

Leadership Across Differences Project Update

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Center for Creative Leadership

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Welcome

Happy New Year friends, supporters, and collaborators of the Leadership Across Differences project!

2005 was a whirlwind of activity, transition, and progress for the project and its members. No matter the extent of interaction we were able to have with you in 2005, each of you receiving this newsletter have played a role and have made a difference through your contributions to the Leadership Across Differences project. For that we are very grateful and offer you a sincere word of thanks.

With this newsletter, we hope to update you on a number of project-related fronts including the development of leadership applications, project funding, the global dissemination of our work, and updates on the project team members. We lead off below by providing a brief update on the progress of our research.

We hope you enjoy this update, and again, our best wishes to you for a prosperous and peaceful 2006.

LAD Research

Since 2003, the LAD team has been actively collecting data from a number of different countries. We have been incredibly fortunate to collaborate with a number of top-notch international scholars in the collection, analysis, and dissemination of our research, and have compiled an extensive database of both quantitative and qualitative data.

Where we have been in 2005:

In 2005, the LAD team collected data from a number of nonprofit and for-profit organizations in Spain, South Africa, Jordan and Germany. We could not have done this without the help of our collaborators as follows:

- **Spain**—David Dinwoodie, Director, International MBA Program, Escuela de Alta Dirección y Administración (EADA)
- **South Africa**—Lize Booysen, Ph.D., Professor of Organizational Behavior, Graduate School of Business Leadership, University of South Africa
- **Jordan**—Muhsen Makhamreh, Ph.D., University of Jordan
- **Germany**—Michael Hoppe, Ph.D., Enterprise Associate, Center for Creative Leadership

Where we are going in 2006:

In 2006, we will begin our final data collection push with a focused effort in the Asia region. Particular countries of interest include: Singapore, Malaysia, India, and Hong Kong. Further, we intend to round out the year with additional data collection in the U.K., Brazil, and the U.S.

When it is all said and done, we will have logged many miles, worked with nearly 30 for-profit and nonprofit organizations, while crossing 5 continents around the globe.



LAD Applications

In 2005 the LAD project team entered an exciting new phase of our work where we began translating our early research findings in practical applications for use by our constituents. This is where we begin to experience the excitement of turning “ideas into action.”

While there are a number of leadership across differences tools, techniques, interventions, and modules in the works, two major areas of focus include:

1) Leadership Across Differences Website—As part of our grant funding from the Z. Smith Reynolds Foundation, we will launch a Leadership Across Differences website in early 2006. This website will serve as a powerful means to put project-related knowledge and resources in hands of practicing leaders - in North

Carolina and from around the world. The website will evolve as our knowledge grows, and will initially contain project background information, early findings, and resources for people to use in order to lead and to analyze their own workplace diversity contexts.

2) Global Program Modules— In 2006 CCL will launch a new Global Program for executives who are responsible for creating strategy and leading across multiple country and cultural boundaries. The LAD team is creating two modules to be included in this program that will enable leaders to develop shared direction, alignment, and commitment across diverse groups, and thereby facilitate more productive and inclusive working relationships.



“Funding from the EDB will be used as part of an in-depth investigation of leadership across differences in the Asia region.”

LAD Funding

The Leadership Across Differences project has received funding from a number of sources. We will always feel a great sense of gratitude to those of you and your organizations who helped get this project off the ground through the Leadership Across Differences Learning Consortium.

We also hold a special place for the Z. Smith Reynolds Foundation, the pioneering grant funding agency for this important project.

In 2005, we added two additional funding sources to the project.

First, we received a significant grant from the Economic Development Board of Singapore. The funding will be used as part of an in-depth investigation of leadership across differences in the Asia region. Initially, we will be working with both for-profits and nonprofits in Singapore, Malaysia, and India. As part of this funding, project member Chris Ernst will be relocating from Greensboro to Singapore in the middle of January.

Second, we have just received a grant from the Merrill Lynch Corporation. This grant will allow us to collaborate with Merrill Lynch on leadership across differences in a systematic way across the Asian region.



LAD Dissemination

The LAD team has been fortunate to have many opportunities to disseminate our work to both academic and practitioner audiences in the past few years.

