

LEADERSHIP:

Impact, Culture, and Sustainability

NINTH ANNUAL
GLOBAL CONFERENCE

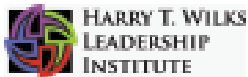
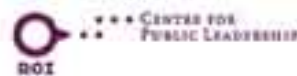


International Leadership Association



SHERATON WALL CENTRE • VANCOUVER, CANADA
OCTOBER 31 – NOVEMBER 3, 2007

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The ILA is the only association that brings together scholars and educators from the major programs in leadership studies. That's why I've never missed one of its annual conferences.

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Welcome



Welcome to Vancouver and ILA's 9th annual global conference. The Board and local planning team look forward to discovering the ways in which nearly 700 participants, 91 program sessions, 65 interactive roundtable discussions, lots of networking, and the stimulation and beauty of Vancouver will advance ILA's vision to transform leadership knowledge and practice worldwide.

"Leadership: Impact, Culture and Sustainability." This theme is central to the vision of ILA and is very present in the Vancouver region. We come together to explore leadership on the coast, leadership on the edge. Bordering on the United States and Asia, Vancouver is building an urban community with a population that is 42% immigrants while at the same time trying to learn what it means to truly honor its First Nations and aboriginal heritage. We are proud of all that our city has achieved in the area of environmental sustainability, and we are trying to do more as we prepare to welcome the world for the 2010 Winter Olympics and manage its impact. Some of the lessons from those leadership efforts will be shared at the conference—consider purchasing your carbon offset if you haven't already—and new insights will be sought.

In keeping with our intent to ground the global in the local, we have offered leadership excursions in place of more typical pre-conference workshops. Small groups of participants will have the opportunity to experience the region's approach to urban planning, a demonstration project in sustainability, the values-based management of an urban forest and aquarium, or how cultural artifacts are studied and shared. The leadership challenges and implications will be drawn out in each case.

We invite you to make new friends, learn in many ways, enjoy the area, and tread lightly! Your ideas, your involvement, and your exuberance are what make the ILA a remarkable resource. Thank you for coming.

Brian Sullivan
Vice President, Students
The University of British Columbia

On behalf of the Vancouver Local Planning Team:

Brenda Chaddock, Limitless Leadership, Inc.
Kim Davidson, University of British Columbia
Anne DeWolfe, University of British Columbia
Teresa Gehman, Teresa Gehman Consulting
Chad Hyson, University of British Columbia
Jackie Kirk, University of Saskatchewan
Laura Mack, White Light Communities
Kristen Napoli, Culture Valet Communications
Wendy Norman, Simon Fraser University
William Roberts, The Whistler Forum for Leadership and Dialogue
Chris Rogerson, Simon Fraser University
Michael Shoop, Diamond Management Consulting
Laura Villacrusis-Weaver, The Refinery Leadership Partners, Inc.
Lorne Williams, University of Lethbridge
Brian Sullivan, University of British Columbia

ILA Board of Directors, Executive Committee, and Staff

The ILA board members and staff encourage you to seek them out during the conference to catch up, share ideas, or simply introduce yourself.

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Our vision

Transforming Leadership Knowledge and Practice Worldwide

Our mission

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

Our commitment

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

Our values

- > **Inclusion:** nurtures and promotes broad and diverse membership engagement
- > **Intent:** encourages leadership initiatives that advance the field of leadership and contribute to the greater global good
- > **Interconnection:** builds upon the shared interests and complementary talents of members to support individual and collective goals
- > **International Perspectives:** respects cultural context and facilitates learning and networking across national boundaries
- > **Integrity:** insists upon effective and ethical leadership practices and sound scholarship

TABLE OF CONTENTS

Welcome	1
Pre-Conference Excursions	4
Agenda Overview	5
Keynote Speakers	8
Book Signing Schedule	9
2007 Annual Meeting Exhibitors	10
Member Interest Groups	14
Guide to Session Formats	15
Poster Sessions	17
Concurrent Session 1	23
Concurrent Session 2	27
Concurrent Session 3	31
Concurrent Session 4	39
Interactive Roundtable Discussions	45
Concurrent Session 5	63
Concurrent Session 6	69
Concurrent Session 7	75
Concurrent Session 8	81
ILA Member Listing	87
Presenter Index	95

Pre-Conference Excursions

Separate
registration
required

EXCURSION 1: Vancouver's Development and Urban Planning — Presentation at Wall Centre followed by a Walking Tour [Junior Ballroom A at 12–3:00 pm]

In the 1990s, Vancouver became an internationally renowned model for 21st century urban planning. In the post-Expo period the city changed dramatically in many ways, and yet in other ways the formative influences of its 19th century roots are still apparent. Former city councilor Gordon Price will set the context of the times and through visuals and a walking tour reveal the ideas behind, and the lessons learned from, Vancouver's development.

EXCURSION 2: Forests and Fish at Stanley Park [Meet in North Tower Lobby at 11:45 am] *Bus leaves Wall Centre at 12 pm, returning to the Wall Centre at 3 pm*

Established in 1888, Stanley Park is Vancouver's oldest, largest, and most popular park. Surrounded by the Pacific Ocean, with spectacular views of the Coast Mountains and Lions Gate Bridge, the park welcomes eight million visitors each year and is home to Canada's largest aquarium, the Vancouver Aquarium. Join us for a bus tour of the forest, featuring special commentary about the major windstorms of winter 2006-07 that uprooted an estimated 10,000 trees and the overwhelming response that followed. Then, venture under water to explore the Vancouver Aquarium and learn about Ocean Wise, a Vancouver Aquarium conservation program that has partnered with 99 restaurant locations, four market locations, a culinary school, a home delivery service, a private club, and a university campus since its inception in 2005.

EXCURSION 3: UBC Museum of Anthropology & Leadership Program at First Nations House of Learning [Meet in North Tower Lobby at 12:00 pm] *Bus leaves Wall Centre at 12:15 pm, returning after the conference opening and reception.*

The University of British Columbia's Vancouver campus provides spectacular views of both the ocean and mountains. This excursion begins with a guided tour of the Museum of Anthropology, Canada's largest teaching museum renowned for giving access and insight into the cultures of indigenous peoples around the world, followed by a visit to the First Nations House of Learning for a presentation on the Long House Leadership Program and a reception. Participants will proceed directly to the conference opening from this excursion without first returning to the Wall Centre.

EXCURSION 4: UBC Sustainability Initiatives & Leadership Program at First Nations House of Learning [Meet in North Tower Lobby at 12:00 pm] *Bus leaves Wall Centre at 12:15 pm, returning after the conference opening and reception.*

The University of British Columbia's Vancouver campus provides spectacular views of both the ocean and mountains. This excursion begins with a program learning about the campus' renowned sustainability strategies and initiatives followed by followed by a visit to the First Nations House of Learning for a presentation on the Long House Leadership Program and a reception. Participants will proceed directly to the conference opening from this excursion without first returning to the Wall Centre.

EXCURSION 5: University of British Columbia First Nations House of Learning Overview and Reception [Meet in North Tower Lobby at 2:00 pm] *Bus leaves Wall Centre at 2:15 pm, returning after the conference opening and reception.*

Visit the First Nations House of Learning for a presentation on the Long House Leadership Program, an architectural overview, and a reception. Participants will proceed directly to the conference opening from this excursion without first returning to the Wall Centre.

Agenda Overview

Wednesday, October 31, 2007 (See page 4 for Pre-Conference Excursion details)

8:00 am – 6:00 pm	ILA Registration and Welcome Center	<i>Third Floor, Foyer, North Tower</i>
8:00 am – 11:30 am	ILA Board Meeting	<i>Junior Ballroom D</i>
9:00 am – 11:00 am	Guidelines for Leadership Education Programs Learning Community working meeting	<i>Junior Ballroom C</i>
9:30 am – 11:30 am	MIG Current Chairs/Co-Chairs Meeting	<i>Blue Whale</i>
11:45 am	Gather for Excursion 2 to Stanley Park (Buses leave at noon, return at 3 pm)	<i>North Tower Lobby</i>
12:00 – 3:00 pm	Excursion 1: Vancouver's Urban Planning	<i>Junior Ballroom A</i>
12:00 pm	Gather for Excursions 3 & 4 to UBC (Bus leaves at 12:15 pm, returns after opening)	<i>North Tower Lobby</i>
2:00 pm	Gather for Excursions 5 to UBC (Bus leaves at 2:15 pm, returns after opening)	<i>North Tower Lobby</i>
3:15 pm – 4:00 pm	Bus leaves every 15 minutes for Conference Opening at University of British Columbia	<i>North Tower Lobby</i>
4:00 pm – 4:30 pm	Light Refreshments	<i>Chan Center, UBC</i>
4:45 pm – 6:00 pm	Conference Opening: Making Connections Brian Sullivan , 2007 Conference Chair and VP of Students, UBC Musqueam Welcome Alison Lawton , Social Innovator, Financier, and Film Producer Stephen Toope , President, University of British Columbia <i>Conference opening sponsored by University of British Columbia</i>	<i>Chan Center, UBC</i>
6:00 pm – 7:00 pm	Welcome Reception (Cash Bar) <i>Sponsored by Regent University School of Global Leadership and Entrepreneurship</i>	<i>Chan Center, UBC</i>
6:00 pm	First bus back to Wall Centre begins loading	
6:20 pm – 7:20 pm	Buses will leave UBC to return to the Wall Centre about every 20 minutes until 7:20 pm	
7:30 pm – 8:30 pm	Student Case Competition Orientation	<i>Junior Ballroom A</i>

Thursday, November 1, 2007

7:30 am – 6:00 pm	ILA Registration and Welcome Center	<i>Third Floor Foyer, North Tower</i>
7:30 am – 2:00 pm	Sign up for Diner's Club Restaurants	<i>Third Floor Foyer, North Tower</i>
8:00 am – 6:00 pm	UBC Bookstore Leadership Book Fair Exhibitors and Poster Displays	<i>Pavilion Ballroom A/B Ballroom Foyers</i>
8:30 am – 10 am	Keynote Plenary	<i>Grand Ballroom</i>
	Exploring ILA's Impact <i>Cynthia Cherrey, ILA President</i>	
	Weaving the Conference Narrative <i>Steve Denning, James MacGregor Burns Academy of Leadership</i>	
	Leadership and Culture: The GLOBE Findings On Universal and Culturally Specific Attributes of Outstanding Leadership <i>Mansour Javidan, Dean of Research and Garvin Distinguished Professor, Thunderbird School of Global Management</i>	
	Our Conference Culture <i>Shelly Wilsey, ILA Director</i>	
10:00 am – 10:30 am	Refreshments sponsored by Regis University	<i>Grand Ballroom Foyer</i>
10:30 am – 11:45 am	Concurrent Session 1	<i>See pages 23–26</i>
12 Noon – 1:15 pm	Conference Networking Lunch	<i>Grand Ballrooms</i>
<i>It can be a bit challenging to meet colleagues at a conference this size. To facilitate your networking opportunities, you are encouraged to join a Member Interest Group (MIG) for lunch in a specific ballroom. In addition, one ballroom will host a lunch for those who seek more general networking.</i>		
	Education MIG	<i>Grand Ballroom B</i>
	Scholarship MIG	<i>Grand Ballroom C</i>
	Applied, Business, & Public Leadership MIGs	<i>Grand Ballroom A</i>
	General Networking	<i>Grand Ballroom D</i>
1:45 pm – 2:45 pm	Concurrent Session 2	<i>See pages 27–29</i>
3:15 pm – 4:45 pm	Concurrent Session 3	<i>See pages 31–36</i>
5:00 pm – 6:00 pm	Member Interest Group Meetings	
	Public Leadership MIG	<i>Parksville</i>
	Leadership Education MIG	<i>Junior Ballroom C</i>
	Leadership Scholarship MIG	<i>Junior Ballroom B</i>
	Applied Leadership MIG	<i>Junior Ballroom D</i>
	Business Leadership MIG	<i>Junior Ballroom A</i>
	<i>Refreshments for the Business Leadership MIG sponsored by Oracle</i>	
7:30 pm – 9:00 pm	Trinity Western University Leadership Program Reception <i>TWU invites those interested in learning about our dynamic Master & Diploma programs in leadership to attend.</i>	<i>Parksville</i>
9:00 pm	Artful Leadership: Piano Recital and Reflections with Michael Jones	<i>Junior Ballroom</i>

Sponsored by the James MacGregor Burns Academy of Leadership

Friday, November 2, 2007

7:30 am – 6:00 pm	ILA Registration and Welcome Center	<i>Third Floor Foyer, North Tower</i>
7:30 am – 2:00 pm	Sign up for Diner's Club Restaurants	<i>Third Floor Foyer, North Tower</i>
8:00 am – 6:00 pm	UBC Bookstore Leadership Book Fair Exhibitors and Poster Displays	<i>Pavilion Ballroom A/B Ballroom Foyers</i>
8:30 am – 9:30 am	Concurrent Session 4	<i>See pages 39–43</i>
9:45 am – 11:15 am	Interactive Roundtable Discussions	<i>See pages 45–60</i>
11:15 am – 12:45 pm	Lunch and Free Time	
1:00 pm – 2:30 pm	Concurrent Session 5	<i>See pages 63–67</i>
3:00 pm – 4:15 pm	Concurrent Session 6	<i>See pages 69–73</i>
4:15 pm – 4:30 pm	Refreshments Sponsored by PhD in Leadership & Change, Antioch University	<i>Grand Ballroom Foyer</i>
4:30 pm – 5:45 pm	Keynote Plenary Leadership and Impact: Leading a Life That Matters <i>Barry Posner, Dean, Leavey School of Business and Professor of Leadership, Santa Clara University</i> Video Presentation of the Distinguished Leadership Award to Warren Bennis <i>Ted Baartmans and Gill Hickman, ILA Vice Presidents</i>	<i>Grand Ballroom</i>
6:00 pm – 7:30 pm	Author Book Signing & Reception (Cash bar) <i>Sponsored by Jossey-Bass</i>	<i>Pavilion A-D and Foyers</i>
6:30 pm – 8:00 pm	Reception for Friends of Regent University	<i>Finback</i>
7:00 pm – 9:00 pm	Case Competition Judging <i>Open to all interested parties</i>	<i>Orca</i>

Saturday, November 3, 2007

7:30 am – 2:00 pm	ILA Registration and Welcome Center	<i>Third Floor Foyer, North Tower</i>
8:00 am – 12:00 pm	UBC Bookstore Leadership Book Fair Exhibitors and Poster Displays	<i>Pavilion Ballroom A/B Ballroom Foyers</i>
8:30 am – 9:45 am	Concurrent Session 7	<i>See pages 75–79</i>
10:00 am – 11:30 am	Concurrent Session 8	<i>See pages 81–85</i>
11:30 am – 12:00	Elevenes Refreshments	<i>Grand Ballroom Foyer</i>
12:00 pm – 1:30 pm	Keynote Plenary Leadership and Sustainability: An Aboriginal Perspective <i>Sophie Pierre, Chief, St. Mary's Indian Band of the Ktunaxa Nation</i> Jablin Dissertation Award Presentation Case Competition Award Presentation Closing: Weaving Together the Conference Experience	<i>Grand Ballroom</i>

Keynote Speakers



Mansour Javidan will be addressing the conference theme of *culture* in his keynote address. He is a distinguished global business leader, international business consultant, and cross-cultural scholar. Javidan serves on the board of directors of the renowned GLOBE (Global Leadership and Organizational Behavior Effectiveness) research project on executive performance and leadership. He was one of the primary editors and writers of the GLOBE book, *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies* (Sage). An award-winning academic, Javidan is currently Dean of Research and Garvin Distinguished Professor, Thunderbird School of Global Management.



Chief Sophie Pierre O.B.C. will be addressing the conference theme of *sustainability* in her keynote address. Sophie Pierre is Chief of the St. Mary's Indian Band of the Ktunaxa Nation and is currently the President of SEM Holdings Ltd., the entity representing the ownership of the Ktunaxa Nation in the St. Eugene Mission Resort Ltd. Partnership. As a First Nations' leader in British Columbia, Chief Pierre has been a key player in all major developments achieved by First Nations in the last two decades. Chief Pierre has made countless presentations and been featured in many interviews with the local, regional, national, and international press. In June 1994, Chief Pierre was awarded the Order of British Columbia (O.B.C.) which represents the highest form of recognition the Province can extend to its citizens.



Barry Posner will be addressing the conference theme of *impact* in his keynote address. Barry is Dean of the Leavey School of Business and Professor of Leadership at Santa Clara University. He is the co-author with Jim Kouzes of the award-winning and best-selling leadership book *The Leadership Challenge*, which combines keen insights with practical applications and captures both why and how leadership is everyone's business. Barry has also co-authored several other award-winning, inspiring, and practical books on leadership and has published more than 80 research and practitioner-oriented articles. Barry and Kouzes have received the International Management Council's award as the nation's top management and leadership educators, and Barry was recently listed among the top 50 Leadership Coaches in America.

Book Signing Schedule

* Note: Only co-authors who will be in attendance are listed below.

Thursday 1:15 pm – 1:45 pm [Pavillion Ballroom]

Françoise Morissette

Made in Canada Leadership; Wisdom from the Nation's Best and Brightest on Leadership Practice and Development

Friday 6:00 pm – 7:30 pm [Pavillion Ballroom C]

Author Signing and Reception

Sponsored by Jossey-Bass



Peter Amato, Rick Brydges, Arthur Jue, Ronald Lesniak, John Lohre, and Carolyn Salerno
Leadership Moments: Turning Points That Changed Lives and Organizations

Ella Edmondson Bell and Stella M. Nkomo
Our Separate Ways: Black and White Women and the Struggle for Professional Identity

Juana Bordas
Salsa, Soul, and Spirit: Leadership for a Multicultural Age

Judy Brown
A Leader's Guide to Reflective Practice

Ed Cohen
Leadership Without Borders: Successful Strategies from World-Class Leaders

Carollyne Conlinn
The Great Question! Game

Richard Couto
Reflections on Leadership

Sarah Crowell
Youth on the Move! A Teacher's Guidebook to Co-Creating Original Movement/Theater Performances with Teens

Stephen Denning
The Secret Language of Leadership: How Leaders Inspire Action Through Narrative

Alice Eagly
Through the Labyrinth: The Truth About How Women Become Leaders

Mark Gerzon and Walter Link
Leadership is Global — Co-Creating a More Humane and Sustainable World

Craig Johnson
Ethics in the Workplace: Tools and Tactics for Organizational Transformation
Meeting the Ethical Challenges of Leadership: Casting Light or Shadow

Carolyn Kenny
Music & Life in The Field of Play: An Anthology

Nicholas Longo
Why Community Matters: Connecting Education with Civic Life

Dave McIntire
Teamwork: Making the Dream Work

Renee Moorefield
Driven By Wellth: The 7 Essentials for Healthy, Sustainable Business Results in 21st Century Business & Leadership
Leadership: Theory and Practice (4th Edition)

Author Signing continued

Author Signing continued

Carol Pearson

Awakening the Heroes Within: Twelve Archetypes to Help Us Find Ourselves and Transform Our World

The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes

(and other titles)

Roy Pollock

The Six Disciplines of Breakthrough Learning: How to Turn Training and Development into Business Results

Barry Posner

The Leadership Challenge (4th edition)

A Leader's Legacy

The Student LPI Facilitator's Set

(and other titles)

Terry Price

Understanding Ethical Failures in Leadership

Dennis Roberts

Deeper Learning in Leadership: Helping College Students Find Potential Within

**Jon Wergin, Shana Hormann,
and Mark Hower**

Leadership in Place: How Academic Professionals Can Find Their Leadership Voice

2007 Annual Meeting Exhibitors

Antioch University Seattle

Azusa Pacific University

British Columbia Human Resources Management Association

Edward Elgar Publishers

Elsevier Publishers
(*Leadership Quarterly*)

Experience Point

Innovation Center for Community and Youth Development

Integral Leadership Review

Jossey Bass Publishers

Kravis Leadership Institute at Claremont McKenna College

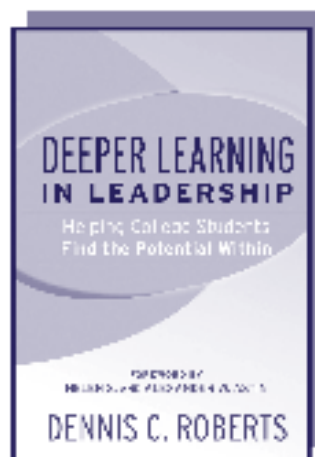
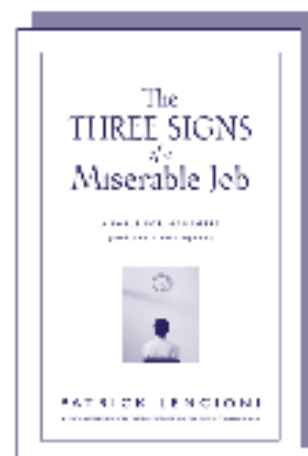
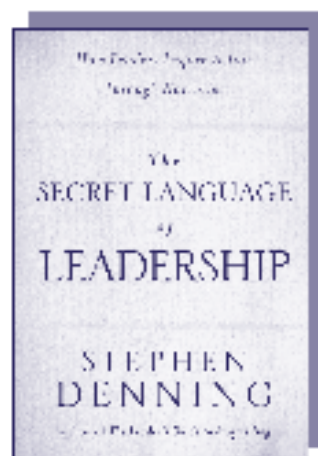
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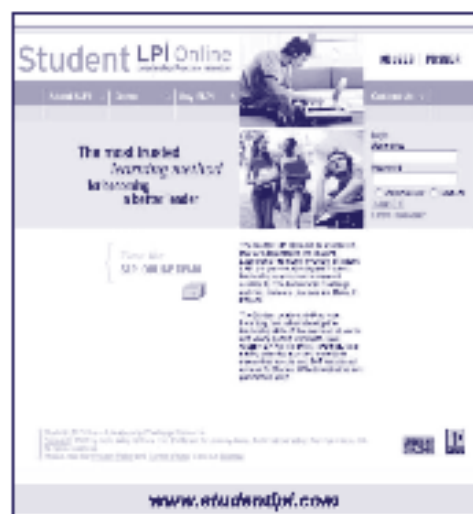
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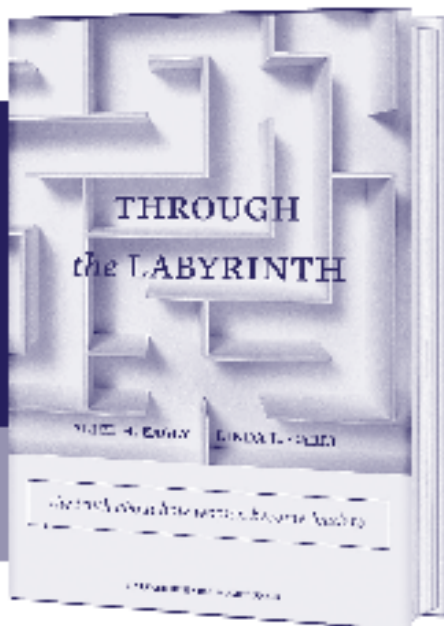
"At last: a book that is deep and wise about the many obstacles that companies and business cultures still put in the way of women's success. It's time we stopped blaming women and started to understand a problem that every company must crack if it is going to succeed."

