Introducing the

MASTER OF ARTS IN
TRANSFORMATIONAL LEADERSHIP

Transformational leaders bring their body, mind and heart to work and have a deep sense of calling and purpose while helping others make their own meaning in the work they do. Transformational leadership lasts, and facilitates change in teams and organizations. Our students come from every corner of the workplace, and some are starting their first career or transitioning to a second or third.

Students that do not identify as religious but resonate with spiritual values and ethics are challenged by rubbing shoulders with students in classes that use religious or spiritual language and share about their traditions. This eclectic environment provides graduates with attentiveness and understanding, skills and language that connects with people holistically in real ways.

Courses include:
- Leadership, Personality & Cultures
- Social Analysis & Organizational Decision-making
- Integration of Transformational Leadership for Justice
- Spiritual Values & Meaning in the Public Square
- Leadership in a Pluralistic Society
- Spiritualities of Peacebuilding
& more

seattleu.edu/stm/matl

SEATTLEU
SCHOOL OF THEOLOGY AND MINISTRY
The environment can enhance our ability to be more conscious in how we learn, live, and lead. Formerly part of the Kumeyaay Indian Nation and later Mexico, San Diego has a reputation as one of the most beautiful and diverse communities in the world. Its local environs and perfect weather are sure to enrich your conference experience. This region has a long history of collective decision-making related to the land and the people who inhabit it. Close to the ocean, deserts, and mountains, the beauty of the natural world is very much part of the local consciousness.

From global warming, poverty, intolerance, and insidious violence, the news over the last year has been flooded with painful images of people suffering in our own communities and around the world. We – as leaders and learners – reflect, question, study, and often respond with the hope that our work will leave a lasting impact and improve the conditions of the world. Knowing that, as Albert Einstein succinctly and wisely said, “No problem can be solved from the same level of consciousness that created it,” the theme of this year’s global conference, “Conscious Leading,” encourages the ILA community to explore together how we can raise our consciousness to address these vexing problems. As ILA Leadership Legacy honoree Margaret Wheatley wrote in 2010 in YES! Magazine,

If we could sit together, surrendering our need to blame, reclaiming our capacity to think, taking in all the information available, I believe we’d find our way through to solutions… [and] we’d feel renewed by working together. We’d find energy for the work ahead. We’d shift from impotence to creativity.

The next few days will provide an abundance of traditional and non-traditional opportunities to follow the advice of Einstein and Wheatley. There is much to gain from being in this particular environment, with this group of knowledgeable individuals, at this time in our history. May we emerge from this conference with a heightened awareness of the power of conscious leadership, a greater understanding of our individual and collective realities, and a deeper commitment to leadership that leaves the world a better place for future generations.

On behalf of the ILA San Diego Planning Committee, welcome to San Diego, America’s Finest City!

Cheryl Getz
ILA 2014 Global Conference Chair
GREETINGS,

As we come together to share ideas, research, and best practices on leadership – and a little sunshine – the conference theme encourages us all to go deeper and proceed mindfully together. This conference is designed to provide you with opportunities to advance your own professional development as well as chances to explore new ideas. With a wide variety of participants, speakers, subjects, session formats, networking receptions, and specialty events, this conference offers you unparalleled options for learning, networking, and reflection.

From its first conference forward, the ILA has strived to build an intentional community that includes people from many professional roles, disciplines, generations, nationalities, cultures, approaches and sectors. Recently, the ILA’s membership surpassed 2,500 members from 69 countries – and with your help we will soon reach 3,000! As a result, it’s here where you can meet someone whose work you’ve admired for years as well as someone who is taking your work to the next level. It’s here where you can listen to new ideas and perspectives, learn new methods and piece together the best practices across several sectors or disciplines, or joyfully meet kindred spirits who share your commitment and focus.

Guided by the ILA’s organizational values – inclusion, impact, integrity, interconnection, interdisciplinary, and international perspectives – global conference chair Cheryl Getz and conference director Bridget Chisholm have collaborated with hundreds of ILA members, local volunteers, the ILA member communities, our Board of Directors, and staff in the planning and execution of what promises to be an amazing conference. We thank everyone involved in this conference’s success, including our keynote speakers, sponsors, exhibitors, and presenters. Their combined efforts have set new ILA records for the number of participants, sponsors, pre-conference workshops, presentations, and student case competition teams.

There are several milestones we celebrate together this weekend. Looking back, the first PhD in leadership was created 35 years ago at the University of San Diego and since then the field has grown exponentially. The ILA’s annual publication, *Building Leadership Bridges*, celebrates its 12th volume with the publication of *Leading with Spirit, Presence, & Authenticity*, Kathryn Goldman Schuyler, John Eric Baugher, Karin Jironet, Lena Lid-Falkman, editors. The journal *Leadership and the Humanities*, published by Edward Elgar in partnership with the ILA, celebrates its one-year anniversary. The first volume of the new ILA Women in Leadership book series, *Women and Leadership in Higher Education*, is available and will soon be followed by *Women as Global Leaders*, and the series editors Susan Madsen, Karen A. Longman, and Faith W. Ngunjiri have several more volumes under development. We want to recognize and thank every ILA member – named here or elsewhere – whose volunteer contributions have made possible these and other accomplishments.

Looking forward, the dates and locations for the next two global conferences are set so you can start making your plans to attend. 2015 brings us to Barcelona, Catalonia, Spain, to explore *Leading Across Borders and Generations* while continuing our global outreach strategy. The Call for Submissions awaits your ideas; we encourage you to look around during your time here and find co-presenters for next year. See the back page of this program for details.

In addition to the annual global conference, ILA events in 2015 will include *Advancing Women in Leadership: Waves of Possibilities*, June 7-10, at the historic Asilomar conference grounds on the Pacific Coast, and from August 2-5 the first ILA Leadership Education Academy will be held in Orlando. Plus, each month will bring an ILA webinar to your desktop.

There is so much happening in the ILA that we want to share with you. Please join us Sunday morning from 08:00 to 08:45 for the annual ILA membership meeting in Sapphire A to hear more about this year’s accomplishments and future plans.

Thank you for your participation this conference. We are so glad you are here.
Browse online descriptions at ila-net.org/auction. Place your bid from Thursday at 18:00 until Saturday at 19:00. High bidders should come to the ILA Office (Sapphire 402) Sunday (office closes at noon).

Bid Early and Bid Often!

Don’t miss your chance to win services including coaching, consulting, and online teaching with thought leaders including:

Ron Heifetz
Betsy Myers
Ron Riggio
Meg Wheatley
and others
Department of Leadership Studies
Outstanding Leadership Book Award
Celebrating the Power to Influence Thought

Announcing the 2014 Finalists:

Award Presentation and Reception
Thursday, October 30, 2014
Hilton Bay Front Hotel * Sapphire Balcony * 7 p.m.

Please join us in our ongoing recognition of leadership as a valued practice at our award presentation and reception. The first 75 attendees will receive a free drink coupon.

Nominate a book for the 2015 Award now!

Department of Leadership Studies
(619) 260-4637
leadershipstudies@sandiego.edu
www.sandiego.edu/leadership-book-award
2014 AGENDA OVERVIEW

Space permitting, all events are open to all conference participants, unless otherwise indicated as a ticketed event.

**Wednesday, October 29**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>14:00 - 17:00</td>
<td>ILA Registration Desk Open</td>
<td>Sapphire Foyer</td>
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<tr>
<td>14:00 - 17:00</td>
<td>ILA Office Open</td>
<td>Sapphire 402</td>
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**Thursday, October 30**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>07:30 - 18:00</td>
<td>ILA Registration Desk Open</td>
<td>Sapphire Foyer</td>
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<tr>
<td>07:30 - 17:00</td>
<td>ILA Office Open</td>
<td>Sapphire 402</td>
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</table>

2014 ILA PRE-CONFERENCE WORKSHOPS

If you want to register onsite for a pre-conference, please see the ILA staff in Sapphire 402. For more information on the pre-conference workshops see pages 24-25.

**MORNING | 09:00 - 12:00**

- Cultivating Global Change by Growing Global Leaders
- Deepening Self-Awareness in Relationship: A Mind, Body, Spirit Yoga Workshop
- The Making of Ethical Marines
  Meet in Hotel Lobby at 08:15

**AFTERNOON | 13:00 - 16:00**

- Exploring the Value of Expeditionary Leadership Education
  Meet in Hotel Lobby at 12:30
- High Velocity Coaching:
  Developing C-Suite Leaders
  When the Stakes are High
- Legacy Consciousness: Leading with Intention in a Pluralistic World

**FULL DAY | 09:00 - 16:00**

- Riding the Waves of Change: What Surfing Offers the Practice of Leadership
  Meet in Hotel Lobby at 08:30
- 2014 International Followership Symposium
- Advancing Theories of Women and Leadership
  Sponsor: Cabrini College
- Consciously Leading in the Shadow of the Unconscious: An Experiential Workshop
- Discover, Magnify, Connect:
  Cultivating Appreciative Leadership for Global Good
  Meet in Hotel Lobby
  Sponsor: Fielding Graduate University
- Leadership in the Classroom:
  Developing a Leadership Curriculum
- Preparing Stewards of the Leadership Field:
  A Workshop on Doctoral Education
  Sponsor: Indiana Wesleyan University

About the times:
Times are listed using the international 24-hour format. To convert to the 12-hour format, simply subtract 12. For example, 16:00 is 4:00 p.m.
### Thursday, October 30

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>15:30 - 16:15</td>
<td>ILA Member Community Welcome Tables*</td>
<td>Sapphire A</td>
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<tr>
<td>15:30</td>
<td>Exhibit Halls Open ◊</td>
<td>Sapphire Ballroom</td>
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<tr>
<td>16:30 - 18:00</td>
<td>Opening Plenary Session</td>
<td>Sapphire Ballroom</td>
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<td></td>
<td>• Conference Opening, Cheryl Getz, ILA 2014 Global Conference Chair</td>
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<td></td>
<td>• Expanding the Network, Cynthia Cherrey, ILA President</td>
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<td></td>
<td>• Leadership Legacy Award Presentation to Meg Wheatley</td>
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<td></td>
<td>• Kenneth E. Clark Student Research Award Presentation</td>
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<td></td>
<td>• <em>Universal Principles that Create a Path for Conscious Leading</em>,</td>
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<td></td>
<td>A.T. Ariyaratne, leader and spiritual guide of the Sarvodaya</td>
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<td></td>
<td>Shramadana Movement</td>
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<tr>
<td>18:00</td>
<td>ILA Silent Auction Bidding Opens†</td>
<td>Sapphire Foyer</td>
</tr>
<tr>
<td>18:00 - 19:30</td>
<td>Welcome Reception!</td>
<td>Sapphire Ballroom</td>
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<tr>
<td></td>
<td>Sponsor: School of Leadership and Education Sciences, University of</td>
<td></td>
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<tr>
<td></td>
<td>San Diego in celebration of the 35th Anniversary of their doctoral</td>
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<tr>
<td></td>
<td>program</td>
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<tr>
<td>18:00 - 19:30</td>
<td>ILA Member Community Welcome Tables*</td>
<td>Sapphire A</td>
</tr>
<tr>
<td>18:00 - 19:30</td>
<td>8th Annual Student Case Competition Poster Showcase†</td>
<td>Sapphire E</td>
</tr>
<tr>
<td>18:15 - 19:15</td>
<td>Meet &amp; Greet ILA Leadership Legacy Honoree Meg Wheatley†</td>
<td>Sapphire 411</td>
</tr>
<tr>
<td>19:00 - 20:00</td>
<td>USD Department of Leadership Studies</td>
<td>Sapphire Terrace</td>
</tr>
<tr>
<td></td>
<td>Outstanding Leadership Book Award Presentation and Reception†</td>
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</table>

### Friday, October 31

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>07:00 - 07:45</td>
<td>Reflective Writing as a Way into Deeper Knowing†</td>
<td>Aqua 300</td>
</tr>
<tr>
<td>07:00 - 07:45</td>
<td>Exploring the Connection and Alignment</td>
<td>Promenade Plaza</td>
</tr>
<tr>
<td></td>
<td>of Leadership Through Yoga†</td>
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</tr>
<tr>
<td>07:30 - 08:45</td>
<td>Conference Colleagues Networking†</td>
<td>Sapphire Terrace</td>
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<td></td>
<td>Sponsor: National University</td>
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<tr>
<td>07:30 - 18:00</td>
<td>ILA Registration Desk Open</td>
<td>Sapphire Foyer</td>
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<tr>
<td>07:30 - 17:00</td>
<td>ILA Office Open</td>
<td>Sapphire 402</td>
</tr>
<tr>
<td>07:30 - 08:45</td>
<td>ILA Member Community Open Meetings*</td>
<td>Sapphire M</td>
</tr>
<tr>
<td></td>
<td>Leadership Development Member Interest Group</td>
<td>Aqua Salon C</td>
</tr>
<tr>
<td></td>
<td>Peace Leadership Affinity Group</td>
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</tr>
</tbody>
</table>

◊ See page 12 for information about the exhibit hall   † See page 27 for information about the special events
* See page 18 for information about the Member Communities
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00 - 08:45</td>
<td>Morning Coffee and Tea</td>
<td>Time to Visit Sponsors &amp; Exhibitors ◊</td>
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<tr>
<td>08:00 - 17:00</td>
<td>Exhibit Hall Open ◊</td>
<td>Sapphire Ballroom</td>
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<tr>
<td>09:00 - 10:00</td>
<td>Concurrent Session 1</td>
<td>See pages 35-41</td>
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<tr>
<td>10:15 - 11:30</td>
<td>Concurrent Session 2</td>
<td>See pages 43-51</td>
</tr>
<tr>
<td>11:30 - 13:15</td>
<td>Free Time, Ticketed Lunch, or Community Meeting</td>
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<tr>
<td>11:45 - 13:15</td>
<td>CEO Reflections on Mindful Leading in Organizations Lunch Panel+</td>
<td>Indigo H</td>
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<td>(Ticketed event; tickets may still be available at the ILA office)</td>
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<td>Sponsors: Benedictine University’s Center for Values-Driven Leadership</td>
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<td></td>
<td>Royal Roads University</td>
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<tr>
<td>11:45 - 13:15</td>
<td>ILA Member Community Open Meetings*</td>
<td>Aqua Salon C</td>
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<td></td>
<td>Ethics Forum Learning Community</td>
<td>Sapphire M</td>
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<td></td>
<td>Public Leadership Member Interest Group</td>
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<tr>
<td>13:00 - 14:30</td>
<td>Concurrent Session 3</td>
<td>See pages 53-59</td>
</tr>
<tr>
<td>14:45 - 15:45</td>
<td>Concurrent Session 4</td>
<td>See pages 63-69</td>
</tr>
<tr>
<td>15:45 - 16:15</td>
<td>Refreshment Break</td>
<td>Time to Visit Sponsors and Exhibitors ◊</td>
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<tr>
<td>16:15 - 17:35</td>
<td>Interactive Roundtable Discussions</td>
<td>Sapphire Ballroom</td>
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<td></td>
<td>See pages 70-77</td>
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<tr>
<td>16:15 - 17:30</td>
<td>6th Annual Emerging Scholars Reasearch Consortium</td>
<td>Sapphire E</td>
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<td>Sponsor: University of Phoenix</td>
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<td></td>
<td>See page 78</td>
<td></td>
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<tr>
<td>17:30 - 18:30</td>
<td>Member Community Open Meetings*</td>
<td>Sapphire I</td>
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<td></td>
<td>Business Leadership Member Interest Group</td>
<td>Sapphire 411</td>
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<td></td>
<td>Followership Learning Community</td>
<td>Sapphire M</td>
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<td></td>
<td>Leadership Education Member Interest Group</td>
<td>Sapphire 400</td>
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<td></td>
<td>Philosophy, Religion, &amp; Worldviews Learning Community</td>
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<tr>
<td>18:00 - 19:30</td>
<td>Jossey-Bass Hosted Reception for Leadership Educators+</td>
<td>Aqua Salon A</td>
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<tr>
<td>19:30 - 22:00</td>
<td>Deans, Directors, and Chairs Dinner Cruise+</td>
<td>San Diego Bay</td>
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<td>(Ticketed event; tickets may still be available at the ILA office)</td>
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<td></td>
<td>Sponsors: Indiana Wesleyan University</td>
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<td></td>
<td>The New York Times in Education</td>
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<tr>
<td>19:30 - 22:00</td>
<td>Youth Leadership Networking Dinner+</td>
<td>Harbor House Restaurant</td>
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<td>(Ticketed event; tickets may still be available at the ILA office)</td>
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<tr>
<td></td>
<td>Sponsor: Antioch University</td>
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<tr>
<td>20:00 - 22:00</td>
<td>Sugar Skull Making+</td>
<td>Aqua 300</td>
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</tbody>
</table>

◊ See page 12 for information about the exhibit hall  
+ See page 27 for information about the special events  
* See page 18 for information about the Member Communities
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>07:00 - 07:45</td>
<td>Reflective Writing as a Way into Deeper Knowing(^+)</td>
<td>Aqua 300</td>
</tr>
<tr>
<td>07:00 - 07:45</td>
<td>Mind &amp; Spirit: Embodied Leadership(^+)</td>
<td>Aqua Salon C</td>
</tr>
<tr>
<td>07:30 - 08:45</td>
<td>Ethics and Social Media Breakfast(^+) (Ticketed event; tickets may still be available at the ILA office)</td>
<td>Sapphire E</td>
</tr>
<tr>
<td>07:30 - 17:00</td>
<td>ILA Office Open</td>
<td>Sapphire 402</td>
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<tr>
<td>07:30 - 18:00</td>
<td>ILA Registration Desk Open</td>
<td>Sapphire Foyer</td>
</tr>
<tr>
<td>08:00 - 08:45</td>
<td>Morning Coffee and Tea</td>
<td>Time to Visit Sponsors &amp; Exhibitors (\textcircled{1})</td>
</tr>
<tr>
<td>08:00 – 19:00</td>
<td>Exhibit Hall Open (\textcircled{1})</td>
<td>Sapphire Ballroom</td>
</tr>
<tr>
<td>09:00 - 10:15</td>
<td>Plenary Session</td>
<td>Sapphire Ballroom</td>
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<tr>
<td></td>
<td>* Fredric M. Jablin Doctoral Dissertation Award Presentation</td>
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<td></td>
<td>* Leadership Legacy Award Presentation to Peter Drucker (posthumous)</td>
<td>See page 15</td>
</tr>
<tr>
<td></td>
<td>* Leading from the Emerging Future: From Ego-system to Eco-system Economics, Otto Scharmer, MIT senior lecturer; founding chair of the Presencing Institute</td>
<td>See page 13</td>
</tr>
<tr>
<td></td>
<td>* Invitation to Barcelona, Michael Brandenburg, 2015 Conference Chair</td>
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</tr>
<tr>
<td>10:30 - 11:45</td>
<td>Concurrent Session 5 (\textcircled{2})</td>
<td>See pages 79-85</td>
</tr>
<tr>
<td>11:45 - 13:15</td>
<td>Free Time, Ticketed Lunch, or Community Meeting</td>
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<tr>
<td>12:00 - 13:15</td>
<td>Member Community Open Meetings(^*)</td>
<td>Sapphire I</td>
</tr>
<tr>
<td></td>
<td>* Arts and Leadership Learning Community</td>
<td>Sapphire M</td>
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<td></td>
<td>* Leadership Scholarship Member Interest Group</td>
<td>Sapphire E</td>
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<tr>
<td>13:45 - 13:15</td>
<td>Women &amp; Leadership Networking Luncheon(^+) (Ticketed event; tickets may still be available at the ILA office)</td>
<td>Sapphire Terrace</td>
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<td>(\textcircled{3}) Sponsors: School of Leadership and Education Sciences, University of San Diego</td>
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<tr>
<td>13:30 - 15:00</td>
<td>Concurrent Session 6 (\textcircled{2})</td>
<td>See pages 87-95</td>
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<tr>
<td>15:00 - 15:30</td>
<td>Refreshment Break</td>
<td>Time to Visit Sponsors &amp; Exhibitors (\textcircled{1})</td>
</tr>
<tr>
<td>15:45 - 17:15</td>
<td>Concurrent Session 7 (\textcircled{2})</td>
<td>See pages 97-105</td>
</tr>
<tr>
<td>17:30 - 19:00</td>
<td>Networking Reception &amp; Author Book Signing(^+)</td>
<td>Sapphire Ballroom</td>
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<tr>
<td></td>
<td>* Last chance to visit the Exhibit Hall (\textcircled{1})</td>
<td>See pages 110-111</td>
</tr>
<tr>
<td>17:30 - 19:00</td>
<td>Hosted Poster Session (\textcircled{1})</td>
<td>Sapphire Ballroom</td>
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<td></td>
<td>(\textcircled{4}) Sponsor: Eastern University Ph.D. in Organizational Leadership</td>
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<tr>
<td>17:30 - 18:30</td>
<td>Member Community Open Meetings(^*)</td>
<td>Sapphire I</td>
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<tr>
<td></td>
<td>* Arts &amp; Leadership Learning Community</td>
<td>Sapphire M</td>
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<tr>
<td></td>
<td>* Sustainability Leadership Learning Community</td>
<td>Sapphire E</td>
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<tr>
<td></td>
<td>* Women &amp; Leadership Affinity Group</td>
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</tbody>
</table>

\(\textcircled{1}\) See page 12 for information about the exhibit hall  \(^+\) See page 27 for information about the special events  
\(^*\) See page 18 for information about the Member Communities
Saturday, November 1

17:30 - 19:30  8th Annual Student Case Competition Final Presentations*
   Graduate Student Division  Aqua Salon C
   Undergraduate Student Division  Aqua Salon D
*Sponsors: The New York Times in Education
   Wright State University

19:00  Silent Auction Bidding Closes+
   Sapphire Foyer

19:00 – 20:00  Sponsor Appreciation Reception
   Hosted by the ILA Board of Directors (by invitation)

20:00 – 21:00  Evening Meditation with A.T. Ariyaratne+
   Sapphire A

REMINDER!! Daylight Savings Time ends here in the early hours of Sunday, Nov. 2, at 2:00 a.m.
Please remember to set your clocks back one hour.

Sunday, November 2

07:00 - 07:45  Reflective Writing as a Way into Deeper Knowing+
   Aqua 300

07:00 - 07:45  Exploring the Connection and Alignment of Leadership Through Yoga+
   Promenade Plaza

07:30 - 12:00  ILA Registration Desk Open
   Sapphire Foyer

07:30 - 12:00  ILA Office Open
   Sapphire 402

08:00 - 08:45  Morning Coffee and Tea
   Sapphire Foyer

08:00 - 08:45  ILA Membership Meeting+
   Sapphire A

09:00 - 10:00  Concurrent Session 8
   See pages 115-120

10:15 - 11:45  Concurrent Session 9
   See pages 121-128

11:45 - 12:45  Free Time

13:00 - 14:00  Concurrent Session 10
   See pages 129-133

14:15 - 15:30  Closing Plenary Session
   Turning Personal Challenges into Opportunities for Conscious Leadership, Connie Matsui, vice chair of the San Diego Foundation, former executive vice president, Knowledge and Innovation Networks, Biogen Idec, Inc.
   Leadership Legacy Award Presentation to Jerry Hunt (posthumous)
   Student Case Competition Award Presentation
   Closing Remarks, Cheryl Getz, ILA 2014 Global Conference Chair
   Sapphire Ballroom

16:00 - 17:30  2015 ILA Global Conference Planning Meeting+
   Everyone is invited to bring your ideas!
   Sapphire 400

◊ See page 12 for information about the exhibit hall  + See page 27 for information about the special events
* See page 18 for information about the Member Communities
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**VISIT THE 2014 EXHIBITORS**

The exhibit area is open Thursday at 16:30 through Saturday evening. Exhibitors are encouraged to stand with their booths whenever concurrent sessions or keynotes are not happening.

Morning coffee and afternoon breaks will be served in the exhibit area on Friday and Saturday and the Thursday and Saturday receptions take place here as well! Please spend some time visiting with the exhibitors and sponsors.

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To exhibit at ILA 2015 in Barcelona, visit [www.ila-net.org/Conferences/2015/Sponsor-Opp.htm](http://www.ila-net.org/Conferences/2015/Sponsor-Opp.htm)
**THURSDAY, OCT. 30 | 16:30 – 18:00 | SAPPHIRE BALLROOM**

**A.T. Ariyaratne**

**Universal Principles That Create a Path for Conscious Leading**

A.T. Ariyaratne is the founder and spiritual guide of the Sarvodaya Shramadana Movement, which he began in 1958. Founded during a time of civil unrest and ethnic strife, Sarvodaya works in more than 15,000 villages in Sri Lanka and brings together people from all ethnic and religious groups to build safe and peaceful villages. As the recipient of numerous prestigious peace awards and prizes – including the Ghandhi Peace Prize – Ariyaratne's work has been recognized around the world. He believes that all people can awaken themselves to the world, and – by compassionately laboring together – it is possible to build stronger, peaceful communities and create social change through non-violent means. He travels widely to share his message of, what he terms, Buddhist Economics, and to lead peace marches and meditations with millions of people.

**SATURDAY, NOV. 1 | 09:00 – 10:15 | SAPPHIRE BALLROOM**

**Otto Scharmer**

**Leading from the Emerging Future: From Ego-System to Eco-System Economics**

Otto Scharmer is a senior lecturer at the Massachusetts Institute of Technology's Sloan School of Management (MIT), and founding chair of the Presencing Institute. Scharmer chairs the MIT IDEAS program and helps groups of diverse stakeholders from business, government, and civil society to innovate at the level of the whole system. He co-founded the Global Wellbeing and Gross National Happiness (GNH) Lab, which links innovators from Bhutan, Brazil, Europe, and the United States in order to move beyond GDP. He is working with governments in Africa, Asia, and Europe and has delivered award-winning leadership and innovation programs for clients including Alibaba, Daimler, Eileen Fisher, Fujitsu, Google, Natura, and PriceWaterhouse. Scharmer currently is a vice chair of the World Economic Forum’s Global Agenda Council on New Leadership Models and holds a Ph.D. in Economics and Management from Witten-Herdecke University in Germany.

**SUNDAY, NOV. 2 | 14:15 – 15:30 | SAPPHIRE BALLROOM**

**Connie Matsui**

**Turning Personal Challenges into Opportunities for Conscious Leadership**

Connie Matsui is a vice chair of the San Diego Foundation, which works to ensure effective philanthropy in the region by promoting research-based community solutions to create a better future. She has achieved excellent results as a strategic leader, consensus builder, and change agent in several organizations pursuing growth, transformation, and renewal. As a member of the executive leadership team during the merger of Biogen and Idec Pharmaceuticals into Biogen Idec, she contributed to the transformation of a 100-person biotech startup into a global biopharmaceutical company specializing in oncology, neurology, and immunology with over 4,000 employees. Since her retirement in 2009, Matsui has been refiring her passions toward social innovation, entrepreneurship, and life-long learning by serving on the boards of several companies and organizations including Halozyme Therapeutics, the Balboa Park Conservancy, and the World Foundation for Girl Guides and Girls Scouts.
LEADERSHIP LEGACY PROGRAM

Honoring luminaries in the field with the ILA Lifetime Achievement Award

Initiated in 2008, the Leadership Legacy Program honors individuals who have made a significant contribution to the field of leadership throughout the course of their careers. Each recipient of ILA’s Lifetime Achievement Award is recognized and their work celebrated at our global conference as well as after the conference via a virtual Legacy Wall. The ILA thanks Larraine Matusak for her leadership in creating this project and for her founding sponsorship. We also wish to thank the Randall L. Tobias Center for Leadership Excellence at Indiana University for conducting oral histories with our recipients, which are available online at www.ila-net.org/legacy.

PAST HONOREES
John Adair
Bernard Bass
Warren Bennis
James MacGregor Burns
Max De Pree
Alice Eagly
Fred Fiedler
Mary Parker Follett
John Gardner
Frances Hesselbein
Ed Hollander
Robert House
Manfred Kets de Vries
Jean Lipman-Blumen
Russ Mawby
Henry Mintzberg
Joseph Rost
Edgar Schein
Ralph Stogdill
Ron Walters

2013 Honoree Henry Mintzberg (right) holds an informal discussion with former ILA vice chair Brad Jackson.

2013 Honoree Alice Eagly (left) displays her Lifetime Achievement Award, presented by ILA Chair Gamaliel Perruci.

2008 Honoree James MacGregor Burns (center) with attendees from the University of Richmond.
Peter Drucker (posthumous)  
Award given during Saturday’s plenary  
1909 - 2005
Peter Drucker’s passion for good management practices came naturally. Growing up in a suburb of Vienna, Austria, he was exposed to leading intellectuals who frequented weekly soirées at the Drucker family home, and he learned about the dark side of leadership when two of his early essays were banned by the Nazi’s – prompting his relocation to the UK and then to the U.S. He understood deeply that “management affects people and their lives” and dedicated himself to writing, teaching, and influencing leaders for the good of organizations and society. As Rosabeth Moss Kanter pointed out in 2009 in the *Harvard Business Review*, three recurrent themes run through Drucker’s 39 books and numerous articles: Management is a profession whose professionals’ primary purpose should be the long-term health of organizations, which includes the consideration of social well-being, not just profit; employees in an information society require a purpose – other than earning money – for their work; and nonprofits are critical in creating a healthy society in which business can thrive. Known for his uncanny ability to predict significant societal shifts, a vast network of people continues to apply his principles to organizations today.

James G. Hunt (posthumous)  
Award given during Sunday’s plenary  
1932 – 2008
Jerry Hunt’s impact on the development of leadership studies as a field of inquiry cannot be underestimated. He was a one man association – organizing leadership conferences, shaping the field as the editor of the *Journal of Management*, and developing *The Leadership Quarterly* as the premier journal in the field – all while conducting and publishing his own scholarship, including *Leadership: A New Synthesis*, which was a book award finalist. Hunt tirelessly mentored emerging scholars and championed the notion that academics should not just talk to each other, but should work to integrate and advance knowledge across domains. Through the Southern Illinois University biennial symposium on leadership research in the 1970s and 1980s, he gathered scholars to debate the most important questions facing the study of leadership and published the results in the Leadership Symposia Series – outlining a research agenda for the field for years to come. He was founding director of Texas Tech University’s Institute for Leadership Research, a Fellow of the Academy of Management and chair of its Organizational Behavior Division, and served as president of the Southern Management Association, where the Sustained Outstanding Service Award is named after him.

Margaret J. Wheatley  
Award given during Thursday’s plenary
Meg Wheatley shifted the field of leadership in 1992 with the publication of her book, *Leadership and the New Science*. The book was a revelation to scholars and leadership professionals, utilizing systems thinking, quantum physics, and chaos theory to create a new paradigm of organizational change and development. A bestseller, *Leadership and the New Science* has been translated into 17 languages and is currently available in its third edition. At the same time, she co-founded, in 1991, The Berkana Institute, a global charitable foundation that worked for 20 years applying the principles of living systems to organizations around the world and creating healthy and resilient communities. Currently in hibernation, Berkana continues to blaze new organizational paths by experimenting with what happens when an organization purposefully enters a reflective period of stillness. Wheatley’s recent books all address, from different entry points, the darkness that exists in the world and how humanity can rediscover hope, learn perseverance, and strengthen our communities to work together to meet challenges, meaningfully contribute, and make a difference. Her latest book is *So Far from Home: Lost and Found in Our Brave New World* (Berrett-Koehler, 2012).
Our Mission
The International Leadership Association (ILA) is the global network for all those who practice, study, 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 to Realize the Mission of the ILA
The principal means by which our mission is accomplished is through the synergy that occurs by bringing together public and private sector leaders, scholars, educators, businesses, consultants, and students from many disciplines and many nations.

Our Vision
The ILA will be valued for its expertise in developing and advancing leadership knowledge and practice worldwide. The ILA strives to:

• Strengthen ties between those who study and those who practice leadership;
• Serve as a forum where people can share ideas, research, and practices about leadership;
• Foster effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and
• Generate and disseminate interdisciplinary research and develop new knowledge and practices.

Our Values
**Inclusion:** Fosters and promotes broad and diverse membership engagement.

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

**Integrity:** Insists upon effective and ethical leadership practices and sound scholarship.

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

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

**International perspectives:** Respects cultural contexts and facilitates learning and networking across national boundaries.

Strategic Plan
The ILA Board of Directors is responsible for developing and monitoring the Strategic Plan that guides the Association. Available online, it includes the following Strategic Imperatives for 2013–2017:

• Advance the global study and practice of leadership
• Develop and engage a more global and diverse membership
• Strengthen ILA as a dynamic, sustainable global organization

Learn more at ila-net.org
Scott Allen
Chair, ILA Board Development Committee; Assistant Professor of Management, John Carroll University

Janis Bragan Balda
Associate Professor of Sustainable Enterprise, Unity College

Michael Brandenburg
Chair, ILA 2015 Global Conference; IESE Business School, University of Navarra

Ira Chaleff
President, Executive Coaching & Consulting Associates

Cynthia Cherrey
Vice President for Campus Life, Princeton University

Jane Edmonds
Vice President for Governance, Babson College

Martin Fitzgerald
Associate Professor, Leadership and Management Faculty of Business and Law, The University of Newcastle

Kathryn Gaines
President, Leading Pace, LLC

Cheryl Getz
Chair, ILA 2014 Global Conference Chair; Associate Professor, Leadership Studies, University of San Diego

Eric Guthey
Chair, ILA Membership Committee; Associate Professor, The Copenhagen Business School

Prasad Kaipa
CEO, the Kaipa Group; Visiting Professor, Center for Leadership, Innovation & Change, Indian School of Business

Steve Kempster
Professorial Director of Leadership Development, Lancaster University Management School

Max Klau
Director of Leadership Development, City Year, Inc.

Jean Lipman-Blumen (Emeritus)
T. Bradshaw Professor of Public Policy, Peter F. Drucker Graduate School of Management, Claremont Graduate University

Larraine R. Matusak (Emeritus)
Former Program Officer in Education and Leadership, W.K. Kellogg Foundation

Susan Murphy
Chair of Leadership Development, University of Edinburgh Business School

Margie Nicholson
Chair, Finance Committee; Professor of Arts, Entertainment, and Media Management, Columbia College Chicago

Gamaliel Perruci
Dean, McDonough Leadership Center and McCoy Professor of Leadership Studies, Marietta College

Andrew Simon
Chief Executive, Yellow Edge Performance Architects Ltd.

Roger H. Sublett
President, Union Institute and University

Katherine Tyler-Scott
Managing Partner, Ki ThoughtBridge

Éliane Ubalijoro
2013 Global Conference Chair; Adjunct Professor, Institute for the Study of International Development, McGill University

Ellen van Velsor
Chair, ILA Fundraising Committee; Adjunct Professor, University of North Carolina

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President

Bridget Chisholm
Director of Conferences

Debra DeRuyver
Program Associate

Anita Marsh
Membership Manager

Julie Polzer
I.T. & Office Manager

Shelly Wilsey
Director

ILA BOARD OF DIRECTORS

The ILA Board of Directors at the February 2014 Retreat.

EXECUTIVE COMMITTEE

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Chair

Katherine Tyler-Scott
Vice Chair

Margie Nicholson
Treasurer

Roger H. Sublett
Secretary

Cynthia Cherrey
President

Shelly Wilsey
Director
Be sure to visit the Member Community tables on Thursday, participate in their open meetings, and attend their related pre-conference workshops, presentations, or special events.

The principal means by which the ILA’s mission is accomplished is through the synergy that occurs by bringing together people from many different cultures, generations, nations, professions, and sectors. You can achieve this synergy by participating in Member Communities that match your particular orientation to leadership and your interest areas. The ILA has three distinct types of member communities: Member Interest Groups, Affinity Groups, and Learning Communities.

**MEMBER INTEREST GROUPS** (MIGs) are organized broadly around field or orientation to leadership. They organize projects and programs, recruit and engage volunteers, advise and work with the ILA staff, promote the call for session proposals and other opportunities, and organize the peer review process for the global conferences.

**Business Leadership Member Interest Group** – Meets Fri. at 17:30 – 18:30 in Sapphire I
A community for corporate leaders and others who direct, consult on, or study leadership development and effectiveness in business settings that creates opportunities to share and reflect on ideas, challenges, trends, and experiences related to a wide variety of sector-specific interests.

- CHAIR: Amber Lineback, amber.lineback@piedmontng.com
- CHAIR-ELECT: Jennifer Moss Breen, jennifermossbreen@creighton.edu

**Leadership Development Member Interest Group** – Meets Fri. at 7:30 – 8:45 in Sapphire M
A community for leadership coaches, consultants, human resource managers, program directors, leaders, and other professionals that creates opportunities to connect across sectors to examine best practices, new ideas, and the integration and application of leadership development, theory, and practice.

- CHAIR: Almarie Munley, almariemunley@gmail.com
- CHAIR-ELECT: DeRetta Cole, draecole@outlook.com

**Leadership Education Member Interest Group** – Meets Fri. at 17:30 – 18:30 in Sapphire M
A community for educators, professors, and teachers leading curricular or co-curricular programs at primary, secondary, and higher education institutions that creates opportunities to share curricula, pedagogies, programs, and research about teaching and learning.

- CHAIR: Dan Jenkins, djenkins@usm.maine.edu
- CHAIR-ELECT: Rian Satterwhite, rsatter@uoregon.edu

**Leadership Scholarship Member Interest Group** – Meets Sat. at 12:00 – 13:15 in Sapphire M
A community for seasoned and new scholars and researchers from all disciplines and fields of study that creates opportunities to share research and theories, encourages rigor and relevance, and fosters collaboration.

- CHAIR: Becky Reichard, becky.reichard@cgu.edu
- CHAIR-ELECT: David Rosch, dmrosch@illinois.edu

**Public Leadership Member Interest Group** – Meets Fri. at 11:45 – 13:15 in Sapphire M
A community for those who lead, work with, or study non-profit, social, civic, political, and governmental institutions that creates opportunities to address sector-specific leadership challenges, strategies, research, programs, and solutions.

- CHAIR: Cynthia Robinson, crobinson@aaas.org
- CHAIR-ELECT: Nikol Hopman, n.hopman@cdh.leidenuniv.nl

**Youth Leadership Member Interest Group** – Meets Sat. at 12:00 – 13:15 in Sapphire E
A community for those of all generations who support, develop, or study youth leadership that creates opportunities for cross-generational dialogue about the challenges young leaders face now and in the future.

- CHAIR: Karan Saggi, ksaggi14@students.claremontmckenna.edu
- CHAIR-ELECT: Angel Acosta, angelacosta16@gmail.com
**AFFINITY GROUPS** bring together ILA members who share roles or professional interests to create opportunities for professional development, focused networking, and peer-to-peer activities, as well as the examination of relevant research and practices.

Women and Leadership Affinity Group – Meets Sat. at 17:30-18:30 in Sapphire E
A community for those focused on advancing women in leadership including researchers, coaches, educators, and practitioners interested in generating resources, disseminating research, and fostering the development of female leaders.

- **2014 CHAIR:** Melissa Mahan, melissa.mahan@tamusa.tamus.edu
- **2015 CHAIR:** Lisa DeFrank-Cole, lisa.defrank-cole@mail.wvu.edu

Leadership Education Program Directors, Deans, and Chairs Affinity Group
A community for those responsible for directing, managing, and leading leadership programs at colleges and universities interested in networking, targeted educational sessions to support peer-to-peer networking, and professional development.

- **CO-CONVENERS:** Ian Sutherland, ian.sutherland@iedc.si and Mary Tolar, mtolar@ksu.edu

Peace Leadership Affinity Group – Meets Fri. at 7:30 – 8:45 in Aqua Salon C
A community for those interested in leadership principles focused on creating peace that promotes the exchange of ideas, best practices, and action plans.

- **CONVENER:** Erich Schellhammer, erich.schellhammer@royalroads.ca

**LEARNING COMMUNITIES** are initiated by members and organized around themes, areas of passion, or critical questions. These communities are highly flexible, easily formed, and remain active until members decide their work together is complete.

Arts and Leadership Learning Community – Meets Sat. at 17:30 – 18:30 in Sapphire I
This new community intends to use a variety of approaches to explore how the creative arts are incorporated into leadership development and education worldwide.

- **ORGANIZERS:** Ian Sutherland, ian.sutherland@iedc.si and Robert Denhardt, rbd@usc.edu

Ethics Forum Learning Community – Meets Fri. at 11:45 – 13:15 in Aqua Salon C
The community provides an ongoing forum for discussions about research, practices, frameworks, and contextual approaches concerning ethics and leadership.

- **ORGANIZERS:** Jan Byars, jan@leadsyncnow.com, Tom Sechrest, thomas@stedwards.edu and Ted Thomas, tedathomas@gmail.com

Followership Learning Community – Meets Fri. at 17:30 – 18:30 in Sapphire 411
This community is dedicated to the development of knowledge, competencies, and programs concerning the leader-follower relationship. It focuses on research, collaboration, and dissemination of ideas and information.

- **ORGANIZERS:** Rob Koonce, r2koonce@gmail.com and Roger Adair, radair@devry.edu

Philosophy, Religion, & Worldviews Learning Community – Meets Fri. at 17:30 – 18:30 in Sapphire 400
This community encourages participation from all faith-based perspectives and worldviews to foster explorations of the multiple relationships between leadership practices, individual core beliefs, diverse cultural perspectives, and traditions.

- **ORGANIZERS:** John Shoup, jshoup@calbaptist.edu and Daryl Smith, daryl_smith@mail.msj.edu

Sustainability Leadership Learning Community – Meets Sat. at 17:30 – 18:30 in Sapphire M
This community casts a wide net to attract individuals interested in teaching, researching, studying, and programming around the emerging paradigms of environmental leadership and sustainability leadership beyond ecological concerns.

- **ORGANIZER:** Rian Satterwhite, rsatter@uoregon.edu
GUIDE TO SESSION FORMATS

Many participants tell us that the number of concurrent session choices can be a bit overwhelming! This guide draws attention to several helpful pieces of information beyond the session’s title and description that can help you understand more about each session’s focus, target audience, and format.

If you are interested in attending a session by a particular person, please refer to the presenter index at the end of this program book.

One indicator of the session’s focus, target audience, and presenter expertise is the track. The session and presentation titles are color coded to help you quickly identify sessions accepted by the tracks that are of most interest to yourself; we also encourage you to stretch yourself by attending sessions outside of your normal comfort zone. A plus sign (+) with the two letter track code indicates those presentations accepted by an additional track. Six of the tracks are organized by the ILA Member Interest Groups (see page 18) and the seventh is the conference theme track.

Everyone has their own learning styles and preferences, so format should be another factor in your selection process. The ILA uses the following definitions to create shared expectations between presenters and attendees.

CONCURRENT SESSION PRESENTATION FORMATS:

WORKSHOP: An interactive demonstration or experiential session rooted in audience participation and active learning. Half or more of the time will be spent on experiential learning and active audience participation focusing on learning a new skill or useful technique.

SYMPOSIUM: Multiple presentations of papers or research findings related to a commonsubject area. Some include refereed papers submitted in their entirety and reviewed using the most stringent criteria. The commentator will moderate questions to help create a rich discussion among presenters and attendees. The chairperson keeps time and helps move the conversation along.

PRESENTATION: Research, practices, topics, or programs presented by a single individual or team. Several individually accepted presentations are grouped together into a session focused on a broad theme or topic. The chairperson introduces each presentation, keeps time, and facilitates the question and answer portion.

