

International Leadership Association

# 14TH ANNUAL ILA GLOBAL CONFERENCE

**OCTOBER 24-27, 2012**

# DENVER, USA

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## ILA 14th Annual Global Conference Denver

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### CONTACT THE ILA:

VOICE: +1.202.470.4818 / FAX: +1.301.588.1503 / EMAIL: [ila@ila-net.org](mailto:ila@ila-net.org) / [www.ila-net.org](http://www.ila-net.org)  
MAIL: 1110 Bonifant St., Suite 510, Silver Spring, MD 20910 USA

# WELCOME TO DENVER!



With the backdrop of the beautiful Continental Divide of the Rocky Mountains inspiring us, we invite you to consider our conference theme, **“Leadership Across the Great Divides: Bridging Contexts, Cultures and Complexities.”** Our hope in planning this year’s conference and theme

track is to address the challenging divides that test leadership across all sectors and national borders in the 21st century. While our differences offer a richness of perspective and approaches to life together, we know it takes openness, understanding, and a commitment to mine them as opportunities for a fuller life together. We hope that our time examining the research and practice of leadership in the complexities of our ever changing world, will lead to knowledge building and development of leaders and followers equipped to create a world of inclusion, justice, and dignity.

There are so many wonderful offerings in this year’s conference. From the multitude of pre-conferences, to outstanding keynotes from four different sectors, to the Themed track and Member Interest Group tracks, to the special meetings and evening events, we encourage you to plan well and expose yourself to something you have not necessarily done in the past. Expand the edges of your own knowledge, experience, and relationships. Reach beyond your norms of conference participation by choosing topics that might stretch your intellect in new ways, or challenge your daily practices or teaching of leadership. Go home with new relationships for building inclusion in your thinking, research, teaching, and life.

Denver is a crossroads that grew significantly as a result of the pioneering of the U.S. But it began with a very diverse population indigenous to the area long before the explorers. We invite you to be risk takers as our earliest settlers and pioneers were known to be. May this conference seed a renewed set of research and best practices for leadership that bridges the great divides.

**On behalf of the ILA Denver 2012 Planning Committee, welcome to the Rocky Mountains and the great city of Denver!**

## LINDA G. OLSON

Chair, 2012 Conference/ Senior Lecturer and Director,  
Pioneer Leadership Program, University of Denver

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# DEAR ILA COLLEAGUES,

It is exciting to be in the mile high city with all of you celebrating our fourteenth conference as the International Leadership Association and our second as an independent 501(c)3 nonprofit association.

The ILA has been on the move—literally and figuratively. We relocated to new offices in Silver Spring, Maryland on June 30 and should your travels bring you to the metro-Washington, D.C. area you are most welcome to visit. The ILA also moved its virtual systems. The ILA online networking platform (formally ILASpace) is now part of the [www.ila-net.org](http://www.ila-net.org) site to maximize your ease of use and its value to members; and, perhaps less noticeable, is the migration of the online Call for Conference Proposals system, which makes it easy to run multiple CFPs.

Why the need for multiple CFP's? The answer is truly exciting news! The ILA is boldly moving to increase the number of ILA events held each year. Like this global conference, each will offer: a uniquely rich mix of thoughtful and passionate leadership scholars, educators, and practitioners from diverse professional roles, identities, generations, sectors, and cultures; high quality sessions and keynotes; and locations that give special meaning and context to each conference. Given that distance, convenience, and costs can keep some from the global conference, events in more locations will help broaden the ILA's geographic reach, allow for a more focused exploration of a theme, and advance the mission and strategic plan of the association.

Speaking of which, this year was marked by another move: from the second strategic plan to the third. Hundreds of ILA members were involved over the last 18 months in one phase or another of the development of this strategic plan, which was adopted by the Board of Directors on September 12. The next step is to identify action steps that involve all ILA Members and ILA Staff in the necessary work that will make progress on the following strategic imperatives:

- **Advance the Global Study and Practice of Leadership**
- **Develop and Engage a More Global and Diverse Membership**
- **Strengthen ILA as a Dynamic Sustainable Global Organization**

Please join us Saturday morning from 08:00–08:45 in the Centennial Ballroom for the second annual ILA Membership Meeting where the ILA officers will provide a detailed report on the ILA's accomplishments and plans.

Finally, we would like to recognize and thank all those who contributed to this conference's success, including our sponsors, local planning team, conference program team, member communities, board of directors, and staff. These contributions have resulted in a conference that offers you opportunities to learn and network with colleagues new and old and enjoy all that Denver has to offer including the beauty of the Rocky Mountains.

**Thank you for your participation in the 14th Annual ILA Global Conference.  
We are so glad you are here!**

**GAMA PERRUCCI** ILA Chair

**CYNTHIA CHERREY** President

# ABOUT ILA

## OUR MISSION

The **INTERNATIONAL LEADERSHIP ASSOCIATION** (ILA) is a 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 TO REALIZE THE MISSION OF ILA

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, businesses, consultants, and students from many disciplines and many nations.

### *The 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;  
Promote effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and Generate and disseminate interdisciplinary research and develop new knowledge and practice.

## OUR VISION

The ILA will be valued for its expertise in developing and advancing leadership knowledge and practice worldwide.

## OUR VALUES

***Inclusion:*** Fosters and promotes broad and diverse membership engagement.

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

***Integrity:*** Insists upon effective and ethical leadership practices and sound scholarship.

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

***Interdisciplinary:*** Promotes and influences leadership as an interdisciplinary field bridging theory, practice, and multiple sectors.

***International perspectives:*** Respects cultural contexts and facilitates learning and networking across national boundaries.

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Program book design:  
Guido Mendez

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# AGENDA OVERVIEW

## TUESDAY / OCTOBER 23

14:00-18:00	ILA Board Meeting	Blue Spruce Suite 607
14:00-17:00	ILA Office Open	Slate
14:00-17:00	<b>ILA Registration Open</b>	Mineral Foyer

## WEDNESDAY / OCTOBER 24

\* About the time: Times are listed using the 24 hour format. To convert after noon, simply subtract 12.  
For example, 18:00 is 6:00pm (and it's also the time registration closes today!)

07:30-18:00	<b>ILA Registration Open</b>	Mineral Foyer
07:00-17:00	ILA Office Open	Slate
09:00-12:00	Pre-cons (see page 16)	various rooms in Hyatt/some off site
09:00-16:00	Pre-cons (see page 16)	various rooms in Hyatt/some off site
13:00-16:00	Pre-cons (see page 16)	various rooms in Hyatt/some off site
15:30-16:00	Conference Orientation	Centennial Ballroom D-E
16:00-16:30	ILA Member Community Welcome Tables (read more about ILA's MCs on pages 24)	Centennial Foyer
16:30-21:00	Leadership Bookstore Open (details on pages 102)	Centennial A



## WEDNESDAY [continued]

<b>16:15–18:00</b>	<b>Opening General Session</b>	<b>Centennial Ballroom D-E</b>
	<b>16:15</b> Aztec Dancers	
	<b>16:30</b> Welcome, Linda Olson, <i>Conference Chair</i>	
	<b>16:40</b> Welcome to Denver, Mayor Michael B. Hancock	
	<b>16:50</b> Opening Remarks, Cynthia Cherrey, <i>ILA President</i>	
	<b>Leadership Legacy Award Presentation honoring Edgar Schein</b> <i>(Read more about Edgar Schein on page 21)</i>	
	<b>17:15</b> Keynote, Rinku Sen <i>(Read more about Rinku Sen on page 20)</i>	
<b>18:00–19:30</b>	Welcome Reception	<b>Centennial Foyer</b>
<b>18:00–19:30</b>	6th Annual Student Case Competition Poster Showcase <b>Thank you Kravis Leadership Institute at Claremont McKenna College and Northwestern University's Center for Leadership for sponsoring this event!</b>	<b>Centennial Foyer</b>
<b>18:00–19:30</b>	ILA Member Community Welcome Tables	<b>Centennial Foyer</b>

## THURSDAY / OCTOBER 25

\* About the time: Times are listed using the 24 hour format. To convert after noon, simply subtract 12. For example, 13:30 is 1:30pm (and it's also the time to be back from lunch!)

<b>07:30–17:00</b>	<b>ILA Registration Open</b>	<b>Mineral Foyer</b>
<b>07:30–17:00</b>	ILA Office Open	<b>Slate</b>
<b>07:30–08:00</b>	Continental Breakfast <b>Thank You Love Grown Foods for donating the granola!</b>	<b>Centennial Foyer</b>
<b>07:30–08:45</b>	Conference Colleagues Kick-Off <i>(See page 18)</i>	<b>Centennial B-C</b>
<b>08:00–17:00</b>	Leadership Bookstore Open <i>(details on pages 102)</i>	<b>Centennial A</b>
<b>08:40–09:00</b>	City Year Denver in Action!	<b>Centennial Ballroom D-E</b>
<b>09:00–10:15</b>	<b>General Session</b>	<b>Centennial Ballroom D-E</b>
	<b>09:00</b> The Days Ahead, Gama Perruci, <i>ILA Chair</i> <b>Leadership Legacy Award Presentation honoring Max De Pree</b> <i>(Read more about Max De Pree on page 33)</i>	
	<b>09:15</b> Invitation to Montreal, Eliane Ubalijoro, <i>2013 Conference Chair</i>	
	<b>09:20</b> Keynote, James Joseph <i>(Read more about James Joseph on page 32)</i>	
	<b>10:05</b> Distinguished Leadership Award Presentation	
	<b>10:10</b> Ken Clark Award Presentation	

**THURSDAY** [continued]

<b>10:45-12:00</b>	<b>Concurrent Session 1</b> (begins on page 35)	<b>Various rooms in Hyatt</b>
<b>12:00-13:15</b>	Lunch on Own/Free Time	
<b>12:00-13:15</b>	Leadership Education Program Directors, Deans, and Chairs Luncheon <i>(tickets may be available, check in ILA Office)</i> <b>Thank you Indiana Wesleyan University and the New York Times for sponsoring this event!</b>	<b>Capitol 1-3</b>
<b>12:00-13:15</b>	ILA Member Community Business Meetings <b>Leadership Development MIG</b> <b>Public Leadership MIG</b> <b>Youth Leadership MIG</b> <b>WLAG Executive Meeting</b> (by invite)	<b>Centennial B</b> <b>Centennial G</b> <b>Centennial H</b> <b>Centennial F</b>
<b>13:30-14:30</b>	<b>Concurrent Session 2</b> (begins on page 43)	<b>Various rooms in Hyatt</b>
<b>14:45-16:00</b>	<b>Concurrent Session 3</b> (begins on page 51)	<b>Various rooms in Hyatt</b>
<b>16:00-16:30</b>	Refreshment Break	<b>Centennial Foyer</b>
<b>16:15-17:30</b>	<b>Interactive Roundtable Discussions</b> <i>(begins on page 60)</i>	<b>Centennial Ballroom D-E</b>
<b>16:30-17:30</b>	Emerging Scholars Research Consortium <b>Thank you Eastern University for sponsoring this event!</b>	<b>Centennial B</b>
<b>17:30-18:30</b>	ILA Member Community Business Meetings <b>Business Leadership MIG</b> <b>Followership LC</b> <b>Leadership Scholarship MIG</b> <b>Philosophy, Religion, and Worldviews LC</b>	<b>Centennial F</b> <b>Centennial G</b> <b>Centennial B</b> <b>Centennial H</b>
<b>18:00-19:30</b>	Various Hosted Receptions <b>University of San Diego, School of Leadership and Education Sciences</b> <b>Antioch University</b> <b>ILA 2013 Oceania Conference Mixer</b> <b>Union Institute &amp; University</b> <b>LeaderShape</b> <b>Eastern University PhD in Organizational Leadership</b>	<b>Mineral A</b>  <b>Mineral F</b> <b>Granite A</b> <b>Capitol 5</b> <b>Capitol 6</b> <b>Quartz A</b>
<b>19:00</b>	Micro Brew Tour Special Event <i>(see page 18 for information)</i>	
<b>19:30</b>	Improv Special Event <i>(see page 18 for information)</i>	
<b>19:30</b>	Young Leaders Networking Dinner <i>(see page 18 for information)</i>	

## FRIDAY / 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 5:00pm (and it's also the time of the reception!)

07:30-08:30	Continental Breakfast Thank You Love Grown Foods for donating the granola!	Centennial Foyer
07:30-18:00	<b>ILA Registration Open</b>	Mineral Foyer
08:00-17:00	ILA Office Open	Slate
08:00-09:00	ILA Member Community Business Meetings Leadership Education MIG	Centennial F
08:00-13:30	Leadership Bookstore Open <i>(details on pages 102)</i>	Centennial A
07:45-10:00	<b>Joint General Session with Women'sVision</b> <i>(Use California St. hotel exit near Altitudes Restaurant)</i> 07:45 Networking and Continental Breakfast 08:15 Cleo Parker Robinson Dance Company Performance 08:20 Powerful Partnering, Linda Olson, Denver Conference Chair and Joanna Murray, President, Women'sVision 08:30 Welcome, U.S. Senator Michael Bennett 08:45 Keynote, Brené Brown <i>(Read more about Brené Brown on page 69)</i> The ILA and the Women'sVision Foundation thank Accenture and Western Union Foundation for their support of this event.	Mile High Ballroom, Colorado Convention Center
10:30-11:45	<b>Concurrent Session 4</b> <i>(begins on page 71)</i>	Various rooms in Hyatt
12:00-13:15	Women and Leadership Networking Luncheon Thank you University of San Diego for Sponsoring this event! <i>(A panel discussion follows from 13:30-14:45, see page 19)</i>	Centennial E
12:00-13:15	Lunch on Own/Free Time	
13:30-14:30	<b>Concurrent Session 5</b> <i>(begins on page 78)</i>	Various rooms in Hyatt
14:30-15:15	Refreshment Break	Centennial Foyer
15:15-16:45	<b>Concurrent Session 6</b> <i>(begins on page 87)</i>	Various rooms in Hyatt
16:00-19:30	ILA Leadership Bookstore <i>(details on pages 102)</i>	Centennial A
17:00-17:30	ILA Member Community Business Meetings Women and Leadership AG Open Business Meeting	Centennial F
17:00-18:00	6th Annual Student Case Competition Final Presentations	Mineral F-G
17:00-19:00	<b>Reception and Author Book Signing</b> <i>(see page 102)</i>	Centennial Ballroom D
17:00-19:00	<b>Hosted Poster Session</b> <i>(see pages 96-101 for details)</i>	Centennial Foyer
19:00	ILA Board Reception for Sponsors	

FRIDAY [continued]

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20:00	Celebrating Max De Pree and Leadership Jazz Event Shuttle service begins at 19:30 and continues 30 minutes after the event ends, or get directions at registration and enjoy the 20 minute walk. <b>Thank you Metropolitan State University of Denver and Max De Pree Center for Leadership for sponsoring this event.</b> Tickets may still be available for sale; check at the ILA Office (Slate)	King Center's Concert Hall on Metropolitan State University of Denver's Auraria Campus
22:30-24:00	A Hands-on, Occupy-Style, Consensus Decision Making Demonstration and Dialogue <i>(see page 19 for information)</i>	Centennial B-C

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SATURDAY / OCTOBER 27

\* About the time: Times are listed using the 24 hour format. To convert after noon, simply subtract 12. For example, 13:00 is 1:00pm (and it's also the time the closing session begins!)

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07:30-09:00	Continental Breakfast <b>Thank You Love Grown Foods for donating the granola!</b>	Centennial Foyer
08:00-08:45	ILA Membership Meeting	Centennial Ballroom
08:00-12:00	<b>ILA Registration Open</b>	Mineral Foyer
08:45-15:00	ILA Office Open	Slate
10:00-15:00	Leadership Bookstore Open <i>(details on pages 102)</i>	Centennial A
09:00-10:00	<b>Concurrent Session 7</b> <i>(begins on page 104)</i>	Various rooms in Hyatt
10:15-11:15	<b>Concurrent Session 8</b> <i>(begins on page 111)</i>	Various rooms in Hyatt
11:30-12:30	<b>Concurrent Session 9</b> <i>(begins on page 115)</i>	Various rooms in Hyatt
12:30-13:00	Light Lunch	Centennial Foyer
13:00-14:30	<b>Closing General Session</b> 13:00 Looking Forward, Shelly Wilsey, <i>ILA Director</i> Leadership Legacy Award Presentation honoring Ron Walters <i>(Read more about Ron Walters on page 121)</i> 13:15 Keynote, Hikmet Ersek <i>(Read more about Hikmet Ersek on page 120)</i> 14:00 Sixth Annual Student Case Competition Award Presentation 14:05 Conference Weaving, Katherine Tyler Scott 14:15 Farewell Remarks, Linda Olson, <i>Conference Chair</i>	Centennial Ballroom D-E
15:00 - 17:00	Board Meeting	Blue Spruce Suite 607

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# THE ILA 2012 EXHIBITORS WELCOME YOU TO DENVER!

CENTENNIAL BALLROOM FOYER

Exhibit booths are located just outside the general session (Centennial D-E) in the Centennial Foyer; it is the same location of Wednesday's opening reception and Friday's reception during the Leadership Book Signing Event and the Hosted Poster Session. Each morning enjoy a continental breakfast in this area and each afternoon a refreshing break. A light lunch will be available before the keynote on Saturday. Thanks to the Hyatt Chef and staff for working with the ILA to source as much as possible from the local farming community.

Exhibitors have been encouraged to stand with their booths during these hours:

Wednesday, October 24

16:00-16:30

18:00-19:30

Thursday, October 25

08:00-1:30

14:30-16:30

17:30-19:30

Friday, October 26

08:00-11:00

16:30-19:00

Saturday, October 27

08:00-12:00

Exhibitors As of October 1

Antioch University **100**

Dallas Baptist University **203**

Eastern University **101**

Edward Elgar Publishing **401**

EthicsGame **201**

Grand Canyon University **300**

Indiana Tech **301**

Indiana Wesleyan  
University **102**

Intercultural Communication  
Institute **302**

Kravis Leadership Institute,  
Claremont Mackenna  
College **202**

Regis University **400**

Routledge/Psychology  
Press **303**

Royal Roads University **503**

SAGE Publications **103**

St. Mary's College of  
California **402**

*The New York Times* **502**

Union Institute &  
University **501**

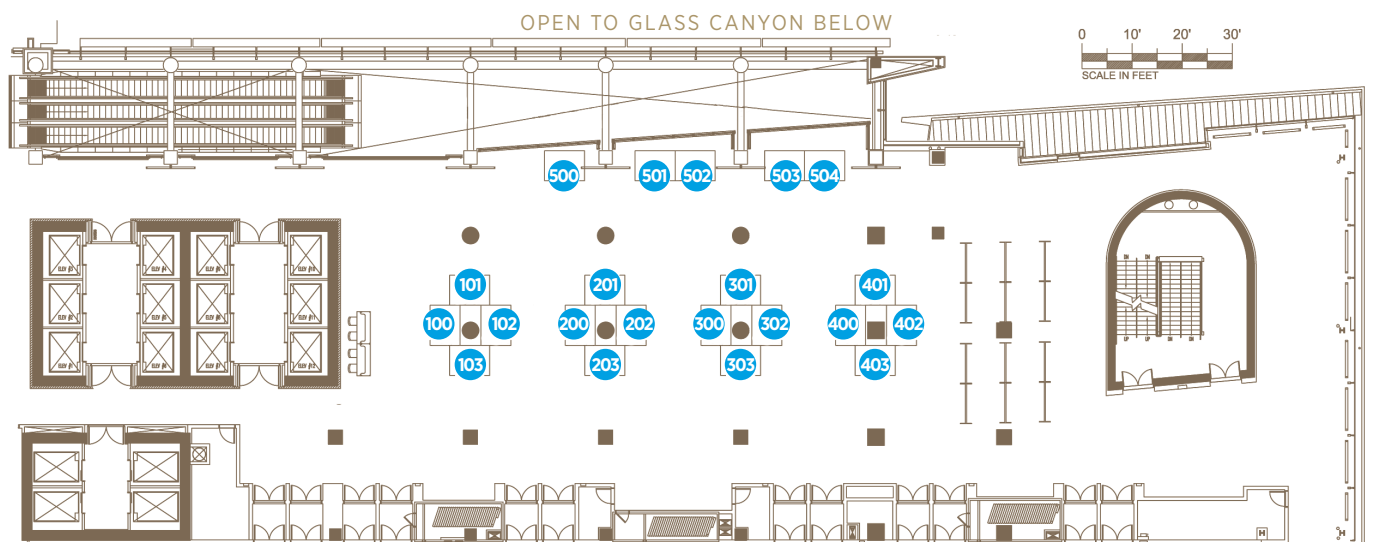
University of Denver,

University College **504**

University of San Diego **500**

Wright State University **200**

## EXHIBITOR AND POSTER BOARD FLOOR PLAN DETAIL



# Are you maximizing your membership?

Engage with a thriving, global community of leadership scholars, educators, and practitioners by:

- \* **Joining** Member Communities
- \* **Attending** the ILA's conferences at a discounted member rate
- \* **Connecting** through the ILA's online social community
- \* **Submitting** an article to *Building Leadership Bridges*
- \* **Listening** to the monthly Leadership Perspectives webinar series
- \* **Enjoying** free access to premier leadership publications
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To learn more about maximizing your benefits, please contact the ILA's membership team at +1.202.470.4818 or [membership@ila-net.org](mailto:membership@ila-net.org)

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Share ILA benefits with your entire department, company, school, or group by adding associate members to your group today.

- **Network** with others passionate about leadership
- **Participate** in the ILA's conferences and monthly webinars
- **Exchange** ideas and resources
- **Engage** in scholarly discourse
- **Access** free publications and chapters from leadership books

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# LEADERSHIP LEGACY PROGRAM 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

John Adair  
Bernard Bass  
Warren Bennis  
Fred Fiedler  
John Gardner  
Frances Hesselbein  
Ed Hollander  
Robert House  
Manfred Kets de Vries  
Jean Lipman-Blumen  
James MacGregor Burns  
Russ Mawby  
Mary Parker Follett  
Joseph Rost



John Adair receives his award from ILA President Cyn Cherrey in London.



2008 honorees: Jim Burns, Manfred Kets de Vries, Frances Hesselbein, Warren Bennis



2010 honorees: Russ Mawby, Jean Lipman-Blumen, Fred Fiedler, Ed Hollander



## 2012 HONOREES



### MAX DE PREE

As CEO of Herman Miller, Inc., Max De Pree turned a small family-owned business into the second largest furniture maker in the world. Under De Pree's leadership, described in his books *Leadership is an Art* and *Leadership Jazz*, Herman Miller has been repeatedly recognized as a "Most Admired," "Best Managed," and "Best Company to Work For."

*See page 33 for more information*



### EDGAR SCHEIN

Renowned researcher, writer, teacher, and consultant, Edgar Schein is best known for the paradigm of "corporate culture," a concept that shifted the way we think about organizations. Emeritus Professor of Management at MIT, he is the author of numerous articles and books and has consulted with major corporations around the world.

*See page 21 for more information*



### RON WALTERS

One of the foremost scholarly authorities and a frequent commentator on African American leadership and the politics of race in the United States, Ron Walters (1938–2010) was also a leader in his own right—most notably as a Civil Rights activist and foundational figure for the Congressional Black Caucus.

*See page 121 for more information*

# WEDNESDAY PRECONFERENCE WORKSHOPS

**Workshops require pre-registration.** There may be space available; please check at the ILA Office (Slate) if you are interested in taking a workshop; fees vary.

**09:00-16:00**

**COMMUNITY LEADERSHIP GREATEST HITS** Centennial B

**LEADERSHIP INSIDE AND OUT: LEADERSHIP ROUNDTABLE AND ROCKY MOUNTAIN FOOTHILLS** Meet in hotel lobby for 08:30 departure

**09:00-12:00**

**DYNAMIC GOVERNANCE: COMBINING THE CREATIVE POWER OF HIERARCHICAL AND HORIZONTAL ORGANIZATION** Centennial F

**EXPERIENCING APPRECIATIVE INQUIRY: LEADERS BUILDING BRIDGES FOR THE GREATER GOOD** Centennial G

**13:00-16:00**

**ADVANCING SUSTAINABILITY THROUGH INNOVATIVE COLLABORATION: CLOSING THE DIVIDES** Meet in hotel lobby for 13:00 departure

**TEAMWORK TANGO: BRIDGING THE DIVIDE BETWEEN LEADERS AND FOLLOWERS** Centennial F

**LEADERSHIP AND THE ARTS** CENTENNIAL H

**THE SIX PRACTICES OF BOUNDARY SPANNING LEADERSHIP** Centennial G



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# KEYNOTES

WEDNESDAY, **24 OCTOBER** / **16:30** / CENTENNIAL D-E

## RINKU SEN



Named by Ms. Magazine as one of the 21 feminists to watch in the 21st century, Rinku Sen is the publisher of Colorlines.com and President and Executive Director of the Applied Research Center. She is a frequent commentator in the national media talking about the news of the day from a racial justice perspective.

*Read more about Rinku Sen on page 20.*

THURSDAY, **25 OCTOBER** / **09:00** / CENTENNIAL D-E

## AMBASSADOR JAMES JOSEPH



Named one of the “100 Most Influential Black Americans,” Ambassador James Joseph was the first American Ambassador to present credentials to President Nelson Mandela. He is Professor Emeritus of the Practice of Public Policy at Duke University and an expert on corporate philanthropy. His forthcoming book is *Private Virtue and the Search for Public Values*.

*Read more about James Joseph on page 32.*

FRIDAY, **26 OCTOBER** / **08:45\*** / MILE HIGH BALLROOM, CCC

## BRENÉ BROWN



This session is held jointly with the Women's Vision Foundation's 2012 **Women's Success Forum** at the Colorado Convention Center, a short 5 minute walk.

\*Please see the agenda overview for earlier associated events starting at 7:45.

A Tedx sensation, Brené Brown's work on the power of vulnerability has inspired millions of people. A research professor at the University of Houston Graduate College of Social Work, her most recent book is *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*.

*Read more about Brené Brown on page 69.*

SATURDAY, **27 OCTOBER** / **13:00** / CENTENNIAL D-E

## HIKMET ERSEK



Recently named Responsible CEO of the year, Hikmet Ersek is President and CEO of the Western Union Company, one of the world's most diverse companies.

A champion of the United Nations Millennium Development Goals, Ersek has led Western Union toward better understanding and meeting the needs of underserved populations around the world.

*Read more about Hikmet Ersek on page 120.*

# SPECIAL EVENTS

## *Wednesday*

### **PRECONFERENCE WORKSHOPS**

(see page 16 for details)

### **OPENING RECEPTION**

**18:00-19:30** Centennial Foyer

Immediately following the opening general session (16:30-18:00), outside of the Centennial Ballroom in the Centennial Foyer, join other conference attendees for a taste of the great food the Rocky Mountains have in store for you over the next three days and enjoy time to network. The Hyatt has helped ILA consider its carbon footprint this year by agreeing to source the food from the local farming community. Take the time to read the posted food descriptions and learn which farms grew your food! This is also your first opportunity to check out this year's exhibitors. More information on the exhibitors and their hours may be found on page 11.

Also taking place during the opening reception: **ILA Member Communities** host tables so you can learn more about them (see page 24 for details) and **The 6th Annual Student Case Competition Poster Showcase** (final presentations are Friday in Mineral Rooms F-G 17:00-18:30).

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. **Thank you Kravis Leadership Institute at Claremont McKenna College and Northwestern University for sponsoring this event!**

## *Thursday*

### **ILA CONFERENCE COLLEAGUES**

**07:30-8:45** Centennial B-C

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 who pre-registered for this event will meet on the first morning of the conference to be introduced to a small group of colleagues with shared interests.

### **THE ILA BOOKSTORE**

**opens at 08:00** in Centennial A and breakfast is served in the Centennial Foyer. See page 103 for details on bookstore hours. A Continental Breakfast is served each morning in the Centennial Foyer. **Thank you Love Grown Foods, Denver's homegrown granola company, for donating the granola!**

### **LEADERSHIP EDUCATION PROGRAM DIRECTORS, DEANS, AND CHAIRS LUNCHEON**

**12:00-13:15** Capitol 1-3. Pre-registration for this event is required; check at the ILA Office if you want to purchase a ticket (\$40). **Thank you Indiana Wesleyan University and the New York Times for sponsoring this event!**

### **FOURTH ANNUAL EMERGING SCHOLARS RESEARCH CONSORTIUM**

**16:30-17:30** Centennial B. See page 54 for details. **Thank you Eastern University for sponsoring this event!**

### **VARIOUS HOSTED RECEPTIONS**

**18:00-19:30** See Conference Agenda Overview on pages 8 for details.

### **OFF SITE EVENTS THURSDAY NIGHT**

**DENVER MICROBREW TOUR 19:00** Meet in the lobby at 18:45

This event is sold out; you could check at the ILA Office to see if a ticket became available.

**IMPROV COMEDY** at the Bovine Metropolis **19:30** (1527 Champa Street)

This event has tickets available, go to the ILA Office to purchase (\$10).

**YOUNG LEADERS NETWORKING DINNER 19:30** at 1515 Restaurant (1515 Market Street)

This event has tickets available, go to the ILA Office to purchase (\$25).

## Friday

### THIRD ANNUAL WOMEN AND LEADERSHIP NETWORKING LUNCHEON AND A POST-LUNCH PANEL DISCUSSION

12:00-13:15 **LUNCH** Centennial E

Pre-registration for lunch is required; check at the ILA Office if you want to purchase a ticket (\$25).

13:30-14:45 **PANEL** Centennial E

As an outreach to ILA attendees by the **Women and Leadership Affinity Group (WLAG)**, Karen Longman (Azusa Pacific University) has organized a special post-luncheon panel titled *Women Authors Shaping the Leadership Field: Facing Our Realities—Past, Present, and Future*. This session features three speakers who are nationally recognized for their research on leadership and gender issues: Joanne Ciulla (University of Richmond), Susan Komives (University of Maryland), and Jean Lipman-Blumen (Claremont Graduate University). Each panelist will speak for 10 minutes on insights from her research and publications, followed by audience interaction. Karen Longman, Azusa Pacific University will chair the panel. **Thank you University of San Diego for Sponsoring this event!**

### SIXTH ANNUAL STUDENT CASE COMPETITION POSTER FINAL PRESENTATIONS

17:00-18:00 Mineral Rooms F-G

### AUTHORS IN LEADERSHIP BOOK SIGNING, RECEPTION, & HOSTED POSTER SESSION

17:00-19:00 Centennial D

Authors will be on hand to sign, and answer questions about, their books (see page 102 for author list). The bookstore will be open Friday during the event but if you visit it earlier, you can be the first in line to meet your favorite author. More Denver delicacies will be offered this evening for your grazing pleasure, as you explore the authors, exhibit booths, and wander the hosted poster session (see page 96 for poster list).

### CELEBRATING MAX DE PREE AND LEADERSHIP JAZZ -SPECIAL OFF SITE EVENT

20:00 King Center Concert Hall on Metropolitan State University of Denver Auraria Campus

This event has tickets available, go to the ILA Office to purchase (\$12).

Rene Marie, vocals; Kevin Bales, piano; Quentin Baxter, drums; Elias Bailey, bass; and Ron Miles, special guest trumpeter. **Thank you Metropolitan State University of Denver and Max De Pree Center for Leadership for sponsoring this event!**

### A HANDS-ON, OCCUPY- STYLE, CONSENSUS DECISION MAKING DEMONSTRATION AND DIALOGUE

22:30-24:00 Centennial B-C

In this unique late night event, experienced local Denver activists will demonstrate the methodology for consensus based decision making that was developed in Occupy and related movements. They will quickly train participants to facilitate in a "General Assembly" simulation around a question of relevance to the ILA community.

Steven A. Bailey, Occupy Denver & Colorado Foreclosure Resistance Coalition; Stephen Polk, University of Colorado at Denver; Terese Howard, University of Colorado at Denver; Candace Johnson, Food and Water Watch.

WEDNESDAY, 24 OCTOBER / 16:30

CENTENNIAL D-E

## KEYNOTE SPEAKER RINKU SEN



Rinku Sen is the publisher of Colorlines.com and is President and Executive Director of the Applied Research Center (ARC), where she previously served as the Communications Director and the Director of the Transnational Racial Justice Initiative. Vice Chair of the Schott Foundation for Public Education and a Board member of the Philanthropic Initiative for Racial Equity, she is also the Chair of the Media Consortium, an association of progressive independent media outlets.

A leading figure in the racial justice movement, over the course of her career Sen has combined journalism and activism to create social change. In 1996, she was recognized by *Ms. Magazine* as one of the 21 feminists to watch in the 21st century.

Prior to her work at ARC, Sen held various leadership roles at the Center for Third World Organizing (CTWO), a national network of organizations of color, where she trained new organizers and crafted public policy campaigns (1988-2000). Sen started her organizing career as a student activist at Brown University—where she received her B.A. in Women’s Studies—fighting race, gender, and class discrimination on campuses. She has an M.S. in Journalism from Columbia University.

Sen is the author of *Stir It Up: Lessons in Community Organizing*, and *The Accidental American: Immigration and Citizenship in the Age of Globalization*, which won the Nautilus Book Award Silver Medal. She is a regular columnist on *Huffington Post* and is a frequent commentator in the national media talking about the news of the day from a racial justice perspective.

