

Award-winning author and newspaper columnist Thomas L. Friedman is a favorite writer of mine. In particular, I admire his knack for exploring and clearly explaining the complicated nature of globalization. He shows us how this phenomenon blends social, historical, economic, and political dimensions—and reminds us that leading effectively in this environment is a daunting task indeed.

For individual leaders and organizations seeking to thrive in the global marketplace, this much is clear: a commitment to learning and development is a

From the President



must. First-rate global leadership calls for thinking and acting beyond the boundaries that limit effectiveness. In other words, creative leadership is required—and my col-

leagues at CCL are passionate about helping you cultivate it. This special issue of *Leadership in Action* examines two themes of overriding importance for global leaders: complexity and collaboration.

CCL research on the changing nature of leadership shows that the challenges organizations everywhere face—from entering new business markets to boosting student achievement to responding to public health crises—are growing increasingly complex. Solutions that have worked in the past often no longer apply. Fresh approaches are needed, and they take precious time to develop, often allowing serious problems to fester for too long.

In this environment, of course, there are no easy answers. But more than three decades of leadership experience have taught me an important truth: collaboration and partnerships offer the quickest way for all of us to get better. CCL research confirms this. Senior leaders throughout the world tell us they increasingly view leadership as a collective process that occurs throughout and between organizations. Challenges are simply becoming too complex for individual leaders, no matter how heroic and well intentioned, to solve by themselves. Instead, the insights and skills of many people, synthesized through creative leadership, offer the best solutions. In her best-selling book *Confidence: How Winning Streaks and Losing Streaks Begin and End* (Crown Business, 2004), Harvard Business School professor Rosabeth Moss Kanter provides powerful evidence of this dynamic, detailing how widespread collaboration fueled the turnarounds of the BBC, Continental Airlines, and Gillette.

At CCL, we value collaboration in our own work. We are committed to partnering with individual leaders and organizations globally because we believe we have expertise that can make them more effective. Just as significantly, we also believe we can learn a great deal from our partners—and we are always seeking new ones who share our values. Like many of you, we want to build capability across institutional boundaries. I am honored to serve as CCL's new president and eager to work with our community of alumni and friends on extending the exemplary work of my predecessor, John Alexander. I look forward to our journey together.

A handwritten signature in black ink that reads "John R. Ryan". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

John R. Ryan, president, CCL

SUBSCRIBE TO *LEADERSHIP IN ACTION* NOW!

This is an article that was featured in *Leadership in Action*, a periodical from the Center for Creative Leadership, published in association with Jossey-Bass.

We are confident that you will find *Leadership in Action* to be an excellent value and an indispensable tool for improving your leadership and your organization. By uniting the insights of top scholars and the experience of working executives, each issue provides the best strategies for confronting such critical issues as leading a diverse workforce, maximizing the effectiveness of teamwork, stimulating creativity in the workforce, and more.

You can subscribe by printing and mailing this form to Jossey-Bass, 989 Market Street, San Francisco, CA 94103-1741. For fastest service, call 888/378-2537 (toll-free) or 415/433-1767; fax to 888/481-2665 (toll-free) or 415/951-8553; or e-mail to jbsubsub@jbp.com.

Thank you!

Yes! I want to subscribe to *Leadership in Action* now.

For a one-year (six issues) subscription:

INDIVIDUAL: U.S./Canada/Mexico \$189 Outside N. America \$225

INSTITUTION: U.S. \$325 Canada/Mexico \$385 Outside N. America \$436

Payment enclosed (New York and Canadian residents, please add sales tax). Make check payable to Jossey-Bass.

Bill my organization (**purchase order and phone number required**)

Purchase Order # _____ Phone _____

Charge my credit card. Visa MasterCard American Express Discover (circle one)

Card # _____ Exp. Date _____

Signature _____ Phone _____

Name _____

Address _____

City/State/ZIP _____

Copyright © Jossey-Bass, a Wiley Imprint. All rights reserved.

Reproduction or translation of any part of this work beyond that permitted by Sections 7 or 8 of the 1976 United States Copyright Act without permission of the copyright owner is unlawful. Requests for permission or further information should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030; phone 201/748-6011, fax 201/748-6008, e-mail: permreq@wiley.com