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# Leadership Across Differences Project Update

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*Center for Creative Leadership*

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We are extremely grateful to each of you for the contributions that you have made to this project. We hope you enjoy reading our update and we wish you all the best for a peaceful and prosperous 2007.

## LAD Research

### Where we have been in 2006:

With the help of our remarkable collaborators we have now collected data in 10 different countries and have made significant progress in our understanding of leadership across differences. In 2006 alone, we collected information from the following countries:

- **France**-Jonna Louvrier, Ph.D candidate at the department of Management and Organisation at the Swedish School of Economics and Business Administration, Hanken
- **Germany**- Michael Hoppe, Ph.D., Center for Creative Leadership
- **United Kingdom**- David Dinwoodie, Deputy General Director MBA Program, Escuela de Alta Dirección y Administración (EADA)
- **United States**- Todd Weber, Ph.D., Center for Creative Leadership
- **Singapore, Hong Kong, and Japan**-Chris Ernst, Jeff Yip, and Vijayan Munusamy, Center for Creative Leadership



### What lies ahead in 2007:

- **India**-Thanks to an established partnership with the Tata Management Training Consultancy we will be collecting data in India in early 2007. We will then synthesize our information into research publications, practical techniques and training modules whereby people can gain a better understanding of leadership processes. Our hope is that this increased awareness of effective leadership practices will help with the demanding challenges organizations face as they cross geographic boundaries.

## LAD Applications

In the past year, the work of the LAD team has contributed greatly to our efforts of turning “ideas into action”.

### Advancing Global Leadership:

Preparation for CCL’s new Advancing Global Leadership program is already underway and the LAD research has been instrumental in designing two modules that will be included in the program. In the past year CCL’s flagship Leadership Development Program® underwent a major revision. The revised program also now includes a module drawing from LAD research. All of these modules will allow participants to learn about leadership techniques that help

create shared direction, alignment, and commitment when working with diverse groups.

### Leadership Across Differences Website :

Want to get more information about Leadership Across Differences?

You can find visit our website at <http://www.ccl.org/lad>

to learn more about our project background, early research findings, and a list of our publications. This website was launched as part of our grant funding from the Z. Smith Reynolds Foundation and has

proven to be a very valuable method for letting people know about our progress.



## LAD in Asia



The Center for Creative Leadership realized an important milestone in 2006 with the launch of a Research and Innovation unit in Singapore. This unit, funded with generous support from Singapore’s Economic Development Board, is chartered to learn with and from Asia about leadership development across the geography of Asia.

The Bridging Cultural Boundaries (BCB) project serves as one of a limited number of groundbreaking projects undertaken in the inaugural year of R&I Asia. BCB is the Asian-based extension of the larger Leadership Across Differences project and focuses on the countries of Hong Kong, India, Malaysia, and Singapore. As you can imagine, the year brought a host of exciting activities to the BCB project, chief amongst them involving staffing, establishing research collaborations, and relationship-building in Asia.

In terms of staffing, we are very fortunate to be joined by two outstanding researchers, Vijayan Munusamy and Jeffrey Yip. Vijayan is near completion of his Ph.D. at the University of Hawaii (and a Degree Fellow at the East-West Center), is a Malaysian national, and a rising scholar in cross-cultural management. Jeff, a Fulbright scholar, who has a Masters in Applied Sociology from the National University of Singapore and a Masters in Human Development and Psychology from Harvard University, is a Singapore national, and has research interests in boundary crossing, leadership, and adult development.

We have developed valuable research collaborations with Tata and Sons (Tata Management Training Consultancy) in India; Merrill Lynch in Hong Kong, Singapore, and Japan. We also have opportunities pending with the YMCA in Singapore, Hong Kong, and Malaysia.

Lastly, a major focus this past year for the BCB project has been developing the relationships that are critically important to success in this part of the world. In that spirit, we have attended and presented our work at a number of forums, invited lectures, and conferences. We have also hosted several dialogues and exchanges on bridging cultural boundaries with Asian researchers and practitioners.

In sum, it has been a year full of new growth and possibility and we look forward to sharing our learning with you in the year ahead.

## LAD Dissemination

### PRESENTATIONS In 2006

LAD team members and collaborators were able to share research findings at presentations throughout the world this year. Below are some of the 2006 presentations:

- Changing Leadership for Changing Times Lecture. Singapore University, Singapore.
- Creating Culturally Competent Firms. Center for Organisational Studies, Round Table. Ashridge, UK.
- Conference Board's Leadership Development Conference. San Diego, CA.
- Conference Board's Leadership Development Conference. New York.
- International Association of Cross Cultural Psychology. Spetses Island, Greece.



- Intergroup Leadership Conference. Boston, MA
- Merrill Lynch Pacific Rim Support Management Group Meeting. Bangkok, Thailand.
- Merrill Lynch Pacific Rim Executive Committee Meeting. Singapore.
- Northern Kentucky University 2<sup>nd</sup> Annual River Cities Industrial and Organizational Psychology Conference. Kentucky.
- US Trade Policy II Department of State International Visitor Leadership Program. Greensboro, NC.
- Women as Global Leaders: Communities in Transition. Abu Dhabi, UAE.
- Ministry of Manpower, Singapore.

