

- Lessons of Leadership Forum
- Center Briefings
- Government Official Wins  
Distinguished Alumni Award
- Global Voice of Leadership



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## Making A Difference

A Report on Activities and Impact from the Center for Creative Leadership

### Lessons of Leadership Forum Offers Multiple Perspectives

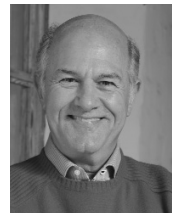
Leading the charge along the front lines of today's economy can challenge even the sharpest executive's ability to focus the most effective leadership approaches. The Center for Creative Leadership's annual Lessons of Leadership Forum provides alumni and others committed to continual improvement not only fresh leadership insights but time for reflection, inspiration, motivation and recommitment to leadership.

Held on October 18, 2007, in San Diego, this year's Forum provided regional alumni an opportunity for case studies in best leadership practices shared by education, business and government leaders. Featured presenters included author and renowned leadership authority Jim Kouzes, University of San Diego Provost Julie Sullivan, and Leap Wireless International, Inc., CEO Doug Hutcheson.

"The truest value of events like the Lessons of Leadership Forum is to provide attendees an opportunity to be a part of a community devoted to learning, practicing and developing leadership," says Tracy Dobbins, Senior Manager of Events at CCL. "The Center's goal is to disseminate the best ideas, research and perspectives on leadership and leadership development so that society worldwide can benefit and grow. These learning opportunities occur by way of the effective leadership experiences shared at this Forum."

In his session entitled, "The Legacy You Leave is the Life You Lead," Kouzes pulled lessons from his latest book, *The Leader's Legacy*, and the bestseller, *The Leadership Challenge* (co-authored with Barry Posner), to help attendees focus on the power of clarity, both in a leader's values and in the vision for his or her team: Getting clear about what's important makes more difference in one's career and the trajectory of that career than any other single act.

Although Julie Sullivan mentioned the ways leading a college faculty differs from corporate leadership, the universal lesson this professor-turned-administrator offered in her presentation, "Leading Employees Who 'Don't Work for You,'" lies in the fact people in all settings respond to the same factors – credibility, empathy, shared identity, and inspiration. Leaders who master these elements enjoy success.



Leadership expert and author of *The Leadership Challenge*, **Jim Kouzes**



CCL alumna and Provost of the University of San Diego, **Julie Sullivan**.



CCL alumnus Leap Wireless CEO, **Doug Hutcheson**

(continued)

Taking the audience on a fast-paced tour of his own leadership journey from management at Solar Turbines, an international industrial manufacturer, to CEO of a once-faltering-now-thriving wireless communications company, Doug Hutcheson painted vivid images of the daunting challenges leaders face in today's high-speed, global economy. Forum guests walked away with several leadership revelations, born of Hutcheson's own experience and his relationship with CCL. One key leadership lesson: No matter your industry or your challenges, working effectively comes down to one thing – people. Effective leaders have the right people in the right jobs and provide them the means to accomplish their objectives.

The Center also took this opportunity to present

its ninth annual Distinguished Alumni Award to John M. Robinson, Chief of Equal Employment Opportunity and Diversity, Office of the Director of National Intelligence. In a gracious acceptance speech, Robinson said: "My father shared with me this key phrase: 'Treat everyone you meet with dignity, patience, courtesy and respect.' That curriculum, along with CCL's, has been the key to my success."

Held in conjunction with the 20th anniversary of CCL's San Diego campus, the Forum provided CCL president John Ryan the opportunity to congratulate the San Diego team for its role in achieving our mission – to advance the understanding, practice and direction of leadership worldwide for the ultimate benefit of society. ■

## Center Briefings

### Cemala Foundation Grant Supports Scholarship Program

CCL recently received a \$25,000 grant from the Greensboro, NC-based Cemala Foundation to fund training for leaders of area nonprofit groups.

The gift supports the Greensboro Leadership Fund, which was established in 2000 by CCL and the Weaver Foundation to support training and development for local nonprofit executives. The Cemala Foundation awarded a similar grant to CCL two years ago, allowing the Center to expand the scholarship program.

