

ON CENTER

*Center Selects University
of Toronto Professor as
2003-2004 Visiting Fellow*

by Mike Renn

Four years ago when I first met Michael Fullan, he had come to our Greensboro campus to provide external evaluation for CCL's Bryan Leadership Development Initiative, a change collaborative with our local school district. I vividly recall how I was struck with his sense of urgency, an openly expressed yet reasoned impatience with a public education establishment that can be powerful in its resistance to change. Fullan, based at the Ontario Institute for Studies in Education at the School of Education at the University of Toronto, has spent his professional life studying change and has received international recognition as a researcher and author focusing on organizational reform. Over the next 12 months Professor Fullan will be collaborating with CCL as its 2004 H. Smith Richardson Jr. Visiting Fellow.

Fullan describes his professional life as being lived in two chapters, the first 20 years in helping to build a knowledge base for organizational reform and the second 20 years, enhancing that knowledge base and focusing on implementation and capacity-building through collaboration with practitioners.

CONTINUED ON PAGE 2

Research 4

LEADERSHIP AND
DIVERSITY AT A GLOBAL
CROSSROADS

Support 7

A GLOBAL
EXCHANGE

Outreach 9

CLC AFFILIATION ADDS
VALUE TO CHUBB LEADERSHIP
DEVELOPMENT AGENDA

PRESIDENT'S MESSAGE

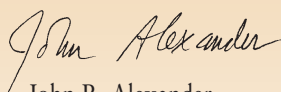
The challenges facing leaders continue to evolve in scope and complexity. Leaders today are called upon to contend with a range of issues stemming from the diverse and dispersed populations they lead. The Center is actively extending its learning agenda and global reach to help leaders address these complex challenges.

This summer, CCL joined in a dialogue about leadership and diversity at the 2nd Annual Global Leadership Forum in Istanbul, Turkey. Participants from more than 20 countries representing a diverse cross-section of academicians, diplomats, and professionals attended the event. Chris Ernst, who presented on the Center's *Leadership Across Differences* research at the conference, reports on the gathering in this issue.

We also profile Hiroshi Watanabe, a friend of the Center who has been working to channel learning about leadership between Asia and the United States; and Michael Fullan, an expert on leadership and change in K-12 school systems and our new H. Smith Richardson Jr. Visiting Fellow.

These articles are a sampling of the spectrum of activities — and exchanges — in which the Center is engaged to contribute to our common understanding of the new demands confronting leaders. As our world shrinks in size and grows in complexity, we must work across geographic and cultural boundaries and across theory and practice to address these challenges.

Sincerely,



John R. Alexander
President, Center for Creative Leadership

Visiting Fellow

continued from cover

When asked to describe how he currently goes about providing services to organizations, he outlines three types of active assistance. The first is what he terms “evaluation research”; he is currently involved in a large scale project of this type in England where he has been helping to create, over a four-year period, a national literacy and numeracy strategy. The second is what he terms a “critical friends consultancy.” This involves coming into an organization in the short term, assessing change strategies being used, giving advice, being the devil’s advocate when necessary and ultimately providing a feedback report to the client. Fullan recently conducted such a project over 2-3 days with a university-school partnership in the American Midwest.

And lastly, a strategy that demonstrates Fullan’s preference for assistance at the “applications” level, he provides training focused on capacity-building. Work of this type can be found in Baltimore and Chicago and he is currently beginning a project with the Guilford County School District in North Carolina. These projects often involve larger organizations in what might be termed “whole organization capacity-building” and can extend over 3-5 years.



MICHAEL FULLAN

Conceptual learning that has resulted from Fullan’s work includes a greater understanding of the change process, how to develop professional learning communities, how to develop a strong and continuous focus, how to build effective teams and how to address resistance to change. Many of these ideas are captured in his books and added to a knowledge base that is focused on organizational reform.

Professor Fullan’s tenure as Visiting Fellow will be focused on extracting “lessons learned” from his past work, as well as CCL’s, to help enhance programmatic responses for our clients. Echoing the natural connections between his work and ours he says, “Leadership is the only way to get systemic reform, if we don’t get leadership in numbers and at many levels, if we don’t get leaders who are developing others, we can’t get this job done; that makes leadership the premier strategy for change.” ▲

Mike Renn is a senior program associate in the Education Sector at the Center.

THE NEW LEARNING: LEADERSHIP AND THE COMPANY OF TOMORROW

Beneath the surface of today's economic woes, leadership crises, accounting scandals and global uncertainty is an opportunity for leaders, says Frank Bordonaro, a former chief learning officer for Prudential and McDonnell Douglas.

Bordonaro, now a consultant and researcher, spoke at a recent colloquium on the Center's Greensboro campus about his lifelong interest in learning and its role in the business sector.

Leadership, Bordonaro explained, is essentially a learning process. It involves seeing patterns, trying new things and understanding the human dimension of the organization — all characteristics he sees as essential to the successful organization in the future.

"Investing in the quality of leadership today is key to the survival and value of tomorrow's organizations," said Bordonaro, adding that in the future, companies have a "much higher hurdle to achieve a high valuation. It will require more leadership.

"The valuable company will focus not only on the short-term financials, but will look at quality of leadership," Bordonaro continued. "It's a much more sophisticated approach to assessing the quality of a company."

The current quality of leadership is important, Bordonaro noted, but given the short tenure of CEOs today, "the sustainability of that leadership over time within the company" is even more critical. The average tenure of a CEO is now just three and a half years, with a typical business cycle spanning three-to-five years.

"We have to start wrestling with the idea that leadership in an organization has to span beyond the tenure of the CEO," he explains. "If leadership is not tied to an individual, then what is it? What is the essence of leadership in the organization?"

