

# WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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## BC Alum O'Donnell Speaks at Chambers Lecture Series

BY JENN HOWARD, A&S '14

**A**CTOR CHRIS O'DONNELL, A GRADUATE OF THE CARROLL SCHOOL OF MANAGEMENT, SPOKE TO CURRENT STUDENTS ON October 1, 2010, as part of the Chambers Lecture Series. Best known for his roles in movies such as *Scent of a Woman* and *Batman Forever*, O'Donnell now stars in the TV series *NCIS: Los Angeles* alongside LL Cool J.

O'Donnell began his speech by outlining three lessons that he learned while at Boston College and throughout his career. First, he learned from his mistakes. After making multiple successful movies without the blessing of his agent, O'Donnell took time off from his career to marry and start a family with his wife Caroline. As a person rooted in family and faith, O'Donnell appreciated the time off from the hectic Hollywood lifestyle.

However, he encountered difficulty when trying to make his way back into the movie industry. After O'Donnell switched agents, it was recommended that he pursue a role in a play to jumpstart his career. He starred in productions of Arthur Miller's *The Man Who Had All the Luck* at the Williamstown Stage Festival and in New York. While not accustomed to stage acting, O'Donnell said that this role helped him to relaunch his career

and land roles like the current one on *NCIS: Los Angeles*.

The second lesson that O'Donnell brought up was that of preparing for success. He said that while timing and luck do play a small part in becoming successful, it is equally important to be ready for opportunities when

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**Chris O'Donnell** (Continued on page 2)

## From the Center



Jonah Berman, Mary Ann Glynn, and Richard Keeley

**A**S I WRITE, WE ARE IN THE GRIP OF A SNOWY and icy season in Chestnut Hill, eagerly anticipating spring and fondly recalling an exciting fall semester. Bostonians are prone to grumble about *every* winter, but this year the complaint bears hearing!

At the Winston Center's founding, we committed ourselves to working across departments, disciplines, and schools at the university; creating bridges to scholars and practitioners across the world; and fostering effective leadership among our undergraduates. On all three counts, we continue to make good progress. That first commitment shows this term in our co-sponsoring of a leadership exchange event which brought our Jenks Leadership Program

together with several other student leadership groups from across campus; Mary Ann Glynn's seminars continue to attract top research faculty from around the world; and Jonah Berman has just initiated the newest cohort in the Jenks Leadership Program.

Since we first went to print some five years ago, the Winston Center and Boston College websites have provided the most current access to our undertakings. If you missed out on being present for a Clough Colloquium or Chambers Lecture event, you'll find many more online at Front Row ([bc.edu/frontrow](http://bc.edu/frontrow)), which is easily accessed through our website. We hope you'll enjoy what you find there. ■

– Richard Keeley, Director of Programs

## Chris O'Donnell...*(Continued from page 1)*

they strike. For example, when O'Donnell was in a career slump, he continued to build up his résumé with small roles so that he would be prepared for his next big movie or TV show. The final lesson that O'Donnell introduced concerned living a balanced life. When O'Donnell was 18, he was offered the opportunity to skip college and begin his film career in Hollywood. Instead, O'Donnell took advantage of the college experience that BC provided, and learned how to balance his life among career, education, and family.

During the question-and-answer period, O'Donnell further elaborated on his experiences at Boston College. Most of the questions were about his experiences in Hollywood. He revealed that the "coolest"



Actor Chris O'Donnell signing autographs and talking with students.

person he knows is LL Cool J, and that he invited George Clooney and Sandra Bullock to his wedding.

After the speech, O'Donnell was kind enough to stick around, sign autographs, and take pictures with many eager students. ■



### THE SPRING 2011 CLOUGH COLLOQUIUM

will feature Doris Kearns Goodwin, Pulitzer Prize-winning historian and author, *Team of Rivals: The Political Genius of Abraham Lincoln*

Monday, March 21, 2010, at 4:00 p.m.  
Robsham Theater

## Noonan Discusses Presidential Leadership at Clough Colloquium

BY DANIEL TONKOVICH, CSOM '13 AND MORGAN HEALEY, A&S '13

**P**EGGY NOONAN, COLUMNIST FOR THE *Wall Street Journal* and best-selling author of eight books on American politics, history, and culture, addressed the Boston College community on Tuesday, October 19, 2010, as part of the Winston Center's Clough Colloquium Series. Noonan shared her views on the characteristics and flaws of leaders as exemplified by five presidents of the United States.