# LEADERSHIP LEGACY LIFETIME ACHIEVEMENT AWARD



## Leadership Legacy Honoree EDGAR SCHEIN

*The Lifetime Achievement Award  
will be bestowed upon Edgar Schein  
at the general session on Wednesday.*

A renowned researcher, writer, teacher, and consultant, **EDGAR SCHEIN** is best known for the paradigm of “corporate culture,” a concept that shifted the way we think about organizations, particularly in terms of organizational change and the role of the leader in creating and transmitting an organization’s culture through artifacts (observable displays), espoused values, and embedded basic assumptions. Schein’s passion for a deep understanding of organizational dynamics is also evident in his equally provocative thinking around the social psychology of learning in organizations (which he believes is fundamentally coercive) and the dynamics of “helping” in a variety of environments.

Schein received his undergraduate education at the University of Chicago and his Master’s at Stanford University. He earned his Ph.D. from Harvard’s Department of Social Relations where he majored in social psychology and was heavily influenced by clinical psychology, sociology, and anthropology. After serving as a Captain in the U.S. Army for four years at the Walter Reed Army Institute of Research in David Rioch’s Department of Neuropsychiatry, he moved to MIT’s Sloan School where he is now Sloan Fellows Professor of Management Emeritus.

The author of numerous articles and books, he is also Founding Editor of *Reflections*, the Journal of the Society for Organizational Learning. He has provided consultation to major corporations around the world including Apple, Citibank, General Foods, Exxon, Motorola, Proctor & Gamble, and Saab Combitech among others. The recipient of many honors and awards, he is a Fellow of the American Psychological Association and the Academy of Management.



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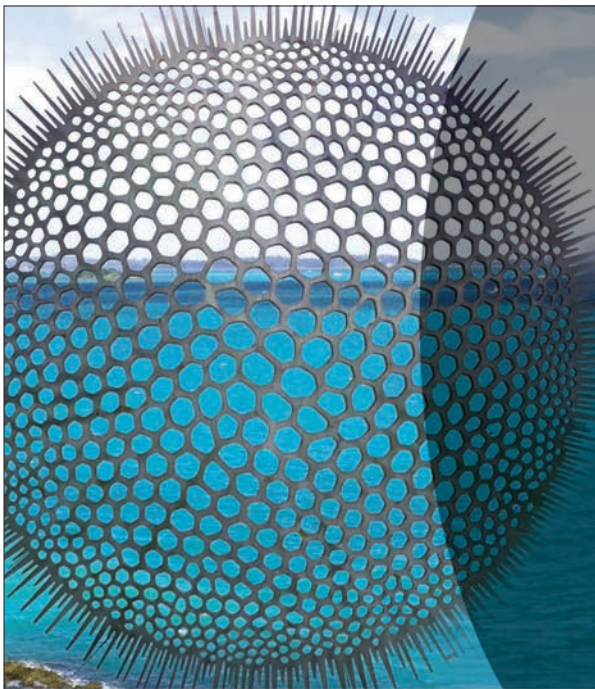




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or email [wagl@zu.ac.ae](mailto:wagl@zu.ac.ae)



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# GET INVOLVED

## WITH THE ILA'S MEMBER COMMUNITIES

*The ILA's Member Communities are your opportunity to get more involved.* Visit the Member Community tables on Wednesday from 16:00–16:30 and 18:00–19:00 just before the opening general session and just after it during the welcome reception (Centennial Foyer). Also consider attending their business meeting to learn more; see the agenda overview on page 6 for business meeting days and times.

### Member Interest Groups

#### **BUSINESS LEADERSHIP MEMBER INTEREST GROUP**

The current economic crisis highlights the need for strong leaders in the business world. Join this MIG to discuss leadership development and effectiveness in corporate settings, and to share ideas, challenges, trends, and experiences related to sector-specific leadership interests.

**2012 CHAIR:** **Lize Booyesen**, [abooyesen@antioch.edu](mailto:abooyesen@antioch.edu)

**2013 CHAIR:** **Karen Geiger**, [geigerk@queens.edu](mailto:geigerk@queens.edu)

#### **LEADERSHIP DEVELOPMENT MEMBER INTEREST GROUP**

What are the best methods for developing effective leaders? What tools or strategies can improve leadership development? Contribute to the dialogue by joining this MIG.

**2012 CHAIR:** **Tom Sechrest**, [thomasls@stedwards.edu](mailto:thomasls@stedwards.edu)

**2013 CHAIR:** **Diana McQuarrie**, [dianam@altussolutions.org](mailto:dianam@altussolutions.org)

#### **LEADERSHIP EDUCATION MEMBER INTEREST GROUP**

Universities and schools around the world are rapidly adding leadership programs and departments. Share ideas for programs, curricula, and methods of teaching and learning leadership.

**2012 CHAIR:** **Matthew Sowcik**, [matthew.sowcik@wilkes.edu](mailto:matthew.sowcik@wilkes.edu)

**2013 CHAIR:** **Robert McManus**, [robert.mcmanus@marietta.edu](mailto:robert.mcmanus@marietta.edu)

#### **LEADERSHIP SCHOLARSHIP MEMBER INTEREST GROUP**

How is leadership studied and measured? Collaborate with scholars and researchers to better understand the study of leadership and to disseminate the results of leadership research.

**2012 CHAIR:** **Susan Murphy**, [murph2se@jmu.edu](mailto:murph2se@jmu.edu)

**2013 CHAIR:** **Kevin Lowe**, [kblowe@uncg.edu](mailto:kblowe@uncg.edu)

#### **PUBLIC LEADERSHIP MEMBER INTEREST GROUP**

What are the challenges faced by leaders in the public arena? Join this MIG to examine leadership strategies and solutions for those who help lead, work for, or study non-profit, social, civic, political, and governmental institutions.

**2012 CHAIR:** **Simon Vroonhof**, [simon.vroonhof@denhaag.nl](mailto:simon.vroonhof@denhaag.nl)

**2013 CHAIR:** **Erwin Schwella**, [Erwin.Schwella@spl.sun.ac.za](mailto:Erwin.Schwella@spl.sun.ac.za)

#### **YOUTH LEADERSHIP MEMBER INTEREST GROUP**

This newly created MIG will foster cross-generational dialogue about the challenges young leaders face now and in the future. Get involved and help shape the direction of this MIG!

**INTERIM CONTACT:** **Kathryn Gaines**, [kathryn.gaines@mindspring.com](mailto:kathryn.gaines@mindspring.com)

## Learning Communities

### ETHICS FORUM LEARNING COMMUNITY

What is ethical leadership? Explore the intersection of these two concepts through this ongoing forum.

**CONTACTS:** **Ted Thomas**, tedathomas@gmail.com **Jan Byars**, Jan@LeadSyncNow.com

### FOLLOWERSHIP LEARNING COMMUNITY

Keep up with the latest research, scholarship, and information on followership through this community's active wiki.

**CONTACTS:** **Gene Dixon**, dixone@ecu.edu **Elisabeth Null**, enul@starpower.net

### PHILOSOPHY, RELIGION, AND WORLDVIEWS LEARNING COMMUNITY

Explore how context affects leadership through discussing the impact of different philosophies, religions, and worldviews on leaders and leadership.

**CONTACTS:** **John Shoup**, jshoup@calbaptist.edu **Alicia Crumpton**, acrumpton@JohnsonU.edu

## Affinity Groups

### LEADERSHIP EDUCATION PROGRAM DIRECTORS, DEANS, AND CHAIRS AFFINITY GROUP

Share ideas and experiences to help improve leadership education programs. Join fellow directors, deans, and chairs for this group's annual networking luncheon on Thursday. Tickets may still be available; check at the ILA Office (Slate).

**2012 CHAIR:** **Sandra Peart**, speart@richmond.edu

### WOMEN AND LEADERSHIP AFFINITY GROUP

Network with others interested in advancing the standing of women and leadership. Get involved now to help prepare for the Inaugural Women and Leadership Conference in June 2013! Attend their third annual luncheon on Friday; tickets may still be available for sale; check in the ILA Office (Slate).

**2012 CHAIR:** **Susan Madsen**, madsensu@uvu.edu

**2013 CHAIR:** **Carmela Nanton**, nantonac@comcast.net

### YOUNG LEADERS AFFINITY GROUP

Calling all millennials: get involved with the ILA, submit fresh ideas, and infuse your energy into the association. Attend the Young Leaders Networking Dinner on Thursday to connect with fellow participants. Tickets may still be available; check at the ILA Office (Slate).

**2012 CHAIR:** **Luis Miranda**, leadership@luismiranda.org

THANK YOU FOR JOINING US IN DENVER.

**Your feedback is important to ILA.**

Please take a moment while you are in Denver or shortly after returning home to complete the evaluation form at [www.ila-net.org/eval](http://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 2013 ILA Global Conference in Montreal, Canada, 30 October - 02 November!

# Thank you

Gloria Abe *Abe Consulting Group, LLC*  
Samantha Akins *St Edward's University*  
Stuart Allen *University of La Verne*  
Erica Allgood *Regis University*  
Alison Antes *Northern Kentucky University*  
Rick Arrowood *Northeastern University*  
Karen Asenavage *University of Delaware/Eastern University*  
Jimmy Atkins *Mountain State University*  
John Baker *Western Kentucky University*  
Janis Balda *Max De Pree Center for Leaders*  
Liz Barber *North Carolina A&T State University*  
JoAnn Danelo Barbour *Texas Woman's University*  
Joanne Barnes *Indiana Wesleyan University*  
David Beech *University of Sussex*  
Corne Bekker *School of Global Leadership and Entrepreneurship*  
Peter Bemski *Regis University*  
Steven Berkshire *Central Michigan University*  
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Marguerite Bonous-Hammarth *University of California, Irvine*  
Jason Britt *County of Tulare*  
Shannon Brown *Benedictine University*  
Lorrie Brown *George Mason University and U.S. Army*  
Julia Buchanan *National University*  
Tanya Bungler *Global Women's Leadership Network*  
Skye Burn *The Flow Project*  
Pamela Burns *Ontario Provincial Government*  
Eric Buschlen *Central Michigan University*  
Anton Camarota *University of Denver*  
Andrew Campbell *US Strategic Command*  
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Glenn Cerosaletti *University of Rochester Center for Community Leaders*  
Ira Chaleff *Executive Coaching & Consulting Assocs.*  
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Cecile Garmon *Western Kentucky University*  
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Daniel Jenkins *University of Southern Maine, L-A College*  
Julie Johnson *Antioch University*  
Elizabeth Jones *Notre Dame of Maryland University*  
Cheryl Jordan *Antioch Alum*

Jerrid Kalakay *Rollins College*  
SP Kalaunee *Eastern University*  
Samantha Kanta *Walden University*  
Martine Kappel *True North College Ltd*  
Ariel Kaufman *University of Wisconsin-Madison*  
Patricia Keenan *HumRRO*  
Cary Kemp *National Science Foundation*  
Keith Keppley *Eastern University*  
Brenda Kerls *Compassion International*  
Barbara Key *Global Women's Leadership Network*  
Fran Kick *Instruction & Design Concepts*  
Michael Kimball *University of Northern Colorado*  
Lisa Kindred *Indiana Tech*  
Melvinia King *Morehouse College*  
Karen Kispert *Eastern University*  
Linda Klonsky *LKConsulting*  
Paul Kosempel *University of Denver*  
Rajshekar Krishnan *IBM*  
Robert Kunstman *Colorado State University*  
Matt Kutz *Bowling Green State Univ.*  
Bernice Ledbetter *Pepperdine University*  
Maxinne Leighton *Antioch PhD Leadership & Change*  
Lynne Levesque *Lynne Levesque Consulting/NEU CPS*  
Lena Lid Falkman *Stockholm School of Economics*  
Wendy Liddell *Moody Bible Institute - Spokane*  
Jill Lindsey *Wright State University*  
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Kevin Lowe *UNC-Greensboro*  
Anne Magnan *National Outdoor Leadership School*  
Felicia Mainella *William Peace University*  
Mike Manning *Indiana Wesleyan University*  
Xavier Martin *ESSEC Paris*  
Amanda Martin *Leading Innovation*  
Debrah Martin *International Coaching Centre Inc.*  
Antonio Marturano *Sacred Heart Catholic University of Rome*  
Dee Masiello *Northeastern University*  
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Angelique Mayo *AT&T Mobility*  
Dawn McAvoy *George Washington University*  
L.J. McElravy *University of Nebraska - Lincoln*  
Gail McFadden-Roberts *Eastern University*  
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*School of Leadership*  
Terrence Mitchell *Indiana University of Pennsylvania*  
Lynda Moore *Simmons College*  
Fernando Mora *St. George's University*  
James Morrison *University of Delaware*  
Terry Morrow *Nova Southeastern University*  
Shelly Mumma *St. Norbert College*  
Robin Murphey *Sazerac Company, Inc.*

Valon MURTEZAJ *IESEG School of Management*  
Carmela Nanton *Palm Beach Atlantic University*  
Irwin Nesoff *Wheelock College*  
Lucie Newcomb *The NewComm Global Group, Inc.*  
Oliver Ngodo *CUSO International*  
Faith Ngunjiri *Eastern University*  
Donnette Noble *Roosevelt University*  
Kelly Nwosu *New Catalyst LLC*  
Patricia O'Connell *Lourdes University*  
Irma O'Dell *Kansas State University*  
Franklin Oikelome *Eastern University*  
Kate O'Neill *Zayed University*  
Joyce Parks *Indiana Institute of Technology*  
Felisa Parris *Marquette University*  
Stanley Patterson *Christian Leadership Center-Andrews Univ*  
Kathy Pelleran *Fight Crime: Invest in Kids Michigan*  
Gerri Perreault *University of Northern Iowa*  
Kirstin Phelps *Illinois Leadership Center*  
Steve Portenga *iPerformance Consultants*  
Kerry Priest *Virginia Tech*  
Shirayne Quayle *Q3 International*  
Hank Radda *Grand Canyon University*  
Michael Raffanti *Union Institute*  
Daniel Rattray *Department of Veterans Affairs*  
Janet Rechtman *Fanning Institute - UGA*  
Ben Redekop *Christopher Newport University*  
Ron Riggio *Claremont McKenna College*  
Ilene Ringler *Kaplan University*  
Shelley Robbins *Capella University*  
Darbi Roberts *Teachers College, Columbia University*  
L. Taylor Peyton Roberts *University of San Diego*  
Peter Robertson *Monterey Institute of International Studies*  
Sarah Robinson *McMaster University*  
Catherine Rohloff *University of Northern Colorado*  
Carolyn Roper *Purdue University North Central*  
Lori Rothstein *University of Minnesota Extension*  
Wendy Rowe *Royal Roads University*  
Judith Russell *Sacred Heart Hospital*  
Ahmad Salih *Khatib & Alami*  
Kabini Sanga *Victoria University of Wellington*  
Uzi Sasson *Ben-Gurion University and Tel-Aviv University*  
Julia Satov *Centennial College*  
Rian Satterwhite *Kennesaw State University*  
Mary Saunders *Texas Woman's University*  
Carol Sawyer *University of LaVerne*  
Bianca Schonberg *Indiana Institute of Technology*  
Chad Schulenburg *Indiana Wesleyan University*  
Priscila Scripnic *Mirror Leadership*  
Jeremy Seward *LA TROBE UNIVERSITY*  
S. Lynn Shollen *Christopher Newport University*  
John Shoup *California Baptist University*  
Blanca Siebels *The Genysys Group*  
Deborah Smith *Kennesaw State University*  
Mahboob Sooltan SOHAWON *Mauritius Institute of Education*  
Joanna Stanberry *Max De Pree Center for Leadership*

Katherine Starks Lawrence *Walden University*  
 Heather Stewart *Griffith University*  
 Elizabeth Stork *Robert Morris University*  
 Irina Swanson *Discovery Isle Child Development Center*  
 Sherylle Tan *Claremont McKenna College*  
 Josh Tarr *Family Dollar Stores, Inc.*  
 Shannon Thibodeau *University of Guelph*  
 Ted Thomas *US Army*  
 Laura Tietjen *Kansas State University*  
 Mary Tolar *Kansas State University*  
 Yulia Tolstikov-Mast *Indiana Tech*  
 Carol Traut *Univ. Texas-Permian Basin*  
 Denise Trudeau Poskas *University of MN*  
 ozondu ugbaja *Jackson County*  
 Don Valeri *Douglas College*  
 Ellen Van Velsor *Center for Creative Leadership*  
 Elisebeth VanderWeil *Mountain State University*  
 Rudy Vargas *Latino Leadership Dynamics*

Kathy Vaughan *none*  
 Satish Verma *Louisiana State University*  
 Michelle Vondey *Christopher Newport University*  
 Jane Wakahiu *Marywood University - African Sisters Education Co*  
 Carlotta Walker *Little Caesars Enterprises*  
 Lena Walker *Seattle University Alumni*  
 Jerald Walz *Virginia Tech*  
 Rick Warm *Center for Wisdom in Leadership*  
 Andrew Wefald *Kansas State University*  
 Russell West *Asbury Graduate Leadership Programs*  
 Brett Whitaker *Fort Hays State University*  
 Ashley Wollam *Linkage, Inc.*  
 Randy Wolff *ACTS Seminaries at Trinity Western University*  
 Alpha Woodward *Concordia University, Montreal QC, Canada*  
 Jeffrey Yergler *Golden Gate University*  
 Jeffrey Zacko-Smith *Buffalo State College*  
 Diane Zemke



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- Influence Skills
- Team Leadership
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# ILA 2012 GLOBAL CONFERENCE PROPOSAL REVIEW PROCESS

**Presentations were selected from amongst 530 submissions through a three-phase, rigorous review process. Each of the Member Interest Groups coordinated a track and members of the Denver local planning team coordinated the Theme Presentation Track.**

*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. Refereed Papers or Refereed Symposium submitted to the Leadership Scholarship 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, listed below, convened for three days in May to read those proposals that received above average scores. They grouped presentations together, decided which may be better suited for a roundtable or poster, and made the very tough decisions about which may not make the cut. They 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 OFFICE COMPLETES THE WORK**

The ILA Office confirmed that all requirements and guidelines were met. In June, the ILA Office issued email notifications of acceptance or non-acceptance to all individuals who submitted proposals to the conference. Over the summer, the office assigned time slots, created symposiums, recruited chairpersons, combined sessions, and worked with presenters to ensure the accuracy of the program book descriptions and session formats.

## **ILA 2012 CONFERENCE PROGRAM COMMITTEE**

### **Business Leadership**

Lize Booyesen, Chair  
Karen Geiger  
Wayne Moran

### **Leadership Education**

Robert McManus  
Mindy McNutt  
Matt Sowcik, Chair

### **Public Leadership**

Cynthia Robinson  
Erwin Schwella  
Simon Vroonhof, Chair

### **Leadership Development**

Diana McQuarrie  
Tom Sechrest, Chair  
Ted Thomas

### **Leadership Scholarship**

Kathryn Gaines  
Kevin Lowe  
Susan Murphy, Chair

### **Theme**

Blenda Crawford, Chair  
Carolyn Love  
Sheila Wright

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# The Kenneth E. Clark

## STUDENT RESEARCH AWARD

### The 2012 Winner is Taylor E. Sparks

*Human Resources Research Organization*

# Congratulations Taylor!

Taylor's winning submission, *'What Do You Give Me?' Versus 'What Do You Mean to Me?': Exploring the Impact of Ethical Leadership and Abusive Supervision on Employee Well-Being* will be presented **Thursday, 10:45-12:00, in Granite B.**

Ellen van Velsor, Center for Creative Leadership will chair the presentation and Michael Campbell, Center for Creative Leadership will be the commentator.

The ILA is pleased to partner with the Center for Creative Leadership (CCL) on the Kenneth E. Clark Student Research Award. CCL is a top-ranked, global provider of executive education. Founded in 1970 as a nonprofit, CCL helps clients around the world to cultivate creative leadership—the capacity to achieve more than imagined by thinking and acting beyond boundaries. The award is named in honor of the distinguished scholar and former Chief Executive Officer of CCL and recognizes unpublished student papers on leadership or leadership development.

The Call for Submissions for the 2013 Kenneth E. Clark Award will be available online in early 2013. Please visit [www.ila-net.org/awards](http://www.ila-net.org/awards) for more information.

THURSDAY, 25 OCTOBER / 09:00

CENTENNIAL D-E

# KEYNOTE SPEAKER AMBASSADOR JAMES JOSEPH



Ambassador James Joseph is Professor Emeritus of the Practice of Public Policy at the Sanford School of Public Policy at Duke University and Leader in Residence in the Hart Leadership Program. He is founder of the United States - Southern Africa Center for Leadership and Public Values at Duke and the University of Cape Town.

Joseph began his academic career at Stillman College while working as a civil rights organizer. An ordained minister, he also taught at Yale Divinity School and the Claremont Colleges. He then turned to the world of corporate philanthropy where he served as President of the Cummins Engine Foundation and later, from 1982-1995, as President and Chief Executive Officer of the Council on Foundations, an international organization of foundations and corporate giving programs.

The Ambassador has served under four U.S. Presidents and began his career in government as Under Secretary for the Department of the Interior from 1977-1981, during which time *Ebony* magazine named him "One of the 100 Most Influential Black Americans." Nominated under President Clinton, Joseph became the first American Ambassador to present credentials to President Nelson Mandela. In 1999 President Thabo Mbeki awarded him the Order of Good Hope, the highest honor the Republic of South Africa bestows on a citizen of another country. The U.S. Peace Corps honored Joseph in 2010 for his life-long contributions to voluntarism and civil society.

He is the author of four books, *The Charitable Impulse*; *Remaking America*; *Leadership as a Way of Being*; and the forthcoming *Private Virtue and the Search for Public Values*.

# LEADERSHIP LEGACY LIFETIME ACHIEVEMENT AWARD



## Leadership Legacy Honoree MAX DE PREE

*The Lifetime Achievement Award  
will be bestowed upon Max De Pree  
at the general session on Thursday morning.*

**MAX DE PREE** is best known for his work as CEO of Herman Miller, Inc. During his tenure, Herman Miller became one of the most profitable Fortune 500 companies. De Pree is credited with turning a small family-owned business into, what was at the time, the second largest furniture maker in the world. But, it wasn't just the bottom line that concerned De Pree. Herman Miller is consistently recognized for its work in Corporate Social Responsibility, human rights, diversity, sustainability, and environmental stewardship. Among other awards, it has been named "Most Innovative," "Most Admired," "Best Managed," and one of the "Best Companies to Work For" numerous times. De Pree's contributions earned him a place in *Fortune* magazine's National Business Hall of Fame.

De Pree always strove to be very intentional in allowing his beliefs (including his commitment to Christianity) to shape his approach to leadership. His books *Leadership is an Art*, *Leadership Jazz*, *Leading Without Power*, *Called to Serve*, and *Dear Zoe* all communicate this about him and convey an integrated vision of life and work. His commitment to transparency and integrity contributed to Herman Miller's ability to work with and champion such icons of mid-century modernism as Ray and Charles Eames, among others.

Notably, Herman Miller was the first company in Michigan to adopt the Scanlon Plan, a program of participative management and gain sharing. The Plan and its subsequent revisions is one of the hallmarks of the family's covenantal (versus contractual) style of leadership with its employees.

# GUIDE TO SESSION FORMATS

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. 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. The tracks are organized by the ILAMember Interest Groups and by the Conference Theme Team. (See pages 24 for additional information on ILA’s MIGs.) 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.

**PANEL DISCUSSION** Presentations and/or informal discussions on a topic by two to four people with contrasting or complementary points of view that includes time for audience participation, questions, and comments.

**PAPER PRESENTATION** Individual presentation of a written product documenting research, presenting theories, or arguing a particular point of view. Individual papers have been grouped together to form a complete session. Paper Presentations in the Leadership Scholarship Track were refereed; therefore they must not have been previously published or accepted for publication.

**PRESENTATION** Research, practices, topics or programs presented by an individual; examples might include a conversation with author, a lecture, or a PowerPoint presentation. There could be one presentation during the 60 minutes or two or three presentations may have been grouped to create the 60 minute presentation.

**SYMPOSIUM** Symposium is new for 2012 and was introduced to distinguish between multiple presentations of papers or research findings and Panel Discussions. They include several special presentations of scholarship or research all related to a specific common subject. Participants in a Symposium include a chairperson and presenters. Symposium presentations in the Leadership Scholarship Track were refereed; therefore they must not have been previously published or accepted for publication.

**POSTER** Posters are a visual display of a program, paper or project, is set up at the beginning of the conference and staffed by the creator(s) during the Poster Reception Friday, October 26 from 17:00-19:00. Half of the poster presenters will host for hour one and the other half will host the second hour. (For a complete listing of posters see page 96)

**ROUNDTABLE** The roundtable format is designed for small group discussions on topics of common interest. The organizer frames the topic and facilitates a discussion with participants joining the table. During the session, every 20 minutes a bell will ring allowing participants the opportunity to move to another roundtable or remain where they are. Roundtables take place in a large room filled with as many as 40 presentations occurring simultaneously. The other session rooms are not in session at this time to encourage a larger participation in the roundtable event. The roundtables are Thursday from 16:15-17:30 in Centennial D-E. (For a complete listing of roundtables see page 60)

**WORKSHOP** An interactive demonstration or experiential session rooted in audience participation and active learning. Half or more of the time will be spent on experiential learning and active audience participation focused on learning a new skill or useful technique.

**THURSDAY,**  
OCT. 25  
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. 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.

**Tweeting about your conference experience?**  
Please use hash tag **#ilaDenver**.

## COACHING: EXPLORING A NEW ROUTE FOR LEADERSHIP STUDIES

● **Agate B-C** ● Session Type: **Panel Discussion** ● Track: **Education**

While leadership coaching is increasingly prominent and valued in private and public organizations, leadership studies has been slow to adopt coaching. Why is coaching popular among those who practice leadership and often absent among those who teach it? This session will share insights from a three-year program to coach 300 undergraduate students. Presenters will discuss the benefits of coaching, how to assess coaching readiness, the selection and training of coaches, and best practices for coaching as a pedagogy.

**Adam Goodman** *Center for Leadership, Northwestern University*

**Todd Murphy** *Center for Leadership, Northwestern University*

**Nicholas Pearce** *Kellogg School of Management, Northwestern University*

## THE TEDXFACTOR: UTILIZING THE TEDX NETWORK TO PROMOTE ORGANIZATIONAL INNOVATION AND LEADERSHIP

● **Centennial B** ● Session Type: **Panel Discussion** ● Track: **Theme**

TED.com (Technology, Education, and Design) and independently organized TEDx programs are reshaping the way technology is used to share innovative ideas and information across contexts. This panel discussion, based on a case study of a TEDx program, will connect relevant leadership theories and explore how leaders can use the TEDx network to enhance innovative thinking in communities/organizations. Practical information about how to connect with and/or develop a new TEDx program site will be shared.

**Danielle Barbeau** *University of San Diego*

**Mark Dewey** *TEDxAmericasFinestCity; Shepherd Ventures*

**Thanasi Glavas** *TEDxAmericasFinestCity*

**Amanda Katona** *University of San Diego*

**Chair: Christopher Newman** *School of Leadership and Education Sciences, University of San Diego*

## LEADERSHIP IN THE GARDEN OF GOOD AND EVIL

● Centennial C ● Session Type: Refereed Paper Presentations ● Track: Scholarship, Business

The presenters will describe and critique organizational approaches to encouraging ethical behavior. Motivational strategies, ethics statements content, and processes for developing a supportive climate will be discussed.

### Beyond Good and Evil: The Motivational Influence of Ethical Leadership

This empirical study examines the role of psychological empowerment as an intervening mechanism linking supervisor ethical leadership with employee motivated behavior in the form of task performance, organizational citizenship, and engagement. It provides initial evidence that ethical leadership may be a particularly important set of leadership behaviors for instilling a sense of psychological empowerment among employees.

**Scott Dust** *Drexel University*

Coauthors: **Christian J. Resick** *Drexel University*; **Mary Bardes Mawritz** *Drexel University*

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

Little research has illuminated what controllable climate factors may improve organizational citizenship behavior (OCB), reduce counterproductive work behavior (CWB), and improve performance. The current study uses survey data to determine the relationship between three climate factors (transformational leadership, perceived psychological contract support, and perceived procedural justice) and OCB, CWB, and group performance in a military development context.

**Dick Carpenter** *University of Colorado Colorado Springs*

**Tyler Phillips** *University of Colorado Colorado Springs*

**R. Jeff Jackson** *United States Air Force Academy*

### How did They Say that: Ethics Statements at Best Companies to Work for

This empirical study explores how the “Best Companies to Work For” convey their culture through ethics statements and asks if new patterns have emerged in how ethics statements are written. It contributes to the understanding of effective ethical statements by considering ethical frameworks (deontological, teleological, and ethic of care) and affective language.

**Kristine Hoover** *Gonzaga University*

Coauthor: **Molly B. Pepper** *Gonzaga University*

Chair: **Ronald Riggio** *Kravis Leadership Institute, Claremont McKenna College*

## A CONVERSATION WITH ILA LEADERSHIP LEGACY HONOREE EDGAR SCHEIN

● Centennial F ● Session Type: Presentation ● Track: Scholarship

Edgar Schein literally wrote the book on organizational culture. This conversation will reflect upon several concepts central to the honoree’s scholarship and peel back the cerebral aspects of his work to discuss the personal. How did he come to the topics he studied? What are the links among and between them, e.g. brainwashing, coercive persuasive, and corporate culture? What are the key personal and professional decisions that shaped his work? What has he learned over his distinguished career? What is on the horizon for the field of leadership studies?

**Edgar Schein** *MIT Sloan School of Management*

**Richard Couto** *Union Institute & University*

## FOLLOWER CENTRIC APPROACHES TO LEADERSHIP ETHICS

● Centennial G ● Session Type: Symposium ● Track: Education, Scholarship

Presenters will examine ethical issues in the leader-follower relationship from the follower vantage point, highlighting important moral challenges facing followers, bad followership, and strategies for encouraging good followership.

### Bad Followership

Better understanding bad leadership is the first step in preventing ethical abuses. The same arguments can be made for identifying bad followership, a dark side to followership that can be destructive. This paper examines the motivations and characteristics of bad followers and describes the implications of bad followership for leadership researchers and practitioners.

**Craig Johnson** *George Fox University*

### Expressing Loyal Dissent

When does good followership require an individual to express dissent and how should a loyal member of a team approach those in authoritative positions with their concerns? This paper examines the concept of ethical dissent in organizations and offers possible guidelines for behavior by those in the role of follower.

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

### Teaching Ethical Followership: A Case Study

Developed at the Kennedy School of Government, the case-in-point methodology is a highly interactive, somewhat high-risk, approach for teaching leadership development that challenges participants to see and respond to dynamics and issues in the group. This presentation will describe how case-in-point is used to teach ethical followership in a leadership course.

**Scott Allen** *John Carroll University; Center for Leader Development*

**Chair: Ivana Mrozkova** *Department of Applied Linguistics, Palacky University*

## LEADERSHIP DEVELOPMENT FROM THE INSIDE OUT AND THE OUTSIDE IN

● Quartz B ● Session Type: Workshop ● Track: Development

In the classic fable *The Emperor's New Clothes*, the ruler believed he was wearing the finest clothes but was in fact naked. This workshop is designed to help participants assess their own leadership style—well-appointed or lacking? Participants will be introduced to and complete the Individual Leadership Self-Assessment Instrument (ILSA), a statistically reliable instrument developed by the presenters. The session will explore implications for ILSA's use in hiring, admissions, and in self-assessment; assessment preparation and implementation strategies; and its record of success as a springboard for enhancing self-leadership development.

**Michael Chirichello** *Northern Kentucky University*

**Mark Wasicsko** *Northern Kentucky University*

## THE TRANSFORMING LEADER: NEW APPROACHES TO LEADERSHIP FOR THE 21ST CENTURY

● **Centennial H** ● Session Type: **Symposium** ● Track: **Scholarship**

Today's complex, fast-evolving, highly connected world requires unprecedented leadership skills. To discover what leadership models are working now, the Fetzer Institute, along with the University of Maryland's School of Public Policy, and the International Leadership Association, brought together an impressive, interdisciplinary group of scholars and practitioners. This panel reports on aspects of this project's findings.

### **On Mattering: Claiming the Capacity for Transforming Leadership**

Insights from ancient myths, literature, and modern science combine to affirm how important it is that each of person steps forward to make a difference. Invoking meaningful engagement with the world: this is leadership's transforming role.

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

### **Dancing on a Slippery Floor: New Science Lessons for 21st Century Leaders**

To lead more effectively in complex adaptive systems, new paradigms in science and systems analyses in organizational development theory provide new ways to lead that work with, rather than fight against, natural processes, showing how to build capacity for experiencing greater ease and less resistance to the challenges of leading today.

**Kathleen Allen** *Allen & Associates*

### **Transforming Leadership in Post Conflict Areas**

Leaders in post conflict areas and their advisors need to move toward a wider consciousness, which requires new strategies that encompass an amalgam of insight, reflection, personal and collective development, and support—all through a perspective of transmuting suffering to effectively become a healing force for those who have been oppressed.

