



International Leadership Association

# MEANINGMAKING & INNOVATION

in times of **crisis**

ANNUAL REPORT 2020

# MEANINGMAKING & INNOVATION

in times of crisis

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## DEAR MEMBERS AND FRIENDS,

The past year has challenged and changed us. As crises often do, the events of 2020 amplified and shone a light on the fragilities of systems and society while also inspiring new narratives and innovation. We saw all of this as the world collectively mounted the largest public health effort in history, created new public dialogues around racial injustice, and ramped up online technology to change work and education patterns.

We experienced this same resilience and creativity in the International Leadership Association. Our members worked hard throughout this unconceivable year to support connections in a time of disconnections. The association stepped up with dialogue and resources to help populate the much-enhanced virtual networks with ideas, inspiration, and shared experiences. Conversations on important topics ranging from pandemic leadership to tackling systemic racism were initiated on our newly launched blog, resources were brought to the forefront on crisis leadership, and members worked together to create and share best practices and tools for teaching and leading online.

Throughout the year, ILA worked vigorously and passionately to combine a sense of continuity and stability of business with the reality of new times and new emphases within our ways of operating. Over a period of six-weeks we transformed our June Women and Leadership conference into a live online, virtual event and then took an early, timely, and inevitable position regarding our 2020 global conference, which was to take place in San Francisco in November, by moving it to a virtual format as well. Notably, the 2020 global conference became our best attended, most global event ever and, like our in-person conferences, was valued as a source of renewal and as an expression of ILA members at their very best — listening and talking, meeting and networking, and opening doors to new collaborations.

As evidenced over this past year, the necessity of our mission has never been more urgent. What ILA members all share is a very clear understanding of the importance of leadership and a recognition of how much

better leadership should and could be to address the challenges of our times. Two new initiatives undertaken by the ILA in 2020 are designed to help meet that need: the General Principles for Leadership Programs and the Global Leadership Project. These initiatives, as you will learn in the report, provoke new ways to think about leadership, leadership education and development, and models of leadership that adapt to change.

Viktor Frankl wrote, "In times of crisis, people reach for meaning." ILA rose to the challenges of 2020 by generating and sharing resources that made meaning of the year's crises and by building spaces where members could gather and create together. This Annual Report captures those innovations and outcomes.

**Mike  
Hardy**  
ILA Board Chair



**Cynthia  
Cherrey**  
ILA CEO & President

# ABOUT ILA



### INCUSION:

Fosters and promotes broad and diverse membership engagement.



### IMPACT:

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



### INTEGRITY:

Insists upon effective and ethical leadership practices and sound scholarship.



### INTERCONNECTION:

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



### INTERDISCIPLINARY:

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



### INTERNATIONAL PERSPECTIVES:

Respects cultural contexts and facilitates learning and networking across national boundaries.

## Our Mission

The International Leadership Association (ILA) is a global network for all those who study, practice, 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 our members and partners; collectively having a multiplier impact on leadership and change.

## Our Vision

- Increase worldwide understanding of the importance of leadership to the conduct of human affairs
- Generate and disseminate evidence based research and develop new knowledge and practice
- Strengthen the ties between those who study and those who practice leadership
- Create and hold spaces for groundbreaking conversations and dialogue on leadership across all boundaries.
- Provide resources that enable those we serve to address and impact complex leadership challenges in their local and global communities.

