



Conference Agenda and Online Session Guide

*2000 Annual Meeting Toronto Marriott Eaton Centre Hotel
Toronto, Ontario, Canada,
November 3- 5, 2000*

Thursday	Nov. 2	
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12:00 PM	5:00 PM	ILA board meeting
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Friday	Nov. 3	
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8:00 AM	6:00 PM	Registration and Hospitality Desk
8:30 AM	11:30 AM	<i>Pre-conference meeting of Leadership Educators</i>
8:30 AM	11:30 AM	<i>Pre-conference Scholars Roundtable</i>
7:30 AM	7:00 PM	Book Fair
11:45 AM	1:00 PM	Lunch and Opening remarks, Salon A-B

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1:30 PM 3:00 PM **Concurrent Session #1**

Spiritual Dimensions of Leadership in Three Organizational Contexts (panel) **Salon C**

Creating New Languages for Leadership Across Boundaries (workshop) **Salon 4**

Global Youth Leadership: The Outlook for Youth Voice (roundtable) **Bay**

The Working Life: The Promise and Betrayal of Modern Work (paper) **Salon 5**

Visionary Leadership: Combining Reflection and Action to Achieve Outstanding Results (workshop) **Salon D**

Collaborative Leadership: An Evaluation of Joseph Rost's Leadership for the 21st Century (roundtable) **York A**

Design and Delivery of Comprehensive Leadership Programs (panel) **York B**

Using Technology to Enhance Understanding of Leadership: An In-Progress Comparative Discussion (roundtable) **Salon 2**

Political Leadership in an Age of Cynicism and Distrust (panel) **Salon 1**

Latino Perspectives on Leadership (Roundtable) **Salon 3**

3:30 PM 5:00 PM **Concurrent Session #2**

The Emergence of Ethical Leadership (roundtable) **Salon C**

Case Study of a Collaborative Approach to Leadership Development (workshop) **Salon 3**

Leadership and Business: A Scholarly Research Update (panel) **Bay**

The Level Playing Field: Are Leadership Development Programs Addressing the Difference in Leadership

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Opportunities for Men and Women? (paper) **York A**

The Inner Work of the Leader: Discovering the Leader Within
(workshop) **York B**

Community Leadership Development through Social Change Initiatives (panel) **Salon 4**

Teaching Leadership: Effects on the Teacher (roundtable)
Salon 1

Global Perspectives on the Roles and Myths of Leadership
(panel) **Salon D**

Servant-Leadership in African American Communities: Then and Now (paper) **Salon 5**

Emergent Models of Leadership Development that go beyond Positional and Authoritative Leadership (Panel) **Salon 2**

Optimizing Leadership Potential in Organizations (paper)
Simcoe

5:30 PM 6:15 PM Reception

6:30 PM 7:45 PM Dinner

8:00 PM 9:00 PM Keynote

The Right Honorable Kim Cambell

"Women and Leadership: Looking Back, Looking Forward"

Saturday Nov. 4

7:30 AM 8:30 AM Continental Breakfast

8:00 AM 6:00 PM Registration and Hospitality Desk

7:30 AM 7:00 PM Book Fair

8:30 AM 9:45 AM Keynote & award presentation

Francis Hesselbein

"Leading in Turbulent Times"

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10:00 AM 11:30 AM **Concurrent Session #3**

Letting Go: Creating a Community Leadership Program Of, By and For the Participants (workshop) **Salon 2**

Leadership in the Making: Impact and Insights from Leadership Development Programs in U.S. Colleges and Universities (paper) **Salon 3**

Cultural Democracy: A Journey from Knowledge to Action (workshop) **Salon 4**

Characteristics and Morals of Asian Political Leadership (panel) **York A**

Functional Leadership: A Model for the 21st Century Organization (workshop) **York B**

Going Full Circle: Using Assessment for "a" Change (workshop) **Bay**

Self-Leadership: Is It Only for the Young? (paper) **Simcoe**

Good, Bad, or Indifferent?: The Work of Leaders (panel) **Salon 1**

Leadership Ethics and the Behavior of Leaders (panel) **Salon 5**

The Leadership Mission: A Systematic Approach to Servant Leadership in Nonprofit and Community-Based Enterprises (workshop) **Salon C**

Scholars Roundtable **Salon D**

11:45 PM 1:00 PM Lunch

1:30 PM 2:30 PM Keynote
Kisuk Cho
"Do Women Lead Differently: Leadership Styles of Top Women Leaders"

2:45 PM 4:15 PM **Concurrent Session #4**

Leadership Evaluation: How Do We Measure the Outcomes of Leadership Development Programs that Effectively Meet the Criteria of Sponsors, Funders, Administrators, and Participants? (roundtable) **Bay**

Global Women's Leadership Roundtable (roundtable) **Salon D**

Developing Citizen Leaders (workshop) **Salon C**

Leadership for What? (workshop) **York B**

Leadership and the Arts (panel) **Salon 5**

Formulation and Reformulation of Leadership Studies Curriculum (panel) **Salon 1**

Leadership for Civil Society: Implications for Corporate Leadership Development (paper) **Simcoe**

Exploring the Courage to Change the Status Quo (panel) **Salon 3**

A Healthy Leadership Style? Transformational Leadership, Job Characteristics, Stress, and Absenteeism (paper) **Salon 2**

History of Leadership Studies: Two Approaches (panel) **Salon 4**

Surfacing and Talking about Culturally-Endorsed Implicit Models of Leadership through the Use of the Visual Explorer and the Five Star Model Techniques (workshop) **York A**

4:30 PM 5:30 PM **Concurrent Session #5**

The Myth of the Leader" -- Professionals, Citizens, Persons, the Foundation of a Free Society (paper) **Bay**

International Leadership Cultures & Universal Diplomatic Strategies for Peace Leadership, The Holy See/Vatican & The United Nations: Mining Transnational Social Architectures for Intellectual Capital and Leadership Redefinition in the 21st

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Century -- An American Perspective (paper) **Simcoe**