PANEL: Brief presentations on a topic by up to four people with contrasting or complementary points of view, followed by a discussion that invites the audience to add their perspectives, comments, and questions. The chairperson keeps time and helps move the conversation along.

OTHER FORMATS:

POSTER: A visual display of a program, paper, research, or project staffed by the presenter during the hosted poster session on Saturday. The Poster Session will be split into 2 shifts: Odd numbered posters will be staffed from 17:30-18:30 and even numbered posters will be staffed from 18:00-19:00.

ROUNDTABLE: The roundtable format is designed for small group discussions on topics of common interest. The organizer frames the topic, ideally posing questions for consideration, and facilitates a discussion with participants joining the table. Roundtables are Friday from 16:15 - 17:35 in the Sapphire Ballroom and a bell will ring every 20 minutes providing participants with an opportunity to move to another discussion.

GUIDE TO TRACK DESIGNATIONS:

Business Leadership (BL)
Leadership Development (LD)
Leadership Education (LE)
Leadership Scholarship (LS)
Public Leadership (PL)
Youth Leadership (YL)
Conference Theme
PROPOSAL REVIEW PROCESS

Presentations were selected from over 650 submissions through a rigorous four-phase review process. Each of the ILA Member Interest Groups coordinated a track and the conference chair recruits a member from the local host team to coordinate the theme track.

Phase 1  Blind Peer Review
Last November and December over 300 ILA Members responded to a call for reviewers. Each volunteered for one or more of the seven presentation tracts. In February, the peer-reviewers listed on pages 22-23 were assigned ten submissions to review or three referred papers for leadership scholarship. Reviewers were not assigned their own or a colleague’s submission, and they could not see presenter names and affiliations. The scoring rubric published on the ILA submission website was used to assess the quality and usefulness of each submission. Refereed submissions to the Leadership Scholarship Track were evaluated upon an additional scoring rubric.

Phase 2  Track Chair Evaluations
The chairs for each track (see program committee below) worked together to confirm Phase 1 scoring and to ensure nothing was overlooked. Then they set about to transfer any submissions they felt might be better served in another track, after that they grouped presentations together, decided which may be better suited for a roundtable or poster, and made the very tough decisions about acceptances. Their discussions and evaluations took place over several weeks and involved dozens of hours of their time in order to create a high quality program to serve the diverse needs of the ILA community.

Phase 3  Notifications and program finalization
After confirming that all requirements and guidelines were met, staff emailed status notifications in May to all individuals who submitted proposals to the conference. Soon after, presenters were notified about their session type and time slot. Subsequently, chairpersons and moderators were recruited and the staff worked with presenters to ensure the accuracy of the program book descriptions and session formats.

Phase 4  Track Chairs decide if a session has ‘crossover’ appeal
In August the track chairs reviewed a list of the presentations whose submitters indicated that their presentations would cross over multiple tracks. The chairs selected the presentations that met their criteria for cross-track designation. A plus sign (+) with the two-letter track code indicates presentations accepted by a second track.

ILA 2014 CONFERENCE PROGRAM COMMITTEE

Business Leadership (BL)
Chair: Amber Lineback, Piedmont Natural Gas
Chair-elect: Jennifer Moss Breen, Bellevue University

Leadership Development (LD)
Chair: Almarie Munley, Hampton University
Chair-elect: DeRetta Cole, Human Resources, First Data

Leadership Education (LE)
Chair: Dan Jenkins, University of Southern Maine, Lewiston-Auburn College
Chair-elect: Rian Satterwhite, University of Oregon

Leadership Scholarship (LS)
Chair: Becky Reichard, Claremont Graduate University
Chair-elect: David Rosch, University of Illinois at Urbana-Champaign

Public Leadership (PL)
Chair: Cynthia Robinson, American Association for the Advancement of Science
Chair-elect: Nikol Hopman, Leiden University Campus Den Haag

Youth Leadership (YL)
Chair: Karan Saggi, Claremont McKenna College
Chair-elect: Angel Acosta, Leadership exCHANGE

Conference Theme
Robert Donmoyer, Leadership Studies, University of San Diego
THANK YOU
TO THE 2014 ILA GLOBAL CONFERENCE PROPOSAL REVIEWERS

Dorothy Agger-Gupta, Fielding Graduate University
Niels Agger-Gupta, Royal Roads University
John Alexander, Claremont Graduate University
Stuart Allen, Robert Morris University
Erica Allgood, Regis University
Anthony Andenoro, University of Florida
Isolde Anderson, Hope College
Neal Ashkanasy, University of Queensland
Jimmy Atkins, Pfeiffer University
Roya Ayman, Illinois Institute of Technology
Stephan Belding, Millennial Consulting Group
Kathryn Bingham, University of San Diego
Hunter Black, Claremont Graduate University
Michelle Bligh, Claremont Graduate University
Kent Blumberg, University of Phoenix
Shawn Boockoff, FMMA
Jay Brand, Andrews University
John Bryan, eProcesses Consulting, Inc.
Julia Buchanan, National University
Skye Burn, The Flow Project
Virginia Byrne, University of Maryland, Baltimore County
Andrew Campbell, Indiana Institute of Technology
Gretchen Carroll, Buckeye CableSystem
Elizabeth Castillo, University of San Diego
Joanne Ciulla, University of Richmond
Natalie Coers, University of Florida
Brian Davenport, Lewiston-Auburn College, University of Southern Maine
Julie Davies, Association of Business Schools
Rene De La Rosa, Indiana Institute of Technology
Patricia Dyk, Univ. of Kentucky, Center for Leadership Development
Linda Edington, LMEighting Associates
Robert Elkington, University of Ontario Institute of Technology
Brian Emerson, Riverstone Endeavors
Christine Ernst, Azusa Pacific University
Jeff Fajans, Claremont Graduate University
Jacqueline Faulhaber, Johnson University
Ad Faulkner, Global Strategists Association
Leigh Fine, Kansas State University
Martin Fitzgerald, University of Newcastle
Todd Foley, University of Cincinnati
Max Freund, Claremont Graduate University
Elizabeth Gagnon, Christopher Newport University
Matthew Galen, Claremont Graduate University
Michael Genovese, Loyola Marymount University
Eddie Gonzalez, American Association for the Advancement of Science
Adam Goodman, Northwestern University
Maureen Guarcello, University of San Diego
Sharon Hamilton, Skya Consulting
MD Haque, University of La Verne
Susan Hares, Regent University
Mary Harris, Cabrini College
Nathan Harter, Christopher Newport University
Yael Hellman, Woodbury University
S. Henderson, American Public University System
Kenia Hernandez-Cueto, Chapman University
Dwight Hite, Cameron University
Paulette Holmes, Centers for Medicare and Medicaid Services
Russell Horton, Gonzaga University
Crystal Hoyt, University of Richmond
Ronald Humphrey, Virginia Commonwealth University
Marc Hurwitz, Wilfrid Laurier University
Dan Jenkins, University of Southern Maine, Lewiston-Auburn College
Craig Johnson, George Fox University
Elizabeth Jones, Notre Dame of Maryland University
Israel Kabashiki, IZ New Consulting
SP Kalamee, Eastern University
Ronit Kark, Bar-Ilan University
Aaron Katz, University of Washington
Kari Keating, University of Illinois
Max Klau, City Year, Inc.
Aleksandra Klein, WU Wien
Dejun Kong, University of Richmond
Rob Koonce, Creighton University
Donald LaMagdeleine, University of St. Thomas
Samantha Langan, Claremont McKenna College
Geoff Leatham, University of Rhode Island
Bernice Ledbetter, Pepperdine University
Lena Lid-Falkman, Stockholm School of Economics
Karen Lokkesmoe, Capella University
Anne Magnan, National Outdoor Leadership School
Steven Markham, Virginia Tech
Martha Martin, Prairie Quest Consulting, Inc.
Lyna Matesi, University of Wisconsin Stevens Point
Whitney McIntyre Miller, Chapman University
Robert McManus, Marietta College
Thomas Meriwether, Virginia Military Institute
Eric Middleton, Claremont Graduate University
Hector Mirabile, various universities
Almarie Munley, Hampton University
Susan Murphy, University of Edinburgh Business
Faith Ngunjiri, Concordia College
Kelly Nwosu, New Catalyst Management Services Ltd
Sylvester Okoro, Indiana Institute of Technology
Joyce Orillosa, National University
Michael Palanski, Rochester Institute of Technology
Ken Parry, Deakin University
Ronald Piccolo, Rollins College
Terry Price, University of Richmond
Kerry Priest, Kansas State University
Stefanie Putter, Colorado State University
Kathryn Quick, University of Minnesota
Pressley Rankin, City University of Seattle-School of Applied Leadership
Janet Rechtman, University of Georgia
Becky Reichard, Claremont Graduate University
Kae Reynolds, JC:HEM
Luiz Eduardo Ricon de Freitas, Multirio
Ronald Riggio, Kravis Leadership Institute
Sarah Robinson, McMaster University
David Rosch, University of Illinois at Urbana-Champaign
Linda Rose, UCLA
Lori Rothstein, University of Minnesota
Mia Russell, University of Maryland Extension
Laura Santana, Center for Creative Leadership
Rian Satterwhite, University of Oregon
Anurag Saxena, University of Saskatchewan
Erwin Schwella, University of Stellenbosch / Leiden University
Priscila Scripnic, Mirror Leadership
Tom Sechrest, St. Edward’s University
S. Lynn Shollen, Christopher Newport University
John Shoup, California Baptist University
Andrew Simon, Yellow Edge Pty Ltd
Deobrah Smith, Kennesaw State University
Krista Soria, University of Minnesota
Matthew Sowcik, Wilkes University
William Spangler, Binghamton University
Sam Spurlin, Claremont Graduate University
Lorraine Stefani, University of Auckland
Jeff Stevens, Alabama A&M University
Julie Stockton, University of British Columbia
Elizabeth Stork, Robert Morris University
Jamesena Talbott, Point Park University
Po Li Tan, Mindset Matters Group China/King’s College London
Sherylle Tan, Claremont McKenna College
Shannon Thibodeau, University of Guelph
Sara Thompson, Claremont McKenna College
Thomas Tonkin, Oracle Corporation
Denise Trudeau Poskas, University of Minnesota
Rens Van Loon, Deloitte Consulting
Ellen Van Velsor, University of North Carolina
Jennifer Walinga, Royal Roads University
Dayna Walker, Claremont McKenna College
Ronald Wastyn, St. Ambrose University
Carol Wheeler, Our Lady of the Lake University
Rich Whitney, DePaul University
Juanita Woods, Florida Atlantic University
Jeffrey Zimmerman, Northern Kentucky University
PRE-CONFERENCE WORKSHOPS

MORNING WORKSHOPS

09:00 – 12:00 (unless otherwise noted)

Cultivating Global Change by Growing Global Leaders | Aqua 310
**Allan Bird**, Northeastern University; **Chris Cartwright**, Intercultural Communication Institute
This workshop is for those interested in teaching, training, and assessing global leadership competence or doing program design in this arena.

Deepening Self-Awareness in Relationship: A Mind, Body, Spirit Yoga Workshop | Promenade Plaza
**Crystal Dujowich**, Leadership Studies, University of San Diego; **John Loggins**, Leadership Studies, University of San Diego
Anyone looking for an experiential way to connect to the conference themes in a mindful way will find this workshop particularly useful.

The Making of Ethical Marines | Offsite event at Marine Corps Recruit Depot.; Meet in hotel lobby at 08:15.
**George E. Reed**, Leadership Studies, University of San Diego
Attendees will receive unprecedented access to military training methods and insights to applied ethics.

FULL DAY WORKSHOPS

09:00 – 16:00 (unless otherwise noted)

Riding the Waves of Change | 8:30 – 14:00 | Offsite event at Mission Beach.; Meet in hotel lobby at 08:30.
**Kent Otter**, Saint Mary’s College of California; **Ian Martin**, University of San Diego
Suit up and hit the waves to get an insider’s view of the surfing experience and an understanding of its allure and effect in modern society.

2014 International Followership Symposium | Sapphire I
Honorary co-chairs **Jean Lipman-Blumen** and **Ron Riggio** join **Rob Koonce**, Creighton University; **Robert E. Kelley**, Tepper School of Business, Carnegie Mellon University; **Ira Chaleff**, Executive Coaching and Consulting Associates; **Ted A. Thomas**, Command and General Staff College; **Elijah Wee**, Temasek Polytechnic, Singapore; **Linda Pallone**, Consider the Cause; **Craig E. Johnson**, George Fox University, **Edith Eiger**, Holocaust Survivor, Clinical Psychologist, Lecturer
Featuring presentations by renowned authors and scholars in the field, the goals of this symposium are to provide a forum to explore the latest research and scholarship on followership and leader-follower relations around the world and to encouraged continued research.

Advancing Theories of Women & Leadership | Sapphire M
**Julia B. Storberg-Walker**, North Carolina State University; **Susan R. Madsen**, Utah Valley University; **Ann M. Berghout-Austin**, Utah State University; **Karen A. Longman**, Azusa Pacific University
Sponsor: Cabrini College
Designed for research scholars committed to an assertive and sustained research/theory building and publishing agenda on women and leadership from multiple disciplines and perspectives.

Consciously Leading in the Shadow of the Unconscious | Sapphire 400A
This interactive workshop aims to give participants a workout in “whole being Leadership” which implies thinking and feeling at the same time and being able to use both thoughts and feelings in the service of productive work.
Discover, Magnify, Connect: Cultivating Appreciative Leadership for Global Good | Sapphire 410B
Jim Ludema, Benedictine University; Amanda Trosten-Bloom, Corporation for Positive Change; Mary E. DiVirgilio, Benedictine University; Amber Johnson, Benedictine University; Terry Morrow, College of Health Care Sciences, Nova Southeastern University; Tenny Poole, Corporation for Positive Change; Ray L. Wells, Foundation for Advancement of International Medical Education and Research
In addition to learning the Five Core Strategies of Appreciative Leadership, attendees will gain an enhanced awareness of leadership high performance patterns and learn about and practice new leadership skills.

Chris Nayve, Center for Community Service Learning, USD Changemaker Hub; Elisa Sabatini, Via International
Sponsor: Fielding Graduate University
Learn how to overcome challenges and develop strategies for creating mutual, inclusive, and successful community partnerships.

Leadership in the Classroom: Developing a Leadership Curriculum | Aqua 311
Matthew J. Sowcik, Wilkes University; Anthony C. Andenoro, University of Florida; Dan Jenkins, University of Southern Maine, Lewiston-Auburn College
This session will cater to leadership certificates, minors, and other blends of academic and co-curricular leadership programs.

Preparing Stewards of the Leadership Field: A Workshop on Doctoral Education | Sapphire 400B
Vern L. Ludden, Indiana Wesleyan University; Boyd Johnson, Indiana Wesleyan University; Joanne Barnes, Indiana Wesleyan University; Bruce E. Winston, Regent University; Gina S. Matkin, University of Nebraskas (Lincoln); Marilyn J. Bugenhagen, Marian University
Sponsor: Indiana Wesleyan University
This workshop is designed to encourage the exchange of information between academics working in doctoral programs.

Kat R. Smithhammer, National Outdoor Leadership School; Anne C. Magnan, National Outdoor Leadership School
Explore a proven and fun model of intensive leadership development in this workshop that allows attendees to practice and develop teamwork, leadership, followership, decision-making, collaboration, and strategic thinking skills.

High Velocity Coaching: Developing C-Suite Leaders When the Stakes are High | Aqua 310
Jeffrey W. Hull, Institute of Coaching, Harvard Medical School; Andreas Bernhardt, European School of Management and Tech (ESMT); Carol Kauffman, Institute of Coaching, Harvard Medical School
Leadership development executives, coaches, assessment professionals, consultants/advisors, HR professionals are the target audience for this workshop that promises to help attendees understand the dynamic challenges involved in developing/coaching leaders in high stakes environments and situations.

Legacy Consciousness: Leading with Intention in a Pluralistic World | Sapphire 410A
Gloria Burgess, University of Washington & Jazz, Inc.; John Burgess, Infoman, Inc.
This session is for those who are catalysts for transformation and want to create a legacy of harmony and excellence that can be passed on for generations to come.

AFTERNOON WORKSHOPS 13:00 – 16:00 (unless otherwise noted)
WELCOME!

The ILA welcomes the 30+ countries represented at this year’s global conference. As the ILA membership increases across the globe we extend our gratitude to our members who travel great distances to participate in the conference. The many countries and cultures represented here support our work of developing and engaging a more global and diverse membership in order to promote a deeper understanding of leadership knowledge and practices worldwide.
Exhibit Hall – Thursday through Saturday evening in the Sapphire Ballroom
Make time during your conference experience to stop by to visit sponsors and exhibitors listed on pages 11-12, to shop at the Leadership Bookstore, and to meet leadership authors (see page 110).

Member Community Welcome Tables – Thurs. just before and after the opening plenary in Sapphire A
Stop by and talk with active volunteers about opportunities to get involved and future activities.

Opening Reception – Thurs. from 18:00 – 19:30 in the Sapphire Ballroom
This reception is an excellent opportunity to network with colleagues and make new acquaintances. In addition to tastes of the local cuisine, conference participants can begin placing bids in the ILA’s first silent auction.
Thanks to the School of Leadership and Education Sciences, University of San Diego for sponsoring this event in celebration of the 35th anniversary of the school’s doctoral program!

Silent Auction – Bidding opens at Thur. at 18:00 and ends at Sat. 19:00 in Sapphire Foyer
The ILA’s first silent auction has extraordinary items and services donated by some of the top names in the field of leadership. Bid early and return often to check your status! If yours is the winning bid, please pay for and pick up your item at the ILA Office (Sapphire 402) between 7:30 at 12:00 on Sunday.

8th Annual Student Case Competition – Thurs. from 18:00 – 19:00 and Sat. from 17:30-19:30
The Case Competition enables student teams to further their development in the leadership field through a two-round competition process: poster displays Thursday in Sapphire E and final presentations Saturday evening in Aqua Salon C and D. Special thanks to Todd Murphy for developing and contributing the case study “Chasing A Dream” to the competition.
Thanks to The New York Times in Education and Wright State University for sponsoring this event!

Meet & Greet with Meg Wheatley – Thurs. from 18:15 – 19:15 in Sapphire 411
An opportunity to personally congratulate and speak with ILA Leadership Legacy honoree Meg Wheatley.

USD Department of Leadership Studies Outstanding Leadership Book Award Presentation and Reception – Thurs. at 19:00 – 20:00 on the Sapphire Terrace
The Department of Leadership Studies at the University of San Diego extends a special invitation to join them in celebrating thought leadership at this year’s conference. They will announce and honor this year’s winner and finalists of the USD Outstanding Leadership Book Award. The first 75 attendees will receive a free drink ticket.

Reflective Writing as a Way into Deeper Knowing – Fri., Sat., Sun. at 07:00 – 07:45 in Aqua 300
Begin your day with quiet journaling, paired conversations, and group dialogue to explore questions including: What is the experience you are having at ILA? What’s alive, what’s not, where do you feel curious? What’s next? How might you take this early morning knowing into your day? Let pen, paper and written inquiry lead you to a deeper connection to your knowing as you begin the day.
Exploring the Connection and Alignment of Leadership through Yoga – Fri. and Sun. at 07:00 – 07:45 on the Promenade Plaza

An opportunity for purposeful movement and reflection to connect your awareness of self, space, and intention. Led by certified yoga instructor and ILA member Crystal Dujowich, this 45-minute vinyasa-styled flow yoga will enhance your body’s alignment and mindfulness.

Conference Colleagues Networking Kick-Off – Fri. at 07:30 – 08:45 on the Sapphire Terrace

With a unique and fun format designed to quickly expand your global network, this event is the perfect opportunity to start your conference experience off by meeting new colleagues and renewing old acquaintances from around the globe. Stop in for all or part of this networking session and enjoy light fare, a hot drink, and deep conversations.

Thanks to National University for sponsoring this event!

CEO Reflections on Mindful Leading in Organizations Lunch Panel – Fri. at 11:45 – 13:15 in Indigo H

(Ticketed Event – $45 tickets may still be available at the ILA Office)

This panel of ‘C’ suite executives will feature a discussion on the personal and professional reflections of industry leaders as they share how the moral imperative of mindfulness manifests in their daily working lives. The discussion will also provide insight into how they meet the challenges of staying open to new ideas, increase self-awareness, and connect their work to a greater purpose.

Moderator: Peter Sciabarra, VP of Operations, Vistage International
Panelists: Karen Clark Cole, CEO, Blink UX; Tom Carmazzi, CEO, Tuthill Corporation; and Peter Robinson, CEO, David Suzuki Foundation

Thanks to Benedictine University’s Center for Values-Driven Leadership and Royal Roads University for sponsoring this lunch panel!

6th Annual Emerging Scholars Research Consortium – Fri. at 16:15 – 17:30 in Sapphire E

The Consortium serves as a venue for emerging scholars to interact with and receive constructive feedback on their research from senior leadership scholars. All are welcome to listen in on these important conversations. (For a full listing of participants, see page 78)

Thanks to University of Phoenix for sponsoring this event!

Jossey-Bass Hosted Reception for Leadership Educators – Fri. at 18:00 – 19:30 in Aqua Salon A

Celebrate new editions of The Student Leadership Challenge, Exploring Leadership, and Emotionally Intelligent Leadership for Students, learn about research on student leadership competencies, and join Jossey-Bass to launch New Directions for Student Leadership, a quarterly series on leadership development in high school youth and college students to aid educators who design courses and programs for students. Editors Susan R. Komives and Kathy L. Guthrie will invite issue proposals and contributors.

Youth Leadership Networking Dinner* – Fri. at 19:30 – 22:00 at the Harbor House Restaurant, 831 West Harbor Drive, San Diego, CA 92101; tel: 619.232.1141

(Ticketed event, $40 tickets may still be available at the ILA Office)

Watch the sun set over the bay, connect with students, scholars, and professionals from around the globe who have a vested interest in the leadership development of future generations, and enjoy a three course buffet meal of freshly harvested salmon, chicken picatta, shrimp vera cruz, and vegetable risotto, accompanied with salad and dessert.

Thanks to Antioch University for sponsoring this event!

Deans, Directors, and Chairs Dinner Cruise* – Fri. at 19:30 – 22:00 in the San Diego Bay

(Ticketed event – $95 tickets may still be available at the ILA Office)

This special networking event is for those leading and administering university-based leadership education programs. The unique venue will create a private environment to explore challenges and conundrums facing deans, directors, and chairs. The cruise will feature a South of the Border buffet with a complimentary beverage from the bar.

Thanks to Indiana Wesleyan University and The New York Times in Education for sponsoring this event!

*Directions to off-site events will be distributed at registration and posted outside of the ILA office. Please be sure to obtain them well in advance of the departure time!
Sugar Skull Making – Fri. 20:00 – 22:00 in Aqua 300
(Ticketed event – pay $20 on site at the Local Committee table on the Aqua level or at the door)
In celebration of the region’s heritage and close ties to Latin American traditions, this event offers educational and artistic instruction on the making of sugar skulls, a traditional element of Día de los Muertos altars. These designs are usually whimsical and brightly colored, not morbid or scary, and all ages are encouraged to participate.

Ethics and Social Media Breakfast – Sat. at 07:30 – 08:45 in Sapphire E
(Ticketed event – $40 tickets may still be available at the ILA Office)
Social media usage continues to evolve as part of our everyday communications. This breakfast discussion will focus on what is ethical and acceptable in regard to social media usage in the workplace and what is viewed as unprofessional.

Mind & Spirit: Embodied Leadership – Sat. at 07:00 – 07:45 in Aqua Salon C
Leadership is all about presence. Conference participants are invited to begin their day by checking in with themselves in a full-bodied way. This reflective session will bring greater attention to whatever may occur throughout the day and participants will leave with a few simple somatic practices to bring into their practice of leadership.

5th Annual Women & Leadership Networking Lunch – Sat. at 12:00 – 13:15 on the Sapphire Terrace
(Ticketed event – $40 tickets may still be available at the ILA Office)
Organized by the ILAs Women & Leadership Affinity Group, this panel will provide information, resources, and networking opportunities for those interested in the topic of women and leadership.
Thanks to the School of Leadership and Education Sciences, University of San Diego for sponsoring this luncheon!
Additional thanks to event supporters: Azusa Pacific University; Carmel Connections, Inc.; Kravis Leadership Institute, Claremont McKenna College; Texas A&M University – San Antonio; and Woodbury School of Business, Utah Valley University.

Author Book Signing and Networking Reception – Sat at 17:30 – 19:00 in Sapphire Ballroom
A special opportunity to meet many of the great minds behind various leadership books. The authors listed on page 110 will be on hand to sign their books and answer questions. Books are available for purchase at the event.

Evening Meditation with A.T. Ariyaratne – Sat. at 20:00 – 21:00 in Sapphire A
Keynote speaker A.T. Ariyaratne, founder and spiritual leader of the Sri Lankan Sarvodaya Movement, will lead participants in a mindful community meditation and dialogue about how to find peace within and beyond.

ILA Membership Meeting – Sun. at 08:00 – 08:45 in Sapphire A
Meet the ILA Board of Directors, hear an update on the state of the ILA, and learn about future activities.

2015 Global Conference Planning Meeting – Sun. at 16:00 – 17:30 in Sapphire 400
All are invited to help begin planning the ILAs 17th Annual Global Conference in Barcelona, Catalonia, Spain. The 2015 conference will be held Oct. 14-17.
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Dynamic Keynotes

Betsy Myers (left)
Founding Director,
Center for Women and Business
at Bentley University

Nyaradzayi Gumbonzvanda (right)
General Secretary,
World YWCA

ila-net.org/WLC/WLC15

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MORE DETAILS FORTHCOMING

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Endorsed by the ILA Leadership Education Deans, Directors, and Chairs Affinity Group
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- B.S. in Organizational Leadership
- Minor in Organizational Leadership
- M.S. in Leadership Development
- Ed.D. in Organizational Studies

To learn more, please visit our table or send an email to leadership@nytimes.com.
Selecting a Model of Leadership Development: A Conceptual Framework

Aqua 300  |  Workshop  |  Leadership Development

This workshop will introduce a conceptual framework that differentiates leadership development models and provides criteria for selection based upon the needs of targeted populations. Eight models will be introduced after which participants will break into groups to explore the application of three models using case-based group facilitation. The session will conclude with the group sharing and integrating insights gained.

Gail F. Latta, Leadership Studies, Xavier University

Conscious Leadership and the Transformative Workplace

Aqua 310A  |  Workshop  |  Conference Theme

Stories of conscious leaders from around the world will be used to explore the ways people can create transformative workplaces that allow them to attend to their own personal growth and development as human beings in the place they spend the most time. Participants will then assess their own and their organization’s role in creating more conscious leaders.

David R. Schwinn, Business & Economics, Lansing Community College

Pressure Points: Leadership Strategies to Support At-Risk Populations

Aqua 310B  |  Presentation  |  Public Leadership

Chair: Max Klau, City Year

Leading Beyond Cultural Entropy: Addressing Collective Psychological Trauma

Based on research with a Native American language community, this presentation will advance methods to curtail psychological distress related to cultural trauma by developing the capacity of community leaders to recognize and mitigate collective traumatic disturbances.

Christopher Horsethief, Horsethief Productions

When Capacity Influences Followership: Leadership with Vulnerable Populations

This presentation will utilize social identity theory to examine the type of leader that could be most effective for members of a vulnerable population—specifically individuals with disabilities and mental illnesses who are currently incarcerated.

Mariko Peshon, Leadership Studies, University of San Diego
A Look at Contextual Inhibitors and Thriving Responses to Complex Situations

Aqua 311A  |  Presentation  |  Leadership Development
Chair: Theresa Harris, Ontario Catholic Supervisory Officers’ Association

**Leaders Who Thrive in Complex Situations—Strategies and Outcomes**
Thriving organizational leaders demonstrate vitality and new learning and have a positive impact on their organizations. Data will be presented on how leaders generate a thriving response to complex situations and presenters will introduce a new protocol for assessing and scoring thriving capabilities.

Wendy E. Rowe, School of Leadership Studies, Royal Roads University
Jennifer Walinga, Royal Roads University
Maria Anderson, Encana Corporation

**The Influence of Creativity Inhibitors on Collectivist Dynamics**
This study employs an innovative approach of the KEYS model and complexity theory constructs to examine the influence of inhibitors on faculty creativity. The partial least squares method was used to analyze data with results showing positive influence of inhibitors on creativity.

Anthony A. Olalere, Educational Leadership, Clemson University

Cultural Institutions and Family Businesses: Leadership Learning, Legacy, and Development

Aqua 311B  |  Presentation  |  Business Leadership
Chair: Jan Byars, LeadSync, LLC

**The Leadership Landscape in U.S. Museums**
Limited information exists on the effectiveness of leadership development programs in the cultural sector. This presentation will share the findings and implications from a study describing U.S. museum professionals’ perceptions of leadership practices and cultural institutions as sites of organizational and leadership learning.

Julie I. Johnson, Division on Research & Learning in Formal & Informal Settings, National Science Foundation

**Why Legacy Matters in Leader Succession: Preservation of Values in Family Firms**
This presentation will examine the impact of an incumbent’s leadership style, legacy beliefs, and value system on the success of female successors. Preservation of the business legacy as a significant driver and key motivator to lead the family business in female successors will also be discussed.

Tondalaya Carroll, Center of Excellence in Business and Entrepreneurial Studies, Lincoln University

From Metrics to Strategy: Crucial Conversations on Youth Leadership Development

Aqua 313  |  Presentation  |  Youth Leadership
Chair: Sarah Chace, Leadership Studies, Marian University

**Profiling the Youth Leader II: PsyCap, Empathy, and Leadership Skills**
Considering the sizeable upcoming transfer of leadership and wealth to younger generations, it is critical to study the “profile” of the youth leader. The results of this study outline the relationship between positive psychological capacities (hope, efficacy, resilience, and optimism) and empathy with leadership skills in youth.

L.J. McElravy, Agricultural Leadership, Education, and Communication, University of Nebraska – Lincoln
Lindsay Hastings, Agricultural Leadership, Education, and Communication, University of Nebraska – Lincoln

**Young People as Citizens Now!**
The presenter will facilitate an interactive discussion examining the models, challenges, and criteria needed to create spaces for K-16 students to see themselves as effective citizens and leaders in their community. The presenter’s own experiences with university students providing support for at-risk youth will be drawn upon.

Christine VeLure Roholt, Leadership Minor, University of Minnesota
The Importance of Ethics, Virtues, and the Common Good in Leadership Education

Aqua 314 | Presentation | Leadership Education

Chair: Corrie Gigante, Ontario Catholic Supervisory Officers’ Association

Teaching Ethics: A Longitudinal Study of an Innovative Approach
Is there a typical ethical profile of undergraduate students participating in an academic leadership program? Does that profile change over time? This study, using data from the ELI ethics typology, examines the stability and change of students’ ethical perspectives during their four-year undergraduate leadership development experience.

Catharyn Baird, EthicsGame, LLC
Paul Kosempel, Pioneer Leadership Program, University of Denver
Linda G. Olson, Learning Communities and Civic Engagement, University of Denver

The Importance of Education in Virtues for Senior Leader Development +LD
This presentation will focus on the interaction between strategic leadership competencies and the underlying virtues that support effectiveness in individual performance. The presenter will highlight why education in virtues–both classical and modern–is required for senior leaders who consistently face a volatile, complex, and ambiguous global environment.

R. Craig Bullis, U.S. Army War College
Co-author: Pedro Vazquez de Prada, Spanish Army

Shaping a Legacy of Socially Conscious Leadership for the Common Good +PL
An exploration of how one institution’s mission-driven process – inspired by a legacy of service and socially conscious leadership of its founders – integrated ethical leadership and the common good into curricular and co-curricular programs. Presenters will share how this approach shapes an institutionally distinct student life experience and advances career readiness.

Tim Bryant, Center for Ethical Leadership, Mount St. Joseph University
Mike Sontag, School of Arts and Humanities, Mount St. Joseph University
Co-author: Katharine Lassiter, Mount St. Joseph University

Leadership Through Entrepreneurship Education: A Creative Way to Engage and Motivate Youth

Aqua Salon A | Workshop | Youth Leadership

As evidenced by ongoing research, youth participation in entrepreneurship programs increased their desire to attend college, occupational aspirations, and leadership behaviors. This workshop will explore an entrepreneurship pilot program (aligned with state financial literacy standards) that guided students from the idea generation stage to business and marketing plan development. Session participants will engage in a series of exercises used in the program to engage and motivate youth and materials will be shared.

Mia Baytop Russell, Family and Consumer Sciences, University of Maryland Extension; Organizational Leadership, University of Maryland Eastern Shore

Contextualizing Leadership Education: A Transdisciplinary Perspective

Cobalt 520 | Panel Discussion | Leadership Education

Chair: Anthony C. Andenoro, Agricultural Education & Communication, University of Florida

Contextualizing leadership education is critical to learner development. Through the contextualization of leadership learning, learners become more predisposed to using their knowledge when necessary and better able to respond to rapid change within a particular contextual environment. Contextual awareness is a foundation for adaptive, responsive, situated, and environmentally and culturally sensitive leadership. This discussion will address innovative techniques for education, facilitation, and assessment aligned with four of the major contexts within leadership education: Business, Agriculture Leadership, Student Affairs, and Interdisciplinary Studies.

Kerry L. Priest, School of Leadership Studies, Kansas State University
Rian J. Satterwhite, Holden Center for Leadership & Community Engagement, University of Oregon
Penny Pennington Weeks, Agricultural Leadership, Oklahoma State University
Scott J. Allen, Management, Marketing and Logistics, John Carroll University
Leading from Within: From Mindfulness and Self-Reflection to Uplifting Leadership

Aqua Salon C | Presentation | Leadership Development

Chair: Michael O’Keefe, Ontario Catholic Supervisory Officers’ Association

Start with Heart: Organizational Development through Leading from Within

Presenters will examine how leading from within through authenticity, mindfulness, and self-reflection was utilized or ignored in four organizational dilemmas they experienced. The presentation connects the importance of sharing authentic narratives to the application of theory to practice, and reflection to the development of mindful, holistic, and restorative leadership.

Jillian R. Wood, College of Educational Studies, Chapman University
Maria L. Martinez, College of Educational Studies, Chapman University
Chris Hutchison, Student Engagement, Chapman University
Penny S. Bryan, College of Educational Studies, Chapman University
Marni E. Fisher, College of Educational Studies, Chapman University

Uplifting Leadership

Uplifting leadership elevates performance by uplifting people’s spirits, uplifting their communities, and uplifting themselves. This presentation will discuss six facets of uplifting leadership consisting of six pairs of opposing factors. Examples will show how, when linked together, these factors have helped create high-performing organizations that have achieved improbable success.

Andy Hargreaves, Lynch School of Education, Boston College
Lea Hubbard, Leadership Studies & Learning and Teaching, University of San Diego
Co-author: Alan Boyle, Leannta Education Associates

Intersections of Sexuality and Leadership in College

Aqua Salon D | Panel Discussion | Leadership Education

Chair: Cheryl Getz, Leadership Studies, University of San Diego

This panel will explore how self-identified sexual minorities in college relate to leadership positionally, structurally, and interpersonally. The panelists aim to prompt a conversation about how issues of sexuality can complicate long-held notions about leadership and its practice by challenging the idea that leadership looks the same for all groups or for all people.

Leigh Fine, School of Leadership Studies, Kansas State University
Daniel Tillapaugh, Educational Leadership, Higher Education, and Human Development, University of Maine
Chrys Egan, Communication, Salisbury University

Teaching Leadership Through the Arts

Aqua Salon E | Workshop | Leadership Education

Today’s complex challenges require different kinds of leadership, leadership that allows the possibility to collectively co-create innovative ways forward. Although many approaches to leadership may seek innovation, leadership through the arts offers unique ways to build empathy and tap into one’s creative potential. This experiential workshop draws from the facilitator’s experience researching and teaching leadership through the arts. The facilitator will share strategies and lessons learned and encourage participants to share their own experiences. Participants are invited to bring a creative symbol (poem, image, song, etc.) that portrays their vision for the kind of leadership needed today.

Catherine Etmanski, School of Leadership Studies, Royal Roads University

The Tipping Point: Hiring Gruntled Leaders

Aqua Salon F | Workshop | Conference Theme

Effective leaders possess a “humanness” that shines through their skills and abilities to attract followers to their causes and facilitates their achievements. The presenters will discuss why choosing leaders with the right dispositions is essential to an organization’s success and how to ensure best leaders are hired by focusing on deliberate and intentional use of carefully crafted interview questions. Participants will complete a self-assessment to develop the initial understanding of the concepts, develop interview questions that can uncover an applicant’s disposition, and role play the dispositional questions in an interview simulation in triads.

Paul Wirtz, Counseling, Social Work and Leadership, Northern Kentucky University
Michael Chirichello, Counseling, Social Work and Leadership, Northern Kentucky University
Global Response to International Criminal Court: Public Leadership Perspectives

Sapphire 400  |  Panel Discussion  |  Public Leadership

Chair: Andrew H. Campbell, Global Leadership, Indiana Institute of Technology
Commentator: Martha Martin, New International Business Development, Prairie Quest Consulting Inc.

Global leaders are facing challenges characterized by global political and economic instability, terrorism, and the proliferation of interstate and intrastate conflict, all of which require greater interdisciplinary understanding of what is needed to lead in a global judicial atmosphere such as the International Criminal Court (ICC). This panel discussion will provide differing international perspectives on the ICC including the U.S.’s evolving and flirtatious relationship with the ICC and the current controversy between the ICC and many African nations regarding national and regional peace.

Shirley Forsyth, Global Leadership, Indiana Institute of Technology
Tom Lawrence, Global Leadership, Indiana Institute of Technology
James Kisaale, Global Leadership, Indiana Institute of Technology

Creating Strengths-Based Cultures of Leadership: Emerging Scholarship

Sapphire 410A  |  Refereed Symposium  |  Leadership Scholarship

Chair & Commentator: Corey Seemiller, OrgSync

Developing College Students’ Leadership Through Strengths Awareness

This paper examines whether there is a relationship between first-year college students’ strengths awareness and self-reported development of leadership skills. Data from surveys taken by incoming first-year students before they arrived on campus and at the end of their first year (n=779) was analyzed using hierarchical regression analysis. Strategies for integrating strengths-related curricula into leadership development programs will also be addressed.

Krista M. Soria, Office of Institutional Research, University of Minnesota
Co-author: Alex Reinhard, University of Minnesota

Strengths Use, Controlling Supervision, and Job Outcomes Across Cultures

In this paper, data from American, Brazilian, and Singaporean employees reveal the culturally universal relationship between controlling supervision and strengths use, as well as strengths use’s culturally-contingent relationship with job performance (significant only in the low power distance culture) and culturally universal relationship with job satisfaction. Implications for research on strengths use, cross-cultural management, and leadership, as well as practical implications deriving from this study, will be discussed. AWARD WINNER! The ILA’s Leadership Scholarship Member Interest Group has named this paper “Most Publishable Paper.” This award is sponsored by the journal Leadership and SAGE Publications.

Dejun Kong, Jepson School of Leadership Studies, University of Richmond
Co-authors: Violet T. Ho, Robins School of Business, University of Richmond; Chay Hoon Lee, Keppel Offshore and Marine Ltd.

Understanding Today’s Leadership Through Historical and Cultural Lenses

Sapphire 410B  |  Presentation  |  Business Leadership

Chair: Wesley D. Balda, Robert P. Stiller School of Business, Champlain College

Power, Blood, and Sustainability: A Tale of Two Companies

Using two case studies, this presentation will introduce the Thousand Year Model of leadership, which is used to define the dynamics that led one company (Siebel Systems) to collapse in 10 years, yet have helped another (Nishiyama Keiunkan Onsen) to remain successful and thrive for more than 1,300 years.

Anton Camarota, Tellari

Authentic Leadership in a Global Perspective – The Case of Dag Hammarskjöld

Unknown to the international community when he was elected Secretary-General of the United Nations 60 years ago, Dag Hammarskjöld changed the role of the UN through the creation of diplomatic tools such as peace-keeping operations. This presentation will use his life and leadership to explore authentic leadership, peace-building, and global integration today.

Lena Lid-Falkman, Management and Organization, Stockholm School of Economics
Emotional Labor and Communicative Praxis

Sapphire 411 | Symposium | Leadership Development

Chair: Karen A. Longman, Doctoral Programs in Higher Education, Azusa Pacific University
Commentator: Jen Jones, Communications, Seton Hill University

Leadership Development and Communication Practices: The Importance of Soft Skills
Through coaching and coaching evaluation, leaders can develop an enhanced ability to lead in a holistic fashion by communicating with multiple audiences in ways that are rich in both content and relational message dimensions.

Susan Elaine Murphy, Organisational Studies, University of Edinburgh Business School

The Role of Leader Charm in Dyadic Relationships and Development of a Scale for Measuring Leader Charm
The purpose of this research is to establish, via literature review, charm as a construct that can be meaningfully distinguished from charisma and to identify steps toward the initial development of a charm scale for organizational research.

Kevin B. Lowe, Graduate School of Management, University of Auckland

How Leaders Use Emotional Labor Tactics to Maintain Civility
During disagreements, leaders can display civility by (1) using surface acting to hide their true feelings, (2) using deep acting to summon up the appropriate emotions, or (3) using natural and genuine emotional labor to display their true feelings.

Ronald H. Humphrey, Management, Virginia Commonwealth University

Leadership as Emotional Labor Meets Professional Civility
Professional civility integrates several areas of communication including politeness, message design logic, and defensive and supportive communication. This paper will connect several elements of the professional civility framework to the work on leadership as emotional labor to suggest new avenues for research.

Janie M. Harden Fritz, Communication & Rhetorical Studies, Duquesne University

What (Really) Happens When Students Work in Teams

Sapphire A | Panel Discussion | Leadership Education

Chair: Todd E. Murphy, Center for Leadership, Northwestern University

This session will examine quantitative and qualitative findings from over 2,500 teamwork assessments, providing a view of undergraduate students’ collective realities. Presenters will explore: common obstacles and opportunities for teams and individual students; student awareness about whether they are failing or succeeding; and how students diagnose and overcome individual and team challenges.

Adam J. Goodman, Center for Leadership, Northwestern University
Koshonna Brown, Center for Leadership, Northwestern University

Worldview and Contemporary Leadership Challenges

Sapphire E | Symposium | Conference Theme

Chair: Michael Brandenburg, IESE Business School, University of Navarra

Despite a century of leadership research and decades of leadership development focused largely on the “what” and the “how”, the practice of leadership still often falls short of what is needed and desired practically and ethically. This panel will explore the “why” and the “what we value” as dimensions with promise of meeting the challenges of a dynamic global world.

The Leadership Values Gap
This presentation will overview current dynamics and patterns of personal and social values with the intent of offering new perspectives and practices for getting it right. The presenter will review emerging trends that reflect significant shifts, among other things, toward personal agency, autonomy, and idealism.

Marilyn M. Taylor, School of Leadership Studies, Royal Roads University
Reframing Ethical Leadership in a “Spiritual and Not Religious World”

The presenter will address the issues and challenges of educating ethical leaders for transformation in a “spiritual and not religious” world, based on teaching, learning, and reflective practices at Seattle University School of Theology and Ministry.

Faustino Cruz, School of Theology and Ministry, Seattle University

Women and Leadership in Rwanda, 20 years of Transformation: Evolving Values and Current Challenges

Current challenges, misperceptions, realities, and accomplishments related to women and leadership in Rwanda will be presented in the context of shaping a Gates-funded research project to explore rural women’s view and values to enhance their agency in shaping, implementing, and reflecting on projects intended to improve their farms and lives.

