Leadership Center, INSEAD

The Leadership Industries and the Production of Leadership

* Plaza Suite 11 * Session Type: **Panel** * Track: **Business; Development**

This interactive panel will explore what can be learned about leadership and leadership development by approaching both as increasingly marketable products and services. Panelists will address several questions to spark a discussion on what it means to participate in the leadership industries, a term coined to describe the loosely-coupled but ever growing network of individuals and organizations (including consultants, coaches, leadership institutes, business schools, publishing houses, and even the ILA itself) working to provide products and services that respond to and further promote demands for leadership development, research, and assessment.

- * **Eric Guthey** Copenhagen Business School
- * **John Burgoyne** Lancaster University Management School
- * **Mark Drewell** The Globally Responsible Leadership Initiative

CHAIR: BRAD JACKSON University of Auckland

Find Your Most Valued Personal Strengths Right Now!

* **Plaza Suite 12** * Session Type: **Workshop** * Track: **Business**

Globally, twenty percent of employees working in large organizations surveyed by the Gallup Organization “strongly agree” that their strengths are used every day in their jobs. How can that percentage be increased? The purpose of this workshop is to share the experience of the strength finding process used at the Boeing Company. Join this workshop to identify your top strengths, meet new people, learn characteristics of a strengths-focused organization, review workshop follow-on activities, and learn about available resources.

* **Penny Rempfer** Boeing; Seattle University

Creating a Leadership Road Map for Gen Y: Confronting Organizational and Global Challenges with Purpose

* **Plaza Suite 1** * Session Type: **Panel** * Track: **Development**

By drawing on the research on Millennials world-wide, personal experiences as Millennials in organizations and communities, and the collective wisdom of wider networks, panelists seek to co-create a leadership road map for Millennials to navigate the challenges facing the world both today and tomorrow.

* **Natalie Coers** University of Florida

* **Paola Gomez Barletta** Global Institute for Leadership and Civic Development

* **Virginia Campo** Hecha y Derecha

* **Sebastian Arias** Latin America Unida

COMMENTATOR: JOANNA STANBERRY Max De Pree Center for Leadership

Exploring Distance in Leader-Follower Relationships

* **Plaza Suite 13** * Session Type: **Panel** * Track: **Scholarship**

Leaders face new challenges as they cope with changes in culture, technology, and the workplace. This panel will examine implications of these changes for effective leader-follower relations. Scholars will discuss research on leader-follower relations, focusing on the impact of distance—physical, interpersonal, and social—on organizations and societies. The panel will conclude by providing an outlook regarding where distance has been, where it is going, and what areas still lay unexplored for future researchers.

* **Birgit Schyns** Durham Business School

* **Becky Reichard** School of Behavioral and Organizational Sciences, Claremont Graduate University

* **David Collinson** Lancaster University

CHAIR: MICHELLE BLIGH Claremont Graduate University

Remapping Leadership Education: Confronting Pervasive Myths in Developing College Students' Leadership Capacities

* **Plaza Suite 3** * Session Type: **Workshop** * Track: **Education**

The goal of this session is to expand participants' assumptions around the design and delivery of both curricular and co-curricular leadership education. The presenters will begin with an overview of several pervasive myths misinforming the design and delivery of college student leadership development programs. Participants will have the opportunity to engage in structured dialogues to identify how the myths manifest themselves on their campuses and how to disrupt their negative effects through policy and educational interventions.

* **John Dugan** Loyola University Chicago

* **Susan Komives** University of Maryland; National Clearinghouse for Leadership Programs

* **Julie Owen** New Century College, George Mason University

* **John Garland** Department of Rehabilitation Studies, Alabama State University

Honoring Robert House (Lifetime Legacy Session)

* **Plaza Suite 5** * Session Type: **Panel**

Colleagues of Robert House will honor his defining contributions of his 50 year career of leadership scholarship. They will consider the relevance and impact of Path-goal Theory, Charismatic Leadership Theory, and the contributions GLOBE Project, with particular emphasis on the implications of his work for cross-cultural understanding. They will discuss the importance and significance of House's work on the study and practice of leadership over time and in today's boardrooms, classrooms, and communities. Professor House will personally discuss the status of the GLOBE project and take questions from the audience.

* **Nancy Papalexandris** Athens University of Economics and Business

* **Mary Sully de Luque** Thunderbird School of Global Management

* **David Greenhalgh** Eastern University

* **Almarie Munley** Regent University

CHAIR: MARY SULLY DE LUQUE Thunderbird School of Global Management

COMMENTATOR: ROBERT J. HOUSE

One Planet, Many Worlds: The Power of Leadership Artistry

* **Plaza Suite 2** * Session Type: **Workshop** * Track: **Education**

The focus of this year's Fetzer Dialogues will be on leadership practices that support an awareness of planet Earth. Inviting and integrating the contributions of many voices and perspectives, each dialogue will explore leadership experiences and questions that touch the world of artistry and, through the creative process, bridge many cultures and countless perspectives. The inquiry will explore how to foster necessary collaboration across old divides to solve seemingly impossible challenges. All three dialogues will follow a similar format: 1) comments and observations by the presenters, 2) reflections and conversation among small groups of participants about their knowledge/experience/reflections on the theme, 3) full room dialogue.

Dialogue #2: Leadership and the Power of Poetry

The second dialogue will explore the theme of leadership and the language of poetry, specifically how the language of poetry can serve the work of leadership. Whether as a writer of poetry or simply one who appreciates and reads poetry, the language of poetry combines a sparseness and richness, the ability to hold complexity and paradox, and a capacity to point to what matters most. While poetry has proven to be a powerful communication tool for leaders, perhaps equally important are the subtle practices imbedded in great poetry—the practices of rich language, deep listening, and human connection.

* **Judy Sorum** Brown, University of Maryland; Fetzer Institute

* **Michael Jones** Pianoscapes; Fetzer Institute

Ethical Dialogue: Developing Ethical Leaders and Organizations in a Global Environment

* **Plaza Suite 6** * Session Type: **Workshop** * Track: **Development**

Ethical behavior is recognized as indispensable for long-term success and effectiveness, and ethics is becoming the defining issue in many corporations, governments, and other institutions. Yet ethical meltdowns are rampant in society. So, how can we develop leaders to act ethically in situations that are rarely, if ever, clear? In this workshop, participants will gain an understanding of the key conditions that can support the development of ethical leaders; explore and reflect on their way of thinking, feeling, and behaving when faced with an ethically charged situation; and think about what they can do to further develop their own capacity and capability to act ethically and create ethical organizational cultures.

* **Marie Legault** Legault & Associates Leadership Development Inc.

Mind the Gaps: Research on Mentorship, Wisdom, and Mindsets

* Plaza Suite 4 * Session Type: **Papers** * Track: **Scholarship**

Does Mentorship Really Map to Leadership Development?

Many organizations utilize mentorship programs for the specific purpose of developing leaders. Surprisingly, there is little research on the impact of mentorship on leadership skills. In this study, mentor-protégé pairs were interviewed and surveyed to determine mentors' impact on protégés' development of leadership skills. This presentation will analyze the survey data and focus on implications for leadership development programs and for individuals seeking and offering mentorship.

* **Cary Kemp** National Science Foundation

* **Susan Murphy** School of Strategic Leadership Studies, James Madison University

Capturing Wisdom for Leadership on One Planet of Many Cultures

Senge (2005) quotes a senior UN adviser as saying: "...I've concluded that there's only one real problem: over the past 100 years, the power that technology has given us has grown beyond anyone's wildest imagination, but our wisdom has not." The presenter will discuss research that links particular mentoring approaches to the development of leaders with the wisdom and skills to address 21st century challenges.

* **Hilarie Owen** Institute of Leadership

Repositioning Mindset Work in Leadership Development

Calls for mindset change are endemic to discussions of organizational and social problems and the need for leadership that can engage with contemporary circumstances. This paper calls for a new conceptualization of mindset work that is consistent with an emergent view of leadership, and argues that mindset is constructed in embodied interactions and should be understood within a process ontology.

* **Fiona Kennedy** New Zealand Leadership Institute

* *Coauthors:* **Brigid Carroll** New Zealand Leadership Institute; **Jolene Francoeur** New Zealand Leadership Institute

Humanity at a Threshold

* Plaza Suite 7 * Session Type: **Panel** * Track: **Conference Theme**

Humanity is experiencing serious shifts in the paradigms of values, meaning, and ontological orientation. The nuanced complexity of today's world calls for sensing and feeling our way into situations as well as logical determination. This panel will introduce intellectual models to help conceptualize the threshold humanity is facing, including reflections on the strategic importance of integrative research and multi- or trans-disciplinary approaches.

Realpolitik: Has *Homo Hierarchicus* Disappeared?

In times of chaos and struggles for access to limited resources at planetary level, what should we fear from the four horsemen of the Apocalypse? What are the challenges faced by today's leadership?

* **Nicole (Schwartz) Morgan** Professor of Philosophy, Royal Military College of Canada

Seeking an Axiological Dimension of Leadership in this Age of Thresholding

Contemporary critical challenges call for a new mode of reflection. Historically, intellectual reflection has been used to develop solutions that are applied to situations. Today calls for existential reflection, a sensing into and discovering what the world situation holds and what it means to be in this time and place.

* **Liubava Moreva** UNESCO Moscow Office for Armenia, Azerbaijan, Belarus, the Republic of Moldova, and the Russian Federation

Remapping the Purpose of Leadership

Philosophy can assist in remapping the purpose of leadership and give insight into how historical changes affect visions of the purpose of leadership. Currently a new development in the field of philosophy—the marriage of philosophy with psychology and particularly neuroscience—is changing how the roles of leaders are envisioned.

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

CHAIR: **SKYE BURN** Flow Project

Applying ILA's Guiding Questions

* **Plaza Suite 9** * Session Type: **Panel** * Track: **Education**

This presentation, an extensive collaborative effort among many stakeholders, will offer a framework (the *Guiding Questions: Guidelines for Leadership Education Programs*) for program development, redesign, and evaluation, and for responding to formalized program review. Specifically, the session will include presentation of three institutional self-study projects that used the Guidelines, and discussion about the utilization of the tool in program development, institutional self-study, research, and possible future directions.

* **Steve Ritch** University of South Florida

* **Ken Otter** Saint Mary's College

* **Betty D. Robinson** University of Southern Maine

* **Jill Lindsey** College of Education & Human Services, Wright State University

* **Mindy McNutt** College of Education & Human Services, Wright State University

CHAIR: MATTHEW SOWCIK Department of Entrepreneurship and Leadership Studies, Wilkes University

CS4 FRIDAY
10:45 - 12:00

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Having a hard time choosing which session to attend?
See page 30 for Hints about choosing sessions.

Tweeting about your conference experience?
Please use hashtag #ila2011

CS5 FRIDAY
13:30 – 14:30

Teaching Across Borders: Preparing University Personnel to be Culturally Competent in a Diverse, Changing World

* Plaza Suite 1 * Session Type: Panel * Track: Education

Higher education has progressed towards global expansion. Institutions offering distance education have a diverse student population. Interaction with diverse cultures requires one to be interculturally competent to ensure successful learning. This presentation will review the outcomes of a study conducted at six universities and will share methods to increase intercultural effectiveness.

- * Joanne Barnes Indiana Wesleyan University
- * Mindi Townsend Broome Community College, State University of New York
- * Brad Grubb Indiana Wesleyan University

Fully Charged: How Great Leaders Boost their Organization's Energy and Ignite High Performance

* Plaza Suite 10 * Session Type: Workshop * Track: Business

Most leaders and leadership teams have experienced the ebb and flow of different states of energy in their organizations. This session, based on the Harvard Business Review Press book *Fully Charged: How Great Leaders Boost their Organization's Energy and Ignite High Performance* (2011) authored by Heike Bruch and the presenter, will: (1) enable participants to start engaging with the organizational energy concept for their context; (2) identify the specific energy states of the participants' organizations, units, or teams; (3) familiarize participants with leadership strategies to sustain energy and the human potential in their organizations, units, or teams; and (4) challenge the authors' work and thinking. The target audience of the workshop are senior managers and HR professionals and at the same time researchers with interests in topics around collective energy, collective engagement, or leadership.

- * Bernd Vogel Henley Business School, University of Reading

Ubuntu Leadership: Leadership for Positive Change

* **Plaza Suite 2** * Session Type: **Workshop** * Track: **Conference Theme**

This workshop on Ubuntu Leadership, embedded in an African Humanistic Philosophy, will be presented in three sections. (1) Present: The premise of Ubuntu and Ubuntu Leadership. (2) Practice: Participants will work in small groups applying the premise of Ubuntu Leadership. (3) Produce: Question and answer dialogue session.

- * **B. Ann Dinan** Ubuntu Leadership Institute
- * **Marleen Ramsey** Walla Walla Community College
- * **Cecile Garmon** Western Kentucky University

Mapping Research and Theories on Servant Leadership

* **Plaza Suite 11** * Session Type: **Papers** * Track: **Scholarship**

Servant Leadership Development: A Content Analysis of Leadership Development Literature from 1994-2009

The paper reviews fifteen years (1994-2009) of published leadership development interventions to find out what aspects of leadership have been addressed by current leadership development practitioners. Specifically, the research uses the servant leadership framework to examine the extent to which servant leadership behavior is prevalent within the leadership development literature to develop insights for those developing leadership development programs.

- * *Coauthors:* **Sen Sendjaya** Department of Management, Monash University; **Mulyadi Robin** Monash University

Servant Leadership: An Exploration of Conceptual Models, Measurement, and Practice

Servant leadership is a value-driven approach to leadership. This presentation will analyze major conceptualizations and models of servant leadership, questionnaires that measure it, strengths and weaknesses of this approach, and the implications of this research for practice. Essentially, after 40 years, what is the state of research on servant leadership?

- * **Peter Northouse** School of Communication, Western Michigan University

CHAIR: **SUSAN MURPHY** School of Strategic Leadership Studies, James Madison University

The Common Language of Leadership

* **Plaza Suite 13** * Session Type: **Presentation** * Track: **Education**

This session will cover the development of the Student Leadership Competencies, findings on the prevalence and frequency of these competencies within academic programs and accrediting organizations using sequential exploratory design, findings from the pilot studies using the Student Leadership Competencies measurements with students, and how to use the free online resource to access the Student Leadership Competencies.