Today's corporate boards and management need to ask themselves, "Who will form the next generation of our leaders?" They need to help those leaders gain the skills, experiences and values needed to keep the company strong in the future.

Bordonaro spoke of a time when Prudential began to shift from leadership "stars" to a more dispersed form of leadership. "We were struggling with the role of leaders and how they needed to lead as a team," he said. Eventually, the organization decided to let information be the "star" so that learning and leadership could take

place throughout the organization. "When you give people six levels down the same information the boss has, they come to about the same conclusion as your high-paid managers," Bordonaro added. Today, the company has a well-informed workforce and a new model for leading, learning and changing.

Companies to watch in the future are those that place a value on learning and leadership today, said Bordonaro. They include Home Depot, a company that spent \$700 million last year on training. Home Depot is determined to get high-impact learning as close to the customer as possible. Among the company's initiatives: large-scale learning events for district managers, which resulted in hundreds of people reinventing their jobs.

When the economy turns around, Bordonaro suggested, it will be companies like these that will show a better way to lead — and, in turn, sustain shareholder value.

Bordonaro has had a long relationship with the Center. "When I come back to CCL there are two things that go through my mind," says Bordonaro. "One is the personal experience that I went through and the people I met in the Leadership Development Program (LDP)®. Two is how I was treated as a person. The respect, civility and honesty that permeated the feedback-intensive experience create a one-of-a-kind opportunity to examine what you're like and how other people see you."

Bordonaro says CCL's approach is viewed as powerful and effective by executives who have participated in a CCL program or initiative. "I've managed six or seven major succession-planning systems," Bordonaro says, explaining that often the discussion turns to someone who has potential to grow, if only the organization could work on weaknesses and unlock potential. "If there is an executive in the room who has been through a CCL experience, he or she will always suggest CCL as a way to develop people.

"A learning organization increases the capacity of people ... to learn, to work together, to lead," Bordonaro says. "That's what CCL does ... help people reach their capacity." ▲

LEADERSHIP AND DIVERSITY AT A GLOBAL CROSSROADS

by Chris Ernst

What better place for a global dialogue about leadership and diversity than Istanbul, a historic city located at the crossroads of Europe and Asia?

At the 2nd Annual Global Leadership Forum held June 5-8, a diverse cross-section of academics, diplomats, and professionals from across the globe convened for a spirited dialogue on the conference theme, *Leadership and Cultural Diversity*. The Forum was hosted by the School of Government and Leadership at the University of Bahcesehir, in partnership with the Center for Creative Leadership, the World Bank, and the United Nations Development Program. I was invited to present the Center's latest research on the *Leadership Across Differences* project, and Center Board Member Gary Latham led the discussion that followed.

The complex nature of the conference theme lent itself to a rigorous debate. "Why do we continue to ignore and abuse culture at our peril?" asked Harriet Fulbright, former executive director of the Committee on the Arts and Humanities under President Clinton — and spouse to the late Senator James Fulbright. "Where do I belong?" questioned Ambassador Ingmar Karlsson, and author of *Islam and Europe* speaking on behalf of the considerable number of Muslims who seek a sense of affinity and identity living as immigrants throughout Europe.

Due to accelerating globalization, increasing immigration, and changing societal norms, some of the questions addressed trends that are newly emerging while others tapped issues that are as deep-rooted as our history. The conference committee, led by Professor Adel Safty, dean of Leadership, University of Bahcesehir, is committed to extending this dialogue by establishing the Global Leadership Forum as an annual event. At the Center, we too are committed to these pressing societal challenges through our work on the *Leadership Across Differences* project (see sidebar).

The vital importance of bringing new leadership understanding and practice to bear on these issues was only magnified once I stepped outside the conference

hotel, and onto the streets of Istanbul. Standing, where Europe and Asia meet, the dynamic tensions between East and West were all around me. ▲

Chris Ernst is a senior associate at CCL and a principal member of the Center's Leadership Across Differences and Connected Leadership research projects.



FROM LEFT, CENTER BOARD OF GOVERNOR'S MEMBER GARY LATHAM JOINS CHRIS ERNST, CCL SENIOR ASSOCIATE, AND STAN GRYSKIEWICZ, CCL SENIOR FELLOW, AT THE 2ND ANNUAL GLOBAL LEADERSHIP FORUM IN ISTANBUL, TURKEY.

Leadership Across Differences

The *Leadership Across Differences* (LAD) project is a five-year, multi-stage initiative designed to generate the new knowledge that is necessary if we are to understand the dynamics of leadership effectiveness in the face of ethnic, racial, religious, gender and cultural differences. It is also our objective to develop new tools and techniques that will help leaders in all organizational sectors address these challenges in a fruitful and constructive manner. The LAD project has received support from a consortium of 11 for-profit and nonprofit organizations as well as a grant from the Z. Smith Reynolds Foundation.

For more information on the *Leadership Across Differences* project, contact Chris Ernst at ernstc@leaders.ccl.org or by phone at 336 286 4411. To learn more about how you can support our learning agenda, please contact Lynn Fick-Cooper in the Center's Development Office at fickl@leaders.ccl.org or 336 286 4051.

LEADERSHIP AND SOCIAL CHANGE

The work of *Leadership for a Changing World* is a vital window on leadership as it really happens in communities across America.

Launched in September 2000, the *Leadership for a Changing World* project seeks to raise awareness that leadership comes in many forms and from diverse communities. It does so by recognizing and awarding the achievements of outstanding leaders who are not broadly known beyond their immediate communities or fields.

The 2002 award recipients included an executive of a nonprofit organization dedicated to expanding home-ownership opportunities for residents in Vermont; a leader whose organization provides technical support and coordinating for fishery management polices for four Columbia River Tribes in Oregon; and the executive director of an organization founded in 1979 to facilitate the relocation of Southeast Asian refugees into American society.

