

ON CENTER

*Center's Newest Book
Explores Experiences of
Black Managers in
Corporate America*

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200+ ATTEND CENTER'S
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NEW JERSEY TOP OFFICIAL
CREDITS CENTER'S
LEADERSHIP PROGRAM FOR
CAREER PATH

In a new book, *Leading in Black and White: Working Across the Racial Divide in Corporate America* (Jossey-Bass & CCL®, 2002), authors Ancella Livers and Keith Caver take a look at the experiences of African-American managers in the modern corporate culture.

Livers is a manager of Individual Leader Development for the Center for Creative Leadership. Caver is the director of the Client and Assessment Services Group at the Center. The two are on faculty and are trainers in the Center's African-American Leadership Program.

"Through this book, we try to make what is invisible, visible," said Livers. "From years of working with, thinking about, and observing and experiencing black work life, we learned a number of ways in which the leadership experience of black managers is different from that of their colleagues — particularly their white colleagues."

Black Managers in Corporate

PRESIDENT'S MESSAGE

For many, the past two years have been years of unprecedented challenge set in motion by the events of September 11, 2001. At the Center for Creative Leadership, we, too, have been confronted with new concerns for our clients, colleagues and friends around the world. During this time, we embarked on an in-depth process of reflection and discovery.

As a result, we affirmed our belief that our work has never been more relevant and significant than it is today.

As an institution we are committed to:

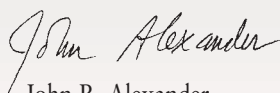
- the integration of science and practice;
- a developmental framework and philosophy;
- a climate that supports innovation and quality;
- a shared institutional knowledge base;
- an environment in which we learn together with our participants, clients, partners and associates so that learning is continual and dynamic; and
- activities that reflect a balance among our interest and our constituents' interest that is mutually beneficial and that supports our mission.

Assured that many around the world share our ideals and commitment to leadership development, we are expanding our reach in the Asia/Pacific region by opening a site in Singapore in early 2003.

Also significant is a new project: *Leadership Across Differences*. Working with a talented and diverse consortium, we are exploring the accelerating pace of globalization and increasing interconnections between different people and cultures worldwide.

As these and other Center initiatives evolve, we will continue our efforts in service of our mission to advance the understanding, practice and development of leadership for the benefit of society worldwide.

Sincerely,



John R. Alexander

President, Center for Creative Leadership

Many of the issues African Americans face in today's workplace are subtle. People who are not black may not see them, and as a result, may choose to believe that difficulties don't exist or assume the problems are not theirs to solve.

"Non-blacks need to recognize the racial differences and poor relationships are a shared problem," says Caver. "It is a problem that affects human resources, retention rates, creativity and the organization's competitive stance. Ultimately, it affects the bottom line."

According to Livers and Caver, much of what happens with African Americans is not clearly visible to those with more traditional experiences. "Organizations that wish to be inclusive must learn to value African-American and other perspectives, even when the senior executives themselves cannot clearly see the issues to which the non-traditional employees are alluding," said Caver.

In the book the authors offer strategies for non-blacks that will help to understand difference and improve their relationships, departments and organizations. Some of the strategies include:

- **Understand that difference really does matter.** It is important to recognize that when you are different, that difference matters.
- **Keep issues in perspective.** When talking to African Americans, appreciate the difference between individual concerns and matters of race. Be careful not to hold individual blacks responsible for national racial issues or assume that their personal perspective represents their groups.
- **Don't expect blacks to fail.** Be honest with yourself about your assumptions and expectations about race.
- **Stretch your comfort zone.** Recognize that if a cross-race relationship is going to grow, you may have to be the one to change.



Ancella Livers

America continued from cover

- **Be aware of your context.** Familiarize yourself with the written and unwritten rules of your organization and consider what they mean for your African-American colleagues.
- **Don't limit interactions with black colleagues.** Get to know your black colleagues better and more completely.
- **Demand and enforce equitable treatment.** Every member of the organization has the right to be treated equitably.
- **Be a change agent.** If you are a leader, use your status to become a change agent. Change is less threatening when it comes from within — changes in policy appear less radical when they come from a member of the mainstream.



Keith Caver

As a result of this new diversity, the level of interaction between black managers and their colleagues has increased considerably, and the character of these interactions has change.

“By illuminating the black experience, we believe we can help people in the workplace become more tolerant, and we can make

the loss of professional dignity and enthusiasm experienced by many blacks less prevalent,” says Caver. “In this way we hope to help stem the incalculable loss of opportunity that afflicts talented black executives.”

