

Center for the Advanced Study of Leadership

THE JAMES MACGREGOR BURNS ACADEMY OF LEADERSHIP



*Serving Those with a
Professional Interest
in Leadership*

ANNUAL MEETING PROGRAM

- Leadership Scholarship
- Leadership Education
- Leadership Development
- Multicultural Leadership
- Community Leadership

**Renaissance Waverly Hotel
Atlanta, Georgia**

October 22-24, 1999



INTERNATIONAL LEADERSHIP ASSOCIATION

Renaissance
Waverly Hotel
Atlanta, Georgia

Friday, October 22, 1999

*The book exhibit and other displays
are in the Andover-Ascot Foyer.*

8:00am – 5:30pm

**CONFERENCE REGISTRATION
AND HOSPITALITY DESK**
(Adjacent to Hotel Registration)

8:30am – 10:30am

**INTERNATIONAL LEADERSHIP
ASSOCIATION GOVERNING
BOARD BREAKFAST**
(Hallmark)

11:45am – 1:00pm

LUNCH
(Atrium)

1:15pm – 1:30pm

WELCOME
(Habersham)

Barbara Kellerman, *Director, Center for
the Advanced Study of Leadership,
Burns Academy of Leadership*
Zachary Green, *Director,
Center for Leadership Training,
Burns Academy of Leadership*

1:30pm – 1:45pm

**PRESENTATION, INTERNATIONAL
LEADERSHIP ASSOCIATION
DISTINGUISHED SERVICE AWARD**
(Habersham)

The Honorable John R. Lewis,
United States House of Representatives

1:45pm – 3:00pm

KEYNOTE ADDRESS
(Habersham)

The Honorable John R. Lewis,
United States House of Representatives

3:00pm – 3:30pm

BREAK
(Garden Court)

3:30pm – 5:00pm

CONCURRENT SESSIONS

Panels

“Leadership Assessment” (Galleria)

- a Michael Hoppe, Center for Creative Leadership,
“The Use of 360 Feedback in Leadership
Development from a Cross-Cultural Perspective”
- b Marlene Thorn and Dayalini Mendis,
International Monetary Fund, “Followers
Assessing Leaders”

“Teaching Leadership” (Ascot)

- a Hugh O’Doherty, Burns Academy of Leadership,
“Can Leadership Be Taught?: A Case Study”
- b Sara Boatman, Nebraska Wesleyan University,
“Leadership Courses: A Descriptive Analysis”
- c Norma Noonan, Augsburg College, “Developing
Models for Teaching and Research on Women
and Leadership”
- d Gamaliel Perruci, Marietta College, “Globalization
and the Teaching of Leadership: Linkages Under
Changing Contexts”

Chair: J. Thomas Wren, *University of Richmond*

“Values in Leadership” (Kennesaw)

- a Gerri Perreault, University of Northern Iowa,
“The Golden Rule as a Limited Ethical Standard
for Leaders and Managers”
- b Joanne B. Ciulla, University of Richmond,
“Whose Values? And What Values?: How
Business Leaders Translate Values into Action”
- c Craig Johnson, George Fox University,
“Emerging Perspectives in Leadership Ethics”

Chair: John J. Gardiner, *Seattle University*

“Leadership and Adult Students” (Dardenelles)

- a Marie Cini, Duquesne University, “Using the Portfolio
for Leadership Development in Adult Students”
- b Robert Skenes and Catherine Honig, National-
Louis University, “Teaching Leadership to
Working Adults”

“National and Regional Perspectives” (Brayton)

- a Hauwa Nana Abubakar, National Electric Power Authority, Nigeria, “Public and Private Sector Leadership in Nigeria”
- b Stephen Maduka Osi, University of San Diego, “Indigenous Leadership in Sub-Saharan Africa”
- c Min-chieh Hsieh, National Chung-cheng University, Taiwan, “Taiwan: The Chinese Leadership Perspective”
- d Myrna L. Bair, University of Delaware, “Leadership Training Internationally: ‘From Russia with Love’”

Chair: Elizabeth McGovern,
Burns Academy of Leadership

Roundtables**“Rethinking Community Leadership”** (Andover)

- a John Jeffreys, University of Georgia, “Flexibility & Adaptability: A Mandate for Success in Rural Small Community Leadership Programs”
- b Janice Lucas, Lucas Communications, Tallahassee, FL, “Redefining Leadership in Community”

