



# Conference Program

**November 1-4, 2001  
Hyatt Regency  
Miami, Florida**

ILA is an affiliate of the  
James MacGregor Burns  
Academy of Leadership,  
University of Maryland

## 2000-2001 INTERNATIONAL LEADERSHIP ASSOCIATION BOARD

Franck Biancheri  
*Prometheus and TIESWEB, Paris*

Michael A. Brown  
*The Ronald H. Brown Memorial Foundation and  
Patton, Boggs & Blow, Washington, DC*

Cynthia Cherrey  
*University of Southern California, Los Angeles*

Felicia Ekejiuba  
*UNIFEM, Nigeria, and Strategic Links, New York*

Carol Fimmen  
*Global Education Program, College of Business and  
Technology, Western Illinois University*

Ronald A. Heifetz  
*Center for Public Leadership, JFK School of  
Government, Harvard University*

Michael H. Hoppe  
*Center for Creative Leadership, Greensboro*

Nance Lucas  
*Academy of Leadership, University of Maryland*

Lorraine R. Matusak  
*LarCon Associates, Battle Creek, and Academy of  
Leadership, University of Maryland*

Russ S. Moxley  
*Center for Creative Leadership, Greensboro*

Peter B. Vaill  
*Graduate School of Business, University of St. Thomas*

Wendell J. Walls  
*Greenleaf Center for Servant- Leadership,  
Indianapolis*

Yidan Wang  
*Asian Development Bank Institute, Tokyo*

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

### STAFF

Cynthia Cherrey, *Executive Director*

Shelly Wilsey, *Program Director*

Special thanks to the  
**W. K. KELLOGG FOUNDATION**  
for its generous and  
continued support of the  
International Leadership Association.

Greetings!

On behalf of the International Leadership Association's board, staff and conference planning committee, we are pleased to welcome you to the 2001 ILA conference.

The tragic events of September 11 in the United States and continuing conflicts in many other places around the world serve as painful reminders of the critical importance of the work we do to build effective global leadership. Of course, we must do more. We are asking that you spend some time at this conference considering how we can emerge with insights, knowledge and practices that will help bring positive change to our world.

To that end, we have added a keynote panel on "Leadership in Times of Crisis," to an already rich array of sessions. Keynote speaker Meg Wheatley, noted author, president of the Berkana Institute and leadership consultant for organizations and companies worldwide, promises to enlighten us. And a plenary session presenting major new findings from the Global Leadership and Organizational Behavior Effectiveness Research Project will surely guide our efforts.

As we continue to evolve as an association, you will notice new additions to the conference. The Scholarship Roundtable is joined by a new series of pre-conference workshops offered by some of the nation's top leadership experts. And we are very excited about our "bookends" to the conference. To open the conference, Michael Jones and Kathleen Allen will facilitate a World Knowledge Café designed to bring us together to explore some of the toughest leadership questions. To close the conference, we will celebrate with music by pianist Michael Jones and poetry by Judy Sorum Brown, who will serve as our "conference weaver," reflecting the insights and knowledge gained over these three days.

We would like to thank the W.K Kellogg Foundation, especially Rick Foster, for continued, generous support of the ILA. Special thanks to all those who worked so hard to make the conference a success—those who reviewed session proposals, our presenters and keynoters and our Miami committee. And we are most grateful for Shelly Wilsey, ILA program director, who—with help from staff at the Academy of Leadership—managed the details and nuances of putting together this conference.

In this age of cell phones, teleconferences and the Internet, many thought that the need for face-to-face meetings would decrease. Au contraire! The human spirit requires—in fact demands—time for people to come together, to talk, to exchange ideas, and to challenge and support one another. We hope you find this time of coming together as an ILA community a rich and inspiring experience.

Cynthia Cherrey  
*Executive Director*

Lorraine Matusak  
*2001 Conference Chair*

## Thursday, November 1

- 8:00 am – 12:30 pm **ILA Board Meeting**  
Azalea
- 11:00 am – 6:00 pm **Registration & Information Desk**  
Flagler Prefunction
- 1:00 pm – 4:00 pm **Pre-conference Workshops** – please pre-register (see page 7)  
Terrace Level
- 1:00 pm – 4:00 pm **Pre-conference Scholarship Roundtables** – free and open to all (see pages 8-9)  
Merrick, Third Level
- 4:30 pm – 6:30 pm **Conference Opening**  
Jasmine  
Cynthia Cherrey, *ILA executive director*  
Lorraine Matusak, *ILA conference chair*
- World Knowledge Café**  
Kathleen E. Allen, *University of St. Thomas*  
Michael Jones, *Pianoscaples, Canada*  
Explore key ideas in leadership using the methodology of the World Knowledge Café. This simple yet powerful tool for collective knowledge creation is based on living systems principles and the social nature of learning. “Well-packed questions” will focus on what matters, allowing the group to share discoveries at increasing levels of scale.
- 6:30 pm – 7:30 pm **Welcome Reception**  
Hibiscus

## Friday, November 2

- 8:00 am – 6:00 pm **Leadership Book Fair and Poster Sessions** (see page 11)  
Flagler / Monroe
- 8:00 am – 6:30 pm **Registration & Information Desk**  
Flagler Prefunction
- 7:30 am – 8:45 am **Continental Breakfast**  
Tuttle / Monroe
- 7:45 am – 8:45 am **Global Learning Community Meetings**  
Brickell South  
Brickell Center  
**Community for Education**  
**Community for Training**
- 9:00 am – 10:15 am **What Is the Leadership the World Needs Now?**  
Tuttle / Monroe  
Margaret Wheatley  
Margaret Wheatley is president of the Berkana Institute, a charitable global foundation. She has been a consultant for a variety of organizations on five continents, ranging from Fortune 500 corporations and the U.S. Army to religious orders and the Girl Scouts. Dr. Wheatley is the author of *Leadership and the New Science* and, with Myron Kellner-Rogers, *A Simpler Way*, as well as numerous articles on management and self-organization. She writes, teaches and speaks about radically new practices and ideas for organizing in chaotic times.

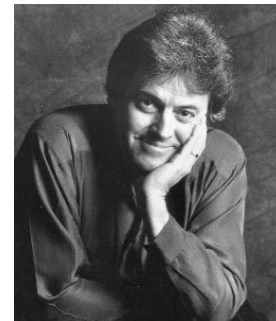


10:30 am – 12:00 pm	<b>Concurrent Sessions</b> (see pages 12-15)
12:00 pm – 1:00 pm Tuttle / Monroe	<b>Lunch</b>
1:00 pm – 2:15 pm Tuttle / Monroe	<p><b>Understanding Cross-Cultural Leadership: Highlights of the Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE)</b></p> <p>Robert J. House, <i>The Wharton School, University of Pennsylvania</i>  Mansour Javidan, <i>University of Calgary, Canada</i></p> <p>GLOBE is a multi-phase, multi-method project in which investigators spanning the world are examining the interrelationships between societal culture, organizational culture, and organizational leadership. Approximately 170 social scientists and management scholars from 61 cultures/countries representing all major regions throughout the world are engaged in this long-term programmatic series of cross-cultural leadership studies. Panelists will present the major highlights from this groundbreaking international project.</p>
2:30 pm – 4:00 pm	<b>Concurrent Sessions</b> (see pages 15-18)
4:00 pm – 4:30 pm Flagler	<b>Refreshment Break</b>
4:30 pm – 5:30 pm	<b>Concurrent Sessions</b> (see pages 18-20)
6:30 pm – 8:30 pm	<p><b>Optional Guided Tour of Miami (T1)</b>  Meet at Flagler Prefunction.</p>

## Saturday, November 3

8:00 am – 6:00 pm Flagler / Monroe	<b>Leadership Book Fair and Poster Sessions</b>
8:00 am – 6:00 pm Flagler Prefunction	<b>Registration &amp; Information Desk</b>
7:30 am – 8:45 am Tuttle / Monroe	<b>Continental Breakfast</b>
7:45 am – 8:45 am Brickell North Brickell Center Brickell South	<p><b><i>Global Learning Community Meetings</i></b></p> <p><b>Community for Scholarship</b>  <b>Community for Business</b>  <b>Community for Public Service</b></p>
9:00 am – 10:15 am Tuttle / Monroe	<p><b>Leadership in Times of Crisis</b></p> <p>Gamaliel Perruci, <i>McDonough Center for Leadership and Business, Marietta College</i>  Jean Lipman-Bluman, <i>Drucker School of Management, Claremont Graduate University</i>  Ronald A. Heifetz, <i>Center for Public Leadership, Kennedy School of Government, Harvard University</i></p> <p>After brief remarks by the panel, participants will have the opportunity to organize themselves into small groups to discuss related topics of their choosing. Panelists will circulate, listen in and briefly report back to the full group.</p>
10:30 am – 12:00 pm	<b>Concurrent Sessions</b> (see pages 21-24)

12:00 pm – 1:15 pm Tuttle / Monroe	<b>Lunch</b>
1:30 pm – 3:00 pm	<b>Concurrent Sessions</b> (see pages 25-27)
3:00 pm – 3:30 pm Monroe	<b>Refreshment Break and Hosted Poster Sessions</b> Sponsored by The Master of Science Degree, Leadership and Management, University of LaVerne, California and LarCon Associates, Battle Creek, Michigan
3:30 pm – 4:30 pm	<b>Concurrent Sessions</b> (see pages 27-29)
3:00 pm – 3:30 pm Monroe	<b>Hosted Poster Sessions</b>
6:00 pm – 8:00 pm Jasmine	<b>Conference Closing, Dinner and Special Performance</b> Cynthia Cherrey, <i>ILA executive director</i> Judy Sorum Brown, <i>poet/leadership educator</i> Michael Jones, <i>Pianoscaples, Canada</i>  A special after-dinner performance by composer and pianist Michael Jones will motivate participants to explore imagination and creativity as tools to connect with others and lead organizational change. His 11 recordings have sold more than 2 million copies. Jones's recent recording is a two CD set, "The Living Music."