Cashing in on Machiavelli (paper) **Salon 2**

Research in Communities: Assessing the Need for Leadership Development and the Effects of Specialized Training (Panel)
York A

Organizational Leadership Training versus Academic Leadership Education: Are -- and More Importantly Should There Be -- Differences? (paper) **Salon 4**

Developing Ethical Leaders: Essential Content and Pedagogy (roundtable) **Salon 3**

Zen and the Art of Teaching Leadership (workshop) **Salon 5**

Responding to Collective Depression Through Leadership (paper) **Salon 1**

Excellence in Leadership-Coaching for Leadership Development (workshop) **York B**

Leadership and Start-up Financing (paper) **Salon D**

Story Telling and Ritual: Learning Leadership Through the Oral Tradition (workshop) **Salon C**

6:00 PM 7:00 PM Reception

(Dinner on your own)

Sunday	Nov. 5	
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7:30 AM	9:15 AM	Continental Breakfast
7:30 AM	12:00 PM	Book Fair
8:00 AM	1:15 PM	Poster Session
8:30 AM	9:45 AM	Section Meetings

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10:00 AM 11:30 AM **Keynote & Closing Remarks**
James O'Toole
"When Leadership is an Institutional Trait"

11:45 AM 1:15 PM Lunch

Several types of sessions will be held at the annual meeting, including:

Papers: written products documenting research undertaken, or arguing a particular point of view. At the conference organizers' discretion, a single paper may comprise an entire session or may be assigned to a panel with other papers.

Panels: the presentation of several different papers by several different authors on a particular theme.

Workshops: a demonstration, application, and/or significant audience participation

Roundtables: discussions among persons of contrasting and complementary points of view.

Session Descriptions:

Friday, November 3: 1:30 - 3:00
Concurrent Session 1

1:30 - 3:00	Salon C	Friday, November 3
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Spiritual Dimensions of Leadership in Three Organizational Contexts: (panel) **[community leadership section]**

Papers: **David A. Cowan**, School of Business Administration, Miami University
Illuminating the Importance of Spiritual Intelligence in Business Leadership

Michael E. Dantley, Department of Educational Leadership, Miami University
Including A Spiritual Voice in the Education Leadership and School Reform Discourse

Judy L. Rogers, Department of Educational Leadership, Miami

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University
Invoking the Spiritual in Campus Life and Leadership

Description: The purpose of this panel is to examine intersections between spirituality and leadership in three contexts where people typically spend much of their lives: schools, universities, and business organizations. The presenters will discuss their papers, then facilitate a discussion about the implications of tapping levels of meaning within the reconstituting world of organizational leadership.

1:30 - 3:00

Salon 4

Friday, November 3

Creating New Languages for Leadership Across Boundaries (panel) [community leadership & multicultural leadership sections]

Moderator: **Shari J. Cohen**, National Jewish Center for Learning and Leadership (CLAL)

Participants: **Tsvi Blanchard**, National Jewish Center for Learning and Leadership (CLAL)

Robert Rabinowitz, National Jewish Center for Learning and Leadership (CLAL)

David Chrislip, Skillful Means

Description: Using Jewish identity/community leadership as an example, this workshop will demonstrate a method that integrates leadership theory with texts and traditions. By translating between and reconceptualizing otherwise separate languages and world views, this "third language" leadership method allows individuals and groups that have been unable to understand one another to work together in unexpected new ways that make possible creative joint action.

1:30 - 3:00

Bay

Friday, November 3

Global Youth Leadership: The Outlook for Youth Voice (roundtable) [global leadership section]

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Moderator: **Elizabeth McGovern**, James MacGregor Burns Academy of Leadership, Univ. of Maryland

Participants: **Marie Louise Strom**, Institute for Democracy in South Africa (IDASA)

Robin Boucard, Haitian Youth Leadership Movement

Quinton Jamieson, *The Chronicle*, Malawi

Lisa Bishop, Governor's Commission Service, State of Maryland

Ivana Mrozkova, Department of Political Science and European Studies, Palacky University, Czech Republic and Olumouc Summer Institute

Description: "*Children are the rock on which our future will be built -- the leaders of our country for good or ill.*" -Nelson Mandela

Along with women, children comprise the overwhelming majority of people in the world who are maimed and killed in conflicts, live in poverty, and are the most vulnerable to HIV/AIDS. There is a movement among the world's youth to have more of a voice in building civil societies. This session will present models of how youth leaders are being integrated into decision-making institutions.

1:30 - 3:00	Salon 5	Friday, November 3
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The Working Life: The Promise and Betrayal of Modern Work (paper) [leadership development section]

Presenter: **Joanne B. Ciulla**, Jepson School of Leadership Studies, Univ. of Richmond

Description: In this presentation Ciulla will discuss her new book, *The Working Life* (Time Books, 2000). Work is about more than what we do to eat. It's about hope, meaning, identity, and self-efficacy. Ciulla uses history, literature and religion to analyze the meaning of work, criticize leadership in the workplace, and reflect on the future of work.

1:30 - 3:00

Salon D

Friday, November 3

Visionary Leadership: Combining Reflection and Action to Achieve Outstanding Results (workshop)

Facilitators: **William J. Phillips**, The Rensselaerville Institute

Larry Fidelus, Spirituality at Work Programs, Camelite Retreat Centers

Description: Visionary Leadership brings together the themes of results and action with workforce empowerment into one seamless and potent leadership approach. This workshop presents a sampling of the core elements, tools and techniques of a three-day seminar offered by The Rensselaerville Institute in conjunction with the Greenleaf Center on Servant Leadership.

1:30 - 3:00

York A

Friday, November 3

Collaborative Leadership: An Evaluation of Joseph Rost's *Leadership for the 21st Century* (roundtable) [leadership scholarship section]

Participants: **William S. Howe, III**, Center for Leadership, National Univ.

Richard R. Brydges, Institute for the Advancement of Leadership

Carolyn Salerno, Institute for the Advancement of Leadership and National Univ.

