

# ON CENTER

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## *Staking a Position on Corporate Conscience*

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*by John Alexander*

The past few years have unleashed much public indignation about corporate malfeasance and CEO compensation and conduct. Not all the calls for redress have come from outside the inner circle of corporate America, however. At the Forum for Corporate Conscience, 120 CEOs and a handful of thought-leaders devoted three days to hammer out a charter for change and greater “corporate conscience.” The driving force behind the summit was former Bank of America Corporation Chairman and CEO Hugh McColl Jr. I was invited to attend to serve as a panelist on leadership along with Charles Handy, author, social philosopher and former London Business School professor.

The central idea at the Forum was the issue of corporate stewardship — how companies can serve profit and societal goals without compromising one for the other. The underlying thesis is that if corporations take a long-term view, these two forces are not in opposition but contribute to corporate success and sustainability. At the conference, CEOs were called to grapple with issues

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## PRESIDENT'S MESSAGE

The Center defines its role as helping individuals and organizations address leadership challenges. The challenges before organizations, however, are always in flux [my article on the Forum for Corporate Conscience illustrates this point]. The Center's founders recognized this fact and named our institution the Center for Creative Leadership to emphasize the importance of innovative leadership in responding to change.

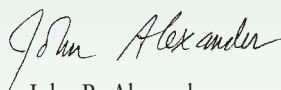
It is not surprising that we embrace change at the Center, though we choose not to ride the waves of leadership trends, which can rise and fall. Our commitment is to ensure that our R&D agenda is focused on the areas of greatest relevance, that our portfolio of services is in line with organizational and individual needs, and that we provide constituents with a learning experience that harnesses the best tools available.

Among the ways in which the Center is changing is through the introduction of blended learning programs and Internet-based assessments. We seek to add value not only by reducing the cost of training and increasing the convenience to users, but by fusing appropriate technology with face-to-face learning so that an engaging and effective learning environment is created.

Another way the Center is charting a new course is by reaching out — through our new location in Singapore — to a population in Asia who, by all expectations, will shape this new century. The article by Meena Wilson in this issue explores some of what we hope to bring to Asia and what we hope to learn from its peoples.

With the launch of these new ventures, I cannot truly define what the Center will look like a decade or two hence. I know, however, that I can count on one constant: no matter where we work or how we work, our mission will steer our future course just as surely as it has for the past three decades.

Sincerely,



John R. Alexander  
President, Center for Creative Leadership

## Corporate Conscience *continued*

related to work-life balance, healthcare, education and executive compensation.

Not surprisingly the topics that commanded the greatest attention were executive pay and the issue of trust. Accordingly to a recent report, corporate executives now have a national approval rating of 17 percent — on par with that of used-car dealers. Warren Buffet of Berkshire Hathaway, who made the opening statements at the conference, emphasized the importance of integrity. He said that there are three things one typically wants in an executive: intelligence, energy and integrity. “If you don’t have the last one,” he cautioned, “the first two will kill you.”

The leadership panel I attended was one of six areas on the agenda along with economics, justice, environment, family and community. A great deal of our discussion centered on the divergent demands on corporate leaders to respond to social and community issues while being accountable for delivering quarterly results.

## BERNIE BASS RECEIVES THE

*I was delighted to present Bernard M. Bass the 2002 Walter F. Ulmer Jr. Applied Research Award at an awards ceremony and colloquium held at the Center's Greensboro campus on March 4.* The packed room at the ceremony was an indication of the esteem that Bernie Bass commands at the Center for his extensive contributions to the leadership field. Dr. Bass — known to us all as Bernie — has written 13 books, edited nine books, and published more than 400 articles. He founded The Center for Leadership Studies at Binghamton University's School of Management, where he is Distinguished Professor Emeritus of Management, and was the founding editor of *Leadership Quarterly*, the only scholarly journal focused exclusively on the topic of leadership.

For the past 25 years, Bernie has devoted a great deal of time and energy to developing and applying the concept of *transformational leadership*. The transformational leadership model has become synonymous with his name. The systematic movement of this work from basic research to applied research to practice is documented in his two highly influential books, *Leadership and Performance Beyond Expectations* (1985) and *Transformational Leadership: Industrial, Military, and*

from cover

Charles Handy and others contrasted the U.S. situation — where active corporate philanthropy is key to the arts and community development — to Europe where initiatives for the social good are the responsibility of government (which funds them through higher taxes).

It would have been easy for participants at the Forum to indulge in blue-sky thinking and engage in collective hand wringing about public perceptions and stockholder pressures, but McColl had other plans. He challenged the CEOs in attendance to frame a collective statement of intent that they would take home to their companies and put into practice. As McColl put it, “If nothing happens, we will end up worse off, because we will raise expectations, which if we fail to meet, will damage our collective reputation.” The CEOs at the Forum rose to the challenge.

The statement that was drafted — which can be accessed at [www.forumforporateconscience.com](http://www.forumforporateconscience.com) — begins with a firm acknowledgement of greater accountability: “We as business leaders share these aspirations

for sustainability, responsibility and values for our corporations and the world.”