## Sunday, November 4

8:00 am – 10:00 am Orchard A	<b>ILA Board Meeting</b>
10:00 am – 1:00 pm	<b>Optional Stiltsville/Key Biscayne Boat Tour (T2)</b> Starts at Waters Edge, Bayside. Allow 10 minutes to get there. Look for Historical Museum of South Florida banner.

### Session types

**Panel:** Presentations or discussions by several people with contrasting or complementary points of view, followed by audience questions and discussion.

**Workshop:** A demonstration, application, and/or session that requires significant audience participation.

**Roundtable:** Facilitated small-group discussions on a particular leadership practice, research topic or program challenge. After a brief presentation, the facilitator hears perspectives, ideas and feedback from conference participants.

**Paper:** Presentation of a written product documenting research, presenting theories, or arguing a particular point of view. At ILA's discretion, a single paper may comprise an entire session or be assigned to share a session as a panel.

**Poster Session:** A visual display of a program, paper or project set up in an exhibit space throughout the conference but only staffed by the creator during a brief specific period.

## Workshops\*

### **Brickell Prefunction**

#### **Servant-leadership: A Foundation for Effective Change**

John Noble & Ralph Lewis, *Greenleaf Center for Servant-Leadership UK*

Learn more about the principles of servant-leadership and how organizations committed to servant-leadership work, examine your own leadership styles and beliefs, and find out how your service to others enables you to serve yourself and grow.

### **Brickell North**

#### **Comprehensive Leadership Education Program Development**

Dennis Roberts, *Miami University of Ohio*

Designed for those responsible for developing or revamping leadership education programs, this session will explore how your campus might approach the redesign or creation of a truly comprehensive program that transcends targeted, elite student populations. While practical tips and strategies will be included, the presentation is grounded in the emerging leadership theory, and it is related to the emergent twenty-five year history of comprehensive leadership development in higher education.

### **Brickell Center**

#### **The Inner Work of the Leader: Habits of the Mind and Practices of the Heart**

Kathryn Tyler Scott, *Trustee Leadership Development*

This session is for leaders and volunteers in every sector who want to increase their leadership skills and their capacity to manage complex change. Participants will be introduced to a model that provides a framework for a deeper understanding of their leadership roles, increasing self awareness (a key element of emotional intelligence), and the capacity to influence others.

### **Brickell South**

#### **Exploring Models of Leadership**

Michael H. Hoppe, *Center for Creative Leadership*

This session is designed to help those in leadership development and/or education surface, explore, understand and appreciate their own and others deeply ingrained notions of leadership. Three tools—The Visual Explorer, The Five-Star Model, and the “More Than/Less Than” Model—will be practiced, discussed and evaluated.

\* Registration required.

## Scholarship Roundtables

**Merrick, on third level** This pre-conference session provides leadership scholars with the opportunity to interact with other scholars, practitioners and educators on topics related to their research. The sessions will be informal, and there will be an opportunity for session participants to join two roundtables during the course of the afternoon. The roundtable discussions will take place concurrently, with an opportunity to rotate to another table at the break. This session is free and open to everyone.

**Table 1** **Bruce Avolio, State University of New York at Binghamton**

This roundtable discussion will address how leadership development is conducted on a global basis, and what must be done to sustain leadership growth over time. Dr. Avolio will discuss the role of evaluation and advanced information technology (AIT). Such technology can be used to help support continuous leadership development over time and when the leader and follower need it most—at the point of executing leadership in an organization, community, or society.

**Table 2** **Gill Robinson Hickman, Jepson School of Leadership, University of Richmond and Georgia Sorenson, Academy of Leadership, University of Maryland**

This roundtable discussion addresses invisible leadership—the kind that goes unnoticed, unmeasured and unacknowledged, yet produces great change. Components of invisible leadership include commitment to the great public values, empathy for and trust in others, and a lack of need for personal credit. Invisible leadership may also have unintended costs—some surprising—that will be addressed in this roundtable discussion.

**Table 3** **Douglas A. Hicks, Jepson School of Leadership Studies, University of Richmond**

The war on terrorism presents the clearest challenge yet to leaders who would protect an open, democratic society, including religious freedom. Although this recent challenge to political leadership is unprecedented in scope, it must be understood within the wider contexts of a global society and increasing religious diversity in the United States. Dr. Hicks's current research project builds a framework of “respectful pluralism” that outlines how leaders can respond to religious diversity in politics and the workplace.

**Table 4** **Barbara Kellerman, Center for Public Leadership, Kennedy School, Harvard University**

In this discussion, Dr. Kellerman undertakes to address the concept of “bad leadership.” For a variety of reasons, the field of Leadership Studies has chosen to accentuate the positive and nearly eliminate the negative. Contemporary studies of leadership focus largely on leadership as a dynamic that can be broadly labeled as benign. Indeed, the word “leadership” is generally assumed to imply a moral imperative. This discussion will explore the dark side, focusing on incompetence as well as evil, and sins of omission as well as commission.



**Table 5**      **Riley M. Sinder, Center for Public Leadership, Kennedy School, Harvard University**

This discussion will focus on the evil side of men's authority, and what women and men can do to neutralize the human nature that causes men to follow men into senseless battles. The evil side of male authority does not deal with reality, but deludes itself into dealing with life 250,000 years ago, back when the significant evolution of our human nature stopped. The discussion will deal with some modern ideas on how to get those who threaten us to deal with reality.

**Table 6**      **Ronald Heifetz, Center for Public Leadership, Kennedy School, Harvard University**

Dr. Heifetz will focus the discussion on crisis leadership, in light of the events on September 11. He will examine the demands of crisis leadership in the acute/emergency phase and in the post-emergency phase. What are the expectations of authority figures, and how do those expectations determine the latitude they may have for action? What are the key strategic questions that Guiliani and Bush, from very different positions, need to be asking? What lessons can we learn so far from observing and participating in these historical events? The aim of the discussion will be to help develop a framework for crisis leadership that can be used in situations beyond the one we face today.

**Table 7A**      **Robert House, Wharton School of Business, University of Pennsylvania**

In the first round of discussions, Dr. House will address the challenges of cross-cultural leadership. Cultures vary widely with respect to who is considered a leader and what leaders try to accomplish. In a post-authoritative society, "leader" means "dictator." In some societies, leaders are given wealth and adulation; in others leadership is a stigma. Consequently, in many countries, giving people authority and expecting them to take leadership is seen as a danger and is viewed with suspicion. We need to understand the differences between cultures if we are going to assist them.

**Table 7B**      **Robert House, Wharton School of Business, University of Pennsylvania**

In the second hour of discussion, Dr. House will investigate with participants the idea of strategic leadership. Strategic leadership is leadership of the total enterprise, either by individuals or by a top management team. The literature on leadership (with a few exceptions in the past ten years) has ignored this phenomenon. Little is known of how leadership at the top functions, relates to the extended environment, shapes the organization, and influences organizational culture. We need to get away from studying the leader-follower relationship and think as well about top management as strategic leadership.

Poster sessions will be set up Friday morning in the Monroe Prefunction area and will remain on display throughout the conference. Presenters will be available to discuss posters during Saturday's break; many will stay until 4:30. This year, for the first time, there will be a special section of posters highlighting leadership education programs.