- * **Corey Seemiller** University of Arizona
- * **Rich Whitney** DePaul University

Turning the Leadership Lens Inward: An Adaptive Conversation About Advancing an Aspirational Field

* **Plaza Suite 3** * Session Type: **Panel** * Track: **Education, Applied**

As a community actively engaged in the aspirational field of leadership, the work ahead for our burgeoning discipline is complex. How might an adaptive approach to our biggest collective challenge—mindfully advancing the discipline—look and feel? Join us in conversation as we apply an adaptive lens inwardly onto the work of the field we share.

- * **Abrina Schnurman-Crook** Batten Leadership Institute
- * **Jill Hufnagel** Batten Leadership Institute
- * **Loren Gary** Center for Public Leadership, Harvard University
- * **Linnette Werner** LEAD-UP, University of Minnesota
- * **Ahmad Mansur** Urban Economy

Innovations in Leadership Development for Sustainable Organisations— Are We Moving Far and Fast Enough?

* **Plaza Suite 12** * Session Type: **Panel** * Track: **Conference Theme**

The panel will provide evidence of current innovations in leadership development that address the challenge of sustainability, and will use narrative analysis to provide a critical framework to examine such developments. Panelists will share evidence of innovation in leadership development at seven major organisations that have attempted to engage with this challenge, exploring why the organisations decided to pursue this activity, their goals, what informed their approach, achievements, and the key variables influencing outcomes. The learning outcomes of this session will be increased familiarity with innovative approaches to leadership development being pursued in response to the conference theme, and the implications for participants' own work, as well as enhanced capability to critically interrogate the value of different approaches to working with sustainability.

* **Matthew Gitsham** Ashridge Business School

* **Steve Downing** Henley Business School

Effective Leadership in Social Enterprise

* **Plaza Suite 5** * Session Type: **Panel** * Track: **Public**

This session will address the leadership challenges of creating and sustaining high performing nonprofit organizations, particularly large, complex nonprofits (NGOs). Many established nonprofits are examining their methods of management, and are formulating and testing new theories of how to effectively manage and lead. This discussion will both examine the applicability of existing leadership development programs to nonprofit organizational challenges and identify innovative solutions for preparing emerging leadership to meet these challenges.

* **Jacqueline M. Hamp** Goodwill Industries International, Inc.

* **Janet Rechtman** Fanning Institute, University of Georgia

Leadership Across Cultures

* **Plaza Suite 6** * Session Type: **Case Studies** * Track: **Public**

Presenters will share case studies that explore the intersection of organizational transformation and leadership development in countries that are not traditionally the focus of leadership research. The Afghanistan case study examines leadership-in-teams in a context where Islamic principles of leadership are implicit, and the sub-Saharan countries case study utilizes Hofstede's cultural software of the mind, diffusion of innovation, and transformational leadership. A concluding discussion will focus on the wider implications for leadership development in a globalized world.

Leadership in Teams: A Case Study of Global Development Alliances in Afghanistan

The case study examines the Global Development Alliances experience, funded by U.S. AID, in Afghanistan from 2005 to 2008. It explores the manifestation of leadership in teams in GDAs, cultural and socio-political context of the alliances, and the alliance dynamics of collaboration and competition. The presentation will include a brief comparison of Islamic and Christian principles of leadership, and will focus on implications of the differences in the locus of leadership, formality of leadership, and functions of leadership.

* **Maria Beebe** Global Networks

Evaluation of the Effectiveness of an Initiative to Develop Leadership Skills Among Women in Africa: A Case Study

The focus of this presentation will be the impact and effectiveness of a three-year leadership development initiative implemented in five sub-Saharan countries (Kenya, Uganda, Tanzania, Ghana and Nigeria). The objectives of this evaluation research were to: determine the program effectiveness by observing the changes it effected in trainees and their communities; assess the pedagogical practices used by both international (USA) and local (African) instructors to deliver instruction that directly applied to the trainees' workplaces; and evaluate sustainability strategies to support trainee projects and future leadership programs.

* **Jane Wakahiu** Office of Planning and Institutional Research, Marywood University

Effective Leaders: A Qatari Perspective

* **Plaza Suite 7** * Session Type: **Panel** * Track: **Development**

Research about cultural differences between western expatriate workers and host Arabian Gulf nationals has been minimal. This panel will begin by introducing original research conducted at the Qatar Foundation in fall 2010 pertaining to the organizational and socio-cultural dynamics of the expatriate worker in Qatar. A Qatari conceptualization of the effective leader that emerged from data collected in focus groups conducted with Qataris in Doha in spring 2011 will follow. The focus of the session will be on the workplace implications of these findings, rather than their theoretical underpinnings.

- * **Dennis Roberts** Qatar Foundation
- * **Fahad Al-Kuwari** Qatar Foundation
- * **Kate O'Neill** Zayed University

The Blame-Taker's Dilemma: Actions and Reactions in the Wake of Organizational Failure (Kenneth E. Clark Student Research Paper Award Winner)

* **Plaza Suite 9** * Session Type: **Papers** * Track: **Scholarship**

Rudolph Giuliani once said: "It is in times of crisis that good leaders emerge." His observation echoes the widely-held view that crises create conditions rife for leadership. Yet, systematic evidence on what leaders—recognized and emergent—should do after an organizational failure remains sparse. An obvious and often-prescribed recommendation is to apologize. However, "apologies" communicate two, distinct messages: responsibility (they take blame) and regret (they express remorse). Though theoretically and practically distinguishable, taking blame and expressing remorse, independently, have not received much research attention. This leaves an important gap, as organizational actors often do one without the other. This research focuses on blame-taking, examining its independent incidence and effectiveness after an organizational failure. Over the course of three studies, it became evident that blame-taking was roundly preferred to remorse because blame-taking was seen to establish an actor's character more than remorse does. Overall, this research highlights a disconnect between what organizational actors do and what others want them to do. People appear reluctant to take blame, even though doing so could help to demonstrate or confirm their leadership.

- * **Brian Gunia** Johns Hopkins Carey Business School (refereed track)

CHAIR: **ELLEN VAN VELSOR** Center for Creative Leadership

Principals and Students as Important Sources of Leadership in Secondary Schools

* **Plaza Suite 4** * Session Type: **Papers** * Track: **Scholarship**

Principals as Climate Builders: Linking Authentic Leadership and School Climate for Learning

This study tests the linkages between the leadership of high school principals, school climate for learning, and school-level performance. Among a sample of public high schools, principal authentic leadership fostered the emergence of a positive climate for learning, which in turn was related to performance and satisfaction.

- * **Christian Resick** LeBow College of Business, Drexel University
- * *Coauthors:* **Scott Dust** LeBow College of Business, Drexel University; **Jonathan Ziegert** LeBow College of Business, Drexel University; **W. Ed Bureau** Goodwin College, Drexel University; **Ping Shao** California State University, Sacramento

Africa's Future: Leadership Development for Secondary School Students

This paper proposes a series of recommendations designed to facilitate the emergence of a new cadre of African leaders. It emphasizes increased focus on African youth, in particular secondary school students, and promotes the application of generational and culturally relevant pedagogies.

- * **Lanoi Maloiy** Victoria Management School (refereed track)
- * **Paul McDonald** Victoria Management School (refereed track)

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Dissertation Research Support

* Plaza Suite 1 * Session Type: **Workshop** * Track: **Scholarship, Education**

Boost your dissertation progress! This session 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.

- * **Cheryl Getz** University of San Diego
- * **Faith Ngunjiri** Eastern University
- * **Jonathan Reams** Norwegian University of Science and Technology
- * **Dennis Tourish** Royal Holloway, University of London

Action Learning and Virtual Action Learning for Leadership Development

* Plaza Suite 10 * Session Type: **Workshop** * Track: **Business**

This workshop will start with a brief introduction to action learning and virtual action learning concepts. The presenter will summarize three examples of leadership programmes: one for small businesses, one for not-for-profits, and one for a large global bank. The workshop will then follow a world café format, in which small groups will explore their experiences, practical challenges, and implications of action learning programs for leadership development.

- * **Jean-Anne Stewart** Henley Business School

Unlocking Leadership Potential at the Grassroots Level

* Plaza Suite 2 * Session Type: **Workshop** * Track: **Development**

Participants will experience frameworks, tools, and processes that have proven effective in implementing leadership development among various grassroots groups in Africa and India. These methodologies require no formal assessments and few materials, yet have demonstrated significant impact and the potential to bring leadership development to underserved groups worldwide.

- * **Ellen Van Velsor** Center for Creative Leadership
- * **Steadman Harrison** Center for Creative Leadership

Leadership Development in Academia: Educating Leaders Who Educate Leaders

* **Plaza Suite 11** * Session Type: **Panel** * Track: **Education**

Academia serves an important function in society as it educates a society's future leaders to act with awareness, integrity, and authenticity. Ironically, there is often much less emphasis placed on leadership development for leaders in higher education. These four presentations will integrate scientific and practical perspectives on leadership development in an academic setting and share proven models.

Responding to Leadership Challenges in Academia

The panelist will discuss the importance of academic leadership and opportunities for improving academic leader selection and development processes. Examples of how major leadership theories have informed responses to academic leadership challenges will be woven into the presentation.

* **Kevin B. Lowe** University of North Carolina at Greensboro

Ethical Leadership and Less than the Whole Truth: When Leaders in Higher Education Choose to Manage Information

Academic leaders—like most every leader—often must balance ethics, perspectives, and confidentiality when determining what information should be shared and with whom. This presenter will describe a study of six ethical leaders in higher education designed to shed light on perspectives concerning the relationship between ethical behavior and truthfulness.

* **James Beebe** Gonzaga University

Systematic Leadership Development in Academia: A Situation-Based Training Approach to Facilitate Professors' Transformational Leadership Behavior

This presentation will demonstrate how professors in formal leadership positions benefit from a situation-based training approach that facilitates transformational leadership. The panelist will share information about a systematic, comprehensive, and evidence-based program that supports effective leadership in academia, which was developed at and has been used by a large German University.

* **Claudia Peus** Ludwig Maximilian University

* *Coauthors:* **Susanne Braun** Ludwig Maximilian University

Becoming a Servant Leader

Building on the focus on transformational leadership in academic settings, this presentation will share successful examples of how servant leadership can be practiced by faculty members and students to enhance the learning environment of the classroom and have a transformative effect on the local community and society itself.

* **Dan R. Ebener** St. Ambrose University

Developing the Next Generation of Senior Executives at Unilever: Authentic Leadership in Action

* **Plaza Suite 12** * Session Type: **Workshop** * Track: **Business**

This session is based on a leadership program designed for Unilever by the Authentic Leadership Institute to develop leaders with a strong sense of purpose and values to guide them through a myriad of challenging situations to support growth along with a reduction of the carbon footprint of Unilever and its supply chain. In this workshop, participants will learn how to: (1) use story telling in their leadership development programs to help people quickly identify their key strengths and core values, (2) employ an emergent, as opposed to prescriptive, method of leadership development, (3) help executives identify their leadership purpose and how to align it with their organization's business goals, (4) recognize the balance of intrinsic and extrinsic motivators, and personal strengths when striving to create high levels of engagement and performance, and (5) understand how to guide executives through the process of transforming their weaknesses into strengths.

* **Nick Craig** Authentic Leadership Institute

* **Jonathan Donner** Unilever

Women and Leadership in Higher Education: Current Realities, Challenges, and Future Directions

* **Plaza Suite 13** * Session Type: **Papers** * Track: **Education**

Panelists will present research findings from four recent studies focused on women and leadership in higher education settings. The chair will identify directions for future research and the session will conclude with questions and discussion.

Leading Large-Scale Social Change: Women and Higher Education in Utah

One of the most challenging types of leadership today involves influencing societies toward social change. The presenter will discuss the details of one complex, large-scale project created to lead efforts within Utah to understand and then motivate more young women to attend and graduate from college.

* **Susan Madsen** Woodbury School of Business, Utah Valley University

* **Cheryl Hanewicz** College of Technology and Computing, Utah Valley University

Composing Our Lives-As Women and As Leaders

This presentation will look at women's career paths and leadership development through the lens of Mary Catherine Bateson's concept of composing a life. This perspective, drawing upon the presenter's research on women college presidents, seeks to inform, support, and inspire women in higher education, wherever they stand in their careers.

* **Robbie P. Hertneky** Antioch University New England

An Exploratory Investigation of Women's Experience with Mentoring in Higher Education

Based on a recent qualitative study, this paper explores how women's experiences with mentoring in higher education shaped their pathways to leadership. The presenter will share how mentoring was shown to both help and hinder leadership development and public service aspirations, and conversely how not being mentored was experienced.

* **Mary Hale Tolar** School of Leadership Studies, Kansas State University

Fluid Standpoints and Dual Statuses: The Social and Cultural Context of Leadership Development for Black Women in Higher Education

An expansion of feminist theory and epistemology was used to conceptually explore the unique experiences and strategies of minority women leaders in higher education. An author of this paper will discuss relevant hypotheses regarding the influential context(s) of Black women's leadership development including that uniqueness in both standpoint and status informs not only the realities of Black women, but also their potential approaches to leadership including those strategies to secure their place as leaders and their ultimate career advancement.

* **Lindsay N. Johnson** University of Georgia

* *Coauthors:* **Kecia N. Johnson** University of Georgia

CHAIR: SUSAN MADSEN Woodbury School of Business, Utah Valley University

The Purpose and Process of Contemporary Board Leadership: A View from Leading FTSE Companies

* **Plaza Suite 6** * Session Type: **Workshop** * Track: **Conference Theme**

This interactive workshop is based on the presenters' research with chairs, chief executives and directors from a wide range of organizations. After an overview of key themes drawn from this research, the session will explore the practical puzzle of board leadership, conceptual challenges, and implications for helping leaders develop, strengthen and diversify the leadership pipeline in their organizations. Participants will explore these issues from their own experience and gain an understanding of the purpose and process of effective leadership in these board settings where skillful use of power and influence is essential.

