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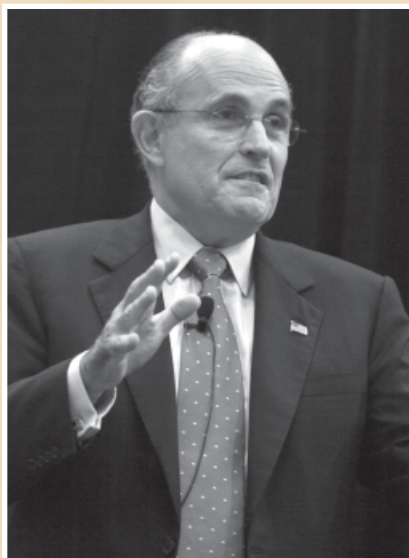
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A REPORT ON ACTIVITIES AND IMPACT FROM THE **CENTER FOR CREATIVE LEADERSHIP®**

# On Center

Winter 2005

## Giuliani, Gergen Headline *Friends of the Center* Event



Keynote speaker Rudy Giuliani, former mayor of New York City, discusses how to lead successfully.

**How do you guide America's largest city through an unprecedented crisis?**

Rudy Giuliani, the former mayor of New York City, addressed that question and other topics at the Center for Creative Leadership's seventh annual *Friends of the Center* Leadership Conference. In another session, keynote speaker David Gergen, an adviser to four U.S. presidents, discussed the most important traits for succeeding as president of the United States.

The more than 150 people who attended the conference in Jersey City, N.J., in early October also heard keynote addresses from Belle Halpern, an expert in enhancing leadership through theater, stories and song; Roberta Kraus, a CCL faculty member and authority on the mental aspects of peak performance; and Bill Jensen, a best-selling writer on simplifying work. The conference brought together representatives from nine countries and professionals in job sectors ranging from business and education to government and health care.

Giuliani, who won acclaim for revitalizing New York City during his eight years as mayor and for leading the city through the terrorist attacks of Sept. 11, 2001, offered six principles of leadership that he said are critically important for success in any type of leadership role:

**Develop strong beliefs:** To achieve long-term goals, leaders must define their core beliefs and stick to them even when they're unpopular, said Giuliani,

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**Giuliani, Gergen Headline *Friends of the Center* Event** CONTINUED FROM COVER

now the chairman and CEO of the consulting firm Giuliani Partners.

**Be an optimist:** “When you visualize success, it helps you figure out the steps to get there,” he said.

**Have courage:** “To be courageous, you have to have fear,” Giuliani said. “We should be afraid of another terrorist attack, but we should use that energy positively and courageously to work on preventing it.”

**Relentless preparation:** “If you’ve prepared for everything you can imagine, you’ll be better off when the event you haven’t anticipated occurs,” he said.

**Teamwork:** “Focus on your weaknesses and how to balance these with the strengths of the other people around you.”

**Communication:** “You have to get your own ideas out of your mind and heart and into the minds and hearts of other people.”

Gergen, who advised Presidents Nixon, Ford, Reagan and Clinton, now directs Harvard University’s Center for Public Leadership. He explored the three “universal leadership qualities” that he said are necessary for success as a top elected official or in any type of leadership position:

**Ambition:** “You need to have a fire inside you that you want to make a difference,” Gergen said. Many great leaders,

such as George Washington, began with selfish ambition but gradually became primarily concerned with the welfare of the people they led.

**Character:** Have a moral compass that can be relied upon consistently for guidance when times get tough, he said. Presidents Nixon and Clinton were both brilliant politicians, but character flaws ultimately wounded both of them.

**Capacity rooted in curiosity:** Great leaders are capable of exercising excellent judgment that is informed by a curiosity about life, Gergen said. This capacity is usually cultivated through reading, experience and reflection. Franklin D. Roosevelt and Ronald Reagan, whom Gergen regards as the best American leaders of the 20<sup>th</sup> century, were never viewed as the brightest students academically, but they always tried to grow intellectually, he said.