Margaret Heffernan

CEO and Founder, *Westward 80* Author
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Five Steps Ahead

See the article in the September
 2007 issue of HBR, *Women and
 the Labyrinth of Leadership*

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Member Interest Groups

The Member Interest Groups (MIGs) invite your participation!

Applied Leadership

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

Chair: *Diane Dixon, D. Dixon and Associates*

Chair Elect: *Scott Allen, Center for Leader Development*



Business Leadership

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

Chair: *Richard Brydges, ARC Leadership Group; University of Phoenix*

Chair Elect: *Arthur Jue, Oracle Corporation*



Leadership Education

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

Chair: *Tony Middlebrooks, University of Delaware*

Chair Elect: *David Soleil, UC Irvine*



Public Leadership

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

Chair: *Bob Colvin, Christopher Newport University*

Chair Elect: *Vern Ludden, Indiana Wesleyan University*



Leadership Scholarship

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

Chair: *Nathan Harter, Purdue University*

Chair Elect: *Michael Harvey, Washington College*



Guide to Session Formats

Case Study

The presentation of detailed information about an actual leadership challenge or problem that is then analyzed from different perspectives with a focus on problem solving.

Conversation with Author

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

Fishbowl

A classroom style simulation allowing for the observation of best practices and new models for teaching and learning.

Interactive Roundtable Discussions

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

Panel

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

Paper Presentation(s)

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

Poster

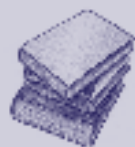
A visual display of a program, paper, or project that is set up in an exhibit space throughout the conference and often staffed by the creator(s) during the Friday evening reception.

Presentation

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

Workshop

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



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APU is pleased to host the Noel Academy for Strengths-Based Leadership and Education. Visit www.apu.edu/strengthsacademy/.

The Center for Leader Development

This poster session will highlight the resources offered by the Center for Leader Development.

Scott Allen, Center for Leader Development

From Scientist to Manager: Developing Leadership Skills for Early Career Scientists

Environment Canada is challenged by the high number of retiring managers in scientific positions and few early and mid career scientists willing or able to fulfill those positions. This qualitative action research study examined what support Environment Canada can provide to early career scientists in exploring positions in management.

Nicole Coté, Environment Canada

Leadership, Group Effectiveness, and Group Performance

This study investigated the Larson-Lefasto model in conjunction with the full range model of leadership style and examined the relationship of leadership, group effectiveness, and group performance from a systems approach, as an input > process > output model. The study engaged the responses of 750 call center representatives from a global financial services firm and the actual performance of their respective teams.

*Malcolm Ree, Our Lady of the Lake University
Adrian Guardia, Our Lady of the Lake University*

Servant Leadership Characteristics of Public Servants: Appointed and Elected Officials

This poster will examine the similarities and differences of servant leadership characteristics of appointed and elected public officials.

Sandra Bryant, School of Undergraduate Studies, Regent University

Factors Influencing the Decision to Study Leadership at the Graduate Level

This national study surveyed students pursuing an MEd, MBA and MA in Leadership at thirteen different universities. A six-way analysis of co-variance identified differences in motivations of graduate students to pursue the different degrees.

Mark Green, Our Lady of the Lake University

Impact on the Adult Learner of Participating in an Action Learning-Based Leadership Development Program

A survey is being conducted on students who have recently completed a degree program in leadership. The survey is designed to assess the impact that action learning has had on the learning, behavior, and personal results experienced by the adult learner. Survey results will be presented.

Tricia McConville, The Global Learning Collaborative; Center for Leadership, Northeastern University

Restructuring and Its Impact on Leaders in Rural Saskatchewan School Systems

This research utilized the narrative inquiry approach to collect experiential stories from several directors of education from the Canadian province of Saskatchewan who are currently engaged in leading their school divisions through an organizational restructuring process. The researcher collected the data through a questionnaire, a series of interviews, and a focus group discussion. The data will be presented through narrative passages and photos to illustrate and communicate the stories of their experiences in leading this change process.

Jackie Kirk, University of Saskatchewan

Leadership Characteristics Needed in a 21st Century World of Challenges

Each year the University of Texas John Ben Shepperd Public Leadership Institute holds a statewide forum. Individuals from all walks of life participate in an opinion survey assessing the problems facing Texas and the United States and the type of leaders needed to address these problems. This research is a statistical analysis of those opinion surveys.

Carol Ann Traut, John Ben Shepperd Public Leadership Institute, University of Texas

Project Challenge: Leadership through Adventure

Wollongong University's Centre for Student Development runs extra-curricular programs to develop students. One initiative is gaining popularity because of the unique, intense experience it gives participants. The premise of Project Challenge is to use adventure education, cultural immersion, and service learning as a means of personal development. The poster will detail this great catalyst for personal and professional development.

Tony Elshof, UniCentre, University of Wollongong

Lead From Where You Are: The Key to High Performance Organizations

"Lead from Where You Are" is an interactive workshop that takes a closer look at identifying how each individual contributes to an organization's success. This is accomplished by redefining the paradigm of leadership in terms of self rather than job title or official responsibilities.

William Joyce, NC State University

Telling Contrasts in Traditional Ideals of Leadership

This poster explores the ways in which Chinese and European concepts of leadership differ significantly. It offers views of the ideals, nature, goals, and practices of leadership in the two traditions and shows that these are based upon contrasting cultural assumptions about war, civilization, the cosmos, time, history, and government, yielding divergent leadership styles and actions.

Fredrick Peterson, Washington State University

Organizational Ethics is a Leadership Responsibility

Leaders are responsible for the ethical climate in their organization. This study determined that ethical climate is directly linked to leadership climate, leadership effectiveness, and transformational leadership behaviors. Subjects were members of a Corps of Cadets. Each completed a survey to measure ethical climate, organizational climate, supervisor effectiveness, and transformational leadership characteristics of their supervisors. Ethical climate correlated significantly with organizational and leadership climate, leadership effectiveness ratings of supervisors, and transformational leadership behaviors.

Thomas Meriwether, Virginia Military Institute

Cultural Considerations for Sustainable Tourism in Developing Countries

This poster presentation outlines a research agenda focused on exploring the cultural considerations for the sustainable tourism market, including considerations for communities, hospitality, and tourism operations in developing countries.

Tom Maier, Gonzaga University

Global Leadership in Energy and the Environment: The Environmental and Social Sustainability of Coffee Growing Regions of the World

As an environmentally and socially responsible corporation, Starbucks is committed to an environmental leadership role in all facets of production. This poster will illustrate the merged relationship of global coffee partnerships, fair trade, and human development as it correlates to corporate codes of conduct, the environment, and global warming.

Teresa Martinelli-Lee, BHS/American Recovery Center; University of La Verne

Similarities and Differences in Leadership Personality Between Mexican and American Leaders

The Cattell's 16PF personality inventory measure was administered to two groups of leaders of industrial for-profit organizations in the USA and in Mexico. The analyses included MANOVA and other multivariate techniques. This poster depicts the differences in basic personality between the American and Mexican leaders.

Malcolm Ree, Our Lady of the Lake University

Mentoring: Impacting Sustainability of Leaders in a Cross-Cultural Environment

The ubiquitous nature of technology coupled with the globalization of the marketplace forces educators to explore the most effective method of mentoring, particularly in the blended learning cross-cultural context. Examining Brazilians in a US-led graduate leadership development program, this study yielded a mentoring model that impacts success and sustainability of leaders.

*Linda D. Grooms, School of Education, Regent University
Kathaleen Reid-Martinez, Office of Non-Traditional Programs and Experiential Learning,
Azusa Pacific University*

Poster Sessions continue

Mentoring: Impacting Sustainability of Future Leaders in the Online Environment

Tera DeLane Simmons, Greenville High School

Mentoring: Impacting Sustainability of Emerging Leaders through Character Development

As modern societal and technological complexities pervade the traditional face-to-face educational setting, novel strategies for leadership education emerge. Addressing the sustainability of emerging leaders, this study examines the impact of an innovative leadership program that uses a cascading mentorship strategy for implementing values and vision for character-based leadership development.

Patricia J. Stewart, Oscar Smith High School

Mentoring: Impacting Sustainability of Leaders in a Constructivist Culture

Using a constructivist culture of learning, this study presents a key mentoring factor that enhances sustainability of leaders. Examining internationals from multiple professions enrolled in a blended learning leadership program, the researchers argue this learning approach creates sustainability by mentoring leaders to develop communities of practice and knowledge building.

*Kathaleen Reid-Martinez, Office of Non-Traditional and Experiential Learning,
Azusa Pacific University
Linda D. Grooms, School of Education, Regent University*

Student Leaders Leading Students

In September 2007, third year leadership students in the University of Wollongong's Black Opal Leadership Program facilitated a Leadership Conference for University students from around Australia. As far as we know this is a first in the nation, as student leaders sow seeds of leadership development for their peers.

Melissa Zaccagnini, Centre for Student Development, University of Wollongong

The Voices of Youths: Contributing to Future Directions and School Reform

Research suggests that major concerns of adolescence relate to education and future career goals. With the current emphasis in the United Arab Emirates on school reform, our current research aims to provide a forum for youths and a platform for leadership towards influencing school, curriculum, and teaching.

Gloysis Mayers, Zayed University

Effective Followership in Developing Great Leaders

We are all followers—from the newest employee to the CEO. How do we help followers be better employees while working to be better followers ourselves? Participants can apply followership principles to help themselves, co-workers and/or direct-reports to create teams with dynamic results.

Rodger Adair, Apollo Corporate University

S Leadership: Gentle Power to Change the World

Sookmyung Women's University (SMU) endeavors to train global women leaders who can influence the world through service and commitment, under its motto "Gentle Power to Change the World." The premise of 'S Leadership' at SMU is 'Servant Leadership,' focusing on four fundamental characteristics: leadership with spirit, leadership with service, leadership with skill, and leadership with strength.

*Young-Eun Chang, Sookmyung Global Leadership Institute, Sookmyung Women's University
Yunkeum Chang, Sookmyung Global Leadership Institute, Sookmyung Women's University
Sookhee Lee, Sookmyung Global Leadership Institute, Sookmyung Women's University*

Leadership Strengths of Eastern and Western Cultures

Over the past two years, college students participated in the survey developed by Marcus Buckingham and Donald Clifton illustrated in their book, *Now, Discover Your Strengths*. Data from the new edition, *StrengthsFinder 2.0*, by Tom Rath, are also included. Researchers then categorized the results by gender and culture. The analysis illustrates differences between Eastern and Western cultures regarding individual leadership strengths.

John Baker, Western Kentucky University

Climbing the Leadership Ladder

Developmentally appropriate leadership opportunities are essential for the growth of leadership in young people. See how one youth organization has made it possible for young people to climb the leadership ladder.

*Jacklyn Bruce, The Pennsylvania State University
Kristina Ricketts, The Pennsylvania State University*

Selection Process for Leadership Positions

Tired of elections? Don't want to use a panel? Pennsylvania 4-H has developed an innovative way to help get the right youth into the right leadership positions. Come learn how.

*Jacklyn Bruce, The Pennsylvania State University
Kristina Ricketts, The Pennsylvania State University*

"All the World's a Stage:" Embedding International Perspectives into Leadership Education

Today's world is a global society. In order to more effectively develop work-ready graduates, faculty at Penn State University are developing an internationally focused leadership development course that includes an embedded international experience. With this experiential learning aspect, students can witness how leadership concepts are related to differently within another culture.

*Kristina Ricketts, The Pennsylvania State University
Jacklyn Bruce, The Pennsylvania State University*

Poster Sessions continue

Teaching Leadership with a Global Perspective: Case Studies

This poster presents a case study of one model designed to teach leadership studies students to be more globally aware: Global Immersion Week, during which each of our core Leadership Studies courses deals with international issues for at least an entire week. These issues include: global trade, AIDS, immigration, and other issues emerging in international news.

*Grace Hwang, Leadership Studies & Programs, Kansas State University
Irma O'Dell, Leadership Studies & Programs, Kansas State University*

Assessing Campus Leadership Awareness and Needs

Institutions should assess the awareness of leadership needs on their campuses before fully developing strategies and programs to address these needs. This poster will review the results of a survey sent to students, faculty, and administrators at Western Kentucky University to assess the need for leadership instruction.

*Shane Spiller, Western Kentucky University
Jenifer L. Lewis, Western Kentucky University
Audrey Cornell, Western Kentucky University*

Connecting the Dots: Leadership and a Sense of Interrelatedness

A presentation of the research findings from a fascinating phenomenological study that investigated a sense of interrelatedness and leadership for the common good. Using experiences from the lives of committed leaders, the author illustrates ways of leading that allow for creativity and learning with a respect for people and the environment.

Lesley Beatson, Leadership Coaching and Consulting



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Concurrent Session 1

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group accepted the session, thus indicating its target audience. All sessions are open to all interested parties. If the room is full, please attend another session.



Scholarship



Education



Applied
Leadership



Public
Leadership



Business

Leaders Behaving Badly: Cross-Cultural Challenges in the Performance of Leadership (Workshop)

Beluga

This workshop will give participants a chance to play deeply and thoughtfully with cross-cultural communication challenges using problem-based learning processes. Based in cross-cultural case studies about the ways unexamined cultural assumptions block communication in the best of us, we'll explore how cultural concepts weaken or strengthen our best efforts to collaborate and lead in a global community. After the participatory workshop, we'll have time to discuss the approach, cross-cultural challenges, and our discoveries.

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



Case-in-Point Teaching: A New Approach to Leadership Education (Case Study)

Finback

A presentation (1) documenting a personal transformation in “teaching leadership” and (2) outlining the basic concepts of case-in-point teaching. The presenter will share how a book and a Harvard workshop radically changed his approach to leadership education by doing leadership rather than teaching about leadership. Session will include commentary on the presentation from the author of *Leadership Can Be Taught*, Sharon Daloz Parks.

David Cox, Arkansas State University



Commentator: *Sharon Daloz Parks, Whidbey Institute; Executive Leadership Program, Seattle University*

Leading for Canada, Leading for the World (Conversation with Author) Port McNeill

In recent years, much noise has been made about a leadership ‘deficit’. As baby boomers retire en masse, there is a concern about replacing them and grooming the next generation of leaders to meet leadership needs in all sectors of the economy. In *Made In Canada Leadership*, the authors draw upon the collective wisdom and experience of 295 exceptional Canadian leaders in the private, public, community, art, sport, and co-operative sectors from coast to coast as well as 66 equally diverse professional leadership development experts to answer these fundamental questions:

- What are the best ways to develop competent leaders?
- How can we ensure a reliable supply of capable leaders for the country?
- How can we strengthen Canadian leadership?

Françoise Morissette, Industrial Relations Centre, Queen's University





Evaluating Success: Servant Leadership, Public Health Leadership Development, and Non-Academic Outcomes (Paper Presentations)

Junior Ballroom A

Development and Validation of a New Servant Leadership Measure

The paper examines the preliminary psychometric properties of a new 35-item, six-dimension measure of servant leadership behavior. In this study, servant leadership is identified by its service orientation, holistic outlook, and moral-spiritual emphasis. Theoretical contributions, practical implications, and future research directions are also outlined in the consulting sections.

Sen Sendjaya, Monash University (refereed track)

How Leaders Develop: A Case Study on Public Health Leadership Development

This study focused on the development of 67 public health and environment leaders who completed a year-long leadership development institute. Both mixed quantitative and qualitative methods were used to explore changes in leadership practices and factors influencing those changes for public health and environment leaders. Factors identified as important for encouraging leadership development and a proposed model to explain the leadership process for public health leaders will be presented.

Linda Olson, University of Denver (refereed track)

Sustaining Non-academic Outcomes: Integrating Organizational Learning with Transformational and Transactional Leadership

This study investigated the relationship between the principal's leadership behavior and the mediating variables of school climate, discipline climate, organizational learning, and student discipline outcomes in six public middle schools and one k-8th grade school in an urban school district in the eastern United States.

Kenneth Williams, Teachers College, Columbia University (refereed track)



The Power of Unlearning: Maximizing Leadership Learning by Addressing its Obstacles (Workshop)

Junior Ballroom B

“Unlearning” is a crucial yet under-utilized success factor in leadership education/training. Culturally-influenced thinking patterns (e.g. mindsets, implicit leadership theories, performance attribution processes, imposter phenomenon) can interfere with learning new leadership styles, particularly for nontraditional leaders. Workshop participants will explore cognitive barriers while experiencing strategies to address them and maximize leadership learning.

Tracey Manning, University of Maryland



Leadership through the Lens of Gender and Race: Breaking the Silence (Conversation with Authors)

Junior Ballroom C



Most organizations and their definitions of good leadership were designed to accommodate the lifestyles and preferences of middle-class white men. When women's issues were introduced, race was often silenced and the differences between women of color and white women were not broached. This session will feature a discussion with the two authors of *Our Separate Ways: Black and White Women and the Struggle for Professional Identity*. The authors will discuss their research around leadership and organizational issues facing women of color and white women and how intersections and differences can be managed.

Stella M. Nkomo, Graduate School of Business Leadership, University of South Africa
Ella L.J. Edmondson Bell, Tuck School of Business, Dartmouth College

Chair: *Karen A. Geiger, McColl School of Business, Queens University of Charlotte*

Global Poverty and the “So What?” of Leadership Theory

Junior Ballroom D

(Panel Presentation)

This panel continues and furthers the dialogue of practitioners and scholars about the relevance of leadership theory to practice. Specifically it will deal with creating a culture of leadership as part of the effort to alleviate conditions of poverty. The panel will have two short presentations, by Davidson and Camerer, on efforts to integrate new standards of leadership with strategies to eradicate poverty in developing nations. The remaining panelists will facilitate small group discussions among those attending the panel on their related work. The report back and later roundtable discussions will bridge recent scholarship with suggestions for case studies in a book, *Creating Shared Prosperity: Leadership and Poverty*.

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

John Davidson, World Bank

Marianne Camerer, Global Integrity

Juana Bordas, Mestiza Leadership International

Stewart Burns, Williams College

Deborah Meehan, Leadership Learning Community

Lyndon Rego, Center for Creative Leadership



The Intersections of Leadership and Culture: Shifting Needs in a Changing Africa (Case Study)

Parksville



The Role of Culture in the Negotiation Process of the Failed Humanitarian Intervention in Somalia, 1992-1994

The focus of this case study is to explore the role of culture as relevant to the negotiation process that was critical during the implementation of the humanitarian intervention by the United Nations and the United States from March 1992 to March 1994.

Kelly Fisher, Monash University

Leadership in Transitions from Conflict to Post-Conflict Environments

How do leadership requirements change when regional conflicts end and preparations for peace begin? How do leaders reclaim leadership roles and what should the roles be? This study provides theoretical background and first-hand observations of tribal leaders in Africa as a 20-year regional conflict seems to be ending.

John Bryan, Alliance for African Assistance

From Idea to Reality: Success in the Creation of Leadership Programs (Workshop)

Port Alberni



Workshop on the Birth, Politics, and Planning of an Academic Leadership Studies Program

This interactive workshop will bring 25 years of experience in supporting and consulting to leadership programs around the world, including programs initiated by chancellors, presidents, faculty, students, parents, kings and queens.

Georgia Sorenson, James MacGregor Burns Academy of Leadership, University of Maryland

Implementing an Organizational Leadership PhD Program at an Historically Black University: Lessons Learned

This presentation will chronicle the planning, development, and implementation of a doctoral program in organizational leadership at an Historically Black University. This presentation assesses the program's leadership, demonstrates how the leadership of the program implemented the plans of the original committee, and examines the subsequent reorganization.

Jay Bishop, University of Maryland Eastern Shore



Excellence in Board Leadership: Fusing Good Corporate Governance and Authentic Strategic Leadership (Panel Presentation)

Port Hardy



Excellence in board leadership demands more than governance alone. Strategic leadership practitioners recognize that when balancing effective oversight with creating new and sustainable realities, governance often stifles the emergence of authentic strategic leadership. We discuss the profusion of governance, which is often substituted for leadership, and the associated strategic leadership challenges.

The Role of the Chair in Effective Corporate Governance

Issues of corporate governance are increasingly important. Extensive media coverage has highlighted concerns in this area forcefully. Moreover, the governmental response has been noticeable with the passage of Sarbanes-Oxley. This panelist will explore how directors can improve corporate governance while also assisting the organization's leadership.

Sherry Penney, College of Management, University of Massachusetts Boston

Education in a Free Society: A Call to College and University Presidents and Their Boards of Trustees for Courageous Leadership

The university as institution remains vibrant and strong, yet its wealth, power, and prestige are proving to be its undoing. Sicknesses of purpose and hubris displayed by presidents and their boards of trustees have led to the gradual erosion of original purpose and its replacement by corporate rhetoric and symbols. Specific policy recommendations for addressing this moral crisis are identified.

John Jacob Gardiner, Department of Leadership, Seattle University

Developing Corporate Boards by Integrating Governance, Authentic Strategic Leadership, and True Strategic Visioning

Governance provides oversight and checks and balances for averting criminal activity in corporations. However, ineffective governance can prevent the emergence of real leadership for creating new and sustainable realities. Based on UK strategic leadership research and practice, the presenter advocates developing boards by integrating governance, authentic strategic leadership, and true strategic visioning.

Kuldip Reyatt, Strategic Visioning Partners

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Scholarship



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Applied Leadership



Public Leadership



Business

Concurrent Session 2

Reinventing Global Service: A Case Study (Case Study)

Beluga



This session will explore the rethinking and reconfiguration of Global Service from a fragmented to an aligned and interconnected model. Our approach represents a paradigm shift in the way NGOs and other international agencies currently do business. It is disruptive social innovation for change, offering an opportunity for service organizations from all sectors to transition to an open system model, called a Center for Global Service (CGS).

Kathryn Johnson, Center for Global Service

First Nations Leadership: The Changing Landscape

Finback



(Paper Presentation)

Historically, First Nations people had complex societies that included well-established governance and leadership practices. The Indigenous philosophies that included deep understandings of the environment and the universe directly influenced these practices; consequently, examples of adaptive and complex leadership emerge. In this presentation, the philosophy of 'Seven Generations' will be utilized to describe the past, present, and anticipated future of First Nations leadership.

Jacqueline Ottmann, University of Calgary (refereed track)

Allophilia: A Framework for Understanding Effective Intergroup Leadership

Junior Ballroom A



(Paper Presentation)

The same things a leader does to promote strong identification and cohesion within a group can exacerbate conflicts with other groups. This creates one of the most difficult dilemmas of leadership: the trade-off between ingroup and outgroup effects. The allophilia construct (liking or love of those of another group) prompts researchers and practitioners to consider what lies beyond tolerance and represents the core of an emergent model of effective intergroup leadership.