Description: This session will examine the challenges of putting into practice the notion of collaborative leadership, as set out by Rost and in general. In addition to reflecting on the Rost's impact on the field, panelists will discuss the relationship between leadership theories and practices, present strategies to bridge leadership practice and theory, and evaluate efforts to enact collaborative leadership.

1:30 - 3:00

York B

Friday, November 3

Design and Delivery of Comprehensive Leadership Programs (panel) [leadership education section]

Papers: **Bonnie Pribush**, The Franklin College Leadership Program & **Marilyn Bedford**, The Franklin College Leadership Program
Teaching and Assessing Leadership and Professional Skills

Steven E. Titus, The Office of the President, Gustavus Adolphus College
University Leadership Programs: Fads or Fixtures?

Description: Pribush and Bedford's presentation demonstrates how Franklin College has involved a majority of its academic departments and its student affairs staff in precisely defining leadership and professional skills and designing a format for assessing students' progress in developing these skills in the classroom and in co-curricular activities. The assessment format and examples of its use will be provided.

Titus' paper argues that more academic programs in Leadership Studies are needed to more effectively address issues of globalization, change and learning, and the demystification of the liberal arts. The paper profiles one University leadership program that is attempting to accomplish this. It was founded as an academic program in Leadership Studies and later evolved into its current and much broader form.

1:30 - 3:00

Salon 2

Friday, November 3

Using Technology to Enhance Understanding of Leadership: An In-Progress Comparative Discussion (roundtable) [leadership education section]

Participants: **Cynthia Choi**, Univ. of Colorado at Denver

Dennis Roberts, Miami University

Chad Ahren, Rochester Institute of Technology

Description: This roundtable discussion will be framed by two examples of the application of technology to leadership development. First is the Miami University's technology-enhanced seminar on leadership being used with 275 students. The second example is a

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comparative analysis of online exchanges within two educational leadership domains (one delivered entirely online, the other taught onsite with online activity) from the University of Colorado at Denver.

1:30 - 3:00

Salon 1

Friday, November 3

Political Leadership in an Age of Cynicism and Distrust (panel) [leadership scholarship section]

Papers: **Michael A. Genovese**, Institute for Leadership Studies, Loyola Marymount Univ.

Political Leadership in an Age of Cynicism

Kenneth P. Ruscio, Department of Politics, Washington and Lee Univ.

Trust and the Dilemma of Contemporary Democratic Leadership: John Locke's Prerogative

Description: Many commentators suggest that the U.S.A. is currently enmeshed in an age of cynicism. Genovese's essay attempts to unravel the leadership dilemmas created by attempting to govern in an age of cynicism, and offers suggestions of how a leader might approach governing in this difficult age.

In 1690, John Locke's *The Second Treatise of Government* explored executive prerogative and the balance between accountability and discretion, trust and mistrust. Ruscio's paper explores the connections between Locke's analysis and current discussions over declining trust in leaders.

1:30 - 3:00

Salon 3

Friday, November 3

Latino Perspectives on Leadership (roundtable) [multicultural leadership section]

Participants: **Alfred R. Ramirez**, National Community for Latino Leadership

Juana Bordas, Mestiza Leadership International

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Description: Panelists will present and discuss key findings of the first comprehensive national survey of the Latino public's values and beliefs about leadership in their communities and the nation. The poll, commissioned by the National Community for Latino Leadership Inc., interviewed 3,032 Latinos on their values, world views, beliefs about, and attitudes toward what constitutes meaningful and effective leadership. The research will be utilized to discuss shaping and implementing leadership programs that develop the desired qualities and skills identified by the survey.

Friday, November 3: 3:30 - 5:00
Concurrent Session 2

3:30 - 5:00

Salon C

Friday, November 3

The Emergence of Ethical Leadership (roundtable) [leadership development section]

Participants: **Edward Aronson**, Faculty of Management, McGill University

Louise Tourigny, Department of Management, Concordia University

Luc Bourgie, Department of Management, Concordia University

Manuel Mendonça, Faculty of Management, McGill University

Roderick J. MacDonald, École des sciences de la gestion, UQAM

Terri Lituchy, Department of Management, Concordia University

Frederick Bird, Department of Religion, Concordia University

Description: The aims of this roundtable are to explore and discuss the following topics pertaining to ethical leadership: (1) corporate ethics in terms of ethical leader behaviors, corporate standards, codes, and organizational and industry constraints, (2) ethical leaders' characteristics and training, (3) followership, and (4)

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ethical organizational climate and culture.

3:30 - 5:00

Salon 3

Friday, November 3

**Case Study of a Collaborative Approach to Leadership Development
(workshop) [leadership scholarship section]**

Facilitators: **Cathryn Turrentine**, Division of Student Affairs, Virginia Tech

D. David Ostroth, Division of Student Affairs, Virginia Tech

Steve Schneider, Univ. Unions and Student Activities, Virginia Tech

Description: This session describes Virginia Tech's Residential Leadership Community, a successful leadership development program for 150 students that is staffed, managed, and funded collaboratively. Presenters will discuss the benefits and difficulties of the collaborative process. Outcome measures will be described in detail, including assessments of grades, retention, and leadership skills.

3:30 - 5:00

Bay

Friday, November 3

Leadership and Business: A Scholarly Research Update (panel) [leadership scholarship section]

Papers: **Jocelyn D. Shadforth**, Department of Political Science, North Central College

Leadership Style As a Predictor of Interest Group Success

Sally Austen Tom, Partnerships for Training

Application of a Prescriptive, Behavioral Theory of Leadership to Analysis of Change Management in Business

Description: Shadforth's paper uses four comparative case studies to examine how the activities of leaders and groups contributed to legislative successes and failures. It also explores the tradeoffs between transactional and transformational leadership in bringing about an interest group's policy goals.

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Tom's paper compares Ronald Heifetz's five principles of strategic leadership to the actions taken by CEOs to turn around five corporations. The research reveals 15 nuances of the basic five principles, which illuminate the various applications of these principles to the exercise of leadership during organizational crises.

