One of the unique tenets of the International Leadership Association (ILA) is the value placed on rigor and relevance at the nexus — the intersection — of theory and practice. James MacGregor Burns, one of the founders of the ILA, valued the criticality of working at this intersection. He believed strongly that theory guides practice and practice informs theory.

This strand of thought, present at the association’s inception, helped to embed intersectionality into the very heart of the ILA. Our core value as a member association is our fundamental commitment to strengthening ties between those who research and study leadership, those who teach and develop leadership, and those who engage in the practice of leadership.

The relationship between theory and practice is interdependent and interconnected. Leadership practice cannot be its best without being guided by substantive questions, research, and theory. Robust leadership theory must be grounded in principled, effective practice. An advance in one modifies the other.

This is not a new concept. Kurt Lewin, the 20th century psychologist famously said, “There is nothing so practical as a good theory” (Lewin, 1951, p. 169) and Leonardo da Vinci, the well-known Italian polymath, lived by the principle that “practice should always be based upon a sound knowledge of theory” (McCurdy, 1906, p. 212).

The ILA difference is the purposeful way in which our events and publications are designed with this in mind, bringing people together to mutually and simultaneously bridge theory and practice and spark those aha moments that move people’s thoughts and actions in ways that improve leadership outcomes locally and globally. The ILA creates space for its members and partners to convene in person and virtually across a wide geographic region and on far reaching topics about leadership. Our members network with each other to create new leadership models that are game changing. Along with program and financial highlights, we are pleased to spotlight a few of the examples of the work that is being done in this annual report.

Our members inspire us and others through their work. This past year we met in Brussels to explore Leadership in Turbulent Times through our plenary sessions, during and between concurrent sessions, and while breaking bread together to address leadership in this global time of uncertainty and ambiguity. At the 2018 global conference in West Palm Beach, Authentic Leadership for Progress, Peace & Prosperity, our members will once again ask the difficult questions about leadership and require from all of us the willingness to listen and learn from each other and to apply rigor to our research and relevance to our leadership practices to create a better future and a better world.

We are excited to share the achievements and challenges of this past year. Our continuing quest for excellence and the space we have claimed at the nexus of leadership theory and practice is our distinctive identity and unique contribution to the world. ILA will continue to host, evoke, and convene rigorous and relevant conversations at the intersection of leadership theory and practice as our founder James McGregor Burns espoused and as people throughout history such as Lewin and Leonardo, embodied.


These are the values of the International Leadership Association and they permeate everything we do.

As a global organization, the ILA celebrates the rich multiplicity of our members who hail from more than 70 countries and represent many different sectors, disciplines, and cultural identities. We value the expertise and knowledge that our members from the public and private sectors — scholars and researchers, C-suite executives and community leaders, educators and students, consultants and coaches, public servants and military leaders — bring to the table in the pursuit of new knowledge and more impactful leadership practices.

Our collective work to promote a deeper understanding of leadership knowledge and practice for the greater good of humanity has never been more important. The world needs better leadership and ILA is a preeminent place to tackle complex issues with complex thinking.

**TOP 5 MEMBERSHIP BENEFITS**

1. **CONFERENCES & EVENTS**: Member pricing to all ILA conferences and events.
2. **ONLINE RESOURCES**: Access to the latest leadership journals, book chapters, and ILA Interface content.
3. **WEBINARS**: Live and on-demand access to ILA Leadership Perspectives webinars.
4. **MEMBER COMMUNITIES**: Opportunities to participate in ILA member communities and serve on ILA committees.
5. **BOOK SERIES**: Complimentary copies or member pricing for ILA's Building Leadership Bridges series and Women & Leadership series.
**Our Mission**

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

**Our Commitment**

The principal means by which our mission is accomplished is through the synergy that occurs by bringing together our members and partners; collectively having a multiplier impact on leadership and change.