Todd Pittinsky, Center for Public Leadership, Harvard University



Leader Development: Using an Evidence-Based Design

Junior Ballroom B



(Panel Presentation)

Leader development programs have become increasingly popular as organizations recognize the need to identify and expose high potential leaders earlier to formal leadership education and training. This panel presentation will focus on how the presenters operationalized a conceptual model to design a leader development program in both a USA-based non-profit organization and a European private sector organization.

*Marsha Hughes-Rease, Dannemiller Tyson Associates
Karyn Trader-Leigh, KTA Global Partners*





The Psychology of Leadership Ethics (Paper Presentation)

Junior Ballroom C

The presenters will share new research at the intersection of the discipline of psychology and the field of ethics. The goal of the present study is to determine whether the more-important-than-average effect explains rule-breaking behavior by leaders. In other words, do leaders think that they are “more justified than average?”

Terry Price, Jepson School of Leadership Studies, University of Richmond

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



Exploring Leadership: A Conversation with the Author

Junior Ballroom D

(Conversation with Author)

Exploring Leadership: For College Students Who Want to Make a Difference by Susan R. Komives, Nance Lucas, and Timothy R. McMahon is widely used in college leadership courses. The conversation will include a review of the Relational Leadership Model, the Social Change Model of Leadership Development, and recent Leadership Identity Development research included in the 2007 second edition of this book.

Susan R. Komives, James MacGregor Burns Academy of Leadership, University of Maryland



Studying Leadership in Crisis (Paper Presentations)

Parkville

Red Cross Workers' Perceptions of Leaders in Disaster

This study utilized Q-methodology to explore the perceptions of Red Cross workers regarding their field leaders during disaster response. Conclusions and implications from the study will be shared, particularly related to understanding socially-close leadership within the context of disaster. Future research directions will also be explored.

Carol A. McBryde, Texas A&M University

Organizational Culture in Katrina Disaster Relief

The presenter will reveal how to identify the archetypes active in a Katrina related disaster relief organization by utilizing the Organizational and Team Culture Indicator. The results were used in four ways: by recovery workers to assist in their own emotional recovery, by organizational leadership in helping the organization to recover from trauma, by the consulting team to refine their efforts in order to be more effective within the specific culture of the organization, and by the leadership in public relations efforts.

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

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Scholarship



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Conversation with Alice Eagly about *Through the Labyrinth: The Truth About How Women Become Leaders* (Conversation with Author)

Port Alberni

A new book on gender and leadership, by Alice H. Eagly and Linda L. Carli, was published in October by Harvard Business School Press. The presenter will summarize the book and have a conversation with the audience.

Alice Eagly, Northwestern University



Collaborating with Alumni to Enhance Student Learning (Workshop)

Port Hardy

Incorporating alumni into developmental programs and initiatives can be a powerful experience for both students and alumni. Learn how the Illinois Leadership Center found new ways to engage alumni to enhance student leadership programs, provide role models for life-long learning, and re-connect alumni to their alma mater through developmental opportunities.

*Kirstin Phelps, Illinois Leadership Center
Sara Thompson, Illinois Leadership Center
David Rosch, Illinois Leadership Center*



A View from the Top: Sustainable Lessons on Senior Executive Leadership for Individual and Organizational Effectiveness (Panel Presentation)

Port McNeill

This panel examines the impact of senior level executives (CEO, COO, President, etc.) on 21st century organizational topics. Data analyzed from hundreds of senior executives identify significant sustainable lessons in leadership effectiveness, vision statements, CEO tenure, and leadership development as well as organizational effectiveness.

In Their Own Words: An Intimate Look at Senior Executives and Their Organizational Visions

Data will be presented from a two year research project devoted to exploring the unique contributions of senior executive vision statements. Senior executives were examined to see how their visions impacted leadership and organizational effectiveness. Video-taped vision statements from CEO's and high ranking military officers will be presented.

Philip Willburn, Science Applications International Corporation (SAIC)

Inside the Corner Office: A Holistic View of Senior Executives

Leadership at the Peak is a week-long program for senior executives at the Center for Creative Leadership. This presentation will focus on an evaluation of the program's outcomes. The presenter will discuss how executives benefit from classroom based leadership development and the extent to which that translates into organizational change.

Corey Criswell, Center for Creative Leadership

Understanding C-level Derailment: The Role of Leadership Competencies and the Impact on Organizational Climate

This presentation will focus on the relationship of leadership competencies and the phenomenon of executive "churn." The study investigates the factors that differentiate long tenured C-level executives from those who are short tenured. We investigate the extent to which leadership competencies and organization climate, as measured by multi-rater assessment instruments, aid in understanding C-level tenure over time.

Michael Campbell, Center for Creative Leadership



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Concurrent Session 3



Scholarship



Education



Applied
Leadership



Public
Leadership



Business

New Leadership Frameworks: From Gilgamesh to Tolstoy (Paper Presentations)

Beluga



Gilgamesh: Reading the Oldest Leadership Story

The ancient Mesopotamian text of Gilgamesh is the world's oldest leadership story. Reading this ancient text reveals a surprisingly modern perspective on leadership: it is a study of power, ethics, servant leadership, the transforming power of relationships and love, and leadership as meaning-making.

Michael Harvey, Washington College

Leading from the Desert: The Christian Monastery as a Spiritual Organization

This presentation builds on the ancient wisdom of the beginnings of Christian monasticism and illustrates the principles of building healthy and effective spiritually-based organizations led by integrated and grounded leaders.

Corne J. Bekker, School of Global Leadership and Entrepreneurship, Regent University

Two Trains Running: Tolstoy on Lincoln and Leadership

When it comes to assessing the impact of leadership, Tolstoy is often used as an antidote to Carlyle's heroes and the heroic. Yet, there is another side to Tolstoy—a side revealed in the comments he made concerning Lincoln. This paper examines the leadership implications of this other Tolstoy.

Norman Provizer, Metropolitan State College of Denver

Solving Global Problems: A Collaborative Design Session (Case Study)

Finback



This session will explore the connection between making progress on critical global issues and catalyzing the kind of global leadership that humanity will need in order to face the myriad challenges of the coming decades. Using a case study method involving key projects of the EastWest Institute (including one designed to get the Muslim and Western media to cover violence more responsibly), participants in the workshop will brainstorm together how leadership theory and practice can be applied to these critical issues. The presenter will use his experience bringing conflicting parties together to engage in a series of "global problem-solving" (GPS) projects in order to encourage dialogue on the optimal leadership strategy for dealing with these kinds of global issues.

Mark Gerzon, EastWest Institute; Mediators Foundation



Inspired Pragmatism: Integrating Presence into Leadership and Education (Workshop)

Grand Ballroom A

The presenter integrates his international experience in senior leadership positions in business, civil society, and education institutions with 25 years of teaching diverse psychological and spiritual approaches. As Link explains, “Einstein said that in order to solve our problems, we need to change our consciousness. Gandhi suggested that we should become the change we want to see in the world. But how do we actually do that in the midst of our institutional responsibilities and within diverse learning environments?”

Walter Link, Social Venture Network of Europe



What’s Culture Got to Do with It? Culture and Leadership in Diverse Contexts: Nigeria, Pakistan, India, and the Philippines (Panel Presentation)

Grand Ballroom C



Over the past seven years, the David and Lucile Packard Foundation has awarded millions of dollars in grants to nurture and sustain leadership for health and development in five developing countries. This panel will examine lessons learned as the foundation has sought out leadership approaches that are relevant and effective in diverse cultural contexts. Specifically, the panel will look at the role of culture and history in building and sustaining effective leadership for health and development in Nigeria, Pakistan, India, and the Philippines. Practitioners will share concrete examples and challenges on how they seek to mobilize models and approaches that differ from the prevailing western concepts, and seek to leverage the unique religious, historical, or cultural assets of these countries. Speakers will examine the success and challenges of adapting leadership models from other countries in a way that promotes in-country ownership and defies negative stereotypes of leadership as well. Attendees will gain a deeper appreciation of the conceptual and practical issues pertaining to leadership development across and within specific cultures.

Yahaya Hashim, Development Research Projects Center

Neelofar Sami, Department of Community Health Sciences, Aga Khan University

Lester Coutinho, The David and Lucile Packard Foundation

Chair: *Kalayaan Pulido-Constantino, Philippines Legislators Committee on Population and Development*



Best Practices: Interactive Exercises for Use in Leadership Education and Training (Workshop)

Grand Ballroom D



Leadership scholars and practitioners will offer exercises and activities that have been used and proven highly effective in classroom and training sessions. Participants will leave the session with handouts describing the exercises so that they can be used by those attending the session. The exercises are designed to be suitable for use in university courses, professional development programs, and/or leadership consulting.

The Concept of Leadership

Two exercises designed to get participants to explore key concepts of leadership.

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

Leading Geographically Distributed Teams

An interactive exercise focusing on the challenges of leading geographically dispersed teams.

Stacey Connaughton, Department of Communication, Purdue University

Starting the Leadership Development Journey

A leadership development exercise designed to serve as a catalyst for personal leadership development.

Diane Dixon, D. Dixon and Associates

Workshop continued

Ethical Living and Ethical Leading

A group exercise designed to encourage reflection and discussion about ethical leadership.

Nick Lennon, University of Maryland, Baltimore County

Chair: *Geoffrey Tumlin, LBJ School of Public Affairs, University of Texas at Austin*

Effective Leadership, Reform, and Democracy: Insights from Political Economists (Paper Presentations)

Junior Ballroom A



Effective Leaders: Insights from Adam Smith

This session begins with a paper that considers Adam Smith's insights that people are inherently the same and that effective leadership is explained by only training and education. Are there settings where leadership takes place but requires little (or nothing) in the way of training or education? If so, and if people are the same (or perceived to be the same) in their capacity to lead others, it should be the case that in such circumstances anyone can be an effective leader. To the extent that the benefits of training are manifest, randomized leadership should be less successful.

Sandra Peart, Jepson School (refereed track)

From Free Markets to Nobel

The second paper will describe how in the final edition of *The Theory of Moral Sentiments*, Smith introduced an analysis of how a factional leader can turn into "the greatest and noblest of all characters, that of the reformer and legislator of a great state." This paper will argue that Smith's account of the nature of authority is inspired by and a response to Rousseau's treatment of the legislator in *The Social Contract*.

Andrew Farrant, Dickinson College (refereed track)

Leadership in a Liberal Democracy: Frank H. Knight on Leadership, Ethics, and "Government by Discussion"

The final paper turns to the twentieth century insights of Frank Knight. Knight pointed to the dilemma associated with a liberal democracy. If democracy is "government by discussion," leadership is all about guiding the process of discussion through education and moral suasion. But such guidance comes in better and worse forms: the seeming chaos of a democratic society may have stability and order imposed on it through educational and moral conformity dictated by (perhaps well-intentioned) leaders.

Ross Emmett, Michigan State University (refereed track)

David Levy, Center for Study of Public Choice, George Mason University (refereed track)

Developing Leadership for Sustainability: Research, Frameworks, and Lessons from the Field (Workshop)

Junior Ballroom B



This interactive workshop will take participants on the journey of developing leadership for sustainability, starting with an exploration of the research conducted by The Center for Creative Leadership and Wisdom Works. These studies investigated how leadership in the arena of sustainability is different from what we currently understand. Our workshop will introduce attendees to the principles, strategies, and tools developed and implemented by CCL and Wisdom Works to develop leaders for sustainability. By better understanding the link between leadership and sustainability, the audience can actively promote the adoption of globally responsible leadership.

Laura Quinn, Center for Creative Leadership

Renee Moorefield, Wisdom Works





Emerging Leaders in Action: The Benefits and Challenges of Sustaining Intergenerational Leadership (Workshop)

Junior Ballroom C

Researchers and social change leaders will facilitate a workshop to share and invite reflection on the benefits and challenges of intergenerational leadership, specifically focusing on marginalized communities and different cultural contexts (Native American, Latino, Asian, and rural). Presenters will share outcomes from the Intergenerational and Community Dialogues Initiative, a pilot project stemming from the Leadership for a Changing World Program. The workshop will be facilitated by the documentation and project administration staff of the Research Center for Leadership in Action and the Institute for Sustainable Communities.

Selected themes:

- Sustaining leadership through the next generation
- Taking responsibility: emerging leaders embrace ownership
- Providing support: established leaders as resources
- Recognizing obstacles as openings

Angie Chan, Research Center for Leadership in Action, New York University

Jaime Grant, Institute for Sustainable Communities

*Kahseuss Jackson, Confederated Tribes of the Umatilla Indian Reservation;
Confederated Tribes of Warm Springs*

Aeryca Steinbauer, Pinos y Campesinos Unidos del Noroeste, CAUSA

Marcy Westerling, Rural Organizing Project



So What Matters in the Development of Leadership? More Findings from the Multi-Institutional Study of Leadership (Panel Presentation)

Junior Ballroom D

The 52 campus Multi-institutional Study of Leadership includes responses from over 50,000 college students. This session will present findings on how various college experiences predict leadership outcomes. Preliminary findings will be shared about campus characteristics including dimensions of leadership programs and how they relate to leadership outcomes. The session will also discuss findings on the nature of student organizational involvement.

Susan R. Komives, University of Maryland

John P. Dugan, Loyola University of Chicago

Julie E. Owen, George Mason University



Worldviews and Leadership—Exploring the Linkage between Viewing and Changing the World (Panel Presentation)

Parksville

This session will explore value-systems in an educational leadership program; cultural biases of Western leadership theory; myths, metaphors, and narratives underlying American strategic culture; and a framework for integrating worldviews and leadership education.

Cultural Blindness: An Ailment of American Leadership Theory

Building upon the analysis of western cultural values provided by Stewart and Bennett (1991), this presentation demonstrates that much of the foundation of leadership studies is culturally bound and explores the limits this places upon leadership's intercultural relevance.

Justin Pritchett, Christopher Newport University

In the Land of the Free and the Home of the Brave: Understanding American Strategic Culture through the Study of National Myths, Metaphors, and Narratives

Institutional ideology and culture impact how leaders perceive and articulate long-term strategy. This presentation examines how national myths, metaphors, and stories help form a strategic cultural lens for senior political leadership in the USA. It also discusses the value of the concept of “strategic culture” for leadership studies in general.

Mark Grandstaff, Brigham Young University

Leader Values-Needed and Student Values-Held: Dilemmas for Leader Educators

What can educators do to influence future leaders to maintain or develop values needed for 21st Century leadership? Instructors play a major role in helping future leaders understand their value system and worldview. This panelist presents research into the values and beliefs of graduate students in a principal preparation program and discusses the instructor’s role in the process of reflection, values-influence, and change.

JoAnn Barbour, Texas Woman’s University

Knowing Self and Others: Worldviews and Leadership Education

Sustainable leadership requires a vision of and for life. We need to discern our own worldview (Knowing Self) and increase our understanding of the worldviews of others (Knowing Others). This presentation argues for the importance of integrating worldview study in leadership education and presents a framework for doing so.

*John Valk, Renaissance College, University of New Brunswick
Thomas Mengel, Renaissance College, University of New Brunswick*

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

Conveying Sustainable Leadership

Port Alberni

Principles through Business Narrative (Conversation with Authors)

A panel of business leaders will share their stories described in *Leadership Moments: Turning Points that Changed Lives and Organizations*. By discussing various components of effective storytelling, they reveal how to enhance leadership opportunities and how storytelling may be used to socialize emerging leadership paradigms and practices.



Using Business Narrative to Foster Innovative Business Leadership

This practitioner-scholar explores how he both conveyed principles of innovative leadership through business narrative and utilized narrative leadership to stimulate innovation within his own company after 9/11.

Ronald Lesniak, Teledex Corporation; University of Phoenix

Constancy amid Chaos in the Financial Services Jungle

This leader recounts how he weathered organizational dysfunctions while providing leadership as an executive at Bank One. He will discuss the inner workings of the financial services industry and how his experiences yielded transferable lessons to other facets of his life, including the mentoring of emerging leaders.

John Lohre, Wealth Management Division, Mid-Wisconsin Financial Services

Conversation with Authors continues

Conversation with Authors continued

Risking It All: The Power of Corporate and Community Partnership

The panelist will discuss her role in providing leadership to motivate a major company to meet a societal need. By developing a narrative to convey leadership principles learned through a critical leadership moment, the panelist shares how to inspire others to similar leadership when building corporate and community partnerships.

Carolyn Salerno, ARC Leadership Group; University of Phoenix

Lessons in Applied Spirit-Centered Leadership at a High Tech Firm

This panelist will discuss examples of how he applied spirit-centered leadership at a Fortune 500 Corporation (IBM) during a time of organization-wide crisis. He will relate how his lessons learned, conveyed through business narrative, assisted in advancing an emerging area of leadership thought and practice during the aftermath of a major corporate layoff.

*Arthur L. Jue, Global Organization and Talent Development, Oracle Corporation;
University of Phoenix*

Chair: Rick Brydges, ARC Leadership Group; University of Phoenix

Commentator: Anthony F. Smith, Leadership Research Institute



Competent Public Leadership

Port Hardy

A Competency-Based Leadership Development Curriculum for the Federal Government (Panel Presentation)

The Academy of Leadership in partnership with the federal Office of Personnel Administration is working to collect the reflections of federal agency executives about the leadership competencies required for their success. The OPA has developed a curriculum to develop and enhance these competencies and the Academy is contextualizing them in scholarship on leadership and its development.

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

The Essence of Public Leadership

The public sector is comprised of a series of interconnected public institutions ranging from small towns to large federal entities. Public leadership constitutes the work of individuals at all levels seeking to accomplish goals on behalf of the people. The purpose of this paper is to examine the competencies necessary to provide public leadership in five areas: Elected Executive, Legislative, Military, Appointed Executive, and Civil Service.

G. Edward DeSeve, James MacGregor Burns Academy of Leadership, University of Maryland

Chair: Carol Pearson, James MacGregor Burns Academy of Leadership, University of Maryland



Talking About Ethics in the Classroom: The Value of Multiple Perspectives (Fishbowl)

Port McNeill

Is that fair? Would my family approve? Do I have a duty to act? Workshop participants review five ethical philosophies first as a class of leadership students and then as instructors. Participants evaluate ethical dilemmas using a research-based scale and explore applications relevant to students today.

*Carolyn Roper, Purdue University North Central
Cynthia Roberts, Purdue University North Central
Ronald Brownie, Purdue University North Central*



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Summer Fellowship Program



Hess Fellow Cassie Landgren and Geneva Alvarado, child protection activists, during their leadership work with KIDS in NYC.

Moving students from volunteerism to advocacy, Hess Fellows are paid summer fellowships for Birmingham-Southern College students. Partnering with statewide and national agencies, each Hess fellow is assigned a project addressing an economical or social injustice. The 2012 Fellows designed programs to end the trafficking of women internationally, surveyed the Hispanic community regarding housing needs in Birmingham, and analyzed Free-CL programs in Alabama.

For more information, contact:
Jeanne Jackson
Director, Hess Center for Leadership and Service
ljackson@bsc.edu or 205/226-1679

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The McDonough Center is named in honor of Bernard P. McDonough (1903-1985), a self-made industrialist and entrepreneur who ran wide-ranging global business interests from his Marmac Corporation, headquartered in Parkersburg, W.Va. From humble beginnings, he built an industrial empire after World War II with diverse holdings, including concrete plants, construction companies, shoe factories, marine barges, lawn and garden tool factories, and sand and gravel operations.

In 1986, through a generous \$5.5 million gift from McDonough's wife, Alma McDonough, and the McDonough Foundation, Marietta College established the Bernard P. McDonough Center for Leadership and Business. The Center's founding dean, Dr. Stephen W. Schwartz (1940-2006), worked with the faculty to develop one of the first comprehensive undergraduate leadership programs in the United States.

Today, as we celebrate our 20th anniversary, the Center is nationally recognized as a leader in leadership development, offering a wide range of programs and activities for students of all ages.



Marietta College

Concurrent Session 4

Friday • 8:30 am – 9:30 am

How Leaders Mitigate the Effects of Toxic Personalities at Work: A Research Study with a Call to Action (Workshop)

Finback



This workshop will share the results from our national research study of toxic personalities from the leadership side of the equation and pinpoint the core dimensions leaders and leadership development professionals should consider to work effectively with these individuals. Be prepared for a highly engaging and interactive session!



Elizabeth Holloway, PhD Program in Leadership and Change, Antioch University
Mitchell Kusy, PhD Program in Leadership and Change, Antioch University

Global Initiatives and Local Leadership: The Role of Leadership in Eradicating Poverty in Lesotho, Africa (Paper Presentations)

Junior Ballroom A



This panel presentation centers on the eradication of poverty in Lesotho, Africa. The three papers presented reflect findings obtained from a study conducted in November, 2006.

The Nature of Leadership for the Eradication of Poverty in Lesotho

This paper presents a description of leadership characteristics critical to the eradication of poverty in Lesotho. It interweaves interview data collected from research participants with current literature on poverty, development of human capacity, culture, and leadership. Leadership characteristics identified are then connected to the historical consciousness of leadership in Lesotho.

Sandra Wilson, Gonzaga University

Global Leadership, Development Initiatives, and Poverty in Lesotho

This paper presents an overview of poverty and poverty reduction strategies in the Kingdom of Lesotho as a context for an examination of interactions between global leadership, international development initiatives, historic local leadership, and poverty. The paper draws on current literature as well as interviews conducted in Lesotho in 2006.

Theresa Power-Drutis, The Tacoma-Lesotho Connection; Global Neighbor Project; Gonzaga University

Eradicating Poverty through Sustainable Development

This paper examines the role of the leader in preserving cultural and ecological capital while working to improve economic capital within a developing country. The concept of sustainable development is presented as a method of measuring a leader's ability to meet current needs without jeopardizing the future.

Matseliso Ma-Tlali Mapetla, Institute for Southern African Studies

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group accepted the session, thus indicating its target audience. All sessions are open to all interested parties. If the room is full, please attend another session.



Scholarship



Education



Applied Leadership



Public Leadership



Business

**Top Management Team Value Congruence, Processes, and Firm Performance**

This original, empirical study examines the effect of TMT value congruence on TMT processes and firm and individual level outcomes. The process is measured by the type of conflicts and the way they are managed. The relationships measured are moderated by communication and perceived firm environment.

*Ping Ping Fu, Department of Management, Chinese University of Hong Kong
Jun Liu, Business School, Renmin University of China*

The Relationship Between Leadership Communication Competence and Emotional Intelligence

Several studies on emotional intelligence have found that emotional intelligence contributes to increased employee work performance, reduced student deviant behaviors and effective leadership. In addition, the studies found that leadership emotional intelligence, was not related to communication competence. However, when cognitive complexity was included in the analysis, a positive correlation was found between cognitive complexity and emotional intelligence and cognitive complexity and communication competence.