In addition to their new book, the two have written an article, “Dear White Boss,” which will be published in the November issue of the *Harvard Business Review*. The article portrays the nature of corporate life once black managers are established — the feeling that they leave some part of their identity at home and, the sometimes subtle and often systemic racial biases that inhibit and alienate African-Americans. ▲

What Black Managers Can Do to Make the Organization Work Better for Them

“As African Americans attempt to confront the issues that surround them at work, it is important to recognize that there is much they can do to improve their leadership journey,” says Ancella Livers, co-author of *Leading in Black and White: Working Across the Racial Divide in Corporate America*.

As an African-American leader in corporate America, consider the following guidelines and strategies. These suggestions — addressing self-development, education and behavior — can provide you with a starting place for thinking consciously, comprehensively and constructively about race and leadership.

Know yourself. Knowing yourself can be the best foundation for leadership. Having an awareness of your talents, development areas, values, beliefs and dreams can help you define who you are. This self-definition is important because so many others are willing to define you and, potentially, to define you negatively. Knowing and being comfortable with yourself allows you to lead from a position of strength.

Understand others' expectations of you. Know the various expectations others may have of you and learn why someone or some group has invested in you. To do this, you may need to diplomatically ask about the *whats* and *whys* surrounding others' plans for you. Thus armed, you can decide whether you agree with these expectations and whether you are willing to take on others' beliefs about what you should do.

Seek out feedback. You cannot afford to be uninformed about how people see you or your work. The benefit of the doubt some people are willing to give you is often not as expansive as it is for others, and the band of acceptable behavior some people see for you may not be as wide as it is for others. With a clear sense of how you are perceived by others, you can make minor corrections, if needed, in midcourse.

Understand your context. Familiarize yourself with the written and unwritten rules of your organization, and use that information to govern your attitude, behaviors and reactions. With an understanding of the context in which you are working, you are more likely to correctly

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PUBLIC HEALTH AND SAFETY PERSONNEL TAKE ADVANTAGE OF CENTER SCHOLARSHIPS

Following the events of September 11, 2001, many people across the country were thrust into new or expanded leadership roles. Standing at the forefront were thousands of public health and safety personnel.

In 2002 the Center for Creative Leadership created the Public Health and Safety scholarship program. Through the end of 2003, the Center will waive more than \$1 million in tuition fees to offer free training to public health and safety managers. CCL will grant 100 scholarships to these individuals covering 100 percent of the tuition to any CCL open-enrollment leadership development program or CCL sponsored conference.

Buzz Miller, a fire engineer with the City of San Diego Fire Department, participated the Center's Looking Glass Experience in April 2002 and is one of 31 recipients thus far to receive a scholarship.

"The program was great and different from any training I've ever experienced," said Miller. He credits the program for broadening his organizational and professional perspective. "As a result of the program I now have better insight and understanding of how my skills can benefit my organization as well as how they are applicable to other totally different organizations."

Working in a nontraditional setting – where co-workers basically live together under the same roof for days – provides firefighters with the opportunities to build stronger relationships.

"Prior to attending the program, I would spend a lot of time taking sole responsibility for projects without seeking input from my co-workers. I was focused on getting the job done. That type of behavior is not favorable for building relationships. Since returning from the program, I've become more inclusive of my co-workers when tackling projects and I've developed an appreciation for different ways of accomplishing tasks."

Capt. Rich Brown, a 22-year veteran with the Colorado Fire Department in Colorado Springs had wanted to attend a Center program for a long time. "The time hadn't been right or the money wasn't available," said Brown, who in July of last year participated in the Center's Leadership Development Program (LDP)®. "The

wait was well worth it. Rarely can I go to a five-day program and stay piqued. In this program I was engaged throughout the entire week."

Miller and some other public health and safety employees initially expressed apprehension in participating in a program deemed to be "for corporate types."

"I do hear that comment from individuals who come from the nonprofit or nontraditional 'corporate' settings," said Karen Bryson, Individual Leadership Development manager at the Center's San Diego campus. "But that concern is quickly dispelled. Many say they learned so much from everyone and that people are people wherever you go. Whether you work in a corporate setting, public safety, nonprofit or a nontraditional business setting, the program is about learning and working with others."

Roger Conway, manager of the Center's Leadership at the Peak and Looking Glass Experience programs, was instrumental in recruiting participants from the police and fire personnel in San Diego.

"LDP and Looking Glass represented an unprecedented opportunity for valuable training at no cost to taxpayers," said Conway. Everyone who has attended has been very appreciative."

Lisa Smith, a manager at the Greensboro Police Department's 911 Call Center in Greensboro, N.C., is very grateful for the program subsidy.

"Without the scholarship, I could not have attended the program," said Smith. "All outside training had been suspended due to cuts in the budget. The scholarship made it possible for me to attend the Leadership Development Program in August. It was a wonderful experience. I left the program with specific goals for myself and for my team."