I was pleased by strong consensus that emerged at this gathering. It will take more discourse and statements of intent, though, before we see a shift in the corporate sector at large in favor of longer-term horizons and a more holistic point of view. At the Center we subscribe to these ideals, and — as we have always done — we will work to advance dialogue about these issues through our programs, publications, forums and conferences. We believe, however, that each organization must find its own way in the end. Each organization must carefully assess its unique interests and build its own business case for an appropriate level of corporate conscience. Only this will result in a true and sustainable commitment to serving the common good. ▲

*John Alexander is president of the Center for Creative Leadership.*

## WALTER F. ULMER, JR. APPLIED RESEARCH AWARD

by Cynthia McCauley



*Educational Impact* (1998). Bernie has also dedicated himself to gathering and integrating research from the entire leadership field. The third edition of the oft-cited *Bass and Stogdill Handbook of Leadership* was published in 1990, and he is currently working on the fourth edition. Bernie says he wishes we would all stop doing leadership research for a brief period so that he can get the fourth edition completed!

The Walter F. Ulmer Jr. Applied Research Award is one in a long string of awards Bernie has received. In 1994, he received the Distinguished Scientific Contributions Award from the Society for Industrial and Organizational Psychology. Three years later, he received the Award for Distinguished Practice in Psychology by the Society for Psychologists in Management. He has played a leadership role in the development of the International Association of Applied Psychology, serving for 16 years on its executive committee and serving as president of its division of organizational psychology. His research was supported by the Office of Naval Research, the Army Research Institute, the Ford Foundation, the Kellogg Foundation, and the Eisenhower Fund.

The Walter F. Ulmer Jr. Applied Research Award is given annually to an individual whose research career

exemplifies the Center’s value of integrating science and practice. Bernie’s work on transformational leadership is a wonderful example of how high-quality research — often conducted in collaboration with organizations — can impact practice. Illustrating this type of work at the March 4 colloquium, Bernie shared highlights of a study of Army Platoon Leadership Performance, one in a series of projects conducted with colleagues for the Army Research Institute (ARI). In summarizing these projects, Dr. Stanley Halpin, head of the Leader Development Research Unit at ARI, reflects what has been true across Dr. Bass’s career: “One of the truly gratifying aspects of this series of projects has been the extent to which all involved have consistently refused to sacrifice scientific quality for the sake of short-term gain. By the same token, all involved have been committed to making a difference in the Army, not merely publishing another paper or book. Good people, working on an important problem for the right reasons, and doing a quality job.” ▲

*Cynthia McCauley is vice president of Research and Innovation at the Center.*

## WHY ASIA BECKONS

by Meena Wilson

*The opening of our new Asia campus in Singapore promises many more opportunities for rich dialogue about the nature of leadership and how leadership can be nurtured.*

I was chatting with several new friends in a small restaurant in Singapore, popular with the locals for popiah, one of my favorite meals. The conversation turned to whether leaders are born or made. “When you observe elementary school children on the playground,” said one, “you can spot the ones with the leadership qualities.”

“Perhaps some young people have more leadership ability than others,” I countered, “but surely everyone can learn to be better at leading. Compare leadership with parenting. Maybe some individuals have the talent and personality for being a top-notch parent and others do not. But surely we expect each man and woman to learn to be the best parent they can be.” There were nods around the table.

The opening of our new Asia campus in Singapore promises many more opportunities for rich dialogue about the nature of leadership and how leadership can be nurtured. The Center for Creative Leadership’s office in Singapore will open its doors by the end of July 2003.

The Center has been serving clients in Asia for nearly three decades. Recent statistics show that the proportion of participants originating from Asia is climbing steadily — from 2 percent in 2000 to 4 percent in 2001 to 6 percent in 2002. We expect these percentages will continue to grow. In today’s interdependent world, there is increased need for leadership at all levels to resolve the complex and quickly changing economic, technological and human issues that confront us. The ability to offer our leadership programs in Asia through a regional office is another step toward fulfilling CCL’s mission: Advancing the understanding, practice and development of leadership for the benefit of society *worldwide*. Clients can now expect consistently high quality leadership development services on three continents, delivered by an international cadre of talented professionals.

Beyond the enhanced ability to teach in Asia, we see a great opportunity to learn. By bringing together managers and professionals from different Asian countries, we will sharpen our understanding of cultural variation in leadership practices. Greater diversity of participants will enrich the classroom dialogue on how leadership practices differ across countries — for both program participants and CCL’s professional staff.

I am excited about this opportunity to look at *leadership* and *leadership development* from non-Western perspectives. Under conditions of economic, political and social turbulence, inspirational leadership is needed; Asian organizations may offer special opportunities for studying this kind of leadership. For instance, the exemplary leader in Confucian value-based societies must demonstrate benevolence or kindness toward the feelings of other people, much as the head of a household must set the tone for family members being respectful toward one other. This means that followers expect to feel love toward, and be loved by, their leaders.

Through our work in Asian countries, CCL can expand its leadership knowledge. We can also more broadly share the learning we have acquired through three decades of focused attention on leadership research and education. Harvesting fresh ideas and turning *ideas into action* has always been the essence of our work. A bountiful harvest is waiting for us in Asia. ▲

*Meena Wilson has served as CCL’s acting managing director for Asia. Over the past few years she has shuttled between North America and Asia to lay the groundwork for our official launch.*

## JAPANESE LEADERS STEP THROUGH THE LOOKING GLASS EXPERIENCE

*Some participants expressed it was unusual for them to provide such direct feedback but found the process to be rewarding and extremely valuable.*

In January, a team from the Center for Creative Leadership traveled to Japan to deliver the very first *Looking Glass Experience* to a bilingual group of Japanese leaders. The Japanese leaders represented the oil, pharmaceutical, banking, government, electronics and tobacco industries.

The *Looking Glass Experience* is a Center program that provides managers with a realistic but safe business environment to learn how they lead and influence within the context of an organization. Participants encounter difficult decisions under pressure to discover how their leadership style impacts their organization, those they work with, and their own success.

