

news

**Michael Jenkins
to Lead
CCL-Asia Office**
Page 3

alumni

**The Value of
Leadership**
Page 3



support

**Center Scholarship
Recipient Shares
Her Story**
Page 5

STORIES OF IMPACT AND ACTIVITIES FROM THE **CENTER FOR CREATIVE LEADERSHIP**®

On Center

Winter 2003/2004

2003 *Friends of the Center* Leadership Conference an Exceptional Event

Nearly 200 people gathered in Orlando, Florida in October for the Center's Fifth Annual *Friends of the Center* Leadership Conference.

Among those attending the three-day event were Greg Rodway, senior program officer at Management Sciences for Health (MSH) in Boston, Massachusetts, and Constance Kocher, manager of organization development at Hendrickson International in Woodridge, Illinois.

Kocher has attended four of the five *Friends* conferences since its inception in 1999. "I have loved all four of the *Friends of the Center* conferences that I've attended," says Kocher. "I'm always interested in the latest research on leadership development. I enjoy hearing the prestigious speakers, appreciate

networking with others who have similar roles and interests and feel renewed and inspired after each conference."

Keynote speakers for this year's conference included: **Malcolm Gladwell**, author of *The Tipping Point: How Little Things Can Make a Big Difference*; **Ronald Heifetz**, founding director of the Center for Public Leadership at Harvard University's John F. Kennedy School of Government; **Robert Eichinger**, CEO and co-founder of Lominger Limited, Inc.;

Robert Throckmorton, of creative consulting firm PLAY; and **Lily Kelly-Radford**, vice president for Global Leadership Development at the Center for Creative Leadership.

Ron Heifetz' session on "Leadership on the Line: Staying Alive Through the Dangers of Leading" resonated strongly with both Kocher and Rodway. In his

CONFERENCE ATTENDEES



Greg Rodway and Constance Kocher

CONTINUED ON PAGE 2

President's Message

I'm delighted to report that the Center has been ranked first in the world for leadership development in *BusinessWeek's* Executive Education Special Report.

This marks the third consecutive time – and the sixth year running – that the Center has been ranked #1 for leadership development in the biennial survey.



The report also ranked the Center among the top 10 providers worldwide in open-enrollment and custom programs. We are the only non-business school ranked in both the open-enrollment and custom categories and the only institution ranked that focuses exclusively on leadership development.

The *BusinessWeek* rankings are particularly meaningful because they are based on client and participant ratings of executive education providers. The 2003 rankings, released in October, were compiled from surveys received from 134 companies worldwide.

The rankings mark the continual evolution of CCL®, from an organization with a small number of behavioral scientists who pioneered leadership development to a highly-regarded institution of more than 500 employees, based in North America, Europe and Asia.

As we celebrate this recognition, we look to the contributions the Center might yet make in a world rife with political and economic uncertainty.

The impact we have had would not be possible without the exemplary commitment of our staff and those who have extended their time and energy to the Center.

I thank you for your support and welcome your ongoing involvement as we continue to respond to the significant leadership challenges of our day.

Sincerely,

John Alexander
John Alexander
President



2003 Friends of the Center Leadership Conference

CONTINUED FROM COVER

presentation, Heifetz discussed the leadership responses demanded by resolving adaptive challenges – complex challenges for which no existing solution is presently available – and the risks involved for those who take on the role of leader.

"I enjoy hearing the prestigious speakers, appreciate networking with others who have similar roles and interests and feel renewed and inspired after each conference."

– Constance Kocher
Manager of organization development
Hendrickson International
Woodridge, Illinois

"The keynote speakers were terrific, especially Ron Heifetz," says Rodway. Heifetz' presentation on adaptive learning and dealing with change provided me with information that I can take back to my organization. And what a joy it was to hear someone like Heifetz speak in such a friendly environment."

It was Rodway's first *Friends of the Center* conference. "When I became aware of the *Friends* conference schedule, I was immediately interested in participating for two key reasons – CCL's reputation and the quality of the speakers," he says.

The program was very well run. The format and size of the conference made for an intimate experience, and, of course, the opportunity to network with very interesting people was a bonus."