# FINANCIAL

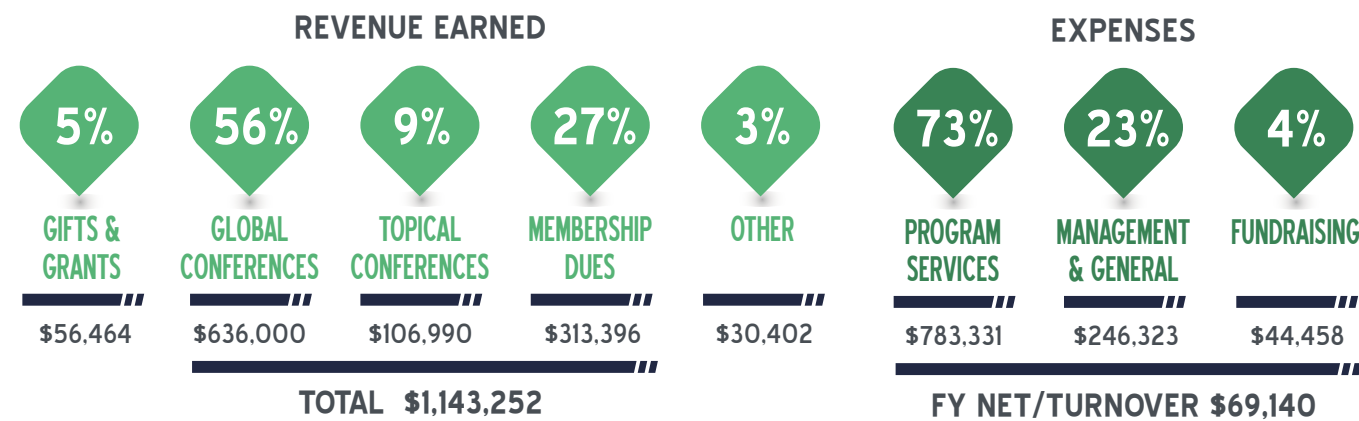
### Governance Oversight:

The Board of Directors holds responsibility for fiscal oversight of the Association. Its Finance Committee oversees the development of the annual budget for Board approval, develops financial and accountability policies, and reviews the ILA's financial reports and compliance with policies.

### Financial Overview:

Fiscal year 2020 ended three months into the COVID-19 pandemic. The strength of the first nine months of the year, particularly the success of the Ottawa global conference, positioned the association to end the year with a positive net of \$69,000. As the pandemic unfolded, the ILA focused on three priorities: the needs of ILA members throughout social and economic disruption, the wellbeing of staff, and the fiduciary stewardship of the association.

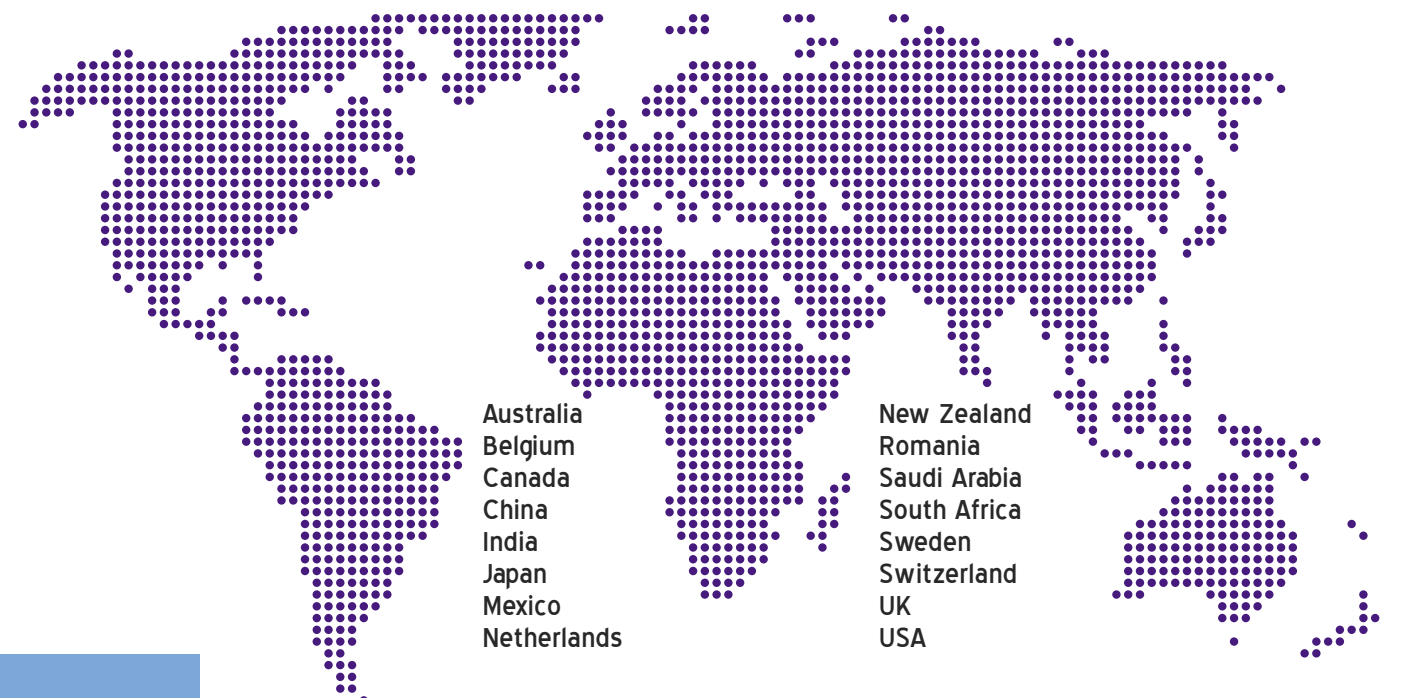
## FY 2020 Financial Summary: Net Assets at Start of Year = \$51,446