When the architects of the *Leadership for a Changing World* project began building the framework for the initiative, they were looking for an appropriate model to guide them.

Their search led them to the Center for Creative Leadership and the work of Wilfred Drath and Charles Palus, two research scientists at the Center.

“I had read Chuck and Bill’s book, *Making Common Sense: Leadership as Meaning Making in a Community of Practice* and it resonated a lot with the way we were thinking about this project,” says Sonia Ospina, the project’s research investigator and associate professor of public management and policy at the Robert F. Wagner Graduate School of Public Service at New York University. “The context from the book was most provocative and intriguing. My initial thought when approaching them to serve on the project’s advisory committee was to get a sense of what they were doing and get them to help us conceptualize the project. We wanted them to help us think about the process of leadership.”

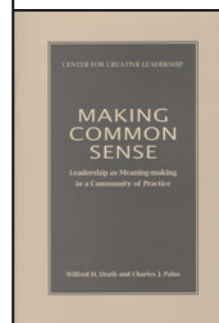
The *Leadership for a Changing World* project is funded by the Ford Foundation in partnership with the Advocacy Institute in Washington, D.C. and the Robert F. Wagner Graduate School of Public Service at New York University. The Wagner School is the research and documentation partner for the program. A team from

these institutions works closely with award recipients to understand their histories, challenges, and approaches and to focus attention on the communities of practice in which leadership takes place.

Drath and Palus, who helped provide an initial framework for the project, have been involved as part of an ongoing advisory committee.

“The work of *Leadership for a Changing World* is a vital window on leadership as it really happens in communities across America,” says Palus. “Being a part of this cross-disciplinary team of advisors has given me the privilege of seeing the workings of leadership from a variety of perspectives, including those of the capable people making it happen in their own locales.” ▲

Making Common Sense: Leadership as Meaning-Making in a Community of Practice



IF DIFFERENT DEFINITIONS OF LEADERSHIP SHARE SIMILAR PERSPECTIVES, THEN A NATURAL QUESTION MAY BE WHAT REALLY FORMS THE DIFFERENCE BETWEEN VIEWS OF LEADERSHIP. THE DIFFERENCE MAY LIE IN THE VIEW OF LEADERSHIP AS AN INDIVIDUAL CAPABILITY VERSUS A VIEW OF LEADERSHIP AS A COMMUNAL ACTIVITY. CHANGING OUR PERSPECTIVE ON WHAT LEADERSHIP IS MAY GIVE US A MORE USEFUL NOTION OF WHAT WE CAN EXPECT FROM INDIVIDUALS IN POSITIONS OF AUTHORITY.

FOR THE BENEFIT OF SOCIETY WORLDWIDE

by Sarah L. Glover

The Center's mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide. I think of it as "working for world peace."

How does advancing the cause of "leadership" actually help the whole world? In particular, good leadership reduces stress and conflict at work, where we spend most of our lives. Good leadership also makes any initiative, whatever it is, paid work or unpaid, more effective and productive. It brings out our best as human beings.

In two CCL research projects, *Connected Leadership* and *Leadership Across Differences*, we are breaking new ground in defining "good" leadership. Both of these projects will help people (and not just managers) develop better ways of behaving that can impact the lives of those around them and bring about positive social change.

Connected Leadership is a way of thinking about leadership as the *collective processes* people use to set direction, create alignment and generate commitment. Think about the stress caused when those three tasks of leadership aren't happening: you don't know where you're headed or why, people have conflicting agendas, and no one is really committed to the work. And think about how energizing it is when you do have a clear direction, aligned goals and commitment. Connected leadership frees us from relying so much on "the boss" to achieve those three things for us.

And because connected leadership isn't just for managers, *many* people in an organization will find their range of choices expanded when they use this new way of thinking about leadership. Having more choices, employees may feel less helpless in the face of organizational change. Perhaps there's lower stress if we see ourselves as enacting leadership instead of being acted upon.

It's stressful to feel like a victim. Some people live their lives in a continual state of anger and defensiveness because they happen to belong to an ethnic, racial, religious or cultural group that's embroiled in a bitter

"social identity conflict." When *who you are* is enough to cause awkwardness or animosity with your co-workers, you have an additional stress that weighs you down, stunts your relationships and personal growth, and filters all your communications. A workforce that's tired, defensive, and always second-guessing each other's communications does not make for a productive environment. They're not going to make the best choices, even when good choices exist.

The *Leadership Across Differences* (LAD) project is studying leadership's role in handling social identity conflict in the workplace. Resolving social identity conflict is a complex challenge that no one has quite figured out yet. Some of these conflicts are centuries old and some are new and raw; and they can't help but make life extremely unpleasant for people when they seep — or explode — into the workplace. Finding the solution for world peace would be one way to address this problem, but in the interim, CCL is figuring out how to help an organization's leadership effectively prevent or reduce the intensity and damage of social identity conflicts in the workplace. Learning from the LAD project will describe which behavior choices are most helpful for reducing stress, fear, and anger when there's actual or potential social identity conflict at work.

At the Center, we talk about how our work enhances leadership at traditional individual and organizational levels — and that's gratifying. Yet, for me, it's even more uplifting to think of ways that our work has powerful and far-reaching implications for the "benefit of society worldwide." ▲

Sarah Glover is research and development process manager at the Center.

A GLOBAL EXCHANGE

by Debra M. Lucenti

My responsibility is how to make the best integration between American leadership practices and Asian values.”

Hiroshi Watanabe first visited the Center for Creative Leadership in 1994 as part of a team from JMA Management Center (JMAM), a Network Associate that is licensed to deliver selected CCL programs in Japan. Hiroshi described his initial experience at the Center as a “shock.” Having trained many American managers who had made the pilgrimage to Japan in the 1980s to marvel at the wonders of Japanese production management, quality control and Kaizen, Hiroshi was surprised by the sophistication in thinking about leadership he found at the Center.