* **Annie Pye** University of Exeter

* **Alison Hogan** University of Exeter

Remapping the Purposes of Leadership for Peace

* **Plaza Suite 3** * Session Type: **Papers** * Track: **Public, Scholarship**

To address the “what for” of leadership, this panel will consider the centrality of peace as one outcome of remapping the purposes of leadership. This session will present a model of leadership for peace and will focus on two prominent cases. The first will discuss resistance movements during the apartheid and democratic eras in South Africa, and the second will explain the role of radical and civilized leadership from the recent uprising in Egypt.

The Dialects of Leadership for Peace: Toward a Moral Model of Resistance as the Path to Peace

This paper describes an approach to remapping the purpose of leadership by considering the dialectic of power and resistance embedded in leadership. The author will discuss a framework for understanding social change within organizations and societies, which focuses on the centrality of relationships, the capacity for moral imagination to envision a new reality of peace, and risk.

* **Bernice Ledbetter** Pepperdine University

A Pedagogy of Peace? On the Problem and Promise of Resistance Leadership in South Africa and its Implications for Human Dignity

This paper argues for a perspective and practice of leadership characterised by a pedagogy of peace. It highlights resistance leadership and its conflicting roles in a selection of grassroots, civil society resistance movements during the apartheid and democratic eras in South Africa. The presenter will discuss how a methodological framework embedded within the renowned South African Kairos document (1985, 1986), provides the theoretical content for a pedagogy of peace.

* **Clint Le Bruyns** Stellenbosch University

The Promise of Peace in the Recent Uprising in Egypt

The non-centralized approach taken and the lack of a specific ideology make the Egyptian Revolution a unique case study as a modern day revolution for peace. Without a pre-organizational plan, the revolutionaries created a utopian society in al-Tahrir Square and elsewhere, where highly moral values dominated the scene and were observable everywhere in the world. As one of millions who participated in the success of the 2011 Egyptian Revolution, the presenter will interpret the Egyptian Revolution through the lens of an Egyptian anthropologist.

* **Aliaa Rafea** Women’s College, Ein Shams University

CHAIR: JEAN LIPMAN-BLUMEN Claremont Graduate University

Two Faces of Leadership: Out Front and Behind the Scenes

* **Plaza Suite 4** * Session Type: **Panel** * Track: **Public Service, Scholarship**

People often think of leaders as prominent individuals who hold official posts, enjoy the perks, privileges, and power associated with these posts, and are lightning rods for publicity and attention. However, there is another face of leadership. This panel will discuss several versions of this more elusive type of leadership: “leading from behind.” This type of leadership is prominent in several cultures; the low-profile leadership often associated with women; and the organizing activity that has fueled contemporary “leaderless revolutions” in the Middle East. The presenters will discuss leadership as agency or interaction, and discuss the requisites of a theory of leadership that would encompass these different varieties of leadership.

* **Nigel Bowles** University of Oxford

* **Alan Renwick** University of Reading

CHAIR: NAN KEOHANE Princeton University

Remapping Leadership to Develop Globally Competent Leaders

* **Plaza Suite 5** * Session Type: **Panel** * Track: **Development**

Is leadership understood similarly in different cultures around the world? What role does culture play in mental models of leadership? This panel of scholars and practitioners will explore their research on leadership from different cultural perspectives, examine the challenges of defining leadership globally, and discuss the implications for global leadership development.

* **Alma Ramirez** Universidad de Monterrey

* **Whitney McIntyre Miller** Department of Political Science and Criminal Justice, Northern Kentucky University

* **Vincent Chen** Institute for Leadership Excellence

CHAIR: LYNNE LEVESQUE Lynne Levesque Consulting; College of Professional Studies, Northeastern University

One Ego, Many Problems: Hubris vs. Leadership at the Top

* **Plaza Suite 7** * Session Type: **Panel** * Track: **Scholarship**

There remain a number of unanswered questions about the nature of hubris (when power goes wrong) and its relationship with (moral) leadership (when power goes right). The purpose of this panel is to explore how hubris and leadership appear and develop at the top. Its originality lies in gathering leadership scholars from the social sciences and the humanities to enlighten the classical question of power and morality through the specific topic of hubris, which has been raised and illustrated recently in the field of strategic leadership and corporate finance. A literature review and case studies about the nature and impact of so-called hubristic CEOs on companies will be followed by a multidisciplinary exploration of hubris and power, and an exploration of strategies to prevent hubris. Time will be allocated for deep audience engagement with the presenters.

* **Helen Bollaret** IESEG School of Management

* **Alison Antes** Northern Kentucky University

* **Helen Bollaret** IESEG School of Management

CHAIR: VALERIE C. PETIT EDHEC Business School

COMMENTATOR: JOANNE CIULLA Jepson School of Leadership Studies, University of Richmond

Unkind Cuts? British Leaders' Radical Venture and Implications for the Common Good in the U.K. and Elsewhere

* **Plaza Suite 9** * Session Type: **Panel** * Track: **Public**

Government leaders and citizens around the world today are struggling to decide on the best course for their nations in the wake of the global recession. A panel of British experts and a U.S. commentator will explore how government leaders and citizens are responding to the challenges of restructuring government budgets and services in the aftermath of the global recession. Join in a discussion of implications for leadership and the common good.

* **Sean Lusk** National School of Government

* **Norman Flynn** School of Oriental and African Studies, University of London

* **Sue Richards** Institute for Government

CHAIR: BARBARA CROSBY Humphrey School of Public Affairs, University of Minnesota

COMMENTATOR: JONN BRYSON Humphrey School of Public Affairs, University of Minnesota

FRIDAY,
OCT. 28 — 16:30-17:30

POSTER SESSION

WESTMINSTER

Leadership Education for Social Helping: Examples of Curricula and Student Projects

* **Poster #1**

This poster features curricula from a masters-level social work leadership course and examples of student leadership projects representing diverse communities and social needs. Emphasis is placed on leadership models relevant to social helping and the importance of internships, public policy knowledge, curricular resources, and empowerment perspectives to leadership preparation.

* **Katy Tangenberg** Azusa Pacific University

Individual Leadership Coaching: A Focused and Personalized Method for Developing College Student Leaders

* **Poster #2**

The coaching approach is often used to develop executives or master level business administration students, yet is rarely used with undergraduate students. This poster describes an undergraduate leadership coaching program designed to create greater self-awareness, a sense of purpose, goals, support, and tools for effective leadership in participants.

* **Jessica Briggs** Kravis Leadership Institute, Claremont McKenna College

Responsible Leadership Towards Sustainable Future: Purposes and Challenges

* **Poster #3**

This research used multinational enterprises (MNCs) as multiple case studies (Yin, 2003) in order to re-discuss the purposes of leadership, look at the current challenges for responsible leadership in a global stakeholder society, and address approaches aligned with the challenges.

* **Wenjin Dai** Centre of Leadership Studies, University of Exeter

Discover the Fractal Pattern of Purpose and Power that Creates our Unique Leadership Capacities

* Poster #4

Our effectiveness as leaders depends greatly on our understanding of our purpose expressed as ideals, values, and goals. This session introduces three instruments that reveal our pattern of purpose, how it translated into power, and how our pattern of power in turn creates our approach to leadership.

* **William Smith** ODII

The Craft of an Artwork: Complexity Leadership for Sustainability

* Poster #5

Using an interpretative ontology to complexity, and a narrative research approach, the presentation shows the way by which a so called “Relational Sustainability Strategy” was implemented. The research shows how the fragmented and actual stories collected from different stakeholders have a dispersing and centrifugal effect in contrast to the monologist and centripetal intention of the management and strategic narrative.

* **Federico Puga** Centre for Leadership Studies, University of Exeter

How Does a Politician’s Personal Faith Inform the Experience of Political Decision-Making?

* Poster #6

The purpose of this qualitative phenomenological study was to discover how conservative and progressive Christian politicians in the U.S. experience their personal faith in political decision-making and whether commonalities exist to develop a framework for greater collaboration across the political, ideological, and religious divides that currently exist.

* **Patricia Johnson** Nyack College

Educating Future Leaders Through Service-Learning

* Poster #7

Every educator hopes to awaken an undeniable spirit within their students; a spirit that will work towards positive sustainable change for local, national, and global societies. This study explored student impact of an undergraduate service-learning course which is taught from a leadership perspective.

* **Kathy Guthrie** Florida State University

Exploring the Impact on Students of Western Universities on Foreign Soil

* Poster #9

This case study of one country explored and analyzed the relationship between the Western universities that have opened satellite campuses in Middle Eastern countries and the non-Western students enrolled in these institutions. The results highlight the effects on students that attend.

* **Richard Bakken** University of San Diego

A Correlational Study of Gender Barriers of Women Striving for a Corporate Officer Position

* **Poster #10**

This quantitative correlation study investigated the relationships between gender, biological sex, age, ethnicity, self-esteem, and the characteristics of corporate officers of 205 current MBA students at a university in Boston. The result included four major recommendations and ideas for future research.

* **Heidi Mina** Center for Leadership Excellence

Knowledge Leadership Cycles: The Case of Altruistic Leadership in the Spanish Workers' Socialist Party

* **Poster #12**

The aims of this paper were: (1) Identification and definition of the new knowledge leadership; (2) Application of this concept to the political party which governed Spain in the beginning of the democracy: Spanish Workers' Socialist Party; and (3) Analysis of the succession leadership developed in the previous proposed case.

* **Maria Sarabia** University of Cantabria

* **Maria Obeso** University of Cantabria

Leadership Development as Collective Identity Construction in Times of Organizational Change

* **Poster #13**

During significant structural and cultural change within organizations, leadership development programmes are not confined to a knowledge acquisition function but also perform a collectively oriented social role. This poster outlines preliminary findings from a study of the role of leadership development in constructing a collective sense of identity among participants.

* **Parisa Gilani** University of Exeter

Core Self-Evaluations and Organizational Citizenship Behaviors: The Value of Leadership and the Role of Chief Justices in Three African Judiciaries

* **Poster #14**

Within a conceptual framework that draws on the work of Burns and the General Theory of Leadership Group, and through a combination of legal and empirical research, this comparative study of the office, of Chief Justice in South Africa, Ghana, and Kenya sheds light on and assesses the leadership role of the Chief Justice as head of the Judiciary through times of transformation and reform in Commonwealth Africa.

* **Kyela Leakey** Department of Law, Queen Mary, University of London

Transformational Leadership

* **Poster #15**

This research explored the interrelationship between individual core self-evaluations (CSE), transformational leadership behaviors, and organizational citizenship behaviors (OCB). Results indicated that transformational leadership fully mediates the CSE-OCB relationship. The results demonstrate the importance of both core-self evaluations and transformational leadership as critical behaviors facilitating organizational and individual level helping behaviors.

* **Andrew Wefald** School of Leadership Studies, Kansas State University

Leadership Development in Africa: An Emerging-Market-Based Company's Grow Our Africa Leaders Program and Experiences

* Poster #16

With over 65% of their 30,000 employees working in emerging markets, Agility is committed to local leadership development. The Grow Our Africa Leaders program is one strategic approach to ensuring that this Kuwait-based global logistics leader continues to maintain its leadership edge in difficult markets by focusing on all aspects of the leadership cycle.

* **Deanne de Vries** Agility

The Role of Authentic Leadership Qualities in the Context of Developing Change Agents for Sustainability

* Poster #17

Currently, more positive forms of leadership and more sustainable practices within organizations are called for. This study explores whether a programme aimed at the development of young sustainability change agents is able to develop characteristics needed for the development of authentic leaders dedicated to sustainable living.

* **Caroline Rook** Centre for Leadership Studies, School of Business, University of Exeter

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

Leadership in CSR Practices in the Multinational Hotel Sector—A Missed Opportunity to Help Build Sustainability

* Poster #18

European and U.S. hotel chains have an outstanding opportunity to make a positive impact on the communities in the developing countries in which they operate. A study of the self-reported Corporate Social Responsibility (CSR) policies of ten leading hotel chains revealed a preference for short-term stakeholder interests and only a limited interpretation of CSR.

* **Stephanie Jones** Maastricht School of Management

Sustainability Leadership: Fact or Fiction?

* Poster #19

This review of the current state of sustainability leadership in Fortune 1000 companies compares leaders who embrace sustainability with those who are more cautious. An integrated leadership sustainability framework is presented and its philosophical, strategic, and psychological implications reviewed.

* **Anton Camarota** University of Denver

Leadership Role of Young Researchers in Innovative Development of Russia

* Poster #20

The paper considers the leadership role of young researchers as important actors of innovative development of Russia. Data of our empirical studies conducted in 2010-2011 (more than 2400 respondents) is used. We consider young researchers and innovators as critical actors of policy transformation and suggest revealing of social mechanism of their inclusion into the processes of innovative development.

* **Elena Gvozdeva** Institute of Economics, Siberian Branch of the Russian Academy of Science

Young People in Public Leadership Debate

* Poster #21

Young people in the Western world are said to be passive and disinterested in public affairs and politics. But is it really so? Young participants from the London Metropolitan University, UK, and Palacký University, Czech Republic, will contrast their public leadership experience from their respective countries.

- * **Filip Šimeček** University of Ostrava
- * **Kamila Banátová** Palacky University
- * **Marija Jevstafjeva** London Metropolitan University
- * **Shashi Doolub** London Metropolitan University


Evidence-Based Leadership: A New Level of Understanding Leadership in the 21st Century

* Poster #23

Drawing on evidence-based approaches used in other disciplines, this poster presents a model for evidence-based leadership (EBL). Implications for leadership practice through informed decision-making and enhanced leadership processes in organizations are addressed.