**Our Vision**

- Increase worldwide understanding of the importance of leadership to the conduct of human affairs
- Generate and disseminate evidence based research and develop new knowledge and practice
- Strengthen the ties between those who study and those who practice leadership
- Create and hold spaces for groundbreaking conversations and dialogue on leadership across all boundaries
- Provide resources that enable those we serve to address and impact complex leadership challenges in their local and global communities
Social Entrepreneurs: Innovators and Change Makers Tackling the World’s Toughest Problems Through Connective Leadership

Sarah Smith Orr, Sakena Yacoobi, and Jim Ayala

Sarah Smith Orr, Ph.D., first joined ILA in 2002, attending and presenting at ILA’s annual global conference in Seattle, Washington. Finding a home that welcomed both her academic and practitioner sides and one that aimed to make a difference in people’s lives, she has been a member ever since, participating in more than half a dozen ILA conferences — most recently, ILA Brussels.

Orr’s doctoral research is on the leadership behaviors social entrepreneurs utilize to succeed and drive sustainable, systemic change for some of society’s most pressing problems. Her dissertation examines the tools social entrepreneurs use, how they diagnose and solve challenges, and the cross-sector collaborations and community building initiatives they implement to advance innovative solutions for the public good.

In true ILA fashion, Orr joined with two of the entrepreneurs who participated in her research to present a panel at ILA Brussels on their work together at the intersection of leadership theory and practice. These social entrepreneurs, who are ILA group members, are contributing to the global good both through their system changing initiatives and through their contributions to our understanding of the effectiveness of particular leadership behaviors in these contexts.

Empowering Women, Children, and Communities in Afghanistan and Pakistan

Working at the grassroots level, empowering women and communities to find ways to bring education and health services to rural and poor urban girls, women, and other poor and disenfranchised Afghans is the quest of social entrepreneur Sakena Yacoobi, the founder and director of Afghan Institute of Learning (AIL). She established AIL to provide teacher training to Afghan women, support education for all, and provide health education to women and children — fostering self-reliance, critical thinking skills, and community participation throughout Afghanistan and Pakistan. AIL, now internationally recognized for its work, supported eighty underground home schools for 3,000 girls in Afghanistan after the Taliban closed girls’ schools in the 1990s and has provided education, training, and health services to 16 million Afghans since 1996.

Building a Gridless Electricity Network in the Philippines for Rural Development

Over 20 million people across the 7,654-island nation of the Philippines are trapped in a cycle of poverty because the country’s topography and regulatory bureaucracy prevents the electricity grid from reaching thousands of rural communities. Without reliable access to electricity, daily life for villagers is difficult, livelihood is constrained, and education and healthcare are grossly inadequate. To address energy poverty in his country, Jim Ayala, a social entrepreneur, is in the process of building a nationwide “gridless” electricity network. Ayala is the Founder and CEO of Hybrid Social Solutions Inc. and Chairman of Stiftung Solarenergie Philippines. He relies on partnerships instead of transmission lines to power remote households and enterprises.

By organizing like-minded partners comprising technology innovators, microfinance institutions, cooperatives, and NGOs, Ayala’s early stage social enterprises have enabled over 270,000 people in remote island areas to obtain low-cost, individual solar power plants that energize a range of lighting applications, appliances, and tools.
The Power of Purpose Symposium
21 April 2017 | Cambridge, UK

Over 50 CEOs, HR Directors, and Leadership Scholars from multinational corporations and universities around the world gathered to explore the question, “Does purpose drive stakeholder and shareholder value?” In this joint symposium between the ILA and the Møller Centre at Churchill College, University of Cambridge, participants worked together in facilitated discovery workshops to share valuable experiences and initiatives they had found to create momentum and engagement and to address what purpose meant to them individually and to their organizations. Participants worked in ten-table groups of scholars and practitioners, each with a Møller facilitator and scribe. The symposium illuminated the critical role of purpose as a unifying factor for successful organizations and the leadership theories that might be used to understand, improve, and interpret the conscious practice of organizations for the improvement of purpose-driven-leadership practice.