**ILA's Web Site as an Associative Portal**

Debra DeRuyver, *Academy of Leadership, University of Maryland*

**Utopian Dreams and Capitalist Fantasies: Leadership, Imagination, and the Transformation of Space**

Elizabeth Faier, *Jepson School of Leadership Studies, University of Richmond*

**Leadership Narratives**

Paul G. Friedman, *Communication Studies Department, University of Kansas*

**Leadership Strategy Development by Means of PBL Reality Assessment Formats**

James L. Morrison, *University of Delaware*

**LLC: Building an Online Leadership Community**

Deborah Meehan, *The Leadership Learning Community*

**Leadership through the Cinematic Lens**

Tammy Barnett Hall, *Christopher Newport University*

**Clearinghouse for Campus Leadership Programs**

Craig Slack, *National Clearinghouse for Leadership Programs, University of Maryland*

**Undergraduate Leadership Studies and Co-Curricular Programming: Sharing Your Experiences and Learning from the Best Practices of Liberal Arts Institutions**

Deana Henry and Kenneth Henry, *Sleight Leadership Program, Albion College*

**Leadership Education – Cutting Edge Programs for a New Generation**

Molly McGowan, *Rochester Institute of Technology*

**Exploring Graduate Leadership Education: Theory, Practice & Research**

Bruce Murphy, *Mercyhurst College*

**Preparing Women for the Practice of Leadership: GWU's Women's Leadership Program**

Jennifer L. Case, Lynn Offerman, and Nina Mikhalevsky, *George Washington University*

**Master in Leadership Studies**

Susan D. Murphy, *Jepson School of Leadership Studies, University of Richmond*

**The Leadership Expedition Program: A Four-Year Exploration of Leadership**

Kerstin M. Soderlund, *Colby-Sawyer College*

**Developing Student Leaders in an Urban Commuter College Setting**

Jacqueline Williams, Karen Boothe, Sydiya Corbin, and Nandi Lee, *Brooklyn College of the City University of New York*

### **Practicing What We Teach...The Development of a Leadership Studies Program**

Alice Murray, *University of South Florida*

### **Leadership Training, Development and Education: Preparing Undergraduates to Tackle the Complex Issues of the 21st Century**

Laura Osteen, *Academy of Leadership, University of Maryland*

### **Building the Bridge as We Walk on It: Creating a Two-Year Student Leadership Development Program**

Garee W. Earnest and R. Dale Safrit, *Ohio State University Leadership Center*

### **Master of Science Degree, Leadership and Management, University of La Verne**

Carol H. Sawyer, *Department of Organizational Leadership, University of La Verne, California*

### **LEAD: Leadership Education And Development**

Brian MorganArmstrong, *University of La Verne, California*

## **GLOBAL LEARNING COMMUNITIES**

**Meet over breakfast with colleagues along professional lines. See agenda overview for date and room.**

### **Inter-Group Learning Community**

Dennis C. Roberts  
*Office of the Vice President for Student Affairs*  
*Miami University of Ohio*  
robertd2@muohio.edu

### **Community for Education**

Nancy Huber  
*University of Arizona*  
*Tucson, Arizona*  
nhuber@u.arizona.edu

Laurie Schnarr  
*Leadership, Service & Involvement Programs*  
*University of Guelph, Canada*  
lschnarr@uoguelph.ca

### **Community for Training and Development**

John Nirenberg  
*TAO Global, New Orleans*  
john@taoglobal.com

### **Community for Scholarship**

J. Thomas Wren  
*Jepson School of Leadership Studies*  
*University of Richmond, Virginia*  
twren@richmond.edu

Adam Goodman  
*Boulder, Colorado*  
adam.goodman@colorado.edu

### **Community for Public Service**

Myrna Bair  
*Women's Leadership Development Program*  
*University of Delaware*  
mbair@udel.edu

### **Community for Business**

Michael W. Jackson  
*Faculty of Economics and Business*  
*University of Sydney, Australia*  
michaelj@econ.usyd.edu.au

Friday, 10:30 am - 12:00 pm

*Hibiscus A*

**Information and the Moral Work of Leaders (paper)**

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

Learn how access to information is changing the concept of leadership in the U.S. and the rest of the world. This presentation will begin by examining what philosophers have said about ethics and power. It will then examine a series of recent examples that illustrate how information is changing the expectations of followers and the work of leaders.

Friday, 10:30 am - 12:00 pm

*Brickell Prefunction*

**Spirituality as a Path of Attainment (workshop)**

Judy L. Rogers, *Department of Educational Leadership, Miami University*  
David A. Cowan, *Department of Management, Miami University*

The presenters will demonstrate approaches for incorporating the spiritual dimension in courses on business and educational leadership. Each presenter will share course syllabi and engage participants in course assignments used to teach students how to: 1) reflect deeply about critical issues, 2) envision constructive ways of leading and interacting in communities, and 3) translate such visions into responsible action.

Friday, 10:30 am - 12:00 pm

*Hibiscus B*

**Political Leadership: Historical and Contemporary Perspectives (panel)**

**Moderator:** Lois T. Vietri, *Department of Government and Politics, and Academy of Leadership, University of Maryland*

*Spatial Leadership & Blame Avoidance in an Era of Failed Leaders*

Michael Genovese, *Loyola Marymount University*

Working within a system of separate institutions with shared and overlapping powers, presidents are often frustrated in their attempts to achieve goals and blamed when they don't "deliver" on their promises. As a result, they often engage in sophisticated "blame avoidance" strategies or "spatial leadership" to avoid responsibility for failures or disappointments.

*Conflicting Interest and Common Ground: The Leadership Challenge in Modern Democracy*

Kenneth P. Ruscio, *Washington and Lee University*

What is the fundamental leadership challenge in contemporary democracies? Finding common ground in the midst of competing and seemingly irreconcilable interests among citizens. This presentation examines the historical development of this challenge by discussing the writings of Montesquieu and Publius, then moves to an examination of contemporary democratic theorists and the implications of their theories for leadership theory.

*Room to Talk: A Comparison of Context in Medieval and U.S. Political Leadership*

Tim H. Blessing, *Alvernia College*

This presentation compares the conditions in which the dialogues necessary for significant political leadership are most likely to occur. Using an interdisciplinary approach that combines statistical analysis, psychology, Medieval Studies and American history, this presentation demonstrates that transactional exchanges define significant leadership whether the leader is a sacred inherited kingship or chosen by a civil political process.

Friday, 10:30 am - 12:00 pm  
Orchard A

### **Building and Sustaining Consensual Interdependence: Ten Years of Leadership Education at Northwestern University (workshop)**

Paul Arntson, *Undergraduate Leadership Program, Northwestern University*  
Elvin Chan, *Undergraduate Leadership Program, Northwestern University*

This workshop will share, in an experiential way, the evolving goals of Northwestern's leadership programs and the current means to achieve them. Presenters will stress that the key outcome, whether in institutional or community settings, is the ability to build and sustain consensual interdependence in problem-solving activities.

Friday, 10:30 am - 12:00 pm  
Orchard B

### **Linking the Academic and Practical for More Effective Leadership Training for Government Officials (workshop)**

#### *Achieving Learning, Growth and Change: A More Effective Leadership Development Model*

Myrna L. Bair, *Institute for Public Administration, University of Delaware*  
Kathryn Denhardt, *Institute for Public Administration, University of Delaware*  
Audrey Helfman, *Institute for Public Administration, University of Delaware*

Presenters will demonstrate the critical elements of a leadership program for those in public service and other specialized fields, which are: 1) a linkage between the academic and the practical, 2) longitudinal development that ensures leadership skills are put into actual practice, and 3) a safe environment.

#### *Leadership Development: Crossing the International Divide*

John F. Ciccarelli, *College of Management, University of Massachusetts Boston*

Find out how one university integrated a leadership development program for a delegation of Chinese government and business officials into existing graduate programs. Participants will discuss the means used to fast track the cohort through an orientation program that readied them for coursework and field experiences, and efforts to ensure matriculated students gained from this unique opportunity to work with and learn from the delegation.

Friday, 10:30 am - 12:00 pm  
Orchard D

### **New Leaders for a New Century (panel)**

**Moderator:** John Jacob Gardiner, *Seattle University*

#### *The Meaning of Community Leadership as Experienced by Graduates of the Leadership Spokane Program*

Matthew Chase, *Eastern Washington University*

Get an inside view of a phenomenological research effort undertaken during the fall of 2000 with recent graduates of the Leadership Spokane Program. Participants will learn about the purpose, methodology, results and implications of the study, plus gain valuable insight into the world of qualitative methodologies and their implications as tools for evaluation in community leadership education and development programs.

#### *Emerging Leaders in Great Cities: Boston, A Case Study*

Sherry H. Penney, *College of Management, University of Massachusetts Boston*

Find out about a new university-based leadership program for city leaders, designed to meet the leadership challenges and needs identified in a survey of 300 Boston-area business and community leaders. The program's goals: 1) to diversify the pool of leaders over time to include more females and more persons of color, and 2) to equip emerging leaders with the skills they need to occupy major leadership positions in the future.

Friday, 10:30 am - 12:00 pm

Brickell North

**Energy Optimization: A New Frontier for Leadership? (workshop)**

William P. Mease, *Mease & Trudeau, Inc., St. Paul, Minneapolis*  
 Kathleen E. Allen, *University of St. Thomas*

This session will focus on the nature of energy in organizations and the leader's role in maximizing positive energy toward effective systems change.

Friday, 10:30 am - 12:00 pm

Brickell South

**Youth Leadership Development (panel)**

**Moderator:** Marie Cini, *Academy of Leadership, University of Maryland*

*Youth Community Leadership Training: The Building of the Bedrock of "Hong Kong People Ruling Hong Kong" After 1997*

James Hon-fai Mok, *The Hong Kong Federation of Youth Groups - Leadership 21, Hong Kong*

Joanna Chung-yan Cheung, *The Hong Kong Federation of Youth Groups - Leadership 21, Hong Kong*

Since 1997, Hong Kong (HK) has been enjoying high degree of autonomy under China's sovereignty – a political reality captured in the catch-phrase "HK People Ruling HK." Since then, youth community leadership development has become more vital than ever in the local political agenda. Learn from the first-hand experiences of two young people, who say such training helps nurture youth civic participation and political development in general.