Kocher, too selected the Heifetz session as her personal favorite. "I learned lots from him that is useful. From his presentation I learned how an individual can anchor oneself by distinguishing the role from yourself; how not to confuse

allies with confidants; and the myth of measurement – all that's good can't necessarily be measured."

As manager of organization development at Hendrickson International, Kocher is responsible for designing, developing and delivering training and leadership development programs for the organization. An added bonus for her at this year's conference was the opportunity to receive her certification in *Executive Dimensions*, a 360-degree assessment instrument designed by the Center to address the specific leadership issues of presidents, C.E.O.s, C.O.O.s and senior vice presidents.

"It was a wonderful addition to offer the *Executive Dimensions* workshop following the conference," Kocher says. It was a great way to tie two objectives into one trip. I plan to use the *Executive Dimensions* tool in 2004 with our executive staff."

The Sixth Annual *Friends of the Center* Leadership Conference is scheduled for Sept. 29 - Oct. 1, 2004 at the Hyatt Lodge at McDonald University in Chicago, Illinois. The keynote speaker will be Peter Senge. For more information about the 2004 conference, contact Tracy Dobbins at +1 336 286 4054 or e-mail dobbins@leaders.ccl.org

Each year, the Center for Creative Leadership's community of alumni, faculty and friends come together at annual conferences in the U.S. and Europe to share their experiences, expertise and ideas about leadership. These gatherings offer the opportunity to link with others devoted to the understanding and practice of leadership, to gain new insights from noted thought-leaders, and to renew one's passion for leadership excellence.

The Value of Leadership

BY MARGARET REYNOLDS

Not everyone would immediately include leadership skills as critical to the success of a consulting practice.

After all, whom do you lead? Consulting services are provided to leaders of organizations. It is generally understood that effective consultants have state-of-the-art business management skills, but the ability to develop strong relationships is equally important.

In fact, the consulting business is built on relationships — with clients and their teams. Leadership skills are an essential ingredient in developing relationships and delivering results effectively. In some ways, leadership in a client-consultant relationship faces an additional challenge. Leadership from a consultant is, by role definition, leadership by influence instead of leadership by authority. That opportunity to influence must be granted, never assumed. So how does one develop an effective leadership style and learn to adapt it as necessary in different organizations and cultures?

Fortunately for me, my first in-depth exposure to the value of effective leadership was 16 years ago as a participant in CCL's leadership workshop for executive women. Along with 18 other women, I learned about *effective leadership styles; my leadership style; and the underlying value system of my leadership style*. At the time, it felt like a great seminar. Today, upon reflection, it is an experience that has helped me feel confident leading change in all kinds of organization settings.

First, the class provided familiarity with *various leadership*

styles and what makes them effective. That knowledge creates a foundation for designing work processes for the team that maximizes output by understanding others' strengths and respecting their most productive work and interaction styles. It helps leaders with different tendencies work together, set common goals and become a team that exceeds the "sum of its parts." It also ensures the development of strong relationships and avoids derailment due to misunderstandings.

Second, the evaluation and assessment component of the class gave me an *awareness of my leadership style* — my strengths and challenges — and provided insight on how to maximize my effectiveness by drawing on my unique strengths. Sixteen years later, as I work with clients in my consulting practice, this self-knowledge allows me to subtly lead diverse teams to achieve breakthrough innovation. While sometimes comfort zones need to be challenged to achieve breakthroughs, understanding leadership styles, mine and others, allows for that to occur in a manner acceptable to all parties.

While understanding leadership style is essential in consulting, perhaps even more important to me personally was the underlying *clarification of my own value system* that drives my leadership style. The CCL class helped me understand why I tended to prefer a certain set of behaviors and how to adapt without losing sight of the values that are important to me. A strategist by nature, I believe in having a clear sense of purpose to guide day-to-day decisions, and I appreciate having the basic principles that guide my choices

CONTINUED ON PAGE 4



Margaret Reynolds

Center Appoints Head of CCL-Asia Office

Following an extended international search, CCL has selected Michael Jenkins as the managing director for the Center's new Asian campus in Singapore.