For more information about the Public Health and Safety scholarship program, log onto the Center's Web site at www.ccl.org or call 336.545.2810. ▲

CENTER RESEARCH SHOWS BENEFITS FOR WOMEN WHO JUGGLE MULTIPLE ROLES

Many studies describe the stress women face as they juggle roles as wife, mother, friend, community volunteer and businesswoman. But could women actually benefit from this balancing act?

New research from the Center shows that there are indeed positive outcomes for women who take on multiple roles.

“We’ve found that commitment to multiple roles is associated with personal well-being and effectiveness as a manager,” said Marian Ruderman, Ph.D., research scientist for CCL®.

Ruderman worked with colleagues Patricia Ohlott, Kate Panzer and Sara King to conduct the new research. Their findings challenge the widely held belief that juggling multiple roles depletes a woman’s effectiveness at work. Instead, the CCL team found that skills learned in other aspects of a woman’s life accumulate and beneficially impact her ability to perform on the job.

“While there are limits, and taking on too much can become burdensome and stressful, we found that on the whole women benefited from a breadth of experience and from multiple interests and responsibilities,” Ruderman said.

The CCL study included both qualitative and quantitative components. The qualitative aspects of the study were based on a year-long series of interviews and surveys with 61 managers attending CCL leadership development courses. Most were affiliated with Fortune 500 firms.

Six themes emerged from the qualitative research:

- **Opportunities to enrich interpersonal skills.** Women reported that the interpersonal skills they developed as parents and through their involvement with friends and community organizations benefited them in the business aspects of their lives.
- **Psychological benefits.** Women said that the feelings of self-esteem and confidence they derived from experiences in their personal lives enhanced their feelings of confidence at work. They also tended to view work more objectively and to keep things in perspective.
- **Emotional support and advice.** Women found that friends and family members acted as sounding boards

and motivators, providing advice and insights that helped to temper their reactions in stressful work situations.

- **Learning to handle multiple tasks.** Juggling multiple tasks and responsibilities at home proved to be good practice for doing so at work — promoting efficiency, focus, organization skills, planning and strategy.
- **Leveraging personal interests and background.** Interests and cross-cultural experiences in the private lives of the women interviewed proved to be of great benefit to them in the workplace.
- **Learning to lead.** Involvement with volunteer organizations, community and religious groups and even family businesses helped women learn how to achieve goals through others and to design, develop and implement organizational systems.

“The resources and experiences gained from one role can be used to satisfy the demands of another,” Ruderman said. “The women we interviewed who had multiple roles in their lives had diverse opportunities for gratification and validation. They felt good about themselves, their activities and accomplishments and had a greater support network and more opportunities to learn.”

The second portion of the CCL study was quantitative and involved 276 women who attended CCL leadership development courses. The study explored the five key roles women most frequently mentioned in the qualitative study: occupational, marital, parental, community and friendship. Data was gathered from surveys of the women and from performance assessments made by their bosses, peers and employees at work.

The results from the quantitative research were twofold. First, the data showed that women with multiple roles were very satisfied with their lives and had a strong sense of self-worth. Secondly, women who juggled multiple roles were found to be more effective in their managerial careers — both on an interpersonal and task-related basis.

FOURTH ANNUAL *FRIENDS OF THE* CENTER LEADERSHIP CONFERENCE EXAMINES LEARNING AND LEADERSHIP

More than 200 professionals from all walks of life gained a jump-start on their leadership goals at the fourth annual Friends of the Center Leadership Conference.

The fourth annual *Friends of the Center* Leadership Conference, held May 29-31, 2002, was a chance for attendees to enhance their learning of leadership and its practices through presentations, workshops and peer networking. High-energy speakers Tony Buzan, Marshall Goldsmith and Sara King were this year's headliners.

Buzan, a world-renowned author and creator of Mind Maps™, which connects leadership and brain function, helped conference attendees understand the importance of memory, intelligence, learning and creativity in everyday work life. He demonstrated how to make use of the brain's natural processes to improve how we approach and plan projects, prepare for presentations, and tackle other problem-solving activities.

"To remember, learn, create or understand anything you need association, imagination and location," explained Buzan. He taught participants how to use Mind Mapping™, a visual method for taking notes and generating ideas, to improve learning, memory and creativity. "The creative capacity of the brain is infinity — as long as we understand how to use it and use it well," he said.

Goldsmith, one of the world's foremost authorities in helping leaders achieve positive, measurable change in their behavior, shared many of his trade secrets with the conference participants. "As we become more successful, it seems even harder to change," he noted.

Behavioral change can be achieved with a practical approach to coaching and learning. "By becoming aware of how we can improve, involving respected colleagues and following up, we can almost always get better at the behavior we choose," Goldsmith asserted. He offered attendees an eight-step approach for coaching for behavioral change.