She began her speech with tales of her time as a writer for Ronald Reagan, speaking of the former president as a man capable of public speaking and engagement. Noonan said that although he publicly showed interest in the issues at hand that provoked reaction, he was a person of occasional detachment and was best in small groups. "In my view, Reagan was the last genuine man of American politics," Noonan said. "He had great personal grace and public warmth. He never treated others as help. He employed old-school courtesy."

Noonan contrasted Reagan with President George H.W. Bush, whom she praised for his diplomacy and engagement in personal matters, but criticized for his failure to attend to public matters and recognize the importance of major events and opportunities. Noonan used Bush's failure in these respects to stress awareness and innovation. She asserted that successful leaders

at all levels not only must be intelligent, but also creative, intuitive, and in tune with the needs of the people at the time of their leadership. "A great political leader has more in common with an artist than an economist," she said.

Noonan also recalled the presidency of Bill Clinton. Acknowledging Clinton's ability at appearing natural in his energetic engagement with the public, she also noted that he was at times "too masterful and clever." Noonan said, "Leaders are not sly. They must have honesty and integrity to get people to follow."

The formal lecture concluded with Noonan offering her analysis of President Barack Obama. "He has gone from top of the world to bottom of the heap," she said. Obama's downfall, according to Noonan, is due to a failure to properly position himself. "Pushing 'Obamacare,' merits aside, when Americans were concerned with rising unemployment, was a political disaster."

Charles Clough, chairman and chief executive officer of Clough Capital and namesake for the Clough Colloquium, said he was grateful for Noonan's elaboration of her published opinions.

"This is a time when most political columnists are predictable, but Peggy Noonan always offers interesting insight, a different perspective," Clough said. ■



Peggy Noonan

### WINSTON CENTER RESEARCH UPDATE

#### FALL SEMINAR SERIES

The Winston Center for Leadership and Ethics and the Organization Studies Department co-sponsored a fall seminar series that brought to campus faculty from Yale, MIT, Brandeis, and the Copenhagen Business School. Guests discussed their research and engaged in conversation with both faculty and doctoral candidates on campus.

#### RECENT RESEARCH PUBLICATIONS IN THE FIELD OF LEADERSHIP AND ETHICS

M.A. Glynn & C. Navis. *Entrepreneurship, Institutional Emergence, and Organizational Leadership: Tuning in to "The Next Big Thing"* in *Satellite Radio*.

Glynn, M.A. & Raffaelli, R. 2010. *Uncovering Mechanisms of Theory Development in an Academic Field: Lessons from Leadership Research*. In Walsh, J.P. & Brief, A. (Eds.), *Academy of Management Annals*, 4: 359-401.

Sine, W.D. & David, R.J. (Eds.), *Institutions and Entrepreneurship*, *Research in the Sociology of Work*, vol. 21. Emerald Group Publishing Limited. Includes chapters by Organization Studies faculty and doctoral candidates.

Pratt, M.G., Pradies, C. & Lepisto, D. (forthcoming). *Doing Well, Doing Good, and Doing With: Organizational Practices for Effectively Cultivating Meaningful Work*. To appear in B. Dik, Z. Byrne & M. Steger (Eds.), *Purpose and Meaning in the Workplace*, APA Books.

In addition to the above, three alumni of the WCLE Leadership and Institutions Workgroup—Rich DeJordy, Ian Walsh, and Rich Cotton—have each had their research articles accepted in the prestigious *Academy of Management Journal*.

## Schor speaks on Ecological Decline

BY ELISE TAYLOR, A&S '14



Professor Juliet B. Schor

**O**N NOVEMBER 4, 2010, PROFESSOR Juliet B. Schor presented on her new book, *Plenitude: The New Economics of True Wealth*, as part of the Winston Forum on Business Ethics.

Schor began by explaining the current state of both our environment and economy. Multiple factors hint toward a predictable downward spiral in our economy, and despite the acknowledgment of climate change decades earlier, natural resource extraction has significantly increased. Overextraction and a host of other factors have raised the costs of production, and the recent economic collapse has seen unemployment spike as high as 10 percent.

“Dematerialization is not materializing,” Schor said. “We must address ecological deprivation, and we can.” She then proposed a response to the environmental and economic crises, what she refers to as the “Plenitude

Solution.” The goal of this theory is to put forward a concrete vision of a small-scale, ecologically linked, high-performing economy.

Across the country and around the world, many people are starting to withdraw or reduce their labor from the formal economy, as work has become more demanding and less profitable, Schor said. Many have diversified their sources of income and have become more self-reliant by doing things such as growing their own vegetables, sharing expensive goods like cars, running small businesses, and trading services within the community.