## Net Assets at End of Year = \$120,586

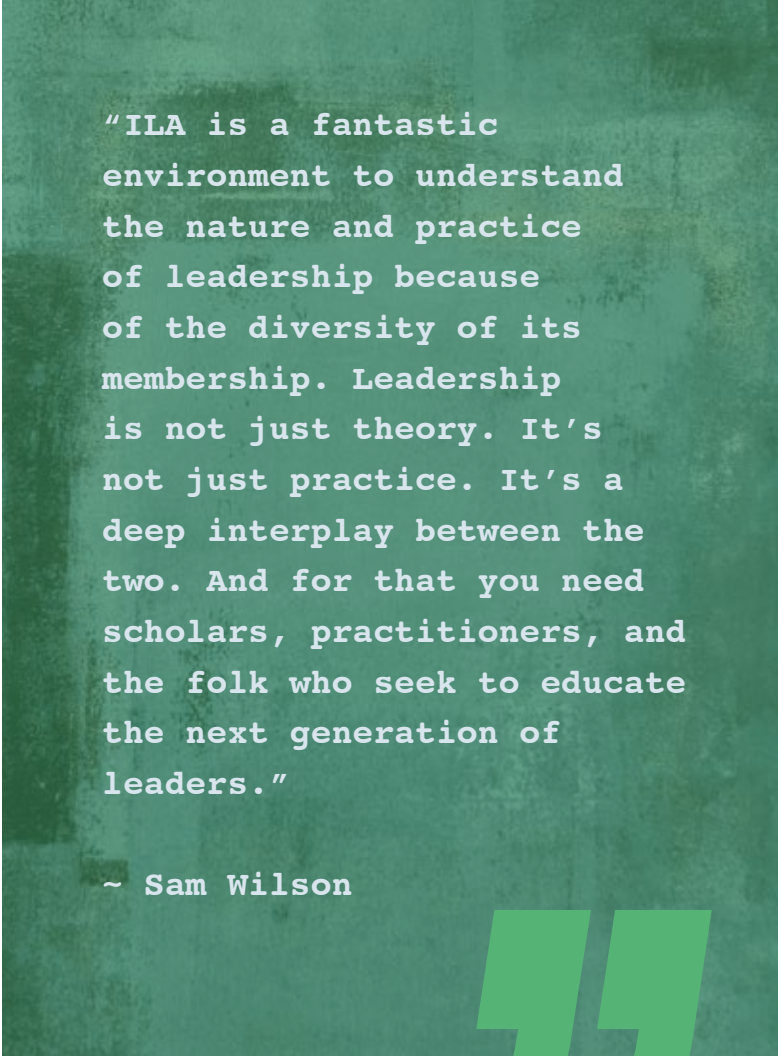
## MEMBERSHIP

As of 31 December, ILA Members reside in 67 countries with the 16 most numerous being:



# SPOTLIGHT ON TRUSTED SPACES

ILA brings people together across distance and disciplines - virtually and in person - to bridge theory and practice and spark those aha moments that improve leadership locally and globally. By creating and holding these trusted spaces, ILA ensures that the best thinking about the process of leadership is developed and disseminated.



"ILA is a fantastic environment to understand the nature and practice of leadership because of the diversity of its membership. Leadership is not just theory. It's not just practice. It's a deep interplay between the two. And for that you need scholars, practitioners, and the folk who seek to educate the next generation of leaders."