Michael is an individual whose international background mirrors our diverse world. A British citizen born in Kuala Lumpur, Malaysia, Michael has worked and studied in the United Kingdom, China, Japan and Uganda. In addition to English, he speaks Chinese, Japanese, French, German and some Korean.

Michael's international credentials complement his broad cross-functional managerial background. Before his most recent role as director of executive education in Asia for INSEAD, Michael was director of the Foreign Languages Centre at the University of Bath and manager of Japan Business Consultancy at Bath Spa University College in the

United Kingdom. He has also worked for Toyota Motor Corporation in Japan.

Michael will lead efforts to recruit and serve the Center's clients in Asia. Although the Center has been delivering programs in Asia since the 1970s, the increased importance of Asia in the world economy and the central role played by Asian managers provided the impetus for the establishment of the CCL-Asia campus.

CCL-Asia provides custom solutions, coaching and assessments to address the leadership development needs of



Michael Jenkins, managing director of CCL-Asia

CONTINUED ON PAGE 4

The Value of Leadership CONTINUED FROM PAGE 3

well defined. In any fast-changing environment, a leader is faced with new, varied and sometimes pressure-filled situations. Having a good understanding of one's values is often critical in assuring that a speedy decision is, upon reflection, a sound one.

Finally, relationships matter and one of the essential ingredients to retaining so much applicable knowledge from leadership training are those *who you share the experience with*. CCL's reputation attracts top-notch people and in my class there were women from all over the country who represented some of the finest organizations — all talented people, with genuine interest in learning from each other as well as from the course facilitators. We gained immeasurably from the insights shared by others, and the class format wisely encouraged a lot of discussion and interaction time for just that reason. Michele Janson, one of my classmates and the executive director of the Helzberg Entrepreneurial Mentoring Program, described the value similarly. She said, "It was such a group of phenomenal people, from the participants to the teachers who actually produced the research on which the class was based."

The importance of effective leadership in career success,

at any level of an organization, is well documented. Exposure to state-of-the-art wisdom on leadership is, in my opinion, essential for business people today. CCL is at the forefront, providing "thought leadership" on leadership. I am glad that my first major exposure to leadership was

"The relationship I established with CCL 16 years ago remains today."
— Margaret Reynolds

through CCL, not only for the learning gained at the time, but for the relationship with the Center that was forged. The relationship I established with CCL 16 years ago remains today. When I started my consulting practice, I turned to CCL for advice and information. Staying in touch with "best practice" is always important, but even more so when you are in a position to be guiding others about their management effectiveness. CCL provides its alumni with wonderful resources through the newsletter,

library and alumni gatherings that help you stay in touch and keep learning. For me, CCL is an ongoing relationship that I value very much.

Margaret Reynolds is managing principal and founder of Reynolds Consulting, a provider of strategic planning and marketing services focused on helping companies identify growth opportunities. She can be reached at +1 816 350 7680 or mreynolds@reynolds-consulting.com.

www.ccl.org/connected

Center Appoints Head of CCL-Asia Office CONTINUED FROM PAGE 3

multinational companies, regional organisations, governments, government-linked agencies and non-governmental organisations (NGOs).

"The Center for Creative Leadership has a great future in Asia Pacific," says Michael. "Throughout the region, leadership training is keenly sought after, and the possibilities are tremendous."

The Center's presence in Asia will also open new opportunities for learning. Notes Michael, "We're looking forward to learning from our friends and associates in Asia and using that knowledge to inform our leadership offerings globally."

The CCL-Asia campus in Singapore will celebrate its formal launch in February 2004.

Michael can be reached by e-mail at jenkinsm@leaders.ccl.org and by telephone at +65 6835 6577.



"The Center for Creative Leadership has a great future in Asia Pacific.

Throughout the region, leadership training is keenly sought after, and the possibilities are tremendous."