3:30 - 5:00

York A

Friday, November 3

The Level Playing Field: Are Leadership Development Programs Addressing the Difference in Leadership Opportunities for Men and Women? (paper) [leadership scholarship section]

Presenters: **Catherine C. Sweeney**, Ph.D., Pioneer Leadership Program, Univ. of Denver

Blenda L. Crawford, Ph.D., Communication, Psychology & Sociology Department, Regis University, Denver

Description: This paper presents the classic double-bind for women and the volume of research that makes it clear that young women can expect a different set of leadership opportunities in the work place than young men. This paper outlines responses to these conditions.

3:30 - 5:00

York B

Friday, November 3

The Inner Work of the Leader: Discovering the Leader Within (workshop) [leadership development section]

Facilitator: **Katherine Tyler Scott**, Trustee Leadership Development, Inc.

Description: This highly interactive workshop introduces participants to a developmental process that can transform individuals into leaders who operate with authenticity and integrity. Participants will be equipped to use a process that clarifies their personal values and helps them to align them with their actions.

3:30 - 5:00

Salon 4

Friday, November 3

Community Leadership Development through Social Change Initiatives (panel) [community leadership section]

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Papers: **Fahim A. Bhuiyan**, School of Business, Stamford College
Community Leadership for Social Change: The Case of the Grameen Bank

Andre Thomas, Rural Enrichment and Access Program (REAP)
 & **Kathryn Martin**, Department of Community Medicine, Mercer Univ. School of Medicine
The Rural Health Leadership Academy: A Model for Improving Access to Rural Health Care through Leadership Development

Description: The Grameen Bank of Bangladesh has continually served as a model of how a rural development program can effectively nurture leadership in depressed communities and encourage self-employment and social change. Bhuiyan's paper explores its success in organizing grassroots micro-enterprises and the actions taken to inspire and encourage community leadership programs.

The Rural Health Leadership Academy focuses on developing plans and implementing solutions for improved health status. Thomas will discuss the need for leadership development in the area of rural health. Martin will discuss a collaborative effort between Mercer Univ. and the Univ. of Georgia to improve access to health care by providing intensive leadership development training to rural health providers.

3:30 - 5:00	Salon 1	Friday, November 3
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Teaching Leadership: Effects on the Teacher (roundtable) [leadership education section]

Facilitator: **Barbara C. Crosby**, Reflective Leadership Center, Humphrey Institute of Public Affairs, Univ. of Minnesota

Description: This session will explore what happens to instructors of leadership programs as they engage in leadership teaching. The presenter will reflect on her own learning and development in teaching leadership and will facilitate a discussion in which other instructors talk about their experiences. The discussion will include their reasons for teaching leadership, their own learning as teachers, and recommended "habits of mind" for leadership educators. Participants also will explore the use of reflection in the learning process.

3:30 - 5:00

Salon D

Friday, November 3

Global Perspectives on the Roles and Myths of Leadership (paper) [global leadership section]

Papers: **Mark Clarence Walker**, School of International Service, American Univ.
Backing the Right Horse: Transactional vs. Transformational Leadership of State Transitions

Description: This session will explore the effectiveness of leaders to reform the political and economic systems of their states after the fall of Communism. The myth that economic reform should precede political reform will be explored with the cases of China and Vietnam. The myth that political and economic systems should experience simultaneous reform will be explored with cases from Eastern Europe.

3:30 - 5:00

Salon 5

Friday, November 3

Servant-Leadership in African American Communities: Then and Now (paper) [multicultural leadership section]

Presenter: **Lea E. Williams**, Women's Leadership Institute, Bennett College

Description: This paper explores the legacy of servant leadership in African American communities through profiles of servant leaders including A. Philip Randolph, Whitney M. Young, and Fannie Lou Hamer. It proposes strategies for recapturing the same authentic leadership today and presents a paradigm for effectively unlocking the human potential existing in communities of color.

3:30 - 5:00

Salon 2

Friday, November 3

Emergent Models of Leadership Development that go beyond Positional and Authoritative Leadership (panel) [leadership education section]

Papers: **Nadyne Guzmán**, Educational Leadership, University of Colorado at Colorado Springs
The Evolution of a Leadership Development Program: The Actualization of Constructivism, Awareness, and Community

Dennis C. Roberts, Student Affairs, Miami University & **Judy Rogers**, Educational Leadership, Miami University

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Developing Leadership Potential among All-Strategies to Reach Beyond Those in Positions/Hierarchical Roles

Description: Guzmán's paper highlights the successes and ongoing improvement of The Chancellor's Leadership Class at the University of Colorado at Colorado Springs and shares the systemic constructs that have challenged its development and continuation. This program achieves its goals through various means, including mentoring, service, internships, focused courses, and reflective self-development.

The "Miami Leadership Commitment" model will be used to demonstrate how a campus can offer leadership development to a broad cross-section of students, including those in positional as well as non-positional leadership. Roberts and Rogers will describe the framework used, including the implications for organization, coordination, and resource sharing.

3:30 - 5:00

Simcoe

Friday, November 3

Optimizing Leadership Potential in Organizations (paper) [leadership development section]

Facilitator: **Richard R. Brydges**, Institute for the Advancement of Leadership

Description: This presentation features a two-dimensional model of collaborative leadership development designed to optimize the collective potential of organizations by challenging old paradigms and framing new possibilities. The model empowers and trains stakeholders from across the organization to establish a learning environment that fosters the creation of a collective strategic and establishes a culture that values the input of all stakeholders by redefining leadership.

Saturday, November 4, 10:00 - 11:30
Concurrent Session 3

10:00 - 11:30

Salon 2

Saturday, November 4

Letting Go: Creating a Community Leadership Program Of, By and For the Participants (workshop) [community leadership section]

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Facilitators: **Mary L. Green**, Community Leadership Academy, Kellogg Community College

David Wheatley, Humanergy

Description: This interactive workshop will share a process that allows people to incorporate the best of what they know as leadership development professionals with the best of what their program participants know as community members and future leaders. By "letting go," people can build on their passions and interests to create programs -- including a community orientation, leadership skills development, and issue-based team projects -- that impact your community now.