**Eliane Ubalijoro** *C.L.E.A.R. International Development, Inc.*

### **New Approaches to Leadership: A Psychospiritual Model for Leadership Development**

To meet today's challenges, leaders must not only become conscious of their own personality traits and the impact these have on others, they must also be competent at functioning in complex and diverse environments. Leadership now means skillfully interacting with others on an equal footing and in partnership, while remaining solidly based within one's own psyche.

**Karin Jironet** *de Baak*

### **Beyond Duality: Leading from the Third Space**

As an orientation and a skill, leading from the Third Space involves holding more of the whole so that learning and action can be revealed. This presentation will offer perspectives on how individuals and groups can learn practices to move beyond duality and polarity to co-create a potential space of shared dialogue.

**Zachary Green** *University of San Diego*

Chair: **Carol Pearson** *Pacifica Graduate Institute*

## BRIDGING CONFLICT DIVIDES: CASE STUDY LESSONS FROM SOUTH AFRICA AND WISCONSIN

● **Granite A** ● Session Type: **Workshop** ● Track: **Development**

One paradox faced by leaders is that the same cultural and contextual differences that make individuals, organizations, and countries unique can also bring unconstructive chaos and conflict. This workshop will present frameworks and techniques that have been used to successfully bridge major divides along race, class, and cultural lines. After small groups explore two specific cases, presenters will share a brief historic video; highlight the tools, frameworks, and processes used to bridge major divides along race, class, and cultural lines; and facilitate a discussion on current applications of the tools. Participants will receive a bibliography of the theoretical constructs which provide the foundation for some of the tools, frameworks, and processes presented in this workshop.

**Irma Tyler-Wood** *Ki ThoughtBridge*

**Katherine Tyler Scott** *Ki ThoughtBridge*



## EXPLORING THE IMPACT OF ETHICAL LEADERSHIP AND ABUSIVE SUPERVISION ON EMPLOYEE WELL-BEING (Kenneth E. Clark Student Research Award)

● **Granite B** ● Session Type: **Paper Presentations** ● Track: **Scholarship**

Despite anecdotal evidence linking leadership behaviors to follower psychological well-being, there have been surprisingly few empirical studies examining this link. This study addresses this gap by examining how leadership, viewed through the lens of behavioral ethics, impacts follower psychological well-being using a sample of 458 full-time employed adults occupying positions across a variety of organizations in a variety of industries. Results support the discriminant validity of two emerging and theoretically relevant leadership constructs, ethical leadership and abusive supervision, and demonstrate for the first time that differential processes explain their effects on well-being outcomes. Theoretical implications, directions for future research, study strengths and limitations will be discussed.

**Taylor E. Sparks** *Human Resources Research Organization*

Chair: **Ellen van Velsor** *Center for Creative Leadership*

Commentator: **Michael Campbell** *Center for Creative Leadership*

## EMBRACING VARIATION: FRAMEWORKS FOR LEADERS TO BRIDGE DIVIDES THROUGH ANALYSIS OF VARIATION

● **Granite C** ● Session Type: **Workshop** ● Track: **Theme, Development**

Efforts to bridge complex cultural and contextual divides often create confusion, dilemmas, and miscommunication among leaders, practitioners, and scholars who base their actions on their own perceptions, values, experiences, and belief systems. This workshop will introduce and employ the traditions of phenomenography and variation theory, engage participants in a series of exercises to expand their theoretical understandings of the power of embracing variations in the ways meaning is made, and develop the practical skills of crafting strategic leadership frameworks to bridge divides and differences.

**Dorothy Agger-Gupta** *Fielding Graduate University*

**Niels Agger-Gupta** *Royal Roads University*

## BRIDGING GREAT LEADERS, GREAT IDEAS, AND GREAT POTENTIAL IN SOUTHERN AFRICA AND THE UNITED STATES

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Public**

Ambassador James Joseph has inspired and built programs that used the principles of servant leadership to connect eminent and emerging leaders committed to the common good. During this session his colleagues will share lessons learned from their experiences bridging the high ideals of servant leadership and social justice with the nuts and bolts of program development. This panel will address questions including: What is the bridge between vision and delivery? How do you build cohesion and shared learning among diverse participants? How do you design and deliver a curriculum that makes a positive difference? How do you measure invisible outcomes, such as personal transformation and increased commitment to service?

### **History, Goals, and Process of the Effective Leader Program (2002-2008)**

**Lance Buhl** *Sanford School of Public Policy, Duke University*

### **Experiences of the Louisiana Effective Leaders Program and the Public Advocacy Projects**

**Richard McCline** *Southern University*

**Leslie Williams** *Leadershift Consulting*

### **Findings from a Meta-Evaluation of the Two Programs**

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

Chair: **Lance Buhl** *Sanford School of Public Policy, Duke University*

## THROUGH THE LOOKING GLASS: DO WESTERN LEADERSHIP ASSESSMENTS WORK IN CROSS-CULTURAL CONTEXTS?

- **Mineral B** ● Session Type: **Panel Discussion** ● Track: **Theme, Education**

This panel will examine the cross-cultural transferability of two widely used leadership assessment tools using research conducted in Ukraine on the Leadership Practice Inventory (LPI) and the Cultural Intelligence Scale (CQS), insights from the Ukrainian researchers who translated and administered the instruments, and follow-up interviews. Additionally, the researchers will discuss what to look for when selecting an instrument to use across cultures, how to examine word choice, and what to look for in an interview process to ensure understanding.

**Joanne Barnes** *Indiana Wesleyan University*

**Boyd Johnson** *Indiana Wesleyan University*

**Svetlana Buko** *Precedent Academics*

**Natalia Kostenko** *Institute of Sociology, National Academy of Sciences of Ukraine*

## APPRECIATIVE INQUIRY: A LEADER'S MOST VALUABLE TOOL FOR VISIONING AND PLANNING

- **Mineral C** ● Session Type: **Panel Discussion** ● Track: **Public**

Appreciative Inquiry (AI), rooted in action research and social constructivism, is increasing in popularity as a tool for organizational and individual development. However, many leaders are unfamiliar with the process and lack first-hand experience. This panel will explore how AI can positively impact the discourse, direction, and actions of organizations and individuals, as well as the communities they serve, by encouraging communication, cultivating and leveraging awareness of strengths, building community, and creating a shared vision of the future.

**Jessica Dreistadt** *Fruition Coalition*

**Terry Morrow** *Nova Southeastern University*

**Jennifer Wyatt** *Murray State University*

**Carol Wheeler** *Our Lady of the Lake University*

Chair: **Eric Kaufman** *Virginia Tech*

Commentator: **Kerry Priest** *Kansas State University*

## STRENGTHS BASED LEADERSHIP: ITS ORIGINS, MEASUREMENTS, APPLICATIONS, ASSETS, AND WEAKNESSES

- **Mineral D** ● Session Type: **Panel Discussion** ● Track: **Scholarship, Education**

For the last decade, strengths-based leadership has been one of the fastest growing areas in leadership studies and education. This panel will explore the origins of strengths-based leadership (positive psychology), ways it has been measured (Strengths Finder and Values in Action Inventory), unique applications (Azusa Pacific University and Texas A&M), positive features (self-understanding and personal growth), and weaknesses (lacks theoretical and empirical bases). Participants will be invited to share their own observations and experiences with strengths-based leadership.

**Peter Northouse** *Western Michigan University*

**Eileen Hulme** *Azusa Pacific University*

**Laurie Schreiner** *Azusa Pacific University*

**Sarah Edwards** *Texas A&M University*

Chair: **Karen Longman** *Azusa Pacific University*

## COLLEGE WOMEN’S LEADERSHIP: WHERE ARE WE AND WHERE DO WE GO?

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Education**

The gender leadership gap remains wide: in the U.S. women hold only 19% of leadership positions across the top ten sectors. At the intersection of scholarship, outreach, and teaching is the question of how today’s college women are being prepared to become the leaders of tomorrow. The session will seek answers through a combination of information sharing, discussion, and brainstorming. It will include an overview of the current state of collegiate women’s leadership education, emerging research and trends, outcome measures, and strategies to encourage college women to assume effective and change-making leadership roles in their lives, careers, and communities.

**Kate Farrar** *American Association of University Women (AAUW)*

**Deepti Gudipati** *American Association of University Women (AAUW)*

## LEADING THROUGH SYSTEMS CHANGE: BRIDGING CULTURES, CONTEXTS, AND COMPLEXITIES

● **Mineral F** ● Session Type: **Symposium** ● Track: **Development**

This panel will focus on research in the arena of leadership and systemic change, with the hope of furthering the applicable knowledge in this vital area. The seminal work of Wheatley, Snowden, Seligman, and Haughton will be examined, followed by a discussion on how to successfully incorporate new knowledge into leadership development and organizational training programs.

### Decision Frameworks across Systems

As leaders in various systems and organizations consider the implications of globalization, cultural immersions, and generational shifts, it will be essential to appraise leadership models of systemic change that address these new environments. Some of these frameworks to be discussed include the Cynefin framework, followership engagement, and enhanced cognitive practices.

**Denise Trudeau Poskas** *University of Minnesota*

Coauthors: **Maxine A. Norman** *University of Minnesota*; **Lori Rothstein** *University of Minnesota*

### Self-Leadership across Systems

Self-leadership encourages individuals to personalize their development and actively contribute systemic changes. The work of Haughton and Neck (2003, 2006) will provide the backdrop for this discussion on self-leadership and its potential for driving and sustaining change in complex systems.

**William Clark** *Family Leadership and Empowerment Institute; Regent University*

### Theoretical Underpinnings of Change

An overview of change theory will be provided, with empirical evidence of the steps in the change process, areas where change initiatives fail, and suggestions for overcoming failures and ensuring success.

**Sharon Hoffman** *Southeastern Louisiana University*

### Leadership, the New Science

Using the seminal work of Margaret Wheatley, this presenter will focus on how to incorporate leadership and systemic change into leadership development educational programs and organizational training programs.

**Lorri Cooper** *Marymount University*

Coauthor: **Stephen Linenberger** *Bellevue University*

Commentator: **Jennifer Moss Breen** *Bellevue University*

## FRAMEWORKS FOR EXPANDING THE UNDERSTANDING OF LEADERSHIP

● **Mineral G** ● Session Type: **Refereed Paper Presentations** ● Track: **Scholarship**

This session will offer three perspectives on how leadership is generated and will explore the application of a meta-theoretical framework to leadership theory.

### **Leadership Fashions, the Leadership Industries, and the Production of Leadership**

The paper proposes a theory of leadership fashion and employs Weber's distinction between substantive and formal rationality to differentiate leadership fashion from management fashion. The author will outline briefly the theoretical contribution of this paper, and illustrate the main points with reference to a parallel work-in-progress which tracks occurrences of "leadership" and related terms in publications.

**Eric Guthey** *Copenhagen Business School*

### **Turning toward Relationality: Incorporating a Participatory Paradigm in Leadership**

This paper describes how, despite the interdisciplinary nature of leadership studies and the growing scholarly engagement in the field, leadership studies continues to lag behind others in incorporating newer paradigms of inquiry and knowledge in its theorizing and in its practice. The presenter will argue for widening the lens of leadership to incorporate a relational world-view and a participatory paradigm.

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

### **Surviving Charisma at the Top: A Weberian Contribution and a Case Study**

Building on some neglected aspects of Weber's analysis of charisma, this paper offers a theoretical introduction to the concept of charismatic routinization and studies CEOs in their behavioral and dynamic dimensions. The presenter will discuss findings suggesting why certain charismatic business leaders last and others do not.

**Sarah Saint Michel** *University Paris 1 Panthéon Sorbonne*

Coauthor: **Valérie Petit** *EDHEC Business School*

## LEADERSHIP FOR ENVIRONMENTAL SUSTAINABILITY IN A COMPLEX WORLD: EMBODIED, SYSTEMIC, COMMUNICATIVE

● **Quartz A** ● Session Type: **Symposium** ● Track: **Scholarship, Theme**

These presentations will provide multi-level and multi-sector analyses of how leadership for environmental sustainability entails bridge-building across a number of divides and contexts through embodiment of story, systems-thinking, and effective communication.

### **Bridging Natural and Human Divides: The Embodied Leadership of T. Roosevelt**

This paper explores Theodore Roosevelt's role in the reorientation of American attitudes toward nature through the lens of Howard Gardner's theory of leadership storytelling—and particularly through Gardner's notion that leaders not only tell their stories verbally, but just as importantly, through the embodiment of their stories.

**Benjamin Redekop** *Christopher Newport University*

### **The Importance of Systemic Leadership in Addressing Global Biodiversity Loss**

Based on lessons learned from the World Summit on Sustainable Development, this paper argues that an emerging discourse of ecological leadership theory—that uses as its foundation an understanding broader (eco) systems interdependence—can inform a thoughtful and intentional response to the challenge of biodiversity loss, as well as other complex, interrelated, global challenges.

**Rian Satterwhite** *Kennesaw State University*

### **Sustainability Leadership in Communication: The Case of Belize Natural Energy**

This paper examines the role of leader as communicator and influencer of sustainability practices through an analysis of a natural energy company in a developing country. A case study of Belize Natural Energy (BNE), the first company to discover oil in Belize, will be presented and critiqued against current criteria and best practices for sustainability.

**Paul Kosempel** *Pioneer Leadership Program, University of Denver*

**Linda Olson** *University of Denver*

Chair: **S. Lynn Shollen** *Christopher Newport University*

**THURSDAY,**  
OCT. 25  
13:30-14:30

**CONCURRENT  
SESSION**

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## BRIDGING THE GAP FOR WOMEN LEADERS: THE PERFECT STORM FOR SHATTERING THE GLASS CEILING

● **Agate B-C** ● Session Type: **Panel Discussion** ● Track: **Development**

The panel will address the age-old debate about the glass ceiling with important new perspectives. It will present research on emerging conditions across the globe and within the leadership literature supporting the perfect storm of opportunity for women to seize high level leadership positions in the next five years. The statistical and theory base will be enhanced by several studies of women who have used authentic leadership and voice to shatter the ceiling.

**Thomas Tonkin** *Oracle Corporation; Regent University*

**DeRetta Cole** *Turner Broadcasting Systems, Inc.*

**Patricia O'Connell** *College of Business & Leadership, Lourdes University*

## USING ON-LINE ASSESSMENT TOOLS TO MEASURE STUDENT LEADERSHIP DEVELOPMENT AND FOR PROGRAM EVALUATION

● **Centennial B** ● Session Type: **Panel Discussion** ● Track: **Scholarship, Education**

Measuring leadership competency, integral to university student development, can be a costly and difficult endeavor facing leadership program directors and staff. The panel will present online assessment tools specifically designed for measuring leadership competencies. These include situational judgment tests, knowledge-based instruments, and surveys. The panel will then explore three different applications of these online assessment tools: program evaluation, student evaluation, and student development.

**Cindy Ehresman** *Center for Leadership Excellence, Western Kentucky University*

**Elizabeth Shoенfelt** *Western Kentucky University*

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

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

## THE ROLE OF CALLING IN LEADERSHIP DEVELOPMENT AND EFFECTIVENESS

● Centennial C ● Session Type: **Symposium** ● Track: **Development, Scholarship**

Three studies examine the nature and role of calling or vocation as it relates to leadership practice and development, specifically in university settings. Together, they offer the opportunity to study a little-researched area thru the lenses of gender, role, and generational differences. Panelists will invite audience discussion on how vocation in leadership may extend to other sectors than higher education, and possibilities for future research.

### **Women's Leadership Development in Faith-Based Higher Education: The Role of Calling as a Motivator**

Qualitative research involving Women's Leadership Development Institute participants from faith-based universities has revealed that awareness of (and obedience to) calling is an important component of the leadership journey for participants. A model for women's leadership development, which includes awareness of calling to leadership as one of three primary motivators, will be presented and discussed.

**Karen Longman** *Department of Doctoral Higher Education, Azusa Pacific University*

Coauthors: **Candy O'Connor** *Azusa Pacific University*; **Richard Wikkerink** *Redeemer University College*

### **Exploring the Role of Calling in the Professional Journeys of College Presidents**

Little is known about the construct of calling, specifically regarding presidential-level leadership. The presenter will compare qualitative research results of a 2008 project involving ten male Lutheran college presidents with recent research involving ten female presidents. Findings explore what drew individuals to the challenging role of a presidency and the role of calling in sustaining them within those roles.

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

### **Prepared to Lead for the Common Good: Vocation and Young Adult Leadership Development**

This presentation will explore the synergistic interfaces between vocation and leadership in a campus-based leadership development program. An initiative called "Deep M-Pact: Mentoring College Men for Lives of Meaning and Making a Difference" illustrates how vocational reflection in a mentoring community can develop young adults for leadership that contributes to the common good.

**Christopher Johnson** *Center for Servant Leadership, Gustavus Adolphus College*

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

## CROSSING GREAT DIVIDES: LESSONS LEARNED FROM LEADERS WHO HAVE BRIDGED CULTURES AND CONTEXTS

● Centennial F ● Session Type: **Symposium** ● Track: **Education**

From various disciplines, perspectives, and theoretical approaches (history, leadership studies, political science, philosophy, feminist studies, and rhetoric) these panelists share a common interest in learning from leaders who have traversed divides such as gender, culture, values, geography, economics, and power.

### **Crossing the Gender Divide: The Leader, the Role, and the Wardrobe**

From negative comments regarding Hillary Clinton's pantsuits to Margaret Thatcher's penchant for pearls, wardrobe choices have been used to reinforce the leadership gender divide. The presenter will share findings from a phenomenological inquiry into the embodied experiences of ten senior women leaders in three countries to examine how wardrobe issues can affect a woman's perceived ability to lead.

**Rita Gardiner** *Department of Women's Studies and Feminist Research, the University of Western Ontario*

### **King George VI's Use of Rhetorical Myths to Emerge as a Leader and Unite a Nation**

Rhetorical thought on myth-making has potentially strong implications for leadership theory. The panelist will place the rhetorical theories concerning myth within the context of leadership theory by deconstructing King George's 1939 speech a "Broadcast on the Outbreak of War with Germany" to show how it rallied a nation and established him as the embodiment of the myth—the British responsibility to save the world from evil.

**Kristyn Eske-Ballard** *Wake Forest University*

### Crossing Divides and Building Bridges: Adaptive Leadership of Vallabhbhai Patel in Integrating India

The panelist will explore the adaptive leadership of freedom fighter and India's first Home Minister, Sardar Vallabhbhai Patel, as he facilitated the political integration of nearly 600 diverse princely states during independence. While leaders such as Gandhi and Nehru are well known in discussions of leadership, the adaptive work of Sardar Patel often remains an untold yet highly compelling lesson on how a leader can cross boundaries and build bridges amidst disparate and divided groups.

**Philip Mathew** *Olympic College*

### Confucius' Revelations on the Return of an Erudite Emperor Crossing the Dynasty Cleft

Confucius revealed the success factors of peaceful dynasty reform originated by the ancient learned emperor (King Wen) in 1200-1100 BCE China. The non-violent reform bridging the overthrow of an old dynasty tyrant to a new and prospering dynasty has remained honored as a vindicated and triumphant symbol of transforming leadership for over three thousand years.

**Caroline Fu** *Gonzaga University*

Chair: **JoAnn Danelo Barbour** *Texas Woman's University*

## LIMINAL PASSAGES: THE THREAT AND PROMISE OF LEADERSHIP IN UNCERTAIN TIMES

● Centennial G ● Session Type: **Symposium** ● Track: **Scholarship, Theme**

Leadership entails change, and change denotes passages from one state or condition to another. This panel investigates the transit itself, that in-between phase after familiar conditions are gone and new ones have yet to solidify.

### The Never-Ending Passage: Embedding the Concept of Liminality into Leadership Studies

The first presentation will further define liminality and ground this session in the leadership scholarship that precedes it, reflecting upon the work of Vaill, Lewin, Heifetz, and Handy, among others.

**Nathan Harter** *Christopher Newport University*

### Liminality in Sierra Leone: Crossing from Pre-conflict Norms to Post-conflict Transformation

This paper explores how the liminal space in post-conflict Sierra Leone enabled a transition to occur, resulting in community chiefs who were more connected to their communities and more engaged in the work of moving these communities forward. This research was conducted in two Sierra Leonean communities over the course of five weeks using qualitative methodologies.

**Whitney McIntyre Miller** *Northern Kentucky University*

### Decolonization & Liminality: A Reflective Process for Research as a Cooperative and Ethical Practice

This presenter will reflect on a research experience focused on the leadership-related perspectives and practices found in the Blue Quills First Nation College in Canada. Throughout what became a negotiation of researcher roles, the concept of decolonization became increasingly important, sending the researcher into an internal liminal space of learning and development.

**Julia Buchanan** *National University, SOBM*

### Liminality: A Dialogue with Myself Based on a First Nations Experience at Blue Quills

Liminality is more than just a temporary transition phase. It can also be a longitudinal experience of ambiguity and in-betweenness within an identity development context. The presenter will share her reflections as an outsider participating in a Blue Quills cultural camp and as an individual who, in many ways, can relate to the notion of misrepresentation and cultural categorizing.

**Roxanne Kymaani** *School of Leadership and Education Sciences, University of San Diego*

Chair: **S. Lynn Shollen** *Christopher Newport University*

## OPTIMIZING STUDENT ENGAGEMENT THROUGH TECHNOLOGY IN THE CLASSROOM

● Centennial H ● Session Type: **Workshop** ● Track: **Education**

This hands-on workshop is targeted for those interested in increasing classroom collaboration and interactivity by integrating social media technology into their regular curricula. Twitter, WordPress, video chat, virtual office software, Jing, SkyRocket, and QR codes will be evaluated and compared. Session participants are encouraged to bring their smart devices in order to experience some of the technologies under discussion and co-create a real-time g-doc that will summarize and share best practices elicited from session participants.

**Cynthia A. Martinez** *Annenberg School for Communication & Journalism, University of Southern California*

**Kathi Inman Berens** *Annenberg School for Communication & Journalism, University of Southern California*

## BRIDGING PAST PERSPECTIVES INTO A NEW FUTURE AS 21<sup>ST</sup> CENTURY LEADERS

● Granite A ● Session Type: **Presentation** ● Track: **Conference Theme**

Twenty-first century leaders must collaborate across various constituencies, create new visions of the future, and overcome multifaceted challenges in realizing those futures. To support development of these leaders, academics and practitioners need to think differently about how to enable them to abandon long-held mental models that constrain their ability to find creative ways to manage complexity, ambiguity, and change. This session will present a variety of tools and techniques—from both organizational and community contexts—for surfacing and reframing outworn mental models and expanding a leader's repertoire of more effective new ones.

**Lynne Levesque** *Lynne Levesque Consulting; Northeastern University*

**Fredricka F. Joyner** *Indiana University East*

## EXPERIENTIAL PROGRAM DESIGN: HOW THE CIA LEARNED TO PREPARE FUTURE MANAGERS FOR SUCCESS

● Granite B ● Session Type: **Presentation** ● Track: **Education**

This session will examine how officers at the Central Intelligence Agency's Sherman Kent School, with limited training and resources, developed a five-month Aspiring Managers Program for CIA analysts. Now a model for leadership and management development across the intelligence community, how did a program with limited institutional buy-in become ingrained in the Agency's culture? The presenter will share lessons learned over the program's ten year span, and identify some of the challenges and advantages to developing a preparatory management course under clear, and presumably limiting, resource constraints.

**Eric Baker** *National Counterterrorism Center*

## WE'RE NOT IN KANSAS ANYMORE! A PHENOMENOLOGICAL LOOK AT SOCIAL CHANGE FOLLOWING A TORNADO CLEAN UP

● Granite C ● Session Type: **Presentation** ● Track: **Development**

After tornados ripped through communities across the United States during the spring of 2011, students joined in disaster relief efforts to rebuild communities. This qualitative research project will provide first-hand accounts from the point of view of the college students as they spent six days in providing disaster relief. The service learning program, based on the Social Change Model of Leadership, required that they keep journals. A multimedia presentation will be followed by a discussion of leadership lessons brought to life under extreme conditions in a transformational learning environment.

**Eric Buschlen** *Central Michigan University*

**Cathy Warner** *Central Michigan University*



## COMING FULL CIRCLE: PREPARING PROMISING WOMEN TO TEACH LEADERSHIP

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Education**

With the growth of leadership programs and the increased demand for leadership faculty, a new question is being raised: How are leadership students being prepared to teach leadership? Specifically, how can we contribute to the great need for more women faculty in Leadership Studies? This panel provides a case study of the ways in which teaching and mentoring women in leadership is layered throughout undergraduate and graduate experiences within their institution using a range of diverse experiences and pedagogical styles such as: case-in-point, experiential, peer-facilitation, seminar, project-based education, and action research.

**Crystal Dujowich** *University of San Diego*

**Cheryl Getz** *University of San Diego*

**Terri Monroe** *University of San Diego*

Commentator: **Paige Haber** *Texas State University-San Marcos*

## TALES OF THE FIELD: PERFORMANCES OF ETHNOGRAPHIC RESEARCH ON LEADERSHIP IN MALAWI

● **Mineral B** ● Session Type: **Panel Discussion** ● Track: **Scholarship**

This session constitutes a performance ethnography depicting multiple-presenter experiences in field research on leadership in southern Malawi, in Sub-Saharan Africa. Participatory action research and indigenous and endarkened global feminist paradigms were used to document through stories, narrative, and performance initial ventures into the field to examine how leadership is imagined and enacted within a developing country context. Such research holds promise to inform current theories and models from the West that cannot account for how leadership is understood and practiced in non-Western locations.

**Renee Martin** *North Carolina A&T State University*

**Toni Bradsher** *North Carolina A&T State University*

**Demetria Williams** *North Carolina A&T State University*

**Vanessa Duran Winfield** *Winston Salem State University*

**Sharon Hunter** *North Carolina A&T State University*

**Brian Sims** *North Carolina A&T State University*

Chair: **Liz Barber** *North Carolina A&T State University*

Commentator: **Thomas Smith** *North Carolina A&T State University*

## PERSPECTIVES ON LEADERSHIP IN THE U.S. PRESIDENTIAL ELECTIONS

● **Mineral C** ● Session Type: **Panel Discussion** ● Track: **Public**

This panel will analyze the U.S. Presidential elections with reference to leadership issues, strategies, and styles. Special attention will be given to an analysis of leadership as it was reflected in the October Presidential debates, including one held at the University of Denver. Questions that may be explored include: What leadership theories have emerged from the rival presidential candidates the course of the Presidential campaign? To what extent has the election been framed as a choice election or a referendum election? What leadership strategies have the candidates employed to clarify economic growth and their character and judgment?

**Tom Cronin** *Colorado College*

**Michael Genovese** *Loyola Marymount University*

## EXPLORING THE PRINCIPLES OF RESTORATIVE LEADERSHIP

● **Mineral D** ● Session Type: **Presentation** ● Track: **Business**

Leaders have long recognized that personal strengths taken to extremes can become weaknesses and that the factors drive an organization's initial success can later become obstacles that limit continued viability. Restorative leadership can help individuals and organizations thrive and survive emergent dynamics that are the inevitable consequence of successful growth. This highly interactive session will introduce the principles of restorative leadership, focus on overcoming performance barriers created by successful growth, and share processes that encourage sustainability.

**Anton Camarota** *University of Denver; Tellari Business Coaching*

## THE ETHICAL AND PRACTICAL DIMENSIONS OF FOCUSING ON FOLLOWERSHIP DEVELOPMENT

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Education**

Although a significant amount of education and training resources focus on leadership development, high profile organizational and ethical failings still abound. This panel will explore the merits of more widely distributed education and training on the leader-follower partnership. Presenters will share powerful negative and positive examples of followership education and engagement, such as the Jonestown People's Temple mass suicide, the Singapore Defence Forces training to prevent atrocities, and the U.S. Consular Services leadership tenet of "follow courageously."

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

**Tom Sechrest** *School of Management and Business, St. Edward's University*

**Wendy M. Edmonds** *Bowie State University*

## THE ROCKET MODEL: PRACTICAL ADVICE FOR BUILDING HIGH PERFORMING TEAMS

● **Mineral F** ● Session Type: **Presentation** ● Track: **Scholarship**

There are many definitions of leadership; Curphy and Hogan (2012) define leadership as the ability to get results (the what of leadership) and the ability to build cohesive, goal-oriented teams (the how of leadership). Although groups and teams are the building blocks of modern organizations, there is no agreed upon framework for transforming collections of individuals into high performing teams. This presentation will describe a practical, research-based model for diagnosing and improving team functioning and performance.

**Gordon Curphy** *Curphy Consulting Corporation*

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

## INTERCULTURAL LEADERSHIP: LESSONS FROM THE TINIKLING DANCE

● **Mineral G** ● Session Type: **Workshop** ● Track: **Public**

Tinikling is a Filipino folk dance that involves dancers stepping in and out of bamboo poles that are struck together. Success with dancing the Tinikling requires leadership to coordinate the different participants as well as innovation and creativity on the part of the participants. The dance can also be a metaphor for hopping in and out of cultures. Participants will watch videos showing several interpretations of the dance, try out the dance steps, and derive leadership lessons from the experience. The lessons will be applied to an intercultural situation involving Afghan soldiers and U.S. trainers.

**Maria Beebe** *Global Networks*

**James Beebe** *Gonzaga University*

## CORPORATE GOVERNANCE: BOARD DIVERSITY AND ETHICS

● **Quartz A** ● Session Type: **Paper Presentations** ● Track: **Business, Scholarship**

### **Ethical Directorship and Just Corporate Governance**

This paper explores how board members of for-profit corporations define and practice ethical governance and ethical leadership in a general environment of diminishing stakeholder, and societal, trust. It seeks to understand directors' perceptions and practices of ethical governance.

**Gail McFadden-Roberts** *Eastern University*

### **Does Board Diversity Affect Corporate Policy Decisions? Evidence from a Kenyan Commercial Bank**

This study provides new evidence relevant to the debate on the role of women in bank boards. It explores the value of gender differences in corporate leadership in the Kenyan banking industry. Particularly, the study looks at the effect of board diversity on corporate decisions, effectiveness, governance, and corporate risk-taking.

**Josephat Mboya Kiweu** *Strathmore University*

Commentator: **Peter Browning** *Lowe's Companies; Nucor Corp*

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## BUILDING LEADERSHIP AS A SOCIAL GOOD: CREATING A NOT-FOR PROFIT NATIONAL ENTERPRISE

● **Quartz B** ● Session Type: **Panel Discussion** ● Track: **Theme**

Passionate about sharing leadership knowledge and skills to build social good enterprises that will give back to society and future generations? Presenters will describe efforts in Canada to create such an enterprise in the health sector, its business model framework, and lessons learned during this multi-year effort to build distributed leadership capacity while repositioning leadership as a social good. A discussion will center on the model's transferability.

**Graham Dickson** *Royal Roads University*

**William (Bill) Tholl** *Canadian Health Leadership Network*

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Join us in  
celebrating the  
work of this  
year's winners and  
other honorees  
at a cocktail  
reception  
Thursday,  
October 25  
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room from  
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14:45-16:00

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## BRIDGING TWO WORLDS: BUDDHIST AND LEADERSHIP THEORY AND PRACTICE

● **Agate B-C** ● Session Type: **Panel Discussion** ● Track: **Development**

This session will examine the fertile interface between the theory and practice of Buddhism, as it has evolved in Eastern cultures over 2500 years, and of leadership, as it has recently evolved in the West. The panel members will offer two ways of bridging these worlds, exploring how Buddhist theory and mindfulness practices can help inform leadership development in secular organizations; and how leadership theory and practice can inform the practice of Buddhist teachers in leading communities in the West.

**Grady McGonagill** *McGonagill Consulting*

**Metta McGarvey** *Harvard University*

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## DOES GLOBAL LEADERSHIP REALLY EXIST?

● **Centennial B** ● Session Type: **Panel Discussion** ● Track: **Business**

Join an exploration of a most compelling question: Does a unique category of leadership labeled "global leadership" exist? What is the evidence that it does or does not exist? Panelists will each present their perspective and the audience will be asked to join the debate.

**Christopher Harben** *HLMC, LLC*

**Jeri Darling** *EnCompass, LLC*

**Allan Bird** *D'Amore McKim School of Business, Northeastern University*

**Juana Bordas** *Mestiza Leadership International*

**Chair: Laura Santana** *Center for Creative Leadership*

## HEAR ALL ABOUT IT: *THE NEW YORK TIMES* IN LEADERSHIP PROJECT

- Centennial C
- Session Type: Panel Discussion
- Track: Education

A common thread throughout the leadership education literature is the importance of connecting theory and practical application. *The New York Times* in Leadership project was designed to give professors, scholars, practitioners, and students opportunities to connect leadership concepts to real-world examples. Through news articles, discussion questions, reading lists, and video conferences, students have the opportunity to expand their understanding of the practical application of leadership in the 21st century. This session will go into detail about *The New York Times* in Leadership project and how this resource is being used in and out of the classroom to facilitate a dialogue around leadership application.

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

**Gama Perruci** *McDonough Center for Leadership and Business, Marietta College*

**Matthew Sowcik** *Wilkes University*

**Kathleen M. O'Connell** *The New York Times*

## LEADERSHIP RESEARCH IN HIGHER EDUCATION

- Centennial F
- Session Type: Paper Presentations
- Track: Scholarship

In this session the authors will describe epistemological approaches to teaching leadership in higher education, how personal identity impacts the experience of leadership roles, and the competencies needed by students for peer leadership.