Éliane Ubalijoro, Institute for the Study of International Development, McGill University

Leadership at the Intersect: Innovative Leadership in Complex Social Change

Innovative leadership of complex social change initiatives inevitably generates significant tensions between personal, organizational, and societal values. Drawing on examples of inspired change leaders working in Laos, Bhutan, Albania, and Mali, the presenter will explore how these leaders sensitively and creatively navigated the risky intersections between personal, cultural, and community values.

Ingrid Richter, University of Ottawa

Creating Collective Realities to Achieve Multi-Agency Collaborations

Chair: Lunell Haught, Organizational Leadership, Gonzaga University

Leaders in multi-agency collaborations are challenged by dual role requirements. They are expected to simultaneously identify with their own organizations and the collaborative. This session will examine the conscious and reflective work and action needed to develop and support these concurrent roles. Leadership scholars will share successful creations of new collective realities for public and private member collaborations and their stakeholders. The collaborations studied include the African Women’s Coalition—a Pan African organization on the West Coast of the United States—and a collaboration of 27 arts and cultural organizations in San Diego.

Jonathan Reams, Life Long Learning and Counseling, Norwegian University of Science and Technology
Evelyne Ello Hart, Doctoral Program in Leadership Studies, Gonzaga University
Josh Armstrong, Comprehensive Leadership Program, Gonzaga University
Elizabeth Castillo, Leadership Studies, University of San Diego

Eastern and Western Applications of Mindfulness to Leadership

Through the centuries, mindfulness has been practiced in many traditions, secular and religious, spiritual and physical. In the past ten years, scholars of Leadership Studies have become increasingly interested in the practice of mindfulness, particularly as it pertains to the development of important behaviors crucial to effective leadership. Panelists will broadly discuss the main tenets of mindfulness from both Eastern and Western traditions and then specifically link the focus of each tradition to leadership and organizational development.

Robert M. McManus, McDonough Center for Leadership and Business, Marietta College
JoAnn D. Barbour, Doctoral Program in Leadership Studies, Gonzaga University
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Undergraduate Leadership Minor

MA in Leadership Studies
Preliminary Administrative Services Credential
Military Science - Army ROTC

Application deadlines for Fall 2015 begin on December 1, 2014

It’s Time You Join Us.
Generative Leadership and the Problem of Entanglement

**Aqua 300 | Workshop | Public Leadership**

Public sector leaders committed to generating conditions that nurture dialogue, trust, and innovation, often find themselves entangled between two seemingly opposed notions of leadership: administrative and adaptive leadership. Working with two case-studies, this experiential workshop will focus on real challenges and opportunities for generative leaders who find themselves in the middle of this entanglement.

Stan Amaladas, Learning and Development Services, University of Manitoba
Dennis Silverstrone, Continuing Studies and Corporate Development, Okanagan College

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From Turbo-Charged Leadership to Transformational Leadership

**Aqua 310A | Presentation | Leadership Development**

Chair: Ray Wells, Foundation for Advancement of International Medical Education and Research

Developing Conscious Leading: Embodiment and Aesthetic Agency

This presentation will explore the nature of embodied, emotional barriers to conscious leading. Based on empirical research on arts-based methods of leadership development, the presenter will consider how conscious leadership requires attention to, and development of, embodied aesthetic agency.

Ian D. Sutherland, School of Postgraduate Studies, IEDC Bled School of Management
Co-author: Claus Springborg, Cranfield School of Management

Dialogical Leading: Dialogue as Condition Zero for Change

Dialogue and reflection are essential to the relational process of leading. The presentation will highlight the power of dialogue, briefly provide new directions of how and when to apply insights from a Dialogical Leader approach, and weave together theories of Grint (Leadership Framework), Hermans (Dialogical Self) and Gergen (Relational Leading).

Rens Van Loon, Organization, Change and Leadership, Deloitte Consulting
Co-author: Gerda M. Van Dijk, Zijlstra Center for Public Control and Governance, Free University Amsterdam

Towards Turbo-Charged Leadership: Leaders as Mindset Architects

Change is constant and often feared. Leaders need to go beyond managing resistance to change to creating environments in which highly desirable mindsets will flourish. This presentation will explore two questions: What mindset best prepares people to embrace change? How can leaders architect its adoption?

Blagoja Pardulski, Tradebridge
Co-author: Karen Lewis-Enright, 8 Weeks

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Researching the Long-Term Impact of a 1990’s Leadership Development Program

Aqua 310B | Presentation | Leadership Scholarship

Presenters will share their exploratory investigation of what, very arguably, is a critical concern for those who fund, design, or participate in extended leadership development programs: impact. The research utilized a mixed method design, including analysis of data collected during the program, interviews with past program fellows in 2014, and the career trajectories of the fellows across the 17-year period to explore the impact of a 24-month, million dollar program.

Jennifer Martineau, Research, Innovation, & Product Development, Center for Creative Leadership
Steven J. Noble, Noble Consulting Assoc., Inc.; Graduate School of Management, Boston University

Leadership from the Margins: Perspectives from College Campuses and Beyond

Aqua 311A | Symposium | Conference Theme

Chair & Commentator: Christopher Horsethief, Horsethief Productions

Bridging multiple perspectives, this session will explore what it means to be on the outside looking in and how leadership can be informed by these valuable perspectives.

Undocumented Leadership: The Undocumented College Student as Servant-Leader

The debate over immigration policy is far from settled in the United States. It is often centered on false images of undocumented immigrants. This examination will seek to counter the negative rhetoric surrounding this population by exploring the servant-leadership qualities and activities of seven undocumented college students.

Brian Davenport, Leadership & Organizational Studies, Lewiston-Auburn College, University of Southern Maine

Psychological Capital in the Invisible Worker: Opportunities for Enhancement

This recent case study focused on the development of psychological capital in the understudied and overlooked population of administrative support staff working in higher education. The presenter will share recommendations including why institutions of higher education should include a psychological capital assessment in the hiring process for new administrative staff.

James A. Mello, Office of Academic Affairs, Franciscan University of Steubenville

Regaining Power After Loss of One’s Voice: Living with Aphasia

Effective communication is a hallmark of leadership ability. Informed by the literature on aphasia, identity, self-leadership, and resiliency, this presentation will explore how individuals who have lost their voice exercise self-leadership skills to move from the margins back into the mainstream.

Viviane Lopuch, School of Global and Professional Programs, Marist College

Conscious Leadership and Culture

Aqua 311B | Presentation | Conference Theme

Chair: Alan J. Yu, Leadership Studies, University of San Diego

Globalization requires leaders of global organizations to understand cultural differences. Such understanding is also required of leaders of multicultural organizations as well as anyone who wants to think about leadership in less culturally myopic ways.

Conscious Complexity: New Perspectives in the Development of Global Leaders

This case study offers innovative ideas for scholars and practitioners seeking to understand how organizations and individuals develop in complex environments. The research contributes to the nascent field of global leadership with scalable methodology for other comparative work.

Andrea McMullen, Thermo Fisher Scientific

Leveraging the Trust-Communication Cycle

Cross-cultural leader-follower relationships are critical and complex. Cultural dissimilarities can complicate communication and create powerful barriers, discouraging mutual trust. This presentation will examine the beneficial relationship between trust and communication, and its unique capacity for transcending cultural barriers in leader-follower relationships.

Charity Remington, THE Mission Haiti
Constructive Use of Silence in Leadership Development: An Indian Perspective

Silence is a form of communication that is cultural and context specific. A goal of this research is to integrate the teachings of Eastern thought on silence with empirical data in order to identify constructive uses of silence in developing effective leaders across the globe.

Kruthika Jayatheertha, Advisory Services, Ernst & Young, LLP

Leadership in Ecuador: Exploring National and Local Leadership in Latin America

Increasing conscious leadership requires interdisciplinary exploration at both national and local levels. This presentation will examine leadership and followership in Ecuador based on published scholarly research and interdisciplinary sources. A research agenda will be suggested for promoting theory building from within Ecuador among its diverse population.

Jeffrey L. McClellan, Management, Frostburg State University

Transforming African Leadership

Despite high expectations for political, economic, and moral transformation, the African continent’s postcolonial history is fraught with failed states, civil wars, repressive regimes, and genocide. The presenter will examine the failed leadership of Africa and the lessons that emerge from it.

Pierre Kablan, University at Albany, State University of New York

Leader Developmental Efficacy: Definition, Measurement, and Utility

Aqua 313 | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Susan Elaine Murphy, Organisational Studies, University of Edinburgh Business School

The belief one has in their ability to develop leadership skills is an important indicator of readiness for leader development. Accurate measurement of Leader Development Efficacy can increase an organization’s return on development dollars invested. In this session, a new measure of LDE will be examined with four studies that assess its factor structure, convergent, discriminant, and predictive validity.

Factor Structure of Leader Developmental Efficacy Measure

In this study, researchers examined the factor structure of a newly developed measure of LDE using a split sample (development and validation samples). Factor analytic techniques that resulted in a one factor five-item measure of LDE will be discussed.

Eric Middleton, Claremont Graduate University
Co-author: Sherylle Tan, Kravis Leadership Institute, Claremont McKenna College

Convergent and Discriminant Validity of a Leader Developmental Efficacy Measure

This research considered the construct validity of LDE in the nomological net of similar and dissimilar constructs (personality, leader efficacy, and other developmental readiness components). The presenter will show that incremental validity was also established, demonstrating explanatory variance beyond leader efficacy.

Dayna Walker, Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University
Co-author: Stefanie Johnson, University of Colorado Denver

Predictive Validity of Leader Developmental Efficacy

Based on data from 94 leaders, the added value of the LDE measure is its demonstrated ability to predict past development behaviors, intentions to develop, quality of development, and number of hours spent engaging in leader development activities. The presenter will discuss how LDE can be used by both researchers and practitioners.

Becky Reichard, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Co-author: Stefanie Putter, Colorado State University

An Exploration of the Relationship Between High Leader Developmental Efficacy and Engagement in Leadership Self-Development Practices

By taking a qualitative and inductive approach, the study aims to build upon the quantitative papers in this symposium by investigating the relationship between LDE and leadership self-development practices of university students. The presenter will discuss the types of leadership practices that students with high LDE engage in to strengthen their leadership skills.

Samantha Langan, Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University
The World Café as Co-Generative Action Research Method

Aqua 314 | Workshop | Leadership Scholarship

Participants will learn how the World Café process can be used as an integrative qualitative research method. After a presentation on the issues, opportunities, and challenges using the World Café as an action research method, the presenters will facilitate a deconstructed World Café. This session will integrate the theoretical dimensions of the World Café and Action Research with concrete practical outcomes.

Niels Agger-Gupta, School of Leadership Studies, Royal Roads University
Dorothy E. Agger-Gupta, School of Human and Organizational Development, Fielding Graduate University

Continuous Course Improvement: Quality Design for Leadership Education

Aqua Salon A | Workshop | Leadership Education

It is imperative that the next generation of leaders – today’s students – have the skills needed to effectively and confidently lead in digital spaces. Can online and blended-learning leadership courses meet this need? After a brief overview of the Quality Matters Program, the presenters will share lessons learned using QM to re-envision and modify case-in-point teaching and learning in digital spaces. In small groups, participants will use QM guidelines to identify strategies for continuous instructional improvement in online course design. Two of the QM technology related standards will then be introduced to consider technology alignment or misalignment, and acceptable use.

Cynthia Digby, Organizational Leadership, Policy and Development, University of Minnesota
Robyn Skrebes, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota

Coaching Without a Net: Working in the Executive Arena When Stakes Are High

Cobalt 520 | Workshop | Leadership Development

This highly interactive workshop invites participants to learn – in a safe environment – from thrilling stories about coaching in high-stake environments and high-stake situations with senior leadership coaches. It aims at achieving its objectives by presenting examples of actual coaching cases, inviting experienced leadership coaches to share their own experiences in high-stake environments and situations, and offering participants hands-on experience handling difficult coaching situations in various settings.

Andreas Bernhardt, Center for Leadership Development Research, ESMT - European School of Management and Technology
Carol Kauffman, Institute of Coaching; Harvard Medical School
Jeffrey W. Hull, Institute of Coaching

Making the Link Between Mindfulness and Profit: CEOs Show How It’s Done

Aqua Salon C | Panel Discussion | Conference Theme

Chair: Amber Johnson, Center for Values-Driven Leadership, Benedictine University

Is there a measurable connection between conscious leadership and the bottom line? Does mindfulness just make for a nicer workplace, or can the results be quantified? What are the contributing processes, practices, and values? Can an organizational culture be purposefully designed to impact organizational success and sustainability? This panel of scholars and CEOs will explore these questions through strategies, stories, and research.

Kim Reed Perell, Adconion Direct
Jim Ludema, Center for Values-Driven Leadership, Benedictine University
Karen Clark Cole, Blink UX
Collective Realities of Female Transformational Leaders in a VUCA World
Aqua Salon D | Symposium | Conference Theme
Chair & Commentator: Lillian B. Schumacher, Academic Affairs, Tiffin University
This session will explore empirical research conducted in the health care sector on the various factors that influence women’s identity as leaders in VUCA (volatile, uncertain, complex, ambiguous) settings.

Exploring the Relationship Between Personality, Self-Identity, and Leadership Behaviors of Female Managers
The presenter will discuss research in a health-care setting that found a significant positive effect of personality on both the manager’s self-identity and reputation as a transformational leader, and will share findings concerning the role self-perception has on self-efficacy.

Gretchen K. Carroll, Human Resources, Buckeye CableSystem

Contextual Intelligence of Female Healthcare Managers
Contextual Intelligence (C.I.) is a leadership framework based upon 12 interrelated competencies. These competencies were assessed in 300 female managers along with personality type. The results give insight into how C.I. is applied in a leadership context and its relationship with personality.

Matthew Kutz, Bowling Green State University

Curious and Inclusive Practices of Leadership
Aqua Salon E | Workshop | Business Leadership
This session will help leaders develop the capacity to learn from their curiosity and to in turn model curious and inclusive practices that foster teamwork and creativity. After a brief contextual overview, presenters will demonstrate how providing the space to exercise curiosity (rather than correcting mistakes or providing solutions) can create new ways of finding shared meaning while accelerating growth. Much time will be dedicated to engaging in curious and inclusive inquiry, and the session will close with a debriefing of the exercises.

Lisa Gick, Antioch University; [c u r i o u s]
Renee Charney, Charney Coaching & Consulting LLC

Multiple Meanings, Multiple Outcomes, Multiple Styles
Aqua Salon F | Presentation | Conference Theme
Chair: Craig E. Johnson, George Fox University

Conscious Leadership in Governing Special Needs Education in the Western Cape, South Africa
An exploration into the conscious manner in which South African public special needs education is led (i.e., organized, governed, and funded) and the associated impacts on the learning process and teaching outcomes. The study looks into key legislative and regulatory policy issues in the Western Cape Education Department from the context of conscious educational leadership and governance.

Patrick Thando Jonas, Public Administration, University of Fort Hare

Teaching About Women and Leadership for Transformative Learning
Students may resist engaging with the gendered topic of women and leadership. Focusing on its implications for leadership educators, this presenter will discuss a study that examines students’ expectations of and experiences with a course about women and leadership.

S. Lynn Shollen, Leadership and American Studies, Christopher Newport University

Multiple Meanings of Collaborative Leadership: Images from a Recent Study
Using an exploratory sequential mixed methods research design, this paper will demonstrate how leaders in the same organization who were educated and socialized in the same way endorsed the notion of collaborative leadership yet behaved in decidedly different ways.

Robert Donmoyer, Leadership Studies, University of San Diego
The Experiential Development of Sustainable, Responsible Leadership Practices

Sapphire 400 | Workshop | Leadership Development

This interactive workshop will be delivered as a partnership of three UK university business schools. Their practitioner focus has enabled students in management roles to embed a more sustainable, responsible leadership approach. Delegates will have opportunities to participate in reflective experiences, a stakeholder debate, visualization methods, and peer-to-peer dialogues related to the conference theme. Part of the workshop will involve a projection into 2112, an idea developed by the 50+20 initiative and the associated publication by Muff et al. (2013).

Emma L. Watton, Management School, Lancaster University
Steve Kempster, Lancaster Leadership Centre, Lancaster University
Jean-Anne Stewart, Leadership, Organisations & Behaviour, Henley Business School
Philippa M. Chapman, University of Cumbria

Meaningful Leadership: Perspectives on Service, Identity, and Authenticity

Sapphire 410A | Symposium | Conference Theme

Chair & Commentator: Shann Ferch, Leadership Studies, Gonzaga University

This symposium will look at the construct of meaningful leadership through four distinct lenses. Embracing the conference themes of globalization and collectivity, presenters will explore the question of meaning through the themes of identity, authenticity, narrative vision, and service, and from micro- (individual), meso- (organizational), and macro- (socio/global) perspectives.

Finding Meaning in Meaningful Work: The Lived Experience of Resilient Social Service Professionals
This study elucidates the lived experience of meaningful work for experienced and resilient social service professionals. The presentation will explore the role of meaning in overcoming burnout and compassion fatigue, and will introduce emergent themes from hermeneutic phenomenological interviews.

Nathaniel Pearson, Leadership Studies, Gonzaga University

Developing a Leadership Identity through Meaningful Leadership
This qualitative study explores how various experiences of ten Southeast Asian American (SEAA) leaders influenced their leadership identity and leadership development. Implications for how universities and organizations can help support the leadership development of SEAA leaders to benefit both the individual and the organization will be discussed.

Mai-Anh Ngo, Leadership Studies, University of San Diego

Meaning, Peace, and Global Leadership
Using an ethnographic content analysis of the text of 17 lectures by Nobel Peace Prize laureates recognized for human rights leadership, the presentation will examine how these leaders established shared meaning through narrative leadership.

Lyna M. Matesi, School of Business & Economics, University of Wisconsin Stevens Point

Exploring Leader Authenticity Through Profile Propositions and Executives’ Experiences
Based on data from over 3,300 leaders around the globe, the Role-Specific Evaluation of Authenticity in Leaders is an innovative framework and valid, reliable instrument. This presentation will emphasize its application in practice and will share case studies about why leaders who are generally true to themselves may not always behaviorally demonstrate authenticity.

Taylor Peyton Roberts, Leadership Studies, San Diego State University
Co-author: David C. Facer, Leadership Studies, University of San Diego

Embodied Wisdom: A Feminine Approach to Leadership

Sapphire A | Workshop | Conference Theme

Embodied Wisdom is a feminine-centered training model of leadership, empowerment, and facilitation that offers a radical new solution to the challenges of leadership today. It has been used to create nimble leaders capable of facilitating dynamic transformation through a strengths-based, emergent design approach. A series of creative, intuitive, heart-centered exercises will demonstrate the benefits of its mindful practices.

Shannon Thompson, Shakti Rising
Chelsea Cotton, Transformation Through Service, Shakti Rising
Exploring Women and Leadership
Sapphire 410B | Presentation | Leadership Development

Chair: Lilli Ann Chavez, Leadership and Organizational Psychology, Azusa Pacific University

First Ladies: Leading Their Way
This research looked at first ladies in the White House and their ability to influence the general population. In particular, the presenter will offer a comparison between Eleanor Roosevelt and Hillary Rodham Clinton and discuss differences in how they were received by the press, constituents, and society in general.

S. Irene Matz, College of Communications, California State University, Fullerton

Hierarchy of Follower Attributes and Gender Effect in a Latin-American Culture
Building on prior research, this Colombian study reveals further insights into followership attributes by evaluating gender and cultural influences and the hierarchy of followership attributes in the corporate sector. After a methodological overview, the presenter will discuss implications for leadership processes and organizational effectiveness.

Absael Antelo, Dreeben School of Education, University of the Incarnate Word
Co-authors: Margaret Sheridan-Pereira, Coombe Women and Infants University Hospital; Trinity College Dublin; Rodrigo Zarate, Business, Universidad EAN

Women in Higher Education: The “Natural Choice” for Conscious Leaders of Change
Although the number of female presidents in colleges and universities has increased, many female leaders continue to be affected by traditional beliefs regarding their leadership abilities. This presentation will look at the qualities and attributes of women in higher education and the significant contributions they make as natural conscious leaders of change.

Roseann Monteleone, Higher Education, Immaculata University
Gloria Oikelome, Academic Affairs, Lincoln University

Pedagogy and Analysis of Graduate Programs in Leadership Studies
Sapphire 411 | Presentation | Leadership Education

Chair: Maureen A. Guarcello, Leadership Studies, University of San Diego

The Pedagogy of Socializing Students into a Discourse Community
Graduate programs must provide opportunities for students to also develop their identity as leadership scholars by developing familiarity with the literature and by purposeful engagement with leading scholars. A seminar graduate class was specifically designed to achieve these goals through participation in the ILA’s conferences. Presenters will share research examining several aspects of the general experiences from the perspectives of students and faculty.

Cheryl Getz, Leadership Studies, University of San Diego
Kedir Assefa Tessema, Leadership Studies, University of San Diego

Can Leadership Be Taught? Definitely, Maybe!
This presentation will focus on how leadership can be taught and what pedagogical approaches are best suited at doing so. To answer those questions, the authors interviewed 18 alumni of graduate leadership programs now active in various industry settings. Presenters will share emergent themes including concepts and skills identified as difficult to learn.

Aditya Simha, Management, University of Wisconsin - Whitewater
Lazarina Topuzova, Organizational Leadership, Gonzaga University

A Management Practicum Course: Advancing Leader Development in Education
Yale School of Management’s Leadership Development Program is significantly advancing leadership development through a unique approach to leadership education. In an ongoing cycle of gaining new knowledge, experience, and reflection, students actively and intentionally increase their capacity to lead.

Sarah Biggerstaff, Yale School of Management

Leadership Graduate Programs: A Comparative Analysis of Value Propositions
A cross-sectional comparative analysis of the value propositions made in all 153 existing generalist leadership studies master’s degree programs was recently completed. Using discourse analysis, the presenter will examine appeals to motivations in programs’ descriptions from university websites.

Elizabeth Stork, Organizational Leadership, Robert Morris University
The Role of Applied Theory for Women and Leadership Research and Practice

Sapphire E | Panel Discussion | Leadership Scholarship

Chair & Commentator: Ann M. Berghout Austin, Center for Women and Gender, Utah State University

This session will offer attendees a rare opportunity to hear how applied theories are developed, evaluated, and used to understand and advance women in leadership. Panelists will describe their research, share how theory contributed to their work, and offer new theories developed from the research.

Advancing Theories of Women and Leadership

The presenter will provide a general foundation for understanding how theories are developed and used, make the case for gender-specific theory development, and introduce the idea of ‘calling’ for women and leadership theory.

Susan R. Madsen, Woodbury School of Business, Utah Valley University

Identity Theory and Women Leaders: Questioning Gender Neutrality

This paper builds on the call for gender-specific theory development and offers an in-depth critique of recognized identity theories. In addition, this presentation will examine how theories are used to justify decisions and how these decisions can reflect the existing imbalances in power and authority within societies.

Julia B. Storberg-Walker, Executive Leadership Program, The George Washington University

Women's Leadership Development: The Role of Relational Responsibility in an Emerging Theory

Focused on the concept of identity and how it relates to women's aspirations relative to leadership, this paper will present a theory for women's leadership development with particular emphasis on motivators for women to advance into senior-level leadership.

Karen A. Longman, Doctoral Programs in Higher Education, Azusa Pacific University
Julie Cowen, Provost's Office, Vanguard University
Co-authors: Debbie Lamm Bray, Northwest University; Sandy Hough, Azusa Pacific University

Women and Negotiation: Bridging Theory and Practice

This presentation will build on the themes of motivation and self-concept, as well as gender role congruency, by examining why women frequently do not negotiate and how different approaches to negotiation can help foster more successful outcomes such as equal opportunities and commensurate pay.

Jennie Giron, Claremont Graduate University
Michelle Bligh, Division of Behavioral and Organizational Sciences, Claremont Graduate University

Spirituality and Conscious Leadership in Multiple Contexts

Sapphire I | Symposium | Conference Theme

Chair: Yulia Tolstikov-Mast, Global Leadership, Indiana Institute of Technology
Commentator: Almarie E. Munley, Hampton University

Linked by their engagement in leadership scholarship, the presenters lead in diverse contexts (higher education, churches, and K-12 schools) and use different methodological approaches (quantitative survey design, hermeneutic phenomenology, and collaborative autoethnography) in their explorations of the role spirituality in leadership.

An Investigation of Spiritual Leadership in Churches

This presentation will investigate the relationship between organizational spirituality and church growth for one Christian denomination in the USA. The study applied organizational spirituality to the context of church leadership, and the pastor's conscious spiritual leadership practices to church growth.

Jessica Neely, Eastern University

Developing Resiliency as a Conscious Leader: The Essential Role of Spirituality as a Protective Factor

This hermeneutic phenomenological study explored the role of personal resiliency in leadership. The presenter developed and will share a model of resiliency development that includes an advanced set of protective factors essential to leaders' resiliency including: spirituality, personal growth, and the leadership imperative.

Danielle Dillman, Organizational Leadership, Eastern University
The Spiritual Strivings of Black Women in the Academy: Unpacking Our Collective Realities

This research gives voice to the lived experiences of black women faculty leaders. Employing an intersectional approach, the presenters will interrogate their experiences with micro-aggressions at the nexus of their identities, and discuss the role of spirituality in their collective identity and solidarity.

Kathy-Ann C. Hernandez, Loeb School of Education, Eastern University
Faith W. Ngunjiri, Offutt School of Business, Concordia College
Chanda D. Elbert, Agricultural Leadership, Education, and Communications, Texas A&M University

Followership: A Moderated Dialogue with Three Leading Authors

Sapphire M | Panel Discussion | Conference Theme

Chair: Rob Koonce, Creighton University

The names of these presenters are synonymous with a movement that continues to redefine leadership. An exciting follow-up to Thursday’s International Followership Symposium, this panel will continue to explore the latest on followership through a moderated dialogue with three thought-leaders who helped to define the field.

Barbara Kellerman, Center for Public Leadership, Harvard University
Robert E. Kelley, Tepper School of Business, Carnegie Mellon University
Ira Chaleff, Executive Coaching & Consulting Associates

[Image of EthicsGame advertisement]
The Kenneth E. Clark Student Research Award

2014 Winner
Emily Grijalva

Assistant Professor, Organization & Human Resources, University at Buffalo, The State University of New York


Emily Grijalva is a recent graduate of the Industrial and Organizational Psychology program at the University of Illinois at Urbana-Champaign, and she is currently an assistant professor in the Organization and Human Resources Department at the University at Buffalo, The State University of New York.

Abstract
Past empirical studies relating Narcissism to leadership have offered mixed results. The present study integrates prior research findings via meta-analysis to make four contributions to theory on Narcissism and leadership, by: (a) distinguishing between leadership emergence and leadership effectiveness, to reveal that Narcissism displays a positive relationship with leadership emergence, but no relationship with leadership effectiveness, (b) showing Narcissism’s positive effect on leadership emergence can be explained by leader Extraversion, (c) demonstrating that whereas observer-reported leadership effectiveness ratings (e.g., supervisor-report, subordinate-report, and peer-report) are not related to Narcissism, self-reported leadership effectiveness ratings are positively related to Narcissism, and (d) illustrating that the nil linear relationship between Narcissism and leadership effectiveness masks an underlying curvilinear trend, advancing the idea that there exists an optimal, midrange level of leader Narcissism.

The ILA is pleased to partner with the Center for Creative Leadership (CCL) on the Kenneth E. Clark Student Research Award. CCL is a top-ranked, global provider of executive education. Founded in 1970 as a nonprofit, CCL helps clients around the world to cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries. The award is named in honor of the distinguished scholar and former Chief Executive Officer of CCL and recognizes unpublished student papers on leadership or leadership development.

The Call for Submissions for the 2015 Kenneth E. Clark Award will be available online in early 2015. Please visit www.ila-net.org/awards for more information.
Creative Thinking Strategies to Help You Envision a Better Future

Aqua 300 | Workshop | Leadership Development

Though infrequently addressed in the leadership literature, leaders can borrow strategies, theoretical approaches, and mental models from creativity and innovation literature to help them generate, articulate, and implement visions of the future. Attendees will learn current creative thinking strategies and how to apply them to the vision development process in this highly interactive, hands-on workshop.

Stacy E. Hoehl, Communication, Wisconsin Lutheran College

Teaching and Developing Leadership Through Real-World Problems and Controversy

Aqua 310A | Presentation | Leadership Education

Chair: Barry L. Boyd, Agricultural Leadership, Education, & Communications, Texas A&M University

Leadership Development Through Problem Based Field Experience Learning

This presentation will share data across multiple semesters from a leadership field experience course that uses Problem Based Learning to engage students in developing operational plans for solving loosely defined problems presented to them by local social enterprise companies. Problem samples, plans, company working relationships, and development of team-based leadership will be discussed.

Ronald Frazzini, Leadership Minor, University of Minnesota

Spirituality and Controversial Topics in Leadership Courses: Decision Framework

Controversial topics present a unique opportunity for students to learn to engage in dialogue with people who hold different perspectives—a skill essential to leadership. This presentation will share a research-based framework exploring the pedagogical choices instructors encounter when presenting controversial topics, relating it to other pedagogical models.

Stuart Allen, Organizational Leadership, Robert Morris University
Co-author: Peter E. Williams, Graduate School, Northcentral University

Infusing Social Justice Themes in College Student Leadership Programs

Are issues of diversity and multiculturalism only discussed in your college student leadership series during that “one special diversity session”? Participants will be encouraged to reflect on their programs and learn ways to provide opportunities for students to have healthy conversations on issues of citizenship, inclusion, and service.

Vernon A. Wall, LeaderShape, Inc.

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ALL SESSIONS ARE OPEN TO ALL INTERESTED PARTIES; BUT IF THE ROOM IS FULL, PLEASE ATTEND ANOTHER. SESSION TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION, SEE PAGE 20. SOME SESSIONS CROSS TRACKS, REFLECTED BY A “+” AND TWO-LETTER DESIGNATION.
Cross-Cultural Perspectives on Leadership in China and the U.S.

Aqua 310B | Presentation | Public Leadership
Chair: Carol L. Woltring, Health Leadership, Policy, and Systems Group

Comparison of Leadership Development Between American and Chinese Local Leaders

This presentation will explore patterns in achieving leadership roles in China and the U.S. by comparing the demographic characteristics, educational levels, and career paths of 90 governors and 94 provincial party secretaries in China and 100 governors in the U.S. from 2002 to 2013.

Tian Wu, School Of Public Policy and Management, Tsinghua University
Co-author: Yongda Yu, School of Public Policy and Management, Tsinghua University

The Responsible Breakthrough of China-U.S. Leadership Communication

As two of the largest world economies, China and the United States have significant impacts on global development. This presentation will highlight seven challenges to positive bi-lateral relations and discuss opportunities to cultivate successful leadership communication toward working on critical global problems and a global governance deficit.

Michael Shiquan Wang, Center of Leadership and Communication, China Executive Leadership Academy Pudong
Co-authors: Michael Z. Hackman, Communication, University of Colorado-Colorado Springs; Xuezhu Bai, Department of Academics, China Executive Leadership Academy Pudong

Abusive Leaders: Can Experiential Ethics Training Help?

Aqua 311A | Presentation | Business Leadership
Chair: Wesley D. Balda, Robert P. Stiller School of Business, Champlain College

What are the evidence-based antecedents of the toxic leader? How can organizations predict and then circumvent their emergence? This session will first define the toxic leader and then present a unique training intervention designed to encourage the development of ethical leadership.

Writing the Portrait of the Abusive Leader

This presentation will share the results and implications of a quantitative study that identifies abusive leader characteristics – who the toxic leader is, how this person leads (style), and what the abusive leader believes. Regression analysis demonstrates it is possible to predict the abusive leader (R = 0.85; significance <= .01).

Thomas N. Meriwether, Psychology, Virginia Military Institute

From Everest to the Boardroom: A High Altitude Approach to Ethics Training

This presentation will share the experiential ethics training, “Murder in the Mountains,” based on a case study of the fatal shooting of a Tibetan nun in 2006. The training, which is currently being piloted, was developed in a collaboration bridging the worlds of high altitude mountaineering, academia, and the corporate sector.

Kristi Kremers, University of Minnesota

New Perspectives on Public Leadership: Values, Motivation, and Development

Aqua 311B | Presentation | Public Leadership
Chair: Craig E. Johnson, George Fox University

Leading in the Public Interest: An Impossible Ideal?

This presentation will explore challenges in leading for the public good rather than for personal gain, and will prompt reflection on the realistic nature of this aim.

Stephen Brookes, Manchester Business School, University of Manchester

Effects of LMX and PSM on Job Satisfaction and Organizational Commitment

Recent reports indicate drastic declines in job satisfaction and organizational commitment in the public workforce. The presenter will share the results of a study that examined whether the quality of leader-member exchange relationships influenced public service motivation in determining the levels of job satisfaction and organizational commitment in a public workforce sample.

Wesley Alford, PhD in Leadership Program, University of Central Arkansas
Cultivating Leader Identity: The Alpha and Omega of Leader Development

Cultivation of new leaders within a community is vital for sustainability. This presentation will explore the leader development model continuum and its intersections with community engagement in rural Arkansas. The presenters will utilize an action research approach that aims to synergize the intentional efforts of researchers and participants toward mindful community development.

Courtney Mullen, PhD in Leadership Program, University of Central Arkansas
Emily Lane, PhD in Leadership Program, University of Central Arkansas
Co-authors: Timothy S. Bullington, PhD in Leadership Program, University of Central Arkansas; Rhonda McClellan, PhD in Leadership Program, University of Central Arkansas

Leader Self-Development

Aqua 313 | Refereed Symposium | Leadership Scholarship
Chair & Commentator: William Gardner, Institute for Leadership Research, Texas Tech University

Reframing Leader Development as Leader Self-Development

This paper reconsiders leader self-development in light of psychological approaches to metacognition and self-determination theory. The author will share conclusions, including that all successful leader development actually fulfills the criteria for leader self-development.

Dayna Walker, Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University

Self-Leadership and the Changing Nature of Work

Independent workers, a quickly growing category in the workforce, must act as their own leaders. This paper proposes self-leadership as an important moderating variable that allows independent workers to find satisfaction in their work despite the lack of day-to-day feedback when extending the Job Characteristics Model to this new population of worker.

Sam Spurlin, Positive Organizational Psychology, Claremont Graduate University

Mobile-Based Experience Sampling as Leader Self-Development Tool: Enhancing Self-Leadership and Self-Awareness

This paper introduces and evaluates the efficacy of using a smartphone-based reflexivity intervention as a leader self-development tool to enhance self-leadership and self-awareness.

Jeff Fajans, Claremont Graduate University

Challenges and Successes Working Across Sectors and Borders

Aqua Salon A | Presentation | Leadership Development
Chair: Deborah Meehan, Leadership Learning Community

Developing Women’s Leadership from the Ground Up: Experiences in Ghana

The Ghana Wins Program is a leadership initiative implemented through a U.S. university and created with the support of foundation sponsorship and in-country collaborators to develop and promote leadership skills for Ghanaian women in the key sectors of civil society organizations, healthcare, and education. Presenters will discuss the program’s development, unique action learning components, and lessons learned working across borders.

Amparo Hofmann-Pinilla, Research Center for Leadership in Action, Wagner, New York University
Kristie Patten Koenig, Occupational Therapy, New York University
Co-authors: Alicia Cebada Romero, Universidad Carlos III of Madrid; Mattia J. Gilmartin, Center for Continuing Nursing Affiliation, New York University

Afghanistan Education Renewal: Challenges and Leadership in Teacher Education

Afghans, along with international groups, addressed the 2002 post-conflict education crisis in Afghanistan by initiating teacher education efforts to meet the needs of millions of school children. This discussion will center on leadership convergence and divergence in this challenging task.

Susan Wardak, Teacher Education General Directorate, Ministry of Education of Afghanistan
Edna Mitchell, Women’s Leadership Institute/Department of Education, Mills College
Conscious Leadership: A Pathway to Transformation in Conflict-Affected Regions
Aqua 314  |  Workshop  |  Leadership Development
A contributing factor to foreign policy failures in conflict-affected regions has been the attempt to apply – in a form of unconscious leadership – Western approaches and solutions to complex problems. In contrast, conscious leadership invites leaders to expand their awareness which can lead to breakthrough results and sustainable transformation. This interactive workshop will share effective conscious leadership methods implemented over a five-year period with more than 4,500 leaders in Afghanistan and more recently in Libya, Turkey, and Egypt. The workshop will include structured dialogue combined with a suite of transformative exercises.

Linda Pallone, Consider the Cause
Susan Ryan, Amoveo

Inclusive Leadership in Business Settings
Cobalt 520  |  Presentation  |  Business Leadership
Chair: DeRetta Cole, Human Resources, First Data

Healing the Divides: Business Networks Transforming Negative Ethnicity in Kenya  +PL
As a nation of 42 distinct people groups, ethnic bias and tensions are ongoing concerns within Kenya. This presentation will share a study examining intentional approaches to transforming negative ethnicity in society by two major business networks in Nairobi, through youth empowerment, advocacy, public policy proposals, and innovative business ventures.
Marta D. Bennett, Leadership Studies, International Leadership University, Nairobi

Women’s Applied Strategies to Attain Management Positions  +LD
This presentation will share the results of a phenomenological study that explored strategies women incorporated to attain successfully senior management positions in business organizations. Twenty female senior managers in Fortune 500 companies in the Midwest United States related their lived experiences through face-to-face interviews, resulting in five themes.
Candice A. Osterfeld Ottobre, Summit College, University of Akron

A Conversation with ILA Leadership Legacy Honoree Meg Wheatley
Aqua Salon C  |  Conference Theme
Since her book Leadership and the New Sciences was published, Margaret Wheatley has been provoking new thought in the field of leadership. This conversation will reflect on concepts central to the honoree’s scholarship, her 40 year consulting practice, and the personal side of her story. How did Meg come to focus on the topics she studied? What are the key experiences that have shaped her work? What has she learned over her distinguished career? What is she thinking about now?

Meg Wheatley, Berkana Institute
Kathy Allen, Allen and Associates

Youth At-Risk: Leadership Intervention and Resilience in the Transitional Space
Aqua Salon D  |  Panel Discussion  |  Youth Leadership
Chair: H. Eric Schockman, Center for Leadership, Woodbury University
This panel will explore a leadership intervention model designed to increase the resilience of at-risk youth in an urban juvenile detention system. Particular attention will be given to the transition from incarceration to home communities. Theory on the decision-making capacity of youth offenders as a factor in recidivism will be explored.

Mariko Peshon, Leadership Studies, University of San Diego
Zachary Gabriel Green, Leadership Studies, University of San Diego
Carlos Nelson, Group Relations International
An Historical Look and a New Consideration

Aqua Salon F | Presentation | Leadership Development

Chair: Eric Guthey, Department of Intercultural Communication and Management, Copenhagen Business School

A Comparative Historical Analysis of the Perplexing Construct of Leadership

The leadership construct has been rethought, reformulated, and renamed more than any other construct in the organizational sciences. Why has there been so much variation in its meaning? Using comparative historical methods such as causal narrative, pattern matching, and process tracing, this presentation will offer insights into the perplexing field of leadership.

David B. Szabla, Human and Organizational Learning, The George Washington University

Exploring the Relationship Between Transformational Leadership and Narcissistic Leadership: Advancing a New Conceptual Paradigm

This presentation will consider the parallel and discrete research streams of transformational leadership and narcissistic leadership and argue that they have commonalities that have been under-recognized and rarely acknowledged. In doing so, a new model will be proposed that incorporates productive narcissistic leadership into the broader conceptual framework of transformational leadership.

Martin G Fitzgerald, Newcastle Business School, University of Newcastle
James B. Hunt, Newcastle Business School, University of Newcastle

Building New Leadership in African American and South African Communities

Sapphire 400 | Panel Discussion | Public Leadership

Chair: Barbara C. Crosby, Humphrey School of Public Affairs, University of Minnesota

Commentator: Janet E. Rechtman, JW Fanning Institute for Leadership Development, University of Georgia

In a facilitated dialog, panelists will discuss how a new generation of leaders is developing an agenda for change that builds on the successes of civil rights and anti-apartheid leadership. Questions for consideration during the discussion include: How do narratives that inspired and mobilized the civil rights and anti-apartheid movements remain relevant for young leaders? How are today’s leaders weaving new themes with older themes of struggle in order to create new stories for their communities and build coalitions that cross ethnic/racial, professional, and sector divides? Audience members will be invited to offer insights and raise questions that can prompt further reflections.

Gary Cunningham, Metropolitan Economic Development Association; African American Leadership Forum
David Anderson Hooker, JW Fanning Institute for Leadership Development, University of Georgia
Lize A.E. Booysen, Leadership and Change, Antioch University

Collective Leadership Dynamics: Creating Success in Groups

Sapphire 410A | Presentation | Public Leadership

Chair: Robert M. McManus, McDonough Leadership Center for Leadership and Business, Marietta College

Complex global challenges require complex solutions involving multiple perspectives, disciplines, skills, and collaboration in order to achieve success. Yet, collective effort is challenging and complex in and of itself. Presenters in this session will delve into the leadership dynamics needed for successful group results.

Does Your Group Need to Be Cohesive to Be Productive?

Through the lens of eco-leadership—a discourse defined by collective decision making, shared leadership, and grassroots organization—this presentation, based on both quantitative and qualitative data from an applied research study, will explore leadership factors critical to success for community groups attempting to solve complex problems.

Eric K. Kaufman, Honors Residential College, Virginia Tech
Co-authors: D. Adam Cletzer, Virginia Tech; Rachael Kennedy, Virginia Tech

Working Together: Implications for Team Leadership in Schools

This study of 70 senior leadership teams in Catholic schools in Australia explored relationships between team contingencies and team leadership. The presenter will share findings, including that team task interdependence significantly predicted the importance of team leadership functions in senior leadership teams.

Kerry J. Barnett, Education, University of New South Wales
Co-author: John M. McCormick, Education, University of Wollongong
The Shifting Focus of the Leader: Emerging Guides to Development

Absence Makes the Errors Go Longer: How Leaders Inhibit Learning from Mistakes
Michelle Bligh, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Co-authors: Jeffrey Kohles, California State University San Marcos; Qing Yan, Claremont Graduate University

Discursive Shifts and Human Capital Leadership
Ralph A. Gigliotti, Office of Student Development, Villanova University; Department of Communication, Rutgers University

Conscious Leadership, Religion, and Spirituality: Review and Critique
David C. Greenhalgh, Office of Interdisciplinary Studies, Eastern University
Brad G. Jackson, School of Government, Victoria University of Wellington

Great Ideas Share and Teach Forum
Paige Haber-Curran, Counseling, Leadership, Adult Education & School Psychology, Texas State University
Anthony Middlebrooks, School of Public Policy and Administration, University of Delaware
The Self Intelligent Leader
Aqua Salon E | Workshop | Leadership Development

Self intelligence is made up of two parts, self-awareness and self-management. While the importance of knowing thyself is ages old, it is one of the hardest components of leadership to teach. Drawing from the JOLT Challenge, and based on the latest information from the field of neuroscience and the world of improvisation, this experiential workshop will bridge the knowing/doing gap by providing participants the knowledge, tools, and experience to increase self intelligence. During the session flow, participants will engage in exercises, debriefs, and discussions.