“They are emphasizing a new way of living,” she said. “They learn how to make things, which they develop into a skill, and then turn this into a living and a career.”

**Professor Schor** (Continued on page 6)

## Jenks Leadership Program Update

**I**N JANUARY, THE JENKS LEADERSHIP PROGRAM welcomed its fourth cohort since being reestablished under the auspices of the Winston Center in 2008. The new group is led by student directors Luke LaPointe and Jordan Bolebruch, both CSOM '12, and consists of 23 students from both the Carroll School of Management and the College of Arts & Sciences. Students hail from diverse regions, including California, Florida, Nebraska, Ohio, and Ontario, and bring a range of academic and life experiences to their cohort.

During the weekend of January 16–17, this new cohort traveled to the Whispering Pines Center in West Greenwich, Rhode Island, for their opening retreat. Sessions focused on the theme of servant leadership, and were led by Joe Bonito '79, an alumnus of the Jenks Leadership Program who personally knew Sandy Jenks, the program's namesake. Through conversation and group activity, the retreat participants gained a better understanding of their own leadership styles

and how they might best contribute to the group. Plenty of time was had for hanging out, getting to know one another, and s'mores by the indoor fireplace.

In other Jenks news, the senior Jenks cohort spent the fall in small groups developing their service projects, which will be implemented this spring. While each group has a different

focus, all will certainly be active on and around campus during the coming semester.

Finally, the Jenks Alumni Advisory Board has been working to plan an Alumni Networking night, which will take place on Thursday, March 31, in downtown Boston. Any Jenks alumni who are interested in attending should contact [winston.center@bc.edu](mailto:winston.center@bc.edu). ■



Students participating in the Jenks opening retreat at Whispering Pines Center in West Greenwich, Rhode Island.

## Winston Center participates in Arizona Ethics Case Competition



Michael Burke and Peter Morizio, both CSOM '11

**F**OR THE THIRD YEAR RUNNING, THE Winston Center was invited to send a team of students to the University of Arizona's Eller Ethics Case Competition. On October 21 and 22, 2010, Michael Burke and Peter Morizio, both CSOM '11, proudly represented Boston College. Thirty schools from the United States and Canada were involved in the two-day event, and the team from Elon University in North Carolina was declared the winner for the second year in a row. "My time at the Eller Ethics Case Competi-

tion this past fall was one of the most rewarding and educationally valuable experiences I've had at Boston College," Morizio said. Burke added, "This amazing opportunity will forever be one of the best and most memorable experiences of my college career. All of the participating schools' ethics programs were highly developed, and the fact that we were able to hold our own is a testament to CSOM and the Winston Center."

For more information on this year's event, visit <http://ethics.eller.arizona.edu/competition>. ■

### AROUND THE TABLE: LUNCH WITH A LEADER

**T**HE WINSTON CENTER'S *LUNCH with a Leader Program* continued this past fall with visits from three highly regarded executives. Tom Sebok, president and chief executive officer of Young & Rubicam, North America, kicked off the series on September 15, 2010. As a leader in a global marketing and communications firm, Sebok discussed his growth as a professional and emphasized the importance of students taking every job seriously, no matter how big or small.

D. Scott Brown, a 1979 graduate of Boston College, continued the series on September 28. Brown is president and chief operating officer of Sage Products Inc., a market-leading manufacturer of innovative healthcare products based in Illinois. He began his career as the first New England sales representative for the company in 1981, and worked his way up the ladder over time. Brown spoke of the many challenges and lessons he has learned along the way.

The fall series was rounded out with a visit from Joe Essa, president and managing partner of Wolfgang Puck Worldwide, Inc. A Boston College graduate, Essa discussed his company's brand positioning with students and shared stories of his first encounters with the world-renowned chef who is the company's namesake.

## Winston Summer Grants Update

**F**OR THE THIRD SUMMER IN A ROW, THE Winston Center will offer stipends to students who are participating in unpaid internships that will enhance their leadership skills. Only a limited number of grants are available. To inquire, please email [winston.center@bc.edu](mailto:winston.center@bc.edu). ■



### THE SPRING 2011 CHAMBERS LECTURE

will feature Boomer Esiason, former NFL quarterback and current studio analyst,  
*The NFL Today*

Friday, March 25, 2011, at 3:30 p.m.  
Murray Room, Yawkey Center

## Professor Schor... (Continued from page 4)

Moreover, Schor suggested that the rest of the population, and the government, should follow this trend. One example would be for the government to enact a four-day workweek, which would reduce energy costs and carbon emissions, while giving workers more leisure time. This time could be spent on making connections with neighbors, which would lead to the sharing of goods and the initiating of projects that would advance society.