To date, the fund has provided scholarships for more than 60 local nonprofit leaders from organizations ranging from Hospice to the United Arts Council and the Guilford County Department of Public Health. Participants are selected from nominations received from local nonprofit boards and agencies. With matching support from the Center, the fund

provides 90 percent of the tuition for training, with the agencies themselves providing the remainder.

### Harvard Publication Spotlights CCL's Client Impact

An article in the November 2007 issue of *Harvard Management Update* reported on the powerful impact of CCL's coaching services on Wells' Dairy, a U.S.-based ice cream maker that operates globally.

Faced with industry consolidation and a pressing need to boost revenues, the company's executive team knew it needed to manage conflict more effectively and make decisions more quickly. It brought in a CCL coach who worked with Wells' Dairy for six months on its biggest leadership challenges. The outcome, according to company executives: sales have increased, market share is up and team dynamics have improved greatly.

In the article, CCL coach Candice Frankovelgia explains the successful process that was used, drawing on 360-degree feedback to help Wells' Dairy

team members better understand each other's responses to conflict. "You introduce them to each other through a lens they aren't used to looking through," Frankovelgia says in the article.

### Leadership Camp Benefits San Diego Area Students

CCL recently launched a leadership development camp for high school girls in San Diego, Calif., with the long-term goal of increasing the number of women in executive positions.

Thirteen girls participated in the first Young Women's Leadership Development Program, organized by CCL's San Diego campus. The free camp consisted of classes on consensus building, group dynamics and other key topics. Following the program, the participants worked with local community organizations for several weeks on service projects that allowed them to apply their newly acquired leadership skills. ■

## Senior Government Official Wins 2007 Distinguished Alumni Award

John Robinson serves in the U.S. Office of the Director of National Intelligence, credits leadership training for advancing career



John Ryan, president of CCL (left) with John Robinson (right) at the 2007 San Diego Lessons of Leadership Forum.

As an African-American growing up in the segregated southern United States in the 1950s, John Robinson learned to keep his thoughts to himself and to be suspicious of people around him. As he rose through the leadership ranks in his career, he never thought about changing his style – until a program at the Center for Creative Leadership (CCL®) helped change his mind.

Robinson, who now serves as Chief of Equal Employment Opportunity and Diversity for the U.S. Office of the Director of National Intelligence, has been named the winner of CCL's 2007 Distinguished Alumni Award. He received the award during a ceremony in San Diego, Calif., on October 18.

Robinson attended CCL's flagship Leadership Development Program (LDP)® in 1987. He credits the experience with increasing his own self-awareness and advancing his career. He has since sent dozens of his employees through CCL programs.

"The higher you climb in organizations and the more visible your role is, you can't be as private," says Robinson. "You have to be more open, and people need to know more about you and what you're thinking. CCL helped me understand that.

It's the organization that sets the standard by which I judge other leadership development providers."

During his distinguished career in government and higher education, Robinson has also served as chief of equal employment opportunity and diversity for the U.S. Internal Revenue Service, as a senior policy adviser to the secretary of the U.S. Department of Energy and as deputy assistant secretary in the Employment and Training Administration in the U.S. Department of Labor. In the early 1990s, Robinson was director of the Rhode Island Department of Employment and Training. Prior to that, he was a senior dean at Brown University.

"John Robinson's lifelong commitment to learning, challenging himself and developing the skills of his colleagues confirms what an exemplary leader he is," CCL President John Ryan said. "We are privileged to have worked with him and grateful for his enduring support of CCL."

A former officer in the U.S. Navy, Robinson earned his bachelor's degree at Brown and a master's degree at Tuskegee University. ■

The Center for Creative Leadership (CCL) honors the accomplishments and continuing development of those who have taken part in CCL programs with its Distinguished Alumni Award.