Wade Jackson, Mind Warriors

Engaging Men with Undergraduate and Graduate Leadership Programs
Sapphire I | Panel Discussion | Leadership Education

Many leadership programs are experiencing a gap in male participation, with females significantly outnumbering males. How do educators engage males in leadership programs, study abroad experiences, and other cross-cultural opportunities? This panel will look at data from three different programs and contexts, and explore the relationship of the information to larger systemic issues facing male education.

Linnette Werner, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota
Josh Armstrong, Comprehensive Leadership Program, Gonzaga University
Shann Ferch, Doctoral Program in Leadership Studies, Gonzaga University
Marcus Carrigan, Leadership Minor, University of Minnesota

Hard Times: Leadership and Followership in 21st Century America
Sapphire M | Presentation | Public Leadership

Work that focuses only on leadership and, or, followership ignores an essential element: context. The author will share insights from her new book – Hard Times: Leadership in America – which explores the terrain that leaders must navigate in order to create change. Hard Times is divided into 24 brief sections, each one of which covers a component of the American leadership landscape. The presenter will delve into several of these and conclude by highlighting the leadership system. This systemic approach, which consists of three independent and also dependent parts – leaders, followers, and context – is, she argues, the most coherent, complete, and contemporaneous way of looking at leadership in all its permutations.

Barbara Kellerman, Center for Public Leadership, Harvard University

Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships (Clark Award Winner)
Sapphire 411 | Presentation | Leadership Scholarship

Past empirical studies relating Narcissism to leadership have offered mixed results. The present study integrates prior research findings via meta-analysis to make four contributions to theory on Narcissism and leadership: (a) Narcissism displays a positive relationship with leadership emergence, but no relationship with leadership effectiveness; (b) Narcissism’s positive effect on leadership emergence can be explained by leader Extraversion; (c) although observer-reported leadership effectiveness ratings are not related to Narcissism, self-reported leadership effectiveness ratings are positively related; and (d) the nonlinear relationship between Narcissism and leadership effectiveness masks an underlying curvilinear trend, advancing the idea that there exists an optimal, midrange level of leader Narcissism.

Emily Grijalva, Organization and Human Resources, University at Buffalo, State University of New York
Volume 2, Issue 1:

Editorial
Michael Harvey

Picturing power: the depiction of leadership in art
Nicholas O. Warner

Laughing at leaders (American politicians especially)
Thomas E. Cronin

Leadership lessons from Levinas: revisiting responsible leadership
Jen Jones

Sayyid Qutb’s political and religious thought: the transformation of jahiliyyah and the implications for Egyptian democracy
Mark A. Menaldo

Book review
Simon Robinson

Book review
Rita A. Gardiner

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Ioanna Iordanou
WARWICK BUSINESS SCHOOL

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Mirian Palmeira
UFPR – FEDERAL UNIVERSITY OF PARANA
BRAZIL

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Leadership and Global Justice
Executive Power in Theory and Practice
On Effective Leadership
Leadership and Elizabethan Culture
F.A. Hayek and the Modern Economy
Conceptions of Leadership

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maria.e.vizcarrondo@cabrini.edu
www.cabrini.edu/leadership
Unlocking the Matrix: Making Global Teams Work

Aqua 300 | Workshop | Leadership Development

Organizations often struggle with teamwork in matrix management where employees collaborate across geographies, functions, and product groups. Challenges include dispersed team members, reliance on virtual communication, and large numbers of stakeholders with diverse interests. Based on research from over 2,000 teams, this presenter will offer solutions to unlocking the matrix and enabling optimal team performance.

Ernest Gundling, Aperian Global

Elders and Mentors: Ancient Approaches – Contemporary Solutions +LD

Aqua 310A | Symposium | Public Leadership

Chair: April L. Lopez, School of Business & Leadership, Regent University
Commentator: Sari Häkkinen, University of Eastern Finland

Using three research approaches, this symposium will examine elders and mentors in ancient and indigenous communities—ancient approaches to leadership and leader development that have been all but lost.

Apprentices or Pupils? An Analysis of Teaching

This research used quantitative and qualitative methods to determine whether early Christian follower development emphasized apprentice-based or pupil-based teaching. The results were then applied to contemporary followership and leadership development indicating lessons to be learned from the shift in the meaning of teaching over the past century.

Russell L. Huizing, Ministry and Leadership, Toccoa Falls College

Developing Indigenous Leaders with a New Social Identity

This study examined the Apostle Paul's approach to developing indigenous leaders while facing conflicting cultural definitions of leadership by studying his correspondence to the early Corinthian Christian community struggling with its social identity in a Roman colony. The presenter will offer insights and applications for contemporary inter-cultural leadership development.

MaryJo Burchard, School of Business & Leadership, Regent University

Elders and Political Power in Ancient and Contemporary Cultures

Challenging the use of external pressures that fail to halt despotic behavior, this research compared elder leadership in three settings: ancient Greek, ancient Hebrew, and contemporary Gisu cultures. The presenter will discuss applications to contemporary political leadership in both developed and developing countries and relevant questions for future qualitative and quantitative investigations.

Phillip A. Sherow, Embedded Leadership
Virtual Technology and Effective Leadership
Aqua 311A | Presentation | Leadership Education

Chair: Julia Acosta, Wright State University

Using Technology and Creating Pathways to Success in Higher Education
Higher education leaders face ongoing challenges and decisions around increased course demands and shrinking budgets. This presentation will examine a case study of a class that has employed blended instruction pedagogy since 2006, focusing on outcomes such as: maintaining costs, increasing capacity, and measuring real-time student course performance.

Maureen Guarcello, Leadership Studies, University of San Diego

Virtual Meetings for Sustainable and Effective Leadership
What happens when technology changes the way meetings happen? Based on case studies and interviews with five organizations, this paper examines leadership behavior that can contribute to a sustainable world, namely virtual communication. The presenter will show how technology can change the way leaders and organizations cooperate and communicate.

Lena Lid-Falkman, Management and Organization, Stockholm School of Economics

Narrative Approaches to Leadership Education and Development
Aqua 311B | Presentation | Leadership Education

Chair: Lynne E. Devnew, Center for Leadership Studies and Educational Research, University of Phoenix

Building Self-Awareness and Hardiness Through Self-Narration
The poet Maya Angelou once said, "There is no agony like bearing an untold story inside of you." What happens when that untold story is the story about ourselves? Revisiting his TEDx Talk, the presenter will discuss how he uses his passion for music production and leadership to stress the importance of telling one’s own story.

Jaron L. Jones, Leadership Development, University of Florida

The Art of Teaching Leadership Communication: Lessons from the Theater
Some leaders are skilled at capitalizing on language, modulating their voices, and using their bodies to communicate leadership, but many are not. This presentation will shed light on how to use acting techniques including scenes, speeches, and poems, together with rhetorical elements such as ethos, pathos, and logos in teaching and developing leadership communication skills.

Marco Aponte Moreno, Management Science and Innovation, University College London

Exploring the Journeys of Leadership Educators Through Case Stories
Coming to the profession with varied backgrounds, philosophies, and approaches, every leadership educator has a personal storyline further enhanced by their breakthroughs and challenges teaching leadership. Presenters will describe how educators can use narrative storytelling for reflection and meaning-making, professional development (of themselves and their peers), and classroom effectiveness.

Kerry L. Priest, School of Leadership Studies, Kansas State University
Corey Seemiller, OrgSync

Designing Culturally Relevant Leader Development Curricula
Aqua 314 | Workshop | Leadership Education

From economic and racial inequality to political gridlock and social unrest around the world, a broader more inclusive framing and teaching of leadership is certainly needed. This workshop will create a hands-on opportunity to explore the intersection of leadership development and diversity. Participants will critically examine current trends in leadership education for cultural messages and lessons while creating new curricula based on their specific program or course context.

Laura Osteen, Center for Leadership & Social Change, Florida State University
Kathy Guthrie, Center for Leadership & Social Change, Florida State University
Early Childhood Education, STEM, and Leadership Development

Chair: Brian Beal, Simcoe Muskoka Catholic District School Board

Communication Technology in Youth Leadership Programs: An Implicit Curriculum
Erin Kostina-Ritchey, Center for Adolescent Resiliency, Texas Tech University
Kayla Thomas, Center for Adolescent Resiliency, Texas Tech University
Co-authors: Sara L. Dodd, Texas Tech University; Holly F. Reece, Texas Tech University

Filling the Pipeline: A Look at STEM Leadership in Early Childhood Education
Maquisha Mullins, Leadership Studies, North Carolina A&T State University

The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs
Marcia Reynolds, Covisioning LLC

Developing Conscious Leadership: Responding to Evolving Global Realities
Kathryn Bingham, Leadership Studies, University of San Diego; LEADistics

Conscious Leadership in Sustainable Development and Organizational Performance
William C. Schulz, Walden University

Leading Through Crisis: Seven Collective Experiences of the 2008 Recession
Steven Walker, Leadership Studies, Gonzaga University

Sustainable Innovation: Conscious Leadership in Times of Uncertainty
John W. Aldridge, Business and Technology, Colorado Christian University
Emerging Doctoral Pedagogies in Technology-Mediated Leadership Programs

Aqua Salon C | Panel Discussion | Leadership Education

Chair: Stuart Allen, Organizational Leadership, Robert Morris University
Commentator: L. Hyatt, Organizational Leadership, University of La Verne

Many doctoral leadership programs are partly delivered through technology-mediated communication and learning systems, but how successfully have doctoral teaching and learning practices been adapted for this type of delivery? With unique insights into doctoral leadership education and vast experiences with technology-mediated learning pedagogies, the panelists will share challenges, solutions, and quandaries discovered over the years.

Karen A. Longman, Doctoral Programs in Higher Education, Azusa Pacific University
Joanne Barnes, Graduate Studies in Leadership, Indiana Wesleyan University

Using Strengths in Leadership Development for College Students

Aqua Salon D | Workshop | Leadership Education

Efficacious leaders who possess strengths awareness are better positioned to facilitate successful teams. The purpose of this workshop is to present practical strategies to utilize strengths-based approaches in curricular and co-curricular contexts to support college students’ leadership development and teamwork. Participants will likely develop a deeper awareness and appreciation of their own strengths as well!

Krista M. Soria, Office of Institutional Research, University of Minnesota
Leonard Donovan Taylor, Leadership Minor, University of Minnesota
Alex Reinhard, University of Minnesota

Leadership Theory & Pedagogy: Mapping Developmental Readiness

Aqua Salon E | Workshop | Leadership Education

The concepts associated with developmental readiness provide greater insight and detail about how best to design, target, and deliver leadership interventions with the potential to maximize participant learning. This workshop will engage participants in mapping exercises designed to align leadership theories and pedagogies with varying levels of cognition. Attendees will learn how specific theories and pedagogies can be targeted based on readiness and how to stimulate sufficient disequilibrium to encourage growth.

John P. Dugan, School of Education, Loyola University Chicago
Julie E. Owen, New Century College, George Mason University
Mark Anthony Torrez, Loyola University Chicago

Media Images of Leaders and of Leadership

Aqua Salon F | Symposium | Conference Theme

Chair: Elizabeth Stork, Organizational Leadership, Robert Morris University

The media show how leaders appear and behave. This session will examine – taking four research-on-media viewpoints – how leaders and leadership are portrayed in images, tweets, and movies and will shed light on the emergence, self-portrayal, and projection of leadership.

Leadership and the Zombie Apocalypse: Images of Leaders in The Walking Dead

The study of fictional television narratives can illuminate the obstacles and challenges leaders face. This case study presentation will examine images of leaders in the television series The Walking Dead in terms of emergent leadership, leading in times of crisis, follower conferral of leadership and expectations, and restorative leadership among other themes.

Kimberly Yost, Lourdes University

The Global Exhibition of Leadership Self-Images in 140 Characters or Less

Social media allows leaders to create, share, and exchange information in a massive, virtual community. This study, a qualitative exploration of tweets, retweets, and favorites from targeted entrepreneurs, was designed to decipher self-generated images of leadership with a particular focus on ethics. The result is a collective analysis of self-portrayal the researcher affectionately calls ethical “Tweedership.”

Lonnie R. Morris, Organizational Leadership, University of Maryland Eastern Shore
Military (U.S. Marine Corps) Leadership Images
Movies perpetuate the image of Marine Corps leaders as rough, commanding, autocrats. The presenter will examine images of Marine Corps leaders in film and real-life against literature on prevailing leadership approaches such as transactional, transformational, and servant leadership.

John Hargadon, School of Business & Leadership, Regent University

Is the Principal Principle?
The 1989 biographical film Lean on Me dramatized the efforts of Principal Joe Clark to turn a troubled school around. Using anecdotal and informal interview data of high school principals and information gathered from coaching sessions, the presenter will show that sustainable change in schools more complex than portrayed, and a by-product of a cultural shift.

Michael W. Quigley, Organizational Leadership, Robert Morris University

Culturally Conscious Leadership: International Perspectives from the Third Sector
Sapphire 400 | Symposium | Conference Theme
Chair: Elena McCollim, Leadership Studies, University of San Diego
Exercising leadership often requires nuanced consciousness of intercultural issues and dynamics. This symposium will address a growing need for culturally-conscious leadership by presenting three approaches to leadership in international and intercultural environments taken from the third sector.

The Importance of Culture, Language, and Meaning-Making in the Context of Leadership
The issue of bilingual education is a major one in most nations that were once colonies. Reform requires strong leadership not just by those in formal leadership positions but also by various stakeholders. In addition to sharing empirical data, the presenter will use her personal experience to impart practical knowledge for researchers and practitioners.

Corinne Brion, Leadership Studies, University of San Diego

Immigrant Leadership in Civic Activities in Nonprofit Organizations and Beyond: Utilizing a Cross-Cultural Approach
This presentation will review recent studies of civic activities and leadership strategies of immigrant organizations from a comparative perspective with special attention to the USA and Scandinavian countries. Several suggestions will be made on improving cultural consciousness in social research and policy-making.

Anna Leskinen, Leadership Studies, University of San Diego

Consciousness of Virtual Cultures: A Case of Social Mobilization
What is known about cultures developed in the virtual domain? In the last decade, the proliferation of social media platforms has redefined how the world participates in social movements and advocacy. The winter of 2013-2014 events in Ukraine, popularly called Euromaidan, will serve as a case study for the discussion.

Kim Hunt, Leadership Studies, University of San Diego
Svitlana Krasynska, Leadership Studies, University of San Diego

Expanding Our Leadership Consciousness: Research from the Healthcare Field
Sapphire 410A | Refereed Symposium | Leadership Scholarship
Commentator: Anthony C. Andenoro, Agricultural Education and Communication, University of Florida

Action Research Implementing a Health Leadership Education and Research Program
The argument can be made that every health professional has to be a leader in this complex, supposedly patient-centred, yet cost-driven environment. The presenter will share an action learning and research-based approach to developing a culture of adaptive leadership by all staff in a health organization.

Stephen P. Jacobs, School of Nursing, University of Auckland

People Are Dying: Leadership in the Operating Room and Its Effect on Patient Safety
While tragic, the healthcare error rate presents a major opportunity to explore how leadership in the operating room (OR) affects patient safety outcomes. This paper looks at present day leadership of knowledge workers – specifically of those in ORs – and then examines how human factors have categorically become the focus of contemporary safety-management practices.

John L. Alexander, Claremont Graduate University
The Importance of Trust: Emerging Research on Servant Leadership

Sapphire 410B | Refereed Symposium | Leadership Scholarship

Commentator: Paige Haber-Curran, Counseling, Leadership, Adult Education & School Psychology, Texas State University

Leaders impact important organizational outcomes through followers. However, understanding the process by which leaders influence followers could be the black box in leadership research. These researchers’ studies emphasize the mediating role of trust in examining the impact of servant/benevolent leadership.

Theory of Mind and Benevolent-Paternalistic Leadership in Social Exchange

The results of path analysis with 104 U.S. employees indicate that Theory of Mind (ToM) moderates the effect of benevolent-paternalistic leadership on organizational citizenship behavior toward the organization through affective trust over and above trait emotional intelligence and cognitive trust. The presenter will shed novel light on social exchange in organizational settings and highlight the importance of integrating ToM in social exchange theoretical development and research.

Dejun Kong, Jepson School of Leadership Studies, University of Richmond

The Positive Impact Servant Leaders Have on Employee Engagement

While research has shown the positive impact that an engaged workforce has on organizational outcomes, there has been little empirical support on the leadership style and mediating antecedents that drive engagement. The focus of this quantitative study is to identify the impact that servant leadership factors have on employee engagement as a state of being via mediating factors of trust and perceived fit.

Nathan D. Klein, Aflac

Bridging Multicultural Divisions Through Leadership Development

Sapphire 411 | Panel Discussion | Leadership Development

Chair: Izabela Lundberg, Mike Haynes and Associates

What is the impact of social class issues in multinational organizations, and what competencies can enable leaders to be more culturally responsive to these realities? The topic will be explored through case studies from several leadership angles, including intercultural empathy and social responsibility among business leaders. This session will be exploratory and highly interactive, bringing together those interested in the subject to share knowledge and experiences.

Janis B. Balda, Center for Sustainability and Global Change, Unity College
Patricia O’Connell, College of Business & Leadership, Lourdes University
Jennie Walker, Thunderbird School of Global Management

Conscious Leading Requires Global Leadership: How Do We Identify and Develop It?

Sapphire A | Workshop | Leadership Development

Global leadership is “the process of influencing the thinking, attitudes, and behaviors of a global community to work together synergistically toward a common vision and common goals” (Adler, 2001 & Festing, 2001). This session will present research findings, a model of global leadership, assessment models, and development lessons from a team of experienced global leadership faculty. Participants will have opportunities to discuss best practices within their own context and to work in affinity groups to analyze case studies of intercultural challenges.

Chris Cartwright, Intercultural Communication Institute
Allan W. Bird, International Business and Strategy, Northeastern University
Where is Leadership Going?

Sapphire E | Panel Discussion | Leadership Education

Chair: Gama Perruci, McDonough Center for Leadership and Business, Marietta College

Scholars have engaged in the empirical study of leadership for a little over a century, developing a variety of theories and models furthering the understanding of this old-as-humans phenomenon. Still, leadership is a widely debated topic, both in academic circles and among practitioners. This panel will bring together distinguished contributors to the monthly “Leading Thoughts” column of The New York Times in Leadership website to spark a thought-provoking discussion on two inter-related questions: Where is the field of Leadership Studies headed and what direction is the practice of leadership moving?

Richard A. Couto, Union Institute and University
Barbara Kellerman, Center for Public Leadership, Harvard University
Susan R. Komives, National Clearinghouse of Leadership Programs, University of Maryland
Ronald E. Riggio, Kravis Leadership Institute, Claremont McKenna College
Georgia Sorenson, University of Maryland School of Law

International Stories and International Academic Visions on Peace Leadership

Aqua 310B | Panel Discussion | Public Leadership

Chair: Erich Schellhammer, School of Humanitarian Studies, Royal Roads University

Panelists will discuss different cultural perspectives on peace leadership prevalent among academics and in stories from different nations, particularly Canada, Germany, Russia, and the United States. The metaphorical nature of story will provide a means to gain insights into why cultures find themselves in conflict and provide an opening into the perspectives of others. Story offers leaders a way to explore the mechanisms of culture and society and create the vision, behaviors, and relationships necessary to create a culture of peace. The discussion invites further perspectives from the audience and an analysis of differences and commonalities heard.

Jean C. Lipman-Blumen, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University
Doug Banner, Research, Education and Curriculum Development, The Flow Project

Gendered Leadership: Myths and Realities

Sapphire I | Panel Discussion | Leadership Scholarship

Sound research on differences between women’s and men’s leadership styles and effectiveness has been plentiful over the past 25 years; however, drawing consistent conclusions about real or perceived differences has been more difficult. Rather than an academic presentation, each panelist will briefly discuss their recent research and its significance. A facilitated discussion with the audience will identify remaining research questions about women’s leadership, and whether or not a focus on the myths and realities of female advantage or disadvantage actually advances the conversation and research agenda.

Crystal L. Hoyt, Jepson School of Leadership Studies, University of Richmond
Becky Reichard, Division of Behavioral and Organizational Sciences, Claremont Graduate University
Susan Elaine Murphy, Organisational Studies, University of Edinburgh Business School

Global Leadership Development Lessons from ATCKs and Expats

Sapphire M | Panel Discussion | Leadership Development

Chair: Whitney McIntyre Miller, Leadership Program, Chapman University

Can the leadership skills of returning expatriates and Adult Third Culture Kids (ATCKs) help meet the demand for effective globally minded leadership? Panelists will examine research, share personal experiences, and explore how lessons from expatriate and ATCK experiences can contribute to the development of global mindsets and global leadership capabilities.

Patricia Stokke, Business, Cabrillo College
Jeffrey Mark Zimmerman, Political Science, Criminal Justice, & Organizational Leadership, Northern Kentucky University
Conscious Leading Within Disconnected Communities of Poverty

This discussion will focus on continuous resistance to a 1960 school desegregation order, the debilitating effects this case had on an impoverished rural community in southeastern Louisiana, and a proposed approach to developing aspiring leaders within these disconnected environments.

Sharon C. Hoffman, Educational Leadership & Technology, Southeastern Louisiana University
Natasha H. Chapman, Leadership and Community Service-Learning, University of Maryland
Marilyn L. Grady, Educational Administration, University of Nebraska-Lincoln
Suzanne Becking, Advanced Education Programs, Fort Hays State University

Consciously Interdependent Leadership and the Mangle of Practice

Consciously interdependent leaders accommodate the needs and concerns of diverse individuals and constituencies. Building on ideas articulated by Andrew Pickering in The Mangle of Practice (1995), roundtable participants will deepen their understanding of the dynamics of conscious interdependence by deconstructing and reflecting on the text, “The Farmer and the Cowman,” (should be friends) from the Broadway musical Oklahoma!

Janet E. Rechtman, J.W. Fanning Institute for Leadership Development, University of Georgia
Barbara C. Crosby, Humphrey School of Public Affairs, University of Minnesota
David Anderson Hooker, J.W. Fanning Institute for Leadership Development, University of Georgia

Emerging from Different Realities at the Intersections of Black and White

This presentation will explore how personal narratives and lived experiences shaped how two academics understand leadership and social justice and how they crossed ostensible boundaries of difference to collaborate professionally. The presenter will discuss the findings and attendees will be presented with a personal narrative protocol that they can use in their professional and personal lives to cross boundaries of difference.

James E. Henderson, Doctor of Education Program, Union Institute & University

Navigating the Complexities and Collective Realities of Non-Monoracial Identities

The presenters will discuss the roles that consciousness and dialogue can play in illuminating new ways of knowing and alternative narratives that are necessary for leading increasing and rapidly changing conversations about the social realities of non-monoracial and mixed race identities.

Roxanne J. Kymaani, Division of Extended Learning, National University
Nicholas Reyes Franco, Leadership Studies, University of San Diego
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<th>Topic</th>
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<td>Leadership in the Era of Sustainability: The Brazilian Challenge</td>
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<td>Odir Pereira, ILB-Leadership Institute of Brazil</td>
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<td>Modern Reflections on Ancient Wisdom: Bali and Eco-Leadership in</td>
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<td>For over 1,500 years, the Balinese have practiced a unique form of</td>
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<td>Alan J. Yu, Leadership Studies, University of San Diego</td>
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<td>Global Strategies to Advance Women into Leadership</td>
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<td>on three barriers that affect women globally and describe strategies</td>
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<td>Kathie L. Pelletier, Management, California State University, San</td>
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<td>Pathways to the American College Presidency for Women and People of</td>
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<td>Strategies Linking Art, Science, and Wisdom to Expand Consciousness</td>
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<td>Raul Alfredo Kalinsky, INDEI</td>
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<td>Strategies Related to Reviewing and Publishing in a Leadership</td>
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<td>Anthony Middlebrooks, School of Public Policy and Administration,</td>
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<td>Supporting Developmental Growth from Within an Online Learning</td>
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<td>The presenters will offer reflections arising from their experiences</td>
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<td>Cara T. Miller, Interindependence</td>
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<td>Valerie Livesay, Leadership and Human Resource Management, National</td>
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<td>The Language of the Body in Leadership and Professional Practice</td>
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<td>toned mother tongue of great importance for leadership and personal</td>
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<td>communication reading, and embodied leadership.</td>
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<td>Helle Winther, Nutrition, Exercise, and Heath, University of Copenhagen</td>
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Leading from Within: Emotional Intelligence, Mindfulness, and Servant Leadership

The presenters will discuss how the notion of leading from within highlights contemporary developments in leadership theory and serves as a means for making leadership conscious to the collective realities of the world.

Anat Herzog, Chapman University
Chris Hutchison, Student Engagement, Chapman University
Justin Koppelman, Chapman University

Whose (Global) Justice? MacIntyre, Leadership, and Global Justice

Alasdair MacIntyre’s notion of justice as a tradition-bound concept, with its explicit critique of human rights, poses a significant challenge to leadership studies. This discussion will explore MacIntyre’s notion of justice in relation to recent scholarship on leadership and global justice.

Micah Weedman, University Ministries, Belmont University

Intake to Integration: Conceptual Analysis of Successful Refugee Integration

Researchers developed a needs assessment of resettled East African refugees in order to identify the gaps in the U.S. integration process. This discussion will revolve around contextualizing the needs of this community, from which a framework for a more effective integration process may be established.

Caitlin G. Bletscher, University of Florida
Anthony C. Andenoro, Agricultural Education and Communication, University of Florida

Nature-Centered Leadership

Nature-centered leadership is an emerging consideration for decision-making in organizations. Participants in this discussion will explore views on how organizations should balance what is commonly referred to as the triple bottom line: people, profit, and planet.

Sean J. Cullen, PhD Program, Alvernia University
Spencer S. Stober, Graduate Studies, Alvernia University
Tracey Brown, Institutional Review Board, Alvernia University

Visual Methodologies: The Power of Images in Leadership Research

In a media-driven culture, leadership researchers may be attracted to visual methodologies that employ images as data. This discussion will focus on the vast potential of visual representation, which opens up the way to scholarly argumentation and new ways for expressing the unspeakable and unquantifiable.

Karin Klenke, The Graduate School, Northcentral University

Authentic Leadership: Is it Essential for Effective Organizational Change?

This discussion will promote dialogue around the construct of authentic leadership and its four components (Walumbwa et al., 2008) by examining the role that authentic leadership plays in executing strategies for effective organizational change.

Erica Allgood, Behavioral and Social Sciences, Regis University

Individual Change Capacity Builds Organizational Resilience

Organizational change is sustained by leaders who have a core set of personal resilience skills. This discussion will share a self-assessment for understanding individual resilience and link that to a model for applying this to leading organizational change. Examples of how these approaches have been used in educational settings (MBA and Executive Education) and business settings will be provided.

Cynthia Scott, Presidio Graduate School

Leading Transformation Through Generative Inquiry

What is generative inquiry and how can leaders create the conditions to foster it in organizations? The growing complexity in organizations calls for thinking that is novel and systemic and fosters creativity and innovation. A case study will be shared to demonstrate how leaders can create a field for generative inquiry.

Nancy Southern, School of Organizational Leadership and Transformation, Saybrook University
The Practice of Inclusion in Diverse Organizations: Exploring the Key Role of Leadership  
Leadership plays a key role in fostering and facilitating inclusion at multiple levels of diverse organizations. This discussion will explore the elements of this role in the context of a dynamic and systemic framework for the practice of inclusion.
Bernardo M. Ferdman, California School of Professional Psychology, Alliant International University

Faith’s Inescapable Role in Leadership: Lessons from the Christian Tradition  
Many people struggle to integrate their devout beliefs into their professional practices. This tension leads to inauthentic leadership and undermines the contribution of faith to organizations. This discussion will highlight principles and examples from the Christian worldview on how and why faith can positively inform collective realities.
John (Jack) S. Burns, Leadership Studies, Whitworth University

Honest Lying and Other Subtle Pseudo-Ethical Practices by Good People  
How is it that good people do bad things? Unfortunately, codes of ethics are not enough to prevent moral lapses. This discussion will explore how situations trump moral dispositions for honesty among executives and will provide solutions to avoid pseudo-ethical practices.
John R. Shoup, School of Education, California Baptist University

Grooming Our Own: Frames That Inform Community Leadership Development  
This discussion will explore how communities might develop leaders. After sharing insights provided by the literature in addressing these leader development challenges, participants will explore how communities might plan and execute leadership development.
Lonnie Jackson, School of Business, University of Central Arkansas  
Rhonda McClellan, PhD in Leadership Program, University of Central Arkansas

Is Privatization of Faith Possible in Public Leadership Decision Making?  
Is there such a thing as “privatization of faith” in public leadership? Aquinas, Augustine, Calvin, Luther, Strauss, Gandhi, Confucius, and Mencius, as well as others, with their emphasis on ethics and politics, will serve as the context for this discussion.
Jacqueline A. Faulhaber, Johnson University

Pope Francis I: Head of the Catholic Church, But Is He Exercising Leadership?  
In many ways, Pope Francis I has approached his role quite differently than past popes. This discussion will focus on the extent to which he is exercising leadership and how this may be discerned from other symbolic acts of the pope.
Ronald O. Wastyn, Managerial Studies, St. Ambrose University  
Dan Ebener, St. Ambrose University

Should Female Political Leaders Adopt Male Leadership Communication Styles?  
What is the relationship of male and female leadership and communication styles? This discussion will be framed by theoretical findings from case studies on the leadership and communication styles of Margaret Thatcher, Hillary Clinton, Angela Merkel, and Kristýna Kočí.
Ivana Mrozková, Applied Linguistics, Palacky University Olomouc

Becoming a Somatic Servant Leader: The Secrets of Conscious Engagement  
The ability to leverage somatic intelligence to engage and serve others may be the most powerful and most overlooked leadership competency. This discussion will focus on understanding the interdependent/ intersubjective nature of somatic feedback and its direct and immediate effect on producing transformation in others as the key to increasing effectiveness as coaches, mentors, educators, leaders, and organizational development specialists.
Lissa Pohl, Center for Leadership Development, University of Kentucky
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<tr>
<td>Coaching and Mentoring Work/Life Boundary Management Skills</td>
<td>29</td>
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<tr>
<td>Work/Life boundary management is difficult for those working in a highly integrative environment, such as living at the workplace (e.g. a college dormitory) or working from home. This roundtable will look at the ways leaders can be better coaches and mentors for employee boundary management.</td>
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<td>Pressley R. Rankin, School of Applied Leadership, City University of Seattle</td>
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<td>Conscous Leading Through Evaluative Thinking</td>
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<tr>
<td>Just as new realities continuously emerge in the world, so too do the realities of a growing leadership development program. How can a program adapt its evaluation methods to increase consciousness of the dynamic student experience and promote continuous program development?</td>
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<td>Katherine Kessenich, Humphrey School of Public Affairs, University of Minnesota</td>
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<tr>
<td>June Nobbe, Center for Integrative Leadership, University of Minnesota</td>
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<td>Developing a Campus Leadership Development Model</td>
<td>31</td>
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<tr>
<td>Attendees who are looking to develop a leadership development program or whose programs need a more comprehensive emphasis are invited to join in an exploration of this presenter-developed model that comprehensively explores the basic assumptions, beliefs, and presentation of leadership development programs.</td>
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<td>Michael Miller, FUN Enterprises Inc.</td>
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<tr>
<td>Developing Consciousness in Leaders – Exploring Triggers, Timing, and Type</td>
<td>32</td>
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<tr>
<td>While evidence indicates that consciousness development is associated with better leadership performance and organizational outcomes, an under examined question is: How can consciousness be developed in leadership programs? Recent Australian research into the promotion of late-stage conventional and post-conventional consciousness development in 335 leaders will be used as a foundation for sharing experiences and exploring ideas on this topic.</td>
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<td>Niki Vincent, Leaders Institute of South Australia</td>
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<td>Developing a Leadership Institute for the Greater Good</td>
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<tr>
<td>Discussion will focus on the journey taken by Cabrini College to establish a leadership institute and to permeate the culture of the campus community with a focus on leadership.</td>
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<td>Mary H. Harris, Academic Affairs, Cabrini College</td>
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<td>Maria Elena Vizcarrondo, Nerney Leadership Institute, Cabrini College</td>
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<td>Developing Global Positioning Leadership</td>
<td>34</td>
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<tr>
<td>This discussion will introduce the concept of Global Positioning Leadership (GPL), an engaging system that addresses the growing disparities between the Global South and the Global North. A qualitative analysis of study abroad programs will be used as evidence of the development of GPL in graduate students.</td>
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<td>Jean-Pierre Bongila, Leadership, Policy and Administration, University of St. Thomas</td>
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<tr>
<td>Human Flourishing: Toward Conscious Leadership for Global Change</td>
<td>35</td>
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<tr>
<td>What does it mean to flourish? Using a Stages of Leadership and Beliefs/Skills roadmap, this discussion will outline a flourishing statement: Who am I? Who do I need to be? How do I get there? What about my team/organization?</td>
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<td>Suzanne E. Van Stralen, Leadership Development, SVS Consulting Services; Martin Hall, SVS Consulting Services</td>
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<td>Lean Back and R.O.A.R.R (Recognize Opportunities and Respond Responsibly)</td>
<td>36</td>
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<td>Attendees are invited to join a discussion examining the emergence (and intrigue) of women as ascendants to power, and explore both traditional and nontraditional leadership styles and techniques derived from female leaders who embody an innate ability to lean back and R.O.A.R.R.</td>
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<tr>
<td>Shanita Baraka Akintonde, School of Media Arts, Columbia College Chicago</td>
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Outside the Comfort Zone: Developing Emotionally Intelligent Leaders

Change and challenge are the norm in today’s fast paced world. A leader’s ability to handle stress, communicate clearly, and maintain an even temperament in emotionally-charged situations is critical. This discussion will focus on how leadership development cohort programs increase emotional intelligence.

Catherine Rasmussen, Center for Community Vitality, University of Minnesota
Denise Trudeau Poskas, Leadership & Civic Engagement, University of Minnesota

Re-Envisioning the Leader: From Professional to Responsible Global Citizen

Organizational leaders are challenged to re-envision themselves as global civic members. Attendees are invited to join this roundtable to examine how leadership development programs can utilize transformative learning activities, international partnerships, professional portfolios, and mentoring in order to aide leaders in developing a cosmopolitan, culturally sensitive, and globally interdependent perspective.

Charles F. Piazza, Organizational Systems Program, Saybrook University

Seeking Collective Realities: Small Groups as a Leadership Literacy

Small groups can create an environment for emerging leaders to hear more voices in order to better inform their choices. Attendees are invited to join this discussion to explore the following question: How do we teach and learn to use smalls groups as a leadership literacy?

Neal R. Fredrickson, National Center for Food Protection and Defense, University of Minnesota
Brian S. Fredrickson, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota
Kirstin Phelps, iSchool, University of Illinois at Urbana-Champaign

Untapped Potential: Uniting Creative Thinking Strategies and Vision Development

Creativity and vision both receive significant attention in the leadership literature, but usually not in combination. This discussion will look at research on creative thinking that offers strategies to help leaders create, articulate, and implement visions of the future.

Stacy E. Hoehl, Communication, Wisconsin Lutheran College

When Leaders Don’t Lead

It happens all too often – a person in a leadership position does not behave as a leader should. Attendees are invited to join this discussion to share unleaderlike behaviors they have seen and to discuss ways to work within these situations to improve leadership.

Arron Grow, City University of Seattle

Afghanistan Education Renewal: Challenges and Leadership in Teacher Education

Afghans, along with international groups, addressed the 2002 post-conflict education crisis in Afghanistan by initiating teacher education efforts to meet the needs of millions of school children. This discussion will center on leadership convergence and divergence in this challenging task.

Susan Wardak, Teacher Education General Directorate, Ministry of Education of Afghanistan
Edna Mitchell, Women’s Leadership Institute/Department of Education, Mills College

Becoming and Being a Dean, Director, or Chair: Why, What, and How?

Experienced and emerging academic administrators are invited to discuss the collective realities of those charged with directing leadership programs at colleges and universities. Participants will have the opportunity to explore ideas, aspirations, and mentorship possibilities, as well as to connect with peers who share a passion for leading leadership learning communities.

Mary H. Tolar, School of Leadership Studies, Kansas State University
Ian D. Sutherland, School of Postgraduate Studies, IEDC Bled School of Management

Building a Competency Model for Technology Leadership Education

This discussion will explore the development of a technology leadership competency model that is being designed for a pathway from an associate’s to a bachelor’s degree program. Participants will be invited to share ideas to inform the model’s development.

Jenny Daugherty, Technology, Leadership, and Innovation, Purdue University
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<tr>
<td><strong>Changing Times, Changing Technologies: Preparing Students for Global Leadership</strong></td>
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<td>How will leadership education rise to meet the opportunities and challenges of tomorrow? Attendees are invited to join this discussion to explore the ways in which technology can be used effectively in leadership education to prepare students for positive global change.</td>
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<td>Robyn Skrebes, <strong>Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota</strong></td>
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<td>Cynthia Digby, <strong>Organizational Leadership, Policy, and Development, University of Minnesota</strong></td>
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<tr>
<td><strong>Don’t Go It Alone: Designing a Leadership Living and Learning Community as a Collaborative Effort</strong></td>
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<tr>
<td>This discussion will focus on the intentional development of a leadership living and learning community for first-year students through a unique collaboration between academic and student affairs. A variety of factors influencing the overall experience of student participants will be explored.</td>
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<td>Stephanie Colbry-Povlosky, <strong>Business, Cabrini College</strong></td>
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<td>Anne Filippov, <strong>Cabrini College</strong></td>
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<td>Vonya Womack, <strong>Cabrini College</strong></td>
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<td>Melissa Terlecki, <strong>Psychology, Cabrini College</strong></td>
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<td>Richard Gebauer, <strong>Academic Affairs, Cabrini College</strong></td>
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<tr>
<td><strong>E-Portfolios as a Pedagogical Tool for Leadership Education</strong></td>
<td>47</td>
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<tr>
<td>E-portfolios have gained prominence as a powerful pedagogical tool to help students articulate and integrate their learning across multiple experiences. This discussion will engage participants to address questions of purpose, design, and outcomes of e-portfolio experiences in leadership education.</td>
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<td>Francesca Lo, <strong>Undergraduate Academic Affairs, University of Washington</strong></td>
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<td><strong>Effectively Serving Veteran College Students</strong></td>
<td>48</td>
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<tr>
<td>Student veterans include active duty, reserve, and former service members of the military. This discussion will explore programs and resources available to this population and will examine the various challenges and benefits that veterans experience when attending college.</td>
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<td>Jamie M. Fenton, <strong>Chapman University</strong></td>
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<tr>
<td><strong>Exploring Issues of Food Security and Hunger in the Leadership Classroom</strong></td>
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<td>Participants will discuss methods for teaching about the issues of hunger and food security in the leadership classroom and will compare approaches used in introductory leadership courses with those used in advanced leadership classes.</td>
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<td>Penny Pennington Weeks, <strong>Agricultural Education, Communications, and Leadership, Oklahoma State University</strong></td>
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<td>William Gerard Weeks, <strong>Agricultural Education, Communications, and Leadership, Oklahoma State University</strong></td>
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<td><strong>Facilitative Training of Leaders: How to Do It and How to Know It Works</strong></td>
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<tr>
<td>This discussion will explore how leadership educators can build on research and experience to enhance their facilitative teaching and how to assess its value both as a classroom technique and as preparation for real-world leadership.</td>
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<td>Yael Hellman, <strong>Organizational Leadership, Woodbury University</strong></td>
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<td><strong>Leadership Education Pedagogies in the Digital Age</strong></td>
<td>51</td>
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<tr>
<td>As more undergraduate students are learning online, leadership educators are struggling to find ways to engage students in more than an information transaction. Leadership educators are invited to join this discussion on working with students to create developmental online leadership programs.</td>
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<tr>
<td>Virginia Leigh Byrne, <strong>Office of Student Life, University of Maryland, Baltimore County</strong></td>
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<tr>
<td><strong>Leadership Education for Generation Z</strong></td>
<td>52</td>
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<tr>
<td>Generation Z has arrived on campus. Attendees are invited to join this roundtable to discuss characteristics of Gen Z, explore preparedness to adapt to this changing demographic, and investigate how to reframe practices to address their learning styles.</td>
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<td>Corey Seemiller, <strong>OrgSync</strong></td>
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Ready, Set, Go! How a Prague Scavenger Hunt Jump-Started Leadership Development

A creative opening activity for a leadership course laid the foundation for students to develop leadership competencies, particularly emotional/cultural intelligence. This discussion will focus on transferable pedagogical elements that integrate learning objectives, gain student buy-in, and provide meaningful reflection and reinforcement of leadership skills.

Patricia H. Dyk, Center for Leadership Development, University of Kentucky

Teaching Leadership to Nontraditional Students

Participants will explore ways to best teach nontraditional students by sharing ideas, challenges, and experiences. The goal is to collect practical knowledge that can improve the success of nontraditional students.

John P. Baker, School of Professional Studies, Western Kentucky University

Teaching to the Field: Leadership Education in Discipline-Specific Settings

While many leadership education programs are interdisciplinary, there is also value in focusing within academic fields in which students are preparing to start careers. This discussion will explore strategies of how postsecondary educators can infuse leadership education within specific disciplines.

Clinton M. Stephens, Community Leadership Program, Iowa State University
Adam J. Kuban, Journalism, Ball State University

The Curricular and Co-Curricular: A Gap in Undergraduate Leadership Programs?

Undergraduate leadership programs usually attempt to foster students’ understanding of leadership studies and develop their leadership abilities. Educators are often conflicted with integrating the curricular and co-curricular components. This discussion will focus on a study that investigates the supposed gap between components.

Erin Coiley, Psychology, Christopher Newport University
S. Lynn Shollen, Leadership and American Studies, Christopher Newport University

Undergraduate Teaching Assistants: From Teacher’s Assistant to Teaching Assistant

This discussion will explore the cultural shift in the utilization of undergraduate teaching assistantships in leadership education, action learning around multiple group realities through Paulo Freire’s Pedagogy of the Oppressed, and the overall program creation and support of teaching assistants. Participants are invited to share their own histories in creating and utilizing a meaningful teaching assistant experience.

Laura Shelley, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota
Witney Bjerke, Undergraduate Leadership Minor, University of Minnesota

Companion Dissertations: The Duality of Generative Leadership and Education

The discussion will help to illuminate the many benefits of this form of scholarship including the use of generative leadership as a framework for collaboration.

Catherine G. Tagher, Nursing, Northern Kentucky University
Erin Robinson, Nursing, Northern Kentucky University

Guiding Revelation of Collective Realities: Innovative Classroom Activities

This roundtable will explore how the use of unique classroom exercises and assignments, and the breaking of class norms, can inspire stronger collective realities, thereby enhancing the learning experience. Specific methods and evidence of learning and development outcomes will be discussed.

Maggie M. Harris, Leadership Minor, University of Minnesota
Thank you University of Phoenix for sponsoring this event!

The Consortium creates a valuable opportunity to engage in meaningful dialogue about the latest scholarship and research being conducted by new contributors to the field of leadership studies. It serves as a venue for doctoral students and junior scholars to interact with senior leadership scholars. A senior scholar will be assigned to review a specific poster with the junior scholar who prepared it. The goal is to provide constructive feedback to clarify and sharpen this emerging research. All are welcome to listen in on these important conversations.
Are You Ready for Globally Responsible Leadership?