~ Sam Wilson



## ILA Goes Virtual in 2020!

### ILA'S 5TH WOMEN AND LEADERSHIP CONFERENCE

In early 2020, as the pandemic deepened, we knew how important it was to create a space for learning and connection during the global crisis. Around the world, women were leading the way in responding to the pandemic with effective, ethical, empathetic leadership. They were, as the conference title emphasized, Leading Differently. In just seven weeks, ILA staff and member volunteers transformed this conference from a face-to-face event into a live, virtual event to rave reviews.



### GLOBAL CONFERENCE BY THE NUMBERS

63

Country Attendees



250%

Increase in Attendees From Outside North America

1,397

Attendees, Our Largest Global Conference

5

Days of Programming Sessions from 7:30-22:15EST

7

Plenary Sessions

## FEATURED SESSIONS SAMPLER

 →WATCH	 →WATCH
 →WATCH	 →WATCH
 →WATCH	 →WATCH
 →WATCH	 →WATCH

## ILA's 22nd Annual Global Conference

With the success of the Women and Leadership conference, we turned our attention to the global conference in November. Leading at the Edge.

As we worked with the conference chairs and planning team, ILA member communities, and presenters to create an extraordinary experience, we held these core organizing principles in mind:

- Local/global context over time and over time zones
- Informative, rigorous, relevant sessions
- Engagement opportunities both formal and informal
- Reflective moments both individual and shared
- Integrative weaving of themes

Best of all, with more than 400 presentations, attendees didn't have to worry about missing out - recordings of the live sessions were available through the end of 2020.

# GLOBAL CONFERENCE PLENARY SPEAKERS



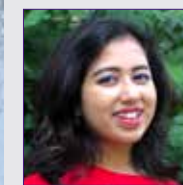
Tedros Adhanom Ghebreyesus, Director-General, The World Health Organization (WHO)



Very Rev. Malcolm Clemens Young, Dean, Grace Cathedral, San Francisco



Ron Heifetz, Founder, Center for Public Leadership; King Hussein bin Talal Senior Lecturer in Public Leadership, Harvard Kennedy School



Kehkashan Basu, Founder and President, Green Hope Foundation

Martin Chungong, Secretary General, Inter-Parliamentary Union



Charlton Lee, Founder & Viola, Del Sol String Quartet



Betsy Myers, Leadership Author & Consultant, Myers Leadership; COO, Obama for America (2007-2008)



Gill Robinson Hickman, Professor Emerita, Jepson School of Leadership Studies, University of Richmond



Sandie Okoro, Senior Vice President and General Counsel, World Bank Group; Vice President for Compliance, World Bank



Subhanu Saxena, Director, Innovation Introduction, Bill & Melinda Gates Foundation



Matt Qvortrup, Professor, Centre for Trust, Peace and Social Relations, Coventry University



John Lord Alderdice, House of Lords, Parliament of the U.K.; Director, Centre for the Resolution of Intractable Conflict

Réz Gardi, Harvard Human Rights Fellow; Founder, Empower



Otto Scharmer, Senior Lecturer, MIT; Co-Founder, The Presencing Institute



Gregory T. Moore, President & CEO, Promise of Democracy Foundation



George A. Papandreou, Prime Minister of Greece (2009-2011); President, Socialist International



HRH Princess Mabel van Oranje Founder and Board Chair, VOW - to End Child Marriage



Darcy Winslow, President and Co-Founder, The Academy for Systems Change



Ron Riggio, Henry R. Kravis Professor of Leadership & Organizational Psychology, Claremont McKenna College