He observed: “I noticed that new concepts of American leadership such as coaching, team building, team problem solving, performance development, decision-making by consensus, empowerment and transformation may have had their origin in the Japanese operational management. But I became aware that while we had not been able to translate this operational knowledge into theory, the Americans had used this practical knowledge to build methods of application on a wider scale — from team to organization, from production to whole company. In addition, they had designed excellent training programs using assessment and feedback, integrating these new concepts and skills.”

The visit to the Center marked the beginning of a new journey for Hiroshi. He recalls, “I had a kind of resolution, not a clear vision, but a belief in the possibility of new leadership training in Japan.” With this sense of purpose, Hiroshi began a fresh career as a training consultant working first with Japanese manufacturing companies and increasingly with other organizations in Asia. The work has been fulfilling. Recently he wrote, “I am now aware of my mission: To make the most of what I learned from CCL and JMAM for the benefit of other Asian people.”

This visit in 1994 also established a close friendship between Hiroshi and the Center. He has since been a frequent visitor, an active donor to the Center, and a keen observer on leadership development in Asia. In the years leading up to the opening of the Center’s Asia office in



HIROSHI WATANABE (RIGHT) WITH CCL’S RICH HUGHES (LEFT) AND DAVID CAMPBELL (CENTER).

Singapore, Hiroshi has been a valuable ally, providing active encouragement and advice on the opportunities and challenges for CCL in Asia.

Our relationship with Hiroshi Watanabe is an example of how we learn from those we teach, as well as the greater learning that can emerge from global exchanges. Hiroshi put it well in the address he delivered at the Global Leadership Conference at the West Point military academy in 2001: “I have learned much from America. But, however advanced American leadership research and training is, we in Asia, have cultures that are unique to each country. My responsibility is how to make the best integration between American leadership practices and Asian values.” We bear Hiroshi’s words of wisdom in mind, and his friendship in our hearts, as the Center works to build new bridges of learning and understanding from the West to the East and the East to the West.

To find out more about giving opportunities, scholarships, and research, please contact Lisa Hudson Varner, major gifts manager at 336 286 4057 or varnerl@leaders.ccl.org. ▲

Debra Lucenti is events manager at the Center.

forum

LEADERSHIP Q & A

What role does physical energy play in leadership, that is, in the lives of leaders?

Mary Lynn Pulley, senior program associate, Center for Creative Leadership: “I think that energy is important for any leader. What intrigues me is the source of the energy. To some degree this may be physical hardiness. But I also think that an equally important source is a sense of purpose and enthusiasm. For instance, I knew the founder and CEO of a successful ski resort in Oregon. Sadly, he was afflicted with Lou Gehrig’s disease in his early fifties. It was a gradual and progressive onset that lasted for 15 years. Over the course of that time, he continued to act in his role as CEO as his physical capabilities declined. One time he was speeding around in his motorized wheelchair, waving to employees, when he hit a large flowerpot and went flying headfirst out of his wheelchair. Later, he laughed about this story. He had an incredible sense of energy and spirit that overcame his physical limitations, and he was a true source of inspiration for all who knew him. He will always be in my mind as an example of an energetic leader, despite his physical limitations.”

David S. Suh, team learning coach, World Bank: “I have come to believe in the statement: “You’ve got to have energy to have choices.” Leaders need to have a healthy reserve of energy to psychologically maneuver swiftly. Without sufficient energy, you make poor choices and your possibility of choices is significantly reduced. Therefore, leaders need to generate/receive energy efficiently and have their awareness antennae up to know when to go into energy generation mode.”

James F. Kimball, delivery systems technology manager, S. C. Johnson: “A leader without physical energy is like a dimly lit flashlight... A leader must possess and give off energy to light the path for themselves and others to follow.”

David Horth, program manager and lead trainer for the Leading Creatively program, Center for Creative Leadership: “I have always found myself engaged by the low-key kinds of leaders, both women and men, I have worked for or around and have sought to model. They are, or I imagine them to be, at peace with the world and themselves. Quietly confident of their own capacities, often they do not seek traditional leader roles and just get on with the task at hand, yet they are sought out more than most for mentorship and advice. None of this seems to have anything to do with physical energy, except perhaps that these same quiet folks have tremendous staying power — not necessarily stamina in a physical sense, but an ability to rebound from setbacks at work and in their personal lives.”

Forum poses questions of leadership to CCL® faculty, clients, alumni and others. In future issues, we’d like to print your responses and address your leadership challenges in these pages. Send comments or questions you would like Forum to address to On Center Editor via fax at 336 286 4285 or e-mail at oncenter@leaders.ccl.org.

CREATIVE LEADERSHIP COUNCIL AFFILIATION ADDS VALUE TO CHUBB LEADERSHIP DEVELOPMENT AGENDA

by Bettina Kelly

“Being a part of the Center’s Creative Leadership Council creates an opportunity for me that I wouldn’t normally have, and it offers tools that I can take back and apply in my world.”

It was 1998 when I attended my first Creative Leadership Council meeting. We met in Florida where Citicorp hosted the meeting in their corporate training center. The setting was spectacular. During that first meeting, I remember initially being impressed with the cadre of speakers and also being enriched by the ability to network with other Council members.

In my role managing Chubb Global University, I had prior exposure to the Center and was familiar with its good work. CCL has the credibility and recognition as the foremost expert source on leadership development. Therefore, building a business case for joining the Council was not a difficult one.

The overarching reason Chubb decided to join the Council was based largely on our mutual fundamental belief that leadership is not stagnant — it is an evolving process. We support organizations that are paying attention to leadership and leadership development.