- * **Danut Casoinic** University of Grenoble


PS FRIDAY
16:30 – 17:30




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AND OTHER TITLES

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Lorna Blumen

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Girls' Respect Groups

Judy Brown

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John Bryson

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Gloria Burgess

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Heewon Chang

Spirituality in Higher Education

Autoethnography as Method

Michael Chirichello

Learning to Lead: Ten Stories for Principals

Principals as Maverick Leaders: Rethinking Democratic Schools

Phillip Clampitt

Transforming Leaders into Progress Makers: Leadership for the 21st Century

Communicating for Managerial Effectiveness: Problems, Strategies, Solutions

Jonathan Gosling

Leadership: The Key Concepts

Nelson's Way: Leadership Lessons from the Great Commander

Jonathan Gosling, Richard Bolden, &

Beverley Hawkins

John Adair: Fundamentals of Leadership

Keith Grint

The New Public Leadership Challenge

Leadership: A Very Short Introduction

AND OTHER TITLES

Doug Hicks

Money Enough: Everyday Practices for Living

With God on All Sides: Leadership in a Devout and Diverse America

AND OTHER TITLES

Sampedro Hidalgo*A Leadership Framework for Transformation***Brad Jackson***A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Leadership**Sage Handbook of Leadership***Craig Johnson***Meeting the Ethical Challenges of Leadership: Casting Light or Shadow***Nannerl Keohane***Thinking About Leadership***Karin Klenke***Women in Leadership: Contextual Dynamics and Boundaries**Qualitative Research in the Study of Leadership***Susan Komives***Leadership for a Better World: Understanding the Social Change Model of Leadership Development***Susan Komives, John Dugan, Julie Owen,****Craig Slack, and Wendy Wagner***The Handbook for Student Leadership Development***Mitchell Kusy***The Little Book of Leadership Development: 50 Ways to Bring Out the Leader in Every Employee***Mitchell Kusy & Elizabeth Holloway***Toxic Workplace!: Managing Toxic Personalities and Their Systems of Power***Nigel Linacre***3-Dimensional Leadership Development***Jean Lipman-Blumen***Connective Leadership: Managing in a Changing World**The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians--and How We Can Survive Them*

AND OTHER TITLES

Jeanne Martinson*Escape From Oz—Leadership for the 21st Century**War & Peace in the Workplace: Diversity, Conflict, Understanding, Reconciliation: A Non-Fiction Book***Faith Ngunjiri***Women's Spiritual Leadership in Africa: Tempered Radicals and Critical Servant Leaders***Peter Northouse***Leadership: Theory and Practice**Introduction to Leadership: Concepts and Practice***Franklin Oikelome***Diversity, Ethnicity, Migration and Work***Hilarie Owen***The Complete Guide to Mentoring**Creating Leaders in the Classroom***Sherry Penney***Generation Leadership: Insights from Emerging Leaders***Maureen Rabotin***Culture Savvy: Working and Collaborating Across the Globe***Ron Riggio***Transformational Leadership**Art of Followership: How Great Followers Create Great Leaders and Organizations*

AND OTHER TITLES

William E. Smith*The Creative Power: Transforming Ourselves, Our Organizations, and Our World***Wendy Wagner***Leadership for a Better World: Understanding the Social Change Model of Leadership Development**The Handbook for Student Leadership Development*

Exhibitor List

Please visit the tables of this year's exhibitors in Westminster 4

BAM (British Academy of Management)**Leadership & Leadership Development SIG****Common Good Works****Edward Elgar Publishing****Emerald Group Publishing****Foundation for International Education****Grand Canyon University****Henley Business School, University of Reading****The Kozai Group/Intercultural Communication Institute****Kravits Leadership Institute, Claremont****McKenna College****Palgrave MacMillan****Psychology Press, Taylor & Francis Group****Royal Roads University****SAGE****Saint Mary's College of California****Waterstone's**

SATURDAY,
OCT. 29 — 09:00–10:15

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Tweeting about your conference experience?
Please use hashtag #ila2011

A Conversation with Georgia Sorenson

* Plaza Suite 3 * Session Type: Panel * Track: Scholarship

This session will provide a semi-structured interview with a pioneer in the field of leadership studies, Georgia J. Sorenson. Long at the center of the development of leadership studies as a field of study, she was the founding director of the James MacGregor Burns Academy of Leadership at the University of Maryland, was instrumental in the establishment of the ILA, and has authored or co-authored countless articles and books including the *Encyclopedia of Leadership*, *The Quest for a General Theory of Leadership* and the acclaimed *Dead Center: Clinton Gore Leadership and the Perils of Moderation*. This interview will seek her insights on the past, present, and future of leadership studies, and provide her with an opportunity to speak to her experiences, especially her close association with other scholars of distinction such as James MacGregor Burns.

* Georgia Sorenson University of Maryland School of Law

COMMENTATOR: GEORGE REED School of Leadership and Education Sciences, University of San Diego

Volunteer Leadership in the United States: Exploring the Oxymoron

* Plaza Suite 11 * Session Type: Panel * Track: Public

With extensive scholarly and practical experience with volunteer-based programs and initiatives, the panelists will share perspectives on volunteer leadership in a variety of contexts, including social entrepreneurship ventures, skilled volunteer consultants, a professional membership organization, and service-learning in higher education. As each panelist highlights the context and program within their expertise, the session chair will identify connections and invite discussion to further learning about volunteerism and leadership.

* Kristine Hoover Gonzaga University

* Dave Close Virginia Cooperative Extension

* Nicole Stedman Department of Agricultural Education and Communication, University of Florida

* Melissa Mahan Department of Student Affairs, Northeastern State University

CHAIR: ERIC KAUFMAN Department of Agricultural and Extension Education, Virginia Tech

Creative Leadership: Learning from the Arts for a Better World

* **Plaza Suite 13** * Session Type: **Workshop** * Track: **Conference Theme**

Through audio-video presentations of multi-disciplinary art experiences, this interactive workshop will encourage innovative approaches and new visions of leadership practice. The workshop will focus on three key One Planet issues (climate change, discrimination, and globalisation) and will explore how artists are leading change that provides inspiration and lessons for creative leadership practices.

* **Ian Sutherland** IEDC-Bled School of Management

Advances in Student Leadership Education: Developing, Strengthening, and Assessing Student Leaders

* **Plaza Suite 10** * Session Type: **Panel** * Track: **Education**

This session will highlight research and offer strategies for developing and assessing socially responsible leadership skills in college student leaders.

Mindful Strengths Development: Promoting Sustainable Student Leadership

How do we prepare the next generation of leaders for purposeful social change within the many worlds of increasing diversity, globalization, and rapid information growth? The presenter will discuss a study designed to explore the extent to which a mindful strengths development intervention impacts the engaged learning and socially responsible leadership values of undergraduate college students.

* **Christy Tanious** Azusa Pacific University

Developing Leadership Capacity: Using Results of the Multi-Institutional Study of Leadership to Inform Leadership Education

This presentation will highlight how a liberal arts campus used the results of the Multi-Institutional Study of Leadership to develop a more intentional curriculum for leadership development and to inform specific practices in student leader training workshops. Implications for practice across other types of institutions will be emphasized, along with practical strategies for involving a wide constituency in the assessment of socially responsible leadership among college students.

* **Melanie Humphreys** Wheaton College

Journey to Assessment

Recognition of the need to assess the co-curricular development of students has increased in recent years, resulting in a desire for intentional assessment of development, programs, and services. The presenters will discuss a step-by-step process for introducing a culture of assessment that moves beyond the anecdotal realm, including addressing fears associated with assessment, creating a cycle of assessment, identifying and measuring outcomes, analyzing data, and evaluating for data-driven change.

* **Kimberly Greenway** University of North Alabama

CHAIR: LAURIE SCHREINER Doctoral Programs in Higher Education, Azusa Pacific University

COMMENTATOR: EILEEN HULME Noel Academy for Strengths-Based Leadership and Education, Azusa Pacific University

Remapping Leadership in Schools: Preparing Teachers to Lead

* **Plaza Suite 7** * Session Type: **Panel** * Track: **Education**

Traditionally, educational leadership programs in higher education focus on preparing administrators for formal positions in the school's hierarchy. However, transformation of schools requires developing teacher leadership. There is a growing movement to develop Teacher Leadership degree programs, which differ from the traditional Educational Leadership degrees in that they focus on helping teachers exhibit the qualities of a transformative leader. This session will describe examples of programs designed to develop teacher leadership at the undergraduate, graduate and professional development levels.

* **Tanya Judd Pucella** McDonough Center for Leadership and Business, Marietta College

* **Jill Lindsey** College of Education & Human Services, Wright State University

Bringing LEADS to Life: A "For Health, By Health" Leadership Development Framework in Canada

* **Plaza Suite 9** * Session Type: **Case Study** * Track: **Development; Public**

Like those in other sectors, health leaders of the 21st century will have to see the future faster, manage and mentor talent better, and service growing health needs more efficiently. Unlike others, until just recently, the health sector in Canada has traditionally not put a priority on leadership development. The presenters represent an emerging community of practice committed to developing a better understanding of the discipline of leadership as it applies to the unique circumstances of health care. After sharing a leading-edge leadership development model jointly developed by senior health leaders and the academic community from across Canada, representatives from the UK (and potentially other countries who have been invited) will explore its application to other health jurisdictions, and describe collaborative international efforts to grow medical leadership in their countries.

- * **William Tholl** Canadian Health Leadership Network
- * **Graham Dickson** Canadian Health Leadership Network
- * **John Clark** King's Fund

Leadership and Professional Identity: Conflicts, Discourses, and Intersections

* **Plaza Suite 12** * Session Type: **Papers** * Track: **Scholarship**

This panel poses that professional organisations such as universities, hospitals and knowledge organisations are distinctive 'identity workspaces' (Petriglieri & Petriglieri, 2010) that invite new theorisations of leadership and its practice. As the three papers attest, the nature of the complexity of these organisations disrupts more conventional and corporate delineations and conventions, thus providing a real opportunity for new insights into identity, relational, and processual dynamics of leadership and its development.

The Conflicted Leader: Leadership and Identity in Higher Education

This analysis is based on a series of empirical investigations of leadership, identity, and change within the UK higher education sector, including a qualitative study of the distribution and development of leadership in universities, a case-based study of employer engagement in HE institutions, and a mixed-methods study of academic identity and leadership. The focus of this paper is how professional identity may play an important role in negotiating and managing the boundaries between individual and group level identities within knowledge-based organizations such as universities.

- * **Richard Bolden** University of Exeter

Competing Discourses: Identity Work of Health Professionals

This paper explores leadership, quality, and systems as three key discourses that are creating complex work for health professionals having to operate betwixt and between the three. This inquiry is based on a series of narrative cases conducted in a large health district in Australasia where organisational, professional, departmental, and personal identity work was given shape and voice amidst these competing discourses.

- * **Brigid Carroll** New Zealand Leadership Institute; University of Auckland

The Interplay Between Branding and Identity in Leadership Development

This paper investigates the complex intersection between branding efforts and identity constructions of professionals involved in leadership development, and the extent to which these coalesce, clash, reinforce, and contradict each other.

- * **Helen Nicholson** Lund University

Workplace Civility: A Whole Systems Approach to Leadership Ethics and a Culture of Respectful Engagement

* Plaza Suite 5 * Session Type: Panel * Track: Business

Intense interest in civility has been growing exponentially over the past ten years. Increases in incivility are due partially to the rapidity of technological communication across multiple cultures with little understanding of the recipients' mores and customs in business transactions. This panel discussion will: (1) propose a five-stage model of ethical development as it relates to relational practice in organizations, (2) address the role of leadership and key stakeholders in the creation of organizational values that build and maintain a culture of civility, and (3) stress the salience of a systems approach to understanding team roles that enable disruptive actions and propose strategies to build respectful engagement across cultural boundaries. Specific interventions from case examples including team assessment, building team norms of civility, and intervening with those who enable a culture of incivility will be presented. The commentator will address the significance of the problem of incivility and the leadership imperative to facilitate diverse cultures of dignity and respect in the workplace.

* Elizabeth Holloway Antioch University

* Michael Carroll University of Bristol

* Mitchell Kusy Antioch University

COMMENTATOR: JIM CANNON Cannon Associates

One Planet, Many Worlds: The Power of Leadership Artistry

* Plaza Suite 2 * Session Type: Workshop * Track: Development, Conference Theme

The focus of this year's Fetzer Dialogues will be on leadership practices that support an awareness of planet Earth. Inviting and integrating the contributions of many voices and perspectives, each dialogue will explore leadership experiences and questions that touch the world of artistry and, through the creative process, bridge many cultures and countless perspectives. The inquiry will explore how to foster necessary collaboration across old divides to solve seemingly impossible challenges. All three dialogues will follow a similar format: 1) comments and observations by the presenters, 2) reflections and conversation among small groups of participants about their knowledge/experience/reflections on the theme, 3) full room dialogue.

Dialogue #3: Leadership and the Power of Narrative

Carol Pearson has coined the term "narrative intelligence" and the final dialogue will be about the role of that intelligence in the work of leaders, particularly leadership for transformation. What is the power of a story that remains vital over time, commands attention, and maintains a focus on the essence of the work ahead? What are the stories that remind us who we are, and what we are about? And what is the role of such story in our leadership work? As leaders, how do we develop an ear for story, and a gift with story?

* Michael Jones Pianoscapes; Fetzer Institute

* Judy Sorum Brown University of Maryland; Fetzer Institute

Emergent Leadership: Remapping 21st Century Paradigms of Leadership

* Plaza Suite 1 * Session Type: Workshop * Track: Development

Current traditional theories and paradigms of leadership may be inadequate and insufficient for developing leaders who can be effective in a world where individuals (whether citizens or employees) are demanding more from their leaders. Working in small groups, participants will engage in discussions around emergent factors that are changing the nature of leadership in the 21st century, discuss how these factors should impact leadership development, and then as a large group explore suggestions for remapping strategies to address emergent needs.

* Tom Sechrest St. Edward's University

* Pauline Albert St. Edward's University

CS7 SATURDAY
09:00 - 10:15

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Leadership Studies '09
Service excellence director
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Tweeting about your conference experience? Please use hashtag #ila2011

Engaging Junior Scholars in the Discourse: Making Meaning of Challenges and Opportunities in Leadership Scholarship

* Plaza Suite 10 * Session Type: Panel * Track: Scholarship

At the 2010 ILA Conference, a panel of senior leadership scholars assessed the state of the leadership field and considered future directions. Central to the discussion was the reality that leadership is a relatively young, interdisciplinary field searching to find itself among more mature disciplines in a complex, changing world. Afterwards a cadre of emerging scholars began an informal discussion regarding their role in shaping the future of the discipline. This panel, of both emerging and more senior scholars, will continue that dialogue and invite attendees into the discussion.