— Michael Jenkins

www.ccl.org/asia

A Scholarship Recipient Shares Her Story BY LISA HUDSON VARNER

As a new member of the Center for Creative Leadership staff, I am constantly amazed by the power of this organization. Every day I am reminded that directly or indirectly, our work touches the lives of thousands of individuals. When Linda DeShazo's letter crossed my desk in July, I knew I had to meet her.

Linda was a scholarship recipient of the Center's *Leadership in a Changing World* scholarship program, which provides full tuition scholarships to public health and safety leaders. The Center created this fund in response to the September 11 tragedies. The fund was designed to provide leadership training for public health and safety leaders to improve the leadership capacity and capabilities of the U.S. public health and safety system.

LHV: How were you first introduced to the Center and what prompted you to enroll in the Leadership Development Program (LDP)?

LD: Back in 1989 I had the good fortune of attending the Human Services Administrator Program through a Kellogg Grant. I recall vividly at the end of the weeklong session telling my instructor, Karen McNeil-Miller, that I would trade my four years of college for this one week. Five years ago, I became part of the Guilford County Department of Public Health Executive Team. All members of the Executive Team had attended the Leadership Development Program, courtesy of the Center's scholarship fund. I kept hearing the members talk about the experience and felt somewhat left out. Finally, at the beginning of 2003, I wrote a letter requesting permission to attend LDP.



"I would trade my four years of college for this one week."

— Linda DeShazo

LHV: You are a *Leadership in a Changing World* scholarship recipient — what did this scholarship mean to you?

LD: During the past nine years over \$12.5 million has been cut from the Guilford County Department of Public Health's budget. Because of these extensive cuts, all allocations for travel and training have been reduced to the bare bones. I, nor any of my Executive Team colleagues, could have possibly attended without the *Leadership in a Changing World* scholarship.

LHV: How did the Leadership Development Program impact your life professionally and/or personally?

LD: Attending this program helped me to further delineate that leadership styles vary and that we all have strengths and areas needing improvement. I felt that the raw exposure to the

objectivity of others through Benchmarks® and the CLI Planning Guide was an eye opening experience.

LHV: Would it have been beneficial to attend this program earlier in your career?

LD: This is a comment I made on the final day of the LDP experience. I wish that I had the same feedback when I was 30 years old.

LHV: How do you relate your LDP

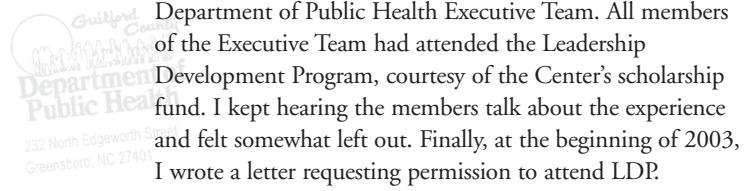
experiences in your current role as Community Health Services Manager of the Guilford County Department of Health?

LD: I continually go back and review scores made in Benchmarks to heighten my awareness to problematic areas. This review helps me to stay focused on improving my shortcomings.

To date, more than 60 public health and safety leaders have participated in the *Leadership in a Changing World* scholarship program at a value of more than \$1 million. The Center's scholarship programs demonstrate a special commitment to the development of leadership in the nonprofit and education sectors. Over the last two years alone, the Center granted 430 scholarships to individual leaders of nonprofits and schools and provided hundreds of specially priced training days — a contribution valued at nearly \$5 million.

By contributing to the Center you can help support the Center's scholarship programs, research, educational programs, pro bono activities and community outreach.

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 +1 336 286 4057 or at varnerl@leaders.ccl.org.



Tracy Johnson
Center for Creative Leadership
1 Leadership Place
Greensboro, NC 27410

July 23, 2003

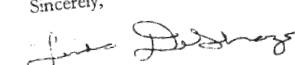
Dear Tracy,

When I looked at the calendar today I realized that one month ago today I began the Leadership Development Program offered by the Center. I am writing this letter to you and your organization to thank you for affording me the opportunity to attend.

I am an employee of the Guilford County Department of Public Health and through your work with Dr. Suzanne Hidore, who was our training coordinator, I was allowed to attend this program at no charge. I am sure that you are most aware of the severe budget constraints our agency is now confronted with and training has become something that few of us can participate in.