With the two learning days, the networking opportunities, the bi-annual Council meetings, and the chance to preview the Center’s cutting-edge research — it’s a win-win situation for everyone involved.

The greatest value to me is the two learning days. As Council members, we can use learning days to invite CCL thought-leaders to participate in a variety of ways to further our individual organization’s leadership development agenda. For the first two years, due to a variety of reasons, largely workload constraints, Chubb didn’t use the learning days. As a result of routine conversations with the Center’s CLC manager, we began to collaborate and plan a women’s leadership learning day at Chubb. What I soon discovered was the beauty of the learning days process — the Center does all the legwork. The Council member covers the necessary travel costs, and the Center provides



BETTINA KELLY IS A VICE PRESIDENT WITH CHUBB & SON CORPORATION, HEADQUARTERED IN WARREN, NEW JERSEY.

the speaker. As a CLC member all Chubb did was provide the idea and concept and the Center did the rest.

Now Chubb has become very savvy about how to best leverage the learning days. On the horizon for Chubb is the possibility of partnering with CCL to sponsor a learning day using Webcast technology.

Bringing together high-level senior executives from across the country to explore key organizational issues through presentations and roundtable discussions is both exciting and intriguing. Not only do we learn from the Center’s faculty and researchers and from other Council members, outside speakers are often brought in to present. On one such occasion, CCL invited Harvard’s Robert Kegan, a noted psychologist and author, to present his thinking on adult learning and development.

Having Kegan, someone from outside of the CCL faculty on the agenda, provides for a richer experience and it shows me that CCL is inclusive of a larger community of thinking about leadership development.

The bottom line is that things are getting tougher from a budget standpoint. We are all facing tighter budget constraints. The temptation is to cut out things like our philanthropic support of the Center through our Council membership. But once you weigh the benefits with the return on investment, CLC members really get more than they pay for with this kind of relationship with the Center.

As members of the Creative Leadership Council, organizations support the Center and its research and scholarship programs with philanthropic contributions. In recognition of their contributions, member organizations have unique opportunities for shared learning experiences with a distinctive group of peers, participation in

CYNTHIA MCCAULEY BECOMES CENTER'S NEWEST SENIOR FELLOW

by Bill Drath

Cindy has a passion for figuring things out, solving hard problems, and making progress where none seems possible. She likes getting in the middle, in between the settled perspectives and tried-and-true solutions, where ideas are sparked and people are struggling to combine contradictions and make something new.



Center President John Alexander recently announced the appointment of Cindy McCauley as Senior Fellow.

If we take a glimpse at her resume we would see a sketch of her contributions and accomplishments that span a 20-year career — a career that includes being a co-author of the original Benchmarks® 360-degree feedback instrument, co-author of the Job Challenge Profile, and a co-editor of *The Center for Creative Leadership Handbook of Leadership Development*. She was a vice president of the organization in various capacities for a number of years and she has authored and co-authored many articles and book chapters for both scholarly and practitioner audiences. She was elected this year as a Fellow of the Society of Industrial and Organizational Psychologists.

But that's what is on her resume.

The Cindy we know and care about is, in her own words, “a person who is puzzle-solving and coherency-seeking.” This is the quality those of us who have worked with her prize: Cindy has a passion for figuring things out, solving hard problems, and making progress where none seems possible. She likes getting in the middle, in between the settled perspectives and tried-and-true solutions, where ideas

are sparked and people are struggling to combine contradictions and make something new. She feels at home here because she sees CCL as a place in the middle: between scientists and practitioners, between disciplines and philosophies, working best in teams where the ideas happen between individuals. The collaborative relationships this creates are, according to Cindy, “a stimulus for creativity and development — not to mention a source of great friendships.”

So how does she respond to becoming a Senior Fellow?

She recalls a project she worked on years ago that few people would even remember, a project that she says was “the first major project in which I was the sole project manager, the first opportunity I had to weave together quantitative and qualitative data, the first time I had worked over time with a client organization, the first time I had closely followed a practicing manager and had a close-up view of her world. I've enjoyed these kinds of rich experiences during my career here at CCL, from then to now being named Senior Fellow. I'm a product of my experiences at CCL, so much of the credit for this distinction goes to this community that I'm a part of.”

Congratulations, Cindy. We look forward to our future together. ▲

Bill Drath is a Senior Fellow at CCL.

CLC Affiliation continued from page 9

co-inquiry research with the Center, and preferred access to the Center's research, products, programs and services. To learn more about the Creative Leadership Council in the Americas or Europe, contact Cile Johnson, senior manager, Creative Leadership Council at 336 286 4014 or via e-mail at johnsonc@leaders.ccl.org. ▲

Upcoming CLC Meetings in 2003

Creative Leadership Council-Americas
Orlando, Florida
October 8-10, 2003

alumni profile

Developing the Strategic Leader: An executive discovers new approaches to leadership that benefit his technology-driven company



STEVEN WIGGINTON

Neoforma helps hospitals save a chunk of the \$200 billion they spend each year on medical supplies, through Web-based supply chain management solutions that streamline the complex acquisition process. It's a demanding market that requires the company to pay close attention to customers' needs while also steering a course for the long haul.

"When technology is a key part of your differentiation, you need a certain tolerance for the dichotomy between strategic and operational demands," says Steven Wigginton, Neoforma's executive vice president of marketing, sales and service. In *Developing the Strategic Leader*, he discovered new approaches to help keep both sides of the business in balance.

"When you wear both strategic and operational hats, you have to guard against revisiting your strategic direction all the time and reacting instinctively, instead of leading against your plan." In the program, Wigginton learned a framework that both differentiates strategy making from strategy execution, and also integrates those activities so that neither is totally out of sync.