Creating a Foundation of Credible, Rigorous Scholarship

* Alison Antes Northern Kentucky University

Building the Discipline Through Mentoring and Field Socialization

* S. Lynn Shollen Department of Leadership and American Studies, Christopher Newport University

Meeting the Demands of the Future and Breaking New Ground

* Karen Asenavage English Language Institute, University of Delaware

Exploring Challenges, Opportunities, and Recommendations for Continuing the Discussion

* Nathan Harter Christopher Newport University

CHAIR: WHITNEY MCINTYRE MILLER Northern Kentucky University

Great Ideas Share and Teach Forum

* Westminster 3 * Session Type: Workshop * Track: Education

Looking for innovative teaching or leadership development practices? This workshop will create opportunities for attendees to share approaches to teaching a leadership concept. Participants will give, receive, and see great ideas in action. During a brief exercise, small groups will create a new idea on the spot. Share lessons and leave with many more.

* Rick Koster Presentation Group

* Michael Hackman University of Colorado - Colorado Springs

CS8 SATURDAY
10:45 - 12:00

One Complex Planet, Many Emerging Worlds: Remapping the Purposes of Leadership in the 21st Century

* **Plaza Suite 12** * Session Type: **Panel** * Track: **Education**

We are, according to Stephen Hawking, living in the century of complexity. What does this mean for leadership in the 21st Century? The aim of this interactive panel session is to provide an overview of complexity frameworks, reflect on the interrelationships between contemporary leadership practices and the challenges of complexity, and discuss research implications.

Complexity and Risk in Universities in Australia: Are There Emerging Leadership Literacies for Knowledge Enterprises in Times of Flux?

Leadership literacies for the knowledge era enterprise rest on humanist principles of Servant Leadership theory and interconnect with sustainability and complexity through the premise that leadership is not set apart from the living systems—human and environmental—that we serve. Leaders also understand that these living systems are dynamic, emergent, and unpredictable.

* **Heather Davis** School of Management, RMIT

Beyond Metaphor: Practical Implications of Complexity Theory

Some concepts from complexity theory have passed into everyday language (edge of chaos, tipping point), yet the language is still opaque to many. The presenter will highlight three key concepts of this theory, which have particular implications for leaders: attractors, emergence, and self-organisation. This presentation will challenge leaders to move beyond complexity theory as a source of metaphors to practical engagement with such leadership questions.

* **Tim Harle** Human Insight Ltd.

Structure, Emergence, and Dialogue: A Complexity View of Organizations as Turbulent Containers for Dialogue and Change

This presentation will focus on complexity and change in organizations in times of flux. As complexity-influenced organizational theories gain acceptance and these initiatives begin to move beyond mere metaphors toward actionable objectives, a key area still needing further development is how change itself will be conceptualized within complex adaptive systems.

* **David Holzmer** Union Institute & University

An Attention-Based View of Knowledge-Intensive Organisations: Zeitgeist Leadership and Complex Realities

A longitudinal case study of successive leadership in a complex strategic business unit that explores how business school deans strategise within a discourse of increasing marketization. How do the leaders pay attention to complex realities during their tenures?

* **Julie Davies** Association of Business Schools

CHAIR: SANDRA JONES School of Management, RMIT

Embodied Leadership: A Wake-Up Call for Authentic Commitment

* **Plaza Suite 2** * Session Type: **Workshop** * Track: **Development**

The world's greatest challenges require a new level of wisdom—leadership that moves beyond the realm of the mind and includes body, heart, and spirit. This workshop will introduce somatic practices that invite leaders to access their whole thinking, feeling, and sensing self. Participants will practice techniques for accessing the somatic realm to embody an authentic commitment, gain insights relevant developing their own leadership, and explore approaches to cultivate leadership with clients and students.

* **Heather Jelks** Nautilus Coaching & Consulting, LLC

Teaching Leadership to Undergraduates: Reflections from the Front Line

* **Plaza Suite 3** * Session Type: **Papers** * Track: **Education**

This session will link to the conference theme by exploring the needs and experiences of a specific population (undergraduate students) and the contribution that a critical, experiential, and reflective pedagogy can make in preparing them for future leadership roles. Following the presentation of papers, the panel chair will provide a commentary on the key themes, issues, and challenges raised, and open the floor for what is expected to be a lively and informative debate between panelists and the audience.

Authentic Leadership Development in the Classroom: Fallacy or Reality?

Avolio et al. (2009) purport that authentic leadership and authentic leadership development are central to the evolution of leadership studies. This paper explores how do we incorporate some key authentic leadership development elements such as self-awareness (Cooper, et al., 2005) a reflective journey (George et al., 2007) and three key values such as being reflective, working experientially and thinking critically (Sinclair, 2007) while respecting each individual developmental need in the classroom.

* **Inmaculada Adarves-Yorno** University of Exeter

Doubt, or Managing the Monster of Ambiguity in Undergraduate Teaching

Drawing on theories of liminality and constructivist perspectives on studying and learning leadership, this paper suggests that grappling with doubt and uncertainty about threshold concepts (like critical thinking) is central to developing leadership practice. The panelist will discuss implication for educators, such as how to offer a space in which students are able to experience the ambiguity of these concepts in a way which challenges them and requires them to take risks, but which does not leave them feeling rudderless.

* **Beverley Hawkins** Centre for Leadership Studies, University of Exeter

Leading Learning: Practicing and Teaching the Values of Critical Thinking, Reflective Practice, and Working Experientially

Sinclair (2007) proposed that effective leadership and effective teaching share many characteristics, and argued that three values are central to both: thinking critically, using reflective practice, and working experientially. This paper uses three lenses to explore the value and challenge that such practices bring to one's role as a teacher. The presenter will share insights and reflections from an autobiographical and pedagogical perspective.

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

CHAIR: RICHARD BOLDEN University of Exeter

Leadership for Prosperity: Wisdom Beyond the Bottom Line

* **Plaza Suite 5** * Session Type: **Panel** * Track: **Public Service, Business**

This panel will examine the concept of leading for prosperity versus growth. Whereas business success is usually measured in terms of economic growth, prosperity allows for human flourishing within the ecological limits of the planet. The presenters will discuss the implications of this approach for business leadership, including the notion of using environmental sustainability, social justice, and spiritual fulfillment as additional bottom lines to expand the definition of business success and provide a broader understanding of the impact of business actions in an increasingly interconnected world. Whereas the first presenter will explore questions from a broad social perspective, the second panelist will focus on the personal journey of change required of individual business leaders accountable for balancing business success with social justice and ecological sustainability.

* **Martha Miser** Aduro Consulting, LLC

* **Rick Warm** Center for Wisdom in Leadership

COMMENTATOR: LIZE BOOYSEN Antioch University

Ethical and Value-Based Leadership: Lending Purpose and Probity to Choices that Influence People and the Planet

* **Plaza Suite 9** * Session Type: **Workshop** * Track: **Development**

Ethical leadership is hugely important in a time challenged with conflicts, turmoil, and calamities spanning the world. While considerable work has been dedicated to understanding ethical leadership and its significance, there is relatively less focus on applying tools to determine and develop value-based decision making. This workshop will guide value prioritization and its application in decision-making processes for leaders faced with ethical dilemmas through a stepwise approach leading to an understanding of the impact of their choices on the larger world. The learning outcomes will be a set of tools to prioritize personal values and identify solutions in ethical situations.

* **Seema Srivastava** Global Education and Leadership Foundation

* **Gowri Ishwaran** Global Education and Leadership Foundation

* **Dimple Rattan** Global Education and Leadership Foundation

The Nexus Between Leadership and Culture: Studies from East Asia, Middle East, North Africa, and the Philippines

* **Plaza Suite 7** * Session Type: **Papers** * Track: **Scholarship**

The three papers together will offer rich conceptual explorations and empirical discussion for understanding leadership and culture. Discussion will focus on implications for leadership development, particularly the preparation of expatriates to serve in the cultures and countries represented, and implications for future research.

From Housewives to Movie Stars: Examining Filipino Perceptions Toward National Leadership

Applying extant literature on Filipino socio-cultural anthropology with extant research on the leadership of former presidents Corazon Aquino and Joseph Estrada, the paper explores ways in which Filipino culture and perceptions about its national leaders have an impact in Philippine national progress.

* **Jess Delegencia** World Bridges; Eastern University

Identifying and Prioritizing Effective Leadership Behaviors in the Middle East and North Africa (MENA)

Cross-culturally competent leadership gives companies a competitive advantage, whereas the inability of companies and their leadership to adapt to foreign cultures has been a major cause of business failures. This paper explicates perceptions of effective leadership from MENA leader perspectives, with implications for expatriate leadership development.

* **Deanne de Vries** Agility; Eastern University

Women who Lead: Perspectives from Hong Kong, China, and Korea

This presentation will discuss female leadership among three different societies in Hong Kong, China, and Korea. Female leaders have unique characteristics and styles that have attracted a lot of research. Due to differences in cultural values, the roles females in Asian societies play are more extensive than their western counterparts.

* **Almarie Munley** School of Undergraduate Studies, Organizational Leadership and Management, Regent University

CHAIR: FAITH NGUNJIRI Eastern University

ILA Strategic Planning Listening Session

* **Plaza Suite 13**

The ILA Board invites the participation of ILA members and stakeholders in the next phase of the ILA Strategic Plan. With participants from over 60 countries, this global conference provides a unique opportunity to hear from the diverse range of scholars, educators, coaches, and practitioners in attendance. The focus of this session will be to hear participant ideas about how the ILA can increase and deepen its global reach, and better understand leadership development and education needs in regions around the world.

* **Diane Dixon** D.Dixon and Associates, LLC; Carey Business School, Johns Hopkins University

* **Brad Jackson** School of Business, University of Auckland

Religious Leadership in Critical Times

* Plaza Suite 11 * Session Type: **Papers** * Track: **Public; Scholarship**

This session will examine religious leadership in light of contemporary public challenges in diverse, complex societies. Together, these papers provide analysis of religion's critical role in public leadership in the face of pressing challenges. Following the presentation of papers, the panel chair will provide a commentary on the key themes and potential broader applications.

Mapping Interfaith and Civic Leadership in Richmond, Virginia

This paper outlines an argument for the inter-religious and civic significance of religious diversity in a dynamic metropolitan region. The analysis fills a gap in public understanding about how leaders across religious boundaries do (or do not) build networks to confront shared challenges, from healthcare to transportation to public safety.

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

* **Rachel Templeton** University of Richmond

Taking Responsibility for Climate Change: The Role of Religious Congregations and Religious Leaders

Climate change poses an extraordinarily difficult leadership challenge, requiring responses both within nations and in the international arena. This paper offers a critical assessment of the response to climate change mustered by congregations and denominational leaders in the U.S., with a particular focus on more liberal religious denominations, and offers suggestions for how religious leaders can be much more effective in addressing this issue.

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

Pastoral Leadership for Police in Crisis

Drawing on firsthand accounts by police officers and chaplains responding to the Virginia Tech shootings, this paper examines pastoral leadership and support for police officers who have experienced violence and trauma. The research offers religious leaders and communities—and other leaders and citizens who work with first responders—insights and a framework for providing compassion, support, and encouragement for this particular group of public leaders.

* **Alexander Evans** Second Presbyterian Church

CHAIR: GILL HICKMAN Jepson School of Leadership Studies, University of Richmond

Third in Line Takes the Lead: How to Stop Violence in the Street

* Plaza Suite 1 * Session Type: **Presentation** * Track: **Conference Theme**

Violence in the streets can be a reality of city life. Drawing on observations by CCTV cameras, the presenter will show that bystanders can effectively stop violence, but only if several people take the initiative to do so independently and in series. There are implications for the understanding of leadership in groups, and for how individuals can more effectively act on what they believe is right.

* **Mark Levine** Lancaster University

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The creation of this Directory was made possible by a generous grant from the C. Charles Jackson Foundation.

SATURDAY,
OCT. 29 — 13:30–14:30

CONCURRENT SESSION

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.

Having a hard time choosing which session to attend?
See page 30 for Hints about choosing sessions.

Tweeting about your conference experience?
Please use hashtag #ila2011

Public Leadership Styles in Realizing Iconic Urban Projects

* Plaza Suite 1 * Session Type: **Paper** * Track: **Public**

Successful completion of an iconic project involves the manipulation, often over decades, of a complex web of numerous interrelated physical and social variables. This research set out to study the leadership styles that public development authorities adopt in the process from initiation to realization of iconic urban projects. Based on an in-depth case study of three iconic projects (Rotterdam Central District; Bilbao Abandoibarra; and Paris Rive Gauche), the presenters will share theories concerning leadership styles of urban planners and public leaders.

* **Sjoerd Louwaars** Delft University of Technology

* Coauthor: **Wouter Jan Verheul** Netherlands School of Public Administration

One Planet, Many Worlds: Reconceptualizing the Scholarship of Women, Leadership, and Communication Studies

* Plaza Suite 10 * Session Type: **Panel** * Track: **Scholarship**

Communicative Understandings of Women's Leadership Development: From Ceilings of Glass to Labyrinth Paths, edited by Elesha L. Ruminski and Annette M. Holba (Lexington Books, 2011), intertwines the disciplines of communication studies, leadership studies, and women's studies to offer theoretical and practical reflections about women's leadership development in academic, organizational, and political contexts from both feminist and non-feminist perspectives. Four contributing authors will share new models, theories, and perspectives, and will highlight how this new scholarship adds to existing understandings of Leadership Studies. The audience will be invited into a discussion about how this new scholarship changes existing understandings of gendered thinking related to women, leadership, and communication.