Lailawati Mohd Salleh, University Putra Malaysia (refereed track)

Chinese CEO Leadership Behaviors and Middle Manager Responses: The Moderating Role of Organizational Culture

The paper examines the cross-level relationship between CEO leadership behaviors and middle manager responses, and the moderating effect of organizational culture over the relationship. The results of the HLM analyses based on survey data collected from 463 Chinese middle managers, 171 TMT members, and 40 CEOs partially support the hypotheses of the study.

*Ping Ping Fu, Department of Management, Chinese University of Hong Kong
Jun Liu, Business School, Renmin University of China*

Chair: *Carol Burbank, James MacGregor Burns Academy of Leadership, University of Maryland*

**Leadership Without Borders: Successful Strategies from World Class Leaders** (Conversation with Author)

Junior Ballroom C



Significant changes since the emergence of the knowledge economy demands a recast of the roles of leaders. Today's leaders must blend cultural definitions of leadership with multiple geographic influences. *Leadership Without Borders* provides practical insights from hundreds of leaders who have lived and worked in more than 60 countries.

Edward Cohen, Satyam Computer Services, Ltd



Scholarship



Education

Applied
LeadershipPublic
Leadership

Business

Presentation of the Book *Leadership Studies: The Key Themes* (Conversation with Authors)

Junior Ballroom D



In this session, book editors and some of the book contributors will present the book and have a discussion with the audience about its contents and usefulness for practitioners. The book is a short companion text offering a discussion of the main concepts in *Leadership Studies*, making it a useful contribution to the library of any individual interested in the field of Leadership Studies.

Antonio Marturano, Sacred Heart Catholic University of Rome
Joanne Ciulla, Jepson School of Leadership Studies, University of Richmond
Terry Price, Jepson School of Leadership Studies, University of Richmond
JoAnn Barbour, Texas Woman's University
Kuldip Reyatt, Strategic Visioning Partners

Interdisciplinary Examinations of World Views and Leadership Approaches of Historical Figures (Panel Presentation)

Orca



This panel, selected by the Education Member Interest Group as the Undergraduate Session of Distinction, considers salient historical figures from Ancient Greece, the Protestant Reformation, and more recent times who significantly influenced their world intellectually, politically, or spiritually. Interdisciplinary methodologies—historical, literary, philosophical, and sociological—are used to assess how their world views, experiences, culture, and philosophies informed their approach to leadership.

Aristotle's Four Causes and a Culture of Philosophical Leadership

Justin Pritchett, Christopher Newport University

Sayyid Qutb and the Philosophy of Islamic Terror

Brandon Bowman, Christopher Newport University

Calvin: A Theological Revolutionary

Todd Shockley, Christopher Newport University

Aime Cesaire: A Leader's Struggle for Equality

Timothy Kim, University of Delaware

Commentator: *Christopher Ojeda, Christopher Newport University*

LeaderShape, the Qatar Foundation, and Education City: A Partnership for the Globalization of Leaders (Panel Presentation)

Parksville



The first international session of The LeaderShape Institute was conducted in March 2007 in Qatar in partnership with the Education City Project and the Qatar Foundation. This session will present findings on the cultural implications of conducting a leadership program based on Western concepts for predominantly Muslim participants in the Arabian Gulf.

Kristen Young, LeaderShape, Inc
Dave Stanfield, Carnegie Mellon University in Qatar
Sharra Durham, Houghton College



The Impact of Targeted Leadership Development Strategies in Higher Education: Gender, Strengths-Based Approaches, and Social Change (Paper Presentations)

Pavillion Ballroom D



This session consists of three presentations highlighting research on the impact of leadership development programs across a variety of settings in higher education. The impact studies have targeted emerging women leaders, peer leaders in first-year student programs, and an entire student body in Eastern Europe.

The Power of Gender-Specific Leadership Development Programs

Nearly 100 female academics from faith-based institutions have participated in five-day Women's Leadership Development Institutes, with follow-up shadowing visits on the campus of an assigned mentor. This session will explore the gendered realities on faith-based campuses, dimensions of experiences at the Institute deemed most effective, and transferable lessons that can benefit individuals and institutions.

Karen Longman, Azusa Pacific University

Shawna Lafreniere, Noel Academy for Strengths-Based Leadership and Education

The Impact of Peer Leader Self-Efficacy and Strengths Awareness on First-Year Student Success

What makes peer leaders effective? This presentation features a study of the degree to which peer leaders' self-efficacy, level of comfort with their role, and ability to capitalize on their own personal strengths predict their effectiveness in working with students in a first-year student success course.

Laurie Schreiner, Azusa Pacific University

Predictors of Socially Responsible Leadership: Application of the Social Change Model to an Eastern European Undergraduate Population

LCC International University has the rather audacious vision of developing a new generation of leaders for Eastern Europe. This presentation highlights the results of a study assessing the applicability of the Social Change Model of Leadership Development within a private university in Lithuania.

Melanie Humphreys, LCC International University

Chair: *Laurie Schreiner, Azusa Pacific University*



Lessons for Re-entry: Maximizing the Impact of Leadership Training Back Home (Panel Presentation)

Port Alberni



The investment of financial resources, intellectual capital, and participants' time in leadership programs is large. After training, the returns on this investment can be lost in the exigencies of professional and family life. This discussion explores how proactive efforts to build supportive environments back home can maximize a program's impact.

William Roberts, The Whistler Forum for Leadership and Dialogue

Aaron Katz, Packard-Gates Population Leadership Program, University of Washington

Why Community Matters: Connecting Leadership Education with Civic Life (Conversation with Author)

Port Hardy

Based on research from *Why Community Matters* (SUNY Press, 2007), this session will provide a fresh perspective on the undeniable relationship between leadership education and democratic revitalization. Participants will learn, specifically, about historical and contemporary community-rooted leadership education projects, along with key lessons for connecting leadership education with civic life.

Nicholas Longo, Miami University



The Dark Side of Leadership: Leadership Sins and the Implications for Organizations (Paper Presentations)

Port McNeill

In this session, three papers present some of the current topics and themes that deal with the dark side of leadership as well as leadership failure in organizations.

Leadership Sins: Towards an Understanding of Leadership Failure

Applying insights drawn from the philosophical and ontological exploration of sin in the early Christian Monastic traditions to contemporary leadership contexts provides leadership scholars and practitioners with a conceptual base to locate and identify the contributing factors of moral failure in leadership. This allows the possibility for strategically constructing programs and environments that will facilitate the formation of moral leadership in organizations.

Corne J. Bekker, School of Global Leadership and Entrepreneurship, Regent University

The Dark Side of Leadership: Reconciling Moral Failure While Facing Our Flaws

This paper examines the dark side of leadership, including the antecedents of moral failure. It offers an analysis of a biblical narrative that explores leadership failure and cautions that moral failure is a possible casualty for every leader, as within all leaders resides the potential for personal greatness and debilitating defeat.

Diane Chandler, School of Divinity, Regent University

Exploring the Phenomenon of Organizationally-Induced Emotional Pain as a Lived Experience

This paper offers a window into the emotional pain that followers experience in the context of leadership failure and possible healing and restoration that leaders can facilitate. Grounded in the personal experience of the presenter, it synthesizes the lived experiences of four other co-researchers into the phenomenon of organizationally-induced pain.

Jeff R. Hale, Bible League

Chair: *Corne J. Bekker, School of Global Leadership and Entrepreneurship, Regent University*

Commentator: *Doris Gomez, School of Global Leadership and Entrepreneurship, Regent University*



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Interactive Roundtable Discussions

(See page 15 for details.)

Feel free to float between
tables as your passion
guides you!

Grand Ballroom A, table 1

Case Studies in Leadership from the Healthcare Sector

This roundtable will focus on leadership in the large and growing healthcare sector. Discussants will share three models of leadership for enhancing operations and improving health: research measuring the impact of the Leadership Challenge program in a major healthcare network, a cross cultural mentorship program and its application in healthcare, and a case study describing the integration of a servant leadership model in a large metropolitan healthcare institution.

Scott Graham, Wright State University
Sue Pickens, Parkland Health & Hospital System
Paul Boumbulian, Public Health Institute
Leon Rowland, University of Washington

Grand Ballroom A, table 2

Outside City Limits: Studies in Rural Leadership

This roundtable will explore the unique character and challenges of leadership in rural communities in the United States in order to compare perspectives and practices of volunteers and elected and professional leaders in rural communities. This topic has the potential for becoming an ILA learning community on rural leadership.

Tim Bryant, Young Harris College
Janet Rechtman, Rechtman Consulting Group
Patricia van Selow, River Valley Resources, Inc.

Grand Ballroom A, table 3

Leadership for Sustainable Change: Community Stories

The inclusion of community voices can facilitate global and local change. In this session the co-hosts will share their experiences and strategies for incorporating community voices into community-based projects, engage leadership strategies focused on forms of collective leadership and partnering for the long term, and provide an overview of the contributing factors associated with sustainable change in the various sites. Projects in Rwanda, the United States, and Malawi will start our roundtable discussion.

Evaluating the Reliability of the Servant Leadership Assessment Instrument (Instrument d'Evaluation du Serviteur Dirigeant) Among French Speaking Rwandans: An Exploratory Study

Justin Irving, Bethel Seminary, Bethel University

Participatory Action Research: Adding Community Leadership to Revitalization

Ariel Kaufman, Campus Community Partnerships; Chancellor's Office and Department of Educational Leadership and Policy Analysis, University of Wisconsin-Madison

Partnering for Sustainable Change in a Third World Setting: The Malawi Project

Liz Barber, North Carolina A & T State University

Military Leadership: Strategic Competencies, Emerging Models, and Authenticity

The Army has long viewed leadership as having three levels roughly corresponding to the three levels of war. The realities of the post September 11th environment combined with accelerating change suggest that previously distinct levels of leadership are becoming less so. Conceptual, interpersonal, and technical strategic leadership competencies provide a useful framework for analysis of the skills needed to cope with terrorism. Three military researchers approach strategic leadership using different lenses that cover the continuum from executive decision-making at the top, leadership development, and authenticity at the ground level.

Preparing Strategic Leaders for Future Global War on Terrorism and Persistent Conflict

Susan Myers, US Army War College

The Changing Leadership Landscape: A Military Perspective

George E. Reed, University of San Diego

Authentic Leadership within the Australian Army Training Team Vietnam

Kelly Fisher, Monash University

Leadership Development in Communities of Color: Creating Pathways of Sustainable Change

This roundtable discussion will engage participants in a dialogue about the strengths and challenges facing communities of color, particularly immigrant communities, when providing leadership development training and knowledge within a cultural context. Case studies of leadership development programs and their impact on sustaining and growing leadership within these communities are discussed.

Mai Moua, Leadership Paradigms, Inc.

Communicating Leadership: The Role of Culture and Language in Practicing Leadership

How can a person explain leadership concepts and theories in a culture which does not have one particular equivalent for the word “leadership?” Will just a simple coinage of new terms in the language help to spread leadership concepts? The following questions will be addressed in the roundtable, and discussants will point to theories supported by practical examples from Czech mass media and recent surveys.

Ivana Mrozkova, Palacky University

Kisuk Cho, Ewha Woman's University

Using Community Leadership Programs to Cultivate Successful Leaders

This roundtable will discuss the ways in which successful community leadership programs can serve as havens for cultivating successful leaders.

Patricia Dyk, University of Kentucky

Charles Perkins, Alvernia College

Community Building and Collective Leadership: Lessons from Haiti, the Pacific Islands, and the Kumiai Way

This roundtable discussion will focus on an exploration of how leadership in the Pacific Islands and Haiti—and by the Kumiai way—can be developed and strengthened through relationship building, collective approaches, and cooperative community processes. Essentially, key lessons and experiences from these environments will be shared and discussed by the presenters.

*Kabini Sanga, Victoria University of Wellington
Cherie Chu, Victoria University of Wellington
Maciu Raivoka, Victoria University of Wellington
David McNamee, Concordia University
Carolyn K. Lee, Communication and Development Consultant*

Grand Ballroom A, table 9

Emerging Leaders: Leading Differently from How They Were Led

As a follow up to Ron Carucci's idea that "emerging leaders are dying to lead-but with one catch: they have no desire whatsoever to lead as they have been led," the Center for Collaborative Leadership surveyed 248 participants to find out how they would lead differently. In addition, two focus groups were convened: one group of young professionals and another group of seasoned executives to discuss the issues of future leadership. We will discuss the reasons for undertaking the study and the findings.

Patricia Neilson, Center for Collaborative Leadership, University of Massachusetts Boston

Grand Ballroom A, table 10

The Alchemy of Sustainable Leadership

Sustainability carries numerous interpretations, mostly influenced by mechanistic perspectives. The phrase "sustainable leadership" offers even a wider spectrum of interpretations. As living systems, organizations should function not as machines but as self-organizing systems coevolving with their surrounding. Therefore, this paper proposes "sustainable leadership" as an organic activity to galvanize our latent impulse to co-generate leadership and followership through the magic of metaphors and paradoxes as taught in Eastern mysticism.

Sadrudin Boga, Antioch University Seattle

Grand Ballroom A, table 11

Coaching for Sustainable Leadership Development

Sustainable leadership is not easy, yet it is crucial to the greater global good. Join this roundtable to explore how coaching impacts a leader's potential for sustainability.

*Leslie Keen, Knightsbridge
Nancy Stanford-Blair, Cardinal Stritch University
Donna Recht, Cardinal Stritch University
Sandye Brown, Wide Awake, Inc.*

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You may visit several roundtables during the session.

Feel free to float between tables as your passion guides you!

Interpreting the Impact, Culture, and Sustainability of Leadership: Implications for Leadership Education and Development

This roundtable discussion interprets this year's conference theme by providing three perspectives on leadership: its impact on people and organizations, the interface of culture and diversity on leadership, and ways in which leaders can sustain their impact over time. Ideas presented will be examined for implications for leadership education and development for trainers, consultants, and academic programs.

The Leader's Values as a Means by which the Impact of Leadership is Experienced by Individuals and Organizations

Bernice Ledbetter, Union Institute and University

Tapping Into Individual Diversity to Create an Inclusive Environment

Kathy Duncan, University of La Verne

Leadership Sustainability through Life Long Learning

Carol Sawyer, University of La Verne

Mentoring: A Practice for Creating Successful Leaders in a Global Society

This session will explore best practices and resources for designing mentoring programs as a form of leadership development. With the retirement of the Baby Boomers, the governmental, nonprofit, academic and corporate sectors and local communities will need an infusion of talented, motivated, and diverse leaders. Mentoring provides a pathway to broad and deep impact and can be structured to assure ongoing learning and personal and organizational transformation.

Kenneth Williams, AED Center for Leadership Development

Molly McGowan, Rochester Institute of Technology

Tangible Leadership in Virtual Organizations

The virtual organization paradigm is going to be the commonplace organizational environment in the future. In knowledge-intensive business environments, virtual organizations enable businesses and programs to tap into the fullest extent of resources available, regardless of the location where the person resides and works. People in virtual teams come from different backgrounds and experience as well as different cultures with wide disparities in attitudes, behaviors, work culture, and knowledge base. Understanding the requirements, expectations and capabilities of the virtual team will enable dispersed organizations to successfully complete challenging tasks. Understanding the potential pitfalls of virtual organizations and how to successfully lead them are the main objectives of this roundtable.

Rama Krishna Yelamanchili, Centre for Management Education & Development

Pat French, Boeing

Leading across Generations: Leadership Development and Age

The challenge for leadership in bridging the generational gap is how to best manage the four generations with distinct cultures in sustainable ways that maximize everyone's potential. Leaders need to understand what motivates the various generations and how to bridge the gaps that exist between them. Generational groups are driven by distinctly different values that may challenge other generational group values, and thus tension and a lack of teamwork and productivity may persist.

Beverly Davis, Purdue University

Alexander Crispo, Purdue University

Gary Wagenheim, Simon Fraser University

Merwyn Strate, Purdue University

New Issues, Timeless Solutions

Generation Y is storming into the workplace. Their complex behaviors often confound and confuse their managers. Bright, energetic and with technical savvy that far exceeds that of previous generations, they bring the potential for exciting results. They also demand to be heard, insist on constant feedback, expect much from their co-workers, and clamor for extensive professional development. A leadership program developed over fifty years ago offers the most hope for helping organizations deal with the high-maintenance issues of Gen-Y.

Tory Herring, Leadership Partners, Inc.

Doug McQueen, Leadership Partners, Inc.

Cultivating Scholarship Roundtables

The Scholarship Member Interest Group has organized this series of roundtables hosted by senior scholars with expertise on the particular area of research listed. Assistant professors and PhD students are invited to bring questions about research, publishing, teaching innovations, establishing networks, grant possibilities, and so on—all the kinds of things that young faculty in every discipline wonder about but that folks in the interdisciplinary field of Leadership Studies may not easily find out about on their own.

Grand Ballroom B, table 17

Cultivating Scholarship on: Leadership Theory and Global Poverty

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

Grand Ballroom B, table 18

Cultivating Scholarship on: Economics and Leadership

Sandra Peart, Jepson School of Leadership Studies, University of Richmond

Grand Ballroom B, table 19

Cultivating Scholarship on: Models and Methods

Peter Northouse, Western Michigan University

Grand Ballroom B, table 20

Cultivating Scholarship on: Organizational Leadership

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

Grand Ballroom B, table 21

Cultivating Scholarship on: Leadership Ethics

Joanne B. Ciulla, Jepson School of Leadership, University of Richmond

Grand Ballroom B, table 22

Cultivating Scholarship on: Gender and Leadership

Alice Eagly, Department of Psychology, Northwestern University

Grand Ballroom B, table 23

Cultivating Scholarship on: Integrative Theories of Leadership

Georgia Sorenson, James MacGregor Burns Academy of Leadership, University of Maryland

Cultivating Scholarship Roundtables continue

Cultivating Scholarship Roundtables

The Scholarship Member Interest Group has organized this series of roundtables hosted by senior scholars with expertise on the particular area of research listed. Assistant professors and PhD students are invited to bring questions about research, publishing, teaching innovations, establishing networks, grant possibilities, and so on—all the kinds of things that young faculty in every discipline wonder about but that folks in the interdisciplinary field of Leadership Studies may not easily find out about on their own.

Grand Ballroom B, table 24

Cultivating Scholarship on: Applied Leadership Theory

Ronald Heifetz, Center for Public Leadership, Harvard University

Grand Ballroom B, table 25

Cultivating Scholarship on: Latin American Leadership

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

Grand Ballroom B, table 26

Cultivating Scholarship on: Leadership and Culture

Mansour Javidan, The Garvin School of International Management, Thunderbird University

Grand Ballroom B, table 27

Cultivating Scholarship on: Public Leadership

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

Grand Ballroom B, table 28

Cultivating Scholarship on: Leadership Pedagogy and Curriculum Development

Howard Prince II, LBJ School of Public Affairs, University of Texas at Austin

Grand Ballroom B, table 29

Cultivating Scholarship on: Leading Change

Gill Hickman, Jepson School of Leadership Studies, University of Richmond

Grand Ballroom B, table 30

Cultivating Scholarship on: Social Psychology and Presidential Leadership

George Goethals, Jepson School of Leadership Studies, University of Richmond

Grand Ballroom B, table 31

Cultivating Scholarship on: Leadership and Board Governance

Sherry Penney, College of Management, University of Massachusetts Boston

People Skills: Utilizing Culture, Organizational Leaders, and New Leadership Definitions to Enhance the Workplace

With the workplace as ground-zero for practicing people skills and business leadership, this roundtable will discuss ways to create a better experience at work.

The Leader's Role in Managing Intuition in the Workplace

Tom Culham, City University

Emotional Intelligence, Employee Turnover, and Leadership Development: A Business Application

Gloria Abe, Graduate Business and Management, University of Phoenix; Abe Consulting Group

Grand Ballroom C, table 33

Cultivating Successful Leadership

Leadership ethics, assessment, preparation, succession and longevity will be the topics of discussion at this roundtable. Research on leadership and workplace success will be briefly presented from the following related areas of study: 1. ethical leadership, 2. effective leadership preparation, selection and succession, and 3. leadership longevity and derailment. Participants will evaluate and dialogue about the nature and cultivation of ethical leadership, issues associated with leadership selection and transition, and principles for leaders to finish well.

John Shoup, California Baptist University

Gail Reeder, Azusa Pacific University

Bryan Poulin, Lakehead University

Gail Lawrence, Lakehead University

Craig Johnson, George Fox University

Gordon Whitehead, George Fox University

Grand Ballroom C, table 34

Missing in Action: A Highly Functioning Senior Leadership Team

In this roundtable, we will explore both our own and others' experiences with senior executive teams and executive team performance. Starting with a review of the literature we will present some observations and case studies before facilitating a dialogue with others. We invite senior executives, those responsible for the development of executives within organizations and scholars with a passion for impacting leadership capacity at the senior levels of an organization to join us in this critical and engaging topic.

Rosie Steeves, The Refinery Leadership Partners, Inc.

Scott Borland, CYGNUS Management Consultants Inc.

Ross Porter, CYGNUS Management Consultants Inc.

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Leadership Assessment and Development Tools: Strengths-Based Leadership and Strategic Thinking

This roundtable will discuss three tools that participants can use to assess their leadership capabilities: (1) Strategic Thinking Questionnaire (STQ), (2) Gallup's Clifton StrengthsFinder (CSF), and (3) Strategic Leadership Questionnaire (SLQ). Join us and learn how to use each of these instruments to develop a high performing organization.

*Alina Black, Evangel University and Regent University
Daniel Reyes-Guerra, Florida Atlantic University*

Ethics, Character, Morality: Creating the Organizational Leader

The roles of character and morality in the cultivation of leaders and leadership is still the product of much research and debate. Join these roundtable hosts for a discussion on how these factors influence the organizational leader.

*Barbra Enlow, Gonzaga University
Almarie Munley, School of Undergraduate Studies, Regent University
Thomas Whetstone, School of Undergraduate Studies, Regent University
Sandra Bryant, School of Undergraduate Studies, Regent University*

Leader-Follower Behavior in Critical Contexts

The roundtable explores the factors that determine the capacity and limitations of leaders to mobilize followers, engage their participation, and/or restrain them during critical periods, which may be times of crisis, stress, or opportunity. These periods can bring out the best in leaders and followers (far-sighted and cooperative leader-follower exchanges)—or the worst (toxic leaders, hostile followers, impatience and selfishness). Case studies, psychological literature, and refinements of leadership models are invoked to illuminate these issues.

*William Ascher, Claremont McKenna College
Lize Booysen, University of South Africa
Stella M. Nkomo, University of South Africa
Vineeth John, University of Miami*

Increasing the Impact of Women Leaders

Women leaders are expanding traditional roles, forms, and contexts of leadership to strengthen their impact in the world. We will discuss how women's leadership in international agriculture is breaking through a glass ceiling with changing roles and continued important contributions to society. We'll also explore how women are reclaiming their unique stories and voices to strengthen their leadership and discuss how women's reliance on their body wisdom, over and against a traditional negation of women's bodies, demonstrates the need for sustainable leadership to be grounded in corporeal knowledge to prepare women leaders for their future.