Wigginton returned to work focused on helping his people

make the connection between strategy and execution. "If you've got folks who are sitting on one side or the other of that equation, you've really got to endeavor to make sure they understand the other side," he says. He also has a greater appreciation of his role as communicator. "The people on your immediate team are looking to you for first-line communication, and if you get that wrong, then everyone who works for them and people on down the line won't be plugged in to your strategy."

Developing the Strategic Leader is distinctive in that it focuses on leadership behavior and how it helps or hinders the strategic process, rather than on strategic planning itself. It's a distinction that Wigginton believes gives the program its value. "When people ask me about the program, one of the things I try to impress on them is that it's about strategic leadership. It's not about which strategy is best. It's about how you lead against the strategy, and that was the biggest learning for me. I've been in companies that had a great strategy but communicated it poorly, confused the employees and ultimately failed to execute against it."

"Part of the CCL experience is making an investment in yourself," he adds. "I want to be good at whatever role I'm in, and people in jobs like mine don't often get to indulge themselves in an environment like CCL's, where there's such a passion for learning." Wigginton and other alumni of his CCL class took full advantage of the growth opportunity by holding a reunion six months after the program — to rekindle the introspections they had shared and build on their powerful learning experience.

DSL Program

OBJECTIVES

- ENHANCE THE STRATEGIC PLANNING PROCESS
- DEVELOP GREATER LEADERSHIP EFFECTIVENESS
- IMPROVE COMMUNICATION SKILLS

OUTCOMES

- IDENTIFICATION OF A FRAMEWORK THAT BOTH DIFFERENTIATES AND INTEGRATES STRATEGIC PLANNING AND STRATEGY EXECUTION
- A RENEWED FOCUS ON LEADING AGAINST A STRATEGY, INSTEAD OF REACTING INSTINCTIVELY TO EVERYDAY BUSINESS CHALLENGES
- NEW EFFORTS TO COMMUNICATE THE COMPANY'S STRATEGIES CLEARLY AND ADDRESS THE THOUGHTS AND CONCERNS OF THE PEOPLE WHO EXECUTE IT

266 REASONS TO GIVE

There is enormous pressure for change in the nonprofit sector — pressure derived from new directions in philanthropy, more complex and difficult societal issues, the challenges of diversity, and the perception that the strategies and tactics that have governed public interest efforts to date are insufficient. Barriers that are significantly affecting social change efforts include a lack of organizational familiarity with leadership skills such as visioning, team building, diversity management, assessment, conflict resolution and communication.

Stresses produced by these gaps in organizational leadership capacity lead to conflict, frustration, fatigue and rapid turnover of employees with consequences for the effectiveness and stability of programs. There is little support in the nonprofit sector for the type of leadership training experiences that are helping private sector leaders navigate the complex waters of 21st century commerce. The private sector spends between \$15 and \$50 billion per year on leadership and management training. By contrast, few nonprofit leaders are able to take advantage of any leadership development opportunities. This is an imbalance the Center for Creative Leadership continually seeks to address.

During our 2002-2003 fiscal year the Center funded 266 scholarships at a value of nearly \$1 million for leaders of nonprofit organizations to attend CCL educational programs. These scholarships are made possible in part through donations to the *Friends of the Center* Annual Fund. The Annual Fund provides general

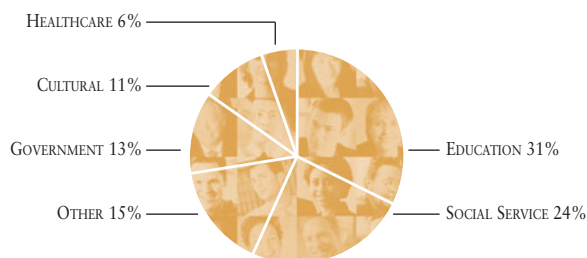
support to the Center, including its institutional initiatives in research and development, and tuition assistance to leaders in the nonprofit and educational sectors.

In September the Center kicked off the 2003 *Friends of the Center* Annual Campaign. The theme of this year's campaign is "266 Reasons to Give."

Like most other nonprofit educational institutions, we rely on the support of philanthropists like you to help cover the costs of our research and development and our scholarship efforts, which help us serve all sectors of society.

At the Center we devote a significant share of our resources to the study of leadership, perhaps more than any other institution anywhere. Through our activities, we directly touch the lives of nearly 20,000 managers, executives and other leaders each year — individuals from corporations, government, educational institutions and nonprofit organizations. ▲

Scholarship Recipients by Sectors



“My experience at CCL enlightened my sense of self-awareness. CCL walks you through a journey to reveal the impact you have on others, you learn how to recognize what influences you and why, and lead strategically as a result. Through scholarship opportunities I received the rewards of experiencing this program.”

John Money
Vice President, Administration
Boys & Girls Town of Missouri



“Over the years I have attended several training programs on strategy, but none compare to the Center for Creative Leadership. The major difference between the Center and other training facilities is that the Center goes beyond theory to actual application and practice. Without the scholarship assistance, my organization would not have been able to send me to the training. I am grateful for having had the experience as I returned to my organization with a renewed sense and purpose of what it means to be a strategy leader.”

Deborah Long
Senior VP, Corporate Relations and Administration
Girl Scouts of the USA

The Center for Creative Leadership is a 501(c)(3) nonprofit, educational institution that seeks grants and donations from individuals, corporations and foundations who share our belief in the importance of leadership research and development. We meet a minimum of 90 percent of our costs through revenue streams generated by our programs, products and other offerings. Yet like any top-tier, research-based, educational institution, we cannot operate purely on a fee-for-service basis. The cost of the research that shapes our programs and publications is high, just as the cost of providing scholarships to hundreds of nonprofit leaders each year is high. If we are to successfully address the needs of the many organizations and individuals we serve and continue to conduct the research that has already permanently changed the understanding and practice of leadership, we must rely on the vision and financial support of donors like you who care about leadership.