### Ways of Knowing, Practical Reasoning, and Graduate-Level Leadership Education

To date, Leadership Studies scholars have not been able to reach consensus about what the field's knowledge base should be. This paper attacks this problem in a less-than-traditional way and suggests that a focus on epistemologies—and their implications for leadership theory and practice—might be a way to demarcate the field while enriching Leadership Studies curricula.

**Jan Taylor Morris** *Sam Houston State University*

**Robert Donmoyer** *University of San Diego*

### A Case Study Regarding the Role of Race/Ethnicity and Gender upon the Leadership Experiences of Asian American School Administrators

Given their limited numbers, Asian American women administrators may be seen as strangers in the educational system. The author will share major themes drawn from a qualitative study that explored the meanings Asian American female school administrators have constructed out of their leadership experiences given the intersection of gender and race/ethnicity and the support-barriers encountered.

**Jia Liang** *Department of Lifelong Education, Administration & Policy, University of Georgia*

**James Sottile** *Marshall University*

### An Analysis of Peer Leadership Competencies and Skills

College students can face significant challenges when leading their peers. The present study analyzed data from 1050 undergraduate student who completed an influence survey designed to identify effective peer leadership competencies and skills. This study also included an analysis of ROTC leadership assessments spanning 11 years and over 45,000 Cadets.

**John Baker** *Western Kentucky University*

## THE GUIDING QUESTIONS: A BRIDGE ACROSS THE LEADERSHIP STUDIES PROGRAM GREAT DIVIDE

● Centennial G ● Session Type: **Workshop** ● Track: **Education**

*The Guiding Questions: Guidelines for Leadership Education Programs*, an extensive collaborative effort among many ILA members, offers a framework for program development, redesign, and evaluation. The session will provide participants with an update on the current state of the *Guiding Questions* and an in-depth look at research conducted on programs utilizing the *Guiding Questions* throughout the past year. Additionally, participants will have an opportunity to learn how to utilize the *Guiding Questions* to conduct a leadership studies program comprehensive self-study review.

- Daniel Jenkins** *University of Southern Maine, Lewiston-Auburn College*
- Kristine F. Hoover** *Department of Organizational Leadership, Gonzaga University*
- Shirley A. Freed** *Department of Leadership, Andrews University*
- Rian Satterwhite** *Center for Student Leadership, Kennesaw State University*

## LEADING DURING CRISIS: HOW TO USE CROWDSOURCING AND CRISIS MAPPING AS LEADERSHIP TOOLS

● Centennial H ● Session Type: **Workshop** ● Track: **Public, Theme**

After a brief overview on crowdsourcing and crisis mapping as leadership tools, the facilitator will introduce Ushahidi, an open-source crowdsourcing software often used to promote social activism, encourage involvement, empower activists, and document events. Participants will roll up their sleeves, turn on their smart phones or internet enabled devices, and experience the power of crowdsourcing by co-creating the 2012 ILA Conference Interactive map, contributing real time information, and tracking trends. The last ten minutes will be a wrap-up that ties the interactive ILA mapping adventure to its potential use for leaders and activists.

- Kerrie Aman Carfagno** *Values-Driven Leadership Program, Benedictine University; John Carroll University*
- Shaun Passley** *Values-Driven Leadership Program, Benedictine University*

## BUILT TO BRIDGE: A LEADERSHIP METHODOLOGY ROOTED IN THE INTERCULTURAL

● Granite A ● Session Type: **Workshop** ● Track: **Development**

What if there were a leadership methodology that from its inception was designed to bridge difference and navigate complexity? That was being used to address issues of social justice and identity? And that was being incorporated in global business, education, and non-profit organizations? Personal Leadership is just such a methodology. In this engaging workshop you will learn the core principles and practices of Personal Leadership and come away with a clear vision of truly intercultural leadership.

- Barbara Schaetti** *Personal Leadership Seminars*

## ANTHROPOLOGY OF LEADERSHIP: ACROSS THE INDIGENOUS CULTURAL DIVIDES OF ARMENIA, FIJI, AND TRINIDAD

● **Granite B** ● Session Type: **Symposium** ● Track: **Theme, Public**

The presenters will explore leadership behaviors from the perspective of Cultural Anthropology. These examinations will provide a framework for delineating, understanding, interpreting, and predicting leadership behaviors across diverse societies.

### **Anthropology of Leadership: the Shuttle Leadership Model of Second Level Indigenous Leaders in Fiji**

Shuttle leadership is based on a similar term—shuttle diplomacy—used in the 1980s to explain the movement of diplomat's between two divergent groups, sometimes in distant locations. One of the critical factors is the rapport, or level of trust, of both groups toward the shuttle diplomat. The presenter will contrast Western shuttle diplomats with Indigenous Fijian leaders.

**Vernon Cox, II** *Grand Canyon University*

### **Learning & Leading: Understanding the Evolution of Leadership in a Trinidad Cultural Context**

Mapping Trinidadian leaders and followers' socialization process is an important step in understanding the origins of their leadership philosophy, behavior, and remediation requirements. The presentation will emphasize the anthropology of leadership in Trinidad and how leadership and followership have continued to be influenced by geography, ethnicity, religion, and other factors.

**Earl Harewood** *University of Minnesota*

### **Anthropology of Leadership: An Integrative Approach to Intercultural Leadership in Armenia**

This presentation will assess five historical and contemporary models of Armenian indigenous leadership in view of three leadership styles in leader-follower dynamics: autocratic, democratic, and laissez-faire (Lewin, 1939). The presenter will discuss culturally and contextually relevant leadership styles for the democratic leadership in Armenia today.

**Petros Malakyan** *Indiana Wesleyan University*

**Chair:** **Petros Malakyan** *Indiana Wesleyan University*

## BRIDGING THE CONNECTIVE THREADS OF VIRTUE ETHICS IN LEADERSHIP

● **Granite C** ● Session Type: **Panel Discussion** ● Track: **Business**

After decades of searching for alternative understandings of ethics, morality, and decision making and in a time of unprecedented levels of global communication, connectivity, and competitiveness, some scholars and practitioners are returning to the age old teachings of virtue ethics. Panelists will discuss the leadership implications of their research findings and conceptual ideas about virtue ethics as they relate to the Chinese culture, Judeo-Christianity, and leadership development and behavior.

**Lee DeRemer** *Benedictine University*

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

**John Hargadon** *Regent University*

**Chair:** **Shannon Brown** *Benedictine University*

**Commentator:** **Flavien Shirandi** *Regent University*



## LEADERSHIP LEARNING IN A DIFFERENT CULTURE: QATAR'S SIX-YEAR EXPERIENCE WITH LEADERSHAPE

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Scholarship**

This program will explore the dynamics of leadership learning in a setting dramatically different from those of North America. Hamad bin Khalifa University, with branch campuses of six U.S. universities, has partnered with LeaderShape for six years. Panelists will discuss a research study undertaken with alumni of the program to analyze the cultural nuance of offering it to a student population that is 90% Muslim from 85 countries, and where cultural expectations make it difficult for some to even attend.

**Carla Paonessa** *Leadership Council, Mayo Clinic; LeaderShape Institute*

**Ameena Hussain** *Qatar Foundation*

**Curt Kenoyer** *Qatar Foundation*

**Paul Pyrz** *LeaderShape Institute*

**Chair: Dennis Roberts** *Qatar Foundation*

## BRIDGING GREAT DIVIDES IN EDUCATION: A GLOBAL ETHICAL LEADERSHIP AGENDA

● **Mineral B** ● Session Type: **Panel Discussion** ● Track: **Scholarship**

This panel presentation will explore the nexus of global leadership, ethics of justice, and care within education. Panelists will discuss a global leadership framework and explore the complexities, ambiguities, and ethical dilemmas leaders face in promoting quality with equity education. The discussion will integrate global leadership and ethical concepts across multiple domains of influence, and include experiences across public and private sectors.

**A. Denise Bell** *Eastern University; Heritage Fellowship Church*

**Joanne Boyer** *Eastern University*

**Daniel Gluck** *Eastern University; William Jessup University*

**Chair: Kathleen Nussbaum** *Eastern University; MVP Group, Inc.*

## CROSS CULTURAL LEADERSHIP: TAPPING THE STORYTELLING TRADITION TO BRIDGE CONTEMPORARY DIVISIVE FORCES

● **Mineral C** ● Session Type: **Workshop** ● Track: **Development**

Understanding cultures is the first step towards cultural inclusion. In times when the world is facing daunting challenges and is in dire need of strong leadership, the wisdom from folk tales can help redefine leadership concepts across cultures. This workshop will draw from theories to understand human behavior and leadership across cultures and use critical, creative thinking tools and stories as a medium to create a shared global vision and learn skills to heighten leadership effectiveness in culturally diverse settings.

**Seema Srivastava** *Global Education & Leadership Foundation*

**Reha Bublani** *Global Education & Leadership Foundation*

## POLARITY THINKING: A POWERFUL PRACTICE FOR DEVELOPING LEADERS AND ADDRESSING CHALLENGES

● **Mineral D** ● Session Type: **Workshop** ● Track: **Business, Development**

Leaders tend to tackle challenges through traditional problem-solving methods. This workshop will explore the importance of becoming aware of polarities and developing a polarity management competency in order to better meet organizational challenges. Participants will learn to recognize the differences between problems to solve and polarities; gain an understanding of polarity management; and see how this shift in thinking can help leaders realize their full personal and professional potentials.

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

## THE PARADIGMATIC CHALLENGES OF LEADERSHIP IN CIVIL SOCIETY

● **Mineral E** ● Session Type: **Symposium** ● Track: **Public**

Few topics capture the metaphorical theme of this conference as well as the leadership of civil society. Presenters will share explorations of civil society that exemplify "new approaches to leadership and new types of leaders able to bring diverse contexts together, create cultural inclusion, and deal with complexity and rapid change" including the Tocquevillean tradition of voluntary action, disaster relief in the wake of Katrina and the BP oil spill, and the Arab Spring.

### The Anomalies of Civic Leadership

This research explored exemplars of dramatic social change and the civic leadership within them. The presenter will raise critical questions and anomalies for paradigmatic assumptions: Is it leadership if the results were not deliberately intended? Do scholars adequately differentiate between leadership—power, position, and authority—and the act of leading? Are followers always essential to leadership?

**Richard Couto** *Union Institute & University*

### Making Local Change: A Look at Civic Hubs and Collective Action

The Internet holds outstanding promise for civil society according to much of the scholarship. The Internet's relationship to leadership gets less attention. This paper looks at a theory of Internet-mediated collective action in light of civic leadership theory to develop a model for local, Internet-mediated change. It examines online leaderless group behavior, unpredictability, emergence, and self-organization.

**Nancy B. Stutts** *Virginia Commonwealth University*

Coauthor: **Liana Kleeman**

### The Use of Social Media in Response to the Gulf of Mexico British Petroleum Oil Spill

Beginning with an overview of the history and evolution of the internet and digital social networks, this chapter explores the application of social media in disaster and crisis situations. Three case studies from the BP oil crisis were used to illustrate how new media transformed the passive, one-way format for transmitting information into an active, two-way process of citizen engagement and organization.

**Claire Menck** *Antioch University*

## LEADING ACROSS BOUNDARIES & BORDERS: WHY CULTURAL INTELLIGENCE MATTERS

● **Mineral F** ● Session Type: **Presentation** ● Track: **Business**

Cultural Intelligence is a critical predictor of success in the global marketplace, yet it is one of the most underutilized tools in global business. The ability to work across cultures is not instinctive—it is a strategic commitment. This session will review the latest research about cultural intelligence and outline the benefits of developing it. Participants will gain insight into why cultural intelligence is a critical success factor across sectors and roles, and will learn about cultural orientations and other strategies to develop cultural intelligence.

**Sheri Mackey** *Luminosity Global Consulting Group*

**Vincent Chen** *Institute For Leadership Excellence*

## THE DIVIDE BETWEEN LEADING & PLAYING: EMBODIED LEADERSHIP

● **Mineral G** ● Session Type: **Presentation** ● Track: **Theme, Development**

Fueled by the work of Kegan, Heifetz, Drath, Senge/Scharmer, Bohm, and inspired by Plato's insight that "you can discover more about a person in an hour of play than in a year of conversation", this workshop will provide an energizing and insightful space for learning and discovery. Participants will engage the divide between head and body, interior and exterior self, and ways of knowing and being through a series of activities and dialogue.

**Marilyn J Bugenhagen** *Marian University*  
**Heath Harding** *University of Illinois at Urbana-Champaign*

## WOMEN AS CHANGE AGENTS BRIDGING CULTURES AND THE GENDER GAP THROUGH YOUNG WOMEN ENTREPRENEURS

● **Quartz A** ● Session Type: **Panel Discussion** ● Track: **Theme, Business**

The Women as Change Agents program is a leadership development program for young entrepreneur women from around the world. It provides a unifying platform for dialogue and cooperation and the tools to empower other women in their communities, creating a trickledown effect. Former participants will share the challenges, successes, roadblocks, and results of their projects through storytelling, videos, and graphics.

**Yesenia Mendoza** *Leadership exCHANGE Institute*  
**Graciela Treviño** *Leadership exCHANGE Institute*  
**Elliese Judge** *Leadership exCHANGE Institute*  
**Chair: Virginia Campo** *Leadership exCHANGE Institute*

## MANY-MIND DECISION MAKING: BUILDING A BUSINESS PROCESS THAT THINKS SMARTER THAN A SINGLE LEADER

● **Quartz B** ● Session Type: **Workshop** ● Track: **Business, Theme**

Dynamic Governance offers innovations in corporate structure and decision making based on a proven model developed in the Netherlands. It maintains the integrity of vertical hierarchy and strengthens it through democratic power configurations. Leaders reconfigure their power during policy formation. The procedures create a "many-mind" decision process that has been used successfully across business sectors in many countries. Participants will work in small groups to experience key structural principles and a new decision-making method.

**Sheella Mierson** *Sociocracy Consulting Group*  
**John Buck** *Sociocracy Consulting Group*

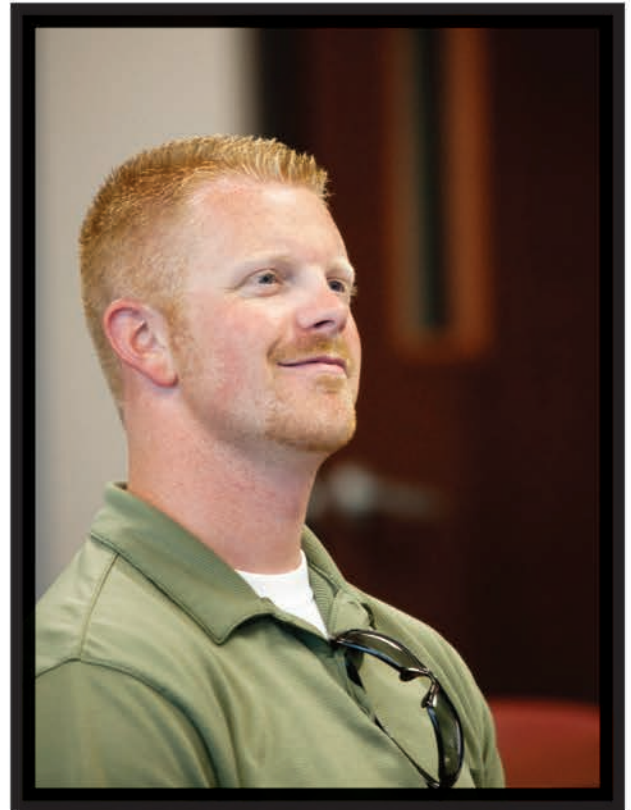


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January 2012, 440 pages

# INTERACTIVE ROUNDTABLE SESSIONS

**THURSDAY,**  
OCT. 25  
16:15–17:30  
CENTENIAL  
BALLROOM  
D-E

The Interactive Roundtable Discussion format is designed for small group discussions on topics of common interest. The organizer frames the topic and facilitates a discussion with participants joining the table. A bell will ring every 20 minutes allowing participants the opportunity to move to another roundtable or remain where they are.

**Please do not over crowd any one table as it makes conversation difficult. If your table choice is full, look around—there is likely to be another topic of interest at a nearby table.**

RT THUR / OCT. 25 / 16:15–17:30

## 1 NARRATING PERSONAL LEADERSHIP: TALKING AND WRITING OURSELVES INTO BETTER LEADERS

The creation of and reflection on personal narrative is a key method for developing self-awareness, an important component of effective leadership development programs. Educators who use personal narratives to develop leadership are invited to join this roundtable discussion aimed at better understanding how personal narratives can help their creators become better leaders.

**Barbara C. Crosby** *Humphrey School of Public Affairs, University of Minnesota*

## 2 CRITICAL CONVERSATIONS: SOCIAL TRANSFORMATION THROUGH LANGUAGE

Participants will examine every day social justice leadership discourse through the lens of theorists Foucault, Habermas, and Gergen to uncover implicit meaning and expressions of power. Through discussion and reflection, participants will discover how intentional written and verbal communication can influence social change outcomes.

**Jessica Dreistadt** *Eastern University*

## 3 BEYOND COMPETENCIES: UTILIZING PRACTICES IN DEVELOPING THE ‘BEING & PRESENCE’ OF LEADERSHIP

Does neuroscience research support the use of daily leadership practices? This discussion will explore new approaches to developing the “being & presence” of leadership through daily practices. Learn how these low-cost, practical methods can increase the success and impact of coaching, counseling, and leadership development efforts.

**Cindy Wilcox** *Mirror Image Consulting; High Performance Leadership Academy*

## 4 CAN SERVANT LEADERSHIP BRIDGE THE DIVIDE INTO CORPORATE LEADERSHIP?

Can a servant leader actually succeed in a for-profit organization? Many observe that Servant Leadership struggles to find an audience within for-profit organizations. This roundtable will consider whether Servant Leadership is a worthwhile leadership concept for use in for-profit organizations.

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

**Randy Richards** *St. Ambrose University*

**Ronald Wastyn** *St. Ambrose University*

## 5 BEHAVIOR BASED LEADERSHIP DEVELOPMENT IN THE MANUFACTURING INDUSTRY

This roundtable will examine a behavior based leadership development (BBLD) program implemented at the request of the owner of a large company to address the lack of leadership, caustic behaviors, accidents, and absenteeism. The researcher will share key aspects the program and outcomes, and encourage discussion throughout.

**Jeff Stevens** *Jones International University*

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## 6 BRIDGING GENERATIONAL DIFFERENCES IN THE WORKPLACE

This team of mother/son, dean/graduate student, and boomer/millennial will lead a discussion of workplace cultural differences through the lens of generational differences—“one of the most powerful forces affecting business today”—and how this cultural change can be leveraged for personal and organizational success.

**Anita Henck** *Azusa Pacific University*

**Andrew Henck** *Azusa Pacific University*

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## 7 HAPPINESS IN ACTION: ENERGY SOURCES FOR PEAK PERFORMANCE

The big questions this roundtable will discuss are: How we can help people be happy in what they are doing? How can we turn our work into an activity that produces energy and motivation rather than stress and burnout? And how can we create working landscapes and environments that will promote this for all?

**Filipp Guzenuk** *Coaching Institute of Saint-Petersburg, Russia*

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## 8 USING A VIRTUAL COMMUNITY WITH COHORT-BASED COMMUNITY LEADERSHIP PROGRAMS TO SUSTAIN LEARNING

How can interaction and engagement be maintained between participants of geographically dispersed leadership development programs? This roundtable will explore a case study of a virtual community created to sustain interaction during an 18 month community leadership program. The presenter will outline the program design, data collection strategy, and reporting capabilities of this model program.

**Beth High** *HighRoad Consulting*

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## 9 IMPROVING THE LEADERSHIP OF VOLUNTEERS BY FIRST IDENTIFYING THEIR INTENTIONS

Many organizations rely on volunteers to accept responsibilities and perform mission critical projects. While some volunteer organizations offer programs for leadership development, many volunteers choose not to participate. How can an organization determine which volunteers wish to develop their leadership skills, and what are the best approaches to leadership development for volunteers?

**Janina Fuller** *Louisiana State University*

**Curtis R. Friedel** *Virginia Tech*

## 10 JUSTICE AND LEADERSHIP: EXPLORING THE WORLDVIEWS OF JUSTICE TO BRING UNITY OUT OF DIVERSITY

This roundtable will explore the various worldviews of justice, a virtue and system that reflects not only the heart of a leader, but also that of an organization or culture. The discussion will focus on understanding diverse concepts of justice, applications to global leadership, and the potential of unity in the midst of diversity.

**Jacqueline (Jackie) Faulhaber** *Johnson University*

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## 11 INTEGRATING COMPETING MORAL LEADERSHIP TYPES WITHIN AN ORGANIZATION

Participants will engage in a discussion of four common types of moral leadership—reconciliatory; pragmatic and productive; justice and fairness; and critical—and then explore ways to better integrate them into their own organizations.

**Duane Covrig** *Andrews University*

**Mordekai Ongo** *Andrews University*

**Janet Ledesma** *Andrews University*

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## 12 LEADERS AND ROLE MODELS IN PROFESSIONAL SPORT SUBCULTURES: SIGNIFICANCE FOR LEADERSHIP ETHICS

This roundtable will integrate several research approaches and theories to explore athletes as leaders and influencers in their professions, subcultures, and society. The discussion will explore the effects of leader power and privilege on sport professionals' behaviors, and the opportunities for their leadership development.

**Patricia O'Connell** *Lourdes University*

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## 13 CAN LEADERSHIP AND LEADER DEVELOPMENT BE SIMPLIFIED FOR A COMPLEX WORLD?

This session will explore the emerging integrated definitions of leadership and identify the most important capacities leaders must master. The discussion will grapple with two questions. First, in the midst of scores of theories, can leader/leadership development be compressed into a simple set of constructs and practical realities? Second, does a fundamental approach to leader development to apply across contexts and cultures?

**Andrew Campbell** *Indiana Tech*

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## 14 LEADERSHIP AS RELATIONAL: FAMILY SYSTEMS AND THE SELF OF THE LEADER

How does self-differentiation promote leadership between people and within contexts, rather than through an identified leader? This roundtable will consider Bowen's work, which emphasizes the Self of the leader as an agent of change, to explore the shift from "who is leading, to how leadership is accomplished" (Bolden, Hawkins, Gosling, and Taylor, 2011).

**Geraldine Kerr** *Warren County Center for the Family; Institute of Logotherapy*



## 15 LEADERSHIP DURING THE ECONOMIC DOWNTURN, A MULTI-NATIONAL, MULTI-CULTURAL STUDY

The presenter will discuss results of a study of 1,042 leaders from 73 countries that provides comparative data to explore possible similarities and differences between leadership roles, practices, and behaviors following economic trauma and leadership following geo-political conflict. The findings include comparisons of respondents apparently unaffected or affected by the recent economic downturn.

**John Bryan** *Grand Canyon University*

## 16 THE FOLLY OF ALL-LEADER-ALL-THE-TIME: A CASE FOR FOLLOWING

This roundtable will explore the implications of a culture that insists on everyone in the organization being a leader at all times. Specifically, what are the major issues with this culture that negatively impacts organizational performance, and strategies for change?

**Gene Dixon** *East Carolina University*

**Austin Bunch** *East Carolina University*

**Rusty Ricketson** *Luther Rice Seminary & University*

**Susan Keim** *Donnelly College*

## 17 LEADERSHIP IN A COLLECTIVIST SOCIETY

This discussion will focus on grass roots movements such as the tea party and occupy Wall Street, how these movements have grown without one central leader, and how these leaderless movements may impact the U.S. and world political stages.

**Rachel Gifford** *Alvernia University*

## 18 FROM DIRECT SERVICE TO CAPACITY BUILDING: STUDENT LEADERS AS ORGANIZATIONAL CHANGE MAKERS

During this roundtable, the presenter will provide an overview of nonprofit capacity building and how student leadership programs can address capacity needs in the nonprofit sector while offering a rich environment for leadership development. Participants will reflect on how their own institution or organization can get involved in similar initiatives.

**Arielle Jennings** *McDonough Center for Leadership and Business, Marietta College*

## 19 PARTNERING TO ESTABLISH HIGH SCHOOL LEADERSHIP STUDIES PROGRAMS

The roundtable will focus on the development of a high school leadership studies program at the Phillips Exeter Academy that utilizes the student-centered discussion pedagogy of the Harkness approach. Participants will discuss the use of this approach and the limitations of a five week enrichment program.

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

## 20 EVALUATING THE DEVELOPMENT OF TEACHER LEADERSHIP THROUGH ACTION RESEARCH

Whilst teacher leadership is not a new concept, recognition of its value is largely new in the UAE. This presentation will invite discussion on a co-constructed school/university professional development program to develop teacher leadership, and explore the process of changing practice by using action research.

**Barbara Harold** *Zayed University*

### 21 SHAPING THE CULTURE OF UNDERGRADUATE LEADERSHIP PROGRAMS: DOES THE SELECTION PROCESS MATTER?

Undergraduate leadership programs are at the heart of preparing tomorrow's leaders, yet the culture of these programs is not adequately understood. This roundtable will explore the implications of the student selection process on program culture, with particular consideration of the characteristics and expectations of millennial generation students.

**Katie Jo Reeves** *Christopher Newport University*

**Abigail Jobe** *Christopher Newport University*

**Kelsey Stiles** *Christopher Newport University*

### 22 LEARNING COMMUNITIES: BRIDGING LEADERSHIP CLASSROOMS AND CONTEXTS

Learning communities provide a model of leadership education in which knowledge and meaning is socially constructed through collaborative engagement and practice within that community. Shared practices provide a context in which to engage students in authentic activities around leadership topics. This discussion will focus on how campus learning communities are designed and experienced.

**Kerry Priest** *Kansas State University*

**Wes Wyrens** *Georgia Institute of Technology*

### 23 USING ACTION LEARNING TEAMS AND PROJECTS TO TEACH LEADERSHIP

This roundtable will discuss a model action team learning approach that brings course concepts to life, provides opportunities for students to address their own leadership challenges, creates a framework for peer coaching and accountability, and encourages continued reflection.

**Kathy Kram** *School of Management, Boston University*

### 24 ACTION LEARNING MODULES TO INFUSE LEADERSHIP INSIGHT, DEVELOPMENT, AND PEER COACHING

The presenter will describe several experiential components for leadership development within an MBA program, including utilization of Adam Bryant's Sunday New York Times column, "The Corner Office: Lessons from Top CEO's", interviews by students of their own leaders, and an "Advice Requested" exercise.

**Steven Noble** *Noble Consulting Associates; Graduate School of Management, Boston University*

### 25 TECHNOLOGY ENABLED ACTION LEARNING AND LEADERSHIP DEVELOPMENT

How can online assessments be integrated into leadership courses to enhance the developmental impact of action learning? What practical challenges does this teaching approach create for instructors? The presenter will share a case study and insights gained from teaching a second year MBA course.

**Jeffrey Yip** *Center for Creative Leadership; School of Management, Boston University*

## 26 TEACHING LEADERSHIP ONLINE: EXPERIENTIAL LEARNING STRATEGIES

Are you a leadership educator facing the challenge of adapting instructional methods used in the traditional classroom to fit online course delivery? This discussion will examine strategies for adapting experiential learning techniques to meet the needs of online leadership learners and share activities created specifically for the online environment.

**Penny Pennington Weeks** *Oklahoma State University*

**William Weeks** *Oklahoma State University*

## 27 CROSSING THE DIGITAL DIVIDE IN LEADERSHIP EDUCATION

The digital divide is a complex challenge in leadership education. How can we, as educators, use technology to enhance educational pedagogy? This roundtable will broadly discuss the use of technology and share best practices in how to interact with multiple types of technology appropriately.

**Kathy Guthrie** *Florida State University*

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

## 28 DESIGNING AND TEACHING LEADERSHIP COURSES IN INTERNATIONAL CONTEXTS

This conversation will focus on creating educational experiences that help students meaningfully engage with both their course curriculum and foreign culture(s). The presenters will share their experiences with designing and teaching leadership courses abroad for undergraduate and graduate students and then facilitate a discussion.

**Paige Haber** *Texas State University-San Marcos*

**David Rosch** *University of Illinois*

**Whitney McIntyre Miller** *Northern Kentucky University*

## 29 BUILDING COMPETENCIES FOR BRIDGING THE GREAT DIVIDES FROM THE GREAT LAKES TO THE GREAT WALL

This session draws on the expertise of leadership scholars from the U.S. and China to offer practical strategies for equipping leaders with the skills needed to bridge cultural divides. Case studies of application and adaptation in three Chinese Universities will be presented and discussion of other experiences encouraged.

**Karen Lokkesmoe** *Karen Lokkesmoe*

Coauthors: **Honglian Yang** *Yunnan University of Finance and Economics*; **Thomas Walkington** *New Strategic Directions LLC*

## 30 LEADERSHIP DEVELOPMENT: BRIDGING CULTURE THROUGH COMMUNICATION, MENTORING, AND CONSTRUCTIVISM

This roundtable will invite discussion of leadership development across cultural and communication divides to identify experiences, cultural agility, and emerging models that include mentoring through a constructivist approach. The focus will include technologies for supporting undergraduate and graduate leadership education across cultures to sustain programs in globally diverse environments.

**Linda Grooms** *Regent University*

**Kathaleen Reid-Martinez** *Mid-America Christian University*

### 31 BRIDGING THE GREAT DIVERSITY DIVIDE FOR STUDENT EXCELLENCE ON UNIVERSITY CAMPUSES

Diversity for excellence and preparation of the future workforce is the responsibility of higher education leaders in particular, yet a diversity divide exists on university campuses. The discussion will share novel ways to achieve diversification, multicultural awareness, internationalization, inclusivity, and integration, and explore strategies for overcoming barriers.

**A. Brian Leander** *Adelphi University*

**Karen Asenavage** *University of Delaware*

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### 32 INNOVATIVE STRATEGIES TO DEVELOP LEADERSHIP STUDENTS' EQ AND CQ

Emotional Intelligence (EQ) and Cultural Intelligence (CQ) are widely viewed as key indicators for leadership success in today's global community. Examples of preparatory and in-country EQ and CQ exercises from an education abroad course, coupled with student reflections on the experiences, will frame this discussion of effective strategies.

**Patricia Dyk** *University of Kentucky*

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### 33 ENHANCING GRADUATE TEACHING AND LEARNING: A MATTER OF INNOVATION

Three key pedagogical strategies used in leadership studies will be described, followed by discussion on how this "out of the box" thinking resulted in the implementation of instructional practices that not only supported student learning but also became potential levers for instructional change in the department.

**Mary McDonald** *University of San Diego*

**Alan Yu** *University of San Diego*

**Lea Hubbard** *University of San Diego*

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### 34 CORPORATE UNIVERSITY LEADERS BRIDGING THE GAP

Corporate universities are the fastest growing segment of higher education. Many Corporations have shifted from training to corporate education because of the movement of the knowledge economy. The threat of this relatively new entrant has heightened a rigorous debate between business leaders and administrators/leaders in higher education. How should these leaders bridge the great divide between academia and business?

**Felisa Parris** *Marquette University*

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### 35 PRAGMATICS AND POSSIBILITIES IN LEADERSHIP PUBLICATIONS: CREATING SPACE FOR SCHOLARSHIP

Led by two editors of a leadership journal, this discussion will include topics such as publishing arts- and humanities-based approaches to leadership inquiry, novel approaches for communicating leadership scholarship to diverse audiences (especially practitioners), and new avenues of inquiry. Ideal outcomes include the formation of relationships with potential journal authors, reviewers, and special editors.

**Jake Burdick** *Journal of Leadership Studies*

**Jeremy Moreland** *University of Phoenix; Journal of Leadership Studies*

**Mark Ludorf** *Journal of Leadership Studies*

**Tony Middlebrooks** *Journal of Leadership Studies*

### 36 EXPLORING THE INTERSECTIONS BETWEEN INTERCULTURAL LEADERSHIP AND SOCIAL JUSTICE

This roundtable will explore the intersections of leadership studies, social justice, cultural theory, and philosophies of action in order to pursue a comprehensive and coherent picture of intercultural leadership. The goal of this conversation will be to develop ideas for papers and other standard scholarly products in order to expand the range of research on intercultural leadership.

**Ross Peterson-Veatch** *Goshen College*

### 37 BECOMING A LEADER IN A NEW LAND: SOCIOCULTURAL PERSPECTIVES OF FIRST GENERATION LEADERS IN U.S. HIGHER EDUCATION

Hunger for multicultural leadership exists, yet a sleeping phenomenon in U.S. higher education is ripe for an awakening... Asians are here but few make it to higher education executive levels. This roundtable will contemplate leadership, retention of Asians as administrators and faculty, and implications for future scholarly inquiry and applications.

**Matthew Woolsey** *ASTD; Center for Creative Leadership*

### 38 BE PREPARED: WOMEN LEADERS AND TRADITION BOUND ORGANIZATIONS

This roundtable brings together leadership theory and the results from two research studies to discuss some of the obstacles women face as they attempt to take on leadership positions. Cultural and organizational factors that constrain the advancement of women and the implications for women leaders will be discussed.