David Gergen, adviser to several U.S. Presidents, shares some of his insights from working with the nation’s top elected officials.

**CCL’S H. SMITH RICHARDSON JR. VISITING FELLOW**

Andrew Kakabadse

As a management guru and prolific writer, Andrew Kakabadse has circled the globe in search of knowledge about leadership. He’s making a new stop on his remarkable journey — at the Center for Creative Leadership.

Kakabadse, Professor of International Management Development at the Cranfield University School of Management in the United Kingdom, has been named CCL’s H. Smith Richardson Jr. Visiting Fellow. During his yearlong appointment, which began in October, Kakabadse will assist CCL in building its research capacity in Europe and Asia.

“Dr. Kakabadse has traveled the globe studying and writing about effective leadership, and his body of work is extraordinary,” CCL President John Alexander said.

“Increasing our understanding of leadership practices in Europe and Asia is a top priority for CCL, and we are delighted that Dr. Kakabadse has agreed to join with CCL researchers worldwide on these efforts.”

The Center serves clients in Europe through its office in Brussels and clients in Asia through its office in Singapore. CCL is steadily developing its databases of research on both continents.



Kakabadse is Professor of International Management Development at the Cranfield University School of Management in the United Kingdom.

Kakabadse, who brings a wealth of experience to his role at the Center, has published 26 books and nearly 150 articles on leadership, management and other topics. His works include *Essence of Leadership*, *Politics of Management*, *Working in Organisations (1<sup>st</sup> edition)* and *The Wealth Creators*. His current interests focus on improving the performance of top executives and top executive teams, excellence in consultancy practice, corporate governance and conflict resolution and international relations. He has embarked on a major world study of boardroom effectiveness and governance practice.

A fellow of the International Academy of Management, Kakabadse has consulted and lectured around the world. He has also served as a visiting professor or fellow at the Australian

National University, Hangzhou University in China and Babson College in the United States.

“The Center for Creative Leadership is renowned for its groundbreaking work in leadership development, and I look forward to working closely with its staff,” Kakabadse said. “We will learn from each other as we explore important aspects of leadership in Europe and Asia.”

# Institute for Latina Leaders Receives Distinguished Alumni Award

As president of the National Hispana Leadership Institute (NHLI), Marisa Rivera-Albert has devoted herself to developing top-notch Latina leaders. The list of lives her work has touched keeps growing — as does her organization’s legacy.

NHLI was the 2005 recipient of the Center’s seventh annual Distinguished Alumni Award. This occasion marked the first time that CCL presented an organization instead of an individual alumnus with the award, which honors the accomplishments and continuing development of participants in CCL programs. This special presentation was made because of NHLI’s unique role as a network dedicated to cultivating minority leaders. The organization has created a distinguished community of CCL alumni through its commitment to developing innovative, ethical and highly effective leaders.

Rivera-Albert accepted the award at the Center’s annual *Friends of the Center* Leadership Conference at the Hyatt Regency in Jersey City, N.J. in October.

“It is a tremendous honor to be recognized by such a respected institution and our 18-year partner, the Center for Creative Leadership,” said Rivera-Albert. “This award is a testament to the Latinas who have benefited from our programs and are advancing at the highest levels of the U.S. workforce and in public service. The Latina leaders who have come through our doors are positively impacting the fabric of this nation, and this award helps validate this evolution of leadership in America today.”

Since 1988, the nonprofit NHLI, based in Arlington, Va., has trained more than 400 women who have made significant contributions to society as elected officials,



CCL President John Alexander presents Marisa Rivera-Albert with the 2005 Distinguished Alumni Award.

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Marisa Rivera-Albert

mentors and members of boards and commissions. The organization annually offers about two-dozen Latina professional women from throughout the United States fellowships that include four weeks of intensive leadership training.

CCL provides scholarships so that each fellow can attend a Center program in North America as part of their training.