The week long LDP has helped me as an individual, a supervisor, a colleague and as an individual being supervised. I feel that having my strengths and weaknesses pointed out to me through the evaluations was most helpful. It was almost like standing in front of a mirror and seeing yourself as you are seen by others.

Again, my sincere thanks to you and the Center for affording individuals who work in human services to have the opportunity to grow professionally through the programs you provide.

Sincerely,

Linda DeShazo

Developing Leaders Who Develop Others BY JOE FRODSHAM

Joe Frodsham, director, Global Leadership Development, Whirlpool Corporation, presented "Growing Whirlpool Leaders" at the Center's Creative Leadership Council-Americas October meeting held in Orlando.



Joe Frodsham

At Whirlpool we believe you can always become a better leader.

To that end, we take a comprehensive approach to leadership development recognizing that there are many components that have to occur in concert. At the heart of our approach is the understanding that training classes and development systems are necessary but not entirely sufficient to develop leadership capability. Ultimately our leaders will be developed through personal mentoring and coaching from other leaders. Recognizing this, our mantra is Developing Leaders Who Develop Others.

Key to driving leader accountability for developing leaders is a robust, semi-annual talent pool process that occurs at every level of the organization. In this process, leaders use the Whirlpool Leadership Model to discuss the development progress and needs of leaders in their organization, identifying, among other things, their potential, next roles and mentor.

The Whirlpool Leadership Model was developed by our CEO staff and is comprised of 12 dimensions that describe the critical attributes and practices of Whirlpool leaders. The 12 dimensions are:

- Character and Enduring Values
- Communication
- Confidence
- Customer Champion
- Developing Talent
- Diversity with Inclusion
- Driver of Change/Transformation
- Extraordinary Results
- Management Skills
- Strategy
- Thought Leadership
- Vision

In many ways our leadership model transcends even our strategy in the sense that over time our strategic priorities

may change, but our need for quality leaders to execute a strategy will never change.

Development of our collective leadership capability is also fostered through a comprehensive set of interconnected development activities titled "Leading the Whirlpool Enterprise" (LWE). LWE is a cascaded set of offerings, starting at the top of the organization. In 2003, 105 senior leaders attended two LWE training classes over a six-

month period of time, and between sessions they received a 360-degree assessment and worked individually with an executive coach. Similarly, we are rolling out development streams to all directors. Our senior leaders are heavily involved in leading portions of this training and mentoring directors outside the sessions.

The Center has been a part of Whirlpool's leadership development efforts for over a decade; they have truly been our partners. Within our current LWE work the Center has taken the lead in the session with our officers and high-potential directors. This session is critical in developing the softer elements of our Leadership Model, namely developing talent, communications, driving individual change, and performance management skills. Immediate feedback at the conclusion of these sessions has been excellent, and more importantly Whirlpool leaders have shown sustained improvement months after the session. In this way the Center is at the heart of the Whirlpool leadership system.

Whirlpool Corporation is the leading manufacturer of major home appliances, with annual sales of \$11 billion and 68,000 employees worldwide.

"The best part of a Council meeting is the opportunity to hear other members talk about the talent and leadership issues facing their organizations today – and what they're doing about it. Hearing about Whirlpool's approach offers another perspective and prompts each of us to ask questions and think about how we tackle the tough issues around identifying and developing our organization's top talent."

– Kerrie Peraino
Director, Talent Management
American Express Company

"This discussion really demonstrated the power of the Creative Leadership Council as a learning environment which was not about providing answers, but about exploring possibilities and experiences on the basis of collective knowledge."

– Zoe Van Zwanenberg
Chief Executive, Scottish Leadership Foundation

UPCOMING CREATIVE LEADERSHIP COUNCIL MEETINGS

CLC-Americas
April 5 - 6, 2004
Racine, Wisconsin

CLC-Europe
May 13 - 14, 2004
Dublin, Ireland

The Creative Leadership Council is an exclusive group of corporate supporters whose philanthropic gifts help underwrite Center research and scholarship programs. Corporations who join the Council gather twice each year to exchange ideas on leadership and creativity at meetings hosted by members. In addition to the semi-annual networking meetings, member benefits include an annual learning day and various forms of "advance intelligence" from the Center. The Council has a chapter in Europe and a chapter in the Americas. Organizations interested in joining either or both chapters may contact Cile Johnson, Senior Manager, CLC at **+1 336 286 4014**.

