

RECENT TABLE TALK: LUNCH WITH A LEADER

THE WINSTON CENTER'S POPULAR Lunch with a Leader Series brought students and high-level executives together on three occasions in Spring 2011.

Greg Brown, chairman and chief executive officer of Motorola Solutions, opened the series on February 23. Brown's talk interwove personal reflection on the matrix of forces—familial, educational, summer jobs—that shape and inflect his leadership style with an account of his career path and the challenges faced by Motorola. He concluded with a list of traits he looks for in a leader, and then opened the floor for a wide-ranging discussion.

Phil Schiller, a 1982 alumnus, now Apple, Inc.'s senior vice president worldwide for product marketing, surveyed the Fulton Honors Library and then joked with students about studying subjects other than business. A biology major, Schiller is one of the most widely recognized public faces for Apple, and has been an enthusiastic supporter of the University's Tech Council.

The series concluded with the appearance of David Wajsgas, senior vice president and chief financial officer of Raytheon Company, in an April 5 luncheon that mixed graduate and undergraduate students. ■

Serving Soup, Baking Bread, and Making a Difference: Haley House at 45

BY ELISE TAYLOR

ON WEDNESDAY, APRIL 6, KATHE McKenna, executive director of Haley House, and Daniel Cordon, director of its Wholesale Transitional Employment, spoke to a crowded Murray Function Room in the Winston Center's spring-term Forum on Business Ethics. Haley House, located in Boston's South End and named for a Boston College student activist, Leo Haley, focuses on issues such as homelessness, job stagnation for ex-convicts, and the lack of healthy dietary conditions for the poor.

McKenna described the House's 45-year evolution—from its origins as a house for those down on their luck through the addition of the Elder Meal, a meal solely for senior citizens; the Noonday Farm, a branch organization that provides organic produce for Haley House meals and poor families; and, most recently, the addition of the Haley House Bakery, which hires ex-convicts or people aiming to overcome homelessness as employees.

McKenna began the talk by describing the founding of Haley House in 1966. Appalled by the social injustice surrounding them, she and her husband, John, rented a small apartment in hopes of creating a temporary house for the needy. They would wander Tremont Street looking for the homeless and invite them in for a good night's sleep and a hot meal in the morning. Initial suspicion and hesitation gave way to trust when word spread about their bringing in one homeless man who had passed out in a snow bank, and the McKennas soon had no problem getting people to accept their

hospitality. "The most important thing in those early years was keeping people safe and learning how to treat people with dignity," McKenna said.

After McKenna, Cordon spoke about Haley House's Transitional Employment Program. Designed by Cordon for ex-convicts, the Transitional Employment Program provides a job and training in making cookies, pizza dough, and bread loaves for sale in the café and elsewhere. As a result, the formerly incarcerated generate a steady source of income and have a safe haven to talk about their problems. For many ex-cons, the prospect of returning to jail can seem an inevitable reality, as jobs and general trust are difficult to find in a post-jail life.

"We wanted to devise a program that would create opportunities on a real-life scale where we could take men, bring them in, hold them up, and give them the opportunity to transfer back in to the world," Cordon said. "To be able to have the opportunity to go back in your life after jail is overwhelming. My concept was, 'Let's hold them long enough, so we can begin to transition, build those bonds, and connect with loved ones who don't trust us and don't believe a word we say.'"

In closing, Cordon urged students to support his program by purchasing a multipack of Haley House cookies, which are featured in BC's dining halls. He concluded, "By buying a pack of cookies, you make a difference." ■

A version of this article appeared first in *The Heights* on April 7, 2011, and is used with permission.

CHAMBERS LECTURE SERIES

The upcoming lecture will feature Eric Greitens, humanitarian activist (*The Mission Continues*), former Navy SEAL and author of "*The Heart and the Fist*".

Thursday, October 20, 2011, at 7:00 p.m.
Murray Room, Yawkey Center

Jenks Leadership Program Update

BORN IN AN AGE OF STUDENT activism and then saddled with the name of The Paraprofessional Leadership Group, the Jenks Leadership Program, now under the direction of the Winston Center, graduated its third class under Jonah Berman's supervision. This past spring, student groups completed a range of service projects, which included work with Big Brothers Big Sisters, Franciscan

Hospital for Children, and a local Brighton Middle School. Recruitment of the next Jenks cohort began in September.