*Diane Schmitz, Seattle University
Kristina Ricketts, The Pennsylvania State University
Jacklyn Bruce, The Pennsylvania State University
Shelley Robbins, Capella University*

Exercising Leadership in the Face of Complexity: Theory and Practice

In this roundtable, the host offers a model of sustainable leadership as a bridge from Newton's ordered world to the postmodern world of chaos and complexity. A detailed map of attributes, capabilities, and the generative strategies leaders use to push leadership throughout the organization will be discussed.

John Pisapia, Florida Atlantic University

Leadership on the Mind: Exploring Emotional Intelligence, Mental Preferences, and Leadership

Emotional Intelligence and the role of the mind in shaping a leader are two areas of research that have quickly become a part of current leadership studies. Roundtable hosts will dialogue on multiple aspects of emotional intelligence as they relate to leaders and leadership.

Vern Ludden, Indiana Wesleyan University

Rich Whitney, DePaul University

Chris Cox, Amplitude Training

Tim Beuthin, Indiana Wesleyan University

Exploring the "Global" in Global Leadership Development

This session will encourage participants to go beyond what we know about being a leader in a global setting to what it means to be a "global leader," and further, to discuss the importance of and the means to provide global leadership development for emerging leaders from developing countries in ways that are consistent with their own cultural contexts. Please come and share your experiences and understandings of these constructs.

Karen J. Lokkesmoe, University of Minnesota

Leadership Learning Community International Learning Circle

Leadership development across countries (particularly developing countries) must consider cultural differences to be effective. Practitioners have much to learn from non-western cultures about leadership. Through the Leadership Learning Community, a group of leadership practitioners working internationally formed an International Learning Circle intended as a learning space for sharing of experiences (approaches, processes, tools) and questions. All are invited to join.

Cheryl Francisoni, Institute of International Education

Deborah Meehan, Leadership Learning Community

Portraits of Exceptional Leaders

While degrees of leadership exist in many individuals worldwide, certain people in history have exemplified exceptional leadership in times of struggle, change, or crisis. Discussants on this roundtable will engage attendees in conversation regarding a few of these exemplary individuals, including William Wilberforce, Sarika Singh, Linda Smith, Myles Horton, and Shoaib Sultan Khan.

Myra Dingman, School of Global Leadership and Entrepreneurship, Regent University

Gail Longbotham, School of Global Leadership and Entrepreneurship, Regent University

Sheila Wright, University of Denver

Stephen Preskill, Peace College

Aqeel Tirmizi, School for International Training

The Power of Narrative: Self-Reflection, Autobiography, and Biography in the Study of Leadership

How do times, places, cultures, early formative experiences, and specific life circumstances influence leaders? There is increasing evidence that self-reflections in the form of reconstructed life-stories and the study of (auto-)biographies can serve as eye-openers and incentives for change. Participants will be encouraged to join us in a discussion of two overarching questions: What lessons can one learn from reflections on leadership as it has unfolded in one's own life and from reading about the lives of great leaders, and can leadership lessons emerging from different cultural and life experiences be transferred to another context?

Passion and Hope

*Harry Alston, Jr., PhD Program in Leadership and Change, Antioch University;
Alston+Associates Management Consultants*

Learning from Self-Reflections

*Martha Miser, PhD Program in Leadership and Change, Antioch University; Aduro Consulting
Rick Warm, PhD Program in Leadership and Change, Antioch University*

The Iron Ladies — Indira Gandhi, Golda Meir, and Margaret Thatcher

Amy Benitez, Christopher Newport University

The Freedom Fighters — Frederick Douglass, Malcolm X, and Nelson Mandela

Michael Evans, Christopher Newport University

The Founding Fathers — John Adams, Thomas Jefferson, and George Washington

Stephen Shaw, Christopher Newport University

The Revealers of God — Jesus, Muhammad, and Joseph Smith, Jr.

Camilla Shelton, Christopher Newport University

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

The Netherlands: Equal Treatment Commission

Anne Perkins, Christopher Newport University, Professor of Leadership Studies

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Reshaping Modern Leadership with Ancient Wisdoms

In order to develop sustainable and inclusive leadership practices, it is time to change the thinking behind the thinking about leadership. This roundtable will explore leadership in new ways using inspiration from past leadership beliefs.

The Tao of Value Leadership and the Power of Interdependence: The Tao and Interdependence

Caroline Fu, PhD Program in Leadership and Change, Antioch University

The Tao of Value Leadership and the Power of Interdependence: Value Leadership and Power

Ping Ping Fu, Department of Management, Chinese University of Hong Kong

Impact of Indian Scriptures and Culture on Development and Sustainability of Global Leadership

*Surya Prakash Guda, JNT University
Madhusudhan Prasad Varanasi, School of Management Studies,
Jawaharlal Nehru Technological University*

The Circular Evolution of Leadership: Post-Materialist to Bridge Builder to Transpersonal

Kathleen Roberts, PhD Program in Leadership and Change, Antioch University

Addressing the Crisis of Leadership with Spiritual Intelligence

Laura Santana, Center for Creative Leadership

Commentator: *Nicole Bossard, TGC Consulting*

Becoming Worldly: Educating Future Global Leaders

Professionals committed to international leadership education will enter into conversation about their experiences with global leadership programs. From Mexico, travel south to Chile before the prevailing winds blow toward the African continent. Italy, Germany, England, Scotland and Hungary provide European leadership insights while India, Indonesia, and Japan present distinctly eastern approaches. These programs include on-site service learning, travel, mentoring experiences, and more while discussing issues of privilege.

*John Leipzig, Alma College
Josh Armstrong, Gonzaga University
Elizabeth Nye McKee, McColl School of Business, Queens University of Charlotte
Aldo Boitano, Vertical USA
Robert Mobley, McColl School of Business, Queens University of Charlotte
Barbara Herman, Texas Christian University*

Grand Ballroom D, table 47

Culture and Context in Leadership: Best Practices in Teaching

Come join a discussion on best practices in teaching Culture and Context in Leadership Studies, a core course required in order to complete this minor. This roundtable will offer examples of effective practices in teaching this course to approximately 200 undergraduates per semester in a Leadership Studies program.

Grace Hwang, Leadership Studies & Programs, Kansas State University
Ata Karim, Global Leadership Solutions

Grand Ballroom D, table 48

Developing Sustainable and Effective Assessment and Evaluation Practices

This roundtable will consist of an interactive discussion outlining a general review of the literature on assessment and evaluation in doctoral leadership programs and an in-depth view of our Doctoral Program's practices (grading rubrics, self-assessment process, program's conceptual framework, faculty & student covenants, and program mission and goals) at Gonzaga.

Sandi Wilson, Gonzaga University
James Beebe, Gonzaga University
Chris Francovich, Gonzaga University

Grand Ballroom D, table 49

Successful Graduate Leadership Programs: Lessons and Reflections

Using retrospection as a tool for learning, the roundtable hosts will discuss lessons learned from graduate leadership programs across the country.

Sharon Drury, Indiana Wesleyan University
Boyd Johnson, Indiana Wesleyan University
Tim Beuthin, Indiana Wesleyan University
Michael Cox, University of Guelph
William DeMarco, University of Guelph

Grand Ballroom D, table 50

Successful Approaches to Implementing Effective Graduate Leadership Programs

The test of education is how information and insight flow between the educators and the students. This roundtable presents different approaches, from the structure of an interdisciplinary program to the actual goals and processes used in the classroom, regarding the subjects and methods of communication in the teaching of Leadership Studies.

Rising to the Theoretical: Encouraging Mid-Career Professionals to Encounter Classic Theoretical Structures

Tim Blessing, Alvernia College

Leading the Leaders: Facilitating the Development of an Interdisciplinary Faculty Team

Joan Lewis, Alvernia College

Innovative and Integrated: A New Approach for Graduate Leadership Programs in Student Affairs

Cheryl Getz, School of Leadership and Education Sciences, University of San Diego
Dayanne Izmirian, University of San Diego

Integral Theory: An Overview of Theory and Practice and its Utility in Student Affairs Graduate Programs

Lorri Sulpizio, University of San Diego

How a University Meets the Challenge of Change through a Leadership Development Program

Paul Arsenault, West Chester University

Grand Ballroom D, table 51

Crossing Organizational Boundaries: Developing Higher Education Leadership in Place

This roundtable session will offer insights into the fundamentals of leadership and leadership development within a higher education context. The discussants' topics will range from leading through structural changes, empowering faculty and administrators to take risks, building trust through transparency, and developing leadership skills across organizational strata. We invite you to join us for what promises to be a lively exchange on the principles that have guided these leaders throughout their careers.

Building a Depth of Leadership at All Organizational Levels

Andrew Whatley, Columbia College Chicago

Jeff Grauel, Columbia College Chicago

Creative Redesign for Change

Shana Hormann, Antioch University Seattle

Mark Hower, Antioch University

Leadership as Place

Ellen Beatty, Southern Connecticut State University

Reflections on Leadership in Place

Jon Wergin, PhD Program in Leadership and Change, Antioch University

Grand Ballroom D, table 52

Revitalizing University Faculty through an International Teaching and Learning Experience

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

Dave McIntire, Organizational Leadership, Azusa Pacific University

Jim Adams, Azusa Pacific University

David Colachico, Azusa Pacific University

Paths to Leadership Excellence in Kindergarten-12th Grade Education

University and school district faculty and practitioners in the US and Canada will address current approaches to building leadership capacity in urban schools, including innovative practices in co-writing non-traditional master administrative portfolios and successful programs dealing with leadership mentoring and succession. Our intent is to provide an overview of each of our programs and engage participants in dialogue that could invite future collaborative efforts and/or networking.

Kristine Kiefer Hipp, Cardinal Stritch University
Paul Weber, Cardinal Stritch University
Barbara McMorro, Catholic Principals' Council of Ontario
Nelly Kelders, Catholic Principals' Council of Ontario
Michael Sell, Miami-Dade County Public Schools
Louis Algaze, Miami-Dade County Public Schools
Richelle Thomas-Lumpkin, Miami-Dade County Public Schools

Developing Wise and Just School Leaders

This roundtable will suggest at least two alternative models of school leadership preparation and professional development. The models presented in this roundtable assume that the interior condition of the leader determines the nature and quality of her leadership. These models will also explore the question of what wise and just leadership in schools actually means (both internally and externally) as well as the nature of the mentor relationship in the development of just and caring leaders for our schools.

Michael Poutiatine, Leadership Formation Program, Gonzaga University
Dennis Connors, Leadership Formation Program, Gonzaga University
Jackie Kirk, Department of Educational Administration, University of Saskatchewan
Sandi Svoboda, College of Educational Administration, University of Saskatchewan

Utilizing Online Delivery for Leadership Education and Development

This roundtable will address the use of technology in the field of leadership studies. Roundtable hosts will discuss best practices, the transformation of student leader training, and the use of online work to develop spirituality and leadership.

Best Practices and Sustainable Education in Leadership Programs: Implications for Online Education

Sean Robinson, Argosy University
Carolyn Roper, Purdue University North Central

Using Technology to Transform Student Leader Training

Paul Putman, Cleveland State University

Exegetical Assignments as a Form of Spiritual Formation

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

Development of Autonomous Learners in an Online Doctoral Program

Dail Fields, School of Global Leadership and Entrepreneurship, Regent University

Cultivating the Student Leader: Group Effectiveness, Successful Cohorts, and Student Reflections

Leadership education is a delicate blend of instruction, experience, and investment. The importance of the first two is obvious, but many leadership programs are now realizing the importance of the third: investment—of energy, vision, commitment, and agency—on behalf of both the educator and the student. The discussants will share their particular blend of investment and its effects on their institution, program, or students, and discuss the benefits of retooling one's perspective on an investment in leadership education as a way of reinvigorating or revolutionizing it.

Providing Leadership Development to Student Organizations—Using Peer Facilitators as Training Consultants

Dan Gaken, Leadership Institute, Central Michigan University
Dyke Heinze, Central Michigan University

Fighting the Good Fight: Developing a Leadership Cohort

Ashley Wollam, McDonough Center for Leadership and Business, Marietta College
Rob McManus, McDonough Center for Leadership and Business, Marietta College

Through a Student Lens: Culture, Impact, and Sustainability in Leadership Education

Chance Lee, Kansas State University
Anthony Carter, Kansas State University
Lauren Luhrs, Kansas State University

Who's Leading the Leaders? Effective Leaders for Effective Leadership Development Programs

Leadership development programs hold tremendous promise for developing talented students into future leaders who are innovative, ethical, and ready to meet future global challenges. Data from educational psychology strongly suggests that students learn a tremendous amount from observing role models execute leadership tasks. However, little work has focused on how the leaders of leadership programs influence the quality of leadership training. This roundtable provides insight into the challenges of being a leader in a leadership development program and also discusses original data from our group on the most effective types of leaders in leadership development programs.

Barbara Volpe, President's Leadership Class, University of Colorado at Boulder
Ty Tashiro, University of Maryland

Effective Methods for Assessing and Evaluating Leadership Education Programs

Interested in discussing the process of assessing and evaluating co-curricular leadership programs in a higher education context? Come to this fun and interactive roundtable to dialogue with your colleagues about effective methods and strategies to improve your program.

David Rosch, University of Illinois at Urbana-Champaign Leadership Center
Sara Thompson, University of Illinois at Urbana-Champaign Leadership Center
Kirstin Phelps, University of Illinois at Urbana-Champaign Leadership Center

Co-Curricular Leadership Certificate Programs

Participants will have an opportunity to share experiences and best practices related to developing and running undergraduate co-curricular leadership certificate programs.

Tom Matthews, SUNY Geneseo
Corey Seemiller, University of Arizona

Guidelines for Leadership Education Programs Learning Community

What are the “guiding questions” one ought to ask and answer when developing or improving a leadership education program? Join members of the ILA’s Guidelines for Leadership Education Programs Learning Community to help take this next step toward establishing guidelines.

Conceptual Frameworks: Developing Guidelines for Leadership Education

Teresa Gehman, University of Phoenix
Lisa Ncube, Purdue University

Context: Developing Guidelines for Leadership Education

Kevin Arnold, Kravis Leadership Institute, Claremont McKenna College
Kathleen Patterson, School of Global Leadership and Entrepreneurship, Regent University

Content: Developing Guidelines for Leadership Education

Steve Ritch, University of South Florida St. Petersburg

Teaching and Learning: Developing Guidelines for Leadership Education

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

Outcomes and Assessment: Developing Guidelines for Leadership Education

Thomas Mengel, University of New Brunswick



International Leadership Association

Membership Benefits Include:

Our Mission

The International Leadership Association (ILA) is the global network for all those who practice, study and teach leadership.

The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

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“ I am an enthusiastic member of ILA primarily because its annual conferences are the most exciting and intellectually challenging meetings I have ever attended. In addition, thru ILA we are all working together on furthering crucial aspects of the developing field of leadership. ”



James MacGregor Burns,
Pulitzer-prize winning biographer
and the author of *Leadership*

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you have won some
victory for humanity."

Horace Mann,
Antioch's First
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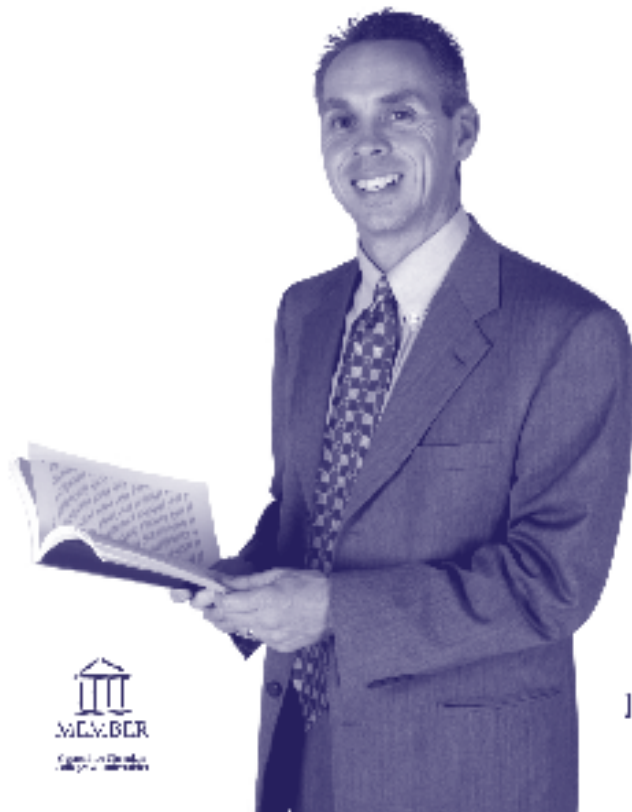
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Concurrent Session 5

To help you select which sessions to attend, the following icons are used to indicate which Member Interest Group accepted the session, thus indicating its target audience. All sessions are open to all interested parties. If the room is full, please attend another session.



Scholarship



Education



Applied
Leadership



Public
Leadership



Business

Ideas into Action: Web Technology as a Bridge between Leaders and Followers (Panel Presentation)

Beluga

Say you've just attended a week-long leadership development program. Or your team has translated your vision into a powerful strategic plan. What happens next? In this interactive session, panelists will share their experiences using the internet as a tool to drive follow-through and sustainability in leadership development and strategic implementation.



Leadership Vision, Strategic Implementation, and Web-Based Tracking of Follow-through in a Public Sector Setting

This presentation will recount the experience of using a web-based follow-through tracking system to track strategic implementation in a public setting. It will include a description of the bridge from leader intent to strategic vision to implementation, the role of technology in facilitating the implementation stage, challenges and opportunities inherent in selling and operationalizing online follow-through tracking in a public setting, and a reflection on lessons learned.

Janet Rechtman, Rechtman Consulting Group

Sustaining Leadership Development with Online Follow-through Management

This mixed methodology case study reveals the experience of 2,084 upper-middle and executive level managers from three North American Center for Creative Leadership campuses as they utilized an online follow-through management system integrated into the flagship five-day leadership development program.

*Laura Santana, Center for Creative Leadership
Roy Pollock, Fort Hill Company*

Toward Sustainability: Leadership for Consciousness, Conscience, and Competence (Workshop)

Finback

Informed by a four-session, seasonal model for mid-life professionals and developed over a period of eight years, this session will explore a practice of leadership formation that includes the cultivation of environmental/ecological consciousness, an understanding of adaptive leadership, the enhancement of skills, and the deepening of cross-sector commitment to the new common—the common good.



Sharon Daloz Parks, Whidbey Institute; Executive Leadership Program, Seattle University

**The Secret Language of Leadership** (Conversation with Author) Junior Ballroom A

The author will discuss his newest book, *The Secret Language of Leadership: How Leaders Inspire Action Through Narrative* (Jossey-Bass, September 2007), exploring what's involved in inspiring enduring enthusiasm for a cause, even with changes that are disruptive, and even in audiences that are difficult or cynical. The audience will learn the impact of a new mode of communication: getting attention, stimulating desire, and reinforcing your message with reason.

Stephen Denning, James MacGregor Burns Academy of Leadership, University of Maryland

**Leadership in Focus: Going Visual with Leadership Development** (Workshop) Junior Ballroom B

The Cincinnati Art Museum, Union Institute & University, and Stanford University present ways to use videos and visual techniques to enhance leadership potential and help others develop leadership.

Leadership Development and the Art of Observation: Learning How to Look

The Learning How to Look Program, administered collaboratively between the Cincinnati Art Museum and The Union Institute & University (the oldest nontraditional degree program in the United States), helps doctoral learners hone their skills in visual observation. Through workshops focusing on learning how to look at art, learners are able to enter into more elaborate conversations on leadership development.

Anu Mitra, The Union Institute & University

Arlene Sacks, The Union Institute & University

Leadership in Focus

“How can we more effectively teach leadership?” In an attempt to answer this, Stanford University’s Graduate School of Business created “Leadership In Focus,” a video collection of leadership education cases. The cases capture leaders discussing difficult situations they have faced and decisions they made with pauses built in for discussion. All of the cases in the collection have accompanying teaching notes and are offered free of charge to professors at accredited institutions around the world. The entire collection can be found at <http://leadershipinfocus.stanford.edu>.

Susan Feland, AcademyWomen; Center for Leadership Development and Research, Stanford University

Mike Hochleitner, Center for Leadership Development and Research, Stanford University

**Teaching and Learning: Indigenous Perspectives on How to Survive and Thrive** (Panel Presentation) Junior Ballroom C

Six international indigenous scholar/practitioners will use storytelling and narrative to describe their community-based work in both indigenous and non-indigenous contexts. Panel members will address issues of language, arts, health, governance, land, and organizational trauma. They will also reframe conceptual notions of leadership through indigenous perspectives.

Gail Cheney, Sealaska Environmental Services

Ethel Gardner, Lakehead University

Raquel Gutierrez, Leadership Consultant

Tina Fraser, University of Northern British Columbia

Shana Hormann, Antioch University Seattle

Chair: *Carolyn Kenny, PhD Program in Leadership and Change, Antioch University*

The Theory of the Practice: Discovering Usable Leadership Theory (Presentation)

Junior Ballroom D



We have made great progress in how we, as individuals invested in a multi-disciplinary area, conceptualize the practice of leadership, yet clarity continues to elude us even in regard to our basic terms of reference. In publications and collegial discussions, we frequently confuse leadership, authority, power, influence, and management, as well as the positive and normative dimensions of leadership; and we still often begin rather than end our efforts to conceptualize leadership with character and personality. In this session, we will discuss a way out of this quagmire toward a framework for integrating leadership scholarship and practice.

Ron Heifetz, Center for Public Leadership, Harvard University; Cambridge Leadership Associates

Sustainable Leadership: Postmodern Philosophical Approaches That Take Us Outside the Box (Paper Presentations)

Orca



This panel presents ideas about leadership that take us outside the box in which traditional leadership forms have existed. Especially important are theory and practice that stress the power of language, the impact of cognitive and values development in leaders, and the importance of authentic leadership forms in facilitating understanding.

The Leader Label: Influencing Perceptions, Reality, and Practice

Using a post-modern framework based upon Social Constructionism, this research seeks to challenge traditional understandings about leadership by showing how metaphor and story-making impact leadership perceptions, thus impacting leadership practice. Traditional understandings of leadership are shown to be pliable, and as such, they are things that can be modified, serving to create new leadership realities for all involved.

Jeffrey D. Zacko-Smith, Seattle University

Sustainable Leadership: The Impact of Meeting Postmodern Complexity by Raising Levels of Cognitive and Values Development in Leaders

This paper asserts that cognitive and values development has significant impact on an individual's capacity to exert sustainable leadership in complex postmodern organizations. Developmental models will describe how cognition evolves and impacts values and behaviour. A means of assessing development in relation to established leadership dimensions is presented.