*Designing and Implementing Youth Leadership Programs for Hispanic Youth*

Elizabeth Lewis-Brooks, *J.W. Fanning Institute for Leadership, University of Georgia*

The J.W. Fanning Institute for Leadership at the University of Georgia assists in developing youth leadership programs. In the summer of 2000, the Institute implemented a youth leadership program with a group of Hispanic boys in a low-income community of migrant workers in Athens, Georgia. Get the details, along with information about other programs with specific youth audiences.

*A Comprehensive Leadership Education Model to Train, Teach and Develop Leadership in Youth*

John C. Ricketts, *Department of Agricultural Education and Communication, University of Florida*

Rick Rudd, *Department of Agricultural Education and Communication, University of Florida*

Presenters will discuss key components of their model for youth leadership education, including (1) leadership knowledge and information; (2) leadership attitude, will, and desire; (3) decision making, reasoning and critical thinking skills; (4) inter- and intrapersonal relations; and (5) oral and written communication skills.

Friday, 10:30 pm - 12:00 pm

Brickell Center

**“As Strange a Maze as e’er Men Trod”: Toward a History of Leadership Studies and its Relevance for Scholars, Practitioners and Educators (paper)**

Georgia Sorenson, *Academy of Leadership, University of Maryland*  
William Howe, *Center for Leadership, National University*

What is Leadership Studies? How did it emerge? How has it evolved? Is it a distinct, coherent enterprise? Using interviews with influential scholars, leaders and educators, along with several perspectives on how knowledge develops, this session wrestles with the history and identity of this “strange maze.” Conference members can help discover and contribute to the Ariadne’s thread through our shared history.

Friday, 10:30 am - 12:00 pm

Orchard C

**Subversive Models and Abusive Models: Peter Sellars’s Interpretation of Mozart’s ‘Marriage of Figaro’ (paper)**

Barbara R. Barry, *Center for Public Leadership, Kennedy School of Government, Harvard University*

Peter Sellars’s direction of the three Mozart operas, with libretti by Lorenzo da Ponte, caused a storm of controversy over a range of issues—distortion, flagrant contradiction of textual meaning, and a production style that violated the composer’s intentions. This presentation will examine how “The Marriage of Figaro,” Mozart’s revolutionary comic opera, is subverted in Sellars’s version, so that medium, message, and metaphor are all given different meanings from the original, meanings that distort the work’s fundamental leadership themes.

**CONCURRENT SESSION #2, FRIDAY 2:30 PM – 4:00 PM**

Friday, 2:30 pm - 4:00 pm

Brickell South

**Valuing and Developing Leadership Skills in Multicultural Contexts (workshop)**

*Learning to Lead: Preparing Leaders from Underrepresented Groups*

Nereida Avendaño, *Cross-Cultural Educational Programs, Western Illinois University*

This session will describe WIU’s Learning to Lead Program, a comprehensive academic support program that can be easily adapted for other institutions. The presentation will provide strategies on developing a leadership program that will prepare students of color to be leaders, to become more effective voices at all levels of decision making, and to serve as role models.

*Preparing for Leadership in a Multicultural Context*

Bonnie Pribush, *The Leadership Program, Franklin College*

The challenge to lead becomes especially complex when followers do not share the same cultural beliefs and assumptions. This workshop reports on a course developed by professors from seven different cultural backgrounds. The course was enhanced with video-conferencing and virtual world technology to provide students with cross-cultural skills as well as cultural and leadership knowledge.

Friday, 2:30 pm - 4:00 pm

Orchard C

**Empowering Deaf Communities in Developing Nations (panel)**

Cristina Berdichevsky, *Foreign Language Department, Gallaudet University*  
 Andrea Shettle, *Social Work Department, Gallaudet University*

Since 1864, Gallaudet University, the world's only four-year liberal-arts university for the deaf, has been committed to making a difference in the lives of deaf individuals. This session will focus on two strategies, a listserv and a partnership, that have proven effective in empowering deaf communities in developing nations and in internationalizing deaf education in the U.S.

Friday, 2:30 pm - 4:00 pm

Hibiscus B

**From Values to Performance: Theory, Practice and Implications (panel)**

**Moderator:** Christian Resick, *Psychology Department, Wayne State University*

Scot Bemis, *Department of Behavioral Science and Leadership, U.S. Military Academy*

Greg Dardis, *Department of Behavioral Science and Leadership, U.S. Military Academy*

Marcus Dickson, *Department of Psychology, Wayne State University*

Brent Smith, *Jones Graduate School of Management, Rice University*

Paul Hanges, *Department of Psychology, University of Maryland*

This panel will bring together an eclectic group of academics and practitioners to discuss potential theoretical frameworks underlying a values/ethics-to-performance model and the role that values-based leadership might play in it. Panelists will discuss how such a perspective could be applied as both scientific research and organizational practice.

Friday, 2:30 pm - 4:00 pm

Orchard D

**Cross-cultural Complexity and Charismatic Leaders: Micro and Macro Perspectives of Information Processing (panel)**

**Moderator:** Carol Fimmen, *College of Business and Technology, Western Illinois University*

*Information Processing Models and Attribution of Charismatic Leadership: A Cross-cultural Study*

Susan Murphy, *Kravis Leadership Institute, Claremont McKenna College*

The presenter studied cross-cultural variations in information processing models and their effects on the attribution of charismatic leadership. The results indicate that, in collectivistic societies, leaders' prototypical characteristics are more effective in forming a leadership impression than basic factual outcomes. In contrast, individualistic people attribute charismatic qualities to leaders based on outcomes of events.

*Cross-cultural Complexity and the Impact on Feedback-seeking Behavior: Implications for Leadership in the U.S. and Peru*

Mary F. Sully de Luque, *GLOBE Leadership Project, The Wharton School, University of Pennsylvania*

The presenter discovered that universal and contingent cultural characteristics influence leadership practices across regional boundaries. Her study couples this information with findings on how people seek information.



Friday, 2:30 pm - 4:00 pm

Jasmine

### **The Courage to Lead (workshop)**

Michael Jones, *Pianoscapes, Canada*  
Judy Sorum Brown, *poet/leadership educator*

How does the nature of creative practice serve as a metaphor and discipline for sustaining leadership? What are the ways in which, by claiming our own gifts and naming them in others, we can experience more sustainable steady and focused energies in the face of the considerable challenges of our time?

Friday, 2:30 pm - 4:00 pm

Brickell North

### **Psychological and Existential Roots of Leadership: Building on the Work of Ernest Becker and Otto Rank (panel)**

Jean Lipman-Bluman, *Peter F. Drucker School of Management, Claremont Graduate University*  
Daniel Liechty, *Graduate School of Social Work, Illinois State University*  
Sheldon Solomon, *Psychology Department, Brooklyn College*  
Robert Kramer, *School of Public Affairs, American University*

This panel examines how the work of Ernest Becker and Otto Rank informs leadership issues. Topics will include the role of transference in selecting leadership, the psychodynamic underpinnings of leadership and followership, the achievement ethic and the dread of mortality, and the anxiety of leaders in government.

Friday, 2:30 pm - 4:00 pm

Brickell Center

### **Meeting the Challenges of Collaboration to Strengthen Leadership Development (workshop)**

Carol H. Sawyer, *Department of Organizational Leadership, University of La Verne*  
Brian MorganArmstrong, *University of La Verne*  
Ronald E. Riggio, *Kravis Leadership Institute, Claremont McKenna College*  
Georgia Sorenson, *Academy of Leadership, University of Maryland*

This hands-on workshop provides an opportunity to assess and design collaborative approaches for leadership development, using ideas from two books on collaboration and on collaborative leadership (one by James Austin of the Harvard Business School and another by David Chrislip and Carl Larson), along with ideas offered by Warren Bennis and Mel Roman at a recent meeting of the Cape Cod Institute.

Friday, 2:30 pm - 4:00 pm

Orchard B

### **Using the Simulation, "Neighborhood," to Teach Citizen-Leadership (workshop)**

Sandra Kolankiewicz, *McDonough Center for Leadership and Business, Marietta College*  
Stephen W. Schwartz, *McDonough Center for Leadership and Business, Marietta College*  
Gamaliel Perruci, *McDonough Center for Leadership and Business, Marietta College*

How can leadership educators make theory meaningful for students with limited experiences? Faculty members at Marietta College's McDonough Program have written a simulation designed to meet the challenge. This session will explain the simulation and relate it to major themes developed in first-year leadership courses. Participants will discuss the viability of simulations as a teaching technique.

Friday, 2:30 pm - 4:00 pm

Brickell Prefunction

**The Transformation of Leadership in Health Care Delivery and Emergency Response (panel)**

Diane L. Dixon, *D. Dixon and Associates; Office of Continuing and Extended Education, University of Maryland*  
 Victor Herbert, *New York City Fire Department*  
 James L. Morrison, *University of Delaware*

Employees in health care delivery systems are in the midst of a paradigm shift as they work to deliver quality care in a cost-effective manner. What transformations will be required of health care leaders to ensure success? This session will explore various perspectives on effective health care leadership. Participant interaction and dialogue will be encouraged.

Friday, 2:30 pm - 4:00 pm

Orchard A

**U.S. Society’s Romance with Leadership (roundtable)**

Michael H. Hoppe, *Center for Creative Leadership, Greensboro, North Carolina*

The United States is in love with the concept and practice of leadership. The individual leader is seen as a cultural hero. Academic leadership programs and leadership development activities are growth industries. This session will lay bare some of the historical, religious, economic and cultural roots of this “romance with leadership.” Moreover, it will highlight the inherent risks of this “romance” for the long-term vitality of U.S. democracy.