**Maureen Guarcello** *University of San Diego*

**Rachel Rice** *University of San Diego*

**Marianne Waldrop** *University of San Diego*

### 39 IDENTIFYING THE TECHNOLOGY LEADER ACROSS CONTEXTS: A DISCUSSION OF COMMON CHARACTERISTICS

The researchers will share a small-scale study and their foundational work on crafting the definition of the technology leader. Participants will be asked to share thoughts and ideas on the topic of identifying the emerging technology leader's characteristics within multiple contexts. Participants working on similar research initiatives are especially encouraged to attend.

**Julie Little-Wiles** *Purdue University*

**Katie Hackney** *Purdue University*

**Jenny Daugherty** *Purdue University*

### 40 INSTITUTIONAL REVIEW BOARDS IN DOCTORAL LEVEL PROGRAMS WITH A FOCUS ON LEADERSHIP PROGRAMS

This roundtable will explore the use of Institutional Review Boards by American universities that grant doctoral level degrees. The discussion, which may be of particular interest to administrators and faculty working in new doctoral programs in leadership studies, will focus on challenges experienced with procedural issues and curriculum issues, and emerging best practices.

**Tracey Brown** *Alvernia University*

**Tufan Tiglioglu** *Alvernia University*

**Peggy Bowen-Hartung** *Alvernia University*

# 4TH ANNUAL EMERGING SCHOLARS RESEARCH CONSORTIUM

THURSDAY 16:30-17:30

**CENTENNIAL B**

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 24:

Ethical Directorship and Just Corporate Governance

**Gail McFadden-Roberts** *Eastern University*

The Mediating Effect of Creativity Prompts and Network Ties on Faculty Productivity

**Anthony Olalere** *Clemson University*

What Difference Does it Make? A Qualitative Inquiry Into Longer-Term Outcomes in a Transformative Education in Relational Leadership

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

Making Sense When it Matters Most: Leadership in Extremis

**Deirdre Dixon** *University of Tampa*

Treasurers of Their Truth: Selected Conversations on the Context for Leadership in Southern Malawi

**Renee Martin** *NC A&T State University*

Social Media Policies: Bridging the Technological, Generational, and Cultural Divides

**Jennifer Jones** *University of San Diego*

Interactive Empathy and Corporate Leader Effectiveness

**Jerry Burch** *Virginia Commonwealth University*

Replicating Mintzberg: What Global Leaders Do

**Shannon Brown** *Benedictine University*

## THANK YOU TO THE SENIOR SCHOLAR VOLUNTEERS:

**Allan Bird** *Northeastern University*

**David Greenhalgh** *Eastern University*

**Brad Jackson** *University of Auckland*

**Jean Lipman-Blumen** *Claremont Graduate University*

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

**Susan Komives** *University of Maryland*

**Susan Murphy** *James Madison University*

**Peter Northouse** *Western Michigan University*

**Ron Riggio** *Claremont McKenna College*

**Erwin Schwella** *Stellenbosch University*

**Ellen van Velsor** *Center for Creative Leadership*

**THANK YOU EASTERN UNIVERSITY**  
for sponsoring this event!

**FRIDAY, 26 OCTOBER**

# KEYNOTE SPEAKER BRENÉ BROWN



This morning's session, held jointly with the Denver-based Women'sVision Foundation, is **at the Colorado Convention Center** (one block from Hyatt). ILA participants are invited to join the attendees of the Women's Success Forum in the **Mile High Ballroom at 7:45 for breakfast**, or at **8:15 for a performance by Denver's Cleo Parker Robinson Dance company**. At 8:30 U.S. Senator Michael Bennet will welcome both groups, and Brené Brown will begin her **keynote remarks at 8:45**.

Brené Brown is a research professor at the University of Houston Graduate College of Social Work where she has won numerous teaching awards, including the College's Outstanding Faculty Award. She has spent the past twelve years studying vulnerability, courage, worthiness, authenticity, and shame.

Brown's 2010 TEDx Houston talk on the power of vulnerability became an Internet phenomenon inspiring people to make change in their own lives. It is one of the most watched talks on TED.com with approximately five million views. She gave the closing talk, Listening to Shame, at the 2012 TED conference in Long Beach where she talked about shame, courage, and innovation.

Her groundbreaking work has been featured on PBS, NPR, CNN, and has appeared in *The Washington Post*, *Psychology Today*, *Elle*, *Self* magazine, and many other national media outlets. She is the author of the 2012 book *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*. Previous titles include *The Gifts of Imperfection: Letting Go of Who We Think We Should Be and Embracing Who We Are* and *I Thought It Was Just Me (but it isn't): Telling the Truth About Perfectionism, Inadequacy, and Power*.

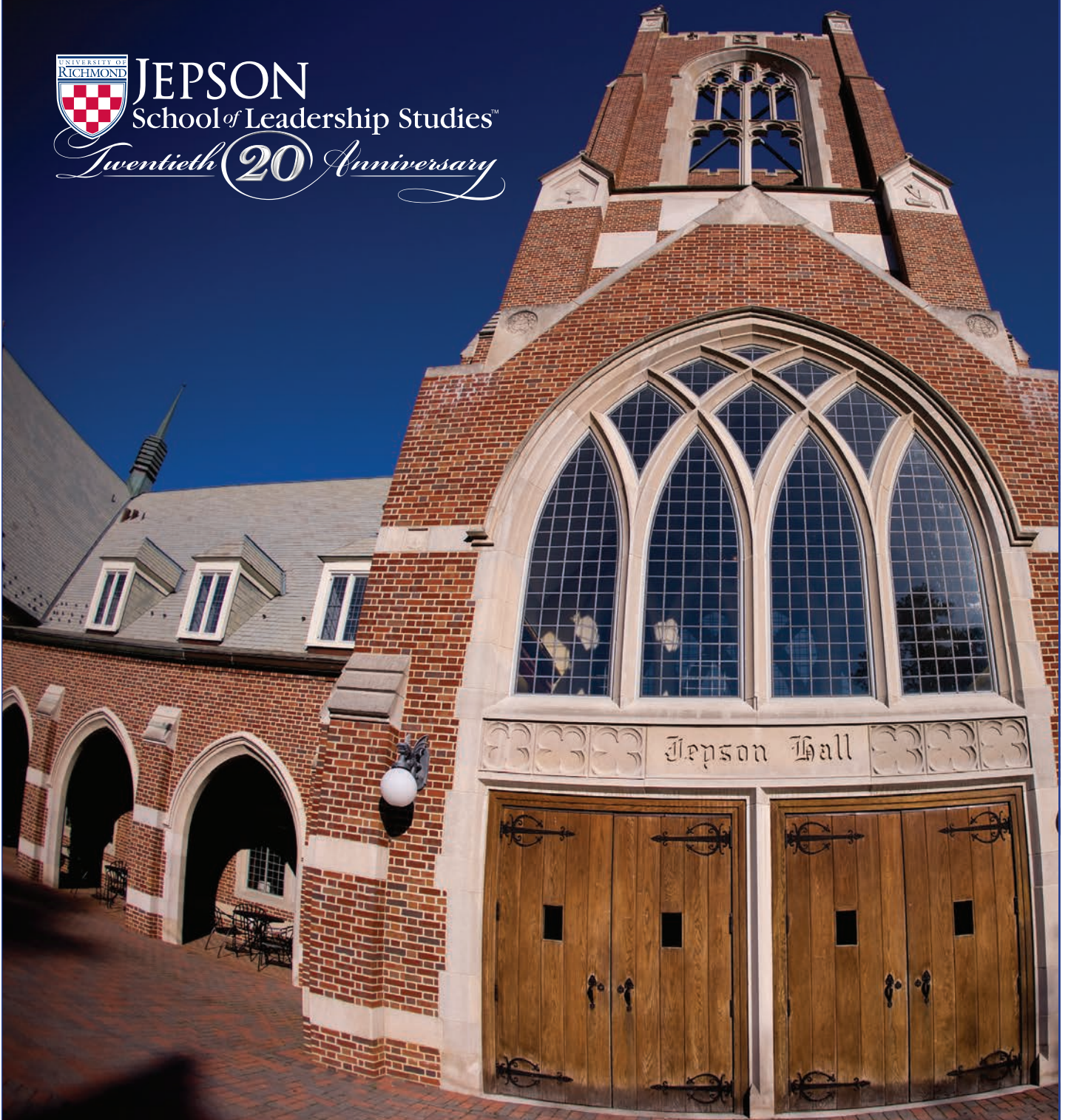
Brown blogs at OrdinaryCourage.com where she recently wrote, "My definition of a leader is 'anyone who holds her—or himself accountable for finding potential in people and processes.'... For all leaders—from first grade teachers and principals to CEOs and clergy—inspired leadership requires vulnerability and that often looks and feels like discomfort."

Celebrating 20 years of groundbreaking research, teaching, and community programs at the nation's first school of leadership studies.



**JEPSON**  
School of Leadership Studies™

*Twentieth 20 Anniversary*





**FRIDAY,**  
**OCT. 26**  
**10:30-11:45**

**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. 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.

**Tweeting about your conference experience?**  
**Please use hash tag #ilaDenver.**

## LEADERSHIP DEVELOPMENT IN THE U.S. MILITARY SERVICES

- **Agate B-C**
- Session Type: **Panel Discussion**
- Track: **Development, Theme**

### **Developing Senior Military Officers for Strategic Leadership in the Complex Global Security Context**

Panelists will discuss the context and complexities of preparing senior military officers to lead in the rapidly changing global security environment. The post-war context and era of persistent conflict necessitates advanced leader abilities that transition the agile warfighter into a global strategic leader. The uniqueness of operationalizing strategic leader development—where strategic decisions have global, diplomatic, and national security consequences—and the challenge of bridging the warfighter-strategic leader gap through professional military education will be discussed.

**Olenda Johnson** *U.S. Naval War College*

**Richard C. Bullis** *U.S. Army War College*

### **Collaboration, Adaptation, and Leader Development in the Coalition Warfare of Iraq**

The U.S. Army faced unique challenges in bridging the cultural gaps of a coalition war in Iraq. The complexities of peace keeping and nation building in a different religious and socioeconomic culture required the Army to collaborate with the host nation, adapt to the environment, and develop leaders to deal with the complexities of a volatile, uncertain, and ever changing environment. The actions and decisions of General Petraeus will be detailed to illustrate the principles and models used to bridge cultures and develop leaders.

**Carey Walker** *Command and General Staff College*

**Ted Thomas** *Command and General Staff College*

**Chair: George Reed** *University of San Diego*

## IS UNIVERSAL ACCESS TO LEADERSHIP DEVELOPMENT POSSIBLE?

- **Centennial B**
- Session Type: **Panel Discussion**
- Track: **Education**

This year's conference theme considers how to cross great divides. This session looks at how to close three such divides: the demand for access to leadership development and the resources available to meet that demand, the essential skills required of leadership scholars and those of technologists, and a perceived divide between leadership as a human activity and technology-enabled learning. This session will brief participants on a long-term project at a major research university to close the access gap.

**Nicholas Pearce** *Kellogg School of Management, Northwestern University*

**Alan Wolff** *McCormick School of Engineering and Applied Science, Northwestern University*

**Chair: Adam Goodman** *Northwestern University*

## INSIDE THE LEADER'S MIND

- Centennial C
- Session Type: **Refereed Paper Presentations**
- Track: **Scholarship, Education**

In this session the authors will describe epistemological approaches to teaching leadership in higher education, how personal identity impacts the experience of leadership roles, and the competencies needed by students for peer leadership.

### **Bridging the Gap between Neuroscience and Leadership**

This paper reviews brain plasticity research and focuses on two general brain regions linked to transformational leadership—the prefrontal cortex and the temporal lobes. The presenters will discuss the impact neuroscience can have on leadership development, and the limitations of current neuroscience research.

**L.J. McElravy** *University of Nebraska - Lincoln*

**Gina Matkin** *University of Nebraska - Lincoln*

### **Making Sense When it Matters Most: Leadership in Extremis**

Because most of the sparse literature on sense making and sense giving in extremis situations is theoretical, the researchers sought empirical evidence of how it proceeds in actual practice. The presenter will share results of a qualitative study based on semi-structured interviews with 30 Army leaders who had recently led teams in combat in Iraq and Afghanistan.

**Deirdre Dixon** *Case Western Reserve University*

Coauthors: **Richard Boland** *Case Western Reserve University*; **Sheri Perelli** *Case Western Reserve University*

### **Key Events in Student Leaders' Lives and Lessons Learned from Them**

Using an interview protocol developed at the Center for Creative Leadership, 50 college student leaders were interviewed to determine what key developmental events young college leaders experience and the leadership lessons they learn from these events. The presenter will share key events, lessons learned, and the interaction of key events and lessons learned.

**Valerie Sessa** *Montclair State University*

Coauthors: **Brett V. Morgan**; **Fanny E. Hammond**; **Selin Kalenderli** *Montclair State University*

Chair: **Rich Whitney** *DePaul University*

## PEACE LEADERSHIP: BUILDING BRIDGES FOR DIVERSE WORLD VIEWS

- Centennial F
- Session Type: **Panel Discussion**
- Track: **Public, Development**

Diversity can generate conflict because of otherness that initially alienates. However, conflict need not be destructive but can be seen as an opportunity for growth. This panel will address the creative value of conflict, ideal qualities of peace professionals, the essential role of conflict in value clarification, and connective leadership strategies to create global peace.

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

**Skye Burn** *Flow Project*

**Richard A. Couto** *Union Institute and University*

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

## EXECUTIVE GROUP COACHING IN LEADERSHIP DEVELOPMENT: OVERCOMING GREAT DIVIDES

● **Centennial G** ● Session Type: **Workshop** ● Track: **Business**

Executive Coaching is a frequently used form of intervention for leader development. Executive Group Coaching takes the intervention to the organizational level. It can be used to move beyond particularly difficult situations in organizations and to overcome differences. This interactive workshop will explore with the participants the Executive Group Coaching process from beginning to end. The session is organized around real-life cases of difficult scenarios encountered by coaches and business school faculty. Experienced professionals and beginners are welcome!

**Konstantin Korotov** *ESMT European School of Management and Technology*

**Andreas Bernhardt** *ESMT European School of Management and Technology*

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## BUILDING YOUR LEADERSHIP PROGRAM: LEARNING FROM THOSE AT VARIOUS STAGES ALONG THE JOURNEY

● **Centennial H** ● Session Type: **Workshop** ● Track: **Education**

This two part session will begin with presentations representing common stages of leadership education program development. Participants will spend the second half of the session working in a small group with the appropriate panel member to consider their own institution's situation and plan for the future—perhaps even finding a mentor.

Cabrini College is in the beginning phases of designing and developing an undergraduate certificate and minor in leadership studies. The panelist will share initial challenges, funding possibilities, and program design adaptations made to support the college's social justice mission.

**Mary Harris** *Cabrini College*

Drawing upon a 20-year history with the first under-graduate school of leadership studies, this panelist will discuss the development of a leadership college touching on milestones, donor funding, faculty buy-in, and curricular development.

**J. Thomas Wren** *Jepson School of Leadership Studies, University of Richmond*

After six years, Eastern's doctoral program in organizational leadership is moving into a new stage of maturity. The founding director will discuss early growth, distinctives, and challenges that accompany success.

**David Greenhalgh** *Eastern University*

Chair: **Jeff Gingerich** *Cabrini College*

Commentator: **Melissa Terlecki** *Cabrini College*

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## LEADERSHIP WITH AN ENGAGEMENT EDGE

● **Granite A** ● Session Type: **Workshop** ● Track: **Development**

Leading change in this world requires all of the physical and emotional resources that leaders can muster. The presenters will share results from interviews with leaders that led to the identification of four change principles and three leadership practices. Interspersed throughout the session will be brief learning activities that drive home key points and lessons from neuroscience, examples from a wide variety of leading organizations, and group discussions.

**Richard Axelrod** *Axelrod Group, Inc.*

**Emily Axelrod** *Axelrod Group, Inc.*

## CROSSING BOUNDARIES EMBEDDED IN THE BOTTOM LINE: NEW WAYS TO THINK ABOUT ORGANIZATIONAL SUCCESS

● **Granite B** ● Session Type: **Panel Discussion** ● Track: **Scholarship**

### **Defining and Establishing Participatory Leadership across a Global IT Organization**

The presenter will share results from a participatory leadership approach developed for a global information technology (IT) organization. The model's framework, implementation strategies, and results will be offered to demonstrate the value and usefulness of the model for including employees at all levels of the organization in leadership and decision making for this newly established global IT organization.

**Kay Bower** *Koinonia Coaching & Consulting LLC*

### **Leading the Necessary Revolution: Raising the Quadruple Bottom Line of Leadership**

This presentation will introduce participants to the Quadruple Bottom Line (QBL) and examine the impact of provocative ways to see the big picture through leadership development activities. Film clips from the Pachamama symposium "Awaken the Dreamer" will be used to foster discussion about the urgency and importance of understanding the QBL.

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

**Paul Scheele** *Scheele Learning Systems*

## LINKING SCIENCE AND POLICY: CULTIVATING LEADERS TO EFFECT EVIDENCE-BASED POLICY THAT SERVES SOCIETY

● **Granite C** ● Session Type: **Panel Discussion** ● Track: **Public**

This session will address the role of scientists and engineers in effecting evidence-based policy that serves society, and strategies to build competencies to achieve that goal. It will explore methods to bridge the divide between the science and policy realms; and the characteristics of effective, engaged science and technology leadership. It also will explore the role of science diplomacy to foster international collaboration and build global capacity to address the range of complex societal challenges falling outside of political boundaries.

**Melanie Roberts** *Emerging Leaders in Science & Society*

**Chris Rothfuss** *State of Wyoming*

**Chair: Cynthia Robinson** *American Association for the Advancement of Science*

## DEVELOPING INDIGENOUS LEADERS—THE NEXT BIG IDEA TO ERADICATE POVERTY IN THE DEVELOPING WORLD?

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Development**

What will it take to get the current percentage of people living in extreme poverty from 26% to zero? Relief and development efforts have yielded solid results in the last thirty years, but key poverty challenges still linger. Corruption, uneven access to education, and rule of law cannot be solved by funding and policy development alone. Some argue that fostering ethical indigenous leaders is a key strategy in the fight against poverty and in overall societal development. In this panel session, two experts from organizations that focus on indigenous leadership development will share their frameworks, key challenges, and opportunities. In addition, emerging leaders from the developing world will share their perspectives and experiences.

### **Current Poverty Trends and Leadership Development Interventions in the Developing World Context**

**Greg Muger** *Compassion International*

### **An Introduction to the CCL's Leadership Beyond Boundaries Initiative**

**Sarah Miller** *Center for Creative Leadership*

### **An Introduction to Compassion International's Leadership Development Program**

**Brenda Kerls** *Compassion International*

### **Emerging Leader Interviews**

**Olive Akullo** *Compassion International Uganda*

**Anthony Njoroge Wanjiru** *Compassion International Uganda*

## REVIVING PRUDENCE: RE-CONNECTING CHARACTER AND COMPETENCE IN LEADERSHIP EDUCATION

● **Mineral B** ● Session Type: **Symposium** ● Track: **Education**

Prudence is a vacuous virtue for many leaders and is often unmentioned in programs of leadership education. This session will argue for reclaiming this ancient virtue, link prudence to inspirational historical leaders and insights from contemporary leadership theory, and make a meaningful connection for educating students of leadership with the virtue of prudence.

### **Detecting Prudence in Contemporary Leadership Scholarship**

Most leadership students today, sadly perhaps, aren't assigned Aristotle. Their texts are more modern and that could mean that they miss learning about prudence. This paper identifies places within today's leadership literature where this essential intellectual virtue is showing up under a variety of different labels, thereby providing contemporary language for a leadership capacity the ancients deemed indispensable.

**Paul Kaak** *Azusa Pacific University*

### **Prudence: A Classic Perspective on Leadership Education**

Any discussion of prudence should start with Aristotle, whose classic elaboration of prudence is unparalleled. In the *Nicomachean Ethics*, Aristotle gives an account of the virtue *phronesis* (generally translated as "prudence," "practical wisdom," "practical judgment"). One who is prudent exhibits forethought, discretion, farsightedness, good sense, and insight. All of these descriptors are associated with good leadership.

**David Weeks** *Azusa Pacific University*

### **Studying Prudence in the Lives of Select Historical Leaders**

This presentation will highlight three prudent historical figures: Abigail Adams, a remarkable leader who impacted her world through writing and influence; Joshua Chamberlain, a Civil War hero who left an appointment as a college professor to lead a regiment at Gettysburg; and a Polish teenager, Irene Gut Opdyke, who risked her life to save Jews during WWII.

**Gary Lemaster** *Azusa Pacific University*

### **Leaders and Prudent Followers: A New Survey for Measuring Followership**

Good followers are the seedlings for good leaders and prudent followers are more likely to become prudent leaders. A new followership measure, working generally with the idea of emotional intelligence, can be useful for teaching students more about prudent followership and how to develop this intellectual virtue in tandem with the development of their emotional intelligence.

**Michael Whyte** *Azusa Pacific University*

**Commentator: Jim 'Gus' Gustafson** *Center for Values Driven Leadership, Benedictine University; Lutheran Church of Hope*

## ETHICAL LEADERSHIP DEVELOPMENT: CROSSING THE GREAT DIVIDE BETWEEN THEORY AND PRACTICE

● **Mineral C** ● Session Type: **Workshop** ● Track: **Education**

Ethical leadership development is essential for a sustainable future; however there is often a great divide between the theory and practice of ethical leadership development in businesses, non-profits, and universities. This workshop will explore ways to move beyond single programs, courses, or codes by infusing ethics, and specifically ethical development, into multiple components of a business, non-profit, or university department.

**Nicholas Lennon** *George Mason University*

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

## LEADING CRITICALLY: APPLIED CRITICAL THINKING IN LEADERSHIP EDUCATION AND DEVELOPMENT PROGRAMMING

● **Mineral D** ● Session Type: **Workshop** ● Track: **Education**

Leading critically means utilizing critical thinking skills to make informed decisions about leadership actions in varied situations. This session will examine how student-centered experiential learning bridges thinking with action by cultivating self-regulatory judgment through the evaluation and inference of a leader's own decisions and actions. Using an interactive format, presenters will introduce the theory and research behind critical leadership, share practices and experiences, and demonstrate multiple applications for classrooms and training sessions.

**Daniel Jenkins** *University of Southern Maine*

**Amanda Cutchens** *University of South Florida*

## BUILDING ETHICAL BRIDGES IN GLOBAL LEADERSHIP EDUCATION

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Education**

Educational institutions today are compelled to consider myriad ethical implications raised in providing leadership education. This panel will explore leadership and ethics education in three regions with a focus upon curriculum, delivery, and the complex cultural frameworks encountered. From a reflexive approach, the panelists will discuss their higher education leadership experiences in the Middle East, Africa, and the U.S.

**Karen Asenavage** *University of Delaware*

**Faith Ngunjiri** *Eastern University*

**Darci R. Jones** *Mercyhurst University*

**Chair: Lucie Newcomb** *NewComm Global Group, Inc.*

## LEADING IN COMPLEX WORLDS: A CONVERSATION WITH THE EDITORS OF ILA'S 2012 BLB VOLUME

● **Mineral F** ● Session Type: **Panel Discussion** ● Track: **Education**

After a brief overview of her experiences meeting the challenges of editing and publishing in a complex, global context as the volunteer editor of the ILA's annual publication, the editor will introduce the associate editors. Each associate editor will introduce their sections of the book and provide a summary of their findings and lessons learned from their authors.

**Promising Approaches to Leading an Editorial Team on a Global Project**

**JoAnn Barbour** *Texas Woman's University*

**Promising Approaches to Meeting the Challenges of Leadership Development**

**Robert McManus** *Marietta College*

**Promising Approaches to Meeting the Challenges of Leadership Practice**

**Gloria Burgess** *Seattle University*

## INNER STRENGTHS: MINDFULNESS PRACTICES FOR LEADERSHIP DEVELOPMENT

● **Mineral G** ● Session Type: **Workshop** ● Track: **Theme, Development**

With the fast-paced, high-pressure, constantly changing demands of the 21st century, leaders need more than ever to develop their ability to stay present, clear, and calm in the center of the storm. This highly-interactive workshop will provide an experiential introduction to mindfulness practices and an opportunity to discuss the applications of those practices to common leadership challenges. The practice sessions will be guided by a leadership and organizational development coach and consultant with more than 30 years of study, research, and experience practicing and teaching mindfulness and meditation.

**Metta McGarvey** *Harvard University*

**Grady McGonagill** *McGonagill Consulting*

## LATIN AMERICAN LEADERSHIP EDUCATION INITIATIVES

● **Quartz A** ● Session Type: **Workshop** ● Track: **Education, Theme**

This session will combine activities and presentations to explore the emergent movement around leadership education in Latin America. It will begin with an engaging activity that will establish a common ground on the realities of Latin America and how leadership is understood in the region. Presenters from four unique initiatives (all started by the power of networks) will discuss how their programs are creating a network that is changing the leadership paradigm and launching actions that are transforming Latin America.

**Alma Ramirez** *Universidad de Monterrey*

**Virginia Campo** *Leadership exCHANGE*

**Diane Garza** *Georgetown University*

**Richard Ruiz** *Universidad Americana del Paraguay*

## LEADERSHIP IN THE CONTEXT OF DOWNSIZING

● **Quartz B** ● Session Type: **Symposium** ● Track: **Business**

### Downsized Survivors: Areas of Loss and Work Behaviors

Data was gathered from 216 U.S. employees surviving downsizing at for-profit, public, and non-profit agencies; a range of age groups, ethnicities, and tenure were represented. Factor analysis was used to develop scales related to areas of loss and work behaviors of the survivors and comparative analysis was used to compare subgroups, such as marginalized and non-marginalized populations.

**Cyndi Schaeffer** *Edmonds Community College*

**Carol Baron** *Antioch University*

### Not So Black and White: The Color of Perception in Corporate Layoffs

Many organizations consider their layoff process to be fair, despite research which indicates otherwise. This presentation will examine race and layoffs in corporate America, with attention to the layoff process and painful separation of vulnerable employees from their corporate communities. The perceptions of those on both sides of the layoff table will be shared along with key themes.

**Carole Isom-Barnes** *Antioch University*

**Chair: Karen Geiger** *Queens University of Charlotte*

**FRIDAY,**  
OCT. 26  
13:30-14:30

**CONCURRENT  
SESSION**

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## CULTIVATING INCLUSIVE RESPONSIBLE LEADERSHIP

- **Agate B-C**
- Session Type: **Refereed Paper Presentations**
- Track: **Scholarship**

Two refereed papers bring together various perspectives that attempt to uncover what it means to be a responsible leader, beginning with a philosophical and phenomenological essay through the lens of Emmanuel Levinas, followed by a longitudinal ethnographic investigation of inclusive public leadership through community participation.

### **Responsible Leadership through a Levinasian Lens**

This essay offers an alternative understanding of responsible leadership by viewing the practice through the lens of the philosophy of Emmanuel Levinas. Levinas attributes the “first philosophy” of ethics as primal and immediate responsibility to the “face” of the Other. Through responsible leadership in attending to multiple stakeholder “faces,” leader identity is formed. Levinas provides philosophical and phenomenological ground that orients the emerging conversation of responsible leadership theory through a unique and valuable hermeneutic.

**Jen Jones** *Duquesne University*

### **Inclusive Public Leadership Practices: Cultivating 'America's Greenest City'**

Inclusive public leadership practices involve organizing community participation in public problem-solving in ways that develop ongoing, adaptive, distributed leadership capacities in a network. This new concept in public leadership was developed through longitudinal ethnographic research in Grand Rapids, Michigan, where a diverse network is transforming the community into the “greenest city in America.” Key practices include stewarding meaningful civic engagement, generating an ambitious imaginary to enlist actions, using goals flexibly to amplify resources, and actively fostering champions.

**Kathryn Quick** *Humphrey School of Public Affairs, University of Minnesota*



## BLAZING TRAILS: LESSONS LEARNED FROM THREE INNOVATIVE PROGRAMS

● Centennial B ● Session Type: Panel Discussion ● Track: Education, Development

Learn from three successful leadership programs with long-standing track records of developing the next generation of leaders. With over 30 years of combined experience, and representing three important areas of leadership development—campus leadership, study abroad, and community engagement—the panelists will share their insights, obstacles, best practices, and results.

**Heather McDougall** *Leadership exCHANGE*

**Paul Pyrz** *LeaderShape Institute*

**Max Klau** *City Year*

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## LEADERSHIP CAPSTONE AND PRACTICA: SHARING IDEAS TO ENHANCE EXPERIENTIAL LEARNING

● Centennial C ● Session Type: Panel Discussion ● Track: Education

This panel will provide an overview of capstone and practicum formats used by selected private and public university student leadership programs. Panel members will engage with participants in a dialogue to explore effective methods and course designs currently being used to evaluate student leadership learning and development. The expected outcome of this panel discussion is development of new ideas and an exchange of best practices for effective capstone and practicum courses.

**John Baker** *Western Kentucky University*

**Ron Riggio** *Claremont McKenna College*

**Peter Northouse** *Western Michigan University*

**Andrew Wefald** *Kansas State University*

Chair: **Cindy Ehresman** *Western Kentucky University*

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## TRANSDISCIPLINARY LEADERSHIP: TRANSCENDING SILOS, TRANSFORMING DISCIPLINES

● Centennial F ● Session Type: Panel Discussion ● Track: Education

Faculty and students will describe how they transcended traditional university boundaries to create a transdisciplinary Ph.D. in leadership studies at a primarily undergraduate institution. The panel will discuss (1) how the faculty and student experiences confirmed Kezar and Lester's assertion that specialization in higher education creates barriers to transdisciplinary collaboration, (2) how an ethic of collaboration (Kezar and Lester, 2009) and inclusiveness became contagious and caused faculty to emerge from otherwise impoverished silos to join the transdisciplinary leadership team, (3) how the adoption of a theoretical framework in human development also broke down some of the traditional barriers, and (4) associated sense making experiences.

**Amy Amy** *University of Central Arkansas*

**Rhonda McClellan** *University of Central Arkansas*

**Wesley Alford** *University of Central Arkansas*

**Hunter Goodman** *University of Central Arkansas*

Chair: **Tim Atkinson** *University of Central Arkansas*

## THE OCCUPY MOVEMENT, LEADERSHIP COMPLEXITIES, AND THE GREAT DIVIDE BETWEEN THE 99% AND THE 1%

● Centennial G ● Session Type: **Symposium** ● Track: **Scholarship, Public**

This symposium will consider the public leadership efforts within the Occupy Movement. It will explore the Movement's moral leadership, socio-economics, and social narrative to understanding the complexities of social movement leadership and issues at the forefront of advancing the common good through confronting economic barriers that impede equality.

### **Moral Progress and the Occupy Movement?: Contradiction or Affirmation**

This paper considers if and in what way the Occupy Movement through protest, resistance and emergent leadership might demonstrate the hoped for moral progress of Public Leadership.

**Bernice Ledbetter** *Pepperdine University*

### **The Occupy Movement: Leadership that Challenges the Boundaries of Social Narrative**

This paper explores the notion of economic practice as a form of social narrative and the leadership practices within the Occupy Movement as a mechanism for its change.

**Will Salyards** *University of Phoenix*

### **The Political Economy of “Stealing Power”: Toward a Theory of the Occupy**

This paper provides a balanced inquiry into this important and obviously far-reaching, international cause. The Occupy folks want justice. However, their political and economic strategy requires a theory and ultimately a framework by which their movement can engage the social discourse and public policy domain with not only a more effective strategy to influence the change they seek, but, more simply, to ensure that their efforts produce lasting policy results.

**Sean Jasso** *Pepperdine University*

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## CULTURE CLASH: THREE EXAMINATIONS OF LEADER FIT

● Centennial H ● Session Type: **Refereed Paper Presentations** ● Track: **Scholarship**

Exploring three different contexts—cross-national companies, African-American churches, and the Orthodox Jewish community—this session will examine leadership fit in serving the needs of stakeholders.

### **Culture-Dependent Risk Avoidance: Reducing Uncertainty in Cross-National Companies**

This paper explores challenges in co-operation between Europeans and Chinese within a global construction company. Building on interviews as well as research in cross-cultural psychology and linguistics, the presenter will argue that the concepts “rules” and “relationships” are heavily affected by mindsets related to language and culture. This is unfortunate since these concepts are the cornerstones of decisions in organizations.

**Jan Ketil Arnulf** *BI Norwegian Business School*

### **In, But No Longer of, The Community: African-American Churches and Diversity**

The contemporary Black Church faces different leadership challenges from the church of the past. Today it is characterized by great variety in size, financial resources and professional support. As it grows and transforms itself organizationally does the Black Church continue to lead communities in addressing the political and social challenges? Presenters will share findings from a descriptive study of 751 congregants of a large mega church in Philadelphia, and discuss implications of their research.

**Sharon Gramby-Sobukwe** *Eastern University*

**Kathy-Ann Hernandez** *Eastern University*

### **Altruistic Calling in the Orthodox Jewish Community**

The focus of this grounded theory ethnography was an exploration of how altruistic calling, a measure in Barbuto & Wheeler's (2005) Servant Leadership Questionnaire (SLQ), is developed within individuals in the Eastern Seaboard Orthodox Jewish community.

