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A REPORT ON ACTIVITIES AND IMPACT FROM THE **CENTER FOR CREATIVE LEADERSHIP®**

On Center

Winter 2005

CCL Hosts Eastern European Professional Women

BY **SARAH GLOVER**,
PROCESS MANAGER, RESEARCH
AND INNOVATION

CCL faculty and staff recently met with three Eastern European women who are part of the Riga Women Business Leaders Summit, a project designed to help women in the region become entrepreneurs. The occasion, hosted by Lily Kelly-Radford, CCL Vice President, Global Leadership



CCL President John Alexander and Center Vice President, Global Leadership Development Lily Kelly-Radford, far left, meet with three Eastern European visitors who participated in the Riga Women Business Leaders Summit.

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CCL Hosts Eastern European Professional Women CONTINUED FROM COVER

Development, provided an open dialogue about each woman's work and the goals for their respective organizations and societies.

As part of the business leaders summit, fifty Eastern European women were paired with 50 American women to shadow the American businesswomen on their jobs. Three of the 50 women chose to shadow Kelly.

Natalia Yakovleva from Ukraine, Olga Gavrilova from Russia, and Ligita Smeile from Latvia, visited the CCL Greensboro campus in November.

Natalia and Ligita work in management training, and Olga is a psychologist. The women agreed that perhaps the major issue for women in Eastern Europe is coping with stress. In addition to economic challenges, these countries are in the midst of major political transition.

During the discussions, Natalia talked about how uncertain everyone in the Ukraine felt about their future at a time when the presidential election controversy was going on between Prime Minister Viktor Yanukovych and opposition leader Viktor Yushchenko. Not only did they not know which leader they would have, they knew that the two potential leaders would take the country in two very different directions. "How can you make any decisions under those conditions?" said Natalia.

A common denominator echoed among the women as taking a toll both professionally and personally is stress, often in the form of loneliness and isolation. There are



many single mothers, Olga said, in part because of divorce but also because of women having children as a way to combat loneliness. Many small towns in Russia have few male residents because the men leave to find work in other cities.

Olga, who runs an art therapy and bodywork social center, helps women with their stress. One popular stress reducer

Olga offers is a class on the art of belly dancing that brings women together to socialize and build self-esteem.

The first component of the business leaders summit was held in Riga, Latvia, in September and was attended by Kelly. The purpose of the second (U.S.) component was for the women to exchange views on management styles, business skills, and the U.S. business perspective. Following the shadowing experience, all 100 women traveled to Washington D.C., in December to attend meetings with

members of President Bush's senior administration and members of Congress.

"I have found this experience with the Riga Summit to be very rewarding," said Kelly. "The most interesting aspect of the experience has been seeing the complete willingness to share and give to other women the best of your knowledge and lessons, so they could use it to their benefit.

Regardless of country or economic difference, all the women from

both parts of the world were desirous of the same thing but had different challenges in reaching their goals. The 'human race' continues to be our common denominator."



"I have found this experience with the Riga Summit to be very rewarding. The most interesting aspect of the experience has been seeing

the complete willingness to share and give to other women the best of your knowledge and lessons, so they could use it to their benefit."

- Lily Kelly-Radford
CCL Vice President, Global Leadership Development

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For University Dean Alan James, Development is Key

Alan James, dean of student development at California University in Pennsylvania, first found his way to the Center via a somewhat uncommon route: a silent auction.

The auction was being held in conjunction with the Creative Problem Solving Institute, which James attended in Buffalo, New York, in 1998. He bid on a trip to CCL's *Leading Creatively* program and got it.

That winning bid got him hooked. Since his first visit to CCL, James has returned for *The African-American Leadership Program* and has twice taken part in the *Friends of the Center Leadership Conference*. On his agenda for 2005 is yet another trip to CCL, this time for the *Coaching for Development* program.

"I've been to a lot of training programs and educational conferences," explains James. "I look at all programs from a proprietary view. I've looked at education models and business models. The CCL model — especially what it does in terms of feedback and assessment — is exceptional."

James joined the world of higher education from the health-care field years ago and has found his niche overseeing a broad array of programs and activities that support student life outside the classroom, including health and counseling services, multicultural awareness, drug and alcohol education, leadership opportunities, international student services and resources for military veterans.

"My job is to make sure that people are being served in a timely manner," he says. "I don't take my managerial and leadership skills for granted."