Aqua 300 | Workshop | Conference Theme

In this workshop participants will learn about the Globally Responsible Leadership Initiative (GRLI), a worldwide partnership of companies, business schools, and learning organizations working together in a collaboratory of change to develop the next generation of leaders. Presenters will first introduce the GRLI and facilitate an interactive dialogue about the tenets and implications of globally responsible leadership, conceived as a higher order of responsibility beyond corporate social responsibility. The workshop will then focus on understanding and applying the GRID™ – a practical diagnostic tool that promotes globally responsible awareness and action – to participants’ specific organizational contexts. All participants will receive a copy of the GRID™ for their own use.

Ann Dinan, North American Operations, Globally Responsible Leadership Initiative
John R. Alexander, Leadership Horizons, Inc.
Martha F. Miser, Aduro Consulting, LLC

Leadership’s Rearview Mirror: Reflecting on Leadership Lessons from Past Legacies

Aqua 310A | Symposium | Conference Theme

Chair: Phillip A. Shero, Administration, Embedded Leadership
Commentator: April L. Lopez, School of Business & Leadership, Regent University

Sister Aimee: An Early Twentieth Century Leader Case Study
A synchronic historical case study examining the forces contributing to the making and breaking of Aimee Semple McPherson, a noteworthy American leader, evangelist, and media celebrity in the 1920s-30s will be shared. It will describe socio-political, religious forces, and technological advances that impacted her foci, leadership style, and popular receptivity.

MaryJo Burchard, School of Business & Leadership, Regent University

Leadership Newsreel: American Leadership in the 1930s and 1940s
This presentation will share results of a qualitative study analyzing the leadership references from 1935-1942 in Fortune magazine, an important American periodical known at the time for promoting best practices and critiquing the leadership of business and political leaders around the world. Insights into how Americans conceptualized leadership at the time will be discussed.

Russell L. Huizing, Ministry and Leadership, Toccoa Falls College

Crafting Vision: Empowering Women to Build Roadmaps to the C-Suite and Beyond

Cobalt 520 | Workshop | Business Leadership

In the 2009 Harvard Business Review magazine article, “Women and the Vision Thing,” Herminia Ibarra and Otilia Obodaru conclude: women make significant contributions as managers, but their leadership potential is undermined by their lack of ability to ‘envision.’ This interactive workshop will be comprised of research insights and a series of exercises designed to foster envisioning competence and confidence.

Lucie Newcomb, The NewComm Global Group, Inc.
Followership Scholarship: Understanding the Leader-Follower Relationship

Aqua 310B  |  Refereed Symposium  |  Leadership Scholarship

Chair & Commentator: Mary Uhl-Bien, Management, Entrepreneurship and Leadership, Texas Christian University

This symposium brings together theory, research, and emerging methodology on followership.

A 21-Gun Salute to Followers  
*John L. Alexander, Claremont Graduate University*

This paper reviews 21 followership typologies evolving through both leader-centric and follower-centric perspectives. What differentiates each typology is a unique continuum of performance and set of situational constraints. A meta-comparison contrasts the drivers of behavior, purpose, and effectiveness to demonstrate how specific traits and behaviors are key to productive followership.

Effects of Life-Threatening Illnesses on Leader/Follower Relationships  
*Rodger D. Adair, College of Business and Management, DeVry University*

This presentation will discuss how perceptions of dyadic relationships are disrupted between leaders and followers, from the employee's perspective, when a trauma involving the life-threatening illness of a child disrupts the follower's work-family balance. Data were collected using in-depth interviews and an adapted LMX-7 instrument and analyzed using a modified van Kaam method.

Exploring Experiences and Constructions of Following Using Visual Methods  
*Rachael L. Morris, Business and Law, Northumbria University*

The presenter will discuss following as a relational and socially constructed process, will demonstrate how visual methods offer a rigorous and cutting-edge research approach in furthering relational socially constructed understandings within the followership field, and will shed light on specific experiences of following within the UK public sector.

Qualitative Leadership Analyses: Empirical and Conceptual Perspectives

Aqua 311A  |  Refereed Symposium  |  Leadership Scholarship

Chair & Commentator: Joanne Barnes, Graduate Studies in Leadership, Indiana Wesleyan University

Presenters will discuss research that employed different qualitative research methods that are relatively underrepresented in leadership research to examine a variety of leadership issues.

Trauma as Transformative Learning in the Leadership Journey  
*Jenifer D. Williams, Center for Survivors of Torture*

Trauma survivors who move into prosocial leadership report perspective shifts as critical to their leadership development. These shifts may be explained through transformative learning theory in which the trauma experience serves as an initial disorienting dilemma. This study is based on an interpretive phenomenological analysis of eight previously published autobiographies.

The Jim Jones Massacre: A Single, Holistic Case Study of a Survivor  
*Wendy M. Edmonds, Bowie State University*  
*Karin Klenke, The Graduate School, Northcentral University*

This single, holistic case study chronicles the experience of one survivor of the Peoples Temple massacre in Jonestown on November 18, 1978. The results revealed several major themes that supported followership, charismatic, and self-sacrificial leadership theories. Face-to-face unstructured and open-ended interviewing were used to collect data.

Latina Leaders in Higher Education: Transformative Learning and Paths to Leadership  
*Ana M. Gomez de Torres, Languages and Communication, Allan Hancock College*

This qualitative study explores the paths to leadership of six successful mid-management Latinas in California community colleges. Interviews revealed a conscious transformative learning process that helped each overcome barriers, become an effective leader, find her voice, and navigate the cultural switch from work to home thus holding onto a bicultural identity.

Autoethnography as an Underutilized Qualitative Genre in Leadership Research  
*Karin Klenke, The Graduate School, Northcentral University*  
*Peter E. Williams, The Graduate School, Northcentral University*

Presenters will introduce the basic features and analytic strategies of autoethnography including several forms of autoethnography such as collaborative ethnography, critical ethnography, and auto-ethno cartography. Examples of how autoethnography can be applied to answer important leadership questions will be provided.
The Development of Entrepreneurial Leaders
Aqua 311B | Presentation | Leadership Education
Chair: Marilyn J Bugenhagen, Marian University

Leveraging the Intersection Between Leadership and Entrepreneurship

This presentation will propose a new model for an academic minor and freshman learning community in leadership and entrepreneurship with the intention of producing graduates who are able to formulate and develop trans-disciplinary solutions as professionals in their respective fields, a skill which increasingly will be required of them.

Lindsay Hastings, Agricultural Leadership, Education, and Communication, University of Nebraska-Lincoln
Gina S. Matkin, Agricultural Leadership, Education, and Communication, University of Nebraska-Lincoln
Co-authors: Beth Down, University of Nebraska-Lincoln; Kristen Upp, University of Nebraska-Lincoln

The Power of an Idea: Entrepreneurial Leadership

Entrepreneurs are drivers of innovation. Leaders are the primary force behind change. Together, they can offer powerful solutions to the complex challenges found in contemporary environments. This presentation will discuss how to leverage the core tenets from the liberal arts to create a repository of talented problem-solvers, creative thinkers, and calculated risk-takers.

Amy E. Forbes, Centennial Center for Leadership, Hobart and William Smith Colleges

Teaching Global Leadership: A Collective Need for Change
Aqua 313 | Panel Discussion | Leadership Education
Chair: Tara L. Edberg, Leadership Studies, University of San Diego

In an increasingly interconnected world where traditional borders disappear, individuals and organizations are working together to tackle shared issues. Higher Education must prepare students for the global environment in order to address the most pressing issues facing our society. This panel will highlight different perspectives on how to teach global leadership.

Vincent Lamar Mack, Nelson A. Rockefeller Center, Dartmouth College
Karen J. Lokkesmoe, School of Business and Technology Department of Leadership, Capella University

Developing Consciousness Through Resilience in Complex and Adverse Environments
Aqua 314 | Workshop | Business Leadership

Creating leader consciousness in a complex, global society is daunting. This highly interactive workshop will encourage participants to consider how the very nature of their challenging world primes them to become resilient, go further, and become more conscious, and how a state of crisis or adversity can lead them to shared consciousness and intentional collaboration or "Communitas", where leaders band together to accomplish a shared purpose, emerging stronger in the process. Participants will be invited to continue their work in community with each other post-conference through a LinkedIn Leadership Consciousness Group.

Denise Trudeau Poskas, Leadership, University of Minnesota
Jennifer Moss Breen, Interdisciplinary EdD Program in Leadership, Creighton University
Rob Elkington, University of Ontario Institute of Technology; Global Partnership Consulting

Co-Creating Reflection: Maximizing Leadership Field Experiences
Aqua Salon A | Workshop | Youth Leadership

This workshop will introduce the use of deep student reflection in two field experiences focused on developing youth leadership in undergraduate and at-risk youth. Through a variety of activities, participants will learn strategies to incorporate into field experiences and leadership courses that are supportive of high quality student writing and critical thinking, such as co-creative and reiterative reflection. Furthermore, these strategies support adaptive leadership and the ability to effectively impact changing contexts of our world locally and globally in the moment and long term.

Christine VeLure Roholt, Leadership Minor, University of Minnesota
Ross VeLure Roholt, School of Social Work, University of Minnesota
The Leadership Scholarship Legacy of Peter Drucker

Sapphire M  |  Panel Discussion  |  Leadership Scholarship
Chair: Lawrence A. Crosby, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University

The legacy of Peter F. Drucker lives through his 39 books and countless scholarly articles on the topic of management. This year he is being honored by the ILA as a recipient of the Lifetime Achievement award, a part of ILA’s Leadership Legacy Program. This panel of experts will discuss the life and legacy of Peter Drucker and will highlight his impact on the study of leadership.

Joseph Maciariello, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University
Bernard Jaworski, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University
Rick Wartzman, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University
Michelle Bligh, Division of Behavioral and Organizational Sciences, Claremont Graduate University

CEO as Chief Culture Officer: How Top Execs Lead Culture and Values to Drive Results

Aqua Salon C  |  Symposium  |  Business Leadership
Chair: Marie E. DiVirgilio, Center for Values-Driven Leadership, Benedictine University
Commentator: Peter G. Northouse, Communication, Western Michigan University

As the top executive, a CEO’s role isn’t just to oversee operations or plan for the organization’s future; it is also to shape the organizational culture that will allow the company to thrive. This symposium will explore the role of the CEO in creating positive cultures and communicating values in order to drive strategic results using research drawn from the Return on Values initiative, a partnership between the Center for Values-Driven Leadership at Benedictine University, the Inc. Small Giants Community, and the Center for Positive Organizations at University of Michigan.

Changing a Culture from the Inside Out: Lessons in Transformation

Faced with the possibility of losing high potential employees if he didn’t change his leadership style and the company’s culture, the CEO of Tasty Catering launched a culture transformation process that yielded remarkable results.

Anna M. Amato, EdTec Central, LLC

How Exceptional Leaders Hire & Fire Differently

High culture/high profit companies hire and fire differently from their competitors. CEOs at these companies source candidates in non-traditional ways and look for culture-fit over specific skills. This presentation will explore the approaches exceptional executives take when hiring and firing.

Amber Johnson, Center for Values-Driven Leadership, Benedictine University

Banking on Values: How Ownership Builds Trust in the Financial Industry

Fresno First Bank offers a model for how banks can build trust, beginning with an ethical, community-based culture. This presentation will use video and live conversations with the bank’s CEO to establish the role of culture in building a trustworthy company.

Rick Whitsell, Fresno First Bank
Walter R. Baehrend, Wireless Services, Alcatel-Lucent

Leadership in Complex Contexts: Dealing with Challenges in the Public Domain

Aqua Salon D  |  Presentation  |  Public Leadership
Chair: Nikol Hopman, Leiden Leadership Centre & Centre for Professional Learning, Leiden University Campus Den Haag

Civil Society Organizations Address the Post-2015 Agenda

In the context of the expiration of the UN’s Millennium Development Goals in 2015, this presentation will draw on interviews with southern- and northern-based civil society organizations to explore whether peacebuilding groups are mobilizing to a higher degree and whether they are dialoguing and coordinating their efforts with development organizations.

Elena McCollim, Joan B. Kroc School of Peace Studies, University of San Diego
A Preliminary Exploration into Toxic Leadership in the U.S. Army
As acknowledged by the U.S. Army, toxic leadership is a significant problem within the U.S. military. This presentation will explore the symptoms and causes of toxic military leaders and whether specific environments promote abusive behaviors, and address individual and systemic actions that might minimize or eliminate destructive leadership.

Gary S. Metcalf, Graduate School, Saybrook University; The Graduate School, Sullivan University
Co-author: Teresa A. Daniel, The Graduate School, Sullivan University

Analysis of Leadership Within the Transitional Justice System
This presentation will propose a conceptual roadmap that bridges the realms of leadership and judicial processes and explores leadership competencies in the emerging complexity and global significance of transitional justice in post-conflict environments.

Andrew H. Campbell, Global Leadership, Indiana Institute of Technology

Leadership in the Intractable Conflict over Public School Sexuality Education
The long standing intractable conflict over sexuality education in public schools in the United States defies attempts at resolution. This presentation will examine the perspectives and experiences of 35 leaders of sexual health organizations, focusing on how this conflict has affected their leadership motivation, behavior, and competencies.

Tom Klaus, Tom Klaus & Associates; Eastern University

An Applied Approach to Using Business Principles to Solve Social Problems
Two proven methods used by successful social entrepreneurs to create innovative solutions to complex social problems will be the focus of this workshop. Design Thinking promotes a multidisciplinary approach to problem solving while the Lean Start Up model employs a process of continuous innovation to create a viable business plan. Participants will have the opportunity to experiment with both these methods as they work in small groups and apply them to a particular social issue.

Mark R. Peters, Leadership Studies, University of San Diego
Julia Buchanan, School of Business and Management, National University
Robin McCoy, School of Business Administration, University of San Diego

Power of Peer Coaching: Leveraging Collective Realities in Executive Education
This experiential workshop will explore various opportunities that leverage the collective realities of executives in leadership education by enriching typical coaching formats with state-of-the-art participant centered approaches. The setup and process of the workshop will include a strongly interactive approach – from short mini-tutorials and case studies to brief reflections in pairs, peer-coaching in trios, and plenary discussion and recommendations. Participants will learn from real-life cases and will enhance their own skills in focused peer-coaching sessions on their individualized topics.

Andreas Bernhardt, Center for Leadership Development Research, European School of Management and Technology
Konstantin Korotov, Center for Leadership Development Research, European School of Management and Technology

The Impact of Culture, Identity, & Gender Expectations on Women's Global Careers
Advancement for women in a leadership role requires a contextual awareness of the interplay between culture, identity, and gender expectations. Hear how research-informed initiatives address the challenges facing professional women across three regions, and engage in two activities designed to clarify strategies for on and off-the-job leader effectiveness within the context of one’s culture.

Laura Santana, Global Leadership Development, Center for Creative Leadership
Meena Surie Wilson, Center for Creative Leadership - India
Almarie E. Munley, Hampton University
Leader Authenticity: Research Focusing on Gender and Culture

Sapphire 411A | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Susan Elaine Murphy, Organisational Studies, University of Edinburgh Business School

The ability of a leader to engage his/her authentic self is balanced against the role expectations required across gender, ethnic, and cultural norms. This series of research studies will examine authenticity across settings.

Influence as Ideas: Authenticity in Women's Academic Leadership

This narrative analysis addresses gaps in leadership authenticity literature by examining women’s experiences in leading through ideas and influence. The presenter will challenge the notion that better decisions result when people are freed from conflicting expectations.

Elizabeth H. Jones, Business and Economics, Notre Dame of Maryland University

Stereotypes of Police Leaders and Gender: A Study of Emotions

The stereotypes of emotional displays for men, women, and police leaders were examined. An analysis of survey results will be provided, showing that people expect the emotional displays of police leaders to be more similar to the emotional displays of men than of women, creating a potential impediment to women aspiring for these positions.

Matthew William Lauritsen, Industrial/Organizational Psychology, Illinois Institute of Technology
Co-author: Roya Ayman, Institute of Psychology, Illinois Institute of Technology

A Phenomenological Inquiry to Authentic Leadership

This presentation will share the findings of a phenomenological study used to explore how leaders in Denmark, Sweden, and the U.S. create meaning of the underlying constructs in Authentic Leadership Theory, such as self-awareness, internalized moral perspective, balanced processing, and relational transparency.

Kristina Elisabet Natt och Dag, Leadership, Policies, Adult and Higher Education, North Carolina State University
Julia B. Storberg-Walker, Executive Leadership Program, The George Washington University

Conscious Leading: Ethical Values, Love, Ritual, and Insight in Emergent Realities

Sapphire 411B | Symposium | Conference Theme

Chair: Gloria Burgess, Jazz Inc.

Contemplating a conscious leadership call, what informs “leading consciously?”

Conscious Leadership and the Transformation of Business Value

Many instruments of society are fundamentally realigning. How will business leaders create value in an era in which the mere notion of ‘value’ is being redefined? The presenter will argue that the path ahead requires a new form of leadership by the conscious next generation; one that operationalizes values and beliefs into deliberate, executable strategic acts or behaviors.

Art Stewart, Corporate Development, Maine Pointe; Center for Business Ethics, Bentley University

Love-Based Leadership

Love-Based Leadership is an emerging paradigm that works on three pillars—love of self, love of source, and love of others—integrating love and spirituality into all aspects of life. The presenter will share Love-based leadership principles and strategies as a framework for shifting organizational cultures from fear to love.

Maria Church, Corporate Leadership Solutions

Leading in an Emergent World: The Georgia Smoke Diver Model

High reliability organizations, like the fire service, are able to perform at maximum capacity in emergent situations and environments. Georgia Smoke Divers (GSD), an extreme experiential training program, offers a model for fostering leaders who can contribute to positive organizational transformation through mindfulness, flow-based decision making, and critical thinking.

Judith L. Glick-Smith, MentorFactor, Inc.

Foundations to Conscious Leadership: I see YOU, I see ME

This presentation will share the insights of a grounded theory research pilot examining the narratives of thirteen Executive MBA students. Profound personal insights surfaced tied to perspectives of “I see YOU” (awareness of the other) or “I see ME” (awareness of self) and laid the groundwork for more conscious leading.

Kathryn Bingham, Leadership Studies, University of San Diego
Level 4 Leadership: Genius with a Thousand Helpers A Case Study from the NFL

In his 2001 book Good to Great, Jim Collins describes a particular type of ‘Level 4’ leader as “A Genius with A Thousand Helpers.” Investigating if this phenomenon could be found in other types of organizations, the presenter will share the results of a case study of the Cincinnati Bengals, a team in the National Football League.

Kim Hasselfeld, Orthopaedics and Sports Medicine, University of Cincinnati College of Medicine
Co-author: Daryl Smith, Organizational Leadership, Mount St. Joseph University

Navigating Meaning: How College Presidents Manage Influential Stakeholder Assumptions

This presentation will examine the description and stories college presidents tell about their student population when communicating with certain influential stakeholders such as trustees, alumni, and funders. Three significant findings pertaining to the tension and duality experienced by the presidents, the diversity paradigm, and the American Dream will be shared.

Suzanne Epstein, Department of Communication Studies, Baruch College

Positive Deviant Leadership for Sustainability: Keller and Cascade Engineering

The presentation will examine the positive deviant leadership of Fred Keller, CEO of Cascade Engineering, a certified ‘B’ corporation dedicated to positively impacting the triple bottom line of people, planet, and profit. Promoting a workplace of human flourishing, Keller and Cascade exemplify a leader and company who envision the world holistically and creatively.

Janis B. Balda, Center for Sustainability and Global Change, Unity College

Why Develop Leadership Competences During Experiments?

To develop new leadership competencies, there is a need for action research with a more experimental approach. This presentation will discuss a research project being implemented as a series of local experiments where four managers from different companies in Denmark experiment with affective leadership in their daily life.

Poula Helth, Center for Business Development and Management, Copenhagen Business School

The Future of Corporate Leadership Development

This interactive and engaging panel session is designed to engage men and women involved in corporate leadership development. Topics of discussion will include: cutting edge resources, approaches to developing a global workforce, unique/novel approaches to development, and building a culture of continuous development and growth.

Rita Buffington, Leadership Development Division, Qualcomm
Patty McKay, Human Resources, AMN Healthcare
Sharon Hartman, Corporate Human Resources, Illumina
Rebecca Bergner, Benefits Division, Target Corp

Connecting Inner Transformation as a Leader to Corporate and Societal Change

The ILA’s new volume in the Building Leadership Bridges (BLB) series, Leading with Spirit, Presence, and Authenticity is grounded in presencing as a way of moving into conscious action. This workshop brings perspectives and methods for being present to yourself, others, and the evolving societal situation in ways that make a difference. Building on the facilitator’s morning keynote address and ideas in the BLB volume, this workshop will give participants the opportunity to work personally and experientially with the ideas presented earlier and take these possibilities deeper into their lives.

Otto Scharmer, Presencing Institute; Sloan School of Management, Massachusetts Institute of Technology
Kathryn Goldman Schuyler, Organization Development, Alliant International University
Social Justice in a Complex World

LEADING THE CHANGE:

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London, UK

21st century will be considered throughout the conference in the context of change. Privilege, power, choices and responsibilities of leadership in the world of inequity filled with complex and competing economic, social, and environmental dynamics. From small beginnings can come big change.

The 2015 Theme: Explores the present and future nature of leadership in a world of social justice, both global and local.

Location: Imperial College Union, South Kensington, London, UK

Date: Friday 10th - Sunday 12th April

For further information please visit:
• fie.org.uk/conference • conference@fie.org.uk •
Research Methods and the New Leadership
Aqua 300 | Workshop | Leadership Scholarship
As notions about leadership have broadened to include more organic, participatory, and cognitive/developmental models, ways of studying leadership must broaden as well. Which new methodologies show promise as tools for research on leadership? This workshop will present a heuristic for determining the best fit between a research question and method and will engage participants in using the heuristic for their own questions.

Jon Wergin, PhD in Leadership and Change Program, Antioch University
Lize AE Booysen, PhD in Leadership and Change Program, Antioch University

History in the Study of Leadership
Aqua 310A | Symposium | Leadership Education
Chair & Commentator: Molly Waters, Leadership and American Studies, Christopher Newport University

Is History as a Discipline Sufficient for Leadership Studies?
This study extends Anselm’s Proslogion, analogically, to describe history beyond the symbology typically used to describe it. Two case studies, asking if the present discipline of history is sufficient to the purpose, will be explored.

Tim Blessing, Department of the Humanities, Alvernia University

The Challenge of Robert Nisbet: Finding Patterns in History
In 1969, Robert Nisbet warned against describing historical change by inadequate metaphors, such as history as life-cycles, a single epic, and never-ending progress. The presenter will discuss the limiting assumption that leadership must conform to any metaphor.

Nathan Harter, Leadership & American Studies, Christopher Newport University

The Cuban Missile Crisis: Leadership as Disturbance, Informed by History
In October 1962, the U.S. and the U.S.S.R. confronted one another over warheads placed in Cuba. U.S. President Kennedy exercised leadership in response to a disturbance of the strategic balance of power. This presentation examines how Kennedy’s actions disturbed the norms of military response.

Sarah Chace, Leadership Studies, Marian University
Making Sense of Collective Realities in the Midst of Case-in-Point Teaching

Aqua 310B | Symposium | Conference Theme

Chair: Maggie M. Harris, Leadership Minor, University of Minnesota
Commentator: Cheryl Getz, Leadership Studies, University of San Diego

Case-in-point (CIP) is a disorienting experience for the students as well as the instructor. The ability of the instructor to make sense of what is happening in the system as well as with the individual and to effectively intervene is an art as well as a practice. This session will explore various aspects of sense-making and interventions from the instructor’s perspective.

**Reading Social Patterns in a CIP Class: A First-Person Action Inquiry**

CIP teaching requires instructors to pay attention to multiple dynamics in a social system. This presentation will highlight lessons from an action research study done by teaching staff that was designed to improve their capacity to recognize and articulate emerging social patterns in the classroom.

*Peter Maribei, Leadership Studies, University of San Diego*
*Conor McLaughlin, Leadership Studies, University of San Diego*

**Art in the Dark: Holding Heat and Distributing Authority for Leadership Development**

Employing CIP can be an extremely risky way to teach, paralleling the risk involved in the real work of adaptive leadership. This presentation will examine the roles of, and challenges faced by, CIP instructors in the moment and as part of a larger stakeholder-driven system.

*Abrina M. Schnurman-Crook, Batten Leadership Institute, Hollins University*
*Jennifer Brothers, Batten Leadership Institute, Hollins University*

**Using an Intentional Emergence Model to Guide Sense-Making and Intervention Strategy in the CIP Classroom**

The presenters will share the Intentional Emergence Model, which helps instructors operationalize how CIP classrooms support the emergence of collective realities and provides tools for decision-making on how to effectively intervene in systems in order to foster conscious global leaders.

*Linnette Werner, Leadership Education and Development Undergraduate Programs (LEAD-UP), University of Minnesota*
*David Hellstrom, Leadership Minor, University of Minnesota*

In-Between: Exploring Social Spaces and Interdependencies

Aqua 311A | Symposium | Conference Theme

Chair & Commentator: Micah Weedman, Belmont University

The conference theme called for explorations that “promote greater awareness of the complex environments in which leadership occurs.” This panel will contribute to this objective by offering perspectives on the interdependencies between the social, cultural, and physical environments where leadership transpires.

**Experienced Spaces: The Importance of Place-Making**

With due consideration to human, cultural, and social factors, the presenter will examine Bollnow’s tenets of experienced space in relation to Jacobs, Whyte, the Project for Public Spaces, and Oldenburg’s assertions for the importance of urban planning and place design.

*Alicia D. Crumpton, School of Business and Public Leadership, Johnson University*

**Creative Spaces: Film, Narrative, and Organizational Change**

This exploration of lessons learned from film and the role of narrative will examine how leadership can create safe and challenging spaces through which deeply held assumptions can be challenged and change can be navigated.

*Michaela O’Donnell Long, Long Winter Media*

**Civil Spaces: Dignity, Respect, Justness, and Human Flourishing**

This research looks at civility throughout the ages through the lens of Eastern and Western worldviews. The presenter will share insights on how leaders can embody civility to promote the discovery of common ground, encourage mutual respect and justness, and foster individual liberty and the common good.

*Jacqueline A. Faulhaber, Johnson University*
Reconciling Spaces: Leadership and the Role of Human Flourishing in Reconciliation

Reconciliation literature focuses either on the role of leaders in mediating encounters between individuals or on those who initiate reconciliatory processes within geopolitical contexts. This paper considers the concept of ‘reconciling space’ and explores the role of the leader not only in creating these spaces but in fostering specific practices that help generate reconciliation.

Mark Weedman, Arts and Sciences, Johnson University

Developing Globally Educated Leaders

Aqua 311B | Presentation | Leadership Education

Chair: Natalie Coers, University of Florida

These presenters will explore the importance of leadership education programs incorporating cross-cultural knowledge and understanding into their curriculum.

Global Leadership Competence Development in American College Students

The goal of this presentation is not only to provide university educators with a workable definition of global leadership competencies, but to also illustrate how these competencies are used to inform the creation of intentional curriculum and initiatives for educating global leaders.

Ana Maia, Facilities and Operations, University of Central Florida

An Eight-Year Journey to Global Leadership

This presentation will provide a case study of one university’s successful development of a global leadership program. By meeting the needs of students and the global community, over eight years the program blossomed from 336 to over 1,200 participants and expanded from four keystone areas to twenty.

Paul M. Arsenault, Marketing, West Chester University
Charles Warner, Student Organizations, West Chester University

Flat World–Global Education: Connecting Across Boundaries, Space, and Time

Technology delivers a globally collaborative educational environment. This paper highlights how, through the enactment of distributed leadership practices, one organization created a virtual learning space transcending boundaries, space, and time, resulting in greater collective capacity for global and localized change.

Tova Olson Sanders, Organizational Leadership Studies, Northeastern University

Altruism, Service-Learning, Purpose in Life, and Positive Global Change

How does service learning impact one’s purpose in life and a desire for positive global change? This study across seven college majors explored the relationships between altruism, purpose in life, motivation to serve, and motivation to lead. Results and implications will be discussed.

William Franklin Evans, Psychology, James Madison University
Co-authors: Rachel Enstrom, James Madison University; Mariah Hawes, James Madison University; Laurel Brubaker, James Madison University

Women’s Leadership Development in Underserved Migrant Communities in San Diego

Aqua Salon D | Panel Discussion | Leadership Development

Chair & Commentator: Elisa Sabatini, Via International

This panel will discuss the preliminary impact, outcomes, and lessons learned from a pilot project aimed at enhancing the leadership skills of low-income women from largely immigrant communities within San Diego County. A key component of the program is for the participants to also share their wisdom and life learning on campuses, helping to build bridges between academic and community knowledge. Panelists will focus on how successful practices for leadership development identified in this pilot can be duplicated in other communities.

Sahra Abdi, United Women of East Africa
Alejandra Carrera, Bridging Academic and Community Knowledge Program, University of San Diego
Sandra Martinez, Foundation for Women
Amina Sheik Mohamed, Center for Global Health and Leadership Development
Sahro Nor, Bridging Academic and Community Knowledge Program, University of San Diego
Jenni L. Prisk, Prisk Communication & Voices of Women
Leading Societal Change: Social Entrepreneurs and Nonprofit Organizations

Aqua 313 | Symposium | Public Leadership

Chair: Cynthia R. Robinson, Science & Technology Policy Fellowships, American Association for the Advancement of Science

Nonprofits often engage with multiple stakeholders, creating distinct, and sometimes overlapping, constituencies that must be nurtured and cultivated for overall success. This session will present findings from three research efforts focused on different constituency groups and challenges, yet with the common aim to empower leadership for positive social change.

**Social Entrepreneurs – Leaders Spanning Boundaries**

This research spotlights social entrepreneurial leaders who mindfully endeavor to hone their human-literacy to improve the well-being of individuals, communities, and organizational habitats. In so doing, they bring together a cadre of diverse individuals who co-create the services or programs that fill the gaps found in fractured institutionalized systems.

Jamesena Talbott, Global Management & Organizations, Point Park University

**Generative Governance: Nonprofit Boards as Communities of Practice**

Organizational governance can be a beautiful, contextual, and situational based experience – or not! This presentation will delve into practices that help nonprofit boards operate as communities of practice that engage and develop the generative capacity of individual members to support collective leadership and action for social change.

Sarah Hanks, Agriculture & Extension Education, Virginia Tech

**Python Paradox: Shared Reality in Nonprofit Leadership**

Drawing on in-depth interviews with nonprofit executive directors, this presentation will explore the trade-offs and tensions that occur during the vital, and occasionally painful, transactions of the Python Paradox, when nonprofit leaders struggle with the tension between a soft-hearted connection to mission and a hard-nosed need for resources.

Janet E. Rechtman, J.W. Fanning Institute for Leadership Development, University of Georgia

Developing Metacognitive Abilities in Leaders

Aqua 314 | Workshop | Leadership Development

The functioning of the brain/mind partnership has been deemed the last and most important developmental frontier in leadership theory and practice. Metacognition, linked to current brain research, provides a gateway into helping leaders understand the functioning of their brains and minds and in doing so increases their cognitive abilities. This workshop will examine techniques and demonstrate exercises for developing the metacognitive abilities of leaders and students in leadership development and education programs.

Anton P. Baumohl, Psychology and Psychotherapy, Regent’s University London
Maria Charalambous, Regents University London

Sports Leadership in Local, Global, and Historical Contexts

Aqua Salon A | Symposium | Leadership Development

Chair & Commentator: Kathy Guthrie, Center for Leadership and Social Change, Florida State University

Based on the broad presence of sports in many societies, a question worth asking is: What can be learned about leadership from sports? This session will explore the intersection of leadership and sports through an examination of the 1919 World Series, a documentary about a high school team, athletics at a university in the Philippines, and team cohesion and effectiveness.

**Central Eagles Dynasty: The Impact of 36 Years of Servant Leadership**

_Tribute_, an eight-minute documentary, uses game footage, interviews, and coaches’ speeches to demonstrate the impact of servant leadership on a high school football team in South Carolina. The presenter will discuss the film’s contribution to the body of research and how it can be used to explain leadership dynamics and predict outcomes related to organizational performance.

Jason R. Fararooei, Yellow Cape Communications
Successful Coach Leadership in University Athletics in the Philippines: Towards a Model

This study presents a model of coaching leadership within university athletics in the Philippines, focusing on (1) the coaching context, (2) the coach’s personal characteristics, (3) coach-athlete relationships, (4) athlete outcomes, (5) athlete characteristics, and (6) coaching behaviors.

Joyce F. Orillosa, College of Education, National University

Fixing the Game: Leadership Lessons from the 1919 Black Sox Scandal

In 1919 eight players on the Chicago White Sox conspired to throw the World Series. In 1921, all eight were permanently banned from baseball. This presentation will explore the leadership lessons to be learned from the 1919 Black Sox Scandal.

Brian Davenport, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College

Transformational Leadership and Cohesion in Sports Teams

Does a particular leadership style affect sports teams’ effectiveness? This case study investigates the relationship between transformational leadership and team cohesion in the pursuit of team effectiveness.

Bruce Gillies, Organizational Leadership, California Lutheran University
Co-author: Kapp L. Johnson, Management and Marketing, California Lutheran University

Create a Collective Reality: Using Paradox to Transform Conflicting Perspectives

This experiential workshop will explore ways of working with paradox – which often causes conflicting perspectives – to create a collective reality. Building on the framework of an actual business case, participants will learn about and then will expand upon ways of using polarity thinking to help leaders utilize both-and thinking as they work to develop the robust solutions needed for today’s complex problems.

Brian Emerson, Riverstone Endeavors
Nancy C. Wallis, Pitzer College

Followership Research: Looking Backward and Looking Forward

This presentation will review the historical limitations of research on leadership in an effort to avoid these same pitfalls in the study of followers and followership. In particular, the presenter will argue that research on leadership has been overly leader-centric, and research on followership should avoid simply “reversing the lens” and focusing exclusively on followers. The presenter will suggest the appropriate term to identify followers and explore the intertwined nature of leaders and followers in the co-production of leadership.

Ronald E. Riggio, Kravis Leadership Institute, Claremont McKenna College

Conscious Leading Through the Arts: Connecting with the Self, the Work, and the Collective

Emerging realities require leaders to transcend traditional thinking and create paradigms for leading in the globally connected world. This workshop will provide exemplary models and methods of artistic renditions using watercolors, sculpture, and music to understand how to develop conscious leading through the arts. Participants will explore new possibilities for mindful forms of leading that will connect with the self, the work, and the collective, and nurture creativity and creative skills in leadership development.

Michael Chirichello, Counseling, Social Work, and Leadership, Northern Kentucky University
Ian D. Sutherland, School of Postgraduate Studies, IEDC Bled School of Management
Skye Burn, The Flow Project
Understanding Contemporary Student Leadership Frameworks and Competencies

Sapphire 400  |  Workshop  |  Leadership Education

This workshop will combine conversations about four time-tested leadership frameworks (Emotionally Intelligent Leadership, the Student Leadership Challenge, the Relational Leadership Model, and the Social Change Model), research on student leadership competencies, and a demonstration of a new database, the Student Leadership Competencies Database. The database, designed so students can evaluate themselves across 60 leadership competencies, maps the specific elements and characteristics of each leadership framework to the competencies determined to be necessary through four dimensions: knowledge, value, ability, and behavior. The workshop will reveal how educators using one of these frameworks can connect the four dimensions to curricula and make correlations to the leadership competencies targeted for development.

Susan R. Komives, National Clearinghouse for Leadership Programs, University of Maryland
Marcy Levy Shankman, Cleveland Leadership Center
Corey Seemiller, OrgSync
Paige Haber-Curran, Counseling, Leadership, Adult Education & School Psychology, Texas State University
Gary Morgan, Student Leadership Excellence Academy
Scott J. Allen, Management, Marketing and Logistics, John Carroll University
Craig E. Slack, National Clearinghouse for Leadership Programs, University of Maryland

Leadership Insights from Antiquity

Sapphire 410  |  Symposium  |  Leadership Education

Chair: Elizabeth Stork, Organizational Leadership, Robert Morris University

This session will explore insights gleaned from ancient sources about the characteristics of a good leader and the skills necessary for good leadership. Contemporary implications and applications of these insights will be suggested.

Aristotle on Leadership and Education

This paper explores Aristotle’s views of leadership and education, drawing material primarily from The Rhetoric, The Poetics, and The Nichomachean Ethics. The presenter will outline how Aristotle presents effective speaking (The Rhetoric), an active imagination (The Poetics), and a virtuous character (The Ethics) as critical elements in effective leadership.

A.J. Grant, Organizational Leadership, Robert Morris University

Romance and Realism: Situating Leadership in Thucydides’ History of the Peloponnesian War

Thucydides is widely considered one of the first realist analysts of politics. Yet the most famous speech in his history of the war between Athens and Sparta, Pericles’ funeral oration, romantically idealizes Athenian democracy. This paper explores the tension in these competing views of leadership–realism vs. romanticism—in Thucydides.

Michael Harvey, Business Management, Washington College

Doing the Unexpected: Hilda of Whitby’s Transformational Leadership

As host of The Synod of Whitby in 664 CE, Abbess Hilda of Whitby was given the titular leadership of the Ionian delegation. This paper traces the success of her expressive power in bringing change within the traditional constraints of the Church and outside of those boundaries.

Barbara Jones Denison, Sociology & Anthropology, Shippensburg University

Transformational Leadership Principles from the Hebrew Scriptures

The Tanak provides lessons and principles to equip people for exemplary leadership. This paper explores the progressive and intended messages of the first 39 books of the Bible related to leadership. The relevant themes are integrated with the current literature to develop a contemporary model for leadership.

John R. Shoup, School of Education, California Baptist University
Various Voices in Service-Learning: Meaning-Making and Potential for Global Change

Sapphire 411A | Panel Discussion | Leadership Education

Chair: Elizabeth Gagnon, Leadership and American Studies, Christopher Newport University

Diverse stakeholder perspectives must be explored in order to develop a better understanding of what service-learning is and could be. Panelists will discuss their work with service-learning stakeholders whose voices are not necessarily prominent in the literature. Through exposure to these stakeholder voices, participants will gain insight into the complexity and depth of service-learning beyond student learning outcomes. Such understanding can help shape future service-learning to maximize resources, learning, and impact.

Marianne Lorensen, Agricultural Education, Leadership & Communication, University of Minnesota
Maria Trias, Center for Community Service Learning, University of San Diego
Chrys Egan, Communication, Salisbury University
Velda Arnaud, Business, Blue Mountain Community College

Leadership Discovery: Approaches from Various Contexts

Sapphire 411B | Presentation | Leadership Development

Chair: Tom Sechrest, St. Edward’s University

A Systems View of the Phenomenon of Abrasive Leadership

The presenters will share results from a recent phenomenological study of twelve formerly abrasive leaders, a perspective largely missing in the research about workplace bullying. Using a systems-oriented framework, this research illuminates the perspective of those who are considered to be aggressive at work. It also provides clarity about the types of actions that can support behavioral shifts.

Lynn Harrison, Black Tusk Leadership, Saybrook University
Co-author: Teresa A. Daniel, Graduate School, Sullivan University

Removing Sedimentation and Discovering Hidden Treasures

To develop a deeper understanding of how leaders become more consciously self-aware, this paper will present research from a wider qualitative study that explored the socially constructed lived experiences and understandings of fifteen senior leaders who engaged in an authentic leader development process through the vehicle of executive coaching.

Jane Turner, Faculty of Business and Law, Northumbria University
Co-author: Sharon Mavin, Northumbria University

The Promise and Peril of Ego Development in Leaders

According to research, creative responses to current organizational challenges require that leaders display action logics typical of advanced stages of ego development. This presentation will discuss the implications of this orientation and suggest alternative models focused on collective capacities.

Charles Baron, Management, Laval University

Awareness-Based Coaching: Immunity to Change for Developing Consciousness in Leaders

Focusing on consciousness development in coaching as a tool for leadership development, through the awareness practices in Kegan and Lahey’s Immunity to Change process, this presentation will describe research done on a large scale coaching project in a multi-national corporation.

Jonathan Reams, Life Long Learning and Counseling, Norwegian University of Science and Technology
Co-author: Juliane Reams, Conscious Leadership Development

Ethical Nurse Leaders: Developing Resilience and Clinical Wisdom

Building on prior research, this narrative inquiry provides a detailed, contextually-grounded understanding of the development of nurse leaders’ ethical knowing and its impact on their leadership practice. The presentation will examine how nurse leaders experience and mediate ethical issues and how these experiences impacted their ethical leadership.

Brigitte Harris, School of Leadership Studies, Royal Roads University
Dolores Furlong, University of New Brunswick
Leadership Lessons from Women University Presidents

Sapphire A | Panel Discussion | Leadership Development

Chair: Karen A. Longman, Doctoral Programs in Higher Education, Azusa Pacific University
Commentator: Susan R. Madsen, Management, Utah Valley University

There is no question that more women are needed as leaders in all sectors worldwide. Yet women are often faced with unique challenges and opportunities that drive the need for continued conversations. This engaging session will move forward a dialogue started at the 2013 ILA Women and Leadership Affinity Group Conference by bringing together three distinguished panelists – present female university presidents – who will discuss intriguing issues around their experiences in leading and the continued work needed to build, bridge, and blaze pathways for women and leadership.

Mary E. Lyons, University of San Diego
Constance Carroll, San Diego Community College District
Carolyn J. Stefanco, The College of Saint Rose

Connective Leadership: Research on Leadership with Divergent Realities

Sapphire M | Refereed Symposium | Leadership Scholarship

Chair: Jean C. Lipman-Blumen, Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University
Commentator: Art Olguin, Santa Barbara City College

The Connective Leadership Model focuses on reconciling the contradictory tensions between interdependence and diversity, an important leadership framework for encouraging the emergence of our collective realities. This symposium will present findings that expand the body of knowledge concerning this model.

Assessing the Relationship Between Intercultural Competence and Leadership Styles

As schools strive to educate students to meet the needs of an increasingly complex world, there is great importance in studying the interplay between leadership and culture to enhance preparation of global-ready graduates. Towards that end, this research examines the relationship between intercultural competence and connective leadership through a study of the Fulbright International Student Program.

Chris Cartwright, Intercultural Communication Institute

A Comparative Study of Connective Leadership Profiles Among Non- and For-Profit Leaders

Regardless of sector, the forces driving cross-sector collaboration have exponentially grown. The presenter will share research findings and point out critical considerations that must be taken into account when trying to bridge the gaps between sectors.

Maura Harrington, Center for Nonprofit Management

A Cognitive Neuroscience Approach to Achieving Styles

The goal of this research is to link Achieving Styles to cognitive mechanisms and neural systems in order to create tools for the development of a collaborative achieving style. Connections to teamwork and team success will be discussed.

Helena Blumen, Albert Einstein Medical School

Exploding the Myth: Connective Leadership Behaviors and Gender

This paper examines traditional gender roles using the Connective Leadership framework and data collected from more than 5,000 senior and mid-level managers in the United States. Research findings, including important implications for organizational practices, leadership development, and business education, will be shared.

Jill L. Robinson, Business, University of Redlands
Co-author: Jean C. Lipman-Blumen, Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University
Collective Leadership Capacity: Developing Leadership and Leaders

Sapphire E | Workshop | Leadership Development

Robust leadership development requires polarity management between developing leaders at the individual level and developing leadership at the system level. This workshop will explore two approaches for developing leadership as a collective resource: assessment and feedback of organizational culture, learning, and leadership; and dialogic organization development interventions. Participants will work with two sets of methods and techniques for developing collective leadership.