The Right Honorable Kim Campbell, 19th Prime Minister of Canada

Alonzo King, Choreographer; Founder, Alonzo King LINES Ballet



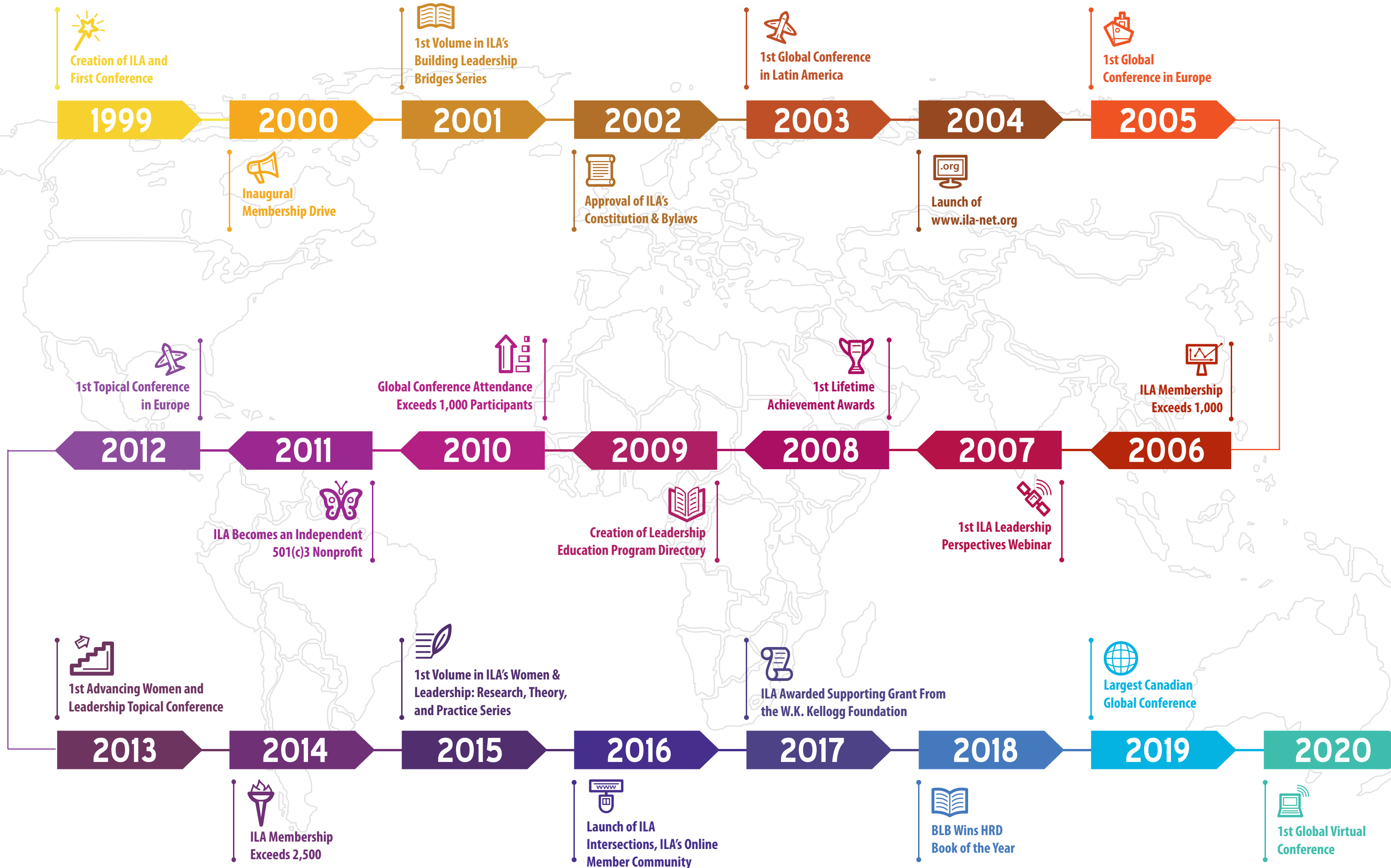
Xanthe Scharff, Co-Founder & CEO, The Fuller Project



"The thing I love about the ILA conference is - a lot of leadership conferences are really management conferences, and what I really appreciate about the ILA approach is it is more thoughtful, even philosophical, about work as a human endeavor and the creative and ethical questions that arise from that fact."

~ Margaret Heffernan

# HISTORICAL MILESTONES



# SPOTLIGHT ON TRUSTED SOURCES

By holding spaces for research and dialogue, ILA serves as a principal source for leadership-related resources. Through our webinars, publications, and digital offerings, we generate new research, knowledge, and practices that address issues of interest to our members and the global community at large. In 2020, we paid particular attention to resources focused on crisis leadership, online education, virtual teams, resilience, social justice, and democracy.

