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

On Center

Fall 2004

Friends of the Center Leadership Conference Fosters Community

A lineup of thought-provoking speakers and plenty of lively discussion marked the Center for Creative Leadership's sixth annual *Friends of the Center* Leadership Conference in Oak Brook, Ill., from September 29 - October 1, 2004.

A key component of the Center's efforts to foster a community dedicated to lifelong learning about leadership, the conference attracted more than 150 CCL® alumni and friends to reconnect with the Center and renew their thinking about leadership.

The conference featured an opening keynote presentation by Peter Senge, author of the widely acclaimed book *The Fifth Discipline: The Art and Practice of the Learning Organization*. Other



FOCLC keynote speaker, Peter Senge, senior lecturer at the Massachusetts Institute of Technology, founding chair of the Society for Organizational Learning (SoL), and author of *The Fifth Discipline: The Art and Practice of The Learning Organization*, shares his thoughts with attendees.

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Friends of the Center Leadership Conference Fosters Community CONTINUED FROM COVER

keynote speakers throughout the event included Tony Schwartz, an authority on performance and co-author of *The Power of Full Engagement*; Elliott Masie, head of The Masie Center and a leading thinker on technology and learning; Rita Gunther McGrath, an associate professor at Columbia Business School and co-author of *The Entrepreneurial Mindset*; and Ancella Livers, a CCL faculty member and co-author of *Leading in Black and White*. A full slate of concurrent sessions focused on coaching, leading change, blended learning solutions, the artistry of leadership, strategic leadership, assessments and building leadership capacity.

Participants at this year's event took part in alumni and small group sessions facilitated by Center staff and had numerous opportunities for networking. A highlight of the conference was the recognition of Ingar Skaug, president and group chief executive officer of Wilh. Wilhelmsen, as the recipient of the 2004 CCL Distinguished Alumni Award.



Distinguished alumnus Ingar Skaug, left, spends time with CCL Vice President Stan Gryskiewicz.



Attendees from Japan participate in a concurrent session.



Keynote speaker Elliott Masie shares his thoughts with a group of attendees.



Concurrent session presenter Kevin Asbjörnson discusses the nuances of leadership.



Individuals participate in an interactive exercise.

DON'T MISS THE 2005 CONFERENCE



SEVENTH ANNUAL
Friends of the Center
LEADERSHIP CONFERENCE

Hyatt Regency Jersey City on the Hudson
Jersey City, N.J., U.S.A. ■ October 5 - 7, 2005

SAVE THE DATE!

Center Taps Top Norwegian Executive for 2004 Distinguished Alumni Award

Ingar Skaug, president and group chief executive officer of Wilh. Wilhelmsen in Lysaker, Norway, is the 2004 recipient of the Center for Creative Leadership's annual Distinguished Alumni Award. He is also the first European to receive the award.

Few people have had the weight of leadership thrust upon them as suddenly and completely as Ingar Skaug. In 1989, the entire leadership of Wilhelmsen Lines — a subsidiary of the 128-year-old Norwegian shipping company Wilh. Wilhelmsen ASA — were killed in a plane crash on their way to a ship-naming ceremony. Ingar, who was then head of the Scandinavian Airlines System (SAS) in Norway, was recruited as the new managing director and charged with helping the close-knit and distraught company rebuild in the wake of the tragedy. Today, Wilh. Wilhelmsen is one of the world's most prominent and admired shipping companies, with 18,000 employees and offices in 60 countries.

Under Ingar Skaug, the global company has enacted many pioneering leadership practices related to employee empowerment, diversity, environmental responsibility and innovation. Wilh. Wilhelmsen's value-centered approach is based on the idea that creative, empowered, motivated employees are the key to competitive advantage. Ingar is described by those who work with him as being "very tough about the soft stuff."

Ingar first encountered the Center for Creative Leadership in the mid-1980s when a colleague invited him along to a CCL presentation. At the time, he was running Scandinavian Airlines System in North America and immersed in an organizational change process. He notes that he was taken by CCL's approach to creative thinking and leadership and credits the interaction with helping him deal with the change issues at SAS. The Center was equally impressed with Ingar and he was recruited for the Center's Board of Governors.

"It is a great honor for me to receive this award," Ingar said. "The Center and its staff have strongly contributed to my understanding of leadership and to my development as a leader — to the extent that today I feel confident about what good leadership means as well as understanding the skills and behaviors it requires. The Center has been an active partner with the organizations that I have led, and it has played a key role in change

processes I have undertaken. I look upon it as the most important leadership institution in the world."

Previous recipients of CCL's Distinguished Alumni Award were from the corporate, nonprofit and government sectors in the U.S. The award was established in 1999 to honor the accomplishments and continuing growth and development of individuals who have participated in CCL programs.