**Stephen Linenberger** *Bellevue University*

## LEADERSHIP AS A MOVING EXPERIENCE

● **Granite A** ● Session Type: **Presentation** ● Track: **Business**

Do scholarly approaches to leadership development apply in a moving and storage company? This case study session will explore experiences of the Gentle Giant Moving Company, one of the Wall Street Journal's 2007 Top Small Workplaces, to build a culture focused on leadership. After the presenter describes efforts undertaken by the company to make leadership development central to their business, participants will be asked to add their experiences to the discussion, particularly around advantages and obstacles of small companies as research sites, and crossing the divide of academia and practice.

**Lynne Levesque** *Lynne Levesque Consulting*

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## A TAOISM-ORIENTED MODEL OF STRATEGIC LEADERSHIP

● **Granite B** ● Session Type: **Presentation** ● Track: **Development, Scholarship**

Based on previous studies that demonstrate Taoism is good at holistic observation while Western science is good at positivism and analysis, this Taoism-oriented model of strategic leadership provides a unique framework combining the existing major leadership schools from both the East and West, and serving as a better tool for exploring leadership realities in business organizations.

**Xuezu Bai** *China Executive Leadership Academy Pudong*

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## HOW LEWIS AND CLARK'S JOURNEY HELPED SAVE A STRESSED COLLEGE

● **Granite C** ● Session Type: **Panel Discussion** ● Track: **Public**

Given the challenges facing small, stressed colleges, scholars and practitioners studying or leading small institutions need to understand the elements necessary for saving an institution in decline. From the perspectives of the then-new college president, the researcher, and the dean of admissions, panelists will share research based findings on presidential leadership, vision, and mission through the story of a successful turnaround.

**Matthew Whelan** *Stony Brook University*

**Andrew Roth** *Notre Dame College*

**David Armstrong** *Notre Dame College*

Chair: **Richard Walter** *Dowling College*

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## A LEADERSHIP DEVELOPMENT PROCESS FOR LEVERAGING CULTURAL DIFFERENCES AS CREATIVE ASSETS

● **Mineral A** ● Session Type: **Workshop** ● Track: **Theme, Development**

How can someone lead across cultures when successful leadership in China obviously doesn't equate to leadership success in Brazil? This innovative learning session will immerse participants in a structured, proven, and repeatable process for bridging cultures effectively and developing cross-cultural competence for diverse contexts. Presenters will share theoretical underpinnings of the method, describe how the process has been used in the curriculum of a university leadership institute, and discuss wider applications in teaming, learning, and resolving conflict. Participants will have opportunities to: reflect on how personal, cultural, and professional values play out in various cultural contexts; learn a proven, globally respected process; and practice how cultural agility can be used to work effectively with people from different cultures to achieve the quality synergy needed for innovation to occur.

**Dianne Hofner Saphiere** *Cultural Detective*

**Thorunn Bjarnadottir** *University of Minnesota*

## BRIDGING LEADERSHIP AND TEAMWORK: TEAM-BASED LEARNING FOR DECISION-MAKING AND INTERPERSONAL SKILLS

● **Mineral B** ● Session Type: **Workshop** ● Track: **Education**

Teaching decision-making dimensions of leadership in group settings through team-based learning techniques provides a structured and highly effective approach to instruction. Although many faculty and students often dread group assignments, this method promotes deep content mastery while offering a concrete way of practicing and assessing decision-making and interpersonal skills. Participants will leave with teaching resources as well as important ideas about how to make teams work in their leadership classrooms.

**Elizabeth Jones** *Notre Dame of Maryland University*

**Deborah Calhoun** *Notre Dame of Maryland University*

## US PLUS THEM: LEADERSHIP AND THE POSITIVE POWER OF DIFFERENCE

● **Mineral C** ● Session Type: **Presentation** ● Track: **Scholarship**

The mixing of different ethnic, racial, national, social, and religious groups is certainly a fact of modern life, and sometimes it is a problem—but is it always? The presenter will share findings from a new book project (*Us Plus Them*, Harvard Business Press, 2012) which show that what is missing—in leadership theory and the practice—is the other dimension of “us and them” relations: the feelings of affection, comfort, kinship, engagement, and enthusiasm that individuals can and often do have for groups that are different from their own. The implications of these new social scientific findings for those who seek to lead diverse communities will be discussed.

**Todd Pittinsky** *Stony Brook University*

## THE GREAT DIVIDE OF INEFFECTIVENESS: UNDERSTANDING SUB-SAHARA AFRICAN LEADERSHIP

● **Mineral D** ● Session Type: **Panel Discussion** ● Track: **Theme, Public**

The two presentations draw on emic perspectives (Kenya study) and observations of western influence (Ghana, Ethiopia and Madagascar). The findings pertinent to leadership in these countries may be generalized to other countries of the Sub-Saharan Africa region, thereby extending an understanding of Afrocentric leadership variables and dynamics.

### **Effective and Preferred Leadership, an In-Depth Kenyan Study**

Through an Afrocentric lens and using the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research tools, the researcher identified and described leader attributes and behaviors as they are culturally preferred in Kenya. This research is of significance because it is the first in-depth descriptive GLOBE leadership study of a Sub-Saharan African country. The presenter will share findings and implications for leader effectiveness and leadership development.

**Ella Ruth Anaya** *Trinity Western University*

### **African Leaders Confront Africa’s Realities with Western Leadership Tools**

This field research looks at mid-career professionals who underwent leadership development in the U.S. and then returned to leadership positions in the public sector of their home countries. The presenter will argue for leadership training approaches that reflect an understanding of the macro-context of Sub-Saharan Africa in order to develop leadership capacity.

**William Patrick Dant** *WPD Global Solutions*

## A POLITICIAN, A PSYCHOLOGIST, AND AN ACADEMIC DEAN: REFLECTIONS ON WOMEN AS LEADERS

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Development**

With decades of experience in teaching, training, and therapeutic environments, these three professionals will share their insights regarding the current realities facing women in leadership positions. They will also discuss the models and methodologies, in both teaching and training environments, which can best prepare women as catalysts for the future.

**Kay Barnes** *Center for Leadership, Park University*

**Linda Moore** *Park University*

**Laurie DiPadova-Stocks** *Park University*

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## LEADERS OF COLOR IN ACADEME: THE ROLE OF MENTORS

● **Mineral F** ● Session Type: **Panel Discussion** ● Track: **Development, Scholarship**

To explore the role of mentoring in leaders of color, twelve participants in a Multi-Ethnic Leadership Development Institute spent last year in a collaborative autoethnography research project. Two paper presentations will address the methodology of collaborative autoethnography and methodological insights; two research participants will then describe their leadership development experiences vis-à-vis mentoring.

**Karen Longman** *Azusa Pacific University*

**Heewon Chang** *Eastern University*

**Michelle Loyd-Paige** *Calvin College*

**Rebecca Hernandez** *Goshen College*

Chair: **Heewon Chang** *Eastern University*

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## THE HEARTLAND HIGHWAY DOCUMENTARY FILM PROJECT

● **Quartz A** ● Session Type: **Presentation** ● Track: **Public**

Popular understandings of leadership often fail to capture much of difficult, frustrating, and time consuming work required. This film chronicles a 30-year effort to persuade 36 government entities to cooperate on economic development, and the leadership qualities, behaviors, and actions necessary to gain their support. A presentation on the meaning of leadership highlighted in the film and its application in other contexts will be followed by a discussion of how to use film as a pedagogical tool in academic programs.

**Randy Richards** *St. Ambrose University*

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## EDGE LEADERSHIP TO TURN AROUND AND SUSTAIN A BUSINESS

● **Quartz B** ● Session Type: **Presentation** ● Track: **Business**

In his doctoral research, the lead presenter researched and developed the concept of an edge leader—one who can mindfully stabilize, turn around, and sustain a troubled business. Edge leadership differs from traditional change leadership, going well beyond short-term, incremental change to address the long-term strategic, systemic, and cultural needs of organizations. The presenters will share the research on edge leadership: what it is, how edge leaders develop, and what actions they take with their staff to instill sustained transformational change.

**Lynn Olsen** *Innovation Group, Inc.; University of St. Thomas*

**Jon Wergin** *Antioch University*

## BRIDGING ART AND LEADERSHIP THROUGH QUALITATIVE INQUIRY

● **Mineral G** ● Session Type: **Panel Discussion** ● Track: **Education**

This panel will explore methods, obstacles, and potentials of qualitative research, describe a project that uses qualitative inquiry to bridge the divide between art and leadership, and share examples of artistic paradigms and artful methods used in leadership education and development.

### **Using Qualitative Inquiry to Develop a Model of Art-Infused Leadership: New Perspectives for Leaders**

The Flow Project is engaging artists and leadership educators in an inquiry to develop trans-cultural understandings of the art-making experience and discover how principles of art-making can be applied in leadership practices. The panelist will discuss how the findings from the inquiry can bridge the divide between art and leadership.

**Douglas Banner** *Flow Project*

### **Crossing the Qualitative Analytical Divide: Traversing Data to Discover Themes**

The practice of theme development in the qualitative research of leaders and leadership is fraught with many obstacles. The presenter will focus on a set of pathways, across the data divide (coding, categories, patterns, triangulation, themes, findings, and interpretation) and through the morass of qualitative data, to develop, make sense of, and interpret findings and themes.

**JoAnn Danelo-Barbour** *Texas Woman's University*

### **Mining Artistic Paradigms to Respond to the Complex Challenges of Our Times**

Today's leaders face perplexing and daunting challenges that threaten to divide organizations, governments, and nations. Conventional responses to these challenges no longer work. The presenter will discuss how artistic paradigms can provide images, motifs, and language than leaders need to insightfully respond to complex challenges.

**Gloria Burgess** *Seattle University*

### **Bridging to the Digital Native: Student Leadership Journeys Documented in Multi-Media E-Port**

College students can be suspect of power and reticent to claim their agency and leadership, for fear of continuing what they view as a legacy of misuse of power. This presentation will illustrate one campus' program for students documenting their experiences in e-portfolios, which aids them in claiming their status as the next generation of leaders.

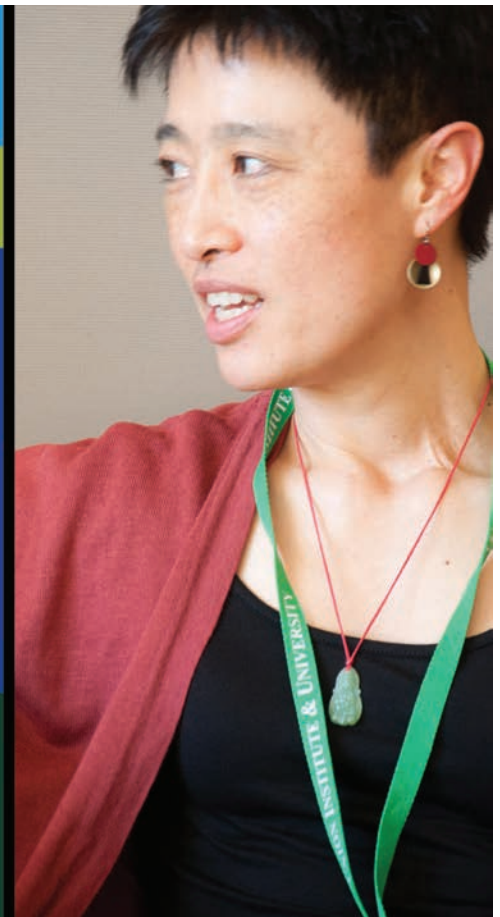
**Joanne DeMark** *Western's Leadership Advantage, Western Washington University*

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THURSDAY, OCT 25, 6:00–7:30PM  
HYATT HOTEL–CAPITOL FIVE

## MEET & GREET:

- Dr. Roger Sublett, UI&U President and ILA trustee
- Dr. Bill Grace, author and social justice activist, founder of the Center for Ethical Leadership, Seattle. Bill will sign copies of his new book, *Sharing the Rock: Shaping Our Future through Leadership for the Common Good*.
- Dara Kelly, whose paper 'Ngā Kete e Toru o te Wānanga': *Exploring Feminine Ancestral Leadership With Māori Business Leaders*, earned her a trip to this year's ILA conference, courtesy of UI&U.
- Faculty of UI&U's Ph.D. Program's concentration in Ethical and Creative Leadership



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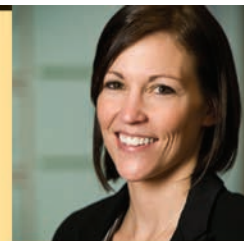
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**FRIDAY,**  
**OCT. 26**  
**15:15–16:45**

**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. 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.

**Tweeting about your conference experience?**  
Please use hash tag **#ilaDenver**.

## FOUR NONPROFIT LEADERSHIP RESEARCH AGENDAS FOCUSED ON BRIDGING CULTURAL AND CONTEXTUAL DIVIDES

● **Agate B-C** ● Session Type: **Symposium** ● Track: **Public, Scholarship**

This will be an interactive session with a guided discussion of innovative research agendas as its centerpiece. To insure that the discussion is grounded, the four panelists will prepare—but not formally present—four papers geared toward making sense of leadership issues within situations that are complex due to the need to accommodate cultural or contextual differences.

### **Nonprofit Problem Setting: From Charity to Empowerment-Oriented Philanthropy**

Readily apparent in the history of philanthropy is the intertwining of a desire to help others with a desire to promote the self-interest of those engaged in helping others. Adapting ideas from the fields of women's and critical studies, the panelist will provide a rationale for an empowerment approach to philanthropy and discuss the unique research design she plans to use to further explore this area.

**Jennifer Amanda Jones** *Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego*

### **Using the Three Failures Theory to Explore the Problematic State of NGOs in Pakistan**

This research used West's Three Failures theory to provide both a descriptive and a prescriptive theory to guide exploration of the problematic state of nongovernmental organizations (NGOs) in Pakistan. The presenter will share perceptions about NGOs in Pakistan and conclude with elaboration on the future prospects of NGOs in relation to the three failures theory.

**Rubina Feroze Bhatti** *Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego*

### **Recipients of Services as Board Members: Nonprofit Board Member Perceptions**

Some organizations include client representatives on their board of directors to help ensure that the board understands and meets the needs of their clientele. To date, there has been little systematic study of this practice. The research agenda that is the focus of this paper responds to this need, starting with the client-as-board-member strategy.

**Elaine Lewis** *Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego*

### **Immigrants' Perceptions and Experiences of Civic Leadership**

Employing a socio-cultural perspective and using qualitative research methods, the purpose of this research is to uncover immigrants' personal mind-sets and explore the utility of different methodological strategies to bridge cultural and linguistic divides. This presenter will share progress on constructing a viable cross-cultural methodological approach to studying immigrants' experiences and surface substantive findings about that experience.

**Annikki Leskinen** *Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego*

**Chair: Robert Donmoyer** *School of Leadership and Education Sciences, University of San Diego*

## SURFING THE WAVES OF CHANGE: HOW COGNITIVE NEUROSCIENCE IS SHAPING LEADERSHIP DEVELOPMENT

● Centennial B ● Session Type: Panel Discussion ● Track: Development

Leadership development needs to progress beyond its traditional emphasis on behavioral change to embrace more holistic methodologies, including the dynamics of social cognitive neuroscience. In recent years the application of neuroscience to social science has produced illuminating interdisciplinary fields, including neuroeconomics, neuromarketing, and neuro decision-making. This session will present the views of diverse panel members with extensive scholarly and practical insights on the application of neuroscience to leadership development. Audience discussion and debate will be encouraged.

### What Findings from Neuroscience Yield Novel Approaches to Leadership Development and Learning?

Stephen Rhys Thomas *University of Southampton*

### How Can Lessons from Neuroscience Inform a Leader's Capacity to Develop Authenticity and Self-Awareness?

Paul McDonald *Victoria Management School*

### What Can Neuroscience Provide in Terms of Developing Greater Emotional Intelligence in Leaders?

Yi-Yuan Tang *Texas Tech Neuroimaging Institute*

### How Can Neuroscience be Used to Leverage and Differentiate Leadership Development and Executive Coaching?

Jennifer McDonald *Continuum Consulting Group*

Chair: Rich Whitney *DePaul University*

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## INTERSECTIONS OF SOCIAL JUSTICE AND LEADER DEVELOPMENT

● Centennial C ● Session Type: Panel Discussion ● Track: Theme

### Culture, Context, and Complexities in Developing Leaders in West Bank Schools

The presenter will describe and illuminate processes and outcomes of a three-year leadership development program created expressly for emerging Palestinian leaders in the West Bank. The emphasis upon development of participative leadership principles and skills in the program, within a particular Arab culture, has significant import for further training throughout the region. Solutions for overcoming cross-cultural challenges will be shared.

Nadyne Guzman *Infinite-Excellence, Inc.*

Rod Schofield *Infinite-Excellence, Inc.*

### Growing Viral Self Leadership for Poverty Reduction in Kenya

Youth in Kenya face many challenges including poverty, broken families, poor education, and unemployment. The presenter will highlight results achieved in Kenya using Neuro Semantics/NLP to promote self-leadership and change mindsets. The results achieved have earned the attention of the WEF, universities, and politicians who look to this program as a way of accelerating economic growth in Kenya.

Martine Kappel *True North Leadership Ltd*

### Mentoring for Leadership for Pacific Students in a New Zealand University: A Cultural Challenge

The panelist will discuss a leadership mentoring framework used to create positive leadership development for Pacific students in New Zealand. Challenges and outcomes of this culturally-specific approach, the Appreciative Mentorship framework, used to overcoming a cultural divide in a university, will be explored.

Cherie Chu *Victoria University*

Chair: Carolyn Love *Kebaya Coaching~Consulting Inc.*

## LEADERSHIP AND THE FICTIONAL DIVIDE: LEADERSHIP IN CONTEMPORARY LITERATURE AND FILM

● Centennial F ● Session Type: **Symposium** ● Track: **Scholarship, Theme**

These papers examine the idea that fictional accounts and representations of leadership are vital to the formation, evaluation, criticism, and evolution of cultural, social, and political practices. Each makes use of a core text or film to examine critical questions of ethics, leadership, and social criticism through the lens of fictional representation.

### **Bringing Down the Island: Rebellion, Colonial Hierarchy, and Leadership in *Prospero's Daughter***

This paper offers an analysis focused on Elizabeth Nuñez's (2006) novel *Prospero's Daughter*. The novel situates transformational practice as a personal act capable of overcoming the strictures of institutionalized power-structures; more interestingly, the novel acts as an agent of leadership in both literary and social terms, making use of its narrative voice to enact a paradigmatic shift in its audience away from hierarchy and toward individualized transformational leadership.

**Kristin Bezio** *Jepson School of Leadership Studies, University of Richmond*

### **Bad Leadership through the Lens of McCarthy's Fiction: *Blood Meridian* and the Case of Judge Holden**

The paper addresses McCarthy's conception of bad leadership in the novel *Blood Meridian* (1985) and his depiction of the collision of human evil with a socially authorized leadership role. The author draws on leadership scholars Kellerman (2004) and Lawrence (2010) in his illumination of bad leadership and its relationship to wickedness.

**Brent Cusher** *Christopher Newport University*

### **Mythopoetic Leadership**

This paper examines Christopher Nolan's *The Dark Knight* (2008) as offering Batman as a mythologized figure of leadership capable of effecting social criticism through audience reception of the filmic medium itself. The paper draws upon Robert Tucker's (1995) understanding of "non-constituted" leadership to argue that a fictional character—such as Batman—can address ethical leadership questions.

**Jeanne Marie Sutherland** *Union Institute and University*

### **Warriors, Women, and Woo-Woo: Implications for Cultural (Mis) Understandings in *Avatar***

James Cameron's film *Avatar* depicts the conflicts and interactions between the corporatized human military force and the eco-centric alien Navi, presenting an opportunity for leaders to discuss complicated issues surrounding themes of social justice. This paper examines several of such themes and the potential impact this film may have in defining and creating a space where conversations about privilege, gender, and faith can occur.

**Kimberly Yost** *Antioch University*

**Chair: Margie Nicholson** *Columbia College Chicago*

## FORMALIZED LEADERSHIP PROGRAM REVIEW: THE RESEARCH, THE OPINIONS, AND ULTIMATELY THE RECOMMENDATIONS

● Centennial G ● Session Type: **Panel Discussion** ● Track: **Education**

The growth of degree-granting schools of leadership studies has prompted a need for a more complete understanding of leadership program emergence, sustainability, and outcomes. While leadership studies arguably has made great strides in meeting criteria of content, recognition, professional association, journals and, more recently, guidelines, a more focused approach is needed to increase both credibility and accountability within the field. A year ago, the ILA created a task force to explore questions, survey members, and make recommendations concerning formalized program review systems. Panelists and attendees will discuss the research and major questions concerning different formalized review processes; results from a survey of the ILA Leadership Education membership; task force recommendations on peer review processes, accreditation, and certification; and next steps.

**Brent Goertzen** *Fort Hays State University*

**Robert McManus** *Marietta College*

**Chair: Matthew Sowcik** *Wilkes University*

## INTERCULTURAL ASSESSMENTS: PREPARING LEADERS TO NARROW THE CULTURAL DIVIDE?

● **Centennial H** ● Session Type: **Workshop** ● Track: **Development**

The sheer volume of possible global leadership competencies makes the process of selecting the appropriate assessment challenging. Panelists will discuss some of the leading intercultural assessment tools currently available and suggest ten questions to help choose the appropriate instrument. They will briefly compare two studies: one using the Global Competencies Inventory and the other using the Intercultural Effectiveness Scale. All will be invited to participate in a discussion exploring the strengths, challenges, and outcomes experienced using various tools.

**Michael Linville** *Michael Linville & Associates*

**Allan Bird** *D'Amore-McKim School of Business, Northeastern University*

**Chair: Joanne Barnes** *School of Business and Leadership, Indiana Wesleyan University*

## LEADERSHIP DEVELOPMENT FOR THE 21ST CENTURY: BRIDGING COMPLEXITIES THROUGH MUSIC

● **Granite A** ● Session Type: **Workshop** ● Track: **Development, Education**

The session is designed to tap creativity and propel imagination towards fascinating insights into the complexities of leadership. Leveraging the engaging capacities of musical organizations, this experiential workshop will traverse barriers of individualistic, dyadic, influencing, and motivating views of leadership. Through reflective engagement with audio-visual examples of musical ensembles (including the Slovenian Philharmonic Orchestra, Wiener Philharmoniker, the Orpheus Chamber Orchestra, and a jazz ensemble), participants will develop visual, auditory, and cognitive maps of leadership as an emergent property of social systems.

**Michael Chirichello** *Northern Kentucky University*

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

## STORIED LEADERSHIP™

● **Granite C** ● Session Type: **Workshop** ● Track: **Development**

What stories do you tell yourself about yourself? This interactive and experiential workshop will explore how these stories influence personal leadership styles. Learning to recognize and reflect on the meanings of such stories, shift internal conversations, and re-story when necessary, are valuable leadership tools. The resultant Storied Leadership™ style is authentic, discernible, and builds self-efficacy. Join the creator of the model to learn how it applies to your personal and professional life.

**Denise Thomson** *Navy Region Northwest*

## FAST AND DEEP: DEVELOPING INTERCULTURAL GLOBAL LEADERSHIP COMPETENCE

● **Mineral A** ● Session Type: **Workshop** ● Track: **Development, Education**

Today's global leaders need intercultural competence that is not only both culture-general and culture-specific, but unique to their industry, individuals, and instance. Plus, they need to deal with a broad variety of cultures—often in a single team. And, perhaps most importantly, they need to quickly move from intercultural knowledge to intercultural competence—not just knowing what to do, but actually doing it. This experiential learning session will immerse participants in a structured, repeatable process for effectively leading across cultures and for using cultural differences as organizational assets. It will be useful to leaders regardless of their prior level of intercultural experience.

**Dianne Hofner Saphiere** *Cultural Detective*

**Barbara F. Schaetti** *Personal Leadership Seminars*

## ADVANCING GLOBAL LEADERSHIP RESEARCH THROUGH APPLIED PROJECTS

● **Mineral B** ● Session Type: **Symposium** ● Track: **Scholarship**

The goal of this symposium is to discuss the importance of engaging emerging global leadership scholars in global research through international pilot projects that address applied or practical issues. Presenters, students who are pursuing their doctoral degrees in global leadership, will discuss their pilot projects, explain significance of those projects for their scholarly development, and demonstrate practical and immediate applications of research findings.

### **Overcoming Great Divides through Religious Leadership Development in Tanzania**

Religious leadership in Tanzania's Mara Region was assessed for transformational leadership characteristics. The data informed the creation of trainings that will better prepare church leaders to meet the challenges of their society.

**Frank Banfill** *Indiana Institute of Technology; MaxPoint Ministries*

### **Followers and Leaders in Russia during the Time of Current Political Volatility**

This phenomenological research focused on critical issues including social identity processes and empowerment of Russian followers, attributes of three generations of followers, followers' perceptions of current leaders' competencies, and perceptions of an effective leader needed for the modern state.

**Elizabeth Goryunova** *Indiana Institute of Technology; World Trade Center Utah*

### **Cultural Intelligence and Dramaturgical Training for Global Talent Development**

Two pilot studies were conducted to connect cultural intelligence and dramaturgical training as a form of cross-cultural training. Results indicate that there are statistically significant relationships between dramaturgical training and behavioral Cultural Intelligence. A third study will employ a three-phase mixed methods design to further explore this relationship.

**Heather St. Peters** *Indiana Institute of Technology*

### **Global Approaches to Bribery and Corruption: Applied Research and Theoretical Implications**

Is it possible to have a common world approach to prevent bribery and corruption? What universal expectations can guide leaders of corruption-proof organizations? This research explores several leadership frameworks and suggests a pilot study to explore those questions.

**Joe Lestrangle** *Indiana Institute of Technology; U.S. Department of Homeland Security*

**Chair:** **Yulia Tolstikov-Mast** *Indiana Institute of Technology*

## GREAT DIVIDES OF UNDERSTANDING: THE CHALLENGES OF MUSLIM LEADERSHIP IN AMERICA

● **Mineral C** ● Session Type: **Presentation** ● Track: **Public, Theme**

The cultural, political, and social context has radically changed for Muslim communities in America since 9/11. It has been largely marked by misunderstanding, uncertainty, and conflict among and between both Muslims and non-Muslims. Drawing from national ethnographic research of Muslim communities and the interpretive framework of Adaptive Leadership theory, this presentation will explore the diversity of the American Muslim community and leaders that have emerged within four sub-communities. Panelists will discuss leadership implications extrapolated from failures and successes in the exchange between Muslims and non-Muslims.

**Joshua Hayden** *Cumberland University*

**Jonathan Hayden** *Institute for Social Policy and Understanding*

## BRIDGING THE DIVIDE: WHERE IS CIVIC LEADERSHIP?

● **Mineral D** ● Session Type: **Panel Discussion** ● Track: **Public, Scholarship**

Civic leadership is essential to bridge divides and make progress on daunting challenges that affect organizations, communities, schools, and corporations—locally, regionally, and globally. Civic leadership is essential, and yet as a field of study, it is not well defined. Four panelists will share observations, research, and experiences, challenging session participants to frame civic leadership within the larger field of leadership. Participants will be invited to join this conversation about framing civic leadership as a field of study and practice for this generation and the next.

**Jill Arensdorf** *Department of Leadership Studies, Fort Hays State University*

**David Chrislip** *Kansas Leadership Center*

**Carl Larson** *University of Denver*

**Curtis Brungardt** *Center for Civic Leadership, Fort Hays State University*

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

## JOURNEYS TO CROSS-CULTURAL LEADERSHIP DEVELOPMENT AND EDUCATION

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Education, Development**

### **Boundary Spanning Leadership Education: Experiential Lessons from U.S.-Czech Republic Collaboration**

The University of Kentucky and Palacky University created a study abroad program specifically designed to teach cultural intelligence and develop boundary spanning leadership skills in both sets of students through cross-cultural interaction. The presenters will discuss the classes, activities, lessons learned, and outcomes achieved.

**Patricia Dyk** *University of Kentucky*

**Ivana Mrozkova** *Palacky University*

### **Cross Cultural Leadership: Building Bridges to Create Crossroads for Transformative Experiences**

This program brings together law students from several Eastern European countries and leadership students from the U.S. This partnership introduces the law students to new perspectives on leadership, advocacy, and teamwork; the leadership students expand their global mindsets, develop peer-mentoring relationships, and facilitate leadership workshops. The presenters will share transformational and bi-directional outcomes of this intentional program.

**Rex Waters** *Elon University*

**Betty Morgan** *Elon University*

### **A Sustainable Leadership Journey for Senior Corporate Executives**

Senior leaders are often disconnected from the world beyond their businesses and its immediate stakeholders—and for many of them different cultures appear to be in different worlds. This program creates an inspirational space where corporate leaders can work to make a difference while learning more about themselves than is usually possible in a traditional leadership development program. The presenter will discuss the program's design, challenges, and outcomes.

**Nigel Linacre** *Extraordinary Leadership*

## THREE FACES OF LEADERSHIP COACHING

● **Mineral F** ● Session Type: **Panel Discussion** ● Track: **Business, Development**

### **The Wander Woman Phenomenon: New Challenges for Leaders of Top-Talent Women Worldwide**

Globally, growing numbers of top-talent women are discontent, disappointed, and confused about their careers. This is creating an engagement and retention problem. Through her doctoral research, the presenter was able to identify the surprising source of their restlessness and why their behavior is often misunderstood. This presentation will provide tested exercises and powerful coaching questions for those who work with top talent women.

**Marcia Reynolds** *International Coach Federation*

### **Coaching Executive Leaders How to Develop and Apply Wisdom**

A leader or business does not arrive at wisdom but continues to strive to attain it. Presenters will describe a wisdom development model that can be used to help a leader bridge divides in worldviews, experience, and other differences. They will share related research conducted in 2011 with almost 200 executive coaches from around the globe, and introduce an assessment that can be used to help leaders understand how well they apply wisdom.

**LaVerne Ludden** *Indiana Wesleyan University*

**Scott Livingston** *IntegratEI*

### **Executive Group Coaching**

While coaching is usually seen as a one-to-one and relatively long-term engagement, the panelists will share experiences using short-term group coaching in the context of open-enrollment and customized executive education programs, as well as full-time and executive MBA courses. They will draw examples from Germany, France, and their book, *Tricky Coaching: Difficult Cases in Leadership Coaching* (Palgrave, 2012).

**Konstantin Korotov** *ESMT European School of Management and Technology*

**Andreas Bernhardt** *ESMT European School of Management and Technology*

**Chair: Brad Jackson** *New Zealand Leadership Institute, University of Auckland*

## PASSING THE ENERGY: USING IMPROV TO EMPOWER YOUTH TO LEAD

● **Mineral G** ● Session Type: **Workshop** ● Track: **Development, Education**

This interactive workshop will engage participants in a sequence of improvisational acting exercises focused around the leadership framework Direction, Alignment, Commitment (DAC). DAC describes leadership as comprised of three tasks (setting direction, creating alignment, maintaining commitment). It supports a relational, participatory approach to leadership. The improvisational acting exercises will highlight the importance of reaching a common direction, playing distinct roles, and completely committing to an activity. This framework and these exercises are powerful tools for youth and adult leadership development.

**Sarah Miller** *Center for Creative Leadership*

**Vincent Ford** *Center for Creative Leadership*

## MAKING MEANING AND LEADERSHIP

● **Quartz A** ● Session Type: **Symposium** ● Track: **Scholarship**

The symposium suggests the need for the field to avoid rigid boundaries and uses philosophy, literary criticism, and anthropology as methodologies to uncover the meaning and meaning making of leadership. In particular, the session will explore the personal and social epistemological foundations of leadership and their interaction. Thus, the symposium espouses a critical theoretical perspective to deepen the understanding of the origins of leadership.

### **A Lacanian/Feminist Perspective on Servant Leadership**

This paper analyzes how Danticat, Porter, and Walker have made meaning of suffering in creative and constitutive ways that foster leadership. The presentation will highlight how each of these authors depicted an encounter with despair that can lead to the kind of “being in the world” that both Leadership Studies and the Humanities provide.

**Diane Allerdyce** *Union Institute & University*

### **Recipes of Resolve: The Leadership of Meaning Making Post-Katrina**

Drawing on field work carried out in New Orleans in 2010, the paper investigates how individuals make meaning of critical change events, such as Hurricane Katrina and the British Petroleum oil spill of 2010. Specifically, the paper uses food as a lens for examining how individuals define themselves and their communities in the face of critical change.

**Claire Menck** *Antioch University*

### **Ngā Kete e Toru o te Wānanga: Exploring Feminine Ancestral Leadership With Māori Business Leaders**

This research explores physical and metaphysical leadership knowledge that honours the feminine dimension of Māori culture. From qualitative interviews conducted with nine Māori business leaders, nine recurrent themes emerged regarding significant aspects of ancestral leadership knowledge within Ngā Kete e Toru o te Wānanga. These themes are organised according to the three baskets of knowledge that were brought down from the heavens by Tāne, one of Māori mythology’s significant spiritual figures.

**Dara Kelly** *University of Auckland*

**Chair: Richard Couto** *Union Institute & University*

## TITANIC REFLECTIONS: ACTION LEARNING FOR LEADERSHIP DEVELOPMENT ACROSS GENERATIONS

● **Quartz B** ● Session Type: **Workshop** ● Track: **Education, Development**

The session will begin with a brief introduction to action learning and recent thinking on effective leadership development related to generational differences, work-based learning, and action learning. A world café format will allow small groups to explore: the practical challenges of cross-generational leadership development; techniques and best practice for designing and implementing work-based leadership development programs; and the application of action learning to a personal challenge.