Friday, 4:30 pm - 5:30 pm

Hibiscus A

**Religious Pluralism and Leadership (paper)**

Douglas A. Hicks, *Jepson School of Leadership Studies, University of Richmond*

This presenter will analyze the significance of increasing religious diversity in the U.S. for leadership in politics and the workplace. He will explain his framework of “respectful pluralism,” an alternative to either the privatization of religion or a coercive role for religion. And he will explain how political and business leaders (and followers) can negotiate religion in its multiple institutional and personal expressions.

Friday, 4:30 pm - 5:30 pm

Brickell South

**Developing Leaders from a Distance (workshop)**

Carol Dell’Amore, *National Leadership Institute, University of Maryland University College*  
 Theodore Stone, *Center for Virtual University, University of Maryland University College*

This workshop will provide a demonstration of the Online Leadership Assessment Program, an innovative program designed for managers interested in developing their leadership skills through a comprehensive analysis of their leadership style and behaviors, including an individual coaching session—all accomplished from a distance.

Friday, 4:30 pm - 5:30 pm

Orchard A

### Assessing the New Leadership Process: A Starting Point (panel)

Paul Arsenaault, *West Chester University*  
Curtis L. Brungardt, *Fort Hayes State University*  
Karl Kuhnert, *Fanning Institute for Leadership, University of Georgia*  
Gregory Dardis, *Department of Behavioral Science and Leadership,  
U.S. Military Academy*  
Claire Reinelt, *Development Guild/DDI, Brookline, Massachusetts*

This discussion will focus on appropriate leadership assessment theories and instruments and the ability to integrate the two into an evaluation process to meet the requirements of the new leadership process. Participants will share information on how to accomplish this goal.

Friday, 4:30 pm - 5:30 pm

Brickell North

### Virtue Ethics and Servant Leadership: Making Connections (paper)

Mary Sue Brookshire, *Center for Ethics, Emory University*

Servant leadership has become increasingly popular in the corporate world, used by many of *Fortune* magazine's "Best Companies to Work for in America." How does one translate servant leadership into the context of higher education? This presenter argues that virtue ethics can help leaders better understand servant leadership and can provide rich linguistic, literary and historical resources for designing leadership programs.

Friday, 4:30 pm - 5:30 pm

Orchard C

### Women's Political Participation in Africa (panel)

**Moderator:** Kisuk Cho, *Ewha Womens University, South Korea*

#### *Enhancing Women's Leadership*

Nkechi Nwankwo, *Women's Leadership Group, Nigeria*

The Women's Leadership Group, an NGO in Nigeria, is joining with the mass media to give voice and skills to women and other disadvantaged groups and thereby raise a crop of new leaders. Made up of senior journalists and political analysts, the WLG seeks out potential female leaders, offers them practical hands-on media training and links them with media practitioners to prepare them to compete for and win elective and decision-making positions.

#### *Retreating, Retooling and Advancing: Sustaining Women's Leadership in Post Apartheid South Africa*

Zola Makosana, *Desmond Tutu Peace Center, South Africa*  
Glenda Wildshut, *Desmond Tutu Leadership Academy, South Africa*

This presentation explores the experiences of women in leadership positions cross-sectorally in two provinces in Gauteng and Western Cape in South Africa. The study explores how a select group of women—participants in two workshops run by the Desmond Tutu Leadership Academy—managed to obtain and retain their current leadership positions in post-apartheid South Africa.

Friday, 4:30 pm - 5:30 pm

*Hibiscus B*

**Teaching Spiritual Synchronicity in Business Leadership (workshop)**

Dean Pielstick, *Northern Arizona University*

Business leaders are increasingly interested in personal spiritual growth. They want to bring their whole self to work and to find meaning in that work. This workshop demonstrates how the role of spiritual synchronicity at work is being addressed in a business leadership course at a public university. Participants will be invited to share their own related experiences.

Friday, 4:30 pm - 5:30 pm

*Brickell Center*

**Coaching Culturally Diverse Leaders (workshop)**

I. Marlene Thorn, *Human Resources Department, International Monetary Fund, Washington, DC*

Christine Kamunge, *Human Resources Department, International Monetary Fund, Kenya*

This presentation will provide information on how coaching activities and skills are implemented with culturally diverse managers in a multicultural organization, the International Monetary Fund. While some programs are targeted at problem managers, this presentation will present a model that emphasizes the importance of coaching as a service for all leaders.

Friday, 4:30 pm - 5:30 pm

*Orchard D*

**Leadership Style and the Professional Development Practices of Secondary Teachers (paper)**

Mary A. Persico, *Sisters of the Immaculate Heart of Mary, Scranton, Pennsylvania*

A study of 1,001 teachers and 125 secondary principals indicates that transformational leadership is predictive of strong professional development practices among teachers, especially those who are between the ages of 40 and 49 and those who have been with the same principal between one and five years.

Friday, 4:30 pm - 5:30 pm

*Orchard B*

**Reflective Leadership (roundtable)**

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

Participants will explore the use of structured reflection in leadership development. Everyone will receive a working paper describing the Reflective Leadership Center's use of reflection and analyzing reflection's role in creating learning organizations and communities. Discussion will center on best practices, tension points participants have encountered in promoting the habit of reflection, and strategies for coping with these tension points.

Friday, 4:30 am - 5:30 pm

*Brickell Prefunction*

**The Middle Ground - TransformActional Leadership (paper)**

David Bugay, *Oakland Community College*

TransformActional Leadership is the middle ground between the two extremes of transactional and transformational leadership styles. Each extreme identifies specific characteristics of leadership that appear different in description but often overlap in practice. This middle ground between the two leadership styles is where many leaders reside. It is truly a blend of both styles—transactional and transformational—thus it becomes TransformActional.

Saturday, 10:30 am - 12:00 pm

Brickell South

**Teaching Leadership Online: An International Perspective (panel)**

*Teaching Leadership Online in a Global Classroom*

Michael Hackman, *Department of Communication, University of Colorado-Colorado Springs*

Learn more about an international online curriculum in Organizational Communication and Leadership developed by the University of Colorado-Colorado Springs (USA), Southwest Texas State University (USA), the University of Siena (Italy), and the University of Vienna (Austria). This session will focus on the content and e-delivery platform used in a course titled, “Leadership Communication in the Global Environment.”

*Innovation in Global Distance Education: The Operation Impact Story*

Grace Preedy Barnes, *Department of College Student Affairs and Leadership Studies, Azusa Pacific University*

This evaluation of the Operation Impact Program, a graduate degree program offered worldwide at up to 21 locations in an intensive format with an online component, will emphasize its exciting 27-year history, challenges, and the current status of a distance education program developed long before distance education was “hot.”

*It’s a Virtual World, After All*

Marie A. Cini, *Academy of Leadership, University of Maryland*

This presenter will explore the synergies between contemporary leadership models and online education, with a particular emphasis on international perspectives.

Saturday, 10:30 am - 12:00 pm

Brickell Prefunction

**Leading in Transcultural Environments (workshop)**

Anne M. Ferrante, *University of Texas at Dallas*

Are leadership practices developed in one context applicable in a transcultural context? This workshop uncovers the complexity of transcultural work environments and presents a model to assess the applicability of transferring leadership concepts and practices.

Saturday, 10:30 am - 12:00 pm

Orchard B

**Profiles of Community Leadership Programs (panel)**

**Moderator:** Carolyn Humphrey, *J.W. Fanning Institute for Leadership, University of Georgia*

*Local Issues, Regional Learning*

Doug Jackson, *Great Valley Center, Modesto, California*  
Francisco Mireles, *Great Valley Center, Modesto, California*

The Institute for the Development of Emerging Area Leaders (IDEAL) is creating a network of community leaders in the 18 counties of California’s Central Valley. Providing training and support to foster elected leadership that better reflects the region’s diversity, IDEAL convenes participants diverse in ethnicity, background, age, education level and ideology to study issues important to the region’s future.

*Building An Inclusive Miami*

Kristopher Smith, *National Conference for Community and Justice, Miami*  
 James Howe, *National Conference for Community and Justice, Miami*

Building an Inclusive Miami is an effort to engage residents of Miami and Miami-Dade County in a process of community transformation by developing skilled change agents who work to eliminate barriers to success.

*Growing Leadership Circles for Rotary's Emergent Future*

John Jacob Gardiner, *Seattle University*

A professor of educational leadership reviews the Rotary International's proposed leadership plan for the 21st century and discusses a new vision for the organization to maximize contributions of individual club members, a new role for the district governor, and strategies for implementing the plan in each district.

Saturday, 10:30 am - 12:00 pm

Brickell North

**Country-Specific Findings from the GLOBE Research Program (panel)**

**Moderator:** Robert House, *GLOBE, The Wharton School, University of Pennsylvania*

*Leadership Styles in Bolivia*

David Beveridge, *College of Business and Technology, Western Illinois University*

This presentation focuses on Bolivian culture and leadership, including initial findings from the GLOBE study and a comparison of middle managers in the finance, telecommunications, and food-processing industries.