The importance of making authentic decisions about becoming a leader was the message from Sara King, group director of the Center for Creative Leadership's Individual Leadership Development practice area and co-author of *Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential*.

"Leadership roles should be filled by people who make a deliberate decision to lead," said King. "We often underestimate the importance of willingness and authenticity when we make choices about leadership in organizations."

King shared recent research that led her to conclude, "People take on leadership roles without thinking through what being a leader means to them personally." She described this unconscious path to leadership "the problem of drift." Drift can be a problem for the individual, for colleagues and for the organization as a whole, she noted.

King provided conference attendees a framework for evaluating and reflecting on leadership commitments and opportunities.

Conference participants also rolled up their sleeves and got to work during eleven concurrent sessions designed to examine leadership topics in small groups. Topics included: *Best Practices in Executive Coaching*; *Creating Organizational Change Through Leadership Development*; *Leadership and Public Service: Many Are Called, Few Choose?*; *Leadership and Storytelling*; *Politics is Part of Organizational Life*; and *The Role of the Leader in Retaining & Engaging Key Talent*.

Through the two-and-a-half-day event, presenters, attendees and hosts enjoyed a relaxed but invigorating atmosphere. They shared their "best of," "worst of" and lessons learned, leaving refreshed and ready to face their next leadership challenge. ▲

**Friends of
the Center**
LEADERSHIP
CONFERENCE

Fifth Annual
Friends of the Center Leadership Conference
Ritz Carlton - Grande Lakes Resort
Orlando, Florida
October 8-10, 2003

CREATIVE LEADERSHIP COUNCIL EXPLORES NAVIGATING COMPLEX CHALLENGES THROUGH COLLABORATIVE TECHNOLOGIES

The fall meeting of the Creative Leadership Council (CLC)-Europe, sponsored by Verizon Communications, was held in conjunction with the Friends of the Center European Forum.

The meeting was held Oct. 2-4, 2002, at the Runnymede Resort and Spa in London. In addition to the CLC meeting and forum, Council members and other key constituents were treated to a special pre-meeting introducing the launch of the Center's most recent and comprehensive research project, *Connected Leadership*. Bill Drath, Patricia O'Connor and Chuck Palus provided an overview of the project and, through a series of small group exercises, gave members the opportunity to play a role in shaping how organizations might participate in this work.

Later Chuck Palus and David Horth, authors of *The Leader's Edge — Six Creative Competencies for Navigating Complex Challenges* shared their insights from seven years of research, resulting in the identification of six essential competencies leaders require to face the increasingly complex challenges within their organizations. Albert Selvin from Verizon Communications and Simon Buckingham-Shum of The Open University demonstrated collaborative tools developed within their organizations that assist in addressing extremely complex challenges.

The third and final day of the London event gave Council members the opportunity to participate in the *Friends of the Center* European Forum with human resource professionals, Center alumni, and others interested in expanding their knowledge of leadership. Speakers included Jagdish Parikh, international speaker and consultant, Malcom Wright, chief executive, Dumfries and Galloway NHS; and a host of Center faculty including Kerry Bunker, Kim Lafferty and Maxine Dalton.

As members of the Creative Leadership Council, organizations support the Center and its research and scholarship programs with philanthropic contributions. In recognition of their contribution, 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 ▲

Upcoming CLC Meetings in 2003

Creative Leadership Council-Europe

Oslo, Norway

May 8-9

Host - Wallenius Wilhelmsen

Creative Leadership Council-Americas

Greensboro, NC

March 31 - April 1

Host - Syngenta

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alumni profile

Self Discovery and Success

In 1993, as vice president of one of Blue Cross Blue Shield's major business units, Charles "Steve" Dawson was presented with an opportunity that he believes helped set the course for his future.

"Our president at that time was eager for his senior managers to further their career development," said Dawson. So Dawson got to work, investigating potential leadership development options. "I looked at the options we had to choose from, and the Center for Creative Leadership's Leadership Development Program (LDP)® was the most attractive one because of the reputation it had with people I knew."

From the very beginning, Steve Dawson has been a man on the move. With degrees from Princeton and Rutgers, he started his career in the New Jersey state government, working first in the Department of Education before moving over to the Department of Human Services and rising to assistant commissioner. Later he

moved on to the New Jersey State Lottery, becoming its executive director.

It was during his tenure at Blue Cross Blue Shield that Dawson felt he had reached the mid-career point. "LDP was an excellent choice for interacting with other dynamic executives from a wide variety of settings—technology, insurance, bio-pharmaceutical, manufacturing, finance and the military. I went to the program at a time when it was good to get a boost in terms of fresh ways to look at things and engage in discussions on how to manage certain kinds of difficult situations."