Jonathan Reams, Norwegian University of Science and Technology; Integral Leadership Review

Leadership and Authenticity: A Philosophical Approach

This paper will investigate the issue of leadership and authenticity by utilizing twentieth century German philosophy and what it has to say about authenticity. Such an exploration of leadership can facilitate an understanding of culture that allows us to best open ourselves to new ideas as authentic leaders.

Greg Emery, Global Leadership Center

Chair: *Jeffrey D. Zacko-Smith, Seattle University*

Commentator: *John Jacob Gardiner, Seattle University*



Scholarship



Education



Applied
Leadership



Public
Leadership



Business



Designing and Teaching an Introductory Leadership Course: A Collaborative Approach Using the New Textbook *Leadership and Service: An Introduction* (Panel Presentation)

Parksville



The purpose of this panel will be to address the manner in which leadership courses are developed for undergraduate students. The panel will include authors of a new collaborative text, *Leadership and Service: An Introduction*, who will explore the curriculum and teaching of an introductory leadership course.

Dan Gaken, Central Michigan University

Jennifer Murray, Rice University

*Donald Simmons, McGovern Center for Leadership and Public Service,
Dakota Wesleyan University*



Recurring Issues in the Leadership Classroom (Panel Presentation) Pavilion Ballroom D

In this interactive panel, experienced leadership instructors will introduce pedagogical strategies for responding to recurring issues in the leadership classroom. Audience members will be invited to contribute to the discussion by identifying additional topics and responses.

Clarifying Terms about Leadership

Peter Northouse, Western Michigan University

Followership: The Other Side of Leadership

Craig Johnson, George Fox University

Approaches on Defining Leadership: An Argument for a Taxonomic View of Leadership Concepts

Michael Hackman, University of Colorado at Colorado Springs

Do Real Leaders Study Theories?

Bob Colvin, Christopher Newport University



Topics in Central and South American Leadership (Paper Presentations) Port Alberni

A Correlational Study of Culture and Leadership Behavior Expectations in Mexico

This presentation discusses the findings of a correlational study of culture and leadership behavior expectations among employees of a Mexican manufacturing plant. Canonical Correlation Analysis (CCA) was used to determine correlations between culture dimensions and leadership behavior expectations. Results indicate that particular correlational canons of cultural dimensions are correlated to particular correlational canons of leadership behavior expectations.

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

The Sociology of Latino Gang Leadership: Followers' Perceptions of Leader Attributes

This study explores leadership and followership in the 18th Street gang in Central America. Through interviews of male youths incarcerated at a detention center in El Salvador, the project studies the socioeconomic factors that motivate gang membership and the influence and power tactics exerted by gang leaders on their followers.

Jennifer Dierberger, Christopher Newport University

An Exploratory Study of Ideal Leadership Perceptions in Guatemala

This study explored the ideal leadership perceptions of public administration employees in Guatemala. Ideal leader perceptions were assessed using the Leadership Practices Inventory (LPI) modified to describe an ideal leader. Differences in ideal leadership perceptions by gender, education, and age were also analyzed.

*Marcela Chavan-Matviuk, School of Global Leadership and Entrepreneurship,
Regent University*

The Motive to Lead: A Study among Guatemalan Business Leaders

This study explores the motive to lead among Guatemalan business leaders. The presenter will explore some of the motives—power, achievement, and affiliation—and how these relate to the espoused values of the organization.

Almarie Munley, School of Undergraduate Studies, Regent University

A Study of Leadership Prototypes in Colombia

This paper reports the results of an exploratory study of leadership prototypes in Colombia. Results indicated that a prototypical Colombian leader should exhibit delegation and empowerment behaviors, serve as a role model for followers and collaborators, be proactive in encouraging people by recognizing team accomplishments, and be conservative in terms of fostering changes and innovation.

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

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

Legacy Leadership for Impact & Sustainability (Workshop)

Port Hardy

This interactive session will examine the intentional legacy leaders are living through three key questions: Who are you following? Who is following you? How intentional is your legacy? Participants will be introduced to the results of research about the best global leaders, distilled as five leadership best practices through the Legacy Leadership® Model. Participants will engage in meaningful conversations, facilitated through innovative learning tools. They will leave with increased understanding of their own impact as leaders and some practical ways for effective succession planning.



*Brenda Chaddock, Limitless Leadership, Inc.
Carolynne Conlinn, Limitless Leadership, Inc.*

Teaching Global Leadership: Co-Creating a Global Curriculum (Panel Presentation)

Port McNeill

Leadership Is Global (Shinnyo-en Foundation, 2006), co-authored by 22 leadership specialists from around the world, elaborates on the Global Leadership Network's multi-year inquiry into effective global leadership practices and education/training methods. Three of the book's co-authors will highlight the lessons learned described in the book, as well as other more recent experiences that have helped create an understanding of the unique role of global leadership in the larger field. Future initiatives will be explored, including a textbook/handbook and the creation of a Global Curriculum Coalition benefiting social entrepreneurs and leadership practitioners through integrating psycho-spiritual work with effective global action.



*Mark Gerzon, Mediators Foundation; EastWest Institute
Dale Marie Pfeifer, Centre for the Study of Leadership, Victoria University
Walter Link, Social Venture Network of Europe*

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Concurrent Session 6

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Scholarship



Education



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Leadership



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Leadership



Business

Dissertation Research Workshop (Workshop)

Beluga

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

Anthony Middlebrooks, University of Delaware
Robert Colvin, Christopher Newport University
Michelle Jones



Culture, Creativity, and Compassion: The Art of Authentic Leadership (Workshop)

Finback

In this workshop participants will engage in a series of creative activities (movement, visual, and written) to explore the connections between art and leadership. We will share literature, examples from several model programs, and personal stories. A highly interactive session, participants will leave with inspiration to try new things in their own locations to combine art and leadership.

Maura Wolf, Shinnyo-en Foundation
Sarah Crowell, Destiny Arts



Connective Leadership—Using the 2010 Winter Games for Sustainable Community Development (Panel Presentation)

Junior Ballroom A

Canada's 2010 Winter Olympics are the first to include a social sustainability objective. The International Olympic Committee has acknowledged 2010 Legacies Now as providing innovative leadership in bringing the spirit of the Games to the broader community. This panel highlights three sustainability initiatives in process—Volunteers Now, Literacy Now, and Inclusion—and focuses on the delicate leadership involved in bringing diverse stakeholders together and supporting meaningful evaluation.

Michael Shoop, 2010 Legacies Now; Diamond Management; PhD Program
in Leadership and Change, Antioch University
Leona Gadsby, 2010 Legacies Now



Friday • 3:00 pm – 4:15 pm

**Leading Diverse and Changing Organizations:
A Systematic Framework** (Workshop)

Junior Ballroom B



Leading a diverse organization requires strategies for addressing multiple stakeholders, demographic sub-groups, organizational dynamics, changing environments, and much more. Many leaders emphasize some elements at the expense of others. The Diversity Diamond© model provides a systematic framework for addressing the multiple components needed and provides direction for action and leadership development.

Robert Greene, Berthoud/Greene Consultants LLC
Heather Berthoud, Berthoud/Greene Consultants LLC

**A Multi-Sector Look at Theories and Frameworks
for Sustainable Leadership** (Panel Presentation)

Junior Ballroom C



Leaders from diverse Canadian sectors come together for a conversation to explore the intersections of the conceptual side of leadership theory and the practical side of the leadership process. Panelists will share their experiences and reflections about leadership theories that they live by and use as well as discuss those that have not proven useful, particularly as they relate to sustainability and impact. They will pose questions about leadership that they hope current and future theorists and researchers will begin to investigate.

Tamara Vrooman, VanCity
*Linda Coady, Vancouver Organizing Committee for the
2010 Olympic & Paralympic Winter Games*
Shawn Atleo, British Columbia Assembly of First Nations
Janet Austin, YWCA of Vancouver
Charles Holmes, Dali Lama Center for Peace & Education

Chair: *Judy Sorum Brown, James MacGregor Burns Academy of Leadership;
School of Public Policy, University of Maryland*

**Deeper Learning in Leadership (Conversation with Author)**

Junior Ballroom D



Deeper Learning in Leadership is a new Jossey-Bass release that takes a hard look at the progress that has been made in the task of fostering leadership in higher education. While we celebrate our accomplishments, it is also important to look at what we can do to deepen the impact of these initiatives.

Dennis Roberts, Miami University

**Identifying and Developing Culturally Competent
Global Leaders** (Workshop)

Orca

In this interactive workshop participants will learn the role of the global manager as global citizen and the competencies necessary for successful global management and leadership. The presenters will demonstrate these competencies according to their Polaris Global Leadership Competency Model and will explain the Polaris Global Leadership 360° Assessment Survey, a culturally-based multi-rater instrument designed to provide a thorough assessment of global leadership competence. Through a case study, participants will find out why these competencies are essential and how they might be acquired.

Carolyn Feuille, Esprit Global Learning
Bruce Griffiths, Organization Systems International



African vs. North American Core Values and Their Impact on Leadership

This paper will explore five continuums of contrasting core values, which serve as a framework for understanding dominant worldviews in Sub-Saharan Africa vs. North America and also cut across all the various sub-cultures in both contexts. Implications for leadership drawn from these clusters will be discussed, including cross-cultural leadership.

Marta Bennett, Nairobi International School of Theology

African Women Entrepreneurs, Culture, and Impact: The Development of Leadership Capital

This paper discusses the development of leadership capital by African women entrepreneurs. Leadership capital constitutes the leader’s ability to direct an organization forward, and it can be conceptualized from Bourdieu’s perspective of forms of capital. It is important to understand how women entrepreneurs emerge, grow, and remain a vibrant and dynamic sector of the economy.

Lisa Ncube, Purdue University (refereed track)

The Spiritual Leadership of the Marginalized: Critical Engagement for Social Justice

This paper explores spiritual leadership as expressed and experienced by non-western, global South leaders in an emerging democracy. The study examines Africana spirituality as it is employed in the pursuit of leadership for social justice. It illustrates the spiritual leadership of the marginalized and adds to the understanding of leadership theory and practice in the common search for social justice.

Faith Ngunjiri, Yale University Divinity School (refereed track)

Conducting a Large Scale Cross Cultural Study: Theoretical and Methodological Lessons from Project GLOBE (Presentation)

Pavillion Ballroom D



Scholars wishing to conduct a large scale cross-cultural study typically face a series of complex theoretical and methodological challenges. This presentation will provide an in-depth look into what these issues are and how to deal with them by identifying the challenges facing the GLOBE project team in developing the theoretical framework and the research design, building, and maintenance of a multinational team of over 160 researchers in 62 societies, as well as conducting the appropriate statistical and psychometric analyses. The presentation will conclude with a series of lessons for other scholars based on the GLOBE experience.

Mansour Javidan, The Garvin School of International Management, Thunderbird University

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Scholarship



Education



Applied Leadership



Public Leadership



Business



Infusing Leadership throughout the Curriculum: New Approaches (Panel Presentation)

Port Alberni

This panel will explore frameworks for infusing leadership development across the liberal arts in an interdisciplinary program that combines a liberal arts education and selective business subjects. Panelists will also discuss the infusion of global leadership concepts through an international leadership studies perspective. Participants will be invited to share their own institutional models along with questions and concerns related to meaningful leadership studies education.

Creating a Culture of Leadership Development across the Liberal Arts

This presentation will highlight Columbia College's Four Cs of leadership development and demonstrate how they are applied across liberal arts initiatives to intentionally promote both student development and an understanding of leadership studies across the disciplines. The Four Cs as they relate to ongoing programmatic development and assessment efforts will also be discussed.

Tamara L. Burk, Columbia College South Carolina

Developing Global Leaders through International Leadership Studies

This presentation is designed to introduce to the audience the McDonough Center's experience in developing a new major on campus focusing on International Leadership Studies. This presentation serves as an assessment of the lessons learned from the infusion of global leadership concepts into the McDonough curriculum.

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

Developing Learning Close to Practice through a Coached E-Learning MA Program

The University of Exeter's online MA and Leadership Studies Program provides students with a thorough exploration of established leadership theories guided by regular individual coaching. This presentation will share some of the practical tools by which the program brings theory and practice together through leadership exchanges, intervention practice, personal learning logs, and online discussion forums.

Annie Pye, Centre for Leadership Studies, University of Exeter

Development of an Integrated Leadership Curriculum: Bridging Classroom and Experiential Learning Activities

As the B.A. in Organizational Leadership program at the University of Cincinnati matures, faculty are discussing several curriculum changes designed to improve the student experience, including integrating content across core courses and boosting opportunities for experiential learning. Presenters will share these perspectives on ways in which leadership education can be improved.

Stacie Furst, Center for Organizational Leadership, University of Cincinnati
Joseph Gallo, Center for Organizational Leadership, University of Cincinnati

Studying Leadership: Some Lessons from Democratic Theory (Paper Presentations)

Port Hardy



This panel brings the insights of democratic political theory to bear on the study of leadership and raises questions about the possibilities for reconciling leadership and democracy.

Leadership and Democracy: The Place of Conflict and Contingency

This paper explores the implications of recent advances in democratic theory for the study of leadership. In particular, it explores democratic theory's embrace of conflict and contingency as it informs efforts to reconcile the supposedly competing commitments of democracy and leadership.

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

Against Leadership? The Unreflective Ratification of Social Hierarchy in Leadership Studies

This paper critiques the uncritical embrace of social hierarchy implicit in much popular and academic discussion of leadership, and then proceeds to discuss and assess possibilities for advancing economic enterprises governed by democratic norms, not unequal power relations.

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

Divergent Roads to Democracy: Che Guevara and Vaclav Havel

This paper analyzes the grassroots struggles for democracy by Che Guevara and Vaclav Havel, their contrasting approaches to "morality," and the drastically divergent outcomes.

Heather McDougall, Christopher Newport University

Chair: *Terry Price, Jepson School of Leadership Studies, University of Richmond*

Taking the Long View on Sustaining Leadership for the Long Haul: Case Studies from Ethiopia and India (Panel Presentation)

Port McNeill



Promoting development and ensuring equitable access to health care, particularly reproductive health, requires innovative and sustained leadership. Over the past seven years, the David and Lucile Packard Foundation has awarded millions of dollars in grants to nurture and catalyze leadership for health and development in five developing countries. Over time, the foundation has grappled with the challenge of how to foster sustainable approaches to leadership development in diverse contexts. This panel will tackle that question, featuring in-depth case studies from Ethiopia and India, with additional lessons from work in other countries. The panel will feature case studies intertwined with personal narrative. Strategies for sustainability to be featured will include leveraging government systems, engaging national and international expertise, nurturing indigenous leadership development capacity, and fostering networks at various levels including local communities. Attendees will gain compelling insights from the field about how leadership investments can be sustained over time at the individual, community, and organizational level.



*Yemeserach Belayneh, The David and Lucile Packard Foundation
Abhijit Das, India Center for Health and Justice*

Chair: *Cheryl Francisoni, Leadership Development Program, International Institute of Education*



W o m e n a s

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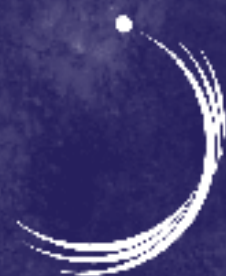
Dubai, United Arab Emirates

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

Founded in 1988, Zayed University offers an international style education to the women of the United Arab Emirates. With campuses in both Abu Dhabi and Dubai, the University's educational program has become a model for higher education in the region.

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

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



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www.zuglobaleaders.org

Concurrent Session 7

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2007 Jablin Dissertation Award—The Ethics of Leadership: Construction of an Analytical Framework, with Application to Ken Blanchard's Theories of Situational and Servant Leadership

Beluga



(Paper Presentations)

In this session, the winner of the 2007 Jablin Dissertation Award will present his work and receive the award. The award winner, Steven Olson, develops a framework to analyze the ethics of a leadership theory and applies it to Ken Blanchard's prominent theory of Situational Leadership. He argues that Blanchard's theory advances two ethics: an implicit ethic that seeks to control and manipulate human behavior to increase industrial production and an explicit ethic that seeks to uphold the rules of fair competition in market exchanges. Olson contends that Blanchard fails to justify his implicit ethic, and despite claims to the contrary, his theory contains no coherent account of how leaders change.

Steven D. Olson, Georgia State University

Commentators: *Terry Price, Jepson School of Leadership Studies, University of Richmond*

Craig Johnson, George Fox University

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

Building a World-Class Leadership Framework (Workshop)

Finback



The purpose of this workshop is to explore an architecture for leadership development and to engage in a discussion that enables participants to leverage such a framework to:

- Build stronger foundations for leadership talent within their organizations
- Execute consistent processes to drive effective leadership assessment, recruitment, development, succession planning, retention, and high performance
- Provide an environment in which artful leadership can emerge.



David Alhadeff, BearingPoint, Inc.

Lesley Gunderson, BearingPoint, Inc.



China, Kazakhstan, and Cambodia: Leadership Training, Competencies, and Styles (Panel Presentation)

Junior Ballroom A

While disparate in their respective stages of development, these three Asian countries have undergone dramatic transformation over the last 10-15 years along with dramatic shifts towards democratization and free market economics. Correspondingly, each has seen spectacular increases in their demand for human capital development, including leadership competencies. Presenters will make remarks on the unique leadership training needs, competencies, and styles in each of these countries.

Leadership Training in Cambodia

In April and July 2007, the University of Cambodia's Leadership and Career Development Center joined forces with Ohio University's Global Leadership Center in delivering first-ever leadership workshops developed for mid- and upper-level NGO and government officials in Cambodia. The presentation will take the form of a post-workshop SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats).

Greg Emery, Global Leadership Center

Competencies Modeling of Mayors in China: A Dynamic View

Urban Development Study is the one of the main training projects of CELAP. The trainees are mayors, deputy mayors, and vice mayors from different districts in China. A systematic competencies model of the three positions is to be built to analyze the trainees needs in order to facilitate the targeted training.

Ying Lin, China Executive Leadership Academy, Pudong

Public Leadership Style in Kazakhstan

The research question is as follows: What are the characteristics of actual and ideal public leadership styles in Kazakhstan? The author uses Q methodology to explore perceptions of both the general citizenry and political experts in Kazakhstan. Little's (1985) psychosocial leader model in conjunction with the best-practices leadership theory of Kouzes and Posner (2002) were employed to develop a theoretical framework.

Almaz Tolymbek, Kent State University



Integrating Leadership Theory and Practice for Sustaining Organizational Change (Workshop)

Junior Ballroom C

Are you a leader, manager, coach, consultant, or trainer who struggles with the application of leadership theory in your daily work? Are you a leadership professor who is challenged by applying practice to theories? Come join us as we explore practical approaches for integrating theory and practice. We will share stories, experiences, resources, processes, and a model of experiential learning theory that ties it all together.

Elizabeth Turesky, Lewiston-Auburn College, University of Southern Maine

Diane Dixon, D. Dixon & Associates, LLC

Scott Allen, John Carroll University



Scholarship



Education



Applied
Leadership



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Leadership



Business

Great Ideas Share and Teach Forum (Workshop)

Junior Ballroom D

A follow-up from the Share and Teach Forum held in Chicago 2006, this forum will encourage participation by anyone interested in expanding teaching practices. Participants will give, receive, and discuss great ideas for teaching leadership and developing leaders. Share your great ideas, and leave with so many more!

JoAnn Barbour, Texas Woman's University



Coaching as a Leadership Strategy (Workshop)

Orca

Coaching is the new language for effective leaders. This interactive session will introduce the Excelerator Coaching™ framework now used for graduate executive coach training at Royal Roads University. The session will outline key skills and tools used by masterful coaches, endorsed by the International Coach Federation, to train professional coaches. Participants will explore how a coach approach can impact effective leadership communication and sustain key relationships. By the end of the session, participants will have experienced coaching and tested their skills through the innovative Great Question™ game, now used around the globe.

*Carollyne Conlinn, Full Spectrum Coaching, Inc.
Brenda Chaddock, Limitless Leadership*



Sustaining Mindfulness and Creativity Across Difference and Change: Practicing Personal Leadership (Workshop)

Parkville

We know that leadership begins and emerges from within. We know that sustaining high levels of mindfulness and creativity is intrinsic to effectively leading across cultures and in times of change. But actually 'walking the leadership talk'? The practices of the Personal Leadership model can help authentically translate these commitments into reality.

Barbara Schaetti, Personal Leadership Seminars LLC



The Successful Student Leader: Development Programs that Work (Panel Presentation)

Pavilion Ballroom D



Leadership Education through Sustained- Community Based Learning

The Pioneer Leadership Program (PLP) is an undergraduate academic minor at the University of Denver designed to engage students directly in leadership development through course work and community based learning and service that includes issues of local, national, and international significance. The PLP will be described and evidence of its impact will be presented.

Linda Olson, University of Denver

The Columbia College Leadership Semester

Columbia College has embraced a unique approach to student development which recognizes four interrelated components of successful leadership (the Four Cs), addressed in two distinct phases. We begin with the assumption that to become an effective agent of change, a student must first be motivated, decisive, and goal-oriented. This presentation will discuss a key component of the second phase, The Leadership Semester, where students who have declared a major will explore leadership development within a specific disciplinary and experiential context.

*Tamara L. Burk, Columbia College
KB Bowman, Columbia College*

Panel Presentation continues

Project Gadfly: Poking and Prodding Leadership Students into Action

The presentation describes an experiential project added to a Foundations of Leadership course at Christopher Newport University: Project Gadfly. The project encouraged students to gain real-world knowledge regarding followership, servant leadership, and delegating.

*Heather McDougall, Department of Leadership and American Studies,
Christopher Newport University*

Kelly Dowd, Christopher Newport University

Meris Shuwarger, Christopher Newport University

Chair: *Tamara L. Burk, Columbia College South Carolina*



Three Viewpoints on Contemporary Leadership and Leadership Development: Sustaining Future Leaders, Resilient Crisis Leadership, and Leadership Dialogue (Paper Presentations)

Port Alberni

Mentoring: Impacting the Sustainability of Future Leaders

Technological advances have dramatically affected the college classroom. Consequently, the availability of college courses taught solely online has increased. With this increase, the need to mentor future leaders to sustain a diverse educational environment is magnified. This study assessed the effect of faculty-student interaction on student mentoring and student success of individuals in an online doctoral program.

Tera Simmons, Greenville High School

Resilient Leadership in Crisis

The paper supplements the crisis management literature, which has traditionally focused on returning to business as usual, by adding the concept of resilient crisis leadership. By building the resiliency of leaders, crises become an opportunity for the organization to bounce back beyond previous levels of functioning.

Athena Bernkopf, Kravis Leadership Institute, Claremont McKenna College (refereed track)

Rebecca Reichard, Kravis Leadership Institute, Claremont McKenna College (refereed track)

Leadership Dialogue—Communication Competence to Engage in Interpersonal Relationships

This case study concentrates on leadership communication. The purpose of the study is to find out what kind of interpersonal communication competence is essential for leaders in a knowledge-based organization. The results indicate how leaders themselves conceptualize leadership communication and leadership communication competence and whether leadership is innately dialogical.