Kathryn Gaines, Leading Pace, LLC
Joanne Barnes, Graduate Studies in Leadership, Indiana Wesleyan University
Laura Santana, Global Leadership Development, Center for Creative Leadership

The Evolution of the New York Times in Leadership

Sapphire I | Panel Discussion | Leadership Education

Chair: Kathleen O’Connell, Education, The New York Times

A common thread across leadership programs is the importance of connecting theory and practical application. The New York Times in Leadership (NYTL) was created to provide opportunities to connect leadership concepts to real-world examples. Panelists will briefly cover the evolution of the NYTL, share qualitative and quantitative data collected on the program’s impact, and facilitate exercises to provide delegates with an opportunity to use NYTL tools and resources.

Gama Perruci, McDonough Center for Leadership and Business, Marietta College
Todd E. Murphy, Center for Leadership, Northwestern University
Matthew J. Sowcik, Jay S. Sidhu School of Business and Leadership, Wilkes University
Mary H. Tolar, School of Leadership Studies, Kansas State University

Leadership and the Humanities

Editor in Chief
Antonio Marturano, Head, Leadership Department, Swiss School of Management, Italy

Co-Editors
Michael Harvey, Washington College, US
Terry Price, University of Richmond, US

Leadership and the Humanities is a peer-reviewed international journal dedicated to advancing understanding of, research on, and applications concerning leadership. The journal offers rigorous but readable scholarship on leadership from the broad field of the humanities, an increasingly popular focus for leadership studies. The journal publishes explorations of leadership from many disciplinary perspectives, including philosophy, ethics, religion, history, psychology, arts, literature, drama, film, ancient and modern languages, classics, communication and media studies, anthropology, political science, and sociology. Interdisciplinary approaches are encouraged. The journal welcomes studies of leaders and leadership in many different settings, in fiction and art, and across different times, places, and cultures. This may include studies of formal as well as informal leaders, and it may focus on followers, organizations, and the context of leadership, or on symbolic representations and depictions of leadership. Research that stresses the diversity of leadership across gender, race, class, religion, and age is encouraged.

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Suze Wilson
Lecturer, School of Management, Massey University, New Zealand

The ILA & the Jepson School of Leadership Studies are proud to present the 2014 Fredric M. Jablin Doctoral Dissertation Award to Suze Wilson. She submitted the chapter “Contingency, Change, and Continuity in the Truth about Leadership” from her dissertation Thinking Differently about Leadership: A Critical History of the Form and Formation of Leadership Studies. Jepson Associate Professor Crystal Hoyt will present the award during Saturday’s plenary session (9:00 - 10:15 a.m., Sapphire Ballroom). Wilson will present her research on Saturday at 15:45 in Cobalt 520 (fifth floor, above Sapphire Level).

Wilson received her BA in political science from the University of Canterbury and her Ph.D. at Victoria University of Wellington. Prior to commencing her doctoral research, she had an extensive career in Human Resources management, industrial relations, and served as a student union leader.

Abstract
This chapter examines notable changes and continuities when comparing Classical Greek, 16th century European, and modern scholarly accounts of leadership in order to gauge what progress has and has not been made in our understanding of leadership. It examines change and continuity in how leadership emerges as a focus of scholarly interest; how ‘the leader’, ‘the follower’ and their relationship have been understood; the social function of leadership discourse; and the epistemological and methodological predilections of leadership scholars. It suggests that important continuities exist between ancient and modern understandings of leadership and that in many ways we continue to rework old ground.

The ILA is pleased to partner with the Jepson School of Leadership Studies at the University of Richmond on the Fredric M. Jablin Doctoral Dissertation Award. This award is given annually to a scholar whose doctoral dissertation research, while on any topic and from any discipline, demonstrates substantial insights and implications for the study of leadership. The award was established to honor and celebrate the life of Dr. Fredric M. Jablin (1952-2004, pictured at right). The Call for Submissions for the 2015 Fredric M. Jablin Award will be available online in early 2015. Please visit www.ila-net.org/awards for more information.
Integrating Public Leadership to Enhance Access to Knowledge

Aqua 310A | Symposium | Public Leadership

Chair: Rhonda McClellan, PhD in Leadership Program, University of Central Arkansas
Commentator: Timothy S. Bullington, PhD in Leadership Program, University of Central Arkansas

This symposium will explore how nonprofits, two-year colleges and universities, and public agencies are collaborating to enhance educational access for Arkansans and decrease poverty in the state.

Returns of Educating Women in Arkansas: Acquiring an Imagined Future
This presentation will discuss a collaborative project with The Women’s Foundation of Arkansas investigating the benefits of educating women and how higher educational attainment can positively influence the economic landscape. The heart of the project uncovers stories of women’s educational choices leading to visions of a different future.

Mariama Laouali Balla, PhD in Leadership Program, University of Central Arkansas
Mara Carawein, Teaching & Learning, University of Central Arkansas
Jamie Stacks, Leadership Studies, University of Central Arkansas
Diane Wolfe, PhD in Leadership Program, University of Central Arkansas
Co-authors: Cicily Tubb-Warbington, Communications, University of Central Arkansas; Kristy Carter, Outreach and Community Engagement, University of Central Arkansas

Economics of Educating Women in Arkansas
In an attempt to understand the gap in women’s educational attainment in Arkansas, this study examines factors that may have influenced a woman’s decision to pursue higher education in the state. The study utilizes the Capabilities Approach framework, developed by a social justice economist and philosopher.

Jamie Earls, PhD in Leadership Program, University of Central Arkansas
Jenny Dodson, PhD in Leadership Program, University of Central Arkansas
Cody Vest, PhD in Leadership Program, University of Central Arkansas
Co-author: Rachelle Miller, College of Education, University of Central Arkansas

Educating a Skilled Workforce
The collaborative leadership of a nonprofit and a two-year college and their program targeting access to higher education for adult learners who fail to pass reading admission assessments will be shared in this paper.

Kris Bertelsen, PhD in Leadership Program, University of Central Arkansas
Co-author: Sara Brown, PhD in Leadership Program, University of Central Arkansas

Community Partners Enhance Skills and Open Doors to Higher Education
This paper will present findings from a study investigating a collaborative literacy project among higher education, nonprofit, and state agencies.

Elizabeth LeQuieu, PhD in Leadership Program, University of Central Arkansas
Ferris Delph-Jackson, PhD in Leadership Program, University of Central Arkansas
Co-author: Katherine Ligon, PhD in Leadership Program, University of Central Arkansas
### Modeling the Way: Leaders Teaching Leaders through Inclusive Pedagogies

**Aqua 300 | Workshop | Leadership Education**

Leaders lead by example. Research suggests that, in the same way, leadership educators model inclusiveness and facilitate learning environments that emphasize discussion-based pedagogies. This session will engage participants in dialogue about leadership educators’ instructional strategy preferences, describe the transfer of classroom-based inclusive pedagogies to real world settings, and involve participants in activities that demonstrate the technique and allow for practice.

**Dan Jenkins, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College**

### Leader Development Evaluation: Challenges and Solutions

**Aqua 310B | Refereed Symposium | Leadership Scholarship**

Chair & Commentator: Stewart Donaldson, Claremont Evaluation Center, Claremont Graduate University

Evaluating leader development is important to establish effectiveness of initiatives and also to ensure continuous improvement. This symposium brings together cutting edge approaches to leader development evaluation ranging from executive leader development organizations to undergraduate leadership education programs. Going beyond a description of evaluation methodology and results, experts in the evaluation field provide suggestions for how attendees can improve their own leadership development evaluation.

**Leader Development Program Evaluation: Lessons Learned and Best Practices of an Arts Management Leadership Program**

Best practices for evaluating leader development programs drawn from a museum leadership program evaluation will be outlined including early evaluation planning, developing a theory of change model, assessing quality of program implementation, and collecting mixed methods data aligned with evaluation questions.

**Michelle Sloper, Claremont Evaluation Center, Claremont Graduate University**

Co-author: Matthew Galen, Claremont Graduate University

**Developing Leadership and Measuring Impact in College Sophomores: An Experiential Leadership Program**

Sophomore year with its increased expectations, intensified curriculum, and fewer support systems is a particularly challenging time for college student development. This presentation will share the program evaluation management plan, evaluation methods, and outcomes of a 4-day experiential leadership development program for students designed to prevent the “sophomore slump.”

**Sherylle Tan, Kravis Leadership Institute, Claremont McKenna College**

Co-authors: Samantha Langan, Kravis Leadership Institute, Claremont McKenna College; Claremont Graduate University; Sara E. Thompson, Kravis Leadership Institute, Claremont McKenna College

**Evaluation of Leader Development Programs and Coaching: New Tools for Old Challenges**

Tools for evaluating large-scale leader development and leader coaching initiatives that address some of the limitations of typical evaluation efforts of leader development will be described. The tools are customizable to individual leaders, and measure outcomes at multiple levels.

**Sarah Stawiski, San Diego Campus, Center for Creative Leadership**

Co-author: Jennifer Habig, San Diego Campus, Center for Creative Leadership

### Twenty-First Century Leadership Issues

**Aqua 311A | Presentation | Conference Theme**

Chair: JoAnn D. Barbour, Doctoral Program in Leadership Studies, Gonzaga University

**Rethinking Boundary Management and Social Media Training in the Smartphone Era**

Examining a population of leaders who live where they work, this presentation will discuss the need for specific training on boundary management and supervisor mentorship to help entry level leaders keep from being burned out by a heavily connected society.

**Pressley R. Rankin, School of Applied Leadership, City University of Seattle**

Co-author: Taylor Peyton Roberts, Leadership Studies, University of San Diego
The Open Organization | A New Era of Leadership and Organizational Development

This presentation will discuss the changing landscape of organizational structure. The days of top-down, formal, rigid structures are numbered as increasingly attention is devoted to managerless, leaderless, agile, flat, flexible, and Open Organizational structures.

Philip A. Foster, Maximum Change, Inc.

Shaping Leadership Culture to Sustain Future Generations of Women Leaders

The Radical Adult Education philosophical approach is applied to address complex challenges of social role perceptions in societal and organizational responses to contemporary women’s leadership. Critical consciousness is explored for creating new leadership realities, collaborative partnerships, and emergent leadership competencies.

Carmela Nanton, MacArthur School of Leadership, Palm Beach Atlantic University

What Can Research into Continuity Teach About Leadership for Change?

Although leadership theories illuminate change, they are largely silent on continuity. This presentation will examine why continuity is central to leadership, will clarify its role in enabling change, and will explore what leadership theories that consider continuity as seriously as they consider change might look like.

Samuel Wilson, Swinburne Leadership Institute, Swinburne University of Technology

Using Different Research Methods to Promote a More Conscious Form of Leadership

Aqua 311B  |  Presentation  |  Conference Theme

Chair: Roxanne J. Kymaani, Division of Extended Learning, National University

Presenters will focus on different research methods and their insights. While some methods are unconventional, all have the potential to inform leaders’ thinking and the strategies leaders use to make decisions.

Leading Organizational Change Through Action Research Engagement

The Action Research Engagement (ARE) model describes principles and actions designed to increase stakeholder engagement and readiness for organizational change. The ARE process seeks to change stakeholders’ perspectives and paradigms about the issues at hand, foster interest and motivation and create a climate of commitment to move forward and implement organizational change.

Wendy E. Rowe, School of Leadership Studies, Royal Roads University
Co-authors: Marie E. Graf, School of Leadership Studies, Royal Roads University; Eileen Piggot-Irvine, School of Leadership Studies, Royal Roads University; Niels Agger-Gupta, School of Leadership Studies, Royal Roads University; Brigitte Harris, School of Leadership Studies, Royal Roads University

Leadership, Sinkholes & Planned Change: Phenomenography to Find the Unforeseen

Planned change for cultural, social, organizational, and ecological improvements is often disrupted by unforeseen factors and unintended consequences. This presentation will discuss the use of phenomenographic tools, informed by sinkhole science, to help leaders recognize and map these unforeseen factors in the visible landscapes of complex change initiatives.

Dorothy E. Agger-Gupta, School of Human and Organizational Development, Fielding Graduate University
Niels Agger-Gupta, School of Leadership Studies, Royal Roads University

Mixed Method Study: Developing Intercultural Sensitivity in a Healthcare College

This presentation will share the findings of a mixed-methods study examining the intercultural sensitivity development of faculty and staff of a health sciences college. The goal of the study was to understand the process of intercultural development and its link to Psychological Capital, a multidimensional construct consisting of hope, efficacy, resiliency, and optimism.

Helen Fagan, Leadership, University of Nebraska - Lincoln
Co-author: Gina S. Matkin, Agricultural Leadership, Education, and Communication, University of Nebraska - Lincoln

One Step Back, Two Steps Forward: Fallback in Human and Leadership Development

This presentation shares findings from a research study undertaken with six key thinkers in the fields of human development and leadership development and reveals fallback as both a developmental reality and a potential factor in developmental transformation – one that has important implications for the exercise of leadership.

Valerie Livesay, Leadership and Human Resource Management, National University
African Leadership: Theory and Practice

Aqua 313 | Symposium | Leadership Scholarship

Chair: Faith W. Ngunjiri, Offutt School of Business, Concordia College
Commentator: Prince Attoh, Department of Educational Leadership, Delaware State University

Studies on African leadership are largely absent from the rapidly growing field of leadership studies. Yet, no other continent faces the magnitude of leadership crisis Africa faces. This session will seek to encourage the process of bringing Africa into the field of leadership studies and to encourage a broader understanding of leadership issues and concepts in Africa.

Leadership Ethics and Stewardship in Africa

This presentation will discuss the elements in African philosophies that diminish leaders’ responsibility toward public assets and will propose engaging scholars and ethical leaders toward reconstructing the foundational elements of African traditions so a greater sense of stewardship can re-emerge that will impact the social development of African countries.

Jean-Pierre Bongila, Leadership, Policy and Administration, University of St. Thomas

African Leadership Studies: Beyond Theoretical Exceptionalism

Using Ghana’s Kwame Nkrumah, the former Zaire’s Mobutu Sese Seko and South Africa’s Nelson Mandela as case studies, the presenter will argue that leadership studies theory is applicable to the study of leadership regardless of cultural idiosyncrasies in direct opposition to Geert Hofstede’s (1993) claim of leadership’s theoretical exceptionalism.

Baba G. Jallow, Department of History, Creighton University

Inviting Spirit, Mindfulness, Presence, and Authenticity into Leadership

Aqua 314 | Workshop | Conference Theme

This experiential workshop will draw from the co-facilitators’ experiences inviting spirit, mindfulness, presence, and authenticity into their individual and collective personal leadership practice. With examples from their classroom teaching in a Canadian Master’s degree in Leadership Studies, presenters will actively demonstrate, lead experiential activities, and share helpful practices, lessons learned, and challenges overcome along the way.

Catherine Etmanski, School of Leadership Studies, Royal Roads University
M. Beth Page, School of Leadership Studies, Royal Roads University
Mark Fulton, LeadingCulture Inc.
Guy Nasmyth, School of Leadership Studies, Royal Roads University

Supporting Leaders in Developing the Capacity for Collaborative Leadership

Aqua Salon A | Workshop | Business Leadership

Action Research was conducted at a large corporation seeking to create collaborative/shared leadership across levels as a way to address complexity. Methods of engagement and research results will be shared showing the possibilities for a shift in culture from traditional hierarchical leader relationships toward collaborative leadership. This workshop will engage participants in addressing a key inhibitor: cross level power differential. A highly interactive small-group approach will be used to promote learning in the workshop including: personal reflection, small group conversation, application via case study, and large group debrief of key learning.

Susan L. Redmon, Saybrook University
Co-author: Nancy Southern, School of Organizational Leadership and Transformation, Saybrook University
Sampling the Context-Laden Foundations of Contemporary Leadership Programs

Aqua Salon C | Symposium | Leadership Education

Chair & Commentator: Robert Donmoyer, Leadership Studies, University of San Diego

This symposium will feature four presentations on a diverse group of leadership programs presented in case format. Two programs feature doctoral degrees and two offer M.A.-level only. The program curricula and underlying theoretical assumptions cover a broad range. The presentations will cover foundational premises of each program as well as how subsequent reorientations occurred.

**How the UST Doctoral Leadership Program Reinvigorates Itself Without Abandoning its DNA**

This case presentation will discuss how a 30-year-old doctoral program reinvents itself as founding faculty members retire and new theories emerge. Even as new core program theory and assumptions are introduced, it intends to maintain its foundational assumptions.

Donald LaMagdeleine, Leadership, Policy and Administration, University of St. Thomas

Co-author: David Rigoni, Leadership, Policy and Administration, University of St. Thomas

**The Importance of What Leadership Means in Curriculum Development at St. Ambrose University**

In 1998 St. Ambrose University co-developed an M.A in Organizational Leadership with a local army installation. While the initial construction emphasized leadership as good management, sharp distinctions are now made between leadership and management that have improved the program and reflect our maturing and changing perspective of what constitutes leadership.

Ronald O. Wastyn, Managerial Studies, St. Ambrose University

Co-author: Randy Richards, Managerial Studies, St. Ambrose University

**The Organizational Development and Leadership M.A. at Shippensburg University**

This case study discusses a highly interdisciplinary program developed in response to a perceived need within the region of rural Pennsylvania for graduate level education in leadership. With a mix of part-time and full-time students, the program combines a broad social science orientation with an extensive organizational internship.

Barbara Jones Denison, Sociology/Anthropology, Shippensburg University

**Creating Leadership Scholars Through a Traditional Approach at Our Lady of the Lake University**

This presentation will discuss a case study of the OLL doctoral program in leadership studies, which combines education and business theory within a quantitative science orientation. A variety of challenges in maintaining rigor and consistency have arisen as the program has expanded to three campuses over the past five years.

Esther Gergen, Leadership Studies, Our Lady of the Lake University

Co-author: Carol Wheeler, Leadership Studies, Our Lady of the Lake University

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Contingency, Change, and Continuity in the Truth About Leadership (Jablin Award Winner)

Cobalt 520 | Presentation | Leadership Scholarship

Chair: Crystal Hoyt, Jepson School of Leadership Studies, University of Richmond

This paper examines notable changes and continuities when comparing Classical Greek, 16th century European, and modern scholarly accounts of leadership in order to gauge what progress has and has not been made in our understanding of leadership. It examines change and continuity in how leadership emerges as a focus of scholarly interest; how ‘the leader’, ‘the follower’, and their relationship have been understood; the social function of leadership discourse; and the epistemological and methodological predilections of leadership scholars. It suggests that important continuities exist between ancient and modern understandings of leadership and that, in many ways, we continue to rework old ground.

Suze Wilson, School of Management, Massey University
Developing Conscious Leaders at the Top: How Three Companies Are Doing It Right

Aqua Salon D | Symposium | Business Leadership

Chair: Jim Ludema, Center for Values-Driven Leadership, Benedictine University
Commentator: Brad G. Jackson, School of Government, Victoria University of Wellington

Conscious leadership is essential, but how does one develop it with high potentials and C-suite executives? These three C-suite executives will share their pioneering work – what they have done and what they have learned – in developing conscious leaders at the top of their organizations.

How to Develop Senior Leaders as Diverse as the Clients They Serve: The Story of KPMG

This presentation will discuss a number of leadership development programs and initiatives launched by KPMG to support women and ethnically diverse professionals in their growth as senior leaders. KPMG has long been known for its commitment to corporate responsibility, including ethical integrity, corporate citizenship, diversity and inclusion, and environmental sustainability.

Kathy Hannan, Benedictine University; KPMG LLP


This presentation will provide an overview of the journey Magnetrol International undertook to develop and implement its leadership development program consistent with a global stakeholder perspective. A review of key learnings from its inaugural cohort will be included.

John Heiser, Administration, Magnetrol International, Inc.

HCA's Executive Development Program: Preparing Conscious Leaders for the C-Suite

Executive development requires an understanding of self, others, and the business. The Healthcare Corporation of America’s (HCA) executive development programs build conscious leaders by creating awareness and competencies on the personal, interpersonal, and operational levels to equip the best talent for success as hospital officers. Program design, objectives, outcomes, and learnings will be shared.

Carla Worthey, Healthcare Corporation of America, Inc.

Cross-Cultural Collaboration for Global Change and Collective Identities

Aqua Salon E | Workshop | Business Leadership

This workshop will introduce participants to the Cross Cultural Collaboration (CCC) model, which maps an emergent process whereby individuals from different cultures develop collective identity and achieve mutually defined outcomes. Cultural fluency and collaboration skills are required to implement CCC, which is critical to solving complex problems or issues. The workshop will start out with a short overview of the topic then will shift to an experiential opportunity, diving deeper into the implication of CCC work. At the end of the session, there will be a short reflection on individual learning, practical applications of the model, and emergent CCC leadership strategies.

Patricia Greer, Leadership and Organizations, University College University of Denver
Tami France, Human Resources, Mayo Clinic

Leadership Education: Beyond the Leader to the Collective Work of Leadership

Sapphire 400 | Workshop | Leadership Education

The aim of this workshop is to refocus leadership education from the concept of LEADERship, as resident in an individual, to leaderSHIP as a collective shared concept. Using a ‘work of leadership’ sense-making framework, participants will develop a conceptual map for leadership education re-design that places emphasis on the work, rather than the entity, of leadership.

Sandra Jones, Management, RMIT University
Co-authors: Jacinta Ryan, Management, RMIT University; Heather L. Davis, LH Martin Institute for Tertiary Education Leadership and Management, University of Melbourne
Network Leadership: Curriculum, Tools, and Capacities for Creating Change
Sapphire 410  |  Workshop  |  Leadership Development
This workshop will share the early findings of a twelve-month collaborative research and development project focused on learning about the latest tools for supporting network leadership. The facilitators will engage participants in a discussion of lessons learned from case studies and surveys, and will introduce tools being utilized through action research to successfully develop network strategies for impact. Insights from the session will be documented and shared via the Leadership Learning Community website and participants will learn how to connect with ongoing communities of practice focused on network leadership.

Deborah M. Meehan, Leadership Learning Community
June Holley, Consultant

Followership and Leading: What Can We Learn from This Relationship?
Sapphire 411A  |  Presentation  |  Leadership Development
Chair: Tom Sechrest, St. Edward's University
In this power session, presenters will share work that addresses the leader/follower relationship. Each presentation will be approximately eight minutes followed by a short three minute question and answer period.

Leader Self-Concept and Comprehensive Styles of Leading and Following
This quantitative study examined the powerful influence of leader self-concept on the comprehensive nature of a leader's or follower's styles of influence. Background, methodology, results, and implications will be presented.

Thomas N. Meriwether, Psychology, Virginia Military Institute

The Courageous Followership Model as a Resource in Post-Conflict Areas
Presenters will examine the applicability of Chaleff’s Courageous Followership model in post-conflict environments across the globe, particularly as it relates to the activist role of women in leadership.

Stephanie Colbry-Povlosky, Business Administration, Cabrini College
Beth Birmingham, School of Leadership and Development, Eastern University
Vonya Womack, Business Administration, Cabrini College
Erin McLaughlin, Business Administration, Cabrini College

The Effects of Ethics on Leader/Follower Relationship in Organizational Development
Leadership, and its anatomy, has been debated since the time of the ancient Greek philosophers. The question this presenter will address is: What part do ethics play in the leader/follower relationship discourse?

Flavien Shirandi, Leadership, Beulah Heights University

The Impact of Servant Leadership to Followers’ Psychological Capital
This presentation will discuss the findings of a cross-cultural comparative study of the perceived impact of servant leadership on followers’ sense of psychological capital within faith communities in the United States and Cambodia.

Eric D. Coggins, School of Business, Liberty University
Co-author: Mihai Bocarnea, School of Business and Leadership, Regent University

Followership and Student Leadership: Exploring the Relationship
This session will discuss a study that was conducted to determine if a relationship exists between a college student’s leadership beliefs, their leadership identity, and their perspective on followers.

Todd J. Foley, Professional Practice, University of Cincinnati
New Horizons in Leadership Ethics

Sapphire 411B | Symposium | Leadership Scholarship

Chair: Kristin M. Bezio, Jepson School of Leadership Studies, University of Richmond

This session will explore the theoretical foundations of leadership ethics and examine the ethical issues that leaders confront from both philosophical and social scientific perspectives.

Political Leadership and Excluded Interests: The Case of Immigration

Focusing on the case of immigration, this paper will argue that political leaders have special obligations and are morally required to use their administrative discretion to protect the interests of certain vulnerable groups. The presenter will then consider the broader implications of this argument for the ethics of political leadership and representation.

Javier Hidalgo, Jepson School of Leadership Studies, University of Richmond

Moral Ambition and Authentic Leadership

This paper explores the tension between Authentic Leadership and moral ambition. The presenter will argue that moral ambition is not a virtue of leaders after all and will examine how morally ambitious leaders fail to meet standards of honesty and egalitarianism.

Jessica Flanigan, Jepson School of Leadership Studies, University of Richmond

Ethical Leadership in Egalitarian Societies

Using experimental and naturalistic observation among forager-farmers from Amazonian Bolivia, this paper examines ethical leadership in anthropological perspective, arguing that how group members moralize the behavior of their leaders depends on how their evolved moral intuitions interact with local culture and ecological conditions.

Christopher R. von Rueden, Jepson School of Leadership Studies, University of Richmond

Do Associative Obligations Support Nationalistic Leadership?

This paper examines the obligations of followers in a political context and argues that there are no non-voluntary associative obligations. Perceived obligations are better accounted for through other means or judging that there really is no obligation. This failure of associative theories casts doubt on whether leaders can permissibly promote pro-national policies.

Ryan Davis, Political Science, Brigham Young University

Leading Consciously: Women and Leadership in Higher Education

Sapphire A | Symposium | Leadership Development

Chair: Karen A. Longman, Doctoral Programs in Higher Education, Azusa Pacific University
Commentator: Susan R. Madsen, Management, Utah Valley University

Over the past year, twenty scholars in higher education have collaborated to produce the first volume in ILA’s Women and Leadership book series. Four chapter authors will introduce fresh insights into related topics on the themes of The State of Women and Leadership in Higher Education, Strategies for Women’s Leadership Development, and Women’s Experiences and Contributions in Higher Education.

Women at the Top: The Pipeline Reconsidered

This presentation will reconsider the ‘pipeline’ metaphor, which presumes that since women and men hold relatively the same qualifications, women will ascend to the top at a similar rate as men. Rather than an effective strategy for advancing more women into leadership roles, the pipeline has proven to be a pipe dream.

Deborah Rhode, Program in Law and Social Entrepreneurship, Stanford University

American Council on Education’s (ACE) IDEALS for Women Leaders: Identify, Develop, Encourage, Advance, Link, and Support

This presentation will provide an overview of lessons learned and will draw out leadership development lessons from ACE’s system of state, regional, and national programs. The presenter will also discuss Moving the Needle, an initiative to raise national awareness of the importance of achieving gender parity in senior leadership positions.

Leah Witcher Jackson Teague, Baylor Law School, Baylor University
Approaches of Women Leaders in Higher Education: Navigating Adversity, Barriers, and Obstacles

The presenter will share findings of a qualitative study that involved face-to-face interviews with 26 women presidents, provosts, and vice presidents. Strategies employed by participants to navigate adversity will be discussed, in addition to reflecting on the influence of reframing, resilience, and self-efficacy on navigating professional and personal challenges.

Amy Diehl, Technology & Library Services, Shippensburg University of Pennsylvania

Women Leaders, Authenticity, and Higher Education: Convictions and Contradictions

This presentation will consider how an ethic of care, alongside attention to gender, can add value to the theory of authentic leadership and help determine the core values required for an ethical leadership practice. Key findings from a phenomenological inquiry conducted with ten senior women leaders will be discussed.

Rita A. Gardiner, Women’s Studies and Feminist Research, The University of Western Ontario

Powerful Pedagogies for Undergraduate Leadership Education and Development

Sapphire E | Panel Discussion | Leadership Education

Chair: Danny White, Department of Athletics, Virginia Tech

What if institutions viewed leadership development through the lens of holistic undergraduate education? Utilizing examples from three universities, this panel will analyze high impact educational pedagogies and practices that facilitate leadership development for all students, not only those in formal leadership programs. Participants will be asked to participate in an interactive discussion and consider their own roles as leaders for transformative education.

Nicholas A. Clegorne, Agricultural and Extension Education, Virginia Tech
Julie E. Owen, New Century College, George Mason University
Kerry L. Priest, School of Leadership Studies, Kansas State University

Building Momentum Towards Leadership Education Legitimacy: A Collective Reality

Sapphire I | Panel Discussion | Leadership Education

Chair: Matthew J. Sowcik, Jay S. Sidhu School of Business and Leadership, Wilkes University

As the field of leadership studies continues to grow and mature, many questions still remain regarding its legitimacy. Initiatives like ILA’s Guidelines for Leadership Education Programs have begun to lay the groundwork for formalized program review but, while those in leadership education would agree there is a need to establish long term legitimacy, how it will be achieved is often debated. This session will continue that conversation through a guided discussion with expert panelists addressing their individual programs, struggles and successes to achieve legitimacy within their local institution, and implications for the field in the academy and beyond.

Mary H. Tolar, School of Leadership Studies, Kansas State University
Gama Perruci, McDonough Leadership Center, Marietta College
Jonathan R. Gosling, Centre for Leadership Studies, University of Exeter Business School
Brent Goertzen, Leadership Studies, Fort Hays State University

Black Consciousness - Generations in Blackness

Sapphire M | Panel Discussion | Leadership Development

Chair: Zachary Gabriel Green, Leadership Studies, University of San Diego

In this session four generations of black men will share stories about their conscious awakening to identity, the struggle in doing so, and leading from this identity. The ability to navigate and respond to system dynamics shapes individuals and creates opportunities to lead with authenticity. Using music and poetry, presenters will share the challenges and practices of finding and leading from the truest sense of self, aspiring to generate a sense of understanding and empathy in participants and providing them with the opportunity to witness personal practices of contemplative reflection and leadership rooted in vulnerability, empathy, and resilience.

Henry Pugh, Leadership Studies, University of San Diego
Leonice Brown-Young Jr., Leadership Advisory Board
John Loggins, Community Service-Learning, University of San Diego
Tarez Lemmons, University of San Diego
Winner of the 2013 Outstanding Leadership Book Award

Leadership Matters
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Michael A. Genovese

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“This is a terrific book … destined to become a classic.”
—James O’Toole

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Women & Leadership in Higher Education is the first volume in a series of books (Women & Leadership: Research, Theory, and Practice) being published to inform leadership scholars and practitioners. This book links theory, research, and practice related to women’s leadership in various higher education contexts and offers suggestions for future leadership development strategies. Other titles in the series include:

- Women as Global Leaders
- Advancing Women & Leadership: Moving the Needle Through Applied Theory Building
- Gender, Media, & Organization: Challenging Mis(s) Representations of Women Leaders and Managers

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Meet with editors, authors, and colleagues from the premier source of essential knowledge and learning tools for student leadership.
Friday, 6 pm | Hilton Bayfront Aqua Salon A
Leading with Spirit, Presence, and Authenticity presents voices from around the world focused on developing leaders’ inner wisdom. Edited by an international team of scholars, leaders will want to reflect on their own choices as they read of their colleagues’ diverse experiences teaching mindfulness, coaching leaders, and leading. The carefully selected chapters offer thoughtful discussions by a CEO, a globally noted consultant, an African higher education administrator, and a Japanese change agent, alongside experiences and research by educators from four continents. In keeping with the mission of the International Leadership Association, the Building Leadership Bridges series connects ways of researching, imagining, and experiencing leadership across cultures, over time, and around the world.

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Sapphire Foyer
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AUTHORS IN LEADERSHIP

The bookstore, hosted and run by Warwick’s, a local store, is located in the exhibit hall in booths # 19-20

BOOKSTORE HOURS:
THURSDAY, OCT. 30 – 15:30 – 19:30
FRIDAY, OCT. 31 – 08:00 – 17:00
SATURDAY, NOV. 1 – 08:00 – 19:00

LEADERSHIP AUTHOR BOOK SIGNING
Saturday | 17:30 – 19:00 Sapphire Ballroom

Scott Allen
Emotionally Intelligent Leadership: A Guide for College Students

Andreas Bernhardt
Tricky Coaching: Difficult Cases in Leadership Coaching

Jean-Pierre Bongila
Grounding Leadership Ethics in African Diaspora and Election Rights

Tracey Brown
Nature-centered Leadership

John Bryan
Geopolitical Divisions as Indicators of Culture or Subculture in Uganda: Leader Views of Leadership Roles, Practices, and Behaviors

John (Jack) Burns
Organizational Leadership and Practices for Leaders

David D. Chrislip
For the Common Good: Redefining Civic Leadership

Richard Couto
Reflections on Leadership

Tom Cronin
Leadership Matters

Sean Cullen
Nature-centered Leadership

Janet Denhardt & Bob Denhardt
The Dance of Leadership

Doug DeVore
Leading for excellence: A Twelve Step Program to Student Achievement

Dan Ebener
Blessings for Leaders: Leadership Wisdom from the Beatitudes

Catherine Etmanski
Learning and Teaching Community-Based Research: Linking Pedagogy to Practice

Bernardo Ferdman
Diversity at Work: The Practice of Inclusion

Philip A. Foster
The Open Organization, A New Era of Leadership and Organizational Development

SPECIAL BOOK SIGNINGS
At the bookstore

Meg Wheatley
Friday 08:00 until 08:45 or bring one of her books with you to her “Meet & Greet” on Thursday from 18:15 until 19:15 in Sapphire 411
Finding Our Way: Leadership for an Uncertain Time
So Far From Home: Lost and Found in Our Brave New World
Turning to One Another: Simple Conversations to Restore Hope to the Future
Perseverance
Walk Out Walk On

Barbara Kellerman
Friday 16:00 – 17:00
The End of Leadership
Hard Times: Leadership in America
Women and Leadership

Otto Scharmer
Saturday 08:00 – 08:45
Leading from the Emerging Future: From Ego-System to Eco-System Economies
Theory U: Leading from the Future as it Emerges

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NOVEMBER 1 | 17:30–19:00 | SAPPHIRE BALLROOM
HOSTED POSTER SESSION

THE POSTER SESSION WILL BE SPLIT INTO TWO SHIFTS: ODD NUMBERED POSTERS WILL BE STAFFED FROM 17:30–18:30 AND EVEN NUMBERED POSTERS WILL BE STAFFED FROM 18:00–19:00. POSTER TITLES ARE COLOR CODED BY TRACK. FOR MORE INFORMATION SEE PAGE 20.

Thanks to Eastern University Ph.D. in Organizational Leadership for sponsoring this event!

1. A New Paradigm for Leadership: Effective Global Leaders Act with Intention
   Patricia Stokke, Business, Cabrillo College

2. Chinese Philosophy: Aesthetics, Leading, and Organizing
   Zhi Luan, Leadership, University of Central Arkansas
   Tim Atkinson, Arkansas Science and Technology Authority

3. Communicative and Linguistic Challenges in LCTL Programs and Teaching Teams
   Christopher P. Brown, Language Acquisition Resource Center, San Diego State University
   Co-author: Farid Saydee, Language Acquisition Resource Center, San Diego State University

4. Spiritual Development at Work
   Charlene F. D’Amore, Indiana University of Pennsylvania

5. The Grateful Leader: A Gratitude Intervention for Principals
   Candace Atamanik, Florida International University Center for Leadership
   Co-authors: Julie Lanz, Florida International University Center for Leadership, and Ajay Ponnappalli, Florida International University Center for Leadership

6. Implementation of a CSR Program: Starbucks Coffee Company Case Study
   Joseph Milczewski, Engineering, Baker College

7. Intercultural leadership: A Chinese Canadian Perspective
   Debora Linehan, Royal Bank of Canada

8. Leadership, Development, Ethics and Coaching
   Sherri Black, Human Resources, Visteon Corp

9. Shared Leadership: Understanding the Distribution of Influence
   Isabelle Bonneau, Management, University of Quebec at Montreal School of Management
   Co-authors: Brian Hobbs, University of Quebec at Montreal School of Management; Kathleen Bentein, University of Quebec at Montreal School of Management

10. The Human Toll of Leader Toxicity in Organizations
    Kathie L. Pelletier, Management, California State University, San Bernardino

11. The Relationship between Leadership Power Bases and Effective Employee Relations
    Lucinda Parmer, Miami University

12. Addressing the Sophomore Crisis through Interdisciplinary Leadership Programming
    Lori A. Blake, Office of Student Life, Villanova University
    Ralph A. Gigliotti, Office of Student Development/Department of Communication, Rutgers University

13. Comparing Women Pygmalion, Transactional, and Transformational Leaders in Teams
    Joleen Archibald, Kravis Leadership Institute

14. Developing Nature-Centered Leaders
    Alicia Haberski Sprot, Alvernia University
    Spencer S. Stober, Graduate Studies, Alvernia University
15. Leadership Development through a Graduate Student Mentoring Program
Ben Kutsyuruba, Education, Queen’s University
Co-authors: Lorraine Godden, Education, Queen’s University; Chi Yan Lam, Queen’s University

16. Leadership Training Impact on Health Care in Brazil
Priscila A. Scripnic, Leadership Courses, Mirror Leadership
Co-author: Rosely Cordon, Faculty of Dentistry, Center for Excellence in Prosthetics and Implants

17. Organizational Supports for Learning Leadership: A Study of U.S. Museums
Julie I. Johnson, Division on Research & Learning, National Science Foundation

18. Philippine School Division Superintendents as Symbol of Change in Education
Joyce F. Orillosa, College of Education, National University
Co-author: Roberto Borromeo, Educational Leadership and Management, De La Salle University

19. Quality Management in Higher Education
Sibel Ahi, Alvernia University

20. Role of Gender on Organizational Leadership Styles
Sylvester Okoro, Global Leadership, Indiana Institute of Technology

21. Smartphone as Leader Self-Development Tool for Self-Leadership, Self-Awareness
Jeff Fajans, Claremont Graduate University

22. Succession Planning and Cultural Intelligence
William H. M. Etti, Health and Human Services, National Institutes of Health

23. Transformational Learning and Leadership Development in Student Teaching
Shana L. Matamala, School of Education and Leadership Studies, California Baptist University

24. Undergrad Student Leaders, a Subgroup of Millennials, and Their Team Experiences
Katherine Jeffery, Strategic Initiatives, Trinity International University

25. Personal Leadership and Human Flourishing
Martin Hall, SVS Consulting Services
Suzanne E. Van Stralen, Leadership Development/ Organizational Culture Change, SVS Consulting Services

26. Comparative Analysis of Leadership Development Curricula in MBA Programs
Anne Sauer, Alumni Association, Presidio Graduate School
Cynthia Scott, Presidio Graduate School

27. Examination of Leader Development in an Ethiopian Water Resources Ph.D. Program
Daniel Mossissa, Eastern University
Cheryl Patton, Eastern University
Natasha Webster, Eastern University

28. Great Expectations: The Leadership Faculty Search
L. Hyatt, Organizational Leadership, University of La Verne
Lu Liu, Organizational Leadership, University of La Verne
MD Haque, Organizational Leadership, University of La Verne

29. Initial Psychometric Analyses of a Leadership Situational Judgment Test: SALSA©
Janet Kottke, Psychology, California State University, San Bernardino
Co-authors: Elizabeth L. Shoefelt, Psychology, Western Kentucky University; Cindy L. Ehresman, Lifelong Learning, Western Kentucky University

30. Leadership: Cultural Competence & Advising Through the Lens of HSI Programs
Kenia Hernandez-Cueto, Enrollment Management, Chapman University

31. Challenges to Human Resource Management Implementation in a Developing Country
Franklin Oikelome, Organizational Leadership, Eastern University

32. Creation of a Refereed Open Access Interdisciplinary Leadership Journal
Isabelle Cherney, Graduate School, Creighton University
Co-author: William J. Leggio, Prince Sultan College for Emergency Medical Services

33. Culture and Mission Alignment in Community Colleges: An Organizational Analysis
Co-author: E. Gerome Stephens, Georgia Tech University

34. Daisaku Ikeda As an Exemplar of Transformational Leadership
Rich Whitney, Counseling and Special Education, DePaul University
35. Developing Leader Consciousness
Jennifer Moss Breen, Interdisciplinary Doctorate Program in Leadership, Creighton University
Rob Elkington, University of Ontario Institute of Technology; Global Partnership Consulting

36. Existential Leadership: Interpersonal Engagement within Organizations
Jen Jones, Communications, Seton Hill University

37. Leadership in the Virtual Environment
Presenter: Kim D. Hunt, Caster Center for Nonprofit and Philanthropic Research, University of San Diego

38. Leading by Example: Images of Diversity and Collectives on University Webpages
Presenter: Kristine F. Hoover, Organizational Leadership, Gonzaga University
Co-author: Deborah Anne O’Neil, Management, College of Business Administration, Bowling Green State University

39. Overcoming Barriers: Building Women Leaders Via Distance Learning Education
Jane Wakahi, African Sisters Education Collaborative and Sister Leadership Development Initiative, Marywood University

40. Phenomenology of Servant Leadership in a Community-Based Leadership Program
Russell Horton, Leadership Studies, Gonzaga University

41. Publishing in the Journal of Applied Christian Leadership
Erich Baumgartner, Leadership, Andrews University

42. Quantum Physics and Leadership
Anat Herzog, Chapman University

43. Radical Islamic Praxis & Pedagogy: A Primer on Reform Leadership in Islamic Law
Ahmed Samir Younis, Chapman University
Co-authors: Gregory Warren, College of Educational Studies, Chapman University; Anat Herzog, Chapman University

44. Self-Leadership and the Changing Nature of Work
Sam Spurlin, Positive Organizational Psychology, Claremont Graduate University

45. Simultaneously Leaders and Followers: A Middle Manager’s Cognitive Challenge
Steven Geer, University of Phoenix

46. The Integration of Selected Leadership Theories with “The Leadership Moment”
Roger L. Turner, Eastern University

47. Toward a Universal Framework for Contemplative Leadership
Abby Wells, Wells Contemplative Solutions

48. A Phenomenological Study Defining Leadership and Practices in Russia and Ukraine
Michael W. Linville, Leadership, Indiana Wesleyan University

49. A Leadership Perspective: A Hierarchal Structure of Five Foundations
Errol A. A. Gibbs, Project Management and Business Consulting, FFHD Writers Inc.
Hazel Ann Gibb’s de Peza, Centre for Education Programmes, University of Trinidad and Tobago

50. Consensus Decision-making: An Empirical Mixed Mode Study
Susan Kay Hares, Business and Leadership, Regent University

51. No Ruler in Sight: Trying to Measure the Effectiveness of Pastoral Leadership
Charles Metcalf, Organizational Leadership, Eastern University

52. The Experienced Emotional Labor of Women Leaders in the Nonprofit Sector
Michelle Shockness, Organizational Leadership, Eastern University

53. The Transformational Leadership of Bayard Rustin
Jeaninne Wallace, Union Institute and University

54. The Books: Service Member First Accounts of War on the Ground
Rene De La Rosa, Indiana Institute of Technology

55. Who Community Leaders Admire (And Why It Matters)
Sean J. Cullen, PhD Program, Alvernia University
Tufan S. Tigligolu, Academic Affairs, Alvernia University
R. David Myers, O’Pake Institute for Ethics, Leadership, and Public Service, Alvernia University
Increasing Engagement of Leadership Through the Use of Web-Based Technology  
**+LD**

**Aqua 300 | Workshop | Leadership Education**

This session will illustrate how the use of web-based technology and personal electronic devices can be used as a means for understanding leadership concepts like empowerment, intellectual stimulation, and significance. Tools like Prezi, VoiceThread, Polleverywhere, Padlet, Powtoons, and LiveBinders will be demonstrated to show how facilitators can increase participant engagement – behaviorally, emotionally, and cognitively – through the use of web-based presentation tools. After the overview, strategies for using these tools in both academic and professional training settings will be presented.