Although it has been nine years, Dawson remembers his week in LDP with clarity. "I was very impressed with how thorough the preparation and analysis was even before the actual sessions began. The program's multi-dimensional approach to assessment was a new experience." It was the first time in his career that Dawson was able to take a substantial amount of time to complete a

thorough analysis of himself, to get the perspective of people back at work, and also to find out what dispassionate observers during the program thought of his leadership style and skills. "It's important to be able to see how effective you are or what kinds of things you need to improve in your leadership style. I remember thinking this was unique."

By the end of the program Dawson had acquired a different short-term and long-term perspective of his career. Back on the job at Blue Cross Blue Shield, he formulated and put into effect successful new strategies for his business unit. "The goal setting part of LDP helped me make some additional changes in how I operated my division. The next year, our division led the company in overall operational performance."

The program also inspired him to consider new directions for himself. He left the insurer and began his own small healthcare technology business, Tiger Medical Systems Acquisition Corp. Two years later, Science Applications International Corp. (SAIC), the \$6 billion science and engineering company, came calling. He was recruited to become a vice president in their

Strategies for Black Managers *continued from page 3*

anticipate and interpret what is going on around you.

Don't be naive about racism. There are many people who have conscious or unconscious racist notions and many organizations that have subtle racist practices. Although these beliefs and practices are rarely overtly articulated, they can subtly affect how African Americans are judged and the opportunities they receive.

Demand and enforce equitable treatment. You have the right to be treated equitably in your workplace. If you feel that is not happening, check your perceptions with others, document the different treatment, and then take your concerns to the appropriate company personnel. If your issue is not adequately addressed within the organization, you may have to go outside for help or guidance. When you are in charge, make sure that you set equal standards and enforce equitable treatment for everyone in your sphere of influence.

Support the vision of the organization. As an organizational leader, you need to publicly support the organization's vision, mission and the decisions or direction of your superiors. This does not mean that you have to agree with every decision made or the overall strategy, but after you have adequately and appropriately expressed your disagreement, you should be able to communicate the decision to your staff without seeming disingenuous.

Don't be preoccupied with racism. Racism exists. That's a fact. However, your being preoccupied with racism will not cause racists to lose a moment's sleep. What will disturb their peaceful slumber, though, is your success. Your determination to excel, in spite of racial barriers, can armor you against unfair onslaughts in the corporate arena.

Build trust. Trust is the cornerstone for building and maintaining relationships and cultivating professional interactions. However, it is also one of the most difficult hurdles for blacks to overcome. African Americans who have trouble trusting whites have to find ways to move beyond issues of trust if they are to become more effective in the workplace. By being willing to engage in meaningful relationships with whites — usually by taking small steps such as encouraging friendship and granting trust incrementally — blacks can build a foundation on which trust can be grown.

Don't label other blacks. One of the major issues that blacks face in corporate America is being labeled by others. However, some blacks also engage in labeling one another and label non-blacks as well. The challenge and opportunity for black leaders is to set an example by recognizing, accepting and promoting the rich diversity in every member of the organization. ▲

Women Who Juggle Multiple Roles *continued from page 5*

“These findings suggest that organizations may want to do a better job of recognizing the psychological and professional benefits of the multiple roles in their managers' lives,” Ohlott said. “Rather than discouraging people from spending time and energy in nonwork roles, organizations may want to try to find ways to encourage and facilitate the transfer of learning from those other roles to the work arena.”

The article “Benefits of Multiple Roles for Managerial Women” by Ruderman, Ohlott, Panzer and King published in the *Academy of Management Journal*, 2002, Vol 45, 369-386, outlines more research findings.



Ruderman and Ohlott are co-authors of *Standing at the Crossroads: Next Steps for Developing High-Achieving Women* released in May by Jossey-Bass Publishers.

The Center for Creative Leadership has a long history of engaging in partnerships to support our mission to advance the understanding, practice and development of leadership for the benefit of society worldwide. As a 501(c)(3) nonprofit organization, we seek grants and donations to extend our impact and broaden our scope. To learn more about sponsoring the Center's work, call Lynn Fick Cooper at 336 286 4051 or e-mail fickl@leaders.ccl.org ▲

CENTER BRIEFINGS

- ▶ **Heifetz Conducts Leadership Seminar at CCL®** Noted Harvard lecturer and researcher, Dr. Ronald A. Heifetz, presented *Leadership on the Line: Staying Alive Through the Dangers of Leading* at the Center for Creative Leadership's Greensboro, N.C., campus on Oct. 30.

The day-long seminar offered participants an understanding of how to put themselves on the leadership line, how to respond effectively to risks, and how to live to celebrate their efforts.