Some of our recent dissemination opportunities include:

2005 Presentations

- The International Leadership Association (ILA) in Amsterdam
- The American Association of State Colleges and Universities (AASCU) in Montreal
- The Diversity Council of the Carolinas in Charlotte, NC
- The Syracuse University Diversity Conference titled "Diversity as a Competitive Advantage in the Global Economy" in Syracuse, NY



Other Presentations

- The XVIIth International Congress International Association for Cross Cultural Psychology in Xi'an, China
- The 2nd Global Leadership Forum in Istanbul, Turkey
- The Academy of Management in Seattle, WA
- The Canadian Psychological Association Convention in Newfoundland
- The Institute for International Studies in Tokyo, Japan
- The Chief Diversity Officer's Forum at Bennett College in Greensboro, NC

Publications

- Hannum, K.M. & Weber, T. (2005). New Challenges in a Changing World. *Leadership in Action* 25(2).
- Hoppe, M. (2004). Bridging the identity gap. *Leadership in Action* 24 (3), 14-15
- Hoppe, M., & Houston, G. (2004). A question of leadership: How much of themselves should leaders bring to their work? *Leadership in Action* 24 (3), 12-13
- Ohlott, P. J., Chrobot-Mason, D., & Dalton, M. A. (2004). Collision courses: When social identity leads to conflict. *Leadership in Action*, 24 (3), 8-11
- Ruderman, M. N., & Ernst, C. T. (2004). Finding yourself: How social identity affects leadership. *Leadership in Action*, 24 (3), 3-7.
- Chrobot-Mason, D., & Ruderman, M.N. (2004). Leadership in a diverse workforce. In M. S. Stockdale & F. J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 100-121). Malden, MA: Blackwell Publishing.
- Dalton, M. (2003). Social identity conflict: The complex effects of employee identity on the workplace. A research brief. *MIT Sloan Management Review*. Fall, 7-8.
- Ernst, C. (2003). Leadership across differences. In A. Safty (Ed.) *Value Leadership*. Istanbul, Turkey: University of Bahcesehir Press.



LAD Research Team



Christopher Ernst, Ph.D., Enterprise Associate

Chris is currently a Co-Project Manager for the LAD project. 2006 promises to be an exciting year for Chris as he (along with Winifred, his wife, and 1 year old daughter, Madeleine) will be relocating to work in CCL's Singapore office for 2 years.



Kelly Hannum, Ph.D., Enterprise Associate

Kelly joined the team in 2005 and serves as a Co-Project Manager with Chris. Kelly plays a lead role in a number of our research functions, as well as applications development



Kathryn Cartner, Project Administrator

Kathryn handles the administrative logistics and co-leads the applications development for the project. Currently, she is also working on her MBA degree.

Donna Chrobot-Mason, Ph.D., Graduate Director & Assistant Professor

Donna is now the Graduate Director with the Center for Organizational Leadership at the University of Cincinnati, and contributes to a number of the research and dissemination aspects of the project.



Michael Hoppe, Ph.D., Enterprise Associate

Michael continues to split his time between the classroom (where he trains a number of CCL Open Enrollment programs) and research. Michael co-leads the development of project applications, and is involved in creating several new LAD related applications and modules.



Sarah Glover, R&I Process Manager

Sarah joined the team in 2005 with a deep interest in issues of diversity. One of her primary contributions to the project has been the identification of various societal level measures of social identity and diversity. Sarah concluded 2005 with a very exciting event – the birth of her daughter Emmaleora in November.



Ancella Livers, Ph.D., Group Manager, Enhanced Leader Development

As an experienced CCL trainer and manager, Ancella continues to play a key role in the development of applications for the LAD project.



Marian Ruderman, Ph.D., Group Director, Global Leadership & Diversity

Marian divides her time by acting as the Group Director for the Global Leadership and Diversity group at CCL and by bringing her extensive expertise in the area of diversity to bear on the LAD project.



Robert Solomon, MA, Customs Solution

Robbie has a Master's degree in Sociology, joined the team in the start of 2006, and his research interests include: social capital, qualitative research, and diversity.



Joan Tavares, Ph.D., Program Manager, Women's Leadership Program & Coaching for Development

As an experienced CCL trainer and manager, Joan is active in analyzing and interpreting organizational interviews, as well as contributing to the development of applications for the LAD project.



Todd Weber, Ph.D., Postdoc

We were excited to have Todd formally join CCL and the project as a Postdoc in 2005. In addition to his many contributions on the research, evaluation, and analysis fronts, Todd serves as our resident IT and knowledge management expert.

Jeffrey Yip, M.A., Research Associate.

Jeff recently joined the project team after completing his Master's in Education from Harvard. A resident of Singapore, he will be closely involved with our upcoming project efforts across the Asian region.

Former LAD Team Members

Patty Ohlott—In December, 2005 Patty retired from CCL and moved to Philadelphia where her husband has a new job.

Maxine Dalton—Maxine retired from CCL in December, 2004 and is enjoying her "free time" immensely, dedicating herself to a number of social and environmental causes, and getting in lots of time with her grandchildren.



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