The Jenks alumni network continues to grow stronger. Last March, the alumni hosted an event to honor Tom McGuinness for his years of service to the program, which was attended by Father J. Donald Monan SJ, University Chancellor. Father Monan—who knew

Weston "Sandy" Jenks and has followed the work of the program for many years—conveyed its importance to students and the University and offered thanks for the stewardship of Dr. McGuinness.

In related news, Jenks alumnus Dan Malloy is the newly elected governor of Connecticut. The program hopes to bring him to campus in the near future. ■

FALL EVENTS

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

OCTOBER 12
THE WINSTON FORUM ON BUSINESS ETHICS
Featuring Timothy Anderson '73, founder, World Computer Exchange
McGuinn 121
4:30 P.M.

OCTOBER 20
THE CHAMBERS LECTURE SERIES
Featuring Eric Greitens, author (*The Heart and the Fist*) and humanitarian (*The Mission Continues*)
Murray Room, Yawkey Center
7:00 P.M.

OCTOBER 26
CLOUGH COLLOQUIUM
Featuring Adrian Fenty, former mayor, Washington, D.C., and education reform leader
Gasson 100
4:30 P.M.

For questions about Winston Center events, please call 617-552-9296 or email winston.center@bc.edu.



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Lincoln and Leadership: Doris Kearns Goodwin at the Clough Colloquium

BY ANTHONY COSSETTE

AT THE SPRING 2011 CLOUGH COLLOQUIUM, DORIS KEARNS GOODWIN PRESENTED AT A LECTURE BASED ON HER bestselling book, *Team of Rivals: Lessons of Leadership from Abraham Lincoln*. A Pulitzer Prize-winning historian specializing in the history of the American presidency, Goodwin drew on her work of the same title on Abraham Lincoln's transformative presidency and his role in leading the Union to victory during the American Civil War.

Her fascination with the American presidency began when she was a 24-year-old White House intern for President Lyndon Johnson. During this time, President Johnson became personally acquainted with Goodwin. She assured the audience, however, that it was a completely "non-amorous affair that eventually led [her] to study the lives of great American

presidents, from LBJ to FDR (the subject of her Pulitzer Prize-winning *No Ordinary Time: Franklin and Eleanor Roosevelt: The Home Front in World War II*), and finally to her favorite: Abraham Lincoln."

She related Lincoln's celebrated life story, addressing his destitute upbringing and his unquenchable desire to be educated and make

his mark in history. Both of these qualities, Goodwin says, enabled Lincoln to navigate his way through the morass of Illinois politics and the United States Senate. Eventually, his

Doris Kearns Goodwin

(Continued on page 3)

Updates From the Center



Jonah Berman (left), former assistant director of the Winston Center; Father J. Donald Monan (middle), University Chancellor; and Dr. Tom McGuinness (right); associate vice president of University Counseling speak at a Jenks alumni dinner in honor of Tom McGuinness. (See back cover for more on the Jenks Leadership Program.)



Brooks Barhydt, new assistant director of the Winston Center for Leadership and Ethics.

THE WINSTON CENTER BEGINS THE NEW academic year with a farewell and a welcome. We bid goodbye to Jonah Berman as he moves into a new position with Google. Jonah's work as assistant director included extraordinary stewardship of the Jenks Leadership Program, bridge-building to other leadership and ethics centers across the country, and adroit handling of our programs and seminars. We welcome his successor, Brooks Barhydt, who brings three years of advancement experience, most recently at Boston College and previously at Middlebury College.

There's much to anticipate in 2011–2012. At our Fall 2011 Clough Colloquium, Adrian Fenty—the former mayor of Washington, D.C., and a leader in education reform—will highlight the challenges of leadership in education and politics. Our Fall 2011 Chambers Lecture will feature Eric Greitens—a former

Navy SEAL, Rhodes scholar, photographer, humanitarian activist, CEO of The Mission Continues, and author of *The Heart and the Fist*. Looking to February, we're excited about the rescheduled appearance of Rebecca Skloot—journalist, teacher, and author of *The Immortal Life of Henrietta Lacks*—an event that we will co-sponsor with the Lowell Humanities Series.

For the first time, a Boston College undergraduate student team will represent the Winston Center at Loyola Marymount's Ethics Competition. Look for a report in our spring *Update*.