“To say we were a little cautious about taking the program to another country would be a fair assessment,” said Kim Kanaga, group director for CCL’s Greensboro campus. “*Looking Glass* has a lot of materials. We were concerned about the translations from English to Japanese. The cultural inferences in the simulation are very much Western-culture oriented.”

The group realized their deepest concerns were unfounded.

“What we learned is the resiliency of the *Looking Glass* program,” said Al Calarco, CCL faculty member. “We also learned that the program could fully translate to another country.”

Cindy McLaughlin, CCL faculty member, agrees:

“A major component of the program is giving and receiving feedback in a small group setting. Initially we felt some concern about how this method would fit with Japanese culture but were pleased at the effort and depth participants made to prepare and provide meaningful feedback. Some participants expressed that it was

unusual for them to provide such direct feedback but they found the process to be rewarding and extremely valuable. Many had never received such direct and honest feedback.”

The program however was not without some challenges.

“Among the challenges we faced was how individuals behave in group environments,” observed McLaughlin. “In the United States trainers have no difficulties getting participants to volunteer stories, thoughts or reactions as part of a group debrief. In Japan we had to be more patient. Participants expressed that it was unusual for them to volunteer freely in such a setting. With time, this became a more comfortable environment for all.”

By the end of the program, the CCL team and participants walked away with some valuable lessons.

“The Japanese leaders told us they were very appreciative of the feedback offered through the program,” said Kanaga.

For McLaughlin the experience reinforced that people from different countries have more similarities than differences. “We all want to be effective in whatever work we do. We all struggle to have a reasonable balance between work and home. People want to enjoy life. While it is important to honor the cultural differences, finding the common ground you share will make a meaningful connection.”

The Japan Management Center, Inc., an executive leadership development provider and one of the Center’s 18 global Network Associates, hosted the *Looking Glass Experience* program in Japan. The *Looking Glass Experience* was delivered in Japan as a first step toward licensing the program for continued delivery by the Japan Management Center in Japanese. ▲



*Masazumi Eshita, pictured with CCL faculty Betty Williams, Al Calarco, Cindy McLaughlin and Kim Kanaga, takes time out from the classroom to tour the ancient city of Kamakura. Eshita is chief HRM consultant with the Japan Management Center.*

# SPRING CREATIVE LEADERSHIP COUNCIL-AMERICAS MEETING: LEADING ACROSS DIFFERENCES

by Cile Johnson

**F**actors as globalization, technology, increased immigration, and civil rights issues create unprecedented leadership demands on organizations – their members, their practices and their productivity.

As the European chapter of the Creative Leadership Council had done at their meeting earlier, the Council's Americas chapter members at their spring meeting explored the challenge of leading groups of people with very different values, cultures, histories, and perspectives so that the goals of the organization can be achieved.

Over the years, the Center has developed extensive expertise relating to leading in the context of difference. In this meeting held on the Center's Smith Richardson campus in Greensboro, North Carolina, various Center faculty and staff shared what they have learned through their research in recent years and the questions they are currently seeking to answer.

Maxine Dalton and Christopher Ernst introduced the Center's most recent research initiative: seeking to examine the growing need in organizations around the world to successfully adapt to a major shift in the demographics of the workforce. This shift, caused by such factors as globalization, technology, increased immigration, and civil rights issues creates unprecedented leadership demands on organizations — their members, their practices and their productivity. In addition to learning about this work, Council members and guests were given the opportunity to provide feedback on some of the tools that will be used in gathering research data in support of the project.

On the second day of the two-day meeting, members and guests learned about recently published research supporting the Center's work in single-identity leadership issues. Ancella Livers, co-author of *Leading in Black and White*, led the group through a session to broaden perspectives in understanding the experiences of non-white managers and managers who are not in the dominant group. Marian Ruderman then shared insights from her recent book, *Standing at the Crossroads: Next Steps for High-Achieving Women*. This work addresses the issue that as women move into leadership and managerial roles, there is an increasing need to understand how they will

prioritize and integrate the many new roles and possibilities available to them. Livers, along with program manager Joan Tavares, also provided overviews on *The African-American Leadership Program* and *The Women's Leadership Program*, and when and why these might be the appropriate developmental choice for managers.

In addition, the group received an update on Executive Dimensions, a 360-degree assessment for development instrument designed to address the specific leadership issues of presidents, CEOs, COOs, and senior vice presidents. Product manager Craig Chappelow gave an overview of this assessment tool, which until recently has only been used in conjunction with the Leadership at the Peak and Developing the Strategic Leader programs at the Center.

Council member Syngenta sponsored this meeting.

As members of the Creative Leadership Council, organizations support the Center and its research and scholarship programs with philanthropic contributions. In recognition of their contributions, member organizations have unique opportunities for shared learning experiences with a distinctive group of peers, participation in co-inquiry research with the Center, and preferred access to the Center's research, products, programs and services. To learn more about the Creative Leadership Council in the Americas or Europe, contact Cile Johnson, senior manager, Creative Leadership Council at 336 286 4014 or via e-mail at [johnsonc@leaders.ccl.org](mailto:johnsonc@leaders.ccl.org) ▲

## Upcoming CLC Meetings in 2003

Creative Leadership Council-Europe  
Noordwijk aan Zee/The Netherlands  
September 15-17, 2003

Creative Leadership Council-Americas  
Orlando, Florida  
October 8-10, 2003

Held in conjunction with the annual  
Friends of the Center Leadership Conference

## VISITING FELLOW SHALOM SCHWARTZ LOOKS BACK

**D**r. Schwartz worked with the LAD team to understand and identify ways to alleviate conflicts within organizations that are based on or exacerbated by clashes between the social groups.