- **Dan Noel**, Organizational Leadership, Wright State University

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Leading from Stillness: Applied Mindfulness for Organizational Acceleration  
**Aqua 310A | Workshop | Conference Theme**

Multiple scientific studies show that practicing mindfulness directly relates to neuroplasticity, mental agility, resilience, compassion, creativity, and insight. Given the speed, complexity, and uncertainty of today’s leadership realities, there has never been more of a need for mindful leaders. With nearly 30 years of experience, the presenter will first provide an overview on mindfulness, highlighting its application to leader and leadership effectiveness. The workshop will then use a series of exercises to create opportunities for attendees to practice leadership enhancing mindfulness techniques.

- **Eric Kaufmann**, Sagatica

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New Faces at the Table: Cultivating Institutional Diversity  
**Aqua 310B | Presentation | Public Leadership**

**Chair: Max Klau, City Year**

**Leading Toward Diversity: Strategies for Inclusion Excellence in Higher Education  
+LE**

Increasing diversity continues to be a priority and challenge for many universities. Using qualitative data from case studies at three universities, this study examines the role of chief diversity officers in institutionalizing campus diversity and their key strategies for inclusive excellence that create deep and pervasive transformative change.

- **Cynthia Davalos**, Student Affairs, University of California, San Diego

**Andean Authenticity: Bridging Community and the Workplace to Empower Women  
+BL**

This paper provides new empirical data to explore authentic leadership theory and female leadership through the lens of institutional and community change efforts led by indigenous women in rural areas of Ecuador. After an overview of the research, the presenter will discuss implications for individuals, communities, institutions, and policy-makers.

- **Carolina Bown**, Modern Languages and Intercultural Studies, Salisbury University
Two Models of Youth Leadership Development

Aqua 311A | Presentation | Youth Leadership

Chair: Angel Acosta, Leadership exCHANGE

Entrepreneurial Leadership: An African Approach (Hint: It's More Than Business) +LD

The African Leadership Academy (ALA) is a pan-African, pre-collegiate school with the mission of training the next generation of ethical, effective African leaders, specifically 6,000 leaders in the next 50 years. The presenter will discuss how ALA’s dynamic leadership schema and focus on entrepreneurial leadership equips youth for the challenges in Africa and the world today and tomorrow.

Ryan Findley, Entrepreneurial Leadership, African Leadership Academy

Latino/a Leadership Development: New Visions, New Futures +LE

The National Hispanic Institute creates leadership development experiences for Latino/a youth grounded in inquiry, identity formation, and social entrepreneurship. The presenter will highlight this program’s strengths and limitations concluding with comments on the need to view youth development as interconnected and interdependent with social development given the current global predicament.

Andres Mauricio Bernal, Public and Urban Policy, The New School

Two Approaches to Broadening the Geographic Reach of Universities

Aqua 311B | Presentation | Leadership Development

Chair: Amy Diehl, Technology and Library Services, Shippensburg University

Community Development and Servanthood in Context: Global Leadership in Colombia +LE

Faculty from universities in Colombia and the U.S. worked together to build a curriculum and a service learning experience that engaged students with local communities having a long history of protracted violent conflict. The panelists will discuss implications of this type of program, offer insights on multi-country partnerships, and share lessons for universities and community partners in local and global contexts.

Russell Horton, Doctoral Program in Leadership Studies, Gonzaga University
Lazarina Topuzova, Organizational Leadership, Gonzaga University
Nathaniel Pearson, Doctoral Program in Leadership Studies, Gonzaga University

Making an Impact: Leadership Development and the Branch Campus Model Worldwide +LE

Branch campuses throughout the world allow universities to extend their geographic footprint while expanding educational opportunities to underserved students. The topic of leadership practice in countries that are developing educational systems through western branch campus initiatives will be explored from several viewpoints, including ethnological and qualitative approaches.

Richard Bakken, Leadership Studies, University of San Diego
Amber L. Stephenson, Nonprofit Evaluation Services & Training (NEST), Temple University
Travis A. Berger, Business, Alvernia University

Accelerating Engagement, Learning, and Leadership Development in STEM Classrooms +LE

Aqua Salon A | Workshop | Youth Leadership

The presenter will demonstrate how a scientific reinterpretation of Kolb’s experiential learning cycle enhances team functioning, increases engagement, facilitates greater technical learning, and promotes leadership development in science, technology, engineering, and mathematics (STEM) classrooms. Participants will engage in a classroom simulation followed by a debriefing. Leadership tools, implementation strategies, and course evaluation outcomes will also be shared.

Preston Yarborough, Center for Creative Leadership

Total Collaboration: Team Effectiveness and Collective Mindfulness +LD

Aqua 313 | Panel Discussion | Business Leadership

True collaboration explores perspectives and strategies with the potential to promote greater awareness of complex environments in which leadership occurs and which usher in a more mindful and conscious form of leading. This session will feature professional business leaders who focus on challenges and solutions for true collaboration given the context of economic, social, organizational, and environmental realities.

Chip Welch, Global Leadership, Indiana Institute of Technology
Martha Martin, New International Business Development, Prairie Quest Consulting, Inc.
Behind the Scenes of Success: Personal Characteristics of Public Leadership

Aqua 314 | Presentation | Public Leadership

Chair: James Gustafson, Benedictine University

In a world of complex global change where international conflict features regularly, the personal attributes, competencies, and experiences of public leaders matter. How can leadership be defined by personal characteristics? How does a specific context and culture influence leadership success? What are common features of inspirational leaders? These themes will be addressed in these presentations.

**Helen Holt: A Centenarian’s Perspective on a Lifetime of Servant Leadership**
A self-identified servant leader, Helen Holt was the first woman to hold statewide executive office in West Virginia, as Secretary of State, and was also a West Virginia state delegate and presidential appointee. This case study research on Holt’s career, perceptions, and insights, provides important lessons on women’s changing roles in governance and leadership.

Lisa DeFrank-Cole, Leadership Studies, West Virginia University
Co-author: Karen Kunz, West Virginia University

**Nelson Mandela: The Ultimate Servant Leader**
This presentation will examine how Nelson Mandela manifested the characteristics and tenets of a servant leader and how this contributed to his emergence as South Africa’s first black president. The applicability to current African challenges will be discussed.

Prince Attoh, Department of Educational Leadership, Delaware State University

**Bringing About Global Change Through Reconciliation Leadership**
Based on the attributes demonstrated by Nobel Laureates Aung San Suu Kyi and the late Nelson Mandela, this paper proposes a new conceptual model of reconciliation leadership as the process of addressing conflicted and fractured relationships to bring about change. The presenter will elaborate upon some of its paradoxes and questions for further consideration.

Colleen J. Rigby, Corporate & Executive Education, University of Waikato
Co-author: Rouxelle De Villiers, Waikato Management School

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Gender Images of Leaders and Leadership

Cobalt 520 | Symposium | Conference Theme

Chair: A.J. Grant, Organizational Leadership, Robert Morris University

Metaphors, images, language, and symbols in media all influence perceptions about leaders and leadership. Presenters will examine how the media bombards its audiences with stereotyped notions of how leaders look and behave, or how they should.

**Women and Power in the Print Media**
The portrayal of leaders is mediated by someone else’s view of the individual. This is a rhetorical and semiotic analysis of the symbolic, indexical, and iconic meanings of “most powerful women”. Assumptions regarding power and leadership will be explored as will assumptions about women in positions of authority, power, and high status in American culture.

Elizabeth Stork, Organizational Leadership, Robert Morris University

**Damage to Women’s Civic Efficacy and Leadership Identity**
Media images of women remain predominantly negative in two ways: misrepresentation and missing representation. The presenter will discuss how such images adversely impact women’s leadership in the areas of civic efficacy and leadership identity.

Chrys Egan, Communication, Salisbury University

**Limited Images of Sport Leadership**
Metaphors and images from sport are frequently referenced in business. Furthermore, media images of sports heroes subtly support a narrow view of leaders and leadership. In this presentation, these messages will be analyzed to examine how sport - a realm often uncritically accepted as an ideal site for developing leaders- perpetuates a limited view of leadership.

Maylon Hanold, Sport Administration and Leadership, Seattle University
Peace Leadership: An Integral Perspective

**Aqua Salon C | Panel Discussion | Public Leadership**

Chair: Jennifer Amanda Jones, Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego

Peace leadership is a relatively new area of leadership studies. The purpose of this session is to begin a process of expanding the literature through the presentation of an emergent model with an integral focus and to identify key areas of intersection between various approaches to peace leadership in an effort to bring greater alignment between the contrasting views of academics and activists. Particular attention will be given to the importance of the inner work of peace and practices of community engagement.

Whitney McIntyre Miller, Leadership Program, Chapman University
Zachary Gabriel Green, Leadership Studies, University of San Diego

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Mindful Global Leadership in Knowledge Transfer, Communication, and Complex Systems

**Aqua Salon D | Panel Discussion | Leadership Scholarship**

Chair: Yulia Tolstikov-Mast, Indiana Institute of Technology

Where should global leaders direct their efforts to promote a synergistic co-existence of global organizations and local communities within complex environments? This panel will share new research that explores three important opportunities: mindful repatriate knowledge transfer, targeted global leadership communication, and clear understanding of complex adaptive systems.

**Initial Research in Understanding Context and Challenges of Global Leadership Communication**

Little is understood about how global leadership communication is developed and how global leaders communicate differently than leaders in less complex environments. This presentation will explore the meaning of global leadership communication and the distinction between intercultural, cross-cultural, and global leadership communication.

Rebecca Fuller Beeler, Indiana Institute of Technology

**Uncertainty Within the Complex Adaptive System: A Phenomenological Study Investigating the Impact of Leadership Rotations Within Complexity Leadership Theory**

This phenomenological approach centers on shared experiences regarding the level of uncertainty within a global organization. By adhering to the philosophical premise of uncertainty based on Complexity Leadership Theory, this research describes the impact of rotating leadership and explains the external forces applied to complex systems.

Stephen Young, Indiana Institute of Technology

**Knowledge Transfer and Corporate Strategic Advantage**

Repatriate knowledge transfer back to the organization is often ignored, creating loss of learning for the organization which in turn creates a loss in a possible competitive advantage for the organization. The consequences of this will be illustrated through the repatriate knowledge transfer theory.

Thomas Weber, Indiana Institute of Technology

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Two Examinations of Scholarship for Leadership Educators

**Aqua Salon EF | Presentation | Leadership Education**

Chair: Matthew J. Sowcik, Jay S. Sidhu School of Business & Leadership, Wilkes University

**Instructional and Assessment Strategy Use by Leadership Educators: A Global Study**

Findings from a recent global study of 1,137 leadership educators from 42 different countries that explored their most commonly used instructional and assessment strategies in online, blended, and face-to-face academic credit-bearing undergraduate- and graduate-level leadership studies courses will be shared.

Dan Jenkins, Leadership & Organizational Studies, University of Southern Maine, Lewiston-Auburn College

**Strategically Mapping the National Leadership Education Research Agenda**

This presentation will detail how Social Network Analysis provides an opportunity to promote collaborative workgroups aimed at developing Leadership Education and advancing the scholarship of the National Leadership Education Research Agenda.

Anthony C. Andenoro, Agricultural Education and Communication, University of Florida
Individuals as Case Studies for Expanding Leadership Scholarship

Sapphire 410A  |  Refereed Symposium  |  Leadership Scholarship
Chair & Commentator: Jonathan J. Velez, College of Agricultural Sciences and Forestry, Oregon State University

This symposium will focus on the lives of three unique leaders from ancient and modern times as case studies that can be used as a foundation for new areas of leadership scholarship and innovative investigation.

Lessons in Leadership: What Can We Really Learn from Gaius Julius Caesar?
If you were a leadership trainer for Rome’s legions, what advice would you give? To address this, a number of books have focused on Julius Caesar, one of the greatest leadership geniuses of all time. This presenter will argue that only if the organizational context of ancient Rome is fully appreciated can these types of books be useful.

Steven E. Markham, Management, Virginia Tech

Judith Butler and (Queer) Leadership: Intelligibility and Social Change
This presenter will offer a strategic combination of Judith Butler’s theories and existing leadership scholarship to produce a new, queer leadership model that can expand the boundaries of who is intelligible as a leader while advocating for inclusive change.

Leigh Fine, School of Leadership Studies, Kansas State University

Leadership as Architecture: Georg Simmel’s Differentiation in the Arts
Georg Simmel distinguished between arts such as sculpture, which use materials to realize the artist’s vision, and architecture, which works with and relies on materials in a specific context. This paper makes a comparable distinction between two types of leadership.

Nathan Harter, Leadership and American Studies, Christopher Newport University

New Concepts and Solutions for Leader and Culture Development

Sapphire 410B  |  Presentation  |  Business Leadership
Chair: Teresa M. Martinelli-Lee, University of La Verne

Developing leaders and shaping culture are two of the most important things an organization does. What are some emerging methods and tools for leader and culture development that promote organizational success? This session will address these questions.

How Culture Happens: A Leadership Tool for Organizational Success
This research studied the significance and relevance of a three-factor (Candor, Alignment, and Recognition) model of organizational culture. The presenter will discuss the study and will indicate conditions for organizations investing in this important business asset, including how leaders must understand their culture, assess how it functions, and actively engage it in their business strategy.

Stephen Trainor, Soderquist Center for Leadership and Ethics

Exploring Partnerships Between Contractors and Academics for Corporate Programs
Through a unique partnership between consultants and academics an executive leader development program was designed by turning theory into action and by using experiential learning with a specific focus on a personal transformation methodology. Metrics showed the program model to affect change and encourage leaderful and interdependent corporate partners.

Myra Dingman, Global Leadership & Entrepreneurship, Deloitte Consulting, LLP
Kathleen A. Patterson, School of Business & Leadership, Regent University
Organizational Trauma in the U.S. Military: A Culture or a Leader?
Sapphire 411  |  Panel Discussion  |  Public Leadership
Chair: H. Eric Schockman, Leadership, Woodbury University
An organizational trauma lens will be applied to U.S. military culture and leadership. Examples will be shared to demonstrate that leaders can heal, mitigate, or exacerbate trauma in an organization depending on their strengths and approach. A ‘Strengths and Shadows’ exercise will provide attendees a tool for assessing their own cultures and beginning to address unhealthy organizational dynamics.
Shana L. Hormann, Academic Affairs, Antioch University Seattle
Kristin L. Cox, U.S. Coast Guard
Bryce Doehne, Antioch University Seattle

Strategies for Teaching Culture and Global Leadership
Sapphire A  |  Panel Discussion  |  Leadership Education
Chair: Qingyan Tian, Christopher Newport University
How can students become prepared for leadership in a global society? Knowledge of leadership theory is not enough; an understanding of cultural differences is also needed, along with opportunities to practice what is being taught. Panelists will provide brief overviews of the various strategies and programs they have used to expand their students’ cultural competencies, saving time so the attendees can share theirs.
Elizabeth Gagnon, Leadership and American Studies, Christopher Newport University
Eric K. Kaufman, Honors Residential College, Virginia Tech
Danny White, Department of Athletics, Virginia Tech
Jeffrey Mark Zimmerman, Political Science, Criminal Justice, & Organizational Leadership, Northern Kentucky University

Values-Driven Leadership Development: Pioneering Programs and Practices
Sapphire E  |  Panel Discussion  |  Leadership Education
Chair: Donna Darr, Keller Graduate School of Management, DeVry University
This panel will highlight Babson College’s Giving Voice to Values program and Benedictine University’s doctoral and master’s programs in values-driven leadership development – three pioneering programs for the benefit of business and society worldwide. Real-world examples of how values-driven thought leaders are having a transformative impact at individual, interpersonal, organizational, and global societal levels will be dynamically shared.
Mary C. Gentile, Babson College
Jim Ludema, Center for Values-Driven Leadership, Benedictine University
Richard Darr, First United Methodist Church of Park Ridge
John Heiser, Magnetrol International, Inc.
Marie E. DiVirgilio, Center for Values-Driven Leadership, Benedictine University

The Leadership Scholarship Legacy of Jerry Hunt
Sapphire I  |  Panel Discussion  |  Leadership Scholarship
Chair: William Gardner, Institute for Leadership Research, Texas Tech University
The legacy of James G. “Jerry” Hunt to the field of leadership scholarship lives not only through his 20 books and over 200 articles, but more importantly through the connections he created facilitating the burgeoning of this field. This panel of experts will discuss the life and legacy of Jerry Hunt and his impact on the study of leadership, including his role as editor of The Leadership Quarterly from 1999-2004.
Mary Uhl-Bien, Management, Entrepreneurship, and Leadership, Texas Christian University
Kevin B. Lowe, Graduate School of Management, University of Auckland

Machiavelli’s The Prince at 500: Meaning for the Field of Leadership Studies
Sapphire M  |  Presentation  |  Conference Theme
It has been 500 years since Niccolo Machiavelli wrote The Prince, a book Bertrand Russell called “a handbook for gangsters”. Still, it remains one of the seminal books in leadership studies, oft commented upon, and yet little understood. Was Machiavelli amoral or immoral, a realist or an idealist, the first political scientist or merely a cunning job seeker? Is his advice relevant for leaders today? The presenters will examine the complex, contradictory, and controversial work of Machiavelli and his role in leadership studies.
Michael A. Genovese, Political Science, Loyola Marymount University
Tom Cronin, Political Science, Colorado College
Conscious Organizations: Stories and Practices from For-Profits and Non-Profits

Aqua 300 | Workshop | Business Leadership

For-profit and non-profit organizations are often thought of as being so different that they are positioned at opposite ends of a performance or mission driven continuum. Conscious organizations choose to capitalize on these opposite poles and distinguish themselves through their leadership and culture. Using storytelling as a way to foster learning, this workshop will explore different conceptual frameworks and ideas that support the development of conscious organizations. Participants will have the opportunity to consider and reflect on their own story and participate in an interactive activity they can take home and use in their organization.

Marie Legault, Legault & Associates Leadership Development, Inc.
Paul L. Dann, NFI North

Three Unconventional Pathways to a More Conscious Form of Leadership

Aqua 310A | Symposium | Conference Theme

Chair: Robert Donmoyer, Leadership Studies, University of San Diego
Commentator: Meenakshi Chakraverti, Leadership Studies, University of San Diego

Developing a more conscious form of leadership requires transcending traditional thinking. Transcending traditional thinking, however, is often easier to talk about than to do. This session will explore three nontraditional approaches to developing more conscious leadership.

Indo-European Leadership–Integrating Ancient Wisdom with Modern Leadership
The field of leadership has been dominated by Western concepts. A recent interest in far Eastern philosophies has expanded perspectives but still leaves many leadership traditions unexplored. This presentation will integrate Indo-European philosophies, as revealed in Indian and Persian ancient texts, with modern leadership thought and practice.

Afsaneh Nahavandi, Leadership Studies, University of San Diego

Reclaiming Indigenous Cree Conceptions of Leadership
The presenters will focus on an Indigenous group’s attempts to re-capture Indigenous knowledge—including Indigenous knowledge about leadership—obscured by colonial oppression. The presentation will feature an Indigenous leader articulating her view of leadership associated with Cree culture followed by information on how presenters have utilized this information in their professional practice.

Patricia Makokis, Blue Quills First Nations College; Tansi Business Development
Julia Buchanan, School of Business and Management, National University
Robert Donmoyer, Leadership Studies, University of San Diego

Autoethnography as a Form of Leadership Development: A Journey to Reconsider Racial Privilege
This presentation will provide critical perspectives on the author’s own use of autoethnography to promote leadership development and develop a deepened consciousness of racial identity, privilege, and social reality as a ‘half-White’ and sometimes ‘White-passing’ person. The project’s impact on administrative behavior at a faith-based higher education institution will be highlighted.

Nicholas Reyes Franco, Leadership Studies, University of San Diego
Mindful Stewardship of the Organization and Self

Aqua 310B | Symposium | Leadership Development

Chair: Russell L. Huizing, Ministry and Leadership, Toccoa Falls College
Commentator: Phillip A. Shero, Administration, Embedded Leadership

Although outwardly experienced, ethics and integrity are developed and maintained from within. This symposium will examine three aspects of the impact of intrapersonal and interpersonal development on leadership dynamics and leader-follower exchanges.

**Spirituality, Leader-Member Exchange Quality, and Stewardship Among Non-Profit Employees**

This quantitative study examined follower stewardship behavior and explored the relationship between spirituality, LMX quality, and perceived organizational support upon the exhibition of stewardship behavior. Follower spirituality was found to more strongly relate to stewardship behavior than the other predictor, control, and mediating variables.

April L. Lopez, School of Business & Leadership, Regent University

**How Much Authenticity Will Be Tolerated in Leaders Before Destroying Their Trustworthiness?**

This qualitative study examined how leaders’ trustworthy behaviors are implemented in daily actions in organizations, exploring new elements of trustworthy behavior, and linking LMX theory and authenticity with leader trustworthiness. Insights into the impact on optimal LMX and trust of a leader’s processing of personal life traumas will be shared.

Sari Häkkinen, University of Eastern Finland

**The Iron-Man Effect: Unprocessed Trauma, Hyper-Performance, and Inner-Cohesion**

The observable impact of unprocessed trauma on leaders’ inner-cohesion was explored in this qualitative study. Findings suggested unprocessed trauma in leaders can trigger constant hyper-arousal, promoting super-performing leaders with fractured identity. Side-effects included incapability of rest and intimacy suggesting the need to add self-care and inner-stewardship to measures of effectiveness.

MaryJo Burchard, School of Business & Leadership, Regent University

The Brains of Leadership

Aqua 311A | Presentation | Leadership Development

Chair: Jack W. Lampl III, A.K. Rice Institute for the Study of Social Systems

**From Research to Practice: Is Leadership Development Ready for Neuroscience?**

Advances in science and technology have led to a new understanding of how social and cognitive functions, specifically leadership functions, work in the brain. The presenter will discuss how these advancements have made possible the use of EEGs to improve existing leadership development practices.

Tony Dixon, Lead Thru Inspiration

**Leadership Connections Between the Brain, Identity, and Experience**

Brain processes, as described in neuroscience research, are similar to the processes in experiential learning theory. The brain builds neural pathways, creating habits of thought and action. Naming oneself ‘leader’ is an act of self-awareness and identity building. Presenters will discuss these ideas and how they connect to diversity and teamwork.

Rich Whitney, Counseling and Special Education, DePaul University
Dave Borgealt, Student Leadership Institute, DePaul University
Tom E. Matthews, Center for Community, SUNY Geneseo

**The Three Brains of Leadership**

Neuroscience reveals the existence of complex, functional neural networks (brains) in each person’s heart, gut, and head. This knowledge, combined with behavioral modeling research, has created a new field of leadership development that the presenter will discuss, known as mBIT (multiple brain integration techniques).

Suzanne Henwood, Community and Health Services, Unitec
Co-author: Grant Soosalu, mBIT International Pty Ltd
Followership and Entrepreneurship Perspectives on Leadership Development
Aqua 311B | Presentation | Leadership Development
Chair: Ira Chaleff, Executive Coaching & Consulting Associates

Catalyzing Collective Realities to Transform Women as Entrepreneurs +LE
Presenters will share how a collaborative of universities, companies, government, and private funding came together to create a transformative and multifaceted pathway to propel women's innovation forward and develop female entrepreneurs. Attendees will also learn how to bring a Startup Women Weekend to their city.
Sheryl Waddell, Blaskstone Entrepreneurs Network

Situational Follower Theory: Exploring the Follower's Reality +BL
The Situational Follower Theory (SFT) suggests that Courageous Followers have a responsibility to assess leader task maturity and respond in the leader's best interest to effect better leadership process. Presenters will discuss how, mirroring the Situational Leadership model (SLII), SFT interprets the constructs within SLII from a Courageous Follower's perspective.
Rusty S. Ricketson, Leadership, Luther Rice University
Gene Dixon, Engineering, East Carolina University
Susan Keim, Organizational Leadership, Donnelly College

Get Jazzed!: Inspiring Conscious Leadership Through Live Music
Aqua 313 | Presentation | Conference Theme
Using a small music ensemble as a model organization, attendees will experience conscious leadership in real time. By means of observation, reflection, and conversation, presenters will explore effective leadership principles and practices through the diverse lenses of the individual, team, and organization. The session will feature a string quartet of students from the University of San Diego Chamber Music Ensembles, directed by Angela Yeung, with flutist Anh Le, violinist Mae Frank, violist Julia Francone, and cellist William Carleton.

John E. Burgess, Jazz, Inc.

Contemporary Issues in Leading Leadership Studies Communities: The Nexus of Faculty, Students, Curriculum and Research
Aqua 314 | Workshop | Leadership Education
This workshop will focus on core issues facing deans, directors, and chairs who head leadership learning communities at institutions of higher education. Topics will include new forms of educational opportunities, shifts in student demographics, calls for curriculum reform, challenges to research relevance and dissemination, and fundamental questions on the value of post-secondary degrees. After a short presentation on the issues surrounding faculty affairs, student affairs, and curriculum and research development, participants will join in roundtable discussions to debate and develop insights into these challenges.

Ian D. Sutherland, School of Postgraduate Studies, IEDC Bled School of Management
Mary H. Tolar, School of Leadership Studies, Kansas State University

Problem-Based Learning in College Leader Development
Cobalt 520 | Workshop | Leadership Education
This session will discuss a critical pedagogy for the emerging leadership of college students. Problem-based pedagogies permit students to learn leadership as conscious and purposeful action, not just a position. It prepares them better for the collective-realities of a global environment that includes problems that are difficult or impossible to solve (i.e. wicked problems) and presents a unique space to build leadership capacity in a real context that students already care about. Presenters will lead participants through a dialogue, encouraging new ways of thinking about using Problem-Based Learning. Those in attendance will work together to design deep learning experiences for students.

Sara E. Thompson, Kravis Leadership Institute, Claremont McKenna College
Jonathan R. Gosling, Centre for Leadership Studies, University of Exeter Business School
Richard A. Couto, Union Institute and University
Laura Osteen, Center for Leadership & Social Change, Florida State University
Leader Identity and Motivation: Emerging Research Trends

Aqua Salon C | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Susan R. Komives, National Clearinghouse for Leadership Programs, University of Maryland

The extent to which an individual defines himself/herself as a leader, or possesses a leader identity, has implications for beliefs regarding leadership, followership, and self-serving behaviors. Research presented in this session will examine the development and impact of leader identity.

**Exploring the Relationship Between Followership and College Student Leadership**

The presenter will describe a study that was conducted to determine if a relationship exists between a college student’s leadership beliefs, their leadership identity, and their perspective on followers.

Todd J. Foley, Professional Practice, University of Cincinnati

**How Student Leader Constructive Development Relates to Their Leader Development**

This paper explores the results of a mixed-methods research study done to determine how a student’s constructive development is related to their leader development in terms of their understanding of leadership and their leader identity.

Valerie I. Sessa, Psychology, Montclair State University
Co-authors: Jillian Ploskonka, Montclair State University; Elphys Alvarez, Montclair State University; Christopher Dixon, Montclair State University; Steven Dourdis, Montclair State University

Many Voices: Faculty, Students, and Community in Leadership Education

Aqua Salon D | Presentation | Leadership Education

Chair: James Gustafson, Benedictine University

**Are We Developing Socially Responsible Leaders? A Multi-Campus Study**

The world needs socially responsible leadership, but how does one train for it and how is it measured? Presenters will report the findings of a semi-longitudinal study that employed pre-/post- administration of the Socially Responsible Leadership Scale to 375 undergraduates participating in leadership programs of nine university campuses.

Linda G. Olson, Learning Communities and Civic Engagement, University of Denver
Paul Kosempel, Pioneer Leadership Program, University of Denver

**Exploring Leadership Development Through the Voices of Students**

A qualitative study that explored the learning outcomes associated with specific experiences in a one-year, intensive leadership development program at a large northwest research university will be shared. Results highlight student growth resulting from faculty mentoring, a yearlong seminar course, and sustained community involvement.

Aaron J. McKim, Agricultural Education and Agricultural Sciences, Oregon State University
Jonathan J. Velez, Agricultural Education and Agricultural Sciences, Oregon State University
Co-author: Kellie A. Strawn, Oregon State University

**Faculty-Student Interdependence: A Stakeholder-Based Approach to Program Design**

Presenters will share the outcomes of a holistic, stakeholder-based approach to programmatic and curricular design in higher education with a special emphasis placed on inclusive collaboration between faculty and student and will explain how to carry this out through a systematic research agenda that, once initiated, is relatively easy to maintain.

Natasha H. Chapman, Leadership and Community Service-Learning, University of Maryland
Benjamin Brooks, Leadership Studies, West Virginia University

**Exploring Leadership Development in an Interdisciplinary Leadership Minor**

This qualitative research project explored students’ interpretations of leadership pedagogy within a leadership minor. Presenters will discuss how students interpret individual leadership development experiences, group leadership experiences, and experiential learning opportunities.

Aaron J. McKim, Agricultural Education and Agricultural Sciences, Oregon State University
Jonathan J. Velez, Agricultural Education and Agricultural Sciences, Oregon State University
Co-authors: Kellie A. Strawn, Oregon State University; Tyson J. Sorensen, Oregon State University
Deliberate Practice as a Tool for Developing Expert Leaders for Global Change

Aqua Salon EF | Workshop | Business Leadership

In the last 25 years the expertise literature has flourished and much has been learned about the factors that constitute expertise. Likewise, scholars know more about how experts are developed. This innovative and fast-paced workshop will provide participants with important findings from the expertise literature and will challenge the group to map what is known to work in leadership development.

Scott J. Allen, Management, Marketing, and Logistics, John Carroll University
Arthur J. Schwartz, Oskin Leadership Institute, Widener University

Getting Unstuck: Lessons from Nature on Leading Change

Aqua Salon A | Workshop | Business Leadership

This workshop builds on sessions at ILA 2012 and ILA 2013 titled, “Help! We’re Trapped in an Industrial Mindset and Don’t Know How to Get Out!” and “Help? We’re Still Trapped….” Using a series of ‘leadership questions’ to guide discussion, participants will explore principles and assumptions based on industrial, mechanistic, bureaucratic systems and Newtonian physics and contrast them with those based on a postindustrial, biological, complex adaptive systems and quantum physics.

Richard M. Warm, Center for Wisdom in Leadership
Martha F. Miser, Aduro Consulting, LLC
Kathleen E. Allen, Allen and Associates

Organizational Development: Strategies and New Approaches

Sapphire 410A | Presentation | Leadership Development

Chair: Linda Klonsky, Business Psychology and Organizational Leadership, The Chicago School of Professional Psychology, DC Campus

Antecedents to an Individual’s Openness Toward Organizational Change

The central purpose to this proposed study is to discover the relationship between metacognitive variables and cognitive adaptation variables and one’s openness toward organizational change. The researcher will share the study design and seek feedback from the audience.

Brian A. Petersen, Business, Economics, & Finance, Immaculata University

Bridging Generational Differences Through Collaborative Leadership Development

Collaborative leadership is essential for innovative agile organizations to thrive. The presenters will ask the audience to consider the question: How might existing and emerging leaders learn effective collaboration attitudes and skills that will help bridge their generational differences in order to work more effectively together?

Deborah Colwill, Educational and Leadership Studies, Trinity International University
Co-author: Love Sechrest, Fuller Theological Seminary

What Have We Learned About Leadership Development?

The presenter will share the results of a meta-analysis of research literature on leadership development from mid-twentieth century to date. The use of questionnaires and feedback, an increasing emphasis on individual reflection, and a greater focus on direct application to the work environment will be discussed as key common elements of widely-used approaches.

Ayman El Tarabishy, Management, The George Washington University

The Dance of Leadership: A Teaching Demonstration

The presenters will share material based on their book The Dance of Leadership, demonstrating ways in which the arts and leadership can be joined in leadership development programs and how art, music, and dance can be utilized to help students and executives understand the art of leading others.

Robert B. Denhardt, Price School of Public Policy, University of Southern California
Janet Denhardt, Price School of Public Policy, University of Southern California
Leadership Development in Five Settings

Sapphire 410B | Presentation | Leadership Development

Chair: Ray Wells, Foundation for Advancement of International Medical Education and Research

This session will explore leadership from various global cultural contexts and deepen the audience’s understanding of values and processes important to leadership development programs.

**Beyond the Abayah: A Leadership Development Case from Saudi Arabia**

The presenter will share her experiences of helping to build leadership capacity at Princess Nora University, an all-women university in Saudi Arabia. Can Western conceptions of leadership capability and capacity building be adapted to this setting in a country that still harbors ultra-conservative views of women’s role in nation building?

*Lorraine Anne Jennifer Stefani, Faculty of Education, University of Auckland*

**Developing Consciousness Down Under: Community Leadership at the Cutting Edge**

This presentation will report on research done with 335 adults that explored the impact on consciousness development of participants in Australian community leadership programs (CLPs) compared with controls. CLPs could provide a model for other development programs aimed at developing post-conventional consciousness.

*Niki Vincent, Leaders Institute of South Australia*

**Eastern Model of Leadership Development: An Exploration of Practices in Nepal**

Global interest in the area of leadership development is evident from the mushrooming organizations and programs focused in this field. This presentation will share an Eastern model of leadership development through the exploration of organizational practices in Nepal.

*SP Kalaunee, Leadership, Eastern University*

**Xiulian Cultivating Effective Leadership Based on Chinese Philosophy**

The presenter will discuss a style of leadership development revived from ancient Chinese philosophy that provides a refreshing and revolutionary vision: It functions through a transformed leadership personality that has been specifically cultivated and trained with deep ethical reasoning capacity and wisdom development. The presenter calls this special, fundamentally effective cultivation, ‘xiulian.’

*Zhi Luan, PhD in Leadership Program, University of Central Arkansas*

*Co-author: Nicholas S. Brasovan, University of Central Arkansas*

**Latin American Cultures and Leadership Styles: Reflections and Experiences**

This presentation will address sensitive cultural factors, their relationship to different leadership styles in Latin America, and their impact on people and corporate performance in Latin America. Special attention will be given to intercultural sensitivity and its impact on leadership skills and performance.

*Odir Pereira, ILB-Leadership Institute of Brazil*

Forming Leadership Reality: Three Perspectives Framing Paradigm to Practice

Sapphire 411 | Panel Discussion | Leadership Education

Chair: Anthony Middlebrooks, School of Public Policy and Administration, University of Delaware

At the root of behavior lies a person’s view of reality – what one sees, believes, and values. This session will feature three distinguished leadership education leaders who have built programs with very different theoretical perspectives. Each panelist will briefly describe the foundational values and framework of their program, as well as the logical underpinnings that justify their importance. These foundations form a leadership program’s reality – manifesting as specific curricular decisions and pedagogical activities. Panelists will distinguish the important features of their approach as complementary and/or contrary to the other approaches presented, raising questions about the very foundation of leadership education and its competing realities.

*Jay Conger, Kravis Leadership Institute, Claremont McKenna College*

*Gama Perruci, McDonough Center for Leadership and Business, Marietta College*

*Crystal L. Hoyt, Jepson School of Leadership Studies, University of Richmond*
The Seminal Intellectual and Leadership Contributions of James MacGregor Burns to the Fields of Political and Leadership Studies

Sapphire 400 | Panel | Leadership Scholarship

Leadership scholar and political scientist James MacGregor Burns (1918-2014) was one of the great public intellectuals of the past 50 years. Still publishing well into his 90s, he was a prolific scholar, prize-winning author, and teacher. A co-founder of the ILA, he served as president of the American Political Science Association and was active in local politics as well. One of his main aims was to encourage a richer understanding of the complex chemistry between leaders, followers, and context. His ground-breaking work created scores of critical questions for future examination which have served as the topic of hundreds of dissertations. His generous mentoring and legacy set a gold standard. Two of Jim’s closest colleagues, co-authors, and friends will begin the session by discussing the lifetime contributions of James MacGregor Burns and attendees will be invited to share their reflections and thoughts. The session will conclude with an exploration about how his legacy will shape the research agenda well into future.

Georgia Sorenson, University of Maryland School of Law
Tom Cronin, Political Science, Colorado College

Paths to Tenure and Promotion for Leadership Faculty: Expectations and Processes

Sapphire A | Panel Discussion | Leadership Education

Chair: Mary H. Harris, Academic Affairs, Cabrini College

Experienced faculty and administrators at various stages of the tenure and promotion process in colleges and universities with Leadership Studies or closely related fields/departments will discuss their experiences of the process will share information such as expectations, scholarship, service, teaching evaluations, and discipline legitimacy. The session will be beneficial for any tenure track leadership faculty as well as administrators focused on scholarship requirements in the leadership discipline.

Julie E. Owen, New Century College, George Mason University
Cheryl Getz, Leadership Studies, University of San Diego
Susan Elaine Murphy, Organisational Studies, University of Edinburgh Business School
Paula A. Cordeiro, Leadership Studies, University of San Diego
William Gerard Weeks, Agricultural Education, Communications and Leadership, Oklahoma State University

Conscious and Connective Leadership for Effective Change in a Global Context: Mergers and Acquisition, Change Management, and Much More

Sapphire E | Panel Discussion | Business Leadership

Chair: Chris Cartwright, Intercultural Communication Institute
Commentator: Maura Harrington, Center for Nonprofit Management

Mergers and acquisitions, as well as change management provide unique leadership challenges. This session will share the case of a successful merger where a set of Connective Leadership Institute (CLI) assessments were employed to uncover the current corporate culture of both organizations and the merging groups’ aspirations for a shared corporate culture. Together, areas of agreement were identified, conflict diffused, and a new, more vibrant organization was built. This panel will focus on the Connective Leadership Model and its underlying 9-factor behavioral Achieving Styles repertoire and assessments as it relates to this specific M&A case.

Ted A. Baartmans, The Leadership Group
Jean C. Lipman-Blumen, Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University
Leadership In and Through the Humanities

Sapphire I | Symposium | Leadership Scholarship

Chair: Javier Hidalgo, Jepson School of Leadership Studies, University of Richmond

This session will examine the recent trend in Leadership Studies of addressing leadership through a variety of humanities disciplines, a trend evident in the 2013 creation of the journal Leadership in the Humanities, published in association with the ILA. Leadership scholarship will be presented through the lenses of literary studies, history, classics, and philosophy to showcase the significant contributions of humanities disciplines to the field.

**Thucydides on the Contextual Limits of Innovative Leadership: The Case of Pericles**

Can Gardner's notion of story and storytelling illuminate leadership from an earlier time? This paper analyzes *The History of the Peloponnesian War* through the lens of Howard Gardner’s cognitive model of leadership. The presentation will conclude with reflections on innovative leadership and Thucydides’ intentions in crafting his portrait of Pericles.

Brent Cusher, Leadership and American Studies, Christopher Newport University

**Literary Case Studies of Leadership and Rebellion: William Shakespeare’s Macduff and Jane Austen’s Anne Elliot**

This paper examines the dual role of literature as both a showcase for figures of leadership and as a vehicle for ‘real world’ leadership. The presentation will argue that Macduff and Anne represent figures of rebellious servant leadership who effect significant sociopolitical change and who encourage readers to become similarly engaged.

Kristin M. Bezio, Jepson School of Leadership Studies, University of Richmond

**Summons to Conscience: Using the History of the American Civil Rights Movement to Interrogate Leadership Studies**

If leadership scholars seek to understand ethical leadership, they must weigh their considered judgments about particular situations and general moral principles to bring their moral convictions into a state of reflective equilibrium. This paper illustrates that current means—such as surveys and experiments – are often insufficient for understanding ethical leadership.

Julian Hayter, Jepson School of Leadership Studies, University of Richmond

**Philosophical Methodology and Leadership Studies**

This paper will show that current means – such as surveys and experiments – are often insufficient for understanding ethical leadership. If leadership scholars seek to understand ethical leadership, they must weigh their considered judgments about particular situations and general moral principles to bring their moral convictions into a state of reflective equilibrium.

Jessica Flanigan, Jepson School of Leadership Studies, University of Richmond

Leading with Spirit, Presence, and Authenticity

Sapphire M | Workshop | Conference Theme

What arises in the moments when people invite spirit, presence, and authenticity into their work? Or when one notices that their life is not really manifesting what they value? How do people design their teaching / consulting / facilitating to generate creative action in their students, clients, and other groups they touch? Leading with Spirit, Presence, and Authenticity – the 2014 volume in the ILA series Building Leadership Bridges – considers how practices that invoke presence support leaders facing complexity and conflict. Using experiential approaches honed in their teaching and consulting, authors of the volume will offer attendees a taste of how mindfulness, drama, being in community, and telling one’s stories can shift how people address today’s serious challenges.

Kathryn Goldman Schuyler, Organization Development, Alliant International University
Lena Lid-Falkman, Management and Organization, Stockholm School of Economics
Marco A. Aponte Moreno, Management Science and Innovation, University College London
Catherine Etmanski, School of Leadership Studies, Royal Roads University
Mark Fulton, LeadingCulture Inc.
Ralph A. Gigliotti, Office of Student Development, Villanova University; Department of Communication, Rutgers University
Deana M. Raffo, Management & Marketing, Middle Tennessee State University
Robert L. Stilger, New Stories
Jonathan Reams, Life Long Learning and Counseling, Norwegian University of Science and Technology
Leadership Through Fairy Tales: The Hero Archetype and Beyond

Aqua 300 | Workshop | Conference Theme

The aim of this interactive storytelling workshop is to demonstrate how the field of leadership can embrace new ways of thinking and learning through fairy tales from different cultures and traditions. The workshop will strive to polarize different perceptions on leadership in a way that one perception can be conceived as the conventional and the other as the unimagined/unexplored.

Maria Charalambous, Regents University London
Anton P. Baumohl, Psychology and Psychotherapy, Regent’s University London

Public Leadership in Africa

Aqua 310A | Symposium | Public Leadership

Chair: Baba G. Jallow, Department of History, Creighton University

Studies on African leadership are largely absent from the rapidly growing field of leadership studies. Yet no other continent faces the magnitude of leadership crisis Africa faces. This session will contribute to the process of bringing Africa into the field of leadership studies by sharing research that encourages a broader understanding of leadership issues and concepts in Africa.

Embedded Leaders: What Clan Elders Can Teach Us About Leader Accountability

This study explores the role, function, and recognition of elders in East African tribal contexts, seeking to discover what is authentically African and what works. Ethnographic methods were used to gather rich qualitative data. The presenter will share descriptions of Gisu clan elder leadership that build a foundation for applying traditional modalities to broader leadership problems.

Phillip A. Shero, Embedded Leadership

Leadership Integrity in Developing Nations: The Case of Ellen Johnson-Sirleaf

Liberia is slowly emerging from a devastating civil war that left over 200,000 people dead. President Ellen Johnson-Sirleaf is leading her people out of the devastation and into a better future. This paper reviews her leadership methods and offers a leadership model for leaders of developing nations focused on leadership integrity, bold commitments, and servant leadership orientation.