Maijastiina Rouhiainen, University of Jyväskylä (Finland) (refereed track)

The Inner Harmony Approach to Extraordinary Leadership: Aligning with Intention (Workshop)

Port Hardy

This workshop will provide an in-depth practitioner's approach to understanding extraordinary leadership and cultural alignment within a variety of organizations and industries through the lens of healing processes, inner awareness, spirituality-based models, and psychosomatic behaviors.

Peter Amato, Inner Harmony Group



Toward an Understanding of Leadership in Muslim Societies (Paper Presentations)

Port McNeill

In this session, three papers present research and themes dealing with leadership in Muslim societies in order to illuminate differences, strengths, and lessons to be learned.

Comparison of Transformational Leadership Aspects in Non-Western Countries: Pakistan, Kazakhstan and Turkey

The purpose of this study is to understand the similarities and the differences in transformational leadership aspects measured by the LPI of Kouzes and Posner among three culturally different countries. Analysis revealed that aspects such as “challenging the process and enabling others to act” were found to be common, whereas other aspects, such as “inspiring a shared vision, modeling the way and encouraging the heart,” were not.

Azize Ergeneli, Hacettepe University

Rabeel Gohar, National University of Science and Technology

Zhanar Temirbekova, Al-Farabi Kazakh National University

Building Leadership Bridges: Leadership Prototypes in the Muslim World

The presenter is involved in conducting a multi-country study on leadership in the Muslim world. The purpose of the project is to develop an understanding of the nature and practice of leadership in the Muslim world context. The present paper reports data from extensive focus groups conducted in Bangladesh and Pakistan, two of the largest Muslim countries, to document the leadership prototypes in these countries.

Aqeel Tirmizi, School for International Training

Transforming Leadership: A Partnership Project to Deepen and Extend Our Understanding of Transformational Leadership (Discussion)

Junior Ballroom B

A group of scholars and practitioners embarking on a three-year project to extend our understanding of transformational leadership invite you to a discussion. The Project is a partnership among the Academy of Leadership, the ILA, and the Setzer Institute. With appreciation for the many scholars who have toiled in this vineyard over time, we will sketch this project's beginnings and invite your insight. The project has particular interest in the inner dimensions of leadership and collaborative models of leadership, and we are in search of exemplars (projects, organizations, movements, communities—across all sectors and around the globe) that point toward a mind-body-spirit integration of transformational leadership. We intend for this session to be interactive and conversational.

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

Mark Nepo, Setzer Institute

Michael Jones, James MacGregor Burns Academy of Leadership, University of Maryland

*Judy Sorum Brown, James MacGregor Burns Academy of Leadership,
University of Maryland*

Deb Higgins, Setzer Institute



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Concurrent Session 8

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Scholarship



Education



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Leadership



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Leadership



Business

Archetypal Leadership as a Stream of Consciousness in Leadership Theory (Panel Presentation)

Finback

Five panelists examine Jungian archetypes relevant to leadership theory and practice. They include the fallen hero, explorer, shadow, and pioneer, which are analyzed through empirical and conceptual research.

The Hero's Treacherous Journey: Organizational, Psychological, and Cultural Functions of Fallen Leaders

This presentation examines organizational and cultural functions of Jung's fallen hero archetype and narratives in promoting transmission and management of chaotic, anxiety-provoking material. Two contemporary cases, William Clinton and Kenneth Lay, illustrate the heroic epic journey characterized by Jung as continuous struggles between opposing forces of light and darkness.

Viviette Allen, Fayetteville University

Alchemist, Pioneer, Sage, and Prophet: An Archetypal Analysis of Mary Parker Follett

This presentation is an archetypal analysis of Mary Parker Follett and her ideological contributions to the theory and practice of contemporary leadership. The author argues that Follett embodied these archetypes 80 years ago as a powerful, almost prophetic response to a turbulent and chaotic upheaval of familiar forms and technologies.

Suzanne Martin, Samford University; The Leading Edge Institute

Leaders as Shadows: Examining the Dark Side of Leadership

The presentation builds on Jung's archetype of the shadow to examine the dark side of leadership. The shadow image represents aspects of the leader's personality that he or she prefers to hide. Current research pertaining to the dark side of leadership is discussed and several propositions for empirical research are presented.

William Hunsaker, Korea University

The Explorer Archetype as a Metaphor of the Leader's Journey into Calling and Identity

This presentation examines the explorer archetype as seen in the calling emergence process of leaders. It will look at the contexts, antecedents, and consequences of having a calling, as well as explore the often conflict-laden nature of the calling discovery and integration process, showing how calling follows five distinct stages of development.

Frank Markow, Life Pacific College

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



Saturday • 10:00 am – 11:30 am



Integrating and Measuring Spirituality in Organizational Leadership (Paper Presentations)

Junior Ballroom A

This session will present several studies of spirituality in business. The first paper examines relationships among multiple leadership and spirituality factors and the implications for further research. A second paper examines creating spiritually synergic organizations for good business based on organizations in India. Another presents findings on the sustaining role of self-leadership and spirituality for small entrepreneurs in post-communist Romania. A final presentation considers empirical evidence for the relationship of spirituality and organizational outcomes in a North American context.

Leadership and Spirituality: An Examination of Multiple-Factor Correlations

Spirituality at work is increasingly discussed in academic literature, including work by scholars in leadership. Numerous qualitative studies show a positive relationship between leadership and spirituality. This paper examines spirituality at work using a quantitative approach to isolate significant correlations between leadership and spirituality factors and invites participation in a dialogue on the topic.

Dean Pielstick, Northern Arizona University–Tucson

The Sustaining Role of Self-Leadership and Spirituality for Small Entrepreneurs in Post-Communist Romania

Following Fry's (2006) assertion that a sense of spiritual well-being is necessary for producing positive attitudes and relationships in life and work, this paper argues that successful Romanian small entrepreneurs exercise self-leadership as well as use spirituality to sustain the vision and the hope that would transcend the ever-changing business environment specific to this country.

Mihai Bocarnea, School of Global Leadership and Entrepreneurship, Regent University

Spirituality: The Sine Qua Non for Organizational Survival and Success

Based on the premise that as breath is essential for life, and thus spirituality is essential for personal well-being and organizational well-being, this presentation considers empirical evidence for the relationship of spirituality and organizational outcomes in the North American context.

Gail Longbotham, School of Global Leadership and Entrepreneurship, Regent University

Chair: *Dail Fields, Regent University*

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How Can Organizations Develop Authentic Leaders? (Workshop) Junior Ballroom B

An organization wishes to design a leadership development program focused on developing authenticity. What tools/developmental activities can be used? What, if any, characteristics of participants and the environment should be considered? Our team will offer suggestions from our various experiences and then ask participants to join us in brainstorming alternatives.



*JoAn Knight Herren, Office of Head Start, Administration for Children and Families,
US Department of Health and Human Services
James E. Henderson, School of Education, Duquesne University
Cary F. Kemp, Center for Talent Services, US Office of Personnel Management
Susan Feland, AcademyWomen*

Chair: *Cary F. Kemp, Center for Talent Services, US Office of Personnel Management*

Sustaining the Five Senses of Leadership Junior Ballroom C Beyond the Lecture (Fishbowl)

This workshop will examine the challenges that occur in a classroom when graduate students group together on a project. Using icebreakers and interactive team-building activities, workshop attendees will learn effective and practical teaching methods geared toward working adult graduate students who encounter non-traditional classroom settings.

*Teresa Martinelli-Lee, American Recovery Center
Marcie Perez, Idea Hall*



Taking it to the Suite: Applying Case-in-Point Leadership Junior Ballroom D Education Methodology to Corporate Culture (Presentation)

This session will explore an extensive spectrum of experiential methods that have proven useful in leadership development—from multi-episodic workshops using lectures, storytelling, participant case-method, and the use of the classroom or workshop experience itself as a case-in-point, to the use of coaching, mentoring, shadowing, and projects—to form the connective tissue in sustained efforts.

*Ron Heifetz, Center for Public Leadership, Harvard University;
Cambridge Leadership Associates*



The Levels of Culture and the Role of Leadership (Workshop) Orca

This interactive workshop is an integration of the theories of Edgar Schein and Terrence Deal and more than 30 years of practice in corporate and community settings. Participants will examine the core elements and five levels of culture and discuss the key responsibilities and skills of leadership in a cultural context. They will also be introduced to two tools leaders need when dealing with multiple cultural perspectives. These tools, developed in the Harvard negotiation project and finely honed by Ki Thought-Bridge, were used in the negotiation of such international agreements as the Begin and Sadat Camp David Agreement and the end of apartheid in South Africa.

Katherine Tyler Scott, Ki ThoughtBridge, LLC





Teaching Gravitas and Presence: Spirituality and Somatics in Leadership Development (Workshop)

Parkville



Join an exploration of a transformational leadership development program focused on improving the confidence, charisma, and presence of 120 global investment bankers. The fourteen-month program blended coaching, action learning, reflection and multiple off-site events. The engine of the program was transformative change, using a body-centered (somatic) approach to learning and humanistic spirituality contextualized so that relevance to bankers could be established. The workshop will be 30 minutes case study, 30 minutes theory, and 30 minutes experiential exploration of some of the program techniques.

Paul Gibbons, Future Considerations



Discover the Student Leadership Practices Inventory and Learn How to Use It (Workshop)

Pavilion Ballroom D

The Student Leadership Practices Inventory (SLPI) is the only leadership tool designed for college students, and it has helped thousands assess their leadership potential and improve their skills. Come hear one of the instrument's co-developers discuss the research behind the inventory, listen to a panel of users from various institutional settings detail how they've used the SLPI on their campuses both from an administrative and facilitator perspective, and see a demonstration of the new online version of the SLPI.

Barry Posner, Santa Clara University

Linda Olson, University of Denver

Laura Osteen, Florida State University

Craig Slack, University of Maryland

Will Flowers, San Francisco State University



New Strategies for Cultivating Asian and Latino Leaders (Panel Presentation)

Port Alberni



Developing the Next Generation of Latino Leaders

The Congressional Hispanic Caucus Institute (CHCI) has been developing the next generation of Latino leaders in the US for over 25 years. Hundreds of program participants have benefited from the leadership development trainings, networking, and alumni contacts that CHCI has been able to provide. This session explores the long-term impact of CHCI's leadership development approach on program participants, the Latino community, and the nation.

Anna Alvarez Boyd, Congressional Hispanic Caucus Institute

Jeanette Rojas, Congressional Hispanic Caucus Institute

Developing Asian and Asian American Leadership through the Use of the ACE Transformational Model

Billions of dollars are at stake in the emerging Asian and Asian American markets. Developing Asian and Asian American leaders will provide corporations with positioning opportunities in these sectors. The cultural success factors, strategies, and stakeholder responsibilities will be identified and discussed within the ACE Leadership Transformational Model.

Kurt Takamine, Chapman University

Chair: *Carmen Joge, Congressional Hispanic Caucus Institute*

Your Leadership (Workshop)

Port Hardy



The key for successful leadership lies within the leader. On the individual level, the art of leadership means leading yourself in the first place. It's about being aware of your personal qualities and knowing how to use them effectively.

Annemarie de Jong, de Baak Leadership Institute

Leadership and the Global Environmental Challenge (Paper Presentations)

Port McNeill



Environmental degradation and collapse is one of the greatest threats currently facing humankind. This panel will provide a variety of perspectives on this emerging leadership challenge and offer suggestions for future research and action.

Leading into a Sustainable Future: The Current Challenge

This paper argues that since an important component of leadership is the ability to envision and help bring followers into a desirable future, and since future human activity is increasingly limited by environmental constraints, leadership now necessarily includes the task of preventing environmental catastrophe and achieving sustainability.

Benjamin Redekop, Kettering University

Collective Leadership, International Organization, and the Problems of Health and the Environment

This paper will discuss how the League of Nations' early example of confronting the problems of health and the environment demonstrates that collective leadership can successfully begin to resolve some of the most important crises facing the modern world.

Michael D. Callahan, Kettering University

The Agrarian Farmer as a Metaphor for Good Leadership

One metaphor that holds promise for understanding good leadership—especially in our post-industrial era—is the leader-as-farmer. The values and virtues of author Wendell Berry provide a helpful foundation for this point of view, both literally and metaphorically. His call is to a humble and more sustainable way of life and practice.

Paul Kaak, Azusa Pacific University

Lessons from Seminars on Integrative Leadership and World Problems

The University of Minnesota's new Center for Integrative Leadership held nine seminars during 2006-7 about integrative leadership and world problems. The seminars helped participants better understand the kind of leadership that fosters collective action across boundaries to make progress on issues such as climate change, the trade deficit, urban poverty, and state failure.

Barbara Crosby, Humphrey Institute of Public Affairs

Jay Kiedrowski, Humphrey Institute of Public Affairs



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James Ferris, DDO4, M.A., Organizational Psychology

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2008 call for submissions

Submissions for the 2008 Fredric M. Jablin Dissertation Award may be on any topic and from any discipline, as long as they make a substantial and direct contribution to the study of leadership. The dissertation must be completed between August 1, 2006 and August 1, 2008. The 2008 recipient will be honored at the 10th Annual Conference of the International Leadership Society and meet the 14-15, 2008 in Los Angeles, CA, where they will present their dissertation research. In addition to the award, winners receive a \$1,000 cash prize from the Joseph School of Leadership Studies, travel expenses to and registration for the IA conference and a one-year membership to the IA. Submissions must be received by August 1st, 2008. Applicants must submit a copy of their 3-5 page abstract of a substantive dissertation chapter, brief biography and qualifications of the dissertation candidate. The award committee will conduct a blind review of all dissertation topics. Please send submissions via e-mail, hard copy, or CD to: JoAnne B. Guia, Professor of Leadership Studies, University of Richmond, Virginia, 23176, USA or jpguia@roanoke.edu



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Steven Gelb
Michael Genovese
Pam I.H. George
Mark Gerzon
Cheryl Getz
Cristina Gibson
Timothy Gibson
Ana Gil-Garcia
Roger Gill
Karen Gilliam
Megan Gilmore
Federico Giovannini
Nicole Glenn
Bethany Godsoe
Gerry Goertz
George Goethals

Raheel Gohar
Deborah Gohrke
Sylvia Gonzalez
Glenda Goscomb
Jonathan Gosling
Pamela Graglia
Thomas Graham
Sharon Gramby-Sobukwe
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Jeffrey Grauel
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Robert Greene
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Sean Griffin
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Allison Gulati
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Gayle Guthrie
Kathy Guthrie
Raquel Gutierrez
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Rebecca Hare
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Kathleen Harrell
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Nathan Harter
Michael Hartsfield

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Spedden Hause
Margaret Hawthorne
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Audrey Helfman
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Anita Henck
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Amal Henein
Barbara Brown Herman
Bob Hernandez
Angela Hernquist
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Roger Heuser
Erla Heyns
Gill Hickman
Douglas Hicks
Dante Hill
Saundra Hill
Mark Hindelang
Audrey Hobbs-Johnson
Victoria Hodgkinson
David Hoffman
Amparo Hofmann
Peter Holbrook
Elwood Holton
Constance Hope
Nikol Hopman
Michael Hoppe
Nancy Horn
Cynthia Hornberger
John Horsman
Peggy Houghton
Diane Houle-Rutherford
Mark Hower
Crystal Hoyt
George Hrivnak
Yu-Mei Huang
Nancy Huber
Elizabeth Huegelmeyer
Marsha Hughes-Rease
Eileen Hulme
David Humphrey
Melanie Humphreys
Erin Hundley
Peggy Hunker
William Hunsaker
Jean Robert Hunter
John Hunter
Marie Hvidsten
Arnold Hyndman
Chad Hyson
Joseph Innes

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Debra Jackson
Jeanne Jackson
Kevin Jackson
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Vincent Janssen
Nicola Jennings
Peter Jennings
Christopher Jensen
Yrsa Jensen
Arun Jhaveri
Karin Jironet
Carmen Joge
Alencia Johnson
Craig Johnson
Cynthia Johnson
Lynn Johnson Langer
Peter Jonas
Dotti Jones
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Matt Jordan
Pamela Jordan
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W. Michael Joyce
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Steven Kapelke
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Aaron Katz
Ed Katz
Ariel Kaufman
Eric Kaufman
Gayle Kaylor
Alicia Keating
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Casey Keller
Barbara Kellerman
Cary Kemp
Kathy Kennedy
Thomas Kennedy
Carolyn Kenny
Chris Kersbergen
Fran Kick
Betsy Kidwell
Peter Kiedrowski
Jackie Kirk
Keith Kirkpatrick
Virginia Klamon
Ray Klapwyk
Max Klau
Karin Klenke

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Jennifer Kolb	Jun Liu	Angela McCullough	Ivana Mrozkova
Jordan Kolbeck	Shaozhong Liu	Danielle McDonald	Maricel Muchingile
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Teresa Koncick	Anna Lloyd	Molly McGowan	Don Mulvaney
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Franklin Kudo	Clara Lovett	Damian Medina	Jennifer Murray
Edward Kuligowski	Philip Lowry	Deborah Meehan	Theresa Murray
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L. LaCour	Gabrielle Lucke	Neal Meier	Susan Myers
Jack Ladd	Denise Lucy	Axel Meierhoefer	Afsaneh Nahavandi
Shawna Lafreniere	LaVerne Ludden	Cara Meixner	Kristen Napoli
Fiona Laird	Adam Luecking	Lois Melina	Patricia Neilson
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Kristine LaLonde	Katherine Maas	Thomas Mengel	Margrette Newhouse
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Judy Han Le	James Maloney	Thomas Miles	Norma Noonan
Stephane le Camus	Gary Manka	Cherry Mill	Chris Norbury
Kathy Lease	Richanne Mankey	Bill Millard	Ernest Norris
Lynn Leavitt	Tracey Manning	Timothy Miller	Peter Northouse
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Sookhee Lee	Carmelle Marshall	Anu Mitra	Monica Oldham
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John Leipzig	Teresa Martinelli-Lee	Tiffany Moehring	Hallie Olson
Gary Lemaster	Peter Martini	Lailawati Mohd Salleh	Linda Olson
Carolyn Lengh	Antonio Marturano	Terri Monroe	Steven Olson
Nicholas Lennon	Megan Maryott	Patrick Monroney	Tova Olson-Sanders
Matthew Lentz	Linda Massey	Richard Moody	Mercy Olumoya
Oscar Leon	Thomas Matthews	Hyon Moon	Ed O'Malley
Brian Leonard	Lorraine Matusak	Bryanne Moore	Patty Orecchio
Dan Leonard	Sergio Matviuk	Lynda Moore	Sue O'Rourke
Ronald Lesniak	S Irene Matz	Sadie Moore	Tim O'Rourke
Kristine Lesperance	Tim Mau	Page Morahan	Robin Orr
Jenifer Lewis	Mike McAvoy	Gary Morgan	Sonia Ospina
Rebecca Lieberman	Carol McBryde	John Morgan	Laura Osteen
Susan Lieberman	Grace McCarthy	Debra Moriarty	Gary Ostwald
Mark Light	Leslie McClain	David Morphy	Bramwell Osula
Ying Lin	Jeffrey McClellan	Shelly Morris Mumma	Ken Otter
Robin Lindbeck	Stephanie McClellan	James Morrison	

continued

members continued

Jacqueline Ottmann
Maribeth Overland
Julie Owen
Kimberly Pagano
Rhodora Palomar-Fresnedi
Sharon Parks
Tom Parks
Alan Parsons
Deborah Pasquarella
Angela Passarelli
Kathleen Patterson
Bruce Payne
Jone Pearce
Richard Pearlstein
Carol Pearson
Sandra Peart
Robert Pena
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Gerald Pepper
Marcie Perez
Patricia Perillo
Athena Perrakis
Gamaliel Perruci
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Elissa Perry
Emmett Perry
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Fredrick Peterson
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Kirstin Phelps
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Dean Pielstick
Timothy Pies
Jolie Bain Pillsbury
Britt Pisto
Todd Pittinsky
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Tanya Judd Pucella
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Karl Radnitzer
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Alma Ramirez
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Corey Seemiller
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Eveline Selhorst
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Stephen Shaw
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Tera Simmons
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Victoria Sitter
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Megan Smith
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Taggart Smith
Zachary Smith
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Gayle Snyder
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Sylvia Spears	Kathleen Toner	Cyndi Walsh	Lauren Wong
Bill Spellman	Karyn Trader-Leigh	Michael Walsh	Michael Wood
Nadeen Spence	Carol Traut	Alan Walters	Laurie Woodward
Shane Spiller	Thomas Tresser	Ron Walters	J. Wren
Robert Sprague	Edward Trickey	Wayne Walters	Barbara Wright-Avltis
Barbara Spraker	Mark Troyer	Richard Warm	Leslie Yamagata
Laura Sprengers	Denise Trudeau	John Warner	James Preston Yarborough
Wendy Stack	Carrie Tucker	Rexford Waters	Michelle Yeo
Camille Stallings	Ashley Tull	Kimberly Weatherly	Min-Bong You
David Stanfield	Geoffrey Tumlin	Kayla Weaver	Kristen Young
Nancy Stanford-Blair	Elizabeth Turesky	Kenneth Weaver	Laura Yu
Elizabeth Stanley	Sharon Turnbull	Gill Webb	Lois Zachary
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Gerald Steckmeister	Taryn Tyler	Karina Weil	Darlene Zangara
Stijn Steendijk	Katherine Tyler Scott	Lee Weisser	Ron Zee
Karen Stein	Ryan Urie	Laurie Welch	Weichun Zhu
Andrew Stenhouse	John Valk	Weng Wenyan	Karen Zivi
Jennie Stephens	Maarten Van Beek	Jon Wergin	Harold Zullo
Kendall Stiles	Judie van Breukelen	Linnette Werner	Pierre Zundel
Julie Stitt	Tessa van den Berg	Carla West	
Hope Stockton	Marc van den Muyzenberg	Vicki Wetherell	
Julie Stockton	Caroline van Frankenhuyzen	Andrew Whatley	
Stacy Stoldorf	Andre van Heemstra	Wendy Wheeler	
Leslie Stover	Patricia Van Selow	John Whetstone	
Bonnie Straight	Suzanne Van Stralen	Sarah Whiffen	
Merwyn Strate	Daniel Van Vechten	Rich Whitney	
Jim Street	Ellen Van Velsor	J.Lee Whittington	
Peter Strobosch	Tim Vanderpyl	Eileen Wibbeke	
James Sturm	Madhusudhan Varanasi	Andrea Wight	
Roger Sublett	April Vari	Cindy Wilcox	
Brian Sullivan	Leslie Veach	Tiffany Wiley	
Lorri Sulpizio	Pauline Vela	Bart Wille	
Michele Summers	Steve Veldkamp	David M. Williams	
Tina Sung	Michelle Verduzco	Denise Williams	
Sandra Svoboda	Mathieu Verougstraete	Gail Williams	
Jean-Stephane Szijarto	Brenda Versteeg	Kenneth Williams	
Paul 't Hart	Rachelle Vettern	Lorne Williams	
Joshua Tabor	Gary Victory	Robert Williams	
Georges Taels	Karla Vineyard	Thurmond Williams	
Kurt Takamine	Mohd Vol	Shelly Wilsey	
Nicolla Tebao	Russ Volckmann	Amy Wilson	
Peter H. ten Hoopen	Barbara Volpe	Katherine Wilson	
Carin Termeer	Iva Vurdelja	Larry Wilson	
Sam Ajit Thiara	Brian Vye	Meena Wilson	
Joseph Thomas	Timothy Wachtel	Sandra Wilson	
Lorne Thomas	Jane Waddell	Randy Wilt	
Lowell Thomas	Gary Wagenheim	Mitzi Winesett	
Ted Thomas	Wendy Wagner	Seth Winnerman	
Phillip Thompson	Greg Wain	Bruce Winston	
Sara Thompson	Juanita Waits	Arnaud Wirschell	
Daniel Tillapaugh	Leah Waks	Marva Wisdom	
Steven Titus	Frederic Waldstein	Jacqueline Wislesky	
Clover Tobin	Elizabeth Lena Walker	Deborah Witte	
Linda Tolan	Keith Walker	Maura Wolf	

