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# Leadership Across Differences Project Update

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*Center for Creative Leadership*

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## Happy 2008!

On behalf of everyone involved on the Leadership Across Differences Project, we would like to wish you a very happy New Year!

2007 was a year of many personal and professional changes for our LAD team. Several of our team members have had new additions to their families. Some of our team members have moved on to explore other opportunities and we have welcomed new team members. We have made tremendous strides in developing our research

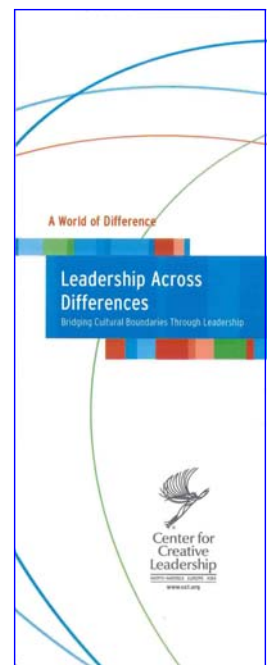
database. The work has continued to flourish as we move from collecting information to synthesizing our knowledge into a practical means of understanding and addressing leadership challenges.

We are extremely grateful to each of you for your contributions and support. We hope you enjoy reading our update and we wish you all the best!!

## Data Collection

Below is a list of all the countries we have collected data in during our project. Highlighted in blue are the countries which we were able to add to our list in 2007.

- Brazil
- France
- Germany
- Hong Kong
- India
- Spain
- Japan
- Jordan
- Scotland
- Singapore
- South Africa
- United States



## Staying Connected

Looking for more ways to stay connected to the Leadership Across Differences team?

An excellent tool for accessing information about our progress is by visiting our LAD website at [www.ccl.org/lad](http://www.ccl.org/lad). This website was launched as a part of our grant funding from the Z-Smith Reynolds Foundation. Here you will find copies of our recent presentations, a list of our publications, useful links, our LAD bibliography, and an explanation of our framework model.

We've also updated the look of our LAD bookmark so we can continue to share the information we are learning about how leaders can think and act beyond boundaries. To request copies of our LAD bookmark, please send an email to: [LAD@leaders.ccl.org](mailto:LAD@leaders.ccl.org).

## New CCL Program using LAD Research

### Advancing Global Leadership:

Information from LAD has been included in CCL's Advancing Global Leadership (AGL) program. LAD team members Marian Ruderman, Chris Ernst, Sarah Glover, and Kelly Hannum contributed to the design of AGL. The audience for AGL is leaders who will soon transition into a regional or global role or more experienced leaders with increasing regional or global responsibilities. Advancing Global Leadership sets the stage for longer-term development, and includes virtual and face-to-face components. During the program more than 40 participants engage with one another from CCL campuses in North America, Europe and Asia. The program creates realistic interactions through a global business simulation and by assigning cross-site learning partners who help one another address real-world global leadership challenges. To learn more about the program go to: [www.ccl.org](http://www.ccl.org) and click on [Advancing Global Leadership](#) under the featured solutions section.



## LAD Publications

There have already been numerous research publications from this project and as we close our data collection phase of the work, we look forward to more opportunities of synthesizing all of our data into even more articles, reports, and books. Below is a list of published work thus far:

### 2005:

- 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. Safety (Ed.) *Value Leadership*. Istanbul, Turkey: University of Bahcesehir Press.

### 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)
- Dalton, M., & Chrobot-Mason, D. (2007). A theoretical exploration of manager and employee social identity, cultural values, and conflict management. *The International Journal of Cross Cultural Management*, 7 (2), 169-183.
- *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*, 16 (2), p. 181-198.

**2007:**

- Ernst, C. & Yip, J. (submitted). *Boundary spanning leadership: Tactics for bridging social boundaries in organizations*. In T. Pittinsky (Ed.) *Crossing the divide: Intergroup leadership in a world of difference*. Boston, MA: Harvard Business School Press.
- Panda, A., Munusamy, V., & Mathur, S. (2007). Gender identity, reasonable woman standard, leadership, & sexual harassment: Perspective from an Indian organization. *International Journal of Diversity in Organizations, Communities and Nations*, 7 (5).
- Ernst, C. (submitted) *The global manager's work: Crossing boundaries of distance, country, and culture in The handbook of 21st century management*. Sage.
  - Gentry, W. A., Booyesen, L., Hannum, K. M., & Weber, T.J. (in review) *Leadership responses to gender-based tension: A comparison of responses between the US and South Africa*.
  - Hannum, K. (2007). *Social Identity: Knowing Yourself, Leading Others*. Greensboro, NC: Center for Creative Leadership.
  - Chrobot-Mason, D., Ruderman M., Weber, T., Ohlott, P. & Weber, T. (2007) Illuminating a cross-cultural leadership challenge: When identity groups collide. *The International Journal of Human Resource Management*, 18(11), 2011-2036.
  - Ruderman, M., Chrobot-Mason, D., & Weber, T. (2007) Identity crisis: Recognizing the triggers of a growing type of conflict. *Leadership in Action*, 27 (3) 3-8.
  - Ruderman, M. & Munusamy, V. (2007). Know Thyself. *Concepts & Connections: A publication for leadership Educators*, 15(2), 1-14.