Fellows, who hold leadership positions in sectors ranging from business and government to education and health care, also receive training at Harvard’s Kennedy School of Government and at sites in California and Washington, D.C.

“The National Hispana Leadership Institute performs a vital service by developing Latina leaders who continue to strengthen their organizations and their larger communities throughout the United States,” CCL President John Alexander said. “We are honored to play a role in NHLI’s fellowship program, which aligns so well with the Center’s mission of advancing the understanding, practice and development of leadership for the benefit of society worldwide.”

## PAST DISTINGUISHED ALUMNI AWARD WINNERS



**2004**  
**Ingar Skaug**  
President and Group Chief Executive Officer of Wilh. Wilhelmsen



**2003**  
**Major General James Dozier**  
U.S. Army Retired



**2002**  
**Nancy L. Snyderman, M.D.**  
Vice President, Medical Affairs, Johnson & Johnson



**2001**  
**Inez Tenenbaum**  
Superintendent of Education, South Carolina



**2000**  
**Lloyd D. Ward**  
Former CEO for the U.S. Olympic Committee  
Former CEO of Maytag Corporation



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

# It's Time to Switch Gears and Give Something Back

BY **JON LINDBERG**

When I went to college my aspiration was to become a minister, but by the time I graduated I wasn't really sure what I wanted to do. I was accepted for both the Master of Theological Studies program at Harvard and the MBA program at the University of Chicago — and I prayed very heavily about what to do. One thing that really helped me make my choice was the famous Gandhi quotation: “My life is my message.”

What those words said to me was that I could make an impact on others through my life in the corporate world — maybe even more than I could in a religious organization. My experiences at three CCL programs over the last couple of years have inspired me to find new ways to live that ideal.

My career path hasn't aligned itself into one neat category. I would call myself a corporate entrepreneur. I like the Fortune 500 infrastructure and scope and scale of a company like Procter & Gamble, where I worked for two years after grad school, but I also like to be very entrepreneurial. I left P&G to start my own small business and after that I put my Swedish language studies to good use as president of U.S. operations for Frango, a Swedish financial accounting software company. At SmithBucklin the past seven years, my corporate and entrepreneurial sides coexist nicely together in my work helping nonprofit organizations develop growth strategies.

I feel fortunate to have encountered the Center at this point in my career and life because it has helped me to truly understand myself, both as a person and a professional.

I first came to CCL in 2003 to attend the Leadership Development Program (LDP)<sup>®</sup> after hearing some clients talk about it. When I took that first program, I became a complete fan of the Center. There was so much that I did in my day-to-day routine with absolutely the best of intentions that ended up having an impact that wasn't helpful for others, wasn't helpful for the business, and, ultimately, wasn't

helpful for me. It was incredibly helpful for me to get a clear, objective view of how other people perceived me.

A year later, I returned to participate in The Looking Glass Experience. This was important because I wanted to learn more about how I operated within a group of people.

It was very interesting to get the feedback — especially about how I impacted people when I was under a lot of pressure and what brought me to the “cracking point.” In general, I think people would say I'm a pretty good guy and a pretty good leader, but this experience allowed me to really dig down and see what was driving my behaviors and how I could do things differently.

I got so much out of these two programs that I returned to CCL a third time this past spring, this time for Developing the Strategic Leader. My motivation was to learn more about leading a high-performing team, and there was a lot of great learning for me around the importance of conflict resolution.

My experiences with the Center came amid considerable change in my personal life — a sad divorce, a happy new marriage and — very recently — the joy of fatherhood. The feedback I received throughout these seismic shifts helped me understand not only what it takes to be successful in business but also within a family. Freud said that the meaning of a happy life lies in one's ability “to love and to work.” What's interesting is there's such a strong connection between the two.