David Bauman, Division of Business, Regis University

The East African Community: The Dynamics of Shared Leadership in Regional Integration and Cooperation

This paper expands the research on regional integration and cooperation beyond traditional approaches. Using the East African Community as a case study, the presenter will outline the concept of shared leadership and explore the developmental factors that point to the existence of shared leadership in regionalism.

Jeff Kanani, Purdue University
Publishing Leadership Scholarship: Advice from Editors and Senior Scholars
Sapphire M | Panel | Leadership Scholarship

Chair: Ron Riggio, Claremont McKenna College

This session will focus on what you need to know to publish your leadership scholarship in peer-reviewed journals. Editors or editorial board members from leading journals – including Leadership Quarterly (Elsevier), Leadership (Sage), Leadership and the Humanities (Edward Elgar), and the Journal of Leadership Studies (Wiley) – and well-published academics will provide advice to rising leadership scholars. Topics will include tips and tricks in publishing, structuring an article, understanding journal impact factors/metrics, and the evolution of open access.

Jeremy Moreland, School of Advanced Studies, University of Phoenix; Journal of Leadership Studies
Michelle Bligh, Claremont Graduate University
Kevin B. Lowe, Graduate School of Management, University of Auckland; Leadership Quarterly
Victoria Wetherell, Leadership Quarterly, Elsevier

Emerging Research on Undergraduate Leadership Development
Aqua 311B | Refereed Symposium | Leadership Scholarship

Chair & Commentator: Sara E. Thompson, Kravis Leadership Institute, Claremont McKenna College

Multiple studies examine the impact of undergraduate leadership programs on student leadership development. An emphasis on leadership beliefs, conceptual diversity, and high impact educational practices will be provided.

Retention and Utilization of Leadership Concepts and Skills
This study examined which leadership concepts are retained and used by graduates. The results suggest a broad degree of individual variability in which concepts are retained. The importance of conceptual diversity in leadership studies will be explored and emphasized.

Geoff Leatham, Center for Student Leadership Development/Communication Studies, University of Rhode Island
Co-author: Melissa Boyd, University of Rhode Island

Using a Grounded Theory Approach to Explore Leadership Contradictions
How do emerging leaders systemically make sense of the contradictions between command-and-control styles of leadership and a framework based on collaboration and shared values? Using data collected via interviews of 21 students who self-reported to be high in both leadership training and in experience, this presentation will focus on themes that inform teaching and future research.

David Rosch, Agricultural Leadership, University of Illinois at Urbana-Champaign
Co-author: Daniel A. Collier, University of Illinois at Urbana-Champaign

High-Impact Practices and College Students’ Development of Pluralistic Outcomes
This study explored the relationships between college students’ participation in high impact educational practices and their self-reported development of leadership skills and multicultural competence at several large, public research-intensive universities. The presenters will address their findings and provide practical suggestions about incorporating high impact educational practices into leadership development programs.

Krista M. Soria, Office of Institutional Research, University of Minnesota
Co-authors: Matthew Johnson, Central Michigan University; Alex Reinhard, University of Minnesota

Authenticity in Entrepreneurship
Aqua 313 | Panel Discussion | Leadership Scholarship

Chair: Prince Attoh, Department of Educational Leadership, Delaware State University

This panel will explore leadership authenticity in three contexts: family business succession, established owner-employee relationships, and the outset of startup culture development. The panel will feature three doctoral students who examined entrepreneurship in separate studies using qualitative and quantitative methods. The discussion will review what their research reveals about authenticity, social identity, and conscious leadership.

Cynthia Sims, School of Education, Clemson University
Tondalaya Carroll, Center of Excellence in Business and Entrepreneurial Studies, Lincoln University
Lonnie R. Morris, Organizational Leadership, University of Maryland Eastern Shore
The Complexity of Authentic Leadership
Aqua 314 | Workshop | Leadership Development

This workshop will explore the conditions that contribute to and inhibit the development of authentic leaders across four foundational components and three levels: intrapersonal, interpersonal, and organizational. Based upon several theoretical perspectives on leadership development, the exercises will provide opportunities to consciously confront the challenge of practicing authentic leadership within competing and conflicting realities.

Kathleen Sears, KSears Institute Inc.
Stan Amaladas, Learning and Organizational Development, University of Manitoba
Anurag Saxena, College of Medicine, University of Saskatchewan

Unlocking Collective Wisdom: Emerging Leadership for Sustainability and Peace
Aqua Salon A | Panel Discussion | Conference Theme

Chair: Kate Sheridan, President’s Leadership Program, Christopher Newport University

The world faces increasingly wicked problems. Chief among these are the challenges of sustainability and peace. This panel will utilize emerging discourses from authors such as Heifetz (1994), Senge (2006), Western (2008), and Wheatley (2006) to better understand the role that leadership can play in building collective responses to wicked problems affecting the global community.

Whitney McIntyre Miller, Leadership Program, Chapman University
Rian J. Satterwhite, Holden Center for Leadership & Community Engagement, University of Oregon

Leadership Styles in Nonprofit Organizations: Challenging the Status Quo
Cobalt 520 | Panel Discussion | Public Leadership

Chair: Penny S. Bryan, College of Educational Studies, Chapman University

The success of a nonprofit organization is often tied to its ability to engage volunteers. The purpose of this research project was to identify leadership styles used by staff members in nonprofit organizations and to discover factors that encourage volunteer retention. Three questions guided the study: What leadership styles are commonly used in nonprofit organizations; what factors encourage volunteer retention; and do informal leaders play a role in the organization?

Jillian R. Wood, College of Educational Studies, Chapman University
Kris Tunac De Pedro, Chapman University

Neighborhood Prosperity Initiative: Reflections on Expanding Leadership Capacity
Aqua Salon C | Panel Discussion | Leadership Education

Chair: Jackie Schmidt-Posner, Undergraduate Business Programs, Santa Clara University

This initiative provides opportunities for students to learn from individuals and organizations in low-income neighborhoods in San Jose, California while contributing their energy, knowledge, and creativity to activities that foster economic prosperity. Undergraduate student panelists will share insights on developing the student experience, managing a placed-based initiative in a new neighborhood, and student perspectives on the program.

Trevor Romele, Undergraduate Business Programs, Santa Clara University
Jessica Sullivan, Undergraduate Business Programs, Santa Clara University
Sean Roe, Undergraduate Business Programs, Santa Clara University

Teaching Collaborative Leadership in Complex Environments with Ballroom Dance
Aqua Salon EF | Workshop | Leadership Development

Ballroom dance is an apt metaphor for collaborative leadership in complex environments. The challenge of working with another person to move around chaotic dance floors without crashing into others or losing the synchronization of movement is both an art and a science. Participants will learn and experience the use of ballroom dance to strengthen their own leadership capacity for collaboration in complexity.

Tom Klaus, Tom Klaus & Associates; Eastern University
Beth Birmingham, School of Leadership and Development, Eastern University
Leading Beyond Fear: Storytelling as Social Alchemy  
Aqua Salon D | Panel Discussion | Public Leadership

Chair: Robert Donmoyer, Leadership Studies, University of San Diego

This panel will explore storytelling as a leadership competence to transform systems. Beginning with a communications-based theoretical framework, the presenters will examine economics and civil society from a storytelling perspective using current political narrative as a case study. Attendees will engage in an interactive discussion to consider how leaders and scholars can activate and optimize planetary potential through storytelling.

Elizabeth Castillo, Leadership Studies, University of San Diego  
Christina E. Mitchell, Leadership Studies, University of San Diego  
Michelle Zive, Leadership Studies, University of San Diego

Have a Hot Seat: A Workshop to Grow Capacity in Conflict  
Sapphire E | Workshop | Leadership Development

This workshop will teach a high-impact technique for conflict management situated within Adaptive Leadership theory and the Crucial Confrontations Model. An experiential method using a modified counseling training technique called Feedback Fishbowl, offers a unique twist to deconstructing and reformulating behavior in a two party conflict. Bring a conflict scenario of a personal or professional nature to this practice session or come learn from others in the hot seat.

Abrina M. Schnurman-Crook, Batten Leadership Institute, Hollins University  
Jennifer Brothers, Batten Leadership Institute, Hollins University  
David Hellstrom, Leadership Minor, University of Minnesota

Youth and Citizen Leadership  
Sapphire 410A | Presentation | Youth Leadership

Chair: Karan Saggi, Kravis Leadership Institute, Claremont McKenna College

Catalyzing Citizen Leadership: School Transformation for Societal Impact  
How can primary and secondary schools make leadership development part of every student’s experience? The Center for Creative Leadership and Ravenscroft School partnered to create a mental model and educational approach designed to empower young people to change their world. The presenter will share details of this multi-phased initiative, which is currently in its second year of school-wide implementation.

Christopher A. Ward, Leadership Beyond Boundaries, Center for Creative Leadership

Developing Youth Leadership Through Enriched Engagement  
The purpose of this report is to analyze the critical factors that foster youth leadership through meaningful engagement of youth ages 12-25. Synthesizing the extant literature, the presenter will elaborate on the development of the ARC (Autonomy, Relatedness, Competence) model, which is based on key theories on youth development.

Ben Kutsyuruba, Faculty of Education, Queen’s University  
Co-authors: Jeffrey MacCormack, Queen’s University; John Freeman, Queen’s University; Nishad Khanna, Students Commission; Stoney McCart, Students Commission

Learning by Doing: A Longitudinal Study of Leadership Development  
This is a longitudinal look at servant-leadership development in college students who participated in a living-learning leadership development community more than 10 years ago. Based on a series of qualitative interviews, this paper explores how these experiences informed the former students’ professional and personal lives, providing a clearer picture of experiential leadership development over time.

Frank E. Hamilton, Behavioral Sciences Collegium, Eckerd College
Innovative Practitioner-Driven MA & MBA Program Design to Develop Global Leaders

Sapphire 410B | Panel Discussion | Leadership Education

Chair: Steve Kempster, Lancaster Leadership Centre, Lancaster University

This panel will report on the outcomes from a three-year project searching for the holy grail of designing masters-level leadership development programs that meet the realities of today's leaders and address complex global challenges. With questions and discussions encouraged throughout, presenters will focus on: the role of their advisory group in program design, innovative techniques to engage with leadership theory, action learning and practice-based leadership projects, mixed research methods for leadership dissertation studies, assessments, and accreditations.

Jean-Anne Stewart, Leadership, Organisations and Behaviour, Henley Business School
Joan Keevill, Leadership, Organisations and Behaviour, Henley Business School

Building Conscious Leaders: Constructivism, Connectivism, and Generational Awareness

Sapphire 411 | Panel Discussion | Leadership Education

Chair: Patricia Stewart, Oscar Smith High School, Chesapeake Public Schools

Three panelists will discuss the necessity of combining constructivism, connectivism, and generational awareness to successfully develop leaders who can respond with mindful and conscious capacity to the global needs facing humanity. Not only must these components be intentional in educational processes, these leaders must also gain the ability to appropriate intentionality in their conscious response within their leadership sphere of influence.

Linda D. Grooms, Education, Regent University
Kathaleen Reid-Martinez, Oral Roberts University
Tera Simmons, Butler County Board of Education

Context Matters; Cultural Dynamics and Leadership Education

Sapphire A | Panel Discussion | Leadership Education

Chair: William Smedick, Center for Leadership Education, Johns Hopkins University

Three elements – creation, development, and sustainability – of curricular and co-curricular leadership programs at three diverse universities will be shared. Offering institutional and global perspectives, panelists will focus on the impact that culture has on the directions and content of their leadership classes and experiences. They will then invite attendees to share their experiences concerning cultural dynamics in their own contexts.

Gayle Spencer, Illinois Leadership Center, University of Illinois at Urbana-Champaign
Mikinari Higano, Business Leadership Program, College of Business, Rikkyo University

Five Things Leaders Should Know About the Human Brain

Sapphire I | Panel Discussion | Leadership Development

Chair: Eric Guthey, Department of Intercultural Communication and Management, Copenhagen Business School

Recent research emerging from the field of social cognitive neuroscience produces theoretical propositions and practical innovations with the potential to advance leadership development. Integrating academic and practitioner perspectives, this panel discussion will present neuroscientific insights of relevance to leadership scholars and practitioners, including discussion of metacognition, reflexive versus reflective thinking, neuroplasticity, mirror neurons, and neural biases.

Paul McDonald, Victoria Business School, Victoria University of Wellington
Jennifer A. McDonald, Continuum Consulting Group
ACOSTA, Julia…..CS 4 (FR -14:45) Aqua 311A
ADAIR, Rodger D…..CS 5 (SA -10:30) Aqua 310B
AGGER-GUPTA, Dorothy E……CS 2 (FR -10:15) Aqua 314
AGGER-GUPTA, Dorothy E……CS 3 (FR -13:30) Sapphire 410 A
AGGER-GUPTA, Dorothy E……CS 7 (SA -15:45) Aqua 311B
AGGER-GUPTA, Niels……CS 2 (FR -10:15) Aqua 314
AGGER-GUPTA, Niels……CS 7 (SA -15:45) Aqua 311B
AH, Sibel……Poster (SA -17:30) Sapphire Ballroom
AKINTOJO, Shanita Baraka……RT (FR -16:15) Sapphire Ballroom
ALDRIDGE, John W……CS 4 (FR -14:45) Cobalt 520
ALEXANDER, John L……CS 3 (FR -14:45) Sapphire 410 A
ALEXANDER, John L……CS 5 (SA -10:30) Aqua 310B
ALEXANDER, John R……CS 5 (SA -10:30) Aqua 300
ALFORD, Wesley……CS 3 (FR -13:30) Aqua 311B
ALLEN, Kathleen E……CS 3 (FR -13:30) Aqua Salon C
ALLEN, Kathleen E……CS 9 (SA -10:15) Aqua Salon A
ALLEN, Scott J……CS 1 (FR -9:00) Cobalt 520
ALLEN, Scott J……CS 5 (SA -10:30) Sapphire E
ALLEN, Scott J……CS 6 (SA -13:30) Sapphire 400
ALLEN, Scott J……CS 9 (SU -10:15) Aqua Salon C
ANDERSEN, Anthony C……CS 1 (FR -9:00) Cobalt 520
ANDERSEN, Anthony C……CS 4 (FR -14:45) Sapphire 410 A
ANDERSEN, Anthony C……CS 8 (SU -9:00) Aqua Salon C
ANDERSEN, Anthony C……Pre-Con (TH-9:00) Aqua 311
ANDERSON, Maria……CS 1 (FR -9:00) Aqua 311A
ANTelo, Absael……CS 2 (FR -10:15) Sapphire 410 B
APONTE MORENO, Marco A……CS 4 (FR -14:45) Aqua 311B
APONTE MORENO, Marco A……CS 9 (SU -10:15) Sapphire M
APPLING-CABADING, Tammy……SE (FR -7:00) Aqua 300
APPLING-CABADING, Tammy……SE (SA -7:00) Aqua 300
APPLING-CABADING, Tammy……SE (SU -7:00) Aqua 300
ARCHIBALD, Joleen……Poster (SA -17:30) Sapphire Ballroom
ARMSTRONG, Josh……CS 1 (FR -9:00) Sapphire I
ARMSTRONG, Josh……CS 3 (FR -13:30) Sapphire I
ARNAUD, Velda……CS 6 (SA -13:30) Sapphire 411 A
ARSENault, Paul M……CS 6 (SA -13:30) Aqua 311B
ASTAFYeva, Olga……CS 4 (FR -14:45) Aqua 310B
ATAMANik, Candace……Poster (SA -17:30) Sapphire Ballroom
ATKINSON, Tim……Poster (SA -17:30) Sapphire Ballroom
ATTWOOD, Prince……CS 7 (SA -15:45) Aqua 313
ATTWOOD, Prince……CS 8 (SU -9:00) Aqua 314
ATTWOOD, Prince……CS 10 (SU -13:00) Aqua 313
BAARTMANS, Ted A……CS 9 (SU -10:15) Sapphire E
BAEHREND, Walter R……CS 5 (SA -10:30) Aqua Salon C
BAGUNI, Grace A……RT (FR -16:15) Sapphire Ballroom
Baird, Catharyn……CS 1 (FR -9:00) Aqua 314
Baker, John P……RT (FR -16:15) Sapphire Ballroom
Bakken, Richard……CS 8 (SU -9:00) Aqua 311B
Balda, Janis B……CS 4 (FR -14:45) Sapphire 411
Balda, Janis B……CS 5 (SA -10:30) Sapphire A
Balda, Wesley……CS 1 (FR -9:00) Sapphire 410 B
Balda, Wesley……CS 3 (FR -13:30) Aqua 311A
BANNER, DOUG……CS 4 (FR -14:45) Aqua 310B
Barbour, JoAnn D……CS 1 (FR -9:00) Sapphire M
Barbour, JoAnn D……CS 7 (SA -15:45) Aqua 311A
Barnes, Joanne……CS 4 (FR -14:45) Aqua Salon C
Barnes, Joanne……CS 5 (SA -10:30) Aqua 311A
Barnes, Joanne……CS 6 (SA -13:30) Sapphire E
Barnes, Joanne……Pre-Con (TH-9:00) Sapphire 400 B
BARNETT, Kerry J……CS 3 (FR -13:30) Sapphire 410 A
BARON, Charles……CS 6 (SA -13:30) Sapphire 411 B
BAUMAN, David……CS 10 (SU -13:00) Aqua 310A
BAUMGARTNER, Eric……Poster (SA -17:30) Sapphire Ballroom
BAUMOHl, Anton P……CS 6 (SA -13:30) Aqua 314
BAUMOHl, Anton P……CS 10 (SU -13:00) Aqua 300
Beal, Brian……CS 4 (FR -14:45) Aqua 313
Becking, Suzanne……RT (FR -16:15) Sapphire Ballroom
Bennett, Marta D……CS 3 (FR -13:30) Cobalt 520
BERGER, Travis A……CS 8 (SU -9:00) Aqua 311B
BERGHOUT Austin, Ann M……CS 2 (FR -10:15) Sapphire Ballroom
BERGHOUT Austin, Ann M……Pre-Con (TH-9:00) Sapphire M
BERGNER, Rebecca……CS 5 (SA -10:30) Sapphire E
BERNAL, Andres Mauricio……CS 8 (SU -9:00) Aqua 311A
BERNHARDT, Andreas……CS 2 (FR -10:15) Cobalt 520
BERNHARDT, Andreas……CS 5 (SA -10:30) Sapphire 400
BERNHARDT, Andreas……Pre-Con (TH-13:00) Aqua 310
BERTelsen, Kris……CS 7 (SA -15:45) Aqua 310A
BEZIO, Kristin M……CS 7 (SA -15:45) Sapphire 411 B
BEZIO, Kristin M……CS 9 (SU -10:15) Sapphire I
BHATTI, Rubina……CS 6 (SA -13:30) Aqua Salon D
BIGGERSTAFF, Sarah……CS 2 (FR -10:15) Sapphire 411
BINGLEY, Kathrynn……CS 4 (FR -14:45) Cobalt 520
BINGLEY, Kathrynn……CS 5 (SA -10:30) Sapphire 411 B
BIRD, Allan W……CS 4 (FR -14:45) Sapphire A
BIRD, Allan W……Pre-Con (TH-9:00) Aqua 310
BIRMINGHAM, Beth……CS 7 (SA -15:45) Sapphire 411 A
BIRMINGHAM, Beth……CS 10 (SU -13:00) Aqua Salon EF
BJERKE, Witney……RT (FR -16:15) Sapphire Ballroom
BLACK, Sherri……Poster (SA -17:30) Sapphire Ballroom
BLAKE, Lori A……Poster (SA -17:30) Sapphire Ballroom
BLESSING, Tim……CS 6 (SA -13:30) Aqua 310A
BLETSCHER, Caitlin G……RT (FR -16:15) Sapphire Ballroom
BLIGH, Michelle……CS 2 (FR -10:15) Sapphire E
BLIGHT, Michelle……CS 3 (FR -13:30) Sapphire 410 B
BLIGHT, Michelle……CS 5 (SA -10:30) Sapphire M
BLIGHT, Michelle……CS 10 (SU -13:00) Sapphire M
BLOMEN, Helena……CS 6 (SA -13:30) Sapphire M
BONGILA, Jean-Pierre……RT (FR -16:15) Sapphire Ballroom
BONGILA, Jean-Pierre……CS 7 (SA -15:45) Aqua 313
BONNEAU, Isabelle……Poster (SA -17:30) Sapphire Ballroom
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Jones, Jen......CS 1 (FR -9:00) Sapphire 411
Jones, Jen......Poster (SA -17:30) Sapphire Ballroom
Jones, Jennifer Amanda......CS 8 (SU -9:00) Aqua Salon C
Jones, Sandra......CS 7 (SA -15:45) Sapphire 400
Kablan, Pierre......CS 2 (FR -10:15) Aqua 311B
Kalaupe, Su......CS 9 (SU -10:15) Sapphire 410 B
Kalinsky, Raul Alfred......RT (FR -16:15) Sapphire Ballroom
Kanani, Jeff......CS 10 (SU -13:00) Aqua 310A
Kauffman, Carol......CS 2 (FR -10:15) Cobalt 520
Kauffman, Carol......Pre-Con (TH -13:00) Aqua 310
Kauffman, Eric......CS 3 (FR -13:30) Sapphire 410 A
Kauffman, Eric......CS 8 (SU -9:00) Sapphire A
Kauffman, Eric......CS 8 (SU -9:00) Aqua 310A
Keevil, Joan......CS 10 (SU -13:00) Sapphire 410 B
Kem, Susan......CS 9 (SU -10:15) Aqua 311B
Kellerman, Barbara......CS 2 (FR -10:15) Sapphire M
Kellerman, Barbara......CS 3 (FR -13:30) Sapphire M
Kellerman, Barbara......CS 4 (FR -14:45) Sapphire E
Kelley, Robert E......CS 2 (FR -10:15) Sapphire M
Kelley, Robert E......Pre-Con (TH -9:00) Sapphire I
Kempster, Steve......CS 2 (FR -10:15) Sapphire 400
Kempster, Steve......CS 10 (SU -13:00) Sapphire 410 B
Kessenich, Katherine......RT (FR -16:15) Sapphire Ballroom
Khan, Mariama......CS 7 (SA -15:45) Aqua 313
Kisaale, James......CS 1 (FR -9:00) Sapphire 400
Klau, Max B......CS 1 (FR -9:00) Aqua 310B
Klaus, Max B......CS 8 (SU -9:00) Aqua 310B
Klaus, Tom......CS 5 (SA -10:30) Aqua Salon D
Klaus, Tom......CS 10 (SU -13:00) Aqua Salon EF
Klein, Nathan D......CS 4 (FR -14:45) Sapphire 410 B
Klenke, Karin......RT (FR -16:15) Sapphire Ballroom
Klenke, Karin......CS 5 (SA -10:30) Aqua 311A
Klonsky, Linda......CS 9 (SU -10:15) Sapphire 410 A
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Kong, Dejun......CS 1 (FR -9:00) Sapphire 410 A
Kong, Dejun......CS 4 (FR -14:45) Sapphire 410 B
Kong, Dejun......CS 9 (SU -10:15) Sapphire I
Koonce, Rob......CS 2 (FR -10:15) Sapphire M
Koonce, Rob......Pre-Con (TH -9:00) Sapphire I
Koppelman, Justin......RT (FR -16:15) Sapphire Ballroom
Korobov, Konstantin......CS 5 (SA -10:30) Sapphire 400
Kosempe, Paul......CS 1 (FR -9:00) Aqua 314
Kosempe, Paul......CS 9 (SU -10:15) Aqua Salon D
Kostina-Ritchey, R. Erin......CS 4 (FR -14:45) Aqua 313
Kotte, Janet......Poster (SA -17:30) Sapphire Ballroom
Krasyukova, Svitlana......CS 4 (FR -14:45) Sapphire 400
Kremers, Kristi......CS 3 (FR -13:30) Aqua 311A
Kuban, Adam J......RT (FR -16:15) Sapphire Ballroom
Kutsyuruba, Ben......Poster (SA -17:30) Sapphire Ballroom
Kutsyuruba, Ben......CS 10 (SU -13:00) Sapphire 410 A
Kutz, Matthew......CS 2 (FR -10:15) Aqua Salon D
Kyamaai, Roxanne J......RT (FR -16:15) Sapphire Ballroom
Kyamaai, Roxanne J......CS 7 (SA -15:45) Aqua 311B
LaMagdeleine, Donald......CS 7 (SA -15:45) Aqua Salon C
Lampi, Jack W......CS 9 (SU -10:15) Aqua 311A
Lampi, Jack W......Pre-Con (TH -9:00) Sapphire 400 A
Lane, Emily......CS 3 (FR -13:30) Aqua 311B
Langan, Samantha......CS 2 (FR -10:15) Aqua 313
Latta, Gail F......CS 1 (FR -9:00) Aqua 300
Lauritsen, Matthew William......CS 5 (SA -10:30) Sapphire 411 A
Lawrence, Tom......CS 1 (FR -9:00) Sapphire 400
Leatham, Geoff......CS 10 (SU -13:00) Aqua 311B
Ledbetter, Bernice......CS 3 (FR -13:30) Sapphire A
Legault, Marie......CS 9 (SU -10:15) Aqua 300
LeMons, Terez......CS 7 (SA -15:45) Sapphire M
LeQuieux, Elizabeth......CS 7 (SA -15:45) Aqua 310A
Leskina, Anna......CS 4 (FR -14:45) Sapphire 400
Levy Shankman, Marcy L......CS 6 (SA -13:30) Sapphire 400
Lid-Falkman, Lena......CS 1 (FR -9:00) Sapphire 410 B
Lid-Falkman, Lena......CS 4 (FR -14:45) Aqua 311A
Lid-Falkman, Lena......CS 9 (SU -10:15) Sapphire M
Linehan, Deborah......Poster (SA -17:30) Sapphire Ballroom
Lirvne, Michael W......Poster (SA -17:30) Sapphire Ballroom
Lipman-Blumen, Jean......CS 4 (FR -14:45) Aqua 310B
Lipman-Blumen, Jean......CS 6 (SA -13:30) Sapphire M
Lipman-Blumen, Jean......CS 9 (SU -10:15) Sapphire E
Liu, Lu......Poster (SA -17:30) Sapphire Ballroom
Livingston, Valerie......RT (FR -16:15) Sapphire Ballroom
Livingston, Valerie......CS 7 (SA -15:45) Aqua 311B
Lo, Francesca......RT (FR -16:15) Sapphire Ballroom
Loggins, John......CS 7 (SA -15:45) Sapphire M
Loggins, John......Pre-Con (TH -9:00) Promenade Plaza
Lokkesmoe, Karen J......CS 5 (SA -10:30) Aqua 313
Longman, Karen A......CS 1 (FR -9:00) Sapphire 411
Longman, Karen A......CS 2 (FR -10:15) Sapphire E
Longman, Karen A......CS 4 (FR -14:45) Aqua Salon C
Longman, Karen A......CS 6 (SA -13:30) Sapphire A
Longman, Karen A......CS 7 (SA -15:45) Sapphire A
Longman, Karen A......Pre-Con (TH -9:00) Sapphire M
Lopez, April L......CS 4 (FR -14:45) Aqua 310A
Lopez, April L......CS 5 (SA -10:30) Aqua 310A
Lopez, April L......CS 9 (SU -10:15) Aqua 310B
Lopuch, Viviane......CS 2 (FR -10:15) Aqua 311A
Lorensen, Marianne......CS 6 (SA -13:30) Sapphire 411 A
Lowe, Kevin B......CS 1 (FR -9:00) Sapphire 411
Lowe, Kevin B......CS 8 (SU -9:00) Sapphire I
Lowe, Kevin B......CS 10 (SU -13:00) Sapphire M
Luan, Zhi......Poster (SA -17:30) Sapphire Ballroom
Luan, Zhi......CS 9 (SU -10:15) Sapphire 410 B
Ludden, Vern L......Pre-Con (TH -9:00) Sapphire 400 B
Ludema, Jim......CS 2 (FR -10:15) Aqua Salon C
Ludema, Jim......CS 7 (SA -15:45) Aqua Salon D
Ludema, Jim......CS 8 (SU -9:00) Sapphire E
Ludema, Jim......Pre-Con (TH -9:00) Sapphire 410 B
Lundberg, Izabela......CS 4 (FR -14:45) Sapphire 411
Lyons, Mary E......CS 6 (SA -13:30) Sapphire A
Macario, Joseph......CS 5 (SA -10:30) Sapphire M
Mack, Vincent Lamar......CS 5 (SA -10:30) Aqua 313
Madsen, Susan R......CS 2 (FR -10:15) Sapphire E
Madsen, Susan R......CS 6 (SA -13:30) Sapphire A
Madsen, Susan R......CS 7 (SA -15:45) Sapphire A
Madsen, Susan R......Pre-Con (TH -9:00) Sapphire M
Magnan, Anne C......Pre-Con (TH -12:30) Hotel Lobby
Owen, Julie E.….CS 9 (SU -10:15) Sapphire A
Page, M. Beth.….CS 7 (SA -15:45) Aqua 415
Pallone, Linda……CS 3 (FR -13:30) Aqua 415
Pallone, Linda……Pre-Con (TH-9:00) Aqua 415
Parduski, Blaogia……CS 2 (FR -10:15) Aqua 310A
Parrmer, Lucinda……Poster (SA -17:30) Sapphire Ballroom
Patterson, Kathleen A……CS 8 (SU -9:00) Aqua 410 B
Patton, Cheryl……Poster (SA -17:30) Sapphire Ballroom
Pearson, Nathaniel……CS 2 (FR -10:15) Aqua 410 A
Pearson, Nathaniel……CS 8 (SU -9:00) Aqua 311B
Pelletier, Kathie L……RT (FR -16:15) Sapphire Ballroom
Pelletier, Kathie L……Poster (SA -17:30) Sapphire Ballroom
Pennington Weeks, Penny……CS 1 (FR -9:00) Cobalt 520
Pennington Weeks, Penny……RT (FR -16:15) Sapphire Ballroom
Pereira, Odir……RT (FR -16:15) Sapphire Ballroom
Perruci, Gama……CS 6 (SA -13:30) Sapphire I
Perruci, Gama……CS 7 (SA -15:45) Sapphire I
Perruci, Gama……CS 9 (SU -10:15) Aqua 415
Peshon, Mariko……CS 1 (FR -9:00) Aqua 310B
Peshon, Mariko……CS 3 (FR -13:30) Aqua Salon D
Peter, Mark R……CS 5 (SA -10:30) Aqua Salon E
Petersen, Brian A……CS 9 (SU -10:15) Aqua 410 A
Phelps, Kirstin……RT (FR -16:15) Sapphire Ballroom
Piazza, Charles F……RT (FR -16:15) Sapphire Ballroom
Pohl, Lissa……RT (FR -16:15) Sapphire Ballroom
Poe, Kenny……Pre-Con (TH-9:00) Sapphire 410 B
Priest, Kenny L……CS 1 (FR -9:00) Cobalt 520
Priest, Kenny L……CS 4 (FR -14:45) Aqua 311B
Priest, Kenny L……CS 7 (SA -15:45) Sapphire E
Prisk, Jenni L……CS 6 (SA -13:30) Aqua Salon D
Pugh, Henry……CS 7 (SA -15:45) Sapphire M
Quigley, Michael W……CS 4 (FR -14:45) Aqua Salon F
Raffo, Deana M……CS 9 (SU -10:15) Sapphire M
Rankin, Pressley R……RT (FR -16:15) Sapphire Ballroom
Rankin, Pressley R……CS 7 (SA -15:45) Aqua 415
Rasmussen, Catherine……RT (FR -16:15) Sapphire Ballroom
Reams, Jonathan……CS 1 (FR -9:00) Sapphire I
Reams, Jonathan……CS 6 (SA -13:30) Sapphire 411 B
Reams, Jonathan……CS 9 (SU -10:15) Sapphire M
Rechtman, Janet E……CS 3 (FR -13:30) Sapphire 400
Rechtman, Janet E……RT (FR -16:15) Sapphire Ballroom
Rechtman, Janet E……CS 6 (SA -13:30) Aqua 413
Redmon, Susan L……CS 7 (SA -15:45) Aqua Salon A
Reece, Holly F……CS 4 (FR -14:45) Aqua 313
Reed Perell, Kim……CS 2 (FR -10:15) Aqua Salon C
Reed, George E……Pre-Con (TH-8:45) Hotel Lobby
Reichard, Becky……CS 2 (FR -10:15) Aqua 313
Reichard, Becky……CS 4 (FR -14:45) Sapphire I
Reid-Martinez, Kathaleen……CS 10 (SU -13:00) Sapphire 411
Reinhard, Alex……CS 4 (FR -14:45) Aqua Salon D
Remington, Charity……CS 2 (FR -10:15) Aqua 311B
Reynolds, Marcia……CS 4 (FR -14:45) Aqua Salon A
Rhode, Deborah……CS 7 (SA -15:45) Sapphire A
Richter, Ingrid……CS 1 (FR -9:00) Sapphire E
Rickerson, Rusty S……CS 9 (SU -10:15) Aqua 311B
Rigby, Colleen J……CS 8 (SU -9:00) Aqua 314
Riggio, Ronald E……CS 4 (FR -14:45) Sapphire E
Riggio, Ronald E……CS 6 (SA -13:30) Aqua Salon C
Riggio, Ronald E……CS 10 (SU -13:00) Sapphire M
Roberts, Taylor Peyton……CS 2 (FR -10:15) Sapphire 410 A
Robinson, Cynthia R……CS 6 (SA -13:30) Aqua 413
Robinson, Erin……RT (FR -16:15) Sapphire Ballroom
Robinson, Jill L……CS 6 (SA -13:30) Sapphire M
Roe, Sean……CS 10 (SU -13:00) Aqua Salon C
Romele, Trevor……CS 10 (SU -13:00) Aqua Salon C
Roth, David……CS 10 (SU -13:00) Aqua 311B
Rowe, Wendy E……CS 1 (FR -9:00) Aqua 311A
Rowe, Wendy E……CS 7 (SA -15:45) Aqua 311B
Russell, Mia Baytop……CS 1 (FR -9:00) Aqua Salon A
Ryan, Susan……CS 3 (FR -13:30) Aqua 314
Sabatini, Elisa……CS 6 (SA -13:30) Aqua Salon D
Sabatini, Elisa……Pre-Con (TH-9:00) Hotel Lobby
Sacculi, Karon……CS 10 (SU -13:00) Sapphire 410 A
Sanata, Laura……CS 5 (SA -10:30) Sapphire 410
Sanata, Laura……CS 6 (SA -13:30) Sapphire E
Satchkin, Marshall……CS 9 (SU -10:15) Sapphire 410 A
Satterwhite, Rian J……CS 1 (FR -9:00) Cobalt 520
Satterwhite, Rian J……CS 10 (SU -13:00) Aqua Salon A
Sauer, Anne……Poster (SA -17:30) Sapphire Ballroom
Saxena, Anurag……CS 10 (SU -13:00) Aqua 314
Scharmer, Otto……CS 5 (SA -10:30) Sapphire I
Schellhammer, Erich……CS 4 (FR -14:45) Aqua 310B
Schmidt-Posner, Jackie……CS 10 (SU -13:00) Aqua Salon C
Schnurman-Crook, Abrina M……CS 6 (SA -13:30) Aqua 310B
Schnurman-Crook, Abrina M……CS 10 (SU -13:00) Sapphire E
Schockman, H. Eric……CS 3 (FR -13:30) Aqua Salon D
Schockman, H. Eric……CS 8 (SU -9:00) Sapphire 411
Schulz, William C……CS 4 (FR -14:45) Cobalt 520
Schumacher, Lillian B……CS 2 (FR -10:15) Aqua Salon D
Schwartz, Arthur J……CS 9 (SU -10:15) Aqua Salon EF
Schwinn, David R……CS 1 (FR -9:00) Aqua 310A
Scott, Cynthia……RT (FR -16:15) Sapphire Ballroom
Scott, Cynthia……Poster (SA -17:30) Sapphire Ballroom
Scripnic, Priscila A……Poster (SA -17:30) Sapphire Ballroom
Sears, Kathleen……CS 10 (SU -13:00) Aqua 314
Sechrest, Tom……CS 6 (SA -13:30) Sapphire 411 B
Sechrest, Tom……CS 7 (SA -15:45) Sapphire 411 A
Seemiller, Corey……CS 1 (FR -9:00) Sapphire 410 A
Seemiller, Corey……CS 4 (FR -14:45) Aqua 311B
Seemiller, Corey……RT (FR -16:15) Sapphire Ballroom
Seemiller, Corey……CS 6 (SA -13:30) Sapphire 400
Sessa, Valerie I……CS 9 (SU -10:15) Aqua Salon C
Sheik Mohamed, Amina……CS 6 (SA -13:30) Aqua Salon D
Shelley, Laura……RT (FR -16:15) Sapphire Ballroom
Sheridan, Kate……CS 10 (SU -13:00) Aqua Salon A
Shero, Phillip A……CS 4 (FR -14:45) Aqua 310A
Shero, Phillip A……CS 5 (SA -10:30) Aqua 310A
Shero, Phillip A……CS 9 (SU -10:15) Aqua 310B
Shero, Phillip A……CS 10 (SU -13:00) Aqua 310A
Shiriad, Flavien……CS 7 (SA -15:45) Sapphire 411 A
Shockness, Michelle……Poster (SA -17:30) Sapphire Ballroom
Shollen, S. Lynn……CS 2 (FR -10:15) Aqua Salon F
Shoup, John R……RT (FR -16:15) Sapphire Ballroom
Shoup, John R……CS 6 (SA -13:30) Sapphire 410
Sidey, Pat……CS 8 (SU -9:00) Aqua 313
Silverstone, Dennis……CS 2 (FR -10:15) Aqua 300
LEADERSHIP STUDIES

Know when to follow. Learn when to lead.

In the School of Leadership Studies, students learn to understand their unique leadership abilities and their role as a leader, transforming their own lives and the lives of others.

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Werner, Linnette…CS 3 (FR -13:30) Sapphire I
Werner, Linnette…CS 6 (SA -13:30) Aqua 310B
Wetherell, Vicki…CS 10 (SU -13:00) Sapphire M
Wheatley, Meg…CS 3 (FR -13:30) Aqua Salon C
White, Danny…CS 7 (SA -15:45) Sapphire E
White, Danny…CS 8 (SU -9:00) Sapphire A
Whitney, Rich…Poster (SA -17:30) Sapphire Ballroom
Whitney, Rich…CS 9 (SU -10:15) Aqua 311A
Whitsell, Rick…CS 5 (SA -10:30) Aqua Salon C
Williams, Jenifer D…CS 5 (SA -10:30) Aqua 311A
Williams, Peter E…CS 5 (SA -10:30) Aqua 311A
Wilson, Meena Surie…CS 5 (SA -10:30) Sapphire 410

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Werner, Linnette…CS 3 (FR -13:30) Sapphire I
Werner, Linnette…CS 6 (SA -13:30) Aqua 310B
Wetherell, Vicki…CS 10 (SU -13:00) Sapphire M
Wheatley, Meg…CS 3 (FR -13:30) Aqua Salon C
White, Danny…CS 7 (SA -15:45) Sapphire E
White, Danny…CS 8 (SU -9:00) Sapphire A
Whitney, Rich…Poster (SA -17:30) Sapphire Ballroom
Whitney, Rich…CS 9 (SU -10:15) Aqua 311A
Whitsell, Rick…CS 5 (SA -10:30) Aqua Salon C
Williams, Jenifer D…CS 5 (SA -10:30) Aqua 311A
Williams, Peter E…CS 5 (SA -10:30) Aqua 311A
Wilson, Meena Surie…CS 5 (SA -10:30) Sapphire 410
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<td>Winston, Bruce E</td>
<td>Pre-Con</td>
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<td>Winther, Helle</td>
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Think Deeper. Lead Stronger.

Benedictine University’s **Ph.D./D.B.A. program in Values-Driven Leadership** equips senior business leaders to connect values with strategy and drive results. Rigorous academics with immediate application help our students - all executives - have a transformative impact on business and society.

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**www.cvdl.org/lead**

Visit us at Booth #2.
The ILA conference space is on the **Aqua** and **Sapphire** levels (third and fourth floors), plus in Cobalt 520 on the fifth floor.

Registration is in the **Sapphire Foyer**.

The ILA office (★) is located in **Sapphire 402**.

The Volunteer office is the **Green Room**.

Local Host Committee information may be found on the **Aqua Level**.

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*The San Diego Bayfront Hilton features many amenities, such as a 24-hour business center, gift shop, fitness center, a saltwater pool, Spa Aquazul, the Odysea Lounge, Fox Sports San Diego Grill, Vela Restaurant, and much more.*
While you are in San Diego, we hope you’ll begin planning for Barcelona. The Call for Submissions is open and you are today surrounded by hundreds of potential co-presenters. This concept note focuses on the theme but, of course, submissions on all areas of expertise are invited.

The 2015 conference theme, *Leading Across Borders and Generations*, may at first appear simplistic; however, further consideration underscores its inherent complexity. Leading refers both to the persons leading (the leaders) and the processes that they and others engage in together (leadership). While borders and generations might seem unrelated, their pairing draws attention to how each generation perceives and experiences the concepts of borders and leading.

Borders can be physical or invisible, natural or constructed, crossed casually or cautiously, associated with pride or defeat. The experiences of each generation arguably impact their perceptions concerning the relevancy of borders. Compare, for example, the experiences of younger Europeans who have always traveled easily between EU countries, with those elders who remember challenges crossing some of the same borders during WWII, to others who live within newly created or erased borders. Now, those traveling through cyberspace may question the relevance of borders entirely.

Every day, wicked problems – epidemics, climate change, terrorism, and scarcities of water, food, and energy – confront humanity without regard to borders. At the same time, breakthrough research is advancing the human life span to over 100 years, creating a population that spans not three but five generations. Identifying, respecting, and engaging the mindsets and skillsets of each generation will greatly improve the chances of discovering and successfully implementing solutions.

Whether considered literally or metaphorically, the challenges associated with *Leading Across Borders and Generations* are often significant, requiring an understanding of and attention to history, cultures, attitudes, and laws. These same factors can complicate leadership processes and transitions. An emerging emphasis on cross-sector leadership approaches requires new levels of understanding and cooperation.

Strategically located in the south of Europe and the western Mediterranean region, Barcelona is the perfect place to explore our theme. Capital city of Catalonia and one of the main cities in Spain, it is also one of the most important ports on the Mediterranean Sea, site of the 1992 Olympics, and headquarters of the Union for the Mediterranean – an innovative institution that aims to transform the Mediterranean into an area of peace, democracy, cooperation, and prosperity. It is a place where many different cultures have lived together throughout centuries, a place capable of extracting and incorporating all the good things from them in order to be better.

Innovative and reflective, it is a culture that thrives in duality, embracing at the same time the most creative genius (rauxa) and the most realistic common sense (seny). Historically a home to artists, scientists, and thought-leaders, Barcelona shares with the world the genius of Gaudi and took in Picasso and Garcia Marquez. With many excellent universities and the offices of major Hispanic publishers, it’s a city dedicated to study and research with an important business and industrial fabric. In short, Barcelona is the perfect setting for the next ILA Global Conference.

We look forward to seeing you in Barcelona!

Michael Brandenburg, 2015 Global Conference Chair; IESE Business School, University of Navarra
Mireia Tintoré, 2015 Conference Theme Program Chair; Universitat Internacional de Catalunya
LEADING ACROSS BORDERS & GENERATIONS

17th Annual Global Conference
14-17 October 2015

Call for Submissions Now Open

www.ila-net.org/conferences/2015