*Leadership in Britain: Implications of the GLOBE Study*

Simon A. Booth, *Department of Management, School of Business, Reading University, UK*

Are differing models of outstanding leaders characteristic only of middle-level managers, or do they have resonance in the wider population? Answers will be found in the results and analysis of a survey of students conducted in Britain.

*Iranian Culture and Leadership*

Mansour Javidan, *University of Calgary, Canada*

A look at the GLOBE findings on the nine dimensions of Iranian culture and the attributes of effective leadership in Iran. The relationship between Iranian culture and the unique attributes of effective leadership in Iran will be explored.

Saturday, 10:30 am - 12:00 pm

Hibiscus A

**The Ethical Implications of Modern Leadership Theory (panel)**

**Moderator:** Nance Lucas, *Academy of Leadership, University of Maryland*

*The Ethical Difference: Why Leaders are More Than Managers*

Joseph Potts, *Director, International Student and Scholar Services, University of Kansas*

Theorists have wrestled with the difference between managing and leading for decades, but until now none have located that difference squarely and

exclusively in the domain of ethics. The meaningful, purposeful essence of leadership is clearly seen only when contrasted with the morally neutral, non-ethical, survival-oriented nature of management. This session summarizes a new book by the same title.

*Bass and the Ethics of Authentic Transformational Leadership*

Terry L. Price, *Jepson School of Leadership Studies, University of Richmond*

Bernard Bass distinguishes between authentic transformational leadership and inauthentic or pseudo-transformational leadership. This presentation analyzes the conception of authenticity at the core of Bass's normative account of leadership and argues that the distinction between authentic transformational leadership and pseudo-transformational leadership fails to ground a response to ethical concerns about transformational leadership.

Saturday, 10:30 am - 12:00 pm  
Orchard D

**Leadership and Values: Creating Sustainable Change Through Collaboration (workshop)**

Bernice M. Ledbetter, *Ledbetter Consulting Group, Pasadena, California*

By presenting a theory-in-use model, this session seeks to build a bridge between those who theorize about leadership and those who practice it. An integrative leadership model will be presented, identifying values as the key element in creating sustainable social and organizational change. The intersection of leadership, values, collaboration and change will be explored to identify a working model for sustainable change.

Saturday, 10:30 am - 12:00 pm  
Brickell Center

**Industry and Education—Partnering to Improve Leadership Effectiveness (paper)**

Mary B. Breckenridge, *Mercyhurst College*

Bruce T. Murphy, *Organizational Leadership Program, Mercyhurst College*

Representatives from Lord Corporation, a manufacturing facility, and Mercyhurst College, a Catholic institution in the liberal arts tradition, will present a descriptive analysis of a multi-faceted partnership that has enhanced leadership development and education at both organizations.

Saturday, 10:30 am - 12:00 pm  
Hibiscus B

**Leadership and Culture (panel)**

**Moderator:** Nadyne Guzman, *College of Education, University of Colorado at Colorado Springs*

*Comparing the Effectiveness of Culture-focused and Individual-focused Leadership Practices at the Executive Level of Organizations*

Robert E. Colvin, *Christopher Newport University*

Popular literature seems to suggest that effective executives need to focus their leadership practices simultaneously on (1) culture-building/vision-setting, and (2) developing, coaching and mentoring individual followers. Is one of these two areas more important than the other for eliciting extra effort and support from followers? Attend this session and find out.

*Strategic Cross-Cultural Leadership in Transnational Projects*Victor Sohmen, *School of Business & Economics, Umea University, Sweden*

This is a theoretical study of strategic cross-cultural leadership (CCL) in transnational projects that are being relentlessly spawned by multinational enterprises. It develops a framework for empirical research based on three contemporary theories of leadership: connective, transformational and servant.

*What Leaders Should Do to Coordinate Decentralized Organizations*Suck-Chul Yoon, *College of Business Administration, Seoul National University, Korea*

What are leaders supposed to do to coordinate their decentralized organizations? The concept of coordination is analyzed in terms of total vs. partial optimization. Examples for discussion include former chairman Jack Welch of General Electric and ex-President Chung-Hee Park of Korea.

Saturday, 10:30 am - 12:00 pm

Orchard C

**Images of Leadership: The Ethics of Impression Management (panel)****Moderator:** Joanne B. Ciulla, *Jepson School of Leadership Studies, University of Richmond**Seeming to Be Real: The Leader as Image*Nathan Harter, *Department of Organizational Leadership, Purdue University*

Impression management raises ethical issues about appearances in wielding or using power. This session describes impression management and responds to three objections: 1) that impression management diminishes the role of the follower, presupposing the follower to be a dupe or stooge; 2) that impression management encourages deception; and 3) that impression management treats followers as objects to be manipulated, rather than as rational, autonomous subjects.

*Contesting Images: Shakespeare on Leadership and the Struggle for Identity*Michael Harvey, *Department of Business Management, Washington College*

In “Hamlet” and “Henry V,” Shakespeare explores how politics pushes leaders to reshape their identities into more public and strategically deployed selves, and he weighs the possible costs of this transformation. For better or worse, the management of identity emerges as crucial to the ruler’s art.

*Applying Impression Management: Gaining Trust, Using Caution*Taggart Smith, *Department of Organizational Leadership, Purdue University*

Leaders are watched for clues about priorities, values, and direction. Some suspect impression management as insincerely playing a role. How does impression management influence others? How else can leaders establish credibility? This presentation reflects on the impact of behavioral choices on followers by asking how leaders can reflect their true feelings and establish credibility.



Saturday, 10:30 pm – 12:00 pm  
Orchard A

**Leadership and Creating Organizational Buoyancy: Resurfacing After Being Plunged into Sudden Disaster (workshop)**

Edward E. Hampton, *Performance Perspectives, Oviedo, Florida*

Participants will gain perspective on shaping and developing leadership to deal with times of crisis and turmoil by exploring various models and chaos theory thru the lenses of vision, stakeholders, and communications. This session will seek to understand how leadership can provide a potent force to help with the human anxiety and suffering that often emerges with sudden disaster.

**CONCURRENT SESSION #5, SATURDAY 1:30 PM – 3:00 PM**

Saturday, 1:30 pm - 3:00 pm  
Brickell North

**Leadership and Democratization (panel)**

*The Political Leadership of President Kim Dae Jung: Transforming and Liberal?*

Dong-Jin Jang, *Department of Political Science, Yonsei University, Korea*  
Man Kwon Kim, *Department of Political Science, Yonsei University, Korea*

The presenters will analyze the dilemma presented by President Kim Dae Jung's political leadership in Korea. Since the recent economic crisis, external conditions require transforming, liberal reform, while internal conditions demand transactional and communitarian efforts. Bowing to strong internal demands, Kim has adopted a transactional, liberal leadership style, which this presenter will argue is the right choice for the Korean people.

*Presidential Leadership in Brazil's Democratic Consolidation*

Gamaliel Perruci, *McDonough Center for Leadership and Business, Marietta College*  
Stephen W. Schwartz, *McDonough Center for Leadership and Business, Marietta College*  
Sandra Kolankiewicz, *McDonough Center for Leadership and Business, Marietta College*

Since Brazil's return to civilian rule in 1985, the country has struggled to consolidate democratic rule. Presidential leadership has become a central theme in this debate about democratization. This presenter will examine recent civilian presidents, with a particular focus on current President Fernando Henrique Cardoso, and conclude that presidential leadership in Brazil is far from institutionalized as personal styles of leadership continue to plague the political system.

*Putin's Leadership in Russia: Toward Authoritarianism or Democracy?*

Mark Walker, *School of International Service, American University*

To resolve its historical antagonism between authoritarian rule and democracy, Russia must decide to identify either with the West or strike out again on its own. This paper will discuss the essential role President Vladimir Putin will play in Russia's future.

Saturday, 1:30 pm - 3:00 pm  
Orchard B

**Chaos Theory and Leadership Studies: Can We Teach This Stuff? (roundtable)**

John (Jack) S. Burns, *Whitworth College*

What are successful strategies for teaching chaos theory and leadership? This roundtable discussion is for those who are teaching or planning to teach about chaos theory and leadership. Together we will learn about what is being taught in this new theoretical arena, share the materials and experiences that are proving useful, and discuss the problems that have arisen.

Saturday, 1:30 pm - 3:00 pm

Brickell South

**Developing Youth Leaders Abroad (panel)**

**Moderator:** Elizabeth McGovern, *Academy of Leadership, University of Maryland*

*Gallaudet University's Study Abroad Program to Costa Rica*

Cristina Berdichevsky, *Foreign Language Department, Gallaudet University*  
 Andrea Shettle, *Social Work Department, Gallaudet University*

International Internships for Deaf College Students is a unique educational exchange program that provides a semester internship experience in Costa Rica for American deaf students and a semester's study and summer teaching practice at Gallaudet for Costa Rican deaf students.

*Global Leadership: Bringing Together Students From Around the World*

Heather McDougall, *Vision Resource Centre, Indiana University*

What is "global leadership" and how can it be taught to students from diverse countries and cultures? This presentation examines the concept of global leadership and the process of creating an international leadership program in Eastern Europe. It will include suggestions on how to structure a program for students from around the world and how to merge academics, community service, and cultural awareness.