3rd Biennial Women and Leadership Conference
Advancing Women in Leadership: Cultivating Our Whole Selves
11-14 June 2017 | Rhinebeck, NY, USA

The peaceful, rejuvenating setting of the Omega Institute was the scene of 2017’s biennial women and leadership conference. Nearly 300 participants from around the world shared their knowledge and experience via thought-provoking presentations, interactive workshops, and engaged discussions organized around the themes in the ILA Women and Leadership Affinity Group’s Asilomar Declaration and Call to Action on Women and Leadership.

Conference highlights included: plenary sessions by best-selling authors and international trailblazers; fireside chats featuring inspiring leaders, the arts, and experiential learning; and special events showcasing Eleanor Roosevelt and Val-Kill, her nearby home. Working at the nexus of developing meaningful professional and personal connections while attending to one’s intellectual and physical wellbeing, the conference also offered participants distinctive opportunities for learning, networking, and reflection such as yoga, meditation, tai chi, hiking, reflective writing, and facilitated meal-time discussions.

2nd Leadership Education Academy
30 July – 3 August | Denver, CO, USA

With enrollment capped at 72, LEA provided an intensive, three and a half day, cohort-style training program for current or aspiring instructional and programmatic leadership educators in higher education. Participants included student affairs professionals, graduate students, and faculty from a variety of disciplines.

The ten facilitators included top leadership educators and published authors from the field who modeled best practices and provided opportunities for participants to engage in a practice-feedback-reflection loop. Participants also explored their own professional identities as a way to make meaning of how those identities shape what and how they teach.

19th Annual Global Conference
Leadership in Turbulent Times
12-15 October 2017 | Brussels, Belgium

More than 1000 participants from 53 countries gathered in the heart of Brussels to convene and connect around the theme of Leadership in Turbulent Times. In a time of stark contrasts and accelerated evolution, fundamental change towards co-creating ways of living together and leading together is needed. Presenters and keynotes tackled this challenge offering up the latest research, tools, and techniques in the field of leadership and exploring the nexus of leadership theory and practice to create more integrated solutions and positively impact our complex global and local environments.

Conference highlights included talks from two former European prime ministers, CEOs, government and nonprofit leaders, and leadership educators and researchers from around the world. Unique networking opportunities in Brussels; in-depth pre- and post-conference experiences; and more than 200 presentations, panels, and workshops wove a rich tapestry of leadership dialogue and aha moments that energized and inspired participants.
Women & Leadership: Research, Theory, and Practice

This year, volumes five and six of this cross-disciplinary series were published, extending the understanding of and contributing to the body of knowledge about women and leadership around the world.

Theorizing Women & Leadership: New Insights & Contributions From Multiple Perspectives

This volume highlights the diverse epistemologies that can contribute to theorizing about women leaders. Some chapters represent typical social scientific practices and processes, while others represent newer knowledge forms and ways of knowing. The chapters link their new findings to existing empirical or conceptual work and illustrate how the findings extend, amend, contradict, or confirm existing research. Written by women who represent multiple disciplines, cultures, races, and subject positions, this diversity extends into research paradigm and method. The chapters combine to illuminate the multiple ways of knowing about and being a woman leader and suggest future directions for quantitative, qualitative, and mixed-methods research.

Gender, Communication, and the Leadership Gap

This volume highlights the connections between the fields of communication and leadership to help address the problem of underrepresentation of women in leadership. Because women in leadership positions occupy a contested landscape, one goal of this collection is to clarify the contradictory communication dynamics that occur in everyday interactions, in national and international contexts, and when leadership is digital. Another goal is to illuminate the complexities of leadership identity, intersectionality, and perceptions that become obstacles on the path to leadership. Each chapter includes practical solutions from a communication and leadership perspective that all readers can employ to advance the work of equality.

Building Leadership Bridges

This series captures the best contemporary thinking at the nexus of leadership theory and practice. Exploring different leadership topics, each volume builds connections between how people research, imagine, develop, practice, and experience leadership.