The Center has had so much impact on me and my life that I now want to switch gears a bit and give something back, to have an impact on others. Making a donation to the Center's Annual Campaign was a start, and I'm also looking forward to serving in a greater capacity — in support of growing and connecting the CCL alumni community. In my book, helping alumni develop meaningful relationships along their career paths would be the very definition of a successful career.



**Jon Lindberg is executive director of Chicago-based SmithBucklin Corp., the world's largest association management and professional services company.**

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Jon Lindberg

[www.ccl.org/support](http://www.ccl.org/support)

# Family's Gift "A Perfect Match" in Honoring The Life and Work of Alfred J. Marrow

Describing the CCL mission as a "perfect match for the myriad range of projects that were important to Dad," the family of Alfred J. Marrow has made a substantial gift to support the Center in honor of the renowned organizational psychologist.

The \$200,000-plus contribution from Paul and Naomi Marrow and Marjorie Marrow Samberg will make possible the creation of the Alfred J. Marrow New Directions in Leadership Series. The series will comprise forums, conferences and other events that explore new directions in leadership and help keep the spirit of innovation alive and well in the CCL community.

"I can think of no better place for this gift," said Paul Marrow. "I can say with complete confidence that my dad's work is a significant underpinning for the work of CCL today."

Naomi Marrow, a current member of the CCL Board of Governors and a long-time supporter of the Center, said the family was gratified that the contribution will be used for specific works that clearly meet the spirit of the gift — targeting areas in which her father-in-law had devoted his life.

"We are very pleased that this gift will be used by the Center to continue to reach out and collaborate with other thought leaders in the field, as well as in the business, not-for-profit, government and educational sectors," she said. "It will allow for greater percolation of ideas and a broader, deeper reach."

Alfred J. Marrow was a key and early leader in the field of organization development, pioneering the theory

of participative management and putting it into practice within his manufacturing company. In this regard, he broke important ground, putting theory into practice and demonstrating results

directly attributable to solid behavioral science. On the academic side, he also worked closely with the institutions of

his day that were devoted to the study and understanding of leadership in all sectors of society. His contributions to this niche are reflected in his many books and publications, notably *Making Management Human*, *Behind the Executive Mask*, *Management by Participation*, *The T Group Experience*, and *Making Waves at Foggy Bottom*.

In recognition of the family's generous gift, the Center proudly named its largest meeting area on the Greensboro campus the Alfred J. Marrow Room and inducted Paul, Naomi and Marjorie into the John W. Red Jr. Circle. The Circle is named for CCL's founding president in honor of those qualities that were so admired in Mr. Red — leadership, loyalty and exceptional lifetime commitment to the Center and its mission. The Circle recognizes individuals who have made

cumulative contributions of \$10,000 or more.

Naomi Marrow lauded the Center for its professionalism in targeting how gifts are used. "One thing that sets CCL apart as an institution is its diligence in working with the family to implement the intent of the gift," she said. "Donors can have confidence that their gifts will be managed with great sensitivity."

**"One thing that sets CCL apart as an institution is its diligence in working with the family to implement the intent of the gift. Donors can have confidence that their gifts will be managed with great sensitivity."**

Naomi Marrow



Naomi and Paul Marrow are presented with a plaque from CCL President John Alexander, following their generous donation to the Center.

*The Center for Creative Leadership offers individuals a variety of ways to support its mission and goals on an annual basis – through the Annual Campaign, special designated funds and the Leadership Legacy Society. These programs allow the Center to explore the complexities of leadership and help individuals and organizations apply creative solutions to today's leadership challenges.*

*For further information on planned giving opportunities, please contact Lisa Lopez, Major Gifts Officer, at +1 336 286 4057 or at [lopezl@leaders.ccl.org](mailto:lopezl@leaders.ccl.org).*

# Center Briefings

## Center Receives \$35,000 Grant to Train Nonprofit Leaders

The Center has received a \$35,000 grant from the Weaver Foundation to train leaders of nonprofit groups in Guilford County, North Carolina. The Center plans to match the grant with in-kind tuition reductions.