*Leadership London: A Multicultural Leadership Development Experience*

Vernon A. Wall, *Iowa State University*  
 John Shertzer, *Iowa State University*

Iowa State University students from diverse backgrounds are given the opportunity to investigate how the concept of leadership is viewed in another country. Participants will learn how this program was started and what is included in the curriculum.

Saturday, 1:30 pm - 3:00 pm

Brickell Prefunction

**Global Leadership After September 11: Insights on the Core Issues of Transatlantic Leadership (panel)**

Franck Biancheri, *TIESWEB, France*  
 John Van Oudenaren, *European Affairs Department, Library of Congress*  
 Adrian Taylor, *Think Tools A.G., Zurich, Switzerland*  
 Brian Murphy, *European Union Center of the University System of Georgia*

In our global society, all problems and issues interact without any efficient political or institutional regulatory framework. Panelists will tackle the complex question of global leadership by looking first at the issues surrounding transatlantic leadership.

Saturday, 1:30 pm - 3:00 pm

Jasmine

**Developing the Self-Motivation to Take the Lead (workshop)**

Fran Kick, *Instruction & Design Concepts, Centerville, Ohio*

This upbeat, high-energy, positively enthusiastic program explores what it takes to develop the intrinsic drive to take the lead. Using an up-on-your-feet interactive presentation, the session is designed to create an increased awareness of how to bridge the gap between the theory of self-motivation and the practice of personal leadership.

Saturday, 1:30 pm - 3:00 pm

Brickell Center

**New Ways to Understand and Support Community Leadership (panel)**

Marian S. Krauskopf, *Ford Foundation, New York*  
Laura M. Chambers, *Advocacy Institute, Washington, DC*  
Bethany Godsoe, *Robert F. Wagner School of Public Service, New York University*  
Phill Wilson, *2001 LCW Award Winner, African American AIDS Policy & Training Institute, Los Angeles, California*

In this panel, partners from the Leadership for a Changing World award program will discuss what makes their program distinctive—its concept of leadership, outreach, leadership support structure, and focus on networking. The discussion will also cover the use of collaborative research as a developmental tool for leaders, offering a critical opportunity for reflective work.

Saturday, 1:30 pm - 3:00 pm

Orchard C

**Campus and Community Partnerships for Social Analysis and Problem Solving (paper)**

Richard A. Couto, *Jepson School of Leadership Studies, University of Richmond*

Evidence abounds that a community-based, problem-centered pedagogy is necessary for a leadership curriculum. Participatory action research provides this pedagogy and brings universities to an improved role in the civic infrastructure of their communities. Several specific projects will be examined for their content and the pedagogical guidance they provide.

Saturday, 1:30 pm - 3:00 pm

Hibiscus B

**Self-Monitoring: Impact on Emerging Leaders in Chinese and American Contexts (panel)**

Kathleen Campbell, *U.S. Military Academy*  
Donald Campbell, *U.S. Military Academy*  
Greg Dardis, *U.S. Military Academy*  
Scot Bemis, *U.S. Military Academy*

This panel will explore Chinese and American leadership, focusing on self-monitoring, the adjustment of one's behavior to meet the demands of individual situations and/or the expectations of others. Presenters will contrast self-monitoring and emerging leadership among Chinese-Singaporean and American young adults.

**CONCURRENT SESSION #6, SATURDAY 3:30 PM – 4:30 PM**

Saturday, 3:30 pm - 4:30 pm

Brickell Center

**Leadership in Applying Information and Communication Technology in Education: The Asian Experience (panel)**

Philip Hui, *The Hong Kong Institute of Education, PRC*  
Yidan Wang, *Asian Development Bank Institute, Japan*  
Victor Sze Kuen Lee, *School of Continuous Studies of the Chinese University of Hong Kong*

Panelists will discuss opportunities, challenges, and dilemmas in forming partnerships to address the challenges in applying ICT in education. They will also address the importance of strong leadership required in this process and in the context of the Asian experience.

Saturday, 3:30 pm - 4:30 pm

Hibiscus A

**Commitment and Context: Two Approaches to Non-Hierarchical Leadership Development and a Response from the Field (panel)**

Nancy S. Huber, *University of Arizona*  
 Lynda McDermott, *EquiPro International, New York*  
 Dennis C. Roberts, *Miami University of Oxford, Ohio*

It is important for college students to know that leadership is not reserved for the few elected and titled leaders on campus. Two presenters will describe how their different universities prepare students for effective leadership in the community or at work. Additionally, a business consultant will discuss the efficacy of higher education's response in today's changing global environment.

Saturday, 3:30 pm - 4:30 pm

Brickell North

**Invisible Leadership (paper)**

Gill Hickman, *Jepson School of Leadership, University of Richmond*  
 Georgia Sorenson, *Academy of Leadership, University of Maryland*

Some of the most adept leadership is invisible. Profound, this kind of leadership goes unnoticed, unmeasured, or unacknowledged—yet great change occurs. Components of invisible leadership include commitment to the great public values, empathy for and trust in others, and the lack of need for personal credit. Invisible leadership may have unintended costs—some surprising—that presenters will discuss.

Saturday, 3:30 pm - 4:30 pm

Hibiscus B

**The Leader as Futurist and Visionary (paper)**

Stephen C. Harper, *Department of Management and Marketing, University of North Carolina at Wilmington*

The accelerating, multifaceted, and discontinuous nature of change place a premium on having the ability to sense what may be over the horizon. Leaders who can position their organizations to capitalize on emerging opportunities, as well as minimize or eliminate potential threats, will be worth their weight in gold. Leaders who lack “anticipatory” skills are destined to be blind-sided by external forces that could jeopardize the organization's very existence.

Saturday, 3:30 pm - 4:30 pm

Orchard C

**Development of a Questionnaire to Measure Leadership Ethics (roundtable)**

Peter G. Northouse, *Department of Communication, Western Michigan University*

At this session, researchers, trainers, and consultants interested in assessing ethical leadership will discuss issues surrounding the development of a leadership ethics questionnaire. The questionnaire is based on a broad range of ethical theories (i.e., utilitarianism, egoism, altruism, duty, virtue, caring, honesty, and justice) and focuses on ethical leadership styles.

Saturday, 3:30 pm - 4:30 pm

Orchard A

**Co-producing Knowledge: Practitioners and Academics Working Together to Understand Leadership (roundtable)**

Sonia Ospina, *R.F. Wagner Graduate School of Public Service, New York University*  
 Richard Couto, *Jepson School of Leadership Studies, University of Richmond*

How can academics and practitioners work together to generate knowledge relevant to both? Presenters will discuss a research design based on action-research methodologies that can co-produce valid and credible practice-based knowledge and that also brings new voices and innovative insights about the theory and practice of leadership.

Saturday, 3:30 pm - 4:30 pm

Orchard B

### Ethical Leadership and Laws of Power (roundtable)

Tony Middlebrooks, *Cardinal Stritch University*

This roundtable examines the ethical challenges raised by the conscious and unconscious application of Laws of Power, specific behaviors intended to empower one to influence others while masking that intent. Participants will examine the Laws of Power, their role in leadership activity, and the ethical dilemmas prompted by their use.

Saturday, 3:30 pm - 4:30 pm

Brickell Prefunction

### Proposals for the Leadership That Can Bring Actual Peace to Ireland (paper)

Hugh O'Doherty, *Center for Public Leadership, Kennedy School of Government, Harvard University*

Third-party mediators left Ireland when a peace agreement was signed, and the world applauded too early. Now the world has abandoned Northern Ireland, not knowing what to do. This session presents data suggesting that parties don't begin the real work of peace making until after the agreement is signed, then proposes innovative, post-agreement roles for third parties.

Saturday, 3:30 pm - 4:30 pm

Brickell South

### Applying Leadership Theory (panel)

**Moderator:** Tracey T. Manning, *Department of Psychology, College of Notre Dame of Maryland*

#### *Transformational Leadership Predicts Leader Performance in West Point Cadets*

Paul T. Bartone, *U.S. Military Academy*

Gregory Dardis, *Department of Behavioral Science and Leadership, U.S. Military Academy*

An examination of the predictive value of transformational leadership style, as perceived and rated by subordinates, on the actual performance of cadet leaders at the U.S. Military Academy. Rated transformational leadership is correlated with military performance grades achieved during the senior year. These results demonstrate that leaders who are perceived as transformational by subordinates also perform more effectively in their leader roles, based on external criteria.

#### *Leadership & Personality: Research Pitfalls in Search of a Relation*

Karl Kuhnert, *Department of Psychology, University of Georgia*

Researchers have spent the past fifty years attempting to support the argument that leadership can be explained to some extent by the personality of the leader. Despite some success, the results of this research have been inconsistent and equivocal. This presentation will show researchers, practitioners and students how to minimize or overcome these methodological obstacles, and provide suggestions and guidelines for future research on leadership.

Saturday, 3:30 pm - 4:30 pm

Orchard D

### Waking Up IBM: The Distinction Between Leadership and Authority (workshop)

Riley M. Sinder, *Center for Public Leadership, Kennedy School of Government, Harvard University*

Engineer Grossman demonstrated leadership without authority when he walked into IBM headquarters unattended, wearing "a programmer's uniform of khakis and an open-necked shirt," to show top managers where they had missed the boat in planning IBM's business. To get maximum benefit from this experiential workshop, you should read first the article, "Waking Up IBM," available free at the book fair tables.