Shalom Schwartz has spent the past 13 years of his professional career studying cultural values and their impact on both individuals and society as a whole.

For the past year the Hebrew University professor and world-renowned expert in the field of psychology has collaborated with the Center for Creative Leadership as the CCL's 2002 H. Smith Richardson Jr. Visiting Fellow.

During his tenure as Visiting Fellow, Dr. Schwartz worked with Center researchers on the "Leadership Across Differences" (LAD) project. LAD aims to generate new knowledge necessary to understand the dynamics of leader effectiveness in the face of demographic and cultural differences; and to develop new tools and techniques to help leadership address these challenges in a fruitful and constructive manner.

Dr. Schwartz worked with the LAD team to understand and identify ways to alleviate conflicts within organizations that are based on or exacerbated by clashes between the social groups.

"Shalom provided counsel on how we can take culture into account and how we can select countries for our research that are maximally distinct with respect to cultural values," said Christopher Ernst, CCL research associate and member of the LAD team. "He played a key role in identifying the 12 to 15 countries that we hope to include in Phase II of our research."

Dr. Schwartz, who traveled from Jerusalem twice to visit the Center's Greensboro campus, described his visits as "great fun and intellectually stimulating." He explained, "I had the opportunity to meet and work with a staff who exhibit tremendous respect for each other's ideas and feelings yet succeed in being both critical and productive."

"The value that Shalom added to the LAD project is immeasurable," said Marian Ruderman, co-manager of the LAD project. "We were very fortunate to have the opportunity to work with a scholar of Shalom's caliber. His expertise in the area of cultural values helped us in our thinking around the sorts of value conflicts likely to arise when people from different cultures come into contact. His contributions to the LAD project this year will directly



impact Phase II of the project."

Although Shalom's term as Visiting Fellow has ended, opportunities for shared learning still exist.

"I learned a lot about how to work more effectively with groups in ways that maintain a strong task focus, together with a warm, supportive atmosphere. I learned about potential applications of my theory in the world of organizational behavior, learning that opens up paths I will follow in the future. I came to grasp the complexities of conflict in organizations in more depth and to understand their social and cultural underpinnings better. I observed organizational leaders and managers with no training in the theoretical and research side of the work I do raise important issues and make insightful suggestions — hardly a surprise, but something I had not experienced earlier."

Now that his tenure as Visiting Fellow has ended at the Center, his study of cultural values takes a different path.

Dr. Schwartz is working with a group of social scientists from 23 countries in Europe and Israel to develop a new social survey. "The survey is intended to help build the infrastructure for the social sciences in years to come," said Schwartz, who is the president-elect of the International Association of Cross-Cultural Psychology.

Currently the team is gathering sample data on critical social attitudes and values in all of the countries. They will repeat the study every other year, thereby tracing how attitudes and values shift over time in response to social, political, economic and technological change. ▲

*The H. Smith Richardson Jr. Visiting Fellow program allows one Visiting Fellow per year to work with the Center on a joint project. Last year's Visiting Fellow was Kathy Kram, a professor of organizational behavior at the Boston University School of Management. Jay Conger, author and professor of organizational behavior at London Business School, was the Center's first Visiting Fellow.*

To learn more about the Center's LAD project, contact project co-managers Maxine Dalton at 336 286 4406 or via e-mail at [daltonm@leaders.ccl.org](mailto:daltonm@leaders.ccl.org); or Marian Ruderman at 336 286 4428 or via e-mail at [ruderman@leaders.ccl.org](mailto:ruderman@leaders.ccl.org)

# A CENTER ALUMNUS RECALLS HIS LDP EXPERIENCE... 15 YEARS LATER

by Debra M. Lucenti

**I** feel close to the Center because the Center got close to me.”

Joe Carroll is a renaissance man, and not just because he’s a mountain climbing enthusiast who has a graduate degree in romance languages from Princeton. Over the years Carroll has taught at several U.S. colleges and universities, studied art and literature at the Sorbonne, worked as an advertising executive, written and published books on furniture and interior design, become a well-regarded television commentator and newspaper columnist, and served — for nearly three decades — as the publisher of *Furniture/Today*, the leading business publication of the American furniture industry.

Despite a life filled with memorable moments, Carroll vividly recalls his experience at the *Leadership Development Program* (LDP)® some 15 years ago: “I got something out of each day of the program. My biggest surprise was that I wasn’t as self aware as I thought I was. I thought I knew me. My program feedback changed my management style. I recognized that in order to be a good leader, I had to be patient, wait, listen, and ask co-workers to be part of the solution.” This is a learning experience that Carroll values even today.

“That was the giant ‘a ha’ for me. I suddenly realized that I was used to making decisions by myself, unilaterally. So I went back to work and created a management team that would meet every Monday morning to discuss problems and opportunities.” The meetings built trust and helped the company chart some of its best years.

In the years that followed, nearly two-dozen people

from *Furniture/Today* attended programs at CCL, including the company’s CEO. With the swell of LDP alums, an alumni group formed at the company. “We would take a day off and go over what we had learned and compare our assessments,” recounts Joe Carroll. “We laid our souls on the table.”

Since his LDP experience, Carroll has kept in touch with the Center. He has served as a member of the Board of Center Associates for CCL and contributes to the *Friends of the Center* fund. “I feel close to the Center because the Center got close to me,” he says.