### PUBLICATIONS In 2006

- Babcock, P. (2006, May). HR can help identify triggers sparking social-based conflicts. *SHRM online*, Retrieved July 20, 2006, from [www.shrm.org/global/news\\_published/CMS\\_017061.asp](http://www.shrm.org/global/news_published/CMS_017061.asp)
- Chrobot-Mason, D., Ruderman, M.N., Weber, T.J., Ohlott, P.J. and Dalton, M.A. (in press). Illuminating a cross-cultural leadership challenge: When identity groups collide. *The International Journal of Human Resource Management*.
- Dalton, M., & Chrobot-Mason, D. (In press). A theoretical exploration of manager and employee social identity, cultural values, and conflict management. *The International Journal of Cross Cultural Management*.
- EFMD Forum*. (2006, Summer). The challenge of diversity: Leadership across differences. Pp. 19-20.
- Ernst, C. (2006, April 4). Leadership for a Globally Interconnected World. *The Women's News*.
- Hannum, K.M. (2006). Going Global: A Conversation with Muna Odeh. *Leadership in Action* 26(3).
- Hannum, K.M. (2006). Gender and Culture Perspectives on Leading Social Identity Tension. *The Women's News*.
- Latham, G & Ernst, C. (June 2006). Keys to motivating tomorrow's workforce. *Human Resource Management Review*, v 16 (2), p. 181-198.
- Ruderman, M., Chrobot-Mason, D., Weber, T. (In Press). Social identity in the organization: How to recognize and respond to conflict triggers. *Leadership in Action*.



## LAD Research Team



**Chris Ernst, Ph.D., Research Director, Global Leadership**  
Chris is currently a Co-project Manager for the LAD project. In 2006, Chris and his family relocated to Singapore. He is actively involved in Asia's new R&D unit, and in managing our project efforts across the Asia.



**Kelly Hannum, Ph.D., Enterprise Associate**  
Kelly serves as the Co-Project Manager with Chris and brings her expertise on research methods to the LAD project.



**Kathryn Cartner, B.S., Process Manager and GLAD Administrator**  
Kathryn handles the data collection logistics and co-leads the applications development for the project. She is currently 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.



**William "Bill" Gentry, Ph.D., Senior Research Associate**  
Bill is our newest addition to the LAD team. Although he has been at CCL since 2005 as a Postdoc, he recently accepted our research faculty position at the end of 2006. Bill will be working on several aspects of LAD.



**Sarah Glover, Research Analyst**  
In 2006 Sarah changed her role from Process Manager and has become a team leader on several LAD research teams. She has been very active in working with our data collection in France.



**Rachael Isaacs, B.A., Administrative Coordinator**  
Rachael joined CCL in the summer of 2006 and handles the administrative logistics of the LAD team. She helps with the scheduling, note taking, and organizing aspects of the LAD project.



**Vijayan Munusamy, Senior Research Associate**  
VJ joined the CCL-Singapore office in 2006. He is currently working on his Ph.D. from the University of Hawaii. His research interests include cross-cultural management and issues of diversity.



**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, M.A., Customs Solutions**  
Robbie has a Master's degree in Sociology and joined the team at the beginning of 2006. His research interests include: social capital, qualitative research, and diversity.



**Joan Tavares, Ph.D., Project 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 from the LAD project.



**Todd Weber, Ph.D., Postdoc**  
Todd joined the LAD team as a Postdoc in 2005 and has contributed greatly to our research, evaluation, and analysis. We are also very grateful for his IT and knowledge management expertise.



**Jeff Yip, M.Ed., Research Associate**  
Jeff recently joined the project team after completing his Master's in Education from Harvard. As resident of Singapore, he has been closely involved with our project efforts across the Asian region.

## International Research Collaborators

- Lize Booyen, Ph.D. University of South Africa
- Donna Chrobot-Mason, Ph.D. University of Cincinnati
- Maxine Dalton, Ph.D. (Retired) CCL
- David Dinwoodie, M.S. Escuela de Alta Dirección (EADA)
- Claude Levy-Leboyer, Ph.D. (Retired) Université Rene DesCartes
- Ancella Livers, Ph.D. CCL
- Muhsen Makhameh, M.S. University of Jordan
- Sigmar Malvezzi, Ph.D. University of Sao Paulo
- Stella Nkomo, Ph.D. University of South Africa
- Patty Ohlott, M.S. OMG Center for Collaborative Learning
- Jonna Louvrier, M.Sc. Swedish School of Economics and Business Administration
- Lilach Sagiv, Ph.D. Hebrew University
- Shalom Schwartz, Ph.D. Hebrew University
- Peter Smith, Ph.D. Sussex University



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### Other Locations:

- Colorado Springs, CO
- San Diego, CA
- Brussels
- Singapore