10:00 - 11:30

Salon 3

Saturday, November 4

Leadership in the Making: Impact and Insights from Leadership Development Programs in U.S. Colleges and Universities (paper) [leadership education section]

Presenters: **Kathleen Zimmerman-Oster**, Department of Psychology, Univ. of Detroit Mercy

John C. Burkhardt, Leadership and Higher Education, W.K. Kellogg Foundation

Description: Participants will gain understanding of the results of an intensive evaluation effort that was conducted to assess the processes and outcomes of thirty-one leadership development programs funded by the W.K. Kellogg Foundation. Multiple evaluation and research techniques were utilized and will be described, and the "Hallmarks of Exemplary Leadership Programs" will be presented.

10:00 - 11:30

Salon 4

Saturday, November 4

Cultural Democracy: A Journey from Knowledge to Action (workshop) [multicultural leadership section]

Facilitator: **Carolyn Salerno**, Institute for the Advancement of Leadership and National University

Description: This workshop is designed to explore beliefs about cultural democracy through discussion. This discussion may influence participants' leadership as they continuously influence a culturally

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democratic society and realize greater connections. A new instrument -- the Cultural Diplomacy Survey, designed to assess the level of an individual's cultural competence -- will be introduced. The challenge: to explore the possibility that survey results will lead to changes in the way we coach and write curriculum.

10:00 - 11:30

York A

Saturday, November 4

Characteristics and Morals of Asian Political Leadership (panel) [global leadership section]

Participants:

Dong-Jin Jang, Yonsei Univ.

Characteristics and Moral Grounds of Political Leadership in Modern Korea; Commitment to Public Good

Yoon-Jae Chung, Academy of Korean Studies

Political Leadership and Asian Values in Singapore

Galina Bityukova, International and Comparative Politics

Department, American University in Kyrgyzstan

Comparative Analysis of Political Leadership in Central Asia

Description:

In modern Korean politics, leadership is considered the most significant factor in determining national destiny. Jang's study attempts to specify the positive effects of leadership and explore the morality in modern Korean politics.

Chung's paper will examine how the politics of Asian values in Singapore have been carried out in pursuit of identity and competitiveness in the global political economy. In addition, it will discuss the implications of "localization" in the age of globalization.

The post-Soviet era brought five new independent states to Central Asia -- all democratic republics with presidential power. As they continue the transition to democracy and a market economy, they face ideal conditions for corruption, total control under mass media, and suppression of political opposition. Bityukova's presentation will discuss possible solutions for new leadership in Central Asia.

10:00 - 11:30	York B	Saturday, November 4
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Functional Leadership: A Model for the 21st Century Organization (workshop) [leadership development section]

Facilitators: **Cynthia W. House**, Lazarus Consulting Group, Inc.

Betty Cox, Lazarus Consulting Group, Inc.

Description: The Industrial Economy is fading, and the Creative Economy is emerging with its demand for a new kind of organization and innovative ways of thinking about and practicing leadership. Using a simulation game and a questionnaire to determine their areas of giftedness, participants will learn about the Seven Leadership Functions, how they are used to nurture the organization, and how to apply these functions in their own organizations.

10:00 - 11:30	Bay	Saturday, November 4
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Going Full Circle: Using Assessment for "a" Change (workshop) [leadership education section]

Facilitators: **Susan M. Shipley**, The Center for Leadership, James Madison Univ.

Kristen Vogt, The Center for Leadership, James Madison Univ.

Stephen Sivo, Department of Educational Foundations, University of Central Florida

Description: An innovation in assessment, the "Leadership Inquiry" measures students' conceptual understanding of the principles of collaborative leadership. Educators can use this assessment for program improvement and advising, resulting in enhanced learning. The dynamic evolution of this test from inception to implementation will be shared. Participants will engage in discussion and direct application of test development, application and program improvement.

10:00 - 11:30	Simcoe	Saturday, November 4
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Self-Leadership: Is It Only for the Young? (paper) [leadership development section]

Presenters: **Ana Kazan**, The Ohio State Univ. Leadership Center

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Garee W. Earnest, The Ohio State Univ. Leadership Center

Description: Self-leadership is a self-directed process to achieve an optimum state of self-influence and motivation necessary to perform unavoidable tasks. The main purpose of this study was to investigate factors, including family satisfaction, social support, stress, and prior leadership experiences, which impact individuals' self-leadership development. The presenters will share their findings and parts of some of the instruments used in the research/study to assess self-leadership and other variables.

10:00 - 11:30	Salon 1	Saturday, November 4
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Good, Bad, or Indifferent? The Work of Leaders (panel) [leadership scholarship section]

Papers: **Tiffany Keller**, Jepson School of Leadership Studies, Univ. of Richmond
Implicit Leadership Theories: An Attachment Perspective

Jean Lipman-Blumen, Institute for Advanced Studies in Leadership, Peter F. Drucker Graduate School of Management Claremont Graduate Univ.
Why Do We Tolerate Bad Leaders?

Description: Keller: Implicit leadership theories are undoubtedly reflected in the leadership expectations that followers bring to organizations. Yet relatively little is known about the detailed content of these leadership expectations, whether implicit leadership theories change over time, and the processes through which such change may occur. Consequently, a theoretical model based on attachment theory is developed to examine these issues.

Individuals tolerate bad leaders largely because they relieve followers' existential anxiety by promising security. Rationalizations for tolerating bad leaders crystallize into control myths that keep followers in line. Lipman-Blumen's paper suggests several strategies for breaking these bonds, including confronting one's anxiety and using it constructively to evoke the "leader within."

10:00 - 11:30

Salon 5

Saturday, November 4

Leadership Ethics and the Behavior of Leaders (panel) [leadership scholarship section]

Papers: **Peter G. Northouse**, Department of Communications, Western Michigan Univ.