As he tends to the health and growth of the university's 5,500 undergraduate students, James considers it crucial to continue learning about his managerial style and honing his leadership skills. The CCL format of self-awareness, candid feedback and goal-setting suits him well. At the African-American program, "I reviewed my life and what

I value and all the things I wanted to improve upon," he says. "In my view, when you open yourself to being looked at, either by yourself or your peers, that is a very large step for any manager."

That program was an intriguing choice for James. He is an administrator who crosses a lot of cultural lines in his job, but the major developmental issue on his agenda was relationship-building, not diversity-related issues per se. Since the program contained all of CCL's core developmental assessments and learning modules, he decided it would be valuable to partake of those features in an all-African-American environment.

The program turned out to be a satisfying experience and one he was glad he chose, James says. He also offers some observations about the "diversity" of the experience that might not be apparent.

"You obviously identify with your peers in this class," he says, "but besides the color of our skin, there weren't that many commonalities. I'm in education. Others came from the business world. I came from a small community outside Pittsburgh. Others came from larger cities. We had

different experiences and backgrounds and families."

In his estimation, the program is "not just an African-American leadership experience." Rather, it is "a leadership program that happens to have an audience of African-Americans."

For Alan James, that's a prime example of what makes CCL a place well worth visiting again.



"The African-American Leadership Program is a wonderful learning environment as well as being one of the best leadership experiences around. The emphasis is on self-awareness and the process of growth as well as the cultural and workplace issues that impact African-American professionals. It's a great leadership program that just happens to have an audience of African-Americans."

Alan James

Dean of student development, California University

Revolving Art: CCL Creates an Environment for Learning

Attend a leadership program at any CCL campus, and you will be transported away from the routines and pressures of your daily work.

In a relaxed, supportive environment, you are free to learn, reflect and grow as a leader. Creating the right atmosphere for learning drives everything the Center does — from the essential elements of each program to the smallest detail. Even the walls around you serve as a backdrop for inspiration and creativity.

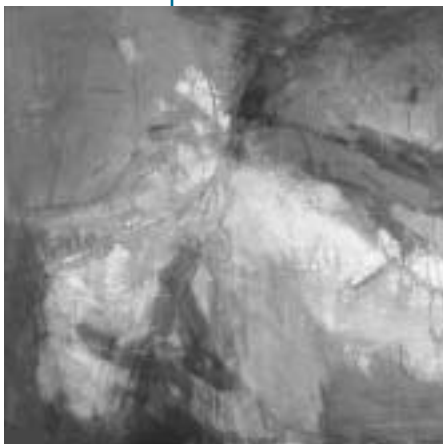
Since the Center’s founding in 1970, original artwork has enlivened our walls and created a welcoming and engaging environment for our visitors and staff. Sparked by the intuitive connection between the arts and creative leadership, a small collection of local art slowly grew into a cherished tradition of rotating art exhibits at our campuses in Greensboro, Colorado Springs and San Diego.

Over the years, the loaned work of hundred of artists has adorned CCL campuses. Paintings, drawings, photography, collage, fabric art, calligraphy, metal work and more have demonstrated the talent of regional artists and underscored the “creative” in the Center for Creative Leadership

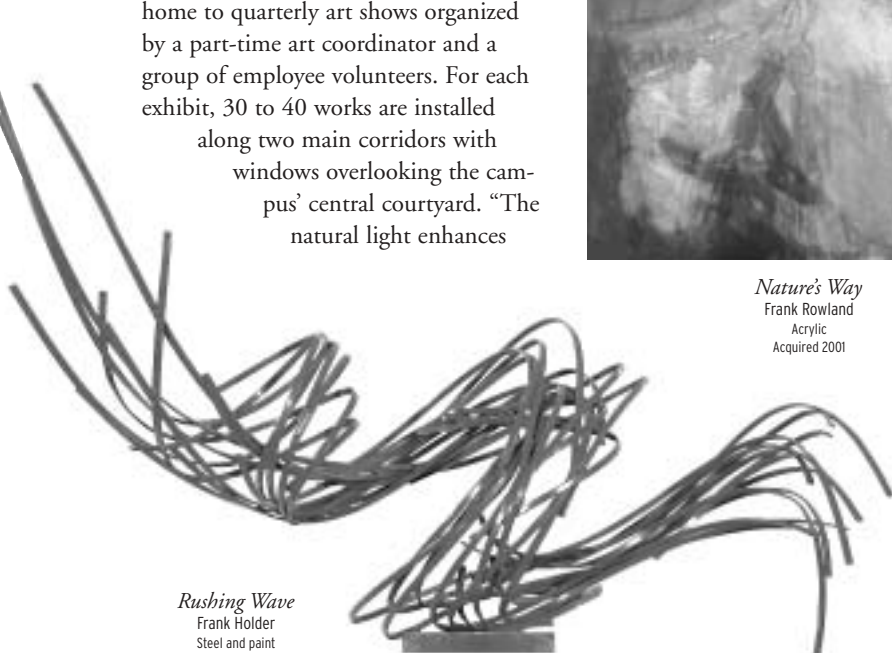
Today, the Greensboro campus is home to quarterly art shows organized by a part-time art coordinator and a group of employee volunteers. For each exhibit, 30 to 40 works are installed along two main corridors with windows overlooking the campus’ central courtyard. “The natural light enhances