Heifetz is the founding director of the Center for Public Leadership at Harvard University's John F. Kennedy School of Government. Renowned worldwide for his seminal work on the practice and teaching of leadership, Heifetz's research at Harvard focuses on how to build adaptive capacity in societies, businesses and nonprofits. He is the author of *Leadership Without Easy Answers* and *Leadership on the Line: Staying Alive through the Dangers of Leading*.

The seminar was sponsored by the Community Leadership Association (CLA), the Leadership Programs of the Greensboro Area Chamber of Commerce and CCL.

- ▶ **The Center to Offer Women's Leadership Program in the United Kingdom** The Center's inaugural offering of The Women's Leadership Program in Europe will take place March 10-14, 2003, in London, England. The

Women's Leadership Program builds upon CCL's pioneering research into how leaders learn and develop, combining it with the latest, cutting-edge research on women's leadership issues and work experiences.

Participants work with models and develop personal strategies for exercising power and influence more effectively. Participants also explore the choices and tradeoffs they face as women juggling personal and professional objectives in Europe's fast-paced work environment.

Designed for women who lead and influence others, the program provides a comfortable and safe setting that encourages open discussion of experiences and solutions.

The Runnymede Hotel and Spa in Surrey, UK, will be the site for the program. Tuition is EURO 5,400. To register contact Vanessa Benozzi at CCL-Europe +32 (0)2 679 0910 or email benozziv@leaders.ccl.org.

- ▶ **Center For Creative Leadership Ranked Among Best In *Financial Times* Annual Executive Education Survey** The Center has been ranked seventh overall among the Top 35 international providers of non-degree executive education programs in the *Financial Times* annual survey. The Center is the only non-business school ranked among prestigious business schools, including Columbia,

Harvard, Duke, University of Pennsylvania's Wharton, IMD (Switzerland) and INSEAD (France). This is the first year CCL has been listed in the *Financial Times* survey.

In addition to the overall ranking, CCL was ranked 6th of the Top 45 selected in the open enrollment program category and 12th of the Top 45 in the custom program category. CCL's custom program faculty was ranked number one for the quality of teaching and cohesiveness of staff. In the custom program training category, CCL shared the number one spot with IMD and Duke Corporate Education.

"We are thrilled with our rankings in the *Financial Times* survey," said CCL President John Alexander. "Because our educational mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide, it is extremely gratifying to be included in this prestigious international listing. My thanks go out to our alumni and to the organizations surveyed who expressed such high regard for the Center's leadership development programs."

- ▶ **On Center Continues in Print Format... for Now** Based on feedback from *On Center* readers, we are reevaluating whether to transition from print to an electronic platform.

Take a few minutes to tell us what you think of *On Center* and we'll mail you a free guidebook on keeping your career on track. Please visit www.ccl.org/oncentersurvey to complete the *On Center* readership survey and register for your book.

WINNERS OF THE 2001 LEADERSHIP QUARTERLY AWARD ANNOUNCED

Mary Uhl-Bien and Russ Marion are the winners of the 2001 “Best Paper Award” for *The Leadership Quarterly*. The winning manuscript entitled, “Leadership in Complex Organizations,” explores how the complexity theory informs the role of leadership in organizations.

The two received their awards at a colloquium held at the Center for Creative Leadership in Greensboro, N.C., on September 13.

In the pair’s winning paper, they argue that the complexity theory focuses leadership efforts on behaviors that enable organizational effectiveness, as opposed to determining effectiveness. In addition, in the paper they developed a definition of organizational complexity and apply it to leadership science, discuss strategies for enabling complexity and effectiveness, and delve into the relationship between complexity theory and other currently important leadership theories.

Dr. Uhl-Bien is an associate professor in the Department of Management at the University of Central

Florida. She received a Ph.D. in Organizational Behavior from the University of Cincinnati and an MBA from the same institution.

Dr. Marion is a professor of educational leadership at Clemson University in South Carolina. He received a Ph.D. in Educational Administration from the University of North Carolina at Chapel Hill and a M.A.T. and M.Ed. from UNC.

The “Best Paper Award” for *The Leadership Quarterly* is sponsored by the Center for Creative Leadership. The award includes a \$1,000 cash prize and the opportunity to present the winning paper in a colloquium at the Center for Creative Leadership. ▲

Alumni Profile continued from page 8

technology and analysis sector. “Had I not attended LDP, I wouldn’t have given much thought to the industry SAIC is in.”

Dawson also admits that he may not have considered his most recent position had it not been for his experience in LDP. Connecting the dots back to what he had learned in the program – about using creativity and flexibility to address leadership problems and issues – played

a key role in his decision to accept his current position as chief technology officer for the State of New Jersey.