An Exploration of the Dimensions of Ethical Leadership

Terry L. Price, Jepson School of Leadership, Univ. of Richmond
Explaining Ethical Failure of Leadership

Descriptions: There is a need for a better understanding of ethics and leadership from both the theoretical and practical perspective. Therefore, Northouse's paper will explore and discuss: 1) the centrality of ethics to leadership, 2) the theoretical underpinnings of ethical leadership, 3) measurement issues related to ethical leadership, and 4) principles of ethical leadership. Included in the paper will be a discussion of the work of several prominent scholars who have made unique contributions to our understanding of ethical leadership.

The thesis of Price's paper is that volitional explanations of human immorality will not be sufficient to explain ethical failures of leadership. Leadership brings with it peculiar cognitive challenges that can lead to ethical failure. Specifically, leadership induces and maintains a leader's belief that he or she is somehow exempt from the moral requirements that apply to the rest of us.

10:00 - 11:30

Salon C

Saturday, November 4

The Leadership Mission: A Systematic Approach to Servant Leadership in Non-Profit and Community Based Enterprises (workshop) [community leadership section]

Facilitator: **Janet Rechtman**, Rechtman Consulting Group

Description: The challenge of leading multiple constituencies can test your good will ... and your skills. This workshop focuses on a model of organizational development for community-based service organizations using the principles of Servant-Leadership. The presenter will invite input and examples from the life and professional experiences of participants and provide opportunities for role-plays and group exercises.

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Scholars Roundtable [leadership scholarship section]

Description: Choose a table and join preeminent leadership scholars for a discussion of their developing concepts and research. Given the multidisciplinary nature of Leadership Studies research, these working sessions will not only stimulate conversation, but will also foster potential partnerships or collaborations for furthering the research.

Facilitators:

Bernard Bass, Center for Leadership Studies, School of Management, Binghamton University
Discriminating Authentic from Pseudotransformational Leadership

James MacGregor Burns, James MacGregor Burns Academy of Leadership, University of Maryland
Continuing Problems in Advanced Transformational Leadership Research

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

Richard Couto, Jepson School of Leadership Studies, University of Richmond
What is Real, Intended Change?

Santiago Alvarez de Mon, IESE, International Graduate School of Management, University of Navarra
Leadership=Followership?

Kathleen E. Allen, Allen Associates & **Cynthia Cherrey**, University of Southern California
Systemic Leadership

Karl W. Kuhnert, The J.W. Fanning Institute for Leadership, University of Georgia
Leadership Effectiveness: Leading From the Inside Out

Deanne Den Hartog, Erasmus University Rotterdam and Free University Amsterdam

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Saturday, November 4, 2:45 - 4:15
Concurrent Session 4

2:45 - 4:15

Bay

Saturday, November 4

Leadership Evaluation: How Do We Measure the Outcomes of Leadership Development Programs that Effectively Meet the Criteria of Sponsors, Funders, Administrators, and Participants? (roundtable) [leadership education section]

Moderator: **Page Morahan**, National Center of Leadership in Academic Medicine, MCP-Hahnemann Univ.

Participants: **Roger H. Sublett**, Kellogg National Leadership Program, W.K. Kellogg Foundation

Claire Reinelt, Development Guild/DDI

Gregory B. Markus, Institute for Social Research, University of Michigan

Ricardo Millett, W.K. Kellogg Foundation

Sharon McDade, The George Washington University

Description: This roundtable will examine the use of various approaches to leadership evaluation of leadership/fellowship programs, including participatory evaluation. Emphasis will be given to applied models and practical experiences. There will be opportunity for discussion with presenters around leadership evaluation theory and practical approaches to achieve desired outcomes in program design and implementation.

2:45 - 4:15

Salons D

Saturday, November 4

Global Women's Leadership Roundtable (roundtable) [global leadership section]

Moderator: **Felicia Ekejiuba**, Former Chief of Africa, UNIFEM

Participants: **Kisuk Cho**, Graduate School of International Studies, Ewha Woman's Univ.

Joanna Everitt, University of New Brunswick-Saint John

Myrna Bair, Institute for Public Administration, Univ. of Delaware

Ivanna Bakusheyvch, Terniopil Technical Univ.

Description: In response to the keynote addresses by the Right Honorable Kim Campbell and Dr. Kisuk Cho, this panel will open up a discussion regarding the impact of global women's leadership. Our roundtable respondents come from three continents and each has been involved in research and programs regarding women's leadership in the private sector, government, nonprofits, and universities.

2:45 - 4:15

Salon C

Saturday, November 4

Developing Citizen Leaders (workshop) [community leadership and leadership education sections]

Facilitators: **Frederick W. Gibson**, Pioneer Leadership Program, Univ. of Denver

Catherine C. Sweeney, Pioneer Leadership Program, Univ. of Denver

Description: This session focuses on the challenges and approaches to building an undergraduate leadership program that will develop citizen leaders. The University of Denver's Pioneer Leadership Program is a model that focuses on citizen leadership and includes a residential component, service component, classroom-pedagogical tools, extra-curricular activities and reflection.

2:45 - 4:15

York B

Saturday, November 4

Leadership for What? (workshop) [community leadership section]

Facilitators: **Jame F. Krile**, Blandin Foundation

William P. Mease, Mease & Trudeau Inc.

Description: An experiential workshop exploring the theoretical and

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programmatic implications of approaching leadership as a means and not as an end. Based on the fifteen-year history of the Blandin Community Leadership Program, this session will address issues regarding framing, delivering and evaluating leadership education that is intended to have an impact at the community level.

2:45 - 4:15	Salon 5	Saturday, November 4
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Leadership and the Arts (panel) [leadership education section]

Papers: **Robert Bucker**, School of Fine Arts, Univ. of Minnesota
Struggling for Freedom: Leadership Problems as They Appear in Great Operas of the 19th Century

Anne Fitzgerald, Hart Leadership Program, Duke University
A Program in Leadership and the Arts

Bruce Payne, Hart Leadership Program, Duke University
Shakespeare on Leadership: Insight and Self-Understanding versus Managerial Baloney

Description: Bucker's paper connects central issues of political theory with the narratives of works we see and hear on stage and with the organizational structures that are required by the complex and expensive characteristics of opera.