**LAD Presentations**

LAD team members and collaborators have been able to share their research findings at presentations throughout the world. Throughout the past three years our team members have traveled to over 12 countries to share LAD research. Below is a list of LAD conference activity.

**2005:**

- 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
- 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

**2006:**

- 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

**2007:**

- Leadership responses to gender-based tension: A comparison of responses in the US and South Africa proposed for the Academy of Management, Philadelphia, PA
- 7th International Conference on Diversity in Organizations, Communities & Nations, Netherlands
- Multiculturalism: Understanding its meaning in Malaysia. Paper presented at the Seventh Conference of Asian Association of Social Psychology (AASP), Kota Kinabalu, Malaysia
- Social Identity Conflicts in Organizational and Cultural Context: Triggers, Responses and Leadership Strategies presented at the 2007 IAIR (Intercultural Academy of Intercultural Research) Conference, Groningen, Netherlands
- Towards a Theory of Boundary Crossing and Leadership Development. Symposium presented at the 2007 Annual Meeting of the Academy of Management, Philadelphia, PA
- Role of Leadership in Managing Diversity Issues: A Case Study of an Indian Organization. XVII Annual Conference of the National Academy of Psychology (NAOP), IIT Kanpur

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## Next Steps

As you can see on the preceding pages, information yielded from LAD research has already resulted in numerous international presentations and publications. Additional publications, presentations and applications are in the works. Members of the LAD team have plans to write multiple books, including a technical research report of the survey data, an instructional casebook based on the interviews, and what we hope will be a blockbuster book encompassing much of what we have learned through the LAD work. We will also design and deliver a program for leaders from North Carolina Nonprofits. This program is partially funded by the Z. Smith Reynolds Foundation grant. We will also seek additional grant funding to develop and deliver resources based on the LAD research in order to benefit leaders as well as leadership development practitioners and extend elements of the research.

Below are a few ways you can get involved:

- Collaborate on a publication, presentation and/or application related to LAD
- Let us know about funding opportunities related to leadership across differences
- Become a pilot tester or reviewer of the LAD instructional casebook

Future research, will focus on boundary spanning leadership and on developing a framework for respectful behavior across cultures. If you have interest in any of the above opportunities, we look forward to hearing from you.

Please send us an email at: [LAD@leaders.ccl.org](mailto:LAD@leaders.ccl.org)

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## 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 region.



**Kelly Hannum, Ph.D., Enterprise Associate**  
Kelly has been the Co-project Manager for the LAD research since 2005. She manages the project's efforts in North America, Europe and Africa. Her interests include cross-cultural research methodology, cross-cultural respect and helping individuals better understand and lead across differences that may otherwise divide us.



**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 & Associate 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.



**William "Bill" Gentry, Ph.D., Senior Research Associate**  
Bill joined CCL in 2005 as a Post Doc. He is now a Senior Research Associate, working with the survey analysis of the LAD project.



**Sarah Glover, B.S., Research Analyst**

Sarah became a Research Analyst in 2006. She is primarily responsible for collecting societal level data, interview analysis particularly in the area of leadership practices. Sarah was instrumental in coordinating the recent 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 scheduling, note taking, and organizing various aspect of the project work.



**Belinda McFeeters, Ph.D., Post Doc Research Fellow**

Belinda is our newest member to the LAD team. She contributes to LAD by working with the casebook research on social identity differences used to help people lead across differences.



**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.



**Jeff Yip, M.Ed., Research Associate**

Jeff 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)
- Michael Hoppe, Ph.D., CCL
- Claude Levy-Leboyer, Ph.D., (Retired) Université Rene DesCartes
- Ancella Livers, Ph.D., The Executive Leadership Council
- Muhsen Makhamreh, Ph.D., Professor of Business Management
- 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
- Lilach Sagiv, Ph.D., Hebrew University
- Shalom Schwartz, Ph.D., Hebrew University
- Peter Smith, Ph.D., Sussex University
- Robbie Solomon, M.A., The Executive Leadership Council
- Joan Tavares, Ph.D., (Retired) CCL
- Todd Weber, Ph.D., University of Nebraska-Lincoln, Gallup Leadership Institute

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