Vessel
Kliszewski
Glass shard
Acquired 2001



Nature’s Way
Frank Rowland
Acrylic
Acquired 2001



Rushing Wave
Frank Holder
Steel and paint

the overall coherence of the exhibits,” says art coordinator Carol Andresen. “Many visitors comment on the campus’ natural affinity for art forms due to its ‘outside-in’ ambience.”

The exhibits are also a benefit to regional artists and the Greensboro community. For each exhibit, the Center hosts a reception, which is free and open to the public, to honor the artists and provide area residents a unique chance to visit CCL.

In Colorado Springs, too, local artwork plays off the unique architecture of a building that features large windows and spectacular views of Pike’s Peak. Artists’ works are rotated periodically, under the direction of a four-person committee and with the eager input of other CCL staff and the local artist community.



Detail from
Il Ne Dirais Plus
Diane Gage
Resist-dyed silk and wrapped bamboo pole
Acquired 1998

CCL’s San Diego campus is housed on the top two floors of the Aventine Office Building, one of the city’s most recognized landmarks. A dozen or more pieces on loan from local artists add warmth to the long hallway that connects CCL’s classrooms. In addition to the changing selection of local art, the San Diego office has one permanent display — staff contracted with a local artist to paint a colorful wall mural to energize a stairwell between the two floors.

Artists are generally thrilled to have an interesting location to show their work and, from time-to-time, sell a piece to an admiring program participant or CCL employee.

Research Project on Differences in the Workplace Progresses

BY **APARNA BHANDARY**, RESEARCH INTERN

Since the launching of the Center's Leadership Across Differences (LAD) research initiative in 2001, the project has expanded to address effective leadership strategies in the face of racial, religious, gender, ethnic and cultural differences.

The LAD project is designed to generate new knowledge, techniques and tools to help leaders deal effectively with the challenges of social identity differences in the workplace. Leaders need to be able to recognize social identity conflicts as they emerge so that they can minimize the negative impact of conflicts on the productivity and quality of their organization's work. Ultimately, addressing these issues can strengthen an organization's ability to value employee differences and deal more effectively with identity-based disputes.

According to Maxine Dalton, a former senior research scientist at CCL and past manager of the LAD project, "A major learning for me while working on the LAD project is how difficult it is to do cross-cultural research. To really understand what another culture's worldview is and how it affects their work has been interesting but also very hard — the reason being that this is about a topic that is very heartfelt and an extremely sensitive issue to discuss about others they've been in conflict with."

The LAD project is organized into four stages and involves a diverse team of CCL faculty working in collaboration with U.S. and international researchers. In the now completed first

stage, a model was developed that illustrates the dynamics of leadership across differences. In the second stage, still in progress, the project team is testing, evaluating and expanding this model in for-profit and nonprofit organizations in twelve countries around the world. Some of these countries include Brazil, France, India, Singapore, Jordan, South Africa, the UK and the U.S. These countries have been selected because they represent a wide range of cultural differences. The findings of the study are still in the preliminary stages; data has been collected from some countries in Western Europe, as well as the U.S., and the collection process continues.

"What is exceptional about the LAD project is that it is going further from theory building and foundational research and into eventual application of products such as training modules, publications, workshop and curricula that can be taken into the organization as well as the community at large," says Dr. Lize Booysen, psychologist and professor in organizational behavior and leadership at the University of South Africa. In conjunction with the Center, Dr. Booysen is heading up data collection in South Africa and will be replicating the study in other parts of Africa.