CCL President John Alexander presents Ingar Skaug with the 2004 Distinguished Alumni award.

PAST DISTINGUISHED ALUMNI AWARD WINNERS



2003
Major General James Dozier
U.S. Army



2002
Nancy L. Snyderman, M.D.
Vice President, Medical Affairs Corporate Staff for Johnson & Johnson, practicing surgeon and medical journalist



2001
Inez Tenenbaum
Superintendent of Education, South Carolina



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



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

New Visiting Fellow Focuses on China

As the Center for Creative Leadership seeks to expand its reach and learning in Asia, it will receive some valuable help from Ellie Weldon, who was recently chosen as CCL's 2004 H. Smith Richardson Jr. Visiting Fellow.

Ellie, who travels to China several times a year to teach in the e-MBA program at Beijing University, says that her professional interests in the characteristics of effective leaders in China and how they can be developed dovetails well with CCL's desire to learn more about leadership there.

"Working with CCL is a great opportunity to pursue those interests with a top-notch organization," Ellie says. During her yearlong fellowship, which began in August, she plans to help CCL establish a research agenda in China by identifying promising topics as well as individuals and organizations in the country that might partner with CCL on that work.

Ellie, who holds a Ph.D. in industrial/organizational psychology from Ohio State University, began her career teaching courses about leadership and the strategic implementation of it at several business schools in the United States.

In 1990, as part of a U.S. Department of Commerce program, she visited China for the first time to teach a course on human resources management to a group of Chinese managers. She found that issues of leadership in China caught her interest and she began to travel there regularly.



Ellie Weldon, 2004 H. Smith Richardson Jr. Visiting Fellow

In 1996, she immersed herself even more in the region. She took a job teaching at the Hong Kong University of Science and Technology, where she stayed for four years. Most recently, Weldon worked with Switzerland-based IMD on executive development, specializing in the areas of leadership and managing change.


As she explores potential research topics in China, she sees several areas where CCL could contribute. Among them: interviews with successful Chinese business leaders on important lessons learned, the exploration of issues related to women and leadership in the country and the study of the various developmental experiences in leadership that might be most

effective for individuals and organizations in China.

The H. Smith Richardson Visiting Fellow program is made possible through an endowed fund created to provide Center fellowships to thought-leaders and practitioners in the leadership development field. These Smith Richardson Visiting Fellows spend time in residence at the Center working on projects to advance knowledge in the field and to connect theory and practice.

They interact with CCL clients, staff, Board and friends in the communities the Center serves. The program is named in honor of the late Smith Richardson — the Center's first chairman of the Board of Trustees, long-time chairman of the Smith Richardson Foundation, Inc., and chairman of the board of Richardson-Vicks, Inc. — who was an enthusiastic supporter of real-world research that practicing leaders could use.

CCL's *Leading Effectively* Webinar Series – Bringing CCL right to your desk.



In today's fast-paced business environment, leadership education can easily slide to the back burner, even for the most well-intentioned manager. That's why we're bringing some of the world's leading experts on leadership right to your desk for a series of stimulating and interactive Webinars. You can participate in these Webinars from the comfort of your own office or gather your colleagues and have everyone benefit from this learning. Visit www.ccl.org/webinars for more information.

Building Your Team's Morale, Pride and Spirit

Presented by Gene Klann, noted leadership expert and author of *Crisis Leadership* and *Building Your Team's Morale, Pride, and Spirit*

This online discussion features:

- Insights into what impacts team morale and spirit
- Diagnostics to take the temperature of your team and organization's morale
- Guidance to help you boost team pride and performance

Live Viewing* November 17 \$150

Do Less and Accomplish More

Presented by Bill Jensen, author of *Simplicity: The New Competitive Advantage in a World of More, Better, Faster*

Live Viewing* December 9 \$150

*Webinars can be viewed on demand following the live viewing.

Visit www.ccl.org/webinars for more information.

The Journey Continues . . .

Leaders Reconnect, Refresh and Revitalize at LAP Alumni Conference

Twenty years after the inception of Leadership at the Peak (LAP), the Colorado Springs campus of the Center for Creative Leadership hosted the first conference dedicated exclusively to LAP alumni. *The Journey Continues: 2004 LAP Alumni Conference* was held September 8 – 10, 2004, at The Broadmoor Hotel in Colorado Springs, Colo. With a theme of *Reconnect, Refresh and Revitalize*, this intimate gathering offered top leaders the chance to enhance their thinking about leadership, learn about new leadership research and visit with fellow LAP alumni and CCL faculty.

The conference kicked off with a keynote speech by David Campbell, Ph.D. In a talk entitled “Twenty Years of LAP,” Campbell, the Smith Richardson Fellow at CCL and co-creator of LAP, presented results from a two-decade study.