Center Briefings

The Center and Wake Forest Put Spotlight on University Leadership

The Center for Creative Leadership recently joined with Wake Forest University to host the Smith Richardson Forums on Effective University Leadership. At each of the three forums in September and October, three university presidents presented papers on aspects of leadership in higher education, and 10 other presidents shared their leadership experiences and insights. MIT, Notre Dame, the University of Michigan, the University of North Carolina and Vanderbilt were among the institutions that took part in the forums.

CCL, Scholarly Journal Honor Leadership Paper

A paper authored by three university professors won the 2002 Best Paper Award presented annually by the Center for Creative Leadership and the scholarly journal *The Leadership Quarterly*.

Richard N. Osborn of Wayne State University, James G. Hunt of Texas Tech University and Lawrence R. Jauch of the University of Louisiana at Monroe were recognized for their paper, "Toward a contextual theory of leadership." The trio visited CCL's Greensboro campus in November to receive the award.

Three New Members Join Center's Board of Governors

The Center for Creative Leadership welcomed three new members to its Board of Governors.

Joseph B. Anderson Jr. is chairman and CEO of TAG Holdings, LLC, which has a controlling interest in a diverse range of manufacturing and service related enterprises. A graduate of the United States Military Academy, Anderson served as an infantry officer in the 82nd Airborne Division, in Vietnam commanding a platoon that was featured in an award-winning documentary film, "The Anderson Platoon."

P.Y. Lai retired from a successful career building Motorola China into China's No. 1 foreign investor. He continues to serve as senior advisor at Motorola, Inc. While at Motorola, P.Y. Lai helped increase Motorola China's annual revenues from \$200 million in 1994 to \$5 billion in 2002. In February 2003, he became executive chairman of Global EduTech Management Group (GEMG).

Naomi Marrow is director, Employee Development and Organizational Planning at Swiss Re. Prior to joining Swiss Re in 1997, Marrow developed human resource strategies as a consultant to corporations and not-for-profit organizations. For nearly two decades, she served as director of

human resource development for Reader's Digest Association, where she was a key advisor to three CEOs. She is a past chairperson of Boston University's Executive Roundtable.

CCL's 17-member Board of Governors is charged with overseeing the management of the Center's affairs with respect to program policies and implementing its educational mission.

CCL Research Team Honored by American Evaluation Association

Three members of CCL's research team have been honored by the American Evaluation Association for their work on a ground-breaking initiative in public education.

CCL researchers Jennifer Martineau and Glenn Newsom and administrative coordinator Margaret Olson received the award on Nov. 7 during the 2003 Annual Meeting of the AEA held in Reno, Nevada.

The trio was honored for their evaluation of the Bryan Leadership Development Initiative, a unique program designed to build leadership skills within Guilford County, N.C., public schools. The program was funded by a \$4.3 million grant from the Joseph M. Bryan Foundation and by a \$5 million gift of in-kind services from CCL.

Publications

CCL Publishes the Second Edition of The Center for Creative Leadership Handbook of Leadership Development

The Center, in alliance with Jossey-Bass, a Wiley Imprint, has published the second edition of *The Center for Creative Leadership Handbook of Leadership Development*. Center Senior Fellow Cynthia McCauley and Ellen Van Velsor, CCL senior research scientist, edited the book.

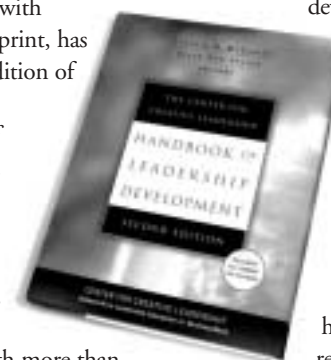
As an institution with more than 30 years of work, the Center has devoted much of its energy and resources to understanding how to help people in their quest to become better leaders.