The grant supports the Greensboro Leadership Fund, which was established by CCL and the Greensboro-based Weaver Foundation in the fall of 2000 to provide low-cost training and development opportunities for nonprofit executives in the Greensboro area. An initial \$40,000 grant from the Weaver Foundation launched the initiative at that time.

To date, the Fund has provided scholarships for nearly 60 local nonprofit executives from organizations such as the United Arts Council, the Greensboro Chamber of Commerce and the Guilford County Department of Public Health. Participants are selected from nominations submitted by local nonprofit boards and agencies.

“Developing outstanding leaders is critical for the future of our community,” said Richard “Skip” Moore, president of the Weaver Foundation. “By making world-class training opportunities available to our nonprofit leaders, we hope to strengthen the impact that these individuals have on their organizations and on Guilford County.”

One executive who has taken part in the scholarship program is Ray Gibbs, CEO and president of Downtown Greensboro Inc., a nonprofit agency that works with the private sector and local government to promote downtown revitalization.

“Our budget is so small that participating in a leadership development program is something we never could have afforded without the Greensboro Leadership Fund,” Gibbs said.

Nomination forms and further information on the Greensboro Leadership Fund are available from Lisa Lopez of CCL at +1 336 286 4057 or [lopezl@leaders.ccl.org](mailto:lopezl@leaders.ccl.org)

## CCL Hosts Brussels Research Conference

On Nov. 7, the Center’s Research and Innovation group and CCL-Europe sponsored the first of several research conferences in Brussels. About 25–30 researchers attended the “invitation only” working session, which pulled together CCL’s current European research contacts and those scholars who have expressed interest in working with us on research.

The purpose of the conference was to learn about research areas critical to knowledge development in

Europe, enhance CCL’s research network in Europe, and generate partnerships for new research work originating there. CCL Senior Fellow Ellen Van Velsor and Rudi Plettinx, managing director of CCL-Europe, led the conference.

## Four New Members Join Center’s Creative Leadership Council

Four new members have joined the Center’s Creative Leadership Council (CLC). New member organizations are ABN-AMRO, AXA Financial, US Trust, and MediaSauce.

“We are delighted to have these outstanding organizations join the Council,” said Sue Simmons, CCL’s Corporate Relations Manager. “Their philanthropic support allows the Center to fulfill its mission to advance the understanding, practice, and development of leadership for the benefit of society worldwide. In addition, by joining the Council, it extends a partnership to the member organizations with the Center where they receive access to the Center’s expansive leadership knowledge and most current research.”

The Creative Leadership Council, which includes more than 50 senior decision-makers from 21 companies, is a network of leaders who share the Center’s belief in the pivotal importance of leadership in a world of inevitable change. The organizations that form this exclusive group have opportunities to share leadership practices while they help underwrite the Center’s research, publishing and scholarship programs through their philanthropic support.

To discuss your organization’s interest in becoming a part of this elite network, contact Sue Simmons, Corporate Relations Manager, +1 336 286 4014.

## New Book Features CCL’s Expertise on Executive Coaching

A chapter co-authored by John Alexander, president of the Center and Victoria Guthrie, a CCL adjunct instructor and longtime senior fellow, appears in the recently issued second edition of *Coaching for Leadership*. The new book, published by Pfeiffer and edited by Marshall Goldsmith and Laurence Lyons, features essays on leadership coaching from many of the world’s most renowned executive coaches, including Jim Kouzes and Barry Posner. In their chapter, “Coaching for Effective Action: A Core Leadership Process,” Alexander and Guthrie explore a CCL coaching model that “emphasizes personal development as a stimulant for taking effective action.”

## New Center Fieldbook Helps Leaders Navigate the Human Response to Change and Transition

Change and transition are no longer sporadic events. Today, they are the ongoing and natural state of many organizations. Most managers are highly skilled in leading and managing the structural side of change, but rarely do they fully grasp the human response to change.