“Programs like this one are a crucial component of any executive’s career. At an executive-level position you have to know which areas you need to develop to be successful. You have to have an understanding of yourself and what it takes to accomplish your goals.” ▲

PUBLICATION

NEWS

Leading in Black and White: Working Across the Racial Divide in Corporate America

Ancella B. Livers
and Keith A. Caver

In the book, authors Ancella B. Livers and Keith A. Caver look at the experiences of African-American managers in the modern corporate culture. The book offers strategies for blacks as well as non-blacks to help understand differences and improve their relationships, departments and organizations. In addition to the book, the two authors

penned an article, “Dear White Boss” published in the November issue of the *Harvard Business Review*. The article portrays the nature of corporate life once black managers are established — the feeling that they leave some part of their identity at home and, the sometimes subtle and often systemic racial biases that inhibit and alienate African Americans.

(See related article, page 1)



Standing at the Crossroads: Next Steps for High Achieving Women

Marian N. Ruderman
and Patricia J. Ohlott

As women move into leadership and managerial positions in record numbers, there is an increasing need to understand how they will prioritize and integrate the many new roles and possibilities available to them. This book, based on extensive research, looks at the fundamental pressures that influence the career and personal decisions high-achieving women make, and identifies strategies for adapting to the many demands that both challenge and enhance their lives.

Ideas into Action Guidebooks

Managing Conflict with Direct Reports

Barbara Popejoy
and Brenda McManigle

Conflict with direct reports is one of the most difficult challenges facing managers. But it’s a challenge that successful leaders learn to address. Managers who develop an understanding of difference without judging and are willing to see more than one perspective or solution are in a good position to manage such conflict. They are better prepared to

understand emotions that can trigger conflict, to clarify performance expectations, and to provide ongoing feedback for the support and development of their direct reports.

Leadership in Action

Martin Wilcox, Editor

Leadership in Action is a bimonthly magazine that aims to help leaders and those who train and develop leaders by providing them with practical knowledge gained in the course of the Center’s educa-

tional 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 \$149 for individuals and \$249 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

For more information or to place an order, visit CCL’s online bookstore at www.ccl.org/publications.

THREE NEW MEMBERS JOIN CENTER'S BOARD OF GOVERNORS

The Center has appointed three new members to its Board of Governors: Retired Vice Admiral John R. Ryan, the 56th superintendent of the U.S. Naval Academy; Sherwood Smith, chairman emeritus of Carolina Power and Light Company; and William Wiggenhorn, chief learning officer at CIGNA Corporation.

CCL's 15-member Board of Governors is charged with managing the Center's program policies and implementing its educational mission. According to Thomas K. Hearn, board chairman, Ryan, Smith and Wiggenhorn were elected to serve three-year terms that began in June 2002.

Vice Admiral John R. Ryan recently retired as the 56th superintendent of the U.S. Naval Academy. His distinguished 34-year career with the Navy included assignments as commander of the Maritime Surveillance and Reconnaissance Force in the U.S. Sixth Fleet, commander of the Fleet Air Mediterranean and commander of the Maritime Air Forces, Mediterranean. He assumed duties as superintendent of the U.S. Naval Academy in June 1998.



Vice Admiral Ryan has received numerous service awards, including the Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal and the Navy Commendation Medal.

Sherwood H. Smith Jr. is chairman emeritus of Carolina Power and Light (now Progress Energy) and served as CEO for the company for 17 years.



Smith is currently chairman of the Board of Advisors for the Institute for Arts and Humanities at the University of North Carolina and previously served as chairman of the University's Board of Visitors. He has served on a number of corporate boards, including those of Wachovia Corporation, Nortel Networks, Springs Industries and Northwestern Mutual Life.

Smith is a member of The Business Council of Washington, D.C., chairman of the Triangle Universities Center for Advanced Studies and vice chairman of the Research Triangle Foundation. In 1977 he received the Distinguished Citizenship Award from the North Carolina Citizens for Business and Industry, and he is a member of the North Carolina Business Hall of Fame.

William Wiggenhorn, longtime president of Motorola University, is currently the chief learning officer at CIGNA Corporation and has served in similar roles at Xerox and Motorola.



He previously served as executive vice president of Human Resources at Provident Financial Services. In addition to his work in the marketing, engineering and financial industries, Wiggenhorn serves on a number of advisory boards, including the ASTD Council of Governors.

Wiggenhorn's numerous awards include the McKinsey Award for best article in the *Harvard Business Review* (1990) and the Rose-Hulman Institute Award of Excellence in Corporate Education. ▲

The Center for Creative Leadership engages in a number of partnerships that support our research and educational programs. As a 501(c)(3) nonprofit organization, we seek grants and donations in support of our educational mission. Since the beginning of our 2001-2002 fiscal year, April 1, 2001, we have enjoyed the support of a number corporations, foundations, institutions and individual sponsors. 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 or phone 336.286.4055.