“Putting the ‘Development’ in Leadership Development: Theory, Data, and Dialogue on How Leaders Emerge and Succeed” (Tyndall)

- a Karl Kuhnert, University of Georgia
- b Scott Mondore, University of Georgia
- c Randy Lucius, Turnkett Associates, Atlanta, GA
- d Keith Eigel, Irwin & Browning Consultants, Atlanta, GA
- e Phil Lewis, Auburn University

Co-Facilitators:

Karl Kuhnert, *University of Georgia*
Scott Mondore, *University of Georgia*

“The Soul of Leadership: A Conversation Among Leader Educators” (Chancellor)

- a Michael Dantley, Miami University of Ohio
- b Judy Rogers, Miami University of Ohio
- c Larry C. Spears, Greenleaf Center for Servant Leadership
- d Jamie Brady, Johnson & Wales University
- e Michael H. Ensby, Clarkson University

Co-Facilitators:

Michael Dantley, *Miami University of Ohio*
Judy Rogers, *Miami University of Ohio*

Workshops**“Exploring Participatory Leadership: Process Tools for Effective Leadership in Problem Solving and Change”** (Hallmark)

- a Leah Waks, University of Maryland
- b Vicky Foxworth, University of Maryland

“The Cry for Leadership?: Results of the First National Survey on Public Leadership” (Etalage)

Adam Goodman, University of Colorado at Boulder

“Leadership for Community Survival” (Rondelet)

Jim Sanks, Heartland Center for Leadership Development, Lincoln, NE

5:30pm – 8:00pm

RECEPTION AND DINNER
(Garden Court, Habersham)

8:00pm – 9:00pm

KEYNOTE ADDRESS
(Habersham)

“Military Strategy and Global Leadership”

Perry M. Smith, *Major General, United States Air Force (Ret.), NBC News military affairs analyst, and President of Visionary Leadership*

Saturday, October 23, 1999

7:30am – 8:30am

CONTINENTAL BREAKFAST
(Garden Court)

8:00am – 6:00pm

CONFERENCE REGISTRATION AND HOSPITALITY DESK
(Adjacent to Hotel Registration)

8:45am – 10:00am

KEYNOTE ADDRESS
(Habersham)

“Global Leaders, World Class Companies, and National Cultures”

Robert H. Rosen, *President, Healthy Companies*

10:00am – 10:30am

BREAK
(Garden Court)

10:30am – 12:00pm

CONCURRENT SESSIONS**Panels****“Leaders and Followers”** (Tyndall)

- a Tiffany Keller, University of Richmond, “On the Importance of Implicit Leadership Theories”
- b Fred Jablin and Tiffany Keller, University of Richmond; and Vernon D. Miller, Michigan State University, “Newcomer-Leader Role Negotiation: Negotiation Topics/Issues, Tactics and Outcomes”
- c Mark Ehrhart (with Katherine Klein), University of Maryland, “Follower Characteristics and Preference for Charismatic Leadership”
- d Ajay Ghei, World Bank, “Through the Eyes of Followers: Interpersonal Work Values of Managerial Leaders in Disparate Cultures”

Chair: Fred Jablin, *University of Richmond***“Team Leadership”** (Etalage)

- a David Gould, The Boeing Company, “Leadership in Virtual Teams”
- b John J. Gardiner, Seattle University, “Winning Groups: Leadership at America’s Top University Institutes and Centers”

“Multicultural Leadership” (Hallmark)

- a Zachary Gabriel Green, Burns Academy of Leadership “Strength at the Margin: An Alternative Model of Multicultural Leadership”
- b Ron Zee, Colorado Mountain College; and Roberto Chene, Chene & Associates, Albuquerque, NM, “Implementing an Intercultural Leadership Model”

“Women’s Leadership Development” (Galleria)

- a Naana Agyemang-Mensah, Associates in Development, Ghana, “Building Grassroots Capacity for Social Change: The Role of Leadership Training for Women”
- b Linda Salane, Columbia College, “Women’s Leadership: From Middle School through Middle Management to the Board Room”
- c Myrna L. Bair, University of Delaware, “Developing Women Leaders to Transform Government”
- d Jennifer Cook and Madelyn Young, Converse College, “Preparing Women Leaders: The Astin Social Change Model in Action”

- e Gerri Perreault, University of Northern Iowa, “Rethinking Leadership: Feminist Care Ethics and Leadership and Friendship”

Chair: Gerri Perreault, *University of Northern Iowa***“Individuals and Society”** (Rondelet)