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Presenter Index

Please note the format as follows: Last Name, First Name, Start Time of Session

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

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

Abe, Gloria	FR	9:45 am	Boga, Sadruddin	FR	9:45 am
Adair, Rodger	FR	6:00 pm	Boitano, Aldo	FR	9:45 am
Adams, Jim	FR	9:45 am	Booyesen, Lize	FR	9:45 am
Alaby, José	FR	9:45 am	Bordas, Juana	TH	10:30 am
Algaze, Louis	FR	9:45 am	Borland, Scott	FR	9:45 am
Alhadeff, David	SA	8:30 am	Bossard, Nicole	FR	9:45 am
Allen, Scott	FR	6:00 pm	Boumbulian, Paul	FR	9:45 am
Allen, Scott	SA	8:30 am	Bowman, Brandon	FR	8:30 am
Allen, Viviette	SA	10:00 am	Bowman, KB	SA	8:30 am
Alston, Harry	FR	9:45 am	Brown, Sandye	FR	9:45 am
Alvarez Boyd, Anna	SA	10:00 am	Brownie, Ronald	TH	3:15 pm
Amato, Peter	SA	8:30 am	Bruce, Jacklyn	FR	9:45 am
Armstrong, Josh	FR	9:45 am	Bruce, Jacklyn	FR	6:00 pm
Arsenault, Paul	FR	9:45 am	Bryan, John	TH	10:30 am
Ascher, William	FR	9:45 am	Bryant, Sandra	FR	9:45 am
Atleo, Shawn	FR	3:00 pm	Bryant, Sandra	FR	6:00 pm
Austin, Janet	FR	3:00 pm	Bryant, Tim	FR	9:45 am
Baker, John	FR	6:00 pm	Brydges, Rick	TH	3:15 pm
Barber, Liz	FR	9:45 am	Burbank, Carol	TH	10:30 am
Barbour, JoAnn	TH	3:15 pm	Burk, Tamara	FR	3:00 pm
Barbour, JoAnn	FR	8:30 am	Burk, Tamara	SA	8:30 am
Barbour, JoAnn	SA	8:30 am	Burns, Stewart	TH	10:30 am
Beatson, Lesley	FR	9:45 am	Callahan, Michael	SA	10:00 am
Beatty, Ellen	FR	9:45 am	Camerer, Marianne	TH	10:30 am
Beebe, James	FR	9:45 am	Campbell, Michael	TH	1:45 pm
Bekele, Badeg	FR	9:45 am	Carter, Anthony	FR	9:45 am
Bekker, Corne	TH	3:15 pm	Cary, Kemp	SA	10:00 am
Bekker, Corne	FR	8:30 am	Chaddock, Brenda	FR	1:00 pm
Bekker, Corne	FR	9:45 am	Chaddock, Brenda	SA	8:30 am
Belayneh, Yemeserach	FR	3:00 pm	Chan, Angie	TH	3:15 pm
Bell, Ella	TH	10:30 am	Chandler, Diane	FR	8:30 am
Benitez, Amy	FR	9:45 am	Chandler, Diane	SA	8:30 am
Bennett, Marta	FR	9:45 am	Chang, Young-Eun	FR	6:00 pm
Bennett, Marta	FR	3:00 pm	Chang, Yunkeum	FR	6:00 pm
Bernkopf, Athena	SA	8:30 am	Chavan-Matviuk, Marcela	FR	1:00 pm
Berthoud, Heather	FR	3:00 pm	Cheney, Gail	FR	1:00 pm
Beuthin, Tim	FR	9:45 am	Chew, Ron	TH	3:15 pm
Bishop, Jay	TH	10:30 am	Cho, Kisuk	FR	9:45 am
Black, Alina	FR	9:45 am	Chu, Cherie	FR	9:45 am
Blessing, Tim	FR	9:45 am	Ciulla, Joanne	FR	8:30 am
Bocarnea, Mihai	SA	10:00 am	Ciulla, Joanne	FR	9:45 am

Presenter Index, continued

Coady, Linda	FR	3:00 pm	Essed, Philomena	FR	9:45 am
Cohen, Edward	FR	8:30 am	Evans, Michael	FR	9:45 am
Colachico, David	FR	9:45 am	Farrant, Andrew	TH	3:15 pm
Colvin, Robert	FR	1:00 pm	Feland, Susan	FR	1:00 pm
Colvin, Robert	FR	3:00 pm	Feland, Susan	SA	10:00 am
Conlinn, Carollyne	FR	1:00 pm	Feuille, Carolyn	FR	3:00 pm
Conlinn, Carollyne	SA	8:30 am	Fields, Dail	FR	9:45 am
Connaughton, Stacey	TH	3:15 pm	Fields, Dail	SA	10:00 am
Connors, Dennis	FR	9:45 am	Fisher, Kelly	TH	10:30 am
Cornell, Audrey	FR	9:45 am	Fisher, Kelly	FR	9:45 am
Cote, Nicole	FR	6:00 pm	Flowers, Will	SA	10:00 am
Coutinho, Lester	TH	3:15 pm	Francisconi, Cheryl	FR	3:00 pm
Couto, Richard	TH	10:30 am	Francovich, Chris	FR	9:45 am
Couto, Richard	TH	3:15 pm	Fraser, Tina	FR	1:00 pm
Couto, Richard	FR	9:45 am	French, Pat	FR	9:45 am
Cox, Chris	FR	9:45 am	Fu, Caroline	FR	9:45 am
Cox, David	TH	10:30 am	Fu, Ping Ping	FR	8:30 am
Cox, Michael	FR	9:45 am	Fu, Ping Ping	FR	9:45 am
Crispo, Alexander	FR	9:45 am	Furst, Stacie	FR	3:00 pm
Criswell, Corey	TH	1:45 pm	Gadsby, Leona	FR	3:00 pm
Crosby, Barbara	SA	10:00 am	Gaken, Dan	FR	9:45 am
Crowell, Sarah	FR	3:00 pm	Gaken, Dan	FR	1:00 pm
Culham, Tom	FR	9:45 am	Gallo, Joseph	FR	3:00 pm
Das, Abhijit	FR	3:00 pm	Gardiner, John Jacob	TH	10:30 am
Davidson, John	TH	10:30 am	Gardiner, John Jacob	FR	1:00 pm
Davis, Beverly	FR	9:45 am	Gardner, Ethel	FR	1:00 pm
de Jong, Annemarie	SA	10:00 am	Geiger, Karen	TH	10:30 am
DeMarco, William	FR	9:45 am	Gerzon, Mark	TH	3:15 pm
Denning, Stephen	FR	1:00 pm	Gerzon, Mark	FR	1:00 pm
DeSeve, G. Edward	TH	3:15 pm	Getz, Cheryl	FR	9:45 am
Dierberger, Jennifer	FR	1:00 pm	Gibbons, Paul	SA	10:00 am
Dingman, Myra	FR	9:45 am	Goethals, George	FR	9:45 am
Dixon, Diane	TH	3:15 pm	Gohar, Raheel	SA	8:30 am
Dixon, Diane	SA	8:30 am	Gomez, Doris	FR	8:30 am
Dowd, Kelly	SA	8:30 am	Graham, Scott	FR	9:45 am
Drury, Sharon	FR	9:45 am	Grandstaff, Mark	TH	3:15 pm
Dugan, John	TH	3:15 pm	Grael, Jeff	FR	9:45 am
Duncan, Kathy	FR	9:45 am	Green, Mark	FR	6:00 pm
Durham, Sharra	FR	8:30 am	Greene, Robert	FR	3:00 pm
Dyk, Patricia	FR	9:45 am	Griffiths, Bruce	FR	3:00 pm
Eagly, Alice	TH	1:45 pm	Grooms, Linda	FR	6:00 pm
Eagly, Alice	FR	9:45 am	Guardia, Adrian	FR	6:00 pm
Elshof, Tony	FR	6:00 pm	Guda, Surya Prakash	FR	9:45 am
Emery, Greg	FR	1:00 pm	Gunderson, Lesley	SA	8:30 am
Emery, Greg	SA	8:30 am	Gutierrez, Raquel	FR	1:00 pm
Emmett, Ross	TH	3:15 pm	Hackman, Michael	TH	3:15 pm
Enlow, Barbra	FR	9:45 am	Hackman, Michael	FR	9:45 am
Ergeneli, Azize	SA	8:30 am	Hackman, Michael	FR	1:00 pm
			Hale, Jeffrey	FR	8:30 am
			Harvey, Michael	TH	3:15 pm

Hashim, Yahaya	TH	3:15 pm	Klenke, Karin	SA	10:00 am
Heifetz, Ron	FR	9:45 am	Knight Herren, JoAn	SA	10:00 am
Heifetz, Ron	FR	1:00P	Komives, Susan	TH	1:45 pm
Heifetz, Ron	SA	10:00 am	Komives, Susan	TH	3:15 pm
Heinze, Dyke	FR	9:45A	Kusy, Mitchell	FR	8:30 am
Henderson, James	SA	10:00 am	Lafreniere, Shawna	FR	8:30 am
Herman, Barbara	FR	9:45 am	Lawrence, Gail	FR	9:45 am
Herring, Tory	FR	9:45 am	Ledbetter, Bernice	FR	9:45 am
Hickman, Gill	FR	9:45 am	Lee, Carolyn	FR	9:45 am
Higgins, Deb	SA	8:30 am	Lee, Chance	FR	9:45 am
Hochleutner, Mike	FR	1:00 pm	Lee, Sookhee	FR	6:00 pm
Holloway, Elizabeth	FR	8:30 am	Leipzig, John	FR	9:45 am
Holmes, Charles	FR	3:00 pm	Lennon, Nick	TH	3:15 pm
Hormann, Shana	FR	9:45 am	Lesniak, Ron	TH	3:15 pm
Hormann, Shana	FR	1:00 pm	Levy, David	TH	3:15 pm
Hower, Mark	FR	9:45 am	Lewis, Jenifer	FR	9:45 am
Hoyt, Crystal	TH	1:45 pm	Lewis, Joan	FR	9:45 am
Hughes-Rease, Marsha	TH	1:45 pm	Lin, Ying	SA	8:30 am
Humphreys, Melanie	FR	8:30 am	Link, Walter	TH	3:15 pm
Hunsaker, William	SA	10:00 am	Link, Walter	FR	1:00 pm
Hwang, Grace	FR	9:45 am	Liu, Jun	FR	8:30 am
Hwang, Grace	FR	6:00 pm	Lokkesmoe, Karen	FR	9:45 am
Irving, Justin	FR	9:45 am	Longbotham, Gail	FR	9:45 am
Izmirian, Dayanne	FR	9:45 am	Longbotham, Gail	SA	10:00 am
Jackson, Kahseuss	TH	3:15P	Longman, Karen	FR	8:30 am
Javidan, Mansour	FR	9:45 am	Longo, Nicholas	FR	8:30 am
Javidan, Mansour	FR	3:00 pm	Ludden, Vern	FR	9:45 am
Joge, Carmen	SA	10:00 am	Luhrs, Lauren	FR	9:45 am
John, Vineeth	FR	9:45 am	Maier, Tom	FR	6:00 pm
Johnson, Kathryn	TH	1:45 pm	Manning, Tracey	TH	10:30 am
Johnson, Boyd	FR	9:45 am	Markow, Frank	SA	10:00 am
Johnson, Craig	FR	1:00 pm	Martin, Suzanne	SA	10:00 am
Johnson, Craig	FR	9:45 am	Martinelli-Lee, Teresa	FR	6:00 pm
Jones, Michael	SA	8:30 am	Martinelli-Lee, Teresa	SA	10:00 am
Jones, Michelle	FR	9:45 am	Marturano, Antonio	FR	8:30 am
Jones, Michelle	FR	3:00 pm	Ma-Tlali Mapetla,		
Joyce, William	FR	6:00 pm	Matseliso	FR	8:30 am
Jue, Arthur	TH	3:15 pm	Matviuk, Sergio	FR	1:00 pm
Kaak, Paul	SA	10:00 am	Mayers, Gloysis	FR	6:00 pm
Karim, Ata	FR	9:45 am	McBryde, Carol	TH	1:45 pm
Katz, Aaron	FR	8:30 am	McConville, Tricia	FR	6:00 pm
Kaufman, Ariel	FR	9:45 am	McCrimmon, Mitch	FR	9:45 am
Keen, Leslie	FR	9:45 am	McDougall, Heather	FR	3:00 pm
Kelders, Nelly	FR	9:45 am	McDougall, Heather	SA	8:30 am
Kenny, Carolyn	FR	1:00 pm	McGowan, Molly	FR	9:45 am
Kiedrowski, Jay	SA	10:00 am	McIntire, Dave	FR	9:45 am
Kiefer Hipp, Kristine	FR	9:45 am	McKee, Elizabeth Nye	FR	9:45 am
Kim, Timothy	FR	8:30 am	McManus, Rob	FR	3:00 pm
Kirk, Jackie	FR	9:45 am	McMorrow, Barbara	FR	9:45 am
Kirk, Jackie	FR	6:00 pm	McNamee, David	FR	9:45 am

Presenter Index, continued

McQueen, Doug	FR	9:45 am	Perruci, Gama	FR	3:00 pm
Mengel, Thomas	TH	3:15 pm	Peterson, Fredrick	FR	6:00 pm
Meriwether, Thomas	FR	6:00 pm	Pfeifer, Dale Marie	FR	1:00 pm
Middlebrooks, Anthony	FR	3:00 pm	Phelps, Kirstin	TH	1:45 pm
Miser, Martha	FR	9:45 am	Phelps, Kirstin	FR	9:45 am
Mitra, Anu	FR	1:00 pm	Pickens, Sue	FR	9:45 am
Mobley, Robert	FR	9:45 am	Pielstick, Dean	SA	10:00 am
Mohd Salleh, Lailawati	FR	8:30 am	Pisapia, John	FR	9:45 am
Moorefield, Renee	TH	3:15 pm	Pisapia, John	FR	9:45 am
Morissette, Francoise	TH	10:30 am	Pittinsky, Todd	TH	1:45 pm
Moua, Mai	FR	9:45 am	Pollock, Roy	FR	1:00 pm
Mrozkova, Ivana	FR	9:45 am	Porter, Ross	FR	9:45 am
Munley, Almarie	FR	9:45 am	Posner, Barry	SA	10:00 am
Munley, Almarie	FR	1:00 pm	Poulin, Bryan	FR	9:45 am
Murray, Jennifer	FR	1:00 pm	Poutiatine, Michael	FR	9:45 am
Myers, Susan	FR	9:45 am	Power-Drutis, Theresa	FR	8:30 am
Ncube, Lisa	FR	9:45 am	Preskill, Stephen	FR	9:45 am
Ncube, Lisa	FR	3:00 pm	Price, Terry	TH	1:45 pm
Neilson, Patricia	FR	9:45 am	Price, Terry	FR	8:30 am
Nepo, Mark	SA	8:30 am	Price, Terry	FR	3:00 pm
Ngunjiri, Faith	FR	3:00 pm	Prince II, Howard	FR	9:45 am
Nkomo, Stella	TH	10:30 am	Pritchett, Justin	TH	3:15 pm
Nkomo, Stella	FR	9:45 am	Pritchett, Justin	FR	8:30 am
Northouse, Peter	FR	9:45 am	Provizer, Norman	TH	3:15 pm
Northouse, Peter	FR	1:00 pm	Pulido-Constantino, Kalayaan	TH	3:15 pm
O'Dell, Irma	FR	6:00 pm	Putman, Paul	FR	9:45 am
Ojeda, Christopher	FR	8:30 am	Pye, Annie	FR	3:00 pm
Olson, Linda	TH	10:30 am	Pyrz, Paul	FR	8:30 am
Olson, Linda	SA	8:30 am	Quinn, Laura	TH	3:15 pm
Olson, Linda	SA	10:00 am	Raivoka, Maciu	FR	9:45 am
Osteen, Laura	SA	10:00 am	Reams, Jonathan	FR	1:00 pm
Ottmann, Jacqueline	TH	1:45 pm	Recht, Donna	FR	9:45 am
Owen, Julie E.	TH	3:15 pm	Rechtman, Janet	FR	9:45 am
Parks, Sharon	TH	10:30 am	Rechtman, Janet	FR	1:00 pm
Parks, Sharon	FR	1:00 pm	Redekop, Benjamin	SA	10:00 am
Pearson, Carol	TH	1:45 pm	Ree, Malcolm	FR	6:00 pm
Pearson, Carol	TH	3:15 pm	Reed, George	FR	9:45 am
Pearson, Carol	FR	9:45 am	Reeder, Gail	FR	9:45 am
Pearson, Carol	SA	8:30 am	Rego, Lyndon	TH	10:30 am
Peart, Sandra	TH	3:15 pm	Reichard, Rebecca	SA	8:30 am
Peart, Sandra	FR	9:45 am	Reid-Martinez, Kathaleen	FR	6:00 pm
Penney, Sherry	TH	10:30 am	Reyatt, Kuldip	TH	10:30 am
Penney, Sherry	FR	9:45 am	Reyatt, Kuldip	FR	8:30 am
Pereira, Odir	FR	9:45 am	Reyes-Guerra, Daniel	FR	9:45 am
Perez, Marcie	SA	10:00 am	Ricketts, Kristina	FR	9:45 am
Perkins, Anne	FR	9:45 am	Ricketts, Kristina	FR	6:00 pm
Perkins, Charles	FR	9:45 am	Robbins, Shelley	FR	9:45 am
Perruci, Gama	FR	9:45 am	Roberts, Cynthia	TH	3:15 pm
			Roberts, Dennis	FR	3:00 pm

Roberts, Kathleen	FR	9:45 am	Thompson, Sara	TH	1:45 pm
Roberts, William	FR	8:30 am	Thompson, Sara	FR	9:45 am
Robinson, Sean	FR	9:45 am	Tirmizi, Aqeel	FR	9:45 am
Rojas, Jeanette	SA	10:00 am	Tirmizi, Aqeel	SA	8:30 am
Roper, Carolyn	TH	3:15 pm	Tolymbek, Almaz	SA	8:30 am
Roper, Carolyn	FR	9:45 am	Tom, Matthews	FR	9:45 am
Rosch, David	TH	1:45 pm	Trader-Leigh, Karyn	TH	1:45 pm
Rosch, David	FR	9:45 am	Traut, Carol Ann	FR	6:00 pm
Rouhiainen, Maijastiina	SA	8:30 am	Tumlin, Geoffrey	TH	3:15 pm
Rowland, Leon	FR	9:45 am	Turesky, Elizabeth	SA	8:30 am
Sacks, Arlene	FR	1:00 pm	Tyler Scott, Katherine	SA	10:00 am
Salerno, Carolyn	TH	3:15 pm	Valk, John	TH	3:15 pm
Sami, Neelofar	TH	3:15 pm	van Selow, Patricia	FR	9:45 am
Sanga, Kabini	FR	9:45 am	Varanasi, Madhusudhan		
Santana, Laura	FR	9:45 am	Prasad	FR	9:45 am
Santana, Laura	FR	1:00 pm	Volpe, Barbara	FR	9:45 am
Sawyer, Carol	FR	9:45 am	Vrooman, Tamara	FR	3:00 pm
Schaetti, Barbara	SA	8:30 am	Wagenheim, Gary	FR	9:45 am
Schmitz, Diane	FR	9:45 am	Warm, Rick	FR	9:45 am
Schreiner, Laurie	FR	8:30 am	Weber, Paul	FR	9:45 am
Seemiller, Corey	FR	9:45 am	Wergin, Jon	FR	9:45 am
Sell, Michael	FR	9:45 am	Whatley, Andrew	FR	9:45 am
Sendjaya, Sen	TH	10:30 am	Whetstone, Thomas	FR	9:45 am
Shaw, Stephen	FR	9:45 am	Whitney, Rich	FR	9:45 am
Shelton, Camilla	FR	9:45 am	Willburn, Philip	TH	1:45 pm
Shockley, Todd	FR	8:30 am	Williams, Kenneth	TH	10:30 am
Shoop, Michael	FR	3:00 pm	Williams, Kenneth	FR	9:45 am
Shoup, John	FR	9:45 am	Williamson, Thad	FR	3:00 pm
Shuwarger, Meris	SA	8:30 am	Wilson, Sandra	FR	8:30 am
Simmons, Donald	FR	1:00 pm	Wilson, Sandra	FR	9:45 am
Simmons, Tera	FR	6:00 pm	Wolf, Maura	FR	3:00 pm
Simmons, Tera	SA	8:30 am	Wollam, Ashley	FR	9:45 am
Slack, Craig	SA	10:00 am	Wollam, Ashley	FR	3:00 pm
Sorenson, Georgia	TH	10:30am	Wright, Sheila	FR	9:45 am
Sorenson, Georgia	FR	9:45 am	Yelamanchili, Rama		
Sorum Brown, Judy	FR	3:00 pm	Krishna	FR	9:45 am
Sorum Brown, Judy	SA	8:30 am	Young, Kristen	FR	8:30 am
Spiller, Shane	FR	9:45 am	Zaccagnini, Melissa	FR	6:00 pm
Stanford-Blair, Nancy	FR	9:45 am	Zacko-Smith, Jeffrey	FR	1:00 pm
Steeves, Rosie	FR	9:45 am	Zivi, Karen	FR	3:00 pm
Steinbauer, Aeryca	TH	3:15 pm			
Stewart, Patricia J.	FR	6:00 pm			
Strate, Merwyn	FR	9:45 am			
Sulpizio, Lorri	FR	9:45 am			
Svoboda, Sandi	FR	9:45 am			
Takamine, Kurt	SA	10:00 am			
Tashiro, Ty	FR	9:45 am			
Temirbekova, Zhanar	SA	8:30 am			
Thomas-Lumpkin, Richelle	FR	9:45 am			

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