SUPPORT

MAKE A DIFFERENCE

By contributing to the Center, you can help support important work to advance leadership in our world. Projects include:

Research Unrestricted gifts are an important source of funding for our research activities.

Educational Programs Annually, the Center's programs reach more than 20,000 individuals worldwide.

Pro Bono Activities For years, the Center has conducted work on a discounted basis for nonprofit organizations.

Scholarships Each year, the Center typically provides scholarships to more than 200 leaders from the volunteer, nonprofit, and community sectors, at a value of more than \$1 million in services.

Community We make available our facilities and the expertise of our staff to our communities for a broad range of activities at no charge.

If you have had the benefit of experiencing a Center for Creative Leadership program, you understand our desire to provide that same high-quality leadership experience to others from organizations that do not have the financial resources to invest in leadership development. Please join us in making an impact on our world by empowering the leaders on the front lines of our communities.

For more information about the *Friends of the Center* Annual Fund or how to make a contribution, please contact Lisa Hudson Varner, major gifts manager at the Center for Creative Leadership at 336 286 4057 or at varnerl@leaders.ccl.org.

PUBLICATION

NEWS

The Leader's Edge is Banff Award Winner



JIM FORCE, LEFT, CHAIR OF THE BANFF BOOK NOMINATING COMMITTEE, CHATS WITH AUTHOR DAVID HORTH.

When David Horth and Chuck Palus wrote *The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges*, their goal was to appeal to a broad range of leaders.

"We wanted to connect with those who needed the theoretical underpinnings of our book, while also providing a practical guide for practicing leaders," says Horth.

With the recent recognition by The Banff Centre it appears the two achieved an important validation of their efforts.

The Banff Centre selected *The Leader's Edge* as the first book to receive the Banff book award. The new award will

acknowledge one book each year that exemplifies The Banff Centre's core value of integrating leadership development and creativity, particularly creativity associated with the arts.

"The book was chosen because it outlines the connection between arts and business leadership," says Horth, who accepted the award in Banff, Canada in August.

The Banff Centre is a unique learning community that builds capacity from the convergence of people, programming, facilities and place. It is Canada's only learning center dedicated to the arts, leadership development and mountain culture.

"The Banff Centre is doing world-class work at the intersection of leadership, creativity, the arts, and human development," says Palus. "I am proud to be even a small part of that conversation. I know it's a place I will keep going back to."

Leadership development at The Banff Centre is currently framed around competency development within the context of systems thinking as is *The Leader's Edge*. The organization believes in the integration of the six creative competencies into a singular perspective will be useful in addressing complex challenges. ▲

For more information or to place an order, visit CCL's online bookstore at www.ccl.org/publications

Ideas into Action Guidebooks

Developing Cultural Adaptability

by Jennifer Deal and Don Prince

Being able to communicate effectively across cultural differences, understanding how to negotiate complex social situations, and being familiar with the customs and norms of many cultures are important skills in today's organizations. Perhaps even more important than possessing these essential pieces of cultural knowledge is the skill of cultural adaptability — the willingness and ability to recog-

nize, understand and work effectively across cultural differences. This new guidebook helps readers develop this essential skill.

Leadership in Action

Martin Wilcox, Editor

Leadership in Action is a bimonthly magazine that arms leaders — as well as those who train and develop them — with practical knowledge gained in the course of the Center's educational and research activities. It also provides a forum for

the exchange of information and ideas between practicing leaders and Center staff and associates.

Leadership in Action is a publication of the Center for Creative Leadership and Jossey-Bass, a Wiley imprint. The annual subscription price is \$169 for individuals and \$299 for institutions. To subscribe, please contact Jossey-Bass Customer Service at 888 378 2537 or access the Jossey-Bass Web site at www.josseybass.com

CENTER BRIEFINGS

► **The Center and the European Journal of Work and Organizational Psychology (EJWOP) Honor “Best Paper” Authors** Six authors from Israel and Sweden were recently recognized by the Center for Creative Leadership and the *European Journal of Work and Organizational Psychology* at the European Congress of Work and Organizational Psychology held in Lisbon, Portugal.

The annual awards recognize and encourage high-quality scholarly work on leadership and organizational effectiveness. The award recipients presented their winning research at the Lisbon conference.

Joseph Schwarzwald, Meni Koslowsky and Vardit Agassi, educators from Bar-Ilan University in Ramat Gan, Israel, were honored with the “Best Paper” award for their 2001 paper on “*Captain’s leadership type and police officers’ compliance to power bases.*”

Gunnar Aronson, Klas Gustafsson and Margaret Dallner, research scientists from the National Institute for Working Life in Stockholm, Sweden, were presented with the “Best Paper” award for their 2002 paper on “*Work environment and health in different types of temporary jobs.*”

The award is sponsored annually by the Center and EJWOP and includes a \$1,000 cash prize for the authors.

► **Center and Rotary Celebrate 20 Years of Youth Leadership Program** Since its inception in 1983, more than 1,000 students and 112 college-age advisors have attended the Rotary Youth Leadership Program (RYLP) sponsored by the Center and the Greensboro chapter of Rotary International.

The program began when members of the Greensboro chapter of Rotary International realized that young people with leadership potential were not being cultivated and challenged.

The RYLP initiative allows high school juniors and seniors who have demonstrated leadership potential in school, in the community and other areas to attend a weeklong camp, which focuses on developing their leadership potential.

One program alumnus observed, “It was a wonderful experience. Looking back, I think it was the first time I was able to understand who I was and what I wanted to accomplish with my life. It was during that week I decided I wanted to be a lawyer and I have been practicing law for several years now.”