By spending less time in the formal labor market and becoming more self-

sufficient, people would save money, energy, and creativity, and decrease their impact on the environment.

Overall, the Plenitude movement would reduce environmental impact and help restructure the economy, something Schor feels is desperately needed. "We must promote economies of reuse and change," she noted. Schor is optimistic about the success of the Plenitude movement. "This is the construction of a healthier way of life. These kinds of innovations will spread." ■



## SPRING EVENTS

ALL EVENTS ARE FREE AND OPEN TO THE PUBLIC UNLESS OTHERWISE INDICATED.

MARCH 21

### CLOUGH COLLOQUIUM

Featuring Doris Kearns Goodwin, Pulitzer Prize-winning historian and author, *Team of Rivals*  
*Robsham Theater*

4:00 p.m.

MARCH 23

### WINSTON CENTER RESEARCH SEMINAR

"The Hidden Standard: Honorable Ambition"  
Robert Faulkner, Professor of Political Science  
Boston College

*Lynch Center, Fulton 513*

10:00 a.m.

MARCH 25

### LUNCH WITH A LEADER

Featuring Phil Schiller, SVP Worldwide  
Product Marketing, Apple Inc.  
*Fulton Honors Library*

*By invitation only*

12:00 p.m.—1:30 p.m.

MARCH 25

### THE CHAMBERS LECTURE SERIES

Featuring Boomer Esiason, former NFL  
quarterback and current studio analyst,  
*The NFL Today*

*Murray Room, Yawkey Center*

3:30 p.m.

APRIL 5

### LUNCH WITH A LEADER

Featuring David Wasjgras, SVP and CFO,  
Raytheon

*Fulton Honors Library*

*By invitation only*

12:00 p.m.—1:30 p.m.

APRIL 6

### WINSTON FORUM ON BUSINESS ETHICS

Featuring Kathe McKenna, Executive Director,  
Haley House

*Murray Room, Yawkey Center*

7:00 p.m.

APRIL 20

### WINSTON CENTER RESEARCH SEMINAR

"Identity and Organizations"  
Professor Majken Schultz, Copenhagen Business  
School

*Lynch Center, Fulton 513*

10:00 a.m.

APRIL 27

### WINSTON CENTER RESEARCH SEMINAR

"Ambivalence in Organizations"  
Professor Blake Ashforth, Arizona State University

*Lynch Center, Fulton 513*

10:00 a.m.

For questions about Winston Center events, please call 617-552-9296 or email [winston.center@bc.edu](mailto:winston.center@bc.edu).

## WINSTON CENTER

Centers serve as both origins and destinations, places where forces converge and where new energies are released. The Winston Center aspires to both roles, and our plans for 2010–2011 reflect that aspiration.

Our signature public events, the Clough Colloquium and the Chambers Lecture series, attract a diverse and vibrant audience from across the University and within the community at large.

In collaborative programming with schools, departments, and institutes, the Center will focus a rich variety of intellectual disciplines on salient issues in ethics and leadership. In promoting faculty research and scholarship and in encouraging curricular innovation, the Center will enrich student life and contribute to the growth of knowledge.

We welcome your comments and invite your participation.

# LEADERSHIP for CHANGE

## SUSTAINABILITY: THROUGH THE LENS OF WATER

BY KENNETH MIRVIS, EdD

**W**HILE THE CONCEPT OF “SUSTAINABILITY” continues to change as businesses adopt its principles and practices, Leadership for Change treats the concept as an organic offshoot of its curriculum. That curriculum, a work-in-progress for the past 17 years, relies on a few key elements: community, reflection, learning through action, intense mindfulness on the common good, and triple-bottom-line assessments of success. In the eyes of Leadership for Change, sustainability encompasses far more than environmental responsibility and awareness alone. It also includes whole systems analyses, social and environmental justice, and corporate social responsibility. This year’s symposium, held on February 11, achieved that breadth by examining sustainability “Through the Lens of Water.”

Water is one of the planet’s great equalizers, transcending time, space, and society. Not only does virtually every living thing require water to survive, water also touches every inch of the Earth’s surface, bringing its bounty to rich and poor, developed and undeveloped alike. Water is simultaneously a renewable and nonrenewable resource, and it is up to all of us to be its stewards. It is nonrenewable in that for all practical purposes, all of the water that ever existed on Earth continues to exist. We cannot really produce any more than is here now. It is renewable in that the water cycle moves water continuously around the planet, from the seas to the mountaintops, cleaning itself on each circuit, returning to H<sub>2</sub>O when it evaporates, and leaving its pollutants behind.