Grassroots Leadership and the Arts for Social Change

Throughout history artists have led grassroots movements of protest, resistance, and liberation. They created dangerously, sometimes becoming martyrs for the cause. Their efforts kindled a fire, aroused the imagination and rallied the troops culminating in real transformational change. These artists have been overlooked or given too little attention in the literature on leadership. This volume explores the intersection of grassroots leadership and the arts for social change by accentuating the many victories artists have won for humanity. Through this volume, readers will experience the work of these brave figures, reflect on their commitments and achievements, and continue to dream a better world full of possibility.

Breaking the Zero-Sum Game: Transforming Societies Through Inclusive Leadership

In a world plagued by complex, “wicked” problems, escaping the win-lose dynamics of zero-sum game approaches is crucial for finding integrated, inclusive solutions to challenging issues. Resonating with both scholars and practitioners, this book provides a stunning journey around the globe with chapters covering a range of contexts and locales in which inclusive leadership has broken the zero-sum game to create more successful, resilient organizations and communities. Providing concrete examples and tools that leaders can start using from day one, the book challenges readers to take a stand, embrace the core message, and help bring about the transformations we all seek.

Global and Culturally Diverse Leaders and Leadership: New Dimensions and Challenges for Business, Education, and Society

This compelling book challenges existing paradigms of leadership and delivers an approach that is inclusive, promotes access for diverse leaders, and addresses the barriers that narrowly confine our perceptions and expectations of leaders. The book considers how the different world views and lived experiences of leaders may influence their leadership styles and explores diverse cultural leadership styles and paradigms of leadership that are dynamic, complex, globally authentic, and culturally competent. Redefining leadership as global and diverse, the authors impart a new understanding of the criteria for selecting, training, and evaluating leaders in the 21st century leading to more effective global leadership.
Leadership Perspectives

A series of live, interactive webinars that promotes a deeper understanding of leadership by featuring presenters from various sectors and disciplines who share the latest research, theories, tools, and tips.

The 2017 series featured 12 presentations on a variety of formats ranging from how-to, “7 Essential Steps to Making a Great Leadership Book Proposal,” to briefings from authors on their most recent books such as “Race and Social Change: A Quest, A Study, A Call to Action.”

Topics covered in 2017 included: women and leadership, development of emerging leaders, religious leadership, leadership in higher education, online leadership education, leading with emotional intelligence, and sustainability leadership.

Members who miss the live presentation are invited to view recording in ILA’s webinar archive, dating back to 2007.

George A. Papandreou, a longtime public servant and the Prime Minister of Greece from 2009 to 2011, was honored with ILA’s Distinguished Leadership Award. As Minister of Foreign Affairs, in 1999 Papandreou spearheaded the Greek-Turkish rapprochement and was a staunch supporter of Turkey’s candidacy in the EU. His experiences on the front lines of the Eurozone financial crisis provide an important lens for understanding Europe today and the continuing struggle, globally, to build inclusive, humane economies.

Currently, as President of the Socialist International, Papandreou continues to work on globalizing democratic institutions to meet the global economic challenges and challenges of the imagination that impede a fairer, more just world.

2017 Lifetime Achievement Awards — Honoring Individuals Who Significantly Influenced Leadership Knowledge and Practice

Robert Lord and Stella Nkomo were each honored with the ILA’s Lifetime Achievement Award for their respective accomplishments in advancing the field of leadership. Lord is Professor of Leadership at Durham University in the UK and a trailblazer in the study of leadership at the intersections of cognitive science and neuro-cognitive science. He is best known for his exploration of implicit leadership theories and how people experience and judge leaders and leadership processes. Nkomo is a noted scholar and consultant based at the University of Pretoria in South Africa and is the President of the Africa Academy of Management (AFAM). Though her work in AFAM, she has led the efforts to document, research, and share African leadership and management practices around the world.

Alan Bryman and James Meindl were honored posthumously. Bryman was one of the foremost experts on methodology who came to international acclaim with his book The Disneyization of Society. A proponent of mixed-methods research, Bryman was known for encouraging researchers to “consider the whole range of possibilities.” Meindl was a gifted social psychologist best known for his development of and work on the “romance of leadership” – a social constructionist approach to thinking about how people attribute organizational outcomes to leadership performance rather than other pertinent factors.