## Blog Sampler

### LEADERSHIP IN TIMES OF CRISIS

[READ THE ARTICLE](#)

### THE FIRE NEXT TIME

[READ THE ARTICLE](#)

### THE CORONAVIRUS CRISIS AND LEADERSHIP IN BUSINESS

[READ THE ARTICLE](#)

## Leadership for the Greater Good

### GLOBAL THOUGHT LEADERS EXPLORE TODAY'S CHALLENGES

ILA's blog launched amid a world struggling to make sense of the pandemic, racial inequality, and challenges to democracy. We charged our bloggers to apply their leadership knowledge and practical wisdom to inform and inspire us as we continued our work of advancing leadership knowledge and practice for a better world.

## Podcast Sampler



Democracy - Are We a Brittle Twig or Supple Bamboo?



Thriving During Crisis: A Successful Middle Eastern Businesswoman



Diversity Training Then and Now: What Has Changed?



Sustainability and Corporate Citizenship



Reflections on Women in Leadership From the First Female Prime Minister of Canada

## Leadership Podcasts

We partnered on or produced 20+ podcasts in 2020. Guests ranged from former prime ministers to global business leaders and international scholars of note speaking on today's important issues.

# 2020 Blog

BY THE NUMBERS

# 53

Blogs

# 46

Blogs From 12 Countries Spanning 5 Continents

# 72,809

Blogs Views



# Publications

## TRANSFORMATIVE LEADERSHIP IN ACTION: ALLYSHIP, ADVOCACY & ACTIVISM

A volume in the ILA Building Leadership Bridges series

The world is facing significant challenges. We need leaders who work for justice and equity for all people. *Transformative Leadership in Action* charges the reader to do the essential self-work required of today's leaders. Shining a light on unexplored, yet crucial, components this book investigates the tie between social justice work and leadership competencies and put forward a pedagogical guide for teaching leadership at this intersection.



## LEADING THE FUTURE OF TECHNOLOGY: THE VITAL ROLE OF ACCESSIBLE TECHNOLOGIES

A volume in the Cambridge Elements - Leadership, produced in partnership with ILA

There is presently a view that accessible technologies offer an inclusive and humanistic expression of technology. They do. But that is not all. Accessible technologies offer more than this: they contain within them lessons on transformational leadership. This book presents six case studies that interpret these accessible technologies as expressions of leadership that demand and create new and original thinking by society.



## INTERFACE

Interface. The name evokes those spaces and boundaries where our work reaches out and touches another's - where theory and practice meet, shake hands, and learn from one another. It honors the fact that the ILA's membership includes people located in many, and often multiple, independent systems who all Interface in the ILA around their commitment to foster better leadership worldwide. Distributed once a month, Interface shares articles highlighting association news and work being done by ILA members around the world.

## RESOURCE REWIND

For more than 20 years, the ILA has created or curated hundreds of articles, book chapters, webinars, interviews, conference papers, podcasts, and more. Resource Rewind thematically revisits past resources, making them newly available to members and the public at large. 2020's issues included: Crisis Leadership, Followership, Leadership for Peace, Juneteenth & Social Justice Movements, Perseverance, Revitalize and Renew, and Teaching Leadership Online.



## Leadership Perspectives Webinars

As places around the world began to lockdown in March 2020, ILA leaped into action, adding new webinars - free to both member and non-members alike - to help with the transition. Our regular series then continued apace for the rest of the year providing new perspectives on global issues.

### Webinar Sampler

- VIEW ON-DEMAND** Intersections of Leadership, Climate Change, and Social Justice
- VIEW ON-DEMAND** Inclusify: How to Lead More Inclusively During Covid-19 and Beyond
- VIEW ON-DEMAND** Crisis Leadership in Higher Education
- VIEW ON-DEMAND** Leadership Education Online?!?! Strategies and Tips to Ease the Transition
- VIEW ON-DEMAND** Ethical Business Leadership in Troubling Times



"As an entrepreneur from the Middle East, connecting to a global network of women leaders - academic and from the business sector - helps me upgrade my skills and face the challenges I have as a leader. Talking with each other and sharing experiences is even more important during times of crisis."

~ Hadeel Mustafa Anabtawi



# PROGRAMS AND AWARDS

## 2020 - Three Projects to Advance the Study and Practice of Leadership for a Better World

### GLOBAL LEADERSHIP PROJECT

How can leadership become a more potent force for good by integrating improved global foresight during unprecedented change? The Global Leadership Project is looking at what is...and assessing the 'so what...' of the contemporary context; and it is examining what might be, assessing the 'what ifs' of enhanced global leadership. [Learn more](#) about the project online.