To explore sustainability through this lens, the symposium organizers, Ken Mirvis and Peter Crawley of Leadership for Change, divided the day in half, with a morning panel addressing global issues and an afternoon panel addressing local issues along a single watershed, the Mystic River.

The morning panelists were Elisa Speranza, Sally Yozell, and David Brooks. Elisa is president

of CH<sub>2</sub>M Hill’s Operations and Maintenance Business Group, which provides infrastructure services such as water and wastewater treatment. Elisa also has worked as the deputy director of the Massachusetts Water Resources Authority and currently chairs the board of Water For People, an organization that assists indigenous populations worldwide with hygienic water and wastewater systems. Sally, the director of policy for NOAA, the National Oceanic and Atmospheric Administration, discussed a range of topics, including ocean policy and the need to support ecosystem services even when the benefits may be neither economically profitable nor short term. David represented Friends of the Earth Canada, presenting his innovative work on taking a systems approach to water management and resource-planning opportunities.

Their discussion addressed the complex issues surrounding the management of a public resource. While water is free, the infrastructure associated with it is fraught with expenses, requires careful public policy, and affects everyone in our society. Whether the conversation pertains to treatment and delivery, the developing world, or resource planning, these sustainability conversations relating to water proved to be rich and complex.

The afternoon panel consisted of four individuals, each of whom has a different stake in the Mystic River and its watershed. Patrick Herron, from the Mystic River Watershed Association, showed the rich diversity through the highly urbanized watershed, from bucolic parkways to scrap metal, salt, natural gas, and oil tanks. Dan Driscoll, of the Massachusetts Department of Conservation and Recreation, discussed river management from the perspective of a public stakeholder overseeing responsible action and adherence to the law. Andy DeSantis of the City of Chelsea noted the

**Sustainability** *(Continued on back page)*

## WINSTON UPDATE

EDITOR  
RICHARD KEELEY

CONTRIBUTORS  
JONAH BERMAN  
MARY ANN GLYNN  
MORGAN HEALEY  
JENN HOWARD  
KENNETH MIRVIS  
REBECCA ROWLEY  
ELISE TAYLOR  
DANIEL TONKOVICH

PHOTOGRAPHY  
JOHN GILLOOLY

DESIGN  
ERINKATE O'DONNELL  
PROGRESSIVE PRINT SOLUTIONS

COPY EDITING  
LINDA WALSH

Please send editorial correspondence to  
winston.center@bc.edu.

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Email: winston.center@bc.edu  
Phone: 617-552-9296

[www.bc.edu/leadership](http://www.bc.edu/leadership)

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## Sustainability... (Continued from page 7)

challenges he and others in municipal environments face when balancing the needs of a community with the needs of an ecosystem. Ted Tye, a real estate professional with National Development, added depth to the conversation by illustrating the healing opportunities that can accompany responsible development, such as parks and water access in areas that had previously been industrialized, polluted, and inaccessible.

That session deeply illustrated how a community of stakeholders, each with distinct agendas, can work collaboratively to bring about change that truly benefits a large cross-section of society.

In addition to the rich discussions from the panelists, members of Leadership for

Change Cohort 17 practiced the skills they have acquired throughout the year by facilitating 2.5 hours of small breakout group conversations, all related to different topics. As a result of their involvement, the logistics of the day went smoothly, and the public discussions were rich and meaningful. Following the symposium, they reflected deeply on how much the experience enhanced their level of personal awareness and motivated them to act in more sustainable ways in both their individual and professional lives. ■

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Leadership for Change: Sustainability, Responsibility, Community is a graduate-level program for working

professionals that empowers sustainable and responsible action in organizations and society. For additional information about the MBA certificate and 12 credits, contact 617-552-2044 or [www.bc.edu/lfc](http://www.bc.edu/lfc).

Leadership for Change: Sustainability, Responsibility, Community is a program affiliated with the Winston Center for Leadership and Ethics at Boston College.

Kenneth Mirvis, EdD is president of the Writing Company in Watertown, Massachusetts, and a business partner of Leadership for Change. His primary work involves communications training and curriculum development/public education related to water, energy, and the environment.



### BOSTON COLLEGE

CARROLL SCHOOL *of* MANAGEMENT

WINSTON CENTER FOR LEADERSHIP AND ETHICS

FULTON HALL 414B

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CHESTNUT HILL, MA 02467-3808

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