**Jean-Anne Stewart** *Henley Business School, University of Reading*

**Lynn Thurloway** *Henley Business School, University of Reading*

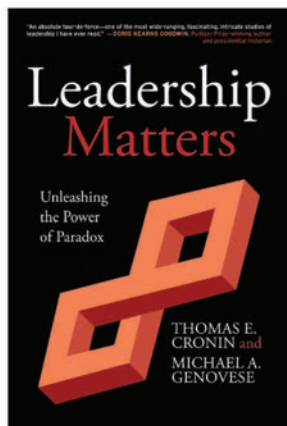


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# HOSTED POSTER SESSIONS

**FRIDAY,**  
OCT. 26  
17:00–19:00  
CENTENNIAL  
FOYER

Posters numbered 1 – 22 will be hosted from 17:00–18:00.

Posters numbered 22 – 44 will be hosted from 18:00–19:00.

**Tweeting about your conference experience?**  
Please use hashtag **#ilaDenver**.

## 1 THE INFLUENCE OF AGE DIVERSITY ON TRANSFORMATIONAL LEADERSHIP: EVIDENCE FROM THE HIGH-TECH INDUSTRY

**Danut Casoinic** *University of Grenoble*

.....

## 2 THE RELATIONSHIP BETWEEN LEADER SPIRITUALITY AND CORPORATE SOCIAL RESPONSIBILITY

**Kim Schave** *Eastern University*

**Harry Ytreoy** *Eastern University*

.....

## 3 BABY BOOMERS AND MILLENNIALS: DEVELOPING NEXT GENERATION LEADERS

**Valerie Rodriguez** *Regent University*

**Karen Bolser** *Balfour Beatty Communities*

.....

## 4 GENERATION X WOMEN AND THE EFFECT THAT HAVING A MENTOR HAS HAD ON THEIR CAREER SUCCESS

**Amy Nofziger** *AARP Foundation*

.....

## 5 MOVING BEYOND SUSTAINING TO RESTORING: LEADING BUSINESS THAT RESTORES COMMUNITIES AND THE PLANET

**Seana Steffen** *Restorative Leadership Institute*

**6 LEADING CREATIVES: RESEARCH AND IMPLICATIONS ON LEADING CREATIVE WORK TEAMS**

**David Burkus** *Oral Roberts University*

.....

**7 LEADERSHIP AND THE PORTABILITY MYTH: RESEARCH AND IMPLICATIONS ON TALENT PORTABILITY**

**David Burkus** *Oral Roberts University*

.....

**8 TOWARDS A BETTER UNDERSTANDING OF CLINICAL LEADERSHIP IN HEALTHCARE SYSTEMS: REFLECTIONS ON THE U.K.**

**Brian Howieson** *University of Stirling*

.....

**9 THE RELEVANCY OF ETHICS IN LEADERSHIP: WHAT CAN BE LEARNED FROM A CONGRESSIONAL SCANDAL**

**Rebecca Janiak** *Regent University*

.....

**10 FAITH FRIENDLY WORKPLACES—OPPORTUNITIES AND CHALLENGES**

**Olabisi Laniya** *Eastern University*

**Kyle Wills** *Eastern University*

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**11 GIFT OF GRACE: ROUTINIZATION AND SUCCESSION OF CHARISMATIC AUTHORITY IN MODERN PROTESTANTISM**

**Eric Fesmire** *Christopher Newport University*

**Andrew Schmidt** *Christopher Newport University*

.....

**12 LEADERSHIP OF CHILD-LED SOCIAL JUSTICE NON-PROFIT ORGANIZATIONS: A CASE STUDY OF FREE THE CHILDREN**

**SP Kalaunee** *Eastern University*

**Yvonne M. Brake** *Haven of Rest Ministries*

**Michelle Shockness** *Eastern University*

**Bethany Davis** *Eastern University*

.....

**13 ENHANCING AUTHENTIC LEADERSHIP-FOLLOWERSHIP: STRENGTHENING SCHOOL RELATIONSHIPS**

**Carolyn Crippen** *University of Victoria*

**14 EXPERIENCES OF EMPOWERMENT AND LIBERATION IN SOCIAL JUSTICE ORGANIZATION LEADERSHIP**

**Jessica Dreistadt** *Eastern University*

.....

**15 BECOMING A LEADER IN A NEW LAND: SOCIOCULTURAL PERSPECTIVES OF FIRST GENERATION ASIAN INDIAN LEADERS IN U.S. HIGHER EDUCATION**

**Matthew Woolsey** *ASTD; Center for Creative Leadership*

.....

**16 A PROPOSED SET OF LEARNING OBJECTIVES FOR GLOBAL LEADERSHIP EDUCATION**

**Brett Whitaker** *Fort Hays State University*

**LeAnn Brown** *Fort Hays State University*

.....

**17 THE LEADERSHIP T™: A NEW MODEL BRIDGING THE BREADTH AND DEPTH OF GLOBAL LEADERSHIP COMPETENCIES**

**Andrea McMullen** *University of San Diego*

.....

**18 EXPLORING FACULTY VIEWS ON THE INCLUSION OF SPIRITUALITY IN GRADUATE LEADERSHIP PROGRAMS**

**Peter Williams** *University of La Verne*

**Stuart Allen** *University of La Verne*

.....

**19 CORRELATING THE GLOBE ATTRIBUTES OF LEADERSHIP WITH CURRENT UNDERGRADUATE LEADERSHIP COURSES**

**Jennifer Williams** *Texas A&M University*

Coauthor: **Joelle Muenich** *Texas A&M University*

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**20 IMAGES IN HIGHER EDUCATION: ARE WE FRAMING WHO WE WANT TO LEAD?**

**Kristine Hoover** *Gonzaga University*

**Deborah O'Neil** *Bowling Green State University*

Coauthor: **Michael Poutiatine** *Gonzaga University*

.....

**21 PERCEPTIONS OF LEADERSHIP: MIXED-METHODS ANALYSIS OF COLLEGE STUDENTS' UNDERSTANDINGS OF LEADERSHIP**

**Paige Haber** *Texas State University-San Marcos*

**22 EXAMINATION OF THE RELATIONSHIP BETWEEN INDIVIDUAL LEADERSHIP STYLE, TEAMWORK, AND LEARNING PREFERENCE**

**Raymond Ho** *United International College*

Coauthors: **William Kehoe** *University of Virginia*; **Linda Whitten** *Skyline College*

.....

**23 LEARNING LEADERSHIP THROUGH INTERNATIONAL SERVICE-LEARNING**

**Mary Tolar** *Kansas State University*

.....

**24 A SYNERGISTIC APPROACH TO UNDERSTANDING LEADERSHIP, ADULT DEVELOPMENT, AND TENSION**

**Richard Bakken** *University of San Diego*

**James Dobbs** *University of San Diego*

.....

**25 UNDERSTANDING AND ASSESSING STORY AS A LEADERSHIP TOOL**

**Randy Savage** *Malone University*

.....

**26 TRANSFORMATIVE EXPERIENCE AS AN ENABLER FOR BUSINESS LEADER NAVIGATION**

**Kathryn Bingham** *Raytheon Company; University of San Diego*

.....

**27 THE LEADERSHIP BEHAVIORS OF MEXICO-BORN ADULTS IN THE U.S.**

**Jayme Mathias** *Centro de Superación Sí Se Puede*

.....

**28 CONSENSUS DISCOVERY ACROSS DEMOGRAPHICS AND CULTURES**

**John Bryan** *University of Phoenix; eProcesses Consulting*

.....

**29 INDIGENOUS FILIPINO LEADERSHIP AND KAPWA: A LEADERSHIP MODEL FOR RELATING TO THE “OTHER”**

**Jess Delegencia** *Eastern University*

.....

**30 TEACHING MINDFULNESS AND MEDITATION TO CREATE BETTER LEADERS**

**Lisa Scheeler** *Georgetown University*

.....

**31 BRIDGING THE GAP BETWEEN PRE-COLLEGE AND IN-COLLEGE INVOLVEMENT**

**Irma O'Dell** *Kansas State University*

**32 SOCIAL MEDIA POLICIES: BRIDGING TECHNOLOGICAL, GENERATIONAL, AND CULTURAL DIVIDES**

**Jennifer Amanda Jones** *Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego*

.....

**33 VIRTUAL LEADERSHIP: MAXIMIZING VIRTUAL TOOLS TO UNITE GLOBAL DIVIDE**

**Paul Hayes Jr.** *Keiser University; Indiana Institute of Technology*

.....

**34 SOCIAL MEDIA: DOES HAVING FOLLOWERS ONLINE MAKE A PERSON A LEADER?**

**Sean Cullen** *Alvernia University*

.....

**35 LEADERSHIP SCHEMAS: THE INFLUENCE OF ORGANIZATIONAL CULTURE ON IMPLICIT LEADERSHIP THEORIES**

**Judith LaValley** *Kansas State University*

.....

**36 ETHICAL LEADERSHIP AND EMPLOYEE-TEAM VOICE: A MULTI-LEVEL STUDY**

**Wei Guo** *Tsinghua University*

**Yu Yongda** *Tsinghua University*

.....

**37 AUTHENTIC LEADERSHIP AND EMPLOYEE-TEAM CREATIVITY: A MULTI-LEVEL STUDY**

**Wei Guo** *Tsinghua University*

**Yu Yongda** *Tsinghua University*

.....

**38 MULTIVARIATE STUDY OF LEADER EFFICACY: AFFECT ON AGENCY, META-STYLE(S), AND TWO PERFORMANCE OUTCOMES**

**Thomas Meriwether** *Virginia Military Institute*

Coauthor: **Dave Cotting** *Virginia Military Institute*

.....

**39 TRAINING EXPERIENCE, OPPORTUNITY, AND THE MOTIVATION TO LEAD: A LONGITUDINAL STUDY**

**Wei Ming Jonathan Phan** *Nanyang Technological University*

#### 40 STUDENT ENTREPRENEURIAL, PROFESSIONAL, AND LEADERSHIP ASPIRATIONS IN A WORLD OF BOUNDARYLESS CAREERS

Wei Ming Jonathan Phan *Nanyang Technological University*

#### 41 THE IMPACT OF CAOC, LMX DIFFERENTIATION, AND MODERATING EFFECTS OF GROUP EFFICIACY ON TEAM PERFORMANCE

Juan Garza *Texas A&M University*

#### 42 RECLAIMING THE FEMININE WITHIN THE ORGANIZATIONAL THEORY SWOT ANALYSIS MODEL


Kelly Scanlan *University of San Diego, School of Leadership and Educational Sciences*

#### 43 SPIRITUALITY IN THE CONSTRUCTION, COMMUNICATION, AND IMPLEMENTATION OF VISION FOR TRANSFORMATION

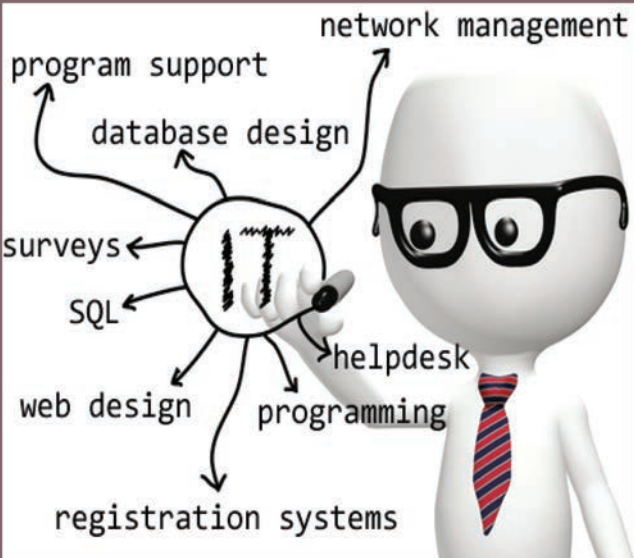
Kathy Kautz de Arango *Eastern University*

#### 44 EXPLORING CRISIS LEADERSHIP AND CHANGE IN SCIENCE FICTION NARRATIVES

Kimberly Yost *Antioch University*



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# AUTHORS IN LEADERSHIP BOOK SIGNING EVENT

FRIDAY, 17:00-19:00

CENTENNIAL D

## **Scott Allen**

*The Little Book of Leadership Development; Emotionally Intelligent Leadership: A Guide for College Students*

## **Frank Banfil**

*Maxpoint*

## **Allan Bird**

*Global Leadership: Research, Practice and Development, 2nd Edition*

## **Juana Bordas**

*Salsa, Soul and Spirit*  
-2nd edition

## **John Buck**

*We the People: Consenting to a Deeper Democracy*

## **Gloria Burgess**

*Dare to Wear Your Soul on the Outside*

## **Jay Caulfield**

*How to Design and Teach a Hybrid Course: Achieving Student-Centered Learning through Blended Classroom, Online and Experiential Activities*

## **Ira Chaleff**

*The Courageous Follower, 3rd edition; The Art of Followership*

## **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*

## **Donna Chrobot-Mason**

*Boundary Spanning Leadership*

## **Jack Cornwell**

*Snapshots of Great Leadership*

## **Richard Couto**

*Political and Civic Leadership; Reflections on Leadership*

## **Tom Cronin**

*Leadership Matters: Unleashing the Power of Paradox*

## **Barbara Crosby**

*Leadership for the Common Good*

## **Robert Denhardt**

*The Dance of Leadership*

## **Larry Dressler**

*Standing in the Fire: Leading High Heat Meetings with Clarity, Calm, and Courage; Consensus through Conversation: How to Build High Commitment Decisions*

## **Dan Ebener**

*Servant Leadership Models for Your Parish; Blessings for Leaders: Leadership Wisdom from the Beatitudes*

## **Deborah Gallagher**

*Environmental Leadership: A Reference Handbook*

## **Michael Genovese**

*Leadership Matters: Unleashing the Power of Paradox; Memo to a New President; And other titles*

## **Rebecca Hernandez**

*Thriving in Leadership: Strategies for Making a Difference in Christian Higher Education*

## **Peggy Houghton**

*APA: The Easy Way!; MLA: The Easy Way!*

## **Jon Howell**

*Snapshots of Great Leadership Understanding; Behaviors for Effective Leadership (2nd. edition)*

## **Carole Isom-Barnes**

*Layoff: American Dream Interrupted*

## **Karin Jironet**

*Female Leadership; Management, Jungian Psychology, Spirituality and the Global Journey Through Purgatory; New Approaches for Leadership: A Psychospiritual Model for Leadership; And other titles*



**Craig Johnson**

*Meeting the Ethical Challenges of Leadership; Leadership: A Communication Perspective; And other titles*

**Barbara Kellerman**

*The End of Leadership*

**Max Klau**

*The Idealist's Journey*

**Carl Larson**

*The Humanitarian Leader In Each of Us*

**Lynne Levesque**

*Breakthrough Creativity: Achieving Top Performance Using the Eight Creative Talents; Breakthrough Creativity Profile Facilitator Guide; Breakthrough Creativity Profile Guide with Self Assessment*

**Marcy Levy Shankman**

*Emotionally Intelligent Leadership: A Guide for College Students; Emotionally Intelligent Leadership for Students: And other titles*

**Nigel Linacre**

*An Introduction to 3-Dimensional Leadership*

**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*

**Karen Longman**

*Thriving in Leadership*

**Grady McGonagill**

*Leadership and Web 2.0*

**Faith Ngunjiri**

*Women's Spiritual Leadership in Africa*

**Peter Northouse**

*Leadership: Theory and Practice, 6th ed; Introduction to Leadership: Concepts and Practice, 2nd ed*

**Carol Pearson**

*The Transforming Leader: New Approaches to Leadership for the Twenty-First Century*

**Sherry Penney (Livingston)**

*Next Generation Leadership; A Very Dangerous Woman*

**Marcia Reynolds**

*Wander Woman: How High Achieving Women Find Contentment and Direction*

**Ronald Riggio**

*Leadership Studies: The Dialogue of Disciplines; Exploring Leadership in Leader-Follower Relationships; And other titles*

**Dennis Roberts**

*Deeper Learning in Leadership*

**Elesha Ruminski**

*Communicative Understandings of Women's Leadership Development*

**Barbara Schaetti**

*Personal Leadership: Making a World of Difference: A Methodology of Two Principles and Six Practices*

**J. Thomas Wren**

*The Leader's Companion; Inventing Leadership: The Challenge of Democracy; And other titles*

## The ILA Leadership Bookstore (Centennial A)

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**THURSDAY** 08:00-17:00

**FRIDAY** 08:00-13:30 AND 16:00-19:30

**SATURDAY** 10:00-15:00

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OCT. 27  
09:00–10:00

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. 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.

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## LESSONS FROM THE U.S. MILITARY ON CHARACTER DEVELOPMENT AND STEWARDSHIP

● **Agate B-C** ● Session Type: **Presentation** ● Track: **Development**

### **The Need for Leadership and Character Integration: Growing Leaders of Character**

Through the integration of leader and character development early in one's professional career, it is possible to curb some of the negative leader characteristics that lead to failure. An example from the United States Air Force Academy will be offered as a way to prepare future leaders for an uncertain and complex future.

**Douglas Lindsay** *United States Air Force Academy*

### **Stewarding Leadership in the U.S. Army**

The U.S. Army recently mandated a new competency for its leaders to steward the profession however much of its culture and many of its policies actually reward the opposite type of behavior. This session will examine the challenges and issues with the Army actually adopting this directed proficiency and explore some possible solutions to achieve the intended result.

**Ted Thomas** *Command and General Staff College*

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## THE END OF LEADERSHIP—AS WE KNEW IT

● **Centennial F** ● Session Type: **Presentation** ● Track: **Scholarship**

The author of the recent book, *The End of Leadership*, will explore the dichotomy between the explosive growth of the "leadership industry" on the one hand, and the deepening disdain for leaders on the other. The focus will be on two aspects of the current circumstance. The first is on change—on how and why leadership and followership have evolved over time, especially in the last 40 years—and the second is on the leadership industry itself. The presentation will raise questions about leadership as a scholarly pursuit, leadership as a pedagogy of practice, and the metrics providing evidence that leadership can be learned. Finally, the session will focus collective consideration on how leadership and followership ought to be taught in this second decade of the 21st century.

**Barbara Kellerman** *Center for Public Leadership, Harvard University*

## LEADERSHIP CHALLENGES AND OPPORTUNITIES IN ASIA

● Centennial G ● Session Type: **Symposium** ● Track: **Public, Theme**

Panelists will share and examine research and scholarship on the leadership practices and leadership development approaches that appear to be most useful and effective among Asian leaders and followers.

### **Asian Perspectives on Leadership**

Much has been written over the past 20 years in regards to leadership practices across cultures. This presentation will synthesize the work in this area by exploring key perspectives for understanding leadership practices within Asia. Practical suggestions will be offered for working with Asian leaders in global contexts.

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

Coauthor: **Jane Hackman** *University of San Francisco*

### **Developing Top Leaders in a Globalized Asia: Lessons from Singapore-based Organisations**

This in-depth study of five Asia organizations explored approaches to leadership development aimed at leveraging growth opportunities while utilizing an inherently Asian approach. The presenter will share findings on accelerating leadership development for those in senior leadership roles along with seemingly paradoxical approaches and practices.

**Michael Campbell** *Center for Creative Leadership*

Coauthors: **Mano Ramakrishnan** *Human Capital Leadership Institute (HCLI)*; **Sophia Xiuxi Zhao** *CCL*; **Martina Mettgenberg** *HCLI*; **Angeline Lim** *CCL*; **Roland Smith** *CCL*

### **Challenges and Resolutions in Sino-U.S. Leadership Communication: A Historical and Modern Perspective**

Differences in history and cultural traditions—especially the social system and ideologies—have contributed to a lack of mutual knowledge and understanding between Chinese and American leaders. The presenter will reflect on leadership challenges and possible paths to greater cooperation leading to a more sustainable future.

**Shiquan (Michael) Wang** *China Executive Leadership Academy Pudong (CELAP)*

### **Grooming Top Leaders: Cultural Perspectives from China, India, Singapore, and the U.S.**

Competent leaders prepared to run global organizations are in short supply. This presentation will share insights gained from seven years of research, in four countries, that focused on developing cross-country comparisons of leadership development experiences.

**Corey Criswell** *Center for Creative Leadership*

Coauthors: **Meena Surie Wilson** *CCL*; **Ellen Van Velsor** *CCL*; **Anand Chandrasekar** *CCL*

## NEW SCHOLARSHIP TO BRIDGE SOME CONTEXTUAL GAPS IN LEADERSHIP STUDIES

● Centennial H ● Session Type: **Presentation** ● Track: **Scholarship, Theme**

This "meet the editors" session reports on two recent significant achievements in the synthesis of leadership scholarship: the publication of two handbooks each bringing together more than 100 original chapters on current scholarship in specific contexts of leadership and the environment, and leadership, politics, and civil society. These works provide important material to bridge the divide between leadership studies and other disciplines and interdisciplinary studies.

### ***Political and Civic Leadership (Sage Publications, 2010)***

Until the start of the 20th century, the study of leadership was the study of politics. The scientific study of leadership and politics severed this relationship but most of all obfuscated the importance of purpose in the study and practice of leadership. This handbook bridges the divide of politics and leadership and re-instills the place of purpose—peace, justice, gender and racial equality, etc—in their study.

**Richard Couto** *Union Institute & University*

### ***Environmental Leadership (Sage Publications, 2012)***

The Environmental Leadership Reference Handbook tackles issues relevant to leadership in the realm of the environment and sustainability. Volume 1 considers such topics as environmental thought leadership, political leadership, private sector leadership, and environmental leadership in education. Volume 2 covers environmental problem solving, with chapters focusing on how environmental leadership actions or initiatives address specific problems in context, offering both analysis and recommendations.

**Deborah Gallagher** *Nicholas School of Environment, Duke University*

## CREATING SOCIAL CHANGE LEADERSHIP PROGRAMS THROUGH COLLABORATIONS BETWEEN ACADEMIC & STUDENT AFFAIRS

● **Granite B** ● Session Type: **Panel Discussion** ● Track: **Education**

Leadership development in higher education is traditionally rooted in either academic affairs or student affairs. This panel will discuss leadership education initiatives intentionally developed through joint collaborations. Panelists from two programs will reveal the rich program design and outcomes that have emerged, including a rigorous integration of academic and experiential pedagogy, the theoretical basis for these approaches, and their focus on social change.

**Arielle Jennings** *Marietta College*

**Bob Pastoor** *Marietta College*

**Bill Smedick** *Johns Hopkins University*

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## IMPLICATIONS OF CONTEMPORARY EVENTS ON LEADERSHIP DEVELOPMENT

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Development**

The last two years have demonstrated unprecedented changes in the worldview of leaders and thus how leaders develop. Panelists will discuss how the Arab Spring, the Occupy Movement, youth leaders, natural disasters, and new media have all demonstrated new paradigms of leadership that will ultimately have huge implications for the process of leadership development. The audience will be invited to contribute to an open discussion of the implications.

**Tom Sechrest** *St. Edward's University*

**Yori Kamphuis** *The Leadership Group*

**Luis Miranda** *Utah Valley University*

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## LEADERSHIP DEVELOPMENT IN THE SPORTS ARENA

● **Mineral B** ● Session Type: **Panel Discussion** ● Track: **Development**

The purpose of this presentation is to discuss ideas related to leadership and leadership development in the world of sports. The panel members will share their experiences in leadership development amongst athletes themselves, with coaching staffs, and at the organizational level. The panel consists of leaders in the profession of sport and performance psychology and their experiences include working with NCAA Division I athletic departments, national governing bodies for Olympic sports, and various professional sport franchises.

**Steve Portenga** *iPerformance Consultants*

**Mark Aoyagi** *Graduate School of Professional Psychology, University of Denver*

**Alex Cohen** *United States Olympic Committee*

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## STANDING IN THE FIRE: LEADING HIGH-HEAT SITUATIONS WITH CLARITY, CALM, AND COURAGE

● **Mineral C** ● Session Type: **Workshop** ● Track: **Theme**

The landscape of great divides includes human wildfires—moments of intense conflict, emotion, and confusion. Why do even the most skilled leaders get swept up in these high-heat moments, becoming reactive and unable to access their own resourcefulness? In these situations, outward-directed skills and techniques are not enough. One's internal state matters most. This workshop will explore six inner capacities that leaders can cultivate to be the source of clarity, calm, and courage when everyone else in the room is melting down.

**Larry Dressler** *Blue Wing Consulting, LLC*

## REFLECTION PEDAGOGIES 3.0: NEW STRATEGIES FOR BRIDGING KNOWLEDGE AND EXPERIENCE WITH MEANING MAKING

● **Mineral D** ● Session Type: **Workshop** ● Track: **Education**

Think you know reflection? This session is designed to diversify and energize your approach to designing and facilitating reflective learning techniques within both the contexts of the leadership studies classroom environment and co-curricular leadership programs. Attendees can expect an interactive program including direct participation in a collection of best practices from a variety of strategies targeting meaningful, fresh, and unique reflective learning. Facilitators will also share techniques for effective rubric and assessment design.

**Jennifer Espinola** *University of South Florida*

**Todd Wells** *University of South Florida*

Commentator: **Daniel Jenkins** *Lewiston-Auburn College, University of Southern Maine*

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## SITUATIONAL FOLLOWER THEORY: UNDERSTANDING THE ROLES OF FOLLOWERS IN LEADER DEVELOPMENT

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Development**

This emergent model, Situational Follower Theory (SFT), suggests that courageous followers have a responsibility to assess leader task maturity and respond in the leader's best interest to move the leader along a leader maturity continuum. Mirroring the Situational Leadership model (SLII), SFT interprets the constructs within SLII from a courageous follower's perspective, matching follower responses to leader needs resulting in effective leader/follower relationships (i.e. leadership). This panel discussion will investigate the merits of SFT and its application to leader/follower development.

**Rusty Ricketson** *Leadership Department, Luther Rice University*

**Susan Keim** *Donnelly College; School of Public Affairs and Administration, University of Kansas*

Chair: **Gene Dixon** *East Carolina University*

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

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## BREAKING GROUND: NEW RESEARCH ON WOMEN AND LEADERSHIP

● **Mineral F** ● Session Type: **Symposium** ● Track: **Scholarship, Theme**

Two papers, one qualitative the other quantitative, break new ground in research on women in the United Arab Emirates and five African nations.

### **Female Leadership of Today in the United Arab Emirates**

This paper is based on data mined from a major database in the MENA region that tracks information about public and private companies. The paper, with nearly 1000 organizations analyzed, outlines the state of affairs in the UAE in terms of the presence of women in senior leadership positions.

**Susan Madsen** *Utah Valley University*

Coauthor: **Linzi J. Kemp** *Mohammed A. El-Saidi*

### **Making A Difference: The Role of Women in Bridging Democratic Leadership in Africa**

A narrative inquiry approach is used to study ten women participants of a three-year Hilton-Funded Sisters Leadership Development Initiative (SLDI) program. Data were collected through success stories, life experiences, artifacts, observations, and interviews from ten women in Kenya, Uganda, Tanzania, Ghana and Nigeria. In addition, this study uses ethical leadership lenses including ethics of care and justice to describe and analyze the meanings these women attach to their life and leadership experiences in working among the vulnerable population.

**Jane Wakahiu** *Marywood University*

Chair: **Norm Wright** *Utah Valley University*

## AUTHENTIC AND RESPONSIBLE LEADERSHIP: FAITH, VALUES, AND PERSONAL RESPONSIBILITY IN A DIVERSE WORLD

● **Mineral G** ● Session Type: **Panel Discussion** ● Track: **Public**

Leadership in a diverse world calls for responsibility to self and others, who may have different belief systems. The session will broadly consider questions of authentic leadership, identity, purpose, and personal responsibility related to diverse spiritual and religious beliefs as well as faith.

### **Authentic Leadership and the Performance of Spiritual and Religious Values**

Authentic leaders, according to the literature, are true to themselves and their values. This presentation will explore the question of how leaders can honor personal values that arise from a spiritual or religious belief system while respecting the diversity of spiritual or religious beliefs that may exist in the organization.

**Lois Melina** *Union Institute & University*

### **Responsible Leadership: Faith's Contribution to Personal Responsibility**

Beyond technical competency and business acumen, leadership increasingly faces questions of responsibility. The purpose of this presentation is to explore faith, not as a synonym for religious belief, but as one's definition of and orientation towards reality guiding one's sense of purpose, responsibility, and action.

**Alicia Crumpton** *Johnson University*

### **Leadership Lessons: A Narrative Analysis of the Bible and Koran**

Combining the lessons from both religious and leadership studies generates a synergistic understanding between the two fields which, in turn, yields new insights for transforming both leadership and religious practices. This paper explores the crossroads and connections between the two largest faith traditions and highlights leadership perspectives and practices consistent with the different assumptions about the nature of reality and purposes of life.

**John Shoup** *California Baptist University*

## RACE AND GENDER DISPARITY IN MANAGEMENT: A COMPARISON BETWEEN THE U.S. AND SOUTH AFRICA

● **Quartz A** ● Session Type: **Presentation** ● Track: **Business**

Attendees of this presentation will hear the perspectives of a South African female leader and an African-American female leader, the challenges and obstacles faced by each, and how they overcame the ethnic and gender divide of being a minority and a women to be successful leaders in their fields. Attendees will be provided with examples which will enable them to move from follower to leader in a multicultural diverse world.

**Lize Booyesen** *Antioch University*

**Joanne Barnes** *Indiana Wesleyan University*

## IT TAKES MORE THAN JUST A GOOD IDEA TO DEVELOP PROGRAMS FOR LEADERS AND LEADERSHIP

● **Quartz B** ● Session Type: **Panel Discussion** ● Track: **Education**

Ideas are often generated through best practices or a great idea; while these connections and precipitating events are generative, they may not be complete. This session will address the importance of a more holistic approach that connects leadership education and training programs to theories and models. Presenters will share findings from three studies about campus-based leadership education program development, discuss the evolution and evaluation of program models, and examine leadership development curricula.

**Rich Whitney** *DePaul University*

**Dave Borgealt** *Student Leadership Institute, DePaul University*

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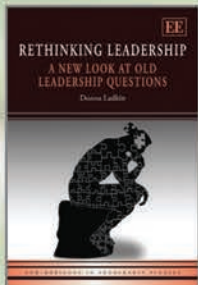
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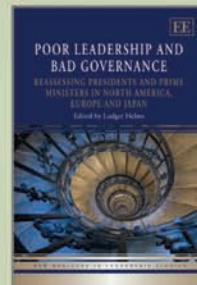
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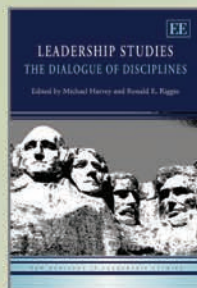
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The journal welcomes studies of leaders and leadership in many different settings, in fiction and art, and across different times, places, and cultures. This may include studies of formal as well as informal leaders, and it may focus on followers, organizations, and the context of leadership, or on symbolic representations and depictions of leadership. Research that stresses the diversity of leadership across gender, race, class, religion, and age are encouraged.

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OCT. 27  
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## FROM THEORY TO PRAXIS: DEVELOPING LEADERS FOR TODAY'S CULTURE

● **Agate B-C** ● Session Type: **Presentation** ● Track: **Scholarship**

The presentation will begin with an overview of frameworks, theories, and models of cultural dimensions and then identify how cultural assessments can contribute to the development of global leaders and more effective organizations. Presenters will compare and evaluate three assessment tools for developing cultural competencies, highlight which assessments are best used alone or together, and provide guidelines for implementing assessments.

**Misty Resendez** *Fairbanks Hospital; Indiana Wesleyan University*

**Olivia Valencic-Miller** *Homestead High School; Indiana Wesleyan University*

## EXPLORING THE LEADERSHIP EDUCATION DIVIDE: RESULTS FROM THE 2012 NATIONAL LEADERSHIP SYMPOSIUM

● **Centennial F** ● Session Type: **Panel Discussion** ● Track: **Education**

As interest in leadership has grown, so has demand for leadership courses and programs. Scans of the mission statements of most colleges, professional, and community organizations, reveal a common thread: educating leaders. Has the expanding interest and commitment to leadership education been matched by the quality offerings and results? What knowledge is necessary to: design rigorous programs; deliver engaging experiences; teach and develop leadership ability; and demonstrate outcomes? Symposium scholars and co-chairs will present summarized lessons from the twenty-second annual National Leadership Symposium.

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

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

**Gama Perruci** *McDonough Leadership Center, Marietta College*

**Chair: Marilyn Bugenhagen** *Marian University; National Leadership Symposium*

## GLOBAL VOICES OF WOMEN EXECUTIVES: A CANDID LOOK AT THEIR LEADERSHIP EXPERIENCE

● **Mineral D** ● Session Type: **Panel Discussion** ● Track: **Development**

Three female research-practitioners will draw from their ethnographic research in Latin America, the U.S., and Hong Kong to discuss the complexities that women navigate as leaders of corporations. Panelists will discuss how these women have learned to negotiate an unwelcomed existence, battled gender isolation, and transcended barriers to achieve success in executive leadership roles.