* **Tamara Burk** Columbia College

* **Elesha Ruminski** Frostburg State University; Maryland Communication Association

* **Janie Fritz** Duquesne University; Eastern Communication Association

* **Sandy French** Radford University

CS9 SATURDAY
13:30 - 14:30

***Pink Saris, Rough Aunties, and Sisters in Law*—Lessons in Leadership from the Films of British Filmmaker Kim Longinotto**

* **Plaza Suite 9** * Session Type: **Workshop** * Track: **Development**

This session will demonstrate how films can be used to inspire leaders, teach leadership, and explore cultural differences relating to leadership issues. Filmmaker Kim Longinotto travels the world to find and profile thought-provoking and inspiring leaders, showing them as they struggle for justice, women's rights, and human rights. Scenes from her films, *Pink Saris* (set in Northern India), *Rough Aunties* (South Africa), and *Sisters in Law* (West Africa) will be used to explore the emergence of new leaders and to identify the leadership behaviors that contribute to social change.

* **Margie Nicholson** Columbia College Chicago

* **Kim Longinotto** Independent Filmmaker

Trending Tigers and Leading Lions: Common Values in Chinese and South African Approaches to Leadership

* **Plaza Suite 11** * Session Type: **Presentation** * Track: **Conference Theme**

Interaction between China and the African continent is growing at a rapid rate. With the growing presence of both Chinese and African leaders working and leading in their respective counterpart's context, how do their individual approaches and praxis of leadership compare? This presentation will propose that the Chinese cultural value of guanxi and the African social philosophy of ubuntu might serve as a values platform where the common value of humanness could form a bridge between these two different approaches to organizational leadership.

* **Corné Bekker** School of Global Leadership & Entrepreneurship, Regent University

* **Vincent Jianhong Chen** Institute for Leadership Excellence

Publishing in Leadership: An Editors' Panel and Small Group Discussions

* **Plaza Suite 12** * Session Type: **Panel** * Track: **Scholarship**

This session will be both a panel presentation featuring editors from prominent leadership journals as well as an interactive roundtable in which these editors will address crucial aspects of publishing. The session is intended to help junior faculty and graduate students understand the publication process and position their work for acceptance. Participants are encouraged to bring questions from their own experiences.

* **Jeremy Moreland** School of Advanced Studies, University of Phoenix; Journal of Leadership Studies

* **David Greenhalgh** Eastern University

* **Ronald Riggio** Claremont McKenna College; *Leadership Quarterly*

* **Keith Grint** Warwick Business School; Leadership

Blowing your Mindset: Viral Self Leadership

* **Plaza Suite 13** * Session Type: **Panel** * Track: **Development**

Using a framework of mindsets, meanings, and impacts, this session will explore the landscape of developing Self-Leadership in Kenya. This new approach is being practiced at a private education facility founded to provide education and training to support socioeconomic growth and human capital development. A core part of the curriculum draws on Neuro Semantics and Meta-Coaching as methods to develop student self-leadership and personal growth while also encouraging the transfer of leadership skills to others. The presenters will introduce this model for discussion and debate, and will share findings of an ongoing research study into the effectiveness of this model.

* **Kathleen Vaughan** Consultant and Contractor

* **Anne Martine Kappel** True North College Ltd.

Online, On-Site, or Blended: Escalating Pressures and Dilemmas in Remapping the Delivery of Leadership Education

* **Plaza Suite 3** * Session Type: **Panel** * Track: **Education**

The need for penetrating and effective leadership education grows more critical each year, yet time is short; budgets are tight; students — mid-career students in particular — clamor for customized services; and faculty struggle to adapt to changing professional insights and expectations. Panelists will examine major considerations to weigh when choosing presentation channels for high-impact leadership instruction with scholarly merit. This session will be especially relevant for those involved in developing and delivering leadership courses, and for those focused on forces and trends in quality leadership education in general.

- * **Elizabeth Jones** Business and Economics Department, Notre Dame of Maryland University
- * **Christy De Vader** Sellinger School of Business and Management, Loyola University Maryland
- * **Deborah Calhoun** Business and Economics Department, Notre Dame of Maryland University

Connect, Connect, Connect: Creating a New Approach to Social, Collaborative, and Emergent Leadership

* **Plaza Suite 2** * Session Type: **Case Study** * Track: **Business**

In large globally dispersed corporations, it can be a challenge for staff and managers to feel they have a voice or to take up leadership where it is needed. This session will share a successful model implemented at ING Bank that shifted the focus from 'knowledge management' to 'coaching ourselves'. This approach of collaborative learning among many hundreds of people around the world working in small groups is quite structured, using short sessions on both shared issues and relevant skills. It sounds simple - that's the beauty of it: and it works by allowing the complexity of life in a huge, hierarchical, bureaucratic, control-oriented financial institution.

- * **Mireille Jansma** ING Bank
- * **Jurgen Eggers** ING Bank

Moving the Field Forward: Accreditation, Certification, Formalized Review, or Status Quo?

* **Plaza Suite 7** * Session Type: **Panel** * Track: **Education**

The importance of leadership and the opportunity institutions of higher education have to provide an environment for leadership education have added to the dramatic increase in the number of leadership studies programs offered throughout universities and colleges over the past two decades. As the field continues to grow and patterns emerge in areas such as content, teaching, and outcomes, a purposeful dialogue concerning formalized review, certification and accreditation is clearly merited. Over the past year, an ILA task force was created to explore questions concerning formalized program review and opportunities that may exist in these systems to advance the field of leadership studies. This session looks to engage the ILA membership in an interactive and purposeful discussion in regards to formalized program review.

- * **Ken Otter** Saint Mary's College
- * **Steve Ritch** University of South Florida
- * **Matthew Sowcik** Department of Entrepreneurship and Leadership Studies, Wilkes University

Followership Learning Community Meeting

* **Plaza Suite 5**

Passionate or curious about the subject of followership? Why not? ODE magazine (for "intelligent optimists") now refers to it as a MOVEMENT! This session will bring together passionate or curious scholars and practitioners to exchange ideas and leave with new ideas for research or workshops! Discussion topics will include how followership shows up in leadership education, development, public leadership, business leadership and scholarship.

- * **Ira Chalaff** Executive Coaching & Consulting Associates

KEYNOTE SPEAKER
SATURDAY, 29 OCTOBER /
15:00 – 16:15

Keith Grint



KEITH GRINT is currently a professor at Warwick University Business School where he teaches Public Leadership.

A highly respected leadership scholar, Grint has held a variety of academic posts including: Professor of Defence Leadership at Cranfield University, Professor of Leadership Studies and Director of the Lancaster Leadership Centre at Lancaster University Management School, Director of Research at the Saïd Business School, and Fellow in Organizational Behaviour, Templeton College, University of Oxford. He remains an Associate Fellow at Saïd and Oxford.

Grint writes prolifically on a wide variety of topics—many of which are also being examined at this conference. An overview of his 61 books, chapters, and journal articles illustrates the breadth of his curiosity and intellectual mastery, as well as his influential contributions to the field. Averaging a book a year since 1995, he most recently authored or co-edited: *The Sage Handbook of Leadership*; *Sage Major Works in Leadership*; *Leadership: A Very Short Introduction*; *The New Public Leadership Challenge*; and *Leadership, Management and Command: Rethinking D-Day*.

A selection of his book chapter and journal article titles reflects his long-term commitment to a genuinely multi-disciplinary, multi-sector approach to leadership as well as his knack for constantly surprising and intriguing those who follow his work: “Wicked Problems and Clumsy Solutions: The Role of Leadership,” “Why Leadership is Important,” “Determining the Indeterminacies of Change Leadership,” “Followership,” “Dispersed Leadership,” “The Cuckoo Clock Syndrome: Addicted to Command, Allergic to Leadership,” “Overcoming the Hydra: Leaderless Groups and Terrorism,” “21st Century Leadership,” “Learning to Lead: Can Aristotle Help Us Find the Road to Wisdom?” “American-Indian Ways of Leading and Knowing,” “Problems, Problems, Problems: The Social Construction of Leadership,” “Leadership, Task and Relationship: Orpheus, Prometheus and Janus,” and “The Sacred in Leadership: Separation, Sacrifice and Silence.”

Professor Grint has also contributed to the development of the field of leadership by co-founding and co-editing the Journal *Leadership* (Sage) and by co-creating the annual International Conference on Studying Leadership.

In common with a number of England’s most influential thinkers, Grint embarked on a rich and varied pre-academic career. Before becoming a fully fledged scholar, he was employed as an agricultural labourer, a factory worker, an industrial cleaner, a removals worker, a freezer operative, a swimming pool attendant, a postman, a clerical worker, and—perhaps most useful to an academic career—a part-time karate teacher.

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Anton Camarota	Michael Chirichello	Gabriel Cortez	Mellani Day	Megan Downing
Amy Campbell	Helen Chmiel	Mike Cortrite	Nilesh Dayal	Jessica Dreistadt
Connan Campbell	Kisuk Cho	Serena Cosgrove	Cristine de Clercy	Angela Dresen
Andrew Campbell	Chang Won Choi	Sergio Costa	Becky De Oliveira	Lidija Drobez
Constance Campbell	Yeon Choi	Alice Coughlin	Manfred Kets de Vries	Marvin Druker
Scott Campbell	Elizabeth Anne Christo-Baker	Richard Couto	Steven de Waal	Sharon Drury
Jefferson Cann	Donna Chrobot-Mason	Duane Covrig	Benjamin Dean	Margot Dsouza
Frank Cappadocia	Joanne Ciulla	Michael Cox	Lisa DeAngelis	Ravi D'Souza
Baltazar Caravedo	Phillip Clampitt	David Cox	Lisa DeFrank-Cole	Jie Du
Amy Carey	Rachel Clapp-Smith	Elisabeth Cox	Steven DeHart	Steve Duerr
Christopher Carlisle	Darvin Clardy	Lori Cox	Hal DeLaRosby	Jennifer Duffy
Jim Carr	Pamela Clark	William Craddock	Peter DeLisle	John Dugan
Patricia Carr	Wade Clark	Chris Crawford	Joanne DeMark	John Dugger
Tia Carr Williams	William Clark	Blenda Crawford	Barbara Denison	Rena Dulberg
Marsha Carrasco Cooper	Johnstone Clarke	Douglas Crawford	Iain Densten	Phyllis Duncan
Alfredo Carrasquillo	Jacob Clemens	Scott Crawford	David Denton	Dana Dunn
Amy Carrington	Barbara Clemenson	Laura Crawley	Mana Derakhshani	Allison Dunn
Brigid Carroll	Vicki Clements	Matthew Creasy	Mary DerMovsesian	David Dunning
Tondalaya Carroll	Martha Cleveland-Innes	Sean Creighton	Keith Derrick	Don Dunoon
Amanda Carson	Dave Close	Andrea Crenshaw	Amy Derringer	Sharra Durham Hynes
Jamie Carter	Seamus Clune	Gail Crider	Debra DeRuyver	Veronique Durosset
Hannah Carter	Jan Cmelik	Tom Cronin	Danielle Desbiens	Sue Dutcher
Chris Cartwright	Zuzana Cmelikova	Barbara Crosby	Katie Desiderio	Stewart Dutfield
Nancy Cartwright	LaTanya Cobb	Cecily Crow	Angela Deulen	Nina Dutra
Rebecca Casey	Jennifer Cobb-Hayes	Dan Crowe	Nellie Deutsch	Jeremy Dutschke
Karen Casey	Philip Cochran	Alicia Crumpton	Christy DeVader	Hester Duursema
Danut Casoinic	Karen Cochran	Amanda Cuevas	Linsley Taylor DeVeau	Patricia Dyk
Natalia Castaneda	Natalie Coers	Richard Cummins	Shalini Devi	Rebecca Dysart
Tessie Catsambas		Timothy Cunningham Jr.	Linda Devine	Jason Eagar
		George Curiel	Jay Dewey	Alice Eagly
			Lamine Diallo	Douglas Eames