### THE R3 REGENERATIVE DESIGN PROJECT FOR ILA FUTURE PLANNING

ILA's essence as a learning organization is rooted in its exercise of innovative, adaptive, and growth-minded practices. [Read the report online](#), to discover our appreciative inquiry process, emergent findings, and next steps to ensure a flourishing future for the association and its members.

### ILA GENERAL PRINCIPLES TASK FORCE

Cultivating leadership capacity has long been an implicit goal of education at the post-secondary level. ILA has taken on the challenging task of advocating higher expectations in leadership learning and the need to define a better future through more effective and inclusive leadership. [Read the white paper](#) that emerged from the task force.

### 2020 Lifetime Achievement Awards

#### Honoring Individuals Who Significantly Influenced Leadership Knowledge and Practice

**Ron Heifetz**, Founder, Center for Public Leadership; King Hussein bin Talal Senior Lecturer in Public Leadership, Harvard Kennedy School. Heifetz is the author of *Leadership Without Easy Answers*; *Leadership on the Line: Staying Alive Through the Dangers of Leading*; and *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. He is the co-founder of Cambridge Leadership Associates, a consulting firm for organizations and societies looking to build their adaptive leadership capacity.



**Ron Riggio**, Henry R. Kravis Professor of Leadership & Organizational Psychology, Claremont McKenna College. Riggio is the author of more than a dozen books and over 100 research articles and book chapters in the areas of leadership, organizational psychology, and social psychology. He has served on the board of numerous journals and writes the Cutting-Edge Leadership blog at *Psychology Today*. His most recent books are *What's Wrong with Leadership* and *Daily Leadership Development*.



### 2020 Member Community Awards

#### Honoring Outstanding Work of ILA Members

##### 2020 MOST PUBLISHABLE LEADERSHIP EDUCATION PAPER AWARD



**John Hinck** and **Steven Davis**, Assistant Professors of Leadership in the Leader Development Course for Squadron Command at Air University, have been named 2020's Most Publishable Leadership Education Paper Award winners for their paper, "Re-Operationalizing and Measuring Impact of a Leader Development Course." The award carries with it a cash prize of \$1500, which John and Steven generously chose to pay forward by donating it to the International Leadership Association in support of the International Student Case Competition.



##### WOMEN AND LEADERSHIP: OUTSTANDING PRACTICE WITH LOCAL IMPACT AWARD

**Carol Clyde Gallagher**, Assistant Professor, Organizational Leadership, Cottey College; Mayor Pro Tem, Nevada, Missouri



##### WOMEN AND LEADERSHIP: OUTSTANDING PRACTICE WITH BROAD IMPACT AWARD

**Yolanda Caldwell**, Director, The Women's Leadership Institute and BOLD Women's Leadership Network, The College of Saint Rose



The Outstanding Practice awards recognize individual excellence in someone who has implemented a substantial change, policy, or event that has benefited women.

### 2020 Student Awards

#### Honoring the Next Generation of Leadership Scholars and Practitioners

**Philip O'Donnell**, an Assistant Professor of Entrepreneurship at DCU Business School in Dublin City University was awarded the **Fredric M. Jablin Doctoral Dissertation Award** for, "Entrepreneurship, Identity, and Their Overlap in the Slum: An Ethnographic Study of the Mukuru Slum in Nairobi, Kenya."



**Sylvie Plante**, Principal Consultant at Sylvie Plante Enterprise Channeling Inc. and a doctoral student in the College of Interdisciplinary Studies at Royal Roads University won the **Kenneth E. Clark Student Research Award** for her paper, "Leading Innovation Using Social Capital in Public-Private Partnerships."



The awards are given each year in partnership with the Jepson School of Leadership Studies and the Center for Creative Leadership, respectively.

In ILA's **International Student Case Competition**, teams address key issues in a real-world case involving a contemporary leadership issue of their choice pertaining to one of six pre-determined UN Sustainable Development Goals. In 2020, undergraduate students from **Christopher Newport University** and graduate students from **California Institute of Integral Studies** took first place in their divisions. The CNU team of Colin Bunn, Zoe Page, Grant Wiley explored, "Saudi Arabia Transitioning From Oil Dependency Through the Lens of Adaptive Leadership," while the graduate team of Catherine Chapman, Katie Hamaker, Michael Munton, Megan Quinn, Jenna Wes won with their work on, "Gender Equity & the Thrive Paradox."