- a Betty Glad, University of South Carolina, “When Tyrants Go Too Far: Pathological Narcissism and Absolute Power”
- b Kenneth Ruscio, Washington & Lee University, “Public Reason and the Connection Between Democratic Theory and Leadership Theory”
- c Paul Arsenault, West Chester University, “Using the Social Constructive Approach to Investigate Charismatic Leadership”

Chair: Walter E. Fluker, *Morehouse College***Roundtables****“Experiences in Leadership Development”** (Brayton)

- a Duffy Newman and Johanna Infantine, Health Forum, San Francisco, CA; and Diane Raines, St. Vincent’s Health System, Jacksonville, FL, “Health Forum’s Fellowship Programs”
- b Deborah Roberts, University of Virginia, “The Participatory Work of Leadership in Local Government”
- c James F. Krile, Blandin Foundation; and William P. Mease, Mease & Trudeau, Inc., St. Paul, MN, “An Analysis of Leadership Development at the Local Level: The Blandin Community Leadership Program”

Facilitator: Lorraine R. Matusak, *Burns Academy of Leadership***“Values-Based Leadership: Is it Working?”** (Ascot)

- a Gary Manka, Miami University of Ohio
- b Elizabeth O’Reggio Wilson, Miami University of Ohio
- c Dennis Roberts, Miami University of Ohio
- d Daphne Vagenas, Miami University of Ohio

Facilitator: Dennis Roberts, *Miami University of Ohio*

“What Works and What Doesn't in Developing Leaders” (Ballroom 1)

- a Karl Kuhnert, University of Georgia
- b Craig Russell, University of Oklahoma
- c John Dentico, LeadSimm, San Diego, CA
- d Timothy Irwin, Irwin & Brown Consulting, Atlanta, GA
- e Carolyn Humphrey, University of Georgia

Facilitator: Karl Kuhnert, *University of Georgia*

Workshops**“Systemic Leadership: Enriching the Meaning of Our Work”** (Chancellor)

- a Kathleen A. Allen, College of St. Benedict
- b Cynthia Cherrey, University of Southern California

“Going Deep and Coaching Leadership: Developing Servant Leadership in the Community Building Field” (Andover)

- a Atiba Mbiwan, Grace – Atlanta, GA
- b Lisa Sullivan, Listen, Inc., Washington, D.C.
- c Julia Scatliff-O'Grady, Center for Documentary Studies, Durham, NC
- d Sandra Barnhill, Aid to Children of Imprisoned Mothers, Inc., Atlanta, GA

“Evaluating Leadership Development Programs: Sharing Lessons Learned About Program Design, Implementation, and Outcomes” (Dardenelles)

Claire Reinelt, Development Guild, Brookline, MA

LUNCH

(Garden Court)

KEYNOTE ADDRESS

(Habersham)

“Connective Leadership: Leading in a New Era”

Jean Lipman-Blumen, *Thornton F. Bradshaw Professor of Public Policy, Claremont Graduate University*

BREAK

(Garden Court)

CONCURRENT SESSIONS**Panels****“Leadership and Social Change”** (Ascot)

- a C.B. Crawford and Curtis Brungardt, Fort Hays State University, “Building the Corporate Revolution: Real Empowerment Through Risk Leadership”
- b Karla Sneegas, Advocacy Institute, Washington, D.C., “Leadership for Social Change”
- c Ronald Walters, Burns Academy of Leadership, “The Functional Requisites of African American Leadership”
- d John Stanfield II, Morehouse College, “Boundary-Crossing Leaders: Leadership in Multi-Racial Institutions, Communities, Societies, and Transnational Worlds”
- e L.A. Napier, University of Colorado at Denver, “Empowerment for Change: Continuing the Vision”

Chair: Ronald Walters, *Burns Academy of Leadership*

“Youth Leadership” (Andover)

- a Karen Holcombe (with Mark Ehrhart and Benjamin Schneider), University of Maryland, “The Identification and Development of Leadership Potential in Adolescence”
- b Elizabeth Lewis-Brooks, University of Georgia, “Beginning Community Leadership Early: Building Your Community's Foundation with Youth”
- c Brendan Leahy, Carolyn Humphrey, and Scott Mondore, University of Georgia, “Developing Community-Centered Collaborative Leadership: The Integration of Experiential Group Initiatives and Related Theories”

Chair: Elizabeth Lewis-Brooks, *University of Georgia*

“Transforming Leadership in Higher Education” (Rondelet)