Marian Ruderman, co-manager of the LAD project, believes it is very important for organizations such as CCL to pursue projects like LAD. "LAD addresses a very complex and current leadership challenge," she says. "One part of the outcomes of this study will be a language that can be used to discuss the topic of social identity conflict. Other outcomes include methods and approaches for leaders and organizations to address these issues."

www.ccl.org/research

Spirit and Leadership Conference Renews Participants

BY **MEENA S. WILSON**, CENTER ENTERPRISE ASSOCIATE

For the ninth straight year, a community of kindred spirits came together in January at CCL for conversation about the connections between spirit and leadership. "I know it's a lot of work for those who host the conference," commented one participant. "But for those of us who were there, it is a fabulous way to recharge our batteries and start off the New Year. And we're already looking forward to next year."

This year's Spirit and Leadership Conference attracted more than 70 participants. Many return from year to year, and all are invited, in Ranier Maria Rilke's words, to "live the questions:" In what ways have I experienced the presence of spirit in my life and in our world? Where am I finding deep sources of meaning? Where have I experienced the link of leadership and spirit?

Hosted by current and former CCL faculty and staff — Kim Kanaga, Meena Wilson, Laura Santana, Russ Moxley, Jonnette Hentschel, and Carol Sexton — the conference is designed to involve participants in co-creating memorable insights for each other and themselves. There are traditional

events, including a keynote speaker and concurrent sessions, but the time is primarily structured around the concept of Open Space, a participant-centered way of organizing.

Open Space originated with Harrison Owen, an Episcopal priest. Participants are invited to convene a session on a topic about which they are passionate. The topic can, for example, be a question of importance to the convener, an unresolved issue, an experiential exercise or other issues. A few of the more than 20 sessions originating from the Open Space concept at this year's Spirit and Leadership Conference included: Inspiring Those We Lead to Awaken; Clearing Clutter; Is There a Place for Apology and Forgiveness in Organizations; Story-telling: When, Where and How; Walking the Labyrinth, and Finding a Mentor.

The conference also offered opportunities for solitude and meditation, in addition to lively gatherings rich with song, poetry, music and laughter. Participants walked away with personal and professional friendships and a sense of renewal — and a strong desire to return next year for a chance to slow down and reflect on what matters most to them.

Next year's 10th annual Spirit and Leadership Conference will once more be an invitation to slow down, reflect on the experiences of the past year, remember one-self, and renew spirit.

www.ccl.org/events

Center for Creative Leadership Offers Its First Public Program in Singapore

CCL, which formally opened its Asian campus in February 2004, will offer its flagship Leadership Development Program (LDP)[®] in Singapore from 14 to 18 March 2005. This marks the first time that CCL will conduct one of its acclaimed public open-enrollment programs there. The same program will be held again in Singapore for a new group of participants from 6 to 10 June 2005.

Until now, CCL has focused on delivering custom programs — those tailored for single organizations — in Asia. But according to Michael Jenkins, managing director of the CCL-Asia campus in Singapore, a growing interest in the Center's portfolio of public programs prompted the decision to begin offering LDP in Singapore.

For information on registering for the Leadership Development Program in June, visit www.ccl.org/AsiaLDP or call the CCL-Asia campus at +65 6835 6577.

Leadership Development Program (LDP)[®] Adds Follow-Up System

CCL has enhanced its flagship Leadership Development Program (LDP)[®] with the addition of *Friday5s*[®], an innovative technology platform that increases the program's value by helping managers turn their learning from LDP into improved actions in the workplace.

On the last day of their five-day LDP, participants set goals and action steps for transferring their learning to their jobs.

Center Briefings

During the 10-week follow-through period, they use *Friday5s*, developed by Fort Hill Company, to report on their progress and

apply what they have learned. This interactive, online system allows participants to discuss their progress and concerns with their CCL feedback coach, connect with other LDP participants and communicate goals to their manager, colleagues and others.

"LDP has transformed managers and executives from thousands of organizations over the past 30 years, and CCL is always searching for ways to strengthen the program experience," said CCL President John Alexander. "We believe that incorporating *Friday5s* into LDP will greatly assist participants when they return to work, ensuring that development becomes an ongoing learning experience connected to their daily challenges and opportunities."

2004 Leadership Quarterly Best Paper Award

A paper by Boas Shamir, a professor at the Hebrew University in Jerusalem, was selected for *The Leadership Quarterly* Best Paper Award. The paper, "Follower Developmental Characteristics as Predicting Transformational Leadership: A Longitudinal Field Study" reports on a study of the role of followers in shaping their leader's style.

The Leadership Quarterly Best Paper Award is presented annually by the Center and *The Leadership Quarterly*. The award includes a citation, a cash award and an invitation to visit CCL.

Publications

The Center recently published a new guidebook entitled *Finding Your Balance*, which defines the concept of balance as living your values by aligning your behavior with what you believe is really important.