Dan Ebener	Shannon Ferketish	Janie Harden Fritz	Travis Glasscock	Raquel Gutierrez
Tara Edberg	Thomas Fertal	Doug Frost	Christopher Glavey	Elena Gvozdeva
Brian Edey	Fred Fiedler	Pi-Jern Fu	Katharine Gleason	Jane Hackman
Wendy Edmonds	Michael Fields	Pingping Fu	Gerry Goertz	Michael Hackman
Sarah Edwards	Kristina Findley	Jeffery Fulks	Brent Goertzen	Deborah Hackney
Mark Egbedeyi- Emmanuel	Amy Fink	Roy Fuller	Al Goethals	Justin Haggard
Cindy Ehresman	Robert Finkelmeier	Rebecca Fuller Beeler	Deborah Gohrke	Layla Halabi
Diane Ehrlich	Edward Finn	James Fuoco	Malka Goldberg	Jeff Hale
Craig Eicher	Donald Fischer	Jennifer Furnas	Romagne (Romi) Goldsmith	Theresa Hall
Karin Eisele	Stephanie Fischer	Elizabeth Gagnon	Sylvia Gonzalez	Sadhana Hall
Roxanne Eisermann	Stephen Fischer	Kathryn Gaines	Adam Goodman	Holly Hall
Ahizechukwu Eke	Amy Rose Fish	Roberto Gaitan	Priscilla Goodman	Maritza Hall
Sana Elache	Daniel Fisher	Mariko Gakiya	James Gordon	Angelica Hambrick
Wadad El-Husseiny	Bruce Fisher	Brenda Galbraith	Jill Goski	Bob Hamilton
Erin Elliott	Robert Fisher	Lesley Gale	Jonathan Gosling	Frank Hamilton
Mark Ellis	Kathryn Fitzgerald	Deborah Gallagher	Michael Gottlieb	Marcellina Hamilton
Evelyne Ello Hart	Martin Fitzgerald	Justin Gallien	Dustin Grabsch	Morgan Hamlin
Kyle Ellwood	Lynette Flage	Fred Galloway	George Graen	Ken Hammer
Tim Elwell	Gail Flanagan	Betty Gannon	Pamela Graglia	Lura Hammond
H Emerson	Elizabeth Florent- Treacy	Euphemia Gans	Scott Graham	Priscilla Hammond
James Emery	Jim Flynn	Maria Garcia de la Noceda	Lance Grahn	Jacqueline Hamp
Laura Empson	Todd Foley	John Jacob Zucker Gardiner	Debra Graul	Maged Hanna
James Emrich	Gary Forbach	John Gardner	Rebecca Graves- Bayazitoglu	Tiffany Hansbrough
Norman Endlich	Diane Forbes	John Garland	Richard Gray	Richard Hansen
Elisabet Engellau	Berthoud	Cecile Garmon	Ronald Gray	Paul Hansen
Heather English	Grace Fornicola	William Gary	Zachary Green	Robert Hansen
Yasaswini Enjeti	David Forsyth	Luke Gascho	Renee Green	Dale Hanson
Michele Ennis	Jill Forte	James Gaubert	Antonio Green	Jason Hanson
Tommy Epis	Ronald Foskey	Alain Gauthier	Charles Green	Richard Hanson
Susan Erenrich	Charles Foster	Pape Gaye	Don Green	Hilary Hardin
Robert Erickson	Craig Foster	Christian Yaw	Lawrence Green	Michael Harding
Chris Ernst	Paul Foster	Gbewardo	David Greenhalgh	Tim Harding
Samuel Eromosele	Philip Foster	Christine Gedim	Kimberly Greenway	Heather Hare
Patricia Ervin	Robert Foster	Karen Geiger	Patricia Greer	Earl Harewood
Jennifer Espinola	Colette Fournier	Phil Gelatt	Heidi Gregory-Mina	Tim Harle
Philomena Essed	Christopher Fox	Michael Genovese	Sarah Griffin	Deborah Harley
Tammy Esteves	Simon Fox	Marie George	Chuck Griffith	E. Royster Harper
Catherine Ettman	James Fox	Chris George	Claude Grimes	Traci Harrington
William Evans	Vicky Foxworth	Pam George	Keith Grint	Brigitte Harris
Alexander Evans	Pamela Fralick	Kris Gerhardt	Pamela Grissom	Mary Harris
Deborah Evans	Cheryl Francisconi	Mark Gerzon Cheryl Getz	Jim Gritton	Kendra Harris
Pat Evans	Joline Francoeur	Corrie Gicante	Carlette Groome	Mary Ellen Harris
Brian Fabel	Chris Francovich	Lori Gidman	Linda Grooms	Maggie Harris
Barbara Fahey	David Frantz	Karina Gil	Barbara Grossman	Nina Harris
Urusa Fahim	Sandy Frederick	Jillian Gilbert	Brad Grubb	Steadman Harrison
Gail Fairhurst	John Frederick	Ana Gil-Garcia	Yue Guan	Cheryl Harrison
Marc Farmer	Brian Fredrickson	Roger Gill	Lori Guasta	Alyssa Harrison
Matthew Farmer	Nathan Freeburg	Karen Gilliam	Darlene Guess	Joy Harrison
Michele Farmer	Shirley Freed	Bruce Gillies	Kristie Guffey	Richard Harrison
Muhammad Farooqui	James Freemyer	Megan Gilmore	Laura Guillén	Todd Harrison
Jacqueline Faulhaber	Yvonne Freitas	Jeff Gingerich	Allison Gulati	Carl Harshman
Andrea Faurot	McGookin	Anna Giraldo-Kerr	Brian Gunia	Nathan Harter
Elizabeth Feild	Birgitta Frejhagen	Megan Gisi	Joseph Gurreri	Alan Harvath
Ed Feldman	Sandra French	Roger Givens	Anntoinette Gurvin	Markus Hasel
Shann Ferch	Max Freund	Robert Glass	Eric Guthey	Stephen Haseley
David Ferguson	Curtis Friedel		Kathy Guthrie	Nathaniel Haslam
Jean Ferketish				Lillas Hatala
				Spedden Hause

ILA MEMBER LISTING

Richard Hawes	Petal-Dawn Hinkson	Phillip Hwang	Kevin Jones	Feroz Khan
Beverley Hawkins	Elizabeth Hinson	Kristen Hyman	Michael Jones	Hamid Khan
Greg Hawkins	Lisa Hinz	Arnold Hyndman	Valerie Jones	Saira Khan
Suzanne Hawley	Candice Hironaka	Katalin Illes	Elizabeth Jones	Ismayil Khayredinov
Christina Haxton	Joshua Hiscock	Kristen Illes	Meegan Jones	Fran Kick
Joshua Hayden	Dwight Hite	Mehreen Iqbal	Sandra Jones	Peter Kiedrowski
Paul Hayes	Deborah Hixson	Edgardo Irizarry	Matt Jordan	Vanessa Kiley
Linda Hayes	Michael Hodge	Marie Irvine	Rodrigo Jordan	Sewon Kim
Richard Hayward	Victoria Hodgkinson	Patrick Irvine	Cheryl Jordan	Michael Kimball
Karen Hayward	Dennis Hoebee	Gowri Ishwaran	Christina Joseph	Lisa Kimball
Robert Heasley	Stacy Hoehl	Faheem Islam	V. Moon Joyce	Lisa Kindred
Karen Hedges	Laura Hoemeke	Uma Iyer	Fredricka Joyner	Melvinia King
Nollaig Heffernan	Harry Hoffer	Ramsey Jabaji	Tanya Judd Pucella	Chyrise King
Karen Heilmann	Sharon Hoffman	Kathryn Jablokow	Arthur Jue	William King
Amy Heitzmann	Peter Holbrook	Margaret Jablonski	Dongil Jung	Keith Kirkpatrick
Audrey Helfman	Edwin Hollander	Tondaleya Jackson	Alexandra Jurgens	Karen Kispert
Charles Heller	Elizabeth Holloway	Arndra Jackson	Prasad Kaipa	Max Klau
Yael Hellman	B.J. Holman	Brad Jackson	Jerrid Kalakay	Tom Klaus
Stephanie Helms	Janis Holman	Bruce Jackson	Nor Mohd Desa	Casey Kleeman
Pickett	Elwood Holton	Marsha Jackson	Kamariah	Mary Klein
Tana Heminsley	David Holzmer	Gilbert Jacobs	Yori Kamphuis	Karin Klenke
Anita Henck	Sharon Homan	Marah Jacobson-	Alexis Kanda-	Artem Kliuchnikov
Andrew Henck	Karen Homolka	Schulte	Olmstead	Linda Klonsky
Paul Henderson	Kristine Hoover	Fred Jacques	Samantha Kanta	Mark Knight
Nichelle Henderson	Constance Hope	Erika James	Steven Kapelke	Gloria Ko
Marisa Henderson	Gidget Hopf	Ian James	Fatma Kaplan	Yoo Kyung Ko
Phillip Henderson	James Hopkins	Allyson Janstone	Martine Kappel	Andrew Koch
Terrina Henderson	Nikol Hopman	Mansour Javidan	Robert Karaszewski	Susan Kochanowski
Julia Hendrickson	Dwight Horkheimer	Debbie Jeannett	Lateef Kareem	Rebecca Kohler
Mary Ann Hennen	Shana Hormann	Carl Jefferson	Elvina Karjadi	Thomas Kolditz
Doe Hentschel	Nancy Horn	Justin Jeffery	Madeleine Katz	Susan Komives
Barbara Brown	Cynthia Hornberger	Heather Jelks	Madelyn Katz	Rob Koonce
Herman	Dana Horne	Daniel Jenkins	Jen Katz-	Cara Koppenhoefer
Kathy-Ann Hernandez	Jody Horntvedt	Arielle Jennings	Buonincontro	Jeffrey Korn
Annie Hernandez	Sean Horrigan	Hallie Jensen	Eric Kaufman	Konstantin Korotov
Guillermina	Sandy Hough	David Jensen	Ariel Kaufman	Paul Kosempel
Hernandez-	Peggy Houghton	Johann Jerling	Faith Kazmi	Rick Koster
Gallegos	David Houglum	Arthur Jewett	Kari Keating	Tamas Kowalik
Angela Hernquist	Diane Houle-	Karin Jironet	Patricia Keenan	Nicholas Kramer
Robbie Hertneky	Rutherford	Jonas Johansen	Susan Keim	Brenda Kraner
Frances Hesselbein	Lauren Houser	Boyd Johnson	Kent Keith	Randy Krantz
Peg Hess-Fennell	Jon Howell	Lisa Johnson	Michael Keleher	Robert Kraushaar
Janet Hethorn	Crystal Hoyt	Cedric Johnson	Heidi Keller	Richard Kriegbaum
Roger Heuser	Yi Wen Hsia	Craig Johnson	Elizabeth Keller	Rajshekar Krishnan
Sean Heuvel	Yu-Mei Huang	Indigo Johnson	Barbara Kellerman	Venkat Krishnan
Doug Hiatt	Nancy Huber	Julie Johnson	Mary Kellison	Charles Kroncke
Josh Hibbard	Les Hudson	Katherine Johnson	Cary Kemp	Jennifer Krueger
Breyn Hibbs	Jill Hufnagel	Kathryn Johnson	Lisa Kendall	Cuiye Kuang
Gill Hickman	Patrick Hughes	Keith Johnson	Fiona Kennedy	Franklin Kudo
Colleen Hickman	Andrew Hughes	Patricia Johnson	Kathy Kennedy	Petra Kuenkel
Douglas Hicks	Marsha Hughes-Rease	Audy Johnston	Matthew Kenney	Edward Kuligowski
Mikinari Higano	Eileen Hulme	Jeremy Johnston	Nannerl Keohane	Pardeep Kullar
Deborah Higgins	Melanie Humphreys	Katie Johnston	Keith Keppley	Russell Kulp
Louise Hill	Virginia Humud	Jean Gabriel Jolivet	Brenda Kerls	Bobby Kunstman
Michele Hill	Guerrero	Carlos Jon	Geraldine Kerr	Mitchell Kusy
Heidi Hill	Kimberly Hunley	Peter Jonas	Elisabeth Kersten	Ben Kutsyuruba
Robert Hill	Ronald Hustedde	Julia Jones	Barbara Key	Edena Kwentua
Alelia Hilt-Lash	Marie Hvidsten	Ken Jones	Rabia Khan	Danny Kwon

Teresa Lacerda	Leah Levac	Carla MacDonald	Cynthia Martinez	Duane McIntosh
Kimberly Ladd	Lynne Levesque	Alastair Macfarlane	Jesus Martinez	Whitney McIntyre
Donna Ladkin	Lester Levy	Mariam MacGregor	Susan Martinez	Miller
Ryan Ladner	Jean Henri Lhuillier	Ryan Machir	Jeanne Martinson	Robert McKeage
Shawna Lafreniere	Lena Lid-Andersson	Laura Mack	Michael Martorella	Robert McKennett
William Lagasse	Wendy Liddell	James Macklin	Antonio Marturano	Brenda McKenzie
Susan Laird	Lothar Liehmann	Scott MacLeod	Stephen Martyn	Jason McKenzie
Kristine LaLonde	Mike Liepold	Zoe MacLeod	Kendall Marvin	Diane McKinstry
Jay Lambert	Nigel Linacre	Garry Maddux	Patrick Marx	Joyce McKnight
Keith Lamdin	Douglas Lindsay	Bindu Madhok	Linda Massey	Linda McLain McKellar
Jess Lamphere	Jill Lindsey	Carol Madison	Trevor Massey	Patricia McLaren
Michael Lane	Stephen Linenberger	Susan Madsen	Christina Mastrangelo	Cyndy McLean
Laura Lanford	Walter Link	Erik Magner	Lyna Matesi	Donald McLean
Lynn Langer	Michael Linville	Diane Magrane	Philip Mathew	Timothy McMahon
Jess LaNore	Jean Lipman-Blumen	Melissa Mahan	Brenda Mathis	Robert McManus
James Larimore	Britt Lippard	Antron Mahoney	Gina Matkin	Joe-Joe McManus
Brian Larson	Christian List	Mark Maier	Tom Matthews	Mary McManus
Amy Latham	Stacey Little	Felicia Mainella	Lorraine Matusak	Laura McMaster
Gail Latta	Shaozhong Liu	Stacy Maitland	S. Irene Matz	Elaine McNiece
Jim Laub	David Livingston	Petros Malakyan	Russell Mawby	Mindy McNutt
Robert Lauridsen	Scott Livingston	Thomas Maloney	Lauren Mawn	Gayle McPherson
Judith LaValley	Leona Lobell	James Maloney	Charles Maxey	Diana McQuarrie
Debra Lawler	Connson Locke	Zulfiya Mamedova	James Mayer	Michael McRee
Roger Lawler	Saumya Lohia	Richanne Mankey	Angelique Mayo	Frank McStay
Katherine Lawrence	Karen Lokkesmoe	Dorothy Mann	Angie Mays	Erik Meader
Stacey Lazenby	Al Long	James Manning	Lisa Mazzei	Deborah Meehan
Malaret	Tamara Long	Kayden Manning	Dawn McAvoy	Ryan Meers
Judy Han Le	Paul Longenecker	Tracey Manning	Julia McBride	Axel Meierhoefer
Clint Le Bruyns	Karen Longman	Jessica Manno	Linda McCann	Amanuel Melles
Kyela Leakey	Bill Lonneman	Vivek Mansukhani	Grace McCarthy	Mark Menaldo
Kathy Lease	Jacquie Lonning	Ahmad Mansur	Victoria McCarthy	Charles Lee Jingle
Geoff Leatham	Simon Looker	Joseph Marchetti	Jim McCleskey	Mendoza
Julie LeBlanc	Sultan Lootah	Richard Marcy	Michael McCleve	Arturo Menefee
Bernice Ledbetter	Magdalena Lopez	Thanesh Marimuthu	Allison McClintick	Thomas Mengel
Janet Ledesma	Johana Lopez	Robson Marinho	Amy McComas	Doug Menikheim
Gerry Lee	Viviane Lopuch	Margaret Mark	Wendell McConnaha	Louise Mennen
Pamela Chandler Lee	Marianne Lorensen	Xenia Markowitt	Lindell McConnell	Thomas Meriwether
Marie Legault	Patrick Gabriel	Tova Markowitz	Arlene McConville	Lynette Merriman
Arthur Leger	Lorenzo	David Markwardt	Dawn McCoy	Denise Messineo
Kimberly Lehman	Carolyn Love	Eva Marlatt	Judith McCoy	Ketan Mhatre
Howard Lehman	Jennifer Lovelette	Teresa Marquez-	Melissa McCoy	Sharon Michael-
Oliver Lehmann	Kevin Lowe	Weishaar	Robin McCoy	Chadwell
Alina Lehnert	Yung-Pin Lu	Margaret Marr	Jill McCracken	Renee Michaels
Zhike Lei	Susan Luchey	Jay Marshall	Kevin McDermott	Anthony
Ann Marie Lei	Victor Luck	Margaret Martens	Mary McDonald	Middlebrooks
Dan Leidl	Denise Lucy	Teresa Martin	Tim McDonald	Shari Miles-Cohen
Maxinne Leighton	Vern Ludden	Cecelia Martin	Jennifer McDonald	Bill Millard
Cheryl LeMay-Lloyd	Dean Ludwig	Amanda Martin	P. Maureen McDonald	Daniel Miller
Sam Lemon	Monique Lugli	Debrah Martin	Paul McDonald	Rick Miller
Nicholas Lennon	Crislyn Lumia	Jennifer Martin	Gary McDowell	Andrew Miller
Kenneth Lenz	Christopher Lund	Nicole Martin	Lisa McFarland	Jeff Miller
Brittany Leoboldt	Stephanie Luschen	Renee Martin	William McGee	Margeaux Miller
Dan Leonard	Samuel Luzobe	Rick Martin	Grady McGonagill	Marilyn Miller
John Leonard	Anne Lynch	Suzanne Martin	Rosemary McGowan	Don Mills
Mary Beth Lepkowsky	Carlotta Lynn	Wendy Martin	Molly McGowan	Steve Mills
Kristine Lesperance	Beth Mabry	Teresa Martinelli-Lee	Molly McGravey	Simon Minaee
Cheryl Lester	Christie Mabry	Anthony Martinez	Kelly McInnes	Gretta Mincer
Joseph Lestrangle	Richard Mac Intyre	Rose Martinez	Dave McIntire	Alisa Miniotaite