Fitzgerald's paper examines the impact of participating in Duke University's semester in New York City on sixteen students who experienced near-total immersion in one of many art forms, including theater, opera, dance, jazz, and symphonic and chamber music.

Payne's paper discusses what it is like to teach about three very different Shakespeare plays: Richard II, Henry V, and Coriolanus. It argues that close reading can help raise central leadership issues: conscience and character, loyalty, ambition, and self-control. It also comments on the varieties of misunderstanding in some new books purporting to offer Shakespeare's teachings about leadership.

2:45 - 4:15	Salon 1	Saturday, November 4
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**Formulation and Reformulation of Leadership Studies Curriculum (panel)
[leadership education section]**

Papers: **Laura Osteen**, James MacGregor Burns Academy of Leadership, University of Maryland & **Sally McCarthy**, James MacGregor Burns Academy of Leadership, University of Maryland
Reformulating Undergraduate Leadership Curriculum: Insights from a Curriculum Evaluation Process

Ted Mable, St. Michael's College
An Outcome-Based Leadership Program

Lisa Carey Moore, Program in Leadership Studies, Williams College
Leadership Studies at Williams College: Innovation within Tradition

Description: Osteen and McCarthy's paper will discuss the theories employed to revise curricula in leadership programs and to describe important course evaluation and assessment tools. The application of these theories and evaluation techniques will be demonstrated through the presentation and critique of an introductory course taught at the Academy of Leadership at the University of Maryland.

Mable's presentation presents a number of recommendations based on the experiences of the Master of Administration Program at St. Michael's College. Based on exit interviews, course evaluations, and portfolios, the instructors have made several valuable observations about the benefits leadership programs can provide to their students.

Moore will focus on the challenges encountered when implementing new leadership programs. While institutional obstacles may impede the development of leadership programs, they may also result in a blending of innovation with tradition.

2:45 - 4:15

Simcoe

Saturday, November 4

Leadership for Civil Society: Implications for Corporate Leadership Development (paper) [leadership development and global leadership sections]

Presenter: **Nicholas A. Andreadis**, Western Michigan Univ.

Description: This paper presents the findings from a global study of leadership

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development and describes a set of leadership issues and challenges that corporate leaders will face in the civil society of the 21st century. Implications for corporate development programs will be described, and recommendations for modifying existing corporate leadership programs will be presented.

2:45 - 4:15	Salon 3	Saturday, November 4
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Exploring the Courage to Change the Status Quo (panel) [multicultural leadership and leadership development sections]

Presenters: **Sally Austen Tom**, Partnerships for Training
Jackie Robinson- Carrying the Nation's Hopes and Hatreds: An Examination of the Exercise of Leadership

Teresa C. Aprigliano, Center for Nursing Research & Scholarly Practice, Molloy College
Courage Development in Transformational Leaders

Description: In 1947, Jackie Robinson-carrying almost equally heavy burdens of hope and hatred-became the first African American in the 20th century to play major league baseball. Tom's paper examines the use of formal authority by Branch Rickey and informal authority by Jackie Robinson to transform the sport of baseball and radically change the national dialog on race.

The one attribute deemed most essential to successful transformational leadership is courage, yet this quality is seldom mentioned. Aprigliano's study aimed to describe the development of courage in transformational leaders. Its findings suggest approaches that can be utilized by educators, parents, and leaders to promote courage in others.

2:45 - 4:15	Salon 2	Saturday, November 4
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A Healthy Leadership Style? Transformational Leadership, Job Characteristics, Stress, and Absenteeism (paper) [leadership scholarship section]

Presenter: **Deanne N. Den Hartog**, Department of Work and Organizational Psychology, Free Univ. Amsterdam

Description: What is the impact of an employer's leadership style on employees? This recently completed study of 804 employees of a

Dutch hospital gathered data and draws interesting conclusions on the relationships among three leadership styles (transformational, transactional, and passive leadership) job characteristics, and employee well-being and stress.

2:45 - 4:15	Salon 4	Saturday, November 4
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History of Leadership Studies: Two Approaches (panel) [leadership scholarship and leadership education sections]

Papers: **Georgia Sorenson**, James MacGregor Burns Academy of Leadership, Univ. of Maryland
Prolegomena: An Intellectual and Conceptual History of Leadership Studies

Matthew Trachman, CUNY/Queensborough Community College
Historicizing Leadership/Democratizing Leadership Studies

Description: Sorenson's paper will explore the emergence of leadership research from the late 1800s to the present day and juxtapose this with the emergence of Leadership Studies as an academic discipline. Utilizing a history of science approach, two case studies of traditional disciplines, Psychology and Sociology, will be briefly presented, as a means of comparison. It includes the fascinating stories of the early pioneers- the individuals and the institutions-in the field of Leadership Studies.

Trachman's paper will attempt to remedy the ahistorical understanding of leadership that pervades much of Leadership Studies. Leadership, it is argued, is not an ever-present feature of the human condition, but a discursive product of what Tocqueville called the "democratic revolution."

2:45 - 4:15	York A	Saturday, November 4
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Surfacing and Talking about Culturally-Endorsed Implicit Models of Leadership through the Use of the Visual Explorer and the Five Star Model Techniques (workshop) [multicultural leadership]

Facilitator: **Michael H. Hoppe**, Center for Creative Leadership

Description: One of the recurrent challenges to those trying to teach others the

power of culture in shaping the understanding and practice of leadership is to make what is implicit explicit, to show that what appears natural is learned, or to illustrate that what seems rational is rather irrational. This workshop presents two proven tools designed to meet these challenges.

Saturday, November 4, 4:30 - 5:30
Concurrent Session 5

4:30 - 5:30	Bay	Saturday, November 4
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"The Myth of the Leader" -- Professionals, Citizens, Persons, the Foundation of a Free Society (paper) [global leadership section]

Presenter: **Santiago Alvarez de Mon**, IESE, International Graduate School of Management, University of Navarra

Description: In this session, Professor Alvarez de Mon will discuss his latest book, which incorporates three basic philosophical ideas: 1) The value dimension clarifies a leader's long-term impact on society. 2) Education, bringing out the best in people, is the leader's prime quest and commitment. 3) Leadership becomes everyone's responsibility.