Last year, Carroll joined the Center’s Leadership Legacy Society and pledged a planned gift. “People have got to believe and be passionate about organizations they give to. I never thought that my earlier smaller donations were any big deal but I wished I was doing more so I decided to include the Center in my will. If I had to make a list of the things that have touched my life — CCL is one of them. I want to see the Center grow and thrive and I want to feel that I have helped them help other people in the same way that I was benefited.” ▲

*To find out more about giving opportunities and the scholarships and research that gifts to the Center support, please contact Lisa Hudson Varner, major gifts manager at 336 286 4057 or [varnerl@leaders.ccl.org](mailto:varnerl@leaders.ccl.org)*

*Debra Lucenti is Events Manager at the Center.*

# alumni profile

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## *Leading People Through Transitions: A healthcare policymaker strengthens her skills as a leader of change*

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As executive director of the North Carolina Center for Nursing, Brenda Cleary spends her days focused on long-range strategies aimed at avoiding a nursing shortage in the years ahead. Cleary says her experience at CCL's *Leading People Through Transitions* is helping her be a more effective planner and advocate of the policies needed to meet the healthcare needs of the citizens of her state.

"We're trying to take the long view and work forward by creating a shared vision for nursing in North Carolina," said Cleary, "and that requires a collaborative effort. One of the clear, underlying messages I learned from my week at CCL was that if you're called to lead a change, you have to be able to listen well and be very respectful of different points of view. The program showed me how to be more resilient."

*Leading People Through Transitions* features a unique model for examining the paradoxical demands of leading

people in extraordinary times. It's a model Cleary has found particularly useful as her agency works with educators, nursing professionals and other partners to define how best to recruit, educate and retain nurses. "I'm using the tool as a backdrop for what we're doing because it shows the continuum of how people think and how they look at change," she said.

Cleary also discovered at CCL a simple and effective feedback technique called SBI (for Situation-Behavior-Impact) that she is implementing with her staff. Developed by CCL, SBI is a way to deliver comments about a person's actions without personal attacks, incorrect judgments or vague statements. "People tend to put either a positive or negative label on others, and that really isn't accurate," said Cleary. "I'm giving everybody in my office information about SBI so we can all give and receive feedback from one another. When I have my annual evaluation by the executive committee

of my board, I'm also going to share with them some of the feedback I got through CCL. I feel very comfortable in doing that."

Cleary is somewhat different from many who attend *Leading People Through Transitions*, in that she didn't come to the program to learn how to manage transition issues in her own job or workplace. That difference actually enhanced her experience. "I loved the diversity of the people who attended with me. There was so much to glean from them and our facilitators — ideas you could apply to whatever work situation you were in. I also discovered some new approaches I had never experienced.

"I've been fortunate to have had several leadership development opportunities in my career. This program reinforced some things I already knew about my leadership strengths and it also got me started on a new journey of development. It was really perfect for me."

## HABITAT FOR HUMANITY INTERNATIONAL AND CENTER FOR CREATIVE LEADERSHIP BUILD NEW EXPERIENCES FOR TEAMS

**M**ost executives are relatively unfamiliar with the task of building, so the true team dynamic emerges quite easily.

Robert Ginnett is a builder. When he's not helping build effective teams, the Senior Fellow at the Center for Creative Leadership is building houses for Habitat for Humanity International. "When I was in college I began building houses," said Ginnett, developer of the Team Effectiveness Leadership Model (TELM). "In college and now, building houses is great fun and with Habitat for Humanity, it is a wonderful way to give back to the community."

As a board member and vice president of the Pikes Peak Chapter of Habitat for Humanity in Colorado Springs, Ginnett began to notice a correlation between the feedback from teams in Center programs and feedback from teams building Habitat houses.

"When we do the outdoor experiential learning portion of a Center program, where participants are grouped into teams for an outdoor simulation, they always love it and often say, 'We've learned a lot, but it's a shame we didn't leave anything behind.'" When working with groups building Habitat houses Ginnett would hear, "This is a wonderful experience, but it's too bad we can't integrate some training with this."

It wasn't long before Ginnett began to connect the dots. He approached Habitat with the idea of creating a team-building program around building houses. "Because we believe a good program needs to be grounded in theory, a portion of the program is in a classroom setting. Here, we introduce them to the fundamentals of teamwork, which is not as innate as many might think. As with all Center programs, we collect assessment data from the team and include feedback as a portion of the program. But we go beyond the classroom and use the Habitat building site as a simulated work environment. It serves as a practice field for observing team dynamics and various behaviors and interactions between team members. It turns out to be an ideal learning opportunity. Most executives are relatively

unfamiliar with the task of building, so the true team dynamic emerges quite easily."

To test his concept, Habitat had Ginnett and a team of four of his colleagues from the Center travel to their international headquarters in Americus, Georgia where they worked with a group of senior executives to build a house in Habitat's Global Village. The Habitat for Humanity International Global Village consists of life-size Habitat houses from countries around the world and will be used to demonstrate the variety of housing that Habitat constructs. "We built a stone and cement African house. Using the building activity as the experiential activity, our CCL staff would take periodic 'time-outs' to relate the challenges and behaviors of the construction team to the TELM as well as to the way they work on traditional business tasks in the workplace. It was a success for CCL and for Habitat."

Soon, a CCL custom program evolved. "The purpose of the program is to provide a unique opportunity for teams to gain professional development and increase their performance, both as individual members and particularly as a high-performance team. While their contribution to the Habitat house is valuable for a needy family and for the community in which it is built, our ultimate objective is to help executives perform more effectively as a team or a leader of a team in their day-to-day work."