- a Kathleen A. Allen, College of St. Benedict
- b Nance Lucas, Burns Academy of Leadership

12:00pm – 1:15pm

1:30pm – 2:30pm

2:30pm – 3:00pm

3:00pm – 4:30pm

“Leadership in the Workplace” (Hallmark)

- a Sally Wall and Samantha Leaf, College of Notre Dame of Maryland; and Arnold Sherman, Johns Hopkins University, “Personality, Motivational, and Job-Preference Correlates of Transformational Leadership in First Line Police Supervisors”
- b Tracey Manning, College of Notre Dame of Maryland; and Kristen Dombrowski, Maryland State Highway Administration, “Work Satisfaction, Work-Relationship Priorities, and Transformational Leadership Characteristics in Human Service Administrators”
- c John Barbuto, Susan Fritz, and David Marx, University of Nebraska at Lincoln, “A Field Study Examining Two Measures of Work Motivation to Predict Leader’s Influence Tactics Used”
- d Merton C. Flom and Penelope Kegel-Flom, University of Houston, “Leadership Styles in Health Professionals: Influence of Gender and Ethnicity in Optometry”

Chair: Tracey Manning, *College of Notre Dame of Maryland*

“Leadership and the Common Good: Interdisciplinary Perspectives” (Brayton)

- a J. Thomas Wren, University of Richmond, “The Good, the Bad, and the Ugly: Leadership and the Common Good in Historical Perspective”
- b Terry L. Price, University of Richmond, “Political Liberalism and the Common Good”
- c Douglas A. Hicks, University of Richmond, “The ‘Common Good’ in Contemporary Religious Thought”
- d Richard A. Couto, University of Richmond, “Adaptive Work and the Leadership Challenge of the Common Good”

Chair: Richard A. Couto, *University of Richmond*

Roundtables**“Challenges in Leadership Development”**

(Chancellor)

- a Roger H. Sublett, W.K. Kellogg Foundation
- b Jesse King, Rockefeller Next Generation Program
- c Tony Chambers, Fetzer Institute
- d Henry Izumizaki, Eureka Communities and California Wellness Program

Facilitator: Roger H. Sublett, *W.K. Kellogg Foundation*

“Latino Leadership: Collaboration, Community Activism, and Youth Empowerment”

(Galleria)

- a Juana Bordas, Mestiza Leadership Services, Denver, CO, “Leading Latino Style”
- b Lydia Cammarillo, Southwest Voter Registration Project, National Training School for Latino Leadership
- c Silvia Golombek, Congressional Hispanic Caucus Institute, “I Did It My Way?: The Potential of Collaborative Leadership”
- d Alfred Ramirez, National Community for Latino Leadership

Facilitator: Juana Bordas, *Mestiza Leadership Services, Denver, CO*

“Community Leadership Building” (Ballroom 1)

- a Angie Woodward, Leadership Kentucky, “Falling in Love Again”
- b James Carroll Smith, Business Outreach Services, Gainesville, GA, “Healthy Hall – Leadership Building a Healthy Community”
- c Priscilla Day, University of Minnesota at Duluth; and Anne Tellett, Arrowhead Regional Development Commission, Duluth, MN, “The Nor’easter Project”
- d Rusty Brooks and Allen Moore, University of Georgia, “Community Development Leadership from International Perspectives”

Facilitator: John Jeffreys, *University of Georgia*

“Leadership and Spirituality” (Tyndall)

- a Sally Hare, Coastal Carolina University, “The Courage to Lead: The Intersection of Our Inner Work with Our Outer World”
- b Tony Deifell, Kellogg National Leadership Fellow; Carlos Monteagudo, Kellogg National Leadership Fellow; Melinda Lackey, Kellogg National Leadership Fellow, “The Role of Spirituality in Leadership Development”

Workshops**“Mediated Dialogue as a Leadership Process”**

(Etalage)

- a Charles Palus, Center for Creative Leadership
- b Wilfred Drath, Center for Creative Leadership

“Designing Collaborative Leadership Programs that Span the Curriculum and Co-curriculum”

(Dardenelles)

- a Adam Goodman, University of Colorado at Boulder
- b Lisa McGuire, University of Southern Indiana
- c Ruth Guzley, California State University at Chico
- d James Morgan, California State University at Chico
- e Dennis Roberts, Miami University of Ohio
- f Tracy Tyree, Mercer University