## *Special thanks to our inaugural members!*

### INSTITUTIONAL MEMBERS:

Academy of Leadership, University of Maryland	East Carolina University	New York University
Advocacy Institute	Emory University	Northwestern University
Albion College	Fire Dept. New York City	Omicron Delta Kappa
Alice Lloyd College	Florida A&M University	Our Lady of the Lake University
Allen and Associates	Gonzaga University	Pittsburg State University
American Association for Higher Education	Goucher College	Queens College of Charlotte
American College Personnel Association	Greenleaf Center for Servant- Leadership	Rice University
American Council on Education	Healthy Companies International	Salisbury University
Association of American Colleges and Universities	Johnson & Wales University	Student Leadership Institute
ASTD	Kennedy School of Government, Harvard University	Suffield Academy
Baldwin-Wallace College	Leadershape, Inc.	SUNY New Paltz
Barat College of DePaul University	Lord Corporation	The Peter F. Drucker Foundation
Birmingham-Southern College	Marietta College	University of Georgia
Centro de Liderazgo y Creatividad	Miami Fellows Initiative	University of Illinois
Children, Families and Community Initiative	Miami University	University of Massachusetts Boston
Claremont McKenna College	NASPA	University of New Brunswick
Cottey College	National Congress for Community Economic Development	University of New Mexico
	National League of Cities	University of Richmond
	Nebraska Wesleyan University	University of Southern California
		University of Texas at Austin
		University of Wisconsin- River Falls

### INDIVIDUAL MEMBERS:

Johanna Reed Adams	John (Jack) S. Burns	Garee W. Earnest	Katrina Harmon
Bradley R. Agle	Cynthia Cherrey	Felicia I. Ekejiuba	Stephen C. Harper
Chad Ahren	Kisuk Cho	Elizabeth (Liz) A. Faier	Nathan W. Harter
Laurien Alexandre	David D. Chrislip	Debra R. Faughn	Arlene Harvey
Serhan A. Al-Shammari	Marie A. Cini	William O. Faulkner	Michael P. Harvey
Robert E. Ankli	Joanne B. Ciulla	Carol Fimmen	Jason Heffner
Ted A. Baartmans	Don Clifton	Anne Fitzgerald	Lynn Hertrick Leavitt
Myrna Bair	Robert E. Colvin	Angela M. Flinn	Frances Hesselbein
Grace Barnes	Richard A. Couto	Gary B. Forbach	Gill R. Hickman
James L. Bearden	David A. Cowan	Carmen Foster	Douglas A. Hicks
Carol Beckerleg	Blenda L. Crawford	Paul Friedman	Elwood F. Holton III
Jeffrey C. Beeson	Barbara C. Crosby	Ping Ping Fu	Michael H. Hoppe
William H. Bentley	Jeffrey Cufaude	Harriett Mayor Fulbright	Peggy M. Houghton
Ann M. Berghout Austin	Beverly Dalrymple	Jim Fullerton	Nancy S. Huber
Marilena Beuses	Nikki L. Daniels	John Jacob Gardiner	Philip K. Hui
David Beveridge	Greg Dardis	Michael A. Genovese	Ashfaq Ishaq
Tim H. Blessing	Carol Dell'Amore	Thomas S. Graham	Doug Jackson
Ronit Bogler	Kathryn Denhardt	Oris T. Griffin-Howie	Michael W. Jackson
Juana Bordas	John P. Dentico	Ruth M. Guzley	Quinton Ivor Jamieson
Mary B. Breckenridge	Marcus W. Dickson	Nadyne Guzmán	Dong-Jin Jang
David Bugay	Diane L. Dixon	Michael Z. Hackman	William Keeton
James M. Burns	Susan Dunn	Edward E. Hampton	Fran Kick

Keith Kirkpatrick  
Susan R. Komives  
Robert Kramer  
Marian S. Krauskopf  
Christine A. Langone  
Jane D. Latcham  
Edith Lavender  
Peggy Lawlis  
Justus H. Lewis  
Carl A. Lindberg  
Jean Lipman-Blumen  
Ted J. Mable  
Denise E. Maleska  
Betty Ann Mancino  
Tracey T. Manning  
Marge Marriott  
Suzanne S. Martin  
Thomas E. Matthews  
Lorraine R. Matusak  
Michael J. McCormick  
Angela McCullough  
Lynda McDermott  
Patrick D. McDonough  
Neil G. McFarlane  
Molly McGowan  
Tara McKee  
William P. Mease  
Jeroen T. Meijer

Cara Meixner  
Doug Menikheim  
Tony Middlebrooks  
Cynthia K. Miller  
John Miller  
Francisco Mireles  
C. L. Wayne Moore  
Page S. Morahan  
Brian A.  
MorganArmstrong  
James L. Morrison  
Russ S. Moxley  
Bruce Murphy  
Burt Nanus  
Peter G. Northouse  
Robin A. Orr  
Francisco Pacheco  
Bruce L. Payne  
Ann M. Pennella  
Mary Persico  
John M. Phelan  
Kevin Phillips  
Dean Pielstick  
Rosemary Polegato  
Joe Potts  
Bonnie Pribush  
Terry L. Price  
Howard T. Prince

Norman W. Provizer  
Daniel J. Pugh  
Alfred R. Ramirez  
Julie L. Ramsey  
Timothy Rasnic  
William J. Reckmeyer  
Kristine M. Reid  
Claire Reinelt  
Hanan Reiner  
Juan Rivera  
Oleg Rodin  
Judy L. Rogers  
Raymond P. Rood  
Kenneth P. Ruscio  
Joseph C. Santora  
Carol H. Sawyer  
Laurie Schnarr  
John E. Shertzer  
Annebeth E. Sieswerda  
Jackie D. Simpson  
Craig Slack  
Bill Smedick  
Brent Smith  
Lynn Snyder  
Kerstin Soderlund  
Joan Solomon  
Georgia Sorenson  
Camille Stallings

Ignacio R. Suarez-Zuloaga  
Mary F. Sully de Luque  
Catherine C. Sweeney  
Shawn E. Swinigan  
Amy L. Taylor  
Steven E. Titus  
Mark Troyer  
Lois T. Vietri  
William Wadley  
Juanita Waits  
Lily Walker  
Mark C. Walker  
Vernon A. Wall  
Wendell J. Walls  
Yidan Wang  
Rex Waters  
Beverly Watts  
Brenda Whiteside  
Kathy Whitmire  
Jacqueline C. Williams  
Rob Williams  
Robert L. Williams  
Angela Woodward  
J. Thomas Wren  
Suck-Chul Yoon  
Dennis H. Young  
Mindy M. Young  
Ron Zee

#### STUDENT MEMBERS:

Omer Badawood  
Sean Barry  
Tricia Bertram Gallant  
Charles C. Blocher  
Kama Boland  
Karen Boothie  
Mary E. Braun  
Amanda Briggs  
Thomas M. Brodbeck  
Frank A. Cappadocia  
Jennifer L. Case  
Michael N. Christakis  
Joel G. Cohn  
Aisha Cooper  
Debra DeRuyver

Lisa J. Farinelli  
Nancy Franz  
Flossie Gomile-  
Chidyaonga  
Basak Gonen  
Michael W. Grojean  
Musue N. Haddad  
Katherine A. Harris  
El Ouafaa Irari  
Marlene F. Jenkins  
Marcus K. Kilian  
Lori M. Kinast  
Katherine Kinsman  
Jane Knight  
Anne Kohler

Bernice M. Ledbetter  
Nandi Lee  
Tonja Lee-Fall  
Jennifer Leigh  
Karen J. Lokkesmoe  
Adam Luecking  
Dwayne Marshall  
Brian P. McAndrew  
Heather R. McDougall  
Todd E. Murphy  
Elie Ngoma-Binda  
Iva V. Pavicic  
Ellen Pruyne  
Karl Radnitzer  
Tamela M. Ramos

David W. Rausch  
Sarah A. Reed  
Christian J. Resick  
John C. Ricketts  
Patrick J. Semtner  
William T. Shannon  
Pearl R. Smith  
Victor Sohmen  
Marie L. Ström  
Nancy Stutts  
Therese Swetnam  
Geoffrey R. Tumlin  
Rudy Vargas  
John W. Warner



The International Leadership Association (ILA) serves as a global network for all those with a professional interest in leadership.

ILA brings together public and private sector leaders, scholars, leadership educators and organizational development professionals from around the world to share information, resources and methods, while developing a deeper understanding of effective leadership.

At each annual conference, ILA works to:

- Build bridges among leadership scholars, educators and practitioners for the purpose of generating new ideas and practices in the field of leadership,
- Disseminate cutting-edge work in leadership theory and practice, and
- Further legitimize the study of leadership.

**International Leadership Association**

**Academy of Leadership**

University of Maryland  
College Park, MD 20742-7715

United States of America

Phone: 1.301.405-5218

Fax: 1.301.405.6402

Email: [ila@academy.umd.edu](mailto:ila@academy.umd.edu)

Web: [www.academy.umd.edu/ILA](http://www.academy.umd.edu/ILA)

---

*Plan now to attend next year's conference,  
November 14-17, 2002*