Ideally, organizations will be able to combine budgets for a more efficient process. Most organizations have budgets set aside for altruism in their local community and they certainly have training budgets for development. By combining these budgets in a joint CCL-Habitat project, everybody wins. Not only does the executive team learn a process for improving their own performance today, but years from now, the team members will be able to ride by a Habitat house with their children and grandchildren and say, "I helped build that house." ▲

## Distinguished Alumnus 2003

### *Retired Major General James Dozier*



Retired Major General James Dozier's military career has taken him all over world with tours in Asia, Europe and the Pentagon.

Each tour has provided the retired General with valuable lessons.

In Vietnam he learned that he was well prepared for what he was asked to do and that he was good at it.

During tours of duty in Germany, he learned that "when Americans are involved, good things happen due to our leadership and when we're not involved, it takes a long time to get things done."

However, it was a trip to Greensboro, North Carolina, to participate in the Center's Leadership Development Program (LDP)® in 1980 that may have provided the general with one of his most valuable lessons.

In December 1981, while assigned to a NATO headquarters in Italy, the Italian Red Brigades kidnapped Dozier at gunpoint and dragged him away, leaving his wife tied up in their Italian apartment.

"It was the height of left wing terrorism in Italy," recalls the 72-year-old Dozier. "They thought they could embarrass the Italian government by showing the world how inept the Italians were. The Italians were responsible for security at the NATO headquarters and the people assigned to it. By kidnapping an American right under their noses, they hoped to show the impotence of Italian security and hoped their actions would have a destabilizing effect on the people of Italy."

For six weeks he was held captive in a high-rise apartment complex with an arm and leg chained to a metal bunk bed in a tent. It was during his imprisonment that Dozier recalled something he had learned during his leadership development program at the Center.

"In the Center's program you learn how to develop your leadership skills by seeing yourself as others see you. So I began looking at myself through the eyes of my kidnappers. They saw me as a U.S. military general so I began acting the way they would expect a general to act. That sounds self-serving, but thanks to my Center experience, that is exactly what I wanted them to think.

"In everyday life, perception is everything. Regardless of who we are, what we do, what we say, it is what others perceive that is more important to a leader's success or failure."

Feeding the kidnappers perceptions that he was a reliable prisoner and by getting them to see him as a human being helped save his life. "Initially, the kidnappers were a very nervously reactive group. Every time I twitched, they reacted violently. Structuring my day so that they could anticipate what I would do calmed them down. They saw me as a more reliable prisoner. Thus, they didn't watch me as closely as they initially did. In addition, by continuously asking questions about the welfare of my wife, they began to see me more as a human being rather than just a prisoner." This strategy helped Dozier through the long ordeal, until he was finally rescued on January 28, 1982.

Now retired in his home state of Florida, Gen. Dozier serves on several boards and operates a citrus grove and foliage plant nursery. "What I learned way back in 1980 is still very relevant today. Those lessons apply to my civic work as well. When serving your community you have to be a team player and learn to build coalitions. Good leadership is everything."

Gen. Dozier has been named the recipient of the Center's 2003 Distinguished Alumni Award.

"We are very pleased to have in our midst distinguished alumni such as General Dozier," said CCL President John Alexander. "Both his exemplary career in the military and his brave exploits as a hostage of terrorists inspire us and teach us that one individual can triumph over seemingly impossible odds."

The recognition was an unexpected honor for Dozier.

"I'm extremely flattered by the Center's recognition," said Dozier. "The lessons I received from the Center were very valuable to me and I've always encouraged others to attend the Center's offerings."

Dozier recently returned from Italy where he helped film a television special about his kidnapping. ▲

*The Center for Creative Leadership engages in a number of partnerships that support our research and educational scholarship programs. As a 501(c)(3) nonprofit organization, we seek grants and donations in support of our educational mission. We enjoy the support of a number of corporations, foundations, institutions and individual contributors, and we gratefully acknowledge their generosity. For more information about the Center's institutional advancement programs and how you can help advance the Center's mission, please e-mail [friends@leaders.ccl.org](mailto:friends@leaders.ccl.org) or phone 336 286 4057.*

# SUPPORT

## **Greensboro Leadership Fund**

The Center for Creative Leadership is proud to announce that the Cemala Foundation has generously pledged \$25,000 to support the Greensboro Leadership Fund. Established in October 2000 with initial funding by the Weaver Foundation, the Greensboro Leadership Fund encourages and supports the leadership development of leaders from the nonprofit sector in the Greensboro community. The Center for Creative Leadership equally contributes with tuition reductions.

To date, 42 Greensboro nonprofit executives and managers have been awarded scholarships through the Greensboro Leadership Fund, including Marcia Williams, assistant executive director of Uplift, Inc. who participated in the Center's Leadership Development Program (LDP)® as one of the first Greensboro Leadership Fund scholarship recipients. "The experience was invaluable," Williams said. "The 360-degree feedback I got from my peers through the program helped me to realize I needed to involve more people in my decision making. Upon returning to work after LDP, I implemented a process to do just that." Williams added, "Had it not been for the Greensboro Leadership Fund, we would not have had the resources to take advantage of this level of leadership training."

Nomination forms and information are available from Lisa Hudson Varner, major gifts manager at the Center for Creative Leadership (336 286 4057; [varnerl@leaders.ccl.org](mailto:varnerl@leaders.ccl.org)). Recipients will be selected from nominations received by Greensboro nonprofit boards and agencies. Placement interviews with CCL staff will follow. Nominees should be nonprofit executives and managers from Greensboro who are motivated to continue their development as leaders and who could benefit from leadership education grounded in self-awareness and feedback. Grant money will be awarded on a first qualified basis. Early nominations and applications are strongly encouraged.