SUPPORT

Project Funding

Leadership Across Differences

The Center is currently engaged in a five-year, multi-phase project to address one of our greatest societal concerns – the need for strong and inclusive leadership in the face of racial, religious, background, gender, ethnic, and cultural differences. *The Leadership Across Differences* project provides a systemic response to this deep-rooted need by generating new knowledge and developing new tools and techniques to help leaders in organizations respond to the changing demographics of the workplace.

The Center is seeking external funding to support the *Leadership Across Differences* project. In 2001 we established a *Leadership Across Differences* Learning Consortium (LADL), enabling all types of organizations to share concerns and best practices, to hear from thought-leaders and gain early insights and practical models.

The two newest members of the LADL Consortium are **CARE International** and **Mercy Corps**. CARE International, one of the world's largest private international humanitarian organizations, is committed to helping families in poor communities improve their lives and achieve lasting victories over poverty. Mercy Corps is a large nonprofit, international relief and development organization that reaches five million people in 37 countries torn by poverty and conflict.

Consortium members all contribute financially and participate intellectually in the Leadership Across Differences research project. CARE and Mercy Corps join a distinguished list of LADL Consortium members, which include:

- Bristol-Myers Squibb
- Conoco
- GlaxoSmithKline
- Greensboro Fire Department
- Swiss Re
- Syngenta
- Verizon Communications
- Virginia State University Institute of Race Relations
- The Warner Foundation

The Center awarded a three-year, \$120,000 grant from the **Z. Smith Reynolds Foundation** to support the implementation of the *Leadership Across Differences* project in North Carolina. The grant will enable the Center to conduct research and share new tools and techniques directly with organizations where leaders at all levels and in all sectors are struggling to adapt to the rapidly changing demographics of the North Carolina workplace. We are seeking additional grant support to implement the project internationally.

Rotary Youth Leadership Program Impact Study

The Rotary Club of Greensboro, N.C., awarded the Center a \$5,000 grant to support an impact study of the Rotary Youth Leadership Program (RYLP). For the past 20 years the Center has volunteered staff time and resources to help the Rotary Club of Greensboro conduct a week-long leadership program for 48 to 54 high school juniors and seniors from the Piedmont Triad area. While evaluations of the program have always been very positive, the impact study will help determine whether the experiences these young people have had through the RYLP have a long-lasting impact on their leadership development over time. A Ph.D. candidate in the UNCG School of Education is working with the Center to conduct the study. Special thanks go to the Board of the Rotary Club of Greensboro for their support of the project.

Friends of the Center Annual Campaign

Donations from the *Friends of the Center* Annual Fund provide general support to the Center, including its institutional initiatives in research and development, and tuition assistance to leaders in the nonprofit and educational sectors. One of the highest gift levels is the **Leadership Circle**. Donors at this level contribute with an annual gift of \$10,000 or more. The Center is delighted to announce that JMA Management Center, Inc. has renewed its membership and Recruit Co., Ltd. has joined the Leadership Circle.

JMA Management Center, Inc. (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.

Recruit Co., Ltd. is one of Japan's largest human resources groups providing research, consulting and mediation services. It delivers its information-based services through classified publications, magazines, marketing resources and network technology. For the past 40 years, Recruit has provided consumers and corporate clients with information-based services tailored to their needs.

One of their dominant Web services, RECRUIT Navi, has registered more than 90 percent of the university and college students looking for jobs in Japan and provides them with employment-related information over the Internet.

For more information about the Leadership Circle or the *Friends of the Center* Annual Campaign, please contact Debra Lucenti at lucentid@leaders.ccl.org or at 336 286 4053.

Creative Leadership Council

The contributions of our corporate sponsors who make up the Creative Leadership Council (CLC) help underwrite the Center's research and development activities and our scholarship program. Members of CLC-Americas and CLC-Europe participate in semi-annual forums that focus on leadership and creativity. In recognition of their unrestricted contributions, members receive early access to our research, products, programs and services, as well as the opportunity for co-inquiry research with the Center.

The Center is delighted to welcome **Northwestern Memorial Hospital** to the Creative Leadership Council-Americas. Northwestern Memorial Hospital is one of the country's preeminent academic medical centers and is particularly renowned for its programs in cardiovascular services, women's health, cancer, neurosciences, orthopedics, transplantation, gastrointestinal disease, psychiatry and infectious disease. Members of the medical staff represent virtually every medical specialty. In addition, Northwestern Memorial is the only academic medical center hospital in Chicago participating in the city and state Level I trauma networks. ▲

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 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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