# 2020 BOARD OF DIRECTORS

**Mike Hardy**  
*ILA Board Chair*  
 Founding Director, Centre for Trust, Peace, and Social Relations, Coventry University, UK

**Cynthia Cherrey**  
*ILA President & CEO\*, USA*

**Janis Bragan Balda**  
*ILA Vice Chair*  
 Senior Lecturer—International Business, Robert C. Vackar College of Business and Entrepreneurship, University of Texas Rio Grande Valley, USA

**Joanne Barnes**  
*Chair, Membership Committee*  
 Dean of the Graduate School, Indiana Wesleyan University, USA

**Michael Chikeleze**  
 Richard C. and Francelia A. Gozon University Professor, Values-Based Leadership, Valparaiso University, USA

**Tasha Coppett**  
 Assistant Director of Off-Campus and Graduate Housing, Massachusetts Institute of Technology (MIT), USA

**Sean Creighton**  
 Chair, Board Development Committee  
 President, The New American Colleges and Universities (NACU), USA

**Christian Dussey**  
 2021 Global Conference Chair\*  
 Director, Geneva Centre for Security Policy (GCSP), Switzerland

**Amanda Ellis**  
 2021 Global Conference Chair\*  
 ASU Global Futures & Professor of Practice, Thunderbird School of Global Management, USA

**Cheryl Getz**  
 Associate Professor, Department of Leadership Studies, University of San Diego, USA

**John Heiser**  
*ILA Treasurer & Chair, Finance Committee; ILA Executive in Residence*

**Mikinari Higano**  
 Professor & Director, Leadership Development Program, Global Education Center, Waseda University, Japan

**Kathryn Johnson**  
 Co-Founder, Center for Global Services Retired CEO, Health Forum, USA

**Kevin Lowe**  
 Professor in Leadership, Discipline of Work and Organisational Studies, Business School, The University of Sydney, Australia

**Susan Elaine Murphy**  
*ILA Secretary*  
 Professor and Chair in Leadership Development, Organisational Studies, University of Edinburgh Business School, UK

**Raj Narang**  
 Vice President, Director of Inclusion and Diversity Strategies, Fifth Third Bank, USA

**Laura Osteen**  
 Assistant Vice President, Campus Life, Tulane University USA

**Cindy Pace**  
 Vice President Global Chief Diversity and Inclusion Officer, MetLife, USA

**Kara R. Price**  
 Operations Site Head, Minaris Regenerative Medicine, USA

**Kathryn Goldman Schuyler**  
 2020 Global Conference Chair\*  
 Founder, Coherent Change, USA

**Gillian Secrett**  
 Director of Leadership Programmes, University of Cambridge Institute of Sustainability Leadership at University of Cambridge, UK

**Carolyn Stefanco**  
 Chair, Fund Development Committee  
 Retired University President; Founder and CEO, Baret Leadership Consulting, USA

**Éliane Ubalijoro**  
 Executive Director, Sustainability in the Digital Age and Global Hub Director for Canada, Future Earth; Presidential Advisory Council for Rwandan President Paul Kagame, Canada

\*Ex-Officio (nonvoting)

## MEMBER COMMUNITIES

- Arts and Leadership
- Business Leadership
- Ethics & Leadership
- Followership
- Healthcare Leadership
- Leadership Development
- Leadership Education
- Leadership for Peace
- Leadership Scholarship
- Philosophy, Religion, and Worldviews
- Public Leadership
- Sustainability Leadership
- Women and Leadership

## ILA STAFF

- |  |  |   |
|--|--|---|
| <b>Marcia Boyd</b><br>Membership Director      | <b>Debra DeRuyver</b><br>Communications Director | <b>Maureen Metcalf</b><br>ILA Fellow            |
| <b>Bridget Chisholm</b><br>Conference Director | <b>Miriam Gosling Gage</b><br>Program Associate  | <b>Julie Polzer</b><br>Conference Associate     |
| <b>Cynthia Cherrey</b><br>President & CEO      | <b>Nick Kiessig</b><br>Program Associate         | <b>Shelly Wilsey</b><br>Chief Operating Officer |





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