ILA MEMBER LISTING

Luis Miranda	Susan Murphy	Brian O'Donoghue	Allen Patty	Larry Preston
Regina Miranda	Todd Murphy	Ines O'Donovan	Bruce Payne	Heather Paige Preston
Monica Miranda-Small	Anne Murphy	Oluseye Gafar Oduntan	Debbie Payne	Tammi Preston
Martha Miser	Lee Murphy	Andreas Oertli	Erin Payseur	Bonnie Pribush
Nora Misiolek	Dennis Murray	Osasumwen Ogbemor	Carol Pearson	Terry Price
Kirk Mitchell	J. Dennis Murray	Afokoghene Okpozo	Sandra Peart	Raymond Price
Jon Mitchell	Theresa Murray	Quintain Olden	Kathy Pelleran	Kerry Priest
Eriko Miyake	Carol Muschette-Kirk	Rob Olding	Kathie Pelletier	Yvette Primous-Flowers
Macbain Mkandawire	Dave Nagel	Brad Oliver	Vanita Penn	Bruce Primrose
Al Masum Mohammad Ali	Linda Naimi	Rand Oliver	Kurt Penner	Howard Prince
Lailawati Mohd Salleh	Regis Namuddu	Stefanie Olivier	Sherry Penney (Livingston)	Ballard Pritchett
Christina Monroe	Deborah Nanschild	Jide Olorunmola	George Peppas	Christopher Prosser
Theresa Monroe	Sharon Naquin	Lynn Olsen	Odir Pereira	Susan Provenzano
Tanya Monsef Bunger	Ajay Narasimhan	Joel Olson	Mark Peres	Norman Provizer
Alfonso Montuori	Priscilla Ndlovu	Linda Olson	Patricia Perillo	Hope Pruitt
Premalatha Mony	Linda Neat	Tova Olson Sanders	Chalres Perkins	Federico Puga
Dawn Moore	Ted Needham	Akinyemi Oluyide	Emily Perl	Monica Pugh
Lynda Moore	Steven Nelson	Edward O'Malley	Branka Perovic	Danica Purg
R. Bruce Moore	Mark Nepo	Kate O'Neill	Gerri Perreault	Tracy Purinton
Roxanne Moore	Christine Nery	Kristen Onkka	Gama Perruci	Annie Pye
Naeem Moosa	Iriwn Nesoff	Albert Onuegbu	Emmett Perry	Paul Pyrz
Fernando Mora	Sherri Nevius	Curtis Orr	Kyle Perry	Yasmeen Qazi
Rhonda Moraca	Lucie Newcomb	Gavan O'Shea	Mary Persico	Philip Quaglieri
Page Morahan	Angela Newcomer	Sonia Ospina	Rita Perstac	Shirley Quayle
Wayne Moran	Margrette Newhouse	Frantz Osse	Bruce Peterson	Kathryn Quick
MaryBeth Morehouse	Christopher Newman	Laura Osteen	Matt Peterson	Matt Quick
Jeremy Moreland	Oliver Ngodo	Candice Osterfeld	Ross Peterson-Veatch	Floren Quick
Liubava Moreva	Son Nguyen	Daniel Ostick	Valerie Petit	Robert Quimby
Gillian Morgan	Helen Nicholson	Kelly Otter	Andres Pfister	Jennifer Quinn-Taylor
Louis Morgan	Margie Nicholson	Ken Otter	John Phelan	Leander Rabe
Deb Moriarty	Laura Nicolet	Charlee Ottersberg	Kirstin Phelps	Maureen Rabotin
David Morphy	Mindy Nierenberg	Maribeth Overland	Tara Phelps-Jones	Henry Radda
Matthew Morrin	John Nirenberg	Hilarie Owen	Nannette Phyffer	Barbara Radke
Lonnie Morris	Stella Nkomo	Julie Owen	Sharon Piety-Nowell	TZiPi Radonsky
Unique Morris	June Nobbe	Arlene Owens	Hari Pillai	Aliaa Rafea
Jan Taylor Morris	Donnette Noble	Joseph Owens	Michele Pino	Ayman Raffah
Nathaniel Morris	Steven Noble	Oyedele Oyedotun	John Pisapia	Kaleem Rahman
Shelly Morris Mumma	Lori Nocito	Thomas Padron	David Pitcher	Christina Rajmaira
James Morrison	Richard Noftzger	Kimberly Pagano	Katrina Pitts	Sreenivasan Ramasamy
Jill Morrison	Kim Nolan	Daryl Page	Joe Plante	James Ramey
Terry Morrow	Lois Nora	Don Page	Scott Pochron	Alma Ramirez
Wendy Morton	Shawn Nordheim	Nancy Papalexandris	Dan Poff	Bonita Ramocan
Drew Moser	Cynthia Norris	Jacques Pape	Lissa Pohl	Karen Ramsey
Chaney Mosley	Teresa North	Kim Parcher	Mark Pohl	Marleen Ramsey
Jeff Mott	Peter Northouse	Sung Park	Nathanael Pollard	Jane Rankin
Samir Moussalli	Kim Northup	Brian Parker	Michael Pomatto	Tammy Rankin
Robert Mulhall	Elisabeth Null	Christy Parker	Stuart Porteous	Judy Rannow
Zubin Mulla	Erin Null	Joyce Parks	Christopher Porter	Carol Ransone
Brian Mullinax	Patrick Nullens	Felisa Parris	Faye Porter	Nancy Ras
William Mumley	Kelly Nwosu	Dan Parrish	Temille Porter	Arash Rashidi
Ashley Munday	David Ober	Steven Partridge	Robin Postel	Catherine Rasmussen
Tim Munden	Greg Obi	Robert Pastoor	Bryan Poulin	Sergio Raspo
Almarie Munley	Anne O'Brien	Marimm Ross Angeli Patangan	Diana Pounder	Richard Rateau
Jennifer Murnane	Juanita O'Campo-Waits	James Patten	Michael Poutiatine	dimple rattan
Robin Murphey	Patricia O'Connell	Bryan Patterson	Lisa Powell	Daniel Ratray
Susan Murphy	Candy O'Connor	Stanley Patterson	Erin Power	Kenneth Rauch
	Karen Odderstol		Juan Prestol	

Melody Rawlings	Anne Robie	Jodi Sandfort	Julie Shasteen	David Soleil
William Rayburn	Mulyadi Robin	Kabini Sanga	Wayne Shaw	Georgia Sorenson
John Rayment	Betty Robinson	Laura Santana	Mariam Shebaya	Robert Soto
Donna Read	Joanne Robinson	Maria Rissa Santander	Melissa Shehane	SB Sowbel
Jonathan Reams	Andrea Robinson	Michael Santarosa	Laura Shelley	Matthew Sowcik
Davina Reay	TD Robinson	Marshall Sashkin	Arthur Shelley	Tobias Spanier
Janet Rechtman	Cynthia Robinson	Handoko Sasmito	Michael Shenkman	Julie Speaker
Jairam Reddy	Jill Robinson	Uzi Sasson	Kate Sheridan	Jonathan Spence
Benjamin Redekop	John Robinson	Julia Satov	Phillip Shero	Nadeen Spence
Fabienne Redondi	Sarah Robinson	Rian Satterwhite	Elisabeth Sherwin	J Louis Spencer
George Reed	Sarah Rochford	Ryan Sauers	Mitesh Sheth	Shane Spiller
Jeffrey Reed	Vanetta Rodgers	Mary Saunders	Kenichi Shimura	Sverre Spoelstra
Doug Reeve	Valerie Rodriguez	Anthony Savia	Jeremiah Shinn	Robert Sprague
Robert Reeves	Martha Rogers	Carol Sawyer	Mary Shippy	Barbara Spraker
Dalia Rehal	Catie Rohloff	Anurag Saxena	Lynn Shollen	Angela Spranger
Becky Reichard	Shaun Rojas	Kim Scalzo	Michael Shoop	Benjamin Spring
Kathaleen Reid-	Byron Rollinson	Phil Scarpino	John Shoup	David Spungin
Martinez	Cynthia Romero	Linda Schacht	Shirley Showalter	Seema Srivastava
Claire Reinelt	Thomas Ronalter	Barbara Schaetti	Art Shriberg	Heather St. Peters
Johan Reinhoudt	Carolyn Roper	William Schafer	Brian Shuffield	Joseph Stackhouse
Nancy Reisig	David Rosch	Sallie Scheide	Sharon Shultz	William Stackman
Penny Rempfer	Charlie Rose	Richardson Schell	Blanca Siebels	Joanna Stanberry
Stanley Remple	Stefani Rose	Erich Schellhammer	Mary Kay Siefers	Matt Starcke
Geraldine Remy	Kristi Rosko	Joyce Schlose	Michael Silver	Joanne Stauffer
Mark Reno	Jeannette	Michelle Schmidt	Ian Simmie	Nicole Stedman
Misty Resendez	Rothenberger	Sue Schmitt	Andrew Simon	Karen Stein
Luis Retamozo	Lori Rothstein	Abrina Schnurman-	Shoshana Simons	Kevin Steinhilber
Kuldip Reyatt	Luc Roullet	Crook	Dawn Simounet	Stephen Stelzner
Michael Reyka	Heather Roundtree	Ryan Schoenbeck	Cynthia Sims	Anne Stenbom
Kae Reynolds	Anneke Rowe	Bianca Schonberg	Pearl Sims	Clinton Stephens
David Ribott	Wendy Rowe	Laurie Schreiner	Tripti Singh	Julie Sterrett
Deb Richard	Herb Rubenstein	Branimir Schubert	Christina Singletary	Jeff Stevens
Randy Richards	Lucas Rucks	Chad Schulenburg	Lori Sipe	Tramaine Stevenson
Zina Richardson	Cheryl Rude	Regina Schulte-	Michael Sipiora	Heather Stewart
Virginia Richardson	Marian Ruderman	Ladbeck	Priscilla Sissem	Jean-Anne Stewart
Stephani Richards-	Richar Ruiz	David Schultz	Jessica Skinner	Liz Stincelli
Wilson	Elesha Ruminski	Lillian Schumacher	Anne Skleder	Kelleen Stine-Cheyne
Rosalyn Richman	Judith Russell	Erwin Schwella	Craig Slack	Spencer Stober
Theresa Ricke-Kiely	Andrea Russell Cote	Joe Sclafani	Joe Slavens	Paul Stonecipher
Rusty Ricketson	Claude Saayman	Katherine Scott	Wojciech Sledzinski	Diana Stork
Kristina Ricketts	Shana Sabbath	Megan Scribner	Renata Sluneczkova	Merwyn Strate
Lee Riddell	Dave Guarin Saceda	Priscila Scripnic	Omar Smad	James Street
CeCe Ridder	Virginia Sackett	Chiong Tian Seah	William Smedick	Marta Elva Stuart
Wesley Riddle	Arlene Sacks	Tom Sechrest	Anderson Smith	Kathryn Sturtevant
George Rideout	Jennifer Sader	Debra Seeberger	Deborah Smith	Roger Sublett
Ronald Riggio	Robert Saggars	Corey Seemiller	Jonathan Smith	Larry Sullivan
Glenda Riley	Gabriel Saintus	Brian Segal	Julia Smith	Brian Sullivan
Ilene Ringler	Linda Salane	Sen Sendjaya	Allison Smith	Mary Sully de Luque
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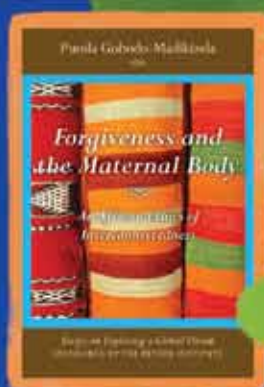
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 Williamson, Thad **TH** 13:30 Plaza Suite 7
 Williamson, Thad **SA** 10:45 Plaza Suite 11
 Wollam, Ashley **TH** 16:45 Westminster 3

NOTES

A series of horizontal dotted lines for writing notes.

PARK PLAZA WESTMINSTER BRIDGE

HOTEL MAPS

(NOT TO SCALE)