► **CCL-Asia Opens its Doors**

On July 30, the Center began a new chapter in its 33-year history with the opening of the CCL-Asia office in Singapore. The opening was celebrated by a small group of Center staff and friends at the new office, located in the heart of Singapore at #21-01 Wheelock Place. A public launch event for CCL-Asia is scheduled for early 2004. The Center’s office in Singapore will serve as the regional base for CCL offerings across Asia. The portfolio of services provided by CCL-Asia will initially encompass customized programs, coaching and assessments. To contact CCL-Asia, please call +65 6835 6577 or e-mail ccl.asia@leaders.ccl.org.

On Center is a newsletter published quarterly by the Center for Creative Leadership. Its purpose is to inform the Center's key audiences about significant activities and initiatives of the Center. We welcome your comments via e-mail at oncenter@leaders.ccl.org or fax at 336 286 4285.

Editor: Winifert Lawson-Graves

Contributors: Lyndon Rego, Rebecca Garau, Linda Edgerton

Production Assistance: Traci Carter

Design: Edie Wells (eDesign)

A pioneer in leadership development, the Center for Creative Leadership is a nonprofit educational institution with a singular focus on leadership. The Center conducts research, produces publications, and provides a broad variety of educational programs and products to leaders and organizations in the public, corporate and nonprofit sectors.

As a 501(c)(3) nonprofit educational institution, the Center seeks grants and donations from corporations, foundations and individuals in support of its educational mission. Over its 30-year history the Center has received gifts to complement the generous initial grant support of the Smith Richardson Foundation, Inc. Although from diverse backgrounds, these major corporations, foundations, institutions and individual sponsors have a shared belief in the pivotal importance of leadership in a world of inevitable change.

Center for Creative Leadership, its logo, CCL®, Benchmarks®, and Leadership Development Program (LDP)® are registered trademarks owned by the Center for Creative Leadership.

©2003 Center for Creative Leadership. All rights reserved.

The Center has two governing bodies—Members and Governors. Members have the authority to elect and remove Members, elect and remove Governors, and adopt and amend the Bylaws of the Corporation. The Board of Governors is responsible for oversight of the Corporation's activities.

Board of Governors

Thomas K. Hearn Jr. (Chairman)
President
Wake Forest University
Winston-Salem, N.C.

John R. Alexander
President
Center for Creative Leadership
Greensboro, N.C.

Joseph B. Anderson Jr.
Chairman and CEO
Vibration Control Technologies, LLC
Troy, Mich.

John S. Bowen
Chairman Emeritus
D'Arcy Masius Benton & Bowles (DMB&B)
Rye, N.Y.

Pamela B. Gann
President
Claremont McKenna College
Claremont, Calif.

Robert A. Ingram
Chief Operating Officer and Vice Chairman
GlaxoSmithKline
Research Triangle Park, N.C.

W. Winburne King, III, Esquire
Smith Richardson Foundation, Inc.
Greensboro, N.C.

Kathy Kram
Professor
Organizational Behavior Dept.
Boston University School of Management
Boston, Ma.

Gary P. Latham
Secretary of State Professor of
Organizational Effectiveness
Rotman School of Management
University of Toronto
Toronto, Ontario

Naomi Marrow
Director, Employee Development and
Organizational Planning
Swiss Re
Armonk, N.Y.

Stella M. Nkomo
School of Business Leadership
University of South Africa
Pretoria, South Africa

Marc Noel
Chairman
Nomaco Inc.
Zebulon, N.C.

Sharon Pratt
President and CEO
The Pratt Center
New York, N.Y.

Peter L. Richardson
President
Smith Richardson Foundation, Inc.
Westport, Conn.

Vice Admiral John R. Ryan, retired
56th Superintendent
U.S. Naval Academy
Annapolis, Md.

Ingar Skaug
President and Group CEO
Wallenius Wilhelmsen
Lysaker, Norway

Sherwood H. Smith Jr.
Chairman Emeritus
Carolina Power & Light
Raleigh, N.C.

A. William Wiggenhorn
Chief Learning Officer
Human Resources and Services
CIGNA Corp.
Philadelphia, Pa.

Members

Peter L. Richardson (Chairman)
President,
Smith Richardson Foundation, Inc.
Westport, Conn.

Eric R. Calhoun
President
Richardson Corporation
Greensboro, N.C.

Haynes G. Griffin
Chairman and CEO
Prospect Partners, LLC
Greensboro, N.C.

Thomas K. Hearn Jr.
President
Wake Forest University
Winston-Salem, N.C.

W. Winburne King, III, Esquire
Smith Richardson Foundation, Inc.
Greensboro, N.C.

L. Richardson Preyer Jr.
President and Vice Chairman
Prospect Partners, LLC
Greensboro, N.C.

Stuart S. Richardson
Chairman
Piedmont Financial Company, Inc.
Stratford, Conn.

Ingar Skaug
President and CEO
Wallenius Wilhelmsen Lines AS
Lysaker, Norway

Honorary Member

John W. Red Jr.
Senior Vice President
Center for Creative Leadership
Greensboro, N.C.

Officers

John R. Alexander
President

Charles P. Adams
Treasurer

Carl Bryant
Vice President, Knowledge Management
and Applied Technology

Stanley S. Gryskiewicz
Vice President, Global Initiatives

Lily Kelly-Radford
Vice President, Global Leadership
Development

Carolyn C. Lovelace
Assistant Treasurer and Assistant Secretary

Karen McNeil-Miller
Vice President, Corporate Resources, and
Secretary

Bradley E. Shumaker
Vice President and Chief Financial Officer



Center for
Creative Leadership
leadership. learning. life.

One Leadership Place
Post Office Box 26300
Greensboro, N.C. 27438-6300
336 545 2810
<http://www.ccl.org>

NONPROFIT ORG.
U.S. POSTAGE
PAID
GREENSBORO, NC
PERMIT No. 67

Return Service Requested