4:30 - 5:30	Simcoe	Saturday, November 4
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International Leadership Cultures & Universal Diplomatic Strategies for Peace Leadership, The Holy See/Vatican & The United Nations: Mining Transnational Social Architectures for Intellectual Capital and Leadership Redefinition in the 21st Century-An American Perspective (paper) [leadership scholarship section]

Presenter: **Maria F. St. Catherine De Grace Sharpe**, American Academy of Diplomacy

Description: This paper will inspire thoughts about universal multicultural leadership through contemplation of the uniquely rich social and cultural architectures and intellectual capital of the two diplomatic entities: the Holy See/Vatican and the United Nations.

4:30 - 5:30	Salon 2	Saturday, November 4
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Cashing in on Machiavelli (paper) [leadership scholarship section]

Presenter: **Michael Jackson**, Faculty of Economics and Business, Univ. of Sydney

Description: This paper compares themes and theories presented in books on Machiavelli -- including *Machiavelli on Modern Leadership*, *The Boss: Machiavelli On Managerial Leadership*, and *The Mafia Manager: A Guide to the Corporate Machiavelli* -- to Machiavelli's own writings and leadership practices.

4:30 - 5:30

York A

Saturday, November 4

Research in Communities: Assessing the Need for Leadership Development and the Effects of Specialized Training (panel) [community leadership section]

Papers: **Suzette M. Jelinek**, Alabama Cooperative Extension System, Auburn Univ.

Community Leadership (Citizen Politics) Training as a Determinant in Level of Sociopolitical Control and Intent to Participate Socio-Politically

Donnie Thomas, USDA Rural Development

Community Leadership Training: Observations in Rural Georgia

Description: Jelinik's paper examines whether political training would increase people's feelings about their level of political control and affect their intent to participate in political activities. This study used two treatment groups that attended a two-day training in citizen politics and community action and one control group.

Thomas' paper will discuss the prevalent perceptions and attitudes of rural communities in relation to leadership development, the great need for leadership training especially in rural areas, as well as the current leadership training opportunities in Georgia. A unique three-level model for leadership development training and its impact will also be examined.

4:30 - 5:30

Salon 4

Saturday, November 4

Organizational Leadership Training versus Academic Leadership Education: Are -- and More Importantly Should There be -- Differences? (paper) [leadership development and leadership education sections]

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Presenter: **Mark T. Green**, Leadership Studies, Our Lady of the Lake University

Description: This paper provides a meta-analysis of the similarities and differences that seem to exist between organizational leadership training/education and academic leadership education/training. It explores accreditation standards, life/work experiences and the growing controversies and tensions between programs affiliated with universities and those that are not.

4:30 - 5:30	Salon 3	Saturday, November 4
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Developing Ethical Leaders: Essential Content and Pedagogy (roundtable) [leadership education section]

Facilitator: **Stephen W. Ritch**, Student Affairs, Univ. of South Florida St. Petersburg

Description: Although most contemporary leadership theories include arguments that ethics is central to the practice of leadership, counter arguments belie the possibility of ethical leadership. Analysis of four theories (Servant, Transformational, Social Change, Relational) in the context of these counter arguments (power/corruption, Machiavellism) revealed essential content and pedagogy for leadership education.

4:30 - 5:30	Salon 5	Saturday, November 4
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Zen and the Art of Teaching Leadership (workshop) [leadership education section]

Participants: **Jack Richford**, Aikido in the Fan
Ann Furniss, Aikido in the Fan

Description: Recent leadership education models have rediscovered metaphors from traditional Eastern mindfulness practices. These practices ground leadership efficacy in the mastery of authentic presence in situations of continuous conflict and stress. This workshop will explore "movement" activities based on the Art of Aikido that seek to "transform" the leader-follower relationship.

4:30 - 5:30

Salon 1

Saturday, November 4

Responding to Collective Depression Through Leadership (paper) [global leadership section]

Presenter: **William Bostock**, School of Government, Univ. of Tasmania

Description: After a consideration of individual depression, this paper seeks to establish the nature of collective depression, as either an emergent collective state or a totality of individual depressions, noting the role of contagion in transmission. Collective depression can be treated symptomatically in ineffective ways or causally through leadership. Case studies will refer to Gandhi, Mandela, Tutu, de Klerk, and Kohl, and in so doing, draw upon concepts from Leadership Studies.

4:30 - 5:30

York B

Saturday, November 4

Excellence in Leadership-Coaching for Leadership Development (workshop) [leadership development section]

Facilitators: **Diana Stano**, Ursuline College

Mary K. Herrick, Herrick Associates

Description: This interactive workshop will provide an overview of the Coaching for Leadership Development process, which is designed to meet specific leadership needs of individuals and the organization. Individuals and organizations will engage in various assessment activities and discussions, as well as explore opportunities for implications of the process in their own organizational settings.

4:30 - 5:30

Salon D

Saturday, November 4

Leadership and Start-up Financing (paper) [leadership scholarship section]

Presenters: **Roderick J. MacDonald**, École des sciences de la gestion, UQAM

Lovaso Ramboarisata, École des sciences de la gestion, UQAM

Description: This paper provide an overview of empirical research on the characteristics of new technology-based start-ups and their economic performance and/or their success in obtaining funds.

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Particular importance is given to the quality of the management team and a family of variables of which several are related to leadership. Some of the data is derived from surveys of venture capitalists reporting the criteria that they use in project selection.

4:30 - 5:30

Salon C

Saturday, November 4

**Story Telling and Ritual: Learning Leadership Through the Oral Tradition
(workshop) [multicultural leadership section]**

Presenter: **Juana Bordas**, Mestiza Leadership International

Description: Indigenous cultures and past generations shaped their future leaders through the sharing of great feats and inspiring stories. This session will reach into these early human roots teaching techniques to establish a community of learners through shared ritual and story telling. Stories that illustrate Transformational, Servant, and Multicultural Leadership will be offered as tools to connect with learners through the oral and reflective tradition.