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

**Laura Santana** *Center for Creative Leadership*

**DeRetta Cole** *Turner Broadcasting; Clark Atlanta University*

## BUILDING COMPLEXITY BRIDGES ACROSS GREAT DIVIDES

● Centennial G ● Session Type: Symposium ● Track: Public, Theme

This session will present findings from several explorations that examine how complexity science can influence the understanding of organizational leadership and followership in varied settings.

### Don't Curse the Chaos

The purpose of this article was to familiarize pastors and church leaders with the basics of complexity organization theory and the insights it offers for understanding how human organizations change, survive, and thrive. The presenter will explore complexity's profound implications for the role of leaders in orienting their churches to make the most of adaptive change opportunities.

**Keith Carpenter** *Kent Covenant Church*

### Emergence and Complexity: Leadership Lessons from the Living Bridges of Meghalaya

Nature provides some amazing examples of emergence and complexity in action. This presentation will focus on how leadership lessons from the study of natural processes can be applied to human interactions and ultimately to the practice of servant leadership.

**Scott Conger** *United States Air Force*

### Complexity Leadership and Implicit Leadership Theories: Do Followers See Complexity Leadership as Bad Leadership?

This presentation will expand the discussion of how some of the key leadership tenants of complexity leadership—namely fostering self-organization, participative decision making, and hybrid-strategies—may run contrary to some followers' implicit leadership theories. The presenter will argue that this can be avoided by explicitly framing these leadership techniques in terms of follower empowerment and organizational capacity building.

**Kevin McDermott** *University of Guelph*

### Occupy Complexity: Using Complexity to Examine the Occupy Wall St. Movement

The Occupy Wall St. movement started off slowly in September of 2011. After a few short weeks, however, it appeared to be everywhere. The presenter will relate this movement's emergence out of a chaotic and complex environment to complexity science and as well as to leadership research in general.

**Brian Davenport** *Whitworth University*

Commentator: **Caroline Fu** *Gonzaga University*

## THE IMPACT OF PERCEPTION ON LEADER AND FOLLOWER PERFORMANCE

● Centennial H ● Session Type: Presentation ● Track: Development

### Leadership Decision-Making: Deception and Self-Deception

The multiple examples of deception by leaders could not occur without the acquiescence of others and sometimes their active collusion. This presentation will cover basic concepts of deception with a focus on self-deception, the unconscious process that contributes to the ability of leaders to successfully deceive others.

**Geraldine (Gerri) Perreault** *University of Northern Iowa*

### Emotional Intelligence and Awareness: A Functional Framework for Developing Individual Performance

One area largely ignored area is a leader's or subordinate's perception of their own ability as it relates to their actual skill. This differential represents a gap in awareness, and when that gap can be measured, it establishes what the author defines as an awareness differential (AD). This paper builds upon Mayer and Salovey's (1997) emotional intelligence (EI) theory by examining how awareness as an independent variable can mitigate or enhance EI. The author will show how the relationship between EI and AD impacts individual performance.

**John Fouts** *Gonzaga University*

### Perceptions on Leader and Team Effectiveness in China

Having both ability and virtue integrity is an important part of the evaluation of Chinese leaders. The presenters will share the results of current research that examines the relationships between perceived leader ability, authentic leadership, and team creativity. A second study explored the interaction between trust, ethical behavior, and employee creativity.

**Yu Yongda** *Tsinghua University*

**Wei Guo** *Tsinghua University*

## ETHICAL CONSIDERATIONS FOR GLOBAL CHANGE LEADERSHIP

● **Granite B** ● Session Type: **Panel Discussion** ● Track: **Theme**

This session will explore specific aspects of ethical behavior in leadership that apply to change in global organizations and introduce a model for guiding organizational reflection on ethical leadership. Presenters will build the case for thinking of organizational change from the vantage point of how leaders present ethical perspectives and behaviors that then might be translated into visionary action. Attendees will join a discussion on how ethics are a part of leadership decisions and the appropriateness of that consideration, especially as it applies to intercultural situations.

**Steven Berkshire** *Herbert H. and Grace A. Dow College of Health Professions, Central Michigan University*

**Peter Bemski** *College for Professional Studies, Regis University*

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## HELP! WE'RE TRAPPED IN AN INDUSTRIAL MINDSET AND DON'T KNOW HOW TO GET OUT!

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Development**

Despite the social, economic, and political changes of the past 30 years, corporate leadership remains firmly rooted in a modernist industrial paradigm. Recent events, such as the wave of occupy movements, are evidence of a growing divide between business leaders and activists who question the prevailing corporate worldview. This session will examine how current beliefs about business leadership may limit the ability to respond effectively to the urgent problems of this era and the implications for alternative, postindustrial, approaches to the practice of corporate leadership.

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

**Martha Miser** *Aduro Consulting*

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## GEN Y ON THE VERGE: NEW STRATEGIES FOR ASSESSING LEADERSHIP DEVELOPMENT PROGRAMS AND OUTCOMES

● **Mineral B** ● Session Type: **Panel Discussion** ● Track: **Education**

What do students need to know to be leaders for the marketplace? Is effectiveness best measured through program evaluation or individual workplace performance? A grant from the C. Charles Jackson Foundation supported an exploration of the reasons for, and methodology of, a study measuring the effectiveness of undergraduate leadership development programs through employer assessments of graduates. This panel will build on a multi-year examination of leadership and Gen Y by sharing a brief review of the relevant literature, the initial questions and broader issues raised by the inquiry, and a proposed research agenda.

**Joanna Stanberry** *Max De Pree Center for Leadership*

**Janis Balda** *Max De Pree Center for Leadership*

**Jessica Briggs** *Wesleyan University*

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## UBUNTU AS CULTURALLY ADAPTIVE LEADERSHIP: BRIDGING CONVERSATIONS IN LEADERSHIP EDUCATION AND DEVELOPMENT

● **Mineral C** ● Session Type: **Workshop** ● Track: **Theme**

The presenters will briefly introduce the concept of Ubuntu as culturally adaptive leadership, and their operationalized model of Ubuntu Leadership which begins with the self, necessitates relationships and interdependence, and results in self-transcending behaviors for bridging the various divides. In small dialogue circles, session attendees will then focus on the conference theme specifically in relationship to leadership education within higher education institutions.

**Ann Dinan** *Ubuntu Leadership Institute*

**Faith Ngunjiri** *Eastern University*

## GUANXI AND PERICHORETIC HOSPITALITY AS BRIDGING VALUES IN WESTERN AND CHINESE ORGANIZATIONAL LEADERS

● **Mineral F** ● Session Type: **Panel Discussion** ● Track: **Business, Public**

This panel will propose that the ancient Mediterranean (and later Western) concept of perichoretic hospitality offers a cultural and religious bridge for Westerners working within a contemporary Chinese business environment that is influenced by the social value of guanxi. Presenters will discuss how bridging values of guanxi and perichoretic hospitality can assist occidental organizations and leaders to (a) honor the status of Chinese business leaders, (b) gain access to important social groups and (c) maintain organizational relationships.

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

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

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## SHIFTING LEADERSHIP IDENTITY: MOVING BETWEEN ACADEMIC AND ADMINISTRATIVE ROLES

● **Mineral G** ● Session Type: **Panel Discussion** ● Track: **Scholarship**

This panel will explore perspectives on identity shifting related to the transition across the great divide of faculty and administrative leadership roles. Regardless of the direction, what are the implications for personal, professional, and cultural identities? What are the opportunities and challenges? The panelists will share relevant scholarship and personal experiences relevant to such journeys. Audience contributions will be encouraged to further enhance the discussion.

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

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

**Norman Wright** *Woodbury School of Business, Utah Valley University*

**Chair: Benjamin Redekop** *Christopher Newport University*

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## CO-CREATING CURRICULUM WITH LEADERS OF IMMIGRANT AND REFUGEE COMMUNITIES

● **Quartz A** ● Session Type: **Panel Discussion** ● Track: **Public, Education**

This panel will address the questions of content and teaching methods that are best suited to empower leaders of immigrant and refugee communities and college students partnering for social change. Two programs will be used as examples: a university community partnership working with immigrants and refugees who have resettled in the U.S.; and a course that is delivered in two refugee camps in Malawi and Kenya. Presenters will share lessons learned from the different settings and make specific recommendations for teaching and curriculum design of community development courses with leaders of diverse communities.

**Lazarina Topuzova** *Department of Organizational Leadership, Gonzaga University*

**Rosemarie Hunter** *University of Utah; University Neighborhood Partners*

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## THE GLOBAL COACHING INDUSTRY IN COMPARATIVE PERSPECTIVE: EVIDENCE FROM DENMARK AND NEW ZEALAND

● **Mineral E** ● Session Type: **Panel Discussion** ● Track: **Public, Education**

Presenters will share the results of their comparative study of the coaching industries in two cities of comparable size on opposite sides of the globe: Copenhagen, Denmark, and Auckland, New Zealand. Interviews that uncovered considerable ambiguity over exactly what coaching is, who qualifies as a coach, and whether the coaching industry would benefit from tighter regulations or standards will be used to kindle a lively discussion. The commentator will add additional perspectives as past president the International Coach Federation and one of the first 25 people in the world to earn the designation of Master Certified Coach.

**Eric Guthey** *Copenhagen Business School*

**Brad Jackson** *New Zealand Leadership Institute, University of Auckland*

**Commentator: Marcia Reynolds** *Covisioning LLC; International Coach Federation*

**SATURDAY,**  
OCT. 27  
11:30–12:30

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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. 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.

**Tweeting about your conference experience?**  
Please use hash tag **#ilaDenver**.

## DEVELOPING CROSS-CULTURAL LEADERS THROUGH MENTORING: A COLLABORATIVE, INTEGRATIVE APPROACH

● **Agate B-C** ● Session Type: **Panel Discussion** ● Track: **Scholarship, Development**

Mentoring can be a valuable strategy to develop leaders' cross-cultural competence. This session will begin with a brief overview of recent developments in mentoring research and theory. The three presenters will each provide insights on cross-cultural mentoring based on: the literature related to their sector; their collaborative multiple-case, multisector, study of cross-cultural mentor-protégés; and their own experiences as leaders in business, non-profit, and higher education organizations. A discussion will focus on similarities and differences in the informal mentoring experience between the three sectors and perspectives on the integration of theory and practice.

**Erik Meader** *Global Procurement and Operations, Pfizer, Inc.*

**Kathleen Nussbaum** *Eastern University; MVP Group, Inc.*

**Jeffrey Logan** *Northmount Institute of TESOL*

Chair: **Karen Asenavage** *University of Delaware*

## LEADERSHIP EDITORS TALK PUBLISHING: HOW IDEAS BECOME BOOKS

● **Centennial F** ● Session Type: **Panel Discussion** ● Track: **Scholarship, Education**

Three experienced book editors, two of whom work for publishers, will discuss how ideas become books. Providing a capsule overview of the publishing process, the panel will focus on key questions that are of interest to anyone thinking about writing a leadership book. Topics will include: the role of the editor; pitching a book; legal and financial arrangements between publishers and authors; and the differences between traditional and self-publishing.

**Neal Maillet** *Berrett-Koehler Publishers*

**Anne Duffy** *Psychology Press/Routledge*

**Carol Pearson** *Pacifica Graduate University*

## LEADERSHIP COMPETENCIES: BRIDGING THEORY AND PRACTICE

● Centennial G ● Session Type: Panel Discussion ● Track: Public, Development

Many leadership developers build training and development programs from theories called “competency models”, describing behaviors likely to succeed in a given setting. Bridges from competency theory into leadership development practice include self-assessments, multi-rater assessments (360s), leadership handbooks, corporate talent management systems, and numerous cottage industries in the motivational and self-improvement fields. This panel will take a critical look at competency theory from three angles: approaches to creating competency sets; real world applications; and challenges going forward.

**Tracy Bojko** *National Science Foundation*

**Adam Goodman** *Center for Leadership, Northwestern University*

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

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## LEADERSHIP FOR WHAT? INTEGRATING LEADERSHIP AND SERVICE FOR CIVIC ENGAGEMENT

● Centennial H ● Session Type: Panel Discussion ● Track: Education

With reasons as strong as philosophical alignment to ones as simple as budget cuts, offices of leadership and service continue to emerge. This panel discussion will explore the benefits, critiques, and challenges of creating integrated learning outcomes and associated curriculum inside and outside of the classroom. Panelists from diverse perspectives on the topic will engage each other and session participants in a lively dialogue on the relevance of partnering leadership and service.

**Steve Mills** *Center for Leadership and Civic Education, Florida State University*

**Craig Slack** *Center for Student Life, University of Maryland*

**T.W. Cauthen** *Center for Leadership and Service, University of Georgia*

**Sara Thompson** *Illinois Leadership Center, University of Illinois at Urbana-Champaign*

Chair: **Laura Osteen** *Center for Leadership and Civic Education, Florida State University*

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## ACTION LEARNING ABOUT ACTION LEARNING

● Granite B ● Session Type: Panel Discussion ● Track: Business

Action learning projects, designed to build self-awareness and hone problem solving, strategic thinking, leadership, and collaboration skills, have become a fundamental component in effective leadership development programs. They can also strengthen leaders’ capabilities for bridging cultural, ethnic, geographic, and generational differences as diverse teams solve critical, real-world challenges. This interactive session will begin with a description of the six-year experience with action learning programs from KEMET Corporation’s Global HRD Manager. Attendees will be invited to participate in a whole room facilitated discussion to share experiences, key drivers, and challenges encountered with action learning programs.

**Debra Lovelace** *KEMET Corporation*

**Lynne Levesque** *Lynne Levesque Consulting; Northeastern University*

## MANAGING CHAOS: HOW GENERATION X WOMEN LEADERS DEAL WITH THE FAST-PACED, TECHNOLOGICAL ORGANIZATION

● **Mineral A** ● Session Type: **Panel Discussion** ● Track: **Theme**

This panel will provide a unique opportunity to engage in rich dialogue exploring how leaders deal with the dynamic and changing environment organizations face due to the emergence of technology, perceptions of chaos, and resistance to change. Panel members—spanning non-profit, for-profit, government and higher education—will speak from the unique perspective of Generation X women who have experienced an ever-quickening pace in society over the last twenty years and then invite audience participation in the conversation.

**Amy Nofziger** *AARP Foundation Colorado Programs/ AARP ElderWatch*

**Kristi Archuleta Frush** *University of Central Oklahoma*

**Betsy Kippenhan** *Comcast Cable*

Commentator: **Kerry Mitchell** *Moxy Solutions, LLC*

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## SELF-REFLEXIVITY AS A TOOL FOR LEADERSHIP DEVELOPMENT IN CROSS-CULTURAL CONTEXTS

● **Mineral B** ● Session Type: **Panel Discussion** ● Track: **Scholarship, Theme**

Successful cross-cultural leaders need to possess skills and inclination to cross-cultural divides and effectively reach out to the other sides. Self-reflexivity is an effective tool to gain cross-cultural competence and comfort, with which cultural assumptions and practices of themselves and others are examined. In this panel, three leadership scholars from nursing, organizational leadership, and the non-profit sector will present how they have engaged self-reflexivity in their studies, which resulted in transformation of themselves and their leader-participants as effective cross-cultural leaders.

**Geri Remy** *Eastern University*

**Elizabeth Stork** *Robert Morris University*

Chair: **Heewon Chang** *Eastern University*

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## LEADERSHIP FOR PROBLEM-SOLVING: A SUPER-CULTURAL MODEL FOR ORGANIZATIONAL EFFECTIVENESS

● **Mineral C** ● Session Type: **Workshop** ● Track: **Theme**

The ability of leaders to solve problems effectively is often confounded by outmoded ways of thinking and the use of outdated models. This workshop will afford participants the opportunity to break free of these limitations and to reframe and reconsider how to facilitate more effective problem solving within their contexts. Through a three-step process appropriate to leaders of organizations worldwide, participants will come away with the tools examine and modify their own problem solving efficacy.

**Nancy Ras** *Walden University; SocioCypher Consulting, LLC*

**Tom Maloney** *St. Mary's College of California*

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## PLACE-BASED MOBILE GAME DESIGN: A NEW LEADERSHIP CONTEXT

● **Mineral D** ● Session Type: **Workshop** ● Track: **Education**

This year, there will be more active mobile phones on this planet than people yet most classrooms have done little to avail themselves of this revolution. Recently, two universities from separate states created a curricular relationship centered on place-based mobile learning. Two instructors will explain this successful classroom model that uses augmented game design as a research methodology, a lens through which to examine community issues, and a bridge between the classroom and the community—while creating opportunities for leadership development.

**Christopher Holden** *University of New Mexico*

**Catherine Rohloff** *University of Northern Colorado*

## A CROSS-CULTURAL PERSPECTIVE: CONNECTING LEADERSHIP VALUES WITH FOLLOWER ENGAGEMENT AND WORK PASSION

● **Mineral E** ● Session Type: **Presentation** ● Track: **Business, Scholarship**

The Employee Work Passion Appraisal model (Zigarmi, Nimon, Houson, Witt, & Diehl, 2009) was the framework used to examine how a leader's values orientation may foster or discourage follower engagement and work passion. Presenters will share findings from North America and China, and explore practical applications for global leadership.

### **Testing the Impact of Leader Values on Employee Work Passion in North America**

An empirical test of the Employee Work Passion Appraisal model, based on a sample of 747 employees from North America, examined the degree to which leader values (i.e., self-orientation and other-orientation) influence how followers think, feel, and intend to behave while on the job. The presenter will share several notable findings and broader implications.

**Taylor Peyton Roberts** *University of San Diego*

Coauthor: **Drea Zigarmi** *The Ken Blanchard Companies*

### **Exploring Leader Values and Employee Engagement in Chinese Work Environments**

Given China's prominence as a global trading partner, it is prudent to consider how Chinese employees differ in their perspectives on how a positive work environment can be created and maintained. Based on a study currently in progress, the second presentation will explore work passion and engagement within the context of workplaces in China.

**Ella Ruth Anaya** *Trinity Western University, Canada*

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## HIGH-POTENTIAL WOMEN CROSSING (MALE-NORMED) CULTURES: BRIDGING THE GREAT DIVIDE OF CONTEXT

● **Mineral F** ● Session Type: **Symposium** ● Track: **Public**

Despite strides, a divide still exists between the participation of men and women in public leadership contexts. These papers explore women's leadership engagement from three situated perspectives. The presentations will focus on the implications of the research findings for increasing the percentage of influential leadership positions held by women.

### **Women's Leadership Narratives: A Thematic Analysis of Female Presidents of the NCA**

The role of women in academic societies has seen a sea change as the percentage of presidencies held by women has substantially increased. This paper offers an interpretive analysis of this trend in the National Communication Association. The presenter will draw themes from the stories of female presidents serving NCA at state, regional, and national levels.

**Janie Harden Fritz** *Duquesne University*

### **Getting to the COR of Leadership: The Columbia Opportunity Resource (COR) and the Alliance for Women**

This presentation will highlight the Columbia Opportunity Resource (COR) and the Alliance for Women, two programs focused on improving the status of women in South Carolina by bridging women's civic engagement and leadership development. It will highlight quantitative and qualitative research on these initiatives and explore their impact on the status of women in South Carolina.

**Tamara L. Burk** *Columbia College*

### **Organizational Change: Teamsters Sisters (and Brothers) are Doing it for Themselves—and Each Other**

Teamsters Women have been part of the International Brotherhood of Teamsters (IBT) since the early twentieth century. This presentation will engage a rhetorical framework to explore how the leadership of women has been encouraged within the IBT in order to reveal how IBT members and leaders worked together to bridge gender divides.

**Elesha L. Ruminski** *Frostburg State University*

Chair: **Jen Jones** *University of Pittsburgh, Greensburg*



## FILLING GAPS: COLLABORATIVE LEADERSHIP RESEARCH IN MALAWI

● **Mineral G** ● Session Type: **Symposium** ● Track: **Scholarship**

These projects have their genesis in nine years of participatory action research (PAR) in collaboration with learners, teachers, and leaders in the rural southern region of Malawi. In addition to sharing findings, presenters will offer perspectives on the successes and challenges of collaborative research such as protocol, cultural understanding, access to resources, and meaning-making.

### **Moving Beyond These Things that You Have Done to Us**

In Malawi, women face particular barriers to leadership. Yet among those who teach and lead in education, women have made a powerful impact on the conditions for learners in schools, no small feat as the country's universal public education initiative started only in 1994. This presentation will share the stories and successes of four female exemplars.

**Liz Barber** *North Carolina A&T State University*

**Tom Smith** *North Carolina A&T State University*

### **The Context for Leadership in Southern Malawi**

Few studies exist that examine leadership in Sub-Saharan Africa from the perspective of African philosophies, the legacy of colonialism, and tribal loyalty. This paper, based on research that seeks to provide a better understanding of how leadership is enacted within an interdependent, non-individualistic society, documents the presenter's initial explorations into the context for leadership in southern Malawi.

**Renee Martin** *North Carolina A&T State University*

### **She Trusted Me to Tell Her Story: The Honorable Annie Fletcher as Exemplar Woman Leader**

This study draws on both the indigenous research paradigm and endarkened transnational feminist praxis. It contributes to a deeper understanding of Malawian women and leadership by focusing on the life story of the Honorable Annie Fletcher, an African woman who confronted the intersecting oppressions of racism, sexism, and classism to emerge as a leader in business, politics, and human rights.

**Toni Bradsher** *North Carolina A&T State University*

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## ONCE DIVIDED, NOW UNITED: HOW SOCIAL ENTREPRENEURSHIP CROSSES THE DIVIDES OF BUSINESS/SOCIAL GOOD

● **Quartz A** ● Session Type: **Panel Discussion** ● Track: **Business, Theme**

For decades the realms of for-profits and non-profits have been treated as separate and polar opposites. Social Entrepreneurship smashes the traditional stereotypes and creates a realm in which individuals and organizations utilize innovative ideas and practices to solve pressing problems. Seeking to maximize both social good and profit, social entrepreneurship brings the best of both worlds together. The presenters will share and discuss successful local and international models of social entrepreneurship, including how to start a social enterprise incubator!

**Heather McDougall** *Leadership exCHANGE*

**Jason Widen** *Investors First*

**SATURDAY, 26 OCTOBER / 13:00**

**CENTENNIAL D-E**

# KEYNOTE SPEAKER HIKMET ERSEK



Hikmet Ersek is President and Chief Executive Officer of The Western Union Company, a Fortune 500®-ranked global leader in payment services. Western Union has a history encompassing more than 160 years of innovation and today is one of the world's most diverse companies, with employees from more than 100 countries in offices around the world.

Under Ersek's leadership Western Union is a global leader in corporate responsibility. Recently named Responsible CEO of the year by *Corporate Responsibility* magazine, Ersek stated, "Corporate responsibility is a business strategy that shapes how we operate on a daily basis. At Western Union, we operate daily by understanding the social needs of our underserved global customers." One keystone of Western Union's commitment to underserved populations is the more than one million dollars they have granted toward the achievement of the United Nations Millennium Development Goals and their call to other corporations to answer the philanthropic challenge presented by those goals.

Ersek's diverse background and global mindset leave him superbly positioned to lead Western Union. He has been quoted as saying "Our company serves a global population, so we pay attention to traditions around the world. Diversity attracts diversity;" and "Our business is, by nature, connecting people, connecting cultures, connecting countries."

Ersek holds a Magister (Master's) degree in Economics and Business Administration from the Wirtschaftsuniversität (University of Economics) in Vienna, Austria and played semipro basketball while in college. He began his career at Europay/Mastercard in Austria, moved to General Electric Capital in 1996, and joined Western Union in 1999.

# LEADERSHIP LEGACY LIFETIME ACHIEVEMENT AWARD



## Leadership Legacy Honoree RON WALTERS

*The Lifetime Achievement Award will be presented posthumously to Ron Walters at the general session on Saturday.*

**RON WALTERS** (1938–2010) was one of the foremost authorities on African American leadership and the politics of race in the United States. He was also a leader in his own right. Most notably Walters is credited with leading one of the first lunch-counter sit-ins in 1958 in Wichita—two years prior to the more famous sit-ins in Greensboro—assisting in the development of the Congressional Black Caucus, and advising Rev. Jesse Jackson during his two U.S. presidential campaigns.

Walters was the first chair of Afro-American studies at Brandeis University and taught for many years at Howard University where he was chair of the political science department. In 1996 Walters moved to the University of Maryland and became Director of the African American Leadership Institute at the James MacGregor Burns Academy of Leadership (the birthplace of the International Leadership Association).

He received the American Political Science Association's Ralph Bunche Prize and the Best Book award from the National Conference of Black Political Scientists. In addition to awards recognizing his scholarly contributions, Walters received numerous honors for his lifelong commitment to leadership and politics.

An internationally known author, Walters was widely respected as a top commentator on issues of the day. In addition to being frequently seen or quoted in major news outlets, Walters wrote a weekly syndicated column that appeared in many newspapers.

Upon his passing, Rev. Jesse Jackson summed up Walters' pivotal role over the years: "He was the preeminent activist and scholar of our times.... Our frame of reference."

# LEAD

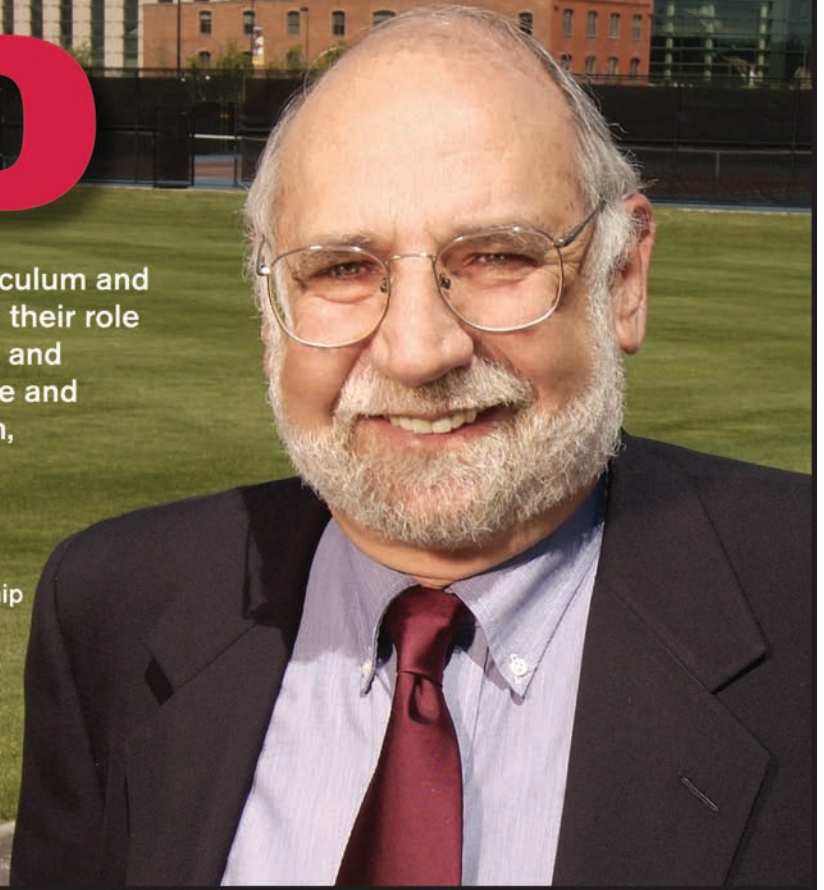
MSU Denver's rigorous leadership curriculum and expert faculty help students understand their role in a changing world. Through mentoring and service, students develop the confidence and skills they need to lead in the classroom, in the community and in their careers.

Norman Provizer, Ph.D.  
Professor of Political Science  
Director, Golda Meir Center for Political Leadership



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The International Leadership Association Women and Leadership Affinity Group  
to hold their inaugural conference

## Building, Bridging, and Blazing Pathways for Women and Leadership: Celebrating the Past, Present, and Future

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Pacific Grove, California, USA

For more information, contact Bridget Chisholm at [bchisholm@ila-net.org](mailto:bchisholm@ila-net.org) or visit us online at [www.ila-net.org/WLC13](http://www.ila-net.org/WLC13)

To learn more about the Women and Leadership Affinity Group, visit [www.ila-net.org/WLAG](http://www.ila-net.org/WLAG)

*The International Leadership Association - Transforming Leadership Knowledge and Practice Worldwide*

*The ILA is the global network for all those with a professional interest in leadership. The ILA advances a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.*



International Leadership Association

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The format is: Last Name, First Name, Day of Presentation, Time Presentation Begins, Room Presenting In (if the room is Centennial D/E it is a Roundtable and if the room is Centennial Foyer it is a Poster).

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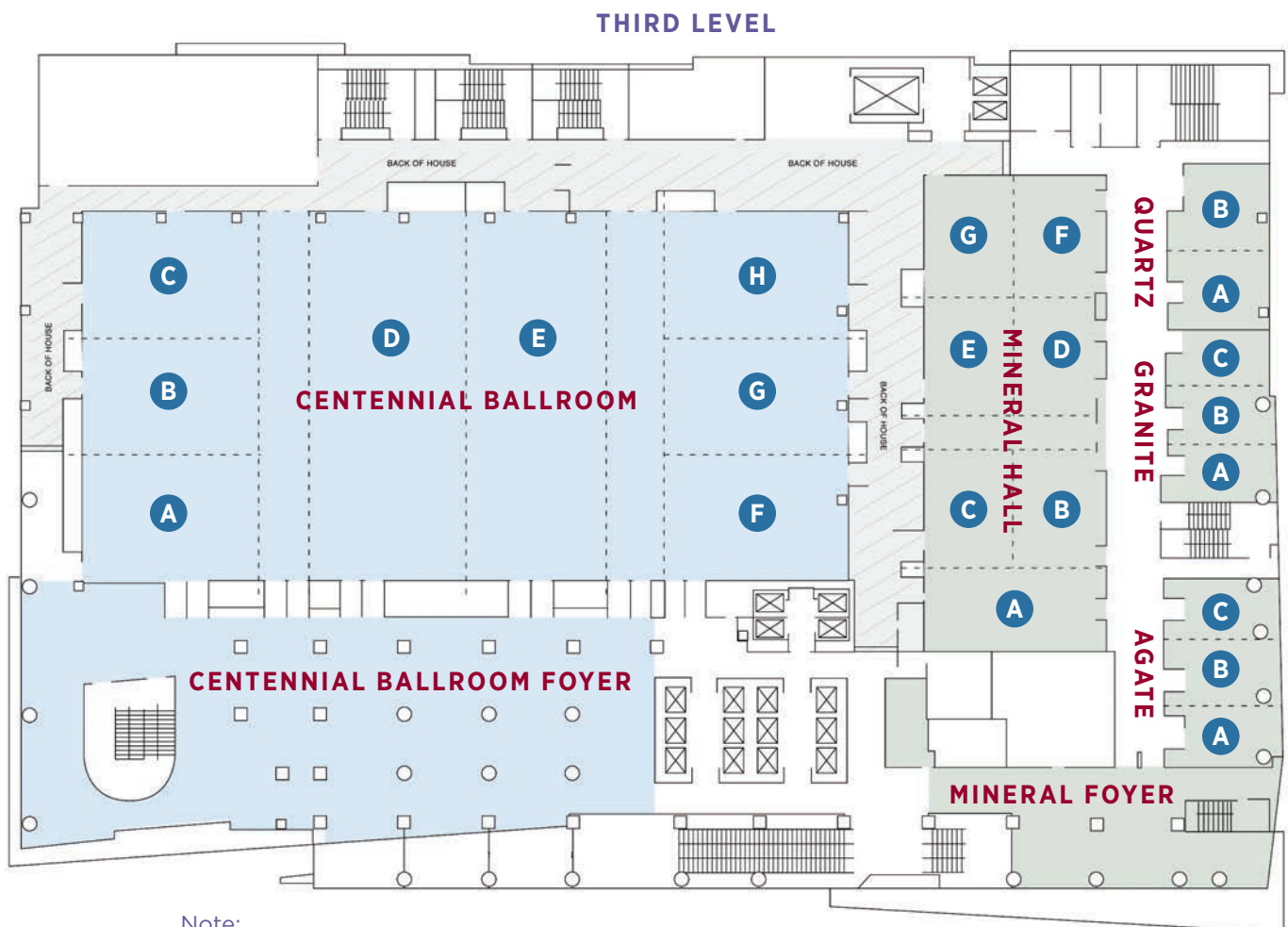
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# HYATT REGENCY DENVER AT COLORADO CONVENTION CENTER

## HOTEL MAPS



Note:  
Location of exhibit booths (see page 11 for details)  
and posters (see page 96 for details).



# Ph.D. GLOBAL LEADERSHIP

The Indiana Tech Ph.D. in Global Leadership program offers you an opportunity to advance your ability to lead in today's multifaceted environment and to conduct cross cultural research that examines interrelationships between culture and organizational leadership.

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Each Ph.D. student has a unique set of experiences and goals. That is why the Ph.D. in Global Leadership features two specialties:

- Organizational Management, for those aspiring to leadership roles in the for-profit and not-for-profit sectors.
- Academic Administration, for those seeking leadership roles in higher education.

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All courses in the Ph.D. program are delivered online, allowing students to pursue the degree while balancing family, work, and community responsibilities. Residency requirements involve attendance at a weekend seminar once every 12 months.

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The global practicum is a multi-disciplinary course within the Ph.D. curriculum. The goal is to apply the concepts learned in the classroom to real world international environments. Students gain practical experience in international cultures, enhance research skills, and integrate knowledge.

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