## **Friends of the Center Giving**

Like many other nonprofit educational institutions, the Center for Creative Leadership depends on the support of internal and external philanthropists to help us support ongoing research and development and to help us expand our reach within all sectors of society. To fund our activities and sustain and expand our institutional presence, we accept investments in the form of restricted and unrestricted donations. While all contributions to the Center are deeply appreciated, donors can choose to give at various levels. One of the highest gift levels is the Leadership Circle. Donors who contribute an annual gift of \$10,000 or more are considered a part of the Leadership Circle. The Center is delighted to announce that once again, Japan Management Center, Inc. (JMAM) has renewed its membership in the CCL Leadership Circle. JMAM is a nonprofit membership organization whose work involves research to improve management and human relationship issues. Established in 1991, JMAM has offered management training and education for half a century to move Japan's industries into a position of global strength. Their mission is to raise the value of people and organizations together through the development of human resources. Major JMAM activities include training, correspondence education, educational media, research, publishing, system notebooks and personnel assessment. JMAM has had a long relationship with the Center as a Network Affiliate and formerly as a Network Associate in Japan.

In 2002, the Center announced another leadership giving society in honor of John W. Red Jr., the Center's founding president. The John W. Red Jr. Circle was established to honor those qualities we so admire in him — leadership, loyalty and exceptional lifetime commitment to the Center and its mission. Alumni and friends who, over a period of years, make individual investments of \$10,000 or more will be inducted into the Red Circle.

In addition to being thanked for demonstrating their confidence in the Center, Red Circle members will receive a “Red Circle Award” that is specially designed for them. The Center recently inducted the following individual donors into the Red Circle:

- Jim and Mary Bruce
- Bob Ingram
- Mel Sorcher
- Peter Richardson
- Stuart (Dick) Richardson
- Michael Lombardo
- Bob Eichinger
- Margaret Waddington

The Center plans to announce and present the John W. Red Jr. Circle awards each year. We believe that this annual recognition will not only provide an opportunity to thank people whose cumulative individual gifts support the Center’s mission, but it will also be a chance to remind ourselves and our friends of our gratitude and appreciation for the leadership and longevity of our founding president, John Red.

Gifts at any level to the Center are greatly appreciated and are tax deductible. For more information about the *Friends of the Center* Giving Program, contact Lisa Hudson Varner at [varnerl@leaders.ccl.org](mailto:varnerl@leaders.ccl.org) or at 336 286 4057.

***Friends of the Center Annual Campaign***

The 2003 *Friends of the Center* Annual Campaign raised more than \$270,000 to support the Center’s on-going research and development activities and scholarship programs. We would like to thank all of the alumni, corporations, foundations, institutions and individuals who continue to support our mission.

The 2004 *Friends of the Center* Annual Campaign will kick off in August. Financial support to the *Friends of the Center* Campaign will help us to continue research that is expanding the understanding, practice and beneficial impacts of leadership; offer a wider array of educational programs to the broadest range of audiences; and reach out in powerful, innovative and penetrating ways worldwide as we provide a forum for today’s thought-leaders who seek to give voice to important ideas about leadership and its possibilities. ▲

*Call for Papers: The Kenneth E. Clark Student Research Award*

The Kenneth E. Clark Student Research Award recognizes outstanding unpublished papers by undergraduate and graduate students. The award is named in honor of the former Center chief executive officer and distinguished scholar. The 2003 award recipient will receive a cash prize of \$1,500 and an invitation to present the winning paper at a colloquium at the Center’s Greensboro headquarters.

**Guidelines:** Submissions may be either empirically or conceptually based. Non-traditional and multi-disciplinary approaches to research are welcomed. The paper should focus on some aspect of leadership or leadership development.

Submissions will be judged by the following criteria:

- (1) The degree to which the paper addresses issues and trends that are significant to the study of leadership;
- (2) The extent to which the paper shows consideration of the relevant theoretical and empirical literature;
- (3) The extent to which the paper makes a conceptual or empirical contribution;
- (4) The implications of the research for application to leadership identification and development.

Submitted papers must be authored only by graduate or undergraduate students. Center staff and submissions to other Center awards are ineligible. Entrants must

provide a letter from a faculty member certifying that the paper was written by a student. Entrants should submit four copies of an article-length paper in hard copy. Electronic submissions will not be accepted. The name of the author(s) should appear only on the title page of the paper. The title page should also show the authors’ affiliations, mailing addresses, and telephone numbers.

The papers will be reviewed anonymously by a panel of researchers affiliated with the Center. Papers are limited to 30 double-spaced pages, including title page, abstract, tables, figures, notes and references. Papers longer than 30 pages will not be eligible for the award and will be returned to authors unreviewed. Papers should be prepared according to the current edition of the Publication Manual for the American Psychological Association.

In the absence of papers deemed deserving of the award, the award may be withheld. **Entries (accompanied by faculty letters) must be received by Friday, September 5, 2003.** The winning paper will be announced by November 7, 2003. Entries should be submitted to: Cynthia McCauley, Ph.D., vice president, Research & Innovation, Center for Creative Leadership, One Leadership Place, P.O. Box 26300, Greensboro, N.C. 27438-6300. ▲

PUBLICATION

# NEWS



### Crisis Leadership

Gene Klann

No organization or leader is exempt from a crisis. Defined by chaos, confusion, and — in many cases — danger, a crisis is far from business as usual. If not handled correctly, a crisis can destroy an organization and severely limit the career potential of the leaders involved. What such situations require from leaders is competence and a commitment to proven leadership practices.