"I have learned, particularly with age, that balance is something we need to calibrate for ourselves and is best driven internally," says Joan Gurvis, co-author of the book and group manager of Individual Leader Development at CCL's Greensboro campus. "An approach that has worked for me is each new year I create a personal metaphor or image of how I wish to approach the year — a personal vision statement of sorts — and I try to use that as a filter for how I manage work, family and self. It isn't quite like setting goals but more of an intentional approach to the different facets of my life."

For co-author Gordon Patterson, CCL adjunct faculty member, family helped form his awareness of the value of balance. "Over many years, the needs of my family (spouse, four children) have been balanced with my career needs for achievement and contribution. Also, many of the Center's participants bring intense concerns with them about balance."

To purchase *Finding Your Balance* or learn of other Center publications, visit the CCL bookstore at www.ccl.org/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 \$189 for individuals and \$325 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



Best Practices for Developing Leadership Talent Highlight CLC-Europe Meeting

How do the many components of talent management come together effectively? What are the lessons to be learned from “Best Practice” organizations? How does leadership development – at the both individual and organization level – fit into an organization’s overall talent management system?

These were among the key questions discussed by a small group of executives in Paris at the November 2004 meeting of the Creative Leadership Council-Europe. Hosted by Wilh. Wilhelmsen, the two-day session focused on best practices for talent management and leadership development.

The Creative Leadership Council (CLC) is a group of organizations that provide philanthropic support to the Center and gain access to CCL researchers and emerging knowledge related to leadership. Member companies include Accenture, Swiss Reinsurance Company and Wilh. Wilhelmsen ASA.

Cynthia McCauley, a senior fellow at the Center, set the stage for discussion by sharing the findings of a recent consortium benchmarking study — *Talent Management: From Competencies to Organizational Performance*.^{*} The American Productivity & Quality Center (APQC) conducted the study and the Center provided subject matter expertise. According to the report, best practice companies

- Define “talent management” broadly;
- Integrate the various elements of talent management into a comprehensive system;
- Focus talent management on their most highly valued talent;



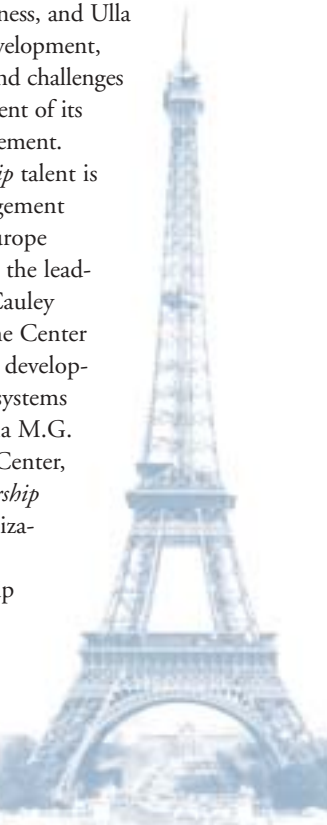
- Have CEOs and senior executives who are committed to and invest their time in talent management work;
- Monitor talent system-wide in order to identify current or potential future talent gaps; and
- Regularly evaluate the results of talent management.

Executives attending the CLC meeting linked that research to real-world practice by hearing a first-hand account from two representatives of Celanese AG, one of the companies identified as a best-practice organization in the APQC study. Paula Caya, Global Director, Organisational Effectiveness, and Ulla Boesing, Director, Global Leadership Development, described many of the efforts, successes and challenges experienced by Celanese in the development of its comprehensive approach to talent management.

Recognizing that developing *leadership* talent is a critical component of the talent management equation, the second day of the CLC-Europe meeting was dedicated to understanding the leadership development process. Cindy McCauley introduced a framework developed by the Center for understanding how *individual* leader development is tied to HR/talent management systems and organizational strategy. Next, Patricia M.G. O’Connor, Enterprise Associate for the Center, discussed *Building Organizational Leadership Capacity* from the perspective that organizations must develop more complex ways of thinking about and enacting leadership in order to significantly enhance leadership capacity.

To learn more about the Center’s Creative Leadership Council, visit www.ccl.org/clc.

^{*} The full report is available for purchase at www.apqc.org



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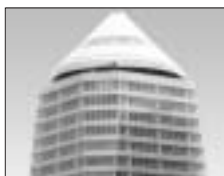
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CCL annually serves leaders from more than 1,000 organizations — both public and private, including two-thirds of the Fortune 500. Each year, approximately 20,000 individuals participate in a CCL program and 100,000 professionals complete a CCL assessment.

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