OPEN SECTION MEETINGS

Attend section meeting(s) of your choice

Community Leadership (Brayton)Carolyn Humphrey, *University of Georgia***Leadership Development** (Ascot)Mark Goyder, *Center for Tomorrow's Company, London, England***Leadership Education** (Galleria)Dennis C. Roberts, *Miami University of Ohio***Leadership Scholarship** (Chancellor)J. Thomas Wren, *University of Richmond***Multicultural Leadership** (Tyndall)Ronald Walters, *Burns Academy of Leadership***RECEPTION**

(Garden Court)

DINNER ON YOUR OWN**CENTER FOR THE ADVANCED STUDY OF LEADERSHIP ADVISORY BOARD DINNER**

(Hallmark)

Sunday, October 24, 1999

7:30am – 8:30am

CONTINENTAL BREAKFAST

(Garden Court)

8:00am – 12:00pm

CONFERENCE REGISTRATION AND HOSPITALITY DESK

(Adjacent to Hotel Registration)

8:30am – 9:30am

PLENARY SESSION

(Habersham)

“The International Leadership Association: Prospects and Plans”Barbara Kellerman, *Director, Center for the Advanced Study of Leadership*Larry C. Spears, *CEO, Greenleaf Center for Servant Leadership*

9:30am – 10:00am

BREAK

(Garden Court)

10:00am – 11:30am

PLENARY SESSION

(Habersham)

“Impact of the Media on Leadership”

Ronald A. Heifetz, Moderator

*Director, Leadership Education Project, Harvard University*Featuring distinguished representatives from the Associated Press, the *Atlanta Journal-Constitution*, and Cable News Network (CNN)

11:30am – 11:45am

CONCLUSION

(Habersham)

Zachary Green, *Director, Center for Leadership Training, Burns Academy of Leadership*

12:00pm – 1:15pm

LUNCH

(Garden Court)

The Center for the Advanced Study of Leadership acknowledges and thanks the J.W. Fanning Institute for Leadership & Community Development at the University of Georgia for its generous support in the planning of this annual meeting.

4:45pm – 6:00pm

6:00pm – 7:00pm

7:00pm

7:15pm – 9:00pm



GOVERNING BOARD
1999-2001

- Warren Bennis, Founding Chairman
Leadership Institute, University of Southern California
- Cynthia Cherrey, Assistant Vice-President
Division of Student Affairs, University of Southern California
- Carol Fimmen, Director
Cross Cultural Educational Programs, Western Illinois University
- Mark Goyder, Director
Center for Tomorrow's Company, London, England
- Ronald A. Heifetz, Director
Leadership Education Project, Harvard University
- Michael H. Hoppe, Senior Program & Research Associate
Center for Creative Leadership, Greensboro, NC
- Barbara Kellerman, Director
*Center for the Advanced Study of Leadership
Burns Academy of Leadership*
- Lorraine R. Matusak, Senior Scholar
*Center for the Advanced Study of Leadership
Burns Academy of Leadership*
- Russ S. Moxley, Director
Non-Profit Initiatives, Center for Creative Leadership, Greensboro, NC
- Larry C. Spears, Chief Executive Officer
Robert K. Greenleaf Center for Servant Leadership, Indianapolis, IN
- Peter B. Vaill, Professor
Graduate School of Business, University of St. Thomas, Minneapolis, MN
- Ronald Walters, Director
*African American Leadership Program
Burns Academy of Leadership*
- J. Thomas Wren, Associate Professor
*Jepson School of Leadership Studies
University of Richmond*
- Scott W. Webster (*ex-officio*), Program Director
*Center for the Advanced Study of Leadership
Burns Academy of Leadership*



The International Leadership Association (ILA) constitutes a global network for all those with a professional interest in leadership. The ILA constituency includes, among others, leaders, managers, scholars, educators, community activists, consultants, and trainers.

The ILA cuts across disciplines, sectors, regions, nations, and cultures. It is an umbrella organization that currently includes five sections:

- LEADERSHIP SCHOLARSHIP
- LEADERSHIP EDUCATION
- LEADERSHIP DEVELOPMENT
- MULTICULTURAL LEADERSHIP
- COMMUNITY LEADERSHIP

The ILA meets annually toward three primary ends: 1) to generate and disseminate cutting-edge work in theory and practice; 2) to strengthen ties among those who study, teach, and exercise leadership; and 3) to serve as an arena within which those with a professional interest in leadership can share research, resources, information and, above all, ideas.

For further information, contact:

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