2006 Recipient  
*Nancy Aossey*  
President and CEO of  
International Medical Corps

2005 Recipient  
National Hispanic  
Leadership Institute

2004 Recipient  
*Ingar Skaug*  
President and Group  
Chief Executive Officer  
of Wallenius Wilhelmsen

2003 Recipient  
*Maj. Gen. James Dozier*  
U.S. Army, Retired

2002 Recipient  
*Dr. Nancy L. Snyderman*  
Chief Medical Editor of  
NBC News

2001 Recipient  
*Inez Moore Tenenbaum*  
South Carolina State  
Superintendent of Education

2000 Recipient  
*Lloyd D. Ward*  
Former CEO of Maytag  
Corporation

1999 Recipient  
*Gen. H. Norman Schwarzkopf*  
U.S. Army, Retired



## CCL Gives Voice to Leadership Needs Around the Globe

The Center for Creative Leadership develops some 20,000 people each year. What would it take to develop 2 million or 20 million people? And what if CCL expanded its focus from developing senior-level executives to encompass the development of young leaders? And what could CCL do to reach out to leaders in emerging countries such as Africa, India and China?

These were some of the questions the Center asked as it began the Global Voice of Leadership (GVOL) initiative to explore ways CCL could make leadership development more accessible to more people.

The journey took the GVOL team to East Africa, India, Czech Republic, Ukraine and Laos, where it conducted deep immersions to learn about these region's challenges and tested approaches that offered scale potential. The impact the Center could have was clear when one participant commented at the conclusion of our first workshop in Uganda:

"This training is very important and you need to understand why we say to you, you need to come back.... Where you come from, this leadership teaching may result in better management, better business practices. But here, here in Uganda, this teaching has the ability to save lives. This region, these governments have been at war for many years. If they heard today what you were teaching us, I believe we could end many of these conflicts. We could see an end to these wars."

This sobering statement expresses the immense potential leadership development has to transform individuals and society. Through GVOL, CCL is making leadership development more available on fronts with unique challenges. It has

joined a growing movement to engage "base of the pyramid" regions occupied by the desperately poor, where it is estimated that four billion people – two-thirds of the world's population – live, in some instances subsisting on less than \$3,000 a year in local purchasing power.

While many of the regions being explored suffer such overwhelming problems as war, disease, and poverty; globalization, entrepreneurship and rapidly advancing technologies are also fueling economic growth with the potential to transform these regions and unlock their human potential.

The CCL GVOL team has also focused its efforts on the age of the work force in places like India and China. In India, more than half the work force is under age 30. In these countries, young professionals emerge from an education system focused on rote learning and high test scores and, enter the work place woefully deficient in "soft skills" necessary to lead others. Because of the fast-paced nature of these economies, these young professionals find themselves ill-equipped to manage and lead others.

"There's a lot of need in the world – from addressing social ills and disease to actualizing human and economic potential," says Lyndon Rego, Manager of Innovation at CCL and GVOL team member. "CCL, with what we know about developing creative leadership, has a great role to play in enabling people to work effectively together to address the great challenges of our time. We are exploring ways to share our intellectual property, working with other education and training entities to build global scale and local access."

In India, where 1.2 million NGOs (non-governmental organizations) work to serve the disadvantaged and exploited populations through empowerment and skills, CCL has collaborated with TISS, a highly regarded university in Mumbai focused on social work, HR and other human services professions, to create a leadership development program for senior NGO executives. The goal is for TISS and other deemed universities in India to offer the program and to develop parallel offerings for government administrators and others.

In Kenya, the GVOL team developed and tested a low-tech, high-touch program for CHF and a broader network of 50 NGO partners working to advance public health. In alliance with Environmental Research, Mapping and Information Systems in Africa (ERMIS Africa), the team launched a local learning network focused on advancing good leadership practices within the Eastern Africa region.

CCL's Global Voice of Leadership team is now prototyping models for youth leadership to be tested in Africa and Asia and exploring virtual coaching and mentoring offerings that can accelerate learning and development.

As this work expands, the Center and the GVOL team are encouraged by the eagerness with which CCL has been received and the impact it's already had; grateful for the philanthropic support of CCL's community of friends, organizations and alumni who make this work possible; and invite the leadership community to join this bold venture to bring the transformational power of leadership development to more people in the world.

Learn more about GVOL and how to support its efforts: [www.ccl.org/GVOL](http://www.ccl.org/GVOL) ■