As we go to press, the fall schedule of research seminars has yet to be finalized. Please visit <http://www.bc.edu/schools/csom/research/leadership.html> for current information.

I look forward to seeing you back on campus this fall. ■

— Richard Keeley, Director of Programs

RESEARCH HIGHLIGHTS

SUMMER DAY CAMP: RESEARCH 101

The Winston Center research community gathered for its fifth annual summer day camp.

Current associated faculty—including Simona Giorgi, Mary Ann Glynn, Mike Pratt, and Spencer Harrison—joined with Rich DeJordy, BC PhD and former WCLE Fellow who is now at Northeastern University, for a series of workshop seminars on theories, methods, and the profession. Each seminar was designed to appeal to the broad interests of the CSOM-BC community.

ACADEMY OF MANAGEMENT MEETINGS

Many Winston Center faculty—all told, more than 25 CSOM faculty and doctoral students—were active at the Academy of Management Meetings in August. Professor Mike Pratt presented several papers from his research program on work orientation and identity, and Professor Jean M. Bartunek and PhD candidate Boram Do presented their paper, “Dissolving Ambivalence About Change: Change Recipients' Attitudes and Change Leaders' Sensegiving.”

A special honor was accorded Research Director and Professor Mary Ann Glynn and her coauthor, Professor Chad Navis (University of Wisconsin, School of Business, Madison) for winning the Thought Leader Award from the Entrepreneurship Division of the Academy of Management, for their paper: “How New Market Categories Emerge: Temporal Dynamics of Legitimacy, Identity, and Entrepreneurship in Satellite Radio, 1990–2005,” which was published in *Administrative Science Quarterly* last year. ■

RESEARCH PUBLICATIONS

Cardador, M.T., Dane, E., and Pratt, M.G. (forthcoming). Linking Calling Orientations to Organizational Attachment via Organizational Instrumentality, *Journal of Vocational Behavior*.

Rivoli, P. and Waddock, S. First They Ignore You...The Time-Context Dynamic and Corporate Responsibility, *California Management Review*, Winter 2011, 53 (2): 87–104.

Navis, C. and Glynn, M.A. 2011. Legitimate Distinctiveness and the Entrepreneurial Identity: Influence on Investor Judgments of New Venture Plausibility, *Academy of Management Review*, 38: 479–499.

Wry, T., Lounsbury, M., and Glynn, M.A. 2011. Legitimizing Nascent Collective Identities: The Role of Collective Identity Stories, *Organization Science*, 22: 449–463.

Winston Summer Grants Are Big Success

FOR THE THIRD YEAR, THE WINSTON Center offered grants to subsidize work in the service and public sectors.

Emily Kaiser, in a message from her placement, wrote:

“This summer, I worked for an organization called Mercy Corps Northwest (MCNW), which has its headquarters in Portland, Oregon. MCNW is the domestic branch of the larger and well-known Mercy Corps. I decided to intern with this nonprofit over the summer because I hope to eventually work for a nonprofit after graduating to pursue my dream of wedding business and ethics.”

“MCNW works to serve low-income clients from the Northwest region of the U.S. One service offered is providing low-interest loans to clients who have a business plan and would like to start their own business, but are unable to because of their inability to receive a loan from a

bank because of an insufficient credit score or because they are unable to offer collateral.”

Daniel Tonkovich CSOM '13, from Vancouver, Washington, completed an economic research internship with the Columbia River Economic Development Council. He interned during the crafting and implementation of a new regional economic development strategic plan for the Portland, OR–Vancouver, WA metropolitan area. During his time at the organization, he was directly involved with preliminary, targeted industry research for business recruitment activities and foreign direct investment as identified in the new plan.

Joshua Coyne worked for Professor Michael Barnett as the financial representative (aka the “business guy”) for the Vertical Farm Initiative at Boston College. He experimented upon various hydroponic systems to discern which system

was the most sustainable, environmentally beneficial, efficient, and effective.

Probing the business behind hydroponics, he researched questions such as:

- How should we price hydroponic systems and hydroponic produce?
- How can we use each hydroponic system to realize an actual profit?
- What is the status of the urban agriculture industry today?
- How can we create a business plan around hydroponics?
- How can we transfer this knowledge of hydroponics into an educational curriculum for inner-city Boston academic institutions? His research involved interviews, collaboration with a wide range of professionals, and the opportunity to work with inner-city Boston students for two weeks. ■

Doris Kearns Goodwin...*(Continued from cover page)*

resourcefulness and ability to appeal to both sides of the antebellum divide won him the presidency, though not without incurring the wrath of the southern states that started to secede one by one starting in the spring of 1861.