Because the Center's research and practice have grown in the years since the first edition (1998), the editors wanted to reflect that growth in the newest hand-

book. "This handbook serves to summarize and integrate much of what we have come to understand about leadership development," says McCauley.

"Our goal was to provide the reader with both a conceptual understanding of the elements of leader development and practical ideas about how people can enhance their leadership capacity and how organizations can contribute to that process."

The second edition of the handbook has been thoroughly revised and expanded to include CCL research and the best thinking in the field of leadership development. It includes new chapters on race and gender, coaching, organizational leadership capacity, and collective leadership capabilities. In addition, the book includes a companion CD-ROM that contains a library of 15 classic CCL Press publications.



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 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 +1 888 378 2537 or access the Jossey-Bass Web site at www.josseybass.com





Center for Creative Leadership

leadership. learning. life.

One Leadership Place
Post Office Box 26300
Greensboro, NC, USA 27438-6300

Telephone +1 336 545 2810
Facsimile +1 336 282 3284
E-mail info@leaders.ccl.org
Internet <http://www.ccl.org>

Return Service Requested

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



BRUSSELS



COLORADO SPRINGS



GREENSBORO



SAN DIEGO



SINGAPORE

LOCATIONS

CCL - NORTH AMERICA

Colorado Springs, Colorado, USA
Greensboro, North Carolina, USA
San Diego, California, USA

CCL - EUROPE

Brussels, Belgium

CCL - ASIA

Singapore

NETWORK ASSOCIATES

College Park, Maryland, USA

Hartford, Connecticut, USA

Mexico City, Mexico

Ontario, Canada

Peoria, Illinois, USA

San Antonio, Texas, USA

St. Petersburg, Florida, USA

Victoria, Australia

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

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

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

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

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

Kathy Kram
Professor
Organizational Behavior Department
Boston University School of Management
Boston, Mass.

P.Y. Lai
Senior Advisor
Motorola, Inc.
Singapore

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

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

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 (Ret.)
President
SUNY Maritime College
Bronx, N.Y.

Ingar Skaug
President and Group Chief Executive Officer
Wallenius Wilhelmsen
Lysaker, Norway

Sherwood H. Smith Jr.
Chairman Emeritus
CP&L
Raleigh, N.C.

A. William Wiggenhorn
Chief Learning Officer
Human Resources & Services
Cigna Corporation
Philadelphia, Penn.

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 & CEO
Prospect Partners, LLC
Greensboro, N.C.

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

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

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

Stuart S. Richardson
General Partner
Piedmont Financial Company, Inc.
Stratford, Conn.

Ingar Skaug
President and Group Chief Executive Officer
Wallenius Wilhelmsen
Lysaker, Norway

HONORARY MEMBER

John W. Red Jr.

OFFICERS

John R. Alexander
President

Charles P. Adams
Treasurer

David Altman
Vice President
Research and Innovation

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

Bradley E. Shumaker
Chief Financial Officer and Vice President

ABOUT THE CENTER FOR CREATIVE LEADERSHIP

The Center for Creative Leadership is a nonprofit, educational institution with international reach. For more than three decades its mission has been to advance the understanding, practice and development of leadership for the benefit of society worldwide. Center staff members conduct research, produce publications, and provide programs and assessment products to leaders and organizations in all sectors of society. Headquartered in Greensboro, North Carolina, the Center also has locations in Colorado Springs, Colorado; San Diego, California; Brussels, Belgium; and Singapore, as well as Network Associates around the world certified to offer selected Center programs.

CCL annually serves leaders from more than 1,000 organizations – both public and private, including two-thirds of the Fortune 500. Each year, approximately 20,000 individuals participate in a CCL program and 100,000 professionals complete a CCL assessment.

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

©Center for Creative Leadership. All rights reserved.

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

Editor: Winifert Lawson-Graves
Contributors: Stephen Martin, Lisa Varner
Production Assistance: Traci Carter
Design: 29 & Company