The following day featured David Hurst, author of *Crisis and Renewal: Meeting the Challenge of Organizational Change*. Hurst’s session explored the roles of policy, poetry and practice in learning and leading in complex systems.

This interactive session engaged both LAP alumni and LAP faculty in a lively discussion about the challenges facing organizations today.

A highlight of the conference was an evening with Roger Nierenberg, conductor and creator of The Music Paradigm™, featuring 25 members of the Colorado Springs Philharmonic. The Music Paradigm dramatized new ways of viewing communication, coordination, teamwork and leadership using the orchestra as a metaphor for organizations.

The final day of the conference showcased new CCL research on strategic leadership in a presentation by CCL faculty members Kate Beatty and Rich Hughes.

The final day also included a facilitated alumni discussion with topics ranging from current challenges to how CCL can better support LAP alumni.

One alumnus summarized the impact of the conference by saying, “I am so reenergized and refocused; I am returning home with lessons to apply in all aspects of my life.”

The gathering offered top leaders the chance to enhance their thinking about leadership, learn about new leadership research and visit with fellow LAP alumni and CCL faculty.



Members of the Colorado Springs Philharmonic dramatize new ways of viewing communication, coordination, teamwork and leadership using the orchestra as a metaphor for organizations.

**Center Names 2003
Kenneth E. Clark Student
Research Award Winner**

Marie T. Dasborough has been named the 2003 Kenneth E. Clark Student Research Award winner. Her paper, "Cognitive Asymmetry in Employee Affective Reactions to Leadership Behaviors" looks at the relationship between leaders and how they shape workplace affective events. Dasborough is a Ph.D. student at the UQ Business School at the University of Queensland in Australia.

CCL in the News

Top media outlets in Asia, Europe and North America have spotlighted the Center's work and expertise in recent months. The *Guardian* in London published a story about the European phase of the Emerging Leaders research project. The *Asian Wall Street Journal* cited CCL experts on work-life balance, and *The Straits Times* in Singapore ran an extensive interview with Michael Jenkins, CCL-Asia's managing director. In North America, *Fast Company* featured The Looking Glass Experience in a monthly column on executive education. CCL staff members were also interviewed or published articles in several influential publications, including *Harvard Business Review*, *Across the Board* and *Black Enterprise*.

Center Briefings

**CCL Enhances its Online
Community with myCCL**

In October, the Center enhanced and further personalized its growing online community by launching *myCCL*. The *myCCL* interface provides easy access to hundreds of Center articles, management of subscriptions to Center e-mail newsletters, personalized content based on individuals leadership challenges and updates on the latest Center programs, assessments, publications and events. Learn more about *myCCL* at www.ccl.org/myccl



2005 Spirit and Leadership Conference

Servant Leadership: A Moment Towards Compassion and Co-creation is the subject of the Center's 2005 Spirit and Leadership Conference. The conference offers participants the opportunity to reflect on the links between leadership and spirit as they discuss spirituality, well-being and the workplace. Dr. Ruth Anderson, director of the Servant Leadership School of Greensboro, N.C., will be the keynote speaker. The conference is scheduled for Jan. 6 – 7, 2005, on CCL's Greensboro campus. For more information, please contact Client Services at +1 336 545 2810 or via e-mail at info@leaders.ccl.org

Publications

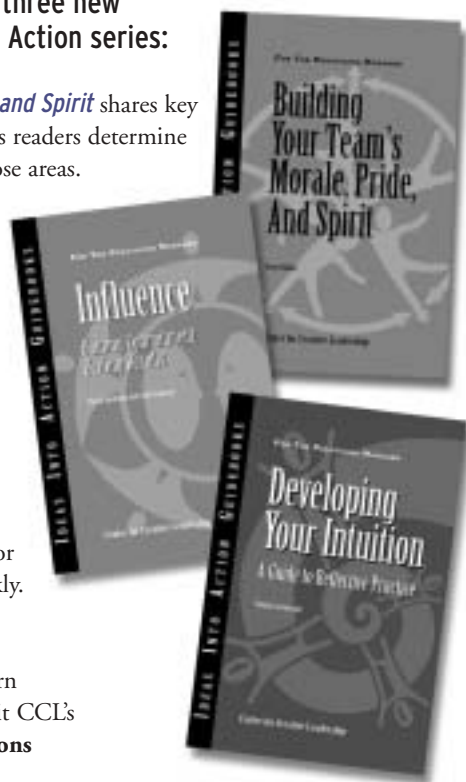
The Center recently published three new guidebooks from its Ideas Into Action series:

Building Your Team's Morale, Pride, and Spirit shares key strategies for leading teams and helps readers determine their current level of readiness in those areas.