According to Goodwin, Lincoln's strength as a president lay in his ability to make concessions. The title of her talk gives an indication of this since Lincoln's cabinet was filled with men who were “better educated, more respected, and who each thought he should lead the country rather than Lincoln.”

Goodwin laced her lecture with anecdotes from Lincoln's early life, his crucial decisions made while president, and, most important, the

traits that defined him as a truly inspiring leader. “Lincoln never missed the chance to force his cabinet to compromise, especially when he and his cabinet were debating hot-button issues related to the war,” she remarked. On the other hand, Lincoln was stern and assertive when his subordinates, particularly General George McClellan, were not properly carrying out their duties on the battlefield. Her discussion of Lincoln's death and assassination sparked the question of what he would have done had he lived to see the end of the Civil War and commenced his own program of Reconstruction.

Goodwin concluded with a poignant statement about her passion for history, which

she says “allows [her] to believe that the private people we have loved and lost in our families, and the public figures that we have respected in history just as Lincoln wanted us to believe, can be immortalized in our hearts and memories so long as we pledge to tell and retell the stories of their lives.” ■

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THE FALL 2011 CLOUGH COLLOQUIUM

This month's lecture will feature Adrian Fenty, education reform leader and former Mayor of Washington, D.C.

Wednesday, October 26, 2011, at 4:30 p.m.
Gasson 100



Football, Family, and Adversity: Boomer Esiason on Leadership

BY DANIEL TONKOVICH

BOOMER ESIASON—CBS SPORTS STUDIO analyst and former quarterback for the Cincinnati Bengals, New York Jets, and Arizona Cardinals—offered the Spring 2011 Chambers Lecture. Esiason shared his perspective on leadership and adversity as gleaned from a 14-year National Football League (NFL) career and as a parent.

Esiason began the lecture with a tale from Super Bowl XXIII when he, the Cincinnati Bengals quarterback, faced the San Francisco 49ers. “For the game, I was selected to be the person, should we have won, who would have been saying, ‘We're going to DisneyWorld!’ I remember standing on the sidelines going over my lines for the commercial, but as soon as [Joe] Montana threw the touchdown pass, the cameras were headed to the other side of the field. The loss was unfortunate, but life is full of experiences. It is full of events that will define you, whether as a QB or a CEO.”

Esiason also spoke about the impact his father had on his development. “To talk about someone who has made a real difference in my life ... when I was seven years old, my mother died from cervical cancer,” he said. “My father, two older sisters, and I remained. Even though my father lost the love of his life, his priority was his children, including me as a seven-year-old. He sacrificed much for me. He gave me everything.”

College football posed an unexpected set of challenges for the young Esiason, beginning with his odd recruitment. “I was a star high school athlete without a scholarship offer until I was playing basketball and my abilities were noticed,” Esiason said. “I was recruited for football while playing basketball. I visited the University of Maryland and left having signed a letter of intent. I was recruited for football while I was running around on the court.”

Despite his successes later in his years at Maryland, including winning the Atlantic Coast Conference title, Esiason continued to face adversity in his football career. Thinking he would be the number-one draft pick out of college, he ended up being tenth overall in the



Boomer Esiason

second round of the 1984 NFL Draft. Once drafted, and playing, he faced the challenge of the 1987 players' strike.

“I wanted to prove something,” he said. “I was the highest paid player and therefore the player representative because I could not be cut. I remember standing out with a picket sign, but I was part of a team and I never violate a commitment to a team. It was about fighting for the lower players.”

Esiason spoke finally of his children, especially Gunnar, A&S '13, as being his inspiration. In 1993, Gunnar was diagnosed with cystic fibrosis. The diagnosis prompted Esiason to establish the Boomer Esiason Foundation to fund research to find a cure for cystic fibrosis. To date, the foundation has raised over \$100 million.

“[The diagnosis] is about understanding that we are all in this together,” he said. “That is what [my] dad told me and that is what I have told Gunnar. We are selling a dream and the dream is working. The foundation not only is about the future, but also is about honoring the previous support and work that have brought the research to where it is today.” ■

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WINSTON UPDATE

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