In his new book, *Crisis Leadership*, Gene Klann uses military lessons, organizational experiences, and the

power of influence to lessen the impact of chaos in the people you lead.

Publishing his first book on crisis leadership is a dream come true for Klann. “Throughout my career I’ve published a number of articles, but I’ve always wanted to publish a book.”

Klann writes from the vantage point of more than 25 years of crisis leadership training and experience during a career as an active duty officer in the United States Army. “I have a personal interest in the subject of crisis leadership. This, coupled with the daily news reports of global crisis, encouraged

me to share my experiences, research and understanding of what it takes to lead during such times.”

Klann is a senior member of the Center’s training faculty, where he trains in The Leadership Development Program (LDP)®, Looking Glass Experience, Coaching for Development, and Foundations of Leadership.

*Crisis Leadership* is the first in a new series of fieldbooks from the Center. In addition to providing practical ‘how to’ information, the Center’s fieldbooks provide a framework for thinking about a particular challenge.

## Ideas into Action Guidebooks

### Maintaining Team Performance

Kim Kanaga & Henry Browning

Team success isn’t inevitable. Leaders who monitor and maintain their team so that it operates at peak efficiency can help ensure that it successfully achieves its goal. In this guidebook, Kanaga and Browning identify six key aspects, or dimensions, that are consistent across all teams. If all of these dimensions are strong within a team, then it has the means to conduct its work and perform effectively.

know this, and the process of practical creativity presented by Gryskiewicz and Taylor in this guidebook can help leaders manage innovation in a way that produces realistic solutions that deliver results.

Practical creativity reconciles creativity with management and it takes an approach that is grounded in reality and focused on productivity.

### Leadership in Action

Martin Wilcox, Editor

*Leadership in Action* is a bimonthly magazine that helps leaders — and those who train and develop leaders — by providing 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 company. The annual subscription price is \$169 for individuals and \$299 for institutions. To subscribe, please contact Jossey-Bass Customer Service at 888 378 2537 or access the Jossey-Bass Web site at [www.josseybass.com](http://www.josseybass.com)

### Making Creativity Practical

Stan Gryskiewicz & Sylvester Taylor

Creativity is crucial to an organization’s survival. Leaders

For more information or to place an order, visit CCL’s online bookstore at [www.ccl.org/publications](http://www.ccl.org/publications)

## CENTER BRIEFINGS

► **The Center at SIOP** Several faculty and research staff members from the Center for Creative Leadership participated in the 18th Annual Society for Industry and Organizational Psychology Conference (SIOP) held April 11-13 in Orlando, Florida. The Center was a conference sponsor.

Cindy McCauley, vice president of Research and Innovation at the Center, was elected as one of 10 SIOP Fellows at this year's


conference. She was awarded a plaque at the opening session. Cindy's colleagues, David Campbell and David Day, nominated her.

► **BLDI Concludes With a Learning Fair** Approximately 250 teachers, principals and school superintendents convened at the Center's Greensboro campus on April 22, 2003, for a learning fair and celebration to mark the conclusion of the

Bryan Leadership Development Initiative (BLDI). The Initiative, which was launched in 1997, was a multi-year collaboration by Guilford County Schools, the Joseph M. Bryan Foundation and CCL to enhance leadership capacity within the school system. Twenty-one school teams with 315 participants have completed the program over the course of five years.

WHERE LEADERS LINK, LISTEN, AND LEARN

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**TAKE TIME OUT TO PARTICIPATE IN AN EXCEPTIONAL GATHERING ON LEADERSHIP.**


Join keynote speakers Malcolm Gladwell, author of *The Tipping Point*; Ron Heifetz, author of *Leadership on the Line*; and 250 professionals with a passion for leadership at the fifth annual *Friends of the Center Leadership Conference*.

Each year, the Center for Creative Leadership's community of alumni, faculty, and friends come together to share their experiences, expertise, and ideas about leadership. This year we'll convene at the new Ritz-Carlton Grande Lakes in Orlando, Florida.



*We invite you to join us.*

The *Friends of the Center* conference offers:

- › Time to network with other leaders about your goals and challenges
- › The opportunity to gain new insights into your role as a leader
- › The chance to renew your passion for leadership excellence



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For more information or to register online, please visit our Web site at [www.ccl.org/foc](http://www.ccl.org/foc) or call Client Services at 336 545 2810.

*On Center* is a newsletter published quarterly by the Center for Creative Leadership. Its purpose is to inform the Center's key audiences about significant activities and initiatives of the Center. We welcome your comments via e-mail at [oncenter@leaders.ccl.org](mailto:oncenter@leaders.ccl.org) or fax at 336 286 4285.

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A pioneer in leadership development, the Center for Creative Leadership is a nonprofit educational institution with a singular focus on leadership. The Center conducts research, produces publications, and provides a broad variety of educational programs and products to leaders and organizations in the public, corporate and nonprofit sectors.

As a 501(c)(3) nonprofit educational institution, the Center seeks grants and donations from corporations, foundations and individuals in support of its educational mission. Over its 30-year history the Center has received gifts to complement the generous initial grant support of the Smith Richardson Foundation, Inc. Although from diverse backgrounds, these major corporations, foundations, institutions and individual sponsors have a shared belief in the pivotal importance of leadership in a world of inevitable change.

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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.

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