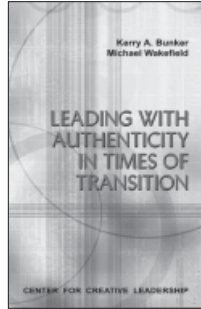
CCL's newest book, *Leading with Authenticity in Times of Transition* by CCL Senior Enterprise Associates Kerry Bunker and Michael Wakefield, helps leaders understand and more effectively address the human response to change.

"Uncertainty can trigger all kinds of behavioral and emotional reactions from leaders and the people who are affected by the decisions of leadership," explains Michael Wakefield. "Confronted by change, people go through a time of transition that is rarely easy."

Kerry Bunker adds, "A leader's authenticity is key to effectively guiding others through change and transitions. Authenticity in a leader generates trust from others. When leaders focus on establishing trust, they find they can be both tough *and* empathetic, committed to change and understanding of transition."

*Leading with Authenticity in Times of Transition* reflects a decade of lessons learned from Bunker's and Wakefield's experience of working with more than three thousand leaders in multiple organizations during times of transition. The book helps leaders examine their behaviors and emotions tied to change and transition, establish and protect trust, and find a balance between structural leadership and people leadership.

*Leading with Authenticity in Times of Transition* is available online at [www.ccl.org/publications](http://www.ccl.org/publications) or by calling the Center at +1 336 545 2810.



## 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 \$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](http://www.josseybass.com).



## Center Launching Research Projects on Leadership in Asia

Since opening its Singapore campus in February 2004, the Center has delivered leadership training to organizations throughout Asia, from multinational organizations to regional companies and government agencies. Now the scope of CCL-Asia's work is expanding even more.

The Center has formed a research unit that will conduct three major studies of leadership in Asia over the next three years. The work is intended to broaden CCL's presence in Asia and to contribute to the understanding of how leadership is approached throughout the region.

The launch of the research unit was supported by the Singapore Economic Development Board as part of its efforts to promote research and innovation in Singapore. CCL is investing more than \$2 million Singaporean dollars in the effort.

"Asia and its leaders play a significant role in our global economy," said Michael Jenkins, managing director of CCL-Asia. "We have an unique opportunity to conduct research in the region and to gather data that can help us create leadership programs, products and services that are specifically relevant to Asia's unique needs."

The three initial studies to be carried out are:

***Bridging Cultural Boundaries***, which will focus on leading teams across distances, countries and cultures. The project is an extension of CCL's groundbreaking Leadership Across Differences research project that explores how managers can lead effectively in today's global community. The Asia study will include managers in Singapore, India and Malaysia and will be led by Chris Ernst, CCL senior associate.

***Lessons of Experience in Asia***, which will explore the career and life experiences that shape leadership development. Led by Ellen Van Velsor, a senior fellow at CCL, the study will build on more than two decades of original CCL research with thousands of leaders and companies from around the globe.

***Understanding the Leadership Gap***, which will replicate a recent U.S. leadership analysis that compared the leadership skills and perspectives critical for success with the actual strengths of study participants. The Asian analysis will be led by Jean Leslie, head of Instrument Development Research for CCL.

"The EDB is pleased that the Center for Creative Leadership will be setting up this new research unit in Singapore," said Kenneth Tan, an official with the Singapore EDB. "Singapore offers CCL a unique proposition of being located in a East-meets-West location, from which Asia is easily accessible for research to be managed. The studies to be conducted on Asian leadership are timely, especially since this is currently the fastest-growing region in the world. The research results will present an Asian perspective on leadership and will be beneficial to businesses and individuals who are looking to expand into this region."



# Center for Creative Leadership

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Telephone +1 336 545 2810  
Facsimile +1 336 282 3284  
E-mail [info@leaders.ccl.org](mailto:info@leaders.ccl.org)  
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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.

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Editor: Winifert Lawson-Graves  
Contributors: Gail Fritz and Betty Work  
Design: 29 & Company