Influence: Gaining Commitment, Getting Results shows readers how to develop the influencing skills needed to get things done when one's position and power in an organization are not enough to motivate colleagues.

Developing Your Intuition: A Guide to Reflective Practice explores how leaders can tap into their intuition for help in making good decisions quickly.

To purchase these guidebooks or learn about other Center publications, visit CCL's bookstore at www.ccl.org/publications



Leadership in Action

MARTIN WILCOX, EDITOR

Leadership in Action is a bimonthly magazine that arms leaders — as well as those who train and develop them — with practical knowledge gained in the course of the Center's educational research activities. It also provides a forum for the exchange of information and ideas between practicing leaders and Center staff and associates.



Leadership in Action is a publication of the Center for Creative Leadership and Jossey-Bass, a Wiley imprint. The annual subscription price is \$189 for individuals and \$325 for institutions. To subscribe, please contact Jossey-Bass Customer Service at +1 888 378 2537 or access the Jossey-Bass Web site at www.josseybass.com

Greensboro Leadership Fund Nets \$10,000 Grant

Allen W. Purser recently learned what his peers, direct reports and boss think about his leadership ability when he completed a leadership training program for nonprofit executives in Greensboro. Allen received a scholarship to attend the program through the Greensboro Leadership Fund, which was established in 2000 by CCL and the Weaver Foundation.

“My experience at the Center for Creative Leadership allowed for excellent leadership development through self-examination and self-awareness,” says Allen, who is senior vice president of public affairs at the Greensboro Chamber of Commerce. “This experience helped me to realize my leadership strengths and recognize opportunities for growth. The greatest revelation for me was realizing how my peers, boss and subordinates see me as a leader. This knowledge, along with self-awareness of my strengths, has allowed me to grow as a manager and a professional. I am a much better leader and person for the experience.”

A recent \$10,000 grant from the Tannenbaum-Sternberger Foundation to the Greensboro Leadership Fund ensures that other nonprofit professionals in Guilford County will enjoy an experience similar to Allen’s. The foundation’s gift will help perpetuate a program that has trained 52 leaders over the past four years from such organizations as the United Arts Council, Hospice and Palliative



“The greatest revelation for me was realizing how my peers, boss and subordinates see me as a leader. This knowledge, along with self-awareness of my strengths, has allowed me to grow as a manager and a professional. I am a much better leader and person for the experience.”

– Allen W. Purser
Senior vice president of public affairs at the Greensboro Chamber of Commerce

Care of Greensboro and the University of North Carolina at Greensboro.

“The Center for Creative Leadership is delighted to do its part in developing community leadership through the Greensboro Leadership Fund,” says Lisa Lopez, CCL’s Major Gifts Officer. “We firmly believe that building strong leaders is critical to the future of our community. This initiative allows us to work with individuals whose agencies touch the lives of thousands of local residents each day.”

Brian Maness, director of marketing and communications with the Children’s Home Society of North Carolina, also valued the feedback he received from peers as part of his leadership training.

“The Leadership Development Program offered a rare opportunity to learn how my personality and individual leadership style is perceived by peers and co-workers,” says Brian. “A year later, I can see dramatic results from the experience, both personally and in my organization.”

Participants are selected from nominations received from local nonprofit boards and agencies. The fund provides 90 percent of the tuition for training, while the agencies themselves are asked to supply the remaining 10 percent.

“The Tannenbaum-Sternberger gift will allow us to extend that work — hopefully benefiting not only the individuals who participate, but also the agencies they direct and the local residents they serve,” says Lopez.



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– Brian Maness
Director of Marketing and Communications, Children’s Home Society of North Carolina

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Lisa Lopez
CCL’s Major Gifts Officer

Over the last two years, the Center granted 533 scholarships to individual leaders of nonprofit organizations and schools — a contribution to the sector valued at nearly \$3 million. By contributing to the Center you can help support the Center’s scholarship programs, research, educational programs, pro bono activities and community outreach.

For more information about the Friends of the Center Annual Fund or how to make a contribution, please contact Lisa Lopez, Major Gifts Officer at the Center for Creative Leadership, at +1 336 286 4057 or at lopezl@leaders.ccl.org



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The Center for Creative Leadership is a nonprofit, educational institution with international reach. For more than three decades its mission has been to advance the understanding, practice and development of leadership for the benefit of society worldwide. Center staff members conduct research, produce publications, and provide programs and assessment products to leaders and organizations in all sectors of society. Headquartered in Greensboro, North Carolina, the Center also has locations in Colorado Springs, Colorado; San Diego, California; Brussels, Belgium; and Singapore, as well as Network Associates around the world certified to offer selected Center programs.

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

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