2017 Student Awards — Honoring the Next Generation of Leadership Scholars and Practitioners

Uzay Dural, an Assistant Professor in Organizational Psychology at Medipol University in Turkey was awarded the Fredric M. Jablin Doctoral Dissertation Award for, “Exposure-Induced Malleability of Implicit Prejudice toward Female Leadership: A Quasi-Experiment Following Municipality”-Akela MacLellan, a Talent & Leadership Development Consultant at LHH Knightsbridge and former Ph.D. student Industrial/Organizational Psychology at Saint Mary’s University in Halifax, Nova Scotia, Canada, won the Kenneth E. Clark Student Research Award for her paper, “The Role of Leaders in Motivating Their Subordinates at Work.” The awards are given each year in partnership with the Jepson School of Leadership Studies and the Center for Creative Leadership, respectively.

In ILA’s Student Case Competition, teams chose a contemporary socio-political-economic problem, analyze it using a leadership lens, and present their findings at the annual global conference. In 2017 undergraduate students from Kansas State University and graduate students from Northern Kentucky University took first place in their divisions. The Kansas State team of Suvana Badgett, Lauren Mertz, Emily Polston, and Bailey Porter explored, “The Militarization of the Police in the U.S.”, while the graduate team of Tern Enslen, Linnea Fletcher, and Karen Ramos won with their work, “Infant Mortality on a Global Scale: The Case for Saving Babies.”
Terence A. Dicks

My ILA Story

I'm a community-based minister, a liberation theologian, and community organizer. I have been what some call a leadership practitioner for years. My work focuses on empowerment, engagement, community change. I was honored to receive the Client Contribution Award (2016) from the National Legal Aid and Defender Association and Time Banks USA for my three decades of community service and involvement with Georgia Legal Services, where I am a board member.

Back in the 1990s, I started searching out books and information on leadership when I decided to run for public office. As part of my preparation, I did some research about those who had previously held leadership positions. I wanted to learn how to be effective, but I was stunned by the unethical lapses and ineffectiveness of so many public office holders. I turned to Nelson Mandela’s *Long Walk to Freedom* and biographies about Martin Luther King, Jr., John and Robert Kennedy, and others, which then led me to the book *Leadership*, written by James MacGregor Burns.

Although I’ve only been able to attend a few conferences in person, I often take my lunchtime to go through ILA’s online resources and uploaded presentations from conferences I’ve missed. In this way, I truly benefit from those conferences — and even the network, the relationships.

For example, back in 2002 I was chair of the Georgia Clients Council, a grassroots organization led by low-moderate income leaders. While I couldn’t make it to the ILA conference in Seattle, afterwards I went online and accessed the presentation by keynote speaker Arun Gandhi and was most impressed and inspired. Many years later, I was helping organize a MLK Why It Matters series of speakers and Arun Gandhi’s name was mentioned. Knowing that I could leverage my ILA network, I volunteered to contact him. He called back — you don’t get a voice mail from Arun Gandhi every day! — and he agreed to come to Augusta, Georgia. So, many years after his words first influenced me, we finally met face-to-face. This is the power of the ILA network.
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Governance Oversight

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

Financial Overview

Prudent financial management and a reliable cash flow has contributed to the ILA’s stability, readying it for a period of growth focused on expanding the Association’s reach, reputation, and resources. To expand our reach globally requires an investment of significant resources to augment the staff’s capacity, build visibility, increase member services, and expand operational capabilities. A two-year grant from the W.K. Kellogg Foundation and expanded conference offerings have provided resources to support our continued focus on global growth strategies.

FY 2017 Financial Summary

Revenue Earned

- Gifts & Grants: $137,102 (12%)
- Global Conference: $620,429 (53%)
- Topical Conferences: $97,029 (8%)
- Membership Dues: $285,373 (24%)
- Other: $31,814 (3%)
- Total Revenue Earned: $1,171,747

Expenses

- Program Services: $948,168 (84%)
- Management & General: $117,049 (11%)
- Fundraising: $60,124 (5%)
- Total Expenses: $1